UN-HABITAT Strategic Plan for Safer Cities
2008 - 2013

Strategic Plan for Safer Cities 2008-2013
Summary Document

October 2007

Background

In 2006, after ten years of operation, the Safer Cities Programme was evaluated to assess its achievements and identify key challenges and issues, as well as to provide recommendations for the next phase. The evaluation validated the conceptual approach to urban safety, its importance in present urban development processes, and acknowledged the advances achieved at local and global level. It also identified key challenges to be addresses such as the need to adopt a more strategic approach, strengthen global level activities, to improve delivery and scale of impact at all levels, the need to develop sustainable networks and partnership and to mainstream the global outlook of the programme in relation to UN-HAB ITAT core activities. In line with the UN-HABITAT Medium-Term Strategic and Institutional Plan (MTSIP), and in response to the Programme Review recommendations, a Strategic Planning process was initiated, involving the participation of colleagues and partners internally and externally and from the urban development and the crime prevention community. These discussions focused on three key issues:

- The clarification of the Safer Cities Programme **conceptual focus, objectives and vision**, including key deliverables

- The systematisation (structuring) of its **methodology of work** between normative and operational activities and in relation to partnerships and divisions of tasks/roles, within and outside UN-HABITAT

- The strengthening of the internal UN-HABITAT **institutional support system**.

This process included discussions on evaluation findings held during the 3rd Session of the World Urban Forum in June 2006, internal meetings (team, Section and Habitat colleagues), consultation with external actors through a questionnaire and bilateral and group meetings, notably the one held during the 21st Session of the Governing Council in April 2007.

Based upon this process and the resulting strategic considerations, this document presents the outline of the Strategic Plan for the Safer Cities Programme 2007-2013, within the framework of the recently adopted Medium Term Strategic and Institutional Plan (MTSIP) of UN-HABITAT.

The Strategy will guide the work of UN-HABITAT on urban safety building and will reinforce the delivery of the Programme by strengthening and scaling-up its global component, focusing on the local governance of safety, and the linkages with slum upgrading and urban renewal. It foresees the strengthening of UN-HABITAT's mandate in this area, the creation of a global alliance and partnerships on urban crime prevention, and the development of a shared conceptual framework.

The strategy intends to address the challenges identified in the evaluation by building on UN-HABITAT strengths, and responding to needs and demands identified by stakeholders in the urban safety and urban development field.

Since at the same time UN-HABITAT has embarked in the analysis of the situation and trends in the area of urban safety and security through its 2007 Global Report, identifying the key human settlements issues in this respect as crime and violence, disaster and evictions/security of tenure, there is increased agreement within the agency that such issues constitute key areas of intervention. The Report also develops a broader reference framework on issues of vulnerability in human settlements, and indicates how conceptually these areas present similarity as well as distinct dimensions and potential for UN-HABITAT work.

The present strategy is a comprehensive attempt to define specific directions on one of the areas covered by the report. It will be refined over time through consultation and will be supported in its implementation by specific tools (such as the communication strategy or the annual work plan)

THE VISION OF UN-HABITAT SAFER CITIES PROGRAMME

UN HABITAT Safer Cities Programme intends to contribute to the overarching goal of UN-HABITAT, **Sustainable Urbanization** through urban governance, appropriate urban management, and planning, in order to reduce and ultimately prevent the incidents and impacts of urban crime and violence in developing countries and those with economies in transition.

UN HABITAT understands sustainable urbanization to be a process of redistribution of individuals and groups at the global scale, which is characterised by changes in the role and profile of urban settings, pursued without exacerbated social, economic and environmental impacts, in line with sustainable development.

The Urban Development Branch of UN-HABITAT further considers its contribution to sustainable urbanization to be an integrated/holistic approach to urban development encompassing social, environmental and economic dimensions. Supporting this contribution is a growing recognition internally and externally that urban safety and crime prevention are strategic areas of intervention and key components of good governance, offering key entry points for ensuring sustainable urban development and inclusive governance,

The Safer Cities Programme focuses on urban safety. The Safer Cities Programme specific definition of security centres on communities and assets free from crime, violence and related fear.

We understand (urban) safety as the interventions which aim at ensuring freedom and avoid aggressions among persons and against their private and public goods, as well as against the use of the city, its equipment and public spaces by its residents or visitiors to the city.

We understand the prevention of insecurity as the actions of anticipation which aim, in a specific way, to reduce or channel positively the conflcitive social situations (explicit or latent) which are at the origin of the aggressions among persons or against their public or private property and which generate citizens' insecurity (urban insecurity) and social segregation reactions.

Urban safety is a process built on holistic local prevention policies addressing social, situational/ spatial, and law enforcement dimensions of urban insecurity in an integrated gender and age sensitive way.

The concept of urban safety therefore provides a powerful **platform** for interaction with stakeholders and partners, both in the various sectors of urban development and in the crime prevention and law enforcement field, and represents a **strategic entry point** for UN-HABITAT into social development issues.

THE OBJECTIVES OF UN-HABITAT SAFER CITIES PROGRAMME

The Development Objective of the Programme is to strengthen (empower) local authorities and key stakeholders to be better equipped to deliver urban safety in particular for the most vulnerable groups in developing and transition countries.

The specific objectives of the Programme are:

1. Enhancing the convening capacity of UN-HABITAT on urban safety.

2. Conceptualising, refining and validating a holistic approach to safety in the areas of governance of safety and urban renewal and slum upgrading

3. The development of safety tools, their documentation and testing.

4. The promotion of awareness among stakeholders and partners through monitoring and strategic communication on the governance of safety, urban renewal and slum upgrading.

THE MISSION OF UN-HABITAT SAFER CITIES PROGRAMME

SC Programme of UN-HABITAT is a local government support programme that seeks to add value to sustainable urbanization through good governance and appropriate urban planning and management to prevent and reduce the incidents and impacts of crime and violence in developing and transition countries.

The Programme MISSION is **to be the *international catalyser* and the *primary resource* for promoting just and safe cities for all, free from fear of crime and violence**, supporting local government and their associations and engaging with national governments to facilitate this support.

To this end, UN HABITAT considers its essential mission to serve as:
- a global secretariat,

- as an observatory/databank and as a nexus of technical expertise and training (consultant database), and

- as a facilitator for decentralized cooperation for city to city exchanges and replication.

THE APPROACH OF UN-HABITAT SAFER CITIES PROGRAMME

The SCP approach adopts an integrated and holistic approach to urban safety issues focusing on personal security, the reduction of crime and violence and feelings of insecurity, an area of focus that is largely neglected in urban development work. This approach has as its foundation an integrated, multisectoral approach to crime prevention, encompassing social, environmental and institutional dimensions. It is based on the understanding that urban insecurity and crime are complex, multi-layered and multi dimensional concepts, and that crime prevention efforts need to be sophisticated in addressing this complexity. The approach is process oriented and focuses on governance issues related to urban safety building. The approach also encompasses a human security perspective based on the recognition that human security enhances human rights, strengthens human development, and brings together the human elements of security, of rights and of development.

SC further recognize that it is important to address safety as a cross-cutting and intersectoral issue for sustainable urban development, enhancing and supporting slum-upgrading programmes, the improvement of the urban environment and the promotion of gender equality and youth empowerment. This is based on the understanding that security in an urban development perspective focuses on the struggle for livelihoods and safety as an integral part of city planning. Interventions to address causes of crime and develop a culture of prevention are crucial to achieve sustainable gains in urban development and to fight poverty in urban areas.

The Programme approach is therefore based on the recognition that urban safety is closely linked to key issues and concerns in human settlements development, and it is characterised by the following:

- **Governance oriented (process)/Social Development orientated (outcome) -**The SC approach aims to address the complex dimensions and determinants of insecurity, as well as their interrelations in contemporary urban contexts, deploying tools capable of defining integrated responses and actions. The Programme addresses social problems and conflicts (that result in crime and violence) that undermine sustainable progress that

often represent social impact of (unsustainable) development processes. The HABITAT safety agenda will work through city-wide or area wide interventions(as opposed to other more emergency oriented approaches that tend to deal with insecurity in selected ways e.g. arms, victims, etc.) and therefore social policy, physical planning and law enforcement, as well as community development are ALL entry points into 'URBAN' CRIME PREVENTION.

☐ **Gender sensitive:** gender based violence is a crosscutting issue in human settlements. UN-HABITAT recognises the importance of a gender perspective in sustainable urbanization and gender mainstreaming in all Programme normative and operational activities. Across all racial, ethnic, age and income groups, women and girls are particularly vulnerable to many forms of crime and violence. A key element of a gender approach is the planning dimension, whereby the safety of women and girls in public spaces can be addressed as a component of urban planning and management of public space.

☐ **Age sensitive:** crime and violence impact age groups differently, as different are level of vulnerability and risk. UN-HABITAT recognises the role and vulnerabilities of children, youth and the elderly in urban development processes, and looks at how crime and violence impact their prospects of participation in such processes, and over time perpetuate cycles of violence in society. Children, both boys and girls are particularly vulnerable and important group in this respect – they require specific protection measures in different types of environments (family, school, public space) and avenues for expressing their needs. They also hold the keys to a future free from violence and should be considered key actors in this respect. Youth are the age group most involved in crime (as perpetrators) and most affected as victim, particularly of violent/interpersonal crime, with violence in may countries topping the list of causes of death for the 15-24 age group. Inclusive governance, empowerment through participatory mechanisms, and addressing criminalization and conflicts, as well as the recognition of the actual and potential contribution of youth to urban safety are key elements of integrated strategies on youth that are central to the prevention of urban crime.

☐ **Integrated and holistic -** The SCP approach adopts an integrated and holistic approach to urban safety issues focusing on personal security, the reduction of crime and violence and feelings of insecurity and area of focus largely neglected in urban development. The approach has as it foundation an integrated, multisectoral approach to crime prevention, encompassing social, environmental and institutional dimensions. It is based on an understanding that urban insecurity and crime are complex, multi-layered and multi-dimensional concepts. This Strategy will seek to build on UN-HABITAT's comparative advantage which is to offer an integrated approach to urban safety, providing a platform for synergies between the urban development agenda and the crime prevention agenda, at city level, and between the two respective constituencies of actors. This requires to develop specific work modalities with police and law enforcmemnt actors, that look at dialogue and integration with urban development action, and into tapping police potential role in community safety through prevention.

☐ **Partner based –** SC aim to enhance the contribution of UN-HABITAT to global partnerships for effective delivery of urban safety in the areas of local governance of safety and of urban renewal/slum upgrading, with a focus o the most vulnerable. Key to the strategic plan is the enhanced role of partnerships and partnership arrangements. The enhanced partnership strategy will facilitate and promote awareness raising and advocacy in support of the programme objectives, in sharing knowledge, expertise, and coordinated responses and in harnessing and mobilising resources to scale up interventions, in addition to addressing areas that the Programme does not cover directly. Partnerships will also be key to both mainstreaming the urban safety approach within urban development initiatives and to the strengthening of local crime prevention initiatives.

UN-HABITAT looks at urban safety in an urban development perspective and it is specifically interested in the role of urban safety policies in urban development – such perspective highlights the following:

▫ <u>Decentralization processes and the role of local authorities in security policies</u> - Experiences have demonstrated that strategic local policies, developed through a participatory consensus building process, can effectively address the situation. Such approaches by local authorities need to be facilitated and supported by national and regional governments. The Safer Cities Programme has spearheaded the urban crime prevention approach through city projects, providing technical assistance to cities in order to strengthen their capacity to formulate and implement integrated local crime prevention strategies, acknowledging the responsibility of local authorities in crime prevention. At the local level, the programme provides direct support to local actors formulating and implementing local crime prevention strategies, in addition to highlighting the need to support community efforts and initiatives. At the same time, local authorities need to be supported by regional and national policy and resources if programs are to be successful in the long term.

▫ <u>Safety as a condition for poverty reduction</u> – Urban crime affects the poor disproportionally. Unless urban violence—and its manifestation of exploitation of the poor—is addressed as part of poverty reduction and governance improvements, programmes to improve the lives of urban dwellers will have limited impact. The reduction of crime and insecurity is therefore a precondition for the development of more just and equitable cities and communities, as it is for the increase of investments.

▫ <u>Participatory governance:</u> - Participatory governance and sustainable urban development lie at the heart of the Safer Cities Programme and is at the core of the strategy for reducing urban insecurities. Community participation in crime prevention and the development of innovative community initiatives are key elements that foster a sense of solidarity, community development and provide amore sustainable response to insecurity. Preventive actions addressing safety issues (e.g. drug addiction, violence against women and girls, and youth violence) or targeting specific vulnerable groups (e.g. street-children) are particularly good instruments in developing local policies that build on and strengthen communities.

▫ <u>The combination (or the linkage) of crime prevention with innovative physical planning and urban space management</u> – In the urban environment, the planning and design of public spaces may play a significant role in preventing crime. Acknowledging that crime in the public space is a major hindrance to proper functioning of urban agglomeration and jeopardizes the very nature of urban space, the prevention approach seeks to reclaim public space and offers tools to mediate in conflicts of uses and functions. The prevention approach also advocates for inclusive approaches to the management of public spaces, which are based on consultation between the local authorities, formal and informal sector users, and the communities themselves.

The Safer Cities Progamme also adopts <u>a long term perspective</u> – A long term sustainable impact on insecurity can only be achieved by tackling the root causes of crime and victimization, and by changing attitudes towards insecurity eg. from the stigmatisation of the poor and the exclusion of citizens through processes such as gating, to promoting inclusion and social cohesion. This requires consistent communication, ensuring the availability of information on prevention strategies, approaches and key messages, and highlighting the benefits of long term responses and interventions, which benefit from everybody's contribution.

THE KEY DELIVERABLES OF UN-HABITAT SAFER CITIES PROGRAMME

The Programme will directly contribute to the Governance, Planning and Management Focus area of UN-HABITAT's Medium Term Strategic and Institutional Plan (MTSIP)[1], and will concentrate on:

1. Governance of safety at local level – i.e. support to local dialogue, integrated prevention, policy development, and citywide strategies.

2. Safety and security within urban public spaces and in connection with slum upgrading, urban renewal and urban development projects in general[2]

The UN has adopted a range of norms and standards which provide guidance on aspects of urban safety. These include eg. the guidelines for crime prevention adopted in 2002 (ECOSOC 2002/13). Based on the specific added value that the UN and UN-HABITAT can bring to the urban safety agenda, and to the lessons learnt from past experience, the Programme has singled out the following key areas in which to focus its efforts and measure its results, at least for the next 2-3 years:

1. **Local crime prevention strategies** as integrative tools to support stakeholders' efforts and achieve synergies and optimal resource allocation from various sectoral concerns (direct link with governance improvement).

2. **Safety in public and open spaces** as key dimensions for functional and vital cities and a key area of manifestation of crime and social disorder (direct link with planning and management)..

3. **Safety conscious urban development interventions** that incorporate urban safety as a specific dimension are aware of their potential impact on urban safety and deploy adequate tools and knowledge to ensure a positive contribution (mainstreaming of urban safety approaches).

THE WORKING METHOD OF UN-HABITAT SAFER CITIES PROGRAMME

UN-HABITAT will seek to focus its cooperation with cities and countries in the next 5 years on *enhanced normative operations framework*, which will be articulated in awareness raising, knowledge management, policy assessment, demonstration, institutional capacity building, in addition to reinforcing the outreach and dissemination capacity, to be tuned to the needs/phases of development of countries of intervention. Safer Cities adopts the view that delivery of urban safety requires **both normative and operational activities** at both global (and regional) and local (and national) level. The advantages of this were discussed in the evaluation report which underlined the need to strengthen the global level activities and to improve the delivery and scale of impact at all levels.

The specific level of intervention of the programme will be **global, regional and local** (country and city), designed to build upon the consolidated achievements, by sharpening the focus and establishing a truly global partnership capacity and outreach, building on a solid basis and foundation. The levels of intervention addressed are in part a response to the recommendations of the evaluation that underscored the importance of seeking to reinforce the global component of the Programme, and redefine it in relation to local level activities. The programme also organizes and connects partners who share experiences and perspectives relative to crime prevention from every corner of the world.

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1   www.unhabitat.org

2   i.e. support to community safety strategies and 'area based crime prevention', and to public space and infrastructures (i.e. public lights, road and transport, recreation, etc.) as hubs for crime prevention/social integration

At the **global level**, the Programme undertakes advocacy on local crime prevention, policy development on human settlements and on the governance dimensions of crime prevention, documents and analyses experiences, and develops and disseminates tools for local governments and other actors.

At the **regional level**, region specific strategies are developed to complement this global strategy and orient its work. Regional efforts will be strategic in nature and aim at those regions where the needs are the most urgent or least addressed. Key partners at this level will be regional bodies with a role in influencing national policies.

In addition, at the **local level**, the Programme provides indirect support to local actors formulating and implementing local crime prevention strategies, and direct support in collaboration with partners and UN-HABITAT regional offices..

Phased Interventions: Safer Cities working methods will follow the phased approach of the 'Enhanced Normative and Operational Framework' (ENOF) defined in the UN-HABITAT MTSIP. This framework packages and clarifies UN-HABITAT specific contribution to different stages of development which should be deployed at local level (mainly operational activities) and at global level (mainly policy orientated).
The following are the phases of the ENOF, with key strategies to achieve urban safety results in each phase:

- *Crisis recovery – sustainable recovery:* Advisory and tools for the incorporation of safety concern in early post emergency response as a contribution to peace/security consolidation, to sustainable reconstruction of institutions, etc.[3]

- *Awareness and political commitment:* A robust advocacy and communication strategy on the linkages between urban and community safety and sustainable urbanisation and urban poverty reduction. Advocacy for and support to intersectoral normative dialogue, building on the recently adopted UN Guidelines on Decentralization. Clarification of the concept of urban safety within slum upgrading and urban renewal, as well as within sectoral human settlements interventions (transport, public space, basic services, housing)

- *Policy assessment:* Technical advisory and capacity building support for policy reviews in relation to governance of safety and security and integrated approaches.

- *Institutional reform:* Technical advisory and capacity building support for institutional reform, at city level, for the development and implementation of local crime prevention strategies (urban safety within slum upgrading, improvement of pubic spaces and infrastructures (public lights, road and transport, recreation, etc.) as hubs for crime prevention, local crime prevention strategies for community safety)

- *Scaling up and resource mobilisation:* Investment programming and resource mobilisation at local, national, and international levels, including development of tools for national replication of pilot initiatives.

Partnerships: Safer Cities intends to develop partnerships as tools to articulate the different types of work, and to deliver at global level, as well as to increase impact and outreach at local level. The Safer Cities Programme is differentiated as a UN local government support programme and under this strategic plan will adopt a robust partnership strategy, key elements of which include:

- ☐ Enhancing partnerships for delivery at global level, and for increased outreach and impact at the local level with an additional focus on building academic partnerships.

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3   This additional phase has been added to cater for the situation and needs of post-crisis contexts.
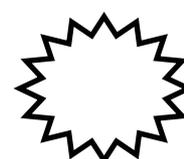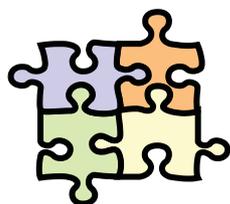
☐ The Safer Cities programme strategy and partnership arrangements should be tailored to respond to the needs of local authorities and their membership networks.

☐ The key role of the present strategy in relation to partnerships should enhance the external visibility of Safer Cities as a global knowledge resource facility on urban crime prevention and as a secretariat of a global network of partners on urban safety.

☐ Strategic partnerships will be developed in-house to address the potential contribution and integration of SC's concept of urban safety to urban development work, and with other areas of Habitat interventions and crosscutting urban development themes.

Criteria for engagement with partners and with cities will be developed as part of the strategy implementation resulting in a clearly focused list of cities where to concentrate direct involvement in the first 2 years (first tentative list annexed).

UN-HABITAT FOCUS AREAS		APPROACH		METHODS	RESULT
GOVERNANCE OF SAFETY		**Groups at risk** – Youth and Children Groups at risk – Women Group-at-risk – Minorities/Immigrants		*Sustainable crisis*	CAPACITY FOR CITY-WIDE CRIME PREVENTION STRATEGIES
				recovery	
				Awareness	
SLUM UPGRADING AND URBAN RENEWAL		**Planning, design and management** against crime Reform of by-laws, land use, etc.		*Policy Assessment*	
		Law enforcement – Policing Law enforcement – Access to Justice		*Institutional Demonstration*	SAFETY CONSCIOUS URBAN DEVELOPMENT INTERVENTIONS
		Community Safety and culture of crime prevention		*Scaling up*	SAFE AND LIVELY PUBLIC SPACE

IMPLEMENTING THE STRATEGY

The key objectives and deliverables identified in the Strategy require that a set of management and institutional mechanisms is put in place to support their achievement. Also clear timelines and a plan of implementation need to be defined, and monitoring and follow-up mechanisms established.

INSTITUTIONAL SUPPORT SYSTEMS

In support of convening capacity and catalysing role, there is need to strengthen institutional back-up for Safer Cities. This will go a long way in promoting the issue, and in facilitating both internal and external partnerships.

To date this is somehow the biggest challenge, but also the most timely, given the MTSIP implementation and overall drive to strengthen UN-HABITAT capacity. The following are areas of intervention:

• Involve SC in the MTSIP implementation discussions

- Reinforce the link with senior managers, i.e. identification of 'champions' and overall responsible senior managers, beyond established 'lines of command'.

- Reinforce the institutional profile and appropriate institutional location of the Safer Cities Programme (Safety Programming and Mainstreaming Section or Social Development/ Urban Safety Branch)

- Reinforcement of human resource base – Human resource strategy

  - Establishment of network of expertise with Regional Offices and Habitat Programme Managers (time allocation, ToRs)

  - Establishment of 'out posted offices' in key partner institutions (both UN and non)[4].

  - Allocation of more core resources for staff (level and n. of posts) [5]

- Reinforcement of resource mobilization capacity/mechanisms

PHASES FOR IMPLEMENTATION

The present strategy will be articulated in 2 phases of implementation, to ensure adequate alignment and responsiveness to the MTSIP:

As part of the **first phase**, the strategy will aim at initiating partnership delivery, as well as set in place internal support mechanisms.. In particular, in the first phase the programme will define:

1. Contribution of safety to sustainable urbanization

2. Linkages with all focus areas of MTSIP

3. The delivery of key outputs contributing to normative and global role of SC

4. Identification of specific deliverables and operating tools for UN-HABITAT, and their design in detail

5. Mechanisms and ways of plugging them in the overall management mechanisms, under specifically the planning, governance and management focus area of MTSIP.

6. In 'parallel', development of Regional Strategies (4 regions), RO led, to be validated against global strategy

7. Relevant institutional set up to be negotiated and put in place

This phase shall run from June 2007 to WUF IV (Oct 2008)[6] .

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4   Along these lines SIDA is supporting a JPO on human settlements issues (safety AND housing) to be located at UN-ESCAP. This could be discussed and negotiated with other agencies and donors as well – for example UNODC, UNDP/BCPR, UNITAR, AVP/Washington.

5   THE SAFER CITIES TEAM: The team composed of a Coordinator, core staff (1 person at the moment) and safety specialists (3 staff and a future JPO), should be integrated by a communication expert and support staff (IT and administration). In addition, focal points for regional/country level activities need to be identified in collaboration with Regional Offices, and seconded staff could be negotiated with partners organizations to work on specific joint activities.

6   Or Governing Council 23 – April 2009

As part of the **second phase**, the Programme will work on:
1.   Delivery within the Enhanced Normative Operations Framework

2.   Setting up and operations of consolidated steering mechanism

3.   Partnerships in delivery

4.   Harmonization of regional and global strategy

5.   Development of specific country strategies

This phase will run from 2009 to 2013

WORK PLAN: The programme will develop yearly workplans in consultation with partners. The worplan will include activities and outputs under the various objectives and is a tool for partnership development and maximization of synergies among networks members, and as a structured set of activities and outputs contributing to the Programme key objectives [7]

RESOURCES: The Implementation of the Safer Cities Strategic Plan requires a combination of global, regional and country/city level resources to be made available for urban safety related work. Resources directly executed by UN-HABITAT should be complemented with partners' resources being used on agreed outputs. Non traditional source of funding and mechanisms of resource mobilization, built on partnerships, are also being developed.

FOLLOW-UP AND MONITORING MECHANISMS

In order to ensure that effective ownership of the urban safety agenda is built at the global level, consultative and steering mechanisms will be reinforced. The Strategy will be monitored through participatory mechanisms which include regular consultations with partners, to review implementation and advances on jointly formulated workplans.

To this end, an **International Steering Group** will provide guidance and advice on major issues of coordination, policy development and advocacy, and will comprise major Donors including SIDA, the Netherlands, CIDA, Norway, Germany, the UK and Italian governments.

A Consultative Group of key partners will be convened in order to ensure stakeholder participation in project formulation (yearly workplans design), implementation, follow-up, and evaluation. The group will be composed of a representative and relevant group of partners at global and regional level, and it will be carefully designed to ensure consistency of engagement and inclusiveness.

Together they will constitute the **International Safer Cities Network (ISCN)**, composed of both steering (donors) and advisory group members (national governments, mayors, Crime Prevention NGOs and sister UN agencies and multilaterals, academic and research institutions). The International **Safer Cities** Network will provide guidance on policy issues and coordinate the overall linkages.

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7   The work plan 2007-2008 of the Programme has been discussed in detail at the First International Stakeholder Meeting of Safer Cities held in Nairobi in June 2007. The 2007-2008 Work Plan will start to be implemented immediately after the Monterrey Conference on the State of Safety in World Cities, Mexico, 1-5 October 2007.

ANNEX 1- Safer Cities' Partners - Cities and other Partners (Draft 0)

AFRICA:
1. Dar and Tanzania
2. Nairobi
3. Kampala
4. Addis
5. Kigali
6. Durban
7. Ouagadougou
8. Bujumbura
9. Bamako
10. Abidjan

LAC:
1. Bogota
2. Rio
3. Monterrey
4. Guatemala City
5. Kingston

Asia Pacific:
1. Mumbai/Dehli
2. Pnhom Pen
3. Philippines
4. Port Moresby
5. Bangladesh

Europe/Northern America:
1. Toronto
2. Rotterdam

Annex 2: KEY ELEMENTS OF GLOBAL AND REGIONAL LEVEL ACTIVITIES 2007-2009

Objectives			Indicators	
Development Objective/Programme Objective				
Local authorities and key stakeholders have become better equipped, to deliver urban safety, in particular for the most vulnerable groups in developing and transition countries.			Between July 2007 and December 2009, the number of local authorities that are implementing sustainable and inclusive local safety strategies and approaches has increased by 50%.	
Project Objective				
Enhanced contribution of UN-HABITAT to effective global partnerships for delivery of urban safety in the areas of governance of safety and urban renewal and slum upgrading with a focus on the most vulnerable.			Between July 2007 and December 2009, the number of references acknowledging Safer Cities and its work has increased by 50% in key publications on sustainable urban development. In between WUF III in Vancouver 2006 and WUF IV in Nanjing, the number of partners organizing safety networking events has increased by 50%.	
Specific Objective (1)				
Convening capacity of UN-HABITAT on urban safety enhanced.			**Between July 2007 and December 2009, the number of partners within Habitat networks working on safety have increased by 100%** **Between July 2007 and December 2009, self-sponsored participants to safety related conferences, workshops, seminars, etc. that UN-HABITAT organises has increased by 100%**	
Activities:				
(1) Support to re-profiling and strengthening of Safer Cities within UN & external partners	(2) Joint programming promoting an integrated approach to urban safety with other UN agencies e.g. UNODC and other partners		(3) Joint development of sustainable arrangements for partnership, networking and dialogue with key partners with global constituencies e.g. City-to-city co-operation	
Specific Objectives (2)				
A holistic approach to safety in the areas of governance of safety and urban renewal and slum upgrading conceptualized, refined and validated through dialogue with key partners.			**Between July 2007 and December 2009, the number of external and in-house partners subscribing to the Safety approach has increased by 50%.**	
Activities:				
(1) Dialogue with key partners on the development of norms on the governance of safety, urban renewal & slum upgrading and sustainable post-conflict reconstruction at global and regional level	(2) In dialogue with key partners develop a normative position on safety and urban space		(3) In dialogue with key partners develop a normative position on safety for vulnerable groups in relation to the governance of safety, urban renewal & slum upgrading and sustainable post-conflict reconstruction	
Specific Objectives (3)				
Safety tools developed, documented and tested.			**Between July 2007 and December 2009, the number of local authorities testing and implementing Safer Cities' safety tools has increased by 100%** **Between July 2007 and December 2009, the number of international training institutions with safety curricula has increased by 100%**	
Activities:				
(1) Testing and mainstreaming urban safety in slums upgrading and urban renewal projects and in sustainable post conflict reconstruction.	(2) Documentation of tools and good practices in the field and identification of centres of excellence in planning and design, sustainable post-conflict reconstruction, women & girl's safety and vulnerable youth	(3) Working in partnership with network of training institutions and centres of excellence in the development of tools and training approach (curricula) on urban planning and safety	4) Development, testing of a monitoring and evaluation framework for local crime prevention initiatives and development of an accompanying training module	
Specific Objectives (4)				
Awareness promoted among partners through monitoring and strategic communication on the governance of safety, urban renewal & slum upgrading			**Between July 2007 and December 2009, the average score on a survey test on the governance of safety and urban renewal & slum upgrading has increased by 100% among selected national and local governments.**	
Activities:				
(1) Monitoring and evaluation of Crime Prevention Initiatives in collaboration with partners	(2) Development of strategic information material and products	(3) Support to partners in awareness raising, dissemination and development of exchange frameworks	(4) Establishment of award schemes on good practices in empowerment of vulnerable youth, women & girl's safety, etc.	