



Annex 1

Consultancy to establish baselines and targets for UN-Habitat Strategic Plan 2014-2019

Performance Indicator Reference Sheets

July 2014

UN HABITAT STRATEGIC PLAN 2014-2019 PERFORMANCE INDICATOR DATA REFERENCE SHEETS ERROR! BOOKMARK NOT DEFINED.

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ACRONYMS AND ABBREVIATIONS

BEECs

Building Energy Efficiency Codes

CPR Committee of Permanent Representatives

EA Expected Accomplishment

EIA Environmental Impact Assessment

FA Focus Area

GC Governing Council

GHS Global Housing Strategy

IASC- Inter-Agency Standing Committee

IMDIS- Integrated Monitoring and Document Information System

LED Local Economic Development

MOU Memorandum of Understanding

MTSIP Medium Term Strategic Implementation Plan

OER Office of External Relations

PAAS Project Accrual and Accountability System

PAG Project Advisory Group

RBM Results Based Management

RD Regional Director

RO Regional Office

ROA Regional Office for Africa

ROAP- Regional Office for Asia and the Pacific

ROAS Regional Office for Arab States

ROLAC Regional Office for Latin America and the Caribbean

SMART Specific, Measurable, Accurate, Reliable and Timely

TOR Terms of Reference

UBSB Urban Basic Services Branch

UEB Urban Economy Branch

UNDAF United Nations Development Assistance Framework

UNDP United Nations Development Fund

UNICEF United Nations Children’s Fund

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1. Strategic Plan Results Framework
2. Performance Measures: Baseline and targets with names of countries, etc
3. Terms of Reference
4. List of people who provided information

Introduction

The performance indicator sheets and supporting documents are outputs of a baseline study that was carried out to support effective implementation of UN-Habitat's six-year strategic plan for 2014-2019. The performance indicator sheets will be the basis of performance management for the strategic plan and will guide programme and project planning, implementation, monitoring, reporting and evaluation for the next six years.

UN-Habitat has been implementing results-based budgeting (RBB) approach in its programme planning, monitoring, reporting and evaluation since 2000, in line with Regulations and Rules Governing Programme Planning the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, ST/SGB/2000/8 of April 2000. UN-Habitat selected results-based management (RBM) as the management approach for implementing and achieving the results of its first six-year medium-term and strategic and institutional plan (MTSIP) of 2009-2013.

Following the approval of the strategic plan by the Governing Council through resolution 21/2 of April 2007, a results framework was developed with a cascading chain of results comprising the overall goal, and for each of the six focus areas, a strategic result, expected accomplishments, sub-expected accomplishments and corresponding indicators. Indicator data sheets were subsequently developed articulating what was to be measured, the data to be collected how, when, by whom, and how frequently. Although there were plans to establish baselines and targets for all the indicators at the forefront, this was not possible due financial constraints. Establishment of baselines and targets was done on a two yearly basis during preparation of successive biennial work programmes and budgets. The lessons learnt during the development, operationalization and implementation of the MTSIP are being used to inform and improve the same processes with the strategic plan for 2014-2019.

During its 23rd session, the Governing Council of UN-Habitat requested the Executive Director to develop a six-year Strategic Plan for 2014-2019 and this was subsequently prepared jointly by the UN-Habitat Secretariat and Committee of Permanent Representatives, in line with an approved roadmap. In April 2013, the Governing Council approved a results focused six-year strategic plan for 2014-2019 through its resolution 24/15. The seven focus areas in the strategic plan are: Urban Legislation and Governance; Urban Planning and Design; Urban Economy; Urban Basic Services; Housing and Slum Upgrading; Risk Reduction and Rehabilitation; and Research and Capacity Development. In line with RBM best practice, UN-

Habitat developed a results framework that consists of an overall goal, and for each focus area, a strategic result, expected accomplishments, sub-expected accomplishments and corresponding indicators using a participatory and iterative process.

In order to ensure effective planning, monitoring and reporting on progress made towards planned results and having learnt from implementation of the MTSIP, a baseline study was commissioned. Even though the resources were very limited, it was considered essential for effective implementation of a results focused strategic plan and its performance management. Preparation of the indicator data sheets and annexes was facilitated by two consultants (a human settlements expert and an RBM expert) who worked with all the branches and Regional Offices over a four month period. The study reviewed the results framework of the strategic plan and among other things, established performance measures for the indicators of the focus area strategic results and expected accomplishments.

The resultant performance data sheets provide detailed information, including indicator descriptions, sources of data, data collection methodology and milestones towards planned results. They also include performance measures comprising baselines as at December 31, 2013 and biennial targets for 2015, 2017 and 2019 for each of the indicators. The baseline information is supported with actual names of countries, local authorities or percentages, etc. being measured by the indicator. As social change is discreet, gradual and occurs in a continuum at different paces in different contexts, it was considered important to identify possible milestones or markers of change towards achievement of the expected accomplishment. This is especially important for capturing and reporting on progress made towards the achievement of expected results. The data sheets are still in draft form because there are a few information gaps that still need to be completed and they also still need final verification and validation by the Branches and Regional Offices and senior management on the whole. The terms of reference and a brief description of the methodology adopted are attached as annexes to this document. The methodology document also includes some of the challenges encountered and recommendations made.

Performance Management Planning

The strategic plan for 2014-2019 is implemented through three consecutive biennial strategic frameworks and programme budgets (work programme and budgets). The programme budgets in turn, are implemented through projects developed and implemented by UN-

Habitat and its partners. During the programme planning process, the logframes of the biennial strategic frameworks and corresponding programme budgets for 2014-2015, 2016-2017 and 2018-2019 are derived from the results-framework of the six year strategic plan, while the overall orientation and the strategy sections are derived from the strategic plan and its supporting policy papers. The performance measures, i.e. baselines and targets, for all the indicators in the programme budget are derived from the recently developed performance indicator sheets, thus ensuring full alignment, thus ensuring full alignment of the planning documents to the strategic plan.

Monitoring and Reporting

The data sheets will be the basis of monitoring and reporting on implementation of both the strategic plan and the biennial work programme and budget. In line with GC resolution 24/15, UN-Habitat will produce comprehensive results focused annual progress reports that track progress made on implementation of the strategic plan, especially towards achievement of planned results and indicator targets. The information from performance data sheets will also be fed into IMDIS and will facilitate monitoring the biennial programme budget every six months. The annual progress reports will be reviewed and discussed by senior management before being shared with key donors and Member States through the Committee of Permanent Representatives (CPR). Senior Management Performance Review meetings are held on a six monthly basis to assess performance, learn and make decisions on adjustments to improve performance, as well as for accountability purposes.

Evaluations

Comprehensive mid-term and end of plan evaluations will be carried out at the appropriate times, while strategic evaluations will be carried out as planned in the biennial programme budgets and annual evaluations, and in line with the UN-Habitat Evaluation Policy. These processes will rely heavily on information on the data sheets and from the performance monitoring reports.

Learning

Information from the monitoring and evaluation reports will be fed back into the RBM cycle to strengthen key pillars of planning, monitoring, evaluation and learning, as well as management decision-making and accountability

Focus Area 1: Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralized governance and urban safety that foster sustainable urban development

Indicator FA 1.1: Number of partner cities, regional and national authorities that have adopted legislation for improved urban governance

RESPONSIBLE UNIT: Urban Legislation Unit

MEASUREMENT UNIT: Number of partner cities, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION: This indicator seeks to measure the number of partner cities, regional and national authorities that have adopted legislation for improved urban governance.

Legislation for urban governance is frequently overly complex; combining historic instruments with more recent initiatives and is also usually sectorially fragmented. There is also a widespread tendency for instruments to be based on abstract criteria rather than the actual capacity and resource contexts of jurisdictions, which undermines implementation and, as a result, the rule of law. UN-Habitat seeks to promote legislative consolidation, to ensure coherence, and subsequent reform based on the basic principles of equity and practicality. To achieve this, the Agency works with partner national and local governments to develop specific and well-prepared proposals for urban law reform.

Adoption is understood as the formal adoption of a specific proposal by the relevant executive authority. It is particularly important to understand the distinction between adoption and legislative approval. Legislative approval is an unpredictable, and often lengthy, process that is usually inappropriate for the United Nations to engage in beyond an on-demand advisory capacity.

METHODOLOGY: Document review

Frequency: Biennial

SOURCE OF DATA:

1. Agreements (MoUs, CAs etc) with national or local counterparts
2. Baseline reports
3. Meeting or workshop reports
4. Partner memoranda

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Cities	0	9	12	20
Regional Authorities				
National Authorities				

Focus Area 1: Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralized governance and urban safety that foster sustainable urban development

Indicator FA 1.2: Number of partner cities, regions and countries that have improved tenure security

RESPONSIBLE UNIT: Land and Global Land Tool Network Unit

MEASUREMENT UNIT: Number of partner cities, countries and regions

INDICATOR DESCRIPTION/DEFINITION: This indicator seeks to measure the number partner cities, regions and countries that have improved tenure security.
Security of tenure refers to freedom from eviction and to access to a range of legally recognized and protected land rights (including formal and customary) that are capable of being decided by legal principles or by a court of justice. People are deemed to have secure tenure where: (a) there is evidence of documentation that can be used as proof of secure tenure status, or (b) there is either *de facto* or perceived protection from forced evictions.

METHODOLOGY: Document review

Frequency: Biennial

SOURCE OF DATA:

Habitat Partner Programme and Project Documents, informal and official records, project documents, mission reports, GLTN reports.

Expected Performance Over Strategic Plan Duration¹

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Cities	1	5	7	10
Countries	2	6	10	12
Regions	3 regional: Africa Land Policy Initiative; IFAD (Land and Natural Resources Tenure Security Learning Initiative for East and Southern Africa); & ROLAC)	3 regional (Africa Land Policy Initiative, ROLAC, Asia)	4 regional	5 regional

¹ Numbers to be confirmed by Land and Global Land Tool Network Unit

Focus Area 1: Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralized governance and urban safety that foster sustainable urban development

Indicator FA 1.3: Number of partner cities, regional and national authorities implementing Guidelines on Decentralization and the Strengthening of Local Authorities, the Guidelines on Access to Basic Services and All the Guidelines for Prevention of Crime.

RESPONSIBLE Branch: Local Governance and Decentralization Unit

MEASUREMENT UNIT: Number of partner cities, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION: The “International Guidelines on Decentralization and Access to Basic Services for All” provide a framework for decentralized governance and inclusive urban management. The indicator seeks to determine the extent to which the Guidelines are being **implemented** by partner city, regional and national authorities, after **adoption or adaptation**, thus leading to strengthened decentralized governance and inclusive urban management. As an indicator of measurement of urban governance, the Unit proposes to concentrate on the establishment of mechanisms of dialogue and consultation between central governments and its territorial counterparts (local and regional governments of all types) in the process of policy making and legislation regarding urban issues.

METHODOLOGY: Document review

Frequency: Biennial

SOURCE OF DATA:

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Cities				
Regional				
National				

Focus Area 1: Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT:: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralized governance and urban safety that foster sustainable urban development

Expected Accomplishment 1.1: Increased capacity of local and national governments and other Habitat Agenda Partners to implement enabling legislation for improving urban extension, densification, planning and finance.

Indicator 1.1.1 Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance.

RESPONSIBLE UNIT: Urban Legislation Unit

MEASUREMENT UNIT: Consultative legal reform processes

INDICATOR DESCRIPTION/DEFINITION

This indicator seeks to determine the number of consultative legal reform processes by local and national governments, as a way of measuring the increased capacity of these authorities to respond to the demand for urban extension, densification, planning and urban finance.

To be effective, legal reforms must be well understood by all parties and should be undertaken through a consultative process that engages partners and stakeholders. This participatory approach promotes buy in and ownership by local and national authorities, and their stakeholders, and thus increases the capacity to implement legislation emanating from reform processes. Stakeholders include a broad range of actors: government agencies, service providers, civil society groups, private sector bodies, professional groups, academia etc.

The need for urban legal reforms should be viewed in the context urban growth of the past 30 years which has resulted in crowded slums and sprawling settlements in the urban fringe. Cities are consuming more and more land to accommodate new developments. In most regions, urban sprawl has occurred, resulting in less dense and, in general, more inefficient land use patterns. The absence of negotiated processes to facilitate the supply of urban land at scale is therefore a challenge that expanding cities have been facing. Urban extension focuses on increasing the supply of land in absolute terms, while densification seeks to make more efficient use of land already under some form of development. Once identified, urban land needs to be developed in the most efficient manner possible while also considering factors such as liveability and cost effectiveness: hence the importance of practical planning laws based on clear policy. Urban finance is an important element in realizing urban development. The Urban Legislation Unit's medium term focus in this context is on the regulatory regimes for land-related revenues, such as those derived from property taxation and land value sharing.

Key milestones:

- 1) City authorities request UN-Habitat's technical and advisory services in order to introduce legal reforms;

<p>2) City authorities and their stakeholders utilize UN-Habitat’s technical and advisory services in order to embark on participatory legal reform processes;</p> <p>3) City executive authorities have the political will to adopt legal reforms.</p>				
<p>METHODOLOGY: Document review and analysis of documents</p> <p>Frequency: Annual (End Year)</p>		<p>SOURCE OF DATA: Agreements of Cooperation with national or local counterparts; Baseline reports; meeting or workshop reports; Partner memoranda; mission reports</p>		
Expected Performance Over Strategic Plan Duration				
Year	Baseline Dec. 2013	Target Dec. 2015	Target Dec. 2017	Target Dec. 2019
Consultative legal reform processes	12 Colombia (2 cities- Medellin, Santa Marta; 1 national government); Egypt (1 national); Philippines (1 national; 3 cities (Cagayan de Oro, Iloilo and Silay); Mozambique (1 national); Rwanda (1 national); Saudi Arabia (1 national); Nigeria (1 State - Kogi)	23: Colombia (2 cities; 1 national government); Egypt (1 national); Philippines (1 national; 2 cities); Mozambique (1 national); Rwanda (1 national).	12	20

Focus Area 1 - Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT:: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralized governance and urban safety that foster sustainable urban development

Expected Accomplishment 1.2: Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities.

Indicator 1.2.1: Number of programmes to improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities implemented by partner local and national governments and other Habitat Agenda partners.

RESPONSIBLE UNIT: Land and Global Land Tool Network Unit

MEASUREMENT UNIT: Programmes (implemented by partner local and national governments and other Habitat Agenda partners)

INDICATOR DESCRIPTION/DEFINITION

This indicator tracks the programmes implemented by Un-Habitat partners to improve security of tenure for vulnerable groups, including women, the youth, indigenous people and minorities. Programmes can only qualify if they substantially meet the criteria of being gender sensitive, pro-poor, sustainable, and consistent with the principle of subsidiarity.

Security of tenure refers to freedom from eviction and to access to a range of legally recognized and protected land rights (including formal and customary) that are capable of being decided by legal principles or by a court of justice. People are deemed to have secure tenure where: (a) there is evidence of documentation that can be used as proof of secure tenure status, or (b) there is either *de facto* or perceived protection from forced evictions.

Regional is defined to also include a sub-region comprising a number of countries.

Global refers to programmes that cover more than one continent and extend to several countries, generally involving multiples partners. An example is the Global Land Tool Network (GLTN) programme.

Habitat Agenda Partners include: National Governments, local authorities, private sector, professional groups (architects, planners, land professionals, etc.), non-governmental organisations, civil society groups, research and training institutions, and academia at global, regional, national, country and community levels.

Key milestones:

- 1) Partner local or national governments request UN-Habitat's technical and advisory services in order to improve security of tenure;

<p>2) Partner local and national governments, based on their consultations and dialogue, acquire the ability to identify and formulate programmes to improve security of tenure;</p> <p>3) Partner local and national governments allocate resources for implementation of activities.</p>				
<p>METHODOLOGY: Document review Frequency: Annual (End year)</p>			<p>SOURCE OF DATA: Habitat Partner Programme and Project Documents, informal and official records, project documents, mission reports, GLTN reports.</p>	
Expected Performance Over Strategic Plan Duration				
Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Local	1 local	5 local	7 local	10 local
National	2 national	6 national	10 national	12 national
Habitat Agenda Partners	5 UN-Habitat Agenda Partner programmes.	7 Habitat Agenda Partner programmes.	9 Habitat Partner programmes.	10 Habitat partnerprogrammes.

Focus Area 1 - Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT::: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralized governance and urban safety that foster sustainable urban development

Expected Accomplishment 1.3: Local, regional and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety.

Indicator 1.3.1: Number of partner local and national authorities and other Habitat Agenda partners that have adopted guidelines on decentralization and access to basic services for all.

RESPONSIBLE UNIT: Local Governance and Decentralization Unit

MEASUREMENT UNIT: Partner local and national authorities and other Habitat Agenda partners

INDICATOR DESCRIPTION/DEFINITION

The “International Guidelines on Decentralization and Access to Basic Services for All” provide a framework for decentralized governance and inclusive urban management. The indicator seeks to determine the extent to which the Guidelines have been **adopted** or **adapted** by partner local and national authorities in order to strengthen decentralized governance and inclusive urban management. As an indicator of measurement of urban governance, the Unit proposes to concentrate on the establishment of mechanisms of dialogue and consultation between central governments and its territorial counterparts (local and regional governments of all types) in the process of policy making and legislation regarding urban issues.

METHODOLOGY: Document Review

Frequency: Annual (End year)

SOURCE OF DATA:

UN-Habitat reports, including the Country Activities Biannual Report and the activities reports; United Cities and Local Governments-UCLG Global Observatory on Local Democracy (GOLD); reports of other networks of local governments; other reports such as the OECD (fiscal decentralization) or DESA (World Public Sector report)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Local authorities	30: Communes de Dapélogo, Houndé, Ouahigouya, Réo and Arrondissement de Nongremassom (Burkina Faso; Luang-prabang			

	Province, Xayabouly Province, Bolikhamxay Province, Khammuan Province, Savannakhet Province, Xekong Province, Xieng Ngeun District, Phieng District, Paksan District, Virabouly District, Atsaphangthong District, Saravan Province, Khonsedon District, Ramam District, Thateng District (Lao)Itagui, Antioquia (Colombia) Telica (Nicaragua) Rosario (Argentina), Ecatepec de Morelos, (México) Barcelona (Spain). La Paz, (Bolivia). Bellavista, Callao, (Perú). Latacunga, (Ecuador). Alzira (Spain)			
National Authorities	12: Senegal, Burkina Faso, Lao Democratic Republic, Colombia, Dominican Republic, Peru, Brasil, Nicaragua, Costa Rica, Ecuador, Mexico, Argentina	8	10	12
Habitat Agenda Partners	16: Senegal, Burkina Faso, Lao Democratic Republic, Colombia, Dominican Republic, Peru, Brasil, Nicaragua, Costa Rica, Ecuador, Mexico, Argentina			

Focus Area 1 - Urban Legislation, Land and Governance

FOCUS AREA STRATEGIC RESULT:: City, regional and national authorities have adopted enabling legislation and established systems for improved access to land, effective decentralised governance and urban safety that foster sustainable urban development

Expected Accomplishment 1.3: Local and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety

[Indicator 1.3.2: Number of partner local and national authorities that have adopted local crime prevention strategies](#)

RESPONSIBLE UNIT: Local Government and Decentralization Unit

MEASUREMENT UNIT: Number of local and national authorities

INDICATOR DESCRIPTION/DEFINITION

This indicator monitors the adoption and implementation of urban safety or local crime prevention strategies as a way of strengthening urban safety, social cohesion and human security. Urban safety, if promoted through inclusive, democratic, decentralized and strong institutions, becomes an important element of good urban governance. Safety is defined as the freedom from the occurrence or risk of injury, danger, or loss.

It is expected that the efforts of UN- Habitat and its partners in implementing urban safety initiatives should be socially inclusive of women, youth, children, minorities and people with disabilities. In addition, initiatives that seek to improve urban safety can only qualify if they are gender sensitive, pro-poor, sustainable, and promote an integrated, multi-level, participatory and multi-stakeholder approach. Stakeholders include a broad range of actors: local and national government agencies, service providers, civil society groups, private sector, professional groups, academia and faith-based organizations etc.

Key milestones:

- 1) Local and/or national authorities request UN-Habitat's technical and advisory services in order to improve security of tenure;
- 2) Local and national authorities develop a well-informed understanding of the local safety and insecurity issues;
- 3) Local and national authorities and their partners acquire the ability to establish and formalize safety partnerships and coalitions;
- 4) Local and national authorities and their stakeholders have the capacity to develop a detailed strategy and implementation plan;
- 5) Local and national authorities have the political will to adopt local crime prevention strategies

METHODOLOGY: Document review Frequency: Annual (end year)	SOURCE OF DATA: MoU's and Agreements of Cooperation, partner programme and project documents, mission reports, Global Network of Safer Cities annual reports, operational activities reports (biannual), training reports, workshop reports, other reports from partner agencies (UNICEF, UN Women, UNDP, etc.)
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Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Local Authorities	77 Asia 6: Vietnam 1- Hanoi (BIAAG); Cambodia 1 -Phnom Penh (UNESCAP); India 1- (New Delhi (BIAAG & UN Women); Papua New Guinea 1 -Port Moresby (SCP and UN Women); Philippines 1 -Manila, (UNICEF); Mindanao region (UNESCAP) Africa 29: Burkina Faso 1 - Ouagadougou; Burundi 1- Bujumbura; Cameroon 2 -Douala, Yaoundé; Ivory Coast 5 - Abidjan; Kenya 1 -Nairobi; Nigeria 1-Ondo state; Madagascar 1-Antananarivo; Rwanda 1- Kigali (UN Women); South Africa 2 - Durban, Johannesburg; Tanzania 1 3 -Dar es Salaam and 12 other municipalities; Uganda 1- Kampala (BIAAG) Arab States 3: Egypt 1- Cairo (BIAAG, UN Women); Morocco 1-Marrakesh (UNICEF); Lebanon 1- Beirut (UNICEF) Eastern Europe 19: Serbia - 18 municipalities in Southern Serbia; Tajikistan 1-Dushanbe (UNICEF) Latin America and Caribbean 20: Brazil 1- Rio (UNICEF); Colombia 1 - Bogota, Medellin; Honduras 1- Tegucigalpa	90: The additional 2015 local authorities (i.e. over and above the 2013 baseline) are: Mexico City; Aguascalientes, Suleimaniyya (Kurdistan), Rosario, Hanoi, Kampala, Bogota, Rio, Port au Prince.	63 local authorities	73 local authorities

	(UNICEF); Jamaica 1- Kingston; Costa Rica 1- San Jose (UNICEF); Mexico 14-National Network; Peru 1- Lima (BIAAG)			
National Authorities	4 national (and regional authorities) Mexico, South Africa, Tanzania, regional strategy for Southern Serbia	7 national (and regional authorities) The additional 2015 national authorities (i.e. over and above the 2013 baseline) are: St. Kitts and Nevis, Cameroon, Australia, Argentina, Colombia, and Kenya.	13 national (and regional authorities)	18 national (and regional authorities)

Focus Area 2: Urban Planning and Design

FOCUS AREA 2 STRATEGIC Result: City, regional and national authorities have adopted improved policies, plan and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Indicator FA2: Number of partner city, regional and national authorities that have implemented urban policies, plans and designs that apply principles and standards derived from best practices.

RESPONSIBLE UNIT: Urban planning and design branch

MEASUREMENT UNIT: Partner city, regional and national authorities.

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to measure the number of UN Habitat partner city, regional and national authorities that have successfully implemented urban policies, plans and designs that apply principles and standards derived from best practices in regard to compact, socially inclusive, better integrated and connected cities.

Implementation may be defined as the operationalization of policies through the allocation of resources to facilitate the deployment of partner city, regional and national authority staff to undertake tasks as outlined in the plans developed etc....

METHODOLOGY: Review of implementation of urban policies plans and designs by partner city, regional and national authorities.

Frequency: Biennial

SOURCE OF DATA: City, regional and national level urban policy implementation plans, designs and programmes. Policy/planning staff at city, regional and national level/ HPMs and CTAs mission reports.

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	City:	City:	City:	City:
	Regional:	Regional:	Regional:	Regional:
	National:	National:	National:	National:

Focus Area 2: Urban Planning and Design

FOCUS AREA 2 STRATEGIC Result: City, regional and national authorities have adopted improved policies, plan and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected Accomplishment 2 .1: Improved urban national policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities

Indicator 2.1.1: Number of partner metropolitan, regional and national authorities that have adopted national urban policies including spatial frameworks that support compact, integrated and connected cities.

RESPONSIBLE UNIT: Regional and Metropolitan planning unit

MEASUREMENT UNIT: Partner metropolitan, regional and national, authorities

INDICATOR DESCRIPTION/DEFINITION:

The work in this area relates to the provision of support to partner countries to develop policies or to support the update or integration of new aspects in existing national urban policies. Success in this area is in the formal adoption (through legislative or other situation specific mechanisms) of national urban policies and spatial frameworks that meet the established criteria for compact integrated and connected cities.

Spatial frameworks are defined as plans that operationalize urban policy.

Compact, (related to density), **integrated** (as related to social diversity) and **connected** cities (as related to efficient mobility).

An NUP; Reflects a Transversal and integrated approach; based on the Understanding and works from the determinants of urbanization; articulated within a specific spatial framework; consolidates/creates a framework for supporting the urban planning system (system of Cities); uses Robust empirical, analytical and evidence based work supporting concise document which reflects the basic public policy cycle (Based on good diagnosis; have a good formulation; proper road-map for implementation and clear indicators for monitoring & Evaluation);clear Cross-sectoral approach (Ministries of Housing, Finances/Economic planning, Land, Industrial Development)

Key milestones:

- 1) Partner metropolitan, regional and national authorities have expressed interest and prepared concept note highlighting the key issues that face national urban policy/gaps identified
- 2) Partners have developed, following consultations and support from UN Habitat, a prioritized actions and interventions for the development of relevant urban policies
- 3) Draft policy /revised policy components available for adoption
- 4) Document adopted

METHODOLOGY: Desk review of the finalized policies.

SOURCE OF DATA: Partner city policies and spatial frameworks.

Frequency: Annual (End year)		Expected Performance Over Strategic Plan Duration		
Year/Unit of Measurement	Baseline 2013	Target 2015	Target 2017	Target 2019
Metropolitan	0	1: Colombia (26), Mexico (2), Indonesia (3); Mongolia (1)	41: Colombia (35), <i>El Salvador (?)</i> , Mexico (2), Indonesia (3); Mongolia (1)	46: Colombia (35), <i>El Salvador (?)</i> , Mexico (2), Indonesia (3); Mongolia (1)
Regional	0	1	0	Cambodia (1)
National	4	6 Gabon, Ghana, Nigeria, South Africa, Brazil, Colombia, Ecuador, Haiti, Mexico, Afghanistan, Bhutan, Cambodia, Fiji, Indonesia, Mongolia, Pakistan Papua New Guinea, Philippines Sri Lanka	32 Gabon, Ghana, Nigeria, South Africa, Comoros, Liberia, Mozambique, Namibia, Rwanda , South Sudan, Uganda, Zambia, Egypt, Lebanon, OPT, Saudi Arabia, Bangladesh, Philippines, Tuvalu Colombia, Ecuador, Mexico, El Salvador, Ghana	32: Comoros, Liberia, Mozambique, Namibia, Rwanda , South Sudan, Uganda, Zambia, Egypt, Lebanon, OPT, Saudi Arabia, Bangladesh, Philippines, Tuvalu Colombia, Ecuador, Mexico, El Salvador, Ghana

Focus Area 2: Urban Planning and Design

FOCUS AREA STRATEGIC RESULT:: City, regional and national authorities have adopted improved policies, plan and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected Accomplishment 2.2: Improved policies, plans and designs for compact, integrated and connected cities and neighborhoods adopted by partner cities

Indicator 2.2.1: Number of partner cities that have adopted policies, plans and designs for compact, integrated and connected cities and neighborhoods.

RESPONSIBLE UNIT: City planning extension and design unit

MEASUREMENT UNIT: Partner cities

INDICATOR DESCRIPTION/DEFINITION:

The indicator seeks to establish the **approval** by city planning committees or councils of new or improved urban policies, plans and designs developed at the city and neighborhood level and that reflect established criteria for **compact**, (related to density), **integrated** (as related to social diversity and mixed uses) and **connected** cities (as related to efficient mobility). **Policies** in this context are defined as an element of spatial planning, such as ‘guidelines’ for public space design, local regulations, other policy document that guide physical plans.

Plans and designs are different by scale and may be different by content as well, all have to include spatial elements (for instance a strategic plan needs to have a spatial component or guidance in order to be fitting the definition) – in general they might include spatial plans, structure plans, master plans and detailed plans or parcellation plans, as well as site master plans, site development concepts and detailed designs.

Adopted: evidence of formal approval at city level of the plans, designs and policies

Key milestones

- 1) Policy dialogues conducted to ensure inclusiveness in the planning process. As part of the plan formulation process, proposals at different stages are discussed with stakeholders in order to ensure inclusiveness in the planning process but also enrich the process and increase likelihood of adoption by the authority and acceptance by the stakeholders (indicators – relates to number and nature of meetings held, public information disseminated and number/quality of stakeholders involved)
- 2) Support concluded and ‘new’ plans or plans elements prepared/available
- 3) Plans adopted by city level authority

METHODOLOGY: Desk review of finalized policies.

Frequency: Annual

SOURCE OF DATA: HPM and CTA field monitoring mission reports / partner city policies, plans and designs

Expected Performance Over Strategic Plan Duration				
Year/Unit of measurement	Baseline 2013 ²	Target 2015	Target 2017	Target 2019
Cities	10: Bangladesh (23), Mongolia (1), Papua New Guinea (1), Sri Lanka (4), Vietnam (3), Brazil (1), Colombia (1), Ecuador (3) El Salvador (3) Mexico (1), Kenya (4)	20: Bangladesh (24), Cambodia (1), Mongolia (2), Papua New Guinea (1), Philippines (2) Sri Lanka (10), Vietnam (3), Brazil (1) Colombia (1), Ecuador (3) El Salvador (3) Mexico (1), Kenya (4)	117: Afghanistan (32), Bangladesh (40), Cambodia (4), Mongolia (3), Papua New Guinea (2), Philippines (4) Sri Lanka (18), Samoa (1), Vietnam (4), Brazil (1) Colombia (1), Ecuador (3) El Salvador (3) Mexico (1), Kenya (4)	131: Afghanistan (32), Bangladesh (50), Cambodia (4), Mongolia (3), Papua New Guinea (2), Philippines (6) Solomon Islands (1), Sri Lanka (18), Samoa (1), Vietnam (6), Brazil (1) Colombia (1), Ecuador (3) El Salvador (3) Mexico (1), Kenya (4)

² In view of the fact that this is a new line of work which requires plans and designs to be in conformity with the qualifiers of compact integrated and connected, it may be practical to assume that the baseline figures given by the regions are likely to qualify for the 2015 targets. This is an aspect that should be re-examined by the branch and the regions.

Focus Area 2: Urban Planning and Design

FOCUS AREA STRATEGIC RESULT:: City, regional and national authorities have adopted improved policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change,

Expected Accomplishment 2.3: Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities

Indicator 2.3.1: Number of partner city, regional and national authorities that have adopted policies, plans and strategies (including laws and regulations) that contribute to climate change mitigation and adaptation.

RESPONSIBLE UNIT: Climate change planning unit

MEASUREMENT UNIT: City, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION: This indicator seeks to measure the number of Habitat partner city, regional and national authorities that have mainstreamed climate change in their urban policies, plans (including laws and regulations), and/or have adopted climate change policies that address urban issues.

An example of this would be the routine application of environmental impact assessment (EIA) guidelines that incorporate climate change considerations; this would be taken as evidence of mainstreaming.

Key milestones:

- 1) Partner city, regional and national authorities have undertaken consultative dialogues and an assessment of existing situation and identification of gaps
- 2) Draft policies and plans ready for adoption process
- 3) Policies and plans ready for implementation.

METHODOLOGY: Desk review of the plans, policies and strategies developed by UN Habitat supported cities

SOURCE OF DATA: HPM and CTA mission reports/
National policies and plans, Partner city policies and plans

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year/ Unit of measurement	Baseline 2013	Target 2015	Target 2017	Target 2019

City	10: China (2), Philippines (2), Sri Lanka (2), Vietnam (1), Colombia (1), Haiti (1)	16³: Brazil (8), Cambodia (1), Ecuador (1), China (4), Fiji (1), Nepal (4), Mongolia (1), Pakistan (1), Papua New Guinea (1), Philippines (2), Sri Lanka (2), Vietnam (1), Colombia (4), Haiti (2)	46: Brazil (8), Cambodia (2), Ecuador (1), China (4), Fiji (1), Nepal (6), Mongolia (1), Pakistan (1), Papua New Guinea (2), Philippines (10), Sri Lanka (2), Tuvalu (1), Vietnam (1), Colombia (4), Haiti (2)	Brazil (8), Cambodia (2), Ecuador (1), China (4), Fiji (1), Nepal (6), Mongolia (1), Pakistan (1), Papua New Guinea (2), Philippines (2), Sri Lanka (2), Vietnam (1), Tuvalu (1), Colombia (4), Haiti (2)
Regional	1: Nepal (1), Philippines (1)	2: China (1), Nepal (1), Papua New Guinea (1), Philippines (4), Samoa (1), Solomon Islands (1), Sri Lanka (1), Vanuatu (1), Vietnam (2)	13: China (1), Nepal (1), Papua New Guinea (1), Philippines (4), Samoa (1), Solomon Islands (1), Sri Lanka (1), Vanuatu (1), Vietnam (2)	13: China (1), Nepal (1), Papua New Guinea (1), Philippines (4), Samoa (1), Solomon Islands (1), Sri Lanka (1), Vanuatu (1), Vietnam (2)
National	4: China (1), Fiji (1), Philippines (1), Sri Lanka (1), Ecuador (1)	7: Cambodia (1), China (1), Fiji (1), Myanmar (1), Philippines (1), Sri Lanka (1), Ecuador (1), Africa (Uganda, Mozambique, Burkina Faso, Rwanda, Kenya, Senegal, Namibia).	7: Cambodia (1), China (1), Fiji (1), Myanmar (1), Philippines (1), Sri Lanka (1), Ecuador (1), Africa (Uganda, Mozambique, Burkina Faso, Rwanda, Kenya, Senegal, Namibia).	7: Cambodia (1), China (1), Fiji (1), Myanmar (1), Philippines (1), Sri Lanka (1), Ecuador (1), Africa (Uganda, Mozambique, Burkina Faso, Rwanda, Kenya, Senegal, Namibia).

³ Cities in CCC: *Asia/Pacific* (Sorsogon, Batticaloa, Kathmandu, Negombo, Pekalongan, Ulaanbaatar, Banjarmasin, Hoi An, Jiangyin, Sihanoukville, Cauayan, Olongapo, Santiago, Tuguegarao, Kalmunai, Ratnapura, Balangoda, Kesbewa, Cagayon de Oro, Davao, Iloilo, Butuan, Cainta, Pakse, Apia, Lami, Port Moresby, Port Vila, Honiara, Nadi, Lautoka, Sigatoka); *Africa* (Kampala, Maputo, Bobo Dioulasso, Kigali, Mombasa, St. Louis, Walvis Bay, Beira, Vilankulo); *Latin America* (Esmeraldas).

Focus Area 3: Urban Economy

FOCUS AREA 3: STRATEGIC Result: City, regional and national authorities have adopted improved urban policies and strategies that are supportive of economic development-with particular focus on young men and women and enhanced urban and municipal finance -

Indicator FA 3.1: Number of partner cities, regional and national authorities that have adopted or implemented improved urban strategies and policies supportive of the creation of decent jobs and livelihoods for youth

RESPONSIBLE Branch: Urban Economy Branch

MEASUREMENT UNIT: Number of partner cities, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to measure the number of partner cities, regional and national authorities that have adopted or implemented improved urban strategies and policies supportive of the creation of decent jobs and livelihoods for youth. Such urban strategies and policies empower the youth through: (a) support to urban youth-led organizations to undertake community service programmes which improve livelihoods and create jobs; and (b) partnerships directly with cities to develop programmes which improve livelihoods and create jobs.

Adoption is understood as the formal adoption of a specific policy or strategy by the relevant executive authority. **Implementation** is defined as the operationalization of policies through the allocation of resources including the deployment of staff to undertake the requisite tasks.

METHODOLOGY:

Frequency: Biennial

SOURCE OF DATA:

Expected Performance Over Strategic Plan Duration

Year/Unit of Measurement	Baseline 2013	Target 2015	Target 2017	Target 2019
Cities	7: Kampala, Dar-es-Salaam, Nairobi, Kigali, Sao Paolo, Harare, and Katmandu	25: cities in Saudi Arabia (Ha'il, Jizan, Al-Madinah, Aseer, Riyadh, Holy Makkah, Al-Monawarah, Tabuk, Al-Qassim, Najran; cities in Afghanistan (Jalalabad, Mazar-e-Sharif, Herat, Kandahar, Kabul; 9 cities in Rwanda.	67	107
Regional Authorities				
National Authorities				

Focus Area 3: Urban Economy

FOCUS AREA 3: STRATEGIC Result: City, regional and national authorities have adopted improved urban policies and strategies that are supportive of economic development-with particular focus on young men and women and enhanced urban and municipal finance -

Indicator FA 3.2: Number of partner cities, regional and national authorities that have adopted or implemented improved urban strategies and policies supportive of enhanced urban and municipal finance

RESPONSIBLE Branch: Urban Economy

MEASUREMENT UNIT: Number of partner cities, local, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION: This indicator seeks to measure the number of partner cities, local, regional and national authorities that have adopted or implemented improved urban strategies and policies supportive of enhanced urban and municipal finance. Such urban strategies and policies include: (a) land value capture; (b) use of public-private partnerships to leverage private capital for urban development; (c) other fiscal measures such as revenue enhancement plans; and (d) adoption of participatory budgeting processes.

METHODOLOGY:

Frequency: Biennial

SOURCE OF DATA: Evaluation Report

Expected Performance Over Strategic Plan Duration

Year/Unit of Measurement	Baseline 2013	Target 2015	Target 2017	Target 2019
Cities	8: Chibuto, Manica and Nacala (Mozambique: participatory budgeting) Hargeisa and Borama , (Somalia) Somoto, Ocotal, and Esteli (Nicaragua: ERSO infrastructure financing)	12	16	25
Regional				
National				

Focus Area 3 – Urban Economy

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have adopted improved urban policies and strategies that are supportive of economic development-with particular focus on young men and women and enhanced urban and municipal finance -

Expected Accomplishment 3.1: Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth.

Indicator 3.1.1: Number of partner cities that have prepared local economic development plans

RESPONSIBLE UNIT: Local Economic Development Unit

MEASUREMENT UNIT: Partner cities

INDICATOR DESCRIPTION/DEFINITION

LED plans provide a shared economic vision for the city in addition to setting out the related economic objectives, projects and action plans. These plans investigate a broad range of topics: (a) existing demographic and economic conditions; (b) economic drivers as well as the recent performance of the local economy; (c) access to infrastructure; (d) economic impact on the city of surrounding areas and of the national economy; (e) the investment climate including local government's attitudes towards all types of business activities from corporate to informal; and (f) the opportunities and threats facing the city economy. Beyond helping to understand the structure and state of the local economy, LED plans will: (a) identify economic drivers and key local assets; (b) assess investment opportunities to leverage economic development, supported by sound financing strategies or business models; and (c) identify the social equity and poverty challenges that need attention. LED plans must also have a spatial dimension and give attention to territorial economic governance as well as investments in urban infrastructure.

For LED plans to qualify, in the terms of this indicator, they must be inclusive and based on values and priorities set by stakeholders, and informed by a local economic assessment. Inclusive is defined to include social equity as well as the inclusion in the LED planning process of a broad range of stakeholders with interest in the local economy: the youth, women, vulnerable/marginalised groups, civil society groups, private sector bodies, local and national governments etc.

Key milestones:

- 1) Stakeholders, including city authorities are able, through thematic consultations, to identify the key economic challenges and opportunities facing the city;
- 2) Stakeholders, including city authorities, are able to define the scope of a LED plan;
- 3) Stakeholders, including city authorities have the ability to prepare a LED Plan and investment Proposals.

METHODOLOGY: Document review

SOURCE OF DATA:

For this new line of work verification of the indicator will be based on the following proposed reports: Technical Scoping reports; stakeholders'

Frequency: Annual (End year)		thematic consultation reports on scoping; urban economic profiles; draft progress reports (quarterly and six monthly); and mission reports.		
Expected Performance Over Strategic Plan Duration				
Year/ Unit of Measurement	Baseline 2013	Target 2015	Target 2017	Target 2019
Cities	0	6: The list of cities will include, among others: Nacala and Maputo (Mozambique); 2 cities in Ondo State (Nigeria); Butuan (Philippines)	16	24

Focus Area 3 – Urban Economy

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have adopted improved urban policies and strategies that are supportive of economic development-with particular focus on young men and women and enhanced urban and municipal finance -

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

INDICATOR: 3.1.2 [Number of partner cities that have prepared set priorities based on local economic assessment](#)

RESPONSIBLE UNIT: Local Economic Development Unit

MEASUREMENT UNIT: Partner Cities

INDICATOR DESCRIPTION/DEFINITION

This indicator seeks to track the number of partner cities that have, through participatory processes, identified priorities based on local economic assessment. This assessment creates an evidence-based economic profile of the city, setting out the role and structure of the local economy and the city’s competitive advantages and weaknesses. Further, it analyses a broad range of topics: existing demographic and economic conditions; economic drivers, recent performance of the local economy; access to infrastructure; economic impact on the city of surrounding areas and of the national economy; the investment climate including local government's attitudes towards all types of business activities from corporate to informal; the opportunities and threats facing the city economy etc. The indicator will also serve to capture analytical work needed to assess, through socio economic lens, and prioritize investment projects, economic sectors or spatial areas.

Key milestone are:

- 1) Stakeholders, including city authorities, are able, through thematic consultations, to identify the key economic challenges and opportunities facing the city;
- 2) Stakeholders are able to scope investment opportunities;
- 3) Stakeholders have the ability to prioritize investments

METHODOLOGY: Document review.

SOURCE OF DATA:

Technical Scoping reports; city economic profiles; draft progress reports (quarterly and six monthly); and mission reports.

Frequency: Annual (End year)

Expected Performance Over Strategic Plan Duration

Year/Unit of Measurement	Baseline Dec 2013	Target Dec 2015	Target Dec 2017	Target 2019
Cities	0:	7: Kisumu + 6 Cities to be determined	15	23

Focus Area 3 - Urban Economy

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have adopted improved urban policies and strategies that are supportive of economic development-with particular focus on young men and women and enhanced urban and municipal finance -

Expected Accomplishment 3.2: Improved capacity of targeted cities to adopt urban policies and programmes supportive of increased employment, livelihoods and opportunities and with a focus on urban youth and women

Indicator: 3.2.1 Number of partner cities that have adopted programmes supportive of increased employment opportunities and livelihoods, with a focus on urban youth and women.

RESPONSIBLE UNIT: Youth and Job Creation Unit

MEASUREMENT UNIT: Cities

INDICATOR DESCRIPTION/DEFINITION

This indicator focuses on the livelihood challenges of urban youth (young men and women). It seeks to monitor the extent livelihood programmes have been established in partner cities, which empower youth, for instance, by assisting urban youth-led organizations to undertake community service programmes, which improve livelihoods and create jobs; and/or partnerships directly with cities to develop programmes, which improve livelihoods and create jobs.

Key milestones:

- 1) Youth-led organizations have an informed understanding of livelihood opportunities;
- 2) Youth-led organizations have the capacity to form partnerships with local authorities to establish livelihood programmes through, for example, establishing the One Stop Youth Resource Centres;
- 3) Programmes at the city level lead to improved livelihoods and, stemming from this, increased employment.

METHODOLOGY: Document review

SOURCE OF DATA: Project evaluations every 2 years; Bi-annual and annual reports to funders.

Frequency: Annual (End year)

Expected Performance Over Strategic Plan Duration

Year	Baseline Dec 2013	Target Dec 2015	Target Dec 2017	Target Dec 2019
Cities	7: Kampala, Dar-es-Salaam, Nairobi, Kigali, Sao Paulo, Harare, and Katmandu	25: cities in Saudi Arabia (Ha'il, Jizan, Al-Madinah, Aseer, Riyadh, Holy Makkah, Al-Monawarah, Tabuk, Al-Qassim, Najran; cities in Afghanistan (Jalalabad, Mazar-e-Sharif, Herat, Kandahar, Kabul; 9 cities in Rwanda. 25 (list is available)	67	107

Focus Area 3 - Urban Economy

FOCUS AREA STRATEGIC RESULT:: City, regional and national authorities have adopted improved urban policies and strategies that are supportive of economic development-with particular focus on young men and women and enhanced urban and municipal finance -

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

Indicator 3.3.1: Number of partner cities that have adopted programmes and strategies for improved urban and municipal finance

RESPONSIBLE UNIT: Urban and Municipal Finance Unit

MEASUREMENT UNIT: Cities

INDICATOR DESCRIPTION/DEFINITION

This indicator seeks to monitor adoption by partner cities of programmes and strategies that improve urban and municipal finance. Examples of relevant strategies are land value capture, use of public-private partnerships to leverage private capital for urban development, and adoption of participatory budgeting processes. Strategies to improve urban and municipal finance also include the preparation and adoption of revenue enhancement plans. Such plans set out the key revenue sources and their potential revenue yield in addition to investigating their responsiveness to economic changes. Programmes and strategies will qualify, in the terms of this indicator, if they substantially reflect this diverse set of urban and municipal finance dimensions.

Key milestones:

- 1) Partner city has an informed understanding of its main financial challenges;
- 2) Partner city can prepare revenue enhancement plans;
- 3) Partner city, through its executive authority, has the political will to adopt programmes and strategies for revenue mobilization.

METHODOLOGY: Document review

Frequency: Annual (End year)

SOURCE OF DATA:

Progress reports (quarterly and six monthly); mission reports (UN-Habitat template); diagnostic reports; executive authority resolutions as evidence of adoption

Expected Performance Over Strategic Plan Duration

Year/ Unit of Measurement	Baseline Dec 2013	Target Dec 2015	Target Dec 2017	Target Dec 2019
Cities	8: Chibuto, Manica and Nacala (Mozambique: participatory budgeting) Hargeisa and Borama , (Somalia) Somoto, Ocotol, and Esteli (Nicaragua: ERSO infrastructure financing)	12	16	25

Focus Area 4 – Urban Basic Services

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have implemented policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor

Indicator FA4.1: Number of partner city, regional and national authorities that have implemented policies for increasing equitable access to basic services including the promotion of the guidelines on decentralization and strengthening of local authorities and on access to basic services for all.

RESPONSIBLE BRANCH: Urban Basic Services

MEASUREMENT UNIT: Number of partner city, national and regional authorities

INDICATOR DESCRIPTION/DEFINITION:

This indicator measures the number of partner city, regional and national authorities that have implemented policies for increasing equitable access to basic services for all through decentralized and strengthened service providers. Implementation is defined as the operationalization of policies through the allocation of resources, including the deployment of staff, evidenced by adoption of policy, legislation, adopted guidelines, and dedicated budgets

METHODOLOGY: Document Review

Frequency: Biennial

SOURCE OF DATA: Policy documents – existing and new- (codes, acts/ordinances, treaties, resolutions, declarations, guidelines); Partnership agreements (MoUs, cooperation agreements, contracts); Meeting consultation reports.

Expected Performance Over Strategic Plan Duration

Year/Unit of Measurement	Baseline 2013	Target 2015	Target 2017	Target 2019
Local	165 local authorities ⁴	170 local; authorities	175 local; authorities	180 local; authorities
National	27 national authorities;	30 national authorities;	32 national authorities;	34 national authorities;
Regional	5 regional bodies	7 regional bodies	8 regional bodies	8 regional bodies

⁴ UBSB to provide a list of local, national and regional authorities in the baseline.

Focus Area 4 – Urban Basic Services

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have implemented policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor

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

Indicator 4.1.1 Increased number of partner local, national and regional authorities implementing policies and the International Guidelines on Decentralization and Access to Basic Services for All

RESPONSIBLE UNIT: All Units

MEASUREMENT UNIT: Number of local authorities, national authorities and regional bodies

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to track implementation by partners of the "International Guidelines on Decentralization and Access to Basic Services for All", leading to increased use by urban residents of sustainable urban basic services. Implementation follows the process following adoption-of policy consistent with the Guidelines and is accompanied by the allocation of resources to implement pro-poor projects. Sustainable urban basic services refer to services that are affordable, reliable and environmentally sound.

Key milestones:

- 1) Stakeholders, including national and local authorities, are able to mobilize and hold consultations to review decentralization strategies;
- 2) Stakeholders have the capacity to adapt the International Guidelines on Decentralization and Access to Basic Services for All;
- 3) Stakeholders have the political will to adopt and implement suitable decentralization guidelines.

METHODOLOGY : Document review

Frequency: Annual (End year)

SOURCE OF DATA:

Policy documents – existing and new- (codes, acts/ordinances, treaties, resolutions, declarations, guidelines);
Partnership agreements (MoUs, cooperation agreements, contracts);
Meeting consultation reports.

Expected Performance Over Strategic Plan Duration

Year/Unit	Baseline Dec 2013	Target Dec 2015	Target Dec 2017	Target Dec 2019
Local	165 local	170 local; authorities	175 local; authorities	180 local; authorities

	authorities ⁵			
National	27 national authorities;	30 national authorities;	32 national authorities;	34 national authorities;
Regional	5 regional bodies	7 regional bodies	8 regional bodies	8 regional bodies

⁵ UBSB to provide a list of local, national and regional authorities in the baseline.

Focus Area 4 – Urban Basic Services

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have implemented policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor

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

Indicator: 4.2.1 Amount of investment in urban basic services catalyzed by UN Habitat programmes in partner countries.

RESPONSIBLE UNIT: All Units

MEASUREMENT UNIT: US\$

INDICATOR DESCRIPTION/DEFINITION

UN-Habitat’s work in this area helps to unlock or catalyse resources from financing bodies for improved access to urban basic services. This work includes strategic partnerships with funding agencies, the private sector and governments. Catalysing resources means attracting additional development investments from project partners, which help achieve tangible development outcomes. By conducting pilot projects and pre-investment activities, including technical assistance and community mobilization, UN-Habitat is instrumental in attracting resources that expand access by the poor to urban basic services. This indicator monitors the amount of such resources. A typical scenario is where, as a result of UN-Habitat’s activities and engagement with a financier, a pro-poor urban basic services component is appraised and funded within a larger infrastructure project of the financing body. In the terms of this indicator, only resources for which UN-Habitat has been directly instrumental in catalysing, and within a period not exceeding 2 years from project start, will qualify.

METHODOLOGY: Document review

Frequency: bi-annual (End year)

SOURCE OF DATA:

Records on investments in specific sectors by partner governments, funding agencies and development partners; M&E records on the level of investments in projects and programmes.

Expected Performance Over Strategic Plan Duration

Year/Unit	Baseline 2013	Target 2015	Target 2017	Target 2019
USD	40 million	50 million	65 million	80 million

Focus Area 4 – Urban Basic Services	
FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have implemented policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor	
Expected Accomplishment 4.3: Increase in the use of sustainable urban basic services in partner cities	
Indicator: 4.3.1 Percentage of consumers in partner cities with access to sustainable water and sanitation services	
RESPONSIBLE UNIT: Water and Sanitation Unit	MEASUREMENT UNIT: Percentage of Consumers
<p>INDICATOR DESCRIPTION/DEFINITION</p> <p>This is a demand-side indicator whose focus is the use of sustainable water and sanitation services. The emphasis on usage is important as it signals that consumers are able to afford the service. The use of sustainable water and sanitation services means access to reliable and affordable water supply, of acceptable quality and adequate quantity, compliant with appropriate standards (National/International)</p> <p>Numerator= No. of consumers using sustainable water and sanitation services as a result of UN-Habitat support.</p> <p>Denominator= Target population.</p> <p>The baseline percentage is tentative and its numerator and denominator will be verified through a survey in UBSB’s partner cities, estimated to cost \$200,000 by the Branch. UBSB will develop a survey methodology to establish the baseline as well as a clear and unambiguous definition of the target population. Subsequent surveys, every two years, will be carried out and will employ the same methodology for purposes of comparability.</p> <p>This high level quantitative indicator will be complemented by qualitative assessments to track the adoption of sustainable water and sanitation policies by partner cities and implementation of suitable projects.</p> <p>Key milestones:</p> <ol style="list-style-type: none"> 1) Increased awareness in partner cities and communities about the need for sustainable water and sanitation services ; 2) Increasing commitment among partner cities, other service providers, and communities to invest in sustainable water and sanitation services; 3) Improved capacity by partner cities and other service providers to deliver sustainable water and sanitation services. 	
METHODOLOGY : Document review and analysis of survey data	SOURCE OF DATA: Partner utility records;

Frequency: Biennial				
Expected Performance Over Strategic Plan Duration				
Year/Unit	Baseline 2013	Target 2015	Target 2017	Target 2019
% of consumers	60%	70%	80%	90%

Focus Area 4 – Urban Basic Services

FOCUS AREA STRATEGIC RESULT: City, regional and national authorities have implemented policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor

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

Indicator: 4.3.2 Percentage of households in partner cities using sustainable energy supply

RESPONSIBLE UNIT: Urban Energy Unit

MEASUREMENT UNIT: Percentage of households in target population

INDICATOR DESCRIPTION/DEFINITION

This is a demand-side indicator whose focus is the use of sustainable energy. The emphasis on usage is important as it signals that consumers are able to *afford* the service. Sustainable energy means the use of energy in an *efficient* way with emphasis on *clean and renewable* sources of energy.

Numerator= Total No. of households using sustainable energy as a result of UN-Habitat support.

Denominator= Target population.

The baseline percentage is tentative and its numerator and denominator will be verified through a survey in UBSB’s partner cities, estimated to cost \$200,000 by the Branch. UBSB will develop a survey methodology to establish the baseline as well as a clear and unambiguous definition of the target population. Subsequent surveys, every two years, will be carried out and will employ the same methodology for purposes of comparability.

This high level quantitative indicator will be complemented by qualitative assessments to track the adoption of sustainable energy policies by partner cities.

Key milestones:

- 1) Increased awareness in partner cities and communities about the need for sustainable energy;
- 2) Increasing commitment among partner cities, other service providers, and communities to invest in sustainable energy;
- 3) Improved capacity by partner cities and other service providers to deliver sustainable energy.

METHODOLOGY: Document review and analysis of survey data

SOURCE OF DATA: Urban gateway portal and MoUs with partners; country & regional reports; mission reports and UN-Habitat field progress reports; UNDAF

Frequency: Biennial		documents, programme reports; baseline survey by UBSB at a cost of USD 200,000, repeated every 2 years.		
Expected Performance Over Strategic Plan Duration				
Year	Baseline 2013	Target 2015	Target 2017	Target 2019
% of households in target population	45%	50%	55%	60%

Focus Area 4 – Urban Basic Services

FOCUS AREA STRATEGIC RESULT: : City, regional and national authorities have implemented policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor

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

Indicator: 4.3.3 Percentage of population in partner cities using sustainable modes of transport.

RESPONSIBLE UNIT: Urban Mobility Unit

MEASUREMENT UNIT: Percentage of consumers in target population

INDICATOR DESCRIPTION/DEFINITION

Sustainable transport means access to environmentally sound, safe, affordable, reliable, comfortable transport for all, especially for the poor and disadvantaged groups, including mass transit and safe and attractive facilities for walking and cycling.

Numerator = No. of people in partner cities with access to sustainable transport as a result of UN-Habitat support.

Denominator = Target population.

The baseline percentage is tentative and its numerator and denominator will be verified through a survey in UBSB’s partner cities, estimated to cost \$200,000 by the Branch. UBSB will develop a survey methodology to establish the baseline as well as a clear and unambiguous definition of the target population. Subsequent surveys, every two years, will be carried out and will employ the same methodology for purposes of comparability.

This high level quantitative indicator will be complemented by qualitative assessments to track the adoption of sustainable transport policies by partner cities.

Key milestones:

- 1) Increased awareness in partner cities and communities about the need for sustainable transport;
- 2) Increasing commitment among partner cities, other service providers, and communities to invest in sustainable transport;
- 3) Improved capacity by partner cities and other service providers to deliver sustainable transport.

METHODOLOGY: Document review and analysis of survey data		SOURCE OF DATA: Partner utility records; Baseline and Consumer satisfaction surveys by UBSB, both at a cost of USD 200,000, repeated every 2 years.		
Frequency: Biennial				
Expected Performance Over Strategic Plan Duration				
Year/Unit	Baseline 2013	Target 2015	Target 2017	Target 2019
% of consumers in target population	55%	60%	65%	70%

Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA 5: STRATEGIC Result : Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

Indicator FA5.1: Number of local, national and regional authorities that are implementing sustainable and inclusive housing, slum upgrading and prevention policies and programmes

RESPONSIBLE BRANCH: Housing and Slum Upgrading Branch

MEASUREMENT UNIT: Number of partner local, national and regional authorities

INDICATOR DESCRIPTION/DEFINITION: This indicator has been interpreted to include partner local, national and regional authorities that are **formulating and** implementing sustainable and inclusive housing, slum upgrading and prevention policies and programmes. Implementation follows, and sometimes runs parallel to, formulation and may be defined as the operationalization of policies through the allocation of resources, including the deployment of staff, to undertake planned tasks.

METHODOLOGY: Document review

SOURCE OF DATA: Reports and publications from partner countries; UN-Habitat flagship reports; reports from the Governing Council and the World Urban Forum; and in-house studies

Frequency: Biennial

Expected Performance Over Strategic Plan Duration

Year/Unit	Baseline 2013 ⁶	Target 2015	Target 2017	Target 2019
Local	11: Accra, Addis Ababa, Dakar, Kinshasa, Lusaka, Mzuzu, Nampula, Niamey, Ouagadougou, Yaoundé;	29 local authorities that will implement city-wide slum upgrading strategies	40 local authorities that will implement city-wide slum upgrading strategies	60 local authorities that will implement city-wide slum upgrading strategies
National	22: Housing delivery (4): Zambia, Ghana, Nepal, Vietnam; National housing policy (1): Nigeria; Urban housing sector profiles (3):	48 countries that will have completed and endorsed housing and slum upgrading profiles, strategies and programmes	60 countries that will have completed and endorsed housing and slum upgrading profiles, strategies and programmes	80 countries that will have completed and endorsed housing and slum upgrading profiles, strategies and programmes

⁶ Determination of this baseline can only be based on a rigorous survey.

	<p>Tunisia, El Salvador, Ecuador;</p> <p>Sustainable housing and green economy (2): DRC, Kenya;</p> <p>Production of local housing materials (1): Cuba;</p> <p>Social housing programme (1): Brazil;</p> <p>Housing profile studies (2): Malawi, Senegal;</p> <p>National urban profiles for slum upgrading and prevention (8): Benin, Lesotho, Togo, Rwanda, Botswana, Saint Lucia, Tuvalu, Vanuatu</p>			
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Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA STRATEGIC RESULT:: Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

Expected Accomplishment 5.1: Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated.

Indicator 5.1.1: Number of local, regional, national and supranational authorities and partners that have joined the Global Housing Strategy

RESPONSIBLE UNIT: Housing Unit

MEASUREMENT UNIT: Local, national and supranational authorities and partners

INDICATOR DESCRIPTION/DEFINITION

The indicator tracks the number of local, regional, national authorities as well as regional and international forums, organizations and partners that have joined the Global Housing Strategy (GHS) as a result of UN-Habitat’s work with such authorities and partners. GHS is a collaborative global movement towards adequate housing for all, including improving access to housing, in general, and the living conditions of slum dwellers, in particular. The main objective of GHS is to assist member states to work towards the realization of the right to adequate housing.

On the Global level, UN-Habitat acts as the convener and secretariat and in this role seeks to involve UN- Habitat Partners in GHS, including national and local governments, civil society organizations, global umbrella organizations of local authorities, relevant international cooperation partners and external support agencies, international professional organizations, academia, the private sector etc. For their part, countries are expected to develop, implement and update their own national housing strategies with methodological support from UN-Habitat and informed by the GHS framework document.

Joining the GHS is typically signified by a partner participating in GHS-related activities since a formal instrument for this purpose is not a requirement. For countries, other evidence of joining is based on housing profiles that show if a country has formulated/implemented a housing strategy and policy which integrate GHS principles. In other cases there could be a signed letter of commitment to the GHS. The criteria for determining if a UN-Habitat Partner can be deemed to have joined the GHS include any one or several of the following:

- Letter of commitment, for instance by Universities/NGOs/Governments;
- Active participation in dialogues and activities of GHS;
- Active membership of online platform;
- Contribution to advocacy, policy debates, knowledge sharing, capacity building, technical support.

METHODOLOGY : Document review		SOURCE OF DATA: In-house data base of local, regional, national authorities as well as regional and international forums, organizations and partners that have joined the Global Housing Strategy, assembled by the Housing Unit on the basis of the checklist provided above; Content contributions to debate on GHS; Supporting documents including MOUs, letters of commitment etc.		
Frequency: Annual (End year)				
Expected Performance Over Strategic Plan Duration				
Year/Unit	Baseline 2013	Target 2015	Target 2017	Target 2019
Countries	24 Rabat declaration signatories ⁷ i.e. (24): Argentina, Brazil, China, Egypt, Morocco, Nigeria, Senegal, South Africa, Turkey, Uganda, Angola, Burkina Faso, Cameroon, Chad, Comoros, Djibouti, Libya, Madagascar, Malawi, Mauritania, Nepal, Philippines, Tunisia, Zambia	60: (24 Rabat declaration signatories and others) will have joined, adopted or endorsed the Global Housing Strategy	84 will have joined, adopted or endorsed the Global Housing Strategy	119 will have joined, adopted or endorsed the Global Housing Strategy

⁷ This refers to the Rabat Conference, held from 26-29 November 2012, which was attended by 24 Government delegations. The conference concluded with the Rabat Declaration, endorsed by all participating countries, calling for more housing and slum upgrading interventions and policy frameworks at country level.

Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA STRATEGIC RESULT:: Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

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

Indicator 5.1.2: Number of partner countries that are working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly the reduction of unlawful forced eviction.

RESPONSIBLE UNIT: Housing Unit

MEASUREMENT UNIT: Countries

INDICATOR DESCRIPTION/DEFINITION

This indicator was previously linked to the work of the Global Land Tool Network, which now falls under Focus Area 1. During the Strategic Plan period, this indicator will focus on the realization of the right to adequate housing as enshrined in housing policy or legislation. The right is defined as a part of human rights and seeks to ensure that housing is underwritten by a known set of rules, which provide protection from forced eviction.

Key milestones:

- 1) Countries request UN-Habitat’s technical and advisory services in order to develop and implement a national housing policy premised on the respect and promotion of human rights;
- 2) Countries utilize UN-Habitat’s technical and advisory services in order to develop and implement a national housing policy premised on the respect and promotion of human rights;
- 3) Countries ensure greater achievement of the right to adequate housing measured in terms of codified protection from forced evictions, including development and formulation of land readjustment policies and legal frameworks.

METHODOLOGY: Document review

SOURCE OF DATA:

In-house data base on local, regional and national authorities and partners that have joined the Global Housing Strategy, assembled by the Housing and Slum Upgrading Branch, on the basis of the criteria of respect and fulfillment of the right to adequate housing; Universal Periodic Review; reports of the Committee on Economic, Social and Cultural Rights; reports of the Special Rapporteur on the Right to Adequate Housing; reports of UN-Habitat on land readjustment for slum upgrading.

Frequency: Annual (End year)

Expected Performance Over Strategic Plan Duration

Year/Unit	Baseline 2013	Target 2015	Target 2017	Target 2019
	6: Land Policy Guidelines (2): Antigua and Barbuda, Saint	12: Antigua and Barbuda, Saint Lucia, Uganda, Kenya, DRC, Liberia;	14 countries will have developed policy and legal	16 countries will have developed policy and legal frameworks

	<p>Lucia;</p> <p>STDM pilot (2): Uganda, Kenya;</p> <p>Land policy reform (2): DRC, Liberia</p>	<p>Policies and legal frameworks for slum upgrading at scale with land readjustment (6): Papua New Guinea, Solomon Islands, Trinidad and Tobago, Ghana, Rwanda, Fiji.</p>	<p>frameworks contributing to the right to adequate housing, particularly the reduction of forced evictions</p>	<p>contributing to the right to adequate housing, particularly the reduction of forced evictions</p>
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Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA STRATEGIC RESULT: Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

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

Indicator: 5.1.3 Number of countries that are implementing sustainable building codes and regulations

RESPONSIBLE UNIT: Housing Unit

MEASUREMENT UNIT: Countries

INDICATOR DESCRIPTION/DEFINITION

This indicator seeks to track the number of countries that, with UN-Habitat support, are implementing mandatory building energy efficiency codes (BEECs), defined as those which promote the development of greener buildings with lower carbon emissions for building materials and construction designs and technologies.

Key milestones:

- 1) Countries have the ability to identify areas of building code reform;
- 2) Countries are able to mobilize the key stakeholders in the house building industry;
- 3) Countries are able to conduct stakeholder consultations and draft revised building codes;
- 4) Countries have the political will to adopt revised building codes;
- 5) Countries have the technical capacity to implement sustainable building codes.

METHODOLOGY: Document review

Frequency: Annual (End year)

SOURCE OF DATA:

Project documentation; building codes and building regulations; green building rating systems and green building certifications; agreements signed with governments including MOUs and letters of commitment by partner authorities/agencies..

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Countries	0	18: Uganda, Kenya, Rwanda, Tanzania and Burundi, Malawi, Zambia, Ghana, Tunisia, Ecuador, El Salvador, Cuba, Vietnam, Nepal, Palestine, Cameroon, Senegal and Nigeria	35	46

Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA STRATEGIC RESULT:: Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

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

Indicator 5.2.1 Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented.

RESPONSIBLE UNIT: Housing and Slum Upgrading Units

MEASUREMENT UNIT: National strategies and programmes

INDICATOR DESCRIPTION/DEFINITION

This indicator monitors the number of countries that formulate and implement policies that address both slum upgrading and housing supply. Slum Upgrading recognizes incremental shelter improvement, and promotes and empowers participation in the upgrading process. Slum upgrading lends itself to the alignment of local and national political will, all towards the physical, social and economic integration of slum settlements into the urban fabric with the aim of improving the quality of urban life for poor people and the economic efficiency of cities. Prevention of slums seeks to improve the supply and affordability of new housing through the delivery of serviced land and housing opportunities at scale, and thus curb the growth of new slums.

Key milestones:

- 1) Partner national authorities and their key stakeholders have a well-informed and realistic understanding of the rationale for slum upgrading;
- 2) Partner national authorities request UN-Habitat’s technical and advisory services in order to formulate slum upgrading policies and strategies consistent with GHS principles;
- 3) Countries utilize UN-Habitat’s technical and advisory services in order to prepare and implement slum upgrading policies and strategies consistent with GHS.

METHODOLOGY : Document review

SOURCE OF DATA:
Agreements with partner countries

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
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<p>Countries</p>	<p>28: Housing (5); Uganda, Ecuador, Ghana, El Salvador, Kenya;</p> <p>PSUP Phase 2 countries (17): Antigua and Barbuda, Burundi, Cape Verde, Cote d'Ivoire, Fiji, Haiti, Jamaica, Madagascar, Mali, Mauritius, Nigeria, Papua New Guinea, Republic of Congo, Solomon Islands, Gambia, Trinidad and Tobago, Namibia;</p> <p>PSUP Phase 3 countries (6): Burkina Faso, Cameroon, DRC, Malawi, Mozambique, Niger.</p>	<p>39: Housing (9); Uganda, Ecuador, Ghana, El Salvador, Kenya, Liberia, Lesotho, Guyana, Zimbabwe;</p> <p>PSUP Phase 1 countries (7): Benin, Togo, Rwanda, Botswana, Saint Lucia, Tuvalu, Vanuatu.</p> <p>PSUP Phase 2 countries (17): Antigua and Barbuda, Burundi, Cape Verde, Cote d'Ivoire, Fiji, Haiti, Jamaica, Madagascar, Mali, Mauritius, Nigeria, Papua New Guinea, Republic of Congo, Solomon Islands, Gambia, Trinidad and Tobago, Namibia;</p> <p>PSUP Phase 3 countries (6): Burkina Faso, Cameroon, DRC, Malawi, Mozambique, Niger;</p>	<p>49</p>	<p>55</p>
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Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA STRATEGIC RESULT:: Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

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

Indicator 5.2.2 Number of partner national authorities commencing implementation of slum upgrading programmes

RESPONSIBLE UNIT: Slum Upgrading Unit

MEASUREMENT UNIT: National authorities

INDICATOR DESCRIPTION/DEFINITION

This indicator has been interpreted to refer to the number of partner national authorities that are commencing **formulation and** implementation of slum upgrading programmes. Implementation follows, and sometimes runs parallel to, formulation and may be defined as the operationalization of policies through the allocation of resources, including the deployment of staff, to undertake planned tasks. Slum upgrading programmes recognize incremental development, and empower participation towards the physical, social and economic integration of slum settlements with the aim of improving the quality of life for poor urban residents and the economic efficiency of cities.

Key milestones:

- 4) Partner national authorities request UN-Habitat’s technical and advisory services in order to formulate slum upgrading programmes consistent with GHS principles;
- 5) Countries utilize UN-Habitat’s technical and advisory services in order to prepare slum upgrading projects consistent with GHS;
- 6) Countries utilize UN-Habitat’s technical and advisory services in order to implement slum upgrading projects consistent with GHS.

METHODOLOGY : Document review

SOURCE OF DATA:

Progress reports on national slum upgrading programmes

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Countries	8: PSUP Phase 3 countries (Burkina Faso, Cameroon, DRC, Ghana, Kenya, Malawi, Mozambique, and Niger)	34	48	60

Focus Area 5 – Housing and Slum Upgrading

FOCUS AREA STRATEGIC RESULT:: Local, national and regional authorities have implemented policies for sustainable and inclusive housing, slum upgrading and prevention

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

Indicator 5.3.1: Number of city and community development plans formulated and implemented based on the national housing and slum upgrading and prevention strategies and programmes.

RESPONSIBLE UNIT: Slum Upgrading Unit

MEASUREMENT UNIT: City and community development plans

INDICATOR DESCRIPTION/DEFINITION

This indicator monitors the number of city and community development plans that are formulated and implemented based on the national housing and slum upgrading and prevention strategies and programmes. Such plans recognize incremental development, and empower participation towards the physical, social and economic integration of slum settlements with the aim of improving the quality of life for poor urban residents and the economic efficiency of cities.

Key milestones:

- 1) City authorities request UN-Habitat’s technical and advisory services in order to formulate slum upgrading programmes consistent with GHS principles;
- 2) City authorities utilize UN-Habitat’s technical and advisory services in order to prepare slum upgrading projects consistent with GHS;
- 3) City authorities utilize UN-Habitat’s technical and advisory services in order to implement slum-upgrading projects consistent with GHS.

METHODOLOGY: Document review

SOURCE OF DATA:

Progress reports on city and community development programmes; records of community steering committees

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019

City and community development plans	8: PSUP Phase 3 cities (Ouagadougou, Yaounde, Accra, Mtwapa, Mzuzu, Nampula, Mirriah, and Kinshasa)	34	50	85
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Focus Area 6-Risk Reduction and Rehabilitation

FOCUS AREA STRATEGIC RESULT: 6: Cities have increased their resilience to the impacts of natural and human-made crises and undertaken rehabilitation in ways that advance sustainable urban development

Strategic Result Indicator: Number of partner cities, regional and national authorities that have implemented and integrated risk reduction strategies and programming within their urban planning and management systems, with particular emphasis on the most vulnerable population.

RESPONSIBLE UNIT: Risk Reduction and Rehabilitation Branch

MEASUREMENT UNIT:

Partner cities, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION:

METHODOLOGY: Review of partner urban reconstruction programmes.

Frequency: Annual (End Year)

SOURCE OF DATA: Review of existing/ HABITAT programmes,

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	TBD	TBD	TBD	TBD

Focus Area 6-Risk Reduction and Rehabilitation

FOCUS AREA STRATEGIC RESULT:: Cities have increased their resilience to the impacts of natural and human-made crises and undertaken rehabilitation in ways that advance sustainable urban development

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

Indicator: 6.1.1: Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans

RESPONSIBLE UNIT: Urban Risk Reduction Unit

MEASUREMENT UNIT:

Local, regional and national governments

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to measure the integration, by UN- HABITAT partners, at the local regional and national level, of indicators to measure the resilience of their cities in urban plans, policies, strategies and programmes.

Milestones:

- 1) Countries have identified potential areas of intervention (engaged in a formal process)
- 2) Stakeholders engaged in development/articulation of areas of intervention support and capacity building for programme and strategy development
- 3) Countries have draft plans and strategies that include urban risk reduction and management in place.

METHODOLOGY:

Review of the plans developed by local, regional and national governments and UN HABITAT partners .

Frequency: Annual (End Year)

SOURCE OF DATA: Local, regional and national partners' plans and strategies as well as project specific reports.

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Local:	76: Bangladesh (24), Myanmar, Nepal (2), (15), Pakistan (31), Philippines (1), Sri Lanka (4), Colombia (1),	100: Bangladesh (24), Myanmar (29), Nepal (3), Pakistan (31), Philippines (5), Sri Lanka (8), Colombia (3),	135: Bangladesh (40), Myanmar (29), Nepal (5), Pakistan (31), Philippines (5), Sri Lanka (15), Colombia (3), Ecuador (7).	135: Bangladesh (50), Myanmar (29), Nepal (5), Pakistan (31), Philippines (5), Sri Lanka (15), Colombia (3), Ecuador (7).
Regional:	2: Pakistan (1), Colombia (1)	2: Pakistan (1), Colombia (1)	2: Pakistan (1), Colombia (1)	2: Pakistan (1), Colombia (1)
National;	4: Myanmar (2), Sri Lanka (1), Haiti (1)	6: Bangladesh (1), Indonesia, Myanmar (2), (1), Sri Lanka (2)	6: Bangladesh (1), Indonesia, Myanmar (2), (1), Sri Lanka (2)	6: Bangladesh (1), Indonesia, Myanmar (2), (1), Sri Lanka (2)
Partners	1: Colombia (1)	1: Colombia (1)	1: Colombia (1)	1: Colombia (1)

Focus Area 6-Risk Reduction and Rehabilitation

FOCUS AREA STRATEGIC RESULT:: Cities have increased their resilience to the impacts of natural and human-made crises and undertaken rehabilitation in ways that advance sustainable urban development

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

Indicator 6.2.1: % of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction

RESPONSIBLE UNIT: Shelter and rehabilitation unit

MEASUREMENT UNIT:
Partner cities and other human settlements

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to measure the extent to which urban reconstruction programmes developed in partner cities and other human settlements have adopted more sustainable approaches to recovery. Aspects to be measured include rebuilding of sustainable infrastructure. The timeframe from relief, recovery to reconstruction is well established and it would be possible to see the changes expected with regard to implementation of sustainable rehabilitation.

Implementation may be defined as the operationalization of policies and plans through the allocation of resources to facilitate the inclusion of risk reduction in the implementation of urban reconstruction programmes.

Milestones:

- 1) Cities that are in the process of assessment and identification of urban reconstruction issues to be addressed
- 2) Cities that have gone through an assessment and are in the process of drafting plans/programmes
- 3) Cities that have finalized urban reconstruction programmes plans and commenced implementation.

METHODOLOGY:

Review of partner urban reconstruction programmes to verify the commencement of implementation as defined above

Frequency: Annual (End Year)

SOURCE OF DATA:

Shelter and rehabilitation project documents, (plans and programmes), implementation plans articulating actions to be undertaken

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	60%	65%	70%	75%

Focus Area 6-Risk Reduction and Rehabilitation

FOCUS AREA STRATEGIC RESULT:: Cities have increased their resilience to the impacts of natural and human-made crises and undertaken rehabilitation in ways that advance sustainable urban development

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

Indicator 6.2.2: % of UN-Habitat emergency interventions integrating long term development and risk reduction.

RESPONSIBLE UNIT: Shelter and Rehabilitation Unit

MEASUREMENT UNIT: Habitat emergency intervention projects

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to establish how effective UN HABITATs emergency interventions incorporate long term development and risk reduction components in their project documents. The unit, in collaboration with the Project Office, will be responsible for reviewing emergency projects proposed by units within UN Habitat.

Relates to the interventions that are in control of UN Habitat that reflect the sustainable relief and reconstruction policy that outlines the key components that need to be considered e.g.

Shelter projects that provide long term solution to housing /reconstruction of permanent housing.

Repair/improvement of existing infrastructure e.g. water systems

METHODOLOGY: Review of all emergency interventions implemented by UN Habitat using criteria established in the UN Habitat relief and reconstruction policy.

Frequency: Annual (End Year)

SOURCE OF DATA:

Shelter and Rehabilitation Unit project records
PAAS – Project Documents

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	80%	90%	95%	95%

Focus Area 6-Risk Reduction and Rehabilitation

FOCUS AREA STRATEGIC RESULT:: Cities have increased their resilience to the impacts of natural and human-made crises and undertaken rehabilitation in ways that advance sustainable urban development

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

Indicator 6.3.1: % of shelter rehabilitation programmes of partners contributing to disaster resilient permanent housing.

RESPONSIBLE UNIT: Shelter Rehabilitation Unit.

MEASUREMENT UNIT:
Partner programmes

INDICATOR DESCRIPTION/DEFINITION:

This indicator measures the “integration/mainstreaming” of HABITAT advice and guidance provided as sector lead in the Shelter Cluster where it is established to respond to emergencies.

Milestones

- 1) Partners in the shelter cluster are knowledgeable and aware of the key aspects related to sustainable shelter rehabilitation.
- 2) Partners in the shelter cluster have included UN Habitat shelter guidance in partner rehabilitation plans
- 3) Rehabilitation programmes of partners in the shelter cluster contribute to disaster resilient permanent housing

METHODOLOGY: Document desk review and sample survey
Frequency: Annual (End Year)

SOURCE OF DATA:
UN-HABITAT Partner project reports to the shelter cluster

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	40%	45%	50%	55%

Focus Area 6-Risk Reduction and Rehabilitation

FOCUS AREA STRATEGIC RESULT:: Cities have increased their resilience to the impacts of natural and human-made crises and undertaken rehabilitation in ways that advance sustainable urban development

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

Indicator 6.3.2: % of shelter rehabilitation programmes of UN-Habitat contributing to disaster resilient permanent housing

RESPONSIBLE UNIT: Shelter and rehabilitation Unit

MEASUREMENT UNIT:

INDICATOR DESCRIPTION/DEFINITION:

The indicator seeks to measure the compliance by UN Habitat branches to the principles of disaster permanent housing. Same as above but related to HABITAT's own projects. Building back better e.g. building earthquake/flood/hurricane "resistant" housing.

Milestones:

- 1) UN Habitat branch staff working in emergency settings are knowledgeable and aware of the key aspects related to sustainable shelter rehabilitation.
- 2) UN Habitat branch staff have included UN Habitat shelter guidance in project documents and proposals
- 3) UN Habitat branch rehabilitation programmes contribute to disaster resilient permanent housing

METHODOLOGY:

Frequency: Annual (End Year)

SOURCE OF DATA:

UN Habitat project records.

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	80%	90%	95%	95%

Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.”

Strategic Result Indicator FA7: Number of partner city, regional and national authorities and other partners that have the capacity to formulate and implement evidence based urban policies and programmes

RESPONSIBLE UNIT: Research and Capacity Development Branch

MEASUREMENT UNIT: UNHABITAT Partner cities, regional and national authorities

INDICATOR DESCRIPTION/DEFINITION:

The indicator measures the capacity to formulate urban policies and programmes using the latest and most comprehensive disaggregated data, best practices, methods and approaches to inform all aspects of policy.

METHODOLOGY: Sample survey of partner city, regional and national authority policies and programmes to establish the application of relevant data and information.

SOURCE OF DATA:

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	Cities:	Cities:	Cities:	Cities:
	Regional:	Regional:	Regional:	Regional:
	National:	National:	National:	National:

Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.”

Expected Accomplishment 7.1: Improved monitoring of urban conditions and trends

Indicator 7.1.1: Number of urban observatories using UN Habitat monitoring tools, methods and data

RESPONSIBLE UNIT: Global Urban Observatories Unit

MEASUREMENT UNIT:
Urban observatories

INDICATOR DESCRIPTION/DEFINITION:

The production and dissemination of urban indicators and the use of urban indicator monitoring tools and methods is reflective of the effectiveness of UN Habitat’s work in ensuring the tracking of urban conditions.

This indicator looks, not only at the number of urban observatories established (disaggregated by type local, regional and global) but also the use of UN Habitat monitoring tools, methods and data (Urban Info, Urban Indicator Guidelines) related to urbanization issues by urban observatories.

Urban observatories can be classified broadly under the following categories;

1. Self-starters that are created through their own initiative and only inform UN Habitat of their existence but use the UN Habitat prescribed tools and methodologies.
2. Observatories requesting specific support on the use of technical guidelines
3. Observatories with which UN Habitat engages through informal arrangements/targeted supported e.g. in the collection and analysis of data
4. Observatories that are supported from start to finish with the assistance of UN Habitat through a formal project mechanism

It should be noted that the urban observatories counted also include self-starters who may not have been supported by UN Habitat but are use the tools, guidelines and methodologies promoted by UN Habitat.

Milestones

- 1) Inception and feasibility assessment for the establishment of urban observatories completed
- 2) Organizational development of established urban observatories ongoing
- 3) Urban observatories operational

METHODOLOGY: Review of urban observatories disaggregated by type (Local, National, Regional) Questionnaires administered prior to and during workshops and meetings to verify the types of indicators collated by the observatories.

Frequency: Annual (End Year)

SOURCE OF DATA: Global Urban observatory database

Expected Performance Over Strategic Plan Duration				
Year/ Unit of Measurement	Baseline 2013	Target 2015	Target 2017 ⁸	Target 2019
Urban Observatories	274 ⁹	300	TBD	TBD

⁸ The Branch has not been able to determine the numbers for 2017 and 2019

⁹ List of all UOs provided separately

Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.” .

Expected Accomplishment 7.1: Improved monitoring of urban conditions and trends

Indicator 7.1.2: Number of partner national statistical offices producing urban data and indicators

RESPONSIBLE UNIT: Global Urban Observatories Unit

MEASUREMENT UNIT: Partner Statistical offices

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to measure the capacity of UN Habitat supported national statistical offices to produce comprehensive and timely disaggregated urban data to measure national urban conditions and to contribute to the tracking of progress towards the achievement of globally set targets.

Milestones

1. Countries have identified the need for quality urban data
2. Strengthened capacity of NSOs to collect, analyze and publish data.
3. National Statistical offices publishing comprehensive disaggregated urban data

METHODOLOGY: Review of NSO published data to establish the production of urban data and indicators

SOURCE OF DATA: Partner NSO publications

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year/Unit of measurement	Baseline 2013	Target 2015	Target 2017 ¹⁰	Target 2019
NSOs	15	25	TBD	TBD

¹⁰ The Branch has not been able to determine the numbers for 2017 and 2019

Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.” .

Expected Accomplishment 7.2: Improved knowledge of sustainable urbanization issues at the local, national and global levels

Indicator 7.2.1: Number of local and national governments that have used UN –Habitat flagship publications and best practice database publications for policy formulation-

RESPONSIBLE UNIT: Research Unit

MEASUREMENT UNIT:

Local and national government publications

INDICATOR DESCRIPTION/DEFINITION:

This indicator is aimed at measuring improvement in knowledge on urban issues not only in the way knowledge reaches the intended users but also the way the information is applied.

The indicator specifically targets an analysis of the actions countries have taken as a result of the publication of various UN Habitat flagship publications (State of the World’s Cities Report etc.) as demonstrated through the use of data and themes used in published reports and the use of operational tools recommended in UN Habitat Flagship reports. In order to have a more efficient and concrete tracking system it is decided to focus on the City Prosperity initiative. However it is understood that this is a conservative, yet measurable, reflection of the scope of the impact expected.

Milestones

1. Preliminary phase: Partner countries identified- may take the form of preliminary discussions between UN Habitat and partners including requests for assistance as well as interactive exchanges for the identification of potential areas of support;
2. Resources allocated to support identified initiatives and contracts signed with partner
3. Capacity of partners built through provision of technical guidance/ training/workshops around the issues identified and support provided during the policy formulation process etc.... key UN Habitat Flagship publication issues are reflected in the policy under development)
4. Urban policies formulated

METHODOLOGY: Biennial surveys administered to establish the extent to which the crafting of government policies in the area of urban planning etc. have been influenced by UN Flagship reports e.g. prosperity and urban mobility

SOURCE OF DATA: HPM/HSO mission reports.

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration				
Year	Baseline 2013	Target 2015	Target 2017	Target 2019
Local governments	0:	0:	TBD	TBD
National governments	300	10		

Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.”

Expected Accomplishment 7.2: Improved knowledge of sustainable urbanization issues at the local, national and global levels

Indicator 7.2.2: Number of partner countries producing national cities reports to enhance local and national policy planning

RESPONSIBLE UNIT: Research Unit

MEASUREMENT UNIT:

Partner Countries

INDICATOR DESCRIPTION/DEFINITION:

This indicator reflects the uptake of urban data collection, analysis and reporting. Taking the cue from the State of the World’s cities reports countries are, with the support of UN Habitat, emulating the same reporting to create awareness and identify key themes and issues that need to be addressed within the specific country contexts.

Key milestones:

1. Partner countries express interest in support and sign letter of intent/sign contract
2. Partner countries have capacity to collect and analyze data for the cities reports.
3. Cities report available and disseminated

METHODOLOGY: Count of the number of cities reports produced

SOURCE OF DATA: List of cities reports produced housed within the branch.

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017 ¹¹	Target 2019
Partner Countries	7 : (The Philippines, Mexico, Iraq,	10	TBD	TBD

¹¹

	Russia, India, China, Brazil)			
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Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.”

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

Indicator 7.3.1: Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes

RESPONSIBLE UNIT: Capacity development unit

MEASUREMENT UNIT: Partner local and national authorities

INDICATOR DESCRIPTION/DEFINITION:

The indicator measures the capacity of policy makers to formulate and implement informed policies and programmes. Emphasis will be placed on establishing the number of targeted policy makers who have undergone training using Habitat tools and methodologies as guided by the capacity development unit. It is expected that this information would be based on the collaboration between Habitat and training/ research institutions that would include aspects of urban policy development specifically the use of evidence in their curricula.

METHODOLOGY: Desk reviews, interviews and FGDs

SOURCE OF DATA: HPM report

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	10 Ghana, Nigeria –Liberia Senegal	15	20	25

Focus Area 7: Research and Capacity Development

FOCUS AREA STRATEGIC RESULT:: Key actors at local, national and global levels acquire increased knowledge on sustainable urbanization issues and enhanced capacity for monitoring urban conditions as well as for formulation and implementation of evidence-based policies and programmes.”

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

Indicator 7.3.2: Increase in the number of policies and programmes utilizing evidence-based information

RESPONSIBLE UNIT: Capacity development Unit?

MEASUREMENT UNIT: National and local authority and partner policies and programmes

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to measure the anticipated increase in the number of policies and programmes across the seven focus areas that use comprehensive disaggregated urban data in support of the urban agenda. This would be the result of the technical and financial support provided to build the capacity of policy makers in policy analysis and formulation.

METHODOLOGY: A desk review of the finalized policies and programmes developed as a result of UN Habitat engagement across all seven branches.

SOURCE OF DATA: National and local authority and partner policies and programmes; UN Habitat Branches; HPM/CTA mission reports.

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	10 ¹²	15	TBD	TBD

¹² Country list expected

Office of External Relations

FOCUS AREA STRATEGIC RESULT::: Increased awareness across the world of/on sustainable urban development issues and broadened support for the participation of Habitat Agenda partners.

Expected Accomplishment OER 1.1: Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development

Indicator OER 1.1.1: Number of new agreements signed with various Habitat Agenda partners including World Urban Campaign partners

RESPONSIBLE UNIT: Partners and Interagency Coordination Branch

MEASUREMENT UNIT:
Partnership agreements

INDICATOR DESCRIPTION/DEFINITION:

UN Habitat Agenda partners are clearly defined and are essential to ensuring the achievement of success in the urban agenda. The indicator seeks to measure the extent to which UN Habitat continues to engage with existing partners as well as its ability to bring on board new Habitat Agenda Partners. The agreements referred to in the indicator are restricted to formal Memoranda of Understanding (MOUs) or Cooperation agreements signed between UN Habitat and new or existing partners.

METHODOLOGY: Count of the number of new agreements signed per year. Data on partners will be disaggregated by type i.e. donor; government, educational institution etc....)

SOURCE OF DATA: Signed cooperation agreements; Legal unit partnership database.

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	305 ¹³	335	370	400

¹³ See attached excel sheet for details

Office of External Relations

FOCUS AREA STRATEGIC RESULT:: Increased awareness across the world of sustainable urban development issues and broadened support for the participation of Habitat Agenda partners.

Expected Accomplishment: OER 1.1 Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development

Indicator OER 1.1.2: Number of evidence based initiatives of other United Nations agencies contributing to the promotion of sustainable urban development

RESPONSIBLE UNIT: Partners and interagency coordination branch

MEASUREMENT UNIT:
UN agency initiatives

INDICATOR DESCRIPTION/DEFINITION:

This indicator measures the level of “buy in” by other UN agencies, to the global urban development agenda. UN Habitat engages other UN agencies through various initiatives and discussions. This indicator however, confines itself to the measurement of formal agreements arrived at between UN Habitat and UN agencies through letters of commitment and MOUs that may also constitute joint programmes under the framework of delivering as one. Examples of evidence-based initiatives may be regular reports and other publications issued by UN agencies that reflect urbanization issues (e.g. UNICEF’s State of the World’s Children, UNDP Human Development reports).

Key milestones::

- 1) UN agencies express interest in collaboration on urban issues related to their mandates.
- 2) Draft concept note/proposal developed
- 3) Implementation of joint interventions

METHODOLOGY:

SOURCE OF DATA: Legal Agreements Database

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	30 ¹⁴	50	To be determined	To be determined

¹⁴ Legal agreements database

Office of External Relations

FOCUS AREA STRATEGIC RESULT::: Increased awareness across the world of sustainable urban development issues and broadened support for the participation of Habitat Agenda partners

Expected Accomplishment OER 1.1: Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development

Indicator OER 1.1.3: Number of partners actively contributing to and participating in the preparatory formal process for Habitat 3

RESPONSIBLE UNIT: Partners and interagency coordination branch

MEASUREMENT UNIT:
Partner countries

INDICATOR DESCRIPTION/DEFINITION:

A set of key steps are defined in the process of mobilizing partners in preparation for the Habitat III conference which will be held in 2016. This indicator seeks to establish the number of countries that are actively engaged in the preparation process through the establishment of formal systems (establishing national level Habitat 3 committees) to prepare and submit reports for the Habitat III conference.

Key milestones:

- 1) Countries receive and acknowledge global guidance on HABITAT III preparations;
- 2) Countries establish National Habitat III committees
- 3) National Habitat III reports submitted.

METHODOLOGY:

Count of the number of countries that have established mechanisms to facilitate the development of and have published national reports for the Habitat 3 conference.

Frequency: Once (2015)

SOURCE OF DATA: List of the country reports submitted to UN Habitat (Partners & Interagency Coordination Branch)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	50	250		

Office of External Relations

FOCUS AREA STRATEGIC RESULT:: Increased awareness across the world of sustainable urban development issues and broadened support for the participation of Habitat Agenda partners

Expected Accomplishment OER 2.1: Enhanced awareness and mobilization of the public and the media on sustainable urban development

Indicator OER 2.1.1: Number of media articles and electronic debates on sustainable urbanization, UN Habitat and its platforms and events and Habitat 3

RESPONSIBLE UNIT: Office of External Relations- Advocacy, Outreach and Communications Branch

MEASUREMENT UNIT: *Media articles and electronic debates*

INDICATOR DESCRIPTION/DEFINITION:

This indicator will track the interest generated globally on sustainable urbanization. It seeks to follow the investment made by the Advocacy; Outreach and Communications unit in raising the awareness of journalists through the creation of a network of journalists trained on urban development concepts in collaboration with the Urban Journalist Academy.

It is expected that by 2016 there will be a greater understanding amongst journalists on sustainable urban issues the unit can track having created a network that. Including looking at public TV spots

Kenya, Norway Philippines

Media articles, public television spots on urbanization

METHODOLOGY:

Tracking of specific electronic media to establish the number of hits and discussions disaggregated by topic.

Frequency: Annual (End Year)

SOURCE OF DATA:

Advocacy unit media tracking tools.

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	42,000	45,000	TBD	TBD

Office of External Relations

FOCUS AREA STRATEGIC RESULT::: Increased awareness across the world of sustainable urban development issues and broadened support for the participation of Habitat Agenda partners

Expected Accomplishment OER 2.1: Enhanced awareness and mobilization of the public and the media on sustainable urban development

Indicator OER 2.1.2: Number of hits on and downloads from UN Habitat websites

RESPONSIBLE UNIT: Office of External Relations- Advocacy, Outreach and Communications Branch

MEASUREMENT UNIT:
Website hits and downloads

INDICATOR DESCRIPTION/DEFINITION:

This indicator seeks to demonstrate the increased interest, from members of the public, in HABITAT documentation/normative/operational work.

METHODOLOGY:

Review of UN HABITAT websites to establish number of hits and downloads of articles and guidelines (disaggregated by theme)

Frequency: Annual (End Year)

SOURCE OF DATA:

HABITAT Websites

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	2,400,000	2,800,000		

Office of External Relations

FOCUS AREA STRATEGIC RESULT:: Increased awareness across the world of sustainable urban development issues and broadened support for the participation of Habitat Agenda partners

Expected Accomplishment OER 2.1: Enhanced awareness and mobilization of the public and the media on sustainable urban development

Indicator OER 2.1.3: Percentage of updated information on UN Habitat websites including the portfolio of the organization.

RESPONSIBLE UNIT: Advocacy, Outreach and Communications branch

MEASUREMENT UNIT: Documents published by UN HABITAT

INDICATOR DESCRIPTION:

This indicator seeks to measure the timeliness of the information that is made available to the general public on the UN Habitat website. The unit will provide the timeframe within which information will be uploaded to ensure that it can be defined as up to date and relevant for the purposes that it is intended. The information may include guidelines, information on best practices etc. published by the various branches and intended for public consumption.

METHODOLOGY:

Numerator: Number of UN Habitat documents published in the previous year uploaded on the UN Habitat website.

Denominator: Total number of documents/new information published by UN Habitat in the last year.
(Disaggregated by theme)

Frequency: Quarterly

SOURCE OF DATA:

HABITAT Websites and thematic publications

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	50%	90%		

Office of External Relations

FOCUS AREA STRATEGIC RESULT::: Increased awareness across the world of sustainable urban development issues and broadened support for the participation of Habitat Agenda partners

Expected Accomplishment OER 2.1: Enhanced awareness and mobilization of the public and the media on sustainable urban development

Indicator OER 2.1.4: Number of key partner countries that undertake awareness raising activities to promote sustainable urban development

RESPONSIBLE UNIT: Advocacy, Outreach and Communications branch

MEASUREMENT UNIT:

INDICATOR DESCRIPTION:

A number of key activities are taking place towards the sensitization of the general public and key stakeholders on the urban agenda and sustainable urban development in general and around the Habitat III Conference. The indicator seeks to capture the activities ongoing beyond engagement of governments in the Habitat Process captured in indicator 1.1.3. Tracked by the advocacy unit, this would include a count of partner countries that have engaged in any or all of the following activities with the support of UN Habitat.

National Urban forums- Conferences with experts to discuss latest developments.¹⁵

National Urban Campaigns¹⁶-

“I’m a city changer campaign” **City Changers**¹⁷

METHODOLOGY: Count of the countries that have signed an MOU or similar agreement to conduct the defined campaign activities

SOURCE OF DATA: MOUs signed with UN Habitat

Frequency: Annual (End Year)

Expected Performance Over Strategic Plan Duration

Year	Baseline 2013	Target 2015	Target 2017	Target 2019
	90	100	300	TBD

¹⁵ 11 by 2013 (By 2015 30)

¹⁶ 3 Baseline (Senegal, Colombia,+Kenya) (By 2015 10)

¹⁷ Baseline, New York, Brussels, Geneva, Guadelejara, Naples, Rio, Nairobi , Dakar, Santa Marta, (Roy to provide the information by Friday 29th)