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of the United Nations Human
Settlements Programme**

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**Work programme of the United Nations Human Settlements Programme
and budget of the United Nations Habitat and Human Settlements Foundation
for the biennium 2012–2013**

Proposed work programme and budget for the biennium 2012–2013

Report of the Executive Director

Summary

 The present document sets out the proposed integrated work programme and budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2012–2013, which is based on the six-year medium-term strategic and institutional plan 2008–2013 endorsed by the Governing Council in its resolution 21/2 of 20 April 2007. The work programme and budget are built on the biennial strategic framework for 2012–2013 that was endorsed by the Committee on Programme and Coordination in June 2010. The budget was prepared in accordance with financial rules 302.1–302.5 of the United Nations Habitat and Human Settlements Foundation. The budget resources are necessary to implement the work programme of the United Nations Human Settlements Programme for the biennium 2012–2013 and to provide the required programme support for an effective delivery of the focus areas of the medium-term strategic and institutional plan. All figures are given in United States dollars, unless otherwise stated.

 The Executive Director recommends that the Governing Council of the United Nations Human Settlements Programme approves the work programme and budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2012–2013, as proposed hereunder.

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Acronyms

AGRA	Alliance for a Green Revolution in Africa
AGRED	Advisory Group of Experts on Decentralization
AMAL	Affordable Mortgage and Loan Corporation
AMCHUD	African Ministerial Conference on Housing and Urban Development
APHRC	African Population and Health Research Centre
APMCHUD	Asia-Pacific Ministerial Conference on Housing and Urban Development
AU	African Union
COHRE	Center on Housing Rights and Evictions
CPR	Committee of Permanent Representatives
DMP	Disaster Management Programme
ECOSOC	Economic and Social Council
ECA	United Nations Economic Commission for Africa
EDM	Executive Direction and Management
ERP	Enterprise resource planning
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
FIG	International Federation of Surveyors
GD	Global Division
GEF	Global Environment Facility
GM	Gender mainstreaming
GTZ	German Agency for Technical Cooperation
GUO	Global Urban Observatory
HIC	Habitat International Coalition
HPS	Housing Policy Section
HSFD	Human Settlements Financing Division
IADB	Inter-American Development Bank
IBNET	International Benchmarking Network for Water and Sanitation Utilities
ICLEI	International Council for Local Environmental Initiatives
ICT	Information communications technology
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IHS	Institute for Housing and Urban Development Studies
ILO	International Labour Organization
IPSAS	International Public Sector Accounting Standards
ISDR	International Strategy for Disaster Reduction
ISOCARP	International Society of City and Regional Planners
ISS	Information Services Section
JICA	Japan International Cooperation Agency
LPI	Land Policy Initiative
MDG	Millennium Development Goals
M & E	Monitoring and Evaluation
MRD	Monitoring and Research Division
MTSIP	Medium-term strategic and institutional plan
N-AERUS	Network-Association of European Researchers on Urbanisation in the South
OED	Office of the Executive Director
OHCHR	Office of the High Commissioner for Human Rights
PRC	Programme Review Committee
PSD	Programme Support Division
RMU	Resource Mobilization Unit
ROAAS	Regional Office for Africa and the Arab States
ROAP	Regional Office for Asia and the Pacific
RTCD	Regional and Technical Cooperation Division
SB	Shelter Branch
SMART	Specific, measurable, attainable, relevant and time-bound
SUD-Net	Sustainable Urban Development Network
TAB	Technical Advisory Branch
TCBB	Training and Capacity-building Branch
UCLG	United Cities and Local Government

UDB	Urban Development Branch
UESDB	Urban Economy and Social Development Branch
UEPB	Urban Environmental Planning Branch
UFB	Urban Finance Branch
UNACLA	United Nations Advisory Committee of Local Authorities
UNCT	United Nations country teams
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
UNO-IDfA	United Nations Office to Support the International Decade for Action "Water for Life" 2005–2015
UNW-DPC	UN-Water Decade Programme on Capacity Development
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
WHO	World Health Organization
WBI	World Bank Institute
WSIB	Water, Sanitation and Infrastructure Branch
WUF	World Urban Forum

Introduction

1.   In accordance with financial rule 302.1 of the United Nations Habitat and Human Settlements Foundation, the Executive Director of the United Nations Human Settlements Programme (UN-Habitat) submits herewith the proposed biennial programme budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2012–2013. The present document sets out the integrated work programme and budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2012–2013. The work programme builds on the biennial strategic framework for 2012–2013, as amended and endorsed by the Committee for Programme and Coordination during its fiftieth session, in June 2010.

2.   The work programme and budget for 2012–2013 are derived from the six-year medium-term strategic and institutional plan for 2008–2013 that was endorsed by the Governing Council in its resolution 21/2 of April 2007. By the same resolution, the Governing Council requested UN-Habitat to refine the medium-term strategic and institutional plan by developing indicators, targets and priorities that meet the SMART (specific, measurable, achievable, realistic and time-bound) criteria for reflection in the strategic framework and work programme and budget. Accordingly, the medium-term strategic and institutional plan was refined and a results framework comprising a goal, strategic result, expected accomplishments, indicators of achievement and sub-expected accomplishments for each focus area, was completed in April 2009.

3.   The medium-term strategic and institutional plan is being implemented incrementally through three successive biennial work programmes for 2008–2009, 2010–2011 and 2012–2013. By its resolution 22/7 of 3 April 2009, the Governing Council requested UN-Habitat to prepare a prioritized, results-based strategic framework and the work programme and budget for the biennium 2012–2013, both aligned with the approved six-year medium-term strategic and institutional plan.

4.   The results chain in the present document has been aligned with the results framework of the medium-term strategic and institutional plan from which it was derived. Each subprogramme reflects the results from the focus area or areas for which it is the designated lead, as follows: subprogramme 1 leads focus areas 2 and 3; subprogramme 2 leads focus area 1; subprogramme 4 leads focus areas 4 and 5; and executive direction and management and programme support lead focus area 6. In this respect, the subprogramme objective, expected accomplishments, indicators of achievement and sub-expected accomplishments are derived from the results framework.

5.   The work programme has been prepared in line with the six focus areas, although it is presented according to organizational units (divisions). Some expected accomplishments in the results framework were combined in the strategic framework and work programme documents to reduce the number of expected accomplishments in each subprogramme. A number of indicators were amended to make them qualitative, as recommended by the Committee of Permanent Representatives. In some cases, changes were necessary because it became evident that the necessary data would not be readily available, while others were amended on the recommendation of the Office of the Comptroller, for example, all those including the phrase "as evidenced by".[1]

6.   The structure of the present document represents a departure from previous practice. First, the structure of the work programme follows the recommendations made by the Committee of Permanent Representatives during the preparation of the 2010–2011 work programme and budget document. In addition, it has been streamlined to make it more user-friendly and it incorporates the recommendations of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) set out in its report (HSP/GC/22/5/Add.1). In line with the results-based management principles, the expected results drive the financial resource requirements and are linked to outputs. The document presents subprogramme tables that outline the results chain, including intermediate results also called "sub-expected accomplishments", which provide a link between higher-level strategic results and outputs.

7.   Second, the budget narrative and tables are now presented at the end of each subprogramme narrative for a comprehensive and logical review. The budget is based on estimates of expected voluntary contributions to the general and special purpose funds, along with estimates of the level of expenditures required to supplement the United Nations regular budget and technical cooperation resources for full implementation of the UN-Habitat biennial work programme and ultimately for the effective achievement of the focus area results. The budget covers the income and expenditure for

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1   Para. 2 shows the linkage between the medium-term strategic and institutional plan 2008–2013 and the work programme and budget for 2012–2013.

anticipated programme activities and programme support costs of the Foundation. Its format is consistent with the United Nations budgetary regulations, rules, policies and practices.

8.   In addition to incorporating the recommendations of ACABQ, the present document has been reviewed by the Committee of Permanent Representatives to UN-Habitat, and its views and input have been taken into account.

9.   The proposed programme budget has been submitted to ACABQ for its review and comments in accordance with financial rule 302.2 of the United Nations Habitat and Human Settlements Foundation. The report received from ACABQ in response has been issued as document HSP/GC/23/5/Add.1.

10.   Since 2008, UN-Habitat has laid emphasis on strengthening internal collaboration across organizational units to achieve focus area results. To that end and to ensure the optimal use of internal expertise and capacities across the organization, the following measures have been adopted:

      (a)   A lead subprogramme has been designated for each focus area, with the Division Director, who is also head of the subprogramme, being accountable for delivery of the results for that focus area;

      (b)   Medium-term strategic and institutional plan focal points have been appointed to each of the four subprogrammes and three regional offices to coordinate the planning, monitoring and reporting functions for their focus areas and harness efforts across the programme to deliver focus area results;

      (c)   The medium-term strategic and institutional plan task forces have been replaced by six focus area teams and an enhanced normative and operational task force with the aim of strengthening coordination and collaboration across organizational units towards the effective implementation of the plan. The enhanced normative and operational task force is led by the Director of the Regional and Technical Cooperation Division, ensuring coordination of and collaboration on activities at country level with the help of Habitat programme managers;

      (d)   Division directors are accountable for the achievement of the plan's focus area results, supported by delegations of authority and accountability frameworks;

      (e)   Internal collaboration is embedded in the work of the Programme Review Committee and its tools, ensuring consultation and collaboration between organizational units on all UN-Habitat programmes and projects;

      (f)   The new knowledge management strategy and infrastructure facilitates and supports knowledge-sharing across organizational units.

11.   The work programme and budget document is prioritized, as requested by the Governing Council in its resolution 22/7. While UN-Habitat plans to implement the full work programme, if it is unable to raise the required resources, such prioritization will facilitate decision-making on the allocation of available resources. Prioritization was undertaken at sub-expected accomplishment level using the following criteria:

      (a)   Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, the General Assembly or the Governing Council;

      (b)   Priority [2]: Sub-expected accomplishments with strategic importance (i.e., that pertain to a global trend or challenge of increasing importance) and with a high potential for contributing to expected accomplishments;

      (c)   Priority [3]: Sub-expected accomplishments with lower strategic importance or with lower potential for contributing to expected results.

A.   Programme overview

12.   Responsibility for the human settlements programme within the United Nations system is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for its implementation. The mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, comprising "adequate shelter for all" and "sustainable human settlements development in an urbanizing world", which is an outcome of the United Nations Conference on Human Settlements (Habitat II). The mandate of the programme also derives from resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; and resolution 32/162, in which the United Nations Centre for Human Settlements (Habitat) was established by the General Assembly. By resolution 56/206, the General Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements

Programme. UN-Habitat also derives its programme of work from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, in particular target 11 on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and target 10 on water and sanitation of the Johannesburg Plan of Implementation. These two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies and resolutions of the Governing Council of the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by the Committee of Permanent Representatives of UN-Habitat, which serves as a formal intersessional body.

13.   The Governing Council of UN-Habitat, through its resolution 21/2, approved a six-year medium-term strategic and institutional plan for 2008-2013, and, in paragraph 3, endorsed the six focus areas and the enhanced normative and operational framework of the medium-term strategic and institutional plan, and requested the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for improvement of the plan, including the agreement of specific "SMART" indicators, targets and priorities in order further to refine each of the focus areas and for reflection in the United Nations Human Settlements Programme's strategic framework and work programme and budget.

14.   In line with the above-mentioned Governing Council decision, UN-Habitat undertook refinement of the plan by developing a comprehensive results framework which includes a SMART goal, strategic result, expected accomplishments and indicators of achievement as well as a strategy paper for each of the six focus areas of the plan. This process, which was supported by a results-based management expert, took eight months and was completed in April 2009.

15.   By paragraph 6 of Governing Council resolution 22/7, the Council requested the Executive Director to ensure timely and close consultation with the Committee of Permanent Representatives during the preparation of a prioritized, results-based strategic framework and the work programme and budget for the biennium 2012–2013, both aligned with the approved six-year medium-term strategic and institutional plan. The elements of the strategic framework for 2012–2013 are therefore derived from the refined results framework of the medium-term strategic and institutional plan.

16.   An emphasis on results-based management will continue to shape the programme planning, performance management, learning and accountability of UN-Habitat. A midterm evaluation of the medium-term strategic and institutional plan will be undertaken in 2010, and depending on its outcome, this strategic framework may need to be revised to align it with the new realities and decisions. In that event, the provisions of General Assembly resolution 58/269 are expected to prevail. Strategic choices made in this biennium programme plan have been largely informed by lessons learned and best practices from the UN-Habitat programme performance report for the previous biennium, monitoring and evaluation reports, and inputs from strategic partners.

17.   As indicated in the UN-Habitat flagship reports, cities are the habitat of half of humanity and, by 2050, 70 per cent of the world's population will reside in urban areas. Urban growth averages 5 million new urban residents per month in developing regions where many new mega-cities of 10 million and hyper-cities of 20 million will emerge. In developing countries, the result of this is the rapid growth of slums and informal settlements, whose population currently stands close to 1 billion, or 32 per cent of the world's urban population. Emerging data trends repeatedly indicate that the urban poor face inequitable and life-threatening conditions, poverty, environmental disasters and social crises. A key problem is that most of this rapid and uncontrolled urban growth is taking place in countries whose Governments are least able to cope with the provision of adequate housing, urban infrastructure and basic services. The main social effects of unplanned urbanization include inadequate housing, chaotic peri-urbanization, lack of basic services, especially safe drinking water and sanitation, lack of secure tenure, vulnerability to natural and human-made disasters and crime, uncertain employment, as well as social exclusion of the poor, vulnerable and other disadvantaged groups, including the disabled, youth and the elderly. The recent economic crisis has exacerbated urban poverty, accelerated unemployment and rapid expansion of the urban informal sector with its low-profit activities and a disproportionate concentration of women. The fourth session of the World Urban Forum noted the particular vulnerability of indigenous peoples to the effects of chaotic and unplanned urbanization. In spite of these challenges, it is increasingly accepted that urbanization is a positive phenomenon and a precondition for improving access to services, economic and social opportunities, and a better quality of life.

18.   Climate change, one of the environmental challenges, most negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are neither adequately protected by construction and land use planning regulations, nor do they possess sufficient resources to improve their own lives. The nexus between rapid urbanization and climate change has multiple impacts on highly vulnerable groups, in particular women, young people, the elderly and the extremely poor. Climate change has negative impacts on health, threatens access to water and food security and increases the urban Poor's vulnerability to flooding and landslides. In many developing countries, changes in agricultural productivity as a result of climate change-related weather patterns, as well as conflict over scarce resources, are pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, and to build the resilience necessary for effectively responding to climate change-related disasters.

19.   In addressing these challenges, UN-Habitat works in close consultation and collaboration with Governments and many Habitat Agenda partners. Tackling urban poverty and social and physical exclusion by promoting and upholding the rights of all, especially women, youth, the disabled and other vulnerable and disadvantaged groups, to an adequate standard of living, including water and sanitation. Lessons from the fourth session of the World Urban Forum, held in 2008, stressed the need to put people at the centre of development and for balanced territorial development as important aspects of sustainable and harmonious urbanization, and that the provision of affordable housing is a strategic means to attaining the Millennium Declaration targets. In responding to the challenges posed by climate change, UN-Habitat has a comparative advantage, through its close and strong relationship with local authorities, to help cities to achieve more compact urban expansion; take stock of their renewable energy and green infrastructure potentials; identify and promote the use of appropriate green technology innovations, especially in the energy, construction and transport sectors; and integrate use of these innovations into planning and building regulations. These interventions, which facilitate mitigation and adaptation to climate change, will also stimulate a green economy that can create dynamic new industries, quality jobs and income growth. Urban planning, land-use management, housing policy and basic infrastructure can significantly influence how cities mitigate and adapt to climate change.

20.   Against this backdrop, the UN-Habitat six-year medium-term strategic and institutional plan lays the necessary conditions for concerted international and national efforts to stabilize the growth of slums and for the subsequent reduction in and reversal of the number of slum-dwellers. The plan outlines the five substantive focus areas, namely: (1) effective advocacy, monitoring and partnerships; (2) participatory urban planning, management and governance; (3) pro-poor land and housing; (4) environmentally sound basic infrastructure and affordable services; and (5) strengthened human settlements finance systems. The plan will continue to be implemented at the global and national levels, in line with the approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. Excellence in management, the sixth focus area of the plan, creates an enabling environment for the effective implementation of the five substantive focus areas. In particular, UN-Habitat is strengthening and mainstreaming the results-based management approach in order to enhance the organization's accountability, efficiency and effectiveness.

21.   The activities of UN-Habitat for the period 2012–2013 constitute the final phase of the plan, as clearly articulated in the road map for the period 2010–2013. The period 2008–2009 constituted the kick-start phase, while the period 2010–2011 was the roll-out phase. The implementation process will be closely monitored and reported through biannual progress reports for the consideration of Member States. UN-Habitat will strive to achieve regional balance in the implementation of all programme and project activities and also facilitate the exchange of information and good/best practices, especially on a South-South basis.

22.   The UN-Habitat programme of work will be implemented through four interlinked subprogrammes, namely: subprogramme 1, Shelter and sustainable human settlements development; subprogramme 2, Monitoring the Habitat Agenda; subprogramme 3, Regional and technical cooperation; and subprogramme 4, Human settlements financing. The subprogrammes work in close cooperation and collaboration through an integrative and synergetic approach that has subprogrammes leading in the implementation of some focus areas but contributing to all of them. This promotes internal cohesion, alignment and coherence, particularly through the enhanced normative and operational framework as reflected in the Habitat country programme documents, to which all subprogrammes contribute to the benefit of Member States. A strengthened programme review mechanism will mainstream results-based management, and reinforce internal cohesion and information sharing among different units in UN-Habitat.

23.   With regard to gender integration, the organization's effort in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (see resolution 60/1, para. 58) that guarantees women's free and equal right to own and inherit property and ensures security of tenure of property and housing. To address the disparities between men and women in decision-making at all levels and differences in access to land and housing, as well as benefits from programmes implemented, UN-Habitat will assess the gender implications of all planned normative and operational programmes, in line with the UN-Habitat Gender Equality Action Plan. In-house, the Gender Mainstreaming Unit will work with all units, including through the programme review mechanism, to ensure that all interventions adopt a gender perspective.

24.   UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the public-private partnership, Habitat National Committees, academic and research institutions, and many other Habitat Agenda partners. Mechanisms for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners are the World Urban Forum, which is held every two years to address pressing human settlements issues and the World Urban Campaign on sustainable urbanization, which was launched in late 2008. The sixth session of the World Urban Forum will take place in 2012.

25.   In implementing the medium-term strategic and institutional plan, UN-Habitat will endeavour to achieve regional balance in the implementation of all programme and project activities, and also to facilitate the exchange of experience, knowledge and best practices between regions, especially South-South. In addition, UN-Habitat will strive for regional balance in the recruitment of staff, consultants and participants in expert group and other meetings.

1.   Subprogramme 1: Shelter and sustainable human settlements development

26.   This subprogramme will lead in the implementation of focus areas 2 and 3, namely, participatory urban planning, management and governance, and pro-poor land and housing. Work on the global programmes that include secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management and safer cities will continue as outlined in the medium-term strategic and institutional plan. There will be more emphasis on the role of urban planning and governance in promoting safer cities and in mitigating the effects of climate change, all within the framework of sustainable urban development. More effort will be put into strengthening collaboration with local authorities, following the landmark approval of the guidelines on decentralization by the Governing Council of UN-Habitat in April 2007. Work will be undertaken on strengthening education and training in shelter and sustainable urban development within tertiary institutions responsible for training future planners and policy-makers.

2.   Subprogramme 2: Monitoring the Habitat Agenda

27.   This subprogramme will lead in the implementation of focus area 1, effective advocacy, monitoring and partnerships. Most of the subprogramme's work is cross-cutting and will be implemented in collaboration and cooperation with other divisions. UN-Habitat will continue to monitor and report on global human settlements conditions and trends, and also on progress in the implementation of internationally agreed goals and targets, focusing on sustainable urban development, in line with the medium-term strategic and institutional plan. The organization will also continue to strengthen its strategic partnerships and youth activities, as well as promote and monitor women's empowerment and gender mainstreaming in human settlements. Attention will be given to the role of public-private partnerships in the provision of shelter and related services. There will be increased emphasis on knowledge management, especially transfer and exchange between regions of lessons learned from best practices in human settlements.

3.   Subprogramme 3: Regional and technical cooperation

28.   Working in all five substantive focus areas, the main thrust of this subprogramme will be to provide technical assistance, build capacity and implement demonstration projects. The Habitat programme managers will contribute to the visibility of human settlements issues and promote their mainstreaming in the United Nations Development Assistance Frameworks, poverty reduction strategies and other national development policy documents. They will continue to play an important role in the United Nations country teams. The Habitat country programme documents developed in close consultation with Governments and other stakeholders will contribute towards coherence in programming at the country level while the regional offices will continue to coordinate activities carried out by all the divisions at regional and country levels, including the expanding work on disaster prevention and management. UN-Habitat work in post-conflict countries has shown how human settlements planning can facilitate stronger links and a smoother transition between relief and

development. The admission of UN-Habitat into the Inter-Agency Standing Committee as a focal point on housing, land and property will facilitate its full participation in the coordinating mechanisms of the inter-agency assessment teams. The organization will be able to offer both transitional and longer-term guidance on shelter issues in post-disaster situations.

4. Subprogramme 4: Human settlements financing

29.   This subprogramme leads in the implementation of focus areas 4 and 5 of the medium-term strategic and institutional plan, namely, environmentally sound basic infrastructure, and strengthening human settlements financing. UN-Habitat will work with partners to develop and apply innovative financial mechanisms for mobilizing resources for affordable and pro-poor housing and related environmentally sound infrastructure and services. Implementation of the innovative four-year pilot programme on experimental reimbursable seeding operations for low-income housing and infrastructure, which was started in 2008, will continue. Work on the Water for African and Asian Cities programmes will also continue, with special focus on the Lake Victoria and Mekong regions, in close cooperation with the African Development Bank and the Asian Development Bank. In the area of energy, UN-Habitat will promote sustainable urban transport, especially for the poor, undertake energy efficiency audits of water utility companies and promote slum electrification programmes.

30.   The Executive Direction and Management Office will coordinate and oversee the implementation of the whole medium-term strategic and institutional plan, and lead in the implementation of the sixth focus area, excellence in management. The full implementation of this focus area will have a significant impact on the management, institutional effectiveness and corporate culture of UN-Habitat. In particular, strengthening of results-based management, which is a key element of the focus area, will considerably enhance the organization's accountability, efficiency and effectiveness. A strengthened Programme Review Committee will facilitate effective implementation of results-based planning, monitoring and evaluation, promote alignment and cohesion of the programmes, and also ensure that lessons captured from monitoring and evaluation systematically inform the planning and design of new programmes and projects.

B.   Cooperating partners

31.   The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of specialized international assistance for post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will continue to cooperate with partners within and outside the United Nations to deliver its planned programme of work. In line with the framework of system-wide coherence, UN-Habitat will partner with: the United Nations Development Programme (UNDP), on local governance issues, training, capacity-building and disaster risk reduction; the International Labour Organization (ILO), on the Local Economic Development Programme; the United Nations Institute for Training and Research (UNITAR), on localizing the Millennium Development Goals; the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Environment Programme (UNEP) and the World Bank, on the Global Land Tool Network; the United Nations Office on Drugs and Crime (UNODC) and the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), on the Safer Cities Programme; the World Health Organization (WHO), the United Nations Children's Fund (UNICEF) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), on the World Water Assessment Programme and the Joint Monitoring Programme for water supply and sanitation; the United Nations Department of Economic and Social Affairs (UNDESA), on various social and economic programmes, including the work of the Commission on Social Development; the Office of the United Nations High Commissioner for Human Rights on the Housing Rights Programme; the United Nations Office for the Coordination of Humanitarian Affairs on post-crisis, reconstruction and rehabilitation; UNEP, on urban environment issues; and the United Nations Framework Convention on Climate Change, on climate change issues; the United Nations Population Fund (UNFPA) and UNDESA on various social and economic programmes, and Millennium Cities; the World Bank, on the Cities Alliance Programme; and the International Finance Cooperation, on urban and housing finance issues. UN-Habitat will also work closely with United Nations country teams on national programmes; and with UNDP, in connection with the work of Habitat programme managers.

32.   Outside the United Nations, UN-Habitat will cooperate and collaborate with Governments, local authorities and their associations, multilateral development agencies, regional banks, civil society organizations, the private sector and other Habitat Agenda partners, including research, training and academic institutions. It will continue to work closely with United Cities and Local Governments (UCLG), the United Nations Advisory Committee on Local Authorities (UNACLA) and the Advisory

Group of Experts on Decentralization (AGRED). Collaboration with the following bodies will also be enhanced: Metropolis; Local Governments for Sustainability (formerly the International Council for Local Environmental Initiatives (ICLEI)); CityNet; and the International Association of Francophone Mayors. UN-Habitat will promote sustainable urbanization through regional ministerial conferences that include the Regional Meeting of Ministers and High Level Authorities of Housing and Urbanization in Latin America and the Caribbean, African Ministerial Conference on Housing and Urban Development (AMCHUD) and Asia-Pacific Ministerial Conference on Housing and Urban Development (APMCHUD) (see annex II to the present document).

C. Lessons learned from the fifth session of the World Urban Forum

33.   The fifth session of the World Urban Forum, on the theme "The right to the city: bridging the urban divide", generated vibrant discussions and exchanges of information among a wide range of Habitat Agenda partners. Key lessons that emerged from the discussions, which inform the work programme for the biennium 2012–2013, include the following:

(a)   The nature of the world's cities today requires a thorough review and analysis of governance institutions and institutional renewal, including changes in behaviour and political relations;

(b)   Urban inequality is not limited to differences in income but includes other important dimensions. Bridging the urban divide requires an integrated approach articulating economic, social, political and cultural forms of inclusiveness;

(c)   The poor have the right to a say in decisions that affect their lives and the right to uplift themselves, in addition to the right to legal assistance in doing so;

(d)   Making our cities more resilient and climate-proof requires better and more rational land-use planning, greener and more robust building codes, and smart infrastructure and services. This can best be achieved by harnessing the full potential of technology to reduce the ecological footprint of our cities while making our public infrastructure and services more accessible and more affordable.

34.   Annex V to the present document provides an overview of the Forum, including its genesis and programmatic position in UN-Habitat. It also outlines the main outputs of the Forum included in the work programme and budget for 2012–2013.

D. Financial overview

35.   The financial framework of UN-Habitat comprises three sources of funding: United Nations regular budget allocations approved by the General Assembly; United Nations Habitat and Human Settlements Foundation contributions for which the general purpose budget allocations are approved by the Governing Council and special purpose budget allocations are approved by the Executive Director; and technical cooperation contributions for which the budget allocations are also approved by the Executive Director.

36.   Regular budget appropriations are approved by the General Assembly and fall into two major categories, namely, section 15: Human settlements, and section 22: Regular programme of technical cooperation, for sectoral advisory services in the field of human settlements.

37.   The contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds: general purpose and special purpose. General purpose contributions are non-earmarked voluntary contributions from Governments for which budget allocations are approved by the Governing Council in accordance with agreed priorities to support the implementation of the approved UN-Habitat work programme. Special purpose contributions are earmarked voluntary contributions from Governments and other donors for the implementation of specific activities that are included in the work programme and consistent with the UN-Habitat mandate.

38.   Technical cooperation contributions are earmarked voluntary resources from Governments and other donors for the implementation of specific technical country-level activities, consistent with the UN-Habitat mandate and work programme.

39.   The consolidated and harmonized 2012–2013 programme budget has been prepared after an analysis of the projected income from the three sources of funding for the biennium 2012–2013, taking into account the resource requirements for the implementation of the proposed biennial work programme.

E.   Resource plan

40.   The overall resource requirements for UN-Habitat for the biennium 2012–2013 are projected at $393.2 million, reflecting a 10 per cent increase on the $357 million estimated for the biennium 2010–2011. The proposed changes are set out in tables 1 (a) and 1 (b).

Table 1 (a)
Resource requirements by source of funds

Category	Resources (thousands of United States dollars)					Posts*		
	Actual 2008–2009	Approved appropriations 2010–2011	Change Amount	Change %	Estimates 2012–2013	2010–2011	Change	2012–2013
Foundation general purpose								
Post	22 259.1	33 253.3	6 192.6		39 445.9	130	-	130
Non-post	15 879.9	32 937.2	(2 161.6)		30 775.6	-		-
Subtotal	**38 139.0**	**66 190.5**	**4 031.0**	**6%**	**70 221.5**	**130**	**-**	**130**
Regular budget								
Post	20 422.2	19 934.0	-		19 934.0	75	-	75
Non-post	2 391.0	2 516.8	-		2 516.8	-		-
Subtotal	**22 813.2**	**22 450.8**	**-**	**0%**	**22 450.8**	**75**	**-**	**75**
Foundation special purpose								
Post	4 286.6	6 930.8	2 477.0		9 407.8	38	(8)	30
Non-post	93 375.4	88 786.9	12 330.1		101 117.0	-		-
Subtotal	**97 662.0**	**95 717.7**	**14 807.1**	**15%**	**110 524.8**	**38**	**(8)**	**30**
Technical cooperation								
Post	9 332.0	13 707.5	(1 573.2)		12 134.3	60	(14)	46
Non-post	151 285.0	158 886.4	19 009.5		177 895.9	-		-
Subtotal	**160 617.0**	**172 593.9**	**17 436.3**	**10%**	**190 030.2**	**60**	**(14)**	**46**
Total by category								
Post	56 299.9	73 825.6	7 096.4		80 922.0	303	(22)	281
Non-post	262 931.3	283 127.3	29 178.0		312 305.3			
Total	**319 231.2**	**356 952.9**	**36 274.4**	**10%**	**393 227.3**	**303**	**(22)**	**281**

Note A: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012–2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme and project activity requirements.

Note B: Corresponding programme support accounts (overhead accounts) are included in the Foundation special purpose and technical cooperation resources.

Table 1(b)
Resource requirements by funding category

	Resources (thousands of United States dollars)		
Category	*Actual 2008–2009*	*Approved appropriation 2010–2011*	*Estimates 2012–2013*
Core resources			
Foundation general purpose	38 139.0	66 190.5	70 221.5
Regular budget	22 813.2	22 450.8	22 450.8
Foundation special purpose - programme support (overhead) account	5 280.3	9 717.7	12 988.0
Technical cooperation - programme support (overhead) account	12 062.1	17 593.9	15 929.4
Subtotal	**78 294.6**	**115 952.9**	**121 589.7**
Earmarked (incl. trust funds) resources			
Foundation special purpose	92 381.7	86 000.0	97 536.8
Technical cooperation	148 554.9	155 000.0	174 100.8
Subtotal	**240 936.6**	**241 000.0**	**271 637.6**
Total	**319 231.2**	**356 952.9**	**393 227.3**

(a)   **Foundation general purpose**

41.   The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from general purpose contributions for the biennium 2012–2013 is $70.2 million. This represents a nominal increase of 6 per cent on the previous biennium or a cost change of less than 3 per cent per annum (2.9 and 2.8 per cent respectively) above the $66.2 million approved for the biennium 2010–2011. In real terms, this represents a zero-growth budget, reflecting the conservative approach adopted in the light of the current global financial situation. As reflected in table 4, $45 million is allocated for programme activities, $5.5 million for programme support and $19.7 million for executive direction and management activities, which includes a special allocation of $3.9 million to cater for the budgetary implications arising from the review of the organization's structure, whose purpose is to ensure programme alignment and provide a framework for the implementation of the organization's mandates.

(b)   **Regular budget**

42.   The expenditure budget has been maintained at the same level of $22.5 million, pending a review of the proposals to be submitted to the General Assembly for approval. Since the United Nations regular budget appropriation is subject to the approval of the General Assembly at its sixty-sixth session, in December 2011, the 2012–2013 amounts are indicative and have been maintained at the level budgeted for the current biennium. Accordingly, no cost adjustments have been applied to this part of the resource plan, as this will be effected at United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

(c)   **Foundation special purpose**

43.   The estimated budget for the biennium 2012–2013 is $110.5 million, of which $97.9 million is for programme activities, $5.8 million for programme support and $6.8 million for executive direction and management (see tables 1 and 4). This represents a projected increase of 15 per cent on the $95.7 million estimated for the biennium 2010–2011. To support the anticipated activities, the staffing level proposed is 30 posts (10 Professional and 20 General Service), all of which are charged to the corresponding programme support account. Temporary field staff will also be recruited to facilitate project implementation and will be charged as direct costs to the respective earmarked projects (including trust funds) as appropriate (see table 6).

44.   As reflected in table 2, the United Nations Habitat and Human Settlements Foundation special purpose component incorporates the corresponding programme support budget of $13 million, of which $4.7 million is budgeted under programme activities to finance the activities of the Habitat programme managers at the country level ($2.5 million) and $2.2 million is allocated for programme

management activities including project appraisal, formulation, monitoring and implementation support, $5.8 million is for programme support activities of an administrative nature, and the balance of $2.5 million is allocated for executive direction and management activities, including negotiation of agreements, fund-raising, information management and overall monitoring.

Table 2
Foundation special purpose: programme support (overhead) account

Category	Resources (thousands of United States dollars)			
	Actual 2008–2009	Approved appropriations 2010–2011	Change	Estimates 2012–2013
1. Programme activities	-	-	4 662.7	4 662.7
2. Programme support	5 280.3	8 354.6	(2 516.3)	5 838.3
3. Executive direction and management	-	1 363.1	1 123.9	2 487.0
Total	**5 280.3**	**9 717.7**	**3 270.3**	**12 988.0**

(d)   Technical cooperation

45.   The proposed budget for technical cooperation activities is projected at $190 million for the biennium 2012–2013, representing an increase of 10 per cent above the $172.6 million estimated for the biennium 2010–2011. This component comprises of the earmarked project budgets (including trust funds) amounting to $174.1 million and the corresponding technical cooperation programme support (overhead) budget of $15.9 million. To support the anticipated activities, the projected staffing level against this fund budget is 46 posts (36 Professionals and 10 General Service), all of which will be charged to the technical cooperation programme support account. Temporary field staff will also be recruited to facilitate project implementation and will be charged as direct costs to the respective earmarked projects (including trust funds) as appropriate (see table 6).

Table 3
Technical cooperation: programme support (overhead) account

Category	Resources (thousands of United States dollars)			
	Actual 2008–2009	Approved appropriations 2010–2011	Change	Estimates 2012–2013
1. Programme activities	7 830.3	11 800.1	997.2	12 797.3
2. Programme support	3 117.8	4 361.3	(1 229.2)	3 132.1
3. Executive direction and management	1 114.0	1 432.5	(1 432.5)	-
Total	**12 062.1**	**17 593.9**	**(1 664.5)**	**15 929.4**

46.   As reflected in table 3, the technical cooperation component incorporates the corresponding programme support budget of $15.9 million; of which $12.8 million is budgeted under programme activities to finance the related programme management activities, including project appraisal, formulation, monitoring and implementation support, and $3.1 million is for programme support activities of an administrative nature.

Table 4

Consolidated resource plan: estimated 2010–2011 and proposed 2012–2013 plan (thousands of United States dollars)

	Resource plan 2010–2011						Resource plan 2012–2013				
	Foundation general purpose	Regular budget	Foundation special purpose	Technical cooperation	Total resources		Foundation general purpose	Regular budget	Foundation special purpose	Technical cooperation	Total resources
Use of resources											
Policymaking organs		59.6			**59.6**			59.6			**59.6**
Programme resources											
Shelter and sustainable human settlements development	12 228.7	6 253.5	15 000.0	-	**33 482.2**		12 570.3	6 253.5	22 361.0	-	**41 184.8**
Monitoring the Habitat Agenda	12 265.8	5 785.7	15 000.0	-	**33 051.5**		12 833.5	5 785.7	12 205.1	-	**30 824.3**
Regional and technical cooperation	11 868.1	2 904.6	10 000.0	166 800.1	**191 572.8**		10 211.5	2 904.6	11 897.7	186 898.1	**211 911.9**
Human settlements financing	9 996.6	2 563.1	41 000.0	-	**53 559.7**		9 369.4	2 563.1	51 387.0	-	**63 319.5**
Total programme resources	**46 359.2**	**17 506.9**	**81 000.0**	**166 800.1**	**311 666.2**		**44 984.7**	**17 506.9**	**97 850.8**	**186 898.1**	**347 240.5**
Programme support	**6 192.9**	**345.4**	**8 354.6**	**4 361.3**	**19 254.2**		**5 552.1**	**345.4**	**5 838.3**	**3 132.1**	**14 867.9**
Executive direction and management											
Office of the Executive Director	5 964.1	935.2	3 413.1	1 432.5	**11 744.9**		4 857.1	935.2	1 600.9	-	**7 393.2**
Monitoring and evaluation	1 494.8	428.4	250.0		**2 173.2**		1 440.3	428.4	1 381.3		**3 250.0**
External relations & liaison offices (advocacy)	6 179.5	3 175.3	2 700.0		**12 054.8**		9 487.3	3 175.3	3 853.5		**16 516.1**
Organizational realignment for MTSIP							3 900.0				**3 900.0**
Total	**66 190.5**	**22 450.8**	**95 717.7**	**172 593.9**	**356 952.9**		**70 221.5**	**22 450.8**	**110 524.8**	**190 030.2**	**393 227.3**

47.	UN-Habitat will continue to implement its regional and country-level activities in accordance with the objectives of the enhanced normative and operational framework, as outlined in the medium-term strategic and institutional plan. With the increasing level of activities at the regional and country levels, emphasis will be placed on setting up formal structures and improved mechanisms for collaboration to promote the organization's normative mandate at the country level. The significance of the impending structural review to improve programme alignment, as outlined in paragraph 41, cannot be overemphasized.

48.	As a full member of the Inter-Agency Standing Committee (IASC), UN-Habitat chairs the Protection Cluster Working Group's Housing, Land and Property sub-group. UN-Habitat participation is intended to raise the competence level of the nine IASC partners in identifying, assessing and responding to critical housing and land policies, and developing response programmes in urban crises for shelter and land challenges. This has led directly to improved responsiveness and impact on country relief programme design in Haiti, Kyrgyzstan, Pakistan and the Sudan in these critical areas. As chair of the IASC task force on meeting humanitarian challenges in urban areas, UN-Habitat, with its unique comparative technical competence on urban issues, has spearheaded the development of a strategy to enhance post-disaster and crisis or emergency recovery and reconstruction responses with regard to key urban issues such as land tenure and access rights for housing and livelihood reconstruction; urban water and sanitary services; and partnerships with local governments and communities to strengthen resilience and target assistance design and delivery to the most vulnerable.

49.	Technical support for relief, recovery and reconstruction programme development has been provided for through the $88 million and $155 million mobilized for that purpose in 2009 and 2010 respectively. In addition, the organization has leveraged resources through emergency consolidated appeals, flash appeals and the Central Emergency Relief Fund.

Figure 1
Use of total resources 2012–2013

Executive
direction and
management
8%

Programme
support
4%

Programme
activities
88%
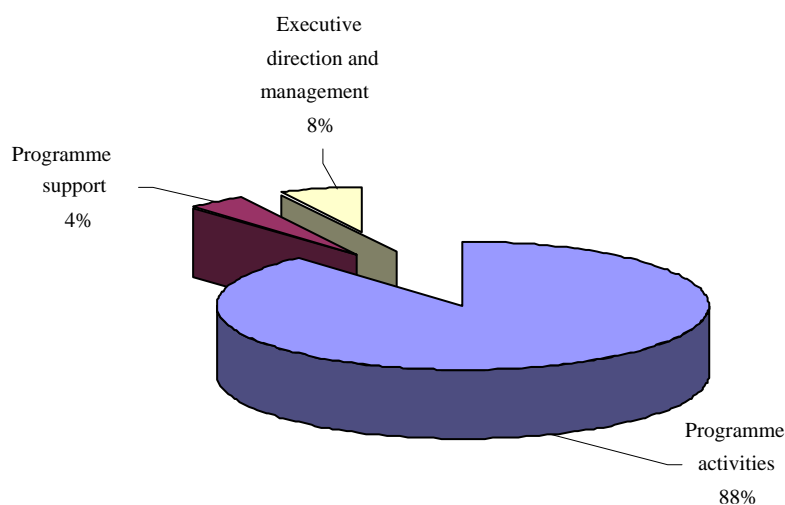
50.   The greater part of the organization's budget – $347.2 million, or 88 per cent – is reserved for programme activities, while $14.9 million, or 4 per cent, is budgeted for programme support activities, $31.1 million, or 8 per cent, is for executive direction and management functions, which includes monitoring and evaluation, office of external relations, Governing Council secretariat, information service section, resource mobilization, and a special allocation of $3.9 million to be used following the review of the organization structure to improve programme alignment envisaged in the second half the biennium 2010–2011 (table 4 and figure 1).

51.   In proposing a special allocation of $3.9 million, the programme budgetary implications of the review of the organization structure, a key component of the institutional reforms of the medium-term strategic and institutional plan scheduled for 2011, have been factored into the budget. The significance of this review and its implications for strategic human resource planning has been emphasized both by ACABQ and the peer review panel for the medium-term strategic and institutional plan. ACABQ recommended that UN-Habitat should undertake an analysis of its overall organizational structure to identify possibilities for the redeployment of existing senior-level posts to high priority areas to ensure that the overall organizational structure of UN-Habitat is suitable for implementing its mandated activities. The peer review, while acknowledging progress already made, highlighted the need for greater focus on staff composition, competency and commitment at all levels as preconditions for further success in the implementation of the plan.

52.   The impending organizational review, whose purpose is to align the organizational structure with the medium-term strategic and institutional plan and ensure that the organization is robust, agile, adaptive and able to deliver its mandate effectively and efficiently within an enhanced normative and operational framework, is expected to affect human resource planning. The special allocation will enable the organization, in consultation with the Committee of Permanent Representatives, to implement the recommendations of this review during the biennium 2012–2013.

53.   UN-Habitat continues to align its resources to the six focus areas of the medium-term strategic and institutional plan. Table 5 provides a comparison of the estimated resources for the bienniums 2010–2011 and 2012–2013 required to support the implementation of each of the six focus areas of the plan, according to source of funding. The costs have been further analysed by post and non-post costs for the biennium 2012–2013, as illustrated in figure 2.
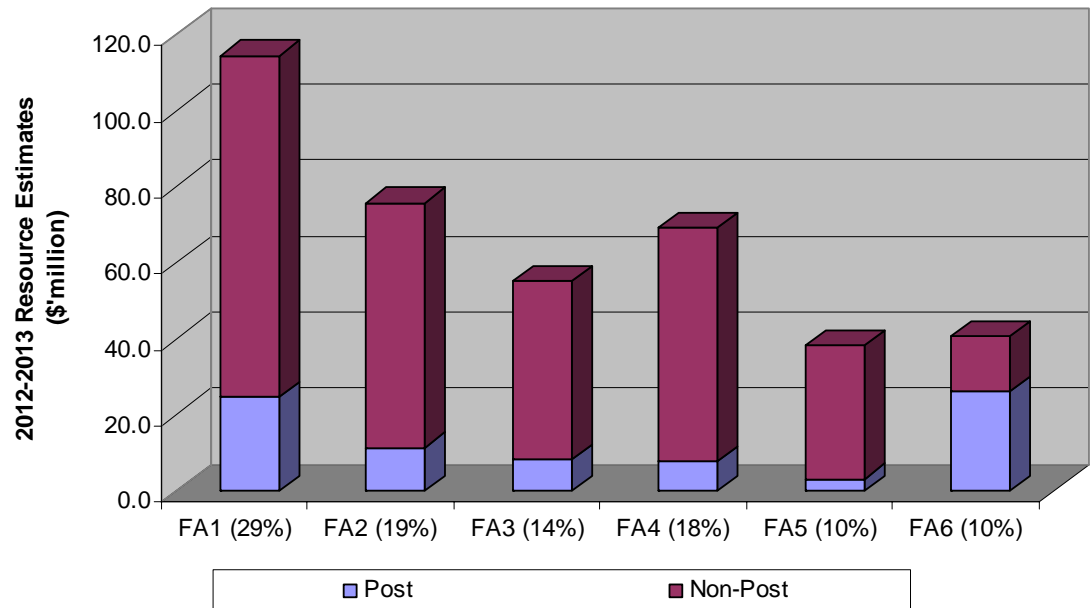
Table 5
Resource requirement by source of funding for the medium-term strategic and institutional plan focus areas (thousands of United States dollars)

	Focus areas	Focus area 1 Advocacy, monitoring and partnerships	Focus area 2 Participatory urban planning, management and governance	Focus area 3 Pro-poor land and housing	Focus area 4 Environmentally sound and affordable urban infrastructure and services	Focus area 5 Strengthening human settlements finance systems	Focus area 6 Excellence in management	*Not aligned with MTSIP	Total
2010–2011 approved appropriation	**Source of funds**								
	Regular budget	7 487.4	3 281.1	3 593.8	3 274.7	2 877.3	1 936.5	-	**22 450.8**
	Foundation general purpose	18 455.8	9 049.6	9 661.4	11 333.7	10 066.9	7 623.1	-	**66 190.5**
	Foundation special purpose	14 357.7	12 443.3	13 400.5	16 272.0	10 528.9	3 828.7	24 886.6	**95 717.7**
	Technical cooperation	25 889.1	22 437.2	24 163.1	29 341.0	18 985.3	6 903.8	44 874.4	**172 593.9**
	Total	**66 190.0**	**47 211.2**	**50 818.8**	**60 221.4**	**42 458.4**	**20 292.1**	**69 761.0**	**356 952.9**
	Expenditure category								
	Post	18 834.7	10 966.9	11 587.3	12 943.1	10 101.2	9 451.9	-	**73 885.1**
	Non-post	47 355.3	36 244.3	39 231.5	47 278.3	32 357.2	10 840.2	69 761.0	**283 067.8**
	Total	**66 190.0**	**47 211.2**	**50 818.8**	**60 221.4**	**42 458.4**	**20 292.1**	**69 761.0**	**356 952.9**
2012–2013 proposed budget	**Source of funds**								
	Regular budget	7 784.7	4 693.2	3 030.1	1 983.2	1 108.9	3 850.7	-	**22 450.8**
	Foundation general purpose	18 279.8	11 611.3	6 681.5	6 780.0	4 935.3	21 933.6	-	**70 221.5**
	Foundation special purpose	17 414.3	19 541.8	8 170.7	21 682.3	32 130.3	11 585.4	-	**110 524.8**
	Technical cooperation	70 994.3	39 872.0	37 401.8	38 630.0	-	3 132.1	-	**190 030.2**
	Total	**114 473.1**	**75 718.3**	**55 284.1**	**69 075.5**	**38 174.5**	**40 501.8**	**-**	**393 227.3**
	Expenditure category								
	Post	24 718.4	11 314.4	8 054.8	7 614.2	3 154.9	26 065.3	-	**80 922.0**
	Non-post	89 754.7	64 403.9	47 229.3	61 461.3	35 019.6	14 436.5	-	**312 305.3**
	Total	**114 473.1**	**75 718.3**	**55 284.1**	**69 075.5**	**38 174.5**	**40 501.8**	**-**	**393 227.3**

54. The significant changes, reflected in table 5, in the allocation of resources by focus area for the bienniums 2010–2011 and 2012–2013, are the net effect of the alignment of all earmarked resources during the biennium 2012–2013. This is in comparison to the biennium 2010–2011, during which $69.8 million was not aligned to the medium-term strategic and institutional plan. The allocation of resources by focus area is summarized in figure 2.

Figure 2
Allocation of resources by focus area

55.   *Foundation general purpose*: The proposed budget amounts to $70.2 million (see table 7), of which $39.4 million, or 56 per cent, is allocated to posts, while $30.8 million, or 44 per cent, is allocated to non-post costs. The proposed increase of $4 million, or 6 per cent, above the 2010–2011 biennium budget is the net effect of an increase of $6.2 million in post costs and a decrease of $2.2 million in non-post costs. The increase in post costs is a combination of a proposed increase of $2.8 million in post costs within the special allocation for the organization alignment and a further increase of $3.4 million to cater for inflationary effects. In line with the ACABQ recommendations, frozen posts will be redeployed to the high priority areas following the organization review. The overall decrease of $2.2 million in the non-post costs can be attributed to the savings arising from operational efficiency gains.

56.   UN-Habitat continues to make significant progress in achieving its resource mobilization targets, as demonstrated by the degree to which resource targets for non-earmarked and earmarked funding have been met. Accordingly, 92 per cent and 96 per cent of the annual targets for non-earmarked resources in 2008 and 2009 respectively were achieved. For earmarked contributions, the annual targets were exceeded by 36 per cent in 2008 and by 29 per cent in 2009.

57.   Encouraged by the progress made to date in the long-term partnerships with key donors, but mindful of the global financial crisis likely adversely to impact development aid budgets, the organization intends rigorously to pursue the implementation of its resource mobilization strategy to support sustainability and predictability of funding resources, while simultaneously expanding and consolidating the donor base through: improved relations with development partners; use of the World Urban Campaign platform to tap into non-conventional funding sources; better communication with donors, including articulating the products and services of UN-Habitat more clearly; and the development of improved systems, including the provision of what might be termed a "one-stop-shop" for donor information to coordinate resource mobilization efforts.

Table 6
UN-Habitat estimated distribution of posts by source of funds

| | Professional category and above | | | | | | | | | General Service | | |
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local Level	Other level	Grand total
2010–2011 revised												
Regular budget	1	-	1	4	9	16	14	5	**50**	23	2	**75**
Foundation general purpose	-	1	4	8	16	23	24	4	**80**	46	4	**130**
Foundation special purpose	-	-	-	1	2	4	7	2	**16**	22	-	**38**
Technical cooperation	-	-	-	3	15	6	7	13	**44**	15	1	**60**
2010–2011 total	1	1	5	16	42	49	52	24	**190**	106	7	**303**
Changes: (decrease)/increase												
Regular budget	-	-	-	-	-	-	-	-	**-**	-	-	**-**
Foundation general purpose	-	-	-	-	-	-	-	-	**-**	-	-	**-**
Foundation special purpose*	-	-	-	(1)	(1)	(1)	(3)	-	**(6)**	(2)	-	**(8)**
Technical cooperation*	-	-	-	-	-	-	-	(8)	**(8)**	(6)	-	**(14)**
Net changes	-	-	**-**	**(1)**	**(1)**	**(1)**	**(3)**	**(8)**	**(14)**	**(8)**	**-**	**(22)**
2012–2013												
Regular budget	1	-	1	4	9	16	14	5	**50**	23	2	**75**
Foundation general purpose	-	1	4	8	16	23	24	4	**80**	46	4	**130**
Foundation special purpose	-	-	-	-	1	3	4	2	**10**	20	-	**30**
Technical cooperation	-	-	-	3	15	6	7	5	**36**	9	1	**46**
2012–2013 Total	**1**	**1**	**5**	**15**	**41**	**48**	**49**	**16**	**176**	**98**	**7**	**281**

Note:*Posts funded from earmarked funds (including trust funds) have been excluded from the 2012–2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme and project activity requirements.

58.   It should be noted that, as the general purpose contributions to the United Nations Habitat and Human Settlements Foundation are the organization's core funds, they will continue to facilitate the effective implementation of a focused, cohesive and prioritized work programme consistent with the medium-term strategic and institutional plan objectives, primarily by funding normative activities for which earmarked funding is not imminent.

59.   Mindful of its funding structure, UN-Habitat strives to strike a favourable balance between its post and non-post costs. For the biennium 2012–2013, the posts to non-posts ratio is 56:44 compared to 50:50 for the biennium 2010–2011, owing primarily to the relatively small decrease in the total budget vis-à-vis the impact of inflation on post costs. It is worth mentioning that with a core staff complement of 281, the organization will continue to manage large field projects and supervise over 2,000 project staff in the field.

60.   UN-Habitat is continuously engaged in a rigorous assessment of its activities. It is realigning its posts in line with the priorities and objectives of the medium-term strategic and institutional plan while maintaining a cautious approach in filling established posts subject to availability of funds from donors as recommended by ACABQ in its report (HSP/GC/22/5/Add.1). Furthermore, ACABQ has recommended that UN-Habitat should undertake an analysis of its overall organizational structure to ensure that it is suitable for the implementation of its mandated activities.

61.   The changes in the organizational structure already introduced to facilitate the implementation of the medium-term strategic and institutional plan notwithstanding, scope remains for the improved alignment of the current organizational structure as highlighted in the peer review report on the implementation of the medium-term strategic and institutional plan.

62.   In view of the above recommendations, it is proposed that the staffing level under the Foundation general purpose budget for the biennium 2012–2013 remain at the same level pending the organization review scheduled for 2011. In line with the recommendations of the medium-term strategic and institutional plan peer review report, the organization alignment review will include the following criteria:

(a) Careful analysis of the funding structure and competencies needed;

(b) Determination of the appropriate optimal location for the various units within the organizational structure in the context of the strategic framework;

(c) Streamlining of the new structure to promote efficiency.

63. Subsequently, priority changes in the staffing level will be made in consultation with the Committee of Permanent Representatives and in accordance with the provisions provided for in the budget for the biennium 2012–2013.

Table 7
United Nations Habitat and Human Settlements Foundation budget for the biennium 2012–2013 (general purpose funds only)

Category	Resources (thousands of United States dollars)			Posts*	
	2010–2011	Change	2012–2013	2010–2011	2012–2013
A. Programme of work					
1. Shelter and sustainable human settlements development					
Post	6 787.0	(192.2)	6 594.8	30	27
Non-post	5 441.7	533.8	5 975.5		
Subtotal	*12 228.7*	*341.6*	*12 570.3*	*30*	*27*
2. Monitoring the Habitat Agenda					
Post	6 599.2	40.3	6 639.5	28	27
Non-post	5 666.6	527.4	6 194.0		
Subtotal	*12 265.8*	*567.7*	*12 833.5*	*28*	*27*
3. Regional and technical cooperation					
Post	4 731.2	16.4	4 747.6	9	8
Non-post	7 136.9	(1 673)	5 463.9		
Subtotal	*11 868.1*	*(1 656.6)*	*10 211.5*	*9*	*8*
4. Human settlements financing					
Post	4 614.2	654.7	5 268.9	20	20
Non-post	5 382.4	(1 281.9)	4 100.5		
Subtotal	*9 996.6*	*(627.2)*	*9 369.4*	*20*	*20*
B. Executive direction and management					
Post	7 438.0	5 639.8	13 077.8	31	36
Non-post	6 200.4	406.5	6 606.9		
Subtotal	*13 638.4*	*6 046.3*	*19 684.7*	*31*	*36*
C. Programme support					
Post	3 083.7	33.6	3 117.3	12	12
Non-post	3 109.2	(674.4)	2 434.8		
Subtotal	*6 192.9*	*(640.8)*	*5 552.1*	*12*	*12*
Total Foundation general purpose					
Post	33 253.3	6 192.6	39 445.9	130	130
Non-post	32 937.2	(2 161.6)	30 775.6		
Total	**66 190.5**	**4 031.0**	**70 221.5**	**130**	**130**

Note: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical and emerging programme priorities and needs.

64. UN-Habitat will continue, with the assistance of Governments, to support the presence at the country level of the 40 Habitat programme managers located within United Nations resident coordinators' offices. They will remain an integral part of the regional offices. Pursuant to Governing Council resolution 21/2 on the medium-term strategic and institutional plan for 2008–2013, Habitat programme managers will remain actively involved in promoting the integration of sustainable urbanization into national development policies; promoting the organization's global and normative mandate, programmes and campaigns; and supporting the operational activities of UN-Habitat at the national and local levels. This will strengthen UN-Habitat engagement with national Governments;

United Nations country teams (as more Habitat programme managers are integrated into these teams); and the United Nations Development Assistance Framework process. To promote policy integration and programmatic coherence at the country level, and in collaboration with the regional offices, they will continue to contribute to the development of Habitat country programme documents and coordinate the establishment of national urban forms with stakeholders at the country level.

Distribution of Habitat programme managers by region

Africa and the Arab States	25
Asia and the Pacific	8
Latin America and the Caribbean	7
Total	**40**

65.   In accordance with financial rule 304.3.2 (b), upon the recommendation of the Executive Director, the Governing Council determines the level of the general purpose financial reserve from time to time. In view of the expected level of expenditures in the biennium 2010–2011, a further increase in the statutory reserve of $6,618,100 to $7,022,150 (equivalent to 10 per cent of the general purpose budget) is recommended. This is to ensure liquidity of the Foundation general purpose fund, to compensate for uneven cash flows and to meet other requirements for the prudent management of the Fund.

I.   Policymaking organs

66.   By its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

67.   The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi and reviews the biennial work programme of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation and the operational activities that are carried out by UN-Habitat. The sessions bring together representatives of Member States, and Habitat Agenda partners, the latter comprising local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium, while its four working groups hold approximately 72 meetings during the same period. The Bureau of the Governing Council and the Bureau of the Committee of Permanent Representatives and the Committee's four working groups are serviced by the Secretariat of the Governing Council.

68.   Among the responsibilities of the Secretariat of the Governing Council is the servicing of the World Urban Forum. The Forum is a non-legislative technical forum convened by the Executive Director, in which experts, including representatives of Governments, local authorities, the private sector, non-governmental organizations, community-based organizations (cultural, women's and youth groups), media organizations, academics and researchers, meet to exchange views in the years in which the Governing Council of UN-Habitat does not meet. Its purpose is to facilitate discussion and provide opportunities for sharing lessons learned, best practices and good policies related to shelter and sustainable urbanization. It is an advocacy platform and its outcomes are submitted by an advisory group established by the Executive Director during each session of the World Urban Forum to advise the Executive Director, who in turn shares the outcomes with the Governing Council. New substantive information emerging from the proceedings of the Forum enriches the knowledge base of UN-Habitat and informs subsequent work programmes.

Resource requirements ($59,600)

69.   The estimated resource requirements by source of funding for this area are set out in table 8.

Table 8
Resource requirements by source of funds

	Resources (thousands of United States dollars)			Posts	
Category	2010–2011	Change	2012–2013	2010–2011	2012–2013
Regular budget					
Post	-	-	-	-	-
Non-post	59.6	-	59.6		
Subtotal	**59.6**	**-**	**59.6**	**-**	**-**
Total	**59.6**	**-**	**59.6**	**-**	**-**

70.   The provision of $59,600 against the regular budget covers overtime and hospitality requirements for substantive servicing of meetings of the Governing Council and its subsidiary organs. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2012–2013.

II.   Executive direction and management

A.   Overall objective

71.   To ensure effective implementation of the UN-Habitat mandates and compliance with United Nations policies and procedures in the implementation of the work programme and budget and the medium-term strategic and institutional plan, and in the management of human and financial resources.

B.   Alignment of the work programme for executive direction and management to the medium-term strategic and institutional plan

72.   Executive direction and management is responsible for overseeing implementation of the medium-term strategic and institutional plan and leads the implementation of the Plan's focus area 6, to which the Programme Support Division also contributes. Of the seven expected accomplishments of focus area 6, three and their indicators of achievement are derived from the medium-term strategic and institutional plan results framework. The other four expected accomplishments and corresponding indicators of achievement are provided by the Office of the Comptroller and are mandatory.

C.   Strategy

73.   Executive direction and management comprises the offices of the Executive Director, and the Deputy Executive Director, the Monitoring and Evaluation Unit, the liaison offices and the Office of External Relations. UN-Habitat has liaison offices in New York, Geneva, Brussels and Washington, D.C. The Executive Director provides overall direction and leadership in the formulation and implementation of the organization's biennial work programme and budget, and in relations with Member States, United Nations offices, programmes, funds, agencies and other partners, in coordinating the implementation of the Habitat Agenda, relevant Millennium Declaration targets, the medium-term strategic and institutional plan and decisions of intergovernmental bodies.

74.   During the biennium, the Office of Executive Direction and Management will coordinate, drive, monitor and assess the implementation of activities outlined in the biennial work programme and budget. The Executive Direction and Management will continue to lead and drive implementation of focus area 6, excellence in management of the medium-term strategic and institutional plan. It will consolidate a series of strategic and institutional changes focusing on programmatic alignment and coherence.

75.   The Office of External Relations will oversee the functions of the Information Services Section, the Resource Mobilization Unit and the Governing Council (the responsibilities and programme of work of the Governing Council are reflected under policymaking organs). The Resource Mobilization Unit will implement the UN-Habitat resource mobilization policy, in line with the priorities identified in the medium-term strategic and institutional plan, and support the development and implementation of multi-year funding agreements. It will also enhance the catalytic

role of UN-Habitat together with its ability to respond to critical environmental and humanitarian emergencies. To this end, the Unit will engage with Member States and partners on funding needs and expand partnerships and alliances between UN-Habitat and international and regional institutions to increase funding and investments for human settlements development.

76.   The Information Services Section will promote and support UN-Habitat advocacy activities by providing press and media services, marketing and outreach through social media and the planning and organization of major global, regional and national media and advocacy events, including World Habitat Day, the World Urban Forum and the World Urban Campaign, to enhance awareness on sustainable urbanization issues. Targeted marketing of UN-Habitat publications, events and new products will be undertaken using a new marketing strategy to strengthen partnerships. New knowledge management systems, including a global urban portal and enterprise content management, will be developed to support archives and records management. Intranet-based tools and the agency's information, communication technology (ICT) infrastructure will be strengthened further to enhance staff collaboration and effectiveness.

77.   The Monitoring and Evaluation Unit is responsible for improving monitoring and evaluation systems and coordinating UN-Habitat monitoring and evaluation activities. It coordinates monitoring and reporting on the implementation of the biennial work programme and budget and the medium-term strategic and institutional plan, and supports evaluation activities in UN-Habitat. The Integrated Monitoring and Documentation Information System will be used for monitoring and reporting progress on implementation of the biennial work programme and budget. The Unit will coordinate, support and provide guidance to internal, independent and strategic evaluations and follow-up on the implementation of recommendations, including those of the Office of Internal Oversight Services. Evaluations will assess the relevance, efficiency and effectiveness of programme implementation, as well as the extent to which UN-Habitat is achieving planned results. The Unit will ensure that evaluation findings are used to improve programme performance, accountability, planning and organizational learning, and that relevant tools and guidelines are in place to support staff in monitoring and evaluation. In addition, the Unit will provide training to develop the staff capacity required to carry out self evaluations and facilitate external evaluations.

78.   The UN-Habitat liaison offices in New York, Geneva, Brussels and Washington, D.C., will perform their functions of coordinating, harmonizing and representing the Programme. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies, and in interdepartmental and inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements, and will also carry out advocacy and outreach activities, including on post-crisis reconstruction and rehabilitation.

79.   The World Urban Campaign will continue to serve as an important vehicle for advocacy, outreach and awareness-raising. By mobilizing Habitat Agenda partners within a campaign platform it will promote opportunities for learning, sharing experiences and enhancing innovation through a guided process of knowledge management, best practices and benchmarking. It will generate more effective activities and partnerships as a result of a better match between supply and demand in support of more sustainable urban development. Some of the Campaign's initiatives will serve as key operational anchors on the ground with the potential to mobilize stakeholders at the lowest level and to interact with leaders, actors, enablers, innovators and other stakeholders in sustainability reform processes.

80.   The standing regional ministerial conferences will provide a mechanism for interaction with policymakers and government experts beyond the statutory bodies of the Governing Council. They will provide a means for engagement at the highest level of decision-making and serve as platforms for exchanging experiences, validating of strategic options, and also facilitating the identification of entry points on the ground. The conferences can serve as forums for preparatory meetings prior to statutory meetings and for consultative meetings for high-level government policymakers. Follow-up activities to meetings of the conferences will augment the programmatic work of UN-Habitat.

81.   UN-Habitat will endeavour to achieve regional balance in the implementation of all programme activities, and also to facilitate the exchange of experiences, knowledge and best practices between regions, especially South-South. In addition, UN-Habitat will strive for regional balance in the recruitment of staff, consultants and participation in expert group and other meetings.

D.   External factors

82.   The Office of Executive Direction and Management is expected to achieve its objectives and expected accomplishments on the assumption that:

(a)   Member States continue to effectively support UN-Habitat with necessary resources, and supportive institutional and policy frameworks;

(b)   Governments and other Habitat Agenda partners continue to prioritize human settlement issues;

(c)   Suitably qualified female candidates and candidates from unrepresented and underrepresented countries will apply for posts.

E.   Results chain

83.   Table I presents a chain of results linking expected accomplishments, sub-expected accomplishments and outputs that contribute to the realization of the UN-Habitat objective for executive direction and management. Expected accomplishments are the higher level results to which significant contribution will be made over a longer period of time, usually of at least five years. Sub-expected accomplishments are intermediate level results which UN-Habitat and its partners can reasonably expect to achieve in a biennium through the delivery of outputs. Outputs are the products and services over which UN-Habitat has control in their delivery and are a result of the organization's inputs and activities. The higher the results, the less control UN-Habitat and other partners have. In results-based management, it is assumed that if planned outputs are delivered effectively, sub-expected accomplishments will be achieved and the potential of realizing the planned expected accomplishments is significantly higher. Indicators of achievement are pegged to, and measure progress made towards, contribution to and/or achievement of expected accomplishments. To facilitate progressive assessment of development changes occurring as a result of UN-Habitat and partner interventions, all performance measures are presented cumulatively.

Table I
Executive direction and management

Expected accomplishment	Sub-expected accomplishment	Outputs
Expected accomplishment (a). Enhanced policy coherence in the management of human settlements activities of the United Nations system **Indicator of achievement** (i) Increased number of United Nations system-wide policy documents and reports integrating human settlements issues in a consistent manner, including relevant General Assembly and Economic and Social Council resolutions **Performance measures:** Baseline 2009: 35 policy documents/reports Estimate 2011: 35 policy documents/reports Target 2013: 40 policy documents/reports	(a).1 Human settlements issues reflected effectively in international and intergovernmental meetings and conferences **[1]**[2]	*Substantive servicing of meetings* (a) Twenty-fourth session of the Governing Council of UN-Habitat. (GC24) (1) (b) Sixth session of the World Urban Forum (WUF) (1) (c) CPR regular meetings (8) (d) Regional inter-ministerial meetings (1) *Special events* (a) Coordinated World Habitat Day (1) *Technical materials* (a) Inputs to the Commission on Sustainable Development (2) *Parliamentary documentation* (a) Documentation for WUF-6 (1) (b) Documentation for the twenty-fourth session of the Governing Council (6) (c) Documentation for the Economic and Social Council on the coordination and implementation of the Habitat Agenda (2) (d) Reports of the Secretary-General to the General Assembly at its sixty-sixth and sixty-seventh sessions under the agenda item on human settlements (2) (e) Reports of the Executive Director on cooperation within the United Nations system and with Habitat Agenda partners (2) *Recurrent publications* (a) Urban World (8) (b) UN-Habitat annual report (C, E, F, R, S) (2)
	(a).2 Increased awareness and involvement of Habitat Agenda partners in advocacy and formulation of policy **[1]**	

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[2]   1.   Sub-expected accomplishment prioritization:

   Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, General Assembly and the Governing Council;

   Priority [2]: Sub-expected accomplishments with strategic importance (i.e., addressing a global trend or challenge of increasing importance); and with a high potential for contributing to expected accomplishments;

   Priority [3]: Sub-expected accomplishments with lower strategic importance or with lower potential for contributing to expected results.

2.   Numbers in square brackets [ ] after the sub-expected accomplishments indicate the level of prioritization.

3.   The numbers in round brackets ( ) after outputs denote the quantity of outputs to be produced.

4.   Letters **A, C, E, F, R, S** in brackets refer to language of publications as follows:, **A-** Arabic, **C-** Chinese, **E-** English, **F-** French, **R-** Russian**, S-** Spanish.

Expected accomplishment	Sub-expected accomplishment	Outputs
		Non-recurrent publications
		(a) Publications catalogue (2)
		(b) Report of WUF-6 (1)
		Other substantive activities
		(a) UN-Habitat brochure (C, E, F, R, S) (2)
		(b) UN-Habitat contribution to: Yearbook of the United Nations, the Cities Alliance report, the United Nations Chronicle and other United Nations publications (8)
		Technical materials
		(a) Web-based urban portal for knowledge sharing and exchange among Habitat partners (1)
		(b) Multilingual, multimedia website and interactive internet tools (e-discussions, surveys and social media) (1)
		(c) Partners database (including press and media partners) (1)
		(d) Marketing strategy including Goodwill Ambassador programme (1)
		(e) Social media communications strategy (1)
		Training courses, seminars and workshops
		(a) Media workshop on urbanization for journalists and senior managers (1)
		Other substantive activities
		(a) Media material, including press releases, audio-visual material and press conferences for the organization (30)
		(b) Advocacy support for World Urban Campaign (1)
		(c) E-debates in support of the WUF (6)
		Conference services
		(a) Statements and speeches of the Executive Director (30)
Expected accomplishment (b). Improved timeliness of submission of documentation and performance reports to governing bodies **Indicator of achievement** (i) Increased percentage of pre-session documents submitted in accordance with the deadline **Performance measures** Baseline 2009: 80% Estimate 2011: 87% Target 2013: 90%	(b).1 Information tracking systems implemented to ensure all internal and external correspondence and documentation is submitted or responded to in a timely manner. **[3]**	*Technical material* (a) ICT system to support timely response to correspondence (e.g., correspondence tracking systems) (1)

Expected accomplishment	Sub-expected accomplishment	Outputs
Expected accomplishment (c). Improved geographical representation and gender balance of suitably qualified and experienced staff **Indicator of achievement** (i) Increased percentage of suitably qualified and experienced staff recruited from unrepresented and underrepresented Member States **Performance measures** Baseline 2009: 28% Estimate 2011: 40% Target 2013: 45% **Indicator of achievement** (ii) Increased percentage of women at the professional level and above for appointment of one year or more **Performance measures** Baseline 2009: 42% Estimate 2011: 46% Target 2013: 48%	(c).1 Active programme to encourage qualified candidates, with particular consideration for gender and regional balance, to apply for positions with UN-Habitat **[1]**	*Human resources management* (a) UN-Habitat human resource management action plan with performance measurement plan, including geographical and gender representation (1) (b) Human resources status reports (2) (c) Online consultancy roster (1)
Expected accomplishment (d). Timely recruitment and placement of staff **Indicator of achievement** (i) Reduction in the average number of days that a Professional post remains vacant **Performance measures** Baseline 2009: 12 months Estimate 2011: 10 months Target 2013: 8 months	(d).1 Effective management and reporting human resources system established **[3]**	*Human resources management* (a) Human resource status reports to the Committee of Permanent Representatives (4) (b) Human resource policy and procedures (1)
Expected accomplishment (e) Financial resources to deliver MTSIP results available [MTSIP focus area 6] **Indicator of achievement** (i) Degree to which resource targets for non-earmarked and earmarked funding are met **Performance measures** Baseline 2009: non-earmarked 93%, earmarked 100% Estimate 2011: non-earmarked 95%, earmarked 100% Target 2013: non-earmarked 97%, earmarked 100%	(e).1 Effective mobilization of resources to achieve MTSIP results **[2]** (e).2 Allocation of resources to MTSIP priority results through transparent system **[2]**	*Special events* (a) Meetings with donors for resource mobilization. (2) *Technical materials:* (a) Updated catalogue of UN-Habitat products and services as a resource mobilization tool (2) *Central support services* (a) Database to manage pipeline projects operational and regularly updated (1) (b) Updated donor information system (1) *Overall management* (a) Financial tracking reports (4) (b) Resources mobilized from individual contributors or donors (1)

Expected accomplishment	*Sub-expected accomplishment*	*Outputs*
Expected accomplishment (f). Programme of work effectively managed. **Indicator of achievement** (i) Increased percentage of the planned programme of work implemented effectively and in a timely manner as reflected in the biennial programme performance report and progress reports presented to the CPR **Performance measures** Baseline 2009: 93% Estimate 2011: 95% Target 2013: 98%	(f).1 Knowledge management systems effectively utilized **[1]**	*Central support services* (a) Information and communication technology applications to support MTSIP implementation (2) (b) Archives and records management systems, including enterprise management content system (1) (c) Enhanced image gallery and brand toolkit (1) (d) Tools to support knowledge exchange and internal collaboration (1) (e) Communications toolkit to streamline all external communications (1) (f) ICT infrastructure to improve connectivity with outposted offices (1)
Expected accomplishment (g). Institution aligned to deliver MTSIP results [MTSIP focus area 6] **Indicator of achievement** (i) Number of key restructuring decisions implemented as recommended by organizational review **Performance measures** Baseline 2009: Organizational review not complete Estimate 2011: New staff survey planned for 2011 which will inform organizational review Target 2013: All organizational review recommendations accepted by UN-Habitat implemented	(g).1 Rationalized organizational structure **[2]** (g).2 MTSIP focus area result delivery system operational **[2]**	*Oversight services* (a) Report on the implementation of governance review (1) (b) Report on the implementation of MTSIP organizational review on UN-Habitat (1)

Resource requirements ($31,059,300)

Table 9 (a)
Resource requirements by source of funds

	Resources (thousands of United States dollars)			Posts*	
Category	*2010–2011*	*Change*	*2012–2013*	*2010–2011*	*2012–2013*
Foundation general purpose					
Post	7 438.0	5 639.8	13 077.8	31	36
Non-post	6 200.4	406.5	6 606.9		
Subtotal	**13 638.4**	**6 046.3**	**19 684.7**	**31**	**36**
Regular budget					
Post	3 926.5	-	3 926.5	14	14
Non-post	612.4	-	612.4		
Subtotal	**4 538.9**	**-**	**4 538.9**	**14**	**14**
Foundation special purpose					
Post	-	2 148.8	2 148.8	-	9
Non-post	6 363.1	(1 676.2)	4 686.9		
Subtotal	**6 363.1**	**472.6**	**6 835.7**	**-**	**9**
Technical cooperation					
Post	-	-	-	-	-
Non-post	1 432.5	(1 432.5)	-		
Subtotal	**1 432.5**	**(1 432.5)**	**-**	**-**	**-**
Total by category					
Post	11 364.5	7 788.6	19 153.1	45	59
Non-post	14 608.4	(2 702.2)	11 906.2		
Total	**25 972.9**	**5 086.4**	**31 059.3**	**45**	**59**

Note: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical and emerging programme priorities and needs.

84.   The proposed budget for executive direction and management functions is estimated at
$31 million, as detailed in tables 9 (a) and 9 (b), comprising $19.7 million from the Foundation
general purpose, $4.5 million from the regular budget and $6.8 million from the Foundation special
purpose. The component includes the Executive Office, the Office of External Relations, the
Monitoring and Evaluation Unit and liaison offices.

1.   **Foundation general purpose**

85.   The amount of $13.1 million provides for the continuation of 31 posts and the inward
redeployment of five posts in line with the ACABQ recommendations to review current structures to
ensure alignment of resources with the activities in the work programme and realign posts to realize
critical or emerging programme priorities and needs, and a special allocation for the organization
alignment. The sum of $6.6 million provides for non-post costs required to support the activities
outlined in this section comprising costs associated with consultants, staff travel, contractual services,
including implementation through partners, general operating expenses, supplies and materials,
furniture and equipment and reimbursement for services provided by the United Nations Office at
Nairobi.

86.   The composition of posts is as follows: nine (one ASG, two D-1, one P-5, one P-4, two P-3,
two Local Level) in the Executive Office; one (D-2) in the Office of External Relations; four (one P-5,
one P-3, two Local Level) in the secretariat of the Governing Council; three (one P-5, one P-4 and one
Local Level) in the Resource Mobilization Unit; eight (two P-4, three P-3, three Local Level) in the
Information Services Section; three (one P-4, one P-3, one Local Level) in the Monitoring and
Evaluation Unit; eight in the liaison offices; three (one P-4, one P-3, one Other Level) in the New
York office; four (one D-1, one P-5, two Other Level) in the Geneva office; one (Other Level) in the
Brussels office. These include five posts which have been realigned as follows:

(a)   Senior Human Settlements Officer (land specialist) (one P-5) from the shelter and sustainable human settlements development subprogramme to the Geneva office;

(b)   Human Settlements Officer (one P-4) from the regional and technical cooperation subprogramme to the New York office;

(c)   Human Settlements Officer (one P-3) from the monitoring the Habitat Agenda subprogramme to the New York office;

(d)   Two Administrative Assistants (two Other Level) from the shelter and sustainable human settlements development subprogramme to the Geneva and Brussels offices, respectively.

2.   Regular budget

87.   The amount of $4.5 million provides for the continuation of 14 posts: $3.9 million providing for three posts (one USG and two Local Level) in the Executive Office; six in the Office of External Relations, of which four (one D-1, one P-3, two Local Level) in the secretariat of the Governing Council and two (one P-5 and one P-3) in the Information Services Section; one (P-5) in the Monitoring and Evaluation Unit; and four (one D-1, one P-5 and two Other Level) in the New York office; and an allocation of $612,400 for non-post costs to cover other staff costs, travel, contractual services, general operating expenses, supplies and materials and furniture and equipment. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of programme budget for 2012–2013.

Table 9 (b)
Resource projections by organization unit: Executive direction and management

Category	Resources (thousands of United States dollars)			*Posts	
	2010–2011	Change	2012–2013	2010–2011	2012–2013
A. Office of the Executive Director					
Foundation general purpose					
Post	2 708.8	264.6	2 973.4	9	9
Non-post	3 255.3	(1 371.6)	1 883.7		
Subtotal	*5 964.1*	*(1 107.0)*	*4 857.1*	*9*	*9*
Regular budget	935.2	-	935.2	3	3
Foundation special purpose	3 413.1	(1 812.2)	1 600.9	-	2
Technical cooperation	1 432.5	(1 432.5)	-	-	-
Subtotal	**11 744.9**	**(4 351.7)**	**7 393.2**	**12**	**14**
B. Monitoring and evaluation					
Foundation general purpose					
Post	704.7	35.6	740.3	3	3
Non-post	790.1	(90.1)	700.0		
Subtotal	*1 494.8*	*(54.5)*	*1 440.3*	*3*	*3*
Regular budget	428.4	-	428.4	1	1
Foundation special purpose	250.0	1 131.3	1 381.3		
Subtotal	**2 173.2**	**1 076.8**	**3 250.0**	**4**	**4**
C. External relations					
Foundation general purpose					
Post	3 423.5	695.5	4 119.0	16	16
Non-post	1 662.5	(602.5)	1 060.0		
Subtotal	*5 086.0*	*93.0*	*5 179.0*	*16*	*16*
Regular budget	1 831.1	-	1 831.1	6	6
Foundation special purpose	2 700.0	1 153.5	3 853.5	-	7
Subtotal	**9 617.1**	**1 246.5**	**10 863.6**	**22**	**29**

Category	Resources (thousands of United States dollars)			*Posts	
	2010–2011	Change	2012–2013	2010–2011	2012–2013
D. Liaison offices					
Foundation general purpose					
Post	601.0	1 857.1	2 458.1	3	8
Non-post	492.5	1 357.7	1 850.2		
Subtotal	*1 093.5*	*3 214.8*	*4 308.3*	*3*	*8*
Regular budget	1 344.2	-	1 344.2	4	4
Subtotal	**2 437.7**	**3 214.8**	**5 652.5**	**7**	**12**
E. Organizational realignment					
Foundation general purpose					
Post	-	2 787.0	2 787.0	3	8
Non-post	-	1 113.0	1 113.0		
Subtotal	*-*	*3 900.0*	*3 900.0*	*3*	*8*
Total	**25 972.9**	**5 086.4**	**31 059.3**	**45**	**59**

Note: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical and emerging programme priorities and needs.

3. Foundation special purpose

88.   The amount of $2.1 million provides for nine posts that have been realigned from the Programme Support Division, of which two have moved to the Executive Office and seven to the Information Services Section, consolidating information services activities, and an allocation for general temporary assistance, while the reduced allocation of $4.7 million relates to the projected earmarked project budget to support activities outlined above in keeping with historical trends and the requirements of this office.

4. Technical cooperation

89.   The reduction of $1.4 million is attributed to the realigned distribution of expenditure for reimbursement of services provided by the United Nations Office at Nairobi to the Regional and Technical Cooperation subprogramme where the corresponding activities supported by this allocation are reflected.

III. Programme of work

A. Subprogramme 1: Shelter and sustainable human settlements development

1. Objective

90.   The overall objective is to improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world, through the promotion of participatory urban planning, management, governance, pro-poor land and housing.

2. Alignment of work programme for subprogramme 1 to the medium-term strategic and institutional plan

91.   This subprogramme leads the implementation of the plan's focus areas 2 and 3 but contributes to all the other focus areas, working in collaboration with different organizational units in all the divisions. The objective of the subprogramme was adapted from the strategic results of the two focus areas, while the expected accomplishments, indicators of achievement, sub-expected accomplishments and strategy sections were derived from the plan's focus area results framework. The programme of work for this subprogramme was informed by the strategy papers for focus areas 2 and 3. The medium-term strategic and institutional plan identified the enhanced normative and operational framework as a new approach to provide better support at the country level in order to achieve greater impact. The expected accomplishments in the focus areas were combined to reduce the number in the work programme, while some of the indicators were changed to make them qualitative.

3. **Strategy**

92. Responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. Based on its comparative advantage and in line with the plan, the subprogramme will take the lead on the implementation of focus area 2, promotion of participatory urban planning, management and governance, and focus area 3, promotion of pro-poor land and housing, and will also contribute to the other three focus areas, since they are all cross-cutting. This strategy, which is heavily informed by evidence-based best practices and lessons learned from experience, will make a substantive and progressive contribution towards the achievement of the Millennium Declaration and Johannesburg Plan of Implementation targets on slums and water and sanitation. The strategy for implementing the programme of work is as follows:

(a) With respect to the objective of improving inclusive urban planning, management and governance at the national and local levels, during the biennium, UN-Habitat will use three programmatic entry points (thematic challenges) to contribute towards the expected systemic results. These are: developing local capacities to mitigate and adapt to climate change; enhancing urban safety and the reduction of vulnerability to crime and natural and human-made hazards; and, promoting economic development. All the entry points will be operationalized within the framework of decentralization as broadly provided for by the Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(b) For achieving the objective relating to improved access to land and housing, the subprogramme will initiate systematic reforms to promote access to land and housing for all. The organization's approach to realizing access to land and housing for all will rely on three cross-cutting strategies, namely, knowledge management and advocacy; capacity-building at the global and regional levels; and, supporting implementation at the country or local level. Throughout this approach, issues of gender, as well as youth and other vulnerable and disadvantaged groups, will be mainstreamed. These strategies will be implemented in parallel and not in a linear approach. Knowledge and lessons learned, for example, will be reaped from existing successes and could thus be used in advocacy campaigns and capacity-building through the enhanced normative and operational framework. On the other hand, where tools do not exist, they will be developed, tested at the country level and then advocated for, translated into policy and used in capacity-building;

(c) Capacity-building will be undertaken at the global, national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institutional strengthening components;

(d) Engaging with crisis-affected countries (both conflict-related and natural disasters) is an important component of the human settlements programme. This work includes building the resilience of countries; assisting countries and cities to mitigate and adapt to crises, as well as work with settlements to recover from crisis. The engagement of UN-Habitat in crisis work is derived from the agency's Strategic Policy on Human Settlements in Crisis and Sustainable Relief and Reconstruction Framework, which articulates pertinent aspects of the Habitat Agenda and the medium-term strategic and institutional plan in both crisis prevention and recovery;

(e) UN-Habitat will assume a catalytic role in implementing focus areas 2 and 3 by reinforcing existing partnerships, and establishing new strategic ones with United Nations system agencies, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective resources, infrastructure, expertise and the financial power to work with it;

(f) All interventions in the subprogramme will be implemented in line with the Gender Equality Action Plan and also taking into account the needs and involvement of youths. To enhance gender-sensitive interventions and policies, the programme will, as appropriate, conduct gender analysis on all projects in order to identify gender gaps and determine policies, as well as strategies for addressing them. Further, to enhance gender balance in programme participation and equitable access to programme benefits, as much as possible, all programme data will be disaggregated by gender. The programme will make efforts to create conditions that support women, and to ensure that programme interventions promote activities that increase women's empowerment and participation.

4. **External factors**

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

(a)   Risks associated with changes in government and related policies which could slow down the progress of initiatives on land and housing will be minimal;

(b)   Member States respond positively to the guidelines and recommendations provided and ensure that the intended beneficiaries have sustained resources and supportive legal, institutional and policy frameworks to implement the policies and strategies initiated through UN-Habitat activities.

5. **Results chain**

94.   Table II presents a chain of results linking expected accomplishments, indicators of achievement and their performance measures, sub-expected accomplishments and outputs that will ultimately contribute to the realization of the objective for subprogramme 1.

Table II
Subprogramme 1: Shelter and sustainable human settlements development

Expected accomplishments	Sub-expected accomplishments	Outputs
Expected accomplishment (a) Improved policies, legislation and strategies support inclusive urban planning, management and governance [MTSIP focus area 2] **Indicator of achievement** (i) Extent to which sustainable urbanization principles are incorporated into policies, legislation and strategies in targeted countries with assistance from UN-Habitat, as evidenced by the number of countries that have partially or extensively incorporated principles of equity, economy and ecology, into policies legislation and strategies in an integrated way.[3] **Performance measures** Baseline 2009: 19 countries extensively, and 21 partially incorporate principles of equity, economy and ecology into policies, legislation and strategies for urban planning, management and governance Estimate 2011: 22 countries extensively, 22 partially incorporate principles of equity, economy and ecology, into policies legislation and strategies for urban planning, management and governance Target 2013: 28 countries extensively, 28 partially	(a).1 Improved policy analysis **[3]**[4]	*Expert group meetings* (a) Meeting on governance policies related to local and national responses to cities in climate change (1) *Non-recurrent publications* (a) Publication on the inclusion of urban safety and social cohesion in national public security policies (E, S) (4) (b) Publication on impact assessment and case studies on decentralization (E) (1) (c) Report on study of correlation between governance and sustainability in select cities (E) (1) (d) Publication on urban planning policies to include multidimensional risk analysis for prevention and preparedness to natural and human-caused disasters (E) (3) *Advisory services* (a) Advisory services on the review of urban planning policies at national level in selected countries (1) (b) Advisory services on the review of urban policies from a climate change perspective (4)

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[3] In addition to the number of countries involved, the indicator measures steps being taken at the national level to promote inclusive urban planning, management and governance, including the establishment of rules, procedures, forums and monitoring systems, and the development of empowerment and enabling processes, all of which contribute towards inclusive engagement. "Ecology" refers to the integration of environmental and climate change concerns in urban planning, management and governance processes; the optimization of materials, waste flows and energy in urban settlements and the protection of urban biodiversity. "Equity" refers to the increase in opportunities, access, ownership and rights of all social groups, and particularly those that are marginalized in the areas of land, housing, services and means of livelihood, decision-making, implementation and follow-up. "Economics" refers to the way in which public and private business is transacted and to practices that increase the value of each investment and expand economic opportunities.

[4] (i). Sub-expected accomplishment prioritization:

Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, General Assembly and the Governing Council;

Priority [2]: Sub-expected accomplishments with strategic importance (i.e., addressing a global trend or challenge of increasing importance); and with a high potential for contributing to expected accomplishments;

Priority [3]: Sub-expected accomplishments with lower strategic importance; or with lower potential for contributing to expected results.

(ii). Numbers in square brackets [ ] after the sub-expected accomplishments indicate the level of prioritization.

(iii). The numbers in round brackets ( ) after outputs denote the quantity of outputs to be produced.

(iv). Letters **A, C, E, F, R, S** in brackets refer to language of publications as follows:, **A-** Arabic, **C-** Chinese, **E-** English, **F-** French, **R-** Russian, **S-** Spanish.

Expected accomplishments	Sub-expected accomplishments	Outputs
incorporate principles of equity, economy and ecology, into policies legislation and strategies for urban planning, management and governance		
Indicator of achievement (ii) Increased number of crisis-prone and post-crisis countries working with UN-Habitat, whose urban planning, management and governance policies, legislation and strategies incorporate urban risk and vulnerability-reduction measures **Performance measures** Baseline 2009: 30 countries Estimate 2011: 32 countries Target 2013: 34 countries	(a). 2 Policy advocacy improved, including through the World Urban Campaign **[2]**	*Special events* (a) WUF6 dialogue related to urban environment and planning (1) and dialogue on governance-related topic with associated supplementary debates (1) (b) UNACLA dialogues on local governments, including associated supplementary debates, during WUF6 and twenty-fourth session of the Governing Council (GC24) (2) (c) Sustainable Urban Development Network (SUD-Net): WUF6 dialogue on city management with associated supplementary exhibition (1) (d) World Urban Campaign steering committee meeting at WUF (1); partners round-table meeting at WUF (1); partners dialogue at GC24 (1) *Expert group meetings* (a) International urban safety and social cohesion conference (1) (b) Regional conference of mayors on urban safety (1) (c) World Urban Campaign core components: (i) good policies and enabling legislation; (ii) tools and methods; (iii) living practices (6) *Non-recurrent publications* (a) World Urban Campaign partners annual report.(1) *Assistance to representatives and rapporteurs* (a) Backstopping and rapporteur assistance to AMCHUD and APMCHUD (2) *Booklets, pamphlets and fact sheets* (a) Booklets and articles on the assessment of capacity to deliver urban disaster risk reduction and preparedness programmes through participation in the International Strategy for Disaster Reduction (ISDR) campaign "Making Cities Resilient" (E) (1) (b) Fact sheet on promoting the urban dimension of sustainable development for the United Nations Conference on Sustainable Development (Rio+20) (1) (c) World Urban Campaign brochures, partners' booklets, posters and pamphlets in the six official languages of the United Nations (1) (d) World Urban Campaign video presentation, web platform and podcasts (1) *Technical assistance* (a) Backstopping for World Urban Campaign on policy development, capacity-building, and pre-investment resources and providing advisory services in country activities interventions on housing, infrastructure, and financing (3) *Training courses, seminars and workshops* (a) Workshops on promoting local or national dialogues for climate change mitigation and adaptation(4)

Expected accomplishments	Sub-expected accomplishments	Outputs
	(a). 3 Increased application of best policy practices **[1]**	*Expert group meetings* (a) Cross-sectoral regional expert group meeting on integrated urban planning, management and governance (1) *Booklets, pamphlets and fact sheets* (a) Documentation of urban planning policies and practices (city and country level) (E) (4) *Technical materials* (a) Web-based clearing house for case studies and research on cities and climate change (E) (1) (b) World Urban Campaign good policies and enabling legislation for better cities (1) (c) World Urban Campaign catalogue of tools and materials (1) *Advisory services* (a) Advisory services to national Governments on the implementation of the guidelines on decentralization (5)
	(a). 4 Effective policies and strategies related to urban planning, management and governance, including in the context of crisis-prone and post-crisis human settlements **[1]**	*Special events* (a) Meetings of the Inter-Agency Standing Committee principals (in collaboration with the Regional and Technical Cooperation Division (RTCD), Global Division (GD), Office of the Executive Director (OED) (6) (b) Meetings of the Inter-Agency Standing Committee working group (in collaboration with RTCD, GD, OED) (6) (c) Meeting of the Executive Committee for Humanitarian Affairs (in collaboration with RTCD, GD, OED) (1) (d) Meetings of the United Nations Economic and Social Council (ECOSOC) Humanitarian Affairs Segment (in collaboration with RTCD, GD, OED) (2) (e) Support to International Strategy for Disaster Reduction (ISDR Global Platform for Disaster Risk Reduction) (4) *Expert group meetings* (a) Expert group meeting on policies and strategies for urban risk reduction and resilient cities (in collaboration with RTCD, GD, OED) (1) *Booklets, pamphlets and fact sheets* (a) Urban risk reduction fact sheet (in collaboration with RTCD, GD) (E) (1) (b) Human settlements in crisis bulletin (E) (4) *Advisory services* (a) Technical advice on urban risk reduction (in collaboration with RTCD, GD, Human Settlements Financing Division (HSFD)) (4) (b) Sustainable relief and reconstruction manual (1)

Expected accomplishments	Sub-expected accomplishments	Outputs
		Technical materials
		(a) Urban risk reduction guidelines (in collaboration with RTCD, GD) (1)
		(b) Tools for cross-divisional monitoring of human settlements facing or recovering from crisis and knowledge sharing mechanisms (1)
		(c) Sustainable relief and reconstruction manual (1)
		Training courses, seminars and workshops:
		(a) Urban risk reduction training courses in five countries (1) [3]
		(b) Workshops on monitoring the housing security and crisis (HSC) policy (4) [3]
Expected accomplishment (b) Strengthened institutions promote sustainable urbanization [MTSIP focus area 2] **Indicator of achievement** (i) Degree to which strengthened institutions working with UN-Habitat actively apply tools and knowledge in support of sustainable urban development, as evidenced by the number of strengthened institutions that are either fully or partially applying newly acquired tools and knowledge[5] **Performance measures** Baseline 2009: 10 institutions fully applying newly acquired knowledge in promoting sustainable urbanization. Estimate 2011: 20 institutions fully applying newly acquired knowledge in promoting sustainable urbanization. Target 2013: 30 institutions fully applying newly acquired knowledge in promoting sustainable urbanization	(b). 1 Strengthened organization structures and processes for urban planning, management and governance **[2]**	*Expert group meeting, rapporteurs, depository services* (a) Expert group meeting on organizational capacity-building for local government training providers in the field of climate change and urban environment (1) (b) Global seminar on strengthening urban programmes of tertiary education institutions (1) *Technical materials* (a) Guidelines for multi-level governance reform to address the challenge of climate change (1) (b) Capacity-building methodology for local government training institutes (1) (c) Training and capacity-building e-newsletter produced for increased advocacy on issues of climate change, urban economic development and urban safety (4) (d) Curricula for disaster management programmes including sustainable relief and reconstruction framework at national, regional and global levels (1) (e) Online resources and training modules for disaster management for practitioners, Habitat programme managers, UN-Habitat staff on sustainable relief and reconstruction framework (1) (f) Tools on cities and biodiversity (2) (g) Note on strengthening education, research, knowledge management and partnerships for Habitat partner universities (E) (1) *Non-recurrent publications* (a) Study on "Localizing Hyogo framework for action: lessons from selected cities" (E) (1) *Advisory services* (a) Advisory services to strengthen local government training institutes at national and regional levels to deliver leadership development programmes targeting city leaders. (5)

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[5]   The indicator not only provides the number of institutions in targeted countries that actively lead in capacity-building in various ways, but also enables the provision of information on ways in which institutions that are strengthened contribute at the national level through the formulation of national capacity-building strategies, training needs assessments, innovations in and adaptation of training tools, capacity-building design and delivery, among others. The indicator looks at demand for the services of these strengthened institutions together with their level of engagement. This information cannot be adequately captured in one performance measure as there are many possible variables addressed by the indicator.

Expected accomplishments	Sub-expected accomplishments	Outputs
		(b) Advisory services in support of the Inter-Agency Committee for the Decade on Education for Sustainable Development (2)
		(c) Advisory services on coordinated and integrated service delivery and local economic development, (6)
		Technical materials
		(a) Guidelines on strengthening education, research, knowledge management and partnerships for Habitat Partner universities (E) (1)
		Training courses, seminars and workshops
		(a) Workshops in support of development of the urban research network (2)
		(b) Global meeting on strengthening urban programmes of tertiary education institutions; Cities in Climate Change Initiative (1)
	(b). 2 Improved competencies and enhanced base for human resources for urban planning, management and governance **[2]**	*Expert group meeting*
		(a) Expert group meeting on institutional and fiscal arrangements in decentralized service delivery (1)
		Advisory services
		(a) Advisory services on training impact evaluation (1)
		(b) Advisory services on enhancing financial management capacities of local authorities (1)
		(c) Advisory services on enhancing local economic development capacities of local authorities (2)
		Training courses, seminars and workshops
		(a) Urban measures to promote the local green economy for 60 participants (1)
		(b) Training on quick guides to urban planning for policymakers at national and regional levels and on barefoot planner guides for 25 participants (2)
		(c) Training on expanded application of common city greenhouse gas standard for 20 participants (1)
		(d) Regional courses for local government training institutes to enhance competencies and to roll out UN-Habitat climate change tools for 50 participants (2)
		(e) Subregional and national training courses held with local government training institutes and local governments to enhance capacities on sustainable urbanization. (6)
		(f) Training for local governments on sustainable urban development for 35 participants (4)
		(g) Training on sustainable communities targeting mid-level planners and managers for 30 participants (1)
		(h) Training held at WUF6 (1)
		(i) Training on gender in local governance on the global, regional and national level, for 60 participants (2)
		(j) Disaster management programme local, national, regional and global training programmes for practitioners, Habitat programme managers, UN-Habitat staff on sustainable relief and reconstruction framework (4)

Expected accomplishments	Sub-expected accomplishments	Outputs
		Technical materials
		(a) Regional training facilities established in four regions and curriculums developed for national and regional courses on urban safety, local crime and violence prevention, urban policing (6)
	(b). 3 Improved development of, access to, and application of tools for urban planning, management and governance **[2]**	*Non-recurrent publications:*
		(a) Publications on governance, decentralization and urban safety through urban planning, urban vulnerability reduction and urban multidimensional resilience (E) (2)
		Technical materials
		(a) SUD-Net web-portal improvements and upgrade (1)
		(b) Quick guide on urban planning targeted to civil society organizations (third volume) (1)
		(c) Popularized dissemination by repackaging and translation of selected key materials on urban planning, management and governance (2)
		(d) Guidelines for urban planning policy review at national level (frameworks for sustainability) (1)
		(e) Guidelines on urban planning, management and governance (4)
		(f) Guidelines for sustainable cities and wetland management (1)
		(g) Quick guide developed on climate change for policymakers in Asia and the Pacific (1)
		(h) Training materials (online resources) on climate change and urban planning course material in support of university curriculums (2)
		(i) E-publication on climate change for local government training institutes (1)
		(j) Quick guide on green economy (1)
		(k) Adaptation and roll out of local economic development strategic planning tools to guide provincial and district planning (1)
		(l) Quick guides series on sustainable urban development (focusing on housing) (2)
		(m) Manual on disaster management programmes for sustainable relief and reconstruction (rolled out and published) (1)
		(n) Post-conflict needs assessment tools (1)
		(o) Safer cities tool kit (1)
		(p) Governance tool kit (1)
		(q) Training manual on deploying social inclusion tool (1)
		(r) Webpage connectivity among practitioner networks through new media and technology (E, S, F) (6)
		Advisory services
		(a) Advisory services to 20 institutions on governance-related tools (5)
		Training courses, seminars and workshops
		(a) Training courses on the administration of governance, decentralization and inclusion tools (2)

Expected accomplishments	*Sub-expected accomplishments*	*Outputs*
Expected accomplishment (c) Cities implement inclusive urban planning, management and governance [MTSIP focus area 2] **Indicator of achievement** (i) Increased number of cities effectively implementing inclusive urban planning, management and governance with assistance from UN-Habitat **Performance measures** Baseline 2009: 112 cities implementing different aspects of inclusive urban planning, management and governance Estimate 2011: 139 cities implementing different aspects of inclusive urban planning, management and governance Target 2013: 209 cities implementing different aspects of inclusive urban planning, management and governance	(c).1 Improved inclusive action planning **[2]**	*Expert group meeting* (a) Review of planning policy and legislation to incorporate urban sustainability (1) (b) Development of urban strategy tools (1) *Technical materials* (a) Tools to support the implementation of urban planning legislation (2) (b) Geo-information tools for urban planning in the Lake Victoria region (1) (c) Tools and guidelines for developing and prioritizing spatial planning strategies (1) (d) Urban risk reduction and improved preparedness action plan (1) (e) Guidelines for city development strategies, taking into account climate change and urban finance issues (1) *Advisory services* (a) Advisory services to Member States and local governments on urban environment (2) (b) Advisory services on spatial planning in the Occupied Palestinian Territory (1) (c) Advisory services on reviewing and strengthening urban planning initiatives (3) *Training courses, seminars and workshops* (a) National workshops for 20 participants to review urban planning policy and legislation tools (3) (b) Stakeholder workshops for vision formulation and draft city plans in the Lake Victoria region (4) (c) Regional training on the role of geo-information in urban planning in the Lake Victoria region (1) (d) Training programme and tours for planners in the Lake Victoria region (2) *Field projects* (a) Projects to develop and implement city-wide climate action plans in six countries (6)
	(c). 2 Enhanced strategic partnerships for urban planning, management and governance **[2]**	*Expert group meetings* (a) Expert group meeting in preparation for Habitat III (1) (b) AGRED expert group meeting (1) (c) UNACLA expert group meeting and interface symposium of United Nations agencies and local authorities (1) *Advisory services* (a) Implementation plan for the 2008–2013 strategic framework of collaboration between UNEP and UN-Habitat (1) (b) Advisory services on global network for safer cities (E, S, F) (1) (c) Advisory services to promote urban responses to climate change and biodiversity, within the framework of collaboration with United Nations Framework Convention on Climate Change and United Nations Convention on Biological Diversity (4)

Expected accomplishments	Sub-expected accomplishments	Outputs
		(d) Extended joint work programme between World Bank, UNEP and UN-Habitat on cities and climate change in four countries (1)
		(e) Advisory services to key partners (i.e., urban planning associations and residents' associations) on strengthening uptake of sustainable urban planning principles and tools (E) (4)
	(c). 3 Improved management of financial resources for urban planning, management and governance **[2]**	*Training courses, seminars and workshops* (a) Transcontinental participatory budgeting workshops for 60 participants (3) (b) Workshop on innovative mobilization of municipal financing for 30 partners and participants from municipalities (1) *Field projects* (a) Projects that support cities to access Global Environment Facility and Adaptation Fund financing (2) (b) Project to study the impact of crime and violence on finances for sustainable urbanization (1)
	(c). 4 Improved capacity to apply urban planning, management and governance (UPMG), including in the context of crisis-prone and post-crisis human settlements **[1]**	*Expert group meeting* (a) Expert group meeting on urban planning for human settlements in the context of crisis (1) (b) Expert group meetings on safety and urban planning, policing and public spaces; safety in post-disaster recovery situations; urban safety and human security, urban vulnerability to organized crime, corruption, armed violence (7) (c) Meeting on capacity-building for undertaking common urban risk assessments (1) *Technical materials* (a) Guidance note for urban planning for human settlements in the context of crisis (in collaboration with RTCD, GD, HSFD) (1) (b) Sustainable relief and reconstruction manual (1) (c) Post-conflict and disaster national land studies (2) (d) Tools for urban risk identification and mapping (1) (e) Post-conflict and disaster shelter studies (2) (f) Manual of best practices in managing and maintaining municipal infrastructure and services (1) *Advisory services* (a) Advisory services on urban planning for human settlements in four Member States in crisis (in collaboration with RTCD, GD, HSFD) (4) (b) Advisory services to 20 countries on governance-related tools (20) *Training courses, seminars and workshops* (a) Training for 25 participants on urban planning for human settlements in the context of crisis (in collaboration with RTCD, GD, HSFD (3) (b) Research symposium for academia, researchers, local governments and private sector (2) (c) Capacity-building on urban preparedness for cities improved emergency response (2) (d) Workshop on climate change adaptation for cities in crisis (2)

Expected accomplishments	Sub-expected accomplishments	Outputs
		Field projects
		(a) Disaster management programme in post-crisis areas (response) in at least three cities for preparedness, prevention and monitoring of vulnerabilities (i.e., cross-cutting) (3)
		(b) Project to support the operationalization of UN-Habitat platform on urban resilience (1)
		(c) Field projects with regional offices supporting urban safety, social cohesion and human security at the local and national levels in Latin America and the Caribbean, Asia, Africa and Eastern Europe (4)
	(c). 5 Improved capacity of cities and city regions to apply strategic planning and sustainable urban mobility approaches **[1]**.	*Expert group meeting* (a) Expert group meeting to explore innovative governance arrangements to promote urban patterns for sustainable urban development (1) *Technical materials* (a) Compendium of case studies on cities and city regions applying innovations in strategic planning and urban mobility (1) (b) Guidelines to promote patterns for sustainable urban development (1) *Advisory services* (a) Advisory services to Member States and local governments on strategic planning and sustainable urban mobility (2) *Training courses, seminars and workshops* (a) Technical exchange visits between cities and city regions for sharing of experience and lessons learned on strategic planning and urban mobility approaches (6) (b) Regional training on applying innovations in strategic planning and urban mobility (3)
Expected accomplishment (d) Improved land and housing policies implemented and increased security of tenure [MTSIP focus area 3] **Indicator of achievement** (i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing the above-mentioned policies[6]	(d).1 Government and Habitat Agenda partners' knowledge of innovative land and housing policies and programmes improved **[2]**	*Expert group meetings* (a) Meeting on pro-poor and gender-sensitive land policies and tenure, land management and property administration including women's equal tenure (in collaboration with the Shelter Branch (SB)) (1) (b) Global housing sector strategy (in collaboration with SB, RTCD) (1) *Non-recurrent publications* (a) Study on innovative, pro-poor and gender-sensitive land policies and land tenure (E) (1) (b) Housing sector profile (S) (1) *Booklets, pamphlets and fact sheets* (a) Booklets, pamphlets, fact sheets and other advocacy and information materials produced on innovative land policies, tenure and management issues (in collaboration with SB) (A, E) (2)

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[6]   In addition to providing information on the number of countries being supported by UN-Habitat to effect change in land and housing policies, this indicator also requests information on the different stages in that regard. Stages include: advocacy, policy debates, normative tool development, institutional capacity-building and training, policy adoption,

Expected accomplishments	Sub-expected accomplishments	Outputs
Performance measures Baseline 2009: 28 countries at different stages of implementing land, housing and property policies, including 2 that have completed implementation Estimate 2011: 30 countries at different stages of implementing land housing and property policies, including 4 that have completed implementation Target 2013: 32 countries at different stages of implementing land housing and property policies, including 6 that have completed implementation		*Training courses, seminars and workshops* (a) Regional workshop on enabling the housing sector to work (1)
Indicator of achievement (ii) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat **Performance measures** Baseline 2009: 19 countries implementing policies to improve security of tenure, including 2 that have completed reforms Estimate 2011: 21 countries implementing policies to improve security of tenure, including 4 that have completed reforms Target 2013: 23 countries implementing policies to improve security of tenure, including 6 that have completed reforms	(d). 2 Government and Habitat Agenda partners' capacity to promote hazard-resistant and sustainable housing construction increased **[2]**	*Expert group meeting* (a) Meeting on sustainable housing, sustainable building practices and low-cost building materials and construction technologies (1) *Non-recurrent publications* (a) Knowledge product produced and disseminated on sustainable housing, sustainable building practices and low-cost building materials and construction technologies (1) *Technical materials* (a) Guidelines for hazard resistant housing reconstruction for vernacular architecture (1) (b) Climate change sensitivity tool on sustainable housing, sustainable building practices and low-cost building materials and construction technologies developed, tested, published and disseminated (1) *Advisory services* (a) Advisory services on post-crisis housing reconstruction (4) *Field projects* (a) Assistance to Member States, through an enhanced normative and operational framework, to implement sustainable housing demonstration projects, with a focus on sustainable building practices and low-cost building materials and construction technologies (1)
	(d). 3 Government and Habitat Agenda partners' capacity to implement land and housing policies increased **[1]**	*Ad hoc expert group meetings* (a) Ad hoc expert group meetings on innovative land policies, tenure and management issues (1) *Non-recurrent publications* (a) Housing sector profile (one country in the Latin America and the Caribbean region) (1)

institutional and regulatory change, expansion into strategies, action plans and programme development, piloting up-scaling, replication. A given country could be at several different stages simultaneously depending on the policy in question.

Expected accomplishments	Sub-expected accomplishments	Outputs
		Technical materials
		(a) Tools and guidelines on innovative land policies, tenure and management issues (in collaboration with SB) (1)
		Advisory services
		(a) Advisory services/technical assistance on innovative pro-poor and gender-sensitive land policies to Member States, intergovernmental bodies and United Nations representatives, including the World Bank, carried out by UN-Habitat or partners (in collaboration with SB and the Training and Capacity-building Branch (TCBB)) (2)
		Training courses, seminars and workshops
		(a) International executive training on enabling the housing sector to work (1)
		Field projects
		(a) Enhanced normative and operational framework project on pro-poor, gender-sensitive policies and reforms related to land tenure and management in Member States (in collaboration with SB, TCBB, RTCD) (2)
	(d). 4 Government and Habitat Agenda partners' knowledge of equitable land and housing rights increased **[2]**	*Expert group meetings*
		(a) Expert group meeting on alternatives approaches to forced evictions (in collaboration with SB) (1)
		(b) Meeting on pro-poor and gender-sensitive land tenure, land management and property administration issues (1)
		Non-recurrent publications
		(a) Study reports on pro-poor and gender-sensitive land tenure, land management and property administration (in collaboration with SB, GD, Monitoring and Research Division (MRD)) (2) (E)
		Technical materials
		(a) Guidelines on housing, land and property rights in the context of crisis (1)
		(b) Annual publication of shelter projects documenting shelter initiatives (2)
		Booklets, pamphlets and fact sheets
		(a) Booklets, pamphlets, fact sheets and other advocacy and information materials produced on land tenure, land management and property administration (in collaboration with RTCD, GD) (4)
		Audio-visual resources
		(a) DVD on pro-poor and gender-sensitive land tenure, land management and property administration issues (1)
		Training courses, seminars and workshops
		(a) Training programme on the right to adequate housing (in collaboration with OHCHR) (1)

Expected accomplishments	Sub-expected accomplishments	Outputs
	(d). 5 Government and Habitat Agenda partners' capacity to achieve equitable land and housing rights strengthened **[1]**	*Recurrent publications* (a) Annual report documenting cases of forced evictions and alternative approaches to forced evictions (1) (E) *Non-recurrent publications* (a) Studies on pro-poor and gender-sensitive land tenure, land management and property administration (E) (2) *Technical materials* (a) Training toolkits and guides on land tenure and land management issues (2) (b) Tools and guidelines on innovative land policies, tenure and management issues (in collaboration with RTCD) (3) *Advisory services* (a) Training needs assessment and training strategy development in the land sector (2) (b) Advisory services and technical assistance on pro-poor and gender-sensitive land tenure, land management and property administration to Member States, intergovernmental bodies and United Nations representatives, including the World Bank, carried out by UN-Habitat or partners (in collaboration with SB, the Housing Policy Section (HPS), RTCD) (3) *Training courses, seminars and workshops* (a) Training on pro-poor and gender-sensitive land tenure, land management and property administration. (4) *Field projects* (a) Enhanced normative and operational framework project to implement systemic, pro-poor and gender-sensitive policies and reforms related to land tenure and land management in Member States (in collaboration with SB, TCBB, RTCD) (2)
	(d). 6 Government and Habitat Agenda partners' capacity to effectively address housing, land and property in the context of crisis-prone and post-crisis countries increased **[1]**	*Advisory services* (a) Technical advice on housing, land and property issues in crisis-affected countries (in collaboration with RTCD, GD) (4) *Booklets, pamphlets and fact sheets* (a) Information material (booklets) on housing, land and property rights in the context of crisis (2) *Technical materials* (a) Technical guide on housing, land and property issues in the context of crisis (1) *Training courses, seminars and workshops* (a) Training on housing, land and property management in the context of crisis (in collaboration with RTCD, GD) (4)

Expected accomplishments	Sub-expected accomplishments	Outputs
		Field Projects
		(a) Field projects on housing, land and property issues in crisis contexts (4)
		(b) Enhanced normative and operational framework project on pro-poor, gender-sensitive policies and reforms for land tenure and management in the context of crisis (in collaboration with SB, HPS, RTCD) (1)
	(d). 7 Government and Habitat Agenda partners using alternative approaches to forced evictions **[2]**	*Non- recurrent publications*
		(a) Report documenting cases of forced evictions and alternatives approaches to such evictions (1)
Expected accomplishment (e). Slum improvement and prevention policies under implementation [MTSIP focus area 3] **Indicator of achievement** (i) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies[7]	(e). 1 Government and Habitat Agenda partners' knowledge on slum upgrading and prevention improved **[2]**	*Expert group meeting* (a) Country-level expert group meetings on best practices on slum upgrading and prevention (2) *Booklets, pamphlets and fact sheets* (a) Advocacy and other information materials produced on slum improvement and prevention focusing on land tenure and management issues (E) (1) *Technical materials* (a) Guide on slum upgrading and prevention (1)
Performance measures Baseline 2009: 24 countries implementing slum prevention and improvement policies Estimate 2011: 26 countries implementing slum prevention and improvement policies	(e). 2 Government and Habitat Agenda partners' capacity to develop slum upgrading and prevention policies and strategies improved **[2]**	*Expert group meeting* (a) Interregional expert group meeting on best practices on slum upgrading and prevention (1) (b) National-level expert group meeting on best practices on slum upgrading and prevention (1)
Target 2013: 28 countries implementing slum prevention and improvement policies	(e). 3 Government and Habitat Agenda partners supported in implementing slum upgrading and prevention policies	*Expert group meeting* (a) Global expert group meeting on best practices on slum upgrading and prevention (1) (b) Country-level expert group meeting on best practices on slum upgrading and prevention (1)

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[7]   In addition to measuring the number of countries, the indicator also requires information on efforts towards slum improvement and prevention. Slum improvement consists of physical, social, economic, organizational and environmental improvements undertaken locally among citizens, slum-dwellers and community groups to ensure sustained improvements in living conditions. Slum prevention entails implementing changes in the legal and regulatory framework, particularly with regard to land markets, land acquisition, land valuation and legal instruments to facilitate land acquisition. Changes include better access to housing for women and men, especially the very poor, by reviewing the housing finance systems, including access to credit and subsidies.

Expected accomplishments	Sub-expected accomplishments	Outputs
	and strategies **[1]**	*Advisory services* (a) Advisory services to Member States, intergovernmental bodies and United Nations representatives, including the World Bank, on slum prevention and upgrading to address land-related issues (1) *Field projects* (a) Enhanced normative and operational framework project on pro-poor, gender-sensitive policies and reforms related to land tenure and management in Member States (1)

Resource requirements ($41,184,800)

Table 10
Resource requirements by source of funds

| | *Resources (thousands of United States dollars)* | | | ** Posts* | |
Category	2010–2011	Change	2012–2013	2010–2011	2012–2013
Foundation General Purpose					
Post	6 787.0	(192.2)	6 594.8	30	27
Non-post	5 441.7	533.8	5 975.5		
Subtotal	**12 228.7**	**341.6**	**12 570.3**	**30**	**27**
Regular budget					
Post	5 616.6	-	5 616.6	23	23
Non-post	636.9	-	636.9		
Subtotal	**6 253.5**	**-**	**6 253.5**	**23**	**23**
Foundation Special Purpose					
Post				3	-
Non-post	15 000.0	7 361.0	22 361.0		
Subtotal	**15 000.0**	**7 361.0**	**22 361.0**	**3**	**-**
Technical cooperation					
Post	-	-	-	3	-
Non-post	-	-	-		
Subtotal	**-**	**-**	**-**	**3**	**-**
Total	**33 482.2**	**7 702.6**	**41 184.8**	**59**	**50**

Note A: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical/emerging programme priorities and needs.

Note B: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012-2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme/project activity requirements.

95. The proposed budget for subprogramme 1: Shelter and sustainable human settlements development is estimated at $41.2 million, as detailed in table 10, of which $12.6 million will be funded from the Foundation general purpose, $6.2 million from the regular budget and $22.4 million from the Foundation special purpose. The Shelter and Sustainable Human Settlements Development Division, which is responsible for the implementation of this subprogramme, comprises the following branches and sections: Office of the Director, Shelter Branch, Training and Capacity-building Branch, Urban Development Branch, Urban Environmental Planning Branch (UEPB) and the Urban Design and Planning Services Unit.

1. **Foundation general purpose**

96. The amount of $6.6 million provides for the continuation of 27 posts and the outward redeployment of three (one P-5 and two Other Level) posts to the Geneva and Brussels offices under executive direction and management, in line with the ACABQ recommendations to review current structures and realign posts to realize critical or emerging programme priorities and needs and to ensure alignment of resources with activities in the work programme, and an allocation of $6 million for non-post costs required to support the activities outlined in this section comprising costs associated with consultants and experts, travel, contractual services, including implementation through partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

97. The composition of posts is as follows: three (one D-2 and two Local Level) in the Office of the Director; nine (one D-1, one P-5, three P-3, one P-2 and three Local Level) in the Shelter Branch; one (P-4) in the Training and Capacity-building Branch; six (one P-5, one P-4, one P-3 and three Local Level) in the Urban Development Branch; six (two P-4, one P-2 and three Local Level) in the Urban Environmental Planning Branch); and two (one P-5 and one P-3) in the Urban Design and Planning Services Unit.

2. Regular budget

98.   The amount of $5.6 million provides for the continuation of 23 posts: two (one P-4 and one Local Level) in the Office of the Director; ten (two P-5, three P-4, two P-3 and three Local Level) in the Shelter Branch; eight (one P-5, two P-3, two P-2 and three Local Level) in the Training and Capacity-building Branch; two (one D-1 and one P-3) in the Urban Development Branch; and one (P-5) in the Urban Environmental Planning Branch; and an allocation of $636,900 for non-post costs to cover consultants and experts, travel, contractual services, general operating expenses, supplies and materials and furniture and equipment. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2012–2013.

3. Foundation special purpose

99.   The increased amount of $22.4 million relates to the projected earmarked project budget to support the normative activities outlined above in line with historical trends and the projected requirements for this subprogramme.

B.   Subprogramme 2: Monitoring the Habitat Agenda

1. Objective

100.   The overall objective is to monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, and to raise global awareness of human settlements issues.

2. Alignment of work programme for subprogramme 2 to the medium-term strategic and institutional plan

101.   While the core work of this subprogramme falls within the plan's focus area 1 on effective advocacy, monitoring and partnerships, the substantive content is cross-cutting and contributes to all the other substantive focus areas of the plan. The objective of subprogramme 2 was adapted from the strategic result of focus area 1, while the expected accomplishments, sub-expected accomplishments and indicators of achievement were derived from the plan's results framework. The programme of work was also informed by the strategy paper for focus area 1. In implementing this work programme, there will be collaboration and cooperation across organizational units, particularly on the World Urban Campaign, the World Urban Forum and preparation of flagship reports, among others. In implementing focus area 1, the Monitoring and Research Division will support, through its normative work, the operational activities of UN-Habitat. By producing sound and scientific evidence on urban trends and policies, subprogramme 2 will create conditions for more effective advocacy. In line with the enhanced normative and operational framework, the experience and lessons learned from the division's monitoring and research fieldwork will be used to improve its normative work and technical advice to stakeholders.

3. Strategy

102.   The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The strategy to achieve the overall objective and expected accomplishments of the subprogramme includes: collection and analysis of evidence-based information, gender-sensitive and age-sensitive knowledge and statistics; policy dialogue; strategic partnerships; gender and youth empowerment, as well as communication and exchange of best practices, experience and tools. These strategy components are both normative and operational and are implemented at the global, regional, national and local levels, in line with the medium-term strategic and institutional plan's enhanced normative and operational framework. Working in close collaboration with Habitat Agenda partners, the Division will engage in a coordinated and systematic effort in:

(a)   Collecting, collating, analyzing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies, tools, experiences and enabling legislation, for assessing progress towards achieving the goals of UN-Habitat, especially on slums, security of tenure, safe drinking water and sanitation; and use of such data and information for policy formulation;

(b)   Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies, strategies and tools on monitoring of urban conditions, local economic development and finance, urban-rural development linkages, urban poverty reduction, gender equality, women and youth empowerment, and strategic partnerships;

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

(d)   Promoting the transfer and exchange of lessons, experiences and tools learned from best practices and field pilot projects on a North-South and South-South basis;

(e)   Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the two flagship reports, the Global Report on Human Settlements and the State of the World's Cities, and publications on human settlements finance systems and tools as well publications as in the global urban economic dialogue series;

(f)   Through the "Opportunities Fund for Urban Youth-Led Development", UN-Habitat will utilize the small grant mechanism to catalyse its work with youth partners to go to scale. The strategy is to build upon the strengths and compensate for the weaknesses of youth organizations, whose strong connections lie in local knowledge of their communities, to support innovative projects with a strong entrepreneurial focus that impact on their lives and their communities.

(g)   Providing leadership on matters related to UN-Habitat partners, as well as support partner engagement throughout the agency and particularly in four key areas: civil society organizations, youth organizations, parliamentarians and the private sector;

(h)   The division will enhance gender sensitivity in interventions and policies by supporting gender mainstreaming and women's empowerment, and ensuring that all of the UN-Habitat data-collection tools and evidence-based information on human settlements conditions and trends disseminated is, as much as possible, disaggregated by gender and age.

4.   External factors

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

(a)   Member States will support the creation and maintenance of Habitat Agenda monitoring mechanisms at the national and local levels;

(b)   Member States will request technical advisory services and respond positively to follow-up to the advisory services rendered;

(c)   There is sufficient political will in support of gender equality, women's rights and empowerment activities at the national and global levels.

5.   Results chain

104.   Table III presents a chain of results linking expected accomplishments, indicators of achievement and their performance measures, sub-expected accomplishments and outputs that contribute to the realization of the objective for subprogramme 2.

Table III
Subprogramme 2: Monitoring the Habitat Agenda

Expected accomplishment	*Sub-expected accomplishment*	*Outputs*
Expected accomplishment (a) Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels [MTSIP focus area 1] **Indicator of achievement** (i) Upward trend in downloads of the State of the World's Cities report and the Global Report on Human Settlements from the UN-Habitat website **Performance measures** Baseline 2009: 11,200 downloads of the State of the World's Cities report and the Global Report on Human Settlements Estimate 2011: 15,000 downloads of the State of the World's Cities report and the Global Report on Human Settlements Target 2013: 20,000 downloads of the State of the World's Cities report and the Global Report on Human Settlements	(a).1 Effective dissemination of evidence-based knowledge on urban issues with focus on sustainable urban transport and the economic contribution of cities **[1]**[8]	*Parliamentary documentation* (a) Concept paper on WUF (in collaboration with all subprogrammes) (E, A) (1) *Expert group meetings* (a) Expert group meetings on the State of the World's Cities 2012 (2) (b) Expert group meetings on the Global Report on Human Settlements (2) *Recurrent publications* (a) State of the World's Cities 2012 (in collaboration with all subprogrammes) (E) (1) (b) Global Report on Human Settlements 2013: sustainable urban transport (in collaboration with the Water, Sanitation and Infrastructure Branch (WSIB) (E) (1) *Non-recurrent publications* (a) Cities and Citizens Series (RTCD, SB, Urban Finance Branch (UFB) (E) (4) (b) Abridged edition of Global Report on Human Settlements 2013: sustainable urban transport (in collaboration with WSIB) (E) (1) *Booklets, pamphlets and fact sheets* (a) Ad hoc booklet of State of the World's Cities 2012 published with the European Union and UN-Habitat (in collaboration with RTCD, SB, UFB) (E) (1)
Indicator of achievement (ii) Increased number of Government and Habitat Agenda partner institutions using the Global Report on Human Settlements, the State of the World's Cities report, Urban Info database and the Best Practices database in their planning, education and training programmes	(a).2 Expanded use of evidence-based knowledge in urban policy planning **[1]**	*Technical materials* (a) Global urban indicator database (in collaboration with WUF secretariat, Press and Media Unit) (1) (b) Global indicator atlas (in collaboration with Press and Media Unit) (1) (c) Web-based Urban Info database (in collaboration with Press and Media Unit) (E, S, A, R) (4)

[8]   1.   Sub-expected accomplishment prioritization:

Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, General Assembly and the Governing Council;
Priority [2]: Sub-expected accomplishments with strategic importance (i.e., addressing a global trend or challenge of increasing importance) and with a high potential for contributing to expected accomplishments;
Priority [3]: Sub-expected accomplishments with lower strategic importance or with lower potential for contributing to expected results.
2.   Numbers in square brackets [ ] after the sub-expected accomplishments indicate the level of prioritization.
3.   The numbers in round brackets ( ) after outputs denote the quantity of outputs to be produced.
4.   Letters **A, C, E, F, R, S** in brackets refer to language of publications as follows:, **A-** Arabic, **C-** Chinese, **E-** English, **F-** French, **R-** Russian, **S-** Spanish.

Expected accomplishment	Sub-expected accomplishment	Outputs
Performance measures Baseline 2009: 65 institutions Estimate 2011: 200 institutions Target 2013: 350 institutions		(d) Best practice database (web-based urban info) (in collaboration with Press and Media Unit) (1) *Training courses, seminars and workshops* (a) Urban info training in 10 selected countries in Asia, Africa and Arab regions (4) *Expert group meetings* (a) Dubai International Award for Best Practices technical meeting (1); Dubai International Award jury (1) Sheikh Khalifa Bin Salman Al Khalifa Award jury (1); Rafik Hariri Memorial Award jury (1)
Expected accomplishment (b) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy [MTSIP focus area 1] **Indicator of achievement** (i) Level of partners (by category) contributing to sustainable urbanization policy formulation and implementation with support from UN-Habitat, as evidenced by the number of partners contributing to policy formulation and implementation in sustainable urbanization[9] **Performance measures** Baseline 2009: 203 diverse partners contributing to policy formulation in sustainable urbanization Estimate 2011: 256 diverse partners contributing to policy formulation in sustainable urbanization Target 2013: 319 diverse partners contributing to policy formulation in sustainable urbanization **Indicator of achievement** (ii) Increased number of youth groups participating in policy formulation and implementation in human settlement programmes	(b).1 Improved awareness leads to increased participation by Habitat Agenda partner **[1]**	*Special events* (a) Global parliamentarians conference on their role in sustainable urbanization (1) (b) WUF board meetings, e-debates, round tables and special sessions on: world urban youth assembly (1); youth round-table session (1); civil society organizations (1); Arab civil society organizations special session (1); global Habitat Business Award for better cities delivered at the Habitat business forum (1); global parliamentarians on habitat round-table meeting (1) (c) Youth advisory board meeting at the twenty-fifth session of the Governing Council (1) *Non-recurrent publications* (a) Publication on learning from the business award on sustainable urbanization: experiences from best practices in the private sector toward better cities (All six United Nations languages) (1) (b) Women in Cities report (E) (1) *Technical materials* (a) Tools and best practices on gender mainstreaming in field activities (1) *Advisory services* (a) Advisory services on gender mainstreaming in local governance (2) *Booklets, pamphlets and fact sheets* (a) Gender equality for smarter cities (in collaboration with all divisions) (1)

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[9]   The indicator requires information on the number of different types and categories of Habitat Agenda partners that are contributing to activities on sustainable urbanization issues in different countries and the level at which they are engaging. The above figures are an aggregation of diverse partners on whom information is required, including international organizations (45), research or training institutions and universities (25), foundations (9), local authorities (38), private sector organizations (26), and civil society organizations (35) for the 2008–2009 baseline.

Expected accomplishment	Sub-expected accomplishment	Outputs

Performance measures

Baseline 2009: 25 youth groups participating in policy formulation, 26 youth groups participating in implementation

Estimate 2011: 30 youth groups participating in policy formulation, 29 youth groups participating in implementation

Target 2013: 100 youth groups participating in policy formulation, 100 youth groups participating in implementation

Indicator of achievement

(iii)   Increased number of human settlements programmes that mainstream gender and promote women's empowerment

Performance measures

Baseline 2009: All 37 human settlement programmes mainstreaming gender and promoting women's empowerment

Estimate 2011: All 40 human settlement programmes mainstreaming gender and promoting women's empowerment

Target 2013: All 45 human settlement programmes mainstreaming gender and promoting women's empowerment

Indicator of achievement

(iv)   Increased number of partnerships promoting gender equality in sustainable urbanization issues

Performance measures

Baseline 2009: 0 partnerships promoting gender equality

Estimate 2011: 20 partnerships promoting gender equality

Target 2013: 30 partnerships promoting gender equality

Training courses, seminars and workshops

(a)   Civil society organizations dialogue series workshops (4)

(b)   Capacity-building course on gender mainstreaming in human settlements developments(E,S,F) (2)

(c)   Capacity-building courses on gender mainstreaming in local governance (2)

Field projects

(a)   Field projects on inclusion of young people in the formulation of sustainable urbanization policy (Mozambique and Nigeria, Rwanda and Zambia) (in collaboration with Monitoring and Evaluation Unit, GD, Water, Sanitation and Infrastructure Branch (4)

(b)   Youth opportunity fund (1)

(c)   Support for women's network projects in human settlements (in collaboration with the Urban Economy and Social Development Branch (UESDB)) (2)

Expected accomplishment	Sub-expected accomplishment	Outputs
	(b).2 Habitat Agenda partners commit to agreed norms and principles for sustainable urbanization **[2]**	*Technical materials* (a) Report of the fourth APMCHUD (E) (1) *Expert group meeting* (a) Meeting of professionals' networks on specialized areas of the professionals' charter for sustainable urbanization (1) (b) Meeting of private sector organizations on reviewing private sector practices and engagement towards sustainable urbanization (E) (1) *Technical materials* (a) Civil society charter (1) (b) Toolkit manual for municipal workers for active participation in policy formulation (1) *Training courses, seminars and workshops* (a) Association of European Parliamentarians for Africa workshop and conferences related to sustainable urbanization (2)
	(b).3 Habitat Agenda partners capacity for monitoring government policy and implementation strengthened **[3]**	*Expert group meetings* (a) The draft charter of global parliamentarians (E) (1) (b) State of the Youth Report 2012 findings and policy orientations (E) (1) *Special events* (a) Gender equality action assembly (2) (b) Women's round table and WUF (1) *Non-recurrent publications* (a) State of the Urban Youth report (in collaboration with all subprogrammes) (E) (1) *Technical materials* (a) Guidelines for mainstreaming young people in economic development (in collaboration with the Partners and Youth Branch (PYB), RTCD) (E) (1) (b) Report on the implementation of the parliamentarians' charter for sustainable urbanization (E) (1) (c) Guidelines for strengthening the capacities of civil society organizations in lobbying Governments (E) (1) (d) Tools for youth entrepreneurship and employment (E) (1)

Expected accomplishment	Sub-expected accomplishment	Outputs
	(b).4 Improved awareness of urban legislation in relation to current urban issues **[2]**	*Non-recurrent publications* (a) Assessment of existing urban legislation, policies and regulation (1) (b) Documentation and dissemination of best and good practices and lessons learned (1) *Expert group meeting* (a) Expert group meeting on urban legislation (3) (b) Training to raise awareness on the importance and relevance of planning legislation (3) *Advisory services* (a) Support to Governments to assess their urban legislation (6)
Expected accomplishment (c) Monitoring of sustainable urbanization conditions and trends improved [MTSIP focus area 1] **Indicator of achievement** (i) Increased number of local and national urban observatories producing evidence for policymaking and implementation with support from UN-Habitat **Performance measures** Baseline 2009: 140 local and national urban observatories producing evidence for policymaking and implementation Estimate 2011: 160 local and national urban observatories producing evidence for policymaking and implementation Target 2013: 200 local and national urban observatories producing evidence for policymaking and implementation	(c).1 Increased capacity for implementation of urban monitoring systems **[2]**	*Technical materials* (a) Localizing urban indicator programme (local, national and regional levels) (1) (b) Guide to urban observatory (1) *Expert group meeting* (a) Urban indicator programme tools in city census (3) *Training courses, seminars and workshops* (a) Training on urban observatory and urban indicator programme in Asia, Africa and Arab regions (5)

Expected accomplishment	*Sub-expected accomplishment*	*Outputs*
Indicator of achievement (ii)　Degree to which local and national urban observatories adopt UN-Habitat urban indicator guidelines, as evidenced by number of local and national urban observatories that have partially and fully adopted guidelines[10] **Performance measures** Baseline 2009: 135 local and national urban observatories adopted UN-Habitat urban indicator guidelines partially or fully Estimate 2011: 145 local and national urban observatories adopt UN-Habitat urban indicator guidelines fully or partially. Target 2013: 165 local and national urban observatories adopt UN-Habitat urban indicator guidelines fully or partially	(c).2　Increased demand for evidence- based knowledge in policymaking and practice, including sex and age disaggregated data **[1]**	*Technical materials* (a)　Redesigned updated database on policies and best practices (1) (b)　Policy analysis report on the theme of sustainable urbanization (E) (1)
Expected accomplishment (d)　Improved awareness among Governments, and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development [MTSIP focus area 2 & 5] **Indicator of achievement** (i)　Upward trends in requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines and advice on urban economic development and finance systems **Performance measures** Baseline 2009: 20 requests Estimate 2011: 30 requests Target 2013: 70 requests	(d).1　Increased demand for knowledge in sustainable economic development and finance systems and policies **[1]**	*Expert group meetings* (a)　Meeting on sustainable urban economic development and urban finance strategies (1) *Non-recurrent publications* (a)　Fiscal reforms and economic development (2) (b)　Human settlements finance systems (4) (c)　Global urban economic dialogue report (in collaboration with GD, RTCD) (1) (d)　Local government finance systems (4) (e)　Development models and tools of villages, towns and cities (2) (f)　Urban employment patterns and trends (1) (g)　Strategic regional economic planning and policies (2) *Technical materials* (a)　Materials on small and medium-sized town development and planning (1) (b)　Tools on local economic development and policies (1) (c)　Human settlements financing tools and best practices (4) (d)　Community-based initiatives and poverty reduction (1) (e)　Tools for improving local government finance systems (2) (f)　Capital market and local government finance tools (1)

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[10]　The indicator requires descriptive information on progressive adoption of UN-Habitat urban indicators by national and local urban observatories. Because different observatories – even those located in the same country – may do this at different paces, it is not possible to capture the information by performance measures. Nevertheless, progress is reported in progress reports on the implementation of the work programme or medium-term strategic and institutional plan.

Expected accomplishment	Sub-expected accomplishment	Outputs
		Advisory services
		(a) Advisory services on sustainable urban economic development strategies and policy improvement (2)
		(b) Advisory services on mainstreaming social development in the economic development process (1)
		(c) Advisory services on infrastructure and economic development (1)
		(d) Strengthening capacities of local governments in urban economic, social, environmental development and finance (2)
		(e) Social empowerment and development (2)
		(f) Strategies for developing sustainable local government finance systems (1)
		Training courses, seminars and workshops
		(a) Urban poverty reduction and sustainable economic development (in collaboration with GD, RTCD) (1)
		(b) Small and medium-sized town development and planning (in collaboration with GD, RTCD) (2)
		(c) Eco-friendly economic development in cities (in collaboration with GD, RTCD) (2)
		(d) Social empowerment of disadvantaged people (1)
		(e) Development of sustainable local government finance systems (1)
		(f) Pro-growth urban and financial policies (1)
		Field projects
		(a) Urban-rural integrated development (in collaboration with GD, RTCD) (2)
		(b) Infrastructure and local economic development (2)
		(c) Community-based and cooperative initiatives (in collaboration with GD, RTCD, HSFD) (5)
Indicator of achievement (ii) Increased number of requests from Government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat **Performance measures** Baseline 2009: 9,000 requests Estimate 2011: 15,000 requests Target 2013: 25,000 requests	(d).2 Improved capacity for sustainable urban economic development and finance **[3]**	*Non-recurrent publications* (a) Sustainable economic development (in collaboration with GD, RTCD) (2) (b) Public-private partnership in economic and financial development (in collaboration with GD, RTCD, HSFD) (2) (c) Urban-rural integrated development (in collaboration with GD, RTCD) (4) (d) Small town economic development and finance (in collaboration with GD, RTCD) (2) (e) State of global urban economy and finance (in collaboration with GUO, HSFD, GD, RTCD) (1) *Technical materials* (a) Materials (manuals, guidelines and toolkits) on eco-friendly approaches to economic development (in collaboration with GD, RTCD) (2)

Expected accomplishment	Sub-expected accomplishment	Outputs
		Advisory services
		(a) Housing finance and municipal finance strategies and policy improvement to local governments in four regions (in collaboration with HSFD, RTCD) (4)
		(b) Sustainable economic development strategy and policy improvement (4)
		(c) Urban economic development and management strategies and policies (in collaboration with GD, RTCD) (4)
		Training courses, seminars and workshops
		(a) Sustainable urban economic development training for local governments in Asia and Africa for 30 participants (2)
		(b) Pro-poor housing finance and community-based initiatives training for local governments in Asia and Africa for 20 participants (in collaboration with RTCD, HSFD) (2)
		(c) Local economic development and planning training for local governments in Asia and Africa for 40 participants (in collaboration with GD, TCBB) (2)
		(d) Local finance and fiscal reforms workshop for 30 participants (2)
		Field projects
		(a) Eco-friendly economic development and sustainable urban development (in collaboration with GD, RTCD) (1)
		(b) Capacity development project for cities in urban economic, social and environmental development and finance (in collaboration with GD, RTCD, HSFD) (2)

Resource requirements ($30,824,300)

Table 11
Resource requirements by source of funds

Category	Resources (thousands of United States dollars)			* Posts	
	2010–2011	Change	2012–2013	2010–2011	2012–2013
Foundation general purpose					
Post	6 599.2	40.3	6 639.5	28	27
Non-post	5 666.6	527.4	6 194.0		
Subtotal	**12 265.8**	**567.7**	**12 833.5**	**28**	**27**
Regular budget					
Post	5 113.9	-	5 113.9	23	23
Non-post	671.8	-	671.8		
Subtotal	**5 785.7**	**-**	**5 785.7**	**23**	**23**
Foundation special purpose					
Post				4	-
Non-post	15 000.0	(2 794.9)	12 205.1		
Subtotal	**15 000.0**	**(2 794.9)**	**12 205.1**	**4**	**-**
Technical cooperation					
Post	-	-	-	2	-
Non-post	-	-	-		
Subtotal	**-**	**-**	**-**	**2**	**-**
Total	**33 051.5**	**(2 227.2)**	**30 824.3**	**57**	**50**

Note A: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical and emerging programme priorities and needs.

Note B: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012–2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme and project activity requirements.

105.   The proposed budget for subprogramme 2: Monitoring the Habitat Agenda is estimated at $30.8 million as detailed in table 11, of which $12.8 million will be funded from the Foundation general purpose, $5.8 million from the United Nations regular budget and $12.2 million from the Foundation special purpose. The Monitoring and Research Division, which is responsible for the implementation of the subprogramme, comprises the following branches and sections: Office of the Director, Gender Mainstreaming Unit, Global Urban Observatories Section, City Monitoring Branch, Policy Analysis Branch, Urban Economy and Social Development Branch, and Partners and Youth Branch.

1.   Foundation general purpose

106.   The amount of $6.6 million provides for the continuation of 27 posts and the outward redeployment of one post (P-3 Human Settlements Officer to the New York office under executive direction and management), in line with ACABQ recommendations to align resources with the functions and activities reflected in the work programme, and an allocation of $6.2 million for non-post costs required to support the activities outlined in this section associated with consultants and experts, travel, contractual services, including implementation through partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

107.   The composition of posts is as follows: two (one D-2 and one Local Level) in the Office of the Director; two (one P-3 and one Local Level) in the Gender Mainstreaming Unit; five (one P-5, one P-4, two P-3 and one Local Level) in the Global Urban Observatories Section; six (one P-5, one P-3, one P-2 and three Local Level) in the City Monitoring Branch; six (one D-1, one P-5, one P-4, one P-2 and two Local Level) in the Policy Analysis Branch; two (1 P-3, 1 Local Level) in the Urban Economy and Social Development Branch; and four (one P-5, one P-4 and two Local Level) in the Partners and Youth Branch.

2. Regular budget

108.   The amount of $5.1 million provides for the continuation of 23 posts: four (one P-4, one P-3 and two Local Level) in the Office of the Director; two (one P-4 and one P-3) in the Gender Mainstreaming Unit; one (P-4) in the Global Urban Observatories Section; five (one D-1, one P-4, one P-3 and two Local Level) in the City Monitoring Branch; three (one P-3 and two Local Level) in the Policy Analysis Branch; four (one P-5, one P-2 and two Local Level) in the Urban Economy and Social Development Branch; and four (one P-4, one P-3, one P-2 and one Local Level) in the Partners and Youth Branch. The sum of $671,800 is allocated for non-post costs to cover consultants and experts, travel, contractual services, general operating expenses, supplies and materials and furniture and equipment. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2012–2013.

3. Foundation special purpose

109.   The decreased amount of $12.2 million relates to the projected earmarked project budget to support the normative activities outlined above in line with historical trends and the projected requirements for this subprogramme.

C.   Subprogramme 3: Regional and technical cooperation

1. Objective

110.   The overall objective is to improve sustainable urbanization through the formulation and implementation of urban and housing policies, strategies and programmes primarily at the national and regional levels.

2. Alignment of work programme for subprogramme 3 to the medium-term strategic and institutional plan

111.   UN-Habitat combines normative and operational functions. Its normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level. While subprogramme 3 will not lead in the implementation of any of the medium-term strategic and institutional plan's focus area, it contributes to them all. The expected accomplishments, indicators of achievement and sub-expected accomplishments were adapted from the plan's results framework. In implementing the plan, especially in the context of the enhanced normative and operational framework, the Regional and Technical Cooperation Division will contribute to all the focus areas at the country and regional levels and coordinate all UN-Habitat activities at the country level through the Habitat programme managers. In that regard, the Division will:

(a)   Support the World Urban Campaign on sustainable urbanization through national urban forums;

(b)   Support the operationalization of normative policy documents at the national level;

(c)   Coordinate the development of Habitat country programme documents aligned to the plan;

(d)   Coordinate the implementation of integrated national programmes based on the Habitat country programme documents and covering focus areas 1 to 5 in selected focus countries.

112.   In line with the plan, the Habitat country programme documents will facilitate the mainstreaming of sustainable urbanization issues, including post-disaster reconstruction, and promote coherence in programming at national level. The second generation of Habitat country programme documents will be further aligned to the plan.

3. Strategy

113.   Responsibility for the subprogramme rests with the Regional and Technical Cooperation Division. While the Division will not lead in the implementation of any one focus area, it will participate in the implementation of all five substantive focus areas of the medium-term strategic and institutional plan at the country and regional levels through the enhanced normative and operational framework. To achieve the subprogramme's objective and the expected accomplishments, UN-Habitat will effectively combine normative and operational functions in line with the enhanced normative and operational framework. The normative functions include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level. The operational activities, consisting of the provision of technical assistance in policy formulation, capacity-building programmes and demonstration project that support the normative work

of UN-Habitat in developing countries and countries with economies in transition, will be implemented in line with the identified national priorities and approved United Nations reforms. The strategies to achieve the objective and expected accomplishments include:

(a)   Strengthening the formulation and implementation of urban planning, management and governance and housing policies, strategies and programmes;

(b)   Developing commensurate capacities at the regional, national and local levels in environmentally sound basic urban infrastructure services for the urban poor;

(c)   Setting of standards, proposing of norms and principles and providing examples of good and best practices;

(d)   National Habitat programme managers will support normative and operational activities at the country level, as well as coordinate the formulation of UN-Habitat country programme documents that inform engagement with Governments, United Nations country teams, United Nations Development Assistance Frameworks, poverty reduction strategy processes and resource mobilization at the country level. Habitat programme managers will contribute to the visibility of human settlements issues and promote their mainstreaming in the United Nations Development Assistance Frameworks, and other national development policy documents;

(e)   Strengthened regional offices will coordinate activities carried out at the regional and country levels and contribute to knowledge management activities in close collaboration with all subprogrammes, including partnering with regional forums. They will also backstop operational activities at the country level and build capacity in disaster prevention and management, and ensure a rapid and effective response to post-conflict crises and disasters, as required;

(f)   Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the flagship report series, the regional State of the Cities reports;

(g)   Conducting gender-specific analysis on all interventions and policies, as appropriate, to ensure gender equality. Further, to ensure expanded and equitable access to programme benefits, efforts will be made to create conditions that support women's participation and ensure that programme interventions promote and support activities that increase women's empowerment.

4.   External factors

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

(a)   Continuing and emerging political and social instability, including natural disasters such as drought, tsunamis, earthquakes and floods, as well as man-made disasters that pose serious threats to programme implementation, will be minimal;

(b)   There is political will among Governments to mainstream urban and housing issues in their national development agendas.

5.   Results chain

115.   Table IV presents a chain of results linking expected accomplishments, indicators of achievement and their performance measures, sub-expected accomplishments and outputs that contribute to the realization of the objective for subprogramme 3.

Table IV
Subprogramme 3: Regional and technical cooperation

Expected accomplishment	Sub-expected accomplishment	Outputs
Expected accomplishment (a) Improved sustainable urbanization policies from local to regional levels [MTSIP focus area 1] **Indicator of achievement** (i) Degree to which national habitat forums working with UN-Habitat promote a coordinated approach to sustainable urbanization issues, as evidenced by the number of forums partially or fully promoting a coordinated approach on sustainable urbanization issues[11] **Performance measures** Baseline 2009: 12 National habitat forums partially and fully promoting a coordinated approach to sustainable urbanization issues Estimate 2011: 17 National habitat forums partially and fully promoting a coordinated approach to sustainable urbanization issues Target 2013: 20 National habitat forums partially and fully promoting a coordinated approach to sustainable	(a).1 Improved national focus on sustainable urbanization policies **[1]** [12]	*Servicing of intergovernmental and expert bodies* (a) APMCHUD (in collaboration with all UN-Habitat divisions) (1) (b) Ministerial meeting on housing and urban development of the Latin American and Caribbean countries (in collaboration with all UN-Habitat divisions) (1) (c) AMCHUD (in collaboration with all UN-Habitat divisions) (1) *Parliamentary documentation* (a) Ministerial meetings on housing and urban development and regional State of the Cities Reports (in collaboration with other UN-Habitat divisions) (S) (1) *Expert group meetings* (a) National urban forums (in collaboration with all UN-Habitat divisions) (16) (b) Ibero-American and Caribbean Forum on best practices (in collaboration with Best Practices Section) (2) *Non-recurrent publications* (a) Urban profile publications (in collaboration with SB) (E, F) (9) (b) State of Asian Cities report (in collaboration with MRD and the Global Urban Observatory (GUO)) (E) (1) (c) State of Latin America and the Caribbean Cities report (in collaboration with Habitat programme managers) (E, S) (1) (d) State of the African & Arab Cities Reports (A, E, F) (2)

[11]   National habitat forums (now known as national urban forums) are national committees comprising representatives of Governments, and other Habitat Agenda partners, including local authorities, the private sector, academic and research institutions and non-governmental organizations. The forums are intended to advise governments and provide inputs into urban policies, and promote a coordinated approach on urban issues at the national level. They provide inputs for national reports on progress made in the implementation of the Habitat Agenda, the World Urban Campaign and for World Habitat Day activities.

[12]   1.   Sub-expected accomplishment prioritization:

Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, General Assembly and the Governing Council;

Priority [2]: Sub-expected accomplishments with strategic importance (i.e., addressing a global trend or challenge of increasing importance); and with a high potential for contributing to expected accomplishments;

Priority [3]: Sub-expected accomplishments with lower strategic importance or with lower potential for contributing to expected results.

2.   Numbers in square brackets [ ] after the sub-expected accomplishments indicate the level of prioritization.

3.   The numbers in round brackets ( ) after outputs denote the quantity of outputs to be produced.

4.   Letters **A, C, E, F, R, S** in brackets refer to language of publications as follows:, **A-** Arabic, **C-** Chinese, **E-** English, **F-** French, **P**- Portuguese, **R-** Russian**, S-** Spanish.

Expected accomplishment	Sub-expected accomplishment	Outputs
urbanization issues		(e) Biennial Country Activity Report (CAR) (E) (1)
		Booklets, pamphlets and fact sheets
		(a) Booklets, pamphlets on sustainable urbanization at local and regional levels (in collaboration with GD) (A, E, F) (1)
		Advisory services
		(a) Sustainable urbanization at local and regional levels (in collaboration with GD) (14)
		Field projects
		(a) Sustainable urbanization projects at local and regional levels (in collaboration with GD) (19)
	(a).2 Improved capacity of regional offices and Habitat programme managers to establish and manage national urban forums **[1]**	*Non-recurrent publications*
		(a) State of Chinese Cities report (in collaboration with China Habitat programme manager) (E) (1)
		(b) Human settlement periodical (in collaboration with Information Services Section (ISS) and China Habitat programme manager) (C) (1)
		Advisory services
		(a) Advisory services on sustainable urbanization at national and regional levels (4)
Indicator of achievement (ii) Increased number of national planning instruments, including United Nations Development Assistance Frameworks and poverty reduction strategies integrating sustainable urbanization issues with support from UN-Habitat **Performance measures** Baseline 2009: Sustainable urbanization issues integrated into 23 United Nations Development Assistance Frameworks, 20 national development plans and 10 poverty reduction strategies. Estimate 2011: Sustainable urbanization issues integrated into 25 United Nations Development Assistance Frameworks; 22 national development plans and 12 poverty reduction strategies. Target 2013: Sustainable urbanization issues integrated into 27 United Nations Development Assistance Frameworks; 25 national development plans and 14 poverty reduction strategies.	(a).3 Improved awareness of planning instruments for sustainable urbanization at national level **[2]**	*Non-recurrent publication*
		(a) Habitat country programme documents (in collaboration with all divisions) (A, E, F) (36)
		Booklets, pamphlets and fact sheets
		(a) Booklets on sustainable urbanization in national planning (in collaboration with HPMs and GD) (E, F, P, S) (7)
		Technical materials
		(a) Manual on sustainable urbanization in national planning (in collaboration with GD) (1)
		Field projects
		(a) Projects on sustainable urbanization in Africa, Asia and the Pacific, Latin America and the Caribbean and Eastern Europe (19)

Expected accomplishment	Sub-expected accomplishment	Outputs
	(a).4 International guidelines on decentralization adapted and implemented at country level **[1]**	*Training courses, seminars and workshops* (a) Training course on international guidelines on decentralization for localized basic services and infrastructure (1) *Field projects* (a) Projects to develop and implement the international guidelines on decentralization for localised basic services and infrastructure in Burkina Faso, Colombia, Mexico, Senegal, Viet Nam (5)
Expected accomplishment (b) Improved urban planning, management and governance at the national and local levels [MTSIP focus area 2] **Indicator of achievement** (i) Degree to which comprehensive urban planning, management and governance are promoted from the national level in targeted countries working in collaboration with UN-Habitat, as evidenced by the increased number of countries promoting comprehensive urban planning, management and governance[13]	(b).1 Improved capacities for urban governance at national and local levels **[2]**	*Booklets, pamphlets and fact sheets* (a) Booklet on sustainable urbanization at local and regional levels (in collaboration with GD) (A, E, F, P) (1) *Training courses, seminars and workshops* (a) Sustainable urbanization at local and regional levels (in collaboration with TCBB) (1) *Field projects* (a) Sustainable urbanization projects at local and regional levels (in collaboration with GD) (8)
Performance measures Baseline 2009: 19 countries promoting comprehensive urban planning, management and governance Estimate 2011: 22 countries promoting comprehensive urban planning, management and governance Target 2013: 28 countries promoting comprehensive urban planning, management and governance **Indicator of achievement** (ii) Increased number of cities working with UN-Habitat, with improved capacity to apply urban planning, management and governance in post-crisis situations	(b).2 Improved collaboration between countries and UN-Habitat on post-disaster or post-conflict reconstruction programmes **[1]**	*Field projects* (a) Sustainable reconstruction projects in post-conflict and post-disaster countries (in collaboration with GD) (22)

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[13]   This indicator requires information on the number of countries that are promoting comprehensive urban planning and governance and, more importantly, what each is doing in terms of promoting the different aspects of urban planning, management and governance.

Expected accomplishment	Sub-expected accomplishment	Outputs
Performance measures		
Baseline 2009: 11 cities Estimate 2011: 13 cities Target 2013: 15 cities		
Expected accomplishment (c) Improved access to land and housing [MTSIP focus area 3] **Indicator of achievement** (i) Increased number of cities promoting access to land and housing in targeted countries working with UN-Habitat, including those affected by crises **Performance measures** Baseline 2009: 48 cities Estimate 2011: 52 cities Target 2013: 53 cities	(c).1 Strengthened Government and Habitat Agenda partners' capacities to ensure access to land and housing services **[2]**	*Booklets, pamphlets and fact sheets* (a) Booklet on access to land and housing (in collaboration with GD) (A, E, F, P) (1) *Training courses, seminars and workshops* (a) Training course on access to land and housing (in collaboration with TCBB) (1) *Field projects* (a) Projects on access to land and housing in 30 countries (in collaboration with SB) (30)
Expected accomplishment (d) Expanded access to environmentally sound basic infrastructure services with special focus on the un-served and underserved population [MTSIP focus area 4] **Indicator of achievement** (i) Level of access to environmentally sound urban infrastructures and services, especially in post-crises countries supported by UN-Habitat, as evidenced by the number of countries with improved access to environmentally sound urban infrastructures and services **Performance measures** Baseline 2009: 20 countries Estimate 2011: 30 countries Target 2013: 40 countries	(d).1 Improved provision of water and sanitation, and solid waste management services **[2]**	*Booklets, pamphlets and fact sheets* (a) Booklets, pamphlets on expanded environmentally sound basic infrastructure services (in collaboration with GD) (E, F) (5) *Technical materials* (a) Technical material on expanded environmentally sound basic infrastructure services (in collaboration with GD) (1) *Advisory services* (a) Advisory services on the urban environment and climate change (in collaboration with GD) (11) *Field projects* (a) Environmentally sound basic infrastructure services projects (in collaboration with GD, UFB) (31)

Expected accomplishment	Sub-expected accomplishment	Outputs
	(d).2 International guidelines on access to basic services adapted and implemented **[1]**	*Expert group meetings* (a) Advisory committees for implementation of the international guidelines on access to basic services (4) *Training courses, seminars and workshops* (a) Training course on international guidelines on access to basic services in 10 countries (in collaboration with, TCBB, WSIB) (1) *Field projects* (a) Projects on the adaptation and implementation of the guidelines on basic services in 10 countries (10)

Resource requirements ($211,911,900)

Table 12
Resource requirements by source of funds

Category	*Resources (thousands of United States dollars)*			** Posts*	
	2010–2011	*Change*	*2012–2013*	*2010–2011*	*2012–2013*
Foundation general purpose					
Post	4 731.2	16.4	4 747.6	9	8
Non-post	7 136.9	(1 673.0)	5 463.9		
Subtotal	**11 868.1**	**(1 656.6)**	**10 211.5**	**9**	**8**
Regular budget					
Post	2 595.5	-	2 595.5	5	5
Non-post	309.1	-	309.1		
Subtotal	**2 904.6**	**-**	**2 904.6**	**5**	**5**
Foundation special purpose					
Post			2 500.0	1	-
Non-post	10 000.0	(602.3)	9 397.7		
Subtotal	**10 000.0**	**(602.3)**	**11 897.7**	**1**	**-**
Technical cooperation					
Post	10 043.2	(874.6)	9 168.6	36	34
Non-post	156 756.9	20 972.6	177 729.5		
Subtotal	**166 800.1**	**20 098.0**	**186 898.1**	**36**	**34**
Total	**191 572.8**	**20 339.1**	**211 911.9**	**51**	**47**

Note A: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical/emerging programme priorities and needs.

Note B: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012–2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme/project activity requirements.

116. The proposed budget for subprogramme 3: Regional and technical cooperation is estimated at $211.9 million, as reflected in table 12, of which $10.2 million will be funded from the Foundation general purpose; $2.9 million from the regular budget; $11.9 million from the Foundation special purpose; and $186.9 million from the Technical Cooperation fund. The Regional and Technical Cooperation Division comprises the following branches and sections: Office of the Director, Technical Advisory Branch, Regional Office for Africa and the Arab States, Regional Office for Asia and the Pacific, and the Regional Office for Latin America and the Caribbean.

1. **Foundation general purpose**

117. The amount of $4.7 million provides for the continuation of eight posts and includes 50 per cent ($2.5 million) of the costs budgeted to support the Habitat programme managers working at country level and the outward redeployment of one post (P-4) Human Settlements Officer to the New York office, in line with ACABQ recommendations to align resources with the functions and activities reflected in the work programme, and a reduced allocation of $5.5 million for non-staff costs required to support the normative activities outlined in this section comprising costs associated with consultants and experts, travel of staff, contractual services including implementation through partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

118. The composition of posts is as follows: two (Local Level) in the Office of the Director, one (P-4) in the Technical Advisory Branch; three (two P-4 and one P-3) in the Regional Office for Africa and the Arab States; one (P-4) in the Regional Office for Asia and the Pacific; and one (P-4) in the Regional Office for Latin America and the Caribbean.

2. Regular budget

119. The amount of $2.6 million provides for the continuation of five posts: two (one D-2 and one Local Level) in the Office of the Director; one (P-4) in the Regional Office for Africa and the Arab States; one (P-4) in the Regional Office for Asia and the Pacific; and one (P-4) in the Regional Office for Latin America and the Caribbean; and includes a general temporary assistance allocation for three interregional advisors at the P-5 level in the Technical Advisory Branch. The sum of $309,100 is allocated for non-post costs to cover consultants and experts, travel, contractual services, general operating expenses, supplies and materials and furniture and equipment. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2012–2013.

3. Foundation special purpose

120. The amount of $11.9 million relates to the projected earmarked project budget to support the normative activities outlined above in line with historical trends and the projected requirements for this subprogramme and includes 50 per cent ($2.5 million) of the costs budgeted to support Habitat programme managers working at the country level under the corresponding programme support account.

4. Technical cooperation

121. The amount of $186.9 million relates to the projected earmarked project budget to support the technical cooperation country level activities in line with the historical trends and the projected requirements for this subprogramme.

D. Subprogramme 4: Human settlements financing

1. Objective

122. The overall objective is to improve access to finance, institutional and policy arrangements for housing and basic infrastructure and services for the urban poor

2. Alignment of work programme for subprogramme 4 to the medium-term strategic and institutional plan

123. The programme of work for subprogramme 4 is closely aligned to the medium-term strategic and institutional plan. The subprogramme objectives, expected accomplishments, indicators of achievement and sub-expected accomplishments were derived from the medium-term strategic and institutional plan results framework for focus areas 4 and 5. The work programme was also informed by related focus area strategy papers. It will be implemented in line the principles of the enhanced normative and operational framework in close collaboration and consultation with other organizational units and focus areas.

3. Strategy

124. Responsibility for subprogramme 4 rests with the Human Settlements Financing Division, which also serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division takes the lead in focus area 4, environmentally sound basic urban infrastructure and services, and focus area 5, strengthening human settlements finance systems, as its principal areas of work while collaborating with and contributing to all the other focus areas of the plan.

125. Largely informed by past experience, a key strategy of subprogramme 4 is to mobilize local and international public funds, community savings and private sector capital to enable greater scale investment in the sector, and in pro-poor housing, basic infrastructure and services. The strategy of the subprogramme will make a substantive and progressive contribution towards the achievement of the Millennium Declaration targets and Johannesburg Plan of Implementation on slums and water and sanitation. Subprogramme 4 strategy will comprise the following elements:

(a) Strengthening the catalytic role of UN-Habitat in accordance with the medium-term strategic and institutional plan, by working with a range of partners and new arrangements to invest and leverage external financing in affordable housing, social housing (including subsidized housing and subsidized rental schemes) and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups;

(b)   Expanding current revolving credit and local finance credit enhancement facilities providing start-up funds, catalytic credit enhancement and targeted technical assistance to communities, domestic banks, and microfinance institutions and municipalities for the purpose of building affordable and social housing finance and related infrastructure;

(c)   The division will provide support to the Water for African Cities Programme, Water for Asian Cities Programme and Water for Latin America and Caribbean Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong regions. Focused on improving access for the urban poor to water supply and sanitation, these programmes and the replicable model-setting initiatives demonstrate innovative approaches on the ground in partnership with Governments, water and sanitation utilities and civil society, including community-based organizations. A key guiding principle for the programmes is pro-poor governance. The programmes also provide an operational link to normative work, such as that on the rights-based approach to water and sanitation, water demand management and Human Values-based Water Sanitation and Hygiene Education;

(d)   Strengthening the Global Water Operators' Partnerships Alliance and supporting water operators' partnerships activities worldwide and regional water operators' partnerships platforms in sub-Saharan Africa, Asia and the Pacific, the Arab region, and Latin America and the Caribbean region in partnership with regional development banks and other substantive and financial partners;

(e)   Promoting strategic partnerships among municipalities, private sector utility operators, financial institutions, and central Governments; and collaboration in designing infrastructure and housing investments with stakeholder beneficiaries, key among them being community organizations, women, youth and other vulnerable groups;

(f)   Promoting sustainable transport, especially non-motorized transport, such as bicycles, bus lanes and other forms of mass transit and sustainable transport designed to encourage economic growth in urban areas benefiting all urban residents;

(g)   Undertaking energy efficiency audits of water utility operations, as well as working with local electricity utility companies in slum-electrification programmes, in anticipating partnership with financing analysis for programme implementation;

(h)   Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations system agencies and other relevant partners to link the normative, technical cooperation and catalytic funding activities of UN-Habitat with such institutions to leverage international and domestic capital for investment to achieve sustainable cities;

(i)   Addressing the needs of individual borrowers for financial literacy training, of domestic banks for technical assistance in working with informal-income borrowers, of microfinance institutions in expanding into microfinance housing lending, and of community groups in developing viable housing and infrastructure improvement projects;

(j)   Programmes in human settlements finance, and water and sanitation will be decentralized to regional offices to encourage the rapid transfer of knowledge and funding to local institutions and communities;

(k)   The subprogramme will take into account the different needs and priorities of women, men and vulnerable groups in decision-making and implementation of programmes on human settlements financing, sustainable water and sanitation, infrastructure, slum upgrading, energy and transport and address the gender imbalances and inequalities in the provision of all these services at all levels. To enhance gender-sensitive interventions and policies, efforts will be made in all programmes to create conditions that support women, including capacity-building. Where appropriate, the subprogramme will conduct gender analysis on interventions, including policies.

4.   Future of human settlements financing programmes

126.   Pursuant to UN-Habitat Governing Council resolution 21/10 on strengthening the Habitat and Human Settlements Foundation, 2011 marks the end of a four-year experimental period of the Experimental Reimbursable Seeding Operations (ERSO) programme. On the basis of the results of an independent evaluation of the programme, to be submitted to the Governing Council at its twenty-third session, a decision will be taken on whether it should be phased out, continued in its current form or continued in a modified form. For the option selected, the decision will address the future organizational setting, as necessary, and the operational resources required to ensure successful implementation. The planned outputs and corresponding resource requirements for future housing finance activities at UN-Habitat will be subject to a decision by the Governing Council at its twenty-third session on the future of the ERSO programme beyond April 2011.

5.   **External factors**

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

(a)   There is support among Member States and domestic financial institutions at the country level to develop financial mechanisms for mobilizing domestic capital for slum upgrading; and

(b)   There is political will to overcome institutional barriers and identify modalities for effective partnerships that result in financial commitments for both shelter and local level infrastructure, especially water and sanitation.

6.   **Results chain**

128.   Table V presents a chain of results linking expected accomplishments, indicators of achievement and their performance measures, sub-expected accomplishments and outputs that contribute to the realization of the objective for subprogramme 4.

Table V
Subprogramme 4: Human settlements financing

Expected accomplishment	Sub-expected accomplishment	Outputs
Expected accomplishment (a) Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services [MTSIP focus area 4] **Indicator of achievement** (i) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat **Performance measures** Baseline 2009: 1 million people in target communities with access to environmentally sound basic urban infrastructure services Estimate 2011: 1.5 million people in target communities with access to environmentally sound basic urban infrastructure services Target 2013: 2 million people in target communities with access to environmentally sound basic urban infrastructure services **Indicator of achievement** (ii) Increased percentage of consumers of UN-Habitat partner service provider organizations reporting	(a).1 Improved access to environmentally sound basic urban infrastructure services **[1]** [14]	*Special events* (a) Servicing of WUF6 (1) (b) Servicing GC24 (1) *Expert group meetings* (a) Asian and Pacific regional expert group meetings and intergovernmental ministerial meetings on development and implementation of pro-poor water and sanitation policies, human values-based water, sanitation and hygiene education and climate change (in collaboration with RTCD, Regional Office for Asia and the Pacific (ROAP), GD) (2) (b) Regional meetings of project partners and technical advisers for the water and sanitation regional programmes in Africa, Asia and the Pacific and Latin America and the Caribbean (in collaboration with RTCD). (4) (c) Regional expert meetings on decentralization and strengthening of local authorities to operationalize sustainable urban transport and urban energy policies at local level (in collaboration with RTCD and the Urban Economy and Social Development Branch (UESDB) (4) *Recurrent publications* (a) State of Water and Sanitation in the World's Cities, 2012 (E) (1) (b) Water and sanitation trust fund annual monitoring report (E) (2) (c) UN-Habitat chapter in the World Water Development Report 2012 (E) (1) *Non-recurrent publications* (a) Publication on gender-focused microcredit sanitation programme in Africa: groundwork for preserving the right and dignity of women (in collaboration with the Gender Mainstreaming Unit) (E) (1) (b) Compilation of best practices in urban water and sanitation from the water and sanitation regional programmes in Africa, Asia and the Pacific and Latin America and the

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[14]   1.   Sub-expected accomplishment prioritization:

Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, General Assembly and the Governing Council;

Priority [2]: Sub-expected accomplishments with strategic importance (i.e., addressing a global trend or challenge of increasing importance); and with a high potential for contributing to expected accomplishments;

Priority [3]: Sub-expected accomplishments with lower strategic importance; or with lower potential for contributing to expected results.

2.   Numbers in square brackets [ ] after the sub-expected accomplishments indicate the level of prioritization.

3.   The numbers in round brackets ( ) after outputs denote the quantity of outputs to be produced.

4.   Letters **A, C, E, F, R, S** in brackets refer to language of publications as follows:, **A-** Arabic, **C-** Chinese, **E-** English, **F-** French, **R-** Russian, **S-** Spanish.

Expected accomplishment	Sub-expected accomplishment	Outputs

satisfaction with the service provided

Performance measures
Baseline 2009: 79.8% satisfied with provision of water, 75.6% satisfied with provision of sanitation

Estimate 2011: 84.8% satisfied with provision of water, 80.6 % satisfied with provision of sanitation

Target 2013: 89.8% satisfied with provision of water, 85.6% satisfied with provision of sanitation

Indicator of achievement

(iii) Increased percentage of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat

Performance measures

Baseline 2009: 33% of service providers receiving assistance from UN-Habitat recovering at least 95% operation and maintenance cost of services

Estimate 2011: 40% of service providers receiving assistance from UN-Habitat recovering at least 95% operation and maintenance cost of services

Target 2013: 50% of service providers receiving assistance from UN-Habitat recovering at least 95% operation and maintenance cost of services

Caribbean (E, F, S) (4)

(c)   From knowledge to practice: implementing the lessons from the global report 2013 on sustainable urban transport policy, planning and financing (E, F, S) (1)

Booklets, pamphlets and fact sheets

(a)   Brochures on the water and sanitation regional programmes in Africa, Asia and the Pacific, Latin America and the Caribbean (E, F, S) (4)

(b)   Brochure on promoting urban mobility in the context of sustainable urbanization (E, F, S) (1)

Technical materials

(a)   Practical guides for implementing urban sustainable transport policy, planning and financing in different regions (E) (2)

(b)   Practical guides for implementing sustainable urban energy policy in different regions (E) (2)

Advisory services

(a)   Advisory services to partner organizations including local governments, water and sanitation service providers, NGOs and community-based organizations in regional programmes in Africa, Asia and the Pacific and Latin America and the Caribbean (15)

(b)   Advisory services to national Governments on socially, environmentally and economically sustainable urban transport and energy policies (in collaboration with RTCD/UESDB) (4)

(c)   Advisory services to national and local governments on promoting access to sustainable urban mobility (10)

Training courses, seminars and workshops

(a)   Training courses on water supply and sanitation project planning and implementation for civil society organizations, local government authorities and service providers in Africa, Asia and the Pacific and Latin America and the Caribbean (in partnership with RTCD/ROAP and TCBB) (2)

(b)   National stakeholders forum on sustainable transport to disseminate experiences gained in the context of implementation projects funded by the Global Environmental Facility (GEF) in East Africa (in collaboration with the Programme Support Division (PSD) (3)

Field projects

(a)   Pilot demonstration projects in participating cities and towns in Africa, Asia and the Pacific and Latin America and the Caribbean for improving access to services to benefit the poor (6)

(b)   Implementation of the GEF-funded project on sustainable urban transport solutions for East African cities (1)

Expected accomplishment	Sub-expected accomplishment	Outputs
	(a).2 Strengthened service-provider capacity **[1]**	*Expert group meetings* (a) Developing capacity of service provider organizations in Asia and the Pacific (in collaboration with RTCD/ROAP and TCBB) (3) (b) Climate change vulnerability assessments for small utilities (1) (c) Global Water Operators' Partnership Alliance meetings (2) *Booklets, pamphlets and fact sheets* (a) Global Water Operators' Partnership Alliance newsletter (A, E, F, S) (4) *Advisory services* (a) Advisory services on strengthening national and regional platforms to implement water operators' partnerships in Africa, Asia and the Pacific and Latin America and the Caribbean (5) *Technical materials* (a) Technical materials in the areas of business planning and performance improvement planning, water demand management, energy audits, low-cost water quality monitoring and microfinance for sanitation (E) (6) (b) Water operators' partnerships toolkits and knowledge products (E) (3) *Non-recurrent publication* (a) Selected publications on water utility management for small utilities in the Lake Victoria region (E) (6) (b) Publications on best practices in managing solid waste management in small towns (E) (1) (c) Updated "Sanitation data book" for the Asia and the Pacific region (E) (1) (d) "Guidebook vulnerability assessment and infrastructure planning for small utilities" (E, F) (1) (e) Local transport and energy strategies for compact, equitable and energy-efficient cities implemented by local authorities (S) (1) (f) Global Water Operators' Partnership Alliance flagship reports (E) (1) *Audio-visual resources* (a) DVD toolkits for small community operators (1) (b) Global Water Operators' Partnership Alliance promotional video (1) (c) Global Water Operators' Partnership Alliance learning video (1) *Training courses, seminars and workshops* (a) Region-wide water and sanitation training and capacity-building for participating service providers in Asia and the Pacific, Africa, Latin America and the Caribbean targeting capacity-building of service provider organizations (in collaboration with RTCD and

Expected accomplishment	Sub-expected accomplishment	Outputs
		TCBB) (5)
		(b) Workshops for local authorities on planning and financing compact cities and provision of non-motorized and public means of transport (in collaboration with the Urban Development Branch (UDB), RTCD and TCBB) (4)
		(c) Matchmaking and knowledge exchange and capacity-building workshops under water operators partnerships (15)
		Field projects
		(a) Technical assistance project to support water utilities in the introduction of pro-poor financing mechanisms (1)
		(b) Regional water operators' partnerships winning programmes (14)
	(a).3 Improved service delivery monitoring mechanisms inform decisions **[2]**	*Expert group meetings*
		(a) Expert group meeting on monitoring the water and sanitation MDGs in the Asia and the Pacific Region (in collaboration with RTCD and MRD) (2)
		(b) Global Water Operators Partnership Alliance expert group meeting on benchmarking (in collaboration with RTCD and MRD) (1)
		Non-recurrent publications
		(a) Best practices on monitoring progress against water and sanitation MDGs in Asia and the Pacific (in collaboration with RTCD and MRD) (E) (1)
		Technical materials
		(a) Technical materials to expand geo-referenced utility benchmarking system platform (E) (1)
		(b) Benchmarking reports published through geo-referenced utility benchmarking system (E) (2)
		Advisory services
		(a) Advisory services to East African Community and Lake Victoria Region Water and Sanitation Initiative participating countries in setting up monitoring mechanisms in 15 towns under the Initiative 2 (1)
		Training courses, seminars and workshops
		(a) Training course and workshop for partner Governments and service provider organizations on inclusive and geo-referenced mapping and monitoring (in collaboration with RTCD, MRD and TCBB) (1)
		(b) Workshops on benchmarking, community monitoring and data sharing (in collaboration with RTCD, MRD and TCBB) (4)
		Field projects
		(a) Field project with partner Governments and service delivery organizations implemented to demonstrate inclusive and geo-referenced mapping and monitoring of

Expected accomplishment	*Sub-expected accomplishment*	*Outputs*
		service delivery (in collaboration with RTCD, MRD and TCBB) (1)
		(b) Replicating the pilot water project on monitoring in the 15 new Lake Victoria Region Water and Sanitation Initiative towns (15)
		(c) Benchmarking initiatives in different regions on water and sanitation (in collaboration with RTCD, MRD and TCBB) (4)
Expected accomplishment (b) Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services are met [MTSIP focus area 4] **Indicator of achievement** (i) Increased percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs **Performance measures** Baseline 2009: 75% of consumers in communities supported by UN-Habitat rank basic urban infrastructure services among the first three of their priority needs met Estimate 2011: 80% of consumers in communities supported by UN-Habitat rank basic urban infrastructure services among the first three of their priority needs met Target 2013: 85% of consumers in communities supported by UN-Habitat rank basic urban infrastructure services among the first three of their priority needs met	(b).1 Knowledge of basic urban services rights enhanced **[1]**	*Expert group meetings* (a) Asia and the Pacific regional expert group meeting on the rights-based approach to water and sanitation (in collaboration with RTCD, GD) (1) (b) Expert group meeting on energy access, promoting renewable energy technologies for affordable service delivery and towards energy efficiency in building in developing countries (in collaboration with RTCD, GD). (2) *Non-recurrent publications* (a) "State of the Right to Water and Sanitation" in urban and peri-urban areas of the Asia and the Pacific region (in collaboration with RTCD, GD) (E) (1) *Assistance to representatives and rapporteurs* (a) Assistance to the special rapporteur on the right to water (1) *Booklets, pamphlets and fact sheets* (a) Country specific fact sheet on the right to water and sanitation (E) (8) (b) Booklet on best practices on clean energy and energy efficient practices (F) (1) *Technical materials* (a) Guidelines on energy efficiency in building for tropical countries (E) (1) *Advisory services* (a) Advisory services on rights-based approach (2); rapid gender assessment, gender awareness and sensitization (2); and East African countries to develop energy efficient building codes and standards, technical assistance in energy efficiency measures for continuing public-private housing programmes (3) (in partnership with RTCD, GD) (5) *Training courses, seminars and workshops* (a) Training courses for policymakers, service providers and community-based organizations on achieving the right to water and sanitation (2) (b) Training courses for housing professionals and municipal staff on energy efficiency measures and practices (in collaboration with RTCD, GD) (2) *Field projects* (a) Demonstration projects on achieving the right to water and sanitation (4) (b) Energy efficient buildings demonstration projects and clean energy demonstration projects (5)

Expected accomplishment	Sub-expected accomplishment	Outputs
	(b).2 Environmentally sound standards and practices in place **[3]**	*Expert group meetings* (a) Expert group meetings on environmentally sound practices and standards in the Asia and the Pacific region, including on topics such as decentralized wastewater management systems, ecological sanitation, faecal sludge management, environmentally sustainable and cost-effective practices in solid waste management (in collaboration with RTCD and UEPB) (4) *Non-recurrent publications* (a) "Good practice notes" on environmentally sound practices in waste management in the Asia and the Pacific region (in collaboration with RTCD, GD) (1) *Technical materials* (a) Toolkit for the implementation of water and sanitation citizen observatories (1) *Field projects* (a) Field projects to demonstrate environmentally sound practices, such as ecological sanitation, decentralized wastewater and solid waste management, faecal sludge management (1) (b) Water and sanitation citizen observatories projects (5)
Indicator of achievement (ii) Decreased percentage difference in the price of basic infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities working with UN-Habitat **Performance measures** Baseline 2009: 25% higher price paid by the poor vis-à-vis the rest of consumers Estimate 2011: 22% higher price paid by the poor vis-à-vis the rest of consumers Target 2013: 20% higher price paid by the poor vis-à-vis the rest of consumers	(b).3 Sustainable consumption practices utilized **[3]**	*Expert group meetings* (a) Expert group meetings on sustainable consumption and human values based water sanitation and hygiene education in Asia and the Pacific (2) *Booklets, pamphlets and fact sheets* (a) Fact sheets on human values-based water sanitation hygiene education under Water for Asian Cities and the Mekong Water and Sanitation Initiative (in collaboration with RTCD, GD) (E) (4) *Advisory services* (a) Advisory services on human values-based water, sanitation and hygiene education (4) *Training courses, seminars and workshops* (a) Training course for policymakers on sustainable consumption and human values-based water, sanitation and hygiene education (in collaboration with RTCD, GD) (1) *Field projects* (a) Human values-based water, sanitation and hygiene education field projects under regional programmes in Asia and the Pacific and Africa (in partnership with RTCD, GD) (4)

Expected accomplishment	Sub-expected accomplishment	Outputs
Expected accomplishment (c) Increased investment in affordable and social housing stock and related infrastructure [MTSIP focus area 5] **Indicator of achievement** (i) Increased value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities working with UN-Habitat **Performance measures** Baseline 2009: $1,840,000 made available in UN-Habitat targeted countries and communities Estimate 2011: $114,439,664 made available in UN-Habitat targeted countries and communities Target 2013: $202,560,000 made available in UN-Habitat targeted countries and communities	(c).1 Established sustainable revolving credit and loan facilities **[1]**	*Non-recurrent publications* (a) United Nations Habitat and Human Settlements Foundation annual report (2) *Booklets, pamphlets and fact sheets* (a) UN-Habitat urban finance booklets and pamphlets (2) *Technical materials* (a) Updated loan operations manual documenting entire lending process for UN-Habitat to prevent fraud and facilitate an audit trail of all loan transactions and cash movements completed (in collaboration with PSD and United Nations treasury) (1) (b) Software systems for tracking and administering guarantees and other financial products and data in four selected partner local finance facilities (in collaboration with PSD and United Nations treasury) (4) *Advisory services* (a) Missions to support financing mechanisms and develop investment strategies for selected slum upgrading projects, in particular those in partnership with other focus areas (in collaboration with regional offices and Habitat programme managers) (20) (b) Pre-investment support in selected countries to facilitate access to private sector finance (in collaboration with regional offices and Habitat programme managers) (3) *Training courses, seminars and workshops* (a) Capacity-building workshops and seminars in identified areas for local finance facility institutions (in collaboration with ISS, Press and Media Unit) (2) (b) Assistance to and participation in social and affordable housing and infrastructure related workshops and conferences (in collaboration with ISS, Press and Media Unit) (2)
Indicator of achievement (ii) Increased percentage of housing loans by domestic banks and microfinance institutions going to lower-income deciles and/or people with informal incomes **Performance measures** Baseline 2009: N/A Estimate 2011: 5% for UN-Habitat partner institutions in targeted countries and communities Target 2013: 10% for UN-Habitat partner institutions in targeted countries and communities	(c).2 Local finance facilities able to facilitate slum upgrading through blended commercial and community finance and partnerships between Governments, communities and private sector **[2]**	*Expert group meetings* (a) National meetings to increase stakeholder participation in slum upgrading partnerships (2) (b) Meetings for microfinance institutions and community partners to identify strategies to access domestic finance for low income housing (1) *Technical material* (a) Customized updated operation manuals and business plans for each local finance facility (5) (b) Promotion of legal instruments (c) Loan agreements negotiated and documented (10) (d) Legal agreements negotiated and documented between lending banks, project partners and local finance facilities for project implementation (20) (e) Guarantee agreements negotiated and documented (20)

Expected accomplishment	Sub-expected accomplishment	Outputs
Indicator of achievement (iii) Increased number of households with new or improved housing and infrastructure supported by UN-Habitat **Performance measures** Baseline 2009: 128 households Estimate 2011: 2,226 households Target 2013: 8,875 households		*Advisory services* (a) Advisory services for local finance facilities to expand and formalize their processes and collectively reach 10,000 people by end 2014 (4) (b) Advisory services on the provision of credit enhancement facilities that support the delivery of affordable housing and infrastructure in selected countries through missions and technical support (4) (c) Missions supported to partner countries to secure investment funds for identified projects and institutions implementing bankable housing and infrastructure projects (10) *Field project* (a) Establishment of microfinance housing fund with key international financial institutions and continuing fund investment in social and affordable housing and infrastructure (1)
Expected accomplishment (d) Increase in activities in municipal finance and affordable housing finance [MTSIP focus area 5] **Indicator of achievement** (i) Level of municipal finance sector activity, as evidenced by the amounts of funds leveraged, borrowed and invested by local municipalities in affordable housing and related infrastructure activities, and access to new forms of financing[15] **Performance measures** Baseline 2009: $0 in relation to UN-Habitat-supported projects Estimate 2011: $6,586,438 in relation to UN-Habitat-supported projects Target 2013: $10,000,000 in relation to UN-Habitat-supported projects	(d).1 Targeted government programmes to support affordable housing and slum upgrading **[2]**	*Non-recurrent publications* (a) Publication on housing finance activity in selected countries, with particular focus on countries where Urban Finance Branch funds are invested (E) (1) *Technical material* (a) Research documents on municipal finance activity in selected countries (in collaboration with GD, RTCD and MRD) (3) *Advisory services* (a) Advisory services to at least 4 municipalities to develop programmes and projects to strengthen municipal finance (4) (b) Missions to develop projects and programmes in support of increased municipal finance activity to be implemented with partners (4) *Field projects* (a) At least 3 projects implemented with a focus on increased municipal finance activity (in collaboration with RTCD and regional offices) (3)

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[15]   The additional information to be provided includes different forms of financing accessed (e.g., borrowing or accessing capital markets); funds committed directly by Government; different levels of government involved, new staffing and capacity located within municipal governments to attract and manage finance and or revolving funds.

Expected accomplishment	Sub-expected accomplishment	Outputs

Indicator of achievement

(ii) Level of affordable housing finance sector activity, as evidenced by the number of new affordable housing units built and infrastructure connections facilitated, availability of mortgage finance products and the number of developers targeting affordable housing[16]

Performance measures

Baseline 2009: N/A

Estimate: 2011: 1,500 new affordable housing units built and infrastructure connections facilitated in UN-Habitat supported projects

Target: 2013: 10,000 new affordable housing units built and infrastructure connections facilitated in UN-Habitat supported projects

Indicator of achievement

(iii) Level of growth in borrower financial literacy programmes in the local finance facility and the experimental reimbursable seeding operations project, as evidenced by number of new financial literacy programmes in countries implementing the above-mentioned facility and project.[17]

Performance measures

Baseline 2009: 5 programmes delivered to 300 households through formal and informal means in projects supported by UN-Habitat

Estimate 2011: 10 programmes delivered to 2,000 households through formal and informal means in projects supported by UN-Habitat

Target: 2013: 20 programmes delivered to 12,000 households through formal and informal means in projects supported by UN-Habitat

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[16] Descriptive information on the indicator will include new forms of financing (e.g., mortgage finance and community project finance) or expanded financing available, new financial products suited to lower income markets, types of intervention (e.g., incremental in-situ housing improvement and new home construction infrastructure market stalls).

[17] This indicator will also include descriptive information on types of capacity-building on financial issues provided (e.g., formal group seminars, individual counselling and learning through project development), promoting responsible learning to ensure that borrowers understand the implications of taking a loan and ultimately improving access to housing and infrastructure finance.

Expected accomplishment	Sub-expected accomplishment	Outputs
	(d).2 Catalysing local institutions to provide access to financial services and financing of basic infrastructure **[3]**	*Expert group meetings* (a) Regional meetings to support the development of housing microfinance as an industry (in collaboration with HPS, MRD, RTCD) (2) (b) Global meeting to support increased affordable housing finance activity (1) (c) Missions conducted to support identified priority areas requiring institutional strengthening for finance (3) *Field projects* (a) Projects implemented to strengthen local institutions to play their role in providing access to financial services for the poor (in collaboration with RTCD) (2) (b) Projects implemented to establish and/or strengthen mortgage finance sectors nationally, with a focus on low-income borrowers (2)
	(d).3 Effective consumer education and protection systems in housing finance **[3]**	*Training courses, seminars and workshops* (a) Borrower financial education programmes implemented together with external partners (in collaboration with TCBB, MRD) (4) (b) Partner education seminars through local finance facilities to ensure borrower education and support savings schemes (4) *Technical materials* (a) Information kits to support consumer education in housing finance in selected countries or regions (4)
	(d).4 Improved capacity for sustainable municipal finance **[2]**	*Non-recurrent publications:* (a) Municipal revenue and taxation systems (2) (b) Public-private partnership in municipal finance (1) (c) Market-based municipal finance (1) (d) Municipal finance, budgeting and capital investment planning (1) (e) Legislative framework for municipal finance and local government reforms (1) *Technical materials:* (a) Tools and instruments in municipal finance (1) *Advisory and technical Services* (a) Advisory and technical services on innovative municipal finance strategies and policies (1) (b) Private participation in municipal finance (1)

Resource requirements ($63,319,500)

Table 13
Resource requirements by source of funds

| | Resources (thousands of United States dollars) | | | * Posts | |
Category	2010–2011	Change	2012–2013	2010–2011	2012–2013
Foundation General purpose					
Post	4 614.2	654.7	5 268.9	20	20
Non-post	5 382.4	(1 281.9)	4 100.5		
Subtotal	**9 996.6**	**(627.2)**	**9 369.4**	**20**	**20**
Regular budget					
Post	2 342.4	-	2 342.4	9	9
Non-post	220.7	-	220.7		
Subtotal	**2 563.1**	**-**	**2 563.1**	**9**	**9**
Foundation Special Purpose					
Post			-	-	-
Non-post	41 000.0	10 387.0	51 387.0		
Subtotal	**41 000.0**	**10 387.0**	**51 387.0**	**-**	**-**
Technical cooperation					
* Post	-	-	-	1	-
Non-post	-	-	-		
Subtotal	**-**	**-**	**-**	**1**	**-**
Total	**53 559.7**	**9 759.8**	**63 319.5**	**30**	**29**

Note: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012-2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme/project activity requirements.

129.   The proposed budget for subprogramme 4: Human settlements financing is estimated at $63.3 million, as reflected in table 13, of which $9.4 million is funded from the Foundation general purpose, $2.5 million from the regular budget, and $51.4 million from the Foundation special purpose. The component comprises the following branches and sections: Office of the Director, the Urban Finance Branch and the Water, Sanitation and Infrastructure Branch.

1.   Foundation general purpose

130.   An amount of $5.3 million provides for the continuation of 20 posts and an amount of $4.1 million for non-staff costs required to support the activities outlined in this section comprising costs associated with consultants and experts, travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment, and reimbursement for services provided by the United Nations Office at Nairobi.

131.   The composition of posts is as follows: three (one D-2 and two Local Level) in the Office of the Director, 11 (one D-1, one P-5, two P-4, three P-3 and four Local Level) in the Urban Finance Branch, and six (one D-1, two P-5, one P-3 and two Local Level) in the Water, Sanitation and Infrastructure Branch.

2.   Regular budget

132.   The amount of $2.3 million provides for the continuation of nine posts: two (P-4) in the Urban Finance Branch, and seven (one P-5, one P-4, two P-3, one P-2 and two Local Level) in the Water, Sanitation and Infrastructure Branch, and $220,700 for non-post costs to cover the cost of consultants and experts, travel, contractual services, general operating expenses, supplies and materials and furniture and equipment. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2012–2013.

3.   Foundation special purpose

133.   The amount of $51.4 million relates to the projected earmarked project budget to support the normative activities outlined above in line with historical trends and projected requirements for this subprogramme.

E.   Programme Support Division

1.   Objective

134.   The overall objective is to provide support for the implementation of the human settlements programme through programme planning and coordination, budgetary, financial and administrative management, oversight services, legal services and human resources planning.

2.   Alignment of work programme for the Programme Support Division to the medium-term strategic and institutional plan

135.   The Programme Support Division is responsible for the implementation of the medium-term strategic and institutional plan's focus area 6, together with Executive Direction and Management. The expected accomplishments, indicators of achievement and sub-expected accomplishments are derived from the results framework.

3.   Strategy

136.   The Programme Support Division consists of the following units: the Programme Planning and Coordination Unit; Management Support Services Section; Programme Support Services Section; and Legal Services Unit. The Division will support implementation of the UN-Habitat programme of work, contributing primarily towards the plan's sixth focus area, on excellence in management, through the following: institutionalization of results-based management in the organization; programme planning and quality assurance in programme and project design; budgeting, financial and administrative management; human resource planning; legal services and advice; effective servicing of funding partners and compliance with agreements; streamlining key procedures and approval processes, improving workflows and automating processes; improving operational and procedural guidelines and control systems; and ensuring implementation of recommendations of the Board of Auditors and the Office of Internal Oversight Services. The Programme Support Division will provide these services together with the administrative project staff in the regional and field offices and the Division of Administrative Services of the United Nations Office at Nairobi.

137.   In carrying out the programme planning and coordination functions, the Programme Support Division will lead in strengthening and mainstreaming results-based management in the organization. The Division will initiate, guide and coordinate the preparation of the biennial results-based strategic framework, biennial work programme and the annual workplan for UN-Habitat, in a participatory manner and in full compliance with the medium-term strategic and institutional plan and in line with the road map. Continuous and sustained capacity-building in results-based management and programme management will continue, to ensure that all staff have the requisite knowledge and skills and can apply them in their work. During the biennium, the Division will prepare the biennial work programme and budget for 2014–2015 and the strategic framework for 2016–2017. The Division will continue to coordinate the activities of all programme review committees, including the regional programme review committees and act as the secretariat to the UN-Habitat headquarters Programme Review Committee. It will ensure that the committees and their tools are continually refined and updated to enhance their effectiveness in providing quality assurance for programmes and projects at the design and implementation stages, results focus, programmatic alignment, coherence and internal collaboration.

138.   In leading the preparation of the biennial budget, the division will continue to adopt a participatory process in consultation with all divisions, including the Office of Executive Direction and Management, and to ensure that allocation and effective use of resources is in line with organization priorities and in compliance with financial and administrative rules and regulations. In addition, the division will ensure efficient, cost effective and strategic administrative management in collaboration with the United Nations Office at Nairobi to support the delivery of programme support services, taking note of the emergency requirements at the country level.

139.   The division will support the internal and external audit process and ensure effective follow-up on all audit recommendations aimed at improving the overall performance of the organization. Following up on the risk assessment carried out by the Office of Internal Oversight Services, UN-Habitat will develop a risk management framework. The division will ensure that essential operational policies and procedures in critical business areas are developed and updated. In addition, the division will review compliance of the organization's activities with established policies, plans and

procedures; continuously assess the effectiveness of the organization's controls, including the accountability framework, and make recommendations for improvement; monitor the effective and efficient use of resources and conformity of expenditures with their intended purposes.

(a)   The recruitment of qualified staff against all new and vacant posts will be aligned with the medium-term strategic and institutional plan objectives, in line with Governing Council resolution 21/2. To enhance delivery and effectiveness of the medium-term strategic and institutional plan, a human resource policy aimed at aligning the human resources with the organizational needs, and based on merit and balanced geographical and gender representation, will be implemented through simplified and streamlined policies and procedures, taking into account the human resource needs at the regional and field levels. This will be done in close collaboration with the United Nations Office at Nairobi. UN-Habitat will strive to achieve regional balance in the recruitment of consultants. Staff development through effective training programmes in substantive programme areas, results-based management, leadership and management skills, including ethics training to strengthen the accountability and performance management, will be undertaken to improve the quality of services, programmes and procedures, and also to support the change management process. To promote transparent financial reporting, strong accountability and good governance, the Division will support adoption of the International Public Sector Accounting Standards (IPSAS). In addition, to ensure effective planning and management of resources, support improved business processes and performance management, and also to reduce operational costs, the Division will lead the implementation of the enterprise resource planning (ERP) system, in line with the continuing United Nations system-wide reforms.

(b)   In providing legal services and advice, the Programme Support Division will review, update and disseminate the approved legal framework to enable UN-Habitat to carry out its operational activities in implementing the Habitat Agenda and meeting the Millennium Development Goals and targets under its responsibility. The legal function will continue to ensure that the organization's interests are effectively represented and safeguarded.

4.   External factors

140.   The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the exchange rate and the rate of inflation remain within the levels forecast.

5.   Results chain

141.   Table VI presents a chain of results linking expected accomplishments, indicators of achievement and their performance measures, sub-expected accomplishments and outputs that contribute to the realization of the objective for the Programme Support Division.

Table VI
Programme Support Division

Expected accomplishment	Sub-expected accomplishment	Outputs
Expected accomplishment (a). Staff empowered to achieve planned result [MTSIP focus area 6] **Indicator of achievement** (i) Percentage of staff whose skills sets are aligned with their MTSIP-compliant job description **Performance measures** Baseline 2009: 60% of professional staff	(a).1 Strengthened staff competencies related to MTSIP **[1]** [18]	*Human resources management* (a) Revised staff development programme to promote a results-oriented culture and managerial excellence (1) (b) Human resources framework to support the MTSIP (1) (c) Periodic reports to Member States on various aspects of human resource management, including alignment with the medium-term strategic and institutional plan and progress on staff empowerment (4) *Advisory services* (a) Advisory services on staff matters, including privileges, immunities, interpretation of staff regulations, rules, issues, obligations of staff members and other human resource management aspects (1)
Estimate 2011: 80% of professional staff Target 2013: 95% of professional staff **Indicator of achievement** (ii) Reduction in time spent on completion of selected business process	(a).2 Incentive structure for performance in place **[3]**	*Technical materials* (a) Performance-based incentive structure policy (1) (b) Revised performance management toolkit (1)
	(a).3 Delegation of authority within a accountability framework applied **[2]**	*Technical materials* (a) Aligned delegation of authority to updated accountability framework (1) (b) Aligned control framework structure and policy to accountability framework (1) (c) Accountability monitoring tools, including programmes to foster and strengthen accountability (1)
Performance measures For selected business processes: 1). Average selection time for UN-Habitat recruitment Baseline 2009: 178 days Estimate 2011: 150 days Target 2013: 130 days	(a).4 Efficient business processes applied **[1]**	*Administrative support services* (a) Support services (administrative, legal, procurement, financial) to the roll out of ERP and adoption of IPSAS (1)

[18]   1.   Sub-expected accomplishment prioritization:

Priority [1]: Sub-expected accomplishments mandated by the Economic and Social Council, General Assembly and the Governing Council;

Priority [2]: Sub-expected accomplishments with strategic importance (i.e., addressing a global trend or challenge of increasing importance); and with a high potential for contributing to expected accomplishments;

Priority [3]: Sub-expected accomplishments with lower strategic importance; or with lower potential for contributing to expected results.

2.   Numbers in square brackets [ ] after the sub-expected accomplishments indicate the level of prioritization.

3.   The numbers in round brackets ( ) after outputs denote the quantity of outputs to be produced.

4.   Letters **A, C, E, F, R, S** in brackets refer to language of publications as follows:, **A-** Arabic, **C-** Chinese, **E-** English, **F-** French, **R-** Russian**, S-** Spanish.

Expected accomplishment	Sub-expected accomplishment	Outputs
2) Average selection time for IT procurement Baseline 2009: 67 days Estimate 2011: 40 days Target 2013: 35 days 3). Average time for approval of cooperation agreement Baseline 2009: 11.6 days Estimate 2011: 10 days Target 2013: 8 days. 4). Average time for review by the programme review committee Baseline 2009: 9 days Estimate 2011: 8 days Targets 2013: 8 days **Indicator of achievement** (iii) Proportion of claims ruled in favour of UN-Habitat **Performance measures** Baseline 2009: 75% Estimate 2011: 80% Target 2013: 80%		*Overall management* (a) International agreements negotiated, including constitutive instruments required for the pursuance of the UN-Habitat mandate (1) (b) Assessment report on the implications of the Enterprise Resource Planning "Umoja" system and IPSAS roll-out on existing business processes and delegation of authority (1) (c) Report on the assessment of effectiveness and efficiency of services received from other United Nations agencies (1) *Technical materials* (a) Revised business processes system in line with ERP (Umoja) (1) (b) Business process performance monitoring system (1) *Advisory services* (a) Substantive and procedural advice to the Committee of Permanent Representatives (1) (b) Advice on institutional and operational arrangements for development assistance, including formation and interpretation of agreements with Governments, international organizations and partners concerning such arrangements (1)
Expected accomplishment (b). Results-based management principles applied [MTSIP focus area 6] **Indicator of achievement** (i) Percentage of programmes and projects contributing to focus area results **Performance measures** Baseline 2009: 95% Estimate 2011: 98%	(b).1 Programme derived from MTSIP results **[1]**	*Recurrent publications* (a) Biennial work programme 2014–2015 (1) (b) Strategic framework 2014–2015 (1) (c) Medium-term strategic and institutional plan 2014– 2020 (1) (d) Programme performance report for the biennium 2012–2013 (1) *Non-recurrent publication* (a) Biannual progress reports of the Executive Director on the implementation of the MTSIP 2008–2013 and the work programme and budget to the Committee of Permanent Representatives (4) *Internal oversight services* (a) Key strategic evaluations (7) (b) Staff survey on organizational effectiveness (1)

Target 2013: 100%

Expected accomplishment	Sub-expected accomplishment	Outputs
Indicator of achievement (ii) Percentage of audit recommendations from the External Board of Auditors and Office of Internal Oversight Services implemented within the required time frame **Performance measures** Baseline 2009: 95% Estimate 2011: 95% Target 2013: 95% **Indicator of achievement** (iii) Number of compliance inspections carried out **Performance measures** Baseline 2009: 3 inspections Estimate 2011: 4 inspection Target 2013: 4 inspection		(c) Quality assurance reports on programmes (PRC) (4) (d) Results-based management internal capacity assessment report (1) *Overall management* (a) Tool to further strengthen application of results-based management (1) (b) Database of programmes and projects (1) (c) Habitat annual workplans (2) (d) Evaluation database (electronic depository of UN-Habitat operational and normative work) (1) *Training courses, seminars and workshops* (a) Integrated capacity-building programme in results-based planning, programme management, monitoring and evaluation (training seminars, mentoring and systematic on-the-job learning) (2) *Technical materials* (a) System for institutionalizing results based programme/project planning (1)
	(b).2 Quality standards consistently applied in the achievement of planned results **[2]**	*Internal oversight services* (a) Programme and project performance report linking financial resources to programme and project delivery (4) (b) Assessment report on programme and project design and planning (1) (c) Biannual progress reports of the project review committee (4) (d) Risk-based oversight and inspection reports (2) *Technical materials* (a) Project implementation and monitoring tool (1) (b) Updated database of programmes and projects (1) (c) Programme and tools to further strengthen and monitor the application of results-based management and budgeting (1) *Other substantive activities* (a) Coordination of and support to programme and project review committees (PRC) (1)

Expected accomplishment	*Sub-expected accomplishment*	*Outputs*
Expected accomplishment (c). Financial resources to deliver MTSIP results available [MTSIP focus area 6] **Indicator of achievement** (i) Percentage of (earmarked and non-earmarked) resources allocated to the medium-term strategic and institutional plan focus area priorities **Performance measures** Baseline 2009: 61% earmarked, 80% non-earmarked Estimate 2011: 74% earmarked, 100% non-earmarked Target 2013: 95% earmarked, 100% non-earmarked	(c).1 Allocation of resources to MTSIP priority results **[1]**	*Technical materials* (a) Results-based budgets for programmes and projects aligned to the priorities of the medium-term strategic and institutional plan (1) (b) Allotment authorizations for extrabudgetary resources linked to the priorities of the medium-term strategic and institutional plan (1) *Advisory services* (a) Advice on resource planning and programme management (1) *Substantive servicing of meeting* (a) Supporting documentation for Advisory Committee on Administrative and Budgetary Questions (1) *Non-recurrent publications* (a) Budget performance reports for the biennium 2012–2013 (4) (b) Quarterly comprehensive financial reports for the Committee of Permanent Representatives (8) *Internal oversight services* (a) Management reports for senior management (8) (b) Financial statements (2)
	(c).2 Improved integrity of financial data **[1]**	*Non-recurrent publications* (a) Audited financial statements for the regular budget, Foundation budget, technical cooperation activities and other special funds (2)
	(c).3 Improved monitoring and control of programme budget and extrabudgetary activities **[2]**	*Advisory services* (a) Budgetary control support of both regular budget appropriation and extrabudgetary resources (1) (b) Financial management support for programme and projects in the field (1) (c) Advisory services to clients on application of the financial rules and regulations, procedures and policies (1) *Technical materials* (a) Staffing table (1)

Resource requirements ($14,867,900)

Table 14 (a)
Resource requirements by source of funds

	Resources (thousands of United States dollars)			* Posts	
Category	*2010–2011*	*Change*	*2012–2013*	*2010–2011*	*2012–2013*
Foundation general purpose					
Post	3 083.7	33.6	3 117.3	12	12
Non-post	3 109.2	(674.4)	2 434.8		
Subtotal	**6 192.9**	**(640.8)**	**5 552.1**	**12**	**12**
Regular budget					
Post	339.1	-	339.1	1	1
Non-post	6.3	-	6.3		
Subtotal	**345.4**	**-**	**345.4**	**1**	**1**
Foundation special purpose					
Post	6 930.8	(2 171.8)	4 759.0	30	21
Non-post	1 423.8	(344.5)	1 079.3		
Subtotal	**8 354.6**	**(2 516.3)**	**5 838.3**	**30**	**21**
Technical cooperation					
Post	3 664.3	(698.6)	2 965.7	18	12
Non-post	697.0	(530.6)	166.4		
Subtotal	**4 361.3**	**(1 229.2)**	**3 132.1**	**18**	**12**
Total	**19 254.2**	**(4 386.3)**	**14 867.9**	**61**	**46**

Note A: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical and emerging programme priorities and needs.

Note B: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012–2013 staffing tables. These posts are of a temporary nature and the levels are subject to frequent changes according to programme and project activity requirements.

142.   The proposed budget for programme support is estimated at $14.9 million, as reflected in tables 14 (a) and 14 (b), of which $5.6 million will be funded from the Foundation General purpose, $345,400 from the regular budget; $5.8 million from the Foundation special purpose, and $3.1 million from the technical cooperation fund. The Programme Support Division comprises the following branches and sections: Office of the Director (which includes the Legal Unit), Programme Coordination and Planning Unit, Management Support Section and Programme Support Section.

1.   Foundation general purpose

143.   The amount of $3.1 million provides for the continuation of 12 posts, and a reduced amount of $2.4 million for non-staff costs required to support the activities outlined in this section comprising costs associated with consultants and experts, travel of staff, contractual services including implementation through partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

144.   The composition of posts is as follows: three (one D-1, one P-3 and one Local Level) in the Office of the Director, two (one P-5 and one P-4) in the Programme Coordination and Planning Unit, six (one P-5, two P-4 and three Local Level) in the Management Support Section and one (Local Level) in the Programme Support Section.

2.   Regular budget

145.   The amount of $345,400 provides for the continuation of one post (P-4) in the Programme Support Section, and $6,300 for non-post costs to cover general operating expenses, supplies and materials and furniture and equipment. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the United Nations programme budget for 2012–2013.

3. Foundation special purpose

146. The amount of $5.8 million relates to the programme support account to support the activities outlined above in line with historical trends and the projected requirements for this subprogramme.

4. Technical cooperation

147. The amount of $3.1 million relates to the programme support account to support the technical cooperation country-level activities in line with the historical trends and the projected requirements for this subprogramme.

Table 14 (b)
Resource projections by category and organization unit: Programme Support Division

| Category | Resources (thousands of United States dollars) | | | * Posts | |
	2010–2011	Change	2012–2013	2010–2011	2012–2013
A. Office of the Director (including legal)					
Foundation general purpose					
Post	791.4	39.7	831.1	3	3
Non-post	797.9	(148.9)	649.0		
Subtotal	*1 589.3*	*(109.2)*	*1 480.1*	*3*	*3*
Foundation special purpose	741.2	(46.7)	694.5	4	2
Technical cooperation	197.3	(13.3)	184.0	1	1
Subtotal	**2 527.8**	**(169.2)**	**2 358.6**	**8**	**6**
B. Programme coordination and planning					
Foundation general purpose					
Post	709.9	31.7	741.6	2	2
Non-post	715.8	(136.5)	579.3		
Subtotal	*1 425.7*	*(104.8)*	*1 320.9*	*2*	*2*
Foundation special purpose	122.1	17.1	139.2	1	1
Subtotal	**1 547.8**	**(87.7)**	**1 460.1**	**3**	**3**
C. Management support					
Foundation general purpose					
Post	1 345.2	85.2	1 430.4	6	6
Non-post	1 356.3	(239.0)	1 117.3		
Subtotal	*2 701.5*	*(153.8)*	*2 547.7*	*6*	*6*
Foundation special purpose	1 933.5	(342.0)	1 591.5	13	9
Subtotal	**4 635.0**	**(495.8)**	**4 139.2**	**19**	**15**
D. Programme support					
Foundation general purpose					
Post	237.2	(123.0)	114.2	1	1
Non-post	239.2	(150.0)	89.2		
Subtotal	**476.4**	**(273.0)**	**203.4**	**1**	**1**
Regular budget	345.4	-	345.4	1	1
Foundation special purpose	5 557.8	(2 144.7)	3 413.1	12	9
Technical cooperation	4 164.0	(1 215.9)	2 948.1	17	11
Subtotal	**10 543.6**	**(3 633.6)**	**6 910.0**	**31**	**22**
Total	**19 254.2**	**(4 386.3)**	**14 867.9**	**61**	**46**

Note A: Posts have been realigned for 2012–2013 to ensure alignment of resources with the activities in the work programme and to realize critical and emerging programme priorities and needs.

Note B: Posts funded from earmarked funds (including trust funds) have been excluded from the 2012–2013 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme or project activity requirements.

Annex I

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome (subprogrammes 1, 2 and 3)
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)
60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/200	Natural disasters and vulnerability
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
63/281	Climate change and its possible security implications
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/136	Cooperatives in social development
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)

64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/200	International Strategy for Disaster Reduction
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
64/213	Fourth United Nations Conference on the Least Developed Countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of the Habitat Agenda
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements
2009/238	Human settlements

Governing Council resolutions

19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
19/16	Women's role and rights in human settlements development and slum upgrading
20/1	Youth and human settlements
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/7	Gender equality in human settlements development
20/10	World Urban Forum
21/1	Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009
21/2	Medium-term strategic and institutional plan for 2008-2013
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/3	Guidelines on decentralization and strengthening of local authorities
21/5	Sustainable development of Arctic human settlements
22/1	Third session of the United Nations Conference on housing and sustainable development
22/3	Cities and climate change
22/8	Guidelines on access to basic services for all

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development
64/130	Policies and programmes involving youth
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions

19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
21/6	Urban youth development
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people
22/6	Habitat awards

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
64/129	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat programme managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
63/229	Role of microcredit and microfinance in the eradication of poverty

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
21/4	Guiding principles on access to basic services for all
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/2	Affordable housing finance
22/8	Guidelines on access to basic services for all

Annex II

Matrix on internal and external collaboration in delivering medium-term strategic and institutional plan results

A.   Subprogramme 1. Shelter and sustainable human settlements development

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
1. Improved policies, legislation and strategies support inclusive urban planning, management and governance *[MTSIP focus area 2]*	1.1 Improved policy analysis **[3]** 1.2 Policy advocacy improved, including through campaign *[2]* 1.3 Increased application of best policy practices **[1]** 1.4 Effective policies and strategies related to urban planning, management and governance, including in crisis-prone and post-crisis human settlements contexts **[1]**	UDB,UEPB / TCBB UDB / UEPB TCBB, DMP UDB / UEPB TCBB, DMP	RTCD, GD (SB), GMU, PYB HSFD (WSIB) RTCD, MRD (UESD), EDM (ISS, WUF Secretariat) RTCD, OED, HSFD	ILO, UNITAR IFAD, UNEP and World Bank, UCLG, AMCHUD APMCHUD UNDP, ISDR, UNEP, United Nations Framework Convention on Climate Change, Convention on Biological Diversity, Commission on Sustainable Development
2. Strengthened institutions promoting sustainable urbanization *[MTSIP focus area 2]*	2.1 Strengthened organization structures and processes for urban planning, management and governance **[2]** 2.2 Improved competencies and enhanced base for human resources for urban planning, management and governance **[2]** 2.3 Improved development of, access to, and application of tools for urban planning, management and governance **[2]**	TCBB, UEPB TCBB, UDB, UEPB UDB, TCBB, UEPB	RTCD, MRD (GMU, PYB) RTCD, MRD (GMU, PYB,UESD)	ILO, UNDP, WHO UNODC, UNITAR UNESCO, UCLG World Bank, UNEP, ICLEI National local government training institutions, partner universities
3. Implementation of inclusive urban planning, management and governance improved *[MTSIP focus area 2]*	3.1 Improved inclusive action planning **[2]** 3.2 Enhanced strategic partnerships for urban planning, management and governance **[2]** 3.3. Improved management of financial resources for urban planning, management and governance **[2]** 3.4 Improved capacity to apply urban planning, management and governance, including in crisis-prone and post-crisis human settlements contexts **[1]**	UDB, UEPB TCBB UDB, UEPB TCBB UDB, UEPB TCBB	RTCD, MRD (GMU, PYB, UESD) RTCD, HSFD	AU, UNDP UNITAR ISOCARP UNEP, World Bank, GEF, ICLEI, Convention on Biological Diversity, Ramsar Convention

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
4. Improved land and housing policies implemented and increased security of tenure **[MTSIP focus area 3]**	4.1 Government and Habitat Agenda partners' knowledge of innovative land and housing policies and programmes improved **[2]**	Shelter Branch	GD (TCBB, SB, UEPB,) HSFD, EDM (ISS), MRD (PYB, GM)	World Bank, UNECA, FAO, LPI, AGRA, FIG, IDRC, UNEP, Huairou Commission, GTZ, CHORE, ESCAP, OHCHR, IHS, HIC, Lincoln Institute of Land Policy, Centre for Affordable Housing Finance in Africa – FinMark Trust, N-AERUS, Special Rapporteur on adequate housing as a component of the right to an adequate standard of living, and on the right to non-discrimination in this context
	4.2 Government and Habitat Agenda partners' capacity to promote hazard-resistant and sustainable housing construction increased **[2]**	Shelter Branch	RTCD	
	4.3 Government and Habitat Agenda partners' capacity to implement land and housing policies increased **[1]**	Shelter Branch	GD (DMP, Safer Cities Programme, TCBB) MRD (PYB, GMU) EDM (ISS)	
	4.4 Government and Habitat Agenda partners' knowledge of equitable land and housing rights increased **[2]**	Shelter Branch		
	4.5 Government and Habitat Agenda partners' capacity to achieve equitable land and housing rights strengthened **[1]**	Shelter Branch,	GD (TCBB, UDB, UEPB), RTCD, EDM (ISS) MRD (PYB, GMU, GUO) RTCD,	
	4.6 Government and Habitat Agenda partners' capacity to effectively address housing, land and property rights in crisis-prone and post-crisis contexts increased **[1]**	Shelter Branch,		
	4.7 Government and Habitat Agenda partners utilize alternative approaches to forced evictions **[2]**	Shelter Branch		
5. Slum improvement and prevention policies under implementation **[MTSIP focus area 3]**	5.1 Government and Habitat Agenda partners' knowledge on slum upgrading and prevention improved **[3]**	Shelter Branch	HSFD, GD (TCBB, UDB), MRD (GUO, GMU, PYB)	WBI, GTZ, IADB, IHS
	5.2 Government and Habitat Agenda partners' capacity to develop slum upgrading and prevention policies and strategies improved **[2]**	Shelter Branch		
	5.3 Government and Habitat Agenda partners supported in implementing slum upgrading and prevention policies and strategies **[1]**			

B.   Subprogramme 2. Monitoring the Habitat Agenda

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
1. Awareness of sustainable urbanization conditions and issues at the local, national and global levels improved *[MTSIP focus area 1]*	1.1 Effective dissemination of evidence-based knowledge on urban issues with focus on sustainable urban transport and economic contribution of cities **[1]** 1.2 Expanded use of evidence-based knowledge in urban policy planning **[1]**	City Monitoring. Branch Policy Analysis Branch	EDM (ISS), GD (TCBB, UDB UEPB), RTCD, HSFD (WSIB), MRD (PYB, GMU) HSFD (UFB), RTCD, GD (SB) WUF secretariat and Press and Media Unit	Universities Research centres Media Governments (local, central & regional) WHO, UNICEF, UNFPA, World Bank
2. Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy *[MTSIP focus area 1]*	2.1 Improved awareness increases participation of Habitat Agenda Partners **[1]** 2.2 Habitat Agenda Partners commit to agreed norms and principles for sustainable urbanization **[2]** 2.3 Habitat Agenda Partners' capacity in monitoring government policy and implementation strengthened **[3]**	Partners and Youth Branch, Gender Mainstreaming Unit	GD (Safer Cities, TCBB, Shelter Branch, UEPB), HFSD(WSIB), RTCD, MRD (GUO, Best Practice, Policy Analysis Branch, UESD) EDM (Resource Mobilization Unit, ISS)	UN-Women, ILO, Human Commission Centre for Women, HIC, UNDESA, UNICEF, UNESCO, COHRE, Shack/Slum Dwellers International
3. Monitoring of sustainable urbanization conditions and trends improved *[MTSIP focus area 1]*	3.1 Increased capacity for implementation of urban monitoring systems **[2]** 3.2 Increased demand for evidence-based knowledge in policymaking and practice, including sex and age-disaggregated data **[1]**	GUO	RTCD, GD (UDB, SB), HSFD (WSIB)	UNFPA, ESCWA, Joint Research Centre, ECA, National statistics offices
4. Awareness among Governments and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development improved *[MTSIP focus areas 2 and 5]*	4.1 Increased demand for knowledge in effective economic development and finance systems and policies **[1]** 4.2 Improved capacity for sustainable urban economic development and finance **[3]**	Urban Economy & Social Development Branch (UESD)	RTCD, HSFD MRD GD (UDB, TCBB), HSFD (UFB), MRD (GMU) EDM (ISS)	ESCAP, ECA

C.   Subprogramme 3. Regional and technical cooperation

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
1. Sustainable urbanization policies from local to regional levels improved *[MTSIP focus area 1 and 2]*	1.1 Improved national focus on sustainable urbanization policies **[1]**	RTCD	GD, RTCD, MRD	National Governments, local authorities, regional bodies, ministerial conferences UNDP UNCT
	1.2 Improved capacity of regional offices and Habitat programme managers to establish and manage national urban forums in Technical Advisory Branch (TAB) **[1]**	RTCD	GD (UDB, TCBB, UEPB), MRD (GMU, PYB)	
	1.3 Improved awareness of planning instruments for sustainable urbanization at national level **[2]**	RTCD	GD (UDB, TCBB, UEPB) MRD (GMU, PYB) EDM (ISS)	
	1.4 International guidelines on decentralization adapted and implemented in TAB **[1]**			
2. Urban planning, management and governance at the national and local levels improved *[MTSIP focus area 2]*	2.1 Improved capacities for urban governance at national and local levels **[2]**	RTCD	GD (DMP, Shelter Branch, UDB, TCBB),	National Governments, local authorities, regional bodies, ministerial conferences UNDP UNCT
	2.2 Improved collaboration between countries with UN-Habitat on post-disaster or post-conflict reconstruction programmes **[1]**	RTCD	GD (UDB DMP, Shelter Branch, TCBB)	
3. Access to land and housing improved *[MTSIP focus area 3]*	3.1 Strengthened Government and Habitat Agenda partners' capacities to ensure access to land and housing services **[2]**	RTCD	GD (SB,TCBB, UDB), MRD (GMU, PYB)	National Governments, local authorities, regional bodies, ministerial conferences
4. Access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population expanded *[MTSIP focus area 4]*	4.1 Improved provision of water and sanitation, and solid waste management services **[2]**	RTCD	HSFD (WSIB, UFB), GD (SB, TCBB), MRD (GMU)	National Governments, local authorities, regional bodies, ministerial conferences
	4.2 International guidelines on access to basic services adapted and implemented **[1]**	RTCD	GD (TCBB), HSFD (WSIB), MRD (GMU, PYB), EDM (ISS)	

D. Subprogramme 4. Human settlements financing

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
1. Institutional efficiency and effectiveness in the provision of basic urban infrastructure services increased *[MTSIP focus area 4]*	1.1 Improved access to environmentally sound basic urban infrastructure services **[1]**	WSIB	RTCD, GD (TCBB, UEPB, UDB), MRD (GMU), PSD	African Development Bank, Asian Development Bank, IADB, European Investment Bank, Coca Cola, BASF, Lane Xang Minerals Limited in Nepal, Gender and Water Alliance
	1.2 Capacity of service providers strengthened **[2]**	WSIB	RTCD, MRD (UESD), GD (TCB, SB, UEPB, UDB), EDM (ISS), MRD (GUO, GMU, PYB)	International Water Association, Global Water Partnership, Cap-Net, Transparency International, IBNET, European Union, UNW-DPC, UNO-IDfA, USAID, National Association of Water and Sanitation Utilities in Mexico (ANEAS), National Water and Sewerage Corporation of Uganda
	1.3 Decisions informed by improved service delivery monitoring mechanisms **[2]**	WSIB		Google, Bill & Melinda Gates Foundation, UNICEF, WHO, UNDP, JICA, GTZ, WaterAid, International Institute for Geo-Information Science and Earth Observation (ITC)
2. Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services met *[MTSIP focus area 4]*	2.1 Knowledge of basic urban services rights enhanced **[1]**	WSIB	RTCD (ROAAS, ROAP), GD (UDB, SB), GD (TCBB, UEPB), EDM (ISS)	OHCHR, Green Cross International, American Association for the Advancement of Science, COHRE
	2.2 Environmentally sound standards and practices in place **[3]**	WSIB	RTCD (ROA), GD (UEPB, TCBB, UDB, SB) EDM (ISS)	Project WET, APHRC, World Bank
	Sustainable consumption practices utilized **[3]**	WSIB	RTCD (ROAP) GD (UEPB, UDB, SB, TCBB), EDM (IS), MRD (GUO, GMU, PYB)	Project WET, APHRC, World Bank
3. Investment in affordable and social housing stock and related infrastructure increased *[MTSIP focus area 4]*	3.1 Established sustainable revolving credit and loan facilities **[1]**	UFB	PSD, RTCD, EDM (ISS, Press and Media Unit) GD (SB, UDB, TCBB), EDM (ISS), MRD (GUO, GMU, PYB, UESD) RTCD	Municipal and national governments and domestic financial institutions
	3.2 Local finance facilities to facilitate slum upgrading through a blend of commercial and community	UFB		Habitat for Humanity International, Shack/Slum Dwellers International, DFCU Bank, Azania Bank

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
	finance and partnerships between government, communities and private sector **[2]**			
	3.3 Effective mechanisms for technical assistance to Banks, microfinance institutions and community groups in housing finance **[1]**	UFB		AMAL, IFC, Millennium Cities Initiative, CHF International
4. Increase in activities in municipal finance and affordable housing finance *[MTSIP focus area 5]*	4.1 Targeted government programmes to support affordable housing and slum upgrading **[2]**	UFB	GD (SB, TCBB), RTCD, MRD, HFSD (WSIB), MRD (GMU)	Municipal and national governments and domestic financial institutions. DFCU Bank, Habitat for Humanity International, Shack/Slum Dwellers International, Azania Bank, Millennium Cities Initiative, CHF International AMAL, IFC
	4.2 Catalysing local institutions to provide access to financial services and financing of basic infrastructure **[3]**	UFB	GD (SB, TCBB); MRD (GMU, UESD, GUOPYB) RTCD, EDM (ISS)	
	4.3 Effective consumer education and protection systems in housing finance **[3]**	UFB	GD (TCBB), RTCD, MRD (UESD, GMU) EDM (ISS)	

E. Executive direction and management

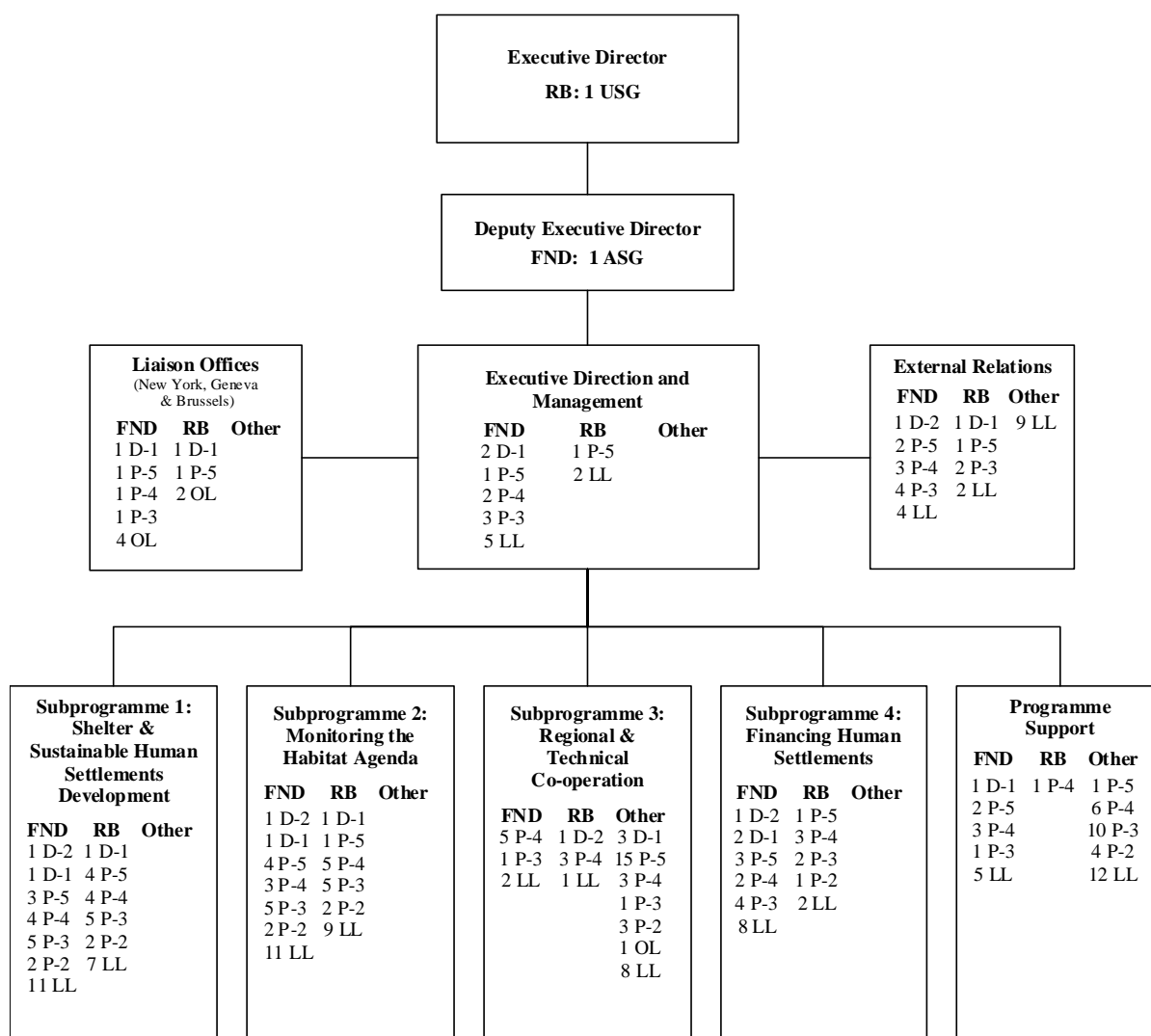| Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
1. Policy coherence in the management of human settlements activities of the United Nations system enhanced	1.1 Issues related to human settlements reflected effectively in international and intergovernmental meetings and conferences **[1]** 1.2 Awareness and involvement of Habitat Agenda partners in advocacy and formulation of policy increased **[1]**	OED, Information Services Section	All divisions,	
2. Timeliness of submission of documentation and performance reports to governing bodies increased	2.1 Information tracking systems implemented to ensure all internal and external correspondence and documentation is submitted or responded to in a timely manner. **[3]**	OED	All divisions	
3. Improved geographical representation and gender balance of suitably qualified and experienced staff	3.1 Active programme to encourage qualified candidates (with particular consideration for gender and regional balance) to apply for positions within UN-Habitat **[1]**	OED/PSD	All divisions	
4. Timely recruitment and placement of staff	4.1 Effective management and reporting human resources system established **[3]**	OED/PSD	All divisions	
5. Results-based management principles applied *[MTSIP focus area 6]*	5.1 Programmes derived from medium-term strategic and institutional plan results **[1]** 5.2 Performance measurement and evaluation informs decision-making and programming **[1]** 5.3 Quality standards consistently applied in the achievement of planned results **[2]**	OED PSD, M&E PSD	All divisions	
6. Financial resources to deliver medium-term strategic and institutional plan results available *[MTSIP focus area 6]*	6.1 Effective mobilization of resources to achieve MTSIP results **[2]** 6.2 Allocation of resources to MTSIP priority results through transparent system **[2]**	RMU/OED PSD/OED	All divisions	
7. Programme of work effectively managed.	7.1 Knowledge management systems used effectively **[1]** 7.2 Delegation of authority established within an accountability framework **[3]** 7.3 Efficient business processes applied **[2]** 7.4 Staff competencies related to the MTSIP **[2]**	OED PSD/ OED PSD	All divisions All divisions	

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
8. Institution aligned to deliver medium-term strategic and institutional plan results *[MTSIP focus area 6]*	8.1 Rationalized organizational structure **[2]** 8.2 MTSIP focus area result delivery system operational **[2]**	OED OED	All divisions	

F.   Programme Support Division

Expected accomplishments	Sub-expected accomplishments	Unit responsible	Internal partners	External partners
1. Staff are empowered to achieve planned results *[MTSIP focus area 6]*	1.1 Staff competencies related to medium-term strategic and institutional plan strengthened **[1]** 1.2 Incentive structure for performance in place **[3]** 1.3 Delegation of authority established within an accountability framework **[2]** 1.4 Efficient business processes applied **[1]**	PSD PSD PSD	All divisions	
2. Results-based management principles applied *[MTSIP focus area 6]*	2.1 Programme derived from medium-term strategic and institutional plan results **[1]** 2.2 Quality standards consistently applied in the achievement of planned result **[2]**	PSD PSD	All divisions	
3. Financial resources to deliver MTSIP results available. *[MTSIP focus area 6]*	3.1 Resources allocated to medium-term strategic and institutional plan priority results **[1]** 3.2 Improved integrity of financial data **[1]** 3.3 Improved monitoring and control of programme budget and extrabudgetary activities **[2]**	PSD PSD PSD	All divisions	

Annex III

Organizational structure and post distribution for the biennium 2012–2013

Executive Director
RB: 1 USG

Deputy Executive Director
FND: 1 ASG

Liaison Offices
(New York, Geneva & Brussels)

FND	RB	Other
1 D-1	1 D-1	
1 P-5	1 P-5	
1 P-4	2 OL	
1 P-3		
4 OL		

Executive Direction and Management

FND	RB	Other
2 D-1	1 P-5	
1 P-5	2 LL	
2 P-4		
3 P-3		
5 LL		

External Relations

FND	RB	Other
1 D-2	1 D-1	9 LL
2 P-5	1 P-5	
3 P-4	2 P-3	
4 P-3	2 LL	
4 LL		

Subprogramme 1: Shelter & Sustainable Human Settlements Development

FND	RB	Other
1 D-2	1 D-1	
1 D-1	4 P-5	
3 P-5	4 P-4	
4 P-4	5 P-3	
5 P-3	2 P-2	
2 P-2	7 LL	
11 LL		

Subprogramme 2: Monitoring the Habitat Agenda

FND	RB	Other
1 D-2	1 D-1	
1 D-1	1 P-5	
4 P-5	5 P-4	
3 P-4	5 P-3	
5 P-3	2 P-2	
2 P-2	9 LL	
11 LL		

Subprogramme 3: Regional & Technical Co-operation

FND	RB	Other
5 P-4	1 D-2	3 D-1
1 P-3	3 P-4	15 P-5
2 LL	1 LL	3 P-4
		1 P-3
		3 P-2
		1 OL
		8 LL

Subprogramme 4: Financing Human Settlements

FND	RB	Other
1 D-2	1 P-5	
2 D-1	3 P-4	
3 P-5	2 P-3	
2 P-4	1 P-2	
4 P-3	2 LL	
8 LL		

Programme Support

FND	RB	Other
1 D-1	1 P-4	1 P-5
2 P-5		6 P-4
3 P-4		10 P-3
1 P-3		4 P-2
5 LL		12 LL

Summary of posts:

Foundation General purpose (FND)	=	130
Regular Budget (RB)	=	75
Other funds (Other)	=	76
Total posts	=	**281**

Annex IV

Assumptions and methodology

A.   Assumptions for 2012–2013

1.   Vacancy rates

Vacancy rates of 9.6 per cent for professional staff and 4 per cent for General Service staff are assumed in costing posts for 2012–2013.

2.   Inflation

Inflation factors have not been applied either to direct programme activities or to United Nations regular budget costs, as this will be done later by United Nations Headquarters at the time of the adoption of the regular budget by the General Assembly, in 2011.

The following inflation rates are assumed for the Nairobi duty station:

(a)   Posts: an average of 7.6 per cent for the biennium;

(b)   Non-staff: an average of 6.6 per cent for the biennium.

The above inflation rates for posts have been applied to the United Nations regular budget standard salary costs, version 5 (as used in the 2010–2011 initial appropriation), after adjusting for the above vacancy rates.

3.   Exchange rate

An exchange rate of 78.7 Kenya shillings to the United States dollar is assumed.

B.   Methodology: biennial support budget[19]

The methodology involves several sequential steps in calculating estimates. These calculations are carried out separately for each year of a biennium. Essentially, the methodology is to take the approved appropriations for the first year of the current biennium and add the volume and cost adjustments, which results in the estimates required for the first year of the proposed biennium. Similarly, the approved appropriations for the second year of the current biennium are updated to result in the estimates required for the second year of the proposed biennium. It should be borne in mind that, normally, the time during which estimates are prepared for the proposed biennial support budget is the third quarter of the first year of the current biennium. A description of each sequential step follows.

1.   Volume adjustments

First, using the approved appropriations as a base, real increases or decreases in requirements are calculated and designated as volume changes. Volume changes represent the controllable elements in the estimates, subject to the Executive Director's assessment of what the organization requires to perform the tasks with which it is entrusted. Volume changes are calculated at the same price levels as the approved appropriations in order to facilitate comparison with the currently approved base.

2.   Various cost adjustments

To the approved appropriations and volume changes are added cost increases or decreases attributable to changes in rates or conditions not tied to currency or annual inflation adjustments. They reflect only known changes that have occurred in the two years since the preparation of the previous biennial support budget. Such cost factors include, for example, decisions of the International Civil Service Commission on a variety of staff entitlements (such as dependency allowance and education grant). For staff cost adjustments, the standard salary cost formulated by United Nations Headquarters is used.

3.   Currency adjustments

Currency adjustments are then calculated by year on the total of approved appropriations, volume and various cost adjustments. These currency adjustments would normally be the difference between the United Nations operational rate of exchange in effect on, for example, 1 July of the year preceding the current biennium and, for example, on 1 July of the first year of the current biennium (that is, the time of preparation of the proposed biennial support budget).

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19   The same methodology on cost adjustments will be followed in respect of the biennial programme budget.

Annex V

World Urban Forum

1.   The World Urban Forum is convened pursuant to operative paragraph 10 of resolution 18/5 of the Commission on Human Settlements in which the Commission requested the Executive Director "to promote a merger of the Urban Environment Forum and the International Forum on Urban Poverty into a new urban forum, with a view to strengthening the coordination of international support to the implementation of the Habitat Agenda." Subsequently, the United Nations General Assembly decided, in its resolution 56/206, that the Forum would be a "non-legislative technical forum in which experts can exchange views in the years when the Governing Council of the United Nations Human Settlements Programme does not meet." At the same session, the General Assembly, in paragraph 7 of its resolution 56/205, encouraged local authorities and other Habitat Agenda partners to participate, as appropriate, in the World Urban Forum in its role as an advisory body to the Executive Director of UN-Habitat.

2.   The World Urban Forum held biennially, as an advisory technical meeting aims to:

- Facilitate the exchange of experiences and the advancement of collective knowledge among cities and their development partners in the field of shelter and sustainable urbanization;

- Promote strong participation by Habitat Agenda partners and relevant international programmes, funds and agencies, thus ensuring their inclusion in the identification of new issues, the sharing of lessons learned and the exchange of best practices and good policies;

- Promote further cooperation and coordination among development agencies in the implementation of the Habitat Agenda, the Declaration on Cities and other Human Settlements in the New Millennium and the United Nations Millennium Declaration.

3.   The recommendations of the World Urban Forum are submitted to the Governing Council for endorsement and onward noting by the General Assembly. New substantive information emerging from the proceedings of the Forum enriches the knowledge base of the Agency and informs subsequent work programmes. Participants at the Forum include national Governments, local authorities, Global Parliamentarians on Habitat, non-governmental organizations, community-based organizations, media organizations, human settlements professionals, research institutions and academies of science, the private sector, business and non-profit sectors, foundations, relevant United Nations organizations and other international agencies.

4.   The World Urban Forum is an advocacy platform whose activities cut across all the divisions of UN-Habitat. By bringing all Habitat Agenda partners under one roof for a one-week discussion on human settlements issues, it provides an effective mechanism for promoting new partnerships; strengthening international cooperation; enriching policy debates; boosting knowledge dissemination and peer reviews; the sharing of best practices; and capacity-building. The Forum is an invaluable image-building mechanism for UN-Habitat whose functions fall within focus area 1 of the medium-term strategic and institutional plan, while the substantive activities undertaken at the Forum are cross–cutting in nature and contribute to all five substantive focus areas.

5.   With an increase in participation from around the world and a variety of types of events addressing different audiences and partner groups, the World Urban Forum has evolved to become the world's premier platform for interaction between policymakers at all levels of government and diverse non-government actors, all of whom are active and valuable interlocutors in and implementers of the Habitat Agenda in an increasingly urbanized world, in which social inequity is more easily deepened than it is bridged.

6.   The theme of a Forum session is negotiated by the Executive Director and the host country to build on the outcome of the previous session and to reflect the priority concerns of the host region together with relevance to the Habitat Agenda and the medium-term strategic and institutional plan. Since the fourth session, held in Nanjing, China, the theme of the Forum has been closely aligned with the State of the World Cities report – the widely quoted and authoritative UN-Habitat flagship report. This arrangement was achieved with guidance from the Committee of Permanent Representatives and the Governing Council. The choice of theme for and content of sessions of the Forum thus represents a delicate balance between the needs of the hosting region and the UN-Habitat global monitoring of cities and research agenda as widely acknowledged by partners around the world. The resulting

synergy has promoted better understanding and appreciation of the challenges of rapid urbanization, which has, in turn, continued to promote international collaboration for addressing them.

7.   The Forum currently comprises the following programme elements: world urban youth assembly, gender equality action assembly; opening ceremony; opening plenary; dialogues; pre-forum e-debates which are conducted over several months; round tables; networking events; special session; training events; side events; business caucus; seminars and an international exhibition. Based on projections and popular requests, additional events proposed for future sessions of the Forum include: a round table on knowledge management; a (youth) art and culture presentation; the launch of the State of the World Cities report; launches of regional state of cities reports; a one-United Nations event; a World Urban Campaign event.

8.   Whereas the intergovernmental platform provided by the Governing Council deliberates formally on the UN-Habitat mandate and endorses its work programme and budget, the World Urban Forum is unique in nature being open-ended and inclusive of all partners. Events at sessions of the Forum provide the opportunity for Governments to engage with non-government actors from their countries and around the world with the potential for shaping more inclusive urban development policies.

9.   The World Urban Forum Unit was formally established by paragraph 71 of the work programme and budget for the biennium 2008–2009, as follows:

> Subsequently, taking note of Governing Council resolution 20/10 on the World Urban Forum and noting both the significant expansion of the event and the consequent increase in the workload of the Governing Council secretariat, the creation has been proposed of a World Urban Forum unit in the Executive Director's office, so as to ensure that adequate organizational and substantive support is provided by the programme in preparations for future sessions of the World Urban Forum. This unit will contribute 40 per cent of its time and effort towards providing support to the governing bodies and other major global and regional conferences, including the AMCHUD, Africities and the Asia-Pacific Ministerial Conference on Housing and Human Settlements (APMCHHS). The remaining 60 per cent will be spent on preparations for the main event, including substantive outputs and ensuring that the emerging trends, lessons learnt and policy recommendations will be effectively disseminated during these meetings and subsequent sessions. In addition the unit will also develop mutually beneficial synergies with partners, including development agencies, in the implementation of the Habitat Agenda. The unit will be set up with two Professional Posts (one P-5 Coordinator and one P-3 Human Settlements Officer) and two General Service posts (one Logistics Assistant and one Administrative Assistant).

10.   The unique value and potential of the Forum lies in its comparatively 'informal' nature arising from its non-legislative status. Unless the capturing of its outcomes is strengthened and a follow-up mechanism is established to track its impact and progress among key partners in this same attribute lies its potential demise. As part of the continuing review of the governance structure of UN-Habitat, Member States may wish to consider the identified quick-wins and medium-term and long-term interventions in relation to the Forum and make recommendations through the Committee of Permanent Representatives to the Governing Council.

Programmatic position of WUF in UN-Habitat
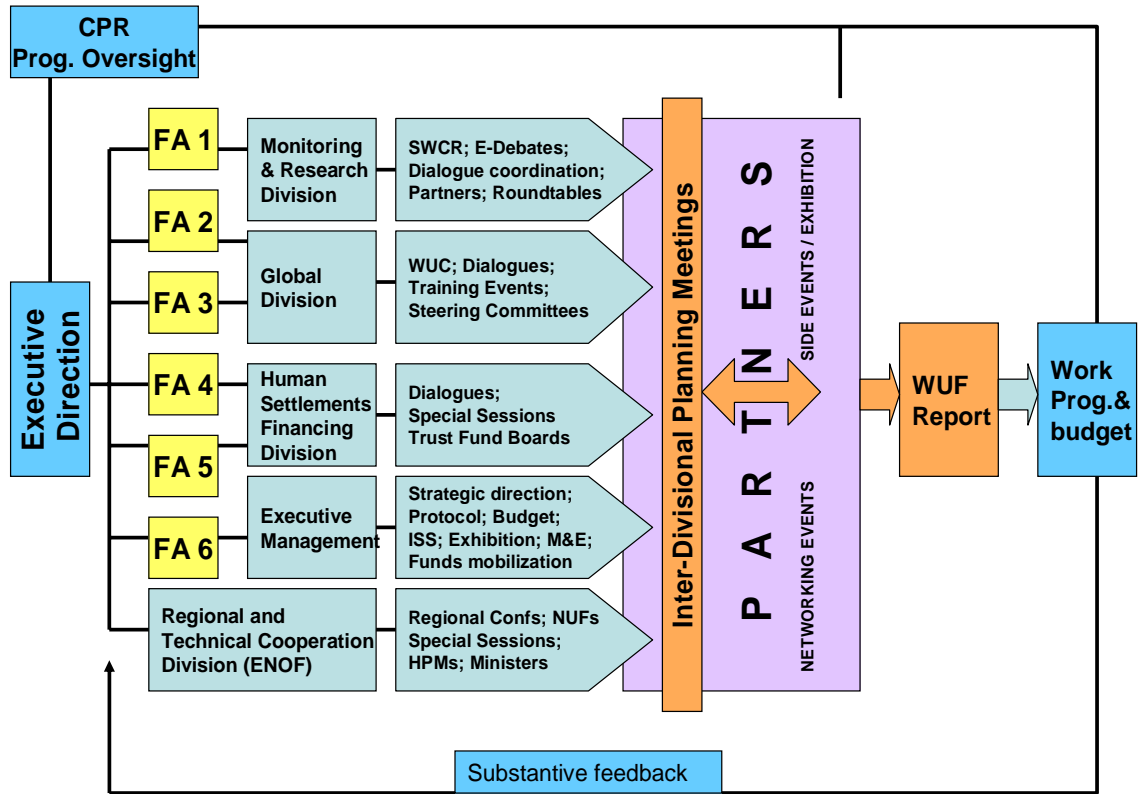
World Urban Forum outputs in the work programme for the biennium 2012–2013

1.   Executive direction and management

Expected accomplishment: (a) Enhanced policy coherence in the management of human settlements activities of the United Nations system

Sub-expected accomplishment (a) 1: Human settlements issues reflected effectively in international and intergovernmental meetings and conferences **[1]**

*Outputs***:**

Substantive servicing of meetings

(b)   Sixth session of the World Urban Forum (WUF) (1)

Parliamentary documentation

(a)   Documentation for WUF-6 (1)

Sub-expected accomplishment: (a). 2   Increased awareness and involvement of Habitat Agenda partners in advocacy and formulation of policy

Non-recurrent publications

(b)   Report of WUF-6 (1)

Other substantive activities

(a)   Media material, including press releases, audio-visual material and press conferences for the organization, especially the World Urban Forum) (30)

(b)   Advocacy support for World Urban Campaign (1)

(c)   E-debates in support of the WUF (6)

2.   Subprogramme 1: Shelter and sustainable human settlements development

Expected accomplishment (a): Improved policies, legislation and strategies support inclusive urban planning, management and governance

Sub-expected accomplishment (a)2: Policy advocacy improved, including through the World Urban Campaign [2]

Special events

(a)   WUF6 dialogue related to urban environment and planning (1) and dialogue on governance-related topic with associated supplementary debates (1)

(b)   UNACLA dialogues on local governments, including associated supplementary debates, during WUF6 and twenty-fourth session of the Governing Council (GC24) (2)

(c)   Sustainable Urban Development Network (SUD-Net): WUF6 dialogue on city management with associated supplementary exhibition (1)

(d)   World Urban Campaign steering committee meeting at WUF (1); partners round-table meeting at WUF (1); partners dialogue at GC24 (1)

3.   Subprogramme 2: Monitoring the Habitat Agenda

Expected accomplishment (a): Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels

Sub-expected accomplishment (a)1.: Effective dissemination of evidence-based knowledge on urban issues with focus on sustainable urban transport and economic contribution of cities **[1]**

Parliamentary documentation

(a)   Concept paper on WUF (in collaboration with all subprogrammes) (E, A) (1)

Expected accomplishment (b): Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy

Sub-expected accomplishment (b)1.: Improved awareness leads to increased participation by Habitat Agenda partner **[1]**

Special events

(a)   Global parliamentarians conference on their role in sustainable urbanization (1)

(b)   WUF board meetings, e-debates, round tables and special sessions on: world urban youth assembly (1); youth round-table session (1); civil society organizations (1); Arab civil society organizations special session (1); global Habitat Business Award for better cities delivered at the Habitat business forum (1); global parliamentarians on habitat round-table meeting (1)

(c)   Youth advisory board meeting at the twenty-fifth session of the Governing Council (1)

4.   Subprogramme 3: Regional and technical cooperation

Expected accomplishment (a): Improved sustainable urbanization policies from local to regional levels

*Sub-expected accomplishment (*a)1: Improved national focus on sustainable urbanization policies [**1**]

Parliamentary documentation

(a)   Ministerial Meetings on housing and urban development and Regional State of the Cities Reports (in collaboration with other UN-Habitat divisions) (S) (1)

World Urban Forum events: Ministerial Round table report (1); Mayors Round table (1); South-South Cooperation report (1); Thematic Dialogues documentations (1); Side Events reports (3)

Pre-World Urban Forum 6 (1)

5.   Subprogramme 4: Human settlements financing

*Expected accomplishment (*a): Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services

Sub-expected accomplishment (a) 1: Improved access to environmentally sound basic urban infrastructure services **[1]**

Special events

(a)   Servicing of WUF6 (1)

(b)   Servicing GC24 (1)

Supplementary information on the World Urban Forum activities and budget

(as incorporated in the work programme and budget for the biennium 2012–2013)

Description	Estimated staff costs	Estimated non-staff costs	Total cost
Funding support by UN-Habitat			
Preparatory activities • Conference agreement (negotiation and signing) • Visas, protocol, budget, conference services, logistics, including venue set-up, hotel, travel • Invitation, registration, information, website and marketing • Event applications and selection • Least developed country participants • Electronic debates (6 over 3 months) • Advocacy and partner mobilization (Habitat programme managers and national urban forums) • Production of publications and promotional materials, press and media forum programme • Translation of documents into other languages	1 040 310	1 034 750	2 075 060
Main activities during session • Opening and closing sessions (2) • Opening plenary session (1) • Dialogues (6) • Thematic open debates (12) • Round tables (13) • Launch of the State of the World Cities report • Launch of regional state of cities reports and other programme reports (4) • World Urban Youth Assembly (16) • Gender Equality Action Assembly (14) • Training events (30) • Special sessions (8), e.g., South-South cooperation, SUD-Net event, Habitat lecture award • Networking (200) and side events (60) • Seminars and business caucus (6) • World Urban Campaign (2) • One-United Nations event (2) • Youth art competition (1) • Interpretation into other languages (Arabic, English, French, Spanish and host country language) • Press conferences • Exhibition • Report-writing	662 015	2 082 941	2 744 956
Closing and clean-up activities • Final World Urban Forum report in English • Preparation of financial report • Evaluation of divisional programmes	189 147	121 475	310 622
Subtotal			**5 130 638**
Contributions from the host country			3 300 000
Grand total			**8 430 638**

Note:
The funding distribution is as follows: $256,532 from the regular budget (3 per cent), $2,308,787 (27 per cent) from the Foundation general purpose, $5,865,319 (70 per cent) from earmarked contributions, of which $3.3 million (equivalent to 39 per cent of the overall budget) is from the host country.

Contributions from the host country support the preparatory activities (e.g., preparatory mission, publicity and marketing, distribution, publication, printing, translation, staff hired to assist in preparation, etc.), main activities during event (e.g., travel of staff members, least developed country participants, experts, panelists, speakers, moderators, etc., exhibition costs, printing and translation of in-session documents, report-writing), and closing activities (e.g., translation and printing of final World Urban Forum report and evaluation costs).

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