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**WORK PROGRAMME OF THE UNITED NATIONS CENTRE FOR HUMAN
SETTLEMENTS (HABITAT) FOR THE BIENNIUM 2002-2003 AND
BUDGET OF THE UNITED NATIONS HABITAT AND HUMAN
SETTLEMENTS FOUNDATION FOR THE BIENNIUM 2002-2003**

Report of the Executive Director

Summary

1. In line with the medium-term plan for the period 2002-2005, the basic orientation of the United Nations Centre for Human Settlements (Habitat) work programme during the biennium will be to promote: first, the adoption and implementation, by Member States, of more appropriate and effective residential tenure systems and shelter development and upgrading policies; second, the improvement of local governance and management systems so as to enable human settlements to meet more effectively the rising demand for basic services; and, third, enhanced international cooperation in shelter and sustainable human settlements development.
2. The salient feature of the work programme during the biennium will be the consolidation of the Global Campaign for Security of Tenure and the Global Campaign for Urban Governance, launched in 2000. The campaigns will continue to constitute entry points and organizing frameworks for shelter-related and urban development activities, respectively, linking normative and operational work. Both campaigns will also constantly reinforce the interrelationship between the two themes of the Habitat Agenda and will most clearly be coordinated and, where appropriate, merged, through direct support to Governments and other partners.

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3. There will be three significant changes in relation to the 2001-2002 work programme: first, there will be an emphasis on the promotion of legislative reform, within countries, with respect to tenurial and housing rights and urban governance; second, an urban forum will be created as part of the new role of UNCHS (Habitat) within the task manager system designed to facilitate implementation of the Habitat Agenda by United Nations agencies; and, third, greater emphasis will be placed on gender mainstreaming, including the incorporation of the gender dimension within the programme's expected accomplishments and indicators of achievement. The work programme will pay particular attention to the role of women in human settlements development, and will use the global campaigns to promote an expanded role for women.

4. The work programme derives its mandate from the plan of action of the Habitat Agenda, adopted at the United Nations Conference on Human Settlements (Habitat II) in Istanbul, in June 1996 which set two main goals: adequate shelter for all and sustainable human settlements development in an urbanizing world. The programme will be implemented through two subprogrammes: subprogramme 1, adequate shelter for all and, subprogramme 2, sustainable urban development. It will be guided by the medium-term plan for the period 2002-2005, whose implementation during this biennium will focus on the urban dimension of sustainable human settlements, especially through subprogramme 2. In addition, the work programme will be guided by General Assembly resolutions, in particular: resolution 53/242 of 28 July 1999 (Report of the Secretary-General on environment and human settlements), resolution 54/209 of 22 December 1999 (Follow-up to the United Nations Conference on Human Settlements (Habitat II) and resolution 54/232 of 28 July 1999 (Implementation of the first United Nations Decade for the Eradication of Poverty).

5. Further overall guidance will be provided by the resolutions of the Commission on Human Settlements, in particular resolution 16/22 of 6 May 1997 (Cooperation in the eradication of poverty; resolution 17/1 of 14 May 1999 (Follow-up to the United Nations Conference on Human Settlements (Habitat II); resolution 17/7 of 14 May 1999 (Revitalization of the Habitat Centre), resolution 17/17 of 14 May 1999 (International cooperation for the implementation of the Habitat Agenda) and resolution 17/22 of 14 May 1999 (Cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme).

6. Two resolutions of the Commission on Human Settlements will provide specific guidance to the implementation of some aspects of subprogramme 1, Adequate shelter for all: resolution 16/7 of 7 May 1997 (The realization of the human right to adequate housing) and resolution 16/15 of 6 May 1997 (Contribution of the private and non-governmental sectors to the delivery of shelter to low-income groups). Parts of subprogramme 2, will also be guided by two specific resolutions of the Commission on Human Settlements: resolution 16/3 of 6 May 1997 (Disaster mitigation); and resolution 17/10 of 14 May 1999 (The rural dimension of sustainable urban development).

CONTENTS

<u>Chapter</u>	<u>Page</u>
I. INTRODUCTION	4
A. Overall programme objectives.....	4
B. Course of action.....	4
C. Major changes.....	4
II. SUBPROGRAMME 1: ADEQUATE SHELTER FOR ALL.....	5
A. Objectives.....	5
B. Course of action.....	5
C. Major changes contributing or impacting on the achievement of objectives	5
D. Expected accomplishments and indicators of achievement.....	6
E. Outputs	9
III. SUBPROGRAMME 2: SUSTAINABLE URBAN DEVELOPMENT	11
A. Objectives.....	11
B. Course of action.....	11
C. Major changes contributing to or impacting on the achievement of objectives	11
D. Expected accomplishments and indicators of achievement.....	12
E. Outputs	14
IV. PROGRAMME SUPPORT.....	16
A. Objectives.....	16
B. Expected accomplishments and indicators of achievement.....	16
C. Outputs	18
Annex	
RELATIONSHIP BETWEEN OBJECTIVES AND OUTPUTS OR SERVICES, AND ORGANIZATIONAL RESPONSIBILITY FOR IMPLEMENTATION OF SUBPROGRAMME OBJECTIVES	20

I. INTRODUCTION

A. Overall programme objectives

1. Shelter conditions of the world's poor, in both urban and rural settlements, have continued to deteriorate since 1996. At the same time, rapid urbanization has continued in developing countries, and many urban settlements are failing to cope with increasing poverty. In light of these trends, and in line with the Habitat Agenda and the medium-term plan for the period 2002-2005, the work programme will have three main objectives: first, to contribute to the improvement of the shelter conditions of the world's urban and rural poor through the adoption and implementation of more appropriate and effective residential tenure systems and shelter development and upgrading policies; second, to contribute to the improvement of the sustainability of human settlements development through the adoption of inclusive, accessible, transparent, participatory and accountable governance; and third, to enhance international cooperation in shelter and sustainable human settlements development.

B. Course of action

2. As during 1999-2000, the work programme will be implemented through two subprogrammes, derived from the two goals of the Habitat Agenda: subprogramme 1: Adequate Shelter for All and subprogramme 2: Sustainable Urban Development. The global campaigns for Secure Tenure and for Good Urban Governance, which are the Programme's most important initiatives, will constitute both entry points and implementation frameworks for the activities of subprogrammes 1 and 2, respectively. The global campaigns will be used to raise awareness of policy issues, according to national and regional priorities, with policy support being provided by UNCHS (Habitat) or through other United Nations agencies and networks of global, regional and national partners. Both global campaigns will apply three main strategies: normative debate, advocacy and capacity-building. Subprogramme 1 will continue to promote rights-based tenurial policies and shelter development, in partnership with a number of United Nations agencies, including the Office of the High Commissioner for Human Rights (OHCHR). Subprogramme 2, through the Global Campaign on Urban Governance, will focus on promoting the strengthening of local authorities and inclusive decision-making systems, especially within urban areas.

3. For both subprogrammes 1 and 2, there will be two other categories of work: first, cross-cutting activities, focusing on analytical support, monitoring, assessment and gender-mainstreaming; and, second, regional and technical cooperation activities, focusing on region and country-specific support to the global campaigns, including slum upgrading, city development strategies and capacity-building in partnership with national governments.

C. Major changes

4. A fundamental policy shift is required to reverse the decline in shelter conditions for the poor. Central to this policy shift is recognition of the poor as partners rather than objects in the development process and promotion of policies based on social, economic and physical inclusion, including gender equity. Addressing urban poverty and governance problems will require support to local authorities and promotion of decentralization measures, including those related to human and financial resources, and effective and sustainable local governance. This will need to be reflected through the introduction of more gender-sensitive policies and appropriate legislative regimes, affecting both shelter and local governance. Consequently, and as part of a new emphasis, both subprogrammes will increasingly coordinate their activities around legislative reform, paying particular attention to the role of women in human settlements development. An additional change is that an urban forum will be formed in 2002, as part of the task manager system designed to facilitate the implementation of the Habitat Agenda by the United Nations system and to streamline reporting to the Commission on Human Settlements and to the Economic and Social Council. The Urban Forum, which will be serviced by UNCHS (Habitat), will meet biennially.

II. SUBPROGRAMME 1: ADEQUATE SHELTER FOR ALL

A. Objectives

5. As indicated in the medium-term plan for the period 2002-2005, the overall objective of the subprogramme, with the Global Campaign for Secure Tenure as its central focus, is to create conditions for improved access to shelter for the world's poor, particularly in developing countries and countries with economies in transition. The subprogramme's specific objectives during the biennium will be: first, to advocate the promotion of secure tenure, and the importance of recognising the urban poor as partners in tenure and shelter improvement, at the global, regional, national and local levels; second, to assist in strengthening national capacities to review and amend national legislation, within a housing rights framework and providing for equal treatment of women; third, to promote improved access in both urban and rural settlements, to basic services such as water, sanitation and waste management, and to improve urban transport and facilitating mobility, fourth, to promote improved access to finance and credit, especially more appropriate forms of credit, for the urban poor; fifth, to maintain an up-to-date understanding of global shelter conditions and trends as well as of progress made in implementing the shelter dimension of the Habitat Agenda; sixth, to contribute to UNCHS (Habitat)'s consistency and continuity on cross-cutting policy issues including gender and capacity-building, norms, tools, and information strategy; and seventh to support development of people-centred slum-upgrading policies at the national and city levels through scaling-up locally gained experience.

B. Course of action

6. Central to the objective of improving access to shelter for the world's poor, particularly in developing countries, is a more responsive policy framework, one which recognizes the importance of engaging the world's poor as active developmental partners. The introduction of improved systems of local governance, the general objective of subprogramme 2, is integrally linked to the potential for success in the shelter subprogramme. The subprogramme's focus will be the Global Campaign for Secure Tenure, through which rights-based tenurial policies and shelter development will be promoted. Its activities will be organized into three general clusters: land and tenure; housing policy; and basic services and infrastructure.

7. In implementing subprogramme 1, UNCHS (Habitat) will cooperate with its main partners: central governments, local authorities and their associations, funding partners, local development capacity-building institutions, human settlements research and training institutions, non-governmental organisations working in the area of human settlements, including civil society and private sector organisations. More specifically, UNCHS (Habitat) will work in partnership with the following organizations in the areas indicated: first, regional and national networks of non-governmental and community-based organizations representing and organizing the urban poor; second, Office of the High Commissioner for Human Rights in the area of housing rights; third, the United Nations Development Programme (UNDP) in technical cooperation activities for improving shelter for the poor; fourth, the World Bank in upgrading slum and squatter settlements in developing country within the context of the Cities Alliance; and fifth, the United Nations Environment Programme (UNEP) in improving water supply for cities in Africa within the context of the Managing Water for African Cities programme.

C. Major changes contributing to or impacting on the achievement of objectives

8. Changes in the following major factors will have a substantial impact on the achievement of the subprogramme's objectives: first, the level of extra-budgetary funding, especially for technical cooperation activities; second, the willingness of Member States to request advisory services and technical assistance in general; and third, the willingness of Member States to accept the technical advice given and to sustain the policies and strategies initiated through the technical assistance programmes and projects implemented.

D. Expected accomplishments and indicators of achievement

9. The subprogramme's expected accomplishments and indicators of achievement are presented in the following tables.

Objective (a): To advocate the promotion of secure tenure and the importance of recognizing the urban poor as partners in tenure and shelter improvement at the global, regional, national and local levels.

Expected accomplishments	Indicators of achievement
1. Widespread global debate on, and awareness of, the norms of secure tenure	☐ Number of countries having adopted the norms of secure tenure
2. Enhanced role of women, and corresponding changes in values and approaches, with regard to tenure and shelter policies at the local and national levels	☐ Number of women in positions of leadership within secure tenure campaign activities at the local and national levels
3. Ownership of the security of tenure campaign by partners, including by organisations representing the poor, in different regions through their engagement in its activities	☐ Number of countries and cities in different regions involving organisations representing the urban poor, and other non-governmental organisations, in Secure Tenure Campaign activities
4. Improved range of tenurial options available to the poor and their increased application by Governments	☐ Number of countries and cities introducing security of tenure policies that reflect wider choice for the poor
5. Decrease in prevalence of forced evictions and concomitant increase in locally-negotiated solutions to urban land and property disputes	☐ Number of countries and cities adopting mechanisms for negotiating urban land conflicts and reducing forced evictions

Objective (b): To assist in strengthening national capacities to review and amend national housing and land legislation, within a housing rights framework, and providing for equal treatment of women.

Expected accomplishments	Indicators of achievement
1. Raised awareness of the importance, and acceptance of housing rights	❑ Number of local authority associations and non-governmental organisations recognising the importance of housing rights within their agendas and programmes
2. Improved national housing legislation that recognises the importance of housing rights	❑ Number of countries introducing new housing legislation and/or making legislative amendments to improve housing rights, based on housing rights guidelines
3. Improved rights for women to hold property titles and to equal inheritance	❑ Countries and cities introducing policies and laws recognising women's rights to hold property titles and to equal inheritance

Objective (c): To promote improved access to basic services in both urban and rural settlements, such as water, sanitation, waste management as well as improving urban transport and facilitating mobility

Expected accomplishments	Indicators of achievement
1. Enhanced human resource and institutional capacity in water supply, sanitation, waste management and public transport in developing countries.	❑ Number of countries and local authorities formulating and implementing comprehensive capacity-building strategies for improving basic services, especially water supply, sanitation, waste management and public transport

Objective (d): To promote improved access for the urban poor to finance and credit, as well as more appropriate forms of credit, especially for the urban poor

Expected accomplishments	Indicators of achievement
1. Larger volumes of finance and credit available for low-income shelter development activity, including greater access to credit by women	❑ Number of countries and cities implementing policies, programmes and projects to increase the volume of finance and credit available for development of shelter and low-income settlements

Objective (e): To maintain an up-to-date understanding of global shelter conditions and trends as well as of progress made in implementing the shelter dimension of the Habitat Agenda

Expected accomplishments	Indicators of achievement
1. Global acceptance and use of UNCHS (Habitat) compiled information and data on shelter conditions and on progress in the implementation of the shelter dimension of the Habitat Agenda	<ul style="list-style-type: none"> ❑ Extent of use by institutions and the public of the 2003 State of the World Cities Report, the Human Settlements Statistics Database and the Urban Indicators Database, as reflected in the number of visits to the respective Web sites
2. Well-functioning partner networks, inter-agency arrangements and practitioner forums, for the purpose of exchange of information on human settlements	<ul style="list-style-type: none"> ❑ Establishment of the Urban Forum and number of new members in the National and Local Urban Observatory networks

Objective (f): To contribute to Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms and tools, and information strategy in)

Expected accomplishments	Indicators of achievement
1. Mainstreaming of gender and capacity-building in human settlements programmes and projects	<ul style="list-style-type: none"> ❑ Number of UNCHS (Habitat)-assisted country programmes and projects clearly incorporating gender and capacity-building dimensions
2. Coordinated preparation and application of comprehensive norms and tools for human settlements development and management	<ul style="list-style-type: none"> ❑ Number of country programmes and projects using UNCHS (Habitat)-developed norms and tools for human settlements planning and management
3. Increased use of UNCHS (Habitat)-compiled Best Practices and other information products	<ul style="list-style-type: none"> ❑ Number of visits to the UNCHS (Habitat) Best Practices and Habitat Debate Web sites during the biennium

Objective (g): To support development of people-centred slum-upgrading policies at the national and city levels through the scaling-up of locally gained experience

Expected accomplishments	Indicators of achievement
1. Improved slum upgrading policies based on partnership and support to the initiatives of the urban poor	❑ Countries and cities implementing slum-upgrading programmes and establishing partnerships with organisations representing the poor
2. More effective self-help housing policies for urban low-income communities	❑ Countries and cities improving and implementing urban self-help housing policies for low-income communities
3. Better facilitation, by UNCHS (Habitat) of shelter development programmes and projects by, and leveraging of shelter development financial resources from other organizations	❑ Number of country shelter programmes and projects of other organizations facilitated by, and quantity of financial resources for shelter development leveraged from, other organizations

E. Outputs

10. During the biennium, the following outputs will be delivered under subprogramme 1.

A. Servicing of intergovernmental and expert bodies

1. Parliamentary documentation:

- (a) Reports to be initiated by the secretariat
- (i) Declaration on the Norms of Secure Tenure (revised).

B. Other substantive activities

1. Promotion of legal instruments including development of related standards

- (a) Legal guidebook on different forms of tenure including identification of pro-poor options;
- (b) Tools on promotion of equal tenurial rights for women, especially in respect of property title and inheritance rights;
- (c) Guidelines for reform of housing rights legislation.

2. Discretionary recurrent publications

- (a) Quarterly issues of Habitat Debate.

3. Discretionary non-recurrent publications

- (a) Publications, in hard-copy or on the internet, and dissemination of policy papers on secure tenure;
- (b) Report on progress in removal of discrimination against women in respect of property titles and inheritance rights;
- (c) Report on the implementation of housing rights, including the establishment of a housing rights composite index;
- (d) Guidelines for strengthening environmental health in slum upgrading;
- (e) Management toolkits and training packages for improving access to services in urban low-income settlements, with a focus on community-based interventions and small-scale private sector participation;
- (f) Policy papers and guidelines on cross-cutting substantive issues reduction, of importance for both subprogrammes, such as gender and poverty reduction.

4. Technical material for outside users (databases, software, etc)

- (a) Accurate, and easily accessible databases containing indicators, statistics and other information on shelter conditions and trends and on the progress in implementing the shelter aspects of the Habitat Agenda;
- (b) Searchable library of best practices and related public information products.

C. Technical cooperation

1. Advisory services at the request of Governments

- (a) Global Campaign for Secure Tenure, and related projects operational in all regions (XB).
- (b) Memoranda of understanding/agreements with partner organisations in all regions (XB).
- (c) Advisory services on improving basic services in small and medium-sized towns, particularly water and sanitation (XB).
- (d) Advisory services on self-help housing schemes, housing finance and microcredit for low-income shelter development, within the context of secure tenure (XB).

2. Group training (seminars, workshops, symposia)

- (a) Interregional workshop on microcredit systems for low-income settlements (2003; XB).

3. Field projects (country, regional, interregional)

- (a) Capacity-building, networking and demonstration projects on promoting secure tenure in post-conflict countries (XB);
- (b) Development of slum upgrading programmes and policies in Africa, the Arab States, Asia and Latin America (XB).

III. SUBPROGRAMME 2: SUSTAINABLE URBAN DEVELOPMENT

A. Objectives

11. In keeping with the medium-term plan for the period 2002-2005, the overall objective of subprogramme 2, Sustainable Urban Development, is, within the framework of the Global Campaign for Good Urban Governance, to improve the effectiveness of local governance and management within developing countries through the implementation of socially integrated, inclusive, accessible, transparent, participatory, effective, efficient and accountable governance systems. The subprogramme's specific objectives are: first, to advocate the norms of good urban governance amongst national Governments and city authorities, civil-society organizations and non-governmental organizations; second, to assist in strengthening the capacity of local authorities through promotion and support of decentralization policies, legislation and programmes and improved municipal management and finance; third, to promote security within cities, through crime prevention strategies developed by city authorities and civil-society organizations, and through anti-disaster strategies; fourth, to promote good urban governance through improved environmental planning and management; fifth, to maintain an up-to-date understanding of global urban conditions and trends as well as of progress made in implementing the urban development dimension of the Habitat Agenda; sixth, to contribute to the Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms and tools and information strategy; and, seventh, to support implementation of the norms of good urban governance, especially amongst local authorities.

B. Course of action

12. The central focus of the subprogramme will be the Global Campaign for Good Urban Governance through which norms of good urban governance will be promoted and local authorities strengthened. The subprogramme's work will be organized into four general clusters: urban governance; environment; municipal finance; and disaster management.

13. In implementing subprogramme 2, UNCHS (Habitat) will cooperate with its main partners, that is, central governments, local authorities and their associations, funding partners, local development capacity-building institutions, human settlements research and training institutions, non-governmental organizations working in the area of human settlements, including civil society and private sector organizations. More specifically, UNCHS (Habitat) will work in partnership with the following organizations: first, the International Union of Local Authorities, the United Towns Organization and other international associations of local authorities, in the promotion of norms of good governance at the local level; second, UNDP, in the areas of urban governance and poverty reduction, through the Urban Management Programme; third, the World Bank, in assisting countries to implement city development strategies as part of the Cities Alliance and in the development of the Urban Indicators Database; fourth, UNEP, in the area of urban environmental planning and management, especially within the context of the Sustainable Cities Programme; fifth, the International Council for Local Environmental Initiatives (ICLEI), the Environment and Development in the Third World (ENDA) and the Society for Development Studies (SDS, New Delhi), in developing urban indicators as part of the Global Urban Observatory network; sixth, the Rockefeller Foundation in implementing aspects of the Global Campaign for Good Urban Governance in Eastern and Southern Africa; and seventh, the Ford Foundation in compiling local governance innovations, also within the context of the Global Campaign for Urban Governance.

C. Major changes contributing to or impacting on the achievement of objectives

14. Changes in the following major factors will have a substantial impact on the achievement of the subprogramme's objectives in the following area: first, the level of extra-budgetary funding, especially for technical cooperation activities; second, the willingness of Member States to request advisory services and technical assistance in general; and third, the willingness of Member States to accept the technical advice given and to sustain the policies and strategies initiated through the technical assistance programmes and projects implemented.

D. Expected accomplishments and indicators of achievement

15. The subprogramme's expected accomplishments and indicators of achievement are presented in the following tables.

Objective (a): To advocate the norms of good urban governance amongst national governments and city authorities, civil society organizations and non-governmental organizations.

Expected accomplishments	Indicators of achievement
1. Global debate on norms of good urban governance, leading to the development of an agreed generic instrument	<input type="checkbox"/> Number of city associations having adopted the norms of good urban governance
2. Greater public awareness of good urban governance practices and of their practical application	<input type="checkbox"/> Number of visits to the UNCHS (Habitat) Web site on Illustrative Cities during the biennium;
3. Change in values, behavior and approaches with regard to urban governance at city and national levels	<input type="checkbox"/> Number of countries in which reforms of national and local policies and legal frameworks for good urban governance have been initiated

Objective (b): To assist in strengthening the capacity of local authorities through promotion and support of decentralization policies, legislation and programmes, and improved municipal management and finance

Expected accomplishments	Indicators of achievement
1. Global debate on, and widespread awareness of the World Charter of Local Self-Government	<input type="checkbox"/> Number of countries having adopted and/or implementing decentralization policies in line with the World Charter of Local Self-Government
2. Tools, developed together with partner institutions, to improve urban management legislation and increase municipal revenue	<input type="checkbox"/> Number of Governments and local authorities accepting and beginning to implement UNCHS (Habitat) advice on improving urban management legislation and municipal finance

Objective (c): To promote security within cities through crime prevention strategies developed by city authorities and civil society organizations and through anti-disaster strategies

Expected accomplishments	Indicators of achievement
1. Institutionalization of safer cities approaches in cities in Africa, Asia and Latin America	<input type="checkbox"/> Safer city approach institutionalized in at least ten cities
2. Use of tools, developed by UNCHS (Habitat) concerning violence against women, youth at risk, community policing and mediation systems	<input type="checkbox"/> National processes set in motion and up to four cases of implementation of vulnerability reduction instruments documented and reviewed
3. Strengthened and formalized relations with the global association of local authorities for disaster reduction as a vehicle for dissemination of norms of good urban governance	<input type="checkbox"/> Network of local authorities to promote urban risk and disaster management established.

Objective (d): To promote good urban governance through improved environmental planning and management

Expected accomplishments	Indicators of achievement
1. Enactment of national legislation and development of policies enabling sustainable urban development to be achieved through environmental planning and management methodologies	<input type="checkbox"/> Legislation and policies enabling local sustainable urban development enacted in at least six countries

Objective (e): To maintain an up-to-date understanding of global urban conditions and trends as well as of progress made in implementing the urban development dimension of the Habitat Agenda

Expected accomplishments	Indicators of achievement
1. Global acceptance and use of UNCHS (Habitat) - compiled information and data on shelter conditions and on progress in the implementation of the urban development dimension of the Habitat Agenda	<input type="checkbox"/> Extent of use by institutions and the public of the 2003 State of the World Cities Report, the Human Settlements Statistics Database and the Urban Indicators Database, as reflected in the number of visits to the respective Web sites
2. Well-functioning partner networks, inter-agency arrangements and practitioner forums, for the purpose of human settlements information exchange	<input type="checkbox"/> Establishment of the Urban Forum and number of new members in the National and Local Urban Observatory networks

Objective (f): To contribute to Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms and tools and information strategy

Expected accomplishments	Indicators of achievement
1. Mainstreaming of gender and capacity-building in human settlements programmes and projects	❑ Number of UNCHS (Habitat)-assisted country programmes and projects clearly incorporating gender and capacity-building dimensions
2. Coordinated preparation and application of comprehensive norms and tools for human settlements development and management	❑ Number of country programmes and projects using UNCHS (Habitat)-developed norms and tools for human settlements planning and management
3. Increased use of UNCHS (Habitat)-compiled Best Practices and other information products	❑ Number of visits to the UNCHS (Habitat)'s Best Practices and Habitat Debate Web sites during the biennium

Objective (g): To support implementation of the norms of good urban governance, especially amongst local authorities

Expected accomplishments	Indicators of achievement
1. Increased capacity of regional and national institutions in pro-poor urban governance, globally	❑ Number of regional and national institutions promoting and/or implementing pro-poor urban governance policies
2. Institutionalization of the city consultation process to design city development strategies in in Africa, Asia, Central and Eastern Europe and Arab States	❑ Participatory city consultation process institutionalised in at least ten cities in Africa, Asia, Latin America and the Caribbean, Central and Eastern Europe and Arab States ❑ Number of cities in Africa, Asia, Latin America and the Caribbean, Central and Eastern Europe and Arab States implementing policies to widen participation of citizens, including increased participation of women, in urban management

E. Outputs

16. During the biennium, the following outputs will be delivered under subprogramme 2.

1. Servicing of intergovernmental and expert bodies

(a) Parliamentary documentation:

(i) Reports to be prepared in response to approved mandates:

- (a) Fourth edition of Directory of non-governmental organizations working in the human settlements field.
- (ii) Reports to be initiated by the secretariat:
 - a. Declaration on the Norms of Good Urban Governance (revised);
 - b. Documentation for the Urban Forum meeting (2002).
- B. Other substantive activities
 - (a) Mandated recurrent publications:
 - (i) The state of the World's Cities Report, third edition (2003).
 - (b) Discretionary recurrent publications:
 - (i) Quarterly issues of Habitat Debate.
 - (c) Discretionary non-recurrent publications:
 - (i) Municipal management and finance tools for use by cities;
 - (ii) Policy paper on impact of urbanization on rural development;
 - (iii) Good urban governance tools, including index for measuring progress in the achievement of good urban governance;
 - (iv) Tools on crime prevention and urban vulnerability reduction, and on disaster prevention and management;
 - (v) Tools on urban environmental management and planning;
 - (vi) Policy paper on peri-urban agriculture;
 - (vii) Policy papers/guidelines on cross-cutting substantive issues of importance for both subprogrammes, such as gender and poverty reduction.
 - (d) Seminars organized by the secretariat for outside users under specific mandates:
 - (i) Two consultations/seminars with civil society organizations working in the area of human settlements (Resolution 15/13, operative paragraph 4, fifteenth session of the Commission on Human Settlements).
 - (e) Technical material for outside users (databases, software, etc):
 - (i) Database on Illustrative Cities, to exemplify good practices in the field of urban governance;
 - (ii) Accurate, and easily accessible data bases containing indicators, statistics and other information on urban development conditions and trends and on progress in implementing the urban development aspects of the Habitat Agenda;
 - (iii) Searchable library of best practices and related public information products.

3. Technical cooperation

- (a) Advisory services at the request of Governments:
 - (i) Advisory services supporting improved legislation and better municipal management and finance (XB);
 - (ii) Advisory services in support of city-to-city cooperation (XB);
 - (iii) Regional and country Urban Governance campaigns in progress together with partners, particularly the Cities Alliance (XB).
- (b) Field projects (country, regional, interregional):
 - (i) Field projects on safer cities, disaster prevention and management and rebuilding human settlements (XB);
 - (ii) Field projects in support of improved environmental management and planning at the local level (XB);
 - (iii) City consultations on sustainable urban development demonstrating benefits of good urban governance (XB);
 - (iv) Field projects in support of city development strategies in Africa, Asia, Latin America, Central and Eastern Europe and the Arab States (XB).

IV. PROGRAMME SUPPORT

A. Objectives

17. Implementation of the two subprogrammes will be supported through a number of services, including: programme planning, monitoring and evaluation; financial management and fund-raising; human resource development planning and servicing of intergovernmental and inter-agency meetings. Programme support services are provided by the Programme Support Division and by project backstopping staff in the regional offices and, in the case of administrative support, by the Division of Administrative Services of the United Nations Office at Nairobi (UNON). Services provided by UNON include accounting, personnel administration, information technology and general services such as contracts and procurement. Programme support objectives are: first, to coordinate UNCHS (Habitat)'s programme planning and budgeting processes, and to ensure systematic monitoring and evaluation of work programme implementation; second, to ensure sound administrative management of UNCHS (Habitat)'s resources; and third, to coordinate the servicing of intergovernmental meetings and of UNCHS (Habitat)'s collaboration with Member States and funding partners.

B. Expected accomplishments and indicators of achievement

18. Expected accomplishments and indicators of achievement for programme support work are presented in the following tables.

Objective (a): To coordinate UNCHS (Habitat)'s programme planning and budgeting processes, and ensure systematic monitoring and evaluation of work programme implementation

Expected accomplishments	Indicators of achievement
1. Better coordination of work programme planning and monitoring in order to improve executive decision-making and strategic planning	<ul style="list-style-type: none"> ❑ Synergies among programme activities identified and acted upon through coordination mechanisms, including flex-teams ❑ Accurate and timely reporting on programme performance to Habitat's senior management and Central Monitoring and Inspection Unit, Office of Internal Oversight Services;
2. Implementation of a well-coordinated plan to ensure all programme activities are evaluated over a three-year cycle	<ul style="list-style-type: none"> ❑ Complete evaluation of 50 per cent of major work programme activities by 2003

Objective (b): To ensure sound administrative management of UNCHS (Habitat)'s resources

Expected accomplishments	Indicators of achievement
1. More efficient planning and utilization of human resources	<ul style="list-style-type: none"> ❑ Less frequent use of short-term contracts for staff
2. More effective planning and management of financial resources	<ul style="list-style-type: none"> ❑ Less reliance on fragmented earmarked funding for implementation of the work programme
3. Improved budgetary control and expenditure monitoring	<ul style="list-style-type: none"> ❑ Expenditure contained within approved allotment limits
4. Improvements in the quality and cost-effectiveness of the administrative services provided by UNON to UNCHS (Habitat)	<ul style="list-style-type: none"> ❑ Consensus with UNON on funding and priorities, working within the framework of a service level agreement
5. Improved application of advanced information and communication technology within UNCHS (Habitat)	<ul style="list-style-type: none"> ❑ Extent of use of "best practice" information and communication technology tools within UNCHS (Habitat) programmes and projects

Objective (c): To coordinate the servicing of intergovernmental meetings and of the UNCHS (Habitat)'s collaboration with Member States and funding partners

Expected accomplishments	Indicators of achievement
1. Efficient and effective preparation for the nineteenth session of the Commission on Human Settlements and the first session of the Urban Forum	☐ Timely preparation of quality documents for, and smooth coordination of, the nineteenth session of the Commission on Human Settlements and the first session of the Urban Forum
2. Prompt and high quality reporting to funding partners	☐ Compliance with reporting requirements and deadlines

C. Outputs

7. During the biennium, the following programme support outputs will be delivered.

1. Servicing of intergovernmental and expert bodies

(a) Substantive servicing of meetings:

(i) Meetings and informal consultations of subsidiary organs of the General Assembly, Security Council and Economic and Social Council and of suborgans or working groups of those subsidiary bodies:

a. Nineteenth session of the Commission on Human Settlements (2003);

b. First session of the Urban Forum (2002).

(b) Parliamentary documentation:

(i) Reports to be prepared in response to approved mandates;

a. Reports to the nineteenth session of the Commission on Human Settlements on the activities of UNCHS (Habitat) and reports to eight sessions of the Committee of Permanent Representatives;

b. Operational activities report 2003 (in Arabic, English, French, and Spanish).

2. Other substantive activities

(a) Human rights and humanitarian assessment and relief missions by the secretariat, issuance of appeals for international assistance fund-raising missions:

(i) Fund-raising plan for the biennium and related missions;

- (b) Special events
- (i) Two World Habitat Day global observances and related exhibitions.

3. Administrative support services

- (a) Human resources management
 - (i) Recruitment, placement and career development;
 - a. UNCHS (Habitat)'s human resources development strategy;
 - b. Monitoring UNCHS (Habitat)'s staffing status and initiating recruitment action.
 - (b) Programme planning, budget and accounts:
 - (i) Programme planning and budgeting:
 - a. Programme budget for the biennium 2004-2005
 - (c) Central support services
 - (i) Information technology services (electronic support and communications):
 - a. Coordinating technical back-up to ongoing operation of the UNCHS (Habitat) information and communication technology system;
 - b. Electronic processing and dissemination of UNCHS (Habitat)'s technical publications.

4. Internal oversight services

- (a) Programme performance report for the biennium 2000-2001;
- (b) Evaluation report for the biennium 2000-2001;
- (c) Reports on 2002-03 work programme implementation progress to the Commission on Human Settlements and United Nations Headquarters, New York;
- (d) Reports on the financial status of UNCHS (Habitat) to the Commission on Human Settlements and other financial reports, as required.

Annex

RELATIONSHIP BETWEEN OBJECTIVES AND OUTPUTS OR SERVICES, AND ORGANIZATIONAL RESPONSIBILITY FOR IMPLEMENTATION OF SUBPROGRAMME OBJECTIVES

A. Global division

1. Shelter Branch: subprogramme 1

Objective (a): Global Campaign for Secure Tenure

- (i) Declaration on the Norms of Secure Tenure (revised);
- (ii) Global Campaign for Secure Tenure, and related projects operational in all regions;
- (iii) Memoranda of understanding or agreements with partner organizations in all regions;
- (iv) Publications, in hard copy or on the Internet, and dissemination of policy papers on secure tenure;
- (v) Tools on promotion of equal tenurial rights for women, especially in respect of property title and inheritance rights.

Objective (b): Capacity-building in housing and land legislation and housing rights

- (i) Report on progress in removal of discrimination against women in respect of property titles and inheritance rights;
- (ii) Guidelines for reform of housing rights legislation;
- (iii) Report on the implementation of housing rights, including the establishment of a housing rights composite index;
- (iv) Legal guidebook on different forms of tenure including identification of pro-poor options;
- (v) Capacity-building, networking, and demonstration projects on promoting secure tenure in post-conflict societies.

Objective (c): Basic services and infrastructure

- (i) Guidelines for strengthening environmental health in slum upgrading;
- (ii) Management toolkits and training packages for improving access to services in urban low-income settlements, with a focus on community-based interventions and small-scale private sector participation;
- (iii) Advisory services on improving basic services in small and medium-sized towns, particularly water and sanitation.

Objective (d): Finance and credit

- (i) Interregional workshop on microcredit systems for low-income settlements;

- (ii) Advisory services on self-help housing schemes, housing finance and microcredit for low-income shelter development, within the context of secure tenure.

2. Urban Development Branch: subprogramme 2

Objective (a): Urban governance global campaign

- (i) Declaration on the Norms of Good Urban Governance;
- (ii) Regional and country Good Urban Governance campaigns in progress together with partners, particularly the Cities Alliance;
- (iii) Database on illustrative cities, to exemplify good practices in the field of urban governance;
- (iv) Good urban governance tools, including index for measuring progress in the achievement of good urban governance.

Objective (b): Local capacity in decentralization legislation, management and finance

- (i) City consultations on sustainable urban development demonstrating benefits of good urban governance;
- (ii) Municipal management and finance tools for use by cities;
- (iii) Advisory services supporting improved legislation and better municipal management and finance;
- (iv) Policy paper on impact of urbanization on rural development;
- (v) Policy paper on peri-urban agriculture.

Objective (c): Safer cities and disaster management

- (i) Tools on crime prevention and urban vulnerability reduction, and on disaster prevention and management;
- (ii) Field projects on safer cities, disaster prevention and management and rebuilding human settlements.

Objective (d): Environmental planning and management

- (i) Tools on urban environmental management and planning;
- (ii) Field projects in support of improved environmental management and planning;
- (iii) Advisory services in support of city-to-city cooperation.

3. Urban Secretariat: subprogrammes 1 and 2

Objective (e) of subprogramme 1: Global monitoring of human settlements trends

- Accurate and easily accessible databases containing indicators, statistics and other information on shelter conditions and trends and on the progress in implementing the shelter aspects of the Habitat Agenda.

Objective (f) of subprogramme 1: Cross-cutting policy and thematic issues and information

- (i) Policy papers and guidelines on cross-cutting substantive issues of importance for both subprogrammes such as gender and poverty reduction;
- (ii) Searchable library of best practices and related public information products;
- (iii) Quarterly issues of Habitat Debate.

Objective (e) of subprogramme 2: Global monitoring of human settlements trends

- (i) Accurate, and easily accessible databases containing indicators, statistics and other information on urban development conditions and trends and on progress in implementing the urban development aspects of the Habitat Agenda;
- (ii) Documentation for Urban Forum meeting (2002);
- (iii) State of the World's Cities Report, third edition (2003).

Objective (f) of subprogramme 2: Cross-cutting policy and thematic issues and information

- (i) Policy papers, guidelines on cross-cutting substantive issues of importance for both subprogrammes such as gender and poverty reduction;
- (ii) Searchable library of best practices and related public information products;
- (iii) Quarterly issues of Habitat Debate.

B. Regional and technical cooperation division (regional offices)

Objective (g) of subprogramme 1: Shelter and slum-upgrading programmes and projects

- (i) Development of slum upgrading programmes and policies in Africa, the Arab States, Asia and Latin America.

Objective (g) of subprogramme 2: Urban governance and development programmes and projects

- (i) Field projects in support of city development strategies in Africa, Asia, Latin America, Central and Eastern Europe and the Arab States.

C. Programme support division

Objective (a): Programme planning, budgeting, monitoring and evaluation

- (i) Programme budget for the biennium 2004-2005;
- (ii) Programme performance report for the biennium 2000-2001;
- (iii) Evaluation report for the biennium 2000-2001;
- (iv) Reports on 2002-03 work programme implementation progress to the Commission on Human Settlements and United Nations headquarters, New York.

Objective (b): Administrative management

- (i) UNCHS (Habitat)'s human resources development strategy;
- (ii) Reports on the financial status of UNCHS to the Commission on Human Settlements, and other financial reports, as required;
- (iii) Monitoring UNCHS (Habitat)'s staffing status and initiating recruitment action;
- (iv) Operational activities report 2003 (in English, French, Spanish and Arabic);
- (v) Two World Habitat Day global observances and related exhibitions;
- (vi) Coordinating technical back-up to ongoing operation of the UNCHS (Habitat) information and communication technology system;
- (vii) Electronic processing and dissemination of UNCHS (Habitat)'s technical publications.

Objective (c): Servicing of intergovernmental meetings and partners

- (i) Nineteenth session of the Commission on Human Settlements (2003);
- (ii) Reports to the Commission on Human Settlements' nineteenth session on the activities of the Centre, and reports to eight sessions of the Committee of Permanent Representatives, as requested;
- (iii) First session of the Urban Forum (2002);
- (iv) Fund-raising plan for the biennium and related missions.
