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**Work programme of the United Nations Human
Settlements Programme and budget of the United Nations
Habitat and Human Settlements Foundation
for the biennium 2012–2013**

**Proposed work programme and budget for the biennium
2012–2013**

Report of the Executive Director

Addendum

**Progress report on the implementation of the medium-term
strategic and institutional plan for the period 2008–2013¹**

Summary

1. The present report is submitted pursuant to paragraph 7 of resolution 22/7 of 3 April 2009, by which the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) called upon the Executive Director to report, using a results-based framework, on a half-yearly basis on progress made, challenges encountered, foreseeable issues and next steps in the implementation of the medium-term strategic and institutional plan, to Governments through the Committee of Permanent Representatives and to the Governing Council at its twenty-third session.
2. The present report is based on data and information drawn from eight medium-term strategic and institutional plan progress reports presented to the Committee of Permanent Representatives, a staff survey on organizational effectiveness undertaken in 2009, and reviews and independent evaluations conducted during the reporting period (2008–2010).
3. From the present report, it is evident that significant progress has been made in the implementation of the plan, which now provides a new overall vision for UN-Habitat and has introduced fresh drive and motivation among staff. The results framework has contributed to better alignment and interdivisional collaboration and greater focus on shared results. Through the enhanced normative operational framework, there is better understanding of the normative and operational roles

* HSP/GC/23/1.

¹ The mention of the names of firms and commercial products does not imply the endorsement of the United Nations.

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of UN-Habitat, and evidence of this exists in a growing number of UN-Habitat activities and joint United Nations efforts. Through its advocacy, monitoring and partnership work, UN-Habitat continues to raise global awareness of urban issues and challenges.

4. The main challenges in implementing the plan relate to complex governance and accountability structures; a slow transformation towards a culture of managing for results; and inadequate and unpredictable funding, largely as a result of an imbalance in earmarked and non-earmarked contributions.

Background

5. The United Nations Human Settlements Programme (UN-Habitat) is the coordinating agency within the United Nations system for human settlements and the focal point for the implementation of the Habitat Agenda. Given its broad mandate and the very limited available resources, in 2005, the Office of Internal Oversight Services recommended that UN-Habitat should identify a few critical areas of its mandate on which to focus in order to have the greatest impact. The process of identifying areas of focus resulted in the development of the medium-term strategic and institutional plan for 2008–2013, which was approved by the Governing Council by its resolution 21/2.

6. By the same resolution, the Governing Council requested the Executive Director to elaborate a process for the improvement of the plan and 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 wider process of United Nations system-wide reform.

7. The key elements of the plan are its sharpened focus through six mutually reinforcing focus areas; an enhanced normative and operational framework; institutional reforms; and improved resource mobilization. The six reinforcing focus areas of the plan are:

- (a) Advocacy, monitoring and partnerships;
- (b) Participatory urban planning, management and governance;
- (c) Pro-poor land and housing;
- (d) Environmentally-sound and affordable urban infrastructure and services;
- (e) Strengthening human settlements finance systems;
- (f) Excellence in management.²

8. The present report is submitted pursuant to paragraph 7 of resolution 22/7 of 3 April 2009, by which the Governing Council of UN-Habitat called upon the Executive Director to report, using a results-based framework, on a half-yearly basis on progress made, challenges encountered, foreseeable issues and next steps in the implementation of the medium-term strategic and institutional plan, to Governments through the Committee of Permanent Representatives and to the Governing Council at its twenty-third session. The present report is based on data and information drawn from eight medium-term strategic and institutional plan progress reports presented to the Committee of Permanent Representatives, a staff survey on organizational effectiveness undertaken in 2009, and reviews and independent evaluations conducted during the reporting period (2008–2010).

I. Organizational arrangements for the implementation of the medium-term strategic and institutional plan

9. Following the approval of the medium-term strategic and institutional plan plan, in July 2007 the Executive Director established four interdivisional task forces to initiate the implementation of the plan. The four task forces worked on the following themes:

(a) *Enhanced normative and operational framework*: for country-level activities and engagement. The framework is designed to facilitate programme focus, cohesion and alignment between UN-Habitat normative and operational work and to enhance the effectiveness of UN-Habitat support to member States in the implementation of the Habitat Agenda and the attainment of the Millennium Development Goals;

(b) *Resource mobilization*: to consolidate and broaden the existing donor base and to secure more predictable funding;

2 HSP/GC/21/5, paras. 31, 34 and 35.

(c) *Results-based management*: to bring about excellence in management, including enhanced planning, monitoring, evaluation and reporting, in addition to enhanced accountability aimed at improved performance;

(d) *Human resources management and administration*: to align staff competencies with programme priorities so as to ensure organizational efficiency and effectiveness.

10. In addition, a steering committee was established to oversee and provide strategic guidance in the implementation of the plan, to coordinate the work of the task forces and to establish priorities for the allocation of resources under the plan.

11. The task forces developed an action plan as a first step towards implementing the medium-term strategic and institutional plan, which was endorsed by the Committee of Permanent Representatives in December 2007. The four main objectives of the action plan are:

(a) To implement an enhanced normative and operational framework to enable UN-Habitat to play a catalytic role in promoting sustainable urbanization in at least 30 countries by 2013;

(b) To implement results-based management and a knowledge management system and to enhance monitoring and evaluation;

(c) To develop a resource mobilization and communications strategy that would help to correct the imbalance between non-earmarked and earmarked contributions through multi-year, predictable funding arrangements;

(d) To realign human resources, managerial and administrative systems effectively to scale up the implementation of the plan and to contribute to excellence in management.

12. The action plan is being implemented in phases synchronized with the planning cycles of the biennial work programme. The first phase, for 2008–2009, focused more on institutional reform aspects. The second phase, for 2010–2011, focuses more on the programmatic aspects of substantive focus areas, while continuing with institutional and administrative reforms.

II. Progress in the refinement of the medium-term strategic and institutional plan

13. When the Governing Council endorsed the six focus areas and the enhanced normative and operational framework of the medium-term strategic and institutional plan through its resolution 21/2, it requested the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for the improvement of the plan, including the agreement of specific “SMART”³ indicators, targets and priorities in order further to refine each of the focus areas and for reflection in the UN-Habitat strategic framework and work programme and budget.

14. The process of refining the plan began with the training of key staff members in results-based management principles, followed by the development of a results framework for each focus area. The results framework articulates a “SMART” strategic result, expected accomplishments, sub-expected accomplishments and indicators of achievement for each focus area. The process engaged substantive staff in a participatory manner so as to strengthen ownership of and accountability for the results of the medium-term strategic and institutional plan.

15. The results framework now serves as the fulcrum of organizational planning, programming, budgeting, management, monitoring and reporting for the period until 2013. The refinement and prioritization of the medium-term strategic and institutional plan was also linked to the process of developing policy and strategy papers for each of the five thematic focus areas. The policy papers aim to strengthen synergy and coherence in achieving results at the global, regional and country levels.

III. Progress in the implementation of action plan priorities

16. During the reporting period, significant progress was made in implementing the action plan priorities, known as “quick wins” and “must dos”, for 2008–2009. As at December 2010, 9 of the 12 “quick wins” had been fully implemented. These include:

(a) Harmonization of flagship reports to strengthen the UN-Habitat advocacy role;

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

- (b) Preparation of 33 Habitat country programme documents to promote the alignment of normative and operational activities at the country level, to strengthen engagement with national Governments, United Nations country teams and United Nations Development Assistance Framework processes;
- (c) Preparation of a strategy paper on a global campaign for sustainable urbanization;
- (d) Preparation of policy papers on five substantive focus areas of the medium-term strategic and institutional plan;
- (e) Strengthening of the Programme Review Committee to ensure compliance of projects and programmes with the strategic objectives and envisaged results of the medium-term strategic and institutional plan;
- (f) Branding and resource mobilization;
- (g) Launching of experimental reimbursable seeding operations;
- (h) Delegation of authority;
- (i) Preparation of a participatory work programme and budget.

17. The enhanced normative and operational framework has proved to be an effective instrument in mainstreaming the Habitat Agenda through Habitat country programme documents. Results-based management, including results-oriented planning, monitoring, evaluation and reporting have improved. UN-Habitat also made significant progress in streamlining business processes, delegation of authority and alignment of human resources with the focus areas of the medium-term strategic and institutional plan.

18. The three “quick wins” that were partially implemented are:

- (a) Improved performance monitoring, evaluation and reporting;
- (b) Communications and information;
- (c) Internal alignment.

19. Significant attention is currently being paid to those areas in the second phase of the plan’s implementation (2010–2011). The table provides a summary of the progress made and achievements with regard to the planned “quick wins” and must dos” of the action plan priorities for 2008–2009.

Summary of progress made and achievements with regard to action plan priorities

<i>Objective area and indicators of achievement</i>	<i>Progress and achievements by December 2010</i>
1. Enhanced normative and operational framework	
Global campaign for sustainable urbanization launched and implemented	<p>The campaign’s fundamental objective is to raise global awareness of sustainable urbanization issues. A strategy paper was prepared in 2009. It emphasizes the campaign as one of the key strategies of the medium-term strategic and institutional plan for forging effective multi-stakeholder partnerships that include the public, private and civil sectors. It identifies constituencies and main stakeholders and clarifies how UN-Habitat events and products will contribute to the campaign.</p> <p>The World Urban Campaign was launched during the fifth session of the World Urban Forum, in March 2010 in Rio de Janeiro, Brazil. More than 50 partners, representing global and thematic networks of cities, parliamentarians, professionals, civil society and the private sector have since committed themselves to the campaign. Five United Nations agencies (the International Labour Organization, the World Health Organization, the Universal Postal Union, the Secretariat of the International Strategy for Disaster Reduction and the International Telecommunication Union) have also associated themselves with the Campaign.</p> <p>The 100 Cities initiative, a key component of the Campaign, was also launched during the Forum. The initiative builds on the concept of best practices and information sharing and exchange. The initiative is to hold a summit in Alicante, Spain, in 2011. Its website (www.100citiesinitiative.org) was developed and supported by UN-Habitat to become a key tool in mobilizing and promoting the Campaign on a global basis.</p>
Policy and strategy papers for five programmatic	Policy and strategy papers have been prepared for five programmatic focus areas. They are intended to sharpen programme focus, bring in new partnerships and

<i>Objective area and indicators of achievement</i>	<i>Progress and achievements by December 2010</i>
focus prepared	foster programme alignment and cohesion in global, regional and country-level programming in relation to the objectives of the medium-term strategic and institutional plan. They can be viewed on the UN-Habitat website. A peer review of the plan conducted in August 2010 found the papers to vary in quality and recommended that they should be standardized to obtain a more uniform level of quality and to articulate programmatic priorities, challenges and constraints.
Integrated programme of normative and operational activities in 20 countries	It is a commendable achievement that 33 Habitat country programme documents have been prepared. For the first time, information about UN-Habitat activities, vision, objectives and plans at the country level is available in one document. Although not all of the same quality, the documents have laid the foundation for sharing information and enhanced understanding of UN-Habitat among external partners and can be used for resource mobilization. They have contributed to the integration of human settlements issues into United Nations development assistance frameworks and national development plans. An evaluation of the first 33 documents was completed in July 2010 and a number of recommendations made, including one on updating the documents to bring the enhanced normative and operational framework agenda closer to partners at the country level. In August 2010, 29 countries were selected for priority focus under the enhanced normative operational framework further to develop programmes and activities in accordance with countries' needs and demands and to ensure greater impact from the limited resources available.
Habitat Agenda partnership strategy developed and implemented	During the reporting period, a Habitat Agenda partnership strategy was developed and is being implemented. Its principal goal is to create the environment and structures that will enable UN-Habitat partners to work with the relevant divisions and sections within UN-Habitat. The strategy defines the UN-Habitat partnership vision, strategic focus, goals and objectives. It also defines categories of partners, gives criteria and guidelines for selecting partners, and also establishes the mechanisms through which they can be engaged. Lastly, it defines policy regarding partners' contributions. An evaluation of cooperation agreements with partners concluded that the strategy responds well to the challenges affecting the implementation of UN-Habitat programmes with partners. As at October 2010, 1,122 cooperation agreements had been entered into with various partners since 2007. These include non-governmental organizations, private-sector entities and governmental organizations.
2. Results-based management and knowledge management	
Results-based management guiding principles and benchmarking in place	<p>The application of results-based management in UN-Habitat is guided by, and based on, three pillars:</p> <ul style="list-style-type: none"> • Planning-programming-budgeting-monitoring-evaluation and reporting cycle; • Institutional strategies and arrangements to support results-based management; • Information and knowledge management systems to support results-based management. <p>Using results-based management principles, UN-Habitat developed a chain of results for each focus area of the medium-term strategic and institutional plan using a participatory approach. An interactive process has enhanced ownership of the results framework, which now serves as the fulcrum for organizational planning, programming, budgeting, monitoring, evaluation and reporting.</p> <p>The biennial strategic framework and work programme and budget have been derived from the results framework. Since the adoption of the medium-term strategic and institutional plan, UN-Habitat has made progress in establishing a transparent budget decision-making process. Improvements have also been made in budgetary processes by aligning the budgets to the plan focus areas. In 2009, a review and resource allocation committee under the plan was established to facilitate transparency in resource allocation.</p> <p>Capacity building in results-based management is under way and a training strategy to familiarize managers and staff at all levels with results-based management concepts was developed in 2009. At least 180 UN-Habitat staff members have undergone introductory training in results-based management, including Habitat programme managers and regional office staff.</p>
“SMART” indicators for	A six-year, refined results framework with a “SMART” goal, strategic results,

<i>Objective area and indicators of achievement</i>	<i>Progress and achievements by December 2010</i>
results-based management	expected accomplishments and indicators of achievement in all six focus areas is in place. It has contributed to better integration and coordination between divisions by focusing on the results that UN-Habitat wishes to achieve.
Knowledge management strategy developed and implemented	UN-Habitat now has its first knowledge management strategy, which consists of internal and external components. It has been developed to provide UN-Habitat staff and Habitat Agenda partners with easy access to information and knowledge on urban and shelter issues. It seeks to position UN-Habitat in achieving its vision of becoming the leading reference centre on cities. The strategy harnesses efforts of global networks of Habitat Agenda partners to document and synthesize knowledge, experiences, best practices and lessons learned on sustainable urban development. The main elements of the strategy include: a global online urban portal, launched in June 2010; improved outreach and use of social media and iReports; improved communication with the Committee of Permanent Representatives; systematic knowledge exchange with outposted offices; more streamlined reporting; and fostering of a knowledge culture. The implementation of the knowledge management strategy will be assessed in 2012.
3. Resource mobilization	
Establishment of Resource Mobilization Unit and resource mobilization strategy	The Resource Mobilization Unit was established in February 2008. It currently has three Professional staff members – one at the D-1 level, one at the P-4 level and one at the P-2 level – and one General Service staff member. A resource mobilization strategy and action plan for 2010–2013 has been prepared. The strategy aims at consolidating the programme's engagement with the existing donor base, broadening the donor base and reaching out to non-conventional donors so as to resolve the imbalance between earmarked and non-earmarked resources, and secure more predictable multi-year funding arrangements. Multi-year programme agreements have been signed by UN-Habitat with the Governments of Norway, Spain, Sweden and the United Kingdom. In 2009, the European Community funded a multi-year programme in slum upgrading covering several African, Caribbean and Pacific countries. Resources have also been mobilized from non-traditional donors, including African and Islamic banks, private-sector organizations such as Google.org, Coca-Cola, Yahoo, eBay and Voss, and private foundations, including the Rockefeller Foundation. A donor database has been developed that serves as what might be termed a "one-stop shop" on donor information for the entire programme.
Preparation, adoption and implementation of branding and fund-raising strategy	A branding manual containing graphic design standards and editorial guidelines is in place. A standard marketing kit consisting of generic folders, posters and a UN-Habitat brochure in the six official United Nations languages is also in place. A catalogue of UN-Habitat products and services has been published; and information and communication packages in support of key elements of the World Urban Campaign have also been prepared.
Experimental reimbursable seeding operations structure established and operationalized	The decision to establish experimental reimbursable seeding operations was taken in 2007. The relevant structures have since been established and operationalized. A loan administration process has been developed. The total funds leveraged through seed funding of \$2.75 million had reached \$5.5 million by December 2010. Since the establishment of the experimental reimbursable seeding operations, eight publications on human settlements finance systems have been produced and are in high demand, having attracted public interest. The relevance, efficiency, effectiveness, impact of and lessons learned in implementing the experimental reimbursable seeding operations are described in the external evaluation undertaken.
4. Realignment of human resources, managerial and administrative processes effectively to implement the plan	
Programme Review Committee	Programmes and projects constitute the vehicle through which UN-Habitat pursues results under the medium-term strategic and institutional plan. A strengthened and more effective programme review mechanism comprising two programme review committees (one for headquarters and another for the regional offices) has been established to ensure that programmes are focused on results, and to promote programmatic coherence, alignment and collaboration between divisions and sections. The quality of projects and programme briefs and documents submitted to the programme review committees has improved because of the training provided to staff members. A comprehensive assessment of 185 programme and project documents carried out in early 2010 concluded that 95 per cent of the documents were aligned with the results framework of the

<i>Objective area and indicators of achievement</i>	<i>Progress and achievements by December 2010</i>
	medium-term strategic and institutional plan in terms of substance and focus.
Recruitment	A staff skills inventory database has been developed and is continuously assessed. The information assists in refining the staff development and training programmes, and in ensuring that staff members have the skills required to implement the plan. An assessment conducted by UN-Habitat in 2010 indicated that 93 per cent of staff had skills aligned with the medium-term strategic and institutional plan, up from 60 per cent in January 2009. The average time for recruitment has been reduced from 265 days to 174 days. Progress continues in the review and classification of job descriptions to align them with the plan, with all posts open for recruitment screened to ensure compliance with the plan.
Internal alignment/restructuring	External evaluations indicate that formal restructuring has been slow and of limited scope. Moderate intradivisional restructuring has taken place, but there are several more complex underlying issues that require a detailed organizational assessment before restructuring. This assessment has begun. There have been some improvements in collaboration across divisions, sections and units. In the staff survey of October 2009, 65 per cent of staff members reported improved collaboration across units and divisions and 61 per cent reported improved collaboration between headquarters and outposted offices over the previous 12 months.
Delegation of authority	Delegation of authority is designed to improve administrative efficiency and accountability and promote excellence in management. A new system for the financial delegation of authority was established in December 2009 for signing programme and project documents. The responsibility is decentralized to the Deputy Executive Director and division and regional directors. A document providing guidance on this delegation of authority has been issued. There has also been delegation of authority in the areas of procurement and travel.
More participatory work programme and budget preparations	The formulation of the biennial strategic framework and work programme and documents for 2010–2011 and 2012–2013 was carried out in a more participatory and transparent manner.

IV. Progress and achievements in the six focus areas

20. One of the medium-term strategic and institutional plan's aims was to introduce a stronger results focus into UN-Habitat work. With the completion and roll-out of the results framework in April 2009, focus steadily shifted towards programmatic aspects of the plan. The results framework was developed with indicators of achievement at the strategic results and expected accomplishment levels for all six focus areas. The achievements are highlighted below against the expected accomplishments for each focus area.

A. Focus area 1: effective advocacy, monitoring and partnerships

21. The focus in this area of the plan is on awareness-raising and policy guidance, monitoring of urbanization conditions and trends, and the participation of Habitat Agenda partners.

1. Improved awareness of sustainable urbanization issues at the national and global levels

22. During the reporting period, UN-Habitat raised the profile of urban challenges through its advocacy, monitoring and partnership work. Publications, especially the two flagship reports, the *Global Report on Human Settlements* and *State of the World's Cities*, provided evidence-based knowledge of trends and challenges in sustainable urban development. The themes of the 2009 and 2011 issues of the *Global Report on Human Settlements* were planning sustainable cities and cities and climate change, respectively. The 2008–2009 and 2010–2011 editions of the *State of the World's Cities* report focused on the themes of harmonious cities and bridging the urban divide, respectively. There is also now a growing demand for such reports at the regional level. The first two *State of African Cities* reports were prepared in 2008 and 2010. The first *State of Asian Cities* report was prepared in 2010. The increasing downloads from the UN-Habitat website demonstrates that these publications are of interest to a growing number of users: 4 million visits and 347,700 downloads were recorded in 2010, compared to 3.4 million and 284,417 in 2009.

23. The World Urban Forum and World Habitat Day are increasingly becoming significant global advocacy and learning platforms. The fourth session of the World Urban Forum, attended by some 8,000 participants, was held in Nanjing, China, from 3 to 6 November 2008 under the theme

“Harmonious urbanization: the challenge of balanced territorial development”. The fifth session, attended by over 10,000 participants from 150 countries, was held in Rio de Janeiro, Brazil, from 22 to 26 March 2010. The theme of the session was “The right to the city: bridging the urban divide”. World Habitat Day in 2010 recorded 239 events in 79 countries, an increase of about 120 per cent over 2009 in the number of countries and a 117 per cent increase in the number of events.

24. The World Expo 2010 Shanghai offered a significant opportunity for global advocacy on the sustainable urban development agenda. UN-Habitat, as the leading United Nations agency on urban issues, coordinated the United Nations pavilion, whose theme was “Better city, better life”, in the model of the “One United Nations” initiative. The pavilion attracted 40 United Nations agencies and about 3 million visitors through 150 events on sustainable urbanization issues.

25. Regional ministerial conferences on housing and urban development for Asia and the Pacific, Africa, and Latin America and the Caribbean are held every year and are becoming good platforms for supporting sustainable urbanization, as evidenced by the adoption of action plans at these conferences.

26. The dynamic translation of the UN-Habitat website into more than 50 languages, including the six official languages of the United Nations, which began in June 2010, is expected to increase the audience of UN-Habitat dissemination efforts, thereby enhancing global awareness of urban issues.

2. Habitat Agenda partners participating in the formulation of sustainable urbanization policy

27. In addition to the partnership strategy described in the table, by December 2010, progress had also been made in expanding the database of UN-Habitat partners, which now contains 2,800 partner organizations. The database facilitates the identification of partners that commit themselves to norms and principles of sustainable urbanization. It assists in identifying partners to participate in awards such as the UN-Habitat Scroll of Honour, Dubai Best Practices in Improving the Living Environment and the Sheikh Khalifa Bin Salman Al Khalifa Habitat Award, in addition to those who could contribute to the Opportunities Fund for Urban Youth-Led Development.

28. The Urban Gateway, a global online urban portal for partners and by partners mentioned in the table, was launched during World Habitat Day 2010. It is significantly enhancing the sharing of information on urban issues, and improving communication between UN-Habitat and its partners.

3. Monitoring of sustainable urbanization conditions and trends improved

29. During the reporting period, UN-Habitat provided technical assistance on the use of tools and methodologies and built local and national capacities to collect and apply urban indicators in policy analysis and formulation. The number of operational local urban observatories had increased to 155 by October 2010, up from 101 in 2008.

30. During the reporting period, requests to UN-Habitat from countries in Asia, Africa, and Latin America and the Caribbean to establish national and local urban observatories increased. In addition to national partners, the UN-Habitat Global Urban Observatory continues regularly to update the Urban Indicators Programme, in collaboration with the United Nations Children’s Fund, the United Nations Statistics Division and the United Nations Population Fund. Other United Nations agencies collaborating with UN-Habitat through urban observatories include the United Nations Development Programme, the United Nations Economic and Social Commission for Western Asia, the United Nations Economic and Social Commission for Asia and the Pacific, the United Nations Economic Commission for Africa, the United Nations Development Programme, the United Nations Department of Economic and Social Affairs, the World Health Organization and the Joint Research Centre of the European Commission.

B. Focus area 2: participatory urban planning, management and governance

31. The focus in this area of the plan is on improved policies, strengthened institutions and improved implementation in the areas of climate change, urban safety and urban economic development.

1. Improved policies, legislation and strategies support inclusive urban planning, management and governance

32. Well-managed urbanization generates economic growth, social harmony, political advances and scientific progress, while poorly managed urbanization generates social exclusion, poverty, uncontrolled urban sprawl and unsustainable consumption of land, water and other natural resources. As part of its efforts to promote sustainable urbanization and strengthen the role of local authorities, UN-Habitat provides technical support to countries through initiatives aimed at improving policies, strategies and legislation for planning, management and governance.

33. By the end of October 2010, 39 countries had improved policies, legislation and strategies for urban planning, management and governance with UN-Habitat support, exceeding the target of 30 for the biennium 2010–2011. By the end of 2010, 11 crisis-prone and post-crisis countries had urban planning, management and governance policies that incorporated urban risk and vulnerability measures. Urban planning policy reviews are in progress in Colombia, the Philippines and the United Republic of Tanzania. With technical support from UN-Habitat in participatory assessments, urban planning and capacity-building, cities in the Lake Victoria Programme in East Africa developed strategic plans to mitigate the negative consequences of rapid urbanization. In the United Republic of Tanzania, an urban safety and social cohesion agenda was initiated to avoid uncoordinated and isolated projects.

2. Strengthened institutions promote inclusive urban planning, management and governance

34. During the reporting period, UN-Habitat continued to support and strengthen local authorities in the implementation of inclusive urban planning, management and governance in a number of countries. By October 2010, 41 institutions had received support from UN-Habitat in strengthening their capacities. UN-Habitat also developed and launched a guide entitled “Supporting Local Action for Biodiversity, 2010” for national Governments to support cities and local authorities in the implementation of the Convention on Biological Diversity. In collaboration with Tongji University, China, UN-Habitat built the capacity of urban planners from East African countries on participatory spatial planning and solid waste management.

35. In partnership with the Golda Meir Mount Carmel Training Centre, UN-Habitat strengthened capacities of trainers in gender and local governance. In addition, UN-Habitat strengthened the capacity of the International Federation of Surveyors in conducting land evaluations that took into account gender considerations. UN-Habitat, in collaboration with the University of the Philippines, strengthened the capacities of the universities of Australia, Indonesia, Mongolia, Papua New Guinea, Sri Lanka, Thailand and Viet Nam in urban planning. The Lake Victoria City Development Strategies initiative, in collaboration with the Netherlands Institute for Housing and Urban Development Studies is running a diploma course on urban development studies from which 35 local authority personnel have benefited to date.

36. A number of initiatives in target countries were supported by UN-Habitat during the reporting period, including: local area development planning and provincial development strategy formulation in Basra, Iraq; formulation of city development strategies in the Great Lakes region of Africa; preparation of provincial and city development strategies in Quang Nam province and Ho Chi Minh City, Viet Nam; and development of a gender and security strategy in Kosovo. A resource guide on initiatives for young people and crime prevention strategies were published and disseminated through the Safer Cities Network.

37. Urban safety online toolkits and training modules for the Asia and Pacific region were developed. UN-Habitat assisted Kenyatta University and the University of Nairobi in developing curricula for programmes based on issues of urban energy, food security, water and sanitation. Local authorities in 15 Liberian cities received training on leadership, financial management and local economic development.

3. Improved implementation of inclusive urban planning, management and governance

38. A total of 132 cities are implementing inclusive urban planning, management and governance with the support of UN-Habitat through a participatory approach to action planning and implementation in the areas of governance, safety, environment, risk and crisis. The Lake Victoria website-based spatial portal and data repository for regional urban planning records, <http://gridnairobi.unep.org/lvsp/ptk>, was developed as a resource to keep track of regional indicators, to assist in strategic planning and to provide practical tools for use in urban planning.

39. UN-Habitat supported eight demonstration projects in the Lake Victoria region, including on waste management (in Kisumu and Homa Bay, Kenya), sanitation (Kampala and Kisumu) wetlands management (Musoma, United Republic of Tanzania) livelihoods, young people and gender empowerment (Entebbe and Jinja, Uganda) and infrastructure (Bukoba, United Republic of Tanzania).

40. UN-Habitat launched a cities in climate change initiative in 2009. The initiative works with a wide range of external and local partners to produce measurable results. Four pilot cities are included under this initiative: Kampala, Maputo, Sorsogon City (Philippines) and Esmeraldas (Ecuador).

41. In partnership with the World Bank, the United Nations Environment Programme and the Cities Alliance, UN-Habitat developed an open source city-level greenhouse-gas emission inventory standard, which was launched at the fifth session of the World Urban Forum. The standard is expected

to harmonize the wide range of existing greenhouse-gas emission inventory practices, thereby contributing to better targeting and monitoring of city mitigation efforts.

42. As a result of UN-Habitat work, the Jamaican national disaster management committee refined its mandate to include urban women's security.

43. The publication of lessons learned from experiences in the development and implementation of strategic urban development plans and slum upgrading plans initiated debate and exchanges inside and outside UN-Habitat on key areas of planning, management and governance.

C. Focus area 3: pro-poor land and housing

44. The focus in this area of the medium-term strategic and institutional plan is on improved access to land and housing, security of tenure and slum improvement and prevention.

1. Improved land and housing policies implemented

45. UN-Habitat mobilized and supported Governments and Habitat Agenda partners to implement improved land and housing policies. As at October 2010, a total of 32 countries (3 in Europe, 7 in Asia and the Pacific, 17 in African and Arab States, and 6 in Latin America and the Caribbean) were either developing or implementing or had completed land and housing reforms with the support of UN-Habitat.

46. Through the Global Land Tool Network, UN-Habitat facilitated a network of important stakeholders in the land sector. By October 2010, the network had increased its partners to 42 organizations, compared to 33 in 2008, with individual membership of 1,550 stakeholders from 142 countries. UN-Habitat, through the Network, supported the World Bank in the development of a land governance assessment framework for land-related interventions.

47. Following the African Union's adoption of its land policy framework and guidelines in July 2009, UN-Habitat has continuously supported the land policy initiative in Africa, in collaboration with the African Union Commission, the United Nations Economic Commission for Africa and the African Development Bank. The initiative has focused on the development of land indicators and a tracking system to monitor progress in the implementation of the agreed land policy framework.

48. A number of projects to improve land and housing policies were implemented during the reporting period with the assistance of UN-Habitat, so as to improve land and housing policies in Chad, Ecuador, Ghana, Kenya, Malawi, Nepal, Viet Nam and Zambia. The new Kenyan Constitution of August 2010 contains a chapter on land that originated from UN-Habitat support in the development of the Kenyan national land policy.

2. Security of tenure increased

49. UN-Habitat normative efforts to promote alternatives for forced evictions became more structured through the Advisory Group on Forced Evictions and its partners. Currently 24 countries, of which 11 are in African and Arab States, 9 in Asia and the Pacific, 1 in Eastern and Central Europe and 3 in Latin America and the Caribbean, are implementing policies to improve security of tenure, including reducing forced evictions.

50. UN-Habitat provided support to a number of countries at the interregional and country levels. In Brazil, in partnership with the Huairou Commission, UN-Habitat pilot-tested a gender evaluation criteria tool. As a result of the work, the Government of the State of Pernambuco, reversed an existing eviction order, thereby granting security of tenure to an estimated 8,500 families in the Recife area.

51. A number of projects on security of tenure were implemented, among others, in Afghanistan (registration of 12,425 plots), Benin (land registry development), the Democratic Republic of the Congo (land-related conflicts), Ethiopia (studies on a land certification programme), Pakistan (assistance to 12,500 landless families), Serbia (housing rights) and the Sudan (land registration).

52. Forced evictions remain a significant challenge in partner countries. The challenge of monitoring forced evictions is being tackled through a global eviction monitoring facility, part of the Urban Gateway launched in October 2010, as a global tool to improve knowledge management and facilitate collaboration.

3. Slum improvement and prevention policies promoted

53. As part of UN-Habitat contributions to the realization of the Millennium Development Goals target of improving the lives of slum-dwellers, UN-Habitat implemented a number of activities aimed at improving the living conditions of the vulnerable urban populations and urban poor, especially slum-dwellers.

54. UN-Habitat collaborated with the World Bank, the Inter-American Development Bank, the German Agency for Technical Cooperation and Cities Alliance in the implementation of a programme entitled “Successful approaches to national slum upgrading and prevention”. The programme focuses on the analysis of recent experiences and best practices in slum upgrading and prevention in 15 countries.

55. In the framework of the “one United Nations” initiative, UN-Habitat promoted slum prevention and supported landslide mitigation and reconstruction activities, including a resettlement and a reforestation programme implemented in partnership with the Rwanda Environmental Management Authority. In the United Republic of Tanzania, the development of a citywide action plan for the upgrading of unplanned and unserved settlements in Dar-es-Salaam was supported by UN-Habitat. UN-Habitat will provide assistance for its implementation through 2020.

56. UN-Habitat is also supporting a project on urban partnerships for poverty reduction project in Bangladesh. The project is funded by the Government of the United Kingdom of Great Britain and Northern Ireland and is the largest urban poverty reduction initiative in Bangladesh. In Mongolia, UN-Habitat coordinated a community-led upgrading project in Ulaanbaatar. The project was funded by the Government of Japan (\$5.8 million) through UN-Habitat. It targets 56,700 people from 12,185 households in five districts.

57. UN-Habitat priorities in post-crisis situations are land and housing delivery, slum prevention and slum upgrading. Through projects in Haiti, Indonesia, Mozambique, Myanmar and the Philippines, UN-Habitat and the International Federation of Red Cross and Red Crescent Societies continued jointly to tackle the emergency shelter needs of populations affected by natural disasters, with UN-Habitat providing technical expertise. In Haiti, UN-Habitat successfully advocated the adoption of policy changes, including prioritizing the safe return of internally displaced persons and land sector reform. In the Lao People’s Democratic Republic, UN-Habitat supported families and communities affected by Typhoon Ketsana, which swept through the country’s southern provinces in October 2009. UN-Habitat provided 1,500 households with emergency assistance that benefited some 60,000 people.

D. Focus area 4: developing environmentally sound basic urban infrastructure and services

58. During the reporting period, significant progress was made with regard to the main activities of focus area 4 of the medium-term strategic and institutional plan: assisting Governments to adopt enabling policy and institutional frameworks capable of expanding access to basic services; supporting Governments to increase the efficiency and effectiveness of their water and sanitation institutions; and enhancing consumer demand for water and sanitation services.

1. Enabling policy and institutional framework promotes expanded access

59. One of the major achievements in UN-Habitat normative work is the global recognition of the third report in the *Water and Sanitation in the World’s Cities* series, entitled *Solid Waste Management in the World’s Cities 2010*, which won the International Solid Waste Association publication award.

60. The number of countries progressively adopting policies aiming at expanded access to environmentally sound urban infrastructure and services reached 35, exceeding the target set for 2010–2011.

61. The Global Water Operators’ Partnerships Programme expanded its activities to Southern Europe, where it established a regional platform for water operators that aims at implementing capacity-building interventions based on peer support. By October 2010, the partnership had expanded to more than 100 partners, including the French Development Agency, the Caribbean Development Bank and the Development Bank of Southern Africa.

62. In Central America, UN-Habitat is supporting the implementation of a solid waste management initiative in Costa Rica, El Salvador, Guatemala and Nicaragua. A total of 20 partner institutions and 50 community institutions are currently benefiting from the UN-Habitat capacity development programme that began in October 2010. In Asia, UN-Habitat supported water and sanitation projects in Cambodia, India, Nepal and Viet Nam, benefiting some 30,000 people. In Eastern Africa, the capacities of 20 institutions were strengthened to promote the expansion of basic urban services in the Lake Victoria region.

63. The following countries also received UN-Habitat support in water and sanitation: Bolivia (Plurinational State of) (on development of policy and guidelines in sustainable sanitation); Colombia (integration of water and sanitation); Mexico (on development of a proposal to secure loans for policy

development and projects on water education and infrastructure upgrading in schools); and Nicaragua (on improving solid waste services through increased waste recovery and recycling).

2. Increased institutional efficiency and effectiveness

64. The total number of people benefiting from the water and sanitation programmes supported by UN-Habitat in Asia, Africa, and Latin America and the Caribbean by the end of October 2010 stood at 1.25 million. The total number of institutions in target countries progressively adopting institutional mechanisms that expanded access to environmentally sound urban infrastructure and services stood at 123.

3. Enhancing consumer demand for efficient and sustainable basic urban infrastructure

65. The Monitoring Services to Inform and Empower platform, launched during World Water Week in March 2010 as a global online water and sanitation monitoring data storage and visualization warehouse, is operational. It is contributing to more accurate and comprehensive assessments of water and sanitation service provision and has the potential to guide the choice of interventions and help measure their impacts.

66. Under the Lake Victoria Region Water and Sanitation initiative, an estimated 220,000 households benefited from improved water services through piped water. UN-Habitat promoted sanitation and hygiene education, in addition to the integration of new ethics and behavioural changes among service providers and users.

67. In Asia, UN-Habitat supported projects in India (on harvesting rainwater in 16 schools) benefiting 23,000 people; Indonesia (on solid waste services), Myanmar (on restoring damaged and destroyed water and sanitation infrastructure through 900 community contracts); and Nepal (on training of 14 water user communities in small towns). In Latin America and the Caribbean, UN-Habitat supported a project entitled “Water for Life”, in which 700 Cuban households were connected to piped water.

E. Focus area 5: human settlements finance systems

68. The Governing Council, in its resolution 21/10, requested the Executive Director to establish a trust fund within the Habitat and Human Settlements Foundation, to support the introduction of the experimental reimbursable seeding operations, in addition to other innovative financial mechanisms, building upon experiences with instruments and partnership networks, such as the Water and Sanitation Trust Fund and the Slum Upgrading Facility, for a four-year experimental period from 2007 to 2011. It also appealed to all Governments to contribute to the Foundation to enable UN-Habitat to implement its full mandate, including technical assistance to strengthen the Foundation.

1. Financing raised for and increases recorded in affordable social housing stock and related infrastructure

69. Over the period 2008–2010, UN-Habitat activities focused on improving the mobilization of funds for investment in affordable housing and related infrastructure. In approving the experimental reimbursable seeding operations, the Governing Council opened a new window of possibilities and opportunities to apply innovative financial instruments to financing housing for low-income groups. Through the experimental reimbursable seeding operations and the Slum Upgrading Facility, UN-Habitat facilitated cooperation between domestic banks, local authorities and urban poor organizations to mobilize and package domestic capital.

70. As a revolving loan programme, the experimental reimbursable seeding operations have proven to be an effective tool for reaching the underserved urban poor. During the reporting period, the experimental reimbursable seeding operations provided seed funding amounting to \$2.75 million to projects in Nepal, Nicaragua, Uganda, the United Republic of Tanzania and the Occupied Palestinian Territory.

71. Through the UN-Habitat grant programme, the Slum Upgrading Facility, agreements worth \$6,523,684 were concluded in Indonesia, Ghana, Sri Lanka and the United Republic of Tanzania, through six local finance facilities, for the building of new homes and of commercial market stalls and shops.

2. Increase in activities in municipal finance and affordable housing finance

72. The experimental reimbursable seeding operations programme worked with a number of key partners, including local banks; the Overseas Private Investment Corporation; the Middle East Investment Initiative; the World Bank; the Palestine Investment Fund; the Cooperative Housing Foundation; Azania Bank in the United Republic of Tanzania; the Development Finance Company of

Uganda; the Lao Development Bank; the Palestine Capital Market Authority; the Cairo Amman Bank; and a range of domestic banks in Ghana, Indonesia and Sri Lanka. These arrangements are already operational in Indonesia, Nepal, Nicaragua, Uganda, the United Republic of Tanzania and the Occupied Palestinian Territory.

73. A partnership between UN-Habitat and the International Finance Corporation was also initiated to support domestic banks in the development of mortgage products to promote the establishment of a sustainable housing finance market in the Lao People's Democratic Republic.

74. Eight publications on human settlements finance systems prepared during the reporting period attracted public interest and are in high demand. An external evaluation of the experimental reimbursable seeding operations was completed and will form the basis for determining the programme's future direction.

F. Focus area 6: excellence in management

75. Work under this focus area centred on: empowering staff to achieve plan results; institutional alignment to deliver planned results effectively; application of results-based management principles; and mobilization of sufficient financial resources and their effective use to deliver results set out in the plan.

1. Staff are empowered to achieve planned results

76. In addition to the progress made in aligning human resources to the medium-term strategic and institutional plan, as reported in the table, programme-wide training needs were compiled and mandatory training programmes developed. The staff performance appraisal system was reviewed and a road map developed to correct weakness and promote strengths in the system. Training of staff in the revised performance appraisal system is under way and compliance has been made an important consideration in appraising staff performance.

77. Business processes improved during the reporting period. The average procurement time for information equipment had fallen from 70 days in 2008 to 50 days by the end of October 2010. The time for approval of cooperation agreements fell from 12 days to 10 days during the reporting period.

2. Institution aligned to deliver plan results

78. Moderate intradivisional restructuring and internal alignment were made. These included: the creation of a D-2 post for the Office of External Relations; the establishment of the Resource Mobilization Unit; the creation of the Global Urban Observatory Section to support the preparation of flagship reports; and the establishment of the Urban Environmental Planning Branch and the Urban Design and Planning Section. The Disaster and Post-conflict Section was moved from the Urban Governance Branch to the Shelter Branch. There are, however, outstanding major institutional alignment issues, which have begun to be resolved only recently. In addition, a joint review of the UN-Habitat governance structure by the Committee of Permanent Representatives and the secretariat is under way.

3. Application of effective results-based management principles

79. Most of the progress with regard to the implementation of results-based management has already been reported in the table. In addition, a new results-based management senior officer post at the P-5 level was established during the reporting period. A revitalized task force to spearhead the internalization of results-based management throughout UN-Habitat was also established, with clear terms of reference, benchmarks and targets to be met by the end of 2013.

80. There is now an improved monitoring and evaluation culture. A new monitoring and evaluation guide to institutionalize results-based monitoring, evaluation and reporting, and to promote evaluation knowledge and learning around results, was developed. During the reporting period, 11 major evaluations, including on the experimental reimbursable seeding operations and the plan, were conducted by external evaluators.

81. Mechanisms for the implementation, monitoring and follow-up to evaluation findings and recommendations are in place. An evaluation recommendation tracking database was developed to track implementation of evaluation recommendations. UN-Habitat makes available evaluation reports, guidelines and other important information on monitoring and evaluation at www.unhabitat.org/evaluation.

4. Enhancing financial resources for delivery of medium-term strategic and institutional plan results

82. A total of \$16.7 million in non-earmarked funds was received for the year 2010, representing 59 per cent of the annual target of \$28.5 million. With regard to earmarked resources, the sum of \$166.1 million was received, exceeding the annual target of \$126 million by 32 per cent. For the current biennium, all the non-earmarked resources have been allocated to the plan focus area priorities, while 95 per cent of the earmarked resources have been allocated to the plan focus area priorities.

V. Progress on cross-cutting issues including gender, young people, disaster, monitoring and evaluation

83. In approving the medium-term strategic and institutional plan, the Governing Council through resolution 21/2 requested UN-Habitat to ensure that cross-cutting issues such as gender, environment, young people and disaster prevention and response were duly reflected in the implementation of the enhanced normative operational framework.

A. Gender mainstreaming

84. The UN-Habitat gender equality action plan, which aims to strengthen gender mainstreaming in UN-Habitat programmes and activities, within the context of the medium-term strategic and institutional plan, is in place. Habitat Agenda partners and UN-Habitat met at the Gender Equality Action Assembly held in Rio de Janeiro in March 2010, to assess progress in the implementation of the Plan. It was noted that some progress had been made, as shown by positive examples in the five medium-term strategic and institutional plan focus areas, in addition to through initiatives with strategic partnerships. An independent external evaluation of the plan and gender mainstreaming in UN-Habitat was completed.

85. A report entitled *Gender Equality for Smarter Cities: Challenges and Progress* was published in February 2010. *Women in Cities 2010/2011*, complementing the *State of the World Cities Report 2010/2011*, was prepared during the reporting period.

B. Urban youth development

86. The Governing Council, through its resolution 21/6, requested UN-Habitat to establish a special fund within the United Nations Habitat and Human Settlements Foundation, the “Opportunities Fund for Urban Youth-led Development”, to support youth-led initiatives within the context of the Habitat Agenda.

87. Young people are being empowered through the Fund to enhance their capacity in entrepreneurship skills and in youth-led development initiatives. Grants totalling \$893,000 to over 50 such organizations were disbursed to projects in Africa, Asia and Latin America.

C. Disaster and post-conflict reconstruction and development

88. UN-Habitat made significant advances in implementing field projects in countries and regions both prone to and recovering from human-caused and natural disasters. Increasing demand for UN-Habitat intervention in the early stages of humanitarian crisis response is evident.

89. Projects in Colombia, the Democratic Republic of the Congo, Kosovo, Madagascar, Mexico, Mozambique, Nepal, Pakistan, the Sudan and Uganda demonstrated the effectiveness of the UN-Habitat strategy of transition from relief to development. A key lesson learned is that it is important to integrate into early crisis response proper long-term planning for sustainable development, including best protection against repeat disasters.

90. The first-ever strategy on urban humanitarian challenges and two-year action plan, developed by UN-Habitat in collaboration with other 24 United Nations agencies, was endorsed by the Inter-Agency Standing Committee at the 78th Working Group Meeting, held on 10 November 2010 in Rome. The strategy emphasizes the advocacy role of UN-Habitat in the humanitarian community and seeks to make responses in urban areas more effective in saving more lives and accelerating early recovery.

VI. Main challenges

91. Although significant progress was made during the reporting period in implementing the medium-term strategic and institutional plan, there remain areas where improvement is needed and where there are fundamental challenges:

- (a) Rapid and often chaotic urbanization and climate change present fundamental challenges to UN-Habitat work. Demands on and spending needs of UN-Habitat are increasing, while staffing levels and financial resources remain insufficient;
- (b) The UN-Habitat governance structure also poses a challenge. Complying with Secretariat requirements that at times conflict with what member States request UN-Habitat to do as a programme has often been difficult. Taking note of this challenge, the Governing Council of UN-Habitat at its twenty-second session requested the Secretariat, jointly with the Committee of Permanent Representatives, through its resolution 22/5 of 3 April 2009, to review the governance of UN-Habitat, with a view to identifying ways to improve the transparency, accountability, efficiency and effectiveness of the functioning of the organization's existing governance structure;
- (c) Another major challenge is how to expand the donor base at a time when the effects of the global financial crisis continue to be felt. The mobilization of resources for normative activities has continued to be difficult. Donors maintained their preference for earmarked contributions during the reporting period, thus reducing UN-Habitat flexibility to prioritize mandated activities. The successful implementation of the medium-term strategic and institutional plan will depend on the availability of adequate, flexible and predictable resources;
- (d) Although the medium-term strategic and institutional plan results framework has contributed to better alignment and increased understanding of the need for collaboration to achieve planned results, and is seen as a valuable framework for planning, monitoring and evaluation, a fundamental challenge is that there remain too many indicators in the results framework and insufficient capacity and financial resources to gather all the data required;
- (e) Although coordinated service delivery in line with the "one United Nations" initiative is commendable, achieving more systematic integration of urban issues into country programming through the United Nations Development Assistance Framework process remains hampered by inadequate resources and capacities of Habitat Programme managers;
- (f) It remains difficult to mobilize finance to undertake slum upgrading and infrastructure development for urban poor people with irregular incomes, mainly because of the reluctance of local financial institutions to enter the low-income housing finance market;
- (g) The medium-term strategic and institutional plan has introduced various internal change initiatives with new tools and products, but ensuring that these are coherently linked and bring efficiency remains a challenge. In addition, systems to support effective application of results-based management are not yet in place: the system for management of resources, the Integrated Management Information System (IMIS), and the system for management of programmatic aspects, the Integrated Monitoring and Documentation Information System (IMDIS), do not interact correctly, rendering it difficult to assess efficiency by comparing results with the resources used.

VII. Next steps

92. The medium-term strategic and institutional plan results framework will continue to guide the work of UN-Habitat. The following are the key issues that need to be tackled in the future:

- (a) Implementation of the recommendations resulting from the peer review and other evaluations conducted, including a comprehensive organizational review that aims at aligning the organizational structures of UN-Habitat with the medium-term strategic and institutional plan;
- (b) Exploring how to address, in more robust, efficient and effective ways, emerging programme priorities, including: cities and climate change, urban mobility and transport, and sustainable energy in cities, all within the context of new or reformed urban planning; strengthening of local institutions, governance and legislation; and strengthening the economic role of cities and municipal finance;
- (c) Revising the indicators of achievement and related performance targets in the medium-term strategic and institutional plan results framework so as to measure results realistically, and to monitor and report on the implementation of the medium-term strategic and institutional plan more efficiently;
- (d) Strengthening the capacities of Habitat programme managers at the country level. The "one United Nations" initiative, which involves intensive consultations between United Nations agencies, national Governments, donors and other key stakeholders, has confirmed the need for an effective UN-Habitat presence at the country level.

(e) Mobilizing from member States and Habitat Agenda partners predictable funding, especially non-earmarked contributions, to enable the programme to implement the medium-term strategic and institutional plan priorities and, generally, to focus on its core mandated activities.
