

# UN HABITAT

FOR A BETTER URBAN FUTURE

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REPRESENTATIVES TO UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME  
14<sup>TH</sup> JUNE 2010

**Agenda Item 3:**

**Six-Monthly Progress Report on the Implementation of the  
Medium-Term Strategic and Institutional Plan (MTSIP)  
(HSP/CPR/37/3).**



**Six-monthly progress report on the implementation of the Medium-term  
Strategic and Institutional Plan (MTSIP) 2008-2013**

Committee of Permanent Representatives (CPR)  
Regular Session, 14 June 2010

**May 2010**

## Executive Summary

This progress report on MTSIP implementation covers the period December 2009 to May 2010. It is the third progress report to be structured around the MTSIP focus area results framework. The Secretariat noted progress and challenges in each focus area. The **highlights of achievement, challenges and next steps** are as follows:

### Achievements:

- **Advocacy for sustainable urbanization:** The World Urban Forum has established itself as the world's premier urban event. The World Urban Campaign was launched at WUF5, and has further found a solid platform in the UN pavilion at the Shanghai World Expo 2010 *Better City, Better Life*, where UN-Habitat is the lead agency for the UN system.
- **Improved urban planning, management and governance (UPMG):** At the global level, UN-Habitat is seeing results of its advocacy efforts with a shift towards a sustainable urbanization and cities approach as an entry point to global policy development.
- **Improved land and housing policies implemented:** In addition to Haiti, where UN-Habitat has successfully influenced the overall housing reconstruction strategy and the policy approach to land-related challenges, UN-Habitat has been an active partner in a number of policy implementation processes at country level, linking its normative and operational strengths.
- **Basic urban infrastructure and services:** The total number of people benefitting from interventions of the water and sanitation programmes in Asia, Africa and Latin America by the end of April 2010 stands at 1.15 million, an increase of 128,000 since November 2009. An evaluation of the Water and Sanitation Trust Fund found evidence of positive impact at local level.
- **Human settlements financing:** Five ERSO loan transactions were completed between January and April 2010 (Tanzania for US\$500,000; Uganda for US\$500,000; Nepal for US\$250,000; Nicaragua for US\$500,000 and the occupied Palestinian territories for US\$1,000,000).
- **Excellence in Management:** The Secretariat has invested in the two ongoing reviews – the MTSIP Peer Review and the Governance Review – from which recommendations and quick wins are expected provide guidance for the roll-out phase of the MTSIP.
- **Enhanced normative and operational framework (ENOF):** The ENOF Task Force has been re-constituted to facilitate coordinated ENOF implementation. A global ENOF strategy is being developed as a joint implementation framework for the five focus area policy/strategy papers. A review of lessons from the first phase of Habitat Country Programme Documents has been completed, and findings are being used to inform the second phase of HCPDs.

### Challenges:

- Given the number of internal change initiatives with new tools and products being introduced, it has been a challenge to ensure that all are coherently linked. The new Excellence in Management Taskforce will aim to provide overall coordination.
- Given the number of ongoing initiative, the internal capacity for reform is still limited despite additional recruitments.

### Next steps:

- Finalization of the Peer Review of the implantation of the MTSIP, as well as the finalization of the Governance review jointly with the CPR.
- Finalization of the MTSIP Roadmap 2010-2013, which identifies institutional and strategic tasks not covered by the work programme and budget.

## **I Introduction**

1. This is the third progress report submitted to the CPR following the decision by the CPR in January 2009, which concurred with the recommendation of the Secretariat that progress reporting on MTSIP implementation be on a six monthly basis. The Governing Council (GC) of UN-Habitat at its 21<sup>st</sup> Session in April 2007, in its resolution 21/2, approved a six-year Medium-term Strategic and Institutional Plan (MTSIP) 2008-2013 and further requested the Executive Director to report to the Committee of Permanent Representatives (CPR), on a regular basis, the progress and challenges in implementing the plan.

2. In accordance with the recommendation of the GC, UN-Habitat prepared an Action Plan for implementation of the MTSIP endorsed by the CPR in December 2007. The Action Plan has three phases: kick start, roll-out and scaling up. The years 2008-2009 marked a significant progress in implementing the targets for the kick start phase focusing on twelve priority “quick wins.” UN-Habitat is now consolidating the achievements in the kick-start phase, and has commenced action on the roll-out of the MTSIP.

3. This six-monthly progress report to the CPR is the third to be structured around the MTSIP results framework (refer Annex A). It should be noted that the six-monthly reports presented in 2009 and 2010 represent a transition period. Proper reporting on results requires comparison of data collected on indicators over time, based on baselines and targets. To keep track of its achievements, UN-Habitat has established a system for country reporting facilitated by Habitat Programme Managers and regional office staff. To supplement quantitative indicator data, this report is supplemented by findings from external evaluations that provide a more in-depth assessment of achievements.

4. Section II of the present report summarizes the status of progress per focus area with indicative ratings. Section III provides detailed progress against indicators of achievements, and lists specific achievements, key challenges and next steps for each of the focus areas 1-6. Section IV covers strategic direction for the organization in implementing the MTSIP for the remaining period of 2010.

## II Status of progress per focus area

On track – satisfactory progress	Mixed progress - stay alert	High attention required

Advocacy, monitoring and partnership (Focus Area 1)	
<p><b>Improved awareness of sustainable urbanization issues at the national and global levels</b>  <i>During the Fifth Session of the World Urban Forum (WUF5), the WUF confirmed its role as the world's premier event for urban issues. The State of the World's Cities report 2010/2011: Bridging the Urban Divide, launched at WUF5, has been covered by 5,360 articles (English language only), a remarkable increase since the previous flagship report. UN-Habitat has documented increased usage of the flagship reports in policy review. Downloads from the UN-Habitat website of electronic publications from November 2009 to March 2010 was 351,630 – up from 283,539 from June to October 2009.</i></p>	
<p><b>Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy</b>  <i>The launch of the World Urban Campaign at WUF5 has spearheaded UN-Habitat's outreach and commitment from partners. Several Ministers, representatives of Global Parliamentarians for Habitat and other NGO, media and the private sector confirmed the commitment to the campaign, and concrete country initiatives have started. A Private Sector Urban Working Group was formed that will focus on the finalization of the Core Business Principles for Sustainable Urbanization.</i></p>	
<p><b>Monitoring of sustainable urbanization conditions and trends improved</b>  <i>The number of operational Urban Observatories has increased to 145 by May 2010, up from 135 in November 2009, making an active contribution to evidence based policy making. A total of 60 Urban Observatories have adopted full urban indicator guideline developed by UN-Habitat. There is increase of interest from countries in Asia, Africa, Latin American countries to establish Urban Observatories in collaboration with UN-Habitat or partner organizations.</i></p>	
Participatory urban planning, management and governance (UPMG) (Focus Area 2)	
<p><b>Improved policies, legislation and strategies support inclusive UPMG</b>  <i>At the global level, UN-Habitat is seeing results of its advocacy efforts with a shift towards sustainable urbanization and cities as an entry point to global policy development. While a systematic country survey has not been carried out in the reporting period, UN-Habitat has noted contributions to and approval of policies, legislations and strategies.</i></p>	
<p><b>Strengthened institutions promote inclusive UPMG</b>  <i>The number of institutions in targeted countries that have received institutional strengthening enabling them to promote sustainable urbanization regionally and/or nationally has increased to 37 by May 2010, up from 29 institutions in November 2009.</i></p>	
<p><b>Improved implementation of inclusive UPMG</b>  <i>While a systematic country survey has not been conducted in the reporting period, UN-Habitat has noted a number of concrete implementation projects taking participatory approach to action planning and implementation in the areas of governance, safety, environment, risks and crisis.</i></p>	
Pro-poor land and housing (Focus Area 3)	
<p><b>Improved land and housing policies implemented</b>  <i>Through GLTN, UN-Habitat has facilitated a network that includes many of the most important actors in the land sector, and has established a 'brand' and credibility in the international land arena. In addition to Haiti, where UN-Habitat has successfully influenced the overall housing reconstruction strategy and the policy approach to land-related challenges, UN-Habitat has been an active partner in a number of policy implementation processes at country level linking its normative and operational strengths. Yet, to be sustainable, these processes need to be followed by capacity-building and funding (donors and domestic).</i></p>	
<p><b>Security of tenure increased</b>  <i>UN-Habitat can refer to several concrete achievements at country level for increasing security of tenure. UN-Habitat's normative and advocacy efforts to promote alternatives to forced evictions have become more structured, including through the Advisory Group on Forced evictions and its partners. Yet, an increasing number of forced evictions in a number of cities undermine this effort.</i></p>	

<p><b>Slum improvement and prevention policies promoted</b>  <i>At the global level, a significant partnership has been formed with the World Bank Institute, IADB, GTZ and Cities Alliance, to promote and share good practice. UN-Habitat has contributed to slum improvement policy implementation in selected countries, in particular, through a large scale urban poverty project in Bangladesh benefiting 1.7 million people so far.</i></p>	
<p><b>Environmentally sound basic urban infrastructure and services (Focus Area 4)</b></p>	
<p><b>An enabling policy and institutional framework promotes expanded access</b>  <i>The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services has reached 33 (13 in Asia, 6 in Latin America and the Caribbean and 15 in Africa), with an additional two countries, Peru and El Salvador, compared to the previous reporting period. By May 2010, the total number of institutions in target countries partnering with UN-Habitat towards expanding access to environmentally sound urban infrastructure and services stand at 107, up from 92 in October 2009.</i></p>	
<p><b>Increased institutional efficiency and effectiveness</b>  <i>The total number of people benefitting from interventions of the water and sanitation programmes in Asia, Africa and Latin America by the end of April 2010 stands at 1.15 million, an increase of 128,000 since November 2009. An increased number of service providers report recovery of more than 95% operation and maintenance cost of services following cooperation with UN-Habitat.</i></p>	
<p><b>Enhanced consumer demand</b>  <i>The geo-referenced utilities benchmarking system, a data base on performance of utilities (GRUBS) has been put on-line for decision makers, utilities and users as a tool to monitor service quality. While structured baseline surveys on user satisfaction is being constructed, preliminary findings from a number of locations report increasing community engagement and satisfaction.</i></p>	
<p><b>Human settlements finance systems (Focus Area 5)</b></p>	
<p><b>Financing raised for and increases recorded in affordable and social housing stock and related infrastructure</b>  <i>By end April 2010, Slum Upgrading Programme direct upgrading projects in Ghana, Indonesia and Sri Lanka reached a total of 168 households (11 in Indonesia, 51 in Sri Lanka and 104 in Ghana) in a combination of progressive build upgrading projects, commercial market stalls and shops and new construction of homes. For ERSO, all available loan funds have been disbursed. By the end of 2010, it is expected that the ERSO programme will benefit 550 households with improved housing and infrastructure (250 in Nepal and 300 in Nicaragua).</i></p>	
<p><b>Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)</b>  <i>A partnership between UN-Habitat and the International Finance Corporation is underway to support domestic banks in the development of a mortgage product to promote the establishment of a sustainable housing finance market in Lao PDR. Discussions continue in Thailand, the Caribbean, Ghana, Indonesia, Sri Lanka and Kenya, among others, for opportunities that will facilitate municipal and affordable housing finance.</i></p>	
<p><b>Excellence in Management (Focus Area 6)</b></p>	
<p><b>Staff are empowered to achieve planned results</b>  <i>Alignment of staff skills with MTSIP stand at 93 per cent, exceeding expectations. There is some progress in business processes. For example, for Cooperation Agreements, the average time for approval stands at 10.4 days, down from 11.6 days. A significant delegation of authority in terms of resource management has taken place to the divisional level. A knowledge management strategy is submitted for senior management approval.</i></p>	
<p><b>Institution aligned to deliver MTSIP results</b>  <i>The institutional arrangements for the coordination and implementation of the MTSIP beyond the kick start phase have been established. The MTSIP Task Forces have been reconstituted into Focus Area Teams forming a total of seven teams, for each focus area (1-6) and one for the enhanced normative and operational framework (ENOF), which is preparing an overall ENOF strategy for the focus area policy and strategy papers.</i></p>	
<p><b>RBM principles applied</b>  <i>The new programme review mechanism launched in October 2009 is showing some positive results. The 2012-2013 Strategic Framework is fully aligned with the MTSIP results framework. The quality of project briefs and documents submitted to the Programme Review Committees (PRC) has improved because of the coaching provided to staff submitting documents, the substantive comments provided by the PRC and the trainings that have been provided to staff. However, the level of compliance with monitoring and evaluation plans and guidelines is still not satisfactory.</i></p>	
<p><b>Financial resources achieve MTSIP results</b>  <i>For non-earmarked funds, US\$20 million was received in 2009, 93% of the target. For earmarked resources,</i></p>	

US\$126.2 million were received in 2009, 127% of the target. For the current biennium so far, it is assessed that 95% of both the earmarked and non-earmarked resources were allocated to MTSIP focus area priorities exceeding their respective targets of 61% and 80%. A new and transparent mechanism for allocation of MTSIP resources was put in place in December 2009, with a special committee providing review of proposals based on criteria set by the MTSIP Steering Committee.

### III Detailed achievements, challenges and next steps per focus area

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

Strategic result: Improved sustainable urbanization policies from local to global levels adopted	
<p>(a) Degree to which UN-Habitat is viewed as a premier reference centre for urban trends and issues as evidenced by number of requests for urban indicator data and information from flagship reports from international organizations, research institutions and universities.  <i>Baseline: 2008/2009: 25 International organizations; 150 research centres and universities.</i>  <i>Targets: 2010/2011: 30 International organizations; 160 research centres and universities.</i>  <i>Targets: 2012/2013: 35 International organizations; 165 research centres and universities.</i>            An analysis of requests from partners will be done once a year. Next study will be conducted in October 2010.</p>	
Expected Accomplishment 1: Improved awareness of sustainable urbanization issues at the national and global levels	
Indicator of achievement	Progress/accomplishments
<p>(a) Number of media articles on Flagship reports and World Habitat Day.  <i>Baseline: October 2008-May 2009: 4570</i>  <i>May 2009 – October 2009: 3340</i></p> <p>(b) Number of downloads from UN-Habitat website on sustainable urbanization materials  <i>Baseline (January – May 2009): 78,587</i>  <i>June-October: 283,539</i>  <i>Target 2010: 390,000</i>  <i>Target 2011: 400,000</i>  <i>Target 2012: 410,000</i>  <i>Target 2013: 420,000</i></p> <p>(c) Number of countries that celebrate World Habitat Day  <i>Baseline 2008: 36</i>  <i>2009: 45</i>  <i>Targets: 2010: 48; 2011: 50; 2013: 50</i></p> <p>(d) Number of countries that have established a National Urban Forum  <i>Baseline 2009:14</i>  <i>Target 2010: 17</i>  <i>Target 2011:19</i>  <i>Target 2012:20</i>  <i>Target 2013: 22</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) The number of media articles on flagship reports and major events is collected a month before and after the launch. The State of the World's Cities Report 2010/2011: Bridging the Urban Divide has been covered by 5,360 articles, as compared to the previous flagship report, The Global Report on Human Settlements 2008/2009 where 3,730 articles were compiled.</p> <p>(b) Downloads from the UN-Habitat website of electronic publications November 2009 – March 2010) 351,630, up from 283,539 from June to October 2009. During the same period, there were 20,981 book visits for all UN-Habitat publications on Google Print website (<a href="http://www.books.google.com">www.books.google.com</a>), compared to 30,011 the June to October 2009 period.</p> <p>(c) World Habitat Day is celebrated once a year in October, and will be reported on in the December 2010 report.</p> <p>(d) A country survey will be undertaken once a year in October, and will be included in the December 2010 report</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>The Fifth Session of the World Urban Forum was held in Rio de Janeiro, Brazil, 22-26 March 2010. WUF has established itself as the world's premier public event for urbanization issues. It was attended by a record number of 10,634 people from 150 countries. In line with resolutions 22/4 and 22/7, WUF5 integrated the World Urban Youth Assembly and Gender Equality Action Assembly from 19-20 March 2010 into its mainstream events. The Forum comprised over 300 events, and the representation of national governments, academia, foundations and media has been the highest since the inaugural session of WUF in 2002. Several recommendations from the review of WUF sessions 2002-2008 had been integrated into the planning of WUF5. A comprehensive evaluation of WUF5 is ongoing, and includes a survey completed by 1,880 participants which indicates that 75% of the respondents were satisfied with the substantive information on topics and themes, and 90% consider it likely that they will apply the ideas they learned at the Forum in their work.</li> <li>WUF5 coverage reached 8,369 articles. The successful coverage was partly due</li> </ul>

to an increase in funds for publicity through regional offices and Habitat Programme Managers in countries. The regional offices also held curtain raiser public relations conferences and interviews. Publicity materials such as Public Service Announcements, press adverts, brochures, on-line newsletters and interviews helped increase the exposure of the event.

- *The State of the World's Cities Report 2010/2011 - Cities for All: Bridging the Urban Divide* was launched in Rio de Janeiro at the WUF5. The report was also launched in several other major cities, namely Paris, Geneva, Brussels (in the European Parliament, resulting in the request for a joint publication with DG Research), London, New York, Nairobi and Honolulu. The topic and curtain raiser publicity through various outlets helped in generating much more media attention than the previous flagship report (see indicator above). For example, articles on the report have been printed in the Guardian Weekly, a series of articles in the Financial Times, various adverts through the Economist, the International Herald Tribune, the New African Magazine, Newsweek, and various regional interviews run by various news agencies. Major television stations, including BBC, CNN and Al Jazeera, featured the report. The report has been officially discussed in the national Parliament in India, with regard to its application on their policy on slum upgrading. In Brazil, the report has been discussed in local parliament of the City of Goiana, the most unequal city in Brazil. The Mexican Parliament has translated the abridged version of the report into Spanish to facilitate its use for planning and is now translating the full Report. The Government of Brazil has also requested the use of the intra-city analysis as published in the report for a poverty survey in ten cities. As a reference for research, the report has been quoted in twenty publications and five requests have been received for substantive use of the report in publications. The MTSIP Action Plan "quick win" to harmonize the two flagship reports has been taken further with the production of the Regional Reports for Asia (to be launched in Shanghai Expo), Africa (second edition) and Latin America and the Caribbean. Best practices from the UN-Habitat database have been integrated into the analysis of policies and programmes that work to substantiate some of the messages and findings of the global and regional state of cities reports.
- *Planning Sustainable Cities: Global Report on Human Settlements 2009*: The Governments of China and Mexico have offered to translate the report into Chinese and Spanish, respectively. The 2009 report and six previous six issues of the report have been disseminated to 530 training and research institutions. A survey is being conducted to determine the extent of use of the flagship reports and the Best Practices Database. Because of continuing demand, *The Challenge of Slums: Global Report on Human Settlements 2003*, has been reprinted. An electronic newsletter for the Global Report has been launched as a vehicle for disseminating its key findings and disseminated to training and research institutions worldwide.
- The World Urban Campaign, a major vehicle for advocacy for policy change drawing on UN-Habitat's work across MTSIP focus areas, was launched at WUF5. The "100 Cities", a pilot initiative (12-18 months) to test and develop the architecture of a global learning, sharing and networking platform in support of a sustainable urbanization was launched during a special event where 13 cities confirmed their commitment to participate. In Colombia, a national platform has been established, in the framework of the Habitat National Committee, to promote and coordinate the Urban Campaign in the country.
- The Shanghai World Expo 2010 on *Better City, Better Life*, which opened 1 May and will run until 31 October 2010 in Shanghai, China, is an opportunity for UN-Habitat to promote the sustainable urbanization agenda. UN-Habitat has coordinated the participation of all agencies, programmes and funds in the 3,000 square meters UN pavilion held under the theme of *One Earth, One UN*, which has received approximately 5,000 visitors per day. The World Urban Campaign has gained momentum at the Shanghai Expo through the inaugural lecture series of the Campaign at the UN pavilion which serves as a high profile platform for the Campaign.
- Through its Brussels Office, UN-Habitat has successfully negotiated with the



	<p>European Commission, DG Research, to integrate urban development into their research agenda and support. A topic on urbanization has been included in the DG Research FP 7 call for proposals on “Urban Vulnerability in Africa” worth 3.5 million euros in which UN-Habitat will play a key role. In addition, UN-Habitat will be a partner in a funded DG Research “Chance 2 Sustain” research project.</p> <ul style="list-style-type: none"> <li>• The World Habitat Day 2009, WUF5 and other advocacy initiatives have helped raise the level of engagement of the US Government about sustainable urbanization issues. A high level delegation participated in WUF5, including a member of the Senate Foreign Relations Committee. As indicated by the legislation introduced in April 2010 to address urban development challenges in developing countries, the US Senate is concerned about urban poverty, and is seeking ways to promote sustainable urbanization.</li> <li>• <i>Gender Equality for Smarter Cities: Challenges and Progress</i> was published in February 2010. It has been ranked as the most read UN-Habitat publication on Scribd.com, the most popular social networking for publishers.</li> <li>• To increase media coverage of sustainable urbanization issues in the Asia-Pacific region, UN-Habitat ROAP, in collaboration with the Government of Japan and Nishi Nippon Newspaper, conducted the Asian City Journalist Conference in Fukuoka on 14 December 2009, attended by senior journalists from nine Asian newspapers. This annual Conference was the fourth in the series and was organized to discuss the urban sustainability agenda, from sustainable transportation, urban safety, to broader topics such as addressing the urban divide, and to clarify the roles, responsibilities and further possibilities of the media.</li> <li>• A special feature on <i>Gender and sustainable urbanization</i> focusing on key issues and resources with fact sheets was launched on 3 December 2010 on <a href="http://www.womenwatch.org">www.womenwatch.org</a> as a contribution to the commemoration of the 30<sup>th</sup> anniversary of the Convention on the Elimination of All Forms of Discrimination against Women. It has receiving a total of 125,791 pageviews from December 2009 to May 2010. This feature was a result of the UN system-wide collective effort coordinated by UN-Habitat.</li> </ul>
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**Expected Accomplishment 2: Number of partnerships (by category) contributing to sustainable urbanization.**

<p>Number of partnerships (by category) contributing to sustainable urbanization (agreements).</p> <p><i>International organizations</i> Baseline October 2009: 25</p> <p><i>Targets: 2010/2011: 35; 2012/2013: 48</i></p> <p><i>National Governments</i> Baseline 2009: 45 <i>Targets: 2010/2011: 48 (new); 2012/2013: 52</i></p> <p><i>Research, Training Institutions/Universities</i> Baseline 2009: 25 <i>Targets: 2010/2011: 32; 2012/2013: 37</i></p> <p><i>Foundations</i> Baseline 2009: 9 <i>Targets: 2010/2011: 10; 2012/2013: 12</i></p>	<p><b>Progress on indicator:</b> A total analysis of the partnership agreements will be done in October 2010.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• The World Urban Campaign has spearheaded UN-Habitat’s outreach and commitment from partners. Several Ministers, representatives of Global Parliamentarians for Habitat, Building Workers International, the Habitat Professionals Forum, the Union of Cities and Local Governments, the Huairou Commission, the Habitat International Coalition, the World Business Council for Sustainable Development, and a number of journalists, declared their support to the Campaign and their commitment to spreading its messages among partners. The municipality of Alicante declared the convening of the 100 Cities Summit in Alicante, April 2011, as a major event of the World Urban Campaign and as a stepping stone to WUF6.</li> <li>• <i>Private Sector:</i> WUF5 marked a milestone for private sector partners to make progress in order to strengthen their influence and have a more effective voice in pushing the urban agenda, in particular, in the World Urban Campaign where their integration into the urban development agenda with focus on the urban poor has been a breakthrough. A <i>Private Sector Urban Working Group</i> was formed that brings together different private sector partners that will focus on the finalization and approval of the <i>Core Business Principles for Sustainable Urbanization</i> in a one-year road map up to the next 23rd Governing Council. The World Business Council for Sustainable Development (WBCSD), that comprises about 200 companies worldwide, has joined the working group through its <i>Urban Infrastructure Initiative’s</i> members.</li> </ul>
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<p><i>Local authorities</i> Baseline 2009: 38 Targets: 2010/2011: 45; 2012/2013: 55</p> <p><i>Private sector</i> Baseline 2009: 26 Targets: 2010/2011: 36; 2012/2013: 50</p> <p><i>Civil Society Organizations</i> Baseline 2009: 35 Targets: 2010/2011: 50; 2012/2013: 65</p>	<ul style="list-style-type: none"> <li>• <b>Professionals:</b> Human settlements professionals, who represent a large spectrum of urban practitioners from architects to planners, participated actively in the WUF5. Their presence was across all types of events, through the different dialogues, networking events, special sessions, roundtables as well as the exhibition. The <i>Professionals Roundtable</i> was a key event for the professionals to debate and highlight best practices and principles for achieving urban sustainability. The <i>HPF Charter: "The role of human settlement professionals in delivering a sustainable and equitable future"</i> was presented. The Charter will be a key instrument and vehicle for professionals to commit to core principles and professional practices.</li> <li>• The regional office for Latin America and the Caribbean has facilitated the establishment of a ministerial and a High Authorities Group on Decentralization, Local Governments and Territorial Policies that aims to establish mechanisms for coordination and exchange of experiences between the governments of the region in this field. Argentina, Brazil, Costa Rica, Ecuador, Spain, El Salvador, Guatemala, Mexico, Paraguay and Peru are members of the Group.</li> <li>• <b>Partnerships for gender equality:</b> The first Gender Equality Action Assembly was held at the WUFV, attended by 361 participants from 36 countries. It enabled partners to meet and assess progress in the implementation of the gender equality action plan and also to consider emerging issues such as empowerment of girls in cities, urban planning and climate change. Partners were able to dialogue with policy-makers including Ministers, mayors, Parliamentarians and academics on making cities work for women and men, as well as increasing action in the areas of land and housing, access to basic services and infrastructure, and economic empowerment of women.</li> <li>• <b>Youth:</b> a) A youth report entitled <i>State of Urban Youth 2010/2011: Leveling the playing field</i> was launched at WUF5. This is the first time that a supplement to the State of the Worlds Cities Report has been produced that focuses on urban youth. b) Through the Youth Empowerment Programme, 385 youth from informal settlements in Nairobi, <b>Kenya</b>, are registered at the Moonbeam Youth Training Centre for vocational skills training that focuses on block making, landscaping and on basic road construction. c) The One Stop Youth Centres in East Africa have been conducting training on entrepreneurship. So far, the numbers of youth trained have been 75 in Nairobi, 20 in Kampala and 55 in Dar es Salaam. d) The World Urban Youth Assembly brought together over 500 youth representatives from a cross-section of the world's regions and countries, most of them representing youth-led development organizations.</li> <li>• A Strategy Paper on Working with Parliamentarians was adopted during WUF5 by an Expert Group Meeting of parliamentarians. The fifth Bureau meeting of the Asia Pacific Ministerial Conference on Housing and Urban Development was held in Tehran on 25 February 2010.</li> <li>• Civil Society networks have been further improved as the first ever regional Civil Society event at WUF5 for Latin America. This event brought together many new Latin America partners that will be actively engaged in the World Urban Campaign, while also improving their own Latin American networks. This regional meeting will be continued at the subsequent World Urban Forum and will focus on the Arab civil society organizations.</li> </ul>
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**Expected Accomplishment 3: Monitoring of sustainable urbanization conditions and trends improved**

<p>Number of operational Urban Observatories</p> <p><i>Baseline: December 2008: 126; May 2009: 133; November 2009: 135 Targets: 2010: 160; 2013: 200</i></p>	<p><b>Progress on indicator:</b> The number of operational Urban Observatories has increased to 145 by May, 2010, up from 135 in November 2009.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• A total of 60 Urban Observatories have adopted full urban indicator guideline and 55 have adopted partial urban indicator guidelines; while 49 have consulted urban indicator guidelines during indicator development. Beside the 145 operational Urban Observatories, there are more than 150 Local Urban</li> </ul>
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	<p>Observatories (LUOs) and National urban observatories which were established by other organizations and mostly following the MDG guidelines to develop indicators. There is increase of interest from countries in collaboration with UN-Habitat or partner organization to establish Urban Observatories in Asia, Africa, and Latin American countries.</p> <ul style="list-style-type: none"> <li>• The Al Madina LUO (<b>Saudi Arabia</b>) established a Saudi LUO support team to provide technical support through localizing MUIP guideline and Urban Indicator programme in Saudi Arabia.</li> <li>• A total of five networking events were organized by Asian, Latin American, and Arab regional LUOs to share best practices on LUO supporting local policy planning through localizing Urban Indicator programme of UN-Habitat.</li> <li>• In follow-up to the urban observatory workshop in Asia (December 2009), more than 120 cities are interested to establish LUOs in Vietnam, Indonesia and the Philippines (following UIP guideline). In <b>Vietnam</b>, the urban observatory system has been introduced to the city of Viet Tri. A set of urban indicators was developed and indicator data was collected and analyzed at both commune and city level to monitor and evaluate the performance of the city. Efforts are being made to upscale the setting up of urban indicator system for 100 cities of Vietnam through Association of Cities of Vietnam and institutionalize urban observatory system at national level in close coordination with Government Statistical Office and Vietnam Urban Development Agency under the Ministry of Construction.</li> <li>• The government of <b>Egypt</b> officially endorsed the urban observatory setup in every regional offices of General Organization of Physical Planning around the country.</li> </ul>
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#### Strategic opportunities related to Focus Area 1 for 2010

- A Partners' Platform established at the Fifth World Urban Forum. This event brought together all of the major partner groups working with UN-Habitat. This platform provides a strategic opportunity in 2010 to feed into the Governing Council, and the World Urban Campaign. They will hold a one-day event prior to the Governing Council that will give them the opportunity to strategize how best to work together during the Governing Council.
- Shanghai World Expo from May to October 2010, culminating in major forum on cities, provides UN-Habitat a good opportunity to raise global awareness on urban issues especially during the global financial crisis.
- Regional workshops on city census in Asia and Africa brought together the experts from more than 35 countries and all the experts have agreed to establish LUOs in their countries and cities to support local policy planning and decision making mechanism using evidence based knowledge.
- Regional advocacy platforms provide UN-Habitat with cost-effective opportunities to influence policies through its normative work. For example, in 2007, urbanization in Asia was recorded at 41 per cent and is expected to reach 50 per cent by 2023/24. In view of this UN-Habitat is preparing the first *State of Asian Cities Report 2010*, in partnership with ESCAP, UNEP/ROAP and United Cities and Local Governments.

#### Challenges and threats

- UN-Habitat needs to respond professionally on local/national request in establishing urban observatories to facilitate the local monitoring mechanism.

#### Next steps – priorities for 2010

- Prepare a capacity development programme with practical tools to assist in gender mainstreaming in UN-Habitat activities.
- Prepare capacity development programme using urban indicator tools and training module for UN-Habitat professional staff members.
- Further develop mechanisms to disseminate all UN-Habitat flagship reports to the relevant university departments as well as public sector and non-governmental research and training institutions.
- Develop further monitoring mechanisms to assess impact of normative recommendations proposed by the State of the World's Cities Report in cities and countries that are implementing them.
- Prepare regional State of cities reports for Asia, Latin America and Africa.
- Update urban indicator programme and incorporate qualitative indicators, for example, in governance, secure tenure, crime and violence.
- Organize regional workshops and expert group meeting to support the urban observatory platform through Urban indicator guideline.

## B. Participatory urban planning, management and governance (Focus Area 2)

Strategic result: Inclusive urban planning, management and governance (UPMG) improved at national and local levels	
<p>a) Number of countries promoting comprehensive UPMG from the national level, including the economy, ecology and equity dimensions of sustainable urbanization  <i>Baseline 2008/2009: 19, in addition to 21 that are 'partly' promoting comprehensive UPMG</i>  <i>Targets 2010/2011: 22; 2012/2013: 28</i>  <i>Data has not been collected since the October 2009 baseline. Next survey in October 2010.</i></p> <p>b) Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems  <i>Baseline 2008/2009: 30; Targets 2010/2011: 32; 2012/2013: 34</i>  <i>Data has not been collected since the October 2009 baseline. Next survey in October 2010.</i></p>	
Expected Accomplishment 1: Improved policies, legislation and strategies support inclusive UPMG	
Indicator of achievement	Progress/accomplishments
<p>(a) Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles   <i>Baseline 2009: 28</i>  <i>Targets: 2010/11: 30; 2012-2013: 35</i></p> <p>(b) Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures   <i>Baseline 2009: 9</i>  <i>Targets: 2010/11: 10; 2012-2013: 11.</i></p>	<p><b>Progress on indicators:</b>  <i>Data has not been collected since the October 2009 baseline. Next survey in October 2010.</i></p> <p><b>Global achievements:</b></p> <ul style="list-style-type: none"> <li>• In the area of climate change, UN-Habitat contributed to policy debates on the linkages between urbanization and climate change at COP 15 in Copenhagen, December 2009, and at the High Level Conference on “Urban Sustainability and Integrated Urban Regeneration” in Madrid, Spain, in April 2010. UN-Habitat also continues to make inputs to the United Nations High Level Committee on Programmes (HLCP) working group on climate change. UN-Habitat has been granted formal observer status at the Intergovernmental Panel on Climate Change (IPCC), and has been requested to provide expertise for a special IPCC expert meeting on Human Settlements and Infrastructure.</li> <li>• In November 2009, UN-Habitat and the Ramsar Convention Secretariat jointly organized an international workshop in Kenya to discuss sustainable urban development and the wise use of wetlands in urban and peri-urban areas. As a follow-up, both organizations committed to work together on guidelines for sustainable cities and wetland management.</li> <li>• An open source city-level greenhouse gas emission inventory standard was launched at WUF5 in a collaborative effort between UN-Habitat, UNEP and the World Bank, with Cities Alliance support. This standard is expected to harmonize the wide range of existing metrics and contribute to better targeting and monitoring of city mitigation efforts.</li> <li>• Partners from the Urban Planning profession are increasingly demonstrating interest in sustainable urbanization principles. ISOCARP, the global association of professional planners, has requested inputs from UN-Habitat. Its next Congress will focus on ‘Sustainable Cities-Developing World’, which is an important shift in focus. UN-Habitat will co-host the event in 2010 in Nairobi.</li> <li>• To share practices, measurements and experiences on promoting social inclusion, a partnership for the development of a knowledge portal for has been established with Cardiff and Boston Universities, UNDP, UNDESA, Mazingira Institute, United Cities and Local Governments.</li> <li>• Following advocacy from UN-Habitat, a commitment was obtained by the Bureau of the Asia-Pacific Ministerial Conference on Housing and Urban Development (incorporating 69 countries) to take up the issue of community participation in their forthcoming meeting to be held in Solo, Indonesia, 22-24 June 2010.</li> <li>• The urban dimension of violence has been adopted as a prominent agenda item in</li> </ul>

	<p>the global arena on armed violence, being promoted by the Armed Violence Prevention Programme and the Inter-American Coalition on the Prevention of Violence.</p> <ul style="list-style-type: none"> <li>• In partnership with UNIFEM, the Global Virtual Knowledge Centre on Ending Violence against Women was launched.</li> <li>• Several branches within UN-Habitat initiated an exercise with the International Strategy for Disaster Risk Reduction (ISDR) to develop a framework and monitoring tool for urban risk and resilient cities to support the localization of the Hyogo Framework for Action.</li> </ul> <p><b>Country achievements</b></p> <p>☐ <i>Africa and Arab States</i></p> <ul style="list-style-type: none"> <li>• In <b>Iraq</b>, UN-Habitat is a lead coordinator on urban governance for the Local Area Development Planning Process and the Basra Provincial Development Strategy. During this period, a participatory Local Area Plan (2010-2015) was finalized with a wide range of local stakeholders and consultations planned with urban stakeholders on strategic objectives for development in Basra.</li> <li>• In <b>Mali</b>, the national housing and urban development strategy and policy has been evaluated and will be used to formulate a new strategy and policy for improving slums in Mali.</li> <li>• As a result of the UN-Habitat supported Lake Victoria City Development Strategies Project, participating cities have influenced policies on urban development, including national programmes such as the Kenya Municipal Programme (World Bank), the <b>Uganda</b> national Urban Transformation Programme (Cities Alliance) and the <b>Tanzania</b> Urban Development and Environmental Management Programme.</li> </ul> <p>☐ <i>Asia and Pacific</i></p> <ul style="list-style-type: none"> <li>• In the <b>Philippines</b>, following the identification of the most vulnerable communities at risk of climate change impacts in Sorsogon City, public dialogues and a City Consultation led to the creation of multi-stakeholder Issue Working Groups which negotiated priority climate adaptation action plans, and a draft “climate sensitized” city shelter plan which are now pending approval by the incoming elected officials. At the national level, UN-Habitat has together with partners facilitated the adoption of the “Urban Stakeholder Action Agenda on Climate Change” by a number of institutions to better define the role of local governments/cities in adaptation planning. UN-Habitat has also helped the Philippine Urban Consortium to mainstream Climate Change impacts as an issue to be considered in all working groups.</li> <li>• In <b>Vietnam</b>, UN-Habitat has supported Quang Nam provincial government to prepare Provincial Development Strategy and supported Ho Chi Minh city to prepare a proposal on City Development Strategy. At national level, technical inputs were provided for the preparation of the Master Plan Orientation for Urban Development by 2025 and vision by 2050.</li> </ul> <p>☐ <i>Latin America and Caribbean</i></p> <ul style="list-style-type: none"> <li>• UN-Habitat initiated an assessment of modalities to better incorporate urban safety and climate change issues respectively in their planning frameworks in <b>Colombia</b>.</li> </ul> <p>☐ <i>Europe</i></p> <ul style="list-style-type: none"> <li>• In Kosovo (within the context of Security Council Resolution 1244 &amp; 1999), UN-Habitat contributed to drafting Gender and Security Strategy which addresses issues of security of tenure, urban safety and security, and consequences of natural and man-made disasters from the perspective of men and women. The final draft of the Strategy, done with the participation of numerous stakeholders, is under review.</li> </ul>
<p><b>Expected Accomplishment 2: Strengthened institutions promote inclusive UPMG</b></p>	

<p>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions</p> <p><i>Baseline 2008: 15 May 2009: 21 November 2009: 29 Targets: 2010: 40, 2011: 50 2012: 60; 2013: 70</i></p>	<p><b>Progress on indicator:</b> The number of institutions in targeted countries that have received institutional strengthening enabling them to promote sustainable urbanization has increased to 37 by May, 2010, up from 29 institutions in November 2009.</p> <p><b>Global and regional achievements:</b></p> <ul style="list-style-type: none"> <li>• The African Association of Planners, with UN-Habitat support, developed a work plan in support of capacity development of planners in Africa on sustainable urbanization principles.</li> <li>• A total of 100 organizations applied to deliver training events at the Fifth Session of the World Urban Forum, from which 24 high quality concepts were selected. Training events were extremely popular, and the survey conducted for trainee indicated high rating. A continued close partnership was agreed with several of the non-UN organisers.</li> <li>• A comprehensive City Development Strategy (CDS) training programme have been completed and applied to over 100 municipal staff in the Lake Victoria region focusing on how to prepare a CDS, local economic development, environmental planning and management, and financing CDS.</li> <li>• With support of UN-Habitat, the Asia-Pacific training network LOGOTRI has committed to roll out climate change training programmes for local governments in Indonesia, Bhutan, India, Bangladesh and the Pacific.</li> <li>• In follow up to a global workshop with universities in May 2009, the University of the Philippines has organized a university seminar on Climate Change and Urban Planning, inviting universities from Australia, Indonesia, Mongolia, the Netherlands, Papua New Guinea, Sri Lanka, Thailand and Viet Nam to deliver course modules and to explore how climate change can be strengthened in planning curricula.</li> </ul> <p><b>Country achievements</b></p> <ul style="list-style-type: none"> <li>☐ <b>Africa and Arab States</b> <ul style="list-style-type: none"> <li>• In the <b>Democratic Republic of the Congo, Mozambique and Senegal</b>, workshops on participatory budgeting were held targeting municipal officials. All eight targeted municipalities are now piloting the participatory budgeting process.</li> <li>• In <b>Liberia</b>, following training needs assessment conducted by UN-Habitat, the Ministry of Internal Affairs is now formulating its two-year capacity building plan and is establishing a dedicated training unit for its implementation.</li> </ul> </li> <li>☐ <b>Asia and Pacific</b> <ul style="list-style-type: none"> <li>• In <b>Mongolia</b>, in continuation to the development of Ulaanbaatar Citywide Pro-poor Ger-area Upgrading Strategy, UN-Habitat has assisted in the preparation of the urban development guidelines, and is developing an institutional strengthening plan for the Municipality of Ulaanbaatar.</li> <li>• A comprehensive training on climate change was organized by UN-Habitat in collaboration with the Local Government Academy (LGA) of the <b>Philippines</b>. LGA has now embarked on the development of a training courses to be rolled out all over the Philippines.</li> </ul> </li> <li>☐ <b>Latin America and Caribbean</b> <ul style="list-style-type: none"> <li>• In <b>Cuba</b>, following support from UN-Habitat, the Center of Regional Training of Santa Clara's City is able to issue qualifications in the topic of the Environmental Urban Administration to professionals and technicians, as well as community leaders.</li> </ul> </li> </ul>
<p><b>Expected Accomplishment 3: Improved implementation of inclusive UPMG</b></p>	
<p>Number of cities implementing inclusive UPMG</p>	<p><b>Progress on indicators:</b> <i>Data has not been collected since the October 2009 baseline. Next survey will be in October 2010.</i></p>

Baseline 2009: 112  
2010/2011: 139; 2012/2013:  
209.

#### **Regional achievements:**

- In **Lake Victoria region**, eight demonstration projects ranging from waste management (Kisumu, Homa Bay), sanitation (Kampala and Kisumu), wetlands management (Musoma), livelihoods, youth and gender empowerment (Entebbe and Jinja) and infrastructure (Bukoba) are being implemented. The City Development Strategies, serving as marketing tools, have enabled city leaders to attract significant direct foreign investment into the city. For example, Kisumu has attracted 40 million Euro from the French Government for investment in infrastructure, water and sanitation.

#### **Country achievements**

##### *Africa and Arab States*

- In **Burkina Faso, Benin and Senegal**, City Development Strategies for respective capital cities (Ouagadougou, Metropolis of Cotonou-Abomey Calavi-Seme Podji- and Dakar Metropolis) have been formulated and will inform a donor round table to mobilise funds for implementation related action plans.
- In **Madagascar**, UN-Habitat's Disaster Management Programme, jointly with Safer Cities, the Water and Sanitation Branch, and together with UNICEF and OCHA are initiating action in Antananarivo to promote community-based service provision, livelihoods and co-production of local safety and security.
- The process of monitoring improvements in selected **Nigerian** cities has been initiated, jointly with the UNDP Oslo Governance Centre, UNDP country office and with various local institutions.
- The process of putting in place a monitoring mechanism for improvements in governance has been initiated in four **Zambian** cities. Training has been undertaken for the administration of a monitoring tool and the collaboration with the local authority association has been established.

##### *Asia and Pacific*

- The results of the safety diagnosis of Phnom Penh, **Cambodia**, were approved by the municipal authority and a strategy and action plan are being developed to promote a safer, more inclusive and empowered society.
- UN-Habitat and UNIFEM, in collaboration with the Delhi Government of **India** is supporting the development of a city-wide integrated framework on governance and planning with women's safety as the entry point.

##### *Latin America and the Caribbean*

- In **Costa Rica**, UN-Habitat consolidated ten initiatives on Local Economic Development, which resulted in (i) strengthened gender equality policy in some of the local government involved, (ii) local government commitment to support infrastructure project to be implemented by local project groups, (iii) municipal agreements to incorporate garbage collection and recycling of solid waste project teams as providers for the municipality, and (iv) employment opportunities generated, specifically for women in the areas of recycled solid waste, bakery, tourism, and crafts.

#### **Opportunities related to Focus Area 2**

- UN-Habitat has adopted a fully MTSIP compliant Cities and Climate Change Strategy 2010-2013, which provides an opportunity for coordinated agency-wide action on climate change mitigation and adaptation.
- The recently concluded Fifth Session of the World Urban Forum validated the prioritization of planning, management and governance not only in overcoming the challenges of bridging the urban divide, but more generally in promoting sustainable urban development. The commitments made by governments and all Habitat Agenda partners, the new practices that were showcased, the exchanges of experiences which took place opened opportunities for the Focus Area to pursue. Apart from the large number of networking events organized around the themes of planning and the stakeholder engagement, the participation and conclusions of the e-dialogue and the forum dialogue sessions on governance and participation reinforced the importance of the issue.
- UN-Habitat is addressing different faces of the urban risks: climate change, natural hazards, political conflicts, crime and violence. Urban vulnerability and resilience factors are being treated from different perspectives and there is an opportunity to develop a common comprehensive framework multi-risk and multidimensional vulnerability and resilience.

### **Challenges and threats related to Focus Area 2**

The UNFCCC COP15 meeting in Copenhagen did not deliver a global legally binding agreement, as COP 15 “took note” of the “Copenhagen Accord”, for which the implementation mechanisms still need to be worked out. The uncertainty about a global international climate agreement after 2012 reconfirms the importance to continue supporting Local Action for climate change mitigation and adaptation, and makes the objectives of the Cities and Climate Change Initiative as relevant as ever.

### **Next steps – priorities for 2010 for Focus Area 2**

- Consolidate experiences and develop relevant tools to strengthen national human settlements capacity building institutions. Advance university collaboration on capacity building for urban planning, climate change, and urban safety, and the development of an operational framework to strengthen the Habitat Partner University network.
- In response to demands from cities to implement pilot initiatives on cities and climate change in Asia, Africa and Latin America, UN-Habitat strengthening its internal collaboration through a corporate resource mobilization efforts to secure additional funding to respond to such requests. With many organizations developing tools covering various aspects of cities in climate change, UN-Habitat will work on building partnerships to create synergies and avoid duplication and competition.
- As 2010 is the International Year of Biodiversity, UN-Habitat will intensify its work on issue of urban biodiversity and ecosystems as well as wetlands management.

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

<b>Strategic result: Improved access to land and housing</b>	
<p><b>Indicator:</b>  <i>a) Increased number of countries implementing policies to improve access to land and housing, including in crisis affected countries (post-disaster and post-conflict).</i>  <i>Baseline 2009: 48 (including five completed reforms), of which 16 in post disaster and post conflict countries, eight in Asia Pacific and seven in Africa and Arab states.</i>  <i>Targets: 2011: 52 (including additional six completed reforms); 2013: 53 (including additional six completed reforms).</i>  <i>Data has not been collected since the October 2009 baseline. Next survey in October 2010.</i></p> <p>Findings from evaluation: The recent independent Mid-Term Review of the Global Land Tool Network (GLTN) summed up the achievement and challenges of GLTN since its launch in June 2006. The review commended the Network and indicated that it had “achieved some significant successes with a small secretariat staff, a limited budget and in the face of administrative constraints ... It has established a network that includes many of the most important actors in the land sector; it has a ‘brand’ and credibility in the international land arena. Notable achievements have been attained in the areas of advocacy, research and tool development.” An action plan to respond to the recommendations will be developed.</p>	
<b>Expected Accomplishment 1: Improved land and housing policies implemented</b>	
<b>Indicator of achievement</b>	<b>Progress/accomplishments</b>
<p>(a) Number of countries implementing improved land and housing policies</p> <p><i>Baseline: 2009: 28 countries</i>  <i>Targets: 2011: 30 countries;</i>  <i>2013: 32 (including additional 2 completed reforms per biennium)</i></p>	<p><b>Progress on indicator:</b>  <i>Data has not been collected since the October 2009 baseline. Next survey in October 2010.</i></p> <p><b>Global and regional achievements</b></p> <ul style="list-style-type: none"> <li>• The Global Land Tool Network (GLTN) has increased its partners to 42 organisations to date as compared to 33 partner-organisations in December 2008.</li> <li>• After the African Union adopted the Land Policy Framework and Guidelines in July 2009, UN-Habitat has continuously supported the Land Policy Initiative of the consortium consisting of the African Union Commission, UN Economic Commission and the African Development Bank, particularly in the development of land indicators and tracking system to monitor progress of the implementation of the agreed Land Policy Framework.</li> <li>• UN-Habitat, through GLTN, continuous to support the World Bank in the development of a Land Governance Assessment Framework (LGAF) that will facilitate the assessment of land-related projects and interventions within the land governance framework.</li> <li>• Several publications were released during the reporting period, including “Land and Natural Disasters: Guidance for Practitioners” (jointly with GLTN, the Early Recovery Cluster and FAO), “Towards Improved Land Governance” (jointly with FAO), “Land, Tenure and Housing Issues for Conflict Displaced Populations in Georgia,” the African edition of the “Quick Guides for Policymakers on Housing the Poor” and “Urban Indigenous Peoples and Migration: A Review of Policies, Programmes and Practices”.</li> </ul> <p><b>Country achievements:</b></p> <p><input type="checkbox"/> <i>Inter-regional</i></p> <ul style="list-style-type: none"> <li>• <b>Ghana, Nepal, Vietnam and Zambia</b> are carrying out Urban Housing Sector Profiles, with <b>Ecuador, El Salvador, Fiji, Solomon Islands and Tanzania</b> also expressing their interest to participate. UN-Habitat supported the Government of <b>Malawi</b> in launching the Malawi Housing Sector Profile at the fifth World Urban Forum.</li> </ul> <p><input type="checkbox"/> <i>Africa and Arab States</i></p> <ul style="list-style-type: none"> <li>• In <b>Afghanistan</b>, a total of 1,470 shelters have been constructed for returnees and</li> </ul>

IDPs residing both in Kabul City and in the border areas in Sheikh Mesri Township and Chamtala Desert Camp in Jalalabad City. Construction of 314 shelters in Kabul City and 156 shelters in Jalalabad City has been completed while 1,000 shelters equipped with a two-pit latrine have been completed in Sheikh Mesri Township and Chamtala Desert Camp. This shelter provision has helped meet immediate needs and to secure and improve their living environment.

- In **Chad**, UN-Habitat has supported the development of a land and housing policy which was adopted by Parliament in December 2009. To facilitate its implementation, two national institutions, PROVITHAS (provider of serviced plots) and FPHS (provider of housing financing credits) promoting access to land and housing have been established with technical support from UN-Habitat.
- Following the completion of the National Housing Policy of **Iraq** supported by UN-Habitat in the last reporting period, UN-Habitat, in partnership with Iraqi counterparts supported the preparation of a Policy Implementation Plan, a Reform plan for Housing Institutions and a Housing Law, as key measures in support of implementing the National Housing Policy.
- In **Kenya**, the Parliament approved the National Land Policy in December 2009. UN-Habitat, acting as Chair of the Development Partners Group on Land, in line with Paris Declaration on donor coordination, has been supporting land reforms in the country, including the active participation of non-state actors. UN-Habitat is also supporting the review of Kenya's housing policy and programmes.

□ *Asia and Pacific*

- In **China**, the post Sichuan-earthquake reconstruction of Yongquan village school in Mingshan County in Sichuan Province is underway in partnership with the Administrative Center for China's Agenda 21. A forward-looking component aimed to strengthen local capacity for earthquake-resistant construction is included.
- In **Lao PDR**, UN-Habitat supported families and communities affected by typhoon Ketsana that swept through southern provinces in October 2009. In the emergency shelter cluster, UN-Habitat through the department of public works and transport (DPWT) and the Lao Red Cross (LRC), purchased shelter related inputs to households targeted increasing by 24 - from 1,390 to 1,414 families. For water and sanitation, the emergency assistance benefited about 50,000 people especially women and children through the resumption of safe water supply and sanitation services.
- In the **Philippines**, UN-Habitat has assumed the lead of the Shelter Cluster under the IASC Humanitarian Country Team since December 2009. Membership has been expanded to include the Department of Social Welfare and Development (DSWD), the Shelter Cluster lead from the government side, to synergize efforts and to facilitate sustainability. UN-Habitat has ensured the synergies of the efforts of all members to avoid duplication, and has ensured members' compliance to agreed standards along with government expectations.

□ *Europe*

- In **Albania**, UN-Habitat has provided technical assistance to the Department of Housing Policies of the Ministry of Public Works, Transport and Construction in the development of Terms of Reference for the preparation of the National Strategy for Affordable Housing.

□ *Latin America and the Caribbean*

- Following the adoption of the new constitution in **Ecuador** in 2008 which provides the right to housing and the city, UN-Habitat has participated as part of the "Contrato Social por la Vivienda" (social contract for housing) to make recommendations for the Housing Policy and Housing Law. In addition, UN-Habitat is testing and implementing the Policy Guide to Housing for Indigenous Peoples in cities in **Ecuador**.
- In **Haiti**, UN-Habitat has achieved several significant policy successes. It has contributed to the preparation of the inter-agency Post-Disaster Needs Assessment (PDNA) in two critical areas: developing the overall housing reconstruction strategy and the policy approach to land-related challenges. UN-Habitat has successfully advocated for two important policy changes. First, the

	<p>initial strategy favoured the establishment of new camps to reduce the pressure on existing, overcrowded camps. UN-Habitat successfully advocated that priority be given to the policy of ‘safe-return’, whereby people were supported to return to their homes if they were deemed habitable. The change in policy will enable people to return home sooner, will facilitate the early reconstruction of permanent shelter and will enable funds that were to be spent on camps to be used more effectively. The second important policy change was achieved in the land sector. Whereas there was significant donor interest in promoting the development of a national land cadastre, UN-Habitat successfully argued that the focus on a cadastre was premature and inappropriate at a time when the focus should be on joint community and local government initiatives to promote security of tenure and facilitate housing reconstruction.</p>
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## Expected Accomplishment 2: Security of tenure increased

<p>(a) Number of countries implementing policies to improve security of tenure, including reducing forced evictions.</p> <p><i>Baseline: 2009: 19 countries Targets: 2011: 21 countries; 2013: 23 countries (including 2 completed reforms per biennium)</i></p>	<p><b>Progress on indicator:</b> <i>No update on indicator since the last report.</i></p> <p><b>Global and regional achievements</b></p> <ul style="list-style-type: none"> <li>• At its annual meeting, the Advisory Group on Forced Evictions (AGFE) presented to the Executive Director recommendations for action to prevent forced evictions in the cities visited by AGFE (Istanbul, New Orleans, Port Harcourt, South Eastern England). With the second AGFE membership coming to an end, UN-Habitat will assess achievements and propose improvements to AGFE.</li> <li>• UN-Habitat has co-organised two major regional training events. First, the Islamic Land Law Regional Training was successfully piloted in Malaysia in December 2009 ending with concrete action plans. The partner university has indicated translating the training package into local languages at their own expense. Second, a regional training on “Land and Natural Resources Conflict” was held in Nairobi in May 2010, jointly organised with UNDP, UNEP, DPA and the UN Peace-Building Support Office, with financial support from the EC.</li> <li>• During the Annual World Bank Land Conference in Washington (April 2010), UN-Habitat and GLTN contributed in the launch of a joint publication with the World Bank on “Innovation in Land Recognition, Administration, and Governance”.</li> <li>• The Social Tenure Domain Model, a pro-poor land rights recording system, was launched by UN-Habitat at FIG (International Federation of Surveyors) Congress including a live demonstration of the prototype that further gained momentum and great interests from the professionals and development community.</li> </ul> <p><b>Country achievements:</b></p> <ul style="list-style-type: none"> <li>□ <i>Inter-regional</i> <ul style="list-style-type: none"> <li>• In <b>Nepal, Brazil and Ghana</b>, UN-Habitat, in close collaboration with Huairou Commission and grassroots organisations at country level, the Gender Evaluation Criteria tool was pilot tested. Due to this work and partnership, the Government of Pernambuco of Brazil has decided not to evict an estimated 8,500 families in Recife, but rather committed to regularise them. The announcement was made during the WUF5 Roundtable. More information at <a href="http://www.gltm.net">www.gltm.net</a>.</li> </ul> </li> <li>□ <i>Africa and Arab States</i> <ul style="list-style-type: none"> <li>• In <b>Benin</b>, UN-Habitat, with partners, has organised a workshop regarding the documentation of the Urban Land Registry or <i>Régistre Foncier Urbain</i> (RFU). UN-Habitat is currently documenting the innovative approach.</li> <li>• In North Kivu and Ituri, <b>Democratic Republic of Congo (DRC)</b>, UN-Habitat continues its collaboration with UNHCR to address land-related conflicts. Between January and March 2010, 37 new land conflicts have been documented while 48 land conflicts are being resolved and 13 conflict cases closed after agreement. Following the signature of a tripartite agreement (Rwanda, DRC, UNHCR) a massive return of refugees is expected in the coming months. A strategy to reinforce both the land conflict prevention and mediation in these</li> </ul> </li> </ul>
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	<p>particular zones in being developed with the peace keeping mission and UNHCR.</p> <ul style="list-style-type: none"> <li>• In <b>Ethiopia</b>, UN-Habitat is providing seed funding and technical support to the World Bank on alternative approaches to providing security of tenure particularly on research and impact evaluations. The positive results of the studies has led to the decision of the Government of Ethiopia to scale its land certification programme from 24 million to over 60 million land certificates at a cost of US\$ 1.3 billion through a loan.</li> <li>• In <b>Sudan</b>, UN-Habitat is supporting various projects within a wider programme framework. In Juba, Southern Sudan, within the framework of a slum upgrading activity implemented in the neighbourhood of Hay Zandia, under the leadership of the Central Equatorial State Government and supervision of the Government of South Sudan, 150 households were allocated a land plot which were registered in their names, awaiting for the formal land title to be dispatched. With support from the Government of Canada, UN-Habitat has initiated a new programme to strengthen capacity to address land disputes and conflicts.</li> </ul> <p>☐ <b>Asia and Pacific</b></p> <ul style="list-style-type: none"> <li>• In Kandahar City, <b>Afghanistan</b>, a total of 12,425 plots such as houses, parcels, mosques, shops and the like have been registered by the Municipality Land Registration Team in the informal settlement area. The registered residents have started paying the property taxation to receive the Registration Notebook. As a result of the registration process, approximately 4.3 million Afghani that is equal to US\$90,000 has been collected as annual property taxation by the Municipality of Kandahar.</li> <li>• In <b>Pakistan</b>, UN-Habitat is about to complete a project assisting landless people as a consequence of the 2005 earthquake. Almost 15,000 families lost their land and the project has established an effective and efficient system to bring together those in need of land, willing sellers of land, the authority providing compensation to the landless and the land registration department in a one-window operation enabling fast transfer of land (to both women and men). To date, 12,500 families have been assisted and the remaining landless families will be assisted in the coming few months.</li> </ul> <p>☐ <b>Europe</b></p> <ul style="list-style-type: none"> <li>• In <b>Serbia</b>, UN-Habitat is engaged within the UN Country Team (UNCT) Theme Group for Roma Inclusion in providing policy advice to national and local authorities on Housing Rights as well as advocacy to advance the enjoyment of the right to adequate housing for Roma and the most vulnerable in Serbia. UN-Habitat is engaged in providing a specialized technical contribution to the Workshop on the Right to Adequate Housing (May 2010) co-organized by the Ministry for Human and Minority Rights and the UNCT.</li> </ul>
<b>Expected Accomplishment 3: Slum improvement and prevention policies promoted</b>	
<p>(a) Number of countries implementing slum prevention and improvement policies</p> <p><i>Baseline: 2009: 24 countries Targets: 2011: 26 countries; 2013: 28 (including two additional completed reforms per biennium)</i></p>	<p><b>Progress on indicator:</b> <i>No update on the indicator since the last report.</i></p> <p><b>Global achievements:</b></p> <ul style="list-style-type: none"> <li>• To contribute to the enhancement of Governments and Habitat Agenda Partners' knowledge about and capacity to develop policies and strategies for slum upgrading and prevention, UN-Habitat has entered into a partnership with the World Bank Institute, IADB, GTZ and Cities Alliance for the programme "Successful Approaches to National Slum Upgrading and Prevention Policies and Programs" on recent experiences and best practices of slum upgrading and prevention in 15 countries.</li> </ul> <p><b>Country achievements:</b></p> <p>☐ <b>Africa and Arab States</b></p> <ul style="list-style-type: none"> <li>• Implementation of the second phase of the Participatory Slum Upgrading and Prevention (PSUP - II) Programme was initiated in <b>Cameroon, Democratic Republic of Congo</b> and <b>Zambia</b> through inter-divisional collaboration and</li> </ul>

	<p>building synergies with other UN-Habitat programmes such as the Urban Housing Sector Profile. UN-Habitat held two regional workshops – the first one in Kenya (in English) and the second one in Cameroon (in French) – where the methodology of the PSUP Phase II was presented, the national teams of the 12 participating countries were confirmed and their work plan developed.</p> <ul style="list-style-type: none"> <li>• Slum prevention has been promoted in <b>Rwanda</b>. Land slide mitigation and reconstruction activities are currently supported, including, resettlement of people and a reforestation programme in partnership with the Rwanda Environmental Management Authority within the framework of the One UN Programme in Rwanda.</li> <li>• In <b>Tanzania</b>, the Citywide Action Plan for Upgrading of Unplanned and Unserviced Settlements in Dar es Salaam whose preparation was supported by UN-Habitat was officially presented to the Government of Tanzania and the Dar es Salaam City Council at a forum for resource mobilization. UN-Habitat will provide assistance to the implementation of the Action Plan by 2020. With the World Bank, UN-Habitat is supporting the establishment of the Tanzania Urban Sector Group.</li> </ul> <p>☐ <i>Asia and Pacific</i></p> <ul style="list-style-type: none"> <li>• The Urban Partnerships for Poverty Reduction (UPPR) project in <b>Bangladesh</b> funded by DFID is the largest urban poverty reduction initiative in Bangladesh, and one of the largest in the world. In cooperation with UNDP, UN-Habitat has built on its community centred methodology to support communities to prepare and manage community-contracts to implement various settlement upgrading activities. Currently, communities in informal settlements in 17 towns/cities in Bangladesh are implementing 565 community contracts for a value of \$4.1 million to construct 7,669 latrines, 87.4 km of footpath, 33.1 km of drainage, 1,012 tube wells, 34 community centres, etc. 396,000 households, with a total population of 1.7 million, have formed 1,262 Community Development Councils. The project coverage has been expanded to 23 towns/cities.</li> <li>• In <b>Mongolia</b>, the Community-Led Ger Area Upgrading in Ulaanbaatar project, funded by the Government of Japan (US\$5.8 million) through UN-Habitat, is the largest urban upgrading project in the country, targeting 56,700 people from 12,185 households in five districts. Through the formation of Community Development Councils, communities will build public service centres, bath houses, kindergartens, school extensions, and water provision.</li> </ul>
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### Opportunities

- MTSIP funding which is supportive of change management within the agency.
- As part of the reform process, UN-Habitat is initiating a review of administrative procedures related to humanitarian and emergency response activities in support of Member States affected by crises. This review is critical for UN-Habitat’s credibility in crisis-affected countries as well as within the Inter-Agency Standing Committee (IASC).
- As co-chair the Inter-Agency Support group on Indigenous Issues (IASG), UN-Habitat contributed to mainstream urban issues and to identify activities on urban indigenous issues to be jointly implemented in the next biennium with other UN agencies at global and regional levels. The recommendations of the joint IASG paper on “Sustainable Development with Culture and Identity”, as well as the joint statement made by UN-Habitat on behalf of the IASG at the 9<sup>th</sup> session of the UNPFII (April 2010), path the way for strengthening inter-agency work on indigenous peoples’ right to the city, including the right to adequate housing.
- The organization and outcomes of the conference on Green Building Rating in sub-Saharan Africa (May 2010) are an opportunity for UN-Habitat to promote its work on low-cost and green housing, and identify regional partnerships, from the perspective of the right to adequate housing for all.

### Challenges and threats

- Lack of streamlined operational guidelines for responding to emergencies can undermine UN-Habitat’s credibility in the field. In Haiti – as in other countries before – UN-Habitat proves its value-added to the humanitarian community and develops response programmes that then prove challenging to implement due to the lack of appropriate rules and procedures.
- Limited implementation capacity to address the increasing demand for housing policy support from countries,

external partners, as well as UN-Habitat units.

- Expected Accomplishment 1 “Improved land and housing policies implemented”, may not be achieved if the current technical support of the housing sector analysis in selected countries is not followed by capacity-building and the establishment of funding mechanisms (donors and domestic). Lack of follow-up will impede delivery of affordable housing at scale, especially for the urban poor. For example, the impact of the Malawi Urban Housing Sector Profile is promising, but may not be sustained if these conditions are not met.
- Expected Accomplishment 2, “Security of tenure increased”, is under threat as a result of the increasing number of forced evictions in cities. The ongoing large-scale forced evictions, e.g., in Port Harcourt (Nigeria) and Phnom Penh (Cambodia), show lack of compliance with international human rights law posing a threat to the achievement of the MDG Target on slums and the Habitat Agenda. If ignored by partners, UN-Habitat’s normative and advocacy efforts to promote alternatives to forced evictions may be in vain.

#### **Next steps – priorities for 2010**

- Develop recommendations for streamlining administrative procedures to support emergency response.
- Continue to follow up on identifying and developing appropriate mechanisms/instruments to facilitate implementing through partners and to facilitate having more activities implemented through partners. Some progress since last report through FA-6, more progress needed.
- Further exploration of accounting/administration systems acceptable by the UN rules and regulations to better handle basket funds and to allow for more resource mobilisation (explore more funding options). Some progress since last report through FA-6, some donors accepting unified reporting, more progress needed.
- There is a need to further strengthen implementation capacity in order to address the increasing demand for housing policy support from states and partners. Progress since last report: P-2 and P-3 recruitment process nearly completed. Additional resources being identified for WP 2012-2013.
- To achieve Expected Accomplishment 1, there is a need to support the current analysis of the housing sector in selected countries by capacity-building and funding mechanisms through donors and domestic sources. Progress since last report: Programme on Housing for All completed and submitted to donors.
- In order to more effectively respond to the challenge of increased forced evictions world-wide, UN-Habitat is establishing a global forced eviction monitoring network, building on the work carried out by the Advisory Group on Forced Evictions since 2004. Progress since last report: TORs have been developed with inputs from international institutions and consultancy being launched to set up the network.

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

### Strategic result: Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations

#### Progress on indicator:

(a) Numbers of people in target communities with access to environmentally sound basic urban infrastructure services.

Baseline 2008: 750,000. October 2009: 1.03 million.

Targets: 2011: 1.3 million; 2013: 1.6 million.

The total number of people benefitting from interventions of the water and sanitation programmes in Asia, Africa and Latin America by the end of April 2010 stands at 1.15 million, an increase of 128,000 since November 2009.

Findings on strategic results from evaluation: In response to the recommendation of the fifth Water and Sanitation Trust Fund (WSTF) Advisory Board meeting, an impact study of initiatives supported by Trust Fund was undertaken by a team of international consultants from October 2009 to January 2010. The study included a country impact study of UN-Habitat's Kenya and Nepal initiatives; and a global impact study of UN-Habitat's gender mainstreaming and pro-poor initiatives. The overall findings reported positive outcomes of the programme, while identifying some areas that require improvement for increased impact. The findings and recommendations of the study were presented at the sixth session of the Trust Fund's Advisory Board meeting held in Nairobi, Kenya (16 April 2010). In response to the recommendations of the study, an action plan has been developed to incorporate these within the operations and design of current and future programmes.

### Expected Accomplishment 1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services

Indicator of achievement	Progress/accomplishments
<p>(a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services</p> <p>Baseline 2008: 25 countries. May 2009: 28, October 2009: 31 Targets: 2011: 34 countries; 2013: 37 countries.</p>	<p><b>Progress on indicator:</b> The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services has reached 33 (13 in Asia, 6 in Latin America and the Caribbean and 15 in Africa), with an additional two countries, Peru and El-Salvador, from Latin America and the Caribbean compared to the previous reporting period.</p> <p><b>Global and regional achievements:</b></p> <ul style="list-style-type: none"> <li>• The third Global Report on the State of Water and Sanitation in the World Cities - <i>Solid Waste in the World's Cities</i> has been published. The publication includes profiles of urban solid waste and recycling systems in 20 cities as well as a comparative analysis of over 20 "reference cities", a decision-maker's guide to integrated sustainable waste management, outlines of available technologies with guidance on selecting appropriate technologies and a generic "assessment protocol" for assessing solid waste management issues in cities.</li> <li>• On the occasion of World Water Day 2010 in Nairobi, a joint publication of UNEP and UN-Habitat <i>Sick water? The central role of wastewater management in sustainable development</i> was launched. The publication advocates for a global action for smart and sustained investment to improve wastewater management, in order to tackle the effects of climate change on water resources.</li> <li>• The Global Water Operators Partnership (WOP) expanded its activities to South Eastern Europe, where it has established a regional WOP platform for water operators aimed at developing capacity building interventions based on benchmarking and peer support.</li> </ul> <p><b>Country achievements:</b></p> <p>☐ <i>Africa and Arab States</i></p> <ul style="list-style-type: none"> <li>• In <b>Ethiopia, Ghana, Kenya, Malawi, Namibia, Uganda and Zambia</b> nine water utilities have received capacity strengthening in water and sanitation planning and have successfully implemented measures aimed at enhancing water quality and solubility.</li> </ul>

	<ul style="list-style-type: none"> <li>• In <b>Ethiopia</b>, support provided to the Dire Dawa Water and Sewerage Authority has resulted in preparation of a Pro-poor Water and Sanitation Governance Policy and a Water Demand Management Strategy. The policy and strategy are currently under implementation by the utility.</li> <li>• In <b>Mali</b>, based on the action plan for sanitation developed in collaboration with Water Aid Mali in five sub-districts of Bamako, the municipality has been able to develop sixteen project proposals, submitted to the donors for funding. Five of these sixteen projects were initiated in the current reporting period.</li> </ul> <p>□ <b>Asia and Pacific</b></p> <ul style="list-style-type: none"> <li>• In <b>India</b>, in consonance to the National Urban Sanitation Policy 2008, the Government of Madhya Pradesh supported by UN-Habitat has launched the Integrated Urban Sanitation Programme to facilitate all the 338 urban areas of the state aiming to achieve totally sanitised and healthy cities/towns.</li> <li>• In <b>Nepal</b>, the poverty mapping of selected municipalities has set up the stage for pro-poor governance of the local authorities. Two municipalities have already initiated pro-poor water and sanitation interventions. With the technical assistance of UN-Habitat, the Government of Nepal is planning to undertake similar (poverty mapping) exercise in all municipalities of the country.</li> <li>• In <b>Vietnam</b>, UN-Habitat has assisted Cam Ranh town’s local utility to review and amend policies on water demand management, including tariff policies. The utility has devised a new water tariff, with pro-poor focus and has been submitted to People Committee of Khanh Hao province for approval. Similar tariff policies have also been developed by utilities in three provinces of <b>Lao PDR</b>.</li> </ul> <p>□ <b>Latin America and Caribbean</b></p> <ul style="list-style-type: none"> <li>• In <b>Bolivia</b>, through an agreement with an NGO “Water for People” in per-urban areas in Cochabamba, UN-Habitat is contributing to the development of policy directives and guidelines in sustainable sanitation for the approval by Ministry of Water and Environment.</li> <li>• In <b>Colombia</b>, support is being provided to the government and Ouibdo municipality to integrate water and sanitation master plans in the slum upgrading programme of neighbourhood of La Yesca.</li> <li>• In <b>El Salvador</b>, UN-Habitat is supporting the efforts to test new financing mechanism to improve water access in communities served by small scale water operators.</li> <li>• In <b>Ecuador</b>, UN-Habitat, in the context of a Join UN programme on Water and Sanitation Governance, is providing recommendations for the formulation of the Water Law and for the other mandatory levels for water provision, treatment, operation and maintenance.</li> <li>• In <b>Mexico</b>, UN-Habitat has contributed towards the conceptual development of large policy based loan for developing policy and implementing water education and schools infrastructure upgrading projects. This initiative was undertaken in collaboration with Inter American Development Bank (IADB) and Ministry of Education.</li> <li>• In <b>Nicaragua</b>, though the programme “<i>Improving Capacity for Solid Waste Management</i>“ UN-Habitat supported the municipality of Managua to achieve improvements in solid waste services in the city and identify a strategy to promote increased waste recovery and recycling in Managua and the rest of Nicaragua. The Municipal Government of Managua confirmed its interest in developing a formal agreement with UN-Habitat to enable such wider impacts and options of collaboration with the Inter-American Development Bank (IADB) have been identified for implementation and financing of improvements in solid waste management.</li> </ul>
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(b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services

*Baseline 2008: 75 institutions.  
May 2009: 81; October 2009: 92.*

*Targets: 2011: 93 institutions;  
2013: 120 institutions (adjusted upward from 105).*

**Progress on indicator:**

By May 2010, the total number of institutions in target countries partnering with UN-Habitat towards expanding access to environmentally sound urban infrastructure and services stands at 107, up from 92 in October 2009.

**Regional achievements:**

- Under the Global Water Operators Partnerships programme, facilitated by UN-Habitat, six utilities in Anglophone Africa have implemented water safety plans following training that was co-organized in partnership with Cap-Net.

**Country achievements:**

□ *Africa and Arab States*

- In **Burkina Faso**, the UN-Habitat has worked with the municipality of Dori to provide water and sanitation facilities to the population. Following the project, the European Union is supporting the municipality with 2 million Euros to further enhance the water and sanitation situation, including the provision of additional water supply and sanitation facilities and storm water drains. The interventions for the EU support are based on the initial diagnostic study of the situation in Dori conducted under the UN-Habitat programme.
- In **Ghana**, the establishment of a Weija Reservoir Catchment Development Committee and a number of targeted capacity building initiatives has led to strong collaboration involving a diversity of national institutions and NGOs to work together on an important urban catchment protection programme. This is manifest in the successful advocacy, development and dissemination of appropriate public awareness messages on the urgency to protect the area. A follow-up programme, supported by the European Union, is to further consolidate the decentralisation of Integrated Water Resources Management process.
- In **Kenya**, the programme in collaboration with Water and Sanitation for the Urban Poor in Naivasha has influenced the formation of the Naivasha Water and Sewerage Company as a local utility to manage water supply and sanitation in the city. Additionally, the Maji data project in collaboration with the Water Services Trust Fund and GTZ is establishing an information database on water and sanitation within Kenyan Urban Slums that is expected promote pro-poor water and sanitation agenda in the urban area.
- In **Kenya, Tanzania and Uganda**, with funds from Global Environment Facility (GEF), UN-Habitat is implementing an urban transport initiative in Nairobi, Dar es Salaam and Kampala. A review of contextual and policy framework has been carried out and the project concept prepared.
- In **Rwanda**, support has been provided to the Rwanda Water and Sanitation Corporation to introduce and maintain a sustainable pro-poor urban water and sanitation management through a low income household connection programme and provision of pre-paid water metering system.
- In **Tanzania**, as part of the UN-Habitat pre-investment capacity building programme with Zanzibar Water Authority (ZAWA) a comprehensive Water Demand Management Business Plan and a financial regulations document have been finalised for implementation under the African Development Bank (AfDB) financed Water and Sanitation Project for Zanzibar. A similar WDM strategy is under preparation for Kisumu, **Kenya**, to inform the potential investments envisaged from the European Investment Bank (EIB).

□ *Asia and Pacific*

- In **Cambodia**, UN-Habitat is supporting provision of pro-poor community based water and sanitation services initiatives in four towns that is expected to benefit 29,682 people with improved access to water supply and another 80,998 with improved sanitation services.
- In **India**, institutionalization process for pro-poor water and sanitation governance in four municipal corporations, two district Urban Development Authorities in their operations and management have been completed.
- In **Lao PDR**, additional nine institutions with support from UN-Habitat have

	<p>been able to provide improved access to water and sanitation services to communities in urban and peri-urban areas.</p> <ul style="list-style-type: none"> <li>• In <b>Nepal</b>, improved water governance is being institutionalised in three municipalities and 14 small towns through UN-Habitat interventions benefiting 20,000 individuals.</li> <li>• In <b>Vietnam</b>, through UN-Habitat funding, one water utility has instituted activities for the provision of water supply and sanitation to urban communities in four towns. Upon completion the project will benefit 31,360 with improved access to water supply and 85,000 with access to improved sanitation services.</li> </ul> <p>☐ <b>Latin America and the Caribbean</b></p> <ul style="list-style-type: none"> <li>• In <b>Mexico</b>, UN-Habitat has worked along side the Ministry of Social Development, the National Association of Water Utilities and faculty of engineering in the development of comprehensive on-line capacity building diploma for water operators. The course is to be online in autumn 2010.</li> </ul>
<p><b>Expected Accomplishment 2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services</b></p>	
<p>(a) Percentage of service providers recovering at least 95% operation and maintenance cost of services</p> <p><i>Preliminary baseline 2009: 33% Targets: 2011: 40%; 2013: 50%</i></p> <p>(b) Percentage of consumers of targeted UN-Habitat partner service provider organizations reporting satisfaction with services provided</p> <p><i>Preliminary baseline 2009 water: 79.7% Preliminary baseline 2009 sanitation: 57.7%</i></p> <p><i>Targets: 2011: +5 percentage points in target communities; 2013: +5 percentage points in target communities. +5 percentage points</i></p>	<p><b>Progress on indicators:</b> <i>Surveys for adjusted baselines ongoing. Updated data on the indicator will be presented in the December 2009 progress report.</i></p> <p><b>Country achievements:</b></p> <p>☐ <b>Africa and Arab States</b></p> <ul style="list-style-type: none"> <li>• In <b>Ethiopia</b>, as part of partnership with AfDB the post investment capacity building programme in the area of Strategic Business Plan for the Harar Water and Sewerage authority has shown success in the improvement of the performance of the utility. The first quarter evaluation results of Performance Improvement Plan (PIP) indicated a percentage reduction of NRW (1%), increase of average monthly revenue collection (10%), improvement of average monthly billing performance (27%) and reduction in working ratio - ratio of operating expenses to operating revenue (148%). These indicators are demonstrations of improved operational efficiency of the utility.</li> <li>• In <b>Kenya</b>, Kisumu Water Company has started preparatory work for its Performance Improvement Plans in partnership with a Uganda based utility under the Global Water Operators Partnership umbrella.</li> </ul> <p>☐ <b>Asia and Pacific</b></p> <ul style="list-style-type: none"> <li>• In <b>Indonesia</b>, UN-Habitat in collaboration with UNDP started a new capacity building programme on municipal management of solid waste management services in Aceh province. As part of the project, a national advisory group was set up and a new cycle of training manuals is being prepared.</li> <li>• In <b>Lao PDR</b>, as result from funding for a project from UN-Habitat, the Luang Prabang Water supply entity is managing to recover its operations and maintenance costs in Xieng Nguen district. The utility is recording 100% recovery, with savings for expansion for its services to other unserved areas. Similar situation is in <b>Vietnam</b>, with Cam Ranh Water Utility.</li> <li>• In <b>Nepal</b>, the institutional strengthening of Water Users Committees of 14 small towns and seven municipalities, i.e., local authorities of Nepal had enhanced the service delivery mechanism to the urban poor population as well as institutionalization of the pro-poor water and sanitation governance.</li> </ul>
<p><b>Expected Accomplishment 3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services</b></p>	
<p>(a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs</p> <p><i>Baseline and targets being</i></p>	<p><b>Progress on indicators:</b> <i>Baseline surveys ongoing. Updated data on the indicator will be presented in the December 2009 progress report.</i></p> <p><b>Regional Achievements:</b></p> <ul style="list-style-type: none"> <li>• Under the Global Water Operators Partnership, the Geo-referenced Utilities</li> </ul>

collected

(b) Percentage of initiatives with a difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities

Baseline: 25%

Target 2011: 22%

Target 2013: 20%

Benchmarking System (GRUBS), an enhanced georeferenced platform for benchmarking performance of utilities has been put on-line (<http://www.gwopa.org/grubs>). GRUBS, that targets a wide audience of decision makers, utilities and other users, helps improve transparency, awareness raising and consumer demand.

- Under the **Lake Victoria** initiative feedback provided by the multi-stakeholder forums in these six towns indicate a growing level of satisfaction with the services being provided by the six water utilities.

#### Country achievements:

##### □ *Africa and Arab States*

- In **Ethiopia** the water and sanitation facilities constructed through the WAC II programme have benefited the marginalized people in the three participating cities in terms of water price reduction ranging from 50% to 80% in all the communities where public water points have been installed.
- In **Kenya, Uganda, Tanzania and Rwanda**, there is a growing demand for energy efficient practices, proper building codes that include energy efficient measures. This has been as a result of consultative workshops for formulation of full fledged Global Environmental Facility project "Promoting Energy Efficiency in Buildings in East Africa". These workshops were a part of raising awareness and build capacity of government officials, power utilities, civil society organizations, academia and private sector.

##### □ *Asia and Pacific*

- In **Cambodia**, Provincial Rural Development Committee in Prek Thmei has expresses interest to upscale community based sanitation activities in line with UN-Habitat's community based sanitation project in the province.
- In **India**, infrastructure facilities such as community toilets, rain harvesting systems in sixteen schools and treatment and reuse of waste water in Madhya Pradesh and water supply systems in schools have benefited about 23,000 people. The community mobilization under the UN-Habitat programme has enabled one municipal corporation to implement a community managed water supply scheme benefiting 217 households.
- In **Indonesia**, UN-Habitat in collaboration with UNDP is building capacity in municipal management of solid waste management services in Aceh province. As part of the project, a national advisory group was set up to institutionalize good practice.
- In **Myanmar**, UN-Habitat is providing post-disaster support to affected people in restoring their damaged and destroyed water and sanitation infrastructure. In the first half of 2010, over 900 community contracts have been issued for more than 20 different types of water and sanitation related installations. In addition, health and hygiene workshops have been supported in the targeted districts.
- In **Nepal**, various capacity enhancement training to 14 water users committees of small towns water supply and sanitation sector project contributed towards pro-poor service delivery mechanisms. Similarly in **India**, the pro-poor financing mechanism in nine small towns has increased access to ultra poor towards basic water and sanitation facilities to a population of 5,000.

##### □ *Latin America and the Caribbean*

- In **Cuba**, UN-Habitat concluded the project "Water for life" in Santa Clara's city, which connected water to 700 residents of a neighborhood. Based on a survey with the local populations and in-depth interviews with community leaders, it was evident that the population of the cities of Holguín, Santa Clara and Cienfuegos reached satisfying levels of environmental sanitation and environmental health.
- In **Mexico**, UN-Habitat has been working to enable social monitoring and evaluation processes of water and sanitation service delivery through establishment of Watsan Citizen Observatories. Three observatories have been established with three other to be established before the end of the year.

## Opportunities

- The **European Investment Bank (EIB)** has expressed interest to fund a programme in additional larger towns in the Lake Victoria region. With funding from EIB, KfW and AfDB, a project has been initiated in Kampala, Uganda, and project formulation for Mwanza, Tanzania; and Kisumu, Kenya, will be initiated in September 2010.
- In **Nepal**, expansion of poverty mapping to all municipalities would identify additional opportunities for interventions in other towns of the country under the programme. Similarly, the institutional strengthening of Water Users Committee of 14 towns has demanded for more such support in remaining small towns and potential collaboration in upcoming Second Small Towns Water Supply and Sanitation Sector Project II.
- Increased opportunity for collaboration in **India** with the state of Madhya Pradesh to provide support in improving sanitation services for the poor under Integrated Urban Sanitation Programme.
- Increased opportunity for collaboration with the French Development Agency on Water Operators Partnerships (WOPs) implementation, the agency has included WOPs as a priority area in their new strategy for development intervention in Africa.
- Increased opportunity for collaboration in **Bolivia**, with the new agencies created in the water sector.
- In **Peru**, UN-Habitat is collaborating with UNDP under the “One UN” initiative to support the regional government of Junin, this could serve as an entry point of more joint initiative with the members of the UN family.
- Increased opportunities to align UN-Habitat’s assistance programmes more closely with the international development agenda by introducing a new focus area on climate change vulnerability assessments and energy efficiency for water utilities.

## Challenges and threats

- The down turn in the world economy is already affecting the funding base of the Water and Sanitation Trust Fund, thereby limiting its expansion into new areas through additional partnerships and developing programmes.
- Lack of multi-year funding by traditional donors for the Water and Sanitation Trust Fund constrains long term development programmes. Earmarking of contributions by donors to specific projects limits flexibility of utilizing funds in areas of need and greater impact.
- The political transition and uncertainty in **Nepal** presents both a challenge in the short term and an opportunity in the long term.
- The political transition in **Colombia** and **Bolivia** are causing delays in negotiations.

## Next steps – priorities for 2010

- To develop a database of successful Water Operators Partnerships in different regions.
- To extend the geo-referenced utilities benchmarking system (GRUBS), a data base on utilities’ performance, from Africa to other regions, notably Middle East, Asia, Caribbean and Eastern Europe.
- Development of Gender mainstreaming strategy for the Water and Sanitation Latin America and the Caribbean programme in collaboration with the UN-Habitat Gender Unit and the Regional Office for Latin American and Caribbean (ROLAC).
- To replicate the successful WSP training programme in other regions (Francophone and Anglophone Africa, Middle East and Asia) and to initiate WSP-based WOPs, and enrich the training program with other crucial needs such as water demand management and utilities energy audits
- Under the Lake Victoria programme – to complete capacity building programmes for service providers in ten towns to ensure their financial and operational viability; expand basic infrastructure services (water, sanitation and solid waste management) to another 250,000 persons; mobilize at least another US\$150 million in partnership with the East African Community and the African Development Bank to scale up the programme to additional 15 towns with an aggregate population of about 1,000,000 persons. AfDB has already committed US\$85 million for this initiative. In order to meet the short-fall, a donor conference is planned in June 2010 to be held in Nairobi, Kenya.

## E. Human settlements finance systems (Focus Area 5), including ERSO

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

#### Progress on indicators:

(a) Increased financing for sustainable and inclusive cities

Data on this indicator will be composed of figures of indicators for Expected Accomplishment 1 (a) and Expected Accomplishment 2 (a) (b).

(b) Increased number of households with improved housing and infrastructure

Slum Upgrading Facility: Baseline in 2008: 0

Targets: 2009: 128; 2014: 8,953

ERSO: Baseline in 2008: 0

Targets: end of 2010: 550 (revised downwards from 2000); 2014: 33,000

By end April 2010, Slum Upgrading Programme direct upgrading projects in Ghana, Indonesia and Sri Lanka reached a total of 168 households (11 in Indonesia, 51 in Sri Lanka and 104 in Ghana) in a combination of progressive build upgrading projects, commercial market stalls and shops and new construction of homes. For ERSO, all available loan funds have been disbursed. By end 2010, it is expected that the ERSO programme will benefit 550 households with improved housing and infrastructure (250 in Nepal and 300 in Nicaragua). Construction and infrastructure works have begun in the occupied Palestinian territories and it is expected that by the first quarter 2011, 392 units will be built.

Based on latest updates from ERSO project partners responsible for on-lending of funds and project management and implementation, the target for improved households in 2010 has been revised from 2,000 to 550, to more accurately reflect outputs on the ground. The main reason for this change is a delay in project implementation in the occupied Palestinian territories, where the first phase of construction of homes is now set to be completed by Q2 2011.

### Expected Accomplishment 1: Financing raised for and increases recorded in affordable and social housing stock and related infrastructure

Indicator of achievement	Progress/accomplishments
<p>(a) Value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities.</p> <p><i>Total programme deployment:</i> Baseline for ERSO in 2008: 0 Targets: 2009: US\$700,000; 2010: US\$3 million</p> <p><i>Baseline for SUF 2008: 0</i> Targets: 2009: US\$1.5 million; 2010: US\$5.5 million</p> <p>(b) % of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and / or people with informal incomes</p> <p><i>Baseline and targets to be set in 2010.</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) Five ERSO loan transactions were completed between January and April 2010 (Tanzania for US\$500,000; Uganda for US\$500,000; Nepal for US\$250,000; Nicaragua for US\$500,000 and the occupied Palestinian territories for US\$1,000,000). Disbursement of US\$2,250,000 has been completed as at end April 2010 and the final US\$500,000 for the loan transaction in Uganda is expected in May 2010, bringing total funds disbursed to US\$2,750,000. The Bangladesh transaction is still under review.</p> <p>For SUF, US\$1,780,000 was disbursed to five Local Finance Facilities by the end of December 2009. By the end of May 2010, a total of US\$3,374,084 will have been disbursed for development and assistance of the Local Finance Facilities as well as for credit enhancement for project implementation. A pipeline of over 40 small and medium scale credit enhancement project proposals have been reviewed and continue to show potential leverage of 3 to 1 for credit enhancement funds and have a value of over US\$19 million. For the five current active projects (2 in Ghana, 2 in Sri Lanka and 1 in Indonesia), a value of just over US\$1 million in project value has been leveraged as compared to credit enhancement funds to date.</p> <p>(b) <i>The process of identification of data sources is ongoing. There is a possibility that the indicator may be amended, subject to availability of suitable source data.</i></p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Since November 2009, UN-Habitat has been focused on a thorough due diligence exercise towards the completion of five ERSO loan transactions in <b>Nepal</b>,</li> </ul>

	<p><b>Nicaragua, the occupied Palestinian territories, Tanzania and Uganda.</b> The result was five completed loan transactions with funds approved for disbursement in the amount of US\$2,750,000. The due diligence exercise encompassed additional projects (such as in Bangladesh and Kenya).</p> <ul style="list-style-type: none"> <li>• Work has also been done to help develop six Local Finance Facilities in <b>Ghana, Indonesia, Sri Lanka and Tanzania</b>, following a thorough review in October and November 2009. This has involved the establishment of new legal agreements, support for strengthened management and operational functions and processes at the country level and on-going detailed due diligence review of 5 – 7 projects for each Local Finance Facility. As a result, two Local Finance Facilities in Indonesia have received full capitalization of over US\$1 million, and all Local Finance Facilities have received full development and assistance funds necessary to strengthen their Secretariat teams and continue to develop projects.</li> <li>• Further work is underway on developing partnerships at the project level in a variety of countries, such as with Capital One and a range of internal and external partners in Haiti, with Cities Alliance <b>Uganda</b> and Millennium Cities in <b>Ghana, Tanzania</b>, among others.</li> </ul>
<p><b>Expected Accomplishment 2: Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)</b></p>	
<p>(a) Level of municipal finance sector activity</p> <p><i>Baseline and targets to be determined and set in 2010.</i></p> <p>(b) Level of affordable housing finance sector activity.</p> <p><i>Baseline and targets to be determined and set in 2010.</i></p>	<p><b>Progress on indicators:</b> <i>The process of identification of data sources is ongoing. There is a possibility that the indicators may be amended, subject to availability of suitable source data.</i></p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• A partnership between UN-Habitat and the International Finance Corporation is underway to support domestic banks in the development of a mortgage product to promote the establishment of a sustainable housing finance market in Lao PDR. Discussions continue in Thailand, the Caribbean, Ghana, Indonesia, Sri Lanka and Kenya, among others, for further opportunities that will contribute to this expected accomplishment.</li> <li>• Fundraising efforts are underway for a joint project planned with CHF International on regional borrower financial literacy training covering countries in Asia, Africa, the Middle East and Latin America.</li> <li>• Following the finalization of the housing finance subsection of the <b>Iraq</b> National Housing Policy under the previous reporting period, a Reform Plan for Housing Institutions has been prepared which reflects a modified function of the National Housing Fund to backstop commercial housing finance. Housing Facilitation Units in Erbil trained by UN-Habitat are developing modalities to support neighbourhood savings and loans schemes for incremental housing finance.</li> <li>• In the reporting period, four new UN-Habitat reports and publications on housing and municipal finance have provided novel analysis of the status of finance and informal settlements, and housing as a strategy for poverty reduction, namely: <i>Informal Settlements and Finance, Housing as a Strategy for Poverty Reduction, Challenges of Municipal Finance in Africa, and Housing Finance Mechanisms in Brazil</i>. The <i>Human Settlements Finance Systems series</i> (published from 2008 to present) have been in demand in print and for online download. In line with ENOF, UN-Habitat has increasingly linked such policy findings with the strategies for SUF and ERSO.</li> </ul>
<p><b>Opportunities</b></p>	
<ul style="list-style-type: none"> <li>• To leverage greater amounts of funds from banks and other sources (government, communities) for slum upgrading projects</li> <li>• To build on the improved reputation UN-Habitat Urban Finance work, including SUF and ERSO, in the international community and continue with public relations and information campaigns and fundraising efforts.</li> <li>• To expand the Local Finance Facility concept in partnership with Cities Alliance and Millennium Cities in Africa, and with Capital One and the UN-Habitat rehabilitation efforts in Haiti.</li> </ul>	

- To support the further development of an expanded pipeline of housing finance projects and expand opportunities for municipalities and infrastructure finance.
- To expand growing partnerships with local and international finance institutions.

### **Challenges and threats**

- For SUF, keeping the pace of the due diligence, review and restructuring of the Local Finance Facilities to ensure they continue to grow and gain momentum towards "graduating" as successful financial institutions to support the delivery of social and affordable housing and infrastructure in their local markets.
- For both SUF and ERSO, whether or not the programmes will be approved for long-term activity by the Governing Council.
- Achieving new rounds of funding, both internally and externally, for expanded activities.
- The ability to employ additional development banking staff to ensure systems and resources are adequate to implement the range of work.
- With the improving reputation of the work of the UN-Habitat in the area of human settlements finance systems, ability to quickly and effectively take part in and initiate new opportunities and partnerships as they present themselves.

### **Next steps – priorities**

- Strengthening cross-divisional collaboration between normative and operational activities to promote better human settlements finance systems.
- Strong emphasis on establishing internal institutional processes for cash management, loan administration and reporting for the ERSO Trust Fund, as part of completing the overall UN-Habitat Lending Process.
- A strong catalytic revolving loan portfolio (ERSO) with at least 50:1 leverage (ERSO) (present leverage is 198:1), assisting up to 550 households by end 2010 and 30,000 households by 2014 to obtain shelter and infrastructure at both affordable and social housing income levels. ERSO funds should be self-sustaining.
- A strong group of Local Finance Facilities that are capable of moving forward as self-sustaining small sized specialty financial institutions in their local markets and can meet their targets and goals of achieving 3:1 private sector leverage, 1:1 government contribution leverage, and that assist up to 1,000 households in total by the end of 2010 to obtain new or improved shelter and infrastructure at social housing or bottom of the pyramid levels.
- A growing set of projects and partnerships under development with a variety of partners that can demonstrate the range of approaches of UN-Habitat and that leverage other sources of finance for social and affordable housing and infrastructure.
- Strong emphasis and efforts towards securing additional funding to expand current UN-Habitat programmes and to take advantage of new opportunities and partnerships.

## F. Excellence in management (Focus Area 6)

Strategic result: UN-Habitat delivers MTSIP planned results effectively and efficiently	
<p><b>Progress on indicators:</b>            (a) <i>Score on organizational efficiency and effectiveness from staff survey</i>            Baseline 2009: 2.7            Targets 2011: 2.8; 2013: 2.9            The next staff survey will be undertaken in 2011.</p> <p>(b) <i>Score on organizational performance from external evaluations (qualitative indicator)</i>            Pre-MTSIP baseline: <i>In-dept review of UN-Habitat</i> by OIOS (2005) concluded that UN-Habitat was mainly output driven and that an overall corporate framework is lacking.            2009: <i>Assessment – Excellence in Management</i> (June 2009) noted improvements in results orientation, but noted that some changes were premature to assess. Next review expected is the MTSIP peer-review.            Target: future evaluations conclude increased outcome orientation compared to the 2005 OIOS review, and notes improved executive support to the reform process as well as increased capacity for results-based management.</p>	
Expected Accomplishment 1: Staff are empowered to achieve planned results	
Indicator of achievement	Progress/accomplishments
<p>(a) Percentage of staff whose skills set are aligned with their MTSIP compliant job description</p> <p><i>January 2009 preliminary baseline: 60% of professional staff</i>  <i>December 2009: 90%</i>  <i>May 2010: 93%</i>  <i>Target 2011: 100%</i></p> <p>(b) Percentage of staff reporting improved information and knowledge sharing</p> <p><i>Baseline October 2009: Score: 2.5 (57.9% of staff reported improved knowledge sharing over the last 12 months)</i>  <i>Targets: 2011: 2.6; 2013: 2.8</i></p>	<p><b>Progress on indicators:</b>            (b) Based on a May 2010 review, the target of 90% has been exceeded, with 93% of staff with skills aligned with the MTSIP, up from 60% in January 2009.</p> <p>(b) Next staff survey will be conducted in 2011.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• A <i>staff skills inventory database</i> has been developed and is currently being utilized to collate and assess the skills available within the organization. The pilot phase has been successfully completed within the Programme Support Division. The information provided by the skills inventory/gap analysis initiative planned for 2010 will assist in further refining the staff development and training programmes.</li> <li>• A <i>training survey</i> has also been completed in collaboration with the Staff Development and Training Unit, UNON. The current organization wide training needs have been compiled and the mandatory training programme has been developed. In addition, discussions are on going with the respective divisions to further streamline and prioritize the specialized training programmes linked to the MTSIP.</li> <li>• Progress continues in the review and classification of job descriptions to align them with MTSIP (which has also involved reviewing the skills of the incumbents as appropriate) and the target of 93% has been achieved to date. The process is on-going as all posts up for recruitment are screened to ensure MTSIP compliance.</li> <li>• <i>Job Description Database</i> completed in the last reporting period, containing information on generic and specific job descriptions, post classification documents, and post validation, is now facilitating the preparation of vacancy announcements, resulting in faster recruitment.</li> <li>• Based on the UN-Habitat separation package made available to staff members who are willing and eligible to participate developed in the last reporting period, two staff members have accepted this package.</li> <li>• To further improve organization-wide performance, and as a follow-up to the staff survey of October 2009, an expert has supported the review of the current <i>staff performance appraisal process</i> and developed a road map to address the weaknesses and to promote the strengths identified that can be replicated within the organization.</li> <li>• <i>Knowledge management</i>: The Knowledge Management Strategy to support</li> </ul>



	<p>results based management is ready for approval by the Excellence in Management Task Force. The strategy has two main objectives, to improve knowledge management and knowledge sharing within the agency, and to position UN-Habitat as the first port of call and the premier reference on knowledge about sustainable urbanization among all our partners.</p> <ul style="list-style-type: none"> <li>• <i>Information infrastructure:</i> A new email tool setup to make it easier for staff away from Headquarters to get faster access to Lotus notes has been implemented. An email survey of field offices, with a view to improve communication and connection has been conducted.</li> </ul>
<p>(c) Reduction in time spent of completion of selected business processes complying with rules and quality standards</p> <p><i>Average selection time of UN-Habitat recruitments</i> Baseline: 2008: 265 December 2009: 178 (target 170). Targets: 2011: 150; 2013: 130.</p> <p><i>Average time for IT procurement:</i> 2009: 67 days (3.5 within UN-Habitat and 63 days in UNON) Targets: 2011: 40 days; 2013: 35 days.</p> <p><i>Average time for approval of Cooperation Agreement</i> Baseline 2008: 11.6 days Target 2011: 10 days; 2013: 8 days.</p> <p><i>Average time (days) for Programme Review Committee review</i> Baseline 2008: 9 Targets 2011: 8; 2013: 8.</p>	<p><b>Progress on indicator:</b> For recruitment through Galaxy the days had been reduced to 178 as at December 2009, close to the target of 170, significantly down since 2008 (265 days). For IT, the average procurement time by May 2010 was further reduced to 50 days down from 67 days at the end of 2009. For cooperation agreements, the average time for approval continues to decline, with most cooperation agreements now being turned around within 10.4 days, down from 11.6 days. The average number of days for reviewing project briefs and project documents by the programme review committee remains at 8.5 days as in the previous reporting period.</p> <p><b>Achievements</b> <i>Implementations of new delegations of authority:</i> For every new delegation of authority or revision to procedures, standard operating procedures (SOP) and work flow diagrams are developed, including templates and guidance notes, and rolled out followed by staff training. More specifically:</p> <ul style="list-style-type: none"> <li>• Revised project review and approval process which facilitates project approval at regional and divisional levels.</li> <li>• A participatory and transparent budget policy and resource allocation process launched in support of the RBM process.</li> <li>• New guidelines on travel planning and approval procedures have been finalised following the successful pilot with one division, and have been circulated to all staff, training of all staff has commenced in readiness for organisation wide implementation, effective July 2010.</li> <li>• An increased delegation of authority on overtime management, monitoring and budgeting has been given to divisional directors, facilitating direct responsibility and accountability for overtime management of the divisions and reducing several steps in the overtime authorisation and approval process.</li> <li>• Delegation of authority to the division directors for the management of all resources within their respective divisions, facilitating direct responsibility and accountability for utilization of these resources in line with the MTSIP objectives defined in the work programme.</li> <li>• The strategy paper on budgeting (ref. December 2009 MTSIP progress report), has been completed. Following this, a broad delegation of authority was recently issued (together with briefing sessions and SOPs), to the Division Directors allowing for their direct management of all resources within their respective divisions, facilitating clear and direct responsibility and accountability.</li> <li>• Other supportive business processes with progress include: (a) a consultant roster designed and launched to better streamline the recruitment of consultants; (b) standard job descriptions and vacancy announcements have been developed to streamline and fast track job classification and recruitment process; (c) updated field operations manual prepared and launched in December 2009; (d) e-Log system developed and pilot tested in PSD and has been rolled out in phased approach over Q1/2 2010.</li> </ul>
<p><b>Challenges</b></p>	

- Broader UN reform initiatives sometimes present challenges, e.g., although UN-Habitat requested to pilot the *staff performance appraisal system*, technical issues hindered this initiative. Further, Secretariat wide delays in the implementation of the International Public Sector Accounting Standards (IPSAS) and the Enterprise Resource Planning (ERP) system “UMOJA” will have an impact on the improvement of business processes.
- The UN Secretariat wide separation package has not been attractive and may need to be revised.
- Getting good software development support locally has delayed implementation of some business processes, particularly the cooperation agreement system (ref. to December 2009 MTSIP progress report), where software problems have led to delays.
- Delegation of authority learning curve: staff with delegated authorities learning curve on how to cope with responsibilities and accountabilities is longer than was anticipated.
- Creating a critical mass of staff with capacity in project management that can develop project briefs and documents that are of acceptable standard/quality.

**Next steps**

- *Alignment of staff skills with the MTSIP:* (a) on-going enhancement of specific job descriptions (remaining 10%) to align them with the MTSIP; (b) the staff skills inventory database to be roll-out to the rest of the organization, licenses for the platform permitting by the end of Q2, 2010; (c) in-depth analysis of the human resources requirements of each of the focus areas during Q3 and Q4, 2010 which will further inform staff development and training needs as well as workforce planning decisions during the roll-out phase and thereafter; (d) implementation of the Staff Development and Training Strategy - strengthening of staff competencies through focused training linked to the MTSIP requirements.
- *Performance appraisal of staff:* continuation with debriefing/training sessions with an expert on performance management to help shift from a performance appraisal concept to a performance development system. Improvements will include constitution of the e-PAS review committee. Another priority is to commence the development of an incentive structure linked to performance management.
- Revitalisation of the managed reassignment programme with the initial phase focusing on the General Service Staff.
- *Human Resources Management Information systems*, namely: to create a single repository of HR data including field staff and to monitor the performance against various Human Resource Action Plan targets.
- *Business process improvement:* continued focus on strategic business process improvements that will have real impact on facilitating staff empowerment, transparency, and business efficiency, including: (a) further streamlining of the budget preparation process (participatory planning and budgeting); (b) Human Resource Action Plan targets set for each division; (c) human resources (skills gap analysis, competency based training); (d) participatory planning and budgeting; (e) field procurement; (f) continue development of SOPs/workflows/templates/new systems; (g) the TOR for the Cooperation Agreement Review and Advisory Committee, which will provide a framework for standards and oversight of new UN-Habitat partners (ref. December 2009 MTSIP progress report) have been drafted; (h) additional delegation of authority; (i) Introduction of Enterprise Risk Management (ERM); (j) support to IPSAS adoption and Enterprise Resource Planning (ERP/UMOJA) implementation.
- *Information and knowledge management:* Approval of knowledge management strategy by Excellence in Management Task Force and senior management. Implementation of knowledge management quick wins.

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

<p>(a) Percentage of staff reporting increased horizontal collaboration (inter-divisional, inter-focus area)</p> <p><i>Baseline October 2009: 2.5 (65% reported improved collaboration across units and divisions and 61% reported improved that collaboration between Headquarters and outposted offices over the last 12 months). Targets 2011:2.7; 2013: 2.9.</i></p> <p>(b) Number of key restructuring</p>	<p><b>Progress on indicators:</b> A new staff survey will be undertaken in 2011.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• The institutional arrangements for the coordination and implementation of the MTSIP beyond the kick start phase have been established. The MTSIP Task Forces have been reconstituted into Focus Area Teams forming a total of seven teams, for each focus area (1-6) and one for the enhanced normative and operational framework (ENOF). The Focus Area 6 Team has three sub-committees to coordinate issues related to (i) results-based management, (ii) business process improvement/knowledge management, and (iii) human resources and finance.</li> <li>• The re-constituted ENOF Task Force has the responsibility of facilitating a coordinated implementation of ENOF in the roll-out of MTSIP. A global ENOF strategy is being developed as a joint implementation framework for the five</li> </ul>
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<p>decisions implemented as recommended by organizational review</p> <p><i>Baseline: organizational not yet complete</i> <i>Target 2013: 100%</i></p>	<p>focus area policy/strategy papers. A review of lessons learned from the first phase of Habitat Country Programme Documents (HCPDs) has been completed and findings are being used to inform the second phase of HCPDs.</p> <ul style="list-style-type: none"> <li>• The elaborated Focus Area Policy/Strategy papers have been finalized and are serving as the guiding instruments for coordination and implementation.</li> <li>• The joint CPR-UN-Habitat review of the governance structure is in progress with a view to develop a better functioning governance structure for the organization by identifying and implementing strategies that will improve the transparency, accountability, efficiency and effectiveness. The first phase of the assessment has been largely completed, and the identification of specific short-term improvements and quick-wins is on-going.</li> <li>• The Terms of Reference for the post of MTSIP coordinator have been developed and identification of a suitable candidate is underway.</li> <li>• Recruitment of the Director of the Office of External Relations has commenced and is on track and is expected to be on board by January 2011.</li> </ul>
<p><b>Challenges</b></p>	
<ul style="list-style-type: none"> <li>• The two ongoing major reviews, the Peer Review and the Governance Review, required more time than earlier anticipated due to the consultative process and modalities followed. The findings from these reviews will inform the scope and approach to be used in the organizational review, which has been delayed.</li> <li>• The transition in leadership of the organization is likely to delay making major institutional alignment decisions so as to give the new Executive Director time to settle.</li> </ul>	
<p><b>Next steps</b></p>	
<ul style="list-style-type: none"> <li>• Continuation and finalization of the peer and governance reviews.</li> <li>• Preparation of a summary policy/strategy document that will bring together all the key messages and priorities of the five substantive Focus Areas, and ENOF.</li> <li>• Finalization of the MTSIP Roadmap 2010-2013 outlining strategic and institutional tasks not covered by the work programme and budget.</li> </ul>	
<p><b>Expected Accomplishment 3: RBM principles applied</b></p>	
<p>(a) Percentage of programmes and projects that are contributing to focus area results</p> <p><i>Baseline: 2008-2009: 95%</i> <i>Targets: 2011: 98%; 2013: 100%</i></p> <p>(b) Willingness to be held accountable for MTSIP results (1-4 scale):</p> <p><i>Baseline 2009: 2.8</i> <i>Targets: 2011: 2.9; 2013: 3.0</i></p>	<p><b>Progress on indicators:</b> Baseline data was collected in October 2009. The next assessment will be done in 2011.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• <i>Planning for results:</i> A biennial strategic framework that is fully aligned to the MTSIP results framework was developed and endorsed by the CPR. It is now awaiting review by the Committee for Programme and Coordination on 16 June 2010. Development of the biennial work programme for 2012-2013 is under way in a participatory manner, with the focus geared towards optimizing the opportunity to contribute to MTSIP expected accomplishments.</li> <li>• <i>Programme Review Committee:</i> A dedicated Secretary to the Programme Review Committee (PRC) has been appointed. The operations of the Headquarter and regional office PRCs have improved considerably both in terms of the level of attendance and quality of project reviews. The quality of project briefs and documents submitted to the PRC has improved considerably because of the coaching provided to staff submitting documents by the PRC Secretary and the substantive comments provided by the PRC. The PRC is strengthening inter-divisional collaboration by systematically ensuring that all programme/project documents clearly identify internal partners and their roles in the project.</li> <li>• <i>Quality assurance and capacity building:</i> PRC held a two-day retreat and capacity building workshop, facilitated by an expert. Two externally facilitated one-day workshops were held on RBM in January 2010, 36 human settlements officers and programme management officers attended. A two-day capacity building workshop in project management was completed in early May which was facilitated by a consultant, 24 staff attended. Staff capacity improved through</li> </ul>

	<p>individual coaching the PRC Secretary to staff whose project briefs and documents did not meet the PRC standards.</p> <ul style="list-style-type: none"> <li>• <i>Development of tools:</i> A draft RBM orientation manual/guideline was prepared and is currently being refined before being sent for formal editing.</li> <li>• <i>Evaluation:</i> (a) two strategic evaluations have been completed in the reporting period, the <i>Mid-term review of the Global Land Tool Network</i> and <i>Impact Studies of the Water and Sanitation Trust Fund programmes</i> in Nepal and Kenya, and a thematic study on gender mainstreaming in the water and sanitation programmes. The management responses to these evaluations have been discussed with their respective boards. Follow up on implementation of the recommendations is on-going as per the UN-Habitat evaluation guidelines. One external review of a country project has been completed, <i>Review of the Phase III Safer Cities Programme</i> in Tanzania. A discussion of the report and a management response to the recommendations are on-going.</li> </ul>
<b>Challenges</b>	
<ul style="list-style-type: none"> <li>• Need to build a critical mass of staff with capacity in RBM, including programme/project management.</li> <li>• Projects developed and implemented in UN-Habitat are not yet systematically monitored and evaluated to facilitate effective implementation, capture results and ensure learning.</li> <li>• Readily available tools to successfully implement results based budgeting. UN system wide reforms (UMOJA project) to facilitate the effective implementation of RBM and results based budgeting have been delayed due to the non-availability of resources.</li> </ul>	
<b>Next steps</b>	
<ul style="list-style-type: none"> <li>• Project document and project brief templates to be continuously refined to ensure that proposed projects meaningfully contribute to planned results.</li> <li>• Results-based management and project management training needs to be made mandatory for all staff and resources provided for this purpose.</li> <li>• Development of a comprehensive programme and project management cycle manual to expand project management skills and provide easy reference.</li> <li>• Capacity building missions to UN-Habitat regional offices on results-based management and programme/project management and orientation on the new PRC planned for July and August 2010.</li> <li>• Enforcement of monitoring and evaluating plans of projects for accountability and learning, facilitating that the organization learns from its experience in project implementation and that lessons learnt inform programme and project planning.</li> <li>• Consolidate and further develop performance measurement systems and link to accountability mechanisms.</li> </ul>	
<b>Expected Accomplishment 4: Financial resources to deliver MTSIP results available</b>	
<p>(a) Degree to which resource targets for non-earmarked and earmarked funding are met <i>Non-earmarked (million US\$):</i> <i>Baseline 2008: 19.9</i> <i>Targets: 2009: 21.5; 2010: 28.5; 2011: 28.5; 2012/2013 targets to be set in work programme and budget.</i> <i>Earmarked (million US\$):</i> <i>Baseline 2008: 135.4</i> <i>Targets: 2009: 99.5; 2010: 126; 2011: 126; 2012/2013 targets to be set in work programme and budget.</i></p> <p>(b) Percentage of (earmarked/non-earmarked) resources allocated to MTSIP focus area priorities <i>Baseline 2008/2009: 61% (earmarked) / 80% (non-</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) For non-earmarked funds, US\$20 million was received in 2009, an achievement of 93% of the target (US\$21.5 million). For earmarked resources, US\$126.2 million were received in 2009, 127% of the target.</p> <p>(b) For the current biennium so far, it is assessed that 95% of both the earmarked and non-earmarked resources were allocated to MTSIP focus area priorities exceeding their respective targets of 61% and 80%.</p> <p>(c) Baselines were collected in October 2009. The next survey will be done in 2011.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• <i>Results based resource allocation:</i> (a) During December 2009, a mechanism to facilitate increased transparency in resource allocation was initiated to support allocation and decentralization of resources of core funds to the divisions was initiated. The resources were allocated to the divisions in line with the MTSIP focus area priorities using simple tools; (b) based on a decision of the MTSIP Steering Committee in December 2009, a MTSIP review committee was established to screen and shortlist proposals for MTSIP funding before full project documents are submitted to the Programme Review Committee. This process has increased transparency and facilitated allocation of resources to projects that will most likely yield results.</li> </ul>

<p>earmarked).</p> <p><i>Targets: 2010/2011: 74% (earmarked) / 100% (non-earmarked); 2012/2013: being developed (earmarked) / 100% (non-earmarked).</i></p> <p>(c) Degree of transparency resource allocation decisions  <i>Baseline 2009: 2.3  2011: 2.5  2013: 2.7</i></p>	<ul style="list-style-type: none"> <li>• <i>Resource mobilization:</i> (a) new multi-year agreements have been negotiated and signed with Norway, Spain, Sweden and UK, achieving longer term commitments from key strategic partners; (b) a pipeline projects database has been developed; (c) a holistic resource mobilization action plan for 2010–2013 has been drafted and is under discussion; (d) a new edition of the catalogue of <i>UN-Habitat Products and Services</i> has been developed which is split in appealing folders with a leaflet which gives a snapshot of UN-Habitat containing clear and concise messages about the organization; (e) a Development Partners’ Breakfast was convened in Rio de Janeiro, during WUF5. The event attracted the largest representation from major donor and potential donor countries.</li> </ul>
<p><b>Challenges</b></p>	
<ul style="list-style-type: none"> <li>• Slow pace in cultural change in resource mobilization towards a corporate approach and lack of consistent adherence to the resource mobilization strategy guidelines.</li> </ul>	
<p><b>Next steps</b></p>	
<ul style="list-style-type: none"> <li>• <i>Resource mobilization:</i> To carry out an in-depth marketing study linked to the urban agenda, leading to a strategic marketing approach for the coming years’ fund raising efforts. Modify and update the pipeline projects database so as to better respond to project funding requests. Finalize the corporate resource mobilization information system, currently being tested internally.</li> <li>• <i>Budgeting and resource allocation:</i> Improvement in monitoring/reporting on resources allocation to MTSIP priority areas; improvements in the grant management database to further enhance tracking and reporting of contributions of programmes and projects to MTSIP focus area results; improvements in resource allocation including cost recovery policy.</li> </ul>	

## IV Strategic direction ahead

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

- Further review of **institutional and management arrangements** to facilitate achievement of MTSIP results. This includes the **MTSIP Peer Review**, which is well under way despite some delays, as well as the completion of the **MTSIP Road Map**.
- Continue the **governance review** process in collaboration with the CPR.
- Operationalize **improved business processes** and issuance of instructions for further delegation of authority within an accountability framework.

Annex: Results framework for MTSIP and its Focus Areas.

DRAFT

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

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**MTSIP Strategic Result** Sustainable urbanization principles drive policy and practice

Indicators

- a) *Proportion of urban population living in slums in developing regions*
  - b) *Percentage access to piped water and sanitation services in developing regions*
  - c) *Percentage access to durable housing and sufficient living area in developing regions*
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<b>Focus Area Strategic Results</b>	1 Improved sustainable urbanization policies from local to global levels adopted	2 Inclusive urban planning, management and governance (UPMG) improved at national and local levels	3 Improved access to land and housing	4 Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and under-served populations	5 Increased sustainable financing for affordable and social housing and infrastructure	6 UN-Habitat delivers MTSIP planned results effectively and efficiently
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<b>Expected Accomplishments</b>	1.1 Improved awareness of sustainable urbanization issues at the local to global levels	2.1 Improved policies, legislation and strategies support inclusive UPMG	3.1 Improved land and housing policies implemented	4.1 An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services	5.1 Financing raised for and increases recorded in affordable and social housing and infrastructure	6.1 Staff are empowered to achieve planned results
	1.2 Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy	2.2 Strengthened institutions promote inclusive UPMG	3.2 Security of tenure increased	4.2 Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	5.2 Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)	6.2 Institution aligned to deliver MTSIP results
	1.3 Monitoring of sustainable urbanization conditions and trends improved	2.3 Improved implementation of inclusive UPMG	3.3 Slum improvement and prevention policies promoted	4.3 Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services	6.3 Results-based management principles applied	6.4 Financial resources to deliver MTSIP results available

# Focus Area 1

Effective advocacy, monitoring and partnerships  
Results framework

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	Improved sustainable urbanization policies from local to global levels adopted		
<u>Indicators</u>	a) <i>Degree to which UN-Habitat is viewed as a premier reference centre for urban trends and issues</i>		
<b>Expected Accomplishments</b>	1 Improved awareness of sustainable urbanization issues at the national and global levels	2 Habitat Agenda partners (HAP) actively participate in the formulation of sustainable urbanization policy	3 Monitoring of sustainable urbanization conditions and trends improved
<u>Indicators</u>	a) <i>Number of media articles and on Flagship reports and World Habitat day</i> b) <i>Number of downloads from UN-Habitat website</i> c) <i>Number of countries that celebrate World Habitat Day</i> d) <i>Number of countries with National Habitat Forums</i>	a) <i>Number of partnerships (by category) contributing to sustainable urbanization</i>	a) <i>Number of operational urban observatories (national/local)</i>
<b>Sub-Expected Accomplishments</b>	1.1 Effective dissemination of evidence-based knowledge on urban issues 1.2 Expanded use of evidence-based knowledge in education	2.1 Improved awareness increase HAP participation 2.2 HAP commit to agreed norms and principles for sustainable urbanisation 2.3 HAP capacity in monitoring government policy and implementation strengthened	3.1 Increased capacity for implementation of urban monitoring systems 3.2 Increased demand for evidence-based knowledge in policy making and practice, including sex- and age disaggregated data



# Focus Area 2

Promotion of Participatory Planning, Management & Governance  
Results framework

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	Inclusive urban planning, management and governance (UPMG) improved at national and local levels		
<u>Indicators</u>	<p>a) <i>Number of countries promoting comprehensive UPMG, including the economy, ecology and equity dimensions of sustainable urbanization</i></p> <p>b) <i>Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems</i></p>		
<b>Expected Accomplishments</b>	1 Improved policies, legislation and strategies support inclusive UPMG	2 Strengthened institutions promote inclusive UPMG	3 Improved implementation of inclusive UPMG
<u>Indicators</u>	<p>a) <i>Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles</i></p> <p>b) <i>Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures</i></p>	<p>a) <i>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions.</i></p>	<p>a) <i>Number of cities implementing inclusive UPMG</i></p>
<b>Sub-Expected Accomplishments</b>	<p>1.1 Improved policy analysis</p> <p>1.2 Policy advocacy improved, including through Campaign (see FA1)</p> <p>1.3 Increased application of best policy practices</p> <p>1.4 Effective policies and strategies related to UPGM, including in crisis-prone and post-crisis human settlements contexts</p>	<p>2.1 Strengthened organisational structures and processes for UPMG</p> <p>2.2 Improved competencies and enhanced base of human resources for UPMG</p> <p>2.3 Improved development of, access to and application of tools for UPMG</p>	<p>3.1 Improved inclusive action planning</p> <p>3.2 Enhanced strategic partnerships for UPMG</p> <p>3.3 Improved management of financial resources for UPMG</p> <p>3.4 Improved capacity to apply UPMG, including in crisis-prone and post-crisis human settlements contexts</p>

# Focus Area 3

Promotion of pro-poor land and housing  
Results framework

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	Improved access to land and housing		
<u>Indicators</u>	a) <i>Increased number of countries implementing policies to improve access to land and housing, including crisis affected countries</i>		
<b>Expected Accomplishments</b>	1 Improved land and housing policies implemented	2 Security of tenure increased	3 Slum improvement and prevention policies promoted
<u>Indicators</u>	<i>Number of countries implementing improved policies</i>	a) <i>Number of countries implementing policies to improve security of tenure, including measures to reduce forced evictions</i>	a) <i>Number of countries implementing slum prevention and improvement policies</i>
<b>Sub-Expected Accomplishments</b>	1.1 Govt/HAP knowledge of innovative land and housing policies and programmes improved	2.1 Govt/HAP knowledge of equitable land and housing rights increased	3.1 Govt/HAP knowledge on slum upgrading and prevention improved
	1.2 Govt/HAP capacity to promote hazard-resistant and sustainable housing construction increased	2.2 Govt/HAP capacity to achieve equitable land and housing rights strengthened	3.2 Govt/HAP capacity to develop slum upgrading and prevention policies and strategies strengthened
	1.3 Govt/HAP capacity to implement land and housing policies increased	2.3 Govt/HAP capacity to effectively address housing, land and property in crisis-prone and post-crisis contexts increased	3.3 Govt/HAP supported in implementing slum upgrading and prevention policies and strategies
		2.4 Govt/HAP utilise alternative approaches to forced evictions	

# Focus Area 4

Environmentally sound basic urban infrastructure and services  
Results framework

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations		
<u>Indicators</u>	<ul style="list-style-type: none"> <li>a) Numbers of people in target communities with access to environmentally sound basic urban infrastructure services.</li> <li>b) Percentage of institutional stakeholders reporting positive perception of UN-Habitat's contribution to expanded access for the poor to basic urban infrastructure services in selected communities.</li> </ul>		
<b>Expected Accomplishments</b>	1 An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services	2 Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	3 Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services
<u>Indicators</u>	<ul style="list-style-type: none"> <li>a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services</li> <li>b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services</li> </ul>	<ul style="list-style-type: none"> <li>a) Percentage of service providers recovering at least operation and maintenance cost of services</li> <li>b) Percentage of consumers of UN-HABITAT partner service provider organizations reporting satisfaction with services provided</li> </ul>	<ul style="list-style-type: none"> <li>a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs</li> <li>b) Percentage difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities</li> </ul>
<b>Sub-Expected Accomplishments</b>	2.1 Strengthened service-provider capacity	2.2 Improved service delivery monitoring mechanisms inform decisions	2.3 Enhanced capacity of service providers to address climate change
		3.1 Environmentally sound standards and practices in place	3.2 Enhanced knowledge of consumers on their rights to basic urban infrastructure and services
			3.3 Sustainable consumption practices utilised

# Focus Area 5

Strengthened human settlements finance systems  
Results framework

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

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**Strategic Result** Increased sustainable financing for affordable and social housing and infrastructure

Indicators

- a) *Increased financing for sustainable and inclusive cities*
- b) *Increased number of households with improved housing and infrastructure*

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**Expected Accomplishments**

1	Financing raised for and increases recorded in affordable and social housing stock and related infrastructure	2	Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)
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Indicators

a)	<i>Value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities</i>	a)	<i>Level of municipal finance sector activity</i>
b)	<i>% of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and / or people with informal incomes</i>	b)	<i>Level of affordable housing finance sector activity</i>

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**Sub-Expected Accomplishments**

1.1	Established sustainable revolving credit and loan facilities	2.1	Targeted government programmes to support affordable housing and slum upgrading
1.2	Local Finance Facilities to facilitate slum upgrading through blended commercial and community finance and partnerships between government, communities and the private sector	2.2	Effective consumer education and protection systems in housing finance
1.3	Effective mechanisms for technical assistance to Banks, Micro-finance Institutions and community groups in housing finance	2.3	Catalyzing local Institutions to provide access to financial services and financing of basic infrastructure

# Focus Area 6

Excellence in management  
Results framework

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

**Strategic Result** UN-HABITAT delivers MTSIP planned results effectively and efficiently

- Indicators
- a) *Score on organizational efficiency and effectiveness from staff survey*
  - b) *Score on organizational performance from external evaluations*

**Expected Accomplishments**

1 Staff are empowered to achieve planned results	2 Institution aligned to deliver MTSIP results	3 RBM principles applied	4 Financial resources to deliver MTSIP results available
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- Indicators
- |   |   |   |   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>a) <i>Percentage of staff whose skills set are aligned with their MTSIP compliant job description</i></li> <li>b) <i>Reduction in time spent on completion of selected business processes</i></li> <li>c) <i>Percentage of staff reporting improved knowledge and information sharing</i></li> </ul> | <ul style="list-style-type: none"> <li>a) <i>Number of key restructuring decisions implemented as recommended by organizational review</i></li> <li>b) <i>Percentage of staff reporting increased horizontal collaboration</i></li> </ul> | <ul style="list-style-type: none"> <li>a) <i>Percentage of programmes and projects that are contributing to focus area results</i></li> <li>b) <i>Percentage of staff reporting willingness to be held accountable for MTSIP results</i></li> </ul> | <ul style="list-style-type: none"> <li>a) <i>Degree to which resource targets for non-earmarked and earmarked funding are met</i></li> <li>b) <i>Percentage of (earmarked/non-earmarked) resources allocated to MTSIP focus area priorities</i></li> <li>c) <i>Percentage of staff reporting transparency in resource allocation decisions</i></li> </ul> |
|---|---|---|---|

**Sub-Expected Accomplishments**

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