UNITED NATIONS

HS

Commission on Human Settlements

Eighteenth session
Nairobi, 12-16 February 2001
Item 7 of the provisional agenda[*]

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

PROPOSED WORK PROGRAMME OF THE UNITED NATIONS CENTRE FOR HUMAN SETTLEMENTS (HABITAT) FOR THE BIENNIUM 2002-2003: RELATIONSHIP BETWEEN SUBPROGRAMME OBJECTIVES, ACTIVITIES, OUTPUTS, ACTORS AND HUMAN RESOURCES

<u>Information Note by the Executive Director</u>

<u>Summary</u>

This document provides further elaboration of the proposed work programme of UNCHS (Habitat) for the biennium 2002-2003, by showing, in a logical framework format, the linkages between subprogramme objectives, activities, outputs, actors and resources. Part A consists of three logical frameworks, one for each of the two subprogrammes and a third for executive direction and programme support functions. For each objective, the following aspects are shown: related activities, outputs and services resulting from each activity and actors or key organizational units (branches) responsible for implementation. Part B shows the responsibilities of each of the Centre's substantive branches for implementation of subprogramme objectives, including the related activities and outputs. This part also shows the optimal human resources required by each branch of the Centre to implement the described subprogramme responsibilities.

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PART A (1): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: RELATIONSHIP BETWEEN OBJECTIVES, ACTIVITIES, OUTPUTS AND ACTORS SUBPROGRAMME 1, ADEQUATE SHELTER FOR ALL

Subprogramme objectives	Activities	Outputs/Services (by activity)	Actors (by activity)
(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.	1. Global normative debate and advocacy through the Global Campaign for Secure Tenure. 2. Support to regional, national and local campaign activities, in partnership with the organized urban poor, non-governmental organizations, local authorities and national governments. 3. Implementation of the Campaign for Secure Tenure at the regional level through national and city programmes and projects as well as through regional events organized by partner institutions.	1(i). Declaration on the Norms of Secure Tenure (revised). 1(ii). Publications, in hard copy or on the Internet and dissemination of policy papers on secure tenure. 1(iii). Tools on promotion of equal tenurial rights for women, especially in respect of property title and inheritance rights. 2(i). Memoranda of understanding with partner organizations in all regions. 3(i). Global Campaign for Secure Tenure and related projects operational in all regions.	1 & 2. Shelter Branch 3. RTCD Regional Offices; Shelter Branch
(b) To assist in strengthening national capacities to review and amend national legislation within a housing rights framework and providing for equal treatment of women.	1. Formulation of policy and legislative options to strengthen different forms of tenure and the rights of women to property titles and inheritance rights, including within post-conflict societies. 2. Development of housing rights legislation guidelines, undertaken jointly with the Office of the United Nations High Commissioner for Human Rights. 3. Capacity-building to improve security of tenure within the context of shelter development.	1(i). Legal guidebook on different forms of tenure including identification of pro-poor options. 1(ii). Report on progress in removal of discrimination against women in respect to property titles and inheritance rights. 2(i). Guidelines for reform of housing rights legislation. 2(ii). Report on the implementation of housing rights, including the establishment of a housing rights composite index. 3(i). Capacity-building, networking and demonstration projects on promoting secure tenure in post-conflict societies.	1 & 2. Shelter Branch 3. Training and Capacity-Building Branch
(c) To promote improved access to basic services in both urban and rural settlements, such as water, sanitation and waste management, as well as improving urban transport and facilitating mobility.	1. Assistance to countries and cities in providing improved shelter-related services through capacity-building, information exchange and demonstration projects, with particular emphasis on establishing linkages between infrastructure and security of tenure.	1(i). Guidelines for strengthening environmental health in slum upgrading. 1(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. 1(iii). Advisory services on improving basic services in small and medium-sized towns, particularly water and sanitation.	1. Shelter Branch

(d) To promote improved access to finance and credit, as well as more appropriate forms of credit, especially for the urban poor.	1. Promoting policies and mechanisms to improve access to credit for low-income shelter development and demonstrating linkages to tenurial rights. 2. Networking with partners in the area of micro-credit for low-income settlements.	1(i). Review of lessons from housing finance experiences in developed and developing countries. 1(ii). Advisory services on self-help housing schemes, housing finance and micro-credit for low-income shelter development, within the context of secure tenure. 2(i). Interregional workshop on micro-credit systems for low-income settlements.	1 & 2. Urban Economy Branch
(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.	1. Designing and implementing systems for global monitoring of human settlements conditions and policy trends, including through partner networks (e.g. GUO), inter-agency mechanisms (e.g. IACSD and the task manager system for the Habitat Agenda) and forums (e.g. the Urban Forum).	1(i). 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. 1(ii). Searchable library of best practices and related public information products.	1. Monitoring Systems Branch
(f) To contribute to Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms, tools and information strategy.	1. Research on and mainstreaming of cross-cutting and thematic issues.	1(i). Policy papers and guidelines on cross-cutting substantive issues of importance for both subprogrammes, such as gender and poverty reduction. 1(ii). Quarterly issues of Habitat Debate.	1. Policy Analysis, Synthesis and Dialogue Branch
(g) To support development of people-centred slum-upgrading policies at the national and city levels through scaling up of locally gained experience.	1. Development of slum upgrading policies through participatory exercises involving central and local governments and civil society through the Cities Alliance facility and other operational activities. 2. Capacity-building in upgrading of urban informal and slum settlements.	1(i). Development of slum upgrading programmes and policies in Africa, the Arab States, Asia and Latin America (10 projects). 2(i). Regional training of trainers and advisors to strengthen institutions and organizations involved in pro-poor slum upgrading programmes.	1. Regional and Technical Cooperation Division 2. Training and Capacity-Building Branch

PART A (2): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: RELATIONSHIP BETWEEN OBJECTIVES, ACTIVITIES, OUTPUTS AND ACTORS SUBPROGRAMME 2, SUSTAINABLE HUMAN SETTLEMENTS DEVELOPMENT

Subprogramme objectives	Activities	Outputs and Services (by activity)	Actors (by activity)
(a) To advocate norms of good urban governance among national Governments, city authorities, civil society organizations and non-governmental organizations.	1. Global debate on the norms of good urban governance. 2. Implementation of the Global Campaign on Urban Governance at the regional and national levels. 3. Development of tools and methods for improving urban governance.	1(i). Declaration on the Norms of Good Urban Governance. 2(i). Regional and country urban governance campaigns in progress together with partners, particularly the Cities Alliance. 3(i). Database on illustrative cities to exemplify good practices in the field of urban governance. 3(ii). Good urban governance tools, including index for measuring progress in the achievement of good urban governance.	1. Urban Governance Branch 2. RTCD Regional Offices; Urban Governance Branch 3. Urban Governance Branch
(b) To assist in strengthening the management capacity of local authorities through training and organizational development, as well as through promotion and support of decentralization policies, legislation and programmes.	1. Development and testing of tools for capacity-building in local leadership and urban management. 2. Capacity-building and support to national and local institutions in improving urban governance.	1(i). Manuals, handbooks and other tools for capacity-building in local leadership and urban management. 2(i). City consultations on sustainable urban development demonstrating benefits of good urban governance. 2(ii). Support to national capacity-building institutions through joint strategic planning, strengthening their own effectiveness and development of learning tools.	1 & 2. Training and Capacity-Building Branch; Urban Development Branch
(c) To promote security within cities, through crime prevention strategies developed by city authorities and civil society organizations and through anti-disaster strategies.	1. Development and dissemination of tools based on lessons learned for promoting crime prevention and urban vulnerability reduction in support of the Campaign for Urban Governance. 2. Provision of capacity-building support from the safer cities and disaster management programmes to cities in Asia, Africa and Latin America.	1(i). Tools on crime prevention, urban vulnerability reduction and disaster prevention and management. 2(i). Field projects on safer cities, disaster prevention and management and rebuilding human settlements.	1 & 2. Urban Development Branch
(d) To promote good urban governance through improved environmental planning and management.	1. Promoting global dissemination of norms and tools derived from lessons learned from analysis of operational experience. 2. Building the capacity of city governments to support environmental planning and management.	1(i). Tools on urban environmental management and planning. 2(i). Field projects in support of improved environmental management and planning. 2(ii). Advisory services in support of city-to-city cooperation.	1 & 2. Urban Governance Branch

(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.	1. Designing and implementing systems for global monitoring of human settlements conditions and policy trends, including through partner networks (e.g. GUO), inter-agency mechanisms (e.g. IACSD and the task manager system for the Habitat Agenda) and forums (e.g. the Urban Forum).	1(i). 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. 1(ii). Searchable library of Best Practices and related public information products. 1(iii). State of the World's Cities Report, third edition (2003).	1. Monitoring Systems Branch
(f) To contribute to Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms, tools and information strategy.	1. Research on, and mainstreaming of, cross-cutting and thematic issues. 2. Preparation of the Global Report on Human Settlements.	1(i). Policy papers, guidelines on cross-cutting substantive issues of importance for both subprogrammes such as gender and poverty reduction. 1(ii). Quarterly issues of Habitat Debate. 1(iii). Documentation for Urban Forum meeting (2002). 2(i). Global Report on Human Settlements, fourth edition (2003).	1 & 2. Policy Analysis, Synthesis and Dialogue Branch
(g) To support implementation of the norms of good urban governance, especially among local authorities.	1. Development of city development strategies through participatory exercises involving central and local governments and civil society, through the Cities Alliance facility and other operational activities. 2. Capacity-building in city development and governance.	1(i). Field projects in support of city development strategies in Africa, Asia, Latin America, Central and Eastern Europe and the Arab States (15 projects). 2(i). Regional training of trainers and of advisors to strengthen operational institutions and organizations in human settlements governance and urban development. 2(ii). Training and action-planning workshops for national professionals and officials involved in sustainable human settlements management and development.	1. RTCD Regional Offices 2. Training and Capacity-Building Branch
(h) To promote better understanding of urban economic conditions and urban-rural linkages, and contribute to the formulation of improved policies, strategies and programmes.	1. Research and preparation of thematic reports and publications on urban economic and urban-rural linkage issues. 2. Networking with institutions and centres of excellence in the areas of urban economy and rural human settlements, including through workshops and seminars.	1(i). Report on regulatory constraints on the informal economy contributions to urban economic development and poverty eradication, within the framework of good urban governance. 1(ii). Policy paper on impact of urbanization on rural development. 1(iii). Policy paper on peri-urban agriculture. 2(i). Workshop on impact of macroeconomic variables and policies on urban capital investments, employment generation and income enhancement. 2(ii). Interregional seminar on strategies for improving the environment for and enhancing the productivity of the informal sector, including micro and small-scale enterprises.	1 & 2. Urban Economy and Finance Branch
(i) To promote better understanding of local government finance and contribute to the formulation of improved policies, strategies and programmes.	1. Research and preparation of thematic reports and publications on municipal finance and urban management. 2. Provision of advice to national and local governments on municipal finance issues and urban management.	1(i). Financing, pricing and management of municipal services: comparative evaluation of systems, including public-private partnerships; 2(i). Advisory services supporting improved legislation and better municipal management and finance.	1 & 2. Urban Economy and Municipal Finance Branch

PART A (3): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: RELATIONSHIP BETWEEN OBJECTIVES, ACTIVITIES, OUTPUTS AND ACTORS EXECUTIVE DIRECTION AND PROGRAMME SUPPORT

Objectives	Activities	Outputs/Services (by activity)	Actors (by activity)
(a) To coordinate the UNCHS (Habitat) programme planning and budgeting process and ensure systematic monitoring and evaluation of work programme implementation.	1. Coordinating the preparation and revision of medium-term plans and biennial work programmes and budgets. 2. Monitoring progress in the implementation of the work programme and preparing of reports required by United Nations Headquarters and the Committee of Permanent Representatives. 3. Organizing the evaluation of the Centre's programmes and projects and preparing synthesis reports.	1 (i). Programme budget for the biennium 2004-2005. 2(i). Programme performance report for the biennium 2000-2001. 2(ii). Reports on the 2002-2003 work programme implementation progress to the Commission on Human Settlements and United Nations Headquarters. 3(i). Evaluation report for the biennium 2000-2001.	1. Programme Support 2 & 3. Internal Monitoring and Evaluation
(b) To ensure sound administrative management of UNCHS (Habitat)'s resources.	1. Coordination of the Centre's fund-raising strategy. 2. Continuous planning and monitoring of Habitat's financial resources. 3. Continuous planning and monitoring of Habitat's human resources. 4. Organizing the production and dissemination of publications and organizing special events. 5. Technical back-up to the Centre's information and communication system, in liaison with UNON.	1(i). Fund-raising plan for the biennium and related missions. 2(i). Reports on the financial status of UNCHS (Habitat) to the Commission on Human Settlements and other financial reports, as required. 3(i). The UNCHS (Habitat) human resources development strategy. 3(ii). Monitoring UNCHS (Habitat)'s staffing status and initiating recruitment. 4(i). Electronic processing and dissemination of Habitat's technical publications. 4(ii). <u>Operational Ativities Report 2003</u> (in English, French, Spanish and Arabic). 4(iii). Two World Habitat Day global observances and related exhibitions. 5(i). Coordinating technical back-up to ongoing operation of the Centre's information and communication technology system.	1, 2 & 3. Programme Support 4. Information Services 5. Programme Support
(c) To coordinate the servicing of intergovernmental meetings and of UNCHS (Habitat)'s collaboration with member States and funding partners.	1. Servicing of intergovernmental meetings and bodies. 2. Official liaison with Governments and partners, and carrying out all protocal-related activities.	1(i). Nineteenth session of the Commission on Human Settlements (2003). 1(ii). Reports to the nineteenth session of the Commission on Human Settlements on the activities of the Centre and reports to eight sessions of the Committee of Permanent Representatives, as requested. 2(i). First session of the Urban Forum (2002).	1 & 2. Secretary to the Commission, External Relations and Inter-Agency Affairs

PART B (1) WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANIZATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS SHELTER BRANCH

Subprogramme 1 objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Part of (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.	(a)1. Global normative debate and advocacy through the Global Campaign for Secure Tenure. (a)2. Support to regional, national and local campaign activities in partnership with the organized urban poor, non-governmental organizations, local authorities and national governments. (a)3. Implementation of the Campaign for Secure Tenure at the regional level through national and city programmes and projects, as well as through regional events organized by partner institutions.	(a)1(i). Declaration on the Norms of Secure Tenure (revised). (a)1(ii). Publications, in hard-copy or on the Internet, and dissemination of policy papers on secure tenure. (a)1(iii). Tools on promotion of equal tenurial rights for women, especially in respect of property title and inheritance rights. (a)2(i). Memoranda of understanding with partner organizations in all regions. (a) 3(i). Global Campaign for Secure Tenure and related projects operational in all regions.	Director: Global Division 1 D2 Shelter Branch 1 D1 3 P5 3 P4 4 P3
Part of (b) To assist in strengthening national capacities to review and amend national legislation within a housing rights framework and providing for equal treatment of women.	(b)1. Formulation of policy and legislative options to strengthen different forms of tenure and the rights of women to property titles and inheritance rights, including in post-conflict societies. (b)2. Development of housing rights legislation guidelines, with the Office of the United Nations High Commissioner for Human Rights. (b)3. Capacity-building to improve security of tenure within the context of shelter development.	(b)1(i). Legal guidebook on different forms of tenure including identification of pro-poor options. (b)1(ii). Report on progress in removal of discrimination against women in respect of property titles and inheritance rights. (b)2(i). Guidelines for reform of housing rights legislation. (b)2(ii). Report on the implementation of housing rights, including the establishment of a housing rights composite index. (b)3(i). Capacity-building, networking and demonstration projects on promoting secure tenure in post-conflict societies.	
(c) To promote improved access to basic services in both urban and rural settlements, such as water, sanitation and waste management, as well as improving urban transport and facilitating mobility.	(c)1. Assistance to countries and cities in providing improved shelter-related services through capacity-building, information exchange and demonstration projects, with particular emphasis on establishing linkages between infrastructure and security of tenure.	(c)1(i). Guidelines for strengthening environmental health in slum upgrading. (c)1(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. (c)1(iii). Advisory services on improving basic services in small and medium-sized towns, particularly water and sanitation.	

PART B (2): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANIZATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS URBAN DEVELOPMENT BRANCH

Subprogramme 2 Objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Part of (a) To advocate the norms of good urban governance among national governments and city authorities, civil society organizations and non-governmental organizations.	(a)1. Global debate on the norms of good urban governance. (a)2. Implementation of the Global Campaign on Urban Governance at the regional and national levels. (a)3. Development of tools and methods for improving urban governance.	(a)1(i). Declaration on the Norms of Good Urban Governance. (a)2(i). Regional and country urban governance campaigns in progress together with partners, particularly the Cities Alliance. (a)3(i). Database on Illustrative Cities to exemplify good practices in the field of urban governance. (a)3(ii). Good urban governance tools, including index for measuring progress in the achievement of good urban governance.	Director: Global Division 1 D2 Urban Development Branch 1 D1
Part of (b) To assist in strengthening the management capacity of local authorities through training and organizational development, as well as through promotion and support of decentralization policies, legislation and programmes.	(b)1. Development and testing of tools for capacity-building in local leadership and urban management. (b)2. Capacity-building and support to national and local institutions to improve urban governance.	(b)1(i). Manuals, handbooks and other tools for capacity-building in local leadership and urban management. (b)2(i). City consultations on sustainable urban development demonstrating benefits of good urban governance. (b)2(ii). Support to national capacity-building institutions through joint strategic planning, strengthening and development of learning tools.	4 P5 2 P4 3 P3 2 P2/1
(c) To promote security within cities, through crime prevention strategies developed by city authorities and civil society organizations and through anti-disaster strategies.	(c)1. Development and dissemination of tools, based on lessons learned, for promoting crime prevention and urban vulnerability reduction in support of the Urban Governance Campaign. (c)2. Provision of capacity-building support from the safer cities and disaster management programmes to cities in Asia, Africa and Latin America.	(c)1(i). Tools on crime prevention, urban vulnerability reduction and disaster prevention and management. (c)2(i). Field projects for safer cities, disaster prevention and management and rebuilding human settlements.	
(d) To promote good urban governance through improved environmental planning and management.	(d)1. Promoting global dissemination of norms and tools derived from lessons learned from analysis of operational experience. (d)2. Building the capacity of city governments to support environmental planning and management.	(d)1(i). Tools on urban environmental management and planning. (d)2(i). Field projects in support of improved environmental management and planning. (d)2(ii). Advisory services in support of city-to-city cooperation.	

PART B (3): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANIZATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS TRAINING AND CAPACITY-BUILDING BRANCH

Subprogramme objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Subprogramme 1 Part of (b) To assist in strengthening national capacity to review and amend national legislation within a housing rights framework and providing for equal treatment of women.	Subprogramme 1 (b)1. 3. Capacity-building in improving security of tenure within the context of shelter development.	Subprogramme 1 (b)1(i). Capacity-building, networking and demonstration projects on promoting secure tenure in post-conflict societies.	Director: Global Division 1 D2 Training & Capacity Building Branch 1 D1 1 P5 1 P4 2 P3 3 P2/1
Part of (g) To support development of people-centred slum-upgrading policies at the national and city levels through scaling-up locally gained experience.	(g)1. Capacity-building in upgrading urban informal and slum settlements.	(g)1(i). Regional training of trainers and of advisors to strengthen institutions and organizations involved in pro-poor slum upgrading programmes.	
Subprogramme 2 Part of (b) To assist in strengthening the management capacity of local authorities through training and organisational development, as well as through promotion and support of decentralization policies, legislation and programmes.	Subprogramme 2 (b)1. Capacity-building and support for national and local institutions in improving urban governance.	Subprogramme 2 (b)1(i). Manuals, handbooks and other tools for capacity-building in local leadership and urban management (jointly with Urban Development and Governance Branch). (b)1(ii). Support to national capacity-building institutions through joint strategic planning, strengthening their own effectiveness and development of learning tools.	
Part of (g) To support implementation of the norms of good urban governance, especially amongst local authorities.	(g)1. Capacity-building city development and governance.	(g)1(i). Regional training of trainers and of advisors to strengthen operational institutions and organizations in human settlements governance and urban development. (g)1(ii). Training and action-planning workshops for national professionals and officials involved in sustainable human settlements management and development.	

PART B (4): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANIZATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS MONITORING SYSTEMS BRANCH

Subprogramme objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Subprogramme 1 (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.	Subprogramme 1 (e) 1. Designing and implementing systems for global monitoring of human settlements conditions and policy trends, including through partner networks (e.g. GUO), inter-agency mechanisms (e.g. IACSD and the task manager system for the Habitat Agenda) and forums (e.g. the Urban Forum).	Subprogramme 1 (e)1(i). 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. (e)1(ii). Searchable library of Best Practices and related public information products.	Director: Research, Monitoring & Coordination Division 1 D2 Gender Mainstreaming 1 P5 1 P3 Library 1 P4 1 P3
Subprogramme 2 (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.	Subprogramme 2 (e)1. Designing and implementing systems for global monitoring of human settlements conditions and policy trends, including through partner networks (e.g. GUO), inter-agency mechanisms (e.g. IACSD and the task manager system for the Habitat Agenda) and forums (e.g. the Urban Forum).	Subprogramme 2 (e)1(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. (e)1(ii). Searchable library of best practices and related public information products. (e)1(iii). State of the World's Cities Report, third edition (2003).	Monitoring Systems Branch 1 D1 1 P5 3 P4 2 P3 1 P2/1

PART B (5): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANIZATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS POLICY ANALYSIS, SYNTHESIS AND DIALOGUE BRANCH

Subprogramme objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Subprogramme 1 (f) To contribute to Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms, tools and information strategy.	Subprogramme 1 (f)1. Research on and mainstreaming of cross-cutting and thematic issues.	Subprogramme 1 (f)1(i). Policy papers and guidelines on cross-cutting substantive issues of importance for both subprogrammes, such as gender and poverty reduction. (f)1(ii). Quarterly issues of <u>Habitat Debate</u>.	Director: Research, Monitoring and Coordination Division 1 D2 Gender Mainstreaming 1 P5 1 P3 Library
Subprogramme 2 (f) To contribute to Centre-wide consistency and continuity on cross-cutting policy issues (including gender and capacity-building), norms, tools and information strategy.	Subprogramme 2 (f)1. Research on and mainstreaming of cross-cutting and thematic issues. (f)2. Preparation of the Global Report on Human Settlements.	Subprogramme 2 (f)1(i). Policy papers, guidelines on cross-cutting substantive issues of importance for both subprogrammes such as gender and poverty reduction. (f)1(ii). Quarterly issues of <u>Habitat Debate</u>. (f)1(iii). Documentation for the Urban Forum meeting (2002). (f)2(i). <u>Global Report on Human Settlements</u>, fourth edition (2003).	1 P4 1 P3 Policy Analysis, Synthesis and Dialogue Branch 1 D1 1 P5 2 P4 3 P3 1 P2/1

PART B (6): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANIZATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS URBAN ECONOMY AND FINANCE BRANCH

Subprogramme objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Subprogramme 1 (d) To promote improved access to finance and credit, as well as more appropriate forms of credit, especially for the urban poor.	Subprogramme 1 (d)1. Promoting policies and mechanisms to improve access to credit for low-income shelter development and demonstrating linkages to tenurial rights. (d)2. Networking with partners in the area of micro-credit for low-income settlements.	Subprogramme 1 (d)1(i). Review of lessons from housing finance experiences in developed and developing countries. (d)1(ii). Advisory services on self-help housing schemes, housing finance and micro-credit for low-income shelter development, within the context of secure tenure. (d)2(i). Inter-regional workshop on micro-credit systems for low-income settlements.	Director: Research, Monitoring & Coordination Division 1 D2 Gender Mainstreaming 1 P5 1 P3
Subprogramme 2 (h) To promote better understanding of urban economic conditions and urban-rural linkages and contribute to the formulation of improved policies, strategies and programmes.	Subprogramme 2 (h)1. Research and preparation of thematic reports and publications on urban economic and urban-rural linkage issues. (h)2. Networking with institutions and centres of excellence in the areas of urban economy and rural human settlements, including through international workshops and seminars.	Subprogramme 2 (h)1(i). Report on regulatory constraints on the informal economy contributions to urban economic development and poverty eradication, within the framework of good urban governance. (h)1(ii). Policy paper on impact of urbanization on rural development. (h)1(iii). Policy paper on peri-urban agriculture. (h)2(i). Workshop on impact of macro-economic variables and policies on urban capital investments, employment generation and income enhancement. (h)2(ii). Interregional seminar on strategies for improving the environment for and enhancing the productivity of the informal sector, including micro and small-scale enterprises.	Library 1 P4 1 P3 Urban Economy and Finance Branch 1 D1 1 P5 1 P4 2 P3 3 P2/1
(i) To promote better understanding of local government finance and contribute to the formulation of improved policies, strategies and programmes.	(i)1. Research and preparation of thematic reports and publications on municipal finance and urban management. (i)2. Provision of advice to national and local governments on municipal finance issues and urban management.	(i)1(i). Financing, pricing and management of municipal services: Comparative evaluation of systems, including public-private partnerships; (i)2(i). Advisory services supporting improved legislation and better municipal management and finance.	

PART B (7): WORK PROGRAMME OF UNCHS (HABITAT) AND THE UNITED NATIONS HABITAT AND HUMAN SETTLENTS FOUNDATION BUDGET FOR THE BIENNIUM 2002-2003: ORGANISATIONAL RESPONSIBILITIES FOR IMPLEMENTATION PURPOSES AND RESOURCE REQUIREMENTS REGIONAL AND TECHNICAL COOPERATION DIVISION

Subprogramme objectives	Activities (by objective)	Outputs (by activity)	Optimal Human Resource Requirements
Subprogramme 1 Part of (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.	Subprogramme 1 (a)1. Implementation of the Campaign for Secure Tenure at the regional level through national and city programmes, as well as through regional events organized by partner institutions.	Subprogramme 1 (a)1(i). Global Campaign for Secure Tenure and related projects operational in all regions.	Director: Regional and Technical Cooperation 1 D2 Technical Advisory Branch 1 D1 2 P5
Part of (g) To support development of people-centred slum-upgrading policies at the national and city levels through scaling-up locally gained experience.	(g)1. Development of slum upgrading policies through participatory exercises involving central and local governments and civil society, through the Cities Alliance facility and other operational activities.	(g)1(i). Development of slum upgrading programmes and policies in Africa, the Arab States, Asia and Latin America (10 projects).	1 P3 Regional Offices 3 D1 11 P5 4 P4
Subprogramme 2 Part of (a) To advocate the norms of good urban governance among national governments and city authorities, civil society organizations and non-governmental organizations.	Subprogramme 2 (a)2. Implementation of the Global Campaign on Urban Governance at the regional and national levels.	Subprogramme 2 (a)2(i). Regional and country Urban Governance campaigns in progress together with partners, particularly the Cities Alliance.	4 P3 2 P2/1
Part of (g) To support implementation of the norms of good urban governance, especially among local authorities.	(g)1. Development of city development strategies through participatory exercises involving central and local governments and civil society, through the Cities Alliance facility and other operational activities.	(g)1(i). Field projects in support of city development strategies in Africa, Asia, Latin America, Central and Eastern Europe and the Arab States (15 projects).	