



UNITED
NATIONS

HSP

HSP/GC/22/5

UN HABITAT

Governing Council
of the United Nations Human
Settlements Programme

Distr. General
20 January 2009

Original: English

Twenty-second session

Nairobi, 30 March–3 April 2009

Item 7 of the provisional agenda*

**Work programme of the United Nations Human Settlements Programme
and budget of the United Nations Habitat and Human Settlements
Foundation for the biennium 2010–2011**

**Draft work programme and budget for the biennium
2010–2011**

Report by 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 2010–2011, which is based on the six-year medium-term strategic and institutional plan for the period 2008–2013 endorsed by the Governing Council at its twenty-first session in line with Governing Council resolution 21/1 of 20 April 2007. The medium-term strategic and institutional plan was approved by the same Governing Council on 20 April 2007 through its resolution 21/2. The work programme builds on the biennial strategic framework for 2010–2011 that was endorsed by the Committee on Programme and Coordination. 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. These resources are necessary to implement the work programme of the United Nations Human Settlements Programme (UN-Habitat) for the biennium and to provide the required programme support for an effective delivery of the focus areas of the medium-term strategic and institutional plan.

The Executive Director recommends that the Governing Council of the United Nations Human Settlements Programme approve the work programme and budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2010–2011, as proposed hereunder.

* HSP/GC/22/1.

K0950195 270309

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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) is submitting herewith the proposed biennial programme and support budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2010–2011. It covers the income and expenditure of the anticipated programme activities and programme support costs of the Foundation.
2. The proposed programme budget has been submitted for review and comments to the Advisory Committee on Administrative and Budgetary Questions (ACABQ), in accordance with financial rule 302.2 of the Foundation. The ACABQ report is to be issued as document HSP/GC/22/5/Add.1.
3. The prioritized, results-based work programme and budget document has to a large extent been aligned with the six-year medium-term strategic and institutional plan, as requested by the Governing Council in its resolution 21/1 of 20 April 2007.
4. The document has been further streamlined to make it more concise, as recommended by ACABQ in its report (HSP/GC/21/4/Add.1), and incorporates the recommendations contained in this report. Accordingly, the financial framework is broken down by all sources of funding, that is the United Nations regular budget, the Foundation general purpose contributions, the Foundation special purpose contributions, and the contributions towards technical cooperation activities. In addition, the document describes the follow-up actions undertaken to implement the recommendations of the Board of Auditors and the Office of Internal Oversight Services.
5. In addition to incorporating the recommendations of ACABQ as reflected in document HSP/GC/22/5/Add.1, the present document has been reviewed by the Committee of Permanent Representatives to the United Nations Human Settlements Programme, whose views have also been taken into account. The document is also in line with the proposed strategic framework for the period 2010–2011, as set out in document A/63/6, Programme 12.
6. UN-Habitat has taken various measures and actions to implement the ACABQ recommendations for the biennium 2008–2009 as outlined below.

Implementation of the ACABQ recommendations for the biennium 2008–2009

Brief description of the recommendation	Action taken to implement the recommendation
ACABQ report (HSP/GC/21/4/Add.1)	
<p>Para. 5 “[T]he Committee is of the view that the format of the budget document could be further streamlined to make it more concise and it encourages UN-Habitat to pursue its efforts in this regard.</p> <p>Para. 25 “It requests that any follow-up actions undertaken in connection with the implementation of the recommendations of the Board of Auditors and the Office of Internal Oversight Services be included in future budget submissions (see para. 5 above).”</p>	<p>The format of the budget document has been further streamlined to make it more concise.</p> <p>Follow-up actions undertaken to implement the recommendations of the Board of Auditors and the Office of Internal Oversight Services have been incorporated into the document as appropriate.</p>
<p>Para. 8 “The Committee notes that the revised budgets are determined on the basis of the prior year’s trends, an analysis of the actual income received during the first half of 2006 and a review of anticipated commitments for the remainder of the biennium (see para. 19 of the budget document). The Committee is of the view that a fuller explanation of these factors in the budget document and the reasoning underlying the revised funding levels could facilitate the comprehension and analysis of the budget proposals and provide a clearer justification for the sharp growth envisaged for the 2008–2009 biennium.</p>	<p>The revised budgets are primarily due to the carry-over income balances for multi-year projects and programmes and the level of commitments anticipated in line with the actual donor agreements that have been signed and those that are in the pipeline.</p> <p>The donor agreements signed to date and the level of contributions received as at 31 August 2008 confirm that the projected resource growth in 2008–2009 will be met.</p>
<p>Para. 12 “With respect to support costs, the Committee had requested that information regarding the basis and adequacy of rates used for support income from technical cooperation, general purpose and special purpose funds and trust fund activities be provided (HSP/GC/19/9/Add.1, para. 9). In this connection, the Committee notes that UN-Habitat participates in a United Nations inter-agency working group established by High-Level Committee on Management (HLCM) of the Chief Executives Board (CEB) for reviewing the measures and adequacy of programme support cost and recovery policies, in response to the recommendations of the Joint Inspection Unit in its report JIU/REP/2002/3. The Committee requests that UN-Habitat report on progress made in this regard in the next budget submission.</p>	<p>The conclusions of the inter-agency working group meeting in relation to the United Nations system organizations thus far are as follows: first, consensus on cost definitions and principles of cost recovery; second, full cost recovery must be achieved and as a consequence, the recommendation was to identify and recover more costs directly so that the core budgets do not subsidize projects funded from non-core resources; and third, harmonization of cost recovery policies (rates) can only be achieved if the other components of the project budgets are harmonized as relates to direct costs, fixed indirect costs and price lists.</p>
<p>Para. 14 “[T]he Committee was informed that a comprehensive resource mobilization strategy would be included in the Medium-Term Strategic and Institutional Plan that is to be presented to the Governing Council at 21st session (see para. 4 above) for which additional resources would be requested (see para. 18 below). The Committee encourages UN-Habitat to pursue its efforts to broaden its donor base.”</p>	<p>As part of the medium-term strategic and institutional plan, a resource mobilization strategy was endorsed by the Governing Council at its twenty-first session. Additional resources of \$15 million were approved. The resource mobilization strategy will be refined further, with a view to exploring, among other things, innovative and non-conventional funding sources and options adopted by other United Nations bodies for broadening the donor base. Donor conferences have also been initiated with development partners to engage them more actively in the work of the organization.</p>
<p>Para. 27 “The Committee encourages UN-Habitat to pursue its efforts to develop a meaningful strategic plan. It emphasizes that commitment of the senior managers and involvement of staff at all levels is required to avert the risk of such a plan becoming merely a theoretical exercise. The Committee trusts that similar efforts will be made to ensure that the outcomes of the other reviews and evaluations are translated into improved working procedures, effectiveness and efficiencies.”</p>	<p>The medium-term strategic and institutional plan was approved by the Governing Council as articulated in resolution 21/2. This plan was developed through a collaborative effort of development partners, senior managers and staff at all levels. The quick wins include the first phase of the implementation of the medium-term strategic and institutional plan, which has resulted in improved working procedures. UN-Habitat ensures that recommendations and outcomes from reviews and evaluations are implemented promptly.</p>

Part one

Executive summary

I. Programme overview

7. This biennial work programme is aligned with the medium-term strategic and institutional plan for the period 2008–2013, approved by the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) by its resolution 21/2 of 20 April 2007. All the constituent elements of the medium-term strategic and institutional plan are reflected in the subprogramme objectives, expected accomplishments, indicators of achievement and strategy sections of the work programme for 2010–2011, in line with Governing Council resolution 21/1.

8. UN-Habitat serves as the focal point for implementation of the human settlements programme within the United Nations system. Its mandate derives from the Habitat Agenda, the Declaration on Cities and other Human Settlements in the New Millennium, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, i.e., target 11 on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020 and target 10, as modified by the Johannesburg Plan of Implementation on water and sanitation, the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements, and the outcomes of other major United Nations conferences and international agreements. The overall orientation section and annex I give a comprehensive outline of the relevant mandates.

9. The medium-term strategic and institutional plan, on which the work programme is based, provides the vision for UN-Habitat up to 2013, sharpens the programme focus and promotes alignment and coherence. The plan reinforces the catalytic role of UN-Habitat in mobilizing Governments and Habitat Agenda partners in the coordinated implementation of a shared vision of sustainable urbanization, in line with its approved mandates. During the 2010–2011 biennium, UN-Habitat will implement the following five substantive focus areas identified in the medium-term strategic and institutional plan: effective advocacy, monitoring and partnerships; participatory urban planning, management and governance; pro-poor land and housing; environmentally sound basic infrastructure and affordable services; and strengthened human settlements finance systems. A sixth focus area of the medium-term strategic and institutional plan, excellence in management, will support implementation of the first five substantive focus areas. All the elements of the work programme, including the objectives, expected accomplishments, indicators of achievement and outputs are aligned with the medium-term strategic and institutional plan focus areas.

10. The medium-term strategic and institutional plan is being implemented incrementally through successive biennial work programmes for 2008–2009, 2010–2011 and 2012–2013. The action plan of the medium-term strategic and institutional plan identifies three implementation phases: a kick-start phase (2008); a roll-out phase (2009–2010); and an upscaling phase (2011–2013). The UN-Habitat work programme for 2010–2011 falls within the roll-out and upscaling phases.

11. The five substantive focus areas of the medium-term strategic and institutional plan will be implemented through four strongly interlinked subprogrammes, as described below. While some subprogrammes lead in the implementation of some focus areas, all are expected to contribute to all the focus areas to promote internal cohesion, through the Habitat country programme documents, to which they all provide inputs.

12. 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 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 participants in expert group and other meetings.

A. Subprogramme 1: Shelter and sustainable human settlements development

13. 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.

B. Subprogramme 2: Monitoring the Habitat Agenda

14. 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.

C. Subprogramme 3: Regional and technical cooperation

15. 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 recent 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.

D. Subprogramme 4: Human settlements financing

16. 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 in 2010–2011. 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.

17. 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.

II. Overview of the financial framework

18. 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 budget allocations are approved by the UN-Habitat Governing Council; and technical cooperation contributions for which the budget allocations are approved by the Executive Director.

19. Regular budget appropriations are approved by the General Assembly and fall into two major categories, namely, section 15: Human settlements, and section 23: Regular programme of technical cooperation, for sectoral advisory services in the field of human settlements.

20. 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 to support the implementation of the approved UN-Habitat work programme. Special purpose contributions are earmarked contributions from Governments and other donors for the implementation of earmarked activities which are included in the work programme and consistent with the UN-Habitat mandate.

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

22. The consolidated and harmonized 2010–2011 programme budget has been prepared after an analysis of the projected income from the three sources of funding for the biennium 2010–2011, taking into account the resource requirements for the implementation of the proposed work programme. In projecting the opening balances for the biennium 2010–2011, this budget takes note of the revised estimates for the biennium 2008–2009.

23. Accordingly, the estimated resources available for the biennium 2010–2011 amount to \$396.6 million (table 3) and are broken down as follows: \$60.8 million projected opening balance (1 January 2010); \$21.5 million from the regular budget; \$58.1 million from the Foundation general purpose contributions; \$89.9 million from the Foundation special purpose contributions; and \$166.3 million from technical cooperation activity contributions. The United Nations regular budget allocation to UN-Habitat will be adjusted later in accordance with the allocations approved by the General Assembly in December 2009.

Table 2: Projected income for the bienniums 2006–2007, 2008–2009 and 2010–2011 (in millions of United States dollars)

	2006-2007		2008-2009		2010-2011	% *
	Estimated	Actual	Estimated	Revised	Proposed	Change
	A	B	C	D	E	(E-D)/D
Regular Budget	18.9	20.6	21.5	21.5	21.5	0
Foundation						
General Purpose	26.5	33.1	44.1	44.1	58.1	32
Special Purpose	56.5	110.8	67.8	67.8	89.9	33
Total	83.0	143.9	111.9	111.9	148.0	32
Technical Cooperation	66.9	146.2	116.7	133.1	166.3	25
Total Income	168.8	310.7	250.1	266.5	335.8	26

* Percentage change of projected income for 2010–2011 against the 2008–2009 revised estimates.

Table 3: Projected expenditure for the bienniums 2006–2007, 2008–2009 and 2010–2011 (in millions of United States dollars)

	2006-2007	2008-2009		2010-2011	% *
	Actual	Estimated	Revised	Proposed	Change
	A	B	C	D	(D-C)/C
Regular Budget	20.6	21.5	21.5	21.5	0
Foundation					
General Purpose	21.7	47.8	47.8	66.2	38
Special Purpose	73.0	72.9	107.9	95.7	-11
Total	94.7	120.7	155.7	161.9	4
Technical Cooperation	155.8	121.4	145.2	172.6	19
Total Expenditure	271.1	263.6	322.4	356.0	10

* Percentage change of proposed expenditure for 2010–2011 against the 2008–2009 revised estimates.

Part two

Resource plan

III. Revised resource plan for 2008–2009

24. Table 3 below includes the resource plan for 2008–2009 as approved by the Governing Council in its resolution 21/1 of 20 April 2007 and the proposed revised resource plan for 2008–2009 based on updated projections on income and expenditure.

25. Revised income and expenditure estimates for the biennium 2008–2009 have been prepared on the basis of the previous year's income and expenditure trends, an analysis of the actual income received during the first half of 2008, the carry-over fund balances for multi-year projects from the biennium 2006–2007, a review of the anticipated commitments for the biennium in line with the actual donor agreements that have been signed and those in the pipeline.

26. These estimates detailed in tables 1–3 reflect that the total resources available during this biennium are \$383.2 million, of which \$116.7 million represents the opening balance (1 January 2008). UN-Habitat has received an allocation of \$21.5 million from the regular budget and anticipates receiving \$44.1 million from Foundation general purpose contributions, \$67.8 million from Foundation special purpose contributions and \$133.1 million from technical cooperation contributions.

27. The significant changes between the approved resource plan for 2008–2009 and the revised resource plan can be summarized as follows:

(a) The balances brought forward (including reserves and project balances) now reflect the actual balances reported in the final accounts for the biennium 2006–2007;

(b) Pursuant to General Assembly resolution 61/264 on the liabilities and proposed funding for after-service health insurance benefits and taking note of the recommendation of the Board of Auditors contained in document A/63/5/Add.8, provisional specific funding for the end-of-service and after-service health insurance liabilities has been made pending the General Assembly decisions on the methodology to be adopted to fund these liabilities;

(c) The United Nations regular budget allocation reflects the actual appropriation of \$21.5 million approved by the General Assembly for UN-Habitat in the biennium 2008–2009, of which \$20.4 million falls under section 15 of the budget: Human settlements, and \$1.1 million under section 23: Regular programme of technical cooperation, for sectoral advisory services in the field of human settlements;

(d) The proposed increase of 14 per cent in resources for technical cooperation activities, from \$116.7 million to \$133.1 million, derives from the projected increase in country-level activities, post-conflict and disaster assessment activities and reconstruction efforts. The expenditure budget has also been revised upward from \$121.4 million to \$145.2 million, primarily to provide for the use of project income received during the last quarter of the biennium 2006–2007 which has been carried over to this biennium;

(e) Further to Governing Council resolution 21/1, any reallocations to the general purpose resources between the subprogrammes up to a maximum of 25 per cent of the total general purpose budget will be reported to the Committee of Permanent Representatives.

Table 4: Consolidated resource plan: estimated 2008–2009, revised 2008–2009 incorporating the medium-term strategic and institutional plan, and proposed 2010–2011 plan (in thousands of United States dollars)

	2006–2007	Resource Plan 2008–2009 (incorporating MTSIP) (HSP/GC/21/4 Add 2)					Revised Resource Plan 2008–2009					Resource Plan 2010–2011 (incorporating MTSIP)							
	Total Actual Resources/ Expenditures	Regular Budget	Technical Cooperation	UNHHSF			Total Resources	Regular Budget	Technical Cooperation	UNHHSF			Total Resources	Regular Budget	Technical Cooperation	UNHHSF			Total Resources
				General Purpose	Special Purpose	Total				General Purpose	Special Purpose	Total				General Purpose	Special Purpose	Total	
Resources available																			
Opening balance	87 896.0		21 044.1	15 774.5	11 817.8	27 592.3	48 636.4		35 987.7	19 934.5	60 833.8	80 768.3	116 756.0		23 875.3	16 239.4	20 700.3	36 939.7	60 815.0
Income																			
Contributions	297 513.7	21 481.2	115 500.0	43 000.0	67 800.0	110 800.0	247 781.2	21 481.2	131 100.0	43 000.0	67 800.0	110 800.0	263 381.2	21 481.2	163 800.0	57 000.0	88 600.0	145 600.0	330 881.2
Other	13 135.0		1 155.0	1 100.0		1 100.0	2 255.0		1 966.5	1 100.0		1 100.0	3 066.5		2 457.0	1 100.0	1 329.0	2 429.0	4 886.0
Total	398 544.7	21 481.2	137 699.1	59 874.5	79 617.8	139 492.3	298 672.6	21 481.2	169 054.2	64 034.5	128 633.8	192 668.3	383 203.7	21 481.2	190 132.3	74 339.4	110 629.3	184 968.7	396 582.2
Use of resources																			
Polycymaking organs	36.6	48.4					48.4	48.4					48.4	48.4					48.4
Programme Resources																			
Total programme resources	252 460.7	16 729.7	117 174.3	34 893.8	62 000.0	96 893.8	230 797.8	16 729.7	139 870.6	34 893.8	97 000.0	131 893.8	288 494.1	16 729.7	166 800.1	46 359.2	81 000.0	127 359.2	310 889.0
Support budget																			
Programme support	7 579.3	323.9	2 863.4	3 483.4	5 247.4	8 730.8	11 918.1	323.9	3 936.1	3 483.4	5 247.4	8 730.8	12 990.8	323.9	4 361.3	6 192.9	8 354.6	14 547.5	19 232.7
Management and administration	10 992.2	4 379.2	1 372.2	9 417.9	5 686.1	15 104.0	20 855.4	4 379.2	1 372.2	9 417.9	5 686.1	15 104.0	20 855.4	4 379.2	1 432.5	13 638.4	6 363.1	20 001.5	25 813.2
Total support budget	18 571.5	4 703.1	4 235.6	12 901.3	10 933.5	23 834.8	32 773.5	4 703.1	5 308.3	12 901.3	10 933.5	23 834.8	33 846.2	4 703.1	5 793.8	19 831.3	14 717.7	34 549.0	45 045.9
Total	271 068.7	21 481.2	121 409.9	47 795.1	72 933.5	120 728.6	263 619.7	21 481.2	145 178.9	47 795.1	107 933.5	155 728.6	322 388.7	21 481.2	172 593.9	66 190.5	95 717.7	161 908.2	355 983.3
Prior period adjustments	676.0																		
Other adjustments	(944.0)																		
Retirement/separation benefits	(10 452.0)																		
Closing balance	116 756.0		16 289.2	12 079.4	6 684.3	18 763.7	35 052.9		23 875.3	16 239.4	20 700.3	36 939.7	60 815.0		17 538.4	8 148.9	14 911.6	23 060.5	40 598.9

Analysis of closing balances:

Financial Reserve		6 619.1		6 619.1	6 619.1
Operational reserve: programme & support costs	1 802.0	-	980.0	980.0	2 782.0
Other fund balances	591.4	1 529.9	3 018.6	4 548.5	5 139.9
Project balances	15 145.0		10 913.0	10 913.0	26 058.0
	17 538.4	8 148.9	14 911.6	23 060.5	40 598.9

Note 1. The Foundation special account for programme support is included above under "UNHHSF Special Purpose".

The Technical co-operation special account for programme support is included under "Technical Cooperation".

Note 2. Opening balances for 2010–2011 are taken from the revised resource plan for 2008–2009

Note 3. No cost adjustment has been applied to the regular budget part of the resource plan. Information on cost adjustment assumptions is set out in Annex IV.

Note 4. The baseline resource plan 2008–2009 reflects the approved appropriations for UNHHSF including the MTSIP.

Note 5. Retirement/separation liabilities includes: unused vacation days; after-service health insurance; and repatriation benefits

IV. Proposed resource plan for 2010–2011

A. Financial overview

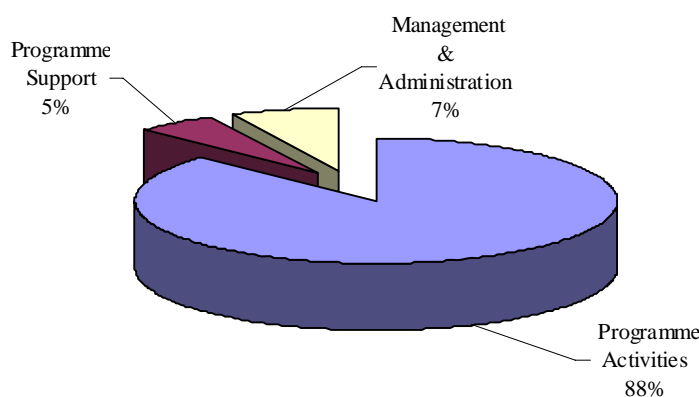
28. The UN-Habitat budget proposals for the biennium 2010–2011 assumes that the upward trend in contributions to UN-Habitat, as reflected in table 3, will continue and that the total resources available for that biennium will be \$396.6 million, of which \$60.8 million is projected as the opening balance as at 1 January 2010 and \$335.8 is the estimated income for the biennium.

29. The estimated income of \$335.8 million will be derived from the following sources: United Nations regular budget – \$21.5 million; United Nations Habitat and Human Settlements Foundation – \$148.0 million, comprising \$58.1 million from Foundation general purpose contributions and \$89.9 million from Foundation special purpose contributions; and technical cooperation contributions – \$166.3 million (tables 1 and 3).

30. As noted above, the expenditure budget for the biennium 2010–2011 has been projected at \$356.0 million (table 2), reflecting a 35 per cent increase over the estimated 2008–2009 expenditure budget of \$263.6 million, primarily due to the projected increase in activities at the regional and country levels.

31. The greater part of the expenditure budget – \$310.9 million, or 88 per cent – is reserved for programme activities, while the remaining \$45.1 million, or 12 per cent, is budgeted for support activities, including policymaking organs (table 3 and figure 1).

Figure 1: Use of total resources 2010–2011



32. The significant changes between the estimated expenditures (2008–2009) and the proposed expenditures (2010–2011) as shown in table 4 (a) below are as follows:

(a) An expected increase of \$55.3 million in the total budget of the regional and technical cooperation subprogramme is mainly due to an anticipated increase in contributions towards country-level activities, to support Governments and their development partners in achieving more sustainable urbanization in line with the objectives of the enhanced normative and operational framework of the medium-term strategic and institutional plan, and to support post-disaster and post-crisis relief, recovery and reconstruction efforts. The inclusion of UN-Habitat in the Inter-Agency Standing Committee in 2008 will have a positive impact on the organization's relief and reconstruction activities;

(b) A projected increase of \$7.3 million in the programme support budget is mainly to strengthen the capacity of the organization for the following measures: effectively support programme and project implementation including developing a simplified and harmonized cost recovery mechanism in line with outcome of the United Nations inter-agency working group on programme support cost recovery policies; support the adoption of the International Public Sector Accounting Standards (IPSAS) to promote transparent financial reporting, strong accountability and good governance; improve procurement and asset management in collaboration with the United Nations Office at Nairobi, in line with the recommendations of the External Board of Auditors in its report (A/63/5/Add.8); to ensure efficient implementation of the enterprise resource planning (ERP) system for more effective

management and planning of resources, improved business processes and an overall reduction of operational costs.

Table 5 (a). Expenditure for the bienniums 2006–2007, 2008–2009 and 2010–2011 (in millions of United States dollars) by subprogramme

	2006–2007	2008–2009		2010–2011	Percentage*
	Actual	Estimated	Revised	Proposed	Change
	A	B	C	D	(D-C)/C
Programme resources					
Shelter and Sustainable Human Settlements Development	59.7	25.9	28.4	33.1	17
Monitoring the Habitat Agenda	16.5	26.6	29.1	32.9	13
Regional and technical cooperation (see para. 32 (a))	168.5	136.2	168.9	191.5	13
Human Settlements Financing	7.7	42.1	62.1	53.4	-14
Programme support (see para. 32 (b))	7.6	11.9	13.0	19.2	48
Management and administration	11.0	20.9	20.9	25.8	23
Total expenditure	271.1	263.6	322.4	356.0	10

* Percentage change of proposed expenditure for 2010–2011 against the 2008–2009 revised estimates.

33. The medium-term strategic and institutional plan has to a large extent been integrated into the work programme and budget for the biennium 2010–2011 and will be implemented through the existing organizational structure with some subprogrammes taking the lead role in the implementation of the respective focus areas as follows:

(a) Shelter and sustainable human settlements development: this subprogramme will lead in the implementation of focus area 2: participatory urban planning, management and governance; and focus area 3: pro-poor land and housing;

(b) Monitoring the Habitat Agenda: this subprogramme will lead in the implementation of focus area 1: effective advocacy, monitoring and partnerships;

(c) Regional and technical cooperation: this subprogramme will contribute to all five substantive focus areas;

(d) Human settlements financing: this subprogramme will take the lead in implementing focus area 4: environmentally sound basic infrastructure and affordable services; and focus area 5: strengthened human settlements finance systems;

(e) Executive direction and management: in coordination with the Programme Support Division, the Office of Executive Direction and Management will spearhead focus area 6: excellence in management.

34. UN-Habitat has also aligned its resources with the six focus areas of the medium-term strategic and institutional plan. Table 4 (b) below provides the estimated total resources for the biennium 2010–2011 required to support the implementation of each of the six focus areas of the medium-term strategic and institutional plan, broken down by source of funding. The costs have been further broken down by post-related and non-post-related costs. The non-post-related costs are all other costs which include: consultants, expert group meetings, contractual services, training, implementation through partners, travel and workshops, publication costs, general operating costs, supplies and materials, furniture and equipment.

Table 4 (b). Estimated resources by source of funding for the medium-term strategic and institutional plan focus area (in thousands of United States dollars)

Focus areas	1 Advocacy, monitoring and partnerships	2 Participatory urban planning, management and governance	3 Pro-poor land and housing	4 Environmentally- sound and affordable urban infrastructure and services	5 Strengthening human settlements finance systems	6 Excellence in managem ent	Non- aligned with MTSIP	Total
Source of funds								
UN regular budget	7 219.1	3 118.6	3 412.8	3 116.3	2 749.3	1 865.1	-	21 481.2
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	65 921.6	47 048.7	50 637.8	60 063.0	42 330.5	20 220.7	69 761.0	355 983.3
Expenditure category								
Posts	18 473.6	10 608.4	11 215.6	12 584.9	9 913.3	9 406.8	-	72 202.5
Non-post costs	47 448.1	36 440.3	39 422.2	47 478.1	32 417.2	10 813.9	69 761.0	283 780.8
Total	65 921.6	47 048.7	50 637.8	60 063.0	42 330.5	20 220.7	69 761.0	355 983.3

1. Regular budget

35. The expenditure budget has been maintained at the same level of \$21.5 million, pending review of the proposals to be submitted to the General Assembly for approval. UN-Habitat has submitted to United Nations Headquarters proposals for an increase in the United Nations regular budget funding of UN-Habitat for the biennium 2010–2011. Since the United Nations regular budget allocation is subject to the approval of the General Assembly at its sixty-fourth session, in December 2009, the 2010–2011 amounts are provisional. Accordingly, no cost adjustments have been applied to this part of the resource plan for 2008–2009, as this will be effected at United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

2. Foundation general purpose

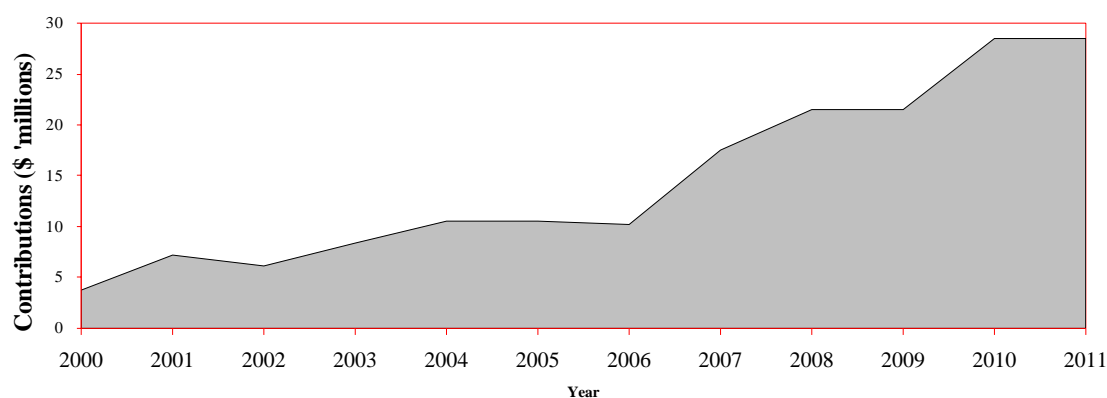
36. The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from general purpose contributions for the biennium 2010–2011 is \$66.2 million – \$46.4 million for programme activities and a support budget of \$19.8 million (tables 3 and 6). This represents an increase of 38 per cent over the \$47.8 million approved for the biennium 2008–2009, reflecting mounting support for the activities undertaken by the organization.

37. Over the past decade, the level of general purpose contributions increased from an average of \$3 million per year to \$17.6 million in 2007, a six-fold increase (see figure 2 (a)). As at 31 August 2008, the projected income for 2008 was \$21.5 million. The upward trend in contributions is expected to continue and the target annual income of \$28.5 million for general purpose contributions for the biennium 2010–2011 is therefore expected to be achieved to provide effective support for the implementation of the medium-term strategic and institutional plan as UN-Habitat continues its vigorous implementation of the resource mobilization and communication strategy.

38. UN-Habitat has made substantial progress in its resource mobilization efforts and has initiated annual donor conferences with its development partners to engage them more actively in the work of the organization. Some challenges remain, however. Although the level of general purpose contributions increased significantly over the biennium 2006–2007, the imbalance between the non-earmarked contributions remains and will continue to be addressed during the forthcoming donor conferences. Further, pursuant to Governing Council resolution 21/1 (paragraph 2), a process of dialogue with the Committee of Permanent Representatives will be convened with a view to further refining the resource mobilization strategy, including among other things options adopted by other United Nations bodies for broadening the donor base and, in particular, encouraging general purpose contributions for UN-Habitat as has been adopted for other agencies. This would require explicit endorsement of the approach by the Governing Council at its next session.

39. In accordance with the UN-Habitat policy of writing off pledges that have remained outstanding for periods longer than four years, all outstanding pledges for the period up to December 2004 will be written off at the close of the 2008 financial accounts. A corresponding report reflecting the pledges written off will be submitted to the Governing Council. As at 31 December 2007, an amount of \$5,403 outstanding on pledges prior to December 2003 was written off in line with the policy. The organization has an impressive 99.9 per cent collection rate on voluntary pledges to the Foundation and continuously encourages respective donor Governments to honour their pledges during the year in which they fall due.

Figure 2: (a). Summary of general purpose contributions (2000–2011)*



* 2008–2011 contributions based on estimates.

3. Foundation special purpose

40. The estimated budget for the biennium 2010–2011 is \$95.7 million – \$81.0 million for programme activities and a support budget of \$14.7 million (tables 3 and 8). This represents a projected increase of 31 per cent over the \$72.9 million assumed for the biennium 2008–2009. The support budget of \$14.7 million funded from the special purpose contributions will be allocated to the programme support activities (\$8.3 million) and the management and administration functions (\$6.4 million).

41. Special purpose contributions have also increased steadily over the years from an annual average of \$8 million in 2000 to approximately \$64 million in 2007 (see figure 2 (b)). UN-Habitat has been able to sign multi-year agreements with a number of donor countries, covering mainly special purpose contributions. This has improved the predictability of funding and has contributed towards the increased financial stability of the organization. The 2008 donor conference is expected further to improve understanding between UN-Habitat and its donors, thus consolidating the gains made since 2000.

Figure 2 (b). Summary of special purpose contributions (2000–2011)

* 2008–2011 contributions based on estimates.

42. For budgeting purposes, UN-Habitat has also assumed that the special purpose contributions income will average \$44.3 million per annum. Figure 2 (b) illustrates the significant increase in the special purpose contributions over the period 2000–2007. The projected estimate of \$44.3 million per annum is considered realistic in view of the expected continued capitalization of the Trust Fund for Water and Sanitation, the Slum Upgrading Facility, the Trust Fund for the Special Human Settlements Programme for the Palestinian People, the Experimental Reimbursable Seeding Operations (ERSO) Trust Fund and the Youth Special Fund, following implementation of some of the medium-term strategic and institutional plan key initiatives to mobilize resources namely: strengthening of the catalytic and pre-investment role of UN-Habitat to leverage resources from international and regional financial institutions, private sector and domestic financial institutions; and the implementation of the resource mobilization and communication strategy. In the water sector, the amount of leveraged funds has been very high since the agreements were reached with regional banks.¹

43. This increase in Foundation special purpose contributions can be attributed to the success of campaigns launched by the organization over the last couple of years to raise awareness of the plight of slum-dwellers and the potential social and environmental ills of rapid and chaotic urbanization in most developing countries. The growing importance of the human settlements aspects is gaining ground at local, national and international levels. In this regard, a number of key initiatives of the medium-term strategic and institutional plan have been launched and include: strengthening the catalytic and pre-investment role of UN-Habitat through combining normative and operational activities; packaging them to leverage resources from international and regional financial institutions, private sector and domestic financial institutions; and the implementation of the resource mobilization and communication strategy.

44. In addition, consolidation of these activities is expected to support the expansion of existing trust funds, notably: the Trust Fund for Water and Sanitation, the Trust Fund for the Special Human Settlements Programme for the Palestinian People, the Youth Special Fund and the Slum Upgrading Facility. After a hiatus of 34 years, the Foundation loan account has finally been activated following the promulgation of the relevant Foundation rules by the Secretary-General in August 2006 and the subsequent resolution by the Governing Council (resolution 21/10) to start the loan operations on an experimental basis under the ERSO programme.

¹ From seed capital of \$1 million from the Foundation in 2002, the WATSAN portfolio has now increased to \$100 million from key donors, including Canada, Netherlands, Norway, Spain and Sweden. Over this period, it has also leveraged over \$2 billion in follow-up investments from regional banks in Asia and Africa. To date over 1.5 million people in African and Asian cities have benefitted directly from the UN-Habitat investments, with as many as 5 million additionally benefiting as a result of leverage funds.

45. In accordance with United Nations financial rules and regulations, UN-Habitat charges a 13 per cent programme support fee on actual expenditures of activities funded by special purpose contributions. It should be noted, however, that in some instances lower rates are charged as mentioned earlier. Following recommendations by the Joint Inspection Unit (JIU), set out in its report JIU/REP/2002/3, and further to the ACABQ recommendations contained in document HSP/GC/20/9/Add.1 and HSP/GC/21/4/Add.1, in order to establish a simplified and harmonized cost recovery mechanism, UN-Habitat participates in the United Nations inter-agency working group established under the auspices of the High-level Committee on Management, to review the measures and adequacy of programme support cost-recovery policies.

4. Technical cooperation

46. The proposed budget for technical cooperation activities is projected at \$172.6 million for the biennium 2010–2011 – \$166.8 million for programme activities and a support budget of \$5.8 million. The support budget of \$5.8 million funded will be allocated to the programme support activities (\$4.4 million) and the management and administration functions (\$1.4 million) as reflected in table 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 as well as to contribute more effectively to disaster-mitigation, post-disaster and post-crisis relief, recovery and reconstruction efforts. The projected growth is supported by new membership in the Inter-Agency Standing Committee, which has also shown a keen interest in exploring the humanitarian operations as well as in the challenges associated with rapid chaotic urbanization. The support of bilateral donors and the collaboration with other United Nations bodies such as the United Nations Development Group are on the rise.²

48. Following the adoption of resolution 20/15 of 8 April 2005 on the Habitat programme managers and regional offices, UN-Habitat will continue, with the assistance of Governments, to support the presence at the country level of Habitat programme managers in United Nations Development Programme (UNDP) country offices. They will remain an integral part of the regional offices. Pursuant to Governing Council resolution 21/3 on the medium-term strategic and institutional plan, the 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 programme managers are integrated into these teams, and the United Nations development assistance framework process.

49. To support the anticipated activities under the Technical Cooperation fund, it is proposed to increase the core staffing level against this fund to 60 (44 Professional and 16 General Service staff) during the biennium 2010–2011 from 52 (36 Professional and 16 General Service staff). In addition, temporary field staff will also be recruited to provide direct support for the projects at the field level as appropriate (table 5).

50. The technical cooperation budget incorporates both the programme activities and the support budget. A 10 per cent programme support fee is levied on income received towards country-specific technical cooperation activities. It should be noted, however, that a lower rate is charged when United Nations system-wide agreements have been reached on other rates. This is the case, for example, with contributions from the European Commission, the United Nations Development Group Trust Fund for Iraq and the World Bank.

² Testimony to the growing recognition of the organization's coordination role in the area of human settlements was the decision by the inter-agency committee on the participation of the United Nations in international exhibitions to appoint UN-Habitat as the lead agency for the Shanghai Expo 2010, focusing on the theme "Better City Better Life".

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

	Professional category and above									L-L	Other	Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total			
Grand total of posts by source of funds												
2008-2009 (HSP/GC/21/4 Add 2)												
UN regular budget	1		1	4	8	17	13	5	49	23	2	74
Foundation general purpose		1	3	7	13	24	21	4	73	46	3	122
Foundation special purpose				1	2	2	5	2	12	19		31
Technical cooperation				3	12	5	2	14	36	15	1	52
Total 2008-2009	1	1	4	15	35	48	41	25	170	103	6	279
Changes (decrease)/increase												
UN regular budget									-			-
Foundation general purpose			1	1	3	(1)	3		7		1	8
Foundation special purpose						2	2		4	3		7
Technical cooperation					3	1	3	1	8			8
Net changes	-	-	1	1	6	2	8	1	19	3	1	23
2010-2011												
UN regular budget	1		1	4	8	17	13	5	49	23	2	74
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	5	15	44	15	1	60
Total 2010-2011	1	1	5	16	41	50	49	26	189	106	7	302

B. United Nations Habitat and Human Settlements Foundation (general purpose) proposed budget for 2010-2011

51. In accordance with financial rule 302.1 of the Foundation, the Executive Director of UN-Habitat is submitting the proposed budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2010-2011. The budget covers anticipated programme activities and support costs, and is presented for approval by the Governing Council at its twenty-second session.

52. The proposed expenditure budget for the Foundation general purpose contributions amounts to \$66.2 million (see table 6). The budget consists of the following elements:

(a)	Programme	\$46.4 million	(70.1 per cent)
(b)	Programme support	\$6.2 million	(9.4 per cent)
(c)	Management and administration	\$13.6 million	(20.5 per cent)

53. It should be noted that, as the general purpose contributions to the United Nations Habitat and Human Settlements Foundation are core funds of the organization, this will continue to facilitate the effective implementation of a focused, cohesive and prioritized work programme consistent in line with the medium-term strategic and institutional plan objectives, primarily by funding normative activities for which earmarked funding is not imminent, and by continuing to support the core functions of the organization. These core resources will be complemented by the United Nations regular budget contributions. On the other hand, the operational activities at the regional and country levels will to a large extent be funded from Foundation special purpose contributions and the technical cooperation contributions.

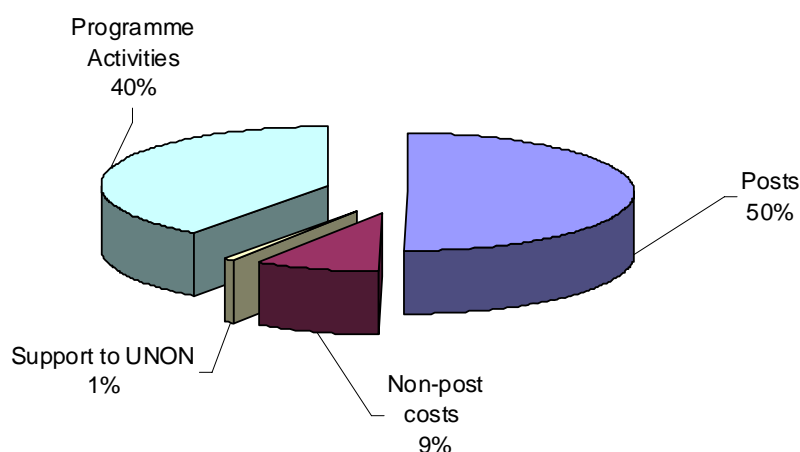
54. Of the total proposed Foundation general purpose budget of \$66.2 million, \$33.3 million (50 per cent) will be allocated to posts while \$6.3 million (10 per cent) will be allocated to non-post costs (\$5.8 million) and reimbursement to the United Nations Office at Nairobi (\$500,000) for administrative services. A further \$26.6 million (40 per cent) for direct programme and project implementation (table 6 and figure 3).

Table 7: United Nations Habitat and Human Settlements Foundation: (general purpose funds only) budget for the biennium 2010–2011 (in thousands of United States dollars)

	2008-2009 Approved appropriations	Changes			2010-2011 Estimates
		Volume		Cost	
		Amount	%	Amount	
Programme					
Posts	19 685.9	934.4	4.7	2 112.0	22 731.6
Other staff costs	291.9	(102.4)	(35.1)	13.9	203.4
Consultants	375.2	37.5	10.0	30.2	442.9
Travel	808.2	97.3	12.0	66.2	971.7
Contractual services	595.7	(124.3)	(20.9)	34.5	505.9
General operating expenses	1 083.6	452.8	41.8	112.3	1 648.7
Supplies and materials	92.8	-	-	6.8	99.6
Furniture and equipment	129.7	33.0	25.4	11.9	174.6
Project expenditures (non-earmarked)	11 830.8	7 750.0	65.5	-	19 580.8
Total programme	34 893.8	9 078.3	26.0	2 387.8	46 359.2
Support budget					
Programme support					
Posts	2 711.9	129.2	4.8	242.8	3 083.7
Other staff costs	38.6	34.3	88.9	5.3	78.2
Travel	115.1	12.9	11.2	9.4	137.4
Contractual services	87.7	(36.4)	(41.5)	3.7	55.0
General operating expenses	143.4	127.0	88.6	19.8	290.2
Supplies and materials	11.2	-	-	0.8	12.0
Furniture and equipment	39.9	54.0	135.3	6.9	100.8
Project expenditures (non-earmarked)	335.6	2 100.0	625.7	-	2 435.6
Total programme support	3 483.4	2 421.0	69.5	288.7	6 192.9
Management and administration					
Posts	5 696.7	1 217.3	21.4	524.0	7 438.0
Other staff costs	94.4	(26.9)	(28.5)	4.9	72.4
Consultants	33.9	3.4	10.0	2.7	40.0
Travel	228.2	129.3	56.7	26.1	383.6
Contractual services	156.5	(124.1)	(79.3)	2.4	34.8
General operating expenses	350.6	89.9	25.6	32.2	472.7
Supplies and materials	56.9	-	-	4.2	61.1
Furniture and equipment	51.4	55.1	107.2	7.8	114.3
Support to the United Nations Office at Nairobi	362.7	89.2	24.6	33.0	484.9
Project expenditures (non-earmarked)	2 386.6	2 150.0	90.1	-	4 536.6
Total management and administration	9 417.9	3 583.2	38.0	637.3	13 638.4
Total support budget	12 901.3	6 004.2	46.5	926.0	19 831.3
Grand total	47 795.1	15 082.5	31.6	3 313.8	66 190.5

55. **Posts:** UN-Habitat is continuously engaged in a process of rigorous assessment of its activities, and realigning its posts in line with the priorities and objectives of the medium-term strategic and institutional plan while at the same time maintaining a cautious approach in filling established posts under the United Nations Habitat and Human Settlements Foundation. The practice of not filling an established Foundation post unless and until funding is guaranteed for at least two years has helped UN-Habitat to emerge from its financial crisis of the past, where short-term extensions of staff contracts undermined performance and staff morale.

Figure 3: United Nations Habitat and Human Settlements Foundation: general purpose (use of resources by expenditure category, 2010–2011)



56. The staffing level for the Foundation general purpose resources in the biennium 2010–2011 is proposed to increase by 7 per cent with the addition of seven Professional posts and one General Service post. Accordingly, the proposed staffing table will comprise 80 Professional and 50 General Service staff members as detailed in table 5.

57. This proposed increase in the staff complement is required if UN-Habitat is to attain the objectives set out in the proposed work programme and to strengthen the capacity of the organization to deliver planned institutional reforms and emerging management and administrative activities in line with the medium-term strategic and institutional plan and ongoing United Nations reforms.

58. **Non-post costs:** It is proposed that the overall budget for non-post costs (excluding project expenditures) be increased by 23 per cent (\$1.1 million) over the biennium 2010–2011 to \$5.5 million. The most notable increases being in the following categories; general operating expenses (\$800,000) – in line with the office requirements for maintenance of office equipment, communication and increase in rental rates among others; and equipment (\$300,000) to provide the infrastructure required to support the implementation of the United Nations system-wide initiatives, including implementation of the International Public Sector Accounting Standards (IPSAS), enterprise resource planning (ERP), customer relationship management (CRM) and other knowledge management systems.

59. **Reimbursement for services provided by the United Nations Office at Nairobi:** To support the projected level of administrative services required to implement the work programme in line with the increased budget proposals, the total allocation for the provision of administrative services by the United Nations Office at Nairobi has been budgeted at \$500,000.

60. **Programme and project allocations:** The non-earmarked project expenditures for the biennium are proposed to increase from \$14.6 million to \$26.6 million. As in the past, these project and programme activities will be approved on a case-by-case basis and are targeted to those areas of the approved work programme pursuant to which UN-Habitat must: implement the priorities identified under the medium-term strategic and institutional plan; respond to urgent requests for assistance; organize identification missions; engage in fundraising activities; undertake research, monitoring and evaluation activities to monitor the implementation of the medium-term strategic and institutional plan and the Habitat Agenda. These activities follow the programme priorities of UN-Habitat and focus on areas for which it is difficult to attract earmarked funding.

Table 8: United Nations Habitat and Human Settlements Foundation (general and special purpose funds) for the bienniums 2008–2009 and 2010–2011

	2008-2009 HSP/GC/21/4/Add 2	Change	2010-2011 HSP/GC/22/4
Programme			
Professional staff			
ASG			
D-2	3		3
D-1	5		5
P-5	9	3	12
P-4	17	(1)	16
P-3	18	1	19
P-2	4		4
Subtotal	56	3	59
General Service staff			
Local level	34		34
Other level	2		2
Subtotal	36	0	36
Total Programme	92	3	95
Programme support			
Professional staff			
ASG			
D-2			
D-1	1		1
P-5	3		3
P-4	4	2	6
P-3	3	2	5
P-2	2		2
Subtotal	13	4	17
General Service staff			
Local level	22	3	25
Other level			
Subtotal	22	3	25
Total programme Support	35	7	42
Management & administration			
Professional staff			
ASG	1		1
D-2		1	1
D-1	2	1	3
P-5	3		3
P-4	5		5
P-3	5	2	7
P-2			
Subtotal	16	4	20
General Service staff			
Local level	9		9
Other level	1	1	2
Subtotal	10	1	11
Total management & administration	26	5	31
Grand total	153	15	168

1. Proposed programme budget for 2010–2011 (programme activities)

61. The proposed programme budget funded from Foundation general purpose contributions, required to implement the work programme activities within the four subprogrammes for the biennium 2010–2011, is estimated at \$46.4 million, as detailed in table 6. Within the programme budget, an amount of \$19.6 million (42 per cent) has been set aside for programme and project activities to support the implementation of the work programme in line with the agreed priorities of the medium-term strategic and institutional plan focus areas. Of the remaining \$26.8 million, \$22.7 million (49 per cent) has been allocated to post costs and \$4.1 million (9 per cent) to non-post costs.

62. In addition, the programme activities will also be funded from other sources, namely: United Nations regular budget, \$16.7 million; Foundation special purpose contributions, \$81 million; and technical cooperation contributions, \$166.8 million. This will bring the proposed total programme budget for the biennium to \$310.9 million (see table 3).

63. The notable net changes in the Foundation general purpose programme budget are: an increase of \$3.0 million in posts, of which \$2.1 million represents a cost change; an increase of \$600,000 in general operating expenditures; and an increase of \$7.8 million in programme and project expenditures (table 6).

64. The changes above in the post costs are the net result of:

(a) The proposed increase of three Professional posts: first, one P-5 Senior Human Settlements Officer, to support the objectives of focus area 2, participatory planning, management and governance, by contributing to a variety of interventions related to planning aimed at sustainable urban development through participatory planning involving the development of normative guidance and knowledge management for UN-Habitat and its partners. The post will also support in-country technical cooperation activities as part of the enhanced normative and operational framework, such inputs will support city development strategies, sustainable urban development and planning activities, and also post-conflict resettlement, among other areas. The second post is one P-3 Sustainable Building Materials and Climate Change Officer, to support focus area 3, pro-poor land and housing, by contributing to activities by UN-Habitat in climate change mitigation, and also by providing inputs in the preparation of publications on building materials and construction technologies that need to be evaluated against carbon emissions, publications which are constantly in high demand. The post will also contribute to the development of normative guidance and knowledge management for UN-Habitat and its partners in this area.; The third post is one P-5 Policy and Communication Officer, to support the objectives of focus area 1, effective advocacy, monitoring and partnerships, by contributing to the global campaigns, education, communication and exchange of information on environmentally-sound basic infrastructure and affordable services. The incumbent of this post will collate, analyse, document and disseminate best practices and good policies on environmentally sound infrastructure services. The incumbent will also support the implementation of the organization's communication strategy, its knowledge sharing initiatives and work to raise awareness at the regional and country level and to coordinate the preparation of various publications, including the *State of Water and Sanitation in Cities* report;

(b) Proposed upgrade to the P-5 level of one P-4 post, that of Senior Human Settlements Officer (Water and Sanitation), in accordance with the expanded scope of the functions and activities performed under that post in support of the water and sanitation initiatives in Asia, Africa and Latin America, namely: project conceptualization and pre-investment capacity-building with the Asian Development Bank in China, resulting in a \$100 million investment; managing the Water for African Cities programme (currently in 15 countries), including leveraging funding support and providing pre-investment capacity-building to the African Development Bank; conceptualizing, designing, mobilizing resources and implementing special initiatives such as the Lake Victoria Water and Sanitation initiative; formulating projects and implementing the of solid waste management programme for Latin America;

(c) An additional allocation of \$750,000 to the Habitat programme managers stationed in UNDP country offices, to provide the additional funds required, to strengthen their roles by enhancing their capacity to act as country-level catalysts to participate effectively in the United Nations country teams and to support Governments and their partners at the country level. The total allocation for the Habitat programme managers funded from the Foundation general purpose contributions will therefore increase to \$2.25 million.

65. Given the limited resources of the Foundation, the programme and project activities will continue to be restricted to preparatory assistance, activities with a demonstrated multiplier effect and those that are likely to have a significant impact on the improvement of human settlement conditions. Special emphasis will be placed on activities that support the priorities identified in the medium-term strategic and institutional plan, including institutional strengthening, on follow-up activities for implementation of the outcome of the Second United Nations Conference on Human Settlements (Habitat II) and to assist in achieving targets 10 and 11 of Millennium Development Goal 7, on sustainable access to safe drinking water and bringing a significant improvement in the lives of at least 100 million slum dwellers. Resources will continue to be provided for advocacy and reporting on the implementation of the Habitat Agenda through flagship reports, information dissemination, monitoring and evaluation activities, documentation, awareness-raising and capacity-building.

66. Within the programme budget, an amount of \$81 million has been projected (see tables 3 and 8) to be funded from the Foundation special purpose contributions, as mentioned above, for direct earmarked project activities in line with the approved work programme for the biennium 2010–2011.

2. Proposed support budget for 2010–2011

67. The details of the proposed support budget for the biennium 2010–2011 are reflected in table 6, showing the two components of the support budget: programme support and management and administration.

3. Programme support activities

68. The proposed programme support budget to be funded from Foundation general purpose contributions for the biennium 2010–2011 is \$6.2 million, details of which are provided in table 6. In addition, the programme support functions will also be funded from other sources, namely: the United Nations regular budget, \$0.3 million; Foundation special purpose contributions, \$8.3 million; and technical cooperation contributions, \$ 4.4 million. This brings the total proposed total programme support budget for the biennium to \$19.8 million (see tables 3 and 6).

69. The significant increase in the programme support budget consists in the proposed allocation of an additional \$2.7 million from Foundation general purpose contributions to ensure effective implementation of the United Nations system-wide reform initiatives which contribute to the medium-term strategic and institutional plan focus area 6, excellence in management, with the following primary objectives: to improve administrative efficiency, accountability and good governance; further to strengthen institutional and oversight capacity in respect of programme support functions; to support the adoption of the International Public Sector Accounting Standards (IPSAS), with a view to promoting transparency by improving the preparation of financial reports; to improve procurement and asset management, with a view to supporting field operations more effectively; and to ensure the effective implementation of the ERP system for more effective planning and management of resources, as well as improving the business processes.

70. Accordingly, notable post changes under the programme support budget are: an increase of seven posts, comprising four Professional posts and three General Service posts (see table 5); and an increase of \$750,000 for the Habitat programme managers. Proposed changes in staffing will be funded from the Foundation special purpose contributions under the special account for programme support (see table 8) and are as follows: one P-4 Procurement and Asset Management Specialist to strengthen the procurement and asset management functions in line with the growth in field activities requiring emergency response and in response to the recommendations of the External Board of Auditors in their report (A/63/5/Add.8) on the need to strengthen asset management in collaboration with the United Nations Office at Nairobi; and one P-4 Programme Management Officer, one P-3 Legal Officer, one P-3 Administrative Officer, three additional General Service posts – an Asset Management Assistant, a Finance and Oversight Assistant, and a Database Management Assistant, to strengthen the programme support function through the effective and efficient provision of programme management and administrative services in line with the increased activities envisaged by the organization to support the objectives of the medium-term strategic and institutional plan focus area on excellence in management.

71. Recalling resolutions 20/4 and 20/17 of 8 April 2005 and 21/2 of 20 April 2007, priority in the placement of Habitat programme managers will continue to be given to the least developed countries and post-conflict societies, bearing in mind the need for geographical balance and the need to ensure efficiency of the Habitat programme managers through proper training in sustainable urbanization and the provision of adequate resources to resources. Countries with very large technical cooperation

projects and UN-Habitat information bureaux will also be prioritized, as the heads of such projects and offices will have their status converted to Habitat programme manager status to enhance their participation in United Nations country teams. Funding of such Habitat programme managers will be drawn from the budgets of technical projects or earmarked support for the information offices with little impact on the budget. As at 31 August 2008, 36 Habitat programme managers funded both from the Foundation and various programmes and projects had been deployed to Africa, Asia and Latin America.

72. An additional allocation of \$750,000 is requested for the Habitat programme managers stationed in the UNDP country offices, to strengthen country-level operations for the effective implementation of the enhanced normative and operational framework focus area of the medium-term strategic and institutional plan, by enhancing their capacity to participate effectively in the United Nations country teams and support Governments and other partners at the local level. This will be achieved through effective training programmes to increase their knowledge of sustainable urbanization and provision of adequate resources at the country level. This brings the total allocation for Habitat programme managers to be funded from the special account for programme support costs during the biennium 2010–2011 to \$2.25 million.

4. Management and administration

73. The proposed budget for the management and administration functions funded from Foundation general purpose contributions for the biennium 2010–2011 is \$13.6 million, details of which are provided in table 6. In addition, programme support functions will also be funded from other sources, namely: the United Nations regular budget, \$4.4 million; Foundation special purpose contributions, \$6.4 million; and technical cooperation contributions, \$1.4 million (table 3). This brings the total proposed budget required to support the management and administrative functions for the biennium to \$25.8 million.

74. Pursuant to Governing Council resolution 21/5 (paragraph 10), which called for institutional adjustments necessary to align the organization with the medium-term strategic and institutional plan, the proposed expenditures are intended primarily to strengthen and streamline the external relations functions of the organization by consolidating the Governing Council secretariat, resource mobilization activities and the information services functions.

75. The net increase in this budget is primarily a result of the creation of the Office of External Relations, the consolidation of UN-Habitat humanitarian affairs activities in the Geneva office, increasing the organization's information and communication capacity, and the overall strengthening of the management and administrative services provided by the Office of Executive Direction and Management, together with a projected increase in the reimbursement of administrative support costs for services provided by the United Nations Office at Nairobi.

76. The creation of the post of Director, External Relations, at the D-2 level is in line with the "quick-wins" objective of the medium-term strategic and institutional plan to improve the working relations, focus and efficiency of the organization. This is to be achieved through internal realignments, thereby consolidating the external relations functions to provide greater coherence of effort and alignment of activities for effective implementation of the branding, resource mobilization and communications strategies and ensuring effective management of those functions.

77. Improved communication has been identified as an overriding feature of the medium-term strategic and institutional plan primarily to enhance advocacy for sustainable urbanization. An additional Editor post at the P-3 level is requested to increase the capacity of the information services section to implement the communication strategy for effective communication through the media, websites, flagship reports and various publications aimed at informing the broader public, Governments and donors, Habitat Agenda partners and other United Nations organizations.

78. Within the inter-organizational security measures, as part of the framework for accountability for a strengthened and unified security management system for the United Nations (A/61/531), the General Assembly requested executive heads to appoint a security focal point responsible for coordinating the organization's day-to-day response to safety and security and providing all the relevant actors with advice, guidance and technical assistance. Pursuant to this decision, a P-3 post for a Safety and Security Focal Point is requested.

79. Following the recent inclusion of UN-Habitat as a full member of the Inter-Agency Standing Committee, UN-Habitat is proposing to create the post of Director, Geneva Office (Humanitarian Affairs), at the D-1 level. This will increase the capacity of UN-Habitat to engage effectively in the

functional work of the Inter-Agency Standing Committee, build capacity to service the Executive Committee on Humanitarian Affairs, the Geneva Humanitarian Affairs Office and to coordinate more efficiently with the headquarter partner agencies, namely the Office of the United Nations High Commissioner for Refugees (UNHCR), the International Federation of Red Cross and Red Crescent Societies, the International Labour Organization (ILO), the UNDP Bureau for Crisis Prevention and Recovery, the International Strategy for Disaster Reduction and the UNEP Post-Conflict and Disaster Management Branch, among others, to ensure an effective response to sustainable human settlements issues. The Director of the Humanitarian Affairs Office will have representative, management and operational responsibility for the functions of the Geneva office, while at the same time building the presence and image of UN-Habitat within the humanitarian arena, and consolidating its areas of responsibility. To strengthen the Geneva office, the post of Programme Management Assistant has also been requested.

80. **United Nations Office at Nairobi:** Under agreements reached with the United Nations Office at Nairobi, UN-Habitat is required to reimburse the Office for the delivery of services payable from the extrabudgetary funds of UN-Habitat. The total contribution to the United Nations Office at Nairobi for the biennium 2010–2011 is currently projected at \$3.3 million. This projection will be funded as follows: \$500,000 from the Foundation general purpose contributions; \$1.4 million from the Foundation special purpose contributions; and \$1.4 million from the technical cooperation special account for programme support costs, in line with the level of earmarked activities from the respective accounts. Additional United Nations regular budget funding for the biennium 2010–2011 will be sought by the United Nations Office at Nairobi for the biennium, and approval of this proposal by the General Assembly at its sixty-fourth session is expected to lead to reductions in the reimbursement of services provided by the Office.

Table 9: United Nations Habitat and Human Settlements Foundation (special purpose only) budget for the biennium 2010–2011 (in thousands of United States dollars)

	2008–2009 Approved appropriations	Changes			2010–2011 Estimates
		Volume		Cost	
		Amount	%	Amount	
Programme					
Project expenditures (earmarked)	62 000.0	19 000.0	30.6	-	81 000.0
Total programme	62 000.0	19 000.0	30.6	-	81 000.0
Support budget					
Programme support					
Posts	4 364.4	1 788.9	41.0	777.5	6 930.8
Other staff costs	98.7	88.2	89.4	13.7	200.6
Consultants	67.8	6.8	10.0	5.5	80.1
Travel	116.2	(0.7)	(0.6)	8.4	123.9
Contractual services	119.2	126.3	106.0	17.9	263.4
General operating expenses	370.2	169.8	45.9	39.5	579.5
Supplies and materials	67.0	-	-	4.9	71.9
Furniture and equipment	43.9	54.3	123.7	6.2	104.4
Total programme support	5 247.4	2 233.6	42.6	873.6	8 354.6
Management and administration					
Support to the United Nations Office at Nairobi	686.1	584.1	85.1	92.9	1 363.1
Project expenditures (earmarked)	5 000.0				5 000.0
Total management and administration	5 686.1	584.1	10.3	92.9	6 363.1
Total support budget	10 933.5	2 817.7	25.8	966.5	14 717.7
Grand total	72 933.5	21 817.7	29.9	966.5	95 717.7

5. General financial reserve

81. 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 \$3,279,500 to \$6,619,050 (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 such other requirements for prudent management of the Fund.

Part three

Programme narrative

V. Overview

82. The work programme is based on the medium-term strategic and institutional plan for the period 2008–2013, which was approved by the UN-Habitat Governing Council at its twenty-first session through its resolution 21/2 of 20 April 2007. The plan sharpens the programme focus of UN-Habitat, promotes alignment and coherence, and strengthens its catalytic role for the coordinated implementation of the Habitat Agenda and internationally agreed development goals relevant to human settlements.

83. Responsibility for human settlements is vested in UN-Habitat, which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise “adequate shelter for all” and “sustainable human settlements development in an urbanizing world”. The mandate of the programme also derives from: resolution 3327 (XXIX) of 16 December 1974, by which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162 of 19 December 1977, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206 of 21 December 2001, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to 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 a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body.

84. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2 of 9 June 2001, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and the outcomes of the major United Nations conferences and international agreements since 1992, such as target 10 on water and sanitation of the Johannesburg Plan of Implementation. The aforementioned 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 regarding Agenda 21 (chapters 7, 21 and 28) and relevant resolutions of the Governing Council of the United Nations Human Settlements Programme.

85. The world urban population is currently expanding at the rate of about 70 million people per year. About 95 per cent of all urban growth is taking place in developing countries, where 1 billion people live in overcrowded and life-threatening slums. The current rate of urban growth is almost equal to the rate of slum formation in some developing countries, particularly in sub-Saharan Africa and some parts of Asia. Slums are the most visible manifestation of urban poverty and the failure of sectorally focused policies and institutions in providing for the basic needs of people. In many cities, slums are no longer just marginalized neighbourhoods; they are the dominant and distinct type of human settlement characterizing many cities in the developing world. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements.

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

87. The vision of the medium-term strategic and institutional plan, on which the biennial programme plan is based, is to set “the necessary conditions for concerted international and national efforts to stabilize the growth of slums and to set the stage for the subsequent reduction in and reversal of the number of slum-dwellers”. The plan identifies five substantive focus areas, which comprise: effective advocacy, monitoring and partnerships; participatory urban planning, management and governance; pro-poor land and housing; environmentally sound basic infrastructure and affordable services; and strengthened human settlements finance systems. Excellence in management was identified as a sixth focus area that supports implementation of the five other focus areas.

88. The five substantive focus areas form the basis of an enhanced normative and operational framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels. The medium-term strategic and institutional plan will 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. UN-Habitat will contribute to the improved coordination of activities through its strengthened participation in the United Nations country teams

89. The activities of UN-Habitat for the period 2010–2011 are based on the implementation phases specified in the action plan of the medium-term strategic and institutional plan: kick-start phase (2008); roll-out phase (2009–2010); and upscaling phase (2011–2013). During 2010, UN-Habitat will complete the rolling out of those activities of the medium-term strategic and institutional plan that were begun in 2009, while the upscaling of those activities will commence in 2011.

90. The UN-Habitat programme of work consists of four strongly interlinked subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. The interlinkages are reflected in the close cooperation among the subprogrammes, with the global campaign on sustainable urbanization providing an entry point for all work programme activities. Enhanced collaboration among UN-Habitat units and sections will occur through an integrative and synergetic approach to ensure better service for the Member States, particularly through the enhanced normative and operational framework concept. A strengthened Programme Review Committee will also ensure the sharing of information among different subprogrammes, branches and sections in-house, and also promote alignment and cohesion of the programmes.

91. While each subprogramme takes the lead in the implementation of specific focus areas, all are expected to contribute to all the focus areas. In keeping with resolution 19/2 adopted by the Governing Council in May 2003, the strategy of UN-Habitat in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central Governments and local authorities, using as a primary vehicle the Global Campaign on Sustainable Urbanization (subprogramme 1: Shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2: Monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3: Regional and technical cooperation);

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

92. UN-Habitat will continue to mainstream cross-cutting issues comprising the gender perspective, partnerships and youth, and to promote the empowerment of women in human settlements activities. The Programme's efforts in promoting women's access to shelter were strengthened by the General Assembly in the 2005 World Summit Outcome (see paragraph 58 of resolution 60/1 of 16 September 2005), which guarantees women's free and equal rights to own and inherit property and ensures security of tenure of property and housing.

93. The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Consultations have taken place among concerned entities of the Executive Committee of Economic and Social Affairs at the thematic cluster level. Those consultations are expected to lead to better coordination and more collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues. The fifth session of the World Urban Forum will take place in 2010.

VI. Policymaking organs and other bodies

A. Governing bodies

94. In 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 Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

95. 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. During the sessions, the Governing Council reviews the biennial programme of work 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, which comprise 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, which serves as the intersessional subsidiary body of the Governing Council, normally meets eight times during a biennium, while its two working groups hold approximately 72 meetings in a biennium. The Governing Council, the Committee of Permanent Representatives and the Committee's two working groups are serviced by the Secretariat of the Governing Council under the Office of External Relations.

B. Advisory bodies

96. The World Urban Forum is an advisory technical meeting in which experts exchange views in the years when the Governing Council of UN-Habitat does not meet. Its role is to advise the Executive Director of UN-Habitat and provide opportunities for sharing lessons learned, best practices and good policies in the field of shelter and sustainable urbanization. It is an advocacy platform and its recommendations are submitted to the Governing Council for endorsement and onward noting by the General Assembly. New substantive information emerging from the proceedings of the World Urban Forum enriches the knowledge base of the Secretariat and may be incorporated in subsequent work programmes. The participants include Governments, local authorities, the private sector,

non-governmental organizations, community-based organizations (cultural, women's and youth groups), media organizations, academics and researchers. Its activities fall under the supervision of the Governing Council and the Committee of Permanent Representatives. Along with the World Urban Forum, there are other advisory boards, including the Review Board of the Water and Sanitation Trust Fund, the Slum Upgrading Facility Consultative Board, and the Steering and Monitoring Committee of the Experimental Reimbursable Seeding Operations (ERSO) Trust Fund. The Advisory Group on Decentralization (AGRED) and the United Nations Advisory Committee of Local Authorities are also advisory groups with different composition and responsibilities.

C. Resource requirements

97. The estimated resource requirements by source of funding for this area are set out in the following table.

Table 10: Summary budget estimates (in thousands of United States dollars): policymaking organs

Source of funds Expenditure category	2008-2009 Approved appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations regular budget				
Post costs	-	-	-	-
Non-post costs	48.4	-	-	48.4
Total	48.4	-	-	48.4

VII. Executive direction and management

A. Overall objective

98. To ensure effective implementation of the UN-Habitat mandates and compliance with United Nations policies and procedures in respect of the management of the work programme, of the medium-term strategic and institutional plan, and of staff and financial resources using a results-based management approach.

B. Strategy

99. The function of executive direction and management falls under the responsibility of the Executive Director, and includes the Deputy Executive Director, the Information Services Section, the Monitoring and Evaluation Unit, the Resource Mobilization Unit and the UN-Habitat liaison offices in New York, Geneva and Brussels. The Executive Director provides overall direction and coordination in the management of the implementation of the organization's work programme, its mandate, goals and its relations with Member States, United Nations offices, programmes, funds, agencies and other UN-Habitat partners in coordinating the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and other relevant mandates.

100. 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. Executive Direction and Management is expected to lead and contribute to the focus area on excellence in management, through consolidation of a series of strategic and institutional changes focusing on programmatic alignment and coherence, improved knowledge and results-based management systems, holding managers accountable for results and supporting the role of the governing bodies, including the Committee of Permanent Representatives, in reviews of programme performance.

101. The Office will put particular emphasis on effective implementation of the medium-term strategic and institutional plan for 2008–2013. Efforts will focus on completion of the roll-out phase in 2010, especially those within the focus area on excellence in management. Commencement of the upscaling stage will proceed following completion of the roll-out phase.

102. In line with the medium-term strategic and institutional plan, UN-Habitat will put special emphasis on enhancing public awareness of and expanded knowledge on urbanization and urban poverty issues and trends through advocacy activities. The Global Campaign, the fifth session of the World Urban Forum and the twenty-third session of the Governing Council will form an integral part of the advocacy role of UN-Habitat in mainstreaming the Habitat Agenda and building awareness of the urbanization and urban poverty agenda.

103. The Resource Mobilization Unit will adopt a strategic and coherent approach for fund-raising, in line with medium-term strategic and institutional plan priorities. The Unit will support the development of multi-year funding agreements. It will enhance the catalytic role of UN-Habitat and its ability to respond to critical environmental and humanitarian emergencies by engaging with Member States and partners on the funding needs and expanding partnerships and alliances between UN-Habitat and international and regional institutions to increase funding and investments for improving human settlements issues.

104. The Monitoring and Evaluation Unit is responsible for monitoring the implementation of the work programme and evaluating its relevance, efficiency and effectiveness. The Unit will strengthen results-based monitoring, evaluation and reporting systems, coordinate and support development of evaluation plans, and also ensure effective delivery of key strategic evaluations. The integrated monitoring and documentation information system (IMDIS) will be used as a tool for self-evaluations. Efforts will be increased to capture results information at the expected accomplishment level throughout the biennium. The Unit will also provide guidance and support on all other internal and external evaluations and ensure that the findings contribute to improved programme performance, accountability, organizational learning, and new programme planning. In addition, the Unit will monitor implementation of the medium-term strategic and institutional plan and provide feedback and regular progress reports to the Committee of Permanent Representatives, in line with Governing Council resolution 21/2, and also guide and support the mid-term evaluation of the implementation of the medium-term strategic and institutional plan in 2011.

105. During the biennium, the Information Services Section will provide robust press and media services and outreach through the planning and organization of major global, regional and national media and advocacy events, including the World Habitat Day and the World Urban Forum. Following the new branding strategy, the biennium will see targeted marketing of UN-Habitat publications and new products to strengthen partnerships. Knowledge management systems, especially intranet-based tools, will be further strengthened. In order to enhance global awareness of human settlements issues, the Information Service Section will spearhead and support all advocacy activities, including those related to the Global Campaign on Sustainable Urbanization, resource mobilization and partnership building.

106. The UN-Habitat liaison offices in New York, Geneva, and Brussels will continue to perform their functions of coordinating, harmonizing and representing the programme. The liaison 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 advocate and provide substantive support in meetings and policy dialogues on human settlements, and will also carry out outreach activities.

107. 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 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 participants in expert group and other meetings.

C. External factors

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

(a) That there are adequate resources for the implementation of the work programme and the medium-term strategic and institutional plan; and

(b) That there is improved support for core UN-Habitat activities by donors and a fund-raising strategy resulting in more non-earmarked resources to enable UN-Habitat prioritize and undertake strategic planning.

Table 11: Expected accomplishment and indicators of achievement

Expected accomplishments	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities of the United Nations system [1] ³	<p>(i) 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.</p> <p><i>Performance measures</i></p> <p>2006–2007: 22 policy documents and reports integrating human settlements issues in a consistent manner</p> <p>Estimate 2008–2009: 35 policy documents and reports integrating human settlements issues in a consistent manner</p> <p>Target 2010–2011: 50 policy documents and reports integrating human settlements issues in a consistent manner</p>
(b) Programme of work is effectively managed [1] [MTSIP FA 6] ⁴	<p>(i) Timely delivery and cost-effective implementation of work programme as reflected in the biennial programme performance report and progress reports presented to the Committee of Permanent Representatives</p> <p><i>Performance measures</i></p> <p>2006–2007: 92 per cent implementation rate Estimate 2008–2009: 94 per cent implementation rate Target 2010–2011: 100 per cent implementation rate</p> <p>(ii) Percentage of programmes and projects endorsed by the Programme Review Committee, in line with its mandate and aligned with the medium-term strategic and institutional plan and work programme expected accomplishments.</p> <p><i>Performance measures</i></p> <p>2008–2009: 65 per cent Target 2010–2011: 100 per cent</p>

3 The expected accomplishments are ranked from 1 to 3 with 1 being the highest:

Level [1]: Those deriving from high-level mandates and resolutions (General Assembly, ECOSOC and those with specific Governing Council resolutions, including the medium-term strategic and institutional plan);

Level [2]: Those deriving from other Governing Council resolutions;

Level [3]: Other expected accomplishments.

4 The information in square brackets after the expected accomplishments and indicators of achievement indicates their alignment with the medium-term strategic and institutional plan.

Expected accomplishments	Indicators of achievement
(c) More predictable funding and narrowed gap between non-earmarked and earmarked voluntary contributions [1] [MTSIP FA 6, (c)]	<p>(i) Voluntary contributions from a broader donor base</p> <p><i>Performance measures</i></p> <p>Actual 2006–2007: top ten donors contributing above 90 per cent of voluntary funding,</p> <p>Estimated 2008–2009: top ten donors contributing 80 per cent of voluntary funding</p> <p>Target 2010–2011: expanded donor base making top ten donors contributing less than 70 per cent of voluntary funding,</p> <p>(ii) Percentage of general purpose contributions</p> <p><i>Performance measures</i></p> <p>Actual 2006–2007: 11 per cent</p> <p>Estimated 2008–2009: 16 per cent</p> <p>Target 2010–2011: 17 per cent</p>
(d) Results-based management integrated into monitoring, evaluation, and reporting systems [1] [MTSIP FA 6 (a) & (d)]	<p>(i) Percentage of evaluation recommendations to improve programme performance implemented within time frame</p> <p><i>Performance measures</i></p> <p>Estimate 2008–2009: evaluation recommendation tracking system set up</p> <p>Target 2010–2011: 70 per cent of evaluation recommendations implemented within time frame</p> <p>(ii) Percentage of expected accomplishments systematically monitored and reported on using an appropriate methodology</p> <p><i>Performance measures</i></p> <p>Estimate 2008–2009: N/A</p> <p>Target 2010–2011: 80 per cent</p>
(e) Increased public awareness of and expanded knowledge of sustainable urbanization issues through the Global Campaign for Sustainable Urbanization [1] [MTSIP FA 1& 6 (b)]	<p>(i) Increased coverage of human settlements issues through the Global Campaign in the international and national media press</p> <p><i>Performance measures</i></p> <p>Estimate 2008–2009: N/A</p> <p>Target 2010–2011: 30,000 coverage of contents of the Global Campaign in national and international media</p> <p>(ii) Increased demand for UN-Habitat publications by groups targeted by the Global Campaign</p> <p><i>Performance measures</i></p> <p>Estimate 2008–2009: NA</p> <p>Target 2010–2011: 1 million publications delivered (electronic and print) to groups targeted by the Global Campaign'</p>

Expected accomplishments	Indicators of achievement
(f) Improved geographical representation and gender balance of suitably qualified and experienced staff [1]	<p data-bbox="869 235 1503 324">(i) Increased percentage of suitably qualified and experienced staff recruited from unrepresented and underrepresented Member States</p> <p data-bbox="869 336 1503 470"><i>Performance measures</i> 2006–2007: 33 per cent Estimate 2008–2009: 35 per cent Target 2010–2011: 38 per cent</p> <p data-bbox="869 504 1503 705">(ii) Increased percentage of women at the Professional level and above for appointments of one year or more</p> <p data-bbox="869 582 1503 705"><i>Performance measures</i> 2006–2007: 38 per cent Estimate 2008–2009: 42 per cent Target 2010–2011: 46 per cent</p>
(g) Increased timeliness of submission of documentation and performance reports to governing bodies [1]	<p data-bbox="869 739 1503 806">(i) Increased percentage of pre-session documents submitted in accordance with the required deadline</p> <p data-bbox="869 817 1503 952"><i>Performance measures</i> 2006–2007: 70 per cent Estimate 2008–2009: 80 per cent Target 2010–2011: 90 per cent</p>

D. Prioritized expected accomplishments and outputs

<i>Expected accomplishment (a)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Enhanced policy coherence in the management of human settlements activities of the United Nations system [1]	1. UN-Habitat substantive servicing of the twenty-third session of the Governing Council of UN-Habitat (2011), the Commission on Sustainable Development 2010–2011 (Transport and Waste Management) and the fifth session of the World Urban Forum.	<p><i>Substantive servicing of meetings:</i></p> <p>(a) Twenty-third session of the Governing Council of UN-HABITAT (1)⁵ [1]⁶</p> <p>(b) Fifth session of the World Urban Forum(1) [1]</p> <p>(c) Commission on Sustainable Development 2010–2011 (Transport and Waste Management) (1) [1]</p> <p>(d) Provision of inputs on human settlements to the Economic and Social Council, General Assembly and other United Nations agencies including Coordinated Implementation of the Habitat Agenda [1]</p>
	2. UN-Habitat policy statements regarding human settlements delivered at international meetings and conferences, intergovernmental meetings as inputs to system-wide policy documents and statements to enhance policy coherence	<p><i>Non-recurrent publications:</i></p> <p>(e) Policy statements regarding human settlements delivered at international meetings and conferences (60) [1]</p>
	3. Substantive integration of human settlement issues into international global reports, including reports to the Commission on Sustainable Development, the General Assembly, the Economic and Social Council, etc.	<p>(f) Substantive integration of human settlement issues into global reports including reports to the Commission on Sustainable Development, the General Assembly and the Economic and Social Council (5) [1]</p>
<i>Expected accomplishment (b)</i> Programme of work is effectively managed [1]	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
	1. Biennium 2010–2011 programme performance report, in line with “excellence in management” focus area, analyses programme highlights, results achieved, lessons learned and best practices.	<p><i>Recurrent publication:</i></p> <p>(a) Biennium 2010–2011 programme performance report (1) [1]</p>
	2. Bi-annual progress reports on implementation of the work programme presented to the Committee of Permanent Representatives	<p><i>Non-recurrent publication:</i></p> <p>(b) Biannual progress reports on implementation of the work programme to the Committee of Permanent Representatives (4) [1]</p>

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

6 All outputs under Executive Direction and Management were ranked [1] owing to their importance to the delivery of the medium-term strategic and institutional plan 2008–2013 and all other mandates of UN-Habitat.

	The reports will reflect the results achieved at the expected accomplishment level, indicators of achievement level and status of implementation rates of outputs as percentages of all planned outputs.	
Expected accomplishment (c) More predictable funding and narrowed gap between UN-Habitat non-earmarked and earmarked voluntary contributions [1]	Better balanced financial structure characterized by increased non-earmarked contributions and a shift from donor-driven projects to a strategic approach. Outputs that contribute to the expected accomplishment are: 1. Updated operational guidelines for resource mobilization to enhance coherence and strategic focus in cooperation with development partners 2. Publication of yearly updated “Catalogues of Pipeline Projects” as a resource mobilization tool focusing on the medium-term strategic and institutional plan	<i>Technical materials:</i> (a) Updated operational guidelines for resource mobilization to enhance coherence and strategic focus in cooperation with development partners (8) [1] (b) Publication of yearly updated “Catalogues of Pipeline Projects” as a resource mobilization tool (2) [1]
Expected accomplishment (d) Results-based management integrated into UN-Habitat monitoring, evaluation and reporting systems [1]	1. Key strategic evaluations to assess the performance of the programme, in line with the medium-term strategic and institutional plan. <i>Intermediate expected accomplishments</i> 2. Performance measurement tools consistent with results-based management principles used for supporting monitoring and evaluation activities 3. Improved knowledge management systems operational e.g.: Intranet, extranets 4. Delivery of results-based management, monitoring and evaluation capacity-building programme (training, mentoring, systematic on the job learning) 5. UN-Habitat staff performance appraisal system, aligned to expected accomplishments of subprogramme	<i>Non-recurrent publication:</i> (a) Key strategic evaluations to improve performance, accountability and feed lessons into new programmes (5) [1] (b) Staff survey assessing organizational effectiveness and knowledge sharing (1) [1] <i>Outputs (General Assembly format)</i> <i>Technical materials:</i> (c) Tools for supporting performance measurement, monitoring and evaluation activities (2) [1] (d) Improved knowledge management systems focusing on lessons learned on normative and operational activities, including: intranet, extranets, tools to support monitoring, evaluations and knowledge management systems (5) [1] (e) Delivery of results-based management, monitoring and evaluation capacity-building programme (training, mentoring, systematic on-the-job learning) (1) [1] (f) Internal performance evaluation systems developed, linked to subprogramme objectives (1) [1] (g) Results-based annual report on monitoring and evaluation activities of UN-Habitat (2) [1]

6. UN-Habitat staff survey to assess organizational effectiveness and knowledge sharing
7. Results-based annual report on the monitoring and evaluation activities of UN-Habitat discussed with the Committee of Permanent Representatives

Expected accomplishment (e)

Increased public awareness of and expanded knowledge of sustainable urbanization issues through the Global Campaign for Sustainable Urbanization [1]

1. More effective distribution and access to *Urban World* and UN-Habitat annual reports
2. UN-Habitat contributions to: United Nations Yearbook, Cities Alliance report, United Nations Chronicle and other United Nations publications

Recurrent publications:

- (a) *Urban World* – English (8) [1]
- (b) UN-Habitat annual report (2) [1]

Non-recurrent publications:

- (c) UN-Habitat contributions to: United Nations Yearbook, Cities Alliance report, United Nations Chronicle and other United Nations publications (8) [1]

Intermediate expected accomplishments

3. More effective Global Campaign advocacy materials delivered by UN-Habitat and Campaign partners, press and web releases, media interviews, contributions to newspapers, speeches, radio broadcasts and video footage for global broadcasting on human settlement issues, projects and events, such as World Urban Forum and World Habitat Day
4. Better quality and improved dissemination of human settlements knowledge and information for World Urban Forum, World Habitat Day and other events, guided tours and lectures, international and regional book fairs, lead agency support for the United Nations pavilion at Shanghai International Expo 2010
5. Strategy developed and implemented for assessing awareness for demand for publications and materials

Outputs (General Assembly format)***Press releases, press conferences:***

- (a) Global Campaign branded advocacy materials delivered by UN-HABITAT and campaign partners, press and web releases, media interviews, contributions to newspapers, speeches, radio broadcasts and video footage for global broadcasting on human settlement issues, projects and events, such as World Urban Forum and World Habitat Day (25) [1]

Exhibits, guided tours, lectures:

- (b) Exhibits and information materials for World Urban Forum, World Habitat Day, Governing Council and other events, guided tours and lectures, international and regional book fairs, lead agency support for the United Nations pavilion at Shanghai International Expo 2010 (10) [1]

Technical materials:

- (c) Assessment report for awareness and demand for habitat publications and materials (1) [1]

<p>Expected accomplishment (f) Improved geographical representation and gender balance of suitably qualified and experienced staff [1]</p>	<p>1. Implementation of UN-Habitat Human Resource Management Action Plan with performance measurement plan, including geographical and gender representation</p>	<p><i>Technical materials:</i> (a) UN-Habitat human resource management action plan with performance measurement plan, including geographical and gender representative (1) [1]</p>
<p>Expected accomplishment (g) Increased timeliness of submission of documentation and performance reports to governing bodies [1]</p>	<p>Intermediate expected accomplishments</p> <p>1. Documentation for the twenty-third session of the Governing Council submitted by agreed deadlines</p> <p>2. Progress report of the Executive Director at the twenty-third session of the Governing Council submitted by agreed deadlines</p> <p>3. Strategic policy document for the fifth session of the World Urban Forum submitted by agreed deadlines</p> <p>4. Updated strategic policy document for the information of the Governing Council at its twenty-third session submitted by agreed deadlines</p> <p>5. Progress report of the Executive Director on the implementation of the medium-term strategic and institutional plan for 2008–2013 submitted by agreed deadlines</p> <p>6. Reports of the Executive Director on cooperation within the United Nations system and Habitat Agenda partners submitted by agreed deadlines</p> <p>7. Reports of the Secretary-General at the sixty-fifth and sixty-sixth sessions of the General Assembly under the Human Settlements agenda item submitted by agreed deadlines</p> <p>8. Reports to the Economic and Social Council on the coordinated implementation of the Habitat Agenda submitted by agreed deadlines</p>	<p>Outputs (General Assembly format) <i>Parliamentary documentations:</i></p> <p>(a) Documentation for the twenty-third session of the Governing Council (6) [1]</p> <p>(b) Progress report of the Executive Director at the twenty-third session of the Governing Council (1) [1]</p> <p>(c) Strategic policy document for the fifth session of the World Urban Forum (6) [1]</p> <p>(d) Updated strategic policy document for the information of the Governing Council at its twenty-third session (1) [1]</p> <p>(e) Progress report of the Executive Director on the implementation of the medium-term strategic and institutional plan for 2008–2013 (1) [1]</p> <p>(f) Reports of the Executive Director on cooperation within the United Nations system and Habitat Agenda partners (2) [1]</p> <p>(g) Reports of the Secretary-General at the sixty-fifth and sixty-sixth sessions of the General Assembly under the Human Settlements agenda item (2) [1]</p> <p>(h) Reports to the Economic and Social Council on the coordinated implementation of the Habitat Agenda (2) [1]</p>

E. Resource requirements

109. The estimated resource requirements by source of funding and corresponding proposed staffing table for this section are provided below. The non-staff costs required to support the activities under this section comprise costs associated with consultants, travel, contractual services, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

Table 12: Summary budget estimates (in thousands of United States dollars): Executive management and administration

Source of funds Expenditure category	2008-2009 Approved Appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations Regular Budget				
Post Costs	3,827.0	-	-	3,827.0
Non-Post Costs	552.2	-	-	552.2
	4,379.2	-	-	4,379.2
Foundation General Purpose				
Post Costs	5,696.7	1,741.3	30.6	7,438.0
Non-Post Costs	3,721.2	2,479.2	66.6	6,200.4
	9,417.9	4,220.5	44.8	13,638.4
Foundation Special Purpose				
Post Costs	-	-	-	-
Non-Post Costs	5,686.1	677.0	11.9	6,363.1
	5,686.1	677.0	11.9	6,363.1
Technical Cooperation				
Post Costs	-	-	-	-
Non-Post Costs	1,372.2	60.3	4.4	1,432.5
	1,372.2	60.3	4.4	1,432.5
Total for Management and Administration				
Post Costs	9,523.7	1,741.3	18.3	11,265.0
Non-Post Costs	11,331.7	3,216.5	28.4	14,548.2
T O T A L	20,855.4	4,957.8	23.8	25,813.2

Post distribution for executive management and administration, by funding and level

	Professional category and above											Grand Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	L-L	Other	
2008-2009												
UN Regular Budget	1			2	3		2		8	4	2	14
Foundation General Purpose		1		2	3	5	5		16	9	1	26
Foundation Programme Support									-			-
Technical Cooperation Programme Support									-			-
2008-2009 Sub-total	1	1	-	4	6	5	7	-	24	13	3	40
Changes (decrease)/increase												
Foundation General Purpose				1	1		2		4		1	5
Net Changes	-	-	1	1	-	-	2	-	4	-	1	5
2010-2011												
UN Regular Budget	1			2	3		2		8	4	2	14
Foundation General Purpose		1	1	3	3	5	7		20	9	2	31
Foundation Programme Support									-			-
Technical Cooperation Programme Support									-			-
2010-2011 Sub-total	1	1	1	5	6	5	9	-	28	13	4	45

VIII. Programme of work

A. Subprogramme 1. Shelter and sustainable human settlements development

1. Legislative mandate

110. *Governing Council resolutions:* 16/7, The realization of the human right to adequate housing; 17/10, Rural dimension of sustainable urban development; 18/5, International cooperation and the review of mechanisms for monitoring the implementation of the Habitat Agenda; 18/4, Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme; 18/11, Intensifying dialogue on effective decentralization and strengthening of local authorities within the framework of the Habitat Agenda; 19/3, Global campaigns on secure tenure and urban governance; 19/4, 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; 20/17, Post-conflict, natural and human-made disaster assessment and reconstruction; 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; and 21/5, Sustainable development of Arctic human settlements

111. *General Assembly resolutions:* 34/180, Convention on the elimination of all forms of discrimination against women; 53/242, Report of the Secretary-General on environment and human settlements; 55/2, United Nations Millennium Declaration; 56/205, 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); 57/144, Follow-up to the outcome of the Millennium Summit; S-25/2, Declaration on Cities and Other Human Settlements in the New Millennium; 58/217, International Decade for Action, "Water for Life"; 59/237, United Nations Decade of Education for Sustainable Development; 60/1, 2005 World Summit Outcome; 60/124, Strengthening of the coordination of emergency humanitarian assistance of the United Nations; 60/125, International cooperation on humanitarian assistance in the field of natural disasters, from relief to development; 60/193, Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development; 60/195, International Strategy for Disaster Reduction; 60/196, Natural disasters and vulnerability; 60/203, Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat); and 60/209, Implementation of the first United Nations Decade for the Eradication of Poverty (1997–2006).

2. Objective

112. 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.

3. Focus in relation to the medium-term strategic and institutional plan

113. The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. In line with the medium-term strategic and institutional plan, this 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 also contribute to the other three areas, since they are all cross-cutting. The objective for subprogramme 1 was reformulated to align it to relevant elements of focus areas 2 and 3. The expected accomplishments, indicators of achievement, strategy and outputs have been aligned to the medium-term strategic and institutional plan. The various programmes will be implemented in line with the plan. 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 normative work produced by subprogramme 1 will be closely coordinated with subprogramme 3 to ensure that lessons from the field feed into the development of new normative approaches that can be used to improve policy and technical advice at the country level. In line with focus area 2 of the medium-term strategic and institutional plan, the enhanced normative and operational framework will be operationalized through promoting institutional reforms, providing technical advisory and capacity-building support to foster participatory planning, management and improved governance. Inputs will be provided in many ways throughout the project and programme

cycle from conceptualization and project design to implementation, through backstopping, policy advice, training and capacity-building among other measures. Furthermore, best practices and guidelines will be developed to ensure exchanges of experience and dissemination of lessons learned. Ultimately, closer coordination is reflected in the Habitat country programme documents, and also through the provision of inputs to operational activities as needed, in line with the medium-term strategic and institutional plan.

114. 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 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 participants in expert group and other meetings.

4. Strategy

115. The strategy for implementing the programme of work is as follows:

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

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

(c) The global programmes, which include normative, capacity-building and knowledge-management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management and safer cities, will be carried out within the context of the campaign, in support of the enhanced normative and operational framework and the Habitat country programme documents, thereby assisting in translating normative work into operational realities at the national and community levels. A strengthened Programme Review Committee will ensure the alignment and cohesion of initiatives as well as feedback of lessons learned;

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

5. External factors

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

(a) That there are adequate resources for implementing the global and national activities planned for the Global Campaign for Sustainable Urbanization;

(b) That there will be minimal political risks in addressing sensitive land issues, such as changes in government and related policies which could slow down the progress of initiatives on land and housing; and

(c) That 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.

Table 13: Expected accomplishment and indicators of achievement

Expected accomplishments	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve Millennium Declaration target 11 on slums (1) ⁷ [MTSIP FA 3] ⁸	(i) Increased number of national Governments and local authorities introducing, revising and implementing pro-poor, gender-sensitive and age-sensitive land management, slum upgrading and prevention policies and strategies in line with the Millennium Declaration target on slums [FA 3, indicator (a)]
	<p><i>Performance measures</i> 2006–2007: 19 Governments and local authorities Estimate 2008–2009: 22 Governments and local authorities Target 2010–2011: 25 Governments and local authorities</p>
	(ii) Increased number of national Governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights [FA 3, indicator (a)& (d)]
	<p><i>Performance measures</i> 2006–2007: 27 Governments, partnerships and alliances Estimate 2008–2009: 32 Governments, partnerships and alliances Target 2010–2011: 37 Governments, partnerships and alliances</p>

⁷ The expected accomplishments are ranked from 1 to 3, with 1 being the highest:

Level [1]: Those deriving from high-level mandates and resolutions (General Assembly, ECOSOC and those with specific Governing Council resolutions, including the medium-term strategic and institutional plan);

Level [2]: Those deriving from other Governing Council resolutions;

Level [3]: Other expected accomplishments.

⁸ The information in square brackets after the expected accomplishments and indicators of achievement indicates their alignment with the medium-term strategic and institutional plan.

Expected accomplishments	Indicators of achievement
	<p>(iii) Increased number of Governments, partners and alliances taking measures to reduce arbitrary and unlawful forced evictions [FA 3, indicator (d)]</p> <p><i>Performance measures</i> 2006–2007: 27 Governments, partners and alliances Estimate 2008–2009: 32 Governments, partners and alliances Target 2010–2011: 37 Governments, partners and alliances</p>
<p>(b) Improved capacity for participatory, accountable, pro-poor, gender and age-sensitive urban governance and planning (1) [MTSIP FA 2& 3]</p>	<p>(i) Increased number of national Governments having increased institutional capacity for introducing, revising and implementing policies, legislation and national action plans and strengthened arrangements for promoting good urban governance and ensuring fiscal and political decentralization [FA 2, indicator (a)]</p> <p><i>Performance measures</i> 2006–2007: 51 Governments Estimate 2008–2009: 61 Governments Target 2010–2011: 71 Governments</p> <p>(ii) Increased number of cities measuring the quality of urban sustainability and governance, applying and promoting urban planning and governance tools, and adopting strategies for pro-poor and gender-sensitive urban governance [FA 2, indicator (b)]</p> <p><i>Performance measures</i> 2006–2007: 110 cities Estimate 2008–2009: 130 cities Target 2010–2011: 150 cities</p> <p>(iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools [FA 2, indicator (c) & (d)]</p> <p><i>Performance measures</i> 2006–2007: 30 Habitat Agenda partners Estimate 2008–2009: 40 Habitat Agenda partners Target 2010–2011: 50 Habitat Agenda partners</p>

Expected accomplishments	Indicators of achievement
(c) Improved partnerships and collaboration with local authorities and their association in the implementation of agreed programmes and activities (2) [MTSIP FA 2]	<p>(i) Increased number of local authorities and partners engaging in joint activities towards the implementation of the Guidelines on Decentralization and related programmes [FA 2, indicator (a)]</p> <p><i>Performance measures</i> 2006–2007: 4 global and regional organizations of local authorities participating in the programme of cooperation along the agreed programmes and activities</p> <p>Estimate 2008–2009: 8 global and regional organizations of local authorities participating in the programme of cooperation along the agreed programmes and activities</p> <p>Target 2010–2011: 12 global and regional organizations of local authorities participating in the programme of cooperation along the agreed programmes and activities</p>
(d) Improved capacity at the national and local levels to address sustainable urban development, so that cities are safer, less vulnerable to disaster, better able to adapt to and mitigate the effects of climate change and manage post-disaster and post conflict situations and to promote a positive approach of foreseeable natural risk prevention. (2) [MTSIP FA 1, 3 & 4]	<p>(i) Increased number of Governments working with UN-Habitat to establish urban environmental management frameworks for sustainable development [FA 2, indicator (b); FA 4, indicator (d)]</p> <p><i>Performance measures</i> 2006–2007: 22 Governments Estimate 2008–2009: 26 Governments Target 2010–2011: 30 Governments</p> <p>(ii) Increased number of cities and municipalities working with UN-Habitat to promote crime prevention and safer cities for sustainable urban development [FA 2, indicator (b)]</p> <p><i>Performance measures</i> 2006–2007: 57 cities and municipalities Estimate 2008–2009: 85 cities and municipalities Target 2010–2011: 100 cities and municipalities</p> <p>(iii) Increased number of Governments and cities whose capacities are improved in undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements [FA 3, indicator (b) & (c)]</p> <p><i>Performance measures</i> 2006–2007: 17 Governments and cities Estimate 2008–2009: 19 Governments and cities Target 2010–2011: 21 Governments and cities</p>

Expected accomplishments	Indicators of achievement
(e) Improved national training and capacity-building strategies and strengthened institutions in meeting present and emerging training and capacity-building needs in shelter and sustainable urban development (3) [MTSIP FA 1,2 & 3]	<p>(i) Increased number of Governments implementing capacity-building strategies to promote adequate shelter and sustainable urban development [MTSIP FA 1 (c), 2 & 3]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: N/A Target 2010–2011: 10 Governments</p> <p>(ii) Increased number of national training and capacity-building institutions using UN-Habitat manuals and methods on adequate shelter and sustainable urban development</p> <p><i>Performance measures</i> 2006–2007: 80 national training and capacity-building institutions Estimate 2008–2009: 100 national training and capacity-building institutions Target 2010–2011: 120 national training and capacity-building institutions</p> <p>(iii) Increased number of tertiary education institutions introducing and enhancing education on adequate shelter and sustainable urban development</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: N/A Target 2010–2011: 20 tertiary education institutions</p> <p>(iv) Increased number of students trained by graduate-level institutions</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: N/A Target 2010–2011: 1000</p>

6. UN-Habitat comparative advantage

117. UN-Habitat is mandated to work with both national and local authorities in consultation with the UN-Habitat focal ministries. Having developed an effective capacity to operate across global, regional, national and local levels, through different interventions, the organization is now able to have an impact in normative policy, as well as in operational spheres. Thus, the UN-Habitat role is focused on instilling systemic change in the delivery of land and housing, as well as the planning and management of human settlements. By fostering participatory processes and bringing together actors from the public, private and civil society sectors a powerful synergy has been generated in UN-Habitat field interventions. To take this process further, UN-Habitat will use its comparative advantage to influence policies, legislation and national action plans through normative support, technical advice and capacity-building. Furthermore, through the enhanced normative and operational framework, UN-Habitat builds on the advantage of bringing together this framework at the country level, thus ensuring effectiveness and impact.

118. As the city agency of the United Nations, UN-Habitat is intensifying its efforts to strengthen both the status and capacities of local authorities and their associations to harness their potential in

attaining the Habitat Agenda and the Millennium Development Goals. The guidelines on decentralization and strengthening of local authorities, approved recently through resolution 21/3, provide an entry point into building new strategic and innovative partnerships as a prerequisite for timely delivery of the Millennium Development Goals. The UN-Habitat mandate to assist Member States in disaster prevention, mitigation and preparedness and in building their post-disaster rehabilitation capabilities, derives from the Habitat Agenda [paragraphs 40 (l), 43 (z), 170–176; 208 (d) and (e) and 228 (c)]. Its document *Humanitarian Affairs and the Role of UN-Habitat, Strategic Policy on Human Settlements in Crisis and Sustainable Relief and Reconstruction Framework*, was approved in line with resolutions 20/17 and 19/9. The admission of UN-Habitat as a full member of the Inter-Agency Standing Committee, as recommended by the General Assembly in resolution 60/203 of 22 December 2005 and approved by the Inter-Agency Standing Committee (see paragraph 79 of document A/63/291), is recognition of the longstanding normative and operational experience of UN-Habitat in this field, in particular, and of its role in the transition from crisis to long-term recovery.

7. Cooperating partners

119. Within the United Nations, UN-Habitat will cooperate with UNDP on local governance issues and training and capacity-building skills and disaster risk reduction; the ILO Local Economic Development Programme; the United Nations Institute for Training and Research (UNITAR) on localizing the Millennium Development Goals; the Global Land Tool Network, including the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), UNEP and the World Bank; the United Nations Office on Drugs and Crime (UNODC) and the United Nations Economic and Social Commission for Asia and the Pacific 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) in the World Water Assessment Programme and the Joint Monitoring Programme for water supply and sanitation.; the United Nations Department of Economic and Social Affairs on various social and economic programmes, including 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 (OCHA) and UNEP on urban environment issues; Inter-Agency Standing Committee members on the humanitarian dimension of urbanization; and the United Nations Framework Convention on Climate Change on climate change issues. 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 and other Habitat Agenda partners, including research, training and academic institutions. It will continue to work closely with the United Cities and Local Government (UCLG) Association, the United Nations Advisory Committee on Local Authorities and AGRED. Collaboration with professional bodies will also be enhanced. UCLG, Metropolis, and the International Council for Local Environmental Initiatives (ICLEI), CityNet and the International Association of Francophone Mayors will remain the main partners on the local authorities side.

8. Gender integration

120. To ensure mainstreaming of gender issues in subprogramme 1, there will be close collaboration with the Gender Unit in planning and implementing activities of the biennial work programme. Furthermore, to ensure the effectiveness of this approach, a gender focal point has been appointed in each organizational branch to embed the gender dimension throughout. Gender issues are being mainstreamed through, for example, the preparation and implementation of the focus area papers on the Global Campaign on Sustainable Urbanization; the focus areas, participatory urban planning, management and governance and pr -poor land and housing. Efforts will be undertaken to promote gender in governance, in line with the new strategy for the implementation of the guidelines on decentralization. UN-Habitat will continue to mainstream gender in the post-conflict and post-disaster settings, through the promotion and use of its tools, including gender and reconstruction in post-crisis situations, gender and governance in post-crisis situations, and the chapter on gender in the Post-Conflict Land Guidelines.

9. Prioritized expected accomplishments and outputs

<i>Expected accomplishment (a)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve Millennium Declaration target 11 on slums [1]	1. National pro-poor land policies and enabling shelter strategies implemented through UN-Habitat technical assistance, tool kits and training materials developed to support Governments and Habitat Agenda partners as appropriate	<p><i>Technical materials:</i></p> <ul style="list-style-type: none"> (a) Tools and guidelines on land tenure produced through partners and networks (2)⁹[2]¹⁰ (b) Policy guides focusing on slum upgrading at the local government level, including tools and case studies developed with Cities Alliance and other partners (3) [1] (c) Tools and guidelines on land management and property administration – Global Land Tool Network (GLTN) (1) [1] (d) Policy guide to enable policymakers to design a holistic housing policy that mitigates slum formation and delivers affordable housing (1) [1] (e) Policy support tool on sustainable construction, to promote low greenhouse gas emitting building materials and construction technologies (1) [1] (f) Training toolkits and guides on land issues (2) [2] <p><i>Advisory services:</i></p> <ul style="list-style-type: none"> (g) Policy advice to four country members on housing policies and affordable housing options related to the housing profile studies (4) [2] (h) Training needs assessment and training strategy development in the land sector (2) [2] (i) Advisory services to develop and implement national capacity-building strategies to promote adequate shelter and sustainable urban development (3) [2] <p><i>Training courses, seminars and workshops</i></p> <ul style="list-style-type: none"> (a) Training on pro-poor and gender-sensitive land tenure, land management and property administration (2) [1] (b) Global land tool network (GLTN) training on land management and property administration (2) [2] (c) Training courses on land management issues (2) [1]

⁹ The numbers in round brackets () denote the quantity of outputs to be produced.

¹⁰ The outputs for the biennium are prioritized on the basis of their relative importance to the achievement of the expected accomplishments. The outputs are ranked on a scale from 1 (most important) to 3 (least important).

<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
<p>2. Systemic reforms in land administration and management, slum upgrading and slum prevention mainstreamed into national policies, strategies and legal, regulatory and institutional frameworks</p>	<p><i>Field projects:</i></p> <ul style="list-style-type: none"> (a) Assistance to Member States, through an enhanced normative and operational framework, to implement systemic, pro-poor and gender-sensitive policy reforms related to land tenure and land management (2) [2] (b) Normative and technical assistance to one local government authority, through an enhanced normative and operational framework focusing on the design and implementation of housing policies geared to the delivery of affordable housing options (1) [2] (c) <i>Implementation of demonstration projects in 4 countries and climate zone areas to develop sustainable and low greenhouse gas emitting housing models (4) [2]</i>
<p>3. Housing and land sector coordination mechanisms established or strengthened in selected countries, in line with the Paris Declaration, through policy advice and technical support</p>	<p><i>Advisory services:</i></p> <ul style="list-style-type: none"> (a) 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 (8) [2]

Intermediate expected accomplishments

4. Alternative approaches developed by UN-Habitat on forced evictions advocated and used by Governments, local authorities and Habitat Agenda partners

Outputs (General Assembly format)*Ad Hoc expert group meetings*

- (a) Ad hoc expert group meeting on slum upgrading and prevention policies and mechanisms and on negotiated resettlement and alternatives to forced eviction (2) [2]

Assistance to representatives and rapporteurs

- (b) Facilitation of the participation of the United Nations Special Rapporteur on the right to adequate housing in relevant expert group meetings and other activities related to housing rights (2) [2]
- (c) High-level workshop with the United Nations Special Rapporteur on the right to adequate housing and the Office of the High Commissioner on Human Rights (OHCHR) on unlawful evictions and slum prevention strategies (1) [2]

Recurrent publications:

- (d) Annual reports documenting cases of forced evictions (2) [2]

Booklets, pamphlets and fact sheets

- (e) Advocacy and information materials developed by the Advisory Group on Forced Evictions (2) [3]

Audio-visual resources

- (f) DVD on successful alternatives to forced eviction (1) [2]

Advisory services:

- (g) Fact-finding missions by the Advisory Group on Forced Evictions (4) [2]

<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
5. Global knowledge created, managed and disseminated by UN-Habitat through documentation, research and evaluation on priority land and housing issues	<p><i>Non-recurrent publications:</i></p> <p>(a) Shelter Profile Studies (2) [1]</p> <p>(b) Studies on pro-poor and gender-sensitive land tenure, land management and property administration carried out by UN-Habitat and its partners (4) [1]</p> <p><i>Parliamentary documentation</i></p> <p>(c) Fifth session of the World Urban Forum: presentation of the Global Housing Agenda for the Year 2020 (1) [1]</p> <p><i>Substantive servicing of meetings</i></p> <p>(d) World Urban Forum: presentation of the global housing agenda for the year 2020 (1) [1]</p> <p><i>Booklets, pamphlets and fact sheets</i></p> <p>(e) Advocacy and information materials developed by partners promoting pro-poor and gender-sensitive land tenure, land management and property administration (3) [2]</p>
6. Outreach, dialogue, awareness and training facilitated by UN-Habitat on pro-poor land and housing approaches at national, regional and global levels including through the sustainable urbanization campaign	<p><i>Parliamentary documentation:</i></p> <p><i>Document for the Commission on Sustainable Development (1) [2]</i></p> <p><i>Ad hoc expert group meetings</i></p> <p>(a) Ad hoc expert group meetings on pro-poor and gender-sensitive land tenure, land management and property administration including women's equal tenure (4) [1]</p> <p>(b) Expert group meeting on curricula for training in land in Africa (1) [2]</p> <p>(c) Regional Conference of Ministers of Housing and Urban Development (2)</p> <p>(d) Ad hoc expert group meeting on climate change and shelter (1) [3]</p> <p><i>Audio-visual resources</i></p> <p>(a) DVDs on pro-poor and gender-sensitive land tenure, land management and property administration (1) [2]</p> <p><i>Field projects:</i></p> <p>(b) Senior-level workshop and training course on designing and monitoring sustainable housing policies, including sustainable building promotion and delivery of affordable housing, vis-à-vis the prevention strategy of Millennium Development Goal 7, target 11 (1) [2]</p>

<i>Expected accomplishment (b)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Improved capacity for participatory, accountable, pro-poor, gender and age-sensitive urban governance and planning [1]	<ol style="list-style-type: none"> 1. Enhanced institutional capacity for urban governance through skills development, improved systems and policy design, reformed legislative arrangements, participatory and integrated planning at the national level by UN-Habitat and other Habitat Agenda partners 	<p><i>Expert group meetings:</i></p> <ol style="list-style-type: none"> (a) Regional conference of mayors (1) [1] <p><i>Assistance to representatives and rapporteurs:</i></p> <ol style="list-style-type: none"> (b) Backstopping secretariats of the African Ministerial Conference on Housing and Urban Development and of the Asia Pacific Ministerial Conference on Housing (2) [2]
	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
	<ol style="list-style-type: none"> 2. UN-Habitat promotion, development and effective deployment of gender and age-sensitive policies and operational tools in the area of planning, management and governance 	<p><i>Non-recurrent publications</i></p> <ol style="list-style-type: none"> (a) Documentation of best practices in managing and maintenance of infrastructure and services (1) [2] <p><i>Expert group meetings</i></p> <ol style="list-style-type: none"> (b) Organization of stakeholder meetings for prioritization of spatial planning strategies (5) [1] <p><i>Technical materials</i></p> <ol style="list-style-type: none"> (c) GIS mapping for inclusive spatial planning and slum upgrading (5) [2] (d) Tools for citizen participation in revenue and expenditure planning (1) [2] <p><i>Advisory services</i></p> <ol style="list-style-type: none"> (e) Institutional development for coordinated and integrated service delivery and local economic development (3) [2] <p><i>Training courses, seminars and workshops:</i></p> <ol style="list-style-type: none"> (f) Network for Municipal E-Governance (1) [3]
	<ol style="list-style-type: none"> 3. Meetings, training courses and materials resulting in increased adoption of urban management approaches fostering efficiency, equity and sustainability through investment in innovation, knowledge dissemination and demonstration interventions 	<p><i>Expert Group Meeting:</i></p> <ol style="list-style-type: none"> (a) Expert group meeting on citizen engagement in revenue generation and budgeting (1) [2] <p><i>Training courses, seminars and workshops:</i></p> <ol style="list-style-type: none"> (b) Institutional development and fiscal arrangements in decentralized service delivery (3) [2] (c) City development strategies in Lake Victoria (4) [1]

	4. UN-Habitat collaboration enhanced with partners in the development, dissemination and application of tools in planning and governance	<p><i>Non-recurrent publication:</i></p> <p>(a) Compendium of case studies on decentralization (3) [2]</p> <p><i>Booklets, pamphlets and fact sheets:</i></p> <p>(b) Urban Governance Newsletters (4) [3]</p> <p>(c) Documentation of partnerships between UN-Habitat and local authorities (4) [3]</p>
<i>Expected accomplishment (c)</i> Improved partnerships and collaboration with local authorities and their associations in the implementation of agreed programmes and activities [2]	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
	1. Enhancing the capacity of local authorities in developing spatial strategic plans for infrastructure and service delivery in a participatory manner through UN-Habitat tool development, training and demonstration interventions	<p><i>Expert group meetings:</i></p> <p>(a) Expert group meetings of the United Nations Advisory Committee of Local Authorities (2) [1]</p> <p><i>Technical Materials:</i></p> <p>(b) Tools and indicators on the implementation of the Guidelines on Decentralization (3) [1]</p>
	2. UN-Habitat promotion of the application of Guidelines on Decentralization through awareness-raising and advocacy, capacity enhancement and synergy building, as well as monitoring and evaluation	<p><i>Expert group meetings:</i></p> <p>(a) Political contact group on decentralization, decentralization partner network and expert advisory group of experts on decentralization (AGRED) (2) [1]</p>
	3. UN-Habitat contributing to improved performance of cities through monitoring of reforms, exposure to effective and efficient implementation tools; and fostering the effective engagement of key stakeholders in the entire public policy process circle	<p><i>Advisory services:</i></p> <p>(a) Support to national and local governments in the adaptation of the Guidelines on Decentralization to local contexts (3) [1]</p> <p><i>Training courses, seminars and workshops:</i></p> <p>(b) Monitoring enhancement of local democracy (1) [1]</p>

Expected accomplishment (d)

Improved capacity at the national and local levels to address sustainable urban development, so that cities are safer, less vulnerable to disaster, better able to adapt to and mitigate the effects of climate change and manage post-disaster and post conflict situations and to promote a positive approach of foreseeable natural risk prevention [2]

1. Outreach and dialogue facilitated by UN-Habitat on urban safety for the poor approaches at national, regional and global levels, including through the sustainable urbanization campaign

Ad Hoc expert group meetings

- (a) UNODC Crime Commission – sessions on urban safety (2010 and 2011) [1]
- (b) Second International Youth Crime Prevention and Cities Summit (1) [2]
- (c) Second International Conference on the State of Safety in World Cities (1) [1]

Non-recurrent publications:

- (d) Regional strategies and action plans (3) [2]

Booklets, pamphlets and fact sheets

- (e) Safer Cities Programme newsletter (2) [1]

Intermediate expected accomplishments**Outputs (General Assembly format)**

2. Global knowledge created, managed and disseminated through documentation, research and evaluation on urban safety and security issues and crime prevention for urban development

Ad Hoc expert group meetings

- (a) Expert group meetings on safety and slum upgrading and on public spaces; on policing and public spaces; on safety in post-conflict situations; and on safety and vulnerable groups – migrants, women, youth, children (7) [1]

Non-recurrent publications:

- (b) Safety and slums upgrading and safety and post-conflict (2) [1]

Booklets, pamphlets and fact sheets

- (c) Documentation on safety practices (1) [1]

3. UN-Habitat advisory service provided at national level in selected countries on urban safety and security through policy advice and technical support

Advisory services:

- (a) Advisory services provided to partners and local governments on local crime prevention and safety (100) [2]

4. UN-Habitat promotion of sustainable urban safety and crime prevention policies and legal and regulatory frameworks

Field projects

- (a) Field projects with regional offices supporting crime and violence prevention at the local and national level in Latin America and the Caribbean, Asia, Africa and Eastern Europe (9) [2]

5. UN-Habitat strategies implemented through technical assistance, tool kits and training materials developed to support Governments and Habitat Agenda partners

Training courses, seminars and workshops

- (a) Regional training facilities established and curricula developed offering courses on safety, local crime and violence prevention (3) [2]

6. Sustainable urban safety approaches mainstreamed in slum upgrading and governance tools and approaches through specific UN-Habitat tool development, training and guidance, including technical assistance	<p><i>Technical materials</i></p> <p>(a) Tools to support safety in public spaces and safety tools in slum upgrading and post-conflict situations (1) [1]</p>
<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
7. UN-Habitat tools in support of disaster risk reduction and sustainable rehabilitation of human settlements developed in collaboration with partner organizations within the humanitarian community and applied in pilot projects in different cities	<p><i>Non-recurrent publication:</i></p> <p>(a) Lessons learned extracted from the field operations and documented (2) [1]</p> <p><i>Technical materials</i></p> <p>(b) Tools and guidelines on sustainable settlements rehabilitation and disaster risk reduction (4) [2]</p> <p>(c) Road map for operationalization of the UN-Habitat policy on human settlements and crisis (1) [1]</p>
8.	<p><i>Assistance to representatives and rapporteurs</i></p> <p>(a) Substantive participation in the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Activities (weekly, monthly)</p>
9. Global knowledge created, managed and disseminated by UN-Habitat through documentation, research and evaluation on human settlements in crisis	<p><i>Advisory services</i></p> <p>(a) Technical assistance, emergency support, project formulation missions and advisory missions (10) [2]</p> <p><i>Field projects</i></p> <p>(b) Field projects: (the precise number of countries and field projects cannot be determined, as it is difficult to predict the incidence of disaster situations) [2]</p>

10. Improved awareness on disaster risk reduction, sustainable relief and reconstruction, and other themes related to human settlement in crisis through the sustainable urbanization campaign

Booklet, pamphlet and fact sheets:

- (a) *Disaster Management Newsletter* (2) [3]
- (b) Report on human settlements and crisis (1) [1]

11. Improved UN-Habitat training on disaster risk reduction, sustainable relief and reconstruction, and other themes related to human settlement in crisis through the sustainable urbanization campaign

Training courses, seminars and workshops

- (c) Training carried out in the regions through the regional offices (3) [2]
- (d) Training on disaster risk reduction carried out in collaboration with the UN-Habitat Tehran Office (1) [2]
- (e) Cross-regional collaboration and learning on disaster risk reduction and sustainable relief and reconstruction [1]
- (f) Country-level training carried out as per demand and funding [3]
- (g) Roster of trainers (1) [3]

Intermediate expected accomplishments

Outputs (General Assembly format)

12. National policies and institutional capacities for environmental planning and management strengthened using knowledge generated from good practices, pilot projects and policy support from global, regional and local networks

Non-recurrent publications

- (a) UN-Habitat scoping study to identify leading knowledge, institutions and manufacturers in the field of producing low greenhouse-gas-emitting building materials and technologies (1) [2]

Advisory services

- (b) Advisory services, capacity-building and monitoring missions on the Cities in Climate Change initiative and on environmental planning and management delivered by UN-Habitat to local authority partners (20) [1]
- (c) International cooperation and inter-agency coordination on UN-Habitat joint initiatives with UNEP (10) [2]

Field projects

- (d) UN-Habitat Cities in Climate Change initiative demonstration and field projects in support of local authorities, for better management of climate change and improving the urban environment (10) [2]

13. UN-Habitat technical, analytical and policy support provided to strengthen capacities of local governments in mitigation and adaptation measures to deal with the effects of climate change in cities

Technical materials

- (a) Policy support tool on sustainable construction, to promote low greenhouse-gas-emitting building materials and construction technologies (1) [1]
- (b) Toolkit on managing cities in climate change for managers and practitioners (comprising several volumes) (1) [1]
- (c) Training toolkit on climate change mitigation and adaptation for sustainable urbanization (2) [2]

<i>Expected accomplishment (e)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Improved national training and capacity-building strategies and strengthened institutions in meeting present and emerging training and capacity-building needs in shelter and sustainable urban development [3]	1. National Governments and local government associations equipped with UN-Habitat-developed tools to guide, coordinate and manage human and organizational development activities of the local government sector	<p data-bbox="1442 197 1796 229"><i>Outputs (General Assembly format)</i></p> <p data-bbox="1182 229 1393 261"><i>Expert group meeting</i></p> <p data-bbox="1182 261 2051 414">(a) Partners' meeting on the Cities in Climate Change initiative (1) [1] (b) Regional meetings on the Cities in Climate Change initiative (3) [2] (c) Ad hoc expert group meeting on climate change and shelter (1) [3] (d) Conference of the Parties of the Framework Convention on Climate Change (2) and the Convention on Biological Diversity (2) [1]</p> <p data-bbox="1182 443 1527 475"><i>Booklets, pamphlets and fact sheets</i></p> <p data-bbox="1182 475 1863 507">(e) E-newsletter for the Cities and Climate Change initiative (4) [2]</p> <p data-bbox="1182 529 1603 561"><i>Training courses, seminars and workshops</i></p> <p data-bbox="1182 561 2051 619">(f) Workshops in demonstration cities of the Sustainable Urban Development Network (SUDNET) and Cities in Climate Change initiative (4) [1]</p>
		<p data-bbox="1442 651 1796 683"><i>Outputs (General Assembly format)</i></p> <p data-bbox="1182 683 1415 715"><i>Expert group meetings:</i></p> <p data-bbox="1182 715 2051 772">(a) Meeting on capacity-building for sustainable urbanization in Asia and for local economic development (2) [3]</p> <p data-bbox="1182 798 1384 829"><i>Technical materials:</i></p> <p data-bbox="1182 829 2051 887">(b) Compendium of national capacity-building strategies to promote adequate shelter and sustainable urban development (1) [1]</p> <p data-bbox="1182 912 1415 944"><i>Audio-visual resources:</i></p> <p data-bbox="1182 944 2051 1008">(c) Global advocacy tools in support of local strategies: children's book, CD-ROMs, documentary DVD (2) [3]</p>
		<p data-bbox="1442 1072 1796 1104"><i>Outputs (General Assembly format)</i></p> <p data-bbox="1182 1104 1361 1136"><i>Advisory services:</i></p> <p data-bbox="1182 1136 2051 1193">(a) Advisory services to develop and implement national capacity-building strategies to promote adequate shelter and sustainable urban development (3) [1]</p> <p data-bbox="1182 1193 2051 1251">(b) Training needs assessment and training strategy development in the land sector (2) [2]</p> <p data-bbox="1182 1276 1603 1308"><i>Training courses, seminars and workshops:</i></p> <p data-bbox="1182 1308 2051 1340">(c) Training in sustainable urban development for Habitat programme managers (1) [2]</p>

2. National training institutions enabled, through UN-Habitat developed tools, e-learning opportunities and training of trainers, to step up their training design and delivery capacity on sustainable urbanization issues and topics
- Booklets, pamphlets and fact sheets:*
- (a) Training and capacity-building newsletters (4) [3]
- Technical materials:*
- (b) *Sustainable Urbanization Sourcebook* (2) [1]
 - (c) Adaptation and online administration of UN-Habitat training tools for distance learning courses (1) [1]
 - (d) Support for training and capacity-building institutions in training needs assessment and training impact evaluation (2) [2]
 - (e) Training toolkit on public-private partnerships in water and sanitation (1) [2]
 - (f) Toolkit on managing cities in climate change for managers and practitioners (comprising several volumes) (1) [1]
 - (g) Training toolkit on climate change mitigation and adaptation for sustainable urbanization (2) [1]
 - (h) Training toolkits and guides on land issues (2) [2]
- Training courses, seminars and workshops:*
- (i) Training courses on land management issues (2) [2]
 - (j) Regional courses on sustainable urban development (2) [2]
 - (k) Training courses at the fifth session of the World Urban Forum for about 40 people per workshop (3) [2]

Intermediate expected accomplishments

3. UN-Habitat engages universities through regional seminars and bilateral agreements to develop the urban professional workforce of today and tomorrow through curriculum development and cutting-edge professional courses

Outputs (General Assembly format)

Assistance to representatives and rapporteurs

- (a) United Nations Inter-Agency Committee on the United Nations Decade of Education for Sustainable Development (2) [2]

Expert group meetings:

- (b) Expert group meeting on the curricula of land departments in African universities (1) [1]

Training courses, seminars and workshops:

- (c) Regional seminars with tertiary education institutions on sustainable urban development (2) [1]
-

10. Resource requirements

121. The estimated resource requirements by source of funding and the corresponding proposed staffing table for this section are provided below. The non-staff costs required to support the activities under this section comprise costs associated with consultants, travel, contractual services, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

Table 14: Summary budget estimates (in thousands of United States dollars): Subprogramme 1: Shelter and sustainable human settlements development

Source of funds Expenditure category	2008-2009 Approved Appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations regular budget				
Post costs	5 354.9	-	-	5 354.9
Non-post costs	538.1	-	-	538.1
	5 893.0	-	-	5 893.0
Foundation general purpose				
Post costs	5 405.8	1 381.2	25.6	6 787.0
Non-post costs	3 603.7	1 838.0	51.0	5 441.7
	9 009.5	3 219.2	35.7	12 228.7
Foundation special purpose				
Post costs		-		
Non-post costs	11 000.0	4 000.0	36.4	15 000.0
	11 000.0	4 000.0	36.4	15 000.0
Total for subprogramme				
Post costs	10 760.7	1 381.2	12.8	12 141.9
Non-post costs	15 141.8	5 838.0	38.6	20 979.8
Total	25 902.5	7 219.2	27.9	33 121.7

Post distribution for Subprogramme 1: Shelter and sustainable human settlements development, by funding and level

	Professional category and above								Total	L-L	Other	Grand Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1				
2008-2009												
UN Regular Budget				1	4	4	4	2	15	7		22
Foundation General Purpose			1	1	3	4	4	2	15	11	2	28
Foundation Special Purpose					1		1		2	1		3
Technical Cooperation								3	3			3
2008-2009 Sub-total			1	2	8	8	9	7	35	19	2	56
Changes (decrease)/increase												
Foundation General Purpose					1		1		2			2
Net Changes					1		1		2			2
2010-2011												
UN Regular Budget				1	4	4	4	2	15	7		22
Foundation General Purpose			1	1	4	4	5	2	17	11	2	30
Foundation Special Purpose					1		1		2	1		3
Technical Cooperation								3	3			3
2010-2011 Sub-total			1	2	9	8	10	7	37	19	2	58

B. Subprogramme 2. Monitoring the Habitat Agenda

1. Legislative mandates

122. *Governing Council resolutions:* 17/10, Rural dimension of sustainable urban development; 18/10, The role of local authorities; 19/10, Urban-rural linkages and sustainable urbanization; 19/13, Enhancing the engagement of youth in the work of UN-Habitat; 20/6, Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals; 21/6, Urban youth development; 21/7, Sustainable public-private partnership

incentives for attracting large-scale private-sector investment in low-income housing; and 21/9, Women's land and property rights and access to finance.

123. *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; 60/1, 2005 World Summit Outcome; 60/2, Policies and programmes involving youth; 60/140, 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; and 60/188, Follow-up to and implementation of the outcome of the International Conference on Financing for Development.

124. *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; 2006/247, Human settlements; 2007/249, Human settlements; and 2007/250, Document considered by the Economic and Social Council in connection with economic and environmental questions on human settlements.

2. Objective

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

3. Focus in relation to the medium-term strategic and institutional plan

126. The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The core work of the subprogramme falls within focus area 1, effective advocacy, monitoring and partnerships, of the medium-term strategic and institutional plan. In terms of substantive content, however, the subprogramme's work is cross-cutting and contributes to all the other substantive focus areas of the plan. The objective of this subprogramme was reformulated to align it with the main elements of focus area 1. The expected accomplishments and indicators of achievement include the core elements of the medium-term strategic and institutional plan of monitoring, partnerships and awareness-raising, in line with the advocacy component of focus area 1 of the medium-term strategic and institutional plan. The outputs have also been aligned with the medium-term strategic and institutional plan focus area 1. Linkage and closer coordination with other units in UN-Habitat will be reflected in the Habitat country documents, and also through the provision of inputs to operational activities as needed, in line with the medium-term strategic and institutional plan.

127. 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, as well as 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 participants in expert group and other meetings.

4. Strategy

128. The strategy consists of working in close collaboration with Habitat Agenda partners, including national and local urban observatories, to engage in a coordinated and systematic effort in:

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

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

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

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

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

5. External factors

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

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

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

(c) That there is adequate external funding for the preparation of flagship reports and the granting of awards;

(d) That there is no shortfall in the level of extrabudgetary resources required to carry out all the other subprogramme activities;

(e) That there is sufficient political will in support of gender equality, women's rights and empowerment activities at the national and global level.

Table 15: Expected accomplishments and indicators of achievement for the biennium

Expected accomplishments	Indicators of achievement
<p>(a) Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices, and progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Development Goals and the Johannesburg Plan of Implementation (1)¹¹ [MTSIP FA 1]¹²</p>	<p>(i) Increased number of references to the Global Report on Human Settlements, the State of the World's Cities report and the best practices database, captured in government publications and other influential media [MTSIP FA 1, indicator (a) & (c)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 100 references Target 2010–2011: 140 references</p> <p>(ii) Increased number of Governments in the medium-term strategic and institutional plan for 2008–2013 focus countries using policy recommendations contained in the Global Report on Human Settlements in decision-making [MTSIP FA 1, indicator (a) & (c)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 15 medium-term strategic and institutional plan focus countries using policy recommendations contained in the Global Report on Human Settlements in decision-making Target 2010–2011: 30 medium-term strategic and institutional plan focus countries using policy recommendations contained in the Global Report on Human Settlements in decision-making</p>

11 The expected accomplishments are ranked from 1 to 3 with 1 being the highest:

Level [1]: Those deriving from high-level mandates and resolutions (General Assembly, ECOSOC and those with specific Governing Council resolutions, including the medium-term strategic and institutional plan);

Level [2]: Those deriving from other Governing Council resolutions;

Level [3]: Other expected accomplishments.

12 The information in square brackets after the expected accomplishments and indicators of achievement indicates their alignment with the medium-term strategic and institutional plan.

Expected accomplishments	Indicators of achievement
	<p>(iii) Increased number of Habitat Agenda partners using the Global Report on Human Settlements, the State of the World's Cities report and the Best Practices Database in their education and training programmes [MTSIP FA 1, indicator (a)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 30 partners Target 2010–2011: 70 partners</p> <p>(iv) Increased number of in-house and other best practices, documented, disseminated and analysed for policy implications and scaling up [MTSIP FA 1, indicator (d)]</p> <p><i>Performance measures</i> 2006–2007: 2,500 best practices Estimate 2008–2009: 3,000 best practices Target 2010–2011: 3,500 best practices</p> <p>(v) Increased number of urban observatories that use urban information systems, such as Urban Info software and geographical information systems, for urban planning, management and policymaking [MTSIP FA 1, indicator (a)]</p> <p><i>Performance measures</i> 2006–2007: 20 urban observatories Estimate 2008–2009: 50 urban observatories Target 2010–2011: 60 urban observatories</p>
<p>(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development (2) [MTSIP FA 1]</p>	<p>(i) Increased number of requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on local economic development, employment generation, rural-urban linkages and poverty reduction [MTSIP FA 1, indicator (c)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 10 requests Target 2010–2011: 15 requests</p> <p>(ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues, within the broader context of national development plans and poverty reduction strategies [MTSIP FA 1, indicator (c)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 5 requests Target 2010–2011: 20 requests</p> <p>(iii) Increased number of downloads of UN-Habitat electronic publications on local economic development, employment generation, rural-urban linkages and poverty reduction [MTSIP FA 1, indicator (c)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 9,000 downloads Target 2010–2011: 12,000 downloads</p>

Expected accomplishments	Indicators of achievement
(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities (2) [MTSIP FA 1]	(i) Increased number of human settlements programmes of Habitat Agenda partners that mainstream gender and promote women's empowerment [MTSIP FA 1, indicator (b)] <i>Performance measures</i> 2006–2007: 27 human settlements programmes Estimate 2008–2009: 37 human settlements programmes Target 2010–2011: 40 human settlements programmes
	(ii) Increased number of human settlements programmes of Habitat Agenda partners that promote and mainstream youth-led development and mainstream strategic partnerships at global, national and local levels [MTSIP FA 1, indicator (b)] <i>Performance measures</i> 2006–2007: 43 human settlements programmes Estimate 2008–2009: 64 human settlements programmes Target 2010–2011: 68 human settlements programmes
	(iii) Increased number of public-private partnerships and community partnerships facilitated at global, national and local levels [MTSIP FA 1, indicator (b)] <i>Performance measures</i> 2006–2007: 5 partnerships Estimate 2008–2009: 20 partnerships Target 2010–2011: 25 partnerships

6. Comparative advantage of UN-Habitat

130. The Habitat Agenda (1996) and other subsequent mandates specifically request UN-Habitat to monitor and assess global human settlements conditions and trends (including on slums and access to drinking water and sanitation) and periodically to report the results to Governments. In line with this mandate, UN-Habitat has developed a strong comparative advantage in global monitoring and assessment of human settlements development, as evidenced by the recognition of its global data on key urban indicators and its two flagship reports, the Global Report on Human Settlements and the State of the World's Cities. General Assembly resolution 34/114 mandates UN-Habitat to report on the state of human settlements through the flagship reports. In addition, the UN-Habitat Global Urban Observatory works very closely with national statistical offices in order to obtain more reliable data, and also supports local and national urban observatories that collect data on human settlements issues. The UN-Habitat Best Practices Programme is acknowledged for collating and highlighting best practices in the area of human settlements.

7. Cooperating partners

131. In its work, UN-Habitat will cooperate with many partners within and outside the United Nations. Within the United Nations, UN-Habitat cooperates with FAO, the United Nations Industrial Development Organization (UNIDO) and ILO on rural urban linkages and urban economy issues; with the United Nations Statistical Office, the United Nations Population Fund (UNFPA), UNICEF, the World Bank and UNDP on monitoring and urban indicators; and also with all United Nations regional commissions and the Office of the United Nations High Commissioner for Human Rights. Outside the United Nations, UN-Habitat will cooperate and collaborate with Governments, local authorities and their associations, multilateral development agencies; regional banks and other funding agencies, civil society organizations and other Habitat Agenda partners, including research, training and academic institutions.

8. Gender integration

132. In its work on global monitoring of and reporting on conditions and trends, and also on progress made towards meeting internationally agreed goals and targets in the area of human settlements, all of which is carried out under subprogramme 2, UN-Habitat collects and analyses data disaggregated on the

basis of gender and considers the differential impacts of policies, strategies, programmes and projects on women and men. This work within subprogramme 2 is facilitated by the Gender Mainstreaming Unit, which, while cross-cutting, is organizationally located within the Monitoring and Research Division. In this context, the Gender Mainstreaming Unit will collaborate with the Policy Analysis Branch in preparing a major gender input to the Global Report on Human Settlements 2011, whose focus will be on cities and climate change. In addition, best practices documentation and classification include gender equality and social inclusion as a selection criterion. Gender mainstreaming is a focus theme when harvesting lessons learned.

9. Prioritized expected accomplishments and outputs

<i>Expected accomplishment (a)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices, and progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Development Goals and the Johannesburg Plan of Implementation [1]	1. UN-Habitat Global Report on Human Settlements 2011 contributes towards increased awareness of the effects of climate change on cities, including future policy directions, among Governments, local authorities and Habitat Agenda partners	<p><i>Expert group meetings</i></p> <p>(a) Expert group meeting on Global Report on Human Settlements (2)¹³ [1]¹⁴</p> <p>(b) Expert Group Meeting on Gender, Cities and Climate Change (1) [1]</p> <p><i>Recurrent publications</i></p> <p>(c) <i>Global Report on Human Settlements 2011</i> (1) [1]</p> <p><i>Non-recurrent publications</i></p> <p>(d) <i>Global Report on Human Settlements 2011: Policy Directions</i> (abridged edition) (1) [1]</p> <p><i>Training courses, seminars and workshops</i></p> <p>(e) Advocacy and dissemination workshop on the Global Report on Human Settlements 2011 (1) [2]</p>
	2. UN-Habitat State of the World's Cities Report 2010 contributes towards increased awareness of global conditions and trends in the area of cities and, including future policy directions, among Governments, local authorities and Habitat Agenda partners	<p><i>Booklets, pamphlets and fact sheets</i></p> <p>(a) Documentation for the fifth session of the World Urban Forum [1]</p> <p><i>Recurrent publications</i></p> <p>(b) <i>State of the World's Cities Report</i> (1) [1]</p> <p><i>Technical materials</i></p> <p>(c) Global urban indicators database (1) [1]</p>

¹³ The numbers in round brackets () denote the quantity of outputs to be produced.

¹⁴ The outputs for the biennium are prioritized on the basis of their relative importance to the achievement of the expected accomplishments. The outputs are ranked on a scale of 1 (most important) to 3 (least important).

<p>3. UN-Habitat lectures contribute towards global awareness of emerging human settlements issues, challenges and policies, especially among Governments, local authorities and Habitat Agenda partners</p>	<p><i>Expert group meetings</i> (a) UN-Habitat lecture (1) [2]</p> <p><i>Non-recurrent publications</i> (b) UN-Habitat lecture series publications (1) [2]</p> <p><i>Technical materials</i> (c) UN-Habitat lecture DVD (1) [2]</p>
<p>4. UN-Habitat “Cities and Citizens Series 2010” on intra-city analysis of urban indicators` contributes towards global awareness of emerging human settlements issues, challenges and policies, especially among Governments, local authorities and Habitat Agenda partners</p>	<p><i>Expert group meetings</i> (a) Expert group meeting on municipal finance indicators (1) [3]</p> <p><i>Non-recurrent publications</i> (b) <i>Cities and Citizens</i> series (1) [1] (c) <i>Why Cities Grow?</i> (2) [1]</p> <p><i>Training courses, seminars and workshops</i> (d) Training seminar on municipal finance indicators (1) [2]</p>

<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
5. UN-Habitat slum detection using Geographical Information System and Remote Sensing contributes towards awareness-raising on the slum target (11) of the Millennium Development Goals and capacity-building for key actors on local urban monitoring mechanisms to collect, analyse and disseminate information on slums and related Millennium Development Goal indicators to support policy formulation using geographical information systems and Urban Info software	<p><i>Parliamentary documentation</i></p> <p>(a) Report to the United Nations Statistical Commission [2]</p> <p><i>Expert group meetings</i></p> <p>(b) Expert group meeting on monitoring secure tenure (1) [2]</p> <p>(c) UN-Habitat slum detection using geographical information systems and remote sensing (target 11) (1) [1]</p> <p><i>Non-recurrent publications</i></p> <p>(d) <i>Slums of the World</i>: trends review and update (1) [1]</p> <p><i>Technical materials</i></p> <p>(e) Final report on secure tenure (Legal Institutional Framework Index) (1) [2]</p> <p><i>Technical materials</i></p> <p>(f) Development impact assessment tools (1) [1]</p> <p>(g) Urban-Info database guidelines and CDs (1) [2]</p> <p><i>Advisory services</i></p> <p>(h) Support to countries and cities on: data collection and analysis (1) [1]; Urban-Info (1) [1]; geographical information system (1) [1]; the use of national censuses (1) [1]; urban observatories (1) [2]</p>
<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
6. UN-Habitat awareness-raising, dissemination and exchange of best practices and best policies improves decision-making on sustainable urban development programmes at national and local level	<p><i>Expert group meetings</i></p> <p>(a) Expert group meetings on learning from best practices technical advisory committee (2) [1]</p> <p>(b) Award juries (2) [1]</p> <p><i>Non-recurrent publications</i></p> <p>(c) Lessons learned from best practices (1) [3]</p> <p><i>Booklets, pamphlets and fact sheets</i></p> <p>(d) Dubai award guide and pamphlet (1) [1]</p> <p><i>Technical materials</i></p> <p>(e) Updated best practices database (1) [1]</p>

<p>Expected accomplishment (b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development [2]</p>	<p>1. UN-Habitat policy guidelines, workshops and pilot projects enhance economic rural-urban linkages at both country and regional levels (5 countries)</p>	<p><i>Non-recurrent publications</i> (a) Local economic development in the Lake Victoria region with a focus on rural-urban linkages (1) [2]</p> <p><i>Field projects</i> (b) Continuing implementation of pilot project to enhance rural-urban linkages in the Lake Victoria region (2008–2010) (1) [2]</p>
	<p>2. UN-Habitat conducts awareness-raising and capacity-building for key actors at both policy and programme levels to institutionalize the rural-urban linkage approach in the Lake Victoria region</p>	<p><i>Training courses, seminars and workshops</i> (a) Local economic development in the Lake Victoria region (1) [2]</p>
	<p>3. UN-Habitat reference materials documenting innovative approaches to mainstreaming urban economic issues at the local and national levels</p>	<p><i>Non-recurrent publications</i> (a) Publications on the role of investments and housing in urban economic development (1) [2]</p>
<p>Expected accomplishment (c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities [2]</p>	<p>Intermediate expected accomplishments</p>	<p>Outputs (General Assembly format)</p>
	<p>1. UN-Habitat contributes to awareness, building of partnerships and capacity for key actors at policy and programme level, and women leaders of grassroots organizations to promote gender equality in climate change, rights to land and housing, and local governance (3 engagements)</p>	<p><i>Booklets, pamphlets and fact sheets</i> (a) Booklet and advocacy materials on the gender equality programme UN-Habitat (2) [2]</p> <p><i>Training courses, seminars and workshops</i> (b) Capacity-building on gender and local governance for cities and local authorities officials (6) [2] (c) Training workshops for grassroots women leaders on the local to local dialogue (1) [2]</p>
	<p>2. UN-Habitat develops tools and reference materials on best practices in gender mainstreaming and women-specific interventions in decentralization, urban planning and governance disseminated and adopted by member countries and United Nations agencies (4 countries or institutions)</p>	<p><i>Expert group meetings</i> (a) High-level meeting on gender equality in local governance (2) [1]</p> <p><i>Technical materials</i> (b) Tools on gender decentralization, urban planning and governance (1) [2]</p> <p><i>Field projects</i> (c) Support for women's land rights and housing development programme (2) [2]</p>

3. UN-Habitat produces tools, policy guidelines and training programmes for mainstreaming youth in human settlements programmes and for youth specific interventions in urban youth livelihood and governance	<p><i>Expert group meetings</i></p> <p>(a) Expert group meeting on youth entrepreneurship and slum-upgrading (1) [1]</p> <p><i>Non-recurrent publications</i></p> <p>(b) <i>Place of Youth</i> (1) [1]</p> <p><i>Technical materials</i></p> <p>(c) Youth municipal toolkit (1) [2]</p> <p>(d) Operational procedures, guidelines and manual for implementation of the Opportunities Fund for Youth (2) [2]</p> <p><i>Advisory services</i></p> <p>(e) Assistance to selected countries on the implementation of the Global Partnership Initiative for Urban Youth Development, including action research initiatives (11) [2]</p>
<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
4. UN-Habitat develops tools, policy guidelines and technical assistance to enhance the capacity of Habitat Agenda partners and promote mainstreaming of partnerships in human settlements programmes	<p><i>Expert group meetings</i></p> <p>(a) Regional conferences of parliamentarians in Africa and Asia (2) [2]</p> <p><i>Non-recurrent publications</i></p> <p>(b) Development of parliamentary action plans and code of conduct (2) [2]</p> <p><i>Technical materials</i></p> <p>(c) Civil society website (1) [2]</p> <p><i>Training courses, seminars and workshops</i></p> <p>(d) Training courses, seminars for parliamentarians (2) [2]</p> <p>(e) African Summit of Non-Governmental Organizations III (1) [2]</p>
5. UN-Habitat creates awareness and builds capacity among Governments and private sector institutions in order to mainstream incentives for public-private partnerships	<p><i>Non-recurrent publications</i></p> <p>(a) Private sector working towards sustainable urbanization – lessons learned from the Habitat Business Award (1) [1]</p>

10. Resource requirements

133. The estimated resource requirements by source of funding and corresponding proposed staffing table for this section are provided below. The non-staff costs required to support the activities under this section comprise costs associated with consultants, travel, contractual services, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

Table 16: Summary budget estimates (in thousands of United States dollars): Subprogramme 2: Monitoring the Habitat Agenda

Source of funds Expenditure category	2008-2009 Approved Appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations Regular Budget				
Post Costs	5,030.4	-	-	5,030.4
Non-Post Costs	593.0	-	-	593.0
	5,623.4	-	-	5,623.4
Foundation General Purpose				
Post Costs	6,114.0	485.2	7.9	6,599.2
Non-Post Costs	3,845.4	1,821.2	47.4	5,666.6
	9,959.4	2,306.4	23.2	12,265.8
Foundation Special Purpose				
Non-Post Costs	11,000.0	4,000.0	36.4	15,000.0
	11,000.0	4,000.0	36.4	15,000.0
Total for Subprogramme				
Post Costs	11,144.4	485.2	4.4	11,629.6
Non-Post Costs	15,438.4	5,821.2	37.7	21,259.6
T O T A L	26,582.8	6,306.4	23.7	32,889.2

Post distribution for Subprogramme 2: Monitoring the Habitat Agenda, by funding and level

	Professional category and above								Grand			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	L-L	Other	Total
2008-2009												
UN Regular Budget				1	1	5	5	2	14	9		23
Foundation General Purpose			1	1	4	3	6	2	17	11		28
Foundation Special Purpose				1		1	1		3	1		4
Technical Cooperation								2	2			2
2008-2009 Sub-total	-	-	1	3	5	9	12	6	36	21	-	57
Changes (decrease)/increase												
Foundation General Purpose									-			-
Net Changes	-	-	-	-	-	-	-	-	-	-	-	-
2010-2011												
UN Regular Budget				1	1	5	5	2	14	9		23
Foundation General Purpose			1	1	4	3	6	2	17	11		28
Foundation Special Purpose				1		1	1		3	1		4
Technical Cooperation								2	2			2
2010-2011 Sub-total	-	-	1	3	5	9	12	6	36	21	-	57

C. Subprogramme 3. Regional and technical cooperation

1. Legislative mandates

134. *Governing Council resolutions:* 18/4, Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme; 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; and 20/17, Post-conflict, natural and human-made disaster assessment and reconstruction.

135. *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; 60/1, 2005 World Summit Outcome; 60/124, Strengthening of the coordination of emergency humanitarian assistance of the United Nations; 60/125, International cooperation on humanitarian assistance in the field of natural disasters, from relief to development; and 60/128, Assistance to refugees, returnees and displaced persons in Africa.

2. Objective

136. The overall objective is to strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels.

3. Focus in relation to the medium-term strategic and institutional plan

137. Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level. In implementing the medium-term strategic and institutional plan, especially within the enhanced normative and operational framework, the Regional and Technical Cooperation Division will focus on all five focus areas of the plan at the country and regional levels. In line, with the medium-term strategic and institutional plan, the Habitat country programme documents will facilitate the mainstreaming of human settlements issues and promote coherence in programming at national level.

138. 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 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 participants in expert group and other meetings.

4. Strategy

139. The strategy for implementing the objective will consist of the components outlined below:

(a) The operational activities providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition will be implemented in response to the identified national priorities and in line with the approved United Nations reforms;

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

(c) On the basis of a successful evaluation of the roll-out phase of the action plan of the medium-term strategic and institutional plan, and depending on the outcome of the Habitat country programme documents, engagement at the country level may be extended through: maximum alignment of normative and operational activities within the context of the enhanced normative and operational framework; strengthened engagement with national Governments, United Nations country teams and the United Nations development assistance frameworks and poverty reduction strategy processes; and enhanced mobilization of resources and partners at the country level;

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

(e) Women, youth, older persons and persons with disabilities are expected to be active participants and beneficiaries of the programmes and projects implemented under the subprogramme.

5. External factors

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

- (a) That the necessary human and financial resources are available;
- (b) That 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; and
- (c) That there is political will among many Governments to mainstream urban and housing issues in their broad national development agenda.

Table 17: Expected accomplishments and indicators of achievement for the biennium

Expected accomplishments	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters (2) ¹⁵ [MTSIP FA 1, 2 & 3] ¹⁶	(i) Increased number of countries that strengthen their respective institutional capacities to develop strategies to reduce urban poverty [MTSIP FA 1, indicator (b)]
	<i>Performance measures</i> 2006–2007: 49 countries Estimate 2008–2009: 55 countries Target 2010–2011: 60 countries
	(ii) Increased number of countries that strengthen their respective institutional capacities to respond to disasters and reduce vulnerability [MTSIP FA 2, indicator (b); FA 3 (b) & (c)]
	<i>Performance measures</i> 2006–2007: 22 countries Estimate 2008–2009: 25 countries Target 2010–2011: 30 countries
	(iii) Increased number of countries adopting policies and strategies aimed at reducing urban poverty and disaster vulnerability [MTSIP FA 1 (a); FA 2 (b); FA 3 (b) & (c)]
	<i>Performance measures</i> 2006–2007: 30 countries Estimate 2008–2009: 35 countries Target 2010–2011: 40 countries

15 The expected accomplishments are ranked from 1 to 3 with 1 being the highest:

Level [1]: Those deriving from high-level mandates and resolutions (General Assembly, ECOSOC and those with specific Governing Council resolutions, including the medium-term strategic and institutional plan);

Level [2]: Those deriving from other Governing Council resolutions;

Level [3]: Other expected accomplishments.

16 The information in square brackets after the expected accomplishments and indicators of achievement indicates their alignment with the medium-term strategic and institutional plan.

Expected accomplishments	Indicators of achievement
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends (1) [MTSIP FA 1, 2 & 3]	<p>(i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization [MTSIP FA 2, indicator (a) &(c)]</p> <p><i>Performance measures</i> 2006–2007: 40 countries Estimate 2008–2009: 45 countries Target 2010–2011: 50 countries</p> <p>(ii) Increased number of countries implementing policies and strategies on slum upgrading and slum prevention [MTSIP FA 3, indicator (a)]</p> <p><i>Performance measures</i> 2006–2007: 47 countries Estimate 2008–2009: 55 countries Target 2010–2011: 60 countries</p> <p>(iii) Increased number of partners participating in the monitoring of human settlements conditions through the documentation of best practices and preparation of national and regional state-of-the-cities reports [MTSIP FA 1, (a) & (d)]</p> <p><i>Performance measures</i> 2006–2007: 40 partners Estimate 2008–2009: 45 partners Target 2010–2011: 50 partners</p>
(c) Improved coherence and integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist (3) [MTSIP FA 1]	<p>(i) Increased number of United Nations development assistance frameworks that have integrated pro-poor and sustainable urbanization [MTSIP FA 1, (c)]</p> <p><i>Performance measures</i> 2006–2007: 30 United Nations development assistance frameworks Estimate 2008–2009: 40 United Nations development assistance frameworks Target 2010–2011: 45 United Nations development assistance frameworks</p> <p>(ii) Number of comprehensive Habitat country programme documents developed and verified [MTSIP FA 1 (c)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 20 Habitat country programme documents Target 2010–2011: 30 Habitat country programme documents</p>

6. Comparative advantage of UN-Habitat

141. Being the United Nations organization mandated to serve as the focal point for human settlements and for the coordination of human settlements activities within the United Nations system (General Assembly resolution 56/206 I, section B, paragraph 1), UN-Habitat has been recognized by the international community and the United Nations family at large as having the knowledge base, the expertise and the capacity to deliver the mandate. It has been implementing technical cooperation programmes for a long time, including in post-crisis reconstruction and rehabilitation. In recognition of the significant role that it plays in post-disaster reconstruction, UN-Habitat was invited to join the Inter-Agency Standing Committee to contribute in the transition from crisis to long-term recovery. Owing, however, to financial constraints, it has often not been possible to implement some of the

planned programmes. Increasingly, UN-Habitat has developed in-country funding strategies and multilateral funding sources to diversify sources of funding.

7. Cooperating partners

142. In delivering this programme, UN-Habitat will cooperate with partners within and outside the United Nations. Within the United Nations, UN-Habitat will work closely with UNDP on national programmes and on the issue of Habitat programme managers; the World Bank on the Cities Alliance programme; and UNICEF, OCHA and UNHCR on post-crisis reconstruction issues. Outside the United Nations, UN-Habitat cooperates and collaborates with Governments, local authorities and their associations, multilateral development agencies; regional banks, civil society organizations and other Habitat Agenda partners, including research, training and academic institutions; and all United Nations regional commissions on regional development projects and issues.

8. Gender integration

143. Involving women and understanding gender dynamics within the framework of sustainable human settlements development are critical for developing effective interventions. UN-Habitat recognizes, considers and builds upon different roles and capacities of men and women in the context of human development strategies. Women in particular are expected to be active participants and beneficiaries of the programmes and projects, and the technical operational activities aim at integrating gender aspects in policy frameworks and implementation strategies both at the national and local levels. UN-Habitat will use these operational experiences to generate lessons learned and normative products to be incorporated in future operations.

9. Prioritization of outputs

144. The outputs in this subprogramme were prioritized as follows:

(a) Within accomplishment (a) and (b), outputs are prioritized to address the various national and regional situations, noting that priorities may differ from country to country and from region to region. Field projects and advisory services that are funded by resources mobilized at the country level are always given priority 1 as they reflect the real demand of partner countries. Priorities at the regional level include the organization of ministerial meetings (a UN-Habitat-wide undertaking) which are essential to foster policy dialogue in the regions, and the preparation of regional state-of-cities reports which will provide the substantive basis for this policy dialogue;

(b) Under accomplishment (c) the main priority is the preparation, implementation and monitoring of Habitat country programmes in selected countries, in collaboration with sister agencies and Habitat Agenda partners. Other outputs are ranked as second or third priority according to their relative feasibility, particularly in terms of financial mobilization.

10. Prioritized expected accomplishments and outputs

<i>Expected accomplishment (a)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters [2]	1. UN-Habitat approach of participatory Slum Upgrading involving stakeholders and provision of technical support at regional, national and local levels	<p><i>Non-recurrent publication</i></p> <p>(a) Regional state-of-cities reports (3)¹⁷ [2]</p> <p><i>Expert group meetings</i></p> <p>(b) Expert group meeting on regional state-of-cities report (3) [1]</p> <p><i>Field projects:</i></p> <p>(c) Field projects on slum upgrading (10) [1]</p> <p><i>Booklets, pamphlets and fact sheets:</i></p> <p>(d) Programme newsletters (2) [3]</p> <p><i>Technical materials:</i></p> <p>(e) Road map on operationalization of the UN-Habitat strategic policy on human settlements and crisis in the African context (1) [3]</p> <p><i>Technical materials:</i></p> <p>(f) Operational guidelines on urban disaster risk reduction in the African context (1) [3]</p> <p><i>Advisory services:</i></p> <p>(g) Programme formulation and backstopping in areas of post-conflict and post-disaster reconstruction in Africa, the Arab States and Asia and the Pacific (20) [1]</p> <p>(h) Ad hoc advisory missions to sudden onset disaster countries (8) [1]</p>
	2. Road map on operationalization of the UN-Habitat strategic policy on human settlements and crisis in the African context	
	3. Preparation, dissemination and promotion of UN-Habitat operational guidelines on urban disaster risk reduction in the African context	
	4. Programme formulation and support in areas of post-conflict and post-disaster reconstruction in Africa, the Arab States and Asia and the Pacific	
	5. UN-Habitat ad hoc advisory services provided to sudden onset conflict or disaster countries	

¹⁷ The numbers in round brackets () denote the quantity of outputs to be produced.

	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
	<p>6. UN-Habitat field projects to build capacities on human settlements with focus on the reduction of urban poverty and the response to disasters in Africa; Arab States, Asia and the Pacific; and Latin America and the Caribbean</p> <p>7. UN-Habitat supports field projects on disaster and reconstruction</p>	<p><i>Field projects:</i></p> <p>(a) Field projects to build capacities on human settlements with focus on the reduction of urban poverty and the response to disasters in Africa; Arab States, Asia and the Pacific; and Latin America and the Caribbean (50) [1]</p> <p>(b) Field projects on disaster prevention and reconstruction (10) [1]</p>
<p><i>Expected accomplishment (b)</i> Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends [1]</p>	<p><i>Intermediate expected accomplishments</i></p> <p>1. UN-Habitat supports the Asian and Pacific Ministerial Conference on Land, Housing and Urban Development</p> <p>2. UN-Habitat supports the Ministerial Meeting on Housing and Urban Development of the Latin American and Caribbean Countries</p> <p>3. UN-Habitat facilitates the African Ministerial Conference on Housing and Urban Development</p> <p>4. UN-Habitat provides technical assistance on housing and urban development in Central Europe and countries with economies in transition</p> <p>5. UN-Habitat provides advisory services on housing and urban development policies in Africa and the Arab States, in line with the global campaign on sustainable urbanization</p>	<p><i>Expert group meetings:</i></p> <p>(a) Asian and Pacific Ministerial Conference on Housing and Urban Development (APAMCHUD) (1) [1]</p> <p>(b) Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI) (1) [1]</p> <p>(c) African Ministerial Conference on Housing and Urban Development (AMCHUD) [1]</p> <p>(d) Conference on housing and urban development in Central Europe and countries with economies in transition (1) [1]</p> <p><i>Advisory services:</i></p> <p>(e) Advisory services on housing and urban development policies (50) [1]</p>

	6. UN-Habitat supports field projects on housing and urban policies in line with the Global Campaign on Sustainable Urbanization	<i>Field projects:</i> (a) Field projects on housing and urban policies in line with the Global Campaign on Sustainable Urbanization (10) [1]
<i>Expected accomplishment (c)</i> Improved coherence and integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist [3]	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
	1. UN-Habitat expert group meeting reviews and provides detailed substantive inputs into the draft regional state-of-cities report	
	2. UN-Habitat conducts rapid urban sector profiling for sustainability	<i>Expert group meetings:</i> (a) Rapid urban sector profiling for sustainability and participatory slum upgrading programme (2) [1]
	3. More effective distribution of and access to the UN-Habitat <i>Urban World</i> in Russian and Chinese	<i>Recurrent publications:</i> (b) <i>Urban World</i> Russian (8) [3] (c) <i>Urban World</i> Chinese (8) [3] (d) Operational activities report (1) [2]
	4. UN-Habitat operational activities report informing Habitat Agenda partners on UN-Habitat work at the country level	
	5. UN-Habitat jointly prepares Habitat country programme documents for enhancing coherence and mainstreaming of human settlements issues at the country level	(e) Habitat country programme documents developed (30) [1]
	6. UN-Habitat <i>Urban Sector Profile Studies</i> for comprehensive situation assessment of urban centres in different countries	<i>Non-recurrent publications:</i> (f) <i>Urban Sector Profile Studies</i> (6) [2]

<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
7. Documented lessons learned extracted from UN-Habitat field operations inform new programmes and projects and are shared between countries and regions	<i>Booklets, pamphlets and fact sheets</i> (a) Documented lessons learned extracted from the field operations (3) [2]
8. UN-Habitat mainstreaming of urban issues in United Nations development assistance frameworks and poverty reduction papers at the country level	<i>Advisory services:</i> (b) Mainstreaming of urban issues in United Nations development assistance frameworks and poverty reduction papers (45) [1] (c) Implementation of Habitat country programmes coordinated by national Habitat programme managers (30) [1]
9. Implementation of UN-Habitat Habitat country programmes coordinated by Habitat programme managers at the country level	<i>Training courses, seminars and workshops:</i> (d) Regional training of Habitat programme managers (5) [2]
10. UN-Habitat training and support on the preparation of the regional state-of-cities report	<i>Training courses, seminars and workshops:</i> (e) Training on the regional state-of-cities report (3) [2]

10. Resource requirements

145. The estimated resource requirements by source of funding and corresponding proposed staffing table for this section are provided below. The non-staff costs required to support the activities under this section comprise costs associated with consultants, travel, contractual services, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

Table 18: Summary budget estimates (in thousands of United States dollars): Subprogramme 3: Regional and technical cooperation

Source of funds Expenditure category	2008-2009 Approved Appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations Regular Budget				
Post Costs	1,539.3	-	-	1,539.3
Non-Post Costs	1,248.1	-	-	1,248.1
	2,787.4	-	-	2,787.4
Foundation General Purpose				
Post Costs	3,697.7	1,033.5	27.9	4,731.2
Non-Post Costs	4,510.4	2,626.5	58.2	7,136.9
	8,208.1	3,660.0	44.6	11,868.1
Foundation Special Purpose				
Non-Post Costs	8,000.0	2,000.0	25.0	10,000.0
	8,000.0	2,000.0	25.0	10,000.0
Technical Cooperation				
Post Costs	5,956.1	4,087.1	68.6	10,043.2
Non-Post Costs	111,218.2	45,538.7	40.9	156,756.9
	117,174.3	49,625.8	42.4	166,800.1
Total for Subprogramme				
Post Costs	11,193.1	5,120.6	45.7	16,313.7
Non-Post Costs	124,976.7	50,165.2	40.1	175,141.9
T O T A L	136,169.8	55,285.8	40.6	191,455.6

Post distribution for subprogramme 3: Regional and technical cooperation, by funding and level

	Professional category and above										Grand Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	L-L		Other
2008-2009												
UN Regular Budget			1			3			4	1		5
Foundation General Purpose						6	1		7	2		9
Foundation Special Purpose							1		1			1
Technical Cooperation				3	12	2	1	5	23	8	1	32
2008-2009 Sub-total	-	-	1	3	12	11	3	5	35	11	1	47
Changes (decrease)/increase												
Technical Cooperation					3	1			4			4
Net Changes	-	-	-	-	3	1	-	-	4	-	-	4
2010-2011												
UN Regular Budget			1			3			4	1		5
Foundation General Purpose						6	1		7	2		9
Foundation Special Purpose							1		1			1
Technical Cooperation				3	15	3	1	5	27	8	1	36
2010-2011 Sub-total	-	-	1	3	15	12	3	5	39	11	1	51

D. Subprogramme 4. Human settlements financing

1. Legislative mandates

146. *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; and 21/10, Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure

147. *General Assembly resolutions:* 3327 (XXIX), Establishment of the United Nations Habitat and Human Settlements Foundation; and 60/188, Follow-up to and implementation of the outcome of the International Conference on Financing for Development.

2. Overall objective

148. To improve access to finance and institutional arrangements for housing and basic infrastructure and services, mainly water and sanitation, particularly for the urban poor, through innovative financing mechanisms and improved institutional capacity to leverage the contributions of communities, local authorities, the private sector, government and international financial institutions.

3. Focus in relation to the medium-term strategic and institutional plan

149. Responsibility for this subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. In implementing the medium-term strategic and institutional plan, the human settlements financing subprogramme will take the lead in focus area 4, environmentally sound basic urban infrastructure and services, and in focus area 5, strengthening human settlements finance systems, but will also contribute to the other focus areas. The objective of the subprogramme has been reformulated to align it with the objectives for focus areas 4 and 5. Similarly, the expected accomplishments were aligned with those of the medium-term strategic and institutional plan. The innovative financing approaches are a key feature of the medium-term strategic and institutional plan. In line with the medium-term strategic and institutional plan, the approach is to leverage existing local and international investments in those sectors, together with existing community savings, to attract private sector capital at a far greater scale of investment. To this end, 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. The Division's work will reflect a renewed focus on consolidation and application of its normative work through field projects with clearly defined objectives and results, in line with the medium-term strategic and institutional plan. Comprehensive results frameworks will be used for the Water and Sanitation Trust Fund and the Slum Upgrading Facility, setting benchmarks for the implementation, monitoring and evaluation of the activities through tracking key performance indicators. Linkage and closer coordination with other units in UN-Habitat will be reflected in the Habitat country programme documents, as well as through provision of inputs to operational activities as needed, in line with the medium-term strategic and institutional plan

150. 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 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 participants in expert group and other meetings.

4. Strategy

151. The subprogramme strategy will comprise the following:

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

(b) Continued implementation, monitoring and evaluation of the four-year experimental reimbursable seeding operations (ERSO) started in 2008 for pro-poor housing and related infrastructure, building on the instruments and networks of the Water and Sanitation Trust Fund and the Slum Upgrading Facility, and working with existing financial institutions, other United Nations bodies and

other operators in identifying risks, preconditions, methodologies and tools for innovative financial arrangements;

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

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

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

(f) Promoting sustainable transport, especially non-motorized transport, such as bicycles, as a tool for poverty alleviation:

(g) Undertaking energy efficiency audits of water utility operations, and also working with local electricity utility companies in slum electrification programmes;

(h) Working with the World Bank Group, regional development banks and other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the investment portfolios of financing institutions to leverage domestic capital for slum upgrading and other pro-poor human settlements development as a key element of the enhanced normative and operational framework.

5. External factors

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

(a) That there is continued financial commitment and support from international and regional development banks, bilateral development cooperation agencies and international donor facilities to strengthen the Foundation;

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

(c) That there is political will to overcome institutional barriers and identify modalities for effective partnerships that result in financial commitments for both shelter and local level infrastructure, especially water and sanitation, in order to make a serious impact on the very large deficit in these provisions that is holding back economic growth in developing countries.

Table 19: Expected accomplishments and indicators of achievement for the biennium

Expected accomplishments	Indicators of achievement
(a) Strengthened human settlements finance systems including institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition (2) ¹⁸ [MTSIP FA 4 & 5] ¹⁹	<p>(i) Increased number of countries making increased budgetary allocations for pro-poor urban infrastructure, basic services and housing development, including transfers and other forms of support to local authorities and, in selected places, experimental reimbursable seeding operations and other innovative financial mechanisms [MTSIP FA 4 & 5, indicators (b), (d) & (e)]</p> <p><i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 6 countries Target 2010–2011: 12 countries</p> <p>(ii) Increased number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the innovative financial mechanisms and experimental activities [MTSIP FA 5, indicators (b) & (e)]</p> <p><i>Performance measures</i> 2006–2007: 2 operational procedures and guidelines Estimate 2008–2009: 6 operational procedures and guidelines Target 2010–2011: 12 operational procedures and guidelines</p>
(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure (2) [MTSIP FA 5]	<p>(i) Increased number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure [MTSIP FA 5, indicators (a) & (c)]</p> <p><i>Performance measures</i> 2006–2007: 15 countries Estimate 2008–2009: 20 countries Target 2010–2011: 25 countries</p> <p>(ii) Increased number of financial instruments and bankable projects designed, packaged and effectively applied [MTSIP FA 5, indicators (a) & (c)]</p> <p><i>Performance measures</i> 2006–2007: 6 financial instruments and bankable projects Estimate 2008–2009: 9 financial instruments and bankable projects Target 2010–2011: 12 financial instruments and bankable projects</p>

18 The expected accomplishments are ranked from 1 to 3 with 1 being the highest:

Level [1]: Those deriving from high-level mandates and resolutions (General Assembly, ECOSOC and those with specific Governing Council resolutions, including the medium-term strategic and institutional plan);

Level [2]: Those deriving from other Governing Council resolutions;

Level [3]: Other expected accomplishments.

19 The information in square brackets after the expected accomplishments and indicators of achievement indicates their alignment with the medium-term strategic and institutional plan.

Expected accomplishments	Indicators of achievement
(c) Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns (1) [MTSIP FA 4]	(iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level [MTSIP FA 5, indicators (a) & (c)]
	<i>Performance measures</i> 2006–2007: \$40 million Estimate 2008–2009: \$200 million Target 2010–2011: \$220 million
	(iv) Increased number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure [MTSIP FA 5, indicators (d)]
	<i>Performance measures</i> 2006–2007: 5 countries Estimate 2008–2009: 10 countries Target 2010–2011: 15 countries
(i) Increased number of countries and cities adopting improved infrastructure governance frameworks ensuring the involvement of local authorities, communities and vulnerable groups for implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation, and related infrastructure [MTSIP FA 4, indicators (a)]	<i>Performance measures</i> 2006–2007: 20 countries Estimate 2008–2009: 25 countries Target 2010–2011: 30 countries
	(ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure [MTSIP FA 4, indicators (c)]
	<i>Performance measures</i> 2006–2007: 30 urban centres Estimate 2008–2009: 35 urban centres Target 2010–2011: 40 urban centres
	(iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient energy services and to public and non-motorized transport [MTSIP FA 4, indicators (b)]
<i>Performance measures</i> 2006–2007: 7 countries Estimate 2008–2009: 10 countries Target 2010–2011: 13 countries	
(iv) Increased number of countries with water utilities that have extended their services to informal settlements with greater financing through benchmarking for enhanced credit rating [MTSIP FA 4, indicators (c)]	<i>Performance measures</i> 2006–2007: N/A Estimate 2008–2009: 10 countries Target 2010–2011: 15 countries

Expected accomplishments	Indicators of achievement
(d) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance (3) [MTSIP FA 5]	<p>(i) Increased number of partnerships established to enhance investment allocations for improving human settlements [MTSIP FA 5, indicators (a), (c) & (d)]</p> <p><i>Performance measures</i> 2006–2007: 2 partnerships Estimate 2008–2009: 5 partnerships Target 2010–2011: 20 partnerships</p> <p>(ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships [MTSIP FA 5, indicators (a), (c) & (d)]</p> <p><i>Performance measures</i> 2006–2007: \$0 million Estimate 2008–2009: \$50 million Target 2010–2011: \$100 million</p>

6. UN-Habitat comparative advantage

153. The ability of UN-Habitat to forge partnerships and bring together governments at the national, provincial and local levels, financial institutions, including the regional development banks, service providers and communities represents a vital comparative advantage. The organization's critical pre-investment capacity-building enables investment partners to benefit from greatly reduced project preparation periods and to include pro-poor components in both grant and loan projects. Partnership with civil society organizations greatly improves governance in project design and planning. The enhanced normative and operational framework of UN-Habitat, combining normative and operational approaches also represents a unique comparative advantage that promotes greater policy level commitment with practical and innovative improvements that bring direct benefits to the urban poor, through a facilitation process of providing increased access to affordable water and sanitation services and related infrastructure.

7. Cooperating partners

154. In delivering this programme, UN-Habitat will cooperate with partners within and outside the United Nations. Within the United Nations, UN-Habitat will work closely with the World Bank on the Cities Alliance programme, the International Finance Cooperation on urban and housing finance issues, WHO, UNICEF and UNESCO on the World Water Assessment Programme and the Joint Monitoring Programme for water supply and sanitation. Outside the United Nations, UN-Habitat cooperates and collaborates with Governments, local authorities and their associations, bilateral development agencies; the Asian Development Bank, the African Development Bank, the Inter-American Bank, the Pan-American Bank (regional banks), civil society organizations and other Habitat Agenda partners, including research and academic institutions. In addition the division recently entered into a partnership with Google Inc. and aims to foster partnerships with Coca Cola, the German pharmaceutical company Badische Anilin und Soda Fabrik (BASF), the Australian Agency for International Development (AusAID), and the Australian mining conglomerate Oxiana Ltd.

8. Gender integration

155. This subprogramme will take into account the specific differential needs and priorities of men and women and vulnerable groups in the processes of decision-making for sustainable water, sanitation, infrastructure, slum upgrading, energy and transport matters, and address gender imbalances and inequalities in the provision of these services at all levels. The focus of the subprogramme will be building capacity and training through international institutions such as the Gender and Water Alliance, the Centre Régional pour l'Eau Potable et l'Assainissement à Faible Coût (CREPA) and WaterAid. Similarly, internal capacity will be enhanced by collaborating with partners with expertise in this area. This will facilitate more effective and efficient mainstreaming of gender in all programmes and activities in the above areas. There will also be continued strengthening of the partnerships with thematic partners such as the Inter-Agency Task Force on Gender and Water of the United Nations system. Success on the ground is expected to contribute towards the formulation of pro-poor and gender-inclusive policies at the local and national levels.

9. Prioritized expected accomplishments and outputs

Expected accomplishment (a)	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Strengthened human settlements finance systems, including institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition [2]	<p>1. UN-Habitat assists and strengthens capacity of selected countries to make increased annual budgetary allocations for pro-poor urban infrastructure, basic services and housing development</p>	<p><i>Parliamentary documentation</i></p> <p>(a) Documentation for the twenty-third session of the Governing Council of UN-Habitat, 2011 [1]²⁰</p> <p>(b) Documentation for the World Urban Forum 2010 (2)²¹ [1]</p> <p><i>Training courses, seminars and workshops</i></p> <p>(c) Regional workshop on developing pro-poor human settlement finance strategies and policies (4) [2]</p> <p><i>Exhibits, guided tours and lectures</i></p> <p>(d) Exhibition material for the World Week in Stockholm (1) [2]</p> <p>(e) Exhibition material for the World Urban Forum (1) [2]</p> <p>(f) Exhibition material for the Governing Council meeting (5) [1]</p>
	<p>2. UN-Habitat assists selected countries in developing mechanisms for allocation, transfer and other forms of support to local authorities for implementing slum upgrading projects through promotion of financial and pro-poor governance at all levels</p>	<p><i>Outputs (General Assembly format)</i></p> <p><i>Expert group meeting</i></p> <p>(a) Expert meeting on innovative shelter finance mechanism (2) [1]</p> <p><i>Advisory services</i></p> <p>(b) Advisory services to Member States in shelter finance policy (4) [1]</p> <p><i>Training courses, seminars and workshops</i></p> <p>(c) Regional workshops on needs and opportunities for Slum Upgrading Facility and experimental reimbursable seeding operations (ERSO) (4) [2]</p> <p>(d) Workshop on community-based cooperative initiatives (1) [2]</p>

²⁰ The outputs for the biennium are prioritized on the basis of their relative importance to the achievement of the expected accomplishments. The outputs are ranked on a scale of 1 (most important) to 3 (least important).

²¹ The numbers in round brackets () denote the quantity of outputs to be produced.

	<p>3. UN-Habitat assists selected countries in developing and introducing operational procedures and guidelines to strengthen national and institutional capacities for introducing and implementing innovative financial mechanisms and experimental activities through capacity-building, developing appropriate toolkits</p>	<p><i>Booklets, pamphlets and fact sheets</i></p> <p>(a) Experimental Reimbursable Seeding Operations (ERSO) project fact sheets and brochures (12) [2]</p> <p><i>Technical material</i></p> <p>(b) Operational procedures, guidelines and manuals ERSO (2) [1]</p> <p>(c) ERSO technical documents and evaluations (12) [1]</p> <p><i>Field projects</i></p> <p>(d) Application of ERSO and other innovative financial mechanism for low-income shelter finance (12) [1]</p>
	<p>4. UN-Habitat experimental reimbursable seeding operations (ERSO) and other innovative financial mechanisms successfully implemented and lessons documented and disseminated across member countries</p>	<p><i>Booklets, pamphlets and fact sheets</i></p> <p>(a) Newsletter on housing finance, experimental reimbursable seeding operations (ERSO) and other innovative mechanisms (8) [2]</p> <p><i>Advisory services</i></p> <p>(b) <i>Backstopping projects for which credit enhancement has been granted</i> (5) [1]</p>
<p>Expected accomplishment (b)</p>	<p>Intermediate expected accomplishments</p>	<p>Outputs (General Assembly format)</p>
<p>Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure [2]</p>	<p>1. UN-Habitat assists selected countries to strengthen essential mechanisms for financing housing and related infrastructure in urban informal settlements through policy reforms, advocacy for pro-poor budgeting while encouraging private sector financing for the sector</p>	<p><i>Expert group meeting</i></p> <p>(a) Bi-annual Slum Upgrading Facility consultative board meeting (4) [1]</p> <p>(b) Expert group meeting on innovative mechanism for financing slum upgrading (4) [2]</p> <p>(c) Inputs to regional housing conferences, seminars and workshops (2) [2]</p>
	<p>2. UN-Habitat financial instruments and bankable projects designed, packaged and effectively applied through field projects in pilot countries</p>	<p><i>Field projects</i></p> <p>(a) Credit enhancement fund for upscaling pilot projects to other regions and countries (5) [1]</p>
	<p>3. UN-Habitat catalyses mobilization of public investment, private capital and community savings for slum upgrading, including water and sanitation and slum prevention programmes, at the country level through advocacy, awareness and capacity-building initiatives</p>	<p><i>Non-recurrent publications</i></p> <p>(a) Regional documentations of innovative financial mechanisms for local authorities and utilities to enable access to basic infrastructure for the poor (4) [2]</p> <p><i>Training courses, seminars and workshops</i></p> <p>(b) Regional workshop on developing pro-poor human settlement finance strategies and policies (4) [2]</p> <p><i>Field projects</i></p> <p>(c) Cooperation with domestic actors to enable slum upgrading investments for the poor (10) [1]</p>

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| 4. UN-Habitat promotes relevant policy, regulatory reforms and institutional arrangements for mobilization of public investments, community savings and private capital for affordable housing and related infrastructure through capacity-building initiatives targeting governance structures both at national and local levels | <i>Advisory services</i>
(a) Technical assistance to Member States on community-based finance and cooperative initiatives (2) [1]

<i>Field projects</i>
(b) Capacity-building for field projects in community-based finance and cooperative initiatives (4) [1] |
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Expected accomplishment (c)

Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns [1]

Intermediate expected accomplishments

1. UN-Habitat assists selected countries in adopting improved infrastructure governance frameworks ensuring the involvement of local authorities, communities and vulnerable groups in slum upgrading initiatives through capacity-building initiatives to national, regional and local service providers

Outputs (General Assembly format)*Expert group meeting*

- (a) Expert group meeting related to Asia Pacific Water Summit: Water Museum (1) [2]
- (b) Ministerial meeting on Lake Victoria water and sanitation and water for African cities (2) [1]
- (c) Asia Pacific Ministerial Conference on Housing and Urban Development (with specific reference to working group 3 on water and sanitation) (2) [1]

Recurrent publications

- (d) *State of Water and Sanitation in the World's Cities* (third edition) (1) [1]
- (e) Water and Sanitation Trust Fund annual monitoring report (2) [1]
- (f) United Nations Habitat and Human Settlements Foundation annual report (2) [1]

Non-recurrent publications

- (g) Publication on selected themes and development of manuals and toolkits on water and sanitation for Africa (4) [2]
- (h) Lake Victoria Water and Sanitation manual on best practices in enhancing water sector reform at the local level (1) [2]
- (i) Manual for business and investment planning for water and sanitation utilities in Africa (1) [2]

Booklets, pamphlets and fact sheets

- (j) *Booklets, pamphlets and fact sheets on Asian, Latin American and Caribbean programmes* (4) [3]
- (k) *Booklets, pamphlets and fact sheets on the Water for African Cities programme in Africa* (12) [3]

Technical material

- (l) Training materials on operationalizing national water sector reforms at the town level in Lake Victoria Water and Sanitation participating countries (1) [1]

Field projects

- (m) Field projects in Asia, Latin America and the Caribbean (10) [1]
- (n) Completion of Lake Victoria Water and Sanitation phase I (5) [1]
- (o) Technical advisory to Water for African Countries participating countries on improving access to water and sanitation for the poor (10) [1]

<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
2. UN-Habitat assists selected countries in implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation and related infrastructure through provision of necessary technical assistance and pilot projects	<p><i>Expert group meeting</i></p> <ul style="list-style-type: none"> (a) South-East Asia Ministers of Education Organization (meeting) (6) [2] (b) Annual Africa Water Week series of the African Ministers' Council on Water (2) [1] <p><i>Advisory services</i></p> <ul style="list-style-type: none"> (c) Advisory services to the East African Community and Lake Victoria Water and Sanitation participating countries on replicating the Lake Victoria Water and Sanitation model (5) [1] (d) Pre-investment support to African countries to facilitate access to investment sources (6) [1] (e) Pre-investment support to Lake Victoria Water and Sanitation countries for further up-scaling of Lake Victoria Water and Sanitation (5) [1] (f) Pre-investment technical cooperation support in Asia and Latin American and Caribbean countries on water and sanitation interventions (10) [1] <p><i>Non-recurrent publications</i></p> <ul style="list-style-type: none"> (g) Publication on the Mekong Water and Sanitation initiative (6) [2] (h) Publication on Asian, Latin American and Caribbean programmes (12) [2] <p><i>Technical material</i></p> <ul style="list-style-type: none"> (i) Technical material on the Water for African Cities programme in Africa (2) [1] (j) Technical material on water for cities in Asian, Latin American and Caribbean countries (2) [1] (k) Training modules on selected aspects of the roll-out of the Lake Victoria Water and Sanitation training programme (5) [1] (l) Training modules on Mekong and Latin American and Caribbean countries (5) [1] <p><i>Field projects</i></p> <ul style="list-style-type: none"> (m) Selected pilot projects to facilitate further replication of Lake Victoria Water and Sanitation model (5) [1]

<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
<p>3. UN-Habitat assists countries in developing and implementing national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure through development and promotion of pro-poor locally adaptable water and sanitation technologies</p>	<p><i>Expert group meeting</i></p> <p>(a) Bi-annual Water for African Cities II City Managers and National Programme Officers meetings (4) [2]</p> <p>(b) Annual planning and review meeting of chief technical advisors in Latin American and Caribbean countries (2) [2]</p> <p><i>Advisory services</i></p> <p>(c) Advisory services to Lake Victoria Water and Sanitation participating countries on operationalizing their water sector reforms at the town level in participating countries (3) [1]</p> <p><i>Booklets, pamphlets and fact sheets</i></p> <p>(d) Quarterly newsletter on water and sanitation (8) [3]</p> <p><i>Training courses, seminars and workshops</i></p> <p>(e) Training courses, seminars and workshops on Asian, Latin American and Caribbean countries (4) [2]</p> <p>(f) Training courses, seminars and workshops in Lake Victoria water and sanitation participating countries on operationalizing national water sector reforms (3) [2]</p> <p>(g) Region wide water and sanitation training and capacity-building activities in participating African countries (10) [2]</p>
<p>4. UN-Habitat assists countries in developing and promoting access to diverse and efficient energy services and to public and non-motorized transport in informal urban settlements through promotion of locally adaptable solutions and public awareness of these low-cost solutions</p>	<p><i>Parliamentary documentation</i></p> <p>(a) Documents for the eighteenth and nineteenth sessions of the Commission on Sustainable Development, on the theme of urban transport and sustainable consumption and production patterns, including organizing one side-event on that issue (1) [1]</p> <p><i>Expert group meetings</i></p> <p>(b) Expert group meeting on enhancing slum electrification with innovative financing mechanism through local electricity utilities in sub-Saharan African countries (1) [1]</p> <p>(c) Expert group meeting on energy and transport (1) [1]</p> <p>(d) Expert group meeting on using innovative non-motorized transport technologies in integrated municipal solid waste management programmes in Asia, Latin America and sub-Saharan Africa (1) [1]</p>

	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
		<p data-bbox="1099 225 1368 248"><i>Non-recurrent publications</i></p> <p data-bbox="1099 248 2007 304">(a) Compilation of best practices in enhancing energy access for the urban poor residing in informal settlements in developing countries (1) [3]</p> <p data-bbox="1099 336 1514 360"><i>Training courses, seminars and workshops</i></p> <p data-bbox="1099 360 2007 440">(b) Training seminar on promoting high-volume, high-capacity public transport services, such as bus rapid transit and light rail transit in East African municipalities for reduced greenhouse gas emissions and improved climate indicators (1) [2]</p>
5.	UN-Habitat assists water utilities in extending their services to informal settlements with greater financing through benchmarking for enhanced credit rating	<p data-bbox="1099 475 1323 499"><i>Expert group meetings</i></p> <p data-bbox="1099 499 1861 531">(a) Annual Global Water Operators Partnership Alliance Convention (2) [1]</p> <p data-bbox="1099 563 1290 587"><i>Technical materials</i></p> <p data-bbox="1099 587 2007 643">(b) Financing instruments for water and sanitation utilities to enhance their access to credit (2) [1]</p>
<i>Expected accomplishment (d)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance [3]	1. UN-Habitat establishes and strengthens partnerships with international and regional development agencies and the private sector to enhance investment allocations and flows for improving human settlements through increased involvement of the private sector in work on the Habitat Agenda and water and sanitation-related targets under the Millennium Development Goals	<p data-bbox="1099 703 1312 727"><i>Expert group meeting</i></p> <p data-bbox="1099 727 1951 759">(a) Annual planning and review meeting with the African Development Bank (2) [1]</p> <p data-bbox="1099 759 1928 815">(b) Annual planning and review meeting with Asian Development Bank and Inter-American Development Bank (2) [1]</p>
	2. UN-Habitat promotes increase of levels of loan and loan guarantee portfolio by international and regional financial institutions for affordable housing and infrastructure through advocacy and demonstration and pilot programmes	<p data-bbox="1099 1007 1267 1031"><i>Advisory services</i></p> <p data-bbox="1099 1031 2018 1118">(a) Pre-investment support to the Asian Development Bank, the African Development Bank and the Inter-American Development Bank in participating countries on water and sanitation interventions funded under the Water and Sanitation Trust Fund (6) [1]</p> <p data-bbox="1099 1150 1514 1174"><i>Training courses, seminars and workshops</i></p> <p data-bbox="1099 1174 1973 1206">(b) Capacity-building workshops and seminars for Water Operators Partnerships (2) [2]</p>

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| 3. UN-Habitat assists and builds the capacity of selected countries in managing increased flow of private investment and aid for slum upgrading through improvement in their financial management and governance | <i>Advisory services</i>
(a) Advisory services to domestic utilities and local governments on financial management related to infrastructure provision (5) [1]

<i>Training courses, seminars and workshops</i>
(b) Regional workshops on enhancing municipal and utility financial management and infrastructure investments (4) [2] |
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10. Resource requirements

156. The estimated resource requirements by source of funding and corresponding proposed staffing table for this section are provided below. The non-staff costs required to support the activities under this section comprise costs associated with consultants, travel, contractual services, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

Table 20: Summary budget estimates (in thousands of United States dollars): Subprogramme 4: Human Settlement Financing

Source of funds Expenditure category	2008-2009 Approved Appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations Regular Budget				
Post Costs	2,235.4	-	-	2,235.4
Non-Post Costs	190.5	-	-	190.5
	2,425.9	-	-	2,425.9
Foundation General Purpose				
Post Costs	4,468.4	145.8	3.3	4,614.2
Non-Post Costs	3,248.4	2,134.0	65.7	5,382.4
	7,716.8	2,279.8	29.5	9,996.6
Foundation Special Purpose				
Non-Post Costs	32,000.0	9,000.0	28.1	41,000.0
	32,000.0	9,000.0	28.1	41,000.0
Total for Subprogramme				
Post Costs	6,703.8	145.8	2.2	6,849.6
Non-Post Costs	35,438.9	11,134.0	31.4	46,572.9
TOTAL	42,142.7	11,279.8	26.8	53,422.5

Post distribution for subprogramme 4: Human settlement financing, by funding and level

	Professional category and above								Total	L-L	Other	Grand Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1				
2008-2009												
UN Regular Budget						4	2	1	7	2		9
Foundation General Purpose			1	2	1	3	4		11	8		19
Foundation Special Purpose									-			-
Technical Cooperation								1	1			1
2008-2009 Sub-total	-	-	1	2	1	7	6	2	19	10	-	29
Changes (decrease)/increase												
Foundation General Purpose					2	(1)			1			1
Foundation Special Purpose									-			-
Net Changes	-	-	-	-	2	(1)	-	-	1	-	-	1
2010-2011												
UN Regular Budget						4	2	1	7	2		9
Foundation General Purpose			1	2	3	2	4		12	8		20
Foundation Special Purpose									-			-
Technical Cooperation								1	1			1
2010-2011 Sub-total	-	-	1	2	3	6	6	2	20	10	-	30

E. Programme Support Division

1. Objective

157. 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. Focus in relation to the medium-term strategic and institutional plan

158. In the implementation of the medium-term strategic and institutional plan, the Programme Support Division supports the implementation of all the focus areas but contributes to the sixth focus area, on excellence in management. In particular, the Division will contribute to indicators (a) and (e) of focus area 6 through its responsibility for the preparation of the results-based strategic framework and results-based work programme and budget, alongside implementing systems and processes for strengthening financial management to enhance transparency and accountability.

3. Strategy

159. The Programme Support Division will support implementation of the programme of work of UN-Habitat, contributing primarily towards the “Excellence in management” focus area of the medium-term strategic and institutional plan through the following: programme planning and coordination; 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.

160. In carrying out the programme planning and coordination functions, the Programme Support Division will spearhead, guide and coordinate the preparation of the biennial results-based strategic framework, biennial work programme and annual work plan for UN-Habitat. The results-based strategic framework and work programme documents for 2012–2013 will be prepared in a participatory manner, in full compliance with the medium-term strategic and institutional plan for 2008–2013 and, in line with a new results-based management strategy. The expected accomplishments and indicators of achievement will be fully aligned to the refined indicators of the medium-term strategic and institutional plan that meet what are referred to as the SMART (“specific, measurable, achievable, realistic and time-bound”) criteria, in accordance with Governing Council resolution 21/2. The division will support the strengthened Programme Review Committee in its activities, ensuring that it operates in line with the newly approved procedures, there is systematic intra- and inter-section, branch and divisional consultation and collaboration aimed at achieving programmatic coherence and alignment; and also at ensuring that knowledge and information from monitoring and evaluation reports consistently inform new programmes and projects.

161. 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.

162. 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.

163. 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 regional and field level human resource. 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, to 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.

164. 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

165. The Programme Support Division is expected to achieve its objectives on the following assumptions:

- (a) That adequate financial resources will be available to deliver on the above objectives;
- (b) That the exchange rate and inflation rate will remain within the forecast levels.

Table 21: Expected accomplishments and indicators of achievement

Expected accomplishments	Indicators of achievement
(a) Alignment of the biennial results-based strategic framework and work programme documents with the medium-term strategic and institutional plan 2008–2013 (1) ²² [MTSIP FA 6] ²³	(i) Level of alignment of the biennial strategic framework and work programme documents to the medium-term strategic and institutional plan 2008–2013 <i>Performance measures</i> 2006–2007: Not applicable 2008–2009: 65 per cent 2010–2011: 98 per cent
(b) An effective Programme Review Committee ensuring compliance with the revised <i>Manual for Project and Programme Cycle Management</i> , in line with the	(i) Increase in the percentage of programme and project documents that meet the agreed requirements ²⁴ [MTSIP FA 6, indicator (a)]

22 The expected accomplishments are ranked from 1 to 3 with 1 being the highest:

Level [1]: Those deriving from high-level mandates and resolutions (General Assembly, ECOSOC and those with specific Governing Council resolutions, including the medium-term strategic and institutional plan);

Level [2]: Those deriving from other Governing Council resolutions;

Level [3]: Other expected accomplishments.

23 The information in square brackets after the expected accomplishments and indicators of achievement indicates their alignment with the medium-term strategic and institutional plan.

24 Programme and project documents should reflect the different elements in the approved revised *Manual for Project and Programme Cycle Management*, to include among others, design integrity, inter- and intradivisional consultation and collaboration and lessons learned from monitoring and programme evaluation reports.

Expected accomplishments	Indicators of achievement
medium-term strategic and institutional plan (1) [MTSIP FA 6]	<p><i>Performance measures:</i> 2006–2007: 60 per cent of project documents 2008–2009: 75 per cent of project documents 2010–2011: 95 per cent of project documents</p>
(c) Effective resource, planning, budgetary control and monitoring of expenditure (1) [MTSIP FA 6]	<p>(i) Proportion of expenditures expended against approved budget allotments</p> <p><i>Performance measures:</i> 2006–2007: 88 per cent of allotments 2008–2009: 90 per cent of allotments 2010–2011: 95 per cent of allotments</p>
(d) Improved quality and cost-effectiveness of the administrative services provided by the United Nations Office at Nairobi to UN-Habitat (2)	<p>(i) Proportion of services delivered in accordance with performance indicators specified in the service level agreement</p> <p><i>Performance measures:</i> 2006–2007: 80 per cent 2008–2009: 85 per cent 2010–2011: 88 per cent.</p>
(e) Timely recruitment and placement of staff (1)	<p>(i) Reduction in the average number of days that a Professional post remains vacant</p> <p><i>Performance measures:</i> 2006–2007: 14 months 2008–2009: 12 months 2010–2011: 10 months</p>
(f) More effective legal services, compliance and internal oversight (2) [MTSIP FA 6]	<p>(i) Increase in the percentage of audit recommendations from the External Board of Auditors and the Office of Internal Oversight Services implemented within the required time frame</p> <p><i>Performance measures:</i> 2006–2007: 90 per cent 2008–2009: 95 per cent 2010–2011: 95 per cent</p> <p>(ii) Number of compliance inspections carried out</p> <p><i>Performance measures</i> 2006–2007: not applicable 2008–2009: 3 policies developed and updated 2010–2011: 5 policies developed and updated</p> <p>(iii) Proportion of claims ruled in favour of UN-Habitat</p> <p><i>Performance measures</i> 2006–2007: 100 per cent 2008–2009: 90 per cent 2010–2011: 90 per cent</p> <p>(iv) Time taken to review legal agreements within a reasonable time frame</p>

Expected accomplishments	Indicators of achievement
(g) Improved alignment of the human resources of UN-Habitat to the requirements of the medium-term strategic and institutional plan (1)	<p data-bbox="938 237 1187 266"><i>Performance measures</i></p> <p data-bbox="938 268 1142 297">2006–2007: 4 days</p> <p data-bbox="938 300 1142 329">2008–2009: 4 days</p> <p data-bbox="938 331 1142 360">2010–2011: 3 days</p> <p data-bbox="906 389 1453 450">(i) Percentage of staff posts realignment to the medium-term strategic and institutional plan.</p> <p data-bbox="938 483 1187 512"><i>Performance measures</i></p> <p data-bbox="938 515 1230 544">2006–2007: not applicable</p> <p data-bbox="938 546 1198 575">2008–2009: 50 per cent</p> <p data-bbox="938 577 1198 607">2010–2011: 80 per cent</p>

5. Prioritized expected accomplishments and outputs

<i>Expected accomplishment (a)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
Alignment of the biennial results-based strategic framework and work programme documents with the medium-term strategic and institutional plan 2008–2013 [1]	<ol style="list-style-type: none"> UN-Habitat results-based strategic framework and work programme and budget documents reflect refined, SMART focus area objectives, results and indicators of the medium-term strategic and institutional plan 2008–2013 	<i>Programme planning, budget and accounts</i> <ol style="list-style-type: none"> Proposed biennial results-based strategic framework 2012–2013 (1)²⁵ [1]²⁶ Proposed biennial results-based programme budget (2012–2013) (1) [1]
<i>Expected accomplishment (b)</i> An effective Programme Review Committee ensuring compliance with the revised <i>Manual for Project and Programme Cycle Management</i> , in line with the medium-term strategic and institutional plan [1]	<ol style="list-style-type: none"> UN-Habitat programme and project documents conform to agreed project requirements of the strengthened Programme Review Committee, as outlined in the revised <i>Manual for Project and Programme Cycle Management</i> Quarterly Programme Review Committee reports inform on the status of the project documents reviewed in compliance with agreed criteria, including incorporation of lessons learned and consultation across divisions, branches and sections 	<i>Programme planning, budget and accounts</i> <ol style="list-style-type: none"> Database of programmes and projects reviewed (1) [2] Quarterly reports of the Programme Review Committee (8) [1]
<i>Expected accomplishment (c)</i> Effective resource, planning, budgetary control and monitoring of expenditure [1]	<ol style="list-style-type: none"> Quarterly comprehensive financial reports inform the Committee of Permanent Representatives on the financial status of UN-Habitat Quarterly internal management information reports inform senior management on the status of financial, administrative and human resource issues for decision making. UN-Habitat improves financial management reporting through adoption of International Public Sector Accounting Standards (IPSAS) UN-Habitat improves resource planning and programme management with the implementation of the ERP system 	<i>Programme planning, budget and accounts</i> <ol style="list-style-type: none"> Quarterly comprehensive financial reports for the Committee of Permanent Representatives (8) [1] Quarterly management information reports (8) [2] Provision of financial management support for programme and projects in the field [1] Advice on resource planning and programme management [2]

²⁵ The numbers in round brackets () denote the quantity of outputs to be produced.

²⁶ The outputs for the biennium are prioritized on the basis of their relative importance to the achievement of the expected accomplishments. The outputs are ranked on a scale of 1 (most important) to 3 (least important).

<i>Expected accomplishment (d)</i>	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i> <i>Programme planning, budget and accounts</i>
Improved quality and cost-effectiveness of the administrative services provided by the United Nations Office at Nairobi to UN-Habitat [2]	1. UN-Habitat updates its service level agreement with the United Nations Office at Nairobi for improved service provision	(a) Updated service level agreement with the United Nations Office at Nairobi (1) [2]
	2. UN-Habitat approves extrabudgetary allocations of the United Nations Office at Nairobi	
	3. UN-Habitat prepares annual performance reports on assessing service delivery by the United Nations Office at Nairobi	
<i>Expected accomplishment (e)</i> Timely recruitment and placement of staff [1]	1. UN-Habitat produces human resource status reports to the Committee of Permanent Representatives	<i>Human resources management</i> (a) Human resource status reports to the Committee of Permanent Representatives (4) [1]
	2. UN-Habitat produces human resource status reports to United Nations Headquarters on the pace of recruitment	(b) Human resource status reports to United Nations Headquarters (24) [2] (c) Updated Human resource policies and procedures [1]
<i>Expected accomplishment (f)</i> More effective legal services, compliance and internal oversight [1]	1. Risk-based oversight and monitoring reports inform on the status of organizational processes assessed and make recommendations for improvement	(a) Risk-based oversight and monitoring reports (4) [1]
		(b) Revised administrative policies and procedures [1] (c) Business continuity plan (1) [2]
	<i>Intermediate expected accomplishments</i>	<i>Outputs (General Assembly format)</i>
	3. UN-Habitat develops an enterprise risk management framework for monitoring and managing identified risks	(d) Enterprise risk management framework (1) [2]
4. UN-Habitat legal officer provides substantive and procedural advice to the Committee of Permanent Representatives for better understanding of issues concerned	(e) Provision of substantive and procedural advice to the Committee of Permanent Representatives[1]	

	5. Effective negotiation of international agreements, constitutive instruments and others required for the conduct of the mandate of UN-Habitat	(f) Negotiation of international agreements, constitutive instruments and others required for the conduct of the mandate of UN-Habitat [1]
	6. UN-Habitat legal officer provides effective advice on legal questions concerning the privileges and immunities and the status of UN-Habitat	(g) Advice on legal questions concerning the privileges and immunities and the status of UN-Habitat [1]
	7. UN-Habitat legal officer provides cogent advice on institutional and operational arrangements for development assistance, including formulation and interpretation of agreements with Governments, international organizations and partners concerning such arrangements.	(h) Advice on institutional and operational arrangements for development assistance including formulation and interpretation of agreements with Governments, international organizations and partners concerning such arrangements [1]
	8. Effective advice on personnel matters, including interpretation of staff regulations and rules and issues of rights and obligations of staff members.	(i) Advice on personnel matters, including interpretation of staff regulations and rules and issues of rights and obligations of staff members [2]
<i>Expected accomplishment (g)</i>		<i>Human resources management</i>
Improved alignment of the human resources of UN-Habitat to the requirements of the medium-term strategic and institutional plan [1]	1. UN-Habitat adopts an updated staff development programme for its staff in collaboration with the United Nations Office at Nairobi	(a) Updated staff development programme [1]
	2. UN-Habitat report informs on the realignment of posts to meet the requirements of the medium-term strategic and institutional plan for the Committee of Permanent Representatives	(b) Human resource reports on the alignment of posts with the medium-term strategic and institutional plan focus areas (4) [1]

Table 22: Summary budget estimates (in thousands of United States dollars): Programme support division

Source of funds Expenditure category	2008-2009 Approved Appropriations	Change		2010-2011 Estimates
		Amount	%	
United Nations Regular Budget				
Post Costs	323.9	-	-	323.9
Non-Post Costs	-	-	-	-
	323.9	-	-	323.9
Foundation General Purpose				
Post Costs	2,711.9	371.8	13.7	3,083.7
Non-Post Costs	771.5	2,337.7	303.0	3,109.2
	3,483.4	2,709.5	77.8	6,192.9
Foundation Special Purpose				
Post Costs	4,364.4	2,566.4	58.8	6,930.8
Non-Post Costs	883.0	540.8	61.2	1,423.8
	5,247.4	3,107.2	59.2	8,354.6
Technical Cooperation				
Post Costs	2,397.5	1,266.8	52.8	3,664.3
Non-Post Costs	465.9	231.1	49.6	697.0
	2,863.4	1,497.9	52.3	4,361.3
Total Programme Support				
Post Costs	9,797.7	4,205.0	42.9	14,002.7
Non-Post Costs	2,120.4	3,109.6	146.7	5,230.0
T O T A L	11,918.1	7,314.6	61.4	19,232.7

Post distribution for Programme support division, by funding and level

	Professional category and above										Grand Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	L-L		Other
2008-2009												
UN Regular Budget						1			1			1
Foundation General Purpose				1	2	3	1		7	5		12
Foundation Special Purpose					1	1	2	2	6	17		23
Technical Cooperation						3	1	3	7	7		14
2008-2009 Sub-total	-	-	-	1	3	8	4	5	21	29	-	50
Changes (decrease)/increase												
Foundation Special Purpose						2	2		4	3		7
Technical Cooperation Programme Support								3	4			4
Net Changes	-	-	-	-	-	2	5	1	8	3	-	11
2010-2011												
UN Regular Budget						1			1			1
Foundation General Purpose				1	2	3	1		7	5		12
Foundation Special Purpose					1	3	4	2	10	20		30
Technical Cooperation						3	4	4	11	7		18
2010-2011 Sub-total	-	-	-	1	3	10	9	6	29	32	-	61

Annex I

Legislative mandates

Programme 12

Human settlements

Common 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)
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	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)
60/15	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 2 and 4)
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (subprogrammes 1 and 3)
60/195	International Strategy for Disaster Reduction (subprogrammes 1 and 3)
60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997–2006)
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001–2010
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

61/132	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
61/145	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
61/191	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/196	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
61/198	International Strategy for Disaster Reduction
61/200	Natural disasters and vulnerability
61/206	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)
61/211	Third United Nations Conference on the Least Developed Countries
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997–2006)
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
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/137	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
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	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
62/192	International Strategy for Disaster Reduction
62/198	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)
63/291	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)

Economic and Social Council resolutions, decisions and agreed conclusions

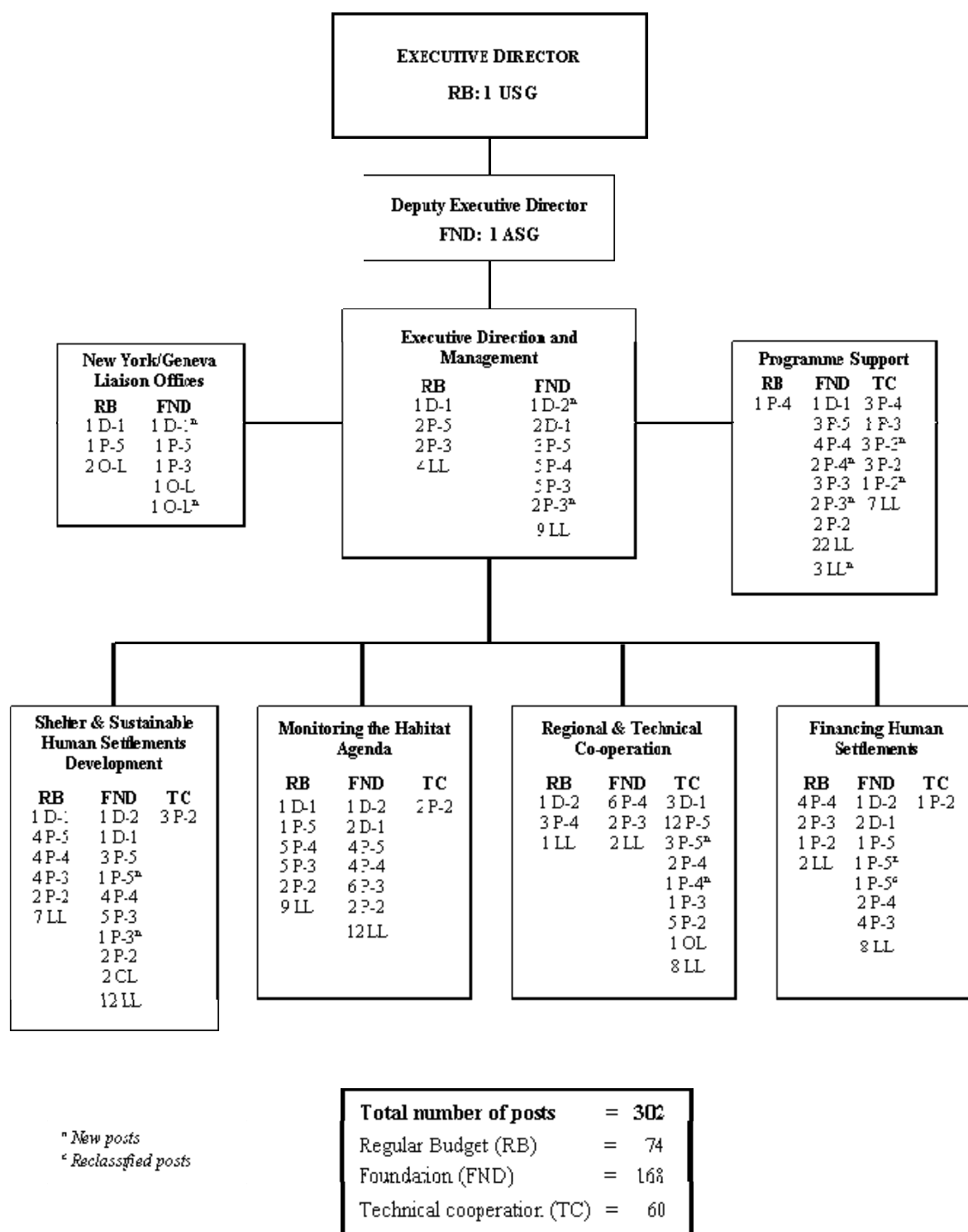
2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of 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
2006/247	Human settlements
2007/249	Human settlements
2007/250	Document considered by the Economic and Social Council in connection with economic and environmental questions on human settlements

Governing Council resolutions

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

Annex II

Organizational structure and post distribution for the biennium 2010–2011



Annex III

Terminology

Allotment

A financial authorization issued by or on behalf of the executive head of the organization to an official or a unit to incur obligations for specific purposes and within specified limits during a definite period.

Appropriation

Amount approved by the relevant authority for specified purposes for a financial period, against which obligations may be incurred for those purposes up to the approved amounts.

Cost increase or decrease

Any increase or decrease in the cost of a resource input in a budget period compared with that in a previous budget period, arising from changes in costs, prices or exchange rates.

Expected accomplishment

A desired outcome involving benefits to end-users, expressed as a quantitative or qualitative standard, value or rate. Accomplishments are the direct consequence of the generation of outputs and lead to the fulfilment of a certain objective.

Financial reserve

A reserve, established at a level determined by the Governing Council of UN-Habitat, to ensure the financial liquidity and integrity of the United Nations Habitat and Human Settlements Foundation to compensate for uneven cash flows and to meet such other similar requirements as may be decided upon from time to time by the Governing Council.

United Nations Habitat and Human Settlements Foundation general purpose resources

Resources of the Foundation that are commingled and untied. These include voluntary contributions pledged or paid by Governments or intergovernmental organizations, donations from non-governmental sources and related interest earnings and miscellaneous income.

United Nations Habitat and Human Settlements Foundation special purpose resources

Resources of the Foundation that are provided under specific terms of reference or under specific agreements with donors for the purpose of financing wholly or in part the cost of activities consistent with the organization's aims and policies. This also includes the special account for programme support costs.

Management and administration

Organizational units whose primary function is the maintenance of the identity, direction and well-being of the organization. This will typically include units that carry out the functions of executive direction, organizational policy and evaluation, external relations and administration.

Objective

An objective in programme budgeting refers to an overall desired achievement involving a process of change and aimed at meeting certain needs of identified end-users within a given period.

Operating reserve

As required by administrative instruction ST/AI/286, an operating reserve of 20 per cent of the estimated annual programme support income is required to protect against unforeseen shortfalls in delivery, inflation and currency adjustments or to liquidate legal obligations in case of abrupt terminations of activities financed from extrabudgetary resources.

Output

Final product or service delivered by a programme or subprogramme to end-users, such as reports, publications, training, servicing of meetings, which an activity is expected to produce in order to achieve its objectives.

Performance indicators

Performance indicators are used to measure the extent to which the objectives or expected accomplishments have been achieved.

Programme support

Organizational units whose primary functions are the development, formulation and evaluation of the organization's programmes. This will typically include units that provide backstopping of programmes whether on a technical, thematic, logistical or administrative basis.

Subprogrammes

A set of activities directed towards the attainment of one or more defined objectives or expected accomplishments.

Support budget

The budget of the organization covering programme support and management and administration of the organization.

Technical cooperation activities

Activities which provide economic and social development assistance to developing countries and countries with economies in transition.

United Nations regular budget

The funds provided by the United Nations from its assessed budget to finance the secretariat referred to in General Assembly resolution 32/162, section III, paragraph 1.

Volume increase or decrease

Any increase or decrease in resource requirements attributable to changes in the level or nature of activities carried out by the organization during the current budget period and those proposed for the forthcoming budget period. Volume is expressed using the same cost factors applicable for the approved appropriations to permit direct comparison of these changes relative to the level of activities approved for the current budget period.

Annex IV

Assumptions and methodology

A. Assumptions for 2010–2011

1. Vacancy rates

Vacancy rates of 6.5 per cent for Professional staff and 3.5 per cent for General Service staff are assumed in costing posts for 2010–2011.

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 United Nations regular budget by the General Assembly in 2009.

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

- (a) Posts: an average of 9.75 per cent for the biennium;
- (b) Non-staff: an average of 7.31 per cent for the biennium.

The above inflation rates for posts have been applied to the United Nations regular budget standard salary costs, version 4 (as used in the 2008–2009 initial appropriation), after adjusting for the above vacancy rates.

3. Exchange rate

An exchange rate of 73 Kenya shillings to the United States dollar is assumed.

B. Methodology: biennial support budget²⁷

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.

²⁷ The same methodology on cost adjustments will be followed in respect of the biennial programme budget.

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 September of the year preceding the current biennium and, for example, 1 September of the first year of the current biennium (that is, the time of preparation of the proposed biennial support budget).

4. Inflation adjustment

Finally, to complete the picture and to develop the final estimate of requirements for the next biennium, the organization must adjust or estimate, as appropriate, inflation over a four-year period. These adjustments are calculated by year on the total of approved appropriations, volume and various cost adjustments, as adjusted for currency, as follows:

(a) For the first year of the current biennium to the first year of the proposed biennium: the existing estimates already embody earlier estimates of inflation. The inflation adjustment for this transition therefore includes:

- (i) The difference between the application of earlier estimates and the actual inflation for the first six months of the first year of the current biennium;
- (ii) The difference between the application of earlier estimates and the revised inflation projection for the last 18 months of the current biennium; and
- (iii) The inflation projection for the first year of the proposed biennium;

(b) For the second year of the current biennium to the second year of the proposed biennium (i)–(iii) as in (a) above; and

(c) The inflation projection for the second year of the proposed biennium.

In order to arrive at these estimates of inflation, four inflation factors are used for each year as follows:

(a) The first inflation factor is the estimated movement of post adjustment for international professional staff;

(b) The second inflation factor pertains to international travel and common staff costs for international professional staff;

(c) The third factor encompasses salaries and common staff costs for local staff, that is General Service and other categories, which may vary significantly from location to location; and

(d) The fourth factor relates to all other costs, such as operating expenses.
