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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 2014–2015**

**Proposed work programme and budget for the biennium  
2014–2015**

**Addendum**

**Progress report on the implementation of the medium-term  
strategic and institutional plan (2008–2013)**

**Report of the Executive Director**

*Summary*

The present report sets out the third progress report on the implementation of the medium-term strategic and institutional plan {hereafter referred to as the plan (2008–2013)} to be submitted to the Governing Council of the United Nations Human Settlements Programme (UN-Habitat). By resolution 22/7 of 3 April 2009, the Governing Council requested the Executive Director to report on a regular basis on progress made in the implementation of the plan to Governments through the Committee of Permanent Representatives to UN-Habitat and to the Governing Council. The present report covers the progress achieved through the contributions of UN-Habitat, Governments, local authorities and other Habitat Agenda partners during the biennium 2011–2012.

The document covers progress made in the six substantive focus areas of the plan (2008–2013). It also outlines key organizational and programmatic reforms carried out following the recommendations arising from several reviews, including the peer review of the medium-term strategic and institutional plan for 2008–2013 carried out in 2010.

UN-Habitat achieved significant milestones, including institutional and programmatic restructuring; development of a draft six-year strategic plan for the period 2014–2019; and the establishment of new management systems and policy frameworks. Those reforms were aimed at improving organizational effectiveness, efficiency, accountability, transparency and programme performance.

UN-Habitat made satisfactory progress towards most of the planned results of the focus areas of the plan (2008–2013). Focus areas 1 to 4 are on course to achieve the indicator targets for 2013, while planned targets for focus area 5 will not be met. For focus area 6, all the indicator targets are on course except for the one pertaining to mobilization of non-earmarked resources.

\* HSP/GC/24/1.

## I. Introduction

1. The UN-Habitat six-year plan for 2008–2013 was developed in response to Governing Council resolution 20/195. The plan was approved by the Governing Council of UN-Habitat through resolution 21/2.
2. The plan has six mutually reinforcing focus areas comprising: (1) advocacy, monitoring and partnerships, (2) participatory urban planning, management and governance, (3) pro-poor land and housing, (4) environmentally sound and affordable infrastructure and services, (5) strengthening human settlement finance systems and (6) excellence in management. An enhanced normative and operational framework was developed to promote coherence between the normative and operational work of UN-Habitat and to better connect global policy with regional and country activities.
3. Implementation of the plan (2008–2013) started in 2008 with a kick start phase which focused on the implementation of 12 “quick wins”. It is being implemented in a rolling manner through three biennial work programmes and budgets. The work programme and budget for the biennium 2012–2013 is the first one to be fully aligned to the plan.
4. The recommendations from a peer review of the plan (2008–2013) undertaken in 2010 formed the basis of the organizational review and management reforms carried out in 2011 and 2012. The review noted that the plan had been a necessary and important reform for UN-Habitat, but had not addressed all issues of organizational reform.
5. This is the third progress report on the implementation of the plan (2008–2013) to be presented to the Governing Council. The report presents progress made on organizational restructuring and other major transformational developments that took place up to February 2013 and which are reported in detail in focus area 6. It also reports on the progress made towards achieving planned results by each focus area and on the enhanced normative and operational framework and cross-cutting issues.

## II. Budget, allocation, expenditure and resource utilization in 2011 and 2012

6. The estimated budget, allocation and amount utilized for the period 2011–2012 is summarized in table 1 below. The overall estimated budgets are lower than the allocated resources because the allocations reflect the actual income, which in most cases was lower than the estimated budget. Most of the income is from earmarked or trust funds for operational activities, which are demand driven and largely unpredictable and variable across the focus areas. This is reflected in focus areas 2, 3 and 4, where most UN-Habitat operational activities are concentrated.

Table 1

### Estimated budget, allocation and amount utilized for the period 2011–2012 (in USD)

	FA1	FA2	FA3	FA4	FA5	FA6	Total
<i>Estimated 2011</i>	33.1	23.6	25.4	30.1	21.2	10.1	178.5
<i>Estimated 2012</i>	57.3	37.8	27.7	34.5	19.0	20.3	196.6
<i>Allocated 2011</i>	54.8	47.2	106.5	78.9	18.3	11.7	317.4
<i>Allocated 2012</i>	51.3	50.7	57.5	46.4	16.9	19.0	241.8
<i>Utilized 2011</i>	40.9	30.1	84.1	63.1	13.1	8.4	239.7
<i>Utilized 2012</i>	44.1	36.8	46.6	33.5	13.3	17.6	192.0
<i>Utilization Rate 2011</i>	75%	64%	79%	80%	71%	72%	76%
<i>Utilization Rate 2012</i>	86%	73%	81%	72%	79%	92%	79%

7. In terms of resource utilization rates, there are variations within focus areas and between 2011 and 2012. In 2011, the average rate of utilization was 76 per cent but this improved to 79 per cent in 2012. This overall improvement in the utilization rates is also to be noted in most focus areas in the two years, partly attributable to the improvements in business processes. In focus area 1, the higher utilization rate in 2012 is also partly due to expenditures on major advocacy events, which included the sixth session of the World Urban Forum and the United Nations Conference on Sustainable Development of 2012.

### **III. Progress on institutional restructuring and management reforms**

8. As part of the implementation of the plan (2008–2013), the Governing Council requested UN-Habitat, through resolution 21/2, to undertake a review of its organizational structure to facilitate institutional realignment for effective and efficient delivery of the plan (2008–2013). The review process involved wide consultations, including with the Department of Management.

9. UN-Habitat effected transformational changes and achieved significant organizational reform milestones, including organizational and programmatic restructuring. A new organizational structure was established, comprising the Executive Office, four regional offices, the Office of External Relations, three liaison offices, the Project Office and the Office of Management and seven branches covering (a) urban legislation, land and governance, (b) urban planning and design, (c) urban economy, (d) urban basic services, (e) housing and slum upgrading, (f) risk reduction and rehabilitation and (g) research and capacity development. The formal completion report on the organizational review is contained in the progress report of the Executive Director on the work of UN-Habitat to be presented to the Governing Council at its twenty-fourth session.

10. To achieve the principles of the organizational restructuring, which are improved efficiency, productivity, accountability and transparency, a project office was created to facilitate closer collaboration between the thematic branches, effective project formulation and management, mainstreaming of cross-cutting areas in all projects and mainstreaming of normative and operational work at country level. A number of management systems and policies were developed. Of significance is the project-based management system, together with its policy framework, which is intended to ensure consistent quality management of the agency's project portfolio and improve the rate of project implementation.

11. UN-Habitat has established a project accrual and accountability system, which is a critical management tool that integrates financial, administrative, human resource and programme and project management, planning, monitoring, reporting and knowledge management. It supports better decision-making, accountability, transparency, streamlined reporting and sound financial and project management.

12. Three major delegations of authority were issued in 2012 to regional directors, heads of offices, and branch coordinators to: (a) sign off on budget reviews up to \$500,000; (b) plan, sign off and directly implement all project-funded travel and directly implement core-funded pre-approved travel; and (c) sign off on numerous commonly used legal agreements. These delegations of authority facilitate significant decentralization and have improved ownership, accountability and project delivery.

13. UN-Habitat has established an independent evaluation function based in the Executive Office, while the management functions of programme planning monitoring and reporting are integrated and located in the Office of Management, as recommended in audits and reviews, including the professional peer review of the evaluation function of 2012.

### **IV. Progress in the development of the strategic plan for the period 2014–2019**

14. Implementation of the present plan (2008–2013) will come to an end in December 2013. In light of this, the UN-Habitat Governing Council, in resolution 23/11, requested the Executive Director to develop, in consultation with the Committee of Permanent Representatives, a strategic plan for the period 2014–2019, taking into account the recommendations of the peer review and other reviews of the plan (2008–2013), for presentation to and approval by the Governing Council at its twenty-fourth session.

15. At its regular meeting on 13 June 2011, the Committee of Permanent Representatives approved a concept note and a road map on the preparation of the strategic plan for the period 2014–2019. At the same meeting, the Committee established an open-ended contact group to facilitate the preparation of the strategic plan. The group met 15 times between 24 August 2011 and 4 July 2012 to prepare the draft strategic plan, largely following the approved road map.

16. Following several amendments, the Committee of Permanent Representatives fully endorsed the draft strategic plan at its extraordinary meeting of 22 August 2012. The draft strategic plan will be presented for consideration and approval to the Governing Council at its twenty-fourth session.

17. The organizational structure of UN-Habitat will be fully aligned to the six focus areas in the strategic plan and the successive biennial strategic framework, work programme and budget documents. The proposed work programme and budget for the biennium 2014–2015 that will be considered by the Governing Council at its twenty-fourth session is fully aligned to the draft strategic plan for the period 2014–2019. A project-based management approach will also be pursued, thus ensuring greater transparency, accountability and effectiveness in the implementation of the plan. A number of mechanisms and policy documents will be developed before the end of 2013 in order to facilitate implementation of the plan.

## **V. Status of the governance review process**

18. The governance review process was a response to the request made by the Governing Council in resolution 22/5. A report presented to the Governing Council at its twenty-third session identified four main categories of challenges, namely the structure of governing bodies, financial structure and financial cycles, work planning and reporting and provision of administrative services. Through resolution 23/13, the Governing Council requested that the Committee of Permanent Representatives and the secretariat of UN-Habitat jointly examine reform options and submit an action plan to the General Assembly at its sixty-seventh session, if possible. Accordingly, an open-ended consultative group was established and its terms of reference were approved by the Committee. The group worked diligently in 2012 and presented the following four options reflected in its report:

(a) The incremental managerial reform option: this builds on the current structure and introduces mainly managerial or quantitative changes without substantively altering the functioning of the current governing bodies;

(b) The universal Governing Council option: in line with the institutional strengthening of the United Nations Environment Programme, this option strives to strengthen the organization through universal membership of the main governing body;

(c) The Executive Board option: this aims to achieve better oversight of activities by governing bodies and improve efficiency in the decision-making process;

(d) The hybrid model: this is based on the governance structures of programmes such as the United Nations Entity for Gender Equality and the Empowerment of Women and the Office of the United Nations High Commissioner for Refugees (UNHCR). It strives to balance representation (through the establishment of a governing council or commission that provides political orientation) and efficiency (by establishing an executive committee that introduces efficient and collective decision-making power over operational activities).

19. Based on these options, the Governing Council may take a decision, at its twenty-fourth session in April 2013, taking into consideration the financial, legal and political implications, and cost-effectiveness.

## **VI. Progress and achievements in the six focus areas**

20. Some of the objectives of introducing the strategic plan for the period 2014–2015 were to strengthen programmatic focus, coherence and alignment. Results-based management was chosen as the management approach to achieve the planned results. The present section highlights achievements against the expected accomplishments for each focus area.

21. Notable progress has been made in programme implementation in 2011 and 2012. For example, analysis of the implementation rate of the work programme, based on the integrated monitoring and documentation information system of the United Nations Secretariat, reflects an average implementation rate of 92 per cent for 2012. The rate of implementation in 2012 was partly affected by the restructuring process, delays in receiving some donor funds and decisions adopted by the Governing Council on experimental reimbursable seeding operations and the slum upgrading facility, which meant that some of the planned outputs had to be cancelled.

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

22. The aim of focus area 1 is to raise awareness of sustainable urbanization issues among Governments, local authorities and Habitat Agenda partners and improve monitoring of urbanization trends and conditions. The strategies used in focus area 1 are based on three pillars: (a) effective advocacy, (b) partnerships that will play a catalytic role in the achievement of sustainable urbanization and (c) monitoring of urbanization conditions and trends.

23. Table 2 presents progress made towards indicator targets of achievement for focus area 1 by the end of 2012 and shows that satisfactory progress has been made on some expected accomplishments, with three out of four of them on track. Only one indicator - assessing Governments and other Habitat Agenda partners use of UN-Habitat knowledge products - is slightly behind the target for end of 2013.

Table 2

**Trends in indicators of achievement for focus area 1**

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual Dec 2012</i>
1. Improved awareness of sustainable urbanization issues at local, national and global levels	(i) Upward trend in downloads of the <i>State of the World's Cities Report</i> and the <i>Global Report on Human Settlements</i>	7,910	15,000	25,000	22,000	87,701
	(ii) Increased number of Governments and Habitat Agenda partner institutions using the <i>Global Report on Human Settlements</i> , the <i>State of the World's Cities Report</i> and best practices in their education and training programmes	N/A	N/A	62	350	120
	(iii) Number of countries with national urban forums	14	19	35	22	35
2. Habitat Agenda partners actively participate in the formulation of the sustainable urbanization policy	(i) Number of partnerships contributing to sustainable urbanization:	N/A	256	248	319	326
	- International organizations	25	35	73	48	76
	- National Governments	45	45	40	52	55
	- Local authorities	38	45	48	55	43
	- Training institutions/universities	25	32	20	37	35
	- Foundations	9	10	12	16	13
	- Private sector organizations	26	36	31	50	43
	- Civil society organizations	35	50	24	65	52
	(ii) Number of youth groups participating in policy formulation and implementation of human settlements programmes.	25	30	115	100	120
	(iii) Number of human settlements programmes that mainstream gender and promote women's empowerment.	37	40	62	45	46
(iv) Number of partnerships promoting gender equality in sustainable urbanization issues	N/A	20	18	30	22	
3. Monitoring of sustainable urbanization conditions and improved trends	Number of local and national urban observatories producing evidence for policymaking and implementation with the support of UN-Habitat	135	160	237	200	250
4. Improved awareness among Governments and other Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development	Trends in request from Governments and other government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat	9,000	15,000	112,029	25,000	147,500

24. An external evaluation of the implementation of the plan (2008–2013) undertaken in 2012 concluded that awareness creation and promotion of sustainable urbanization policies, programmes and practices had been significantly effective in terms of quantitative achievements. The monitoring of these policies and practices, within the constraints of human and financial resources availability, had also been effective.

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

25. The level of awareness of sustainable urbanization among Governments, local authorities and other Habitat Agenda partners continued to increase, as demonstrated by an increasing and active participation by partners in the UN-Habitat advocacy platforms. There is also improved capacity to monitor urbanization trends and conditions by Governments, local authorities and Habitat Agenda partners.

26. The interest in and demand for UN-Habitat flagship reports, the best practices database and other knowledge products are growing. UN-Habitat recorded over 1.5 million downloads of publications from its website in 2012, up from just over 1 million during 2011, a 40 per cent increase. A recent UN-Habitat survey on the use of the two flagship reports revealed that a high number of academic and training institutions were using the publications entitled *Global Report on Human Settlements* (74 per cent) and *State of the World's Cities Report* (69 per cent). The reports were used for: training activities at postgraduate levels (90 per cent); capacity building of development partners (34 per cent); and policy formulation (27 per cent).

27. The sixth session of the World Urban Forum on the overall theme “The urban future” held in Naples, Italy, in September 2012, attracted a high degree of representation of Habitat Agenda partners from 152 countries. This demonstrated that the World Urban Forum is the premier advocacy platform on urbanization issues. The 2012 evaluation report of the plan for the period 2008–2013 concluded that the World Urban Forum and World Habitat Day were increasingly becoming significant advocacy and global learning platforms.

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

28. There has been an increase in the participation of Habitat Agenda partners in the formulation of sustainable urbanization policies through the joint initiatives that have been implemented. Cooperation agreements with UN-Habitat partners increased from 248 as of December 2011 to 326 by the end of 2012. These partnerships included 76 international organizations, 55 national Governments, 43 local authorities, 13 foundations, 43 private sector organizations, 35 training institutions and 52 civil societies implementing various joint initiatives.

29. The number and diversity of World Urban Campaign partners is increasing, giving the campaign a stronger voice to mainstream the urban agenda in international forums. Over 52 World Urban Campaign partners had signed memorandums of understanding with UN-Habitat by the end of 2012, up from 34 partners in 2010.

30. Through the Urban Youth Fund, youth have been mobilized to strengthen youth-led policy formulation and exchange of information and build capacity in entrepreneurship skills. The fund provides financial support for youth-led development initiatives in developing countries. By December 2012, a total of 213 youth groups across 43 developing countries had benefited from the fund, an increase from 53 groups by the end of 2010.

### 3. Monitoring of sustainable urbanization conditions and trends improved

31. The capacity of Habitat Agenda partners to monitor sustainable urbanization trends and conditions at different levels continues to strengthen. The 2012 evaluation report of the plan (2008–2013) concluded that there was evidence of improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends. The number of local and national urban observatories producing evidence for policymaking and implementation with the support of UN-Habitat increased from 237 in 2011 to 250 by December 2012.

32. The guidelines on urban indicators of the UN-Habitat global urban observatory are being used by national and local governments to set up national and local urban observatories to inform policies.

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

33. The thrust of focus area 2 is on improving policies, strengthening institutions and improved implementation in the areas of urban planning, climate change, urban safety and urban economic development. Table 3 below shows progress made towards achievement of focus area 2 indicator targets to date.

Table 3

### Trends in indicators of achievement for focus area 2

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual Dec 2012</i>
1. Improved policies, legislation and strategies support inclusive urban planning, management and governance	(i) Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles	28	44	39	56	56
	(ii) Number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures	9	10	11	11	11
2. Strengthened institutions promote inclusive urban planning, management and governance	Number of institutions in targeted countries that actively promote sustainable urbanization dimensions	29	50	53	60	55
3. Cities implement inclusive urban planning, management and governance	Number of cities implementing inclusive urban planning, management and governance.	112	139	147	209	169

34. UN-Habitat has continued to make significant progress towards the achievement of the planned results for focus area 2. An assessment based on the quantitative indicator targets (table 3 above) rates progress for the three expected accomplishments as satisfactory. UN-Habitat continues to support countries in improving policies and their implementation.

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

35. UN-Habitat has continued to engage and support national Governments and local authorities in improving policies, legislation and strategies that support sustainable urbanization. The number of countries whose legislation, policies and strategies incorporate urban planning, management and governance with UN-Habitat support increased from 39 in 2011 to 56 by December 2012.

36. Significant progress was also achieved in post-conflict and disaster-affected countries where 34 of them had instituted policies, legislation and strategies that incorporate urban risk and vulnerability reduction measures, up from 11 in December 2010. For example, Fiji, Nepal and Sri Lanka had approved national climate change policies that address the urban or local government aspects of climate change.

37. UN-Habitat is promoting national urban policies as one of the key entry points for sustainable urban development. An important milestone was achieved in the process of developing the international guidelines on urban and territorial planning, with the completion of the national urban policy framework.

38. The application of the UN-Habitat participatory approach contributed to improved urban planning, management and governance in Afghanistan, Bangladesh, Cambodia, Indonesia, Mongolia, Myanmar, Pakistan and Sri Lanka, including promotion of a seamless community-led transition from recovery to development as a way of building resilient communities.

39. One of the major contributions of UN-Habitat to global efforts on the issue of climate change was through its flagship publication entitled *Global Report on Human Settlements 2011: Cities and Climate Change*, which provides evidence-based documentation on the linkages between climate change and cities. The report raised awareness and understanding of the implications of climate change for sustainable urbanization.

40. The work of UN-Habitat on urban safety continues to gain global recognition. A global network for safer cities was launched and is designed to support cities in the prevention of urban crime and the enhancement of urban safety.

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

41. Significant progress was made towards strengthening institutions to promote inclusive urban planning, management and governance. The number of strengthened institutions promoting urban planning, management and governance increased from 53 in 2011 to 55 by December 2012. The 2012 external evaluation of the implementation of the plan (2008–2013) confirms that the work of UN-Habitat in institutional strengthening is effective and relevant to the needs of Governments and municipalities.

## **3. Improved implementation of inclusive urban planning management and governance**

42. UN-Habitat is on track to achieve the planned results in supporting cities to implement urban planning, management and governance. The number of cities and municipalities in targeted countries that actively promote sustainable urbanization dimensions had increased to 169 by the end of 2012, up from 132 in 2010.

43. Since its launch in 2008, the Cities and Climate Change Initiative has expanded, assisting 43 cities and municipalities, mostly in Asia and Africa and, to a limited extent, in Latin America. Findings from the mid-term evaluation of the initiative, undertaken in 2012, concluded that it had effectively developed into a leading multi-regional project with strong guiding and advocacy functions at all levels.

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

44. The attention of this focus area is on improved access to land and housing, security of tenure and slum improvement and prevention. UN-Habitat engagement in land and housing issues builds on the commitment of Governments to policy reforms and has a privileged entry point in countries in post-disaster and post-conflict situations, where assistance on housing and land-related issues is one of the top priorities.

45. Progress on indicators of achievement for the three expected accomplishments for focus area 3 is shown in table 4 below.



Table 4

**Trends in indicators of achievement for focus area 3**

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual Dec. 2012</i>
1. Improved land and housing policies implemented	Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing such policies	28	30	37	32	37
2. Security of tenure increased.	Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat	19	25	29	29	29
3. Slum improvement and prevention policies promoted.	Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies	24	26	33	28	33

46. Satisfactory progress has been made in policy advocacy, tool development and application in land, housing, security of tenure and slum improvement and prevention. The targets for the three expected accomplishments in table 4 above for 2013 have been reached. However, work continues as there is a growing demand for technical support on pro-poor land and housing.

### 1. Improved land and housing policies implemented

47. There was improvement in land and housing policies, including on access and tenure systems. UN-Habitat continued to work with partners in 37 countries which are at different stages of developing, implementing or completing land and housing reforms. After the success registered by the Global Land Tool Network in its first four years (2007–2011), a second phase of implementation started in January 2012, with more emphasis on implementation at country level through partnerships, capacity development and resource mobilization.

48. A draft global housing strategy framework was discussed with Habitat partners at the sixth session of the World Urban Forum, held in Naples, in September 2012, also at the Conference on “Making slums history: a worldwide challenge for 2020” held in Rabat, in November 2012, and at the AfriCities conference, held in Dakar, in December 2012. These events contributed to a greater understanding of the current shifts in housing policy and practice around the world in the context of a fast urbanization. Ten countries (Ecuador, El Salvador, Ghana, Malawi, Nepal, Senegal, Tunisia, Uganda, Viet Nam and Zambia) are using UN-Habitat adequate housing assessment tools to assess their housing delivery systems.

49. Advocacy and partnership activities of UN-Habitat and other partners led to the establishment of an urban legal knowledge network that is highlighting the role of urban legislation and improving understanding of how it is key to urban development. The current membership of the Urban Legal Network includes the African Centre for Cities, the Global Land Tool Network and the Global Forum on Law, Justice and Development and it is expected that more organizations will join.

### 2. Security of tenure increased

50. UN-Habitat worked with Governments and Habitat Agenda partners in 29 countries (up from 24 countries by the end of 2010), implementing policies aimed at progressively improving security of tenure and reducing forced evictions. In addition, strategies to promote full and progressive realization of the right to adequate housing were developed and/or refined, incorporating a rights-based approach to developing housing policies in five countries: Bolivia (Plurinational State of), Colombia, Ecuador, Peru and Venezuela. Four country case studies (Angola, Colombia, India and Turkey) demonstrated that land readjustment has a great potential to make serviced urban land available in an inclusive and scalable manner.

51. The capacity and influence of the Global Land Tool Network is growing and it now has 50 partners. In addition to contributing to land policy processes, UN-Habitat has directly supported two regional land policy initiatives for Africa and the Eastern Caribbean States. In Africa, UN-Habitat has provided technical support to the African land policy initiative, including preparation of the framework and guidelines on land policy (2011) and the implementation plan (2012). In 2012, UN-Habitat was mandated to lead the capacity development component of the process, enabling African countries to develop and implement pro-poor land policies.

52. Land and property rights issues are key priority areas of the engagement of UN-Habitat in disaster management projects and programmes in post-crisis situations, now covering 22 countries globally. UN-Habitat has continued to actively participate in major interventions in shelter, housing, land and property and early recovery coordination within humanitarian country teams throughout its operational portfolio, including in Cuba, the Democratic Republic of the Congo, Haiti, Iraq, Mozambique, Pakistan, South Sudan and the Syrian Arab Republic.

### **3. Slum improvement and prevention policies promoted**

53. As part of the continuing contribution of UN-Habitat towards target 7 D of the Millennium Development Goals on significantly improving the lives of at least 100 million slum dwellers, a number of activities were implemented. The 2012 external evaluation of the medium-term strategic and institutional plan for the period 2008–2013 concluded that partner countries perceived UN-Habitat's support for slum prevention and upgrading as contributing positively to improving the slum dwellers' situation in the longer-term through pro-poor housing policies, housing financing and security of tenure – short-term improvements at scale will require substantial capital injections to have a wider impact.

54. Thirty countries from Africa and the Caribbean and Pacific regions have completed their national urban profiles and, on average, three city profiles per country through the participatory slum upgrading programme. This initiative is building upon lessons learnt during the project on rapid urban sector profiling for sustainability.

55. UN-Habitat worked with 14 new additional countries from Africa, the Caribbean and Pacific regions, Asia and the Arab States in 2012. Six countries officially committed to co-finance slum upgrading activities by providing additional funds to UN-Habitat. In addition, 10 countries, in particular Cameroon, Cape Verde, Fiji, Kenya, the Niger, Nigeria and Papua New Guinea, are replicating that approach through their own funding.

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

56. This focus area addresses issues of water and sanitation, waste management, transport, urban mobility and energy. They are aimed at expanding access to environmentally sound basic urban infrastructure services with a special focus on unserved and underserved populations. Through the Water and Sanitation Trust Fund, UN-Habitat has established strategic partnerships with multilateral organizations and regional development banks for capacity development and access to investment funding. The support provided by UN-Habitat and its partners is having a catalytic effect on national policy reforms for improved access to basic urban services, resulting in the adoption of financing mechanisms targeting poor households. Table 5 below presents the progress made in the indicators of achievement in this focus area by the end of 2012.

Table 5  
Trends in indicators of achievement for focus area 4

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual 2012</i>
1. An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services	(i) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services	28	30	36	37	37
	(ii) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services	81	105	126	120	131
	(iii) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat	825,000	1,500,000	1,280,000	2,000,000	1,581,800
2. Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure and services	(i) Percentage of service providers (water and sanitation utilities) supported by UN-Habitat recovering at least 95 per cent of the operational and maintenance costs of services.	33%	40%	50%	80%	70 %
	(ii) Percentage of consumers of UN-Habitat partner service provider organizations reporting satisfaction with services provided	58%	62%	65%	90%	70%
3. Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services	Percentage of consumers ranking basic urban infrastructure services as the first three of their priority needs	N/A	80%	80%	85%	N/A

57. Assessment of progress made on indicators of achievement (table 5 above) shows that expected accomplishments 1 and 2 have been exceeded or are on track to reach targets on all the indicators. The targets were achieved early because there was much higher demand for UN-Habitat support than anticipated at the planning stage. There was difficulty in measuring the indicators of achievement for expected accomplishment No. 3 in 2012 due to financial constraints.

#### 1. An enabling policy and institutional framework promotes expanded access

58. An increasing number of Governments are adopting enabling legislation and institutional frameworks that support expanded access to basic urban services and increase the efficiency and effectiveness of water and sanitation institutions. By December 2012, 37 partner countries (up from 25 in 2010) were working towards adopting appropriate policies following provision by UN-Habitat of technical assistance and institutional support for policy dialogue.

59. The total number of people with access to environmentally sound basic urban infrastructure services with UN-Habitat support was approximately 1.58 million by the end of 2012 compared to 1.25 million at the end of 2010.

60. UN-Habitat and partners have played an important catalytic role in advocacy platforms that support urban basic services. The Global Water Operators' Partnerships Alliance spearheaded the formation of a UN-Water task force on capacity development for water operators, which was launched at the 2012 World Water Week in Stockholm to provide a one-stop shop for water utilities seeking to

develop their capacity. This was in response to the recommendation in the 2011 evaluation of the Water and Sanitation Trust Fund.

61. UN-Habitat continued to strengthen its capacity to promote urban mobility by establishing partnerships with strategic organizations, which include the International Association of Public Transport, ICLEI- Local Governments for Sustainability and the World Resources Institute Centre for Sustainable Transport.

## 2. Increased institutional efficiency and effectiveness

62. The number of institutions that are progressively adopting institutional mechanisms to expand access to basic services to improve institutional efficiency and effectiveness increased to 131 in 2012, up from 123 in 2010. A survey conducted in 2011 among participating cities and utilities showed a 20 per cent increase in the number of service providers recovering at least 95 per cent of the operational and maintenance cost of services.

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

63. Although much has been done to stimulate consumer demand for efficient and environmentally sustainable basic urban infrastructure and services, it has been difficult to measure progress made on this indicator effectively. Preliminary results from the urban inequities surveys carried out in 10 towns on Lake Victoria revealed that 75 per cent of consumers of UN-Habitat partner service provider organizations reported satisfaction with the services provided, up from a revised estimate of 65 per cent for the biennium 2010–2011.

## E. Focus area 5: human settlements finance systems

64. The main attention of focus area 5 was on increasing sustainable financing for affordable and social housing and infrastructure. The two expected accomplishments of this focus area were to be achieved mainly through the experimental reimbursable seeding operations, a revolving loan fund programme, and the slum upgrading facility, a programme providing grants. Table 6 below presents the progress made on indicators of achievement in this focus area by the end of 2012.

Table 6

**Trends in indicators of achievement for focus area 5**

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual Dec 2012</i>
1. Financing raised for and increases recorded in affordable and social housing stock and related infrastructure	(i) Value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities	1.84m	114.4 m	22.8 m	202.6 m	N/A
	(ii) Percentage of housing loans by domestic banks and microfinance institutions going to lower-income deciles and/or people with informal incomes	N/A	5%	N/A	10%	N/A
2. Increase in activities in municipal finance and affordable housing finance	Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure	0 m	6.8 m	3.7m	10.0 m	N/A

65. There was no meaningful progress made towards the indicator targets as a result of the decision taken by the Governing Council at its twenty-third session to discontinue the operational activities of the two programmes referred to in table 6 above. Only follow-up on the work of the implementing partners of the projects that were already ongoing is being undertaken. However, there is 100 per cent

repayment on all the loans provided as part of the experimental reimbursable seeding operations programme.

66. Following an external evaluation of the four-year experimental implementation period of the experimental reimbursable seeding operations programme, the Governing Council at its twenty-third session decided that UN-Habitat should not continue to act as a direct lender due to the high administrative costs of establishing a permanent lending programme in the organization and the lack of incremental funding for lending activities. Instead, UN-Habitat was to focus on the normative aspects of the programme where it has demonstrated expertise and capacity. A partner agency with relevant expertise in direct lending was to be identified to manage that aspect of the programme. Unfortunately, no suitable partner has been identified to date. However, the five loans given to projects as part of the experimental reimbursable seeding operations programme are performing to schedule with 100 per cent repayment to date, with about \$525,000 in loan repayments collected by December 2012.

67. An external terminal evaluation of the slum upgrading facility programme conducted in 2011 concluded that the main impact of this grant-based programme was in the strengthening of local finance facilities and the impact those facilities were having on national policies on financing for pro-poor human settlements. The slum upgrading facility was closed in December 2011. Lessons learned from the programme continue to inform the overall slum upgrading activities of UN-Habitat at country level and the normative work globally.

## F. Focus area 6: excellence in management

68. Focus area 6 is intended to provide an enabling environment for the implementation of the effective achievement of the planned results of the five other focus areas of the medium-term strategic and institutional plan for the period 2008–2013. Progress on indicators of achievement for focus area 6 is presented in table 7 below.

Table 7

**Trends in indicators of achievement for focus area 6**

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual 2012</i>
1. Staff are empowered to achieve planned results	(i) Percentage of staff whose skill sets are aligned with their plan-compliant job description	60	100	99	100	99
	(ii) Staff reporting improved information and knowledge sharing (scale on 1-5, where 5 is the highest) – the figures to the right don't seem to be a percentage- are they an average or a mean score of all staff reporting on the 1-5 scale? Ed	2.5	2.6	N/A	4	2.55
	(iii) Reduction in time spent compiling selected business processes complying with rules and quality standards:					
	• Average time for the Project Review Committee/Project Advisory Group review (days)	9	8	8	8	8
	• Average time for information and communications technology procurement (days)	67	40	21	35	17
	• Average time for approval of cooperation agreements (days? Ed.)	11.6	10	8	8	8
2. Institution aligned to deliver results of the plan for 2008–2013	• Average selection time for recruitment to UN-Habitat (days)	274	150	170	130	150
	(i) Staff reporting increased horizontal collaboration (interdivisional, inter-focus area on a scale of 1-5 – not a percentage. Is it an average or mean of all staff reporting on the 1-5 scale? Ed)	2.5	2.7	N/A	4	2.56
	(ii) Percentage of key restructuring decisions implemented, as recommended by the organizational review	N/A	100%	50%	100%	86%

<i>Expected accomplishments</i>	<i>Indicator of achievement</i>	<i>Baseline 2009</i>	<i>Target 2011</i>	<i>Actual 2011</i>	<i>Target 2013</i>	<i>Actual 2012</i>
3. Results-based management principles applied	(i) Percentage of programmes and projects that are contributing to focus area results	95%	98%	98%	100%	100%
	(ii) Willingness to be held accountable for results of the plan for 2008–2013 (on a scale of 1-5, where 5 is the highest – again, is this an average or a mean of all staff showing willingness or what? Ed)	2.8	2.9	N/A	3.0	2.9
4. Financial resources available to deliver the results of the plan for 2008–2013	(i) Degree to which resource targets for non-earmarked and earmarked funding are met:					
	• Non-earmarked (\$million)	19.1	27.8	16.9	20	9.2
	• Earmarked (\$m)	99.5	126.0	182.3	143.1	130.2
	(ii) Percentage of non-earmarked and earmarked resources allocated to the focus areas of the plan for 2008–2013:					
	• Non-earmarked	80%	100%	100%	100%	100%
• Earmarked	61%	74%	100%	100%	100%	

69. Significant progress was made, with most of the expected accomplishments on course to meet the indicator targets set for 2013 as shown in table 7 above. The indicator target on mobilization of non-earmarked resources is not likely to be met, largely due to the difficult economic environment.

#### 1. Staff empowered to achieve planned results

70. Staff empowerment has improved notably with 99 per cent of staff having their skills aligned to their jobs by December 2012. Staff empowerment continues through skills development and training programmes. With the new thematic areas and a new organizational chart released in May 2012, the skills inventory tool is being reviewed to further improve its utility value in the light of these reforms.

71. Over 200 staff members received training in 10 different courses. UN-Habitat introduced a series of urban dialogue seminars which provided an excellent platform for vibrant policy exchanges on sustainable urbanization issues. New and updated business systems, processes and tools are contributing to enhanced efficiency and staff performance.

72. New policies and systems put in place have continued to improve business processes by reducing transaction costs and time. Three major delegations of authority were issued in 2012 to regional directors, heads of office and branches. The project-based management system and its supporting policy have clarified critical processes and given further delegations of authority to regional directors and branch coordinators. Policies relating to the establishment and use of an internal development fund and an emergency fund have simplified the processes of acquiring new development and emergency projects and their implementation.

73. The establishment of the Programme Advisory Group and the regional counterparts (formerly Programme Review Committees) standardized operating procedures and delegations of authority given. The Programme Advisory Group meets weekly, which has notably reduced the time and transaction costs in approval processes and strengthened programme alignment, coherence and focus on results.

#### 2. Institution aligned to deliver the results of the medium-term strategic and institutional plan for the period 2008–2013

74. During the biennium 2011–2012, good progress was made towards aligning the institution appropriately for delivery of the planned results through implementation of a number of organizational reform decisions described in section III above.

75. The main characteristics of the new organizational structure are: (a) a flatter matrix organization, (b) a project-based organization, (c) a flexible organization working through flexible teams, (d) an organization with clear delegation of authority down to the project level and (e) existing field projects and normative policy work managed through a project-based accountability approach.

### 3. Application of effective results-based management principles

76. For the first time in the life of the plan (2008-2013), there is complete alignment between the UN-Habitat biennial work programme and the plan (2008-2013). Thus all projects developed by UN-Habitat in 2012 contributed to the planned results of the plan (2008-2013) and work programme and budget for the period 2012–2013. The Programme Advisory Group and its regional counterparts ensure that all projects contribute to the plan (2008-2013) results and it has significantly strengthened programmatic coherence and alignment. Complete alignment has removed the burden of multiple reporting that characterized the first two bienniums of the plan (2008-2013). Progress reports on implementation of the plan (2008-2013) have progressively improved and are more analytical and focused on results. The project accrual and accountability system, implemented in 2012, is set to strengthen results-based management as it integrates the key pillars, planning, monitoring and evaluation and facilitates aggregation of results at all levels.

77. Over 250 staff members were trained in results-based management in 2011 and 2012, including Habitat Programme Managers and staff from three regional offices. An assessment of the status of results-based management in UN-Habitat carried out in 2012 concluded that significant progress has been made in terms of equipping staff with skills and capacity, but that more effort needs to be put into applying those skills consistently.

78. A peer review of the UN-Habitat evaluation function, conducted in 2012, found that the evaluations conducted by UN-Habitat are credible, balanced and of good quality. Evaluations are influencing decision-making, accountability and planning but need to be more consistently applied.

### 4. Enhancing financial resources for delivery of the of the medium-term strategic and institutional plan for the period 2008–2013

79. The financial forecast for the biennium 2012–2013 are \$60.4 million for non-earmarked funds and \$283 million for earmarked funds of which \$30.2million non-earmarked and \$141.5million earmarked was for 2012. By December 2012, the targets set for the year had not been met for either earmarked or non-earmarked resources with \$9.2 million received for non-earmarked funds, which is 3 per cent of the target for 2012. Due to the continuing global funding situation, the target for 2013 has been revised down from \$30.1million to \$20m. For earmarked resources, \$130.2m had been received by 31 December 2012 which represents 92 per cent of the target for 2012.

80. UN-Habitat joined the International Aid Transparency Initiative to increase transparency with stakeholders and was able to report on over 100 projects that are now under the initiative in line with the initiative by the end of 2012. Cooperation agreements with Norway and Sweden for 2012–2013 were finalized in April 2012. UN-Habitat is strengthening its resource mobilization efforts. All non-earmarked and earmarked resources are allocated to focus areas.

## VII. Progress on the enhanced normative and operational framework.

81. The enhanced normative and operational framework was intended to enhance the effectiveness of UN-Habitat support to member States in the implementation of the medium-term strategic and institutional plan for the period 2008–2013. The framework focuses on internal harmonization and better coordination between normative and operational work, policy integration and programmatic coherence at the country level.

82. By December 2012, human settlements issues had been integrated into 45 United Nations Development Assistance Frameworks and 40 national development plans. In addition to the 33 first generation Habitat country programme documents already developed, UN-Habitat supported the development of the second generation of country documents in 19 countries.

83. An external evaluation of the “One United Nations” initiative, conducted in 2011, found that UN-Habitat engagement in the six pilot countries had raised the visibility of the organization and contributed to the expansion of its project portfolio. An evaluation of the implementation of the plan (2008–2013) concluded that the relevance and catalytic effects of UN-Habitat support increases when it is directed towards needs identified by national and local stakeholders and when the support is an integral part of the “One United Nations” initiative. National urban forums serve as advocacy platforms for policy influence and implementation. UN-Habitat has developed guidelines for standardizing and aligning them with its new strategic priorities in order to increase their impact. By the end of 2012, 35 national urban forums had been established, up from 17 at the end of 2010.

84. Increased awareness of sustainable urbanization issues was evident throughout the reporting period and is manifested by a growing number and diversity of World Urban Campaign partners, enabling the campaign to speak with a stronger voice in international forums and to mainstream the



urban agenda. There are now over 52 partners in the campaign, up from 34 by the end of 2011. UN-Habitat and partners facilitated the launch of “I’m a city changer” campaigns in several cities in order to raise awareness of urban issues and ways for citizens, cities and organizations to work together to achieve a better and more sustainable urban future.

## **VIII. Progress on cross-cutting issues including gender, youth and disaster**

85. In resolution 21/2, the Governing Council requested UN-Habitat to ensure that cross-cutting issues are reflected in the implementation of the enhanced normative and operational framework.

### **A. Gender**

86. The gender coordination and support unit plays a key role in institutionalizing gender mainstreaming, gender equality and the empowerment of women within UN-Habitat. Progress was made towards implementation of the gender equality action plan. One of the key achievements on gender in 2012 was the establishment of an advisory group whose primary role is to advise the Executive Director on gender issues. The advisory group has so far reviewed and contributed to key planning and other documents. A system of unified gender focal points and a gender task force was established.

87. An evaluation of the UN-Habitat gender mainstreaming programme in 2011 noted that work in water and sanitation demonstrates a high degree of gender sensitivity. The organization has also taken considerable steps to promote women’s security of tenure and challenged gender inequalities that are structural in nature. The work on governance and security in cities and on urban safety for women and girls are making notable progress.

### **B. Disaster management**

88. UN-Habitat contributed towards making cities affected by disasters and conflicts more resilient and communities safer and more prosperous. There has been a significant increase in UN-Habitat support to disaster-stricken and post-conflict countries, which constitutes a large part of its project portfolio. UN-Habitat disaster management projects and programmes now cover 22 countries globally. The 2012 independent evaluation report of the plan (2008–2013) observed that UN-Habitat was increasingly being seen as having specific competence in urban areas and humanitarian actors were seeking this expertise to improve the quality of their programmes.

89. The capacity of UN-Habitat in disaster management has been strengthened as a result of the organizational reforms. The policies and procedures for the emergency and the internal development funds facilitate the provision of seed funding for pre-investment activities and ensure a rapid response to post-crisis emergencies, as appropriate.

90. The partnership between UN-Habitat and the United Nations Office for Disaster Risk Reduction has been strengthened, with the two agencies collaborating on building resilient cities against disasters through the “Making cities resilient” campaign and the city resilience profiling programme. UN-Habitat continues to support the implementation of the Hyogo Framework for Action, through ongoing engagement with the Office for Disaster Risk Reduction and its partners and in November 2012 participated in the strategic planning for the revisions to the Hyogo Framework for Action for the United Nations Development Agenda beyond 2015.

91. The efforts of UN-Habitat to improve coordination and effectiveness with UNCHR in post-disaster situations include agreements on stand-by rosters, a renewed focus on accountability through monitoring and evaluation and improved learning through the annual documentation of good practices on shelter rehabilitation. The agency provided assistance during humanitarian crises in Cuba, El Salvador, Libya, Mozambique, the Philippines and Sri Lanka.

92. A mid-term evaluation of 2012 commends UN-Habitat for its engagement in the Inter-Agency Standing Committee, which led to improved visibility of the technical capacity of the organization in the humanitarian field. The agency further provided technical assistance to humanitarian agencies, Governments and communities in Afghanistan, the Democratic Republic of the Congo, Iraq and Liberia and also collaborated with UNHCR in developing lease certificates for internally displaced persons and refugees receiving housing assistance.



## C. Progress on the work of UN-Habitat with urban youth

93. The work of UN-Habitat on urban youth encompasses both normative and operational programmes. Youth-related issues are integrated into the agency's work through mainstreaming and dedicated youth programmes. Findings from an independent evaluation of the youth programme conducted in 2011 confirmed that it is relevant and progress has been made in engagement with youth in urban areas. It also revealed that UN-Habitat has played a critical role in linking young people with other actors involved in urban youth issues, such as municipalities and the private sector.

94. UN-Habitat continued to strengthen the role of youth in its governance and engagement in programmes through its new gender-balanced elected Youth Advisory Board. The board advises the organization on effective strategies for engaging young people in sustainable urbanization. The contribution of young people to sustainable urban development is being highlighted through advocacy platforms and evidence-based research findings documented in the flagship reports and other knowledge products. UN-Habitat produced two key publications entitled *State of the Urban Youth Report 2012/2013* and *Youth Empowerment for Urban Development*.

95. The World Urban Youth Assembly has become a premier advocacy platform for youth to advocate for the issues important to them at the global level, with about 450 young people attending in September 2012.

96. The Urban Youth Fund was set up in 2008 to provide financial support for youth-led development initiatives in developing countries. By December 2012, a total of 213 youth groups in 43 countries had benefited from \$2.7 million from the fund, up from 115 groups at the end of 2011. The youth projects included 11 projects on policy formulation in Azerbaijan, Brazil, Colombia, Egypt, India, Indonesia, Kenya, Nepal, Sierra Leone and Zambia. To be eligible for funding, applicant organizations must involve girls and young women in decision-making at all levels of the organization.

97. Through the one-stop youth resource centre model, UN-Habitat in partnership with local authorities, United Nations agencies and other stakeholders supported the four original centres in Kenya, Rwanda, Uganda and the United Republic of Tanzania and established new ones in Burkina Faso, Burundi, the Democratic Republic of the Congo, India, Mauritius, Nigeria and South Sudan. The one-stop centres are being scaled up because they provide safe spaces for youth engagement and participation in decision-making.

98. One-stop youth centre training has enabled youth to access funding from financial institutions, gain knowledge and information about employment opportunities and participate in decision-making processes at various levels. In Rwanda, the one-stop centre pilot in Kigali has been successful and the Government has decided to replicate the model across the country through its decentralized structures. In an interview in June 2012, the Rwandan Minister of Youth and Information, Communication and Technology recognized the effectiveness of the one-stop centre model and mentioned that the Ministry had been searching for a model to replicate and that the concept of the one-stop youth centre was found to be most inclusive. Now the Ministry is planning to replicate the one-stop model in 450 locations including at district and sector levels across the country through the youth empowerment for global opportunity strategy.

## IX. Key challenges

99. Securing non-earmarked resources continues to be a challenge especially in the face of continuing global economic constraints.

100. While there have been commendable achievements in mainstreaming gender issues in the focus areas, more needs to be done to mainstream gender into key documents and publications such as planning documents and flagship reports.

## X. Next steps

101. UN-Habitat will take steps to enhance resource mobilization efforts. This will include implementing the new resource mobilization strategy and utilizing additional external support.

102. The agency will consolidate the gains made from the institutional, programmatic and management reforms.

103. Particular attention will be paid to preparations for the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and engagement in the processes for the United Nations development agenda beyond 2015.

104. Finalization of the remaining elements of the road map for the preparation and implementation of the six-year strategic plan for the period 2014–2019 will be finalized, including the establishment of baselines and targets for all indicators of achievement.

105. The organization will strengthen the gender mainstreaming unit by providing the requisite capacity and tools, in close collaboration with the advisory group on gender issues.

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