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Governing Council  
of the United Nations Human  
Settlements Programme

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**Twenty-first session**

Nairobi, 16–20 April 2007

**Resolution 21/2: Medium-term strategic and institutional plan**

*The Governing Council,*

*Recalling* its [resolution 20/19 of 8 April 2005](#) requesting the Executive Director, in consultation with the Committee of Permanent Representatives, to develop a six-year medium-term strategic and institutional plan for submission to the Governing Council at its twenty-first session,

*Also recalling* its request in that same resolution that the Executive Director develop an overarching resource mobilization strategy and cognizant of the importance of strengthening the financial base of the United Nations Human Settlements Programme in a way that assures adequate and predictable funding, with multi-year contributions, and an appropriate balance between its earmarked and non-earmarked contributions,

*Further recalling* its [resolution 20/17 of 8 April 2005](#) requesting the Executive Director to develop a strategic policy for the United Nations Human Settlements Programme for addressing the sustainable human settlements aspects of human-made and natural disaster management,

*Recognizing* the challenges of adequate shelter for all and sustainable human settlements in an urbanizing world and the need ultimately to reverse the formation of slums and reduce urban poverty to achieve the Millennium Development Goals,<sup>1</sup>

*Taking note* of the Executive Director's proposal for a results-based framework for 2008-2013,<sup>2</sup> Commending the United Nations Human Settlements Programme for having developed a focused, results-based medium-term strategic and institutional plan and for having done so through extensive consultations with all staff of the United Nations Human Settlements Programme, external partners, including other United Nations agencies, and the Committee of Permanent Representatives,

1. *Approves* the United Nations Human Settlements Programme's Medium-term Strategic and Institutional Plan for the period 2008–2013 as reflected in the note by the Executive Director,<sup>3</sup> with the exception of the proposals regarding the establishment of a revolving fund account, which is the subject of a separate resolution entitled “Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and

infrastructure”,<sup>4</sup> and with the further exception of the proposal to establish a voluntary indicative scale of contributions;<sup>5</sup>

2. *Requests* the Executive Director to establish a process of dialogue with the Committee of Permanent Representatives on further refining the resource mobilization strategy, including, among other things, innovative and non-conventional funding sources and options adopted by other United Nations bodies for broadening the donor base and, in particular, encouraging non-earmarked contributions;

1 General Assembly resolution 60/1, paragraph 17: “...the development goals and objectives agreed at the major United Nations conferences and summits, including those agreed at the Millennium Summit that are described as the Millennium Development Goals ...” See also

[General Assembly resolution 55/2.](#)

[2 HSP/GC/21/5.](#)

[3 HSP/GC/21/5/Add.1.](#)

[4 Governing Council resolution 21/10.](#)

5 See document [HSP/GC/21/5/Add.2.](#)

3. *Endorses* the six focus areas and the enhanced normative and operational framework<sup>6</sup> of the Medium-term Strategic and Institutional Plan and requests the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for improvement of the Plan, including the agreement of specific “SMART”<sup>7</sup> indicators, targets and priorities in order further to refine each of the focus areas and for reflection in the United Nations Human settlements Programme’s Strategic Framework and work programme and budget;

4. *Requests* the Executive Director, within the context of sustainable development, to ensure that cross-cutting issues such as gender, environment, youth and disaster prevention response are duly reflected in the implementation of the Enhanced Normative and Operational Framework, including in the indicators for each focus area;

5. *Also requests* the Executive Director to initiate plans for turning ideas into action at the regional and national levels in collaboration with partners at the global, regional, national and local levels, keeping in mind the need for regional balance, in order to assist developing countries to achieve their human settlement-related Millennium Development Goals;

6. *Further requests* the Executive Director to establish, in consultation with the Committee of Permanent Representatives, clear criteria for the United Nations Human Settlements programme’s country-level activities and deployment of Habitat Programme Managers, keeping in view the need for geographical balance and the need to ensure efficiency of the Habitat programme Managers through proper training and the provision of adequate resources;

7. *Endorses* the proposal for a review of the United Nations Human Settlements Programme’s regional presence prior to the twenty-second session of the Governing Council;

8. Encourages Governments to establish or strengthen broad-based national UN-Habitat committees or other participatory bodies to promote the implementation of the enhanced normative and operational framework;

9. *Welcomes* the consultations made with the Committee of Permanent Representatives on the strategic policy for addressing the sustainable human settlements aspects of human-made and natural disaster management and requests that the strategic policy be put forward for review by the Committee of Permanent Representatives by the end of 2007;

10. *Requests* the Executive Director, irrespective of the level of funds received, to give immediate priority to the proposed institutional reforms, including further implementation of results-based management, robust knowledge management systems and any institutional adjustments necessary better to align the organization with the Medium term Strategic and Institutional Plan, consistent with the wider process of United Nations system-wide reform;

11. *Also requests* the Executive Director, in accordance with the priorities identified in the medium-term Strategic and Institutional Plan, to review human resource requirements and implement a human resources policy based on merit, balanced geographical and gender representation, and strategic use of external expertise;

12. *Further requests* the Executive Director to consult with the Committee of Permanent Representatives on the need to review the efficiency and effectiveness of the governance structure of UN-Habitat;

6 See document [HSP/GC/21/5/Add.1, paras. 13 and 14.](#)

7 Specific, measurable, achievable, realistic and time-bound.

13. *Urges* Governments in a position to do so to provide in-kind and cash contributions to meet the start-up as well as future costs for implementing the Medium-term Strategic and Institutional Plan;

14. *Requests* the Executive Director to strengthen partnerships with other United Nations organizations, the World Bank Group and regional development banks in order to achieve the Plan's overarching vision and objectives in line with overall United Nations system-wide reform;

15. *Calls upon* all Habitat Agenda<sup>8</sup> partners to support the full and effective implementation of the Plan;

16. *Requests* the Executive Director to make optimal use of efficiency gains arising from the reform process in order to redeploy resources for the implementation of the Plan;

17. *Takes note* of the four scenarios introduced in the Medium-term Strategic and Institutional Plan supplementary report<sup>9</sup> and authorizes the Executive Director to implement the Plan in accordance with the priorities appropriate for the level of resources available;

18. *Requests* the Executive Director to establish an annual peer-review process, in close collaboration with the Habitat Agenda partners, on the implementation of the Medium-term Strategic and Institutional Plan;

19. *Also requests* the Executive Director, based on an updated Medium-term Strategic and Institutional Plan, reflecting the present decision, to present a progress report on the implementation of the Medium-term Strategic and Institutional Plan to the Governing Council at its twenty-second session;

20. *Further requests* the Executive Director to report on progress and challenges related to the implementation of the Medium-term Strategic and Institutional Plan on a regular basis to the Committee of Permanent Representatives;

21. *Requests* the Executive Director, in close collaboration with the Committee of Permanent Representatives, to conduct a mid-term review of the Medium-term Strategic and Institutional Plan and to present the results of that review to the Governing Council at its twenty-third session.

*7th plenary meeting*  
*20 April 2007*