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Other matters

**Progress in implementing the Global Campaigns
on Urban Governance and Secure Tenure**

Note by the secretariat

At its nineteenth session, held in April 2003, the Governing Council of UN-Habitat adopted resolution 19/3 on the Global Campaigns on Urban Governance and Secure Tenure. The resolution requested the Executive Director to report on progress made in the implementation of the Global Campaigns. The progress report attached to the present note summarizes the activities undertaken by UN-Habitat towards promoting the Campaigns, and, more specifically, towards implementing resolution 19/3. It should be read in conjunction with the overall progress report of the Executive Director (HSP/GC/20/2)

* HSP/GC/20/1.

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I. Background

1. When considering the Global Campaigns on Secure Tenure and Urban Governance, the nineteenth session of the Governing Council noted with appreciation the efforts of Governments in initiating, jointly with UN-Habitat, Campaign activities, organizing Campaign launches and adopting action plans to improve security of tenure and urban governance. The Governing Council also specifically requested the Executive Director to promote continued expansion of the Campaigns and to support countries in achieving the Campaigns' objectives.
2. The areas to which the resolution of the Governing Council referred for expanding the Campaigns included the enhancement of capacity-building activities, an increased level of human and financial resources for advocacy, the promotion of inclusiveness and transparency in local governance and undertaking measurements of progress towards achieving the Campaigns' goals. Also, special emphasis was given to mainstreaming the principles of the Campaigns and to enhancing synergy with other United Nations agencies. The need to make full use of the activities of the Campaigns for improving the lives of slum dwellers was also underscored.
3. The Governing Council invited Governments to initiate and encourage debate on the Campaigns' principles, make use of the advocacy instruments and accelerate efforts towards introducing legislation, promoting policy reform and strengthening institutions. Governments were also invited to explore the possibility of using the tools of the Campaigns for improving systems of governance and supporting their introduction into the curricula of relevant institutions.
4. The need to build upon the political will, partnerships and organizing capacities of key stakeholders in scaling up slum upgrading programmes and promoting inclusiveness was underlined. Of significant importance was the request made to Governments to provide financial and technical support for the Campaigns. Habitat Agenda partners were also invited to lend their support to the Campaigns.

II. Issues addressed by the Campaigns

5. While the Campaigns continued advocating all their core principles, higher priority was given to a number of specific issues, including:
 - (a) In the area of secure tenure, consistently orienting action plans towards contributing to the achievement of the Millennium Development Goals, particularly in respect of improving the lives of slum dwellers: examples include nationwide regularization of tenure in Brazil; a reconciliation of existing land legal regimes to unlock slum upgrading initiatives in Burkina Faso; progressive, city-wide slum upgrading in Cambodia; a programme aiming to achieve a slum-free country by 2010 in Morocco; and the provision of infrastructure through the active involvement of civil society in Senegal;
 - (b) Protection of housing rights through the actions of the Advisory Group on Forced Evictions, established by the Executive Director pursuant to Governing Council resolution 19/5, to assist countries such as Brazil, the Dominican Republic, Ghana and Italy, where evictions are ongoing or imminent, in finding alternative solutions;
 - (c) Provision of technical advice and cooperation with member States, including Afghanistan and Kenya, in establishing pro-poor land management and administration systems;
 - (d) Assisting local authorities in improving their capacity to mobilize the population, especially through joint efforts by the two Campaigns, and enhancing those authorities' role and capacities;
 - (e) In other countries where preparations for launching the Campaigns are still ongoing, attention has been given to enhancing the capacities of local authorities both in their performance and also in improving their participatory systems;
 - (f) Other areas addressed by the Campaigns include the promotion of civic engagement in decision-making together with building transparent systems of local governance. Through interventions in areas such as environmental planning or combating urban crime, Campaign principles have been

deployed in developing approaches which involve communities and neighbourhoods and contribute to effectiveness in promoting sustainable urbanization and urban safety. In all the interventions, attention has been given to incorporating the gender dimension;

(g) The development of an Urban Governance Index which can assist in the identification of capacity-building needs at the local level and can guide the dissemination and adaptation of reform experiences has also been an area addressed by the Campaigns. Consultations have also been initiated on obtaining the political support of United Cities and Local Governments (UCLG) for the Urban Governance Index.

III. Campaign flagship products

6. By using the Campaign flagship products of policy debate, knowledge management, advocacy and capacity-building, the Campaigns have been able to expand coverage, reaching more countries and cities, within the limits of available resources. The Campaigns operate in tandem at national and local level to provide mutual reinforcement in terms of shared infrastructure and access to each other's constituencies. The emergence and confirmation of the Millennium Development Goals have undoubtedly reinforced the use of the Campaigns as important instruments in achieving progress in urban areas. Given the worrying trend in the growth and proliferation of slums, member States are recognising the Campaigns as good entry points to address the situation, as confirmed by the focused nature of the Campaigns during the last two years to date and the increasing number of requests for new Campaign activities which have been made by many countries.

A. Policy debate

7. With respect to policy debate, over 15 forums, including the Commission on Sustainable Development at its twelfth session and the second World Urban Forum, have been devoted to addressing issues related to security of tenure and improving governance. Those events were organized jointly with partners and took place in Africa, Asia, Latin America and Europe. They involved representatives of Governments, professional organizations, United Nations agencies, local authorities and also civil society organizations. Debate was also promoted through policy research and the publication of a dialogue series on issues ranging from the place of children and youth in urban governance to the implications of transnational migration for local governance.

8. The outcomes of those debates have not only increased understanding of the principles of the Campaigns, but in several cases they have led to specific actions by Governments aimed at applying Campaign principles. For example, an expert group meeting on housing rights monitoring was organized jointly with the Office of the United Nations High Commissioner for Human Rights (UNHCHR) and reached agreement on a set of indicators which will eventually be used to measure the progressive realization of the human right to adequate housing globally. Similarly, a regional dialogue on housing rights was organized in June 2004, jointly with the United Nations Economic and Social Commission for Asia and the Pacific and UNHCHR. The event made possible an exchange of experiences and has since led to, inter alia, the establishment of a Government office on housing rights in Cambodia, which has become the first country anywhere in the world to appoint an Housing Rights Officer to promote the implementation and enforcement of housing rights.

B. Knowledge management

9. In the area of knowledge management, a major emphasis has been given to developing tools and handbooks which promote innovation, collate experiences of best practice and facilitate monitoring of the progress of the Campaigns. Several tools have been produced in the period under review. Those products relate to areas such as pro-poor land management; urban land markets; participatory budgeting; involvement of women in local governance; transparency in local governance; and also a housing rights index. Capacity-building efforts have also been focused on the development of an Urban Governance Index, which is a tool to measure progress in improving urban governance. Peer review and field testing of the index have been completed in 24 cities, and steps are being taken to integrate it into several training and institutional development programmes being undertaken with partners.

10. In addition to the production of toolkits, the Campaigns have also conducted training sessions to promote and disseminate those toolkits to a wider audience. Some of the tools are also being integrated

into curricula of national institutions through collaboration with Urban Management Programme/Sustainable Cities Programme anchoring institutions, and through agreements with international training centres.

11. It has been encouraging to note that the toolkits are being requested and used by stakeholders in various parts of the world. For example, the participatory urban decision-making and the participatory budgeting toolkits have been used in Cameroon, Indonesia and Sri Lanka. Similarly, the Urban Governance Index has been integrated into the European Union local leadership programme in Somalia, the United Nations Development Programme (UNDP) urban governance programme in Sri Lanka and the Commonwealth Local Government Forum local governance and democracy programme in Zimbabwe. Negotiations are underway to include the Urban Governance Index in the Urban Growth Management Initiative (a 120-city sample), funded by the World Bank and the United Kingdom Department for International Development, and in the six-country UNDP pro-poor governance indicators projects.

12. The various activities undertaken within the framework of knowledge management have resulted in key outcomes:

(a) Partners and local authorities have been exposed to new tools and practices which can be adapted to local contexts;

(b) The sharing of experiences has contributed to building new working relationships between local authorities which are undertaking reform measures;

(c) Communities have been brought together through strategic partnerships.

C. Advocacy

13. Advocacy is a core component, if not the most important aspect, of the Campaign process. Both the policy-debate and the knowledge-management activities have been important mechanisms for the advocacy work of the campaigns. The objectives of advocacy work have been to increase awareness of the Campaigns' principles, to initiate commitment to undertake sustainable reforms and to mobilize stakeholders. Increasing effort has been made to reach out to key stakeholders and actors, including ministers, mayors, civil society organizations and partner institutions.

14. The first African Ministers' Conference on Land, Housing and Urban Development (AMCHUD) was jointly convened by the African Union and UN-Habitat and was hosted by the Government of South Africa from 31 January to 4 February 2005. The Conference issued a Declaration announcing the establishment of a Ministerial consultative mechanism which will also serve as a vehicle for promoting the development of sustainable human settlements in Africa. The Conference also succeeded in developing an "Enhanced Framework of Implementation for Housing and Urban Development in Africa". Advocacy for good urban governance and secure tenure feature prominently in both the Enhanced Framework and in the Ministerial Declaration. It was agreed that follow-up consultations between the ministers will be held in the margins of the twentieth session of the Governing Council.

15. Collaboration with UCLG and its regional chapters has been enhanced, and in the African region UN-Habitat has been invited to participate in organizing the forthcoming regional assembly of African local authorities.

16. Collaboration with the Forum of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI) and the Latin American Federation of Cities, Municipalities and Associations (FLACMA) has been strengthened in Latin America. Also, as part of its effort to reach a global audience, the Global Campaign for Secure Tenure produced a documentary on slums and the Millennium Development Goals which was aired in December 2004 as part of the British Broadcasting Corporation's "Life" series.

17. Among the outcomes of the advocacy activities, significant progress has been achieved in reaching out to strategic constituencies such as ministers, mayors and civil associations. At the same time, the preparation and launch of the Campaigns has had significant political value by raising and

giving a higher profile to the chosen issues. Indeed, the Campaigns have served to strengthen awareness and consolidate actions around issues of governance and tenure, and have played a supporting role to the broad spectrum of actions initiated in several countries. That impact has been recognized and complemented by other partners, such as the United Nations Millennium Project Task Force on slums, which stated that “we had the honour and privilege to witness one of our main recommendations becoming a reality before our eyes: the granting of thousands of tenure titles to slum dwellers” during their São Paulo meeting..

18. All Campaigns which have been launched over the reporting period have contributed to expanding and disseminating the core principles of secure tenure and good governance. In response to requests from Governments, the two Campaigns have been jointly launched in Brazil, Burkina Faso, Morocco and Senegal during the reporting period, and action plans are now being implemented in line with the Millennium Development Goals’ target for slums.

19. In all the above countries there was strong commitment to work with the urban poor to improve their lives. Also, preparatory activities have been initiated in several other countries to launch either or both campaigns. Those countries include Colombia, Costa Rica, Cuba, Mexico and Peru in the Latin America and the Caribbean region; Bangladesh, Cambodia, Fiji, Indonesia, Nepal and Thailand in the Asia and the Pacific region; and in Africa, Kenya, Madagascar, Uganda and the United Republic of Tanzania.

20. As a result of the process, implementation of action plans and further Campaign development continue in countries – India, Jamaica, Namibia, Nigeria, and the Philippines – where Campaigns had been launched prior before the current reporting period. Regional Campaigns are being implemented in Latin America and the Caribbean, Africa, South-Eastern Europe, and the Economic and Social Commission for Western Asia region.

D. Capacity-building

21. Capacity-building is a central drive of the Campaigns, through its harnessing of resources and activities of all programmes within UN-Habitat. This is done through the development of appropriate tools and by working with other units within UN-Habitat to apply those tools for capacity enhancement in the field. More significantly, capacity-building has been promoted through the preparatory processes leading to national Campaign launches and their resultant action plans.

22. The capacity-building initiative in all cases makes use of tools and instruments which have been developed for the Campaigns. Thus, the Global Campaign for Secure Tenure worked with Governments and partners in India, the Philippines and South Africa and as part of the build-up of the Campaign by developing city action plans, frameworks and tools for city-wide slum upgrading.

23. In undertaking Campaign activities, particular attention has been given to initiating a significant improvement in the lives of slum dwellers. Several operational activities have been directed towards that end, including the following:

(a) The Cities Without Slums initiative in Eastern and Southern Africa is assisting cities in undertaking city-wide up-scaling programmes;

(b) A ground-breaking ceremony during the 2004 World Habitat Day took place in Nairobi, announcing the start-up of the Kenya Slum Upgrading Programme;

(c) In the Philippines, the National Action Plan demonstrates the commitment of both national and regional Governments to deliver secure tenure and good governance: several Presidential Executive Orders have been adopted concerning public land and the provision of large tracts of affordable land for the relocation of slum dwellers living in hazardous areas.

24. Forced evictions remain a burning issue in several countries. At its twelfth session, the Commission on Sustainable Development gave significant consideration to the issue of forced evictions, and member States were urged to find alternative solutions to combat the practice. The decision in Governing Council resolution 19/5 to establish the Advisory Group on Forced Evictions has provided a timely instrument for finding alternative solutions.

25. Through the Advisory Group, the Global Campaign for Secure Tenure has documented cases of imminent and pending evictions; those were discussed at the second World Urban Forum during an event which brought together, for the first time, all stakeholders, including ministers, mayors and community representatives, to find alternative solutions to evictions. As a result, field missions have taken place in various countries with promising and positive results, such as moratoriums on evictions, discussion of anti-eviction laws and so on.

26. To highlight further the issue of forced evictions, the Global Campaign for Secure Tenure collaborated with the Centre on Housing Rights and Evictions (COHRE) to produce a global documentary on forced evictions.

27. The overall outcome of capacity-building and operational activities must be considered together with the operational activities associated with Campaign norms and initiatives. In a number of countries, new institutions have been established, such as urban forums, permanent steering committees and slum upgrading authorities; commitments for reform have been initiated and policy changes are being undertaken. Campaign advocacy measures have also contributed to asserting the need to make implementing the Millennium Development Goals a priority. Also, action plans under the Campaigns have provided a framework for leveraging development resources for reforms. Within UN-Habitat itself, the capacity-building activities have contributed to reinforcing the linkage between technical cooperation and the Campaigns.

IV. Mainstreaming the Campaigns in UN-Habitat and with partners

28. During the reporting period, a major effort has been devoted to improving the effectiveness of the Campaigns through proper mainstreaming, both internally and with external partners. More consultation has been undertaken with global programmes and regional offices in planning for Campaign activities and synchronizing them with technical cooperation activities. Global programmes of UN-Habitat, including the Urban Management Programme, the Sustainable Cities Programme and Localizing Agenda 21, have mainstreamed the principles and tools of the Global Campaign on Urban Governance into their activities and projects. The Disaster Management Programme has fully incorporated those principles and tools into its ongoing project activities in the Balkans and also into those still in the pipeline. The Global Urban Observatory is working closely with the Global Campaign for Secure Tenure in establishing relevant indicators and mechanisms to monitor the Millennium Development Goal on slums.

29. Regional offices are playing a leading role in implementing national Campaign activities, and in that connection there has been a continued emphasis on the appropriate selection of countries, in consultation with local partners. A sizeable amount of the Campaigns' funds are directly allocated to regional offices for them to undertake a combination of normative, advocacy and operational activities. That decentralization and localization process is expected to increase through Habitat programme managers, as it is currently the case in countries such as Fiji and the Philippines, where the Habitat programme managers are playing a leading role in promoting the Campaigns.

30. UN-Habitat has worked with several external partners and has invited new ones to lend their support to implementing the Campaigns. In addition to the global networking events, consultations with professional partners and the establishment of a global network of research institutions on the issue of land and secure tenure, UN-Habitat has expanded its collaboration with the regional United Nations commissions the Economic and Social Commission for Western Asia, the Economic and Social Commission for Asia and the Pacific and the Economic Commission for Latin America and the Caribbean with a view to expanding the campaigns at the regional level. That partnership is further strengthened through non-governmental organizations and community networks. The partnership with the Special Rapporteur on Housing Rights is based on a permanent collaboration in targeted countries. The Advisory Group on Forced Evictions, which comprises representatives of all Habitat Agenda partners, is a perfect reflection of that partnership in collaborative effort.

31. UN-Habitat has entered into a cooperation agreement with United Cities and Local Governments (UCLG), which is a global voice for cities aimed at promoting policies and experiences of local Governments in key areas such as poverty reduction, sustainable development, social inclusion and local governance. The objective of the cooperation is to work together in implementing a number of

joint initiatives, including the implementation of activities related to the Global Campaign on Urban Governance.

32. Collaboration with partners has also been initiated in producing toolkits, conducting capacity-building workshops and facilitating stakeholder consultations. Current activities include a research project on transnational migration, which is being undertaken with the University of Venice and the Network-Association of European Researchers on Urbanization in the South (N-AERUS). Another joint initiative is being developed with the UNDP Oslo Governance Centre on applying the Urban Governance Index in six pilot countries.

33. In promoting the Campaigns, the regional offices worked very closely with the regional partners, such as the Economic and Social Commission for Asia and the Pacific, the Regional Network of Local Authorities for the Management of Human Settlements (CityNet) and the Network of Local Government Training and Research Institutes in Asia and the Pacific (LOGOTRI) in Asia and the Pacific; Brazil's National Front of Mayors and National Council of Cities, the Habitat International Coalition – Latin America, the Federation of Women in Local Government (FEMUM) and COHRE-LAC in Latin America and the Caribbean; and the Council of Cities and Regions of Africa (CCRA), the Municipal Development Programme and the African Union in Africa.

34. Collaboration with other United Nations agencies within the framework of the Campaigns was also strengthened:

(a) UNDP: UN-Habitat worked very closely with UNDP in the recent Campaign launch in Morocco in October 2004. There has also been close collaboration between the two agencies for Campaign preparation and launches in other countries, such as Fiji, India, Indonesia, Morocco, the Philippines and Uganda. In the follow-up to the implementation of the action plans, UN-Habitat has also worked closely with UNDP in Ethiopia (in respect of the Urban Needs Assessment within the Millennium Project) and also in the Philippines, particularly in the area of poverty reduction strategy papers (in respect of the urban chapter). A similar partnership has also been forged for Campaign action plan implementation in Burkina Faso and Nigeria;

(b) UNHCHR: The Global Campaign for Secure Tenure collaborated with the Office of the High Commissioner for Human Rights through the Housing Rights Programme. The Special Rapporteur on Housing Rights participated as a panellist at the networking event on forced eviction at the second World Urban Forum, and also visited Afghanistan, Peru and the Philippines to investigate the status of housing rights. The development of a housing rights index is ongoing, and an expert group meeting has been held in Geneva to finalize it. UNHCHR was also involved in the preparation of the document *International Legal Instruments Addressing Good Governance*;

(c) The United Nations Educational, Scientific and Cultural Organizations (UNESCO): The Global Campaign on Urban Governance worked closely with UNESCO in the preparation of a symposium entitled "The Right to the City," held in March 2005. Aiming to further explore local Governments' role in promoting human rights and inclusive cities, the symposium was organized in collaboration with UN-Habitat and UNHCHR;

(d) The two Campaigns are also collaborating increasingly with the World Health Organization (WHO), the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Department of Economic and Social Affairs;

(e) World Bank: the Campaigns, particularly the Global Campaign for Secure Tenure, worked closely with the World Bank on several land regularization programmes, including a systematic demarcation project in Uganda. Also, the Secure Tenure Campaign worked closely with the Cities Alliance – a joint collaboration with the World Bank – on slum upgrading programmes, including the Pro-Poor Slum Upgrading Frameworks Project in India, the Philippines and South Africa;

(f) The outcome of the mainstreaming component of the campaigns has been to provide more effective synchronization of UN-Habitat activities in the field. A framework is being developed which is leading to an increase in value added from UN-Habitat activities as a whole. The synergy with partners has also brought to prominence the Campaign goals and norms, which are being adopted by

partners and translated into projects. However, more effort is still needed to generate the optimum benefits from mainstreaming.

V. Financial and technical support

35. On 14 July 2003, the Executive Director sent a letter to member States inviting Governments in a position to do so to provide financial and technical support to the two Global Campaigns. The Government of the Netherlands provided financial support to the Campaigns under its partnership programme, complementing the remaining funding from the primary donor for the Global Campaign for Secure Tenure, the Government of Belgium, and the additional support from the Governments of Germany and Italy.

36. Over the period 2003–2004, the level of financial resources for the Global Campaign for Secure Tenure was \$650,000 per year and for the Global Campaign on Urban Governance \$350,000 per year. During the period, the principal financial supporter of the Campaigns was the Government of the Netherlands. The Government of Italy provided earmarked funding for a research initiative on international migration. The pace of normative development of the Campaigns depends on the level of financial resources available. Development of new thematic areas is difficult without adequate resources. Without the backing of normative products such as toolkits, it is difficult for UN-Habitat to expand the Campaigns.

37. To exploit the potential of the Campaign modality fully, and given that previous sources of funding have almost faded away, new funds are necessary to cover:

- (a) Assistance to countries for implementing action plans;
- (b) Responding to capacity-building requests, interregional transfers of experiences and application of normative tools and products such as participatory budgeting, the Urban Governance Index and community-based financing;
- (c) Responding to requests for contextualisation and translation of products such as the Transparency and Local-to-Local Dialogue Toolkits;
- (d) Normative work and support to Governments in the areas of land, slum upgrading, urban development and local governance legislation;
- (e) Cost-sharing activities with strategic partners such as UNDP on the Urban Governance Index, with its six-country pilot initiative; CLGF on the application of the Index in Zimbabwe; the World Bank and the Global Urban Observatory on the collection of Urban Governance Index indicators in 120 cities; and the United Nations Housing Rights Programme.

VI. Campaign evaluation

38. To enable UN-Habitat to form a clear picture of how the Campaigns are performing and to find ways to strengthen the Campaigns and ensure their sustainability, UN-Habitat engaged a team of consultants to undertake an independent evaluation of the two Campaigns. The evaluation was carried out between October 2004 and January 2005.

39. The consultants interviewed various stakeholders involved in the Campaign process, participated in a Campaign launch in Burkina Faso and made field visits to Brazil and the Philippines. The findings and recommendations of the evaluation team will inform the future direction of the Campaigns. The evaluation report, including a summary of key observations and recommendations, is given in document HSP/GC/20/INF/7.

VII. Emerging issues

40. The Global Campaigns will continue to strengthen their ongoing activities in the countries where Campaigns have been launched. A number of lessons have been learned during the reporting period, and new situations have emerged which require a focus on key issues. Without pre-empting the

decisions of the Governing Council on the evaluation of the campaigns, the following will feature prominently in future activities:

- (a) Stronger mainstreaming of the Campaigns in the activities of UN-Habitat global programmes;
- (b) An accelerated effort to stop forced evictions through the United Nations Housing Rights Programme and the activities of the Advisory Group on Forced Evictions;
- (c) Extensive support to the establishment of pro-poor land-management and administration systems, with a special focus on land issues specific to post-conflict and post-disaster situations;
- (d) Systematic linkage of action plans to the achievement of the goals set forth in the Millennium Declaration, especially the goal on slums;
- (e) Improvements in the planning process and incorporating a governance framework to foster inclusiveness;
- (f) Promotion of pro-poor governance systems in service delivery. The various reform initiatives which have been undertaken during the past decade have contributed to a significant improvement in the efficiency of delivery and supply. Nevertheless, the efficiency gains which have been achieved have not fully reached the urban poor, particularly in respect of the issues of water and sanitation. Modalities for ensuring that the urban poor enjoy sustainable access to urban services are an issue which the Campaigns must address.

VIII. Conclusions

41. Significant progress has been achieved in advancing the Campaigns since the nineteenth session of the Governing Council. The geographic scope of the Campaigns have increased at the country level, and in some countries Campaign activities are filtering down to the city level. Indeed, there is more awareness not only about the Campaigns but, more pertinently, about the principles which are being promoted by them. In that connection, several countries have embarked on governance and secure tenure reforms on their own, without any formal launch of the Campaigns. Others have translated Campaign norms into local languages and have adapted some of the Campaign tools to fit their local contexts.

42. Initial steps have also been taken to raise the profile of the campaigns at a regional level. Linkages have been built with regional ministerial organs in Latin America and Africa, with the African Union, with global and regional local-authority associations, and also with networks of community organizations. Those structures are proving to be useful mechanisms for advancing the Campaigns and forging a closer linkage between Campaign principles and policy formulation at the national level.

43. More Campaign tools have also been developed since the nineteenth session of the Governing Council. Those tools have taken the Campaigns to a higher level of serving as enabling mechanisms for overcoming challenges. By assisting central and local Governments in defining priorities collectively, in enabling those who could have been excluded from key decision-making processes to engage effectively, the Campaigns have demonstrated their practical usefulness.

44. Increasingly, the Campaigns are also providing an organizing framework for UN-Habitat in its intervention in promoting sustainable human settlements, particularly in contributing to the achievement of the Millennium Development Goals. Many UN-Habitat programmes are striving to operate within the framework of the Campaigns' principles. Indeed, a closer synergy is beginning to develop between programmes in terms of countries of operation and linkages between activities.

45. The issue of resource constraints remains a major handicap for the Campaigns, and as pointed out in the evaluation report,¹ strategic planning needs further improvement for the Campaigns to become more effective.

¹ HSP/GC/20/INF/7.

46. The four-year experience of the Campaigns points to the need to increase their thrust and extend their scope. The full content of the revitalization will be guided by the results and recommendations of the evaluation exercise. The ideas encompassed in the evaluation are in the direction of enhancing global advocacy and extending outreach; and consolidating linkages with strategic constituencies and partners. The intention is to complement national-level Campaign activities with a more global outreach. It is also intended to establish stronger linkages with constituencies at all levels of the State and private sectors, and also within the sphere of civil society. Similarly, innovative ways will be devised to strengthen collaboration with partners.
