

World Urban Forum 2008

UN-HABITAT Universities Round Table Report

Nanjing, November 2008

“The role of Habitat Partner Universities in promoting education for sustainable urban development”

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Introduction

At the 4th session of the World Urban Forum, to be held on 3-6 November 2008 in Nanjing, China, a Round Table event will be dedicated to the role of universities in pursuing sustainable urban development. This event is expected to further outline and create a road map for UN-HABITAT's future engagement on education and sustainable urban development. The purpose of this paper is to introduce issues for discussion at the Round Table.

The challenge of education for sustainable urban development

Half of humanity now lives in cities, and around one billion urban residents live in slums. The urbanization of poverty is therefore one of the most daunting challenges of the 21st century. Cities offer opportunities, but most urban development is largely toxic, segregated and inefficient. Reversing this trend requires institutions that support sound governance and regulatory regimes, and deliver public infrastructure and social services.

If cities are to come to terms with rapid levels of urbanization, they require leaders, managers and staff capable of adopting innovative and robust approaches to planning, developing, managing and financing growth for all citizens.

Universities can contribute to positive change towards sustainable urban development, but they face challenges in realizing this potential. In many UN-HABITAT focus countries, the research and training priorities of universities are not in line with the emerging priorities for sustainable urban development. In these countries, university lecturers and researchers are not well exposed to sustainable urban development practice. The findings of university research are not being mainstreamed amongst practitioners and the knowledge acquired by university staff is often not being mainstreamed in the university curricula.

How can we help in bridging the gap between education, research and practice in the field of sustainable urban development? Which type of support would be most suitable to make tertiary and continuing education more relevant? What kinds of practices have been effective, and how can they be transferred?

Scoping studies in four sub-regions

To better understand the above challenges, UN-HABITAT has carried out four subregional studies¹. The key objective of these scoping studies was to enable UN-HABITAT to design interventions that can enhance the relevance of selected tertiary education institutions by addressing the challenges faced by planners and managers concerned with sustainable urban planning and development.

The studies give both a quantitative and qualitative overview of higher education initiatives in the four regions, ranging from new masters courses to regional continuing education programmes. The studies reveal that in many countries significant gaps exist between current research agendas, higher education curricula and sustainable urban development challenges. Some of the salient findings are summarized below.

- There is a need to expand the professional interactions beyond the departments of geography, architecture, engineering and the built environment, to include economic, social, legal, business and governance components.
- More targeted and flexible capacity building programmes need to be implemented, taking into account the rapidly changing needs of city managers, and bringing in community level actors.
- The studies bring to the fore the need for investing in processes that bring education, teaching, research, practice and policy together through a framework of interaction, funding, and knowledge management, so that agendas for both research and development interventions are demand driven.
- The studies also highlight a number of promising regional education, research and professional support initiatives designed to strengthen the linkages between academia and practitioners.

Mandates related to the formal education sector

The United Nations Human Settlements Programme, UN-HABITAT, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate housing for all. In terms of its current strategy and work programme, the following mandates are relevant.

¹ The four sub-regions are Southern Africa (8 SADEC countries); Southeast Asia (6 ASEAN countries); West Africa (6 countries from the Economic and Monetary Union the West African, UEMOA); and Central America (5 countries from the Mercado Común Centroamericano, MCCA).

- UN-HABITAT's Medium Term Strategic and Institutional Plan (MTSIP, 2008-2013) ([Annex 1](#)) pursues the overall goal of "Sustainable Urbanization"² Focus Area 1 of the Medium Term Strategic and Institutional Plan includes a key result on Education for Sustainable Urbanization. This is the first time that education is formally included as part of UN-HABITAT's strategy.
- The current 2008-09 Work Programme mandates UN-HABITAT to undertake a series of regional Expert Group Meetings on Education for Sustainable Urban Development and to develop curricula on sustainable urban development to be shared with universities.
- The Strategic Framework 2010-11 includes an indicator of achievement focusing specifically on the "Increased number of tertiary educational institutions introducing and enhancing education on adequate shelter and sustainable urban development (20 institutions in 2010-2011)".
- Other UN agencies and international support agencies use a variety of collaboration models with universities. UN-HABITAT has maintained contacts with these initiatives.
- UNEP – MESA: Mainstreaming Environment and Sustainability in universities in Africa
- UNESCO – Chairs programme, appointing universities as chairs for specialized topics
- UNU-RCE: Regional Centres of Expertise on Education for Sustainable Development;
- UNDP – Art Universitas Programme, focusing on decentralized cooperation with universities focusing on local development issues

UNESCO is leading the Decade on Education for Sustainable Development (2005-2014). UN-HABITAT is a member of the United Nations Inter-Agency Committee on Decade on Education for Sustainable Development. A mid-decade review of the decade will take place in 2009. The 2009 Inter-Agency Committee meeting is expected to be hosted by UN-HABITAT and UNEP, focusing on "Education for Sustainable Urbanization". This will be an opportunity for the international community to highlight the challenges of keeping education relevant for the needs of tomorrow's city planners and managers.

Modalities of engagement

UN-HABITAT's current engagement in the areas of education and sustainable urban development includes partnering with tertiary institutions in networks of mutual exchange of knowledge and capacity building. Areas of collaboration include developing course curricula for universities to promote sustainable urban development, and developing and providing training for local government actors and professionals in this field.

UN-HABITAT has established contact with almost 1,000 academic institutions, including through cooperation agreements and contracts, collaboration with training institutes and on the development of the agency's Global Report on Human Settlements, whose advisory board is made up of members from academia.

Over the past decade, UN-HABITAT has focused on improving knowledge, skills and attitudes of local government officials and civil society partners in a range of thematic areas, including in leadership and governance aspects, all geared towards enabling them to attain the MDG goals of poverty reduction and sustainable development. Given the number of local authorities to be reached and the scope of training and capacity building work to be covered, special emphasis has been given to strengthening national training and learning institutions and bolstering their delivery and outreach capacities. Ninety national and regional training and capacity building institutions in 40 countries have benefited from such technical, methodological or catalytic financial support.

The collaboration between UN-HABITAT and partners on education and sustainability is implemented across the whole agency. It covers a wide spectrum of activities, including improving access to quality basic education (e.g. the Human Values-based Water, Sanitation and Hygiene Education programmes in African and Asian cities), reorienting existing education programmes (e.g. Habitat Partner Universities, see further), developing public understanding and awareness (e.g. the World Urban Forum), and providing capacity building and training (e.g. the development of a new Training Centre in Korea on sustainable urban development for the Asia Pacific region). Overarching these initiatives, the new Sustainable Urban Development Network aims to serve as a cross-divisional vehicle for engaging partners, including tertiary institutions, in the debate on and the furthering of the sustainable urbanization agenda.

As a new, overarching initiative, the Sustainable Urban Development Network (SUD-Net) is developed to support UN-HABITAT in strengthening the performance of national governments, local authorities and other stakeholders in enabling the development of livable, productive and inclusive cities. The SUD-Net's long term goal is to

² The six focus areas of the MTSIP are the following: FA1: advocacy, monitoring and partnerships related to sustainable urbanization; FA2: participatory urban planning, management and governance; FA3: pro-poor land and housing; FA4: environmentally sound basic urban infrastructure and services; FA5: strengthened human settlements finance systems; FA6: excellence in management

promote innovative approaches to urban regional and national development planning, enhancing the climate change adaptation and mitigation efforts of cities in developing countries, through policy dialogue, tool development, capacity building and technical assistance directly to countries. In order to share knowledge and create synergies, the initiative is closely linked to the different areas and sections of UN-HABITAT, feeding into and drawing from knowledge within, as well as developing, the partnerships and networks the agency has established with external partners, including tertiary institutions, particularly through the Habitat Partner Universities collaboration.

Habitat Partner Universities

UN-HABITAT has created the Habitat Partner Universities collaboration as a means of enlarging cooperation between UN-HABITAT and institutions of higher education, as well as facilitating exchange and cooperation between universities in developing and developed nations. Habitat Partner Universities are institutions willing to promote the socially and environmentally sustainable development of towns and cities in accordance with the UN Millennium Development Goals. Habitat Partner Universities encourage interaction and cooperation between institutions of higher education based on the principles of reciprocity and mutual benefit, as well promoting an integrated approach to the ecological, economic, social and cultural dimensions of the sustainable development of human settlements.

UN-HABITAT works with the Habitat Partner Universities in building the capacity of tertiary institutions in teaching and research regarding the sound development of human settlements to meet the needs relevant to their context. This includes facilitating exchanges between Habitat Partner Universities in different countries, and other institutions, bilaterally and/or internationally. Working with tertiary institutions on enhancing the quantity and quality of research and training in sustainable urban development aims to make such knowledge more accessible and relevant to actors at city level. Terms of Reference for Habitat Partner Universities have been developed and updated, focusing on values, commitments, criteria and modus operandi ([Annex 2](#)).

Some of the key principles underpinning the collaboration with Habitat Partner Universities include the following.

- Systemic approach towards sustainable urban development
- Focus on urban poverty reduction
- Inter-disciplinarity and trans-disciplinarity
- Practice oriented
- Linking levels (local, community, regional, global)
- Institutional commitment from university

The long term outcomes of the cooperation are the integration of principles of sustainable urban development into the curricula of relevant university departments, and creation of active platforms for dialogue and collaboration between universities, local government, civil society, communities and the private sector on sustainable urban development challenges and opportunities. Further outcomes are partnerships to consolidate education for sustainable urban development in universities, leading to key university and professional association staff becoming more confident, committed and knowledgeable about sustainable urban development approaches. New initiatives include the development of flexible, inter-disciplinary professional degree programmes, and other innovative teaching/research/practice partnerships.

Overview of Habitat Partner Universities and type of activities

About 25 universities are in various stages of acquiring Habitat Partner University status, whereby eight have completed or almost completed the exchange of letters while the remaining 17 have expressed interest to become part of this network ([Annex 3](#)). These universities have emerged in a spontaneous manner, through ongoing contacts between UN-HABITAT staff and professors. Some of these candidatures are still pending university management clearance or Government endorsement. In this “pilot phase”, there has been no formal call to solicit expression of interest.

Although the programme is still in its pilot stage, a wide range of activities has emerged from the collaboration. The potential scope of collaboration modalities is very wide, including research, education, knowledge management, and institutional strengthening ([Annex 4](#)). Some early results underscore the wide range of potential impact of the mechanisms. Some examples are listed below.

- Research work of students of the Norwegian University of Technology and Makerere University in Uganda is feeding into the sectoral studies underpinning the new Master Plan for Kampala.
- The Technical University of Helsinki is running a series of “Sustainable Communities” courses for young and mid-career professionals in
- Collaboration with UN-HABITAT, UNEP, the University of Nairobi and the Asian Institute of Technology in Bangkok.
- A new Masters programme on Urban Reconstruction and Development is being developed in collaboration with the University of Venice, preparing urban professionals for the challenges cities face in the wake of disasters.

- The University of British Columbia is creating a global urban knowledge management system called the “Habitat Archives”, an online archive for an urbanizing world, which will enable planners, administrators and other city building professions to gain access to greater knowledge and experience in human settlement practice.
- The Chalmers University of Technology has entered into agreements with the University of Nairobi, and the Maseno University in Kisumu, Kenya, on joint “reality based” education modules. This has generated joint educational programmes since 2005, and joint tutoring of PhD candidates.

Issues for discussion

In order to further explore and enhance the potential of the Habitat Partner University mechanism, we propose to focus on the following three issues for discussion during the Round Table.

1. As the Habitat Partner Universities network grows, it is important to further clarify the expected benefits of the partnership from the perspective of the interested parties. What do the different parties gain from this initiative?

- *What do cities gain?*

-Enhanced relevance of training and research on sustainable urban development. This builds the capacity of professionals and decision-makers who can participate in the creation of more sustainable cities through participatory planning, the development of new legal processes, more efficient service delivery, and more affordable municipal services etc.

- *What do universities gain?*

-International exposure linked with access to local level decision makers -UN endorsement of education programmes -Enhanced credibility and of training and research offerings -Laboratories for student work - Opportunities for exchange and sabbatical leaves, for professors of the university, including opportunities for contracts and consultancies.

-Access to cutting edge international research

-Access to UN-HABITAT’s extensive databases.

- *What does UN-HABITAT gain?*

-Enhanced quantity and quality of research and training in sustainable urban development to underpin the implementation of the MTSIP vision -Access to partner university networks

-Strengthened relationships with Governments in countries with Habitat Partner Universities.

-Possibilities to influence upstream decision-makers to today and tomorrow and in the long run influencing the sustainability of cities

-Applied policy research and learning outputs generated by universities from existing databases, including UN-HABITAT’s databases

-Opportunities for UN-HABITAT staff to participate in exchanges with the university, such as sabbatical leaves.

2. The scope of sustainable urban development is very wide. How do we demonstrate results by ensuring substantive and geographic focus of the Habitat Partner Universities network?

- The Medium Term Strategic and Institutional Plan calls for thematic focus (see the six focus areas listed earlier) and geographic focus (priorities include Lake Victoria; Mekong Delta, and countries where Habitat Country Programme Documents exist). How can we maximize synergy between Habitat Partner Universities activities and Medium Term Strategic and Institutional Plan focus areas and countries?
- How do we ensure that the underlying concern of the Habitat Partner Universities initiative, namely bridging the gap between education, research and practice remains at the top of our agenda? The Local Urban Knowledge Arenas approach, linking up universities with local governments and private sector, appears to be an interesting model in this regard.
- As the Habitat Partner Universities network grows, it is important to develop a system of indicators to monitor the results of the collaboration. As a first step, a simple monitoring table is proposed, which would accompany the exchange of letters between UN-HABITAT and a Habitat Partner University (Annex 5).

3. How many members can realistically take an active part in the Habitat Partner Universities network? What are the requirements to make the step from the current experimental pilot phase to a systematic, global approach?

- Do we need to differentiate between levels of engagement of Habitat Partner Universities and create different categories? Some could be merely associated with the work of UNHABITAT (e.g. knowledge sharing, alignment of work in countries) while others would take a more pro-active role (e.g. joint development of new education or research programmes, joint fundraising, etc). How would this differentiation in partnership commitment be structured and labeled?

- There are several other networks that include university partners, including the Urban Environment network of anchoring institutions, the Safer Cities network, the Global Land Tool Network, and the new Sustainable Urban Development Network (SUD-Net). How do we integrate this ongoing university collaboration within the Habitat Partner Universities framework? How does the Habitat Partner Universities collaboration link with other existing networks within UN-HABITAT?
- How do we engage with regional networks of universities and regional networks of practitioners – linking universities, cities and professionals to work on sustainable urban development issues particularly relevant to their context?
- How can we best engage with the Habitat Partner Universities as a network, beyond individual collaboration agreements? Targeted activities and resources would allow for strengthening of the network during this crucial phase of its crystallization. For instance, could we envisage joint action with the network of Habitat Partner Universities within the framework of SUD-Net, in the area of Cities and Climate Change?
- If the Habitat Partner Universities facility is to be sustainable, it will need more human and financial resources. One staff position for “education for sustainable urbanization” has been approved under the Medium Term Strategic and Institutional Plan allocation for 2009. However, it is felt that there is need for funding to support the added cost of joint activities and to stimulate exchange between the HABITAT PARTNER Universities. What are the possible channels of funding that could be considered for this purpose?

Annex 1. UN-HABITAT’s Medium Term Strategic and Institutional Plan

The overarching goal of UN-HABITAT is Sustainable Urbanization created by cities and regions that in turn provides citizens with adequate services, security and employment opportunities whilst limiting their ecological footprint. The strategic vision of UNHABITAT’s six-year Medium Term Strategic and Institutional Plan is to help create, by 2013, the necessary conditions for international and national efforts to stabilize the growth of slums and to set the stage for the subsequent reduction in and the reversal of the number of slum dwellers.

For the implementation of its strategic vision, UN-HABITAT will concentrate on five mutually reinforcing focus areas. These are:

Advocacy, monitoring and partnerships in promoting sustainable urbanization through education, communication, evidence-based information through data collection and analysis, policy dialogue and strategic partnerships.

Participatory urban planning, management and governance to strengthen the performance of national governments, local authorities and other stakeholders to engage in developing more livable, productive and inclusive cities.

Pro-poor land and housing: assisting national governments and Habitat Agenda partners to adopt pro-poor, gender and age sensitive housing, land management and property administration through enabling policies and improved regulatory frameworks.

Environmentally sound basic infrastructure and services to expand access to and to sustain provision of adequate clean water, improved sanitation, waste management, and ecologically sound transport, energy and appropriate technologies in urban and peri-urban areas.

Strengthened human settlements finance systems to improve access to finance for housing and infrastructure, particularly for the urban poor. Innovative finance mechanisms and institutional capacity will leverage the contributions of communities, local authorities, the private sector, government and international financial institutions.

The first focus area of the MTSIP, on *advocacy, monitoring and partnerships*, includes a key component on Education for Sustainable Urbanization, recognizing the important role of education and tertiary institutions to UN-HABITAT’s overall strategy and agenda. Also the need for creating strategic partnerships is stressed, and UN-HABITAT is looking to invest in developing curricula on sustainable urban development with universities, as well as expand its partnerships with tertiary institutions. A key initiative here is the development of the Habitat Partner University collaboration, through which UN-HABITAT seeks to enlarge cooperation between UN-HABITAT and institutions of higher education, as well as facilitating exchange and cooperation between universities in developed and developing nations.

The Enhanced Normative and Operational Framework is intended to enable UNHABITAT to play a leadership and catalytic role in promoting sustainable urbanization in at least 30 countries by 2013. The Enhanced Normative and Operational Framework responds to two of the principal objectives and outcomes of the Medium Term Strategic and Institutional Plan – to align normative, capacity building and operational activities as pre-investment packages to bring pilot initiatives at the country level to scale, and to work as a true catalyst in partnership with other UN agencies and Habitat Agenda partners. UN-HABITAT aims to engage potential and

actual partner universities and stimulate their inputs and support to the normative and operational activities in Enhanced Normative and Operational Framework focus countries .³

The aim is to engage universities in substantive discussions on the rationale and viability of curricula development, in order to produce graduates who are better equipped to face emerging urban development challenges. Emphasis will also be made on collaboration for developing and implementing professional courses focusing on aspects of the sustainable urban development agenda. Through partnering on producing graduates with relevant skills as well as engaging with professionals and practitioners, institutional capacities at country level can be strengthened and provide inroads towards influencing policy change. Partnerships between tertiary institutions as well as partnerships with UNHABITAT are also key for building on and strengthening synergies within a coherent framework.

³ Country priorities include the Lake Victoria and Mekong Delta regions, as well as countries where Habitat Country Documents exist.

Annex 2. Terms of Reference – Habitat Partner University

Background

The United Nations Human Settlements Programme, UN-HABITAT, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. On 1 January 2002, the agency's mandate was strengthened and its status elevated to that of a fully-fledged programme of the UN system in UN General Assembly Resolution A/56/206. Key recommendations and fine tuning of the agenda are now underway as strategy clusters for achieving the urban development and shelter goals and targets of the Millennium Declaration- the United Nations' development agenda for the next 15 to 20 years. The revitalization has placed UN-HABITAT squarely in the mainstream of the UN's development agenda for poverty reduction with a more streamlined and effective structure and staff, and a more relevant and focused set of programmes and priorities.

UN-HABITAT seeks to partner with universities, creating Habitat Partner Universities, as a means of enlarging cooperation between UN-HABITAT and institutions of higher education, as well as facilitating exchange and cooperation between universities in developed and developing nations.

Commitments

As the foundation for this partnership, the Habitat Partner University must be willing to promote the socially and environmentally sustainable development of towns and cities in accordance with the UN Millennium Development Goals and the targets and objectives agreed upon at the World Summit on Sustainable Development in Johannesburg. The Habitat Partner University should encourage interaction and cooperation between institutions of higher education based upon the principles of reciprocity and mutual benefit, as well as to promote an integrated approach to the ecological, economic, social and cultural dimensions of sustainable development of human settlements.

UN-HABITAT is willing to make available to Habitat Partner Universities, where possible, its extensive publications, data products, scientific information, internships and other training/resource tools. In this respect, we would welcome any contribution from the Habitat Partner University to further develop these tools and products.

UN-HABITAT will work together with the Habitat Partner University in building the capacity of tertiary institutions in teaching and research regarding the sound development of human settlements to meet the needs relevant to their context. UN-HABITAT will facilitate exchanges between Habitat Partner Universities in different countries as well as between Habitat Partner Universities and other institutions, bilaterally/internationally. UN-HABITAT will also be keen to work together with the Habitat Partner University in a multidisciplinary manner with the view to bridging gaps between science, education, field activities and policymaking. That would include, inter alia, cooperation in research, development, education and training, facilitation of undergraduate, Masters and PhD students activities and the exchange of students, joint development of e-learning programmes, organization of workshops, symposia and other academic activities and consultancies.

Criteria for prospective Habitat Partner Universities

- The Habitat Partner University relationship will be formalized through an exchange of letters, initiated by the prospective Habitat Partner University, detailing their objectives and plans for the cooperation.
- Prospective Habitat Partner Universities should, along with their letter to UNHABITAT, expand on their future plans for research, training and projects related to sustainable urban development. The future plans will be key for UN-HABITAT's assessment of the university's potential of becoming a Habitat Partner University.
- The nomination of a Habitat Partner University should be supported by the national Government. Governments can support the nominations of more than one university from that country. Where applicable, this support can be in the form of a letter of no objection from the Permanent Mission in Nairobi.

- Where applicable, Habitat Programme Managers/related offices in the prospective Habitat Partner University's country should provide a letter of support for the university.

Modus operandi for cooperation

- Habitat Partner Universities are to be network hubs and UN-HABITAT and Habitat Universities will freely share access to their separate networks.
- Partnerships between UN-HABITAT and Habitat Partner Universities should be initiated through an exchange of letters at the highest level of the university administration.
- Any subsequent decisions and commitments between UN-HABITAT and the Habitat Partner University should also be taken at this level.
- A focal point for the cooperation should be appointed from each side to facilitate interaction and partnership development. Operational decisions will be delegated to these focal points.
- Should any joint implementation of particular projects result from the cooperation, they should be formalized in separate agreements in accordance with the regulations, rules, policies and practices of both UN-HABITAT and the Habitat Partner University.
- A partnership between UN-HABITAT and a Habitat Partner University does by no means exclude or limit either party's cooperation with other universities/institutions.
- The partnership between UN-HABITAT and the Habitat Partner University will be reviewed every 3 years.
- The focus of the cooperation will be specified through an exchange of letters. There are no funding requirements tied to the exchange of letters.

Annex 3. List of Habitat Partner Universities: Exchange of letters completed or in advanced stage:

- Chalmers University of Technology, Gothenburg, Sweden;
- Helsinki University of Technology (TKK), Helsinki, Finland;
- Norwegian University of Technology (NTNU), Trondheim, Norway
- Università IUAV di Venezia, Venice,
- Mc Gill University, Montreal, Canada
- RMIT University Melbourne
- Katholieke Universiteit Leuven (K.U.Leuven), Belgium
- University of Trier, Germany
- Expression of interest:
- University of British Columbia (UBC), Canada
- University of Cape Town, South Africa
- Tongji University, Shanghai, China
- TU Delft
- TU Darmstadt
- Arab Academy for Science & Technology, Egypt (Arab League)
- University of Nairobi
- Maseno University
- Seoul National University / IUTC Gangwon
- Makerere University
- Wits University, Johannesburg
- Warsaw School of Economics
- Erasmus University Rotterdam
- University of Copenhagen
- Wageningen University
- University of Utrecht
- Selected Latin American Universities (ROLAC)

Annex 4. Collaboration Modalities for Habitat Partner Universities

RESEARCH

- Review of research agendas
- Masters Student research; PhD Student research;
- Post-doc research; Senior research / Contract research
- Internship of students at UN-HABITAT Headquarters or Regional Offices
- Attachment of students or researchers to UN-HABITAT field projects
- Secondment of senior university staff
- Involvement of UN-HABITAT staff in thesis guidance

EDUCATION

- Review of curricula
- Joint curriculum development
- Development of Masters courses
- Development of Short Continuing Education Courses
- Involvement of UN-HABITAT staff in training courses
- Development of joint courses
- Joint implementation of reality based studios

KNOWLEDGE MANAGEMENT

- Joint tool development
- Joint publication
- Joint seminars and other events

INSTITUTIONAL STRENGTHENING

- Measures to bridge the gap between research, teaching, policy and practice
- Higher education policy development
- Business planning
- Supporting inter-university networking
- Creating platforms for interlinking regional/local capacities within research, education, management and entrepreneurship.

Annex 5. Results-based framework for Habitat Partner Universities

Annex 5. Results-based framework for HPUs.

Objectives	Type of Collaboration	Thematic Focus	Geographical Focus	Partners	Time Frame	Indicator of Achievement
Describe the specific objectives of the collaboration	Specify the type of collaboration, e.g. research, education, knowledge management, institutional strengthening.	Describe the thematic focus of the collaboration, with reference to the overall goal and the focus areas of UN-HABITAT's Medium Term Strategic and Institutional Plan.	Identify the geographic focus of the collaboration (Specific cities; sub-countries; sub-regions).	List relevant partners who will be involved in the activity.	Indicate the envisaged time frame for each activity, within the overall MTSIP timeline 2008-2013	How will we measure to what extent the objective has been achieved
Objective 1						
Objective 2						
Objective 3						