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**Implementing and monitoring the goal of the United Nations
Millennium Declaration on improving the lives of slum dwellers**

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on improving the lives of slum dwellers**

Report of the Executive Director

Summary

1. In its resolution 19/5 of 9 May 2003 on implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum dwellers, the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) requested the Executive Director to report on progress made in the implementation of that resolution at its following session. The present report describes the progress made and the steps taken by the Executive Director in that regard since the nineteenth session of the Governing Council, including relevant findings and observations on the current status of the implementation of the internationally agreed goals of the Millennium Declaration on improving the lives of slum dwellers. In the light of those findings and observations, the report concludes with a number of recommendations to the Governing Council, designed to inform its review and debate under this item at its twentieth session. Since a separate report (HSP/GC/20/6/Add.1) is dedicated to the monitoring of the goal on improving the lives of slum dwellers, monitoring activities are not included in the present report.

I. Background

2. At its nineteenth session, on 9 May 2003, the Governing Council of UN-Habitat adopted resolution 19/5 on implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum dwellers. In this resolution, the Governing Council decided “that a continuing focus of the twentieth and future sessions of the Governing Council should be the implementation and monitoring of the goal of the United Nations Millennium Declaration on improving the lives of slum dwellers”. Also in paragraph 12 of the same resolution, it requested “the Executive Director to report on progress made in the implementation of the present resolution to its next session”.

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3. Specifically, the Governing Council requested the Executive Director to work to fulfil the goal of improving the lives of slum dwellers and to assist Governments, at their request, in developing effective policy guidelines and action plans to that effect, in particular through sustained implementation of the two global campaigns on secure tenure and urban governance. The resolution also requested the Executive Director to explore available options to increase financial resources that would support the achievement of that goal and requested Governments and local authorities to allocate the necessary resources to meet the goal.

4. The present report presents the strategy paper developed in response to the first paragraph of the resolution. The strategy translates the vision of UN-Habitat to ensure that all the relevant internationally agreed goals of the Millennium Declaration, generally, and the goals that directly target the urban poor, more specifically, become an integral part of the priorities and actions of its different organizational units with a view to assisting member States to meet that goal. The report further describes the activities conducted by UN-Habitat in the application of the resolution.

II. Overview of the strategy of UN-Habitat

5. The United Nations strategy for implementing the Millennium Declaration is articulated around the four main components of analysis, campaigning, operational activities and monitoring. It calls upon the United Nations system to mobilize fully and extend its support to all partners involved in the internationally agreed goals of the Millennium Declaration. UN-Habitat is in a unique position to respond to that request given its existing activities and its capacity to include those goals in activities that address the four components mentioned above. The analysis, campaigning, operational and normative activities of UN-Habitat adequately match the core United Nations strategy and have enabled UN-Habitat to engage in a continuous effort to further streamline the goals into its programmes.

6. The analytical and standard-setting activities of the organization are consolidated through the production of two flagship reports and related research on good policies. The global campaigns give focus to the standard-setting functions of UN-Habitat and comprise intensive advocacy activities, in line with the internationally agreed goals of the Millennium Declaration, both at global and country levels. The two global campaigns aim at increasing the capacity of local governments and other stakeholders to practice improved urban governance and answer the needs of people living in slum areas. Regional offices mainstream human settlements issues in national development agendas, and strengthen capacity at the national and local levels. Regional offices are promoting policy reforms, building adequate institutional and human capacities, engaging in large-scale demonstration projects. They support the preparation and implementation of local and national plans of action for slum upgrading.

7. Implementing and monitoring the goal of improving the lives of slum dwellers requires detailed knowledge of the extent of their poverty. The monitoring activities of UN-Habitat are expanding to cover several hundred cities selected from a global sample of cities. Local level data collection and reporting on city level data are unique features of the organization's monitoring activities.

8. Achieving the goal of improving the lives of slum dwellers requires extensive financial resources. The UN-Habitat strategy focuses on leveraging financial resources from both international and domestic sources by stimulating innovative approaches to pre-investment and project preparation and looking at specific instruments and programmes that could be financed by the international community to play a catalytic role in mobilizing domestic capital.

9. Finally, the UN-Habitat strategy places strong emphasis on coordination with the United Nations system and on partnership with all relevant stakeholders, which is essential to ensuring that the efforts of UN-Habitat, member States and other partners are sustainable and fruitful. The strategy paper was submitted to the Committee of Permanent Representatives to UN-Habitat and adopted in December 2003.

10. The activities and mandate of UN-Habitat are in line with the target of the goal on improving the lives of slum dwellers, since the organization has worked since its inception to improve human settlements, particularly for the benefit of the poor and the disadvantaged. The present report focuses on the last two years, which have seen increased efforts to streamline those endeavours.

III. Analysis

11. UN-Habitat has extensive and recognized experience in analysing existing policies at the global and national levels. The following provides a brief outline of the issues directly relevant to the goal of the Millennium Declaration on improving the lives of slum dwellers.

12. UN-Habitat has identified a number of substantive knowledge gaps that need to be filled in order to strengthen the implementation of that goal. Those knowledge gaps have become part of the overall research priorities of UN-Habitat and address the following issues: slums and urban poverty; secure tenure: market eviction and gentrification; rental housing within slums and the implications to slum upgrading; housing rights and natural disasters or conflict; and gender equality in access to housing.

13. The results of the research coordinated by UN-Habitat are reported and disseminated through two flagship publications, namely, the global report on human settlements and the state of the world's cities report, published every two years. The last issue of the global report, entitled "The challenge of slums: global report on human settlements 2003", is specifically devoted to the topic of slums. The latest issue of the state of the world's cities report is dedicated to globalization and urban culture. Work in preparation for the 2005 issue of the global report on human settlements focuses on financing shelter and urban development.

IV. Campaigning

14. Among the activities of UN-Habitat, the global campaigns probably reflect its focus on the Internationally agreed goals of the Millennium Declaration most prominently. The launch of those campaigns, concomitantly with the Millennium Declaration, has allowed UN-Habitat to engage decisively from the outset in pursuing the internationally agreed goals of the Declaration. This has paved the way for smooth and rapid anchoring of UN-Habitat activities to the goals and has sharpened the institution's advocacy skills, which are supported by a strong information component. Launched simultaneously in the same countries, the two campaigns use their synergy to create the necessary inclusive framework for all human settlements development activities.

A. Global campaign on urban governance

15. The global campaign on urban governance, advocating transparent, responsible, accountable, just, effective and efficient governance of cities and other human settlements contributes directly to the implementation of resolution 19/5 of 9 May 2003. The campaign has endeavoured to maintain the momentum of previous initiatives. Working closely with the global campaign on secure tenure, it has strived to orient national campaign activities towards the realization of the internationally agreed goals of the Millennium Declaration. In the period under review, action plans were concluded in Brazil, Burkina Faso, Morocco and Senegal. Those plans aim toward the achievement of target 11 of goal 7 by addressing the governance elements of legislation and regulatory reforms, participatory systems in investment decisions, community empowerment and the development of poverty reduction strategies.

16. A tool for measuring improvements in local governance, particularly in its effectiveness to address poverty and equity concerns, was field-tested and incorporated as part of a partnership with the new international local government association "United Cities and Local Governments". At the same time, a new tool-kit on the modalities of involving women's community movements in effecting change was finalized and is being disseminated to stakeholders. Similarly, at the second session of the World Urban Forum, a rich exchange of experience took place between ministers who were responsible for urban development and poverty alleviation, mayors of various cities and representatives of community and non-governmental organizations and other stakeholders. The issue of the modalities of mobilizing resources for the realization of the goals came out in reflections on the involvement of civil society in local governance through promoting inclusiveness and empowerment. Various government delegations promised to follow up on the issue in other multilateral deliberative forums. Preparations are under way for launching the campaign in Cuba, Mexico, Peru and Uganda where the goals will be given due attention in the development of action plans.

B. Global campaign for secure tenure

17. During the period under review, the global campaign for secure tenure has continued its efforts in the areas of standard-setting, research and advocacy. Tools have been designed on campaign-related issues, including the publication of a handbook on best practices, security of tenure and access to land, a study on rental housing, and several works on housing rights, as well as the update of the campaign's guidelines and concept paper. Research is under way further to improve knowledge on law and land issues both in Southern Africa and Latin America.

18. Post-launch activities were conducted to build on the findings and action plans of those countries where the campaign had been launched earlier. In India, the Philippines and South Africa, the campaign has documented, under a cities alliance programme, the strategies adopted by civil society to mobilize and empower urban poor communities. Tangible results have been achieved in the three countries in improving the lives of slum dwellers, who have benefited from land allocation through negotiation with Governments and the provision of financial resources through the development of urban poor funding mechanisms based on micro-savings. In Namibia, a flexible land tenure bill is in its final stages of preparation to ensure affordable access to land for the urban poor.

19. New campaigns have been launched in several countries, including:

- (a) Brazil, where the campaign has supported massive provision of land titles to the urban poor;
- (b) Senegal, with focus on in situ slum upgrading;
- (c) Morocco, where the Government, has launched a countrywide cities-without-slums programme aimed at reaching the goal of a slum-free country by 2010; and
- (d) Burkina Faso, where a national action plan was designed to achieve the goal on slums.

20. Campaign activities are under way in:

- (a) Cambodia, where the Government has launched an unprecedented slum upgrading programme in Phnom Penh to be scaled up to country level;
- (b) Thailand, where the Government has launched a nationwide programme to solve the housing problems of urban poor communities within a period of five years; and
- (c) Uganda, with special focus on the provision of formal security of tenure to slum dwellers.

21. Preparations are under way in Latin America (Cuba, Mexico and Peru). In the Arab region, the campaign has been launched in collaboration with the Economic and Social Commission for Western Asia (ESCWA). An advisory group on forced evictions was established to support advocacy for security of tenure, as requested by resolution 19/5 of 9 May 2003. During the second session of the World Urban Forum, the advisory group organized a workshop that brought together central Governments, local authorities and communities seeking alternatives to forced evictions, which documented several country and city cases and agreed on an action plan.

C. Media and communication strategy

22. The internationally agreed goals of the Millennium Declaration have been integrated into most of the information and communication activities of UN-Habitat. The targets set by the goals, how to achieve them and what should be done about them, were highlighted in most of the press and media materials, in particular, in the press kits relating to the launch of the global report on human settlements, entitled "The Slum Challenge". That report received worldwide coverage during World Habitat Day in October 2003. The goals have also featured in all the 2003 and 2004 issues of the organization's quarterly magazine, *Habitat Debate*, which is translated into Chinese, French, Russian and Spanish and has a readership of more than 10,000 partners. An entire issue of *Habitat Debate* will be dedicated to the goals in June 2005.

23. Media organizations, including France's TV5, Panapress and Jeune Afrique, covered the launch of the campaigns in Senegal in May 2004. UN-Habitat uses its public web site as a tool for raising awareness of the internationally agreed goals of the Millennium Declaration. Over 400 documents on the web site focus on the goals and the site includes a special section on them. The goals were a major topic of discussion during the 2004 United Nations Communications Group, which brings together all heads of communications in the United Nations system. Participants at the meeting, hosted by

UN-Habitat and UNEP in Nairobi in June 2004, affirmed their commitment to focusing in 2005 on the progress made in the five years since the Millennium Declaration. During the second session of the World Urban Forum, UN-Habitat organized several displays focusing on the goals, including publications and posters.

V. Global programmes

24. While the two campaigns contribute directly to the analysis and campaigning efforts of UN-Habitat, they also provide the foundation for the organization's global programmes and operational activities, as detailed below.

A. Gender policy

25. Gender impact assessment has become an integral part of project planning, management, monitoring and evaluation in an effort to strengthen gender mainstreaming in all UN-Habitat programmes and activities, including those related to the implementation of the Internationally agreed goals of the Millennium Declaration. To that end, a capacity-building programme is under way to equip staff with gender analysis and planning skills so that they are better placed to address gender issues and promote women's empowerment. In particular, this will contribute to increasing the focus of the campaigns and programmes on gender issues such as women's access to land and credit, improved housing and incomes, increased awareness of human rights in general and women's rights in particular. The successful implementation of the project on empowering urban women entrepreneurs through housing development and land rights will contribute directly towards improving the living standards of slum dwellers. In Uganda and the United Republic of Tanzania, for example, at least 50 women and their families will have access to new houses or improved houses and improved incomes.

B. Disaster, post-conflict and safety

26. The themes of the Internationally agreed goals of the Millennium Declaration are all closely linked to the ability of a population to cope with and respond to disasters and crises. UN-Habitat has launched a number of related activities during the period under review including:

- (a) Preparing, after the tragic earthquake that occurred in Bam in Iran, a proposal for the provision of intermediate shelter as a component of permanent reconstruction;
- (b) Participating in the United Nations multidisciplinary assessment mission to Grenada and Haiti to assess needs and propose response actions;
- (c) Developing in Sudan, together with the office of the United Nations High Commissioner for Refugees (UNHCR), an inter-agency partnership initiative to enhance livelihood security and the well-being of people living in former refugee camps;
- (d) Developing a programme for integrated vulnerability reduction and adaptation planning for seven small island developing States.

27. During the second session of the World Urban Forum, methodologies of involvement in supporting human settlements in crisis were discussed and proposed principles for sustainable recovery were endorsed. Recognizing the work of UN-Habitat in disaster mitigation and post-conflict reconstruction, the Executive Committee on Humanitarian Affairs (ECHA) has invited UN-Habitat to become a member of the committee. The strategy followed by UN-Habitat with regard to the internationally agreed goals of the Millennium Declaration aims at consolidating formal linkages with pertinent global humanitarian organizations, such as the United Nations International Strategy for Disaster Reduction, UNHCR and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and non-governmental organizations and other international agencies.

C. HIV/AIDS

28. A new initiative, supported by the Swedish International Development Agency (SIDA), for managing the HIV/AIDS pandemic at the local level in Africa has been launched. UN-Habitat has a pivotal role to play in building the capacity of local authorities and other stakeholders to manage the HIV/AIDS pandemic at the local level. The objectives of the project are to enable municipal local

governments and other local stakeholders to assess the impact of HIV/AIDS, and to plan and implement responses. Furthermore, the project aims to set up national and regional networks between municipalities for knowledge management and dissemination of best practices.

D. Urban Millennium Partnership

29. The Urban Millennium Partnership on localizing the internationally agreed goals of the Millennium Declaration is being promoted by UN-Habitat, the United Nations Development Programme (UNDP) and United Cities and Local Governments. The partnership was launched at the second session of the World Urban Forum, and received support from many partners. Preparatory activities under the new initiative are underway but the partnership will be implemented, as designed, from January 2005.

E. Training and capacity-building

30. In support of the implementation of the internationally agreed goals of the Millennium Declaration, training and capacity-building activities are directed as follows:

(a) To improve the knowledge, skills and motivation of local government officials and their civil society partners, and to strengthen the effectiveness, inclusiveness and transparency of their respective organizations to implement the internationally agreed goals of the Millennium Declaration. Local government training and capacity-building institutions and local officials in over 20 countries have benefited from regional training of trainers and direct support to country activities;

(b) To support local government training and capacity-building institutions. UN-Habitat has supported country and regional specific action plans that have been developed with the aim of strengthening core managerial abilities of local government leaders, staff and stakeholders to support good governance, security of tenure and urban water management objectives;

(c) Recognizing the particular challenges posed by slums, UN-Habitat is developing tools for local governments and stakeholders to identify alternatives to evictions as part of the global campaign for secure tenure.

F. Urban environment programme

31. Urban environment activities respond to the goal on improving the lives of slum dwellers and goal 7 on ensuring environmental sustainability through normative and advocacy activities, capacity-building and knowledge management, and operational activities and outputs. Specific activities have included the following:

(a) Development of global tools for improved management of environmental resources and better control of urban hazards and disasters (Kenya, Nigeria, Sri Lanka and the United Republic of Tanzania). In Burkina Faso, demonstration projects in basic urban services are being used to develop instruments for application in other countries;

(b) Supporting city management in selected countries, such as Cuba, Morocco, Senegal and Zambia, to improve capacity-building;

(c) Supporting country interventions to implement system-wide and broad-based consultative participation in policy-making and implementation in all regions of the world: Asia (India, Philippines, Sri Lanka and Thailand); Africa (Egypt, Kenya, Morocco, Nigeria, United Republic of Tanzania and Zambia); and Latin America (Brazil, Cuba and Peru).

G. Cities without slums subregional programme for Eastern and Southern Africa

32. The cities without slums subregional programme for Eastern and Southern Africa is designed to confront the fast growing urbanization in the countries of Eastern and Southern African, which are also experiencing, as a corollary of urbanization, the fastest growth of slums in the region. The inception phase of the programme identifies the causes of the phenomenon and proposes counter-measures under a participatory process involving all stakeholders. The phase draws from capacities of several units of UN-Habitat and is currently being implemented at different stages in nine countries, namely Ethiopia, Kenya, Lesotho, Malawi, Mozambique, South Africa, Uganda, United Republic of Tanzania and

Zambia. It is planned that the approach and strategy developed under the programme will join hands with the Water for Asian Cities programme, starting with India in the first instance.

H. Water for African and Asian Cities

33. Phase I of the Water for African Cities programme was launched by UN-Habitat in 1999. In December 2003, African ministers appealed to their development partners to provide expanded support for the programme through the newly established UN-Habitat Water and Sanitation Trust Fund. Phase II will focus on facilitating increased investment flows to the urban water and sanitation sector in Africa. The Water for Asian Cities programme is a collaborative initiative of UN-Habitat and the Asian Development Bank. The programme is designed to enhance capacity at city, country and regional levels and to create an enabling environment for new flows of investments in the urban water and sanitation sector. Following the launch of the programme at the third World Water Forum, held in Osaka, Japan, in March 2003, UN-Habitat has held consultations with country-level partners and regional development partners to develop a programme implementation strategy and action plans.

34. Pro-Poor Urban Water Governance, a joint programme of UN-Habitat and the World Bank, supports improvements in governance systems and structures so that inhabitants of low-income settlements in cities are given a voice in decision-making.

VI. Operational activities

35. The four objectives of operational and standard-setting activities in the regions are particularly relevant to the implementation of the goal on improving the lives of slum dwellers. At country level, regional offices are promoting policy reforms in line with the Habitat Agenda and the Declaration on Cities and other Human Settlements in the New Millennium, which supports the principle that slums should not be eradicated but improved. In order to promote these policy principles, UN-Habitat regional offices undertake advocacy activities, high-level seminars and stakeholder consultations in coordination with the global campaigns and global programmes managed from Nairobi. As an example, the regional offices, while following-up the implementation of the campaigns where they have been launched (in Brazil and the Philippines, for example) are actively mobilizing partners toward the achievement of the goal on improving the lives of slum dwellers where the campaigns are in the preparatory stage (Cambodia, Cuba, Mexico, Peru, Senegal, Uganda, etc.). In-country UN-Habitat programme managers play a key role in that process.

36. One of the main challenges of operational activities is to build adequate institutional and human capacities at local and national levels for long-term impact. The approach of regional offices is to link national capacity-building inputs with well-targeted capacity development efforts at city level. Large-scale demonstration projects are essential to validate policy guidelines and to provide feedback to standard-setting activities. Regional offices are supporting the preparation and implementation of such projects in many countries, including in the framework of the Cities Alliance. Upgrading projects are under way in Bangladesh, Brazil Cambodia, Egypt, El Salvador, Ethiopia, India, Kenya, Morocco, Mozambique and Sudan.

37. In conclusion, regional offices are well placed to support the preparation and implementation of local and national plans of action for slum upgrading in those countries and cities that are committed to implementing the goal on improving the lives of slum dwellers. A first programme of that kind is starting in Dar Es Salaam, United Republic of Tanzania, with support from the Cities Alliance.

VII. Financing

38. Achieving significant improvements in the lives of at least 100 million slum dwellers requires large sums of money. UN-Habitat has established a subprogramme with the objective of mobilizing finance and investment for slum upgrading initiatives in order to assist member States to implement the internationally agreed goals of the Millennium Declaration. Particular focus is placed on target 11 of goal 7, given the huge financial gap between the cost of achieving the target (estimated at \$74 billion) and altogether inadequate funding available for slum upgrading (combined overseas development assistance, private and public investment, estimated at \$5 billion).

39. The approach that has been adopted to reach this objective includes:

(a) Increasing public investment for slum upgrading by strengthening the links between pre-investment (advocacy, policy reform, capacity-building, etc.) and investment (loans, credit enhancements, equity investments) for shelter and related urban infrastructure. This entails working with the World Bank, the International Finance Corporation (IFC), regional development banks and international donor facilities of development cooperation agencies to enhance their respective investment activities by linking them to slum upgrading programmes and projects;

(b) Increasing domestic capital investment for slum upgrading by strengthening cooperation among development partners and finance partners so as to attract domestic capital and investment to housing and infrastructure projects. Commercial banks interested in reaching lower segments of the mortgage market lack the long-term capital to do so, while private and institutional investors lack opportunities for return on investment. At country level, financial instruments that mobilize domestic capital for slum upgrading will be field-tested;

(c) Increasing multiple forms of investment and capital for slum upgrading by packaging development projects. Part of the difficulty in scaling up local upgrading initiatives has been the absence of financial sustainability whereby follow-up public investment is insufficient and project life-span is dictated by donor support. UN-Habitat seeks to work with local actors to package the different financial streams and render upgrading projects bankable. This entails bringing together grants, subsidies, loan and bond instruments, credit enhancements and equity investments.

40. Since May 2003, UN-Habitat has advanced these three approaches of mobilizing investment for slum upgrading to assist member States to implement the internationally agreed goals of the Millennium Declaration, with focus on achieving target 11 of goal 7. Activities include:

(a) Partnerships with international financial institutions and facilities. With the Inter-America Development Bank, it has undertaken pre-investment feasibility studies in Colombia. With the Asian Development Bank, it has provided cities in China with technical assistance in water demand management with the bank committing investment follow-through. Similar initiatives are planned in African cities with the African Development Bank and the World Bank. UN-Habitat also has an arrangement with Gurant Company of the Private Infrastructure Development Group, to commit 20 per cent of its capital investment for loan guarantees in slum upgrading projects supported by UN-Habitat;

(b) Establishment of long-term programmes to mobilize domestic capital. In September 2004, UN-Habitat launched the design phase of the slum upgrading facility with the financial support of the Governments of the United Kingdom and Northern Ireland and Sweden as a partnership with the members of the Cities Alliance and representatives of Private Infrastructure Development Group (PIDG), IFC, United Cities and Local Governments, Slum Dwellers International, and commercial banks. The Slum Upgrading Facility design team is field-testing financial mechanisms in selected countries in West Africa, East Africa, South Asia and South-East Asia.

VIII. Coordinating and networking

41. In line with the spirit of the Millennium Project, the strategy and action pursuant by UN-Habitat is based on extensive collaboration with all partners with a view to ensuring broad-based support. That collaboration includes:

(a) With the Millennium Project, by supporting its different activities (United Nations Development Group Expert Group, task forces);

(b) With the Millennium Campaign, by participating in the activities of the campaign, such as the debate on a United Nations system communications strategy to promote the internationally agreed goals of the Millennium Declaration;

(c) With the High Level-Committee on Programmes, by contributing to the activities of the task group on the 2005 review of the implementation of the Millennium Declaration;

(d) With UNDP: a memorandum of understanding was signed between UN-Habitat and UNDP that enlarged cooperation between the two bodies through the placement of UN-Habitat programme managers in selected UNDP country offices expected to play a key role in localizing the activities of UN-Habitat, towards the achievement of the goals;

(e) With the Cities Alliance, by jointly engaging assistance to selected cities through slum upgrading programmes;

(f) With financial institutions, as mentioned in the section above, to secure resources and increase public and private investments; and

(g) With civil society, as an intermediary with urban poor communities.

42. Other cooperation initiatives are under way with specialized agencies and global networks such as the recently formed United Cities and Local Governments as well as with universities and research institutions.

IX. Key issues and recommendations

43. While, as demonstrated in the present report, UN-Habitat has successfully incorporated the goal on improving the lives of slum dwellers into its activities, there are still a number of issues that need to be dealt with to ensure that the momentum gained is sustained and that the goal is reached in the long term. These issues are of both an internal and external nature.

44. At the organization level:

(a) There is a need further to adapt the instruments of UN-Habitat to the requirements of the global challenge. As an example, while the two global campaigns have been successful in advocating the goal and providing normative, substantive and conceptual help, they are increasingly called upon to extend their support further so as to enable partners to achieve concrete results in the field;

(b) The enormous scale of the challenge will require UN-Habitat to accelerate the integration of its standard-setting and operational activities, including the global programmes, and to enhance the synergy that already exists among the levels;

(c) The scale of the challenge has also translated into greater demand on UN-Habitat activities to support country and local initiatives. Financial resources to enable the organization to respond to those requests are yet to be made available. This is of particular relevance to the global campaigns.

45. At a wider level:

(a) All the partners are becoming increasingly sensitive and receptive to the importance of the internationally agreed goals of the Millennium Declaration. Greater commitment to slum upgrading is still necessary, however, and urban issues need to be brought to the forefront of countries' priorities, including by linking the goal on improving the lives of slum dwellers to overall poverty reduction;

(b) Many member States are in position to reach and even surpass the goal if they adopt an inclusive and participatory approach allowing urban citizens to play an important role in designing and implementing solutions regarding their problems;

(c) Many developing countries are in dire need of financial assistance in order to be able to develop and implement policies that are conducive to achieving the goals, including action plans developed through the global campaigns.

46. The Governing Council may wish to discuss the following recommendations:

(a) The role of the global campaigns should be strengthened to assist member States to engage in the implementation of policies and programmes;

(b) The activities of UN-Habitat should be further streamlined under the umbrella of the global campaigns in order to increase synergy and efficiency in assisting member States;

(c) As already requested by the Governing Council in its resolution 19/3 of 9 May 2003, adequate levels of resources should be made available to ensure that the global campaigns can extend their support to a larger number of countries and help them in the implementation of their programmes;

(d) All Governments concerned should establish a slum upgrading action plan combining quantitative targets with measures to be taken at legal, regulatory, institutional and financial levels with a view to achieving the goal on improving the lives of slum dwellers;

(e) The next session of the General Assembly and the third session of the World Urban Forum should be seen as providing excellent forums to assess progress made and draw a global map;

(f) Governments in a position to do so should consider increasing their contribution to the Slum Upgrading Facility.