

# ANNUAL PROGRESS REPORT 2016

Demonstrating Results of the Strategic Plan 2014-2019



**UN HABITAT**  
FOR A BETTER URBAN FUTURE



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PART 1

# EXECUTIVE SUMMARY

*Demonstrating Results of the  
Strategic Plan 2014-2019*



## 1. Introduction

This is the third Annual Progress Report on the implementation of the six-year strategic plan (2014-2019) prepared in accordance with the Governing Council resolution 25/3 of April 2015. The strategic plan is being implemented through three successive biennial work programmes and budgets (GC resolution 24/15). The report reviews progress made on implementation of the 2016-2017 work programme and budget in 2016 and focuses on the results that are attributed to interventions of UN-Habitat's and those of its partners. Each section starts with highlights of main results noted in 2016, followed by reports on results realized at country, regional and global levels. Results are measured against the defined expected accomplishments (EAs), and progress rated on reported attainment of indicator targets for 2017, together with qualitative analysis of noted changes. It also highlights challenges met and their management, as well as lessons learned.

This report is based on inputs from UN-Habitat branches as well as regional and country offices working collaboratively in an integrated and transformative manner through the matrix system. The reported performance is triangulated with desk reviews of UN-Habitat online materials and various donor and evaluation reports. Two comprehensive evaluation reports, namely, the Evaluation of the Sweden/UN-Habitat Agreement Report of March 2016, and the Multilateral Organization Performance Assessment Network (MOPAN) Institutional Assessment Report of January 2017, confirm UN-Habitat's "good performance" and to some extent validate some of the results documented in this report. The mid-term review of the GLTN Phase 2 Programme (October 2016 report) has also been very useful in corroborating results reported on the GLTN programme.

After the Executive Summary the analytical report provides performance details on each of the following sections: Executive Direction and Management; seven sub-programmes/ focus areas and; the two divisions; namely, Programme Division and Management and Operations Division.

## 2. Highlights of 2016

The organization participated in the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito in October 2016, and contributed significantly to the outcome document, the New Urban Agenda. The document reaffirmed "the role and expertise of UN-Habitat... within its mandate as a focal point for sustainable urbanization and human settlements in collaboration with other United Nations system entities ..."; and "recognized the linkages between sustainable urbanization, sustainable development, disaster risk reduction and climate change." *UN-Habitat was given the responsibility of coordinating the "report on progress made in the implementation of the New Urban Agenda every four years, in close collaboration with other UN entities"*. Its role as the focal point includes "follow up to and review of the New Urban Agenda".

Two independent assessments, the evaluation of the Sweden/UN-Habitat Agreement and the Multilateral Organization Performance Assessment Network (MOPAN), are positive about the achievements of UN-Habitat and its partners. Overall, the Evaluation of the Sweden/UN-Habitat Agreement Report of March 2016, noted "good performance... with respect to project/programme designs, implementation processes and results. The report points to good performance on achievement of results at project level." The majority of SIDA funded projects (75 per cent) were rated as highly satisfactory or satisfactory performance. The Evaluation reported improved capacity of the organization to carry out its work. It also identified a number of areas that require improvement and these will be identified in the appropriate sections of this report.

Multilateral Organization Performance Assessment Network (MOPAN) report concluded that "overall UN-Habitat largely meets the requirements of an effective multilateral organization and is fit for purpose, although performance can be strengthened and improved in some areas. It provides deep understanding of the changing nature of urbanization and a capability to adapt and



**75%**  
of SIDA funded projects were rated highly satisfactory or satisfactory performance

respond to these changes. UN-Habitat's organizational architecture is aligned to its mandate and its programme interventions achieve impressive results. The organization brings innovative and creative approaches to operations". It goes on to say that the UN-Habitat demonstrates "relevance and is responsive to demands of partners...It demonstrates transparency and accountability in its operations and strong compliance with financial rules" (MOPAN report pg. 6). The MOPAN Report identifies the following key strengths of UN-Habitat: the strategic plan is aligned to the global sustainable urbanization challenges and implemented consistently; considerable investment was made in the reform of the organization and the matrix approach is working effectively; a strong team approach facilitates agility, learning and efficiency; participatory project design approach ensures relevance and is appreciated by partners; powerful partnerships with city, regional and national institutions are potentially transformative; the organization has embraced results-based management at all levels, improving accountability; and positive results are being achieved across all areas of operation.

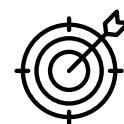
Further, the MOPAN report identifies the following areas that require improvement: stabilization of core funding, essential deeper mainstreaming of cross-cutting issues; more comprehensive consultation with beneficiaries required; more comprehensive results analysis required; more learning from evaluations required to improve organizational performance; and more focus on sustainability during interventions.

In addition, the European Commission concluded its Pillar Assessment of UN-Habitat, testing Internal Control Systems, Accounting System, Independent External Audit, Grants, Procurement and Sub-Delegations. The Pillar Assessment found that in all material aspects, UN-Habitat's systems, rules and procedures in these areas meet the requirements of the European Commission.

### 3. Towards effective management of an expanded and integrated portfolio of projects

One of UN-Habitat's aims is to have an expanded portfolio of projects that fully integrates normative and operational aspects of its work. Towards this end, project documents (proposals) are required to demonstrate how proposed activities systematically combine normative and operational aspects. Projects are also expected to adopt an integrated and holistic approach to solving development problems, hence, multi-thematic projects are promoted. Peer review meetings undertaken provide an opportunity for ensuring the above elements are incorporated consistently. Multi-thematic teams are established to collaborate on the formulation of large and complex projects. At the project approval stage, collaboration is formalized through the 'in-house agreements' mechanism to ensure clarity on the various components, the results to be achieved, the roles and responsibilities of various parties and the modality for resource allocation/sharing between regions and branches. This deeper integration and collaboration is due to the implementation of the 'matrix policy' which was approved in 2016.

The level of coherence and alignment of projects to the approved work programme and strategic plan is high. All projects that are approved by the programme advisory group (PAG) are supposed to be aligned to expected accomplishments and outputs of the work programme. In addition, all projects have to specify their linkages with the New Urban Agenda and the SDG targets they are contributing towards. Cross-cutting issues of human rights, gender, youth and climate change are systematically verified for all projects. A new system for Environmental and Social Safeguards was introduced in December 2016 to ensure social and environmental sustainability of proposed projects. Areas for improvement include better tracking of project progress through PAAS and more attention to the institutionalization of project results.



**77%**  
of the indicator targets are either on or before midpoint and will meet target in 2017, 10 per cent were in progress to be met while 12 percent are unlikely to meet the target  
(Figure 2).

In 2016, the Project Advisory Group approved 146 projects (up from 83 in 2015). Whilst there was a slight decline in project acquisition at the Regional level in 2016 compared to 2015, there was growth at in branches and other cost centres. Figure 1 presents the new projects with a total value of USD 161.80 million acquired in 2016 and additional funding of USD 54.65 million received for extending projects opened in previous years (cost financial extension).

**Figure 1: Total Grant/Portfolio of USD 216.45 million acquired or extended in 2016**

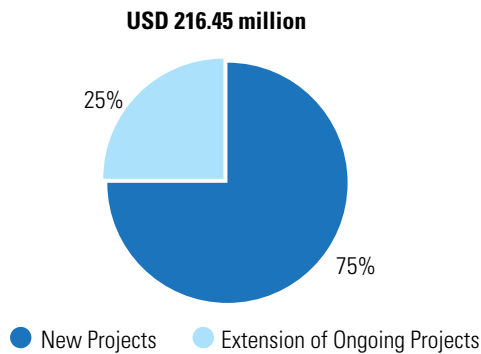


Figure 2 shows the distribution of total funds/ grants, USD 216.45 million, acquired to support approved project portfolio by cost centre. Of this amount, 74 per cent was generated through the regional offices, 19 per cent through the branches and 7 per cent through other cost centres.

**Figure 2: Total grants received in 2016 to support the Approved Project Portfolio**

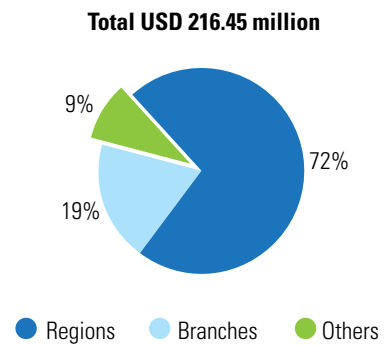
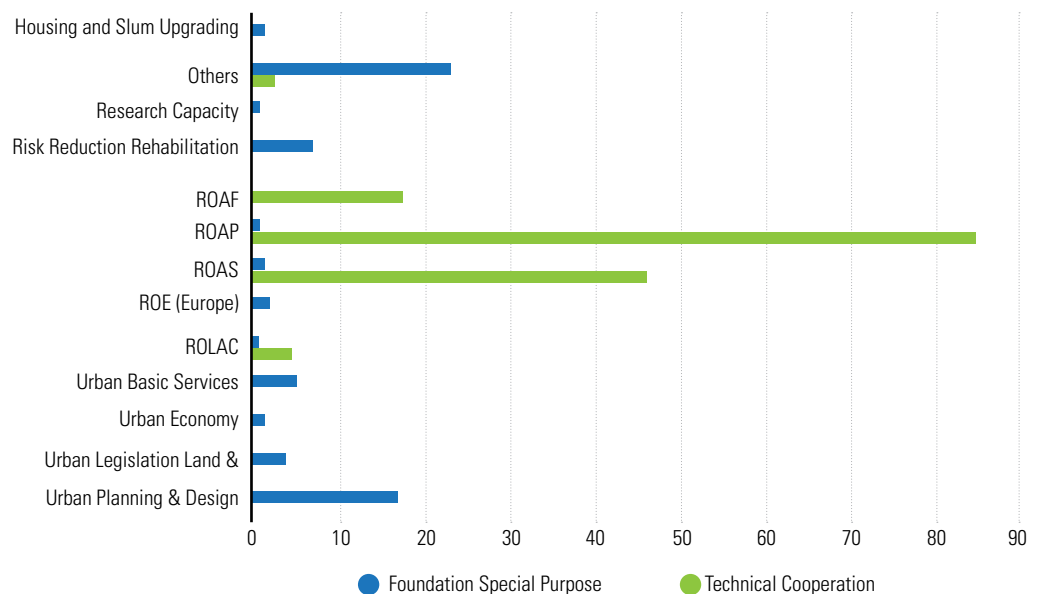


Figure 3 presents the grants/funds acquired to support the project portfolio distributed by regional offices and branches.

**Figure 3: New Project Portfolio Acquired/Extended in 2016 by Cost Centre**





## 4. Summary of Budget Performance and Status of Implementation

The annual budget and allocations (allotments) for the Regular Budget both stood at USD 11.6 million, while expenditures amounted to USD 14.1 million which is 121.5 per cent over the plan, see Table 1. This is because the standard salary costs used in the planned budget are often significantly lower than the actual expenditure

The Foundation general purpose budget and allotments were USD 22.8 million and USD 10.1 million, respectively. A cautious approach was taken in making allotments for this funding source due to the low level of voluntary contributions. Actual expenditures amounted to USD 8.7 million which is 38.2 per cent of annual budget and 86.0 per cent of the allotted amount.

The programme support cost budget amounted to USD 14.7 million of which USD 12.2 million was allotted. Expenditures amounted to USD 8.9 million which is 60.6% execution rate on budget and 72.7 per cent on allotments due to cost containment.

On aggregate, a total of USD 34.0 million was allotted out of a core budget of USD 49.1 million. The total expenditure amounted to USD 31.7 million which is 64.6 per cent of budget and 93.4 per cent of allotments.

## Performance of earmarked funds (Interim)

The Foundation special purpose annual budget and released budget were USD 45.2 million and USD 60.4 million, respectively. The increased allotted budget reflects increased portfolio acquisitions as compared to the original budget. Actual expenditures amounted to USD 57.3 million which is 126.8% of original annual budget and 95.0% of the allotted budget amount.

The Technical cooperation annual budget amounted to USD 147.2 million of which USD 111.7 million was allotted. Expenditures amounted to USD 109.8 million which is 74.6 per cent execution rate on budget and 98.3 per cent on allotted amount.

On aggregate, a total of USD 172.0 million was allotted for consumption out of an annual earmarked budget of USD 192.4 million. The total expenditure amounted to USD 167.1 million which represents 86.9 per cent of annual budget and 97.1 per cent of allotments.

For all funds, USD 198.9 million was spent out of an annual budget of USD 241.5 million and allotments of USD 206.0 million, representing an execution rate of 82.3 per cent on annual budget and 96.5 per cent on allocated amount

**Table 1: Budget performance for 2016 (Interim)\***

Description	Annual Budget (Work Programme)	Allotted or Released	Actual expenditure	Execution rate on Annual Budget	Execution rate on allotted or released amount
Regular Budget	11,625.8	11,625.8	14,129.8	121.5%	121.5%
Foundation General Purpose	22,808.7	10,127.1	8,708.7	38.2%	86.0%
Programme Support Costs	14,695.6	12,248.8	8,910.5	60.6%	72.7%
<b>Total Core funds</b>	<b>49,130.1</b>	<b>34,001.7</b>	<b>31,749.0</b>	<b>64.6%</b>	<b>93.4%</b>
Foundation Special Purpose	45,224.0	60,368.1	57,329.6	126.8%	95.0%
Technical Cooperation	147,183.7	111,669.3	109,781.8	74.6%	98.3%
Total Earmarked funds	192,407.7	172,037.3	167,111.4	86.9%	97.1%
Total for all funds	241,537.8	206,039.0	198,860.4	82.3%	96.5%

\*These figures are provisional, and likely to change in the preparation of the Financial Statement of UN-Habitat. Once the Financial Statements are released, these figures will be superseded

**Figure 4: Planned compared to actual expenditure**

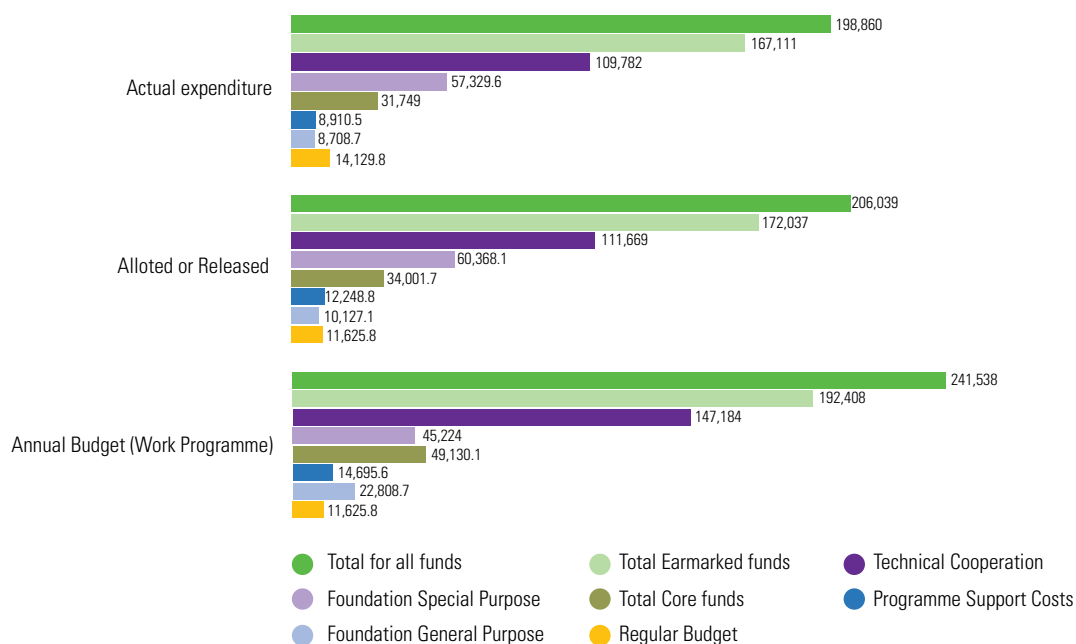


Figure 4 compares the execution levels of each source of fund (actual expenditure) to the annual budget and also the allotted amount and released budget. Comparison is also made at subtotal level for core expenditures

and earmarked funds. The actual figures presented in this report are only interim and may change once the audit process has been concluded.

**Figure 5: Status of allotment by Source of Fund**

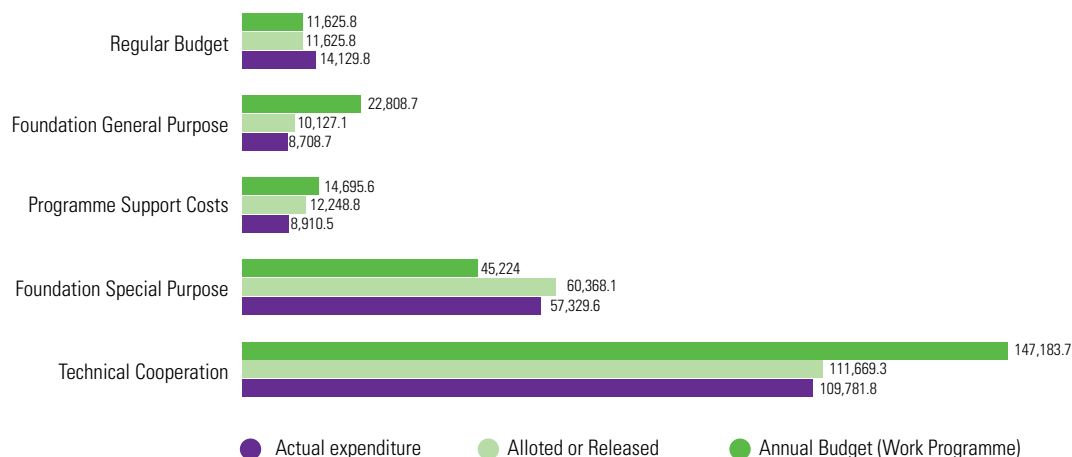


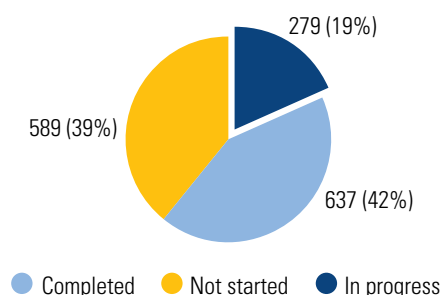
Figure 5 compares annual budget, allotments, and actual expenditures by overall funding source. Technical cooperation continues to be the main source of funding seconded by Foundation special purpose.

## 5. Summary of Programme Performance in 2016

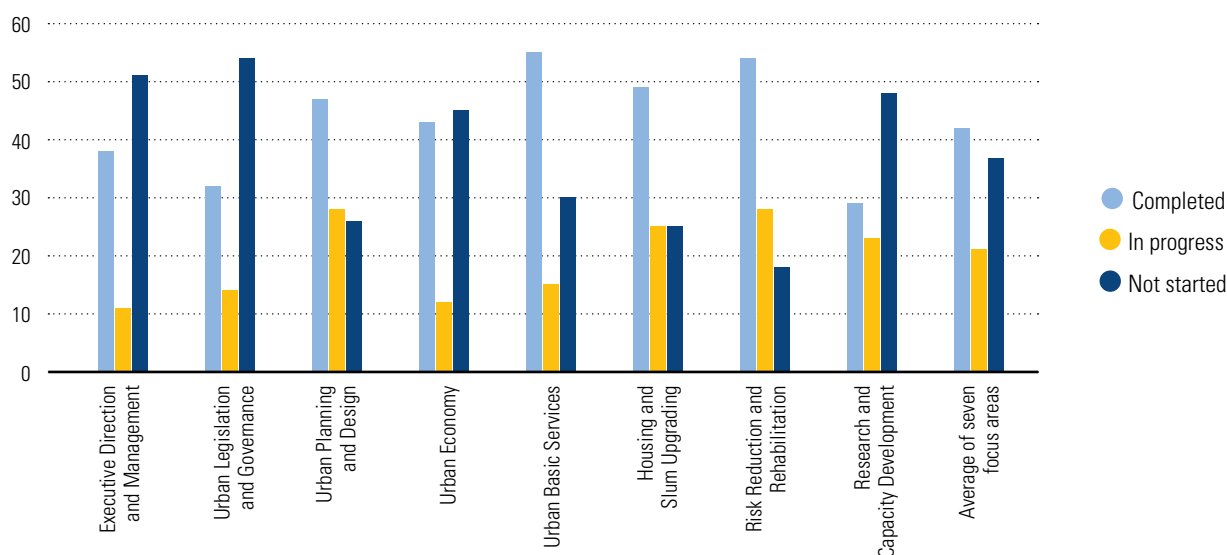
Implementation of the 2016-2017 biennial work programme is proceeding in a satisfactory manner as reflected in the rate of delivery of programmed outputs by the end of 2016, which is midpoint of the biennium. Figure 6 shows implementation status of programmed outputs. Overall 42 per cent of the outputs were completed and 19 per cent are in progress while 39 per cent were yet to be started. The rate of output delivery varies across subprogrammes and divisions with only two cases having more than 50 per cent of the outputs not yet started by the end of 2016. Figure 7 shows the output delivery for all sub-programmes and offices in 2016. Table

1 shows progress made by the end of 2016, towards achievement of the indicator targets for all expected accomplishments for the strategic plan and biennial work programme 2016-2017.

**Figure 6: Status of delivery of programmed outputs 2016**

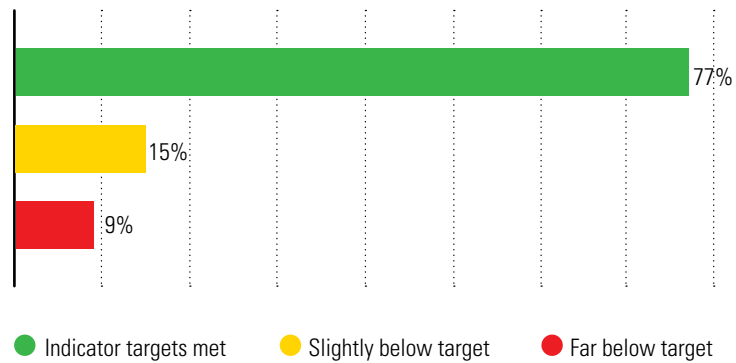


**Figure 7: Overall Status of delivery of the 2016-2017 Work Programme**



Assessment of progress towards achievement of indicator targets for the biennium (2016-2017) shows that UN-Habitat has made good progress towards the achievement of planned results with 77 per cent of the indicator targets on track, 15 per cent in progress to meet the target by the end of 2017 and 9 per cent unlikely to meet the target (Figure 8).

**Figure 8: Progress on indicator targets**



In line with the GC resolution on the strategic plan (2014-2019), UN-Habitat monitors progress made towards the achievement of planned results (expected accomplishments) through indicator targets. To assess this progress, a colour-coded system is used to depict the status of progress made towards indicator targets by the end of 2016, as shown in Figure 9. The rating compares the actual status of the indicator at the end of 2016 against the midpoint between the actual for

2015 and the target for 2017. Green means that the indicator is at or above midpoint and is on course to meet the target at the end of 2017. Yellow means that the indicator is below the midpoint in 2016. Red means that the target is well below the midpoint and may not be met at the end of 2017. Table 2 shows the progress made towards all the indicators targets of the strategic plan for 2014-2019 by the end of December 2016.

**Figure 9: Key to the rating system used to assess progress towards indicator targets**



**Table 2: Overall table showing progress towards indicator targets by focus areas**

Expected Accomplishment (EA)	Indicator of achievement	Rating
<b>Executive Direction and Management</b>		
<b>EA a):</b> Enhanced policy coherence in the management of human settlements activities within the United Nations System	Number of United Nations system organizations integrating, in collaboration with UN-Habitat, human settlements issues in their key policy and programme documents	
<b>EA b):</b> Improved use of performance information from evaluations to influence management decision-making and performance improvement	Percentage of accepted evaluation recommendations implemented within planned time	
	Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations	
	Percentage of projects with a budget value over USD1 million that have been evaluated by external evaluators	
<b>EA c):</b> Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	Number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation	
	Number of joint activities undertaken with Habitat agenda partners on sustainable urban development	
<b>EA d):</b> Enhanced awareness of the public and the media on sustainable urban development	Number of digital news articles specifically mentioning UN-Habitat	
	Number of UN-Habitat electronic publication downloads from the UN-Habitat website	
	Number of Twitter ( <a href="http://www.twitter.com/UNHABITAT">www.twitter.com/UNHABITAT</a> ) and Facebook ( <a href="http://www.facebook.com/UNHABITAT">www.facebook.com/UNHABITAT</a> ) followers combined	
<b>EA e):</b> Enhanced transparency and ethical management	Increased percentage of UN-Habitat staff equipped with knowledge and skills on ethics	
	Percentage of UN-Habitat project portfolio reporting on IATI standard	
	Percentage of implementing partners reporting on IATI standard	
<b>Focus area 1: Urban Legislation, Land and Governance</b>		
<b>EA1.1:</b> Increased capacity of local and national governments and other Habitat Agenda Partners to implement urban legislation in the areas of urban extension, densification, planning and finance	Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance with the technical support of UN-Habitat	
<b>EA1.2:</b> Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people.	Increased number of programmes to improve security of tenure for all including for vulnerable groups, women, youth and indigenous people implemented by partner local and national governments and other Habitat Agenda partners	
<b>EA1.3:</b> Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	Increase number of partner local and national authorities and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic services for all	
	Increase number of partner local and national authorities that have adopted local crime prevention strategies	
<b>Focus area 2: Urban planning and design</b>		
<b>EA 2.1:</b> Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	Increase number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially cities.	
<b>EA2.2:</b> Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	Increase number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods	
<b>EA 2.3:</b> Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	Increase number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation	
<b>Focus area 3: Urban Economy</b>		
<b>EA3.1:</b> Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	Increase number of partner cities that have prepared local economic development plans	
	Increase number of partner cities that set priorities based on local economic assessment	



<b>EA3.2:</b> Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with a focus on urban youth and women, displaced populations, the disabled community and other vulnerable populations	●
<b>EA3.3:</b> Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance	●
<b>Focus area 4: Urban Basic Services</b>		
<b>EA 4.1:</b> Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities	Increased number of partner local, regional and national authorities implementing policies and the International Guidelines on Decentralization and Access to Basic Services for All	●
<b>EA4.2:</b> Enhanced enabling environment for promoting investments in urban basic services in partner countries, with a focus on the urban poor	Increased amount and impact of investments into urban basic services catalyzed by UN-Habitat programmes in partner countries	●
<b>EA4.3:</b> Increased coverage of sustainable urban basic services in targeted communities	Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions.	●
	Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions	●
	Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions	●
<b>Focus area 5: Housing and Slum Upgrading</b>		
<b>EA5.1:</b> Improved housing policies, strategies or programmes in line with the principles of the Global Housing Strategy and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the GHS (Global Housing Strategy) principles	●
	Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced eviction	●
	Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools	●
<b>EA5.2:</b> Improved slum upgrading and prevention policies, strategies or programmes	Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies	●
	Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes.	●
<b>EA5.3:</b> Improved slum upgrading and prevention policies, strategies or programmes	Increased community representation in coordinating bodies of partner countries, such as the national Habitat committees	●
	Increased number of communities in partner countries that are empowered to lead and implement initiatives	●
<b>Focus area 6: Risk Reduction and Rehabilitation</b>		
<b>EA6.1:</b> Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans	●
<b>EA6.2:</b> Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	●
<b>EA6.3:</b> Improved shelter and related infrastructure rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing	●
<b>Focus area 7: Research and Capacity Development</b>		
<b>EA7.1:</b> Improved monitoring of urban conditions and trends	Increased number of urban observatories using UN-Habitat monitoring tools, methods and data	●
	Number of partner national statistical offices producing urban data and indicators	●
<b>EA7.2:</b> Improved knowledge of sustainable urbanization issues at the local, national and global levels	Number of local and national governments that have used UN-Habitat flagship publications and best practice database for policy formulation	●
	Increased number of partner countries producing national cities reports to enhance local and national policy planning	●

<b>EA7.3:</b> Improved capacity of national and local authorities and partners to formulate and implement informed policies or programmes	Increased number of partner national and local authorities and other Habitat Agenda partners that are formulating evidence-based policies or programmes	●
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### Management and Operations Division

<b>EA1.1:</b> Improved accountability and efficiency	Enhanced financial performance against targets specified in key performance indicator	●
	Increased percentage of staff have certified training on the Umoja enterprise resource planning system	●
<b>EA1.2:</b> Enhanced compliance of gender balance targets and reduced recruitment time	Reduced number of days for recruitment processes under the control of UN-Habitat	●
	Percentage of women appointed to senior-level posts in the Professional and management categories	●
<b>EA1.3:</b> Results-based management principles applied	Percentage of staff applying results based management skills in their work	●
	Percentage of approved projects fully aligned with the work programme and budget	●
<b>EA1.4:</b> Strengthened accountability on implementation of accepted audit recommendations	Increased percentage of accepted audit and inspection recommendations on UN-Habitat implemented within required time frame	●
<b>EA1.5:</b> Programme of work is effectively monitored and delivered	Increased percentage of the approved programme of work implemented in a timely manner as reflected in the programme performance report and annual progress report on the strategic plan	●
	Increased percentage of strategic plan indicator targets met or exceeded	●
<b>EA1.6:</b> Improved knowledge management systems to support the organization and Habitat Agenda partners	Increased number of staff visits to the intranet	●
	Increased number of staff visits to the knowledge pages in the Project Accrual and Accountability System	●
	Increase number of major networks on the Urban Gateway	●
	Increase number of registered partners on the Urban Gateway	●
<b>EA1.7:</b> Improved effectiveness and efficiency of business processes	Percentage of out-posted offices with easy access to UN-Habitat corporate administrative and internal communication systems	●
<b>EA1.8:</b> Enhanced protection of the legal interests of the organization	Percentage of legal agreements and instruments cleared and reviewed by the Legal Office within five working days	●
	Percentage of legal agreements and Instruments received by the Legal Unit that conform to issued guidelines and procedures	●
<b>EA1.9:</b> Increased core income of UN-Habitat	Number of new donor countries contributing and existing donor countries increasing contributions	●
	Amount of core income received by UN-Habitat (Foundation general purpose)	●

### Programme Division

<b>EA1.1</b> Improved quality of UN-Habitat projects	Percentage of projects that deliver planned outputs and outcomes within the planned project period	●
	Percentage of projects rated above satisfactory by independent evaluations	●
<b>EA1.2</b> Improved coordination and mainstreaming of the cross-cutting issues across all UN-Habitat's programmes and projects	Increased percentage of human settlements programmes and projects reflecting cross-cutting issues: gender, human rights, youth and climate change	●
<b>EA1.3:</b> Improved reflection of urban development issues in the UNDAF at country level and in regional reports	Increased number of United Nations Development Assistance Frameworks incorporating urban development	●

## 4. Summary of Results Achieved for Each Focus Area/ sub-programme in 2016

### Urban Legislation, Land and Governance

New consultative legal reform processes took place in **Ethiopia, South Africa** and **Saudi Arabia**. Legislative recommendations based on the case study in **Egypt** have been adopted in new building and land readjustment laws while in **Mexico**, the new “General Law on Human Settlements, Land Regulation and Urban Development” has incorporated the principles of the NUA/ SDG 11. New legislation on urban irregularities has been introduced in **Iraq**. There were 600 legal instruments in Urban Law database (**UrbanLex**).

The Global Land Indicators Initiative has contributed to the formal recognition of security of tenure in the SDGs and the New Urban Agenda. Land and conflict theme is now recognized as a key element in the UN peacebuilding architecture. UN Habitat and the Global Land Tool Network (GLTN) continue to make progress in promoting pro-poor and gender responsive land administration and management tools and approaches. Application of the Social Tenure Domain Model (STDM) in Lusaka (**Zambia**) has improved women’s access to and ownership of land in informal settlements. 38 households of Bulemu were issued with Occupancy Licenses and Land Records Cards while the Government of **Afghanistan** issued the first occupancy certificates to residents of Kabul municipality.

More than 100 partners shared solutions about SMART technologies for municipal innovation and management via the Uraia Platform. 30,000 citizens (51 per cent women) of 8 cities in **Afghanistan** have participated in the development of “City Safety Action Plans” through participatory safety assessments. The partners have fostered spatial metropolitan planning and governance for the greater Kabul area.

### Urban Planning and Design

Urban planning and Design is one of the key pillars of the New Urban Agenda for transforming urban areas and human settlements into centres of greater environmental, economic and social sustainability. UN-Habitat has renewed its commitment to promote the National Urban Policy as a tool for the implementation of NUA and SDGs, especially target 11.b. The National Urban Policy process has begun in **Argentina, Cuba, Liberia, Lebanon, Tunisia, Morocco, Jordan** and **Sudan** and is on-going in **Angola, Cameroon, Egypt** and **Zambia**. National urban policies are being drafted in **the Philippines and Liberia**, while capacity is being developed in **Chad, Ghana** and **Iraq**. **Colombia, South Africa** and **Mozambique** have adopted spatial frameworks at metropolitan level.

International Guidelines on Urban and Territorial Planning have been promoted to support the implementation of the NUA by actioning 114 recommendations. Seven (7) countries are using the Guidelines for the development of national, regional and city plans. UN-Habitat is supporting 39 cities in sustainable urban planning. In total, 14 local Labs have been set up in 16 cities world-wide. The Agency has improved knowledge of urban planning in conflict and post disaster situations in **Somalia, Ecuador, Haiti** and Kalobeyei Refugee Settlement (**Kenya**).

Initiatives on public space were completed in 10 cities: Jeevanje Gardens (Nairobi, **Kenya**); Dey Pukhu (Kirtipur, **Nepal**); Lotus Garden (Mumbai, **India**); Place de la Paix (**Haiti**); Medellin (**Colombia**); and Buenos Aires (**Argentina**), Quito (**Ecuador**), Surabaya and Sidjoarjo (**Indonesia**). There was improvement in policies, plans and strategies contributing to the mitigation of climate change. Six partner cities through the Promoting Low Emission Urban Development Strategies are implementing strategies to reduce emissions. Bogor (**Indonesia**) has allocated about USD 12 million to revitalize the city’s Bus Rapid

Transit and convert a portion of the city's minibuses to two types of cleaner fuels while KwaDukuza (**South Africa**) approved green building guidelines.

## Urban Economy

Capacity has been strengthened for a steadily growing number of partner cities to adopt strategies that support inclusive economic growth. In 2016, six partner cities (Kalobeyei, Homa Bay and Kiambu –**Kenya**; Croix des Bouquets, Cabaret, and Thomazeau municipalities - **Haiti**) have prepared local economic development plans and set priorities based on local economic assessments. In **the Philippines**, the planned city extensions and the local economic development strategies for Iloilo, Silay, Zamboanga and Cagayan de Oro Cities are being formulated.

Due to enhanced capacities, nine new partner cities have adopted policies and programmes for improved urban financing. The development of the one Stop Youth Centre in Mogadishu (**Somalia**) has been approved while 138 young people (**Kenya -70, Liberia - 34 and Uganda -34**) have acquired skills in entrepreneurship. In **Rwanda**, opportunities for youth employment and livelihoods have improved as the flagship One Stop Youth Resource Centre model has been expanded into new cities and scaled up in 29 out of 30 Districts.

Six new partner cities have adopted programmes and strategies for improved urban and municipal finance. The cities have demonstrated improved urban and municipal finance due to new finance management and billing systems. Kiambu County (**Kenya**) increased its revenue generation by USD 3 million by the second quarter of 2015/16. In **Haiti**, the capacity of local authorities to appropriately budget for and coordinate investments towards well-planned and economically beneficial outcomes has improved.

## Urban Basic Services

A new local authority partner has begun to implement legislative frameworks for increasing access to sustainable urban basic services. Close to 200,000 people benefited from improved access to water and sanitation.

The amount of investments in urban basic services catalyzed by the interventions of UN-Habitat and its partners increased from USD 53.5 million in 2015 to USD60 million by the end of 2016. This includes USD1.2 million from the GEF for urban mobility and energy projects, USD 1.3 million from the Global Sanitation Fund for sanitation and hygiene projects in **Nepal**; and USD 2 million from **Canada** for the Water, Sanitation and Hygiene in Disaster Prone Communities in northern **Ghana**.

## Housing and Slum Upgrading

Steady progress was made in scaling up implementation of the Global Housing Strategy (GHS) in line with the Housing at the Centre approach. The approach is promoting "*housing as the cornerstone of sustainable urban development and socio-economic inclusion in cities*". Three countries have championed the approach and the GHS principles, and undertaken housing assessments. **Lesotho** and **Afghanistan** produced a Housing policy framework while **Zambia** and **Sri Lanka** updated existing policies.

The **Bangladesh** National Housing policy was approved while in **Lesotho**, implementation of the National Housing policy strategy was developed in line with the principles of the *Housing at the Centre* approach. In **Zambia** the review of the National Housing Policy of 1996 is being used to formulate the new policy and the National Housing Implementation Strategy. A policy note has been developed for housing and urban development programmes in **Chad** while implementation of the housing strategies has

commenced. The National Housing Policy produced in **South Sudan** was submitted to the Legislative Assembly for adoption.

At least 14 partner countries have taken legislative, judicial or programmatic action to strengthen land tenure and find alternative solutions to unlawful forced evictions. Although countries such as **China, India** and **Indonesia** have adopted alternative approaches, forced evictions continue to happen even in countries that have adopted policy frameworks, which point to the gap between legislation and practice and, the need for more advocacy. Nine countries have changed their building codes while 19 **USA** municipalities, **26 European** countries, and eight (8) countries in the **Asia-Pacific** region have adopted policies for increased energy and water efficiency in the building sector. Furthermore, Green Building Councils have been established in 20 African countries and in at least five (5) Latin America and the Caribbean countries.

Under PSUP Phase 3, the living-conditions of 25,000 slum dwellers in Nkol-Bikok slum, Yaoundé (**Cameroon**) have improved. In Bissighin slum, Ouagadougou, **Burkina Faso**, 60 per cent of the 12,500 people are now connected to formal water supply system following community-managed projects under PSUP Phase 3. Sanitation in Hindou Market (**DRC**), and its commercial neighbourhood has improved for 43,325 slum dwellers. In **Myanmar**, approximately 300,000 squatters benefitted from improved housing with funding by the Government of Japan.

### Risk Reduction and Rehabilitation

Progress was made towards the improvement of urban risk reduction policies, strategies and programmes for greater resilience of cities and other human settlements. The **Philippines** government has developed Local Shelter Plans Guidelines to support recovery and rehabilitation work after Typhoon Haiyan. Over 1,200 local authorities and counties are using the Guidelines in

mainstreaming disaster risk reduction and climate change adaptation into community planning interventions. Synergized, cohesive and inclusive Disaster Risk Management policies have been developed in **Pakistan** while **Mexico** has drafted the National Guide on Urban Resilience.

In **Zambia**, the Disaster Risk Reduction Strategy for the City of Lusaka City was approved by the National Council. Pilot floods disaster adaptation activities, mainly on flood control drainage, were implemented in Kanyama neighbourhood of Lusaka City. In **Mozambique**, Disaster Risk Reduction techniques have been integrated in the reconstruction/construction of schools in three (3) provinces in hazard prone areas; thereby enhancing access to public basic services in rural communities and, new resettlement areas.

Adaptation Plans have been developed in Labutta and Pakokku townships (**Myanmar**) following innovative Township Level Vulnerability Assessments of risks of climate change. Progress was made towards the improvement of settlements recovery and reconstruction interventions in nine (9) fragile countries, and in Post-Disaster Needs Assessments in four (4) countries. In **Iraq**, the Mosul City profile has been recognized as an excellent analytical tool for more effective targeting of resources by all agencies.

Temporary premises providing 25 classrooms, 128 residential units with accommodation for 512 students, basic site infrastructure and an administration block have been constructed in Fallujah (**Iraq**). 660 families in **Pakistan** have received shelter. In **Nepal**, 2400 affected families benefitted from temporary shelter or housing support. About 1,800 most vulnerable families in **Pakistan** have access to safe and improved shelter conditions and improved capacity; and 3,846 households have access to safe water and improved sanitation. In **Sri Lanka**, 17,897 permanent houses were completed in 2016 under the "Indian Housing Project" funded by the Government of India.



## Urban Research and Capacity Building

Significant capacity improvement has been achieved for local and global monitoring of urban conditions and trends. The Inter-Agency Expert Group has recognized UN-Habitat role in SDGs monitoring as the leading Agency for 9 urban indicators. UN-Habitat has developed metadata and specific tools for each indicator and coordinated the negotiations between other UN Agencies and multi-lateral organizations. The new monitoring framework of the City Prosperity Initiative (CPI) was piloted based on over 20 SDGs indicators relevant to the urban environment.

Four new urban observatories have begun using UN-Habitat monitoring tools, methods and data. The Government of **Mexico** has used massive CPI data to create a national monitoring mechanism for 152 cities. Adoption of the CPI as a national monitoring framework by the Mexican Government is an excellent example of the transformative change from the use of UN-Habitat monitoring tools. 40 National Statistical Offices have capacity to monitor urban conditions and trends through the production of urban data and indicators. For example, **Tunisia** and **Egypt**, are generating urban environmental monitoring data while **Ethiopia** is generating city performance monitoring data. Five countries in Africa are developing urban land monitoring tools for SDG reporting. **Namibia** and **Botswana** as well as **Tunisia** national sample cities are collecting data for reporting on SDGs.

Seventeen (17) cities (in **Saudi Arabia**), 32 cities (in **Egypt**) and 5 cities (in **Vietnam**) recorded improved monitoring of urban conditions. In **Latin America**, the CPI has been used to produce National State of the Cities Reports in **Ecuador** and **Colombia**. **Ecuador**, established the National Urban Observatory to monitor implementation of the New Urban Agenda based on the CPI National Report on 27 cities.

UN-Habitat partners are formulating evidence-based policies or programmes. The **Afghanistan**, 'Atlas of Afghan City Regions 2016' presents a comprehensive and reliable urban data on five city regions. Similarly, 28 strategic district municipalities critical for the Government's fight against corruption and improvement of governance have benefited. In **Pakistan**, review of existing legislation and planning frameworks at national and sub-national levels has been influenced by the State of Pakistan Cities Report 2015/16. The **Colombia State of Youth Report 2016** was based on CPI information with cross-cutting issues adequately reported in a disaggregated manner. The **Syria**, National Cities Report has integrated humanitarian and crisis conditions while **Ethiopia**, has used the CPI to integrate monitoring of hunger, governance and resilience. The CPI for **Saudi Arabia** examines the comparative advantages of each city to support diversification of local economies.. At city level, Bucaramanga City (**Colombia**) has adopted CPI as a planning framework while Panama (**Panama**) and Fortaleza (**Brazil**) Cities are implementing the urban planning scheme and tourism development plans, respectively, using CPI diagnostics and information.



PART 2

# ASSESSMENT OF THE RESULTS ACHIEVED

*Demonstrating Results of the  
Strategic Plan 2014-2019*

# 1

## Executive Direction and Management



*Member states adopt the New Urban Agenda, October 2016*

The main roles of this office are to: lead and guide effective implementation of UN-Habitat mandates; ensure compliance with United Nations policies and procedures and effective implementation of the strategic plan for 2014–2019 through the biennial work programme and budget and efficient management of human and financial resources; raise global awareness of sustainable urban development issues; and broaden support for the participation of Habitat Agenda partners. The MOPAN assessment gave a rating of highly satisfactory on organizational architecture and financial framework to implement mandate and achieve results.

### Box 1: Key Results

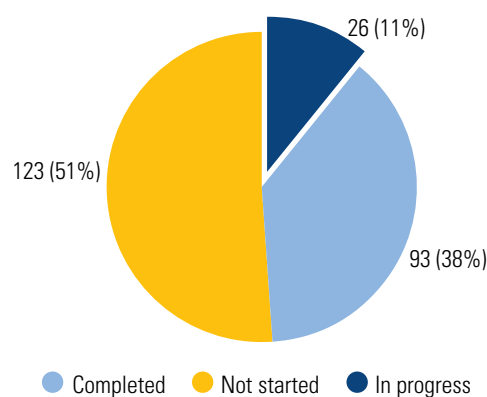


- Adoption of the New Urban Agenda
- Effective collaboration of 24 UN agencies on UN-system wide position on sustainable urbanization for the High Level Committee on Programmes
- The Number of digital news articles specifically mentioning UN-Habitat stood at 5290 by the end of 2016 compared to the set target of 2500
- Positive external evaluation report of the UN-Habitat in the Evaluation of Sweden/ UN-Habitat Agreement and assessment by MOPAN

Box 1 presents key results achieved by the end of 2016. Figure 10 shows the rating of programme delivery by the end of December 2016. About 38 per cent of outputs were completed, 11 per cent were in progress while 51 per cent have not been started.

Analysis of the expected accomplishments shows progress being made towards planned results, with seven out of 12 indicator targets having been met by the end of 2016 (Table 3).




**Figure 10: Status of Outputs Delivery**



**Table 3: Progress made towards indicator targets for Executive Direction and Management**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA a):</b> Enhanced policy coherence in the management of human settlements activities within the United Nations System	Number of United Nations system organizations integrating, in collaboration with UN-Habitat, human settlements issues in their key policy and programme documents	n/a	n/a	24	20	24	●
<b>EA b):</b> Improved use of performance information from evaluations to influence management decision-making and performance improvement	per centage of accepted evaluation recommendations implemented within planned time	60%	72%	77%	90%	79%	●
	per centage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations	50%	55%	71%	70%	69%	●
	per centage of projects with a budget value over USD1 million that have been evaluated by external evaluators	n/a	n/a	n/a	30%	63%	●
<b>EA c):</b> Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	Number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation	600	808	1000	1300	1148	●
	Number of joint activities undertaken with Habitat agenda partners on sustainable urban development	n/a	n/a	30	40	69	●
<b>EA d):</b> Enhanced awareness of the public and the media on sustainable urban development	Number of digital news articles specifically mentioning UN-Habitat	n/a	n/a	2500	3000	5,290	●
	Number of UN-Habitat electronic publication downloads from the UN-Habitat website	2,000,000	948,897	2,149,582	2,500,000	2,476,283	●
	Number of Twitter ( <a href="http://www.twitter.com/UNHABITAT">www.twitter.com/UNHABITAT</a> ) and Facebook ( <a href="http://www.facebook.com/UNHABITAT">www.facebook.com/UNHABITAT</a> ) followers combined	38,000	44,300	45,220	80,000	113,993	●



Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
EA e): Enhanced transparency and ethical management	Increased per centage of UN-Habitat staff equipped with knowledge and skills on ethics	n/a	60%	70%	98%	80%	
	per centage of UN-Habitat project portfolio reporting on IATI standard	50%	n/a	n/a	90%	55%	
	per centage of implementing partners reporting on IATI standard	n/a	n/a	n/a	15%	0%	

### EA 1.1: Enhanced policy coherence in the management of human settlements activities within the United Nations System

The adoption of the New Urban Agenda (NUA) in October 2016 was a major success for UN-Habitat and partners. UN-Habitat contributed to the formulation of NUA to which the strategic plan 2014-2019, biennial strategic framework and work programme and budget for 2018-2019 have been fully aligned. Paragraphs 82, 83, 165-168 of the NUA stress the need for UN system-wide coordination during the implementation, follow-up, review and reporting on the NUA. UN-Habitat's focal point role in the implementation of NUA is also defined in paragraphs 128-129, 165, 167-168 and 171. To this end, UN-Habitat has drafted an Action Implementation Framework for the NUA for review by UN agencies and other stakeholders.

There was increased coherence in the management of human settlement activities within the UN. Twenty four agencies participated in the preparations for Habitat III, including in the Preparatory Committee meetings (Prepcom), in particular Prepcom 3 in Surabaya (**Indonesia**), and the Conference itself in Quito (**Ecuador**). The UN system engagement led by the Chief Executive Board (CEB) endorsed the paper on "Urbanization and Sustainable Development: A UN-System Input to the New Urban Agenda," prepared by a working group of the High-Level Committee on Programmes (HLCP). UN-Habitat has developed an analytical framework on the linkages between SDGs and NUA, the latter being the first framework to expound on urban related issues in the overarching SDGs framework.

UN agencies are keen on having effective coordination of Member States, cities, local authorities and other stakeholders as they implement the NUA as expressed at a UN Inter-agency consultation during the Habitat III Conference. UN-Habitat has taken the lead on inter-agency coordination, building on the commitments by the CEB, the HLCP, the work of the UN Task Team on Habitat III, and the undg processes at global, regional and national levels, especially the Regional Coordination Mechanisms, the undg Regional Bureaux Mechanism, the UN Resident Coordinators System and UN Country Teams through UN Development Action Frameworks.

UN-Habitat prepared the 2016 Secretary-General's annual reports to the Economic and Social Council (ECOSOC) and the General Assembly on the "Coordinated implementation of the Habitat Agenda" and the "Implementation of the outcomes of the conferences on human settlements and on housing and sustainable urban development and strengthening of UN-Habitat," respectively. The ECOSOC report emphasized the need for Member States to: i) adapt the CPI as a national monitoring framework for SDG 11 and targets of other Goals relevant to cities and human settlements as well as of the NUA; ii) promote the role of local and other subnational governments in sustainable development at the local level, in line with the Addis Ababa Action Agenda, and in the implementation and monitoring of SDG 11 and the NUA; iii) provide support to the contribution of UN-Habitat to the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030; and iv) consider, in formulating and implementing their urban climate change strategies, using the "Guiding Principles for City Climate Action Planning," launched during the twenty-first

*New urban Agenda adopted*

*The roll out of Umoja has been complex. In some instances it has been directly responsible for delays in programme implementation, and the organization is less agile than it was" (MOPAN Assessment 2016)*

session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21).

### **EA 1.2: Improved use of performance information from evaluations to influence management decision-making and performance improvement**

The UN-Habitat evaluation function aims to help the organization continually improve its performance, and supports organizational accountability and learning. It enhances the relevance, effectiveness and efficiency of the organization. In its reform processes, UN-Habitat has established an enabling environment and institutional framework for evaluation. Evaluation reports are shared internally and externally through the UN-Habitat evaluation website, and internal website, the Habnet. Evaluation newsletters and evaluation briefs are also shared and published as mechanisms for facilitating learning and knowledge development. By the end of 2016, six evaluations managed by the Evaluation Unit were completed (60 per cent implementation rate of what was planned for biennium 2016-2017). To ensure evaluations contribute to both planning and implementation, all new projects are scrutinized to assess compliance with evaluation requirements at the approval stage through the PAG. These mechanisms ensure evaluation findings and lessons learned feed into project planning and implementation.

Performance information from evaluations is influencing management decision-making and performance improvement. On-line survey conducted among UN-Habitat programme staff in November 2016, reveals that 69 per cent of the 72 respondents indicated that evaluations are improving organization's performance. About 79 per cent of evaluation recommendations, that were supposed to be implemented by the end of 2016, were implemented, and two newsletters containing evaluation briefs were developed and shared through electronic platforms, as a means to increase evaluation

uptake. About 63 per cent of projects with a budget value over USD 1 million that were due to be evaluated in 2016, were evaluated by external evaluators.

Areas that need improvement include: i) evaluations conducted are not yet fully representative of UN-Habitat's work; currently, most of the evaluations carried out are at programme and project levels; ii) resources for evaluations are inadequate; iii) challenges, including costly methodology, for impact evaluations remain unresolved and; iv) more effort needed to promote a more robust culture of evaluation.

However, decisions have been made to improve coverage: from January 2016 all projects and programmes valued over USD300,000 have a budget provision for evaluation; and all project with a budget of over USD1 million require external evaluation.

### **EA 1.3: Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development**

There has been a notable increase in partners' engagement with UN-Habitat on sustainable urban development. The number of partners in UN-Habitat partnerships database contributing to policy dialogue or project implementation increased from 1000 in 2015 to 1148 by the end of 2016. Through the World Urban Campaign, the General Assembly of Partners and the sustained dissemination of information to partners in the UN-Habitat database, there was increased access to information on Habitat III and on relevant internationally agreed commitments by all partner categories. This enhanced partners' participation in the Habitat III preparatory process and the Conference itself.

In 2016, the World Urban Campaign (WUC) received 40 new partner organizations. By the end of 2016, WUC had signed either MoUs or Statements of Commitment with 171 partner organizations. The WUC partners engaged in

the preparation of the Habitat III Conference through the organization of Urban Thinkers Campuses. The General Assembly of Partners for Habitat III established by WUC also remained a powerful mechanism to ensure participation and engagement of over 100 stakeholder organizations from 15 partner categories, and 22,000 people in the Habitat III preparations and the Conference. Over 40 organizations in the UN-Habitat data base attended the multi-stakeholder consultation on a partnership framework for implementation of the NUA.

Overall, six new agreements were signed (raising them from 180 in 2015 to 186 in 2016) with governments, the UN-system, private sector, civil society, cities and local governments, grassroots organizations, including slum dwellers and those working in the informal sector, and other Habitat Agenda Partners. Partners provided the political leadership and funding, and served as strategists and advocates for sustainable urban development, resource mobilization for executing or implementing partners, as well as active members of joint and multi-country programmes. Partners also contributed to knowledge management, innovation, monitoring, reporting and evaluation.

UN-Habitat, UNDP, UNOPS, UN Global Compact, UN-Women, WFP, and the World Bank Group as well as the International Finance Corp. (IFC), are leading an initiative to establish a Multi-Partner Implementation Facility for Sustainable Urban Development (IFSUD), intended to catalyze effective, coordinated and results-based implementation of integrated sustainable urban development solutions. The facility builds on the call for coherent and coordinated action among the UN family as outlined in the SDGs, NUA, and by the HLCP and the CEB report on support for the implementation of the 2030 Agenda as well as the joint statement on Habitat III. IFSUD marks the first joint UN-wide initiative since the adoption of the 2030 Agenda and the NUA, that is dedicated to mobilizing transformative investments in sustainable urbanization as a means of achieving the SDGs and the NUA.

**Working with development partners on targeted projects, such as the Turkana project funded by the Government of Japan, has increased satisfaction and productivity on both sides**  
(MOPAN assessment 2016.)

## EA 1.4: Enhanced awareness of the public and the media on sustainable urban development

The set target of 2500 was exceeded as the number of digital news articles specifically mentioning UN-Habitat was 5290 by the end of 2016. With Habitat III Prepcom 3 and the Conference itself, the year 2016 provided an excellent opportunity to significantly increase media and social media outreach, working in close collaboration with the Department of Public Information. Other key initiatives that contributed to exceeding targets were the launch of the World Cities Report, and media campaigns around World Habitat Day and World Cities Day.

The target on the UN-Habitat on reporting the UN-Habitat portfolio on the open.unhabitat.org was not met for projects that were implemented after the migration to the Umoja Enterprise Resource Planning System because all reports had to be redeveloped after this major transition. With key events in 2016 such as Habitat III, the level of awareness in the media has significantly improved as evidenced by marked increase in the number of articles mentioning UN-Habitat published by news outlets. The number of inquiries to UN-Habitat has increased as has the frequency of urban issues in general media coverage (not formally monitored here). A renewed communications strategy and significant improvements to digital outputs (such as the World Cities Report app and CPI tool) have contributed to mainstreaming some of UN-Habitat's more complex work.

UN-Habitat and its partners have contributed to this change by circulating information through channels such as social media, UN-Habitat associated websites and new products such as the Urban Impact donor newsletter. The SDG agenda and New Urban Agenda have provided opportunities to link urbanization and UN-Habitat's work to the development agenda more widely, contributing to linked advocacy and outreach activities such as a gender share fair and joint publications. (Evaluation of Sweden/UN-Habitat Agreement 2016). In addition, the Knowledge Management Strategy

identifies Open UN-Habitat as a tool to support the storing, sharing, and use of knowledge across the organizational learning cycle.

UN-Habitat work with partners and donors has led to more comprehensive coverage of activities. In particular, media partners such as Guardian Cities, Monocle, Devex and Citiscope have worked closely to present UN-Habitat's work in the run up to and after Habitat III. Very significantly, a partnership with International City Leaders enhanced UN-Habitat's exhibition presence at Habitat III to deliver a well-designed and educational space for public and partners alike.

Clearly Habitat III has had an impact on media and public outreach in 2016 but the Office of External Relations has also made significant progress in increasing partnership with UN system partners such as DPI to maximize communication efforts, the main UN social media channels have more than 7 million followers and UN-Habitat was able to tap into these for several communication campaigns to maximize outreach, and the World Cities Report launch campaign created 24 million impressions globally.

### EA 1.5: Enhanced transparency and ethical management

There is evidence of improved transparency and ethical management in UN-Habitat. On transparency, UN-Habitat has been developing new reports that are Umoja Enterprise Resource Planning System compliant to ensure that partners continue to get current information on the agency's work. This includes International Aid Transparency Initiative Information published on the *open.unhabitat.org*. Another focus has been on enhancing reporting by implementing partners and in this respect, an improved implementing partner policy was approved by Senior Management and web portal for partners is being developed to enable them to report systematically on programmes that are implemented with UN-Habitat.

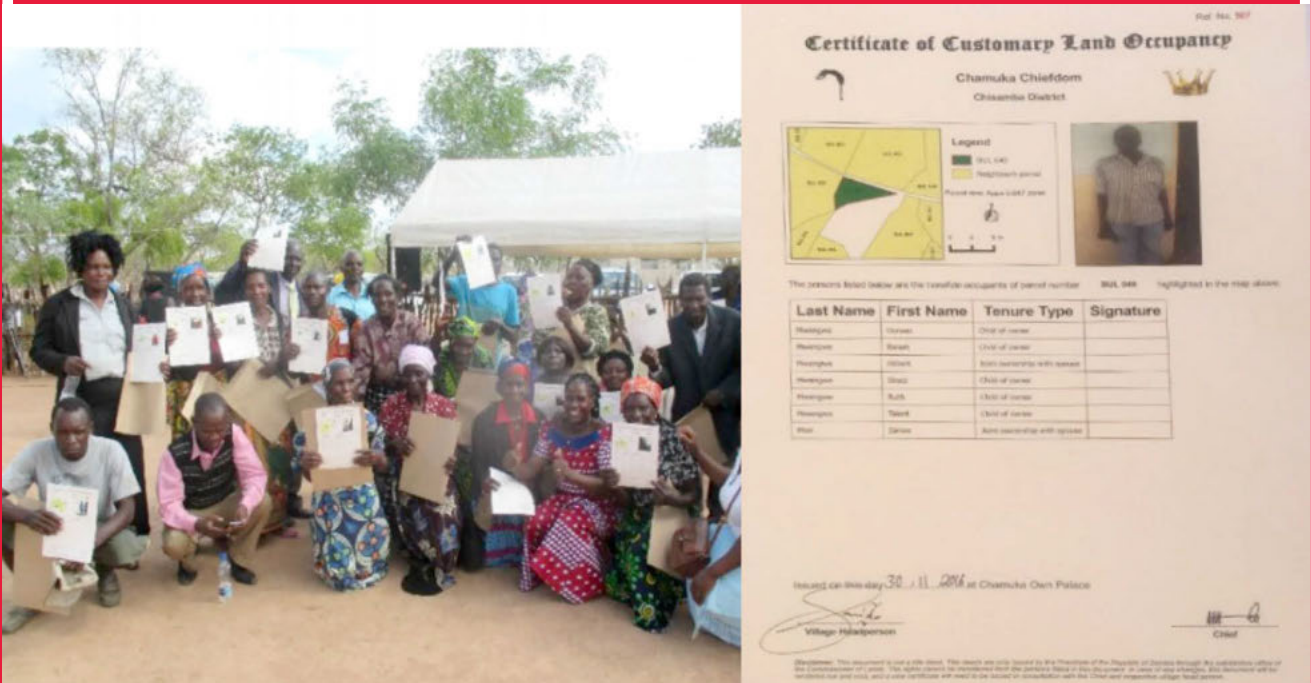
With regards to ethical management, over 80 per cent of UN-Habitat staff members had their awareness and knowledge raised on: (i) "*fulfilling individual responsibility as staff members of the United Nations*"; examining the United Nations core values and obligations of staff members whilst addressing the importance of personal responsibility on the part of all staff members in achieving the goals and objectives of the organization; and (ii) "*Fraud awareness and Preventions: How do I fit in?*" with focus on the measures to prevent, detect and deter fraud, such as standard of conduct, internal controls, risk management, fraud awareness and prevention of conflict of interest.

#### Challenges and lesson learned

- One of the challenges identified is securing funding to carry out much of UN-Habitat's core digital communications work, such as creating attractive social media posts and running social media campaigns. There is an attempt to overcome this through organizational restructuring and moving to a cost-recovery structure.
- Another key challenge has been the need to recreate all the reports in Umoja following its implementation. The standard UN Secretariat reports are limited and do not address all the reporting needs of partners and management. Some of the important reports have been redeveloped and are waiting the UN Secretariat wide reporting tool that enables flexible reporting and integration of financial reports with substantive output and outcome reporting. Wide consultation with the key users of the reports has been useful in developing systems that are more client oriented.
- The key lesson is without a relevant baseline study or adequate media monitoring tools, it is extremely challenging to provide accurate quantitative and qualitative data on UN-Habitat's media impact.

## FOCUS AREA 1

# Urban Legislation, Land and Governance



**38 households in Bulemu (Zambia) received certificates of land occupancy**

The objective of this Focus Area is to provide policy and operational support to Governments and cities on urban legislation, land and governance issues, and the development of urban legislation and governance models that are gender-responsive and address land problems equitably. There is evidence to show that partner national and local Governments and Habitat Agenda Partners are improving urban legislation, security of tenure, and decentralized governance due to strengthened capacities and innovative tools provided by UN-Habitat and partners.



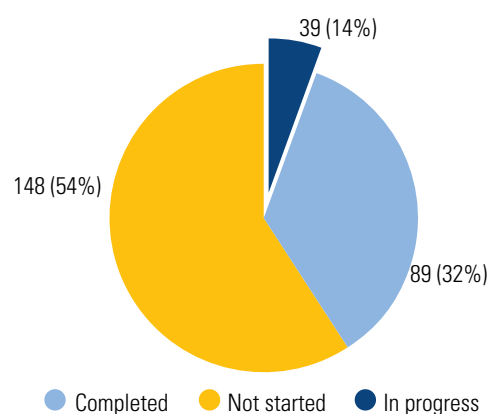
## Box 2: Key Results



- In **Iraq**, there is new legislation on illegal urban sprawl that prevents future urban irregularities
- In **Mexico**, the new “*General Law on Human Settlements, Land Regulation and Urban Development*” approved by Congress in November 2016 incorporated the principles of the NUA/ SDG 11.
- The advocacy and technical inputs from the Global Land Indicators Initiative, successfully contributed to formal recognition of land and security of tenure in the SDGs and the New Urban Agenda while the land and conflict theme is now recognized as a key element in the UN peacebuilding process.
- Land issues are being mainstreamed into national frameworks through the development of the Agricultural Transformation Strategy, and the land policy framework in the Central African Forest Initiative in DRC.

Box 2 shows some of the results realized through the interventions of UN-Habitat and partners by the end of 2016. Figure 11 shows that by the end of 2016, 32 per cent of the programmed outputs were completed, 14 per cent were in progress and 54 per cent had not yet started. Table 4 shows that two out of four indicators reflected in green were on track to be achieved in 2017, while the other two may not meet the indicator targets and more effort is needed towards this end.

**Figure 11: Status of Outputs Delivery**



**Table 4: Progress made towards indicator targets for Focus Area 1**

Expected Accomplishments (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA1.1:</b> Increased capacity of local and national governments and other Habitat Agenda Partners to implement urban legislation in the areas of urban extension, densification, planning and finance	Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance with the technical support of UN-Habitat	12	21	25	30	28	●
<b>EA1.2:</b> Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people.	Increased number of programmes to improve security of tenure for all including for vulnerable groups, women, youth and indigenous people implemented by partner local and national governments and other Habitat Agenda partners	Local: 1	Local: 3	Local: 5	Local: 8	Local: 6	●
		National: 2	National: 4	National: 5	National: 8	National: 5	●
		HAPs: 5	HAPs: 6	HAPs: 7	HAPs: 15	HAPs: 7	●
<b>EA1.3:</b> Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	Increased number of partner local and national authorities and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic services for all	Local: 30	Local: 37	Local: 40	Local: 50	Local: 45	●
		National: 12	National: 15	National: 18	National: 20	National: 19	●
		HAPs:16	HAPs: 25	HAPs: 31	HAPs: 40	HAPs:35	●
	Increased number of partner local and national authorities that have adopted local crime prevention strategies	Local: 77	Local: 90	Local: 90	Local: 100	Local: 90	●
		National: 4	National:7	National: 7	National: 8	National: 7	●

## EA 1.1: Increased capacity of local and national governments and other Habitat Agenda Partners to implement urban legislation in the areas of urban extension, densification, planning and finance

Local and national governments and other Habitat Agenda Partners are better equipped to implement urban legislation due to the support provided by UN-Habitat and partners. Three additional countries, namely, **Ethiopia**, **South Africa** and **Saudi Arabia** undertook consultative legal reform processes for improving urban extension, densification, urban planning and finance undertaken.

### Global Achievements

A growing number of local and national Governments and Habitat Agenda partners utilized tested methodologies, approaches and tools for improving legal assessments and reforms to implement urban legislation in the areas of urban extension, densification, planning and finance. More than 30 cities utilized the new methodology for Urban Labs that has incorporated the approaches developed from *Planning Legal Frameworks Assessment* tool to guide projects. Transparency and accountability in administrative approaches to informal settlements and systematized information were enhanced through the development of the Slum Upgrading Regulatory Assessment Tool, which considers legislative and regulatory approaches to informal settlements.

The regional partnerships in the database increased from 4 to 7 partners. Access to 4,000 instruments in the FAOLEX database through the partnership with FAO has enhanced the scope and utility of the database, increasing user statistics with a higher number of returning visits. There were 4,545 users from 5 regions (Africa, Asia, Europe, Latin America and the Caribbean and, North America) by the end of 2016. The use of UrbanLex for the comparative analysis of urban law has improved as demonstrated

during the 2016 annual celebrations of 'Urban Law Days' by UN-Habitat and partners in New York and London. The Urban Law Days have been instrumental in the improved dissemination of information on urban law. They have also contributed to the creation of partnerships to work in **Ghana** and **Haiti**. In addition, the Municipal Planning Institutes of **Mexico** and the Mexican Association of the Municipal Planning Institutes incorporated the concept of planning agency in the new Law for Human Settlements based on a report on the state of local planning agencies.

### Regional and Country Achievements

The initiatives implemented on urban legislation in 2016 contributed to improved capacities for urban extension, densification and urban planning. This is reflected in the actions partner Governments have taken to improve and integrate urban legislation in sustainable urban development. For example, in **Mexico**, the new "*General Law on Human Settlements, Land Regulation and Urban Development*" incorporated the principles of the NUA, SDG 11 and the new law was approved by Congress in November 2016.

The Government of **Afghanistan**, created the 'High Council on Urban Development' chaired by the president to formulate, coordinate and implement urban legislation. In **Myanmar** the National Urban and Regional Development Planning Law is under development and senior government officers are now supporting the urban land legislation reform process initiated in 2016. Meanwhile, in **Iraq**, there is new legislation on illegal urban sprawl that prevents future urban irregularities.

In the **Philippines**, a comprehensive guide for planned city extensions combining national and local planning realities and international planning principles has been developed. Based on the Achieving Sustainable Urban Development Programme, a Comprehensive Land Use Plan was developed for Tacloban City. With support of the Urban Design Lab, Planning and Design Principles were translated into concrete projects that follow UN-Habitat's urban planning and design principles.



**600**  
legal  
instruments  
critical to  
sustainable  
urbanization  
in UrbanLex  
platform



## EA 1.2: Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people

In 2016 the capacity of 600 practitioners (50 per cent women and 50 per cent men) from partner local and national governments and other Habitat Agenda partners was strengthened to promote and implement innovative land administration approaches, including in conflict and post-conflict settings and in management of land and natural resources and tenure security, using various GLTN tools and geo-spatial technologies. The focus was on consolidating and increasing investment in existing programmes rather than expanding the number of programmes. This was a strategic decision to build on ongoing initiatives that have produced results and gained positive momentum to achieve tangible impact. The number of programmes implemented increased only by one, to 18. The new programme was implemented in Lusaka, **Zambia**.

### Global Achievements

The land and conflict theme is now recognized as a key element in the UN peace building architecture. This is partly attributed to advocacy efforts of many actors linking land and conflict work and the broader global processes of UN reforms such as the High Level Reviews on Peace Operations and related UN resolutions. The UN Working Group on Transition included key elements of land and conflict in the work plans of its Task Team on Conflict Prevention. In addition, the Secretary General's Guidance Note on Land and Conflict whose development was led by UN-Habitat, was informed by the "*Scoping and Status Study on Land and Conflict: Towards UN System Wide Engagement at scale*" published in 2016. Different global processes and documentation improved understanding, coordination, and the

alignment of the activities of humanitarian and development stakeholders on land and tenure security as proven by the establishment of the Land and Conflict Coalition, with Secretariat based within the Land and GLTN Unit of UN-Habitat.

Vulnerable groups such as women, youth and indigenous peoples are set to benefit from the increased focus on access to land and tenure security recognized by the SDGs and the New Urban Agenda. This was made possible by the efforts of the Global Land Indicators Initiative (GLII). Two (2) of the 15 indicators developed by GLII were submitted to the UN's Economic and Social Council and adopted in the SDGs indicators framework. In particular, indicator 1.4.2 monitors security of tenure using the Continuum of Land Rights approach advocated by GLII, GLTN and UN-Habitat. UN-Habitat and the World Bank are joint custodians of this indicator. The GLTN mid-term review concluded that GLTN made an important contribution to the inclusion of land indicators in SDGs as well as the inclusion of land and tenure security in the New Urban Agenda.

The GLTN mid-term review noted that GLTN is especially responsive to cross-cutting issues of youth and gender in the UN-Habitat strategic plan. Assessment of GLTN innovative tools that include Land Mediation Guide, Gender Evaluation Criteria, Social Tenure Domain Model, and Participatory enumeration have made a significant contribution towards dispute mediation and enhancing security of tenure especially for marginalized groups and communities.

### Regional and Country Achievements

In **Africa**, the Land Policy Initiative has embraced the role of land in sustainable urban development, in line with the *Common African Position on Habitat III* and the *Abuja Declaration*. UN-Habitat/GLTN-IFAD partnership, is contributing to increased tenure and food security for smallholder farmers.

In **the Arab States**, joint catalytic activities driven by GLTN have enhanced the capacity of key actors for land governance and

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land conflicts were documented involving 1528 households (727 headed by females, 801 headed by men) in DRC using STDM

management as well as land issues related to conflict and displacement. The beneficiaries include 33 actors from different national and regional organizations. In **Latin America and the Caribbean**, The National Assembly of **Ecuador**, has approved a bill on land use and land management, an outcome of consultation supported by UN-Habitat together with the Municipality of Quito, GIZ, SIDA, and the European Union, among others.

A growing number of countries have enhanced security of tenure using UN-Habitat/ GLTN tools and approaches. The Ministry of Lands Housing and Urban Development in **Uganda** has improved capacity for integrating pro-poor and gender responsive land tools in the policy implementation process using GLTN tools. With support from the Justice Law and Order Sector and GLTN, Land Laws and Regulations are being reviewed using pro-poor land tools and other innovative approaches for securing tenure.

Fourteen (14) municipal councils (in **Uganda**) acquired the capacity to use Social Tenure Domain Model (STDM) in settlement profiling, mapping, enumerations and data processing with the support of Slum/Shack Dwellers International. In Makindye Division, information is being collected using the STDM and participatory enumerations and issuance of certificates of occupancy is being undertaken. **DRC** is undertaking land review to support the formulation of the national land policy. Further, in partnership with Community-Based Organizations and Women's Associations, there is improved peace and economic growth due to improved security of tenure in North Kivu.

Due to successful GLTN interventions, land issues are being mainstreamed through the development of the Agricultural Transformation Strategy, and the land policy framework in the Central African Forest Initiative. In Luhonga, 15 youths (5 female, 10 male) applied the skills acquired to digitize spatial data using GPS to scan land parcels in their communities. In **Somalia**, 151 grassroots women were equipped with

skills on participatory and gender-responsive approaches to land governance; thus, enhancing their ability to engage with the local authorities on land governance.

In **Zambia**, the STDM has contributed to improved women access to and ownership of land in Kanyama and Chawama informal settlements in Lusaka. A total of 38 residents of Bulemu were in 2016 issued with Occupancy Licenses and Land Records Card and the STDM has been scaled to seven villages in the Mungule Chiefdom in Chibombo District and four villages in the Chamuka Chiefdom in Chisamba District, improving women access to and ownership of land.

In **Kenya**, enumeration, mapping and registration of 498 smallholder dairy farmers and community grazing areas was undertaken in the Upper Tana using open source/ STDM tool. In addition, about 258 informal registered households' rice farmers understand better the link between land tenure and water use management in Mwea Irrigation Scheme. In **the Philippines**, more than 70 representatives of local authorities, community leaders and mappers have used acquired skills in STDM to map, digitalize and analyze data in their communities.

In **Nepal**, piloting the STDM tool for Identification, Verification and Recording of the informal land tenure of women and other vulnerable groups demonstrates improved capacity of men and women for land related dialogues. In **Mexico**, a legal document for the implementation of NUA was adopted by representatives of the Confederación Patronal de la República Mexicana Ciudad de México and shared during Habitat III.

In **Mauritius**, security of tenure for vulnerable groups, women and youth has been integrated in the Slum Upgrading Strategy, and included in the Budget for 2016-2017. In **South Sudan**, the Land Coordination Forum has improved the joint efforts by Government institutions and other land actors in tackling mass displacements that create tenure

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*informal settlements in Yangon, Myanmar mapped using GIS representing around 400,000 persons, or 8% of the city population*

insecurity. It has reduced land grabbing and improved housing and land tenure security for women and other vulnerable groups. The country's land policy has been submitted to the Legislative Assembly for adoption into Law. In **Mozambique**, the first ever Inter-District Land Use Plans have been developed.

Through the Occupancy Certificate programme, as part of the "City for All"; the Government of **Afghanistan** is supporting the citizens (70 per cent urban, 80 per cent rural) who have no legal documents for the land they occupy to obtain them. By the end of 2016, the first occupancy certificates were given to residents of Kabul municipality, increasing security of tenure. The president noted " *This program is ensuring that the property of Kabul residents is secure, and improving security in Kabul and in the nation*". In **Nepal**, UN-Habitat supported in the customization of pro-poor, gender responsive land tools, the most significant of which was piloting of the Social Tenure Domain Model (STDM) tool - for Identification, Verification and Recording (IVR) of the informal land tenure of women and other vulnerable groups. IVR of informal tenure is an important aspect of land tenure security for poor and vulnerable groups. The tools and training workshops conducted provided important capacity and policy impetus for undertaking pro-poor, gender responsive, land governance.

### **EA 1.3: Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety**

In 2016, ten additional partner local and national authorities and other Habitat Agenda partners have developed guidelines that take into account the Guidelines on Decentralization and Access to Basic Services for All. The indicator target is on course to be met in 2017.

## **Global Achievements**

There is stronger mainstreaming of decentralized governance in global processes as demonstrated by the empowered voice of local government in global agenda discussions and joint processes for the localization of SDGs/2030 Agenda. Further, the pioneering knowledge and information sharing space, [www.LocalizingTheSDGs.org](http://www.LocalizingTheSDGs.org) has been developed enabling local policy makers, development practitioners and other actors to discuss and find practical and tested tools for designing policies and, implementing them in line with the SDGs/2030 Agenda.

In 2016, UN-Habitat and United Cities and Local Governments (UCLG) strengthened links with the Commissions and regional partners through capacity building sessions, workshops and city-to-city exchanges. The agency partnered with the UCLG *Committee on Digital and Knowledge-based Cities* and, the Global Fund for Cities Development on innovation and implementation of SMART technologies for municipal management to increase transparency and accountability.

By the end of 2016, more than 100 partners were sharing concrete solutions about SMART technologies for municipal innovation and management via the Uraia Platform. The International Guidelines on Decentralization were promoted, enhancing the capacity of partners through dialogues in order to reach national understanding and develop common road maps at country level. There was a follow-up to the adaptation of the Guidelines on decentralization reforms in **Jamaica** and **Uganda**.

In **Brazil**, the recent Metropolitan Statute (Law 13.089) and on-going discussions on the establishment of a National Framework for Metropolitan Planning and Governance indicate that the country's legislation capacity has improved. The bill established minimum criteria for the definition of metropolitan regions as well as instruments for their planning.

*"This program is ensuring that the property of Kabul residents is secure, and improving security in Kabul and in the nation"*

**10**  
*new partner local and national authorities and other Habitat Agenda partners have developed plans to strengthen their decentralization and urban governance*

## 8 cities in Afghanistan developed "City Safety Action Plans" through participatory safety assessments by 30,000 citizens (51% women).

### Regional and Country Achievements

In **Africa**, big data on crime was for the first time shared with technology giant, Microsoft. Through its City Next initiative, Microsoft has partnered with cities to make them safer by using IT to prevent crime, and improve urban safety and security.

The City Development Strategies for Tam Ky and Quy Nhon Cities in **Vietnam** were finalized through community support and city-wide consultations. The community based and participatory approaches introduced by UN-Habitat have strengthened decentralization from national to provincial and city governments, and local empowerment on budget allocation and investment.

In **Afghanistan** the partners have fostered spatial metropolitan planning and governance for the greater Kabul area all of which are part of the comprehensive "future of Afghan Cities". In **Haiti**, neighbourhood upgrading plans for improving security were developed in the Municipality of Cite Soleil while an urban development plan is being formulated for Canaan.

### Challenges and lessons learned

- The principal challenge in urban law is the development of legal instruments that are directly relevant to national priorities and designed according to national and local realities, particularly in terms of administrative capacity and resources. UN-Habitat is addressing these challenges by ensuring clear political support for its technical assistance interventions and then providing tools for the design and assessment of legal instruments and processes that can be easily adapted to local contexts.
- Unpredictable funding from main donors who contribute to the non-earmarked funds basket throughout the year remained a challenge for planning and implementation of the annual work plan. In addition, the current gap in overall funds, for instance for GLTN Phase II, which amount to 10 million USD less than planned, constrain scaling up of the country level work and planning for the next phase.
- To have real impact, GLTN is advised to remain engaged beyond the development and pilot application stage of its technical tools and approaches (GLTN Mid-term review report, 2016).



# 3

## FOCUS AREA 2

# Urban Planning and Design



*Public Space in Sebarang Perai (Indonesia)*

Urban planning and Design is one of the pillars of the three pronged approach that aims to transform urban areas and human settlements into centres of greater environmental, economic and social sustainability.

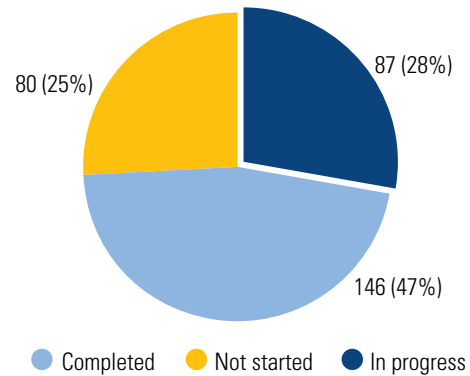
### Box 3: Key Results



- National Urban Policies as well as urban spatial planning and design, public space and climate change were mainstreamed into the New Urban Agenda.
- The Spatial Development Framework 2040 for the City of Johannesburg (**South Africa**) was adopted by the mayoral committee.
- National Urban Policy processes have been initiated in **Argentina, Cuba, Liberia, Lebanon, Tunisia, Morocco, Jordan** and **Sudan** and is on-going in **Angola, Cameroon, Egypt** and **Zambia** while **the Philippines and Liberia** are at drafting stage.
- The spatial planning component for the new settlement and integration of over 60,000 refugees and the host community in Kalobeyei (Turkana County, **Kenya**) is being implemented.

Box 3 highlights some results realized while Figure 12 shows that 47 per cent of its outputs were completed, 28 per cent were in progress and 25 per cent had not started by the end of December 2016. Table 5 shows that progress was made towards the planned results and all three indicator targets will most likely be met by 2017.

**Figure 12: Status of Outputs Delivery**



**Table 5: Progress made towards indicator targets for Focus Area 2**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA 2.1:</b> Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially cities.	Metropolitan: 0	Metropolitan: 1	Metropolitan: 2	Metropolitan: 4	Metropolitan: 3	●
		Regional: 0	Regional: 0	Regional: 1	Regional: 2	Regional: 3	●
		National: 4	National: 5	National: 6	National: 8	National: 9	●
<b>EA 2.2:</b> Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	Increased number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods	10	25	30	50	40	●
<b>EA 2.3:</b> Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation	City: 8	City: 10	City: 15	City: 20	City: 22	●
		Regional: 1	Regional: 1	Regional: 2	Regional: 3	Regional: 3	●
		National: 6	National: 7	National: 8	National: 9	National: 11	●

## EA 2.1: Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities

The National Urban Policy process has been initiated in **Argentina, Cuba, Liberia, Lebanon, Tunisia, Morocco, Jordan, Myanmar** and **Sudan** and is on-going in **Angola, Cameroon, Egypt** and **Zambia**. Fifteen metropolitan, regional and national authorities have adopted urban policies and/or spatial frameworks.

### Global Achievements

Member States and other partners have underscored the importance of National Urban Policies for sustainable development in a number of high-level events, including at the Habitat III conference. With the adoption of the NUA, Member States committed to National Urban Policies as a tool for the implementation of NUA and SDGs, especially target 11.b

In 2016 the capacity of governments to adopt sustainable spatial frameworks and policies was enhanced, among others, through the application of appropriate tools and Guides. Implementation of the International Guidelines on Urban and Territorial Planning (IG-UTP) was piloted in Wuhan, **China**. **China, Zimbabwe, Viet Nam, Kosovo, Sri Lanka, the state of Palestine** and **Afghanistan** have started to use the IG-UTPs for the development of national, regional and city plans.

The Metropolitan Development (MetroHUB) methodology was improved in 2016, integrating planning, governance, finance and social-environmental aspects as well as capacity development. UN-Habitat and the International Civil Aviation Organization collaboration kicked-off with pilot projects in Addis Ababa (**Ethiopia**), Ekurhuleni and Johannesburg (**South Africa**) and Nairobi (**Kenya**), fostering collaboration between the

civil aviation, land-use, planning and urban development authorities for sustainable development.

### Regional and Country Achievements

In **the Arab States**, the development of National Urban Policies has commenced in **Jordan, Morocco, Sudan, Lebanon** and **Tunisia**. **Liberia** has launched the National Urban Policy development processes to constructively respond to challenges during urbanization, focusing on demography, education and policy coherence. **Colombia**, adopted the spatial frameworks at the metropolitan level. **Zambia** is developing its National Urban Policy while the Urban and Regional Planning Act of 2015 is being reviewed, demonstrating the realization by the government that urban development is better supported by legislation. **Myanmar** has developed a policy on urban-rural economic linkages and the National Urban Policy Framework, setting out key policy issues for reforms in governance and finance, legislation, economic development, and environment and climate change.

In the **State of Palestine**, the Spatial Development Strategic Frameworks for Bethlehem, Qalqiliya, and Tubas Governorates were launched. The **Rwanda** National Framework for urban management and planning is being refined to harmonize the planning instruments at different levels of spatial aggregation. Additionally, the 'National Spatial Development Framework' was submitted for approval in line with the country's Vision 2020.

**The Philippines** government is drafting the National Urban Development and Housing Framework (2016-2022).

The local authorities in **Mozambique** have adopted the spatial frameworks in support of compact, integrated, connected and resilient cities and are implementing the country-funded plan for the City Extension Plans. In **Bangladesh**, the Mymensingh (Municipality) Strategic Development Plan was completed with inputs from low income communities.



**Angola** has initiated the development of the national legal and institutional frameworks for urban and territorial planning as well as the national spatial and socio-economic strategy for urban development.

The **Afghanistan** government developed the Urban National Priority Programme as one of eleven priority areas in the National Peace and Development Framework (2017-2021). The National and Local Governments in **Chad** are now using the Rapid Urban Sector Profiling for Sustainability as a tool to monitor urban development.

## EA 2.2: Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities

Significant progress was made towards the improvement of policies, plans and designs that support the development of compact, integrated and connected cities and neighborhoods. The new partner cities are Canaan (**Haiti**), Gabiley (**Somaliland**), Bossaso (**Somalia**), Yangon (**Myanmar**), Surabaya (**Indonesia**), Bungamati (**Nepal**), Mumbai (**India**), East Jerusalem (**Palestine**), Lebanon (**Beirut**) and Mitrovica (**Kosovo**), among others.

### Global Achievements

The Urban Planning and Design Lab has steadily increased its impact and responded to requests of 39 cities in 25 countries for support in sustainable urban planning. A total of 14 local Labs have been set up in cities world-wide (**Kenya, Ghana, Mexico, Myanmar, Palestine, the Philippines, Kenya, Haiti, Belize, South Africa, Saudi Arabia, Somalia, Egypt and Afghanistan**). The Urban Planning and Design Lab has improved knowledge of urban planning in conflict and post disaster situations in **Somalia, Ecuador, Haiti** and Kalobeyi Refugee Settlement (**Kenya**). The Network of LABs was prominently presented in Quito and attracted a number of new partners.

The 5<sup>th</sup> ECOSOC Youth Forum called for housing initiatives for youth and increased public spaces for young people to meet, play sports and interact to create a sense of ownership, belonging and social cohesion. The capacities of Mayors and city leaders (110) representing 103 cities were strengthened during the World Cities Summit and Mayors Forum held in Singapore. The capacity of 40 local authority representatives and other key stakeholders on public space issues was enhanced on public space during the 5th United Cities and Local Governments (UCLG) World Congress took place in Bogotá, **Colombia** when the Public Space Policy Framework was launched.

### Regional and Country Achievements

UN-Habitat and United Cities and Local Governments Asia-Pacific launched a policy guideline on public spaces to help city leaders integrate public space in sustainable urban development. China, Cameroon, Egypt and Belize formalized their commitment to promote public spaces and UN-Habitat provided technical advice to a new programme initiated to turn the largest urban lake in China into a connected, integrated and people-friendly green space in metropolitan Wuhan. **Indonesia** improved two public spaces in Surabaya and the Mayor inaugurated a Joglo (traditional Javanese house) in Ketandan.

A tool for conducting city-wide assessments of open public space has been tested in Nairobi and is now being rolled out in Bamenda (**Cameroon**), Addis Ababa (**Ethiopia**), Kisumu (**Kenya**), Johannesburg (**South Africa**) inner city, amongst others. The programme will play a key role in monitoring SDG 11 target 7 and the implementation of the NUA related issues on public spaces.

Community participation in the design of public space using Minecraft has been facilitated in **Indonesia, Madagascar, Palestine, India, Kosovo, Nepal, USA, Ecuador** and **Lebanon**. The designs developed from the workshops are now being implemented in Surabaya, Manakara, East Jerusalem, Mumbai, Mitrovica, Anaheim,

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*Partners cities adopted and implemented policies, plans and designs that support the development of compact, integrated and connected cities and neighborhoods*

Quito and Beirut. In **Kenya**, three public spaces are being developed: Jeevanjee garden in the centre of Nairobi, a model street in a disadvantaged neighbourhood of Dandora and a streetscape in Ruiru. In Manakara (**Madagascar**) a promenade along a public beach is being developed. In Johannesburg (**South Africa**), a plan for revitalizing inner city parks has been adopted while End Street North Park is being upgraded.

In Lima (**Peru**), Fundación Avina is working to improve public space through micro-interventions with support from UN-Habitat. As a result, regulations that allow citizens to appropriate unused municipal spaces for the public, and guidelines for pop up intervention have been adopted for the first time in some of the municipalities. In **Ecuador**, the pop-up public space was handed over to the Municipality who will manage it. In **Lebanon**, the City of Beirut has improved public space in Nabaa neighborhood which hosts refugees from Syria and Iraq. MitrovicaCity (**Kosovo**) has revitalized the city market neighbourhood while Bimkom, Al Enaya Community Center and the Green Mosque Group in Wadi Al Joz neighborhood in **Palestine State**, are improving the urban environment and living conditions, especially for children and youth.

UN-Habitat national and city partners have adopted plans and designs, including city wide strategies in Johannesburg (**South Africa**), Kalobeyei (**Kenya**), Belmopan (**Belize**), Mogadishu (**Somalia**); city infill in Bureidah (**Saudia Arabia**), Chengdu (**China**), Colonia Doctores (**Mexico**); city extensions in Ningo Prampram (**Ghana**), Tacloban (**the Philippines**), Yangon (**Myanmar**); neighborhood plans in Khuzaa (**Palestine**) and Canaan (**Haiti**, 15 plans). In **Mozambique**, a Rapid Planning Studio workshop has developed action plans to manage rapid urban growth in Nacala corridor. This has had a catalytic effect while building upon PSUP<sup>1</sup> and ASUD and Cities Alliance projects. Further, the local authorities have adopted the spatial frameworks in support of compact, integrated,

connected and resilient cities while provincial authorities are implementing the country-funded plan for City Extension Plans.

In **Ghana**, the concept plan for the Accra urban extension in Ningo-Prampram was approved by the Statutory Planning Authority of the Ningo-Prampram District Assembly. This plan has allocation of streets, public spaces and facilities as well as a flood management strategy and the provision of *housing*. To implement the plan, Ningo-Prampram has pioneered a framework for the growth of a naturally evolving city. In addition, the implementing committee has been endorsed.

The spatial planning component for the new settlement and integration of over 60,000 refugees and the host community in Kalobeyei (Turkana County, **Kenya**) is being developed. Initial assessment and a series of participatory processes have been conducted as the basis for understanding the local context and, for developing the local vision. Additionally, the Settlement Development Group of 10 members from refugees and the local communities has been established and includes representatives of women, youth and people with disability.

In **Ecuador**, after the earthquake of April 2016, UN-Habitat provided inputs to five local planning teams working in 17 cities.

In **Myanmar**, a comprehensive urban planning system has been established, and planned city extension is being developed in the north of Yangon while urban development plans in Pyay and Kalay cities were reviewed. Myanmar Guidelines for Urban Planning adopted in June 2016 are to be used by government officials to plan city development in the coming years for urban growth including streets and public spaces. The City Extension Plan in **Somalia** was piloted in Bossaso under the new Urban Regulatory Framework. The Gabiley Urban Masterplan, introducing an Urban Regulatory Framework for upgrading the National Planning Law towards the decentralization of services has been completed. The Framework has been

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*parking lots, pop up public spaces and street furniture projects completed in six districts are benefitting over 100,000 people in Lima*

*A playground inaugurated in Sur Baher is benefitting 40,000 residents in the State of Palestine*

*Extension plans for Iloilo, Silay, Cagayan de Oro and Zamboanga Cities in the Philippines have been integrated into respective Comprehensive Land Use Plans and/or Comprehensive Development Plans*

<sup>1</sup> PSUP, an initiative of the Africa, Caribbean and Pacific secretariat, funded by the EU and implemented by UN-Habitat in partnership with the Ministry for Lands and Housing

adopted by the Cabinet, the first document of its kind in Somalia, regulating urbanization.

In Canaan, **Haiti** the city authority has developed its strategic Development Framework for developing the northern part of the metropolitan area in 15 neighbourhood plans. In **Belize**, the government has begun developing solutions for rapid urbanization following year-long deliberations culminating in the first Planning Lab.

### EA 2.3: Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities

There was improvement in policies, plans and strategies contributing to the mitigation of climate change in six (6) cities participating in the Promoting *Low Emission Urban Development Strategies* (Urban-LEDS) Project, funded by the European Commission and with (ICLEI-Local Governments for Sustainability) as the main implementing partner. The councils of six (6) Urban-LEDS cities - Recife (**Brazil**), Rajkot and Panaji (**India**), Balikpapan and Bogor (**Indonesia**), and KwaDukuza (**South Africa**) adopted strategies to reduce emissions. Moreover the city of Bogor allocated USD 12m to revitalize its Bus Rapid Transit and convert a number of minibuses to cleaner fuels, while KwaDukuza approved green building guidelines.

#### Global Achievements

A growing number of mayors have publicly committed to reducing greenhouse emissions through the Compact of Mayors<sup>2</sup>. By the end of 2016 the number of mayors committed to the Compact increased from 320 in 2015 to 605 cities by the end of 2016. The city

<sup>2</sup> The Compact of Mayors is an initiative that encourages cities to publicly commit to reduce their greenhouse gas emissions and adapt to climate change; UN-Habitat served on its Management Committee. As of 1 January 2017, the Compact of Mayors was merged with the (EC-supported) Covenant of Mayors to form the Global Covenant of Mayors for Climate and Energy. UN-Habitat retains a seat on the new entity's Founders Council

of Belmopan (**Belize**) is adapting to climate change through urban planning.

In 2015, UN-Habitat was accredited by the Adaptation Fund to help cities build climate resilience. By end of 2016 a full proposal (in **Lao PDR**), concept proposals (for **Fiji** and the **Solomon Islands**), and pre-concept notes for southern Africa (**Comoros, Madagascar, Malawi** and **Mozambique**) were approved by the Fund. UN-Habitat began to implement the Guiding Principles for City Climate Action Planning, a normative product launched at the end of 2015 at the Paris Climate Summit (COP-21), endorsed by 45 partners. In 2016, after developing an indicator framework UN-Habitat utilized the Guiding Principles to review ongoing planning processes in Vilankulo (**Mozambique**), Glasgow (**Scotland/UK**), and Rajkot (**India**).

By the end of 201–6 the International Society for City and Regional Planners endorsed the Guiding Principles for City Climate Action Planning, becoming the latest of 46 endorsing partners.

#### Regional and Country Achievements

In **Asia-Pacific**, the “Melaka Call for Action” conference endorsed youth involvement in climate change issues. This has created opportunities for youth to develop innovative ideas and solutions for transitioning to low carbon economies.

In the **Philippines**, through *Achieving Sustainable Urban Development and the Cities and Climate Change* initiative the capacities of local and national governments for land management and development control have improved. The outcomes of the Tacloban Local Climate Change Action Plan have informed the city's Comprehensive Land Use Plan, as well as investment planning. In **Myanmar**, stakeholders have improved skills and competence in climate change information and forecasting for sectoral planning following capacity building interventions. “Through the Myanmar Climate Change Alliance spearheaded by UN-Habitat in partnership with UNEP, the Government of **Myanmar**



Installation of solar panels in South Africa

A recent external evaluation of the Urban LEDES project concluded that *“The overall project objective and corresponding expected accomplishment and sub-expected accomplishments were accomplished in a highly satisfactory manner. – the adoption, by participating cities of low emissions development strategies, as well as by-laws, programmes and other means used to arrive at or begin to implement a city strategy.”* The evaluation findings also noted that *“...impact outlook of the Urban-LEDES Project appears to be highly satisfactory. The impact included policies, building codes and regulations as well as changes in institutional behavior, rewards and strategies.”* (Final Evaluation: Promoting Low Emission Urban Development Strategies in Emerging Economy Countries (Urban LEDES 2016. PP iv and ix).

has finalized the Myanmar Climate Change Strategy and Action Plan; has adopted and submitted its *Intended National Determined Contribution*; and is delivering the National Climate Change Policy, to further reinforce the climate change policy environment.”

In **Vietnam**, climate change mitigation and adaptation has been integrated in the national legal documents and, sub-legal decrees and guidelines have been rolled out to cities. Further, sustainable urban planning and development towards green growth and climate change resilience is being promoted. In the **Solomon Islands**, the government has endorsed the Honiara Urban Resilience and Climate Action Plan.

In **Bangladesh**, Mainstreaming Climate Change Issues in Urban Planning has been approved by the Government and is being implemented by Bangladesh University of Engineering and Technology with UN-Habitat support. **Cambodia** has begun mainstreaming climate resilience into development planning in partnership with the Asian Development Bank.

**Rwanda** is making positive strides towards the development of a Master Plan for Rubavu and Nyagatare Districts and strategies for the mitigation of and adaptation to climate change through UNEP and UN-Habitat interventions.



### Mainstreaming Cross-cutting issues

Cross-cutting issues continued to be integrated into plans and programmes. Two thematic papers (of a continuing and growing series) on NUPs were published: i) *Supporting National and City-Wide Slum Upgrading and Prevention through National Urban Policy* and, ii) *Addressing Climate Change in National Urban Policies*. Through its support to cities in climate action planning, UN-Habitat is contributing to the realization of SDG Target 11.b Likewise this engagement supports the vision of the NUA: “Cities and human settlements that... foster mitigation and adaptation to climate change...”

For the past five years the municipality of Rio de Janeiro (**Brazil**) has been adopting a new holistic and cross-cutting approach to policy, services and projects design and implementation. About 560,000 inhabitants from the 208 slums have benefited since 2011. The data collected is disaggregated by sex for matters of access to education, job opportunities and public services.

### Challenges and Lesson Learnt

- UN-Habitat has faced a challenge in becoming accredited to the Green Climate Fund (GCF): lack of a System of Social and Environmental Safeguards. The GCF represents an important source of climate resources. In response to the March 2016 UN-Habitat application for accreditation, GCF officials advised that the lack of an ESSS represented a major stumbling block to the accreditation. In response, UN-Habitat developed an ESSS which the Executive Director approved and promulgated in Dec 2016. UN-Habitat is optimistic that implementation of this new System will help pave the way for the accreditation to the GCF in the near future, and otherwise strengthen the design and implementation of projects.
- Bureaucracy in the approval and adoption of the urban designs and plans is a risk in meeting the work plan targets. However, the challenge is being addressed through communication with the partners and city authorities as well as the local stakeholders.
- Participation of local authorities and citizens in the process of making plans and designs ensures ownership and relevance of the proposals. For example the Lab has been conducting planning charrettes where inputs and recommendations in plans and designs of cities are inclusive and owned through the participatory process.

# Urban Economy



This Focus Area supports local, subnational and national authorities in adopting or implementing inclusive policies and strategies that are supportive of inclusive economic growth and development, the creation of economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance.

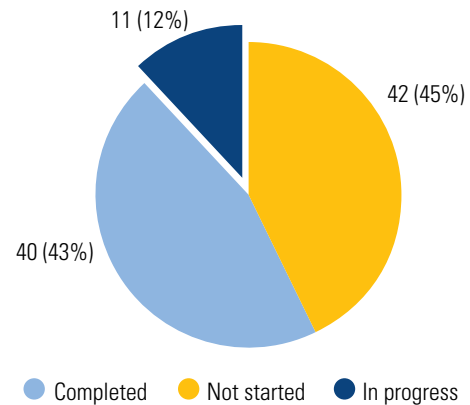
### Box 4: Key Results



- Thirteen (13) partner cities and towns have developed local economic assessment plans and identified priorities which are at different stages of implementation.
- The number of partner cities that have adopted programmes and strategies for improved urban and municipal finance has reached 25 with some recording significant increase in revenue generation.
- The impact of the One Stop Centre in enhancing skills and competencies for youth in **DRC** and **Somalia** increased by linking skills development to labour market surveys and local economic development initiatives.
- Opportunities for youth employment and livelihoods in **Rwanda** have improved as the flagship One Stop Youth Resource Centre model has been scaled-up to new cities in 29 out of 30 Districts.
- The Kiambu County Government (**Kenya**) prepared the Kiambu County Engineering Services Policy 2016 while in Garowe (**Somalia**), 3200 properties are numbered with fabricated plates installed to facilitate the collection of revenue.

Box 4 presents some of the results achieved by the end of 2016. Figure 13 shows that by Dec 2016, progress on delivery of the work programme was as follows: 43 per cent of outputs were completed; 12 per cent in progress and 45 per cent yet to start. All 4 indicator targets are likely to be met and exceeded by the end of 2017 (Table 6).

**Figure 13: Status of Outputs Delivery**



**Table 6: Progress made towards indicator targets for Focus Area 3**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016*	Rating
EA3.1: Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	Increased number of partner cities that have prepared local economic development plans	0	3	7	8	13	●
	Increased number of partner cities that set priorities based on local economic assessment	0	4	7	13	13	●
EA3.2: Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with a focus on urban youth and women, displaced populations, the disabled community and other vulnerable populations	7	16	26	19	35	●
EA3.3: Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance	8	14	19	24	25	●

\*The numbers appearing in this column are related to projects managed by Urban Economy and Finance Branch only. These numbers should be revised based on information coming from Regional Offices.



### EA 3.1: Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth

The number of local economic plans increased from 7 in 2015 to 13 by the end of 2016, while another 6 partner cities set priorities based on local economic assessments.

#### Regional and Country Achievements

Six cities/towns of Kalobeyei, Homa Bay and Kiambu (**Kenya**) and Croix des Bouquets, Cabaret, and Thomazeau municipalities (**Haiti**) have prepared Local Economic Development Plans based on local economic assessments. In **Kenya**, the models for enhanced revenue generation for infrastructure development have been established and local economic development promoted.

The models for enhanced revenue generation for infrastructure development and promotion of local economic development have been established in Kiambu town (**Kenya**) where revenue generation has doubled between 2015 and 2016.

The construction of a market in Nyakwere in Homa Bay (**Kenya**) was completed based on the outcome of an economic assessment conducted by Homa Bay County Government. Youth of Mogadishu Municipality in **Somalia**, have benefited through the provision of employable skills. *“I am passionate about tile production. Somali’s culture was not familiar with females participating in construction. I believe that these skills will make my life better.”* (Samira, Shibis District in Mogadishu). Furthermore, a Geographic Information System property database has been established using data on the location of properties and urban land parcels. The data are connected to the local government finance system to generate bills and to account for tax collection. In Garowe, 3200 properties have fabricated plates installed to identify properties so as to facilitate tax collection.

Somaliland and Puntland have adopted local government finance policies based on a framework for decentralization. Since 2008, the Accounting Information Management System (AIMS) and the Billing Information Management System (BIMS) have improved transparency, accountability, and efficiency of local governments. To accommodate the local governments’ growing demand for information management systems, an Integrated Financial Information Management System is being designed for implementation. The infrastructure for the system is in place in **Somaliland** while it is being procured in Puntland.

Local governments in **Mozambique** have improved their capacity to plan and, develop legal and administrative frameworks and the financial capacity to address unplanned and rapid urban development around Nacala Bay, where megaprojects are occurring alongside self-built low-income housing. The Cities of Iloilo, Silay, Cagayan de Oro and Zamboanga in **the Philippines** have assessed their financial capacities and revenue performance. The mechanisms and financing options for Phase 1 of planned city extension development have been agreed upon. Further, the planned city extensions of Iloilo, Silay, Zamboanga and Cagayan de Oro cities and, the local economic development strategy to support inclusive economic growth are being formulated for Butuan and Zamboanga Cities.

Al Alamein New City in **Egypt** launched the economic assessment for analyzing the future revenues based on the value and supply chains, supply/demand interactions and the local/regional economic development. In **Haiti**, the households resettled in Croix des Bouquets, Cabaret, and Thomazeau municipalities in Canaan region after the massive earthquake in 2010 have improved their capacities for coordinating investments in local economies. Three respective plans developed have been submitted to donors and government stakeholders for implementation. In **Mongolia**, the Ulaanbaatar Urban Services and Ger Area Development Investment programme is being implemented through Community Engagement and small and

*Youth of Mogadishu Municipality in Somalia, have benefited through the provision of employable skills. “I am passionate about tile production. Somali’s culture was not familiar with females participating in construction. I believe that these skills will make my life better.” (Samira, Shibis District in Mogadishu)*

medium-scale enterprises Development Consultancy Service.

### **EA 3.2: Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women**

Progress was made towards the enhancement of the capacities of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable

livelihoods with focus on urban youth and women. The number of partner cities that have adopted such policies and programmes increased from 26 in 2015 to 35 by the end of 2016. The new cities are Mogadishu (**Somalia**), Bogota (**Colombia**), Marrakech (**Morocco**), Prague (**Czech Republic**), Goma (**DRC**), Kigali (**Rwanda**), Kathmandu (**Nepal**), Kufir Na' meh (**State of Palestine**) and Otavalo (**Ecuador**).

#### **Global Achievements**

During the Habitat III consultations youth contributed to the adoption of NUA through local, national, regional and international forums and events. The outcome was the

### **Raising Revenue in Kiambu County, Kenya**

Without adequate funding to build and maintain public infrastructure and services, local authorities can fall short of providing the necessary preconditions for sustainable economic growth. Conversely, public goods that are well maintained and widely utilized can form the foundation for a flourishing urban economy. Increasing revenues for local authorities is a challenging task but the systematic benefits that can result from a more sizeable pool of government resources makes it a key priority area for UN-Habitat.

In previous years, Kiambu County in Central Kenya was struggling to realize its full potential for revenue generation. The County Government recently completed a land mapping exercise of all County-owned properties and facilities. This baseline data was then linked to information on current land values and subsequent analysis revealed that Kiambu County was suffering from a seriously underdeveloped portfolio of assets. Due to the County's proximity to the capital city of Nairobi, an acre of land in its central business district could be valued at up to USD 1 million. Despite this, large plots of county-owned assets in prime real estate locations – including public markets, municipal buildings, sporting grounds and bus parks – were found to be poorly maintained and ultimately underutilized while generating only a fraction of their true economic value.

Following the land mapping exercise, UN-Habitat recommended that the County Government upgrade to an automated accounting and billing system; adopt a progressive tax regime; and implement a zoning scheme for differentiating land tax rates. Estimates suggest that the County Government will be able to generate over KES 8 billion from this innovative taxing model.

County Government is preparing the Kiambu County Engineering Services Policy 2016 - an infrastructure development draft policy that will soon be integrated into the County Government's Planning Draft Bill 2017. The County Government set up an Asset Development Company that will have a strategic advantage in developing and managing County-owned land assets through joint investments between the Government and the private sector.

The County revenue has increased from KES 2.1 billion from the 2014/15 fiscal year to an impressive KES 2.4 billion in the first two quarters of 2015/16 alone. With this degree of success, it is hoped that the partnership between UN-Habitat and the Kiambu County Government will continue to flourish for years to come.

Youth “DeclarACTION” adopted at the YouTHAB Conference. The declaration seeks the commitment of local authorities to support youths within the framework of the NUA and strengthen the partnership that was launched in 2016.

A youth, peace and security agenda was developed by Member States to ensure that the voice of youth in conflict situations is heard. The adoption by the UN Security Council of Resolution 2250 on Youth, Peace and Security was a significant milestone in the recognition of the role of youth in peacebuilding. In addition, youth agenda benefited from a number of global events on urbanization, including: i) the commitment to establish a Minister-led Task Team to champion issues of global governance during the Second Annual Asker Conference on Youth and Governance; ii) the launch of the Compact for Young People in Humanitarian Action during the World Humanitarian Youth Summit; and iii) a discussion on how sport and culture can empower young people in the SDGs implementation plan during ‘*The Road to 2030: The Power of Sport to Drive Social Change high level event*’ held during the Olympics in 2016.

### Regional and Country Achievements

In **Asia-Pacific**, government officials and youth representatives from 12 Pacific Island countries<sup>1</sup> discussed policies on youth during a joint meeting with UNDESA, UNESCO, UNDP, the Commonwealth Secretariat, Pacific Community and Pacific Youth Council. Country action plans for strengthening evidence-based youth policy development and implementation were drafted.

In **Latin America** and **the Caribbean**, 20 youth project leaders benefited from the Youth Fund Management Training on the implementation of micro-enterprise projects for youth-led organizations. The State of Israeli is funding specific initiatives responding to the needs of youth in agriculture, service delivery,

employment and income generation in **Africa**. Through the initiatives, 70 young women and men from **Kenya**, 34 from **Uganda** and 34 from **Liberia** have acquired skills in entrepreneurship.

The National Urban Policy to improve the local revenue base in **Myanmar** is at the Framework stage. In **Somalia**, Mogadishu One Stop Resource Centre had begun training youth in life and construction skills in Bosasso, Berbera and Baidoa secondary cities. The Mayor approved the development of the One Stop Youth Centre in the Annagraph. About 147 youth have mobilized their peers to work with the Youth Advisory Committee in a construction finalized in June 2016. Additionally, a football field was built as part of the Phase I of the programme while Somalia diaspora in Canada, England and other countries are busy mobilizing funds for the creation of more sports fields.

In **Vietnam**, results of the City Development Strategy- CDS project enhanced the linkages between the cities and strategic partners, potential investors in local initiatives. The “Ecosystem conservation, livelihood development of Song Dam lake and surrounding communities” plan was developed by Tam Ky CDS Task Force and a component of “Community Arts for better spaces” received USD 200,000 funding from the Korea Foundation to renovate a coastal and poor village into Tam Thanh Mural Village, a new tourism destination of Quang Nam province.

### EA 3.3: Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance

Partner cities have improved capacities to implement plans or strategies for improved urban and municipal finance. Twenty-five cities had adopted programmes and strategies for improved urban and municipal finance by the end of 2016.

*Youth of Otavalo (In Ecuador) have mapped cultural heritage sites in their city and are preserving the heritage sites/museums, and learning their culture and practices*

*In Rwanda, opportunities for youth employment and livelihoods have improved as the flagship One Stop Youth Resource Centre model scaled up in 29 out of 30 Districts*

<sup>1</sup> Cook Islands, Fiji, Kiribati, Republic of Marshall Islands, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Kingdom of Tonga, Tuvalu and Vanuatu

### Global Achievements

The capacities for the adoption of policies, plans and strategies for urban and municipal finance are being improved as evidenced by the increased collection and reporting of data for a global network of municipalities in Buenos Aires (**Argentina**), Hangzhou (**China**), Mexico City (**Mexico**), Cape Town (**South Africa**), and Addis Ababa (**Ethiopia**). The Global Municipal database comprises data at the municipal level as well as selected statistical indicators for national governments.

### Regional and Country Achievements

In **Latin America and the Caribbean**, decentralization has triggered interest in new models for financing following new strategies and projects. In **Colombia**, the national partners have embraced new models with some projects presenting a component on urban financing mechanism. In **Haiti**, the capacity of local authorities to appropriately

budget for and coordinate investments has improved while cost estimates and phasing of planned infrastructure and service improvements have been developed, including a set of catalytic projects. A rapid assessment of the costs of plan implementation conducted for Croix des Bouquets, Cabaret, and Thomazeau municipalities has been included in the Urban Development Plan submitted to the government and donors for funding.

In Homa Bay (**Kenya**), the loopholes in tax avoidance and evasion and the potential areas of revenue-earning have been identified including markets, fishing industry and business permit. Action plans are being developed to improve tax revenue generation, and to quantify the revenue generating potential from leading streams.

# Urban Basic Services



*Best practices in modern waste management system in Kiambu, Kenya using support and technology from Japan*

The Focus Area works towards the strengthening of policies and institutional frameworks for improving equitable access to urban basic services through technical and advisory services offered to local, regional and national authorities and UN-Habitat partners.





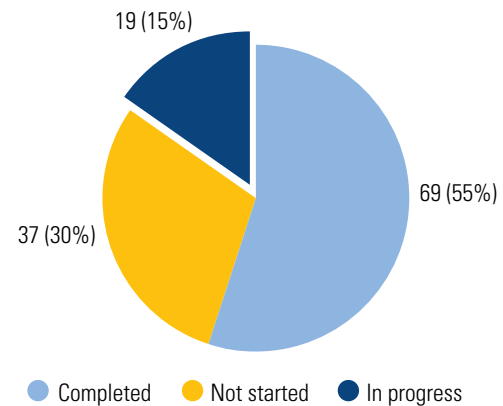
### Box 5: Key Results

- In **Lao PDR**, a new water sector policy has streamlined the performance of the water utilities.
- A new water tariff introduced in 2015 in **Rwanda** has moved the utility towards full cost recovery while still addressing the needs of the poor.
- Water Village Development Committees in **Myanmar** were by the end of 2016 serving 6,114 beneficiaries (51 per cent female and 49 per cent male) representing 1,422 households of P-Hnagyi ward.
- In **Tanzania**, the LVWATSAN-Mwanza project has received 13.1 million Euros to deliver over 300 sanitation facilities to meet the needs of 250,000 persons, including 150 schools.
- There is improved access to safe piped water and sanitation in communities in Svay Rieng town (**Cambodia**) for 6,500 people (of which 30 per cent are poor).
- 2 million people in **Nepal** accessed improved sanitation facilities through the Global Sanitation Fund programme. The national target is to reach 100 per cent by 2017.
- Architecture training programmes in East African Universities were reviewed to integrate energy/resource efficiency in their curricula.

Box 5 shows some of the benefits accruing at policy, institutional and beneficiary levels with support of UN-Habitat and partners. Figure 14 shows that 55 per cent of outputs were completed, 15 per cent were in progress and 30 per cent were yet to start, by the end of December 2016.

Table 7 shows that all indicator targets have either been reached or will be met by the end of 2017.

**Figure 14: Status of Outputs Delivery**



**Table 7: Progress made towards indicator targets for Focus Area 4**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA 4.1:</b> Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities	Increased number of partner local, regional and national authorities implementing policies and the International Guidelines on Decentralization and Access to Basic Services for All	Local: 165	Local: 188	Local: 189	Local: 175w	Local: 190	●
		National: 27	National: 29	National: 29	National: 32	National: 32	●
		Regional: 5	Regional: 6	Regional: 7	Regional: 8	Regional: 8	●
<b>EA 4.2:</b> Enhanced enabling environment for promoting investments in urban basic services in partner countries, with a focus on the urban poor	Increased amount and impact of investments into urban basic services catalyzed by UN-Habitat programmes in partner countries	n/a	USD . 53.5 million	USD . 53.5 million	USD . 65 million	USD . 60 million	●
<b>EA 4.3:</b> Increased coverage of sustainable urban basic services in targeted communities	Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions	1.5 million	1.5	1.6	2 million	1.8 million	●
	Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions	6,000	7,000	8,500	10,000	10,000	●
	Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions	n/a	60,000	150,000	250,000	200,000	●

## EA 4.1: Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities

The number of local authorities that are implementing policies and guidelines for increasing access to sustainable urban basic services has already exceeded the target for 2017. The number of regional authorities implementing policies and guidelines increased from 7 in 2015 to 8 in 2016 as a result of water operators partnerships (WOPs) established in Latin America. In 2016, Global Water Operators Partnership Alliance (GWOPA) registered 16 new Water Operators' Partnerships on its global database. The number of national authorities increased from 29 in 2015 to 32 in 2016 as GWOPA supported the establishment of two WOPs with Cunene and Cabinda operators (in **Angola**) and one operator in city of Anta (**Peru**).

### Global Achievements

Water and other urban basic services feature in the New Urban Agenda (NUA), building on a set of recommendations developed by key stakeholders and experts during the Habitat III process. The NUA calls for integrated approaches to urban water management, for capacity development mechanisms such as WOPs to realize the vision of water and equitable services for all. The capacity and the partnerships of water operators were enhanced following: i) Income and Tariff setting (32 water operators trained) in **Latin America**; ii) Sanitation Safety Planning (40 staff operator trained) in **Malaysia** and, iii) Pakistani water operators (20 staff trained) through the control of participant selection. The combined gender ratio is 6:5 men-women (sources: Latin America<sup>51</sup>/ Malaysia<sup>62</sup>).

Global water operators Partnership (GWOPA) recorded 16 new WOPs profiles on its global

database. Over 10 water-sector events (such as Stockholm Water Week, Habitat III, Budapest Water Week, Pacific Water and Wastewater Congress, Caribbean Water and Wastewater Association Conference) held with stakeholders increased the understanding, support and interest in the WOPs practice among an estimated 600 participants, including approximately 150 operators.

Urban Policy Solutions were promoted in 19 partner cities implementing sustainable urban mobility solutions. A global network of partners with improved capacities for utilizing sustainable urban mobility solutions was formed. Guidelines on the uptake of urban mobility solutions and technologies were developed in Europe, Asia, Latin America and the Mediterranean, as well as a partnership with the European Green Vehicles Initiative and the European Road Transport Technology Platform on air pollution in cities.

### Regional and Country Achievements

In **Africa**, the capacity to promote energy efficient buildings was improved. A Guideline "Charter on green building" for practitioners was distributed to policy makers in national and local governments and translated into French for a wider audience. Additionally, the architecture training programmes in East African Universities were reviewed to integrate energy and resource efficiency measures in their curricula.

There was improved access to water in **Afghanistan**, with the launching of the Government's Citizens' Charter National Priority Programme aimed at supporting the construction and rehabilitation of infrastructure for urban basic services. A water sector policy developed in **Lao PDR** has consolidated and streamlined the performance of water utilities, while, a water sector database has promoted good governance and eased decision-making.

In **Rwanda**, a new tariff on water and sanitation introduced in 2015 has moved the water utility towards full cost recovery while addressing the needs of the poor. Since the

**8**  
universities adopted UN-Habitat Handbook on "Sustainable building design for tropical climates: principles and application for East Africa" as a Training Manual.

1 Cartagena, Workshop on Income and Tariff Setting, on 25 & 26 August 2015. Source: <http://gwopa.org/en/wops-platforms/latin-america-caribbean/lac-taller-tarifas>

2 Malaysia, Sanitation Safety Planning on 28 September 2016. Source: <http://www.gwopa.org/es/noticias-gwopa/ssp-malaysia>



implementation of the tariff, the amount of water produced has increased, the Water and Sanitation Corporation's (WASAC) revenue has grown, and the level of non-revenue water in some of the urban centres reduced. WASAC has now allocated a budget for UN-Habitat to support the review and scaling up of the water tariff system.

In **Ghana**, Guidelines for the design and implementation of flood affected water supply systems have been adopted by the national authorities of the water sector, and incorporated into the Ghana standards for water supply. Additionally, to ensure resilient WASH services, emergency preparedness strategies and action plans for disaster prone areas and action plans have been adopted while a sensitization campaign on community preparedness in flood prone areas has been rolled out. UN-Habitat's model of communal water system adopted by **South Sudan**, in line with the UN South Sudan Humanitarian Response Plan 2015, is improving the services and coordination of the National Urban Water Corporation.

There were positive strides made towards the replication of models for waste management. The Fukuoka waste management model piloted in Kiambu County (**Kenya**) is influencing policy and legislation orientation country-wide. The Kajiado County Governor is "*optimistic that Kiambu's experience provides great hope for collaboratively addressing the urban waste problem and creating a platform for other counties to learn from*". The model has created interest in other counties in **Kenya, Ethiopia** and **Nigeria**, and has changed the attitudes of local authorities to solid waste management, seeing waste as a resource.

#### **EA 4.2: Enhanced enabling environment for promoting investments in urban basic services in partner countries, with a focus on the urban poor**

Notable achievement was made towards enhancing an enabling environment for the promotion of investments in urban basic

services in partner countries. The amount and impact of investment in urban basic services catalyzed by UN-Habitat programmes in partner countries increased from USD 53.5 million in 2015 to USD 60 million by the end of 2016. During the reporting period UN-Habitat received; USD 500,000 from IFAD for Water supply, composting and disaster proofing for selected villages in 5 districts in 3 southern provinces of Salavanh, Sekong and Attapeuto of **Lao PDR**; USD 1.2 million from the Global Environmental Fund for urban mobility and energy projects, USD 1.3 million from the Global Sanitation Fund for sanitation and hygiene projects in **Nepal**; and USD 2 million from Canada for the Water, Sanitation and Hygiene in Disaster Prone Communities in Northern **Ghana**. Further, USD 1.5 million worth of investments was received from the Government of Norway, DFID, European Union, and the Swiss Development Cooperation to support various urban basic services projects.

#### **Regional and Country Achievements**

There was improvement towards enhanced enabling environment for investment in urban mobility.

In **Latin America** and **the Caribbean**, under GWOPA progress has been made in: i) worker safety - health and safety corporate culture change (e.g. use of gear, active safety committee) while the number of working days lost to due incidents reduced by 75 per cent between 2014 and 2016; ii) operations - the service life of meters extended from 5 to 10 years, contributing to non-revenue water reduction from 34 per cent to 24 per cent since 2009; improved revenues and reduced meter replacement costs by USD 3million, adoption of techniques and leak detection tools used, increasing system pressure countrywide by 12 per cent between 2010 to 2016 (from 36 to 40.2Psi); iii) engineering and technical - there is new infrastructure that is saving an estimated USD 400 (compared to outsourcing); iv) finance/budgeting monitoring and accountability of revenues were streamlined with online payments increased by 15 per cent between 2010 and 2015.

**6,500**  
people (of which 30% are poor) have improved access to safe piped water and sanitation in communities in Svay Rieng town in Cambodia

In **Africa**, progress was made towards the provision of sustainable urban basic service infrastructure development with implementation of the Sustainable Urban Transport solutions in East Africa (SUSTRAN). Addis Ababa city (in **Ethiopia**) has prioritized the Bus Rapid Transit and non-motorized modes of transport. About 60 youths have been empowered through hands-on training on renewable energy, which aims to demystify renewable energy and climate change related mitigation intervention by the youth.

Over 20,000 people in **Lao PDR** have benefitted from improved water and sanitation infrastructure in communities, schools and medical dispensaries in three southern provinces from completed 39 schemes. The schemes include 24/7 household metered water supply, gravity fed systems, renewable water supply schemes and underground rain water harvesting. About 1,000 people in the vulnerable communities have benefitted from improved water supply. As of end of 2016, there is improved access to safe piped water and sanitation in communities in Svay Rieng town (**Cambodia**) for 6,500 people (of which 30 per cent are poor). Further, the capacities of the Ministry of Industry and Handicraft for tracking SDGs/2030 Agenda implementation on water and sanitation have been strengthened.

Water Village Development Committees with equal representation of women and men have been formed in **Myanmar**. As of end of 2016, they were serving 6,114 beneficiaries (51 per cent female and 49 per cent male) representing 1,422 households of P-Hnagyi ward. Hargeisa Urban Water Supply in Somalia is being upgraded to deliver water to at least 186,000 people in the City. A partnership with Uganda's National Water and Sewerage Corporation has been established supporting the transfer of knowledge and the exchange of best practices, ideas and technologies<sup>3</sup>. Additionally, collaboration between water user associations and water service providers has been strengthened leading to enhanced

functionality and improved coverage, safety, affordability, and efficiency of urban water supply services. Attendees included more than 20 representatives from water user associations and water service providers from Boroma, Tog Wajaale, Erigavo, Burao, and Hargeisa, representatives from the Somaliland Ministry of Water Resources and members of the Hargeisa Water Board<sup>4</sup>.

Islamabad city (**Pakistan**) is now able to turn waste into a resource through composting, recycling and bio-digestion; thereby, diverting municipal solid waste from landfills and open dump sites. Further, a five-year business plan for the IRRRC was developed and land for IRRRC allocated.

In **Kenya**, the "service plan" for the first demonstration Bus Rapid Transport (BRT) Corridor in Nairobi has been developed and construction of BRT has been tendered out in three lots at USD 867 million and the contract for Lot 1 awarded.

*In Pakistan, the first Integrated Resource Recovery Centre (IRRC) to process 3 tons of municipal solid waste per day was constructed in Islamabad City*

### **EA 4.3: Increased coverage of sustainable urban basic services in targeted communities**

There was increased coverage of sustainable urban basic services in target communities. The number of people benefiting from improved access to water and sanitation rose from 1.6 million in 2015 to 1.8 million by the end of 2016. The increase was mainly due to the Global Sanitation Fund programme in **Nepal** where UN-Habitat is supporting the Government to reach the national sanitation target of 100 per cent coverage by 2017. The Sustainable Urban Mobility Programme in Ruiru town (**Kenya**) was completed and, is expected to benefit over 300,000 people. Additionally, the number of people in targeted communities with access to sustainable modes of transport rose to 50,000 by the end of 2016. The number of people in targeted communities with access to sustainable energy supply rose from 7,000 in 2015 to 10,000 in 2016.

3 Improving collaboration between water user association and water service providers in Somaliland. 16 Jun 2016. Source: <http://reliefweb.int/report/somalia/improving-collaboration-between-water-user-associations-and-water-service-providers>

4 Improving collaboration between water user association and water service providers in Somaliland. 16 Jun 2016. Source: <http://unhabitat.org/improving-collaboration-between-water-user-associations-and-water-service-providers-in-somaliland/>

**302 km**  
of drainage,  
5 deep wells,  
22,248m of  
potable water  
piping were  
constructed and  
274 individual  
water taps were  
installed in  
Afghanistan

## Regional and Country Achievements

In **Ghana**, 167,000 people in 196 communities (out of 265) have benefited from flood resilient water supply facilities. At the same time, sensitization of 206 Water and Sanitation Management teams and 198 caretakers sustained improved services. In **Malawi**, 21, 000 people (11,000 women and 10,000 men) are accessing sustainable water supply and 30,000 school children in Mzuzu city and Karonga town; and improved sanitation facilities provided to 51,000 persons (in 3 schools and 4 settlements in Mzuzu City and in 10 schools and 8 settlements in Karonga. In **Tanzania**, the LVWATSAN-Mwanza project has received 13.1 million Euros to deliver over 300 sanitation facilities to meet sanitation needs of 250,000 persons, including 150 schools.

About 1,000 people have benefitted through the Water for Life Phase II initiatives. In **Nepal**, in line with the national goal of achieving 100 per cent access to sanitation by 2017, more than 2 million people had access to sustainable sanitation facilities by end of 2016. In **South Sudan**, the re-integration of IDPs projects in Gureii and Wau have received up to USD 2.4 million from the Government of **Japan** to provide basic services, including flood prevention measures, and the new water supply and sanitation service for 18,130 people in the two sites.

Ruiru town (**Kenya**), developed a 'Sustainable Urban Mobility Plan' (SUMP). In **South Sudan**, rural roads have been built, in addition to improvement of community centers, provision of piped water supply systems, toilet and sanitation facilities to IDPs and returnees in the target locations. In **the Philippines**, a linear park developed at Barangay 22, Cagayan de Oro City is serving as an access road for heavy equipment used to dredge the creek, as well as a park and open space for community events.

With regard to energy, Kapoeta, Yei, Juba and Wau areas (**South Sudan**) have shifted from generators to using Solar Power electricity. In **Sudan**, the rehabilitation and heightening of Takro Dam was completed using Solar System to pump water from the dam to the water

points for irrigation, human and watering of animals. Access to drinking water for IDPs and the host community has increased, benefiting around 5,000 people as of end of 2016. Urban infrastructure improvement has been implemented in Bissighin (**Burkina Faso**), including the rehabilitation of the Health Centre and Social Promotion (with photovoltaic electrification of the maternity clinic).

## Challenge and lessons learned

- The key challenge is that small fast growing cities have no capacity to plan and implement sustainable urban mobility measures.
- With regard to the Sustainable Urban Mobility Programme in Ruiru (**Kenya**), the local authorities not only need adequate capacity and expertise in terms of improving conditions for walking and cycling, they also need to have a greater decision making role in projects that are financed by International Financial Institutions.
- On urban energy, the main lesson is that national and local governments need simple solutions which most of the time are in the public domain.
- The real-life simulations of the disaster preparedness plans in select Communities of Northern Ghana that was used to test the efficacy of the plans provided valuable insights that have helped sharpen the subsequent community sensitizations on emergency preparedness. Furthermore, the action research stance adopted in the course of implementation of the guidelines developed for resilient water supply and sanitation technologies, with the full involvement of relevant national institutions is key to sustainability and scaling up.

## Provision of Solar street lighting to Al-Hadara Commercial Street in Homs – Syria

Due to the extremely poor daily supply of electricity, commercial and social activities were interrupted in Al-Hadara street. Located in the middle of Al-Nuzha neighborhood east of Homs, Syria. The street serves around thirty-five thousand persons, living in the area and the surroundings, including internally displaced people.

Samir, owner of a shop located in Al-Hadara Street was making less income as pedestrians movement decreased, and he had less business and clients. After the interven-

tion of UN-Habitat that provided thirty three solar lighting devices in the street, life changed in the street as well as the commercial activities.

*“Now I can financially support my family much better, my income increased when I started to open late in the evening, my neighbors are also happy having evening social life in the street” said Samir. “After our city is lit our children feel safe, and we can move after dark” said Laila a resident and a mother of three.*

# Housing and Slum Upgrading



Photo: UN Photo / Bikem Ekberzade / Iraq, 2011

This Focus Area contributes towards inclusive housing and slum upgrading strategies and programmes to improve access to sustainable adequate housing, improve the standards of living in slums and restrict the growth of new slums. UN-Habitat contributed through provision of technical support and capacity development to local and national authorities through normative work, and support for operational activities. Lessons learned from previous experiences have been leveraged to upscale at various levels while new initiatives were introduced to address the five slum deprivations (access to safe drinking water, access to sanitation, security of tenure, durable housing, sufficient living space) , especially for women and youth.



### Box 6: Key Results

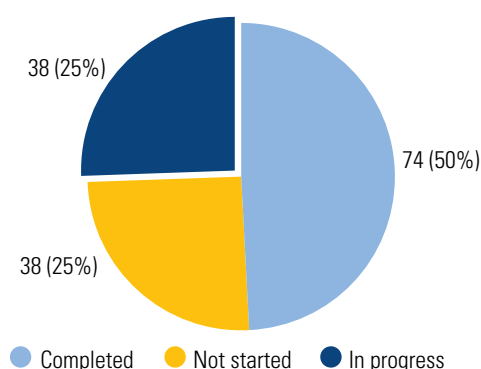


- For greater environmental sustainability, 9 countries have changed their **building codes** while **eight (8) countries in the Asia-Pacific region** have adopted policies for increased energy and water efficiency in the building sector
- The living-conditions of 25,000 slum dwellers in Nkol-Bikok slum, Yaoundé, **Cameroon** have improved with NGOs providing in-kind support and a youth-driven waste management initiative.
- 60 per cent of the 12,500 people in Bissighin slum, Ouagadougou (**Burkina Faso**), are now connected to the formal water supply system following community-managed projects implemented under PSUP Phase 3.
- 240 vulnerable families received housing and basic facilities through construction of 12 buildings of 5 storeys as part of a pilot project.

Box 6 shows some of the results achieved due to the interventions by UN-Habitat and partners. Figure 15 shows the rate of programme delivery by the end of December 2016. About 50 per cent of outputs were completed, 25 per cent are in progress and 25 per cent are yet to start.

Progress was made towards the planned results with five out of the 9 indicators on track to meet their targets by the end of 2016. The other two indicators are in progress and likely to be delivered by the end of the biennium (Table 8).

**Figure 15: Status of Outputs Delivery**



**Table 8: Progress made towards indicator targets for Focus Area 5**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA 5.1:</b> Improved housing policies, strategies or programmes in line with the principles of the Global Housing Strategy and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles	30	31	32	35	33	●
	Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced eviction	6	10	12	22	14	●
	Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools	0	9	18	35	24	●
<b>EA 5.2:</b> Improved slum upgrading and prevention policies, strategies or programmes	Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies	23	28	34	36	35	●
	Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes.	8	35	35	48	44	●
<b>EA 5.3:</b> Improved slum upgrading and prevention policies, strategies or programmes	Increased community representation in coordinating bodies of partner countries, such as the national Habitat committees	n/a	15	20	27	25	●
	Increased number of communities in partner countries that are empowered to lead and implement initiatives	12	20	28	36	34	●

### EA 5.1: Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living

Progress was made towards the improvement of housing policies, strategies or programmes in line with the Global Housing Strategy (GHS) principles and the realization of the Right to Adequate Housing as a component of the Right to an Adequate Standard of Living. **South Africa** and **Swaziland** are implementing frameworks or programmes preventing unlawful forced eviction.).

At least 14 partner countries (including **Brazil, Kenya, and South Africa**) have taken legislative, judicial or programmatic action to strengthen land tenure and find alternative solutions to unlawful forced evictions, and prevent evictions from occurring without justification or appropriate measures to mitigate the risks. Although countries such as **China, India and Indonesia** have adopted alternative approaches, forced evictions continue to happen even in countries that have adopted policy frameworks, which points to the gap between legislation and practice and the advocacy work that is still required.

#### Global Achievements

There was significant progress in applications of the GHS principles in different countries. Through the National Housing Profiles, policy formulation processes were informed by evidence-based methodologies and the analytical frameworks. In most countries (such as **Sri Lanka, Afghanistan, Lesotho**), the assessments have strengthened the overall housing policy framework while in others (**Ghana, Senegal, Egypt**) they have triggered housing and slum upgrading projects to improve the living conditions and the inclusion of all urban dwellers. To realize the Right to Adequate Housing, local and national Governments are increasingly repositioning

Housing at the Centre for more inclusive cities through the Housing Profiles, and policies and strategies within the framework of the SDGs, especially Goal 11 Target 1. Many national Governments such as **Angola, Afghanistan, Sri Lanka** and **Guyana** championed the '*Housing at the Centre*' approach and the Global Housing Strategy principles, and carried out in-depth housing assessments, producing Housing Profiles with the support of UN-Habitat. Some countries relied on UN-Habitat to produce their first ever National Housing Policy (**Lesotho, Afghanistan and Bangladesh**), while others relied on the agency's expertise to refresh and update their existing housing policy framework (**Zambia and Sri Lanka**).

In 2016, there were more than 52,000 downloads of housing-related publications via [www.unhabitat.org](http://www.unhabitat.org). Twenty-four organisations including *inter alia*, the European Investment Bank, the International Centre for Migration Policy Development, United Cities and Local Governments, Housing Europe, the Asian Development Bank, Habitat for Humanity International, the McKensie Global Institute, and the Sao Paulo Housing Secretariat (SEHAB) initiated or reinforced partnerships. In addition, the theme for World Habitat Day in 2016 was '*Housing at the Centre*,' an additional indication that housing sector development and access to an adequate home for all *is* now viewed as central for overall sustainable urbanization.

For increased environmental sustainability nine (9) countries have changed their building codes<sup>1</sup> and eight countries in the **Asia-Pacific region** have adopted policies for increased energy and water efficiency in the building sector. Furthermore, Green Building Councils have been established in 20 African countries and in at least five Latin America and the Caribbean countries. The Dharan sub-metropolitan, Pokhara sub-metropolitan and Lalitpur sub-metropolitan Cities in **Nepal**, have adopted Green Homes and Sustainable Housing policies while the Ministry of Federal Affairs and Local Development has also

<sup>1</sup> FM Global Country Building Codes Index

adopted policies and guidelines for sustainable housing.

A new strategic entry point for UN-Habitat's contribution to addressing the migration crisis was established in 2016, as partnership with various Mediterranean cities and the International Centre for Migration Policy Development to ensure that cities have the necessary knowledge to implement good practices and better address the housing needs and rights of migrants, including refugees. Nine thematic expert group meetings were organized, four of which took place in 2016 in Lyon, Lisbon, Madrid and Tangier, focusing on employment, entrepreneurship, inclusion, social cohesion, human rights, and access to basic services to name a few. Additionally, UN-Habitat continued its advocacy for the realization of the Right to Adequate Housing for the most vulnerable urban dwellers, including women, children and youth, people with disabilities, indigenous peoples and slum dwellers.

### Regional and Country Achievements

Progress was made globally towards the development and/or implementation of policies and strategies for the realization of the Right to Adequate Housing. In **Bangladesh**, towns in 14 Upazilas can now undertake participatory planning following the approval of the 'National Housing Policy 2016' protecting the environment and ensuring housing facilities for every citizen. **Lesotho** has a Housing policy and the implementation strategy developed in line with the principles of the NUA, SDGs and the *Housing at the Centre* approach. The review of the National Housing Policy of 1996 in **Zambia** is informing the formulation of the new policy and the National Housing Implementation Strategy. **Angola** is elaborating its National Housing Policy - expected to be launched in 2017.

Some countries have made progress towards developing, adopting and implementing the Housing Strategy and policies. They include **Chad, South Africa, Ghana** and **Zambia**. **South Sudan's** is awaiting adoption of National Housing Policy, **Ghana** is developing

Housing Implementation Strategy and the Government of **Zambia** has updated its national Housing Policy.

In **Mozambique**, the Government is working on a new strategy to complement the National Housing Policy developed in 2011, while **Angola** conducted National Housing Assessment. The Housing Strategic Plan for the city of Cali (**Colombia**) was developed and a follow-up proposal on its implementation was approved. In **Guyana**, the National Housing Profile, laying ground for the development of a national strategy has been developed.

The **Afghanistan** Urban National Priority Programme was launched while an in-depth profile of the housing landscape as well as an implementation strategy were produced. **Sri Lanka's** Housing Sector Assessment has generated the necessary data for an evidence-based re-formulation of National Housing Policy adopted in 2014. An implementation strategy is being drafted. The Governments of **Uganda** and **Tanzania** have each appointed building code teams to develop country building code while **Cambodia's** minimum requirement for low-income housing was established. In **the Philippines**, Cagayan de Oro city has developed the Local Shelter Plan and Housing Programme, heavily based on UN-Habitat's Global Housing Strategy, vision and principles.

In **Iraq**, access to affordable housing with security of tenure and basic services among vulnerable people has improved living conditions. In **Jordan**, demonstration units for the Jordan Affordable Housing project in Ramtha, Amman, Dhleil and Karak were launched with funding from the Swiss Government. In **Somalia**, the National Development Plan (2017-2019) has included provisions on suitable and sustainable alternative construction techniques and on the local building culture. In **India**, a Design Support Tool is being developed in order to guide the country's 'Mainstreaming Sustainable Social Housing' programme. In **Kenya**, a gap analysis for performance data on alternative and conventional building materials used has been conducted.

**Through PSUP, we have seen great success and many lessons are derived on how we are to address urban poverty in a comprehensive way. This has helped in our justification for the 11th European Development Fund cycle, and EUR 30 million have been committed for the coming years."**

*Dr. Patrick Gomez,  
ACP Secretary-  
General*

## EA 5.2: Improved slum upgrading and prevention policies, strategies or programmes

The number of partner countries or cities that are formulating improved slum upgrading and prevention policies or strategies keeps growing, increasing the number of implementation cities from 160 in 2015 to 190 by the end of 2016. Further, significant change was realized in the number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes which increased from 35 in 2015 to 44 by the end of 2016. The new countries include: **Afghanistan, Iraq, Mongolia, Myanmar, the Philippines, Saudi Arabia, Somalia, South Sudan and Sri Lanka.**

### Global Achievements

Since its inception in 2008, the Participatory Slum Upgrading Programme (PSUP) has partnered with 190 cities, providing an enabling framework to improve the lives of at least 2 million slum dwellers. Furthermore, UN-Habitat during the Habitat III Conference engaged with its network sharing the outcomes of the slum upgrading programme over the past years, and repositioned people and housing at the centre of urban decision-making.

In the lead-up to Habitat III, the *Pretoria Declaration on Informal Settlements* recognizes PSUP as a tool to implement New Urban Agenda.

### Regional and Country Achievements

In **Latin America** and in the **Caribbean**, PSUP engaged with countries during the Caribbean Urban Forum specifically on the theme of bridging the gap between policies and implementation using the programme's experience in the region as well as at the global level.

In 2016, various countries implemented sustainable and participatory slum upgrading and prevention programmes. The **Niger** Communications Strategy for participatory slum upgrading has been drafted, to

strengthen advocacy with political and administrative authorities and create a community radio in Gamkallé and Saga. Kigali city-wide strategy in **Rwanda** has been drafted to upgrade its unplanned settlements. **Cape Verde** PSUP phase 2 outputs – including city-wide slum upgrading strategies – have been finalised for the cities of Praia, Pedra Badejo and Espargos and announced through the Minister's Budget statement made in parliament.

The **Botswana** government has validated the outcome of city and national urban profiles under PSUP, and committed to co-finance PSUP activities. This represents a major milestone in the institutionalization of the participatory slum upgrading approach, as well as its integration at the core of governmental action. The **Namibia** PSUP country team consultations have contributed to the validation of the Phase 2 outputs for the elaboration of a National Slum Upgrading Strategy. **St. Vincent and the Grenadines** (newest country to have joined PSUP) is conducting participatory urban analysis for slum upgrading. **Cameroon**, under the 'Fonds d'Équipement et d'Intervention intercommunale' (FEICOM), the Government is co-financing the participation of two local governments (Bamenda and Kribi, with 400,000 and 80,000 inhabitants respectively) in PSUP.

The **Fiji** PSUP partner Ministry reviewed its strategy for slums after the devastating cyclone Winston that hit the country in April 2016. By end of 2016, a City-wide Slum Situation Analysis had been drafted covering mapping, household surveys and geotagging and the Ministry of Local Government, Housing and Environment is in the process of finalizing the Slum Upgrading Policy and Regulatory Review. In **Burundi**, the Slum Situation Analysis, Policy and Regulatory Review process was completed while a City-wide Slum Upgrading Strategy is being drafted as part of PSUP Phase 2. In **Kuwait**, the "Gulf Cooperation Council (GCC) Strategic Housing Profile" was launched. In **Papua New Guinea**, the National Slum Upgrading and Prevention Strategy has been submitted to the Board

of the National Capital District Commission for adoption. In the **Solomon Islands**, the Honiara Informal Settlements Upgrading Strategy is being developed, building on existing approaches of tenure regularization whilst incorporating new components to address shelter deprivations.

### EA 5.3: Enhanced capacity of slum communities to advocate on their own behalf and partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums

Slum communities have improved capacities to advocate on their own behalf and partner with national and local authorities implementing policies, community-based projects or programmes on access to adequate housing and improved standards. Twenty-five National Habitat Committees have been registered including new ones in **Burkina Faso, Cameroon, the Democratic Republic of the Congo, Ghana, and Kenya**. Similarly, the number of communities in partner countries empowered to lead and implement initiatives increased from 28 in 2015 to 34 by the end of 2016.

#### Global Achievements

Over 32 policies were developed to complement ongoing slum upgrading initiatives.

Improved awareness among Member States and UN-Habitat partners is attracting financial support and ultimately leading to greater participation of communities. In a bid to raise the financial resources required to address slum challenges, the *'Up for Slum Dwellers-Transforming 1 Billion Lives Campaign'* campaign was launched in **Europe**. The resource mobilization campaign is a global public-private partnership being implemented through the World Urban Campaign (WUC<sup>2</sup>).

In 2016, local communities from over 20 countries have representatives in PSUP country teams. Nine countries (**Burkina Faso, Cameroon, the Democratic Republic of the Congo, Ghana, Kenya, Senegal, Malawi, Mozambique and Niger**) are piloting the implementation of PSUP Phase 3 along with community projects. Furthermore, communities from five countries (**Burkina Faso, Cameroon, the Democratic Republic of the Congo, Ghana, and Kenya**) have obtained official and legal documents and are now formally recognised by the local authorities. Communities from the countries that are implementing PSUP Phase 3 have enhanced skills on the five slum deprivations as well as project management, induction on PSUP principles and local economic development under the PSUP Phase 3 community-managed funds/projects.).

#### Regional and Country Achievements

In **Kenya**, the Mtwapa community is using IT-based innovative communication solutions such as the e-participation platform developed jointly with Future Policy Modelling (FUPOL) to improve slums. The Majengo community's knowledge of the community-managed funds during PSUP Phase 3 was reflected in the Kenyan PSUP country team report, and bank accounts were opened in the name of the two communities following the training.

In Bissighin slum, Ouagadougou, **Burkina Faso**, 60 per cent of the 12,500 people living there are now connected to the formal water supply system following community-managed projects implemented under PSUP Phase 3. Sanitation for the community in Hindou Market (**DRC**), and its commercial neighbourhood has improved for 43,325 slum dwellers.

The National Housing Authority in the **Philippines** has developed community-based shelter and livelihood programme as an alternative delivery mechanism for the agency. At city level, Cagayan de Oro City has developed its Local Shelter Plan and Housing Program using Global Housing Strategy vision and principles and the People's Process as key development approach.

2 An internationally recognized knowledge-sharing and consensus building platform on urban issues





Cleaning of the Edzoa-Mballa River (AREM) as part of the community-managed fund PSUP phase 3 project in Nkol-Bikok slum, Yaoundé, Cameroon. Photo credit: PSUP country team in Cameroon.

**The living-conditions of 25,000 slum dwellers in Nkol-Bikok slum, Yaoundé, Cameroon have improved through in-kind support and a youth-led waste management initiative**

In **Iraq**, the construction of a Community Development Centre and a neighbourhood park has commenced in Kurani Ainkawa slum with funding from the Kurdistan Regional Government, and technical support from UN-Habitat and UNDP.

In **Myanmar**, 240 vulnerable families received housing and basic facilities through construction of 12 buildings of 5 storeys as part of a pilot project funded by the Government of Japan. . As of the end of 2016, the project provided housing and improved living conditions for 120 families or 695 people (330 men, 365 women) including an access road, drainage, water storage tanks and plumbing works. Additionally, electrical networks and connections were completed by the Yangon Electrical Service Corporation.

In **Afghanistan**, the Government gave the first occupancy certificates to residents of a district to increase security of tenure in the Kabul municipality. Further, the Community-Led Urban Infrastructure Programme (CLUIP) increased socio-economic stability in target cities by meeting the urgent needs of the most vulnerable urban households. The communities have implemented 210 urban basic services projects in five cities, including approximately 295 km of road and 302 km of drainage with funding from the Government

of Japan. 37 per cent of the project's costs have been covered by community in-kind donations and cash. In **Cape Verde**, PSUP Phase 2 was finalized while the 'Up for Slum Dwellers' campaign on the country UN-Habitat Facebook page contributed to raise awareness among informal settlements residents, the private sector, students and urban professionals. More than 20,000 followers were reached in 2016.

In **Nigeria**, slum communities in Port Harcourt are negotiating on local authority policies on housing rights, security of tenure, and planning after their capacities were enhanced through community mapping to improve their standards of living. In **Mozambique**, Munhava community has gained through community contracting, from the construction of drainages in the Muhala neighbourhood.

### Mainstreaming Cross-cutting Issues

UN-Habitat and its partners piloted projects on Human Rights mainstreaming in: (i) youth participation in urban processes (Mogadishu, **Somalia**); (ii) access to *matatus* for people with disabilities, pregnant women, older persons (Nairobi, **Kenya**); (iii) WASH projects (**Cambodia**); and (iv) the development of a human rights 'barometer' (Hebron, **State of Palestine**). Attempts were made to disaggregate data on beneficiaries of interventions.

## Challenge and lesson learned

- Countries now aware of the slum situation in their cities have formulated city-wide slum upgrading and prevention strategies and started to implement them, but are facing financing challenges beyond pilot projects. Financing strategies for large-scale slum upgrading must be developed with different funding sources, innovative instruments and engagement of a wide range of stakeholders.
- One of the challenges regarding efforts for community empowerment and for enhancing community representation in the coordinating bodies of partner countries, is the creation of exchange platforms between slum communities in order to share lessons learned and experiences (South-South cooperation), partly due to barriers such as language and funding.

## Achieved Result in Ghana

### Ga Mashie slum (Ghana), creating jobs and growing businesses through micro-lending

Participatory Slum Upgrading Programme (PSUP) activities within the Ga Mashie slum include a community fund assisting business development. The Ga Mashie Development Committee (CDC) has introduced microfinance to support the traders in the community. Microfinance aims at providing formal financial services to poor and lower-income businesses as well as others systematically excluded from the financial system. The support to local businesses is intended to ensure that all working age adults have access to credit, savings and insurance from formal financial services. The CDC uses a common micro-lending methodology, where the loan does not require collateral and the borrower is typically self-employed or informally employed. The duration of repayment is flexible compared to other financial services that tend to make it quite challenging for small businesses to borrow. The introduction of mobile bankers to collect monies from borrowers affords them the flexibility of working without interrupting their schedule to make their daily and weekly repayments. The 10 per cent interest rate charged is low compared to the 30 per cent interest charged by most conventional banks.

**Hannah Doruwah** urgently needed to expand her business to make ends meet. She went from one bank to the other seeking financial support, but could not meet their loaning conditions. While selling, she heard people in a van informing community members about the GN Bank and Ga Mashie loans. She quickly enquired and applied. According to her, the loan came at the right time. She said she couldn't "*believe [her] own ears*" when she found that she needed no collateral, no fee, and the 10 per cent. "*I am now a distributor and supplier of bread to most people who sell porridge and cocoa drink... I'm so happy,*" she told UN-Habitat. Thanks to the growth of her business, Hannah has provided employment for five young women who buy from her in bulk to sell as well. "*I wish for more of this kind of support in the future to improve businesses in the community*".

# Risk Reduction and Rehabilitation



*Sustainable Safe basic shelter for IDPs in Duhok, Iraq*

Risk Reduction and Rehabilitation supports the increase of resilience of cities and human settlements to the impacts of natural and human-made disasters, and undertake response recovery and rehabilitation in ways that advance sustainable urban development

### Box 7: Key Results



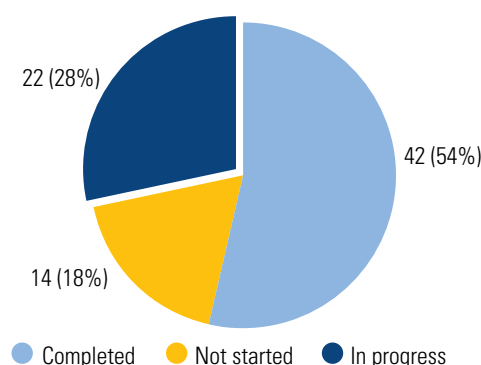
- 560 new cities and local governments in crisis-prone areas are reducing disaster-related losses under the City Resilience Profiling Programme
- Approximately 156,436 people (40,308 families) in **Sri Lanka** have benefited from the provision of community infrastructure facilities including community centres (45), pre-schools (31), community storage facilities (13) and a number of small irrigation channels, storm water drainage and internal access roads.
- Disaster Risk Reduction techniques have been integrated in the reconstruction of schools in hazard prone areas together with the construction of schools in 3 provinces thereby enhancing access to public basic services in rural communities and, new resettlement areas in **Mozambique**.
- Temporary premises providing 25 classrooms, 128 residential units with accommodation for 512 students, basic site infrastructure and an administration block have been constructed in Fallujah (**Iraq**)
- In **Philippines**, 660 families have received shelter while 54 infrastructure projects are being implemented for 28 communities using the People's Process approach.
- Five Districts in **Nepal**, (in the period 2015-2016) constructed temporary shelters or provided housing support for 2400 affected families

Box 7 shows some of the key results achieved due to the interventions by UN-Habitat and its partners.

Progress has been made towards planned results. As will be noted below, improvements have been made on urban risk reduction, settlements recovery and reconstruction, and rehabilitation of shelter and related infrastructure

Figure 16 shows the rate of programme delivery in 2016-2017 as at end of 2016; 54 per cent of outputs were delivered, 28 per cent are in progress and 18 per cent are yet to start. Table 9 shows that four indicators have either reached the target or will certainly reach the target set by the end of 2017.

**Figure 16: Status of Outputs Delivery**



**Table 9: Progress made towards indicator targets for Focus Area 6**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA6.1:</b> Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans	Local & regional: 76	Local & regional: 95	Local and regional: 118	Local & regional: 135	Local & regional: 135	●
		National: 5	National: 17	National: 31	National: 45	National: 40	●
<b>EA6.2:</b> Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	60%	62%	65%	70%	70%	●
<b>EA6.3:</b> Improved shelter and related infrastructure rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing	40%	42%	45%	50%	55%	●



*Disaster losses are being reduced in **560** new cities including local governments in four crisis-prone cities of Asuncion (Paraguay), Dakar (Senegal), Maputo (Mozambique) and Port Villa (Vanuatu) under the City Resilience Profiling Programme funded by the European Commission*

*The new Local Shelter Planning Guidelines to support recovery and rehabilitation work after Typhoon Haiyan have been rolled out for over 1,200 local governments, and counties in the Philippines, leading to mainstreaming of disaster risk reduction and climate change adaptation into community planning interventions*

## **EA 6.1: Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements**

The number of countries that have included urban risk reduction policies, strategies and programmes for greater resilience of cities and other human settlements in their management plans continues to grow.

### **Global Achievements**

The City Resilience Profiling Programme has facilitated stronger linkages between the insurance risk-transfer mechanisms. More resilient built environments were forged in **Haiti, Pakistan, Indonesia** and **Philippines**.

In 2016 the City Resilience Profiling Programme focused on: building stronger linkages between the insurance risk-transfer mechanisms and more resilient built environment through production of 'Guidelines and Toolkit for Decision-Makers on Promoting Compliance to Safer Construction' in **Haiti, Pakistan, Indonesia** and **Philippines**; initiating resilience profiling in Asuncion (**Paraguay**), Dakar (**Senegal**), Maputo (**Mozambique**) and Port Vila (**Vanuatu**); and providing oversight and validation of resilience action planning in the context of climate change hazard impact on water systems in Barcelona (**Spain**), Lisbon (**Portugal**) and Bristol (**UK**).

The City of Yakutsk (**Russian Federation**) has joined CRPP. About 13 new cities engaging with the City Resilience Profiling Programme have adopted risk reduction and resilience building policies, strategies and programmes. The 6<sup>th</sup> Tokyo International Conference on African Development (TICAD VI) held in Nairobi placed primary focus on integration of risk reduction and management. Additionally, consistent with the 2016 central theme of 'reducing disaster mortality' and building on the resilience toolkit, the Medellin Collaboration for Urban Resilience reinvigorated its collective commitment to assist cities worldwide.

UN-Habitat has built a network of leading universities to collaborate on applied research in the field of urban resilience.

### **Regional and Country Achievements**

In **Africa**, the technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR), launched in 2014 by **Madagascar, Malawi, Mozambique** and **the Union of Comoros** produced DiMSUR flagship product - *the City Resilience Action Planning Tool* (CityRAP) to guide disaster management and preparedness. In **Malawi**, Zomba City became the first city in the country to elaborate a City Resilience Action Plan to guide city and partners' actions in urban risk reduction. As a catalytic effect, the Blantyre City Council is promoting risk reduction culture and resilience in three slum settlements. In **Madagascar** a Resilience Action Plan with four priority areas was developed. In **Ethiopia** the City Resilience Action Plan tool has enhanced the capacity of the city leaders and experts to assess the state of resilience of cities through participatory planning exercises as well as developing evidence-based recommendations and actions for building urban resilience -<http://www.dimsur.org/dimsur-is-back-to-addis-ababa/>.

In **Lao PDR**, climate and disaster resilience approaches have been enhanced. In **Pakistan**, inclusive Disaster Risk Management policies have been developed while the National Guide on Urban Resilience in **Mexico** has been drafted.

In **Burkina Faso**, the formulation of disaster preparedness and post-disaster recovery plan is on-going. In **Zambia**, the Disaster Risk Reduction (DRR) strategy for the City of Lusaka City was approved by the National Council. Pilot floods disaster adaptation activities mainly on flood control drainage were implemented in Kanyama neighbourhood of Lusaka City. In **Mozambique**, DRR techniques have been integrated in the reconstruction and construction of schools in 3 provinces in hazard prone areas; thereby enhancing access to public basic services in rural communities and new resettlement areas.



## EA 6.2: Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements

Cities and human settlements are making recovery and reconstruction interventions that lead to long-term sustainability. The percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction increased from 65 percent in 2015 to 70 percent by the end of 2016.

### Global Achievements

Progress was made towards the improvement of settlements recovery and reconstruction interventions in **Syria, Nepal, Somalia, Iraq, South Sudan, Nepal, Liberia** and **Haiti**, and Post-Disaster Needs Assessments in **Ecuador, Sri Lanka** and **Haiti**, providing insights on urban issues and community led holistic approaches to recovery. The City Profiles developed with the functionality and damage levels of a city in crisis have improved knowledge of governments, donors and other stakeholders of the complex patterns of activities. In **Iraq**, the Mosul City profile has been recognized as an excellent analytical tool that will support more effective targeting of resources by all agencies. UN-Habitat made important contribution to the World Bank 'Strategic note' on Cash Transfers programmes in Humanitarian Context cited as a positive example of how recovery and development outcomes can be realized within a humanitarian context.

### Regional and Country Achievements

**Myanmar** initiated a review of the legal framework for its National Building Code to address Climate Change issues to promote better standards of living. Adaptation Plans have been developed in Labutta and Pakokku townships following innovative Township level Vulnerability Assessments on climate change associated risks.

Temporary premises providing 25 classrooms, 128 residential units with accommodation for 512 students, basic site infrastructure and an administration block have been constructed in Fallujah (**Iraq**). There are on-going initiatives to improve the living conditions of youth displaced by war in northern Iraq while destroyed homes within Ramadi are being rehabilitated. In **The Philippines**, 660 families have received shelter while 54 infrastructure projects are being implemented for 28 communities using the People's Process approach. In **Nepal**, five Districts (in the period 2015-2016) constructed temporary shelters or provided housing support for 2400 affected families. An additional 10,000 families have better knowledge and capacity of safer buildings construction methods. In response to the April 2015 earthquake, the web-based tool 'QSAND' (Quantifying Sustainability in the Aftermath of Natural Disasters) is being used to teach communities and build resilience around stronger building methods.

**Myanmar**, is constructing community infrastructure for vulnerable ethnic communities of Chin State using USD 5.1 million from the Government of Japan following the April 2016 earthquake. An integrated shelter and WASH programme in **Pakistan** is being implemented to support internally displaced people (IDP) of North Waziristan Agency in Bannu, Lakki Marwat and D.I. Khan. About 1,800 most vulnerable families have access to safe and improved shelter conditions and improved capacity; and ii) approximately 3,846 households have access to safe water and improved sanitation and environmental hygiene. In addition 3,000 internally displaced persons benefitted from a combination of WASH assistance; Distribution of 3000 hygiene kits, construction of 200 latrines, Rehabilitation of 42 existing water supply schemes and health and hygiene promotion sessions.

In **The Philippines**, the recovery and rehabilitation plans developed are being used to reformulate land use plans and zoning ordinances of Tacloban and Ormoc cities, and the municipality of Guiuan. In **Fiji**, an

*Temporary premises providing 25 classrooms, 128 residential units with accommodation for 512 students, basic site infrastructure and an administration block have been constructed in Fallujah (Iraq)*

**3,000**  
*internally displaced persons benefitted from WASH assistance in Pakistan*

informal settlement analysis has provided for a solid base line for informal settlements, strengthened the recovery planning and enhanced partnerships across national agencies.

In **Sri Lanka**, conflict affected returnee communities have improved living conditions through the provision of permanent housing and community infrastructure facilities, implemented through a participatory process. 17,897 permanent houses were completed in 2016 under the “Indian Housing Project” funded by the Government of India. Through another programme supported by the Government of Japan, approximately 156,436 people (40,308 families) have benefited through the provision of community infrastructure facilities including community centres (45), pre-schools (31), community storage facilities (13) and a number of small irrigation channels, storm water drainage and internal access roads. Through another project in Mannar District, resettlement has commenced after the construction of 25 buildings in 25 schools. Land tenure

documentation has ensured that women consist 40 per cent of leadership positions in the Village Reconstruction Committees.

In **Fiji**, Post-Disaster Needs Assessment was conducted after Tropical Cyclone Winston devastated numerous communities in Fiji. In **Haiti**, “urban integration” as an appropriate and durable solution for post-earthquake IDP camps has been established. The initial camp closure approach has progressively evolved towards a social and urban development process with the participation of the affected population. **Mozambique** is increasing the drainage capacity (in Nampula City). 1,910 linear metres out of the planned 2,000 were completed by end of December 2016. At the same time, the Nampula Municipal Council finalized the bidding process for the construction of the access bridge. The site has been endorsed by the Mayor and the community. Further, DRR techniques have been integrated by the Ministry of Education within the School Reconstruction Plan (2017-19).

#### Achieved Result in Ghana

### Ibrahim Neti, 79-year-old father of 12 children and a natural leader of Wuru community, Upper East Region, Ghana

When we didn't have toilets, there were more diarrhoea cases in our area. When you came outside our houses, you could see children defecating openly, attracting flies and chickens and making our house dirty. But since we started digging the toilets, we are very happy because when you come outside my house, you cannot see faeces again.

On the water issue, we used to go to Burkina to carry water with our donkey trucks but now because of these boreholes, we thank you that we don't suffer for water any more. During that time, my wife could go to Burkina to bring water and take the whole day without cooking. But now she can cook anytime because there is water. We were drinking dirty water from valleys and streams but now we always use clean water from our boreholes. *So, we are very happy and pleased because our community has changed and we thank you. We have more hygienic living conditions and a healthier community.*

### EA 6.3: Shelter rehabilitation programmes in crisis response have contributed to sustainable and resilient cities and other human settlements

There are more sustainable and resilient cities and other human settlements due to shelter and related infrastructure rehabilitation programmes. The percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing increased from 45 per cent in 2015 to 55 per cent by the end of 2016.

#### Global Achievements

Collaborative efforts saw UN-Habitat and its partners in 2016 respond robustly to prolonged disasters in **Afghanistan, Chad, Colombia, the State of Palestine, Somalia** and **Sudan** caused by conflicts, earthquakes

and associated disruptions in human settlements and urban basic services. As a member of the IASC, UN-Habitat supported activities in 35 of 47 fragile states including **Iraq**, the **DRC**, **Afghanistan**, **Bangladesh**, **South Sudan** and **Somalia**.

UN-Habitat engaged and supported several components of the Inter Agency Standing Committee (IASC) mechanism, the UN's main coordination body for humanitarian action, including the IASC Principals Group; Emergency Director Group and the Global Shelter Cluster. UN-Habitat's inputs focused on the applicability of durable and sustainable solutions in humanitarian crises, particularly related to urban areas.

### Regional and Country Achievements

In **Sri Lanka**, the disaster resilient permanent housing, based on homeowner driven approach, is integrating disaster risk reduction into housing construction. Disaster mitigation measures were fully incorporated into the Indian Housing Project which was completed in 2016. The mitigation measures include: storm water drainage systems; rain water harvesting systems; and internal access roads, thus, improving the disaster resilience of communities. Climate and disaster resilient measures have been integrated into the designs of school buildings and teachers' quarters. Activities to "green" the schools through tree planting initiatives and school gardens have commenced.

As of end of 2016, self-reliance and mutual assistance has been enhanced in affected communities; thereby, improving living conditions through self-repair and reconstruction of housing units as well as installment, operation and maintenance of basic community infrastructure in **Iraq**. A new IDP shelter site constructed in Kerbala (equipped with durable prefabricated shelter units, basic infrastructure and public facilities) is accommodating more than 400 vulnerable families.

In northern **Kenya**, UN-Habitat worked in close collaboration with UNHCR to transform the Kalobeyei refugee camp design into a well-planned human settlement, with improved living conditions, access to infrastructure and integration with the host community.

A Post-Disaster Needs Assessment has been undertaken in **Ecuador**, after a 7.8-magnitude earthquake experienced in April 2016 caused 450 deaths, and left about 20,000 families homeless or with damaged housing. UN-Habitat's support resulted in development of a strategic housing recovery plan incorporating resilience and reducing risk in vulnerable locations.

### Mainstreaming of Cross-Cutting Issues

The agency's approaches to housing and livelihoods, safety and security and, spatial planning in relation to gender equality in urban post-conflict contexts were refined during the Expert Group Meeting held in **Barcelona**.

Climate change aspects are being integrated into recovery and reconstruction interventions through the 'build back better approach' and Planning Back Better to support sustainable urban development. In case of natural disasters, reconstruction and recovery interventions took into account aspects of resilience to mitigate against the impact of potential future disasters.

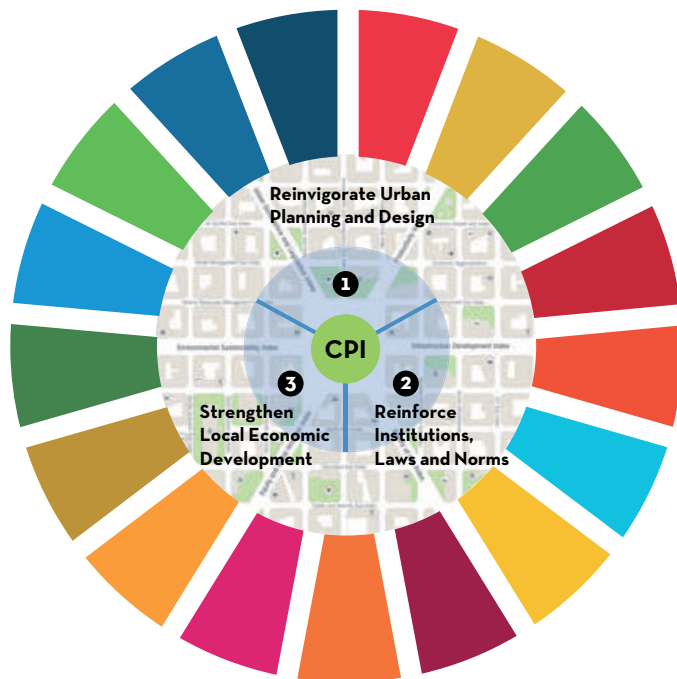
In **Iraq**, dignified and sustainable solutions to protracted humanitarian crisis are emerging evidenced by gender-sensitive IDP shelter sites equipped with durable prefabricated shelters as well as basic infrastructure and public facilities.

*Construction of 3km of new draining in Zambia is providing protection from flooding to*  
**360,000**  
*people in informal settlements*

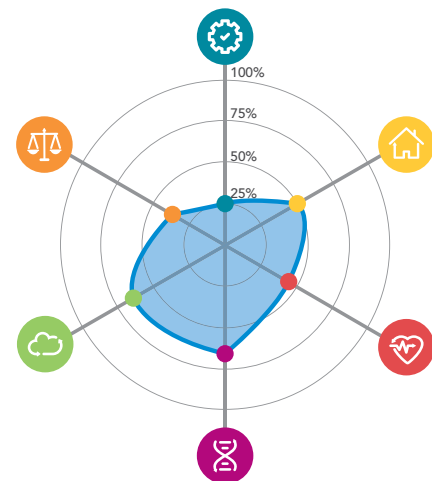
### Challenge and lesson learned

- Global donor fatigue and humanitarian financial demands from the **Syria** regional crisis, means reduced funding for other emergencies. For example, in **Haiti**, after Hurricane 'Matthew' of October 2016 the Funding Appeals yielded less than 50 per cent of the required funding. However, UN-Habitat's approach of 'Settlements Recovery', (holistic multi-sectoral, community based durable solutions), presents value for money as opposed to funding for emergency activities which fail to build resilience and almost always create dependency.
- UN-Habitat needs to stay on the message and be persistent on the benefits of durable, sustainable solutions and engagement with local governance structures. Partner agencies often cite the humanitarian imperative as a reason to provide only emergency temporary relief. In 2016 there were more partners, both humanitarian implementers and donors advocating for approaches that echo UN-Habitat's durable, sustainable, area based community engaged approaches.

# Research and Capacity Building



*The CPI and the Three Pronged Approach to Urbanization*



*Guatemala City Prosperity Index*

The objective of this focus area is to improve the monitoring of urban conditions and trends. This is being achieved through building capacity of national and local authorities and partners to monitor, generate and utilize data and information, including formulating evidence-based policies or programmes.



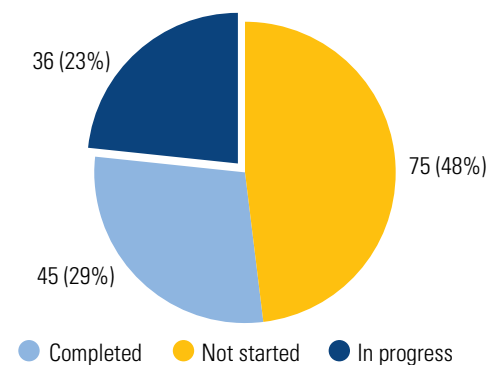


### Box 8: Key Results

- The National Urban Observatory to monitor implementation of NUA in **Ecuador** has been established based on the City Prosperity Initiative (CPI) National Report on 27 cities.
- 307 urban observatories are using UN-Habitat monitoring tools, methods and data.
- Improved monitoring of urban conditions was recorded in 17 cities (in **Saudi Arabia**), 32 cities (in **Egypt**) and 5 cities (in **Vietnam**) while the city prosperity indices were computed for cities (in **Saudi Arabia**) as part of the *State of Saudi Cities 2016 Report*.
- The adoption of the CPI as a national monitoring framework by the Mexican Government demonstrates the transformative processes in the use of UN-Habitat monitoring tools. **Mexico** has finalized monitoring and analysis of conditions and trends in 152 cities, with 50 per cent in the metropolitan areas
- UN-Habitat was recognized by the Inter-Agency Expert Group and the Statistical Division of UNDESA as the leading Agency to monitor nine (9) urban indicators of the Sustainable Development Goals.

Box 8 shows some of the key results achieved due to the interventions by UN-Habitat and its partners. Figure 17 shows the rate of programme delivery by the end of 2016: 29 per cent of outputs were completed; 23 per cent were in progress; and 48 per cent are yet to start. Table 10 shows progress made towards the planned results with four out of six indicator targets are likely to be met in 2017, while two are lagging behind and call for more effort.

**Figure 17: Status of Outputs Delivery**



**Table 10: Progress made towards indicator targets for Focus Area 7**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA 7.1:</b> Improved monitoring of urban conditions and trends	Increased number of urban observatories using UN-Habitat monitoring tools, methods and data	274	288	303	325	307	●
	Number of partner national statistical offices producing urban data and indicators	15	19	40	35	40	●
<b>EA 7.2:</b> Improved knowledge of sustainable urbanization issues at the local, national and global levels	Number of local and national governments that have used UN-Habitat flagship publications and best practice database for policy formulation	Local governments: n/a	Local governments: 200	Local governments: 350	Local governments: 350	Local governments: 370	●
		National governments: n/a	National governments: 10	National governments: 19	National governments: 30	National governments: 22	●
	Increased number of partner countries producing national cities reports to enhance local and national policy planning	7	9	10	13	14	●
<b>EA 7.3:</b> Improved capacity of national and local authorities and partners to formulate and implement informed policies or programmes	Increased number of partner national and local authorities and other Habitat Agenda partners that are formulating evidence-based policies or programmes	n/a	20	35	42	38	●

## EA 7.1: Improved monitoring of urban conditions and trends

There was improvement in the monitoring of urban conditions and trends in 2016. The number of urban observatories using UN-Habitat monitoring tools, methods and data increased from 303 in 2015 to 307 by the end of 2016. The number of partner national statistical offices producing urban data and indicators, already exceeded the target for 2016.

### Global Achievements

UN-Habitat has been recognized by the Inter-Agency Expert Group responsible for the monitoring of the SDGs and the Statistical division of UNDESA as the leading Agency for nine (9) urban indicators. UN-Habitat has developed metadata and specific tools for each indicator and coordinated the negotiations between other UN Agencies and multi-lateral organizations (such as the World Bank and IMF). In 2016, UN-Habitat in partnership with New York University and Lincoln Institute for Land Policy launched the results and findings of the four year research programme: *Monitoring Urban Expansions*. A statistically representative global sample of 200 cities was created. The fact that data from this sample was adopted in the Report of the Secretary General on the SDGs 2016 is an encouraging sign for the endorsement of UN-Habitat work in the monitoring of urban conditions and trends.

UN-Habitat is supporting national and local governments in the follow-up to monitoring of these Agendas. The International City Leaders, the Bocconi University Milan and the South Australia University have adapted the global/local monitoring framework of City Prosperity Index (CPI) to track the implementation of SDG 11 and other urban indicators with support of UN-Habitat and its partners.

UN-Habitat piloted the new monitoring framework of the CPI in selected cities based on over 20 SDG indicators relevant to the urban environment. The Greener Cities Partnership proposed the Qazvin City (**Iran**) to pilot urban indicators. The Qazvin City has adopted CPI

with the SDGs/NUA, integrating specific components on environmental urban indicators working closely with the Greener Cities Partnership, UNEP and UN-Habitat. By the end of 2016, a policy action plan was derived from the data and the information obtained through the CPI framework shared with local stakeholders. A similar initiative commenced in 2016 in Milan (**Italy**) and Bogota (**Colombia**) cities with a metropolitan perspective.

The City Prosperity Indexes for cities in **Egypt** are being validated for publication while in **Vietnam** the Indexes were piloted for the five "First Class Cities", with the view to extending the analysis to other cities. **Mexico** has finalized monitoring and analysis of conditions and trends in 152 cities, with 50 per cent in the metropolitan areas.

Urban observatories have increased in number and existing ones are stronger with UN-Habitat support. The **Kingdom of Saudi Arabia** has strengthened 7 existing Urban Observatories and created additional ones. **South Sudan** has started exploratory work to establish local and national Urban Observatories. **Kenya, Argentina, Botswana, India and Namibia** are also in the process of developing their observatories. Academic institutions in **Australia, Dominican Republic, Mexico** and **UK** are using UN-Habitat Guidelines to establish Urban Observatories.

National Statistical Offices have been strengthened to monitor urban conditions and trends through production of urban data and indicators. In the **Arab States, Tunisia and Egypt** are generating urban environmental monitoring data. **Saudi Arabia**, youth data has been used to prepare the National Saudi State of the cities Report. In **Africa, Ethiopia** is generating city performance monitoring data. In **Kenya, Uganda, Rwanda, Nigeria and Cameroon** National Statistical Offices (NSOs) are developing urban land monitoring tools for land and SDG reporting. In **Namibia** and **Botswana**, as well as **Tunisia** the work with the NSOs are collecting data for national sample cities for reporting on SDGs. In **Latin America**, the CPI has been used to

**17**  
cities (in Saudi Arabia), 32 cities (in Egypt) and 5 cities (in Vietnam) have improved monitoring of urban conditions while the city prosperity indexes were computed for cities (in Saudi Arabia) as part of the State of Saudi Cities 2016 Report

### **The City Prosperity Index implemented in**

**152**  
cities in Mexico, has reached 51.40% of the country's total population and 69.70% of total urban population

**40**  
National Statistical Offices have been strengthened to monitor urban conditions and trends through production of urban data and indicators

produce National State of the Cities Reports in **Ecuador** and **Colombia**. In addition, the General Directorate of Statistics and Censuses (**Argentina**) is able to compile city-level data utilizing the City Prosperity Index Manual definitions.

CPI tools including the index manual and capacity development material and, Urban-Info database software have been shared. Buenaventura (**Colombia**), Monastir Urban Observatory (**Tunisia**) and Observatorio de Jalapa (**Mexico**) had their capacity to use CPI related monitoring tools and frameworks improved and **Afghanistan, Bangladesh, India, Indonesia, Mongolia, Pakistan, the Philippines, Sri Lanka** and **Vietnam** were equipped with skills for using CPI data. Some of the Observatories have specific sectoral approaches to monitoring, including the Monastir Urban Observatory (**Tunisia**) on monitoring of coastal waters. Khartoum (**Sudan**) and Birmingham (**UK**) are developing the Urban-Info monitoring tool.

Overall, different countries and cities have baseline data and targets, and are able to set up local and national mechanisms to monitor SDGs/NUA. The National Statistical Offices are creating relevant conditions as shown by the development of analytical tools for spatial analysis in **Colombia, Saudi Arabia, Brazil, Mexico**, and **Vietnam**. Specialized tools such as new techniques for the collection of the recently approved Urban SDG indicators have been developed including meta-data, disseminated online and through networks of partners. The adoption of the CPI as a national monitoring framework by the **Mexican** government is an excellent example of the transformative change in the use of UN-Habitat monitoring tools.

### **Regional and Country Achievements**

In the **Arab States, Tunisia** and **Egypt** are generating urban environmental monitoring data. **Saudi Arabia**, youth data has been used to prepare the National Saudi State of the cities Report. In **Africa, Ethiopia** is generating city performance monitoring data. In **Kenya, Uganda, Rwanda, Nigeria** and **Cameroon** NSOs are developing urban land monitoring

tools for land and SDG reporting. In **Namibia** and **Botswana**, as well as **Tunisia** the work with the NSOs are collecting data for national sample cities for reporting on SDGs. In **Latin America**, the CPI has been used to produce National State of the Cities Reports in **Ecuador** and **Colombia**. In addition, the General Directorate of Statistics and Censuses (**Argentina**) is able to compile city-level data utilizing the City Prosperity Index Manual definitions.

In **Latin America** and the **Caribbean**, the Regional Strategic Plan considers monitoring of indicators and the various methodologies as enabling themes supporting UN-Habitat to achieve expected results. In **Mexico**, UN-Habitat is building knowledge infrastructure to enable partners to implement NUA by addressing already identified issues and some of the cities are implementing the CPI results' proposed action plans and projects.

In addition, the National Report on the State of Prosperity in Mexican Cities uploaded on the Agency's website has been downloaded 273 times in only one (1) month. There was improved monitoring and reporting as shown through the preparation of Habitat III national reports. In **Bangladesh, Mongolia** and **Vietnam** the National Habitat III Reports were for the first time produced using internal resources while **The Philippines** government strengthened participatory dialogues both at the national and local level while formulating the Habitat III report.

**Saudi Arabia, Kuwait, Vietnam, Ethiopia**, and **Burkina Faso** are using monitoring data from CPI to prepare *the State of the Cities Reports*.

In **Somalia**, knowledge of sustainable urbanization issues at the local level improved following the implementation of the Urban Campaign dubbed 'The City Youth Need' in 2016. The youth engaged with leaders in building consensus on the principles that define their cities. Further, the universities have developed certificate programmes on land governance, administration and management to ensure land policy process are truly participatory.

## EA 7.2: Improved knowledge of sustainable urbanization issues at the local, national and global levels

Notable improvement has been achieved on knowledge of sustainable urbanization issues at different levels as demonstrated by the number of local and national governments that are developing their own tools such as CPI and, best practice database for policy formulation. The number of partner countries producing national cities reports to enhance local and national policy planning increased from 10 in 2015 to 14 by the end of 2016.

### Global Achievements

The 'World Cities Report 2016' report has been translated into Mandarin, Persian and Spanish languages for wider audience and Mexico alone has produced 152 city reports based on the information derived from the CPI. At city level, Bucaramanga City (**Colombia**) has adopted CPI as a planning framework while Panama (**Panama**) and Fortaleza (**Brazil**) Cities are implementing the urban planning scheme and tourism development plans, respectively, using diagnostics and the CPI information. In addition, **Syria, Ethiopia, Saudi Arabia, Mexico, Ecuador, Vietnam, Egypt** and **Iran** produced national cities reports on local and national policy planning, demonstrating recognition and use of UN-Habitat research and policy formulation tools.

### Regional and Country Achievements

In **Mexico**, the "World Cities Report 2016" was translated into Spanish and 1000 copies disseminated at Habitat III. **Ecuador**, established the National Urban Observatory to monitor implementation of NUA based on the CPI National Report on 27 cities. **Vietnam** produced the CPI Report on 5 cities. In **Egypt** the National Report on 50 cities has linked method and information to SDGs monitoring while in **Iran**, starting with the Qazvin city, the government is working to produce the CPI National Report on 50 cities connecting urban environmental indicators and the monitoring of SDGs.

The **Colombia State of Youth Report 2016** has been produced using the information obtained by the CPI and cross-cutting issues have been adequately reported in a disaggregated manner. **The Syria**, National Cities Report has integrated humanitarian and crisis conditions with special indicators and methodology to address the challenges of data collection while **Ethiopia**, has used the CPI to integrate performance monitoring of hunger in cities, governance and resilience. The CPI for **Saudi Arabia** looks on the comparative advantages of each city to respond to the government's interest to diversify the local economies of the cities.

**Vietnam**, established knowledge and human resources incubators of the next generation of urban professionals while awareness was raised on the principles of sustainable and equitable urbanization and housing at National, State/Regional, and Local level through programmes in **Myanmar**. **Indonesia** launched the *Planning for City Leaders* publication at the occasion of the Habitat PrepCom3.

The Afghanistan, 'Atlas of Afghan City Regions 2016' presents a comprehensive and reliable urban data on Jalalabad, Kabul, Mazar, Herat and Kandahar city regions as well as on 28 Strategic District Municipalities that are critical for the Government's fight against corruption and improved governance.

## EA 7.3: Improved capacity of national and local authorities and partners to formulate and implement informed policies or programmes

National and local authorities are implementing better policies due to improved capacities. The number of partner national and local authorities and other Habitat Agenda partners formulating evidence-based policies or programmes increased from 35 in 2015 to 38 by the end of 2016, and is on course to meet the indicator targets in 2017.

*CPI information was used to produce State of Cities reports in Ecuador, Vietnam, Egypt, Iraq, Columbia, Ethiopia and Saudi Arabia*

**370**  
*local governments and 22 national governments are using UN-Habitat publications to improve knowledge of sustainable urbanization*

*The Afghanistan, 'Atlas of Afghan City Regions 2016' presents a comprehensive and reliable urban data that is critical for the Government's fight against corruption and improved governance*

*Global Urban Lecture Series had 88,532 viewers and are the most viewed videos of UN-Habitat. University partners and the public have reported increased capacities in various lecture topics*

## Global Achievements

Mayors, executives, officials and practitioners (289) from local and national governments and NGOs from **Asia** and **the Pacific, Latin America** and **Africa** have improved their capacities in monitoring urban indicators and evidence-based policy formulation. The mayors committed to use of the knowledge and skills acquired to design and implement fiscal and land management instruments.

UN-Habitat is the custodian agency for 9 indicators, and a supporting agency in another 5 indicators, and designated custodian for indicator 1.4.2 (SDG 1) on security of tenure along with the World Bank. Knowledge of how indicators enable critical problems in cities to be visualized and objectively defined has been enhanced, providing the actors with a range of examples of indexes and indicators focusing on different aspects of urban development, and demonstrating outcomes in world cities.

A roadmap for localizing the SDGs with a toolbox that ensures an enabling environment, resource mobilization at the local level, and enhanced local stakeholders capacities and resources, was developed. A global tool for measuring sustainable city prosperity through the City Prosperity Initiative (CPI) was also introduced.

The highly positive feedback is evidence of steadily rising awareness. Universities, think tanks, research institutions and professionals inform about the increasingly frequent use of this knowledge product in their activities. Forty (40) Universities that are members of the UN-Habitat UNI have uploaded their experiences in collaborating with cities onto UNI online portal. The experiences have been used to develop the Action Plans for Universities. UNI has grown from 178 institutional members in 2015 to 193 by the end of 2016 and; from 1506 to over 1800 individual members.

Three hundred mayors, senior executives and practitioners from local and national governments in Asia, Latin America and Africa have strengthened capacities following training

by UN-Habitat. Anecdotal evidence indicates that the improved capacities are contributing to improvements to improvements in revenues and financial capacity of cities as well as local policies and approaches. Of these, 35 mayors have prepared action plans and committed to implement them.

## Regional and Country Achievements

In **Latin America** and the **Caribbean**, the main source of information and knowledge accepted, requested and financed by partners has been the Profiles and the CPI. These methodologies represent the basis of sustainable urbanization although most partners are still at the stage of development, and have not applied the information collected. In **Bolivia, Peru** and **Brazil**, local authorities and partners have strengthened their capacity for Accountability and Localizing of the SDGs through in-situ workshops and a special event organized during Habitat III. The mayors of Chimbote and Trujillo (**Peru**) have expressed commitment to follow-up and engage with the Accountability Project sponsored by the UN Development Account. The National Directorate for Physical Planning (**Dominican Republic**) organized the 15<sup>th</sup> edition of the training program on informal land markets and informal settlement regularization for 34 experts from 17 LAC countries. Participants developed specific action plans to be implemented upon return to their home countries.

In **Asia-Pacific**, the institutional capacity of the International Urban Training Center of the Gangwon Province (**South Korea**) was improved, and 3 training programmes on land readjustment, action planning, and city prosperity index and infrastructure development conducted. A key outcome were action plans to be followed up by International Urban Training Centre and in one of the courses, the city prosperity indexes of 10 Asian cities were prepared as an outcome of the workshop.

In **Mexico**, proposals have been developed to integrate the CPI results into the local development plans for more than 10 cities



and states, including Nuevo León, Durango, Guanajuato, Hidalgo, Chihuahua, Culiacán, Puebla and Pachuca de Soto. **Myanmar**, has established the Technical Advisory Group for **Myanmar** Consortium for Capacity Development on Disaster Management with 22 Members. Pilot Action Research using Coastal Community Resilience Index and The **Cambodia** Development Resource Institute tools in 26 Townships of Ayeyarwaddy Division and 8 Wards of Pathien city have been completed and a report produced. Further, through the **Myanmar climate change alliance**, the capacity of the Government and partners in aligning Policies and Plans across sectors was enhanced. Also, the Vulnerability Assessment to Climate Change Methodologies have been developed into a model for national replication and will be taught at the **Hintada** National Disaster Management Center.

### Mainstreaming Cross-cutting Issues

UN-Habitat and its partners have, in 2016, created conditions to support cross-cutting issues which include gender, human rights, climate change and youth. Focus is mainly in disaggregation of information in a systematic manner as part of the 'Data Revolution efforts' so as *not to leave anyone behind*. This is evidenced by metadata and indicator tools prepared by the Agency which disaggregate by, for instance, gender, age and disabilities. The National Statistical Offices in **Saudi Arabia** and **Colombia** collected (for the first time) disaggregated information on youth and gender. To respond to climate change and human rights issues, the Agency and its partners (NYU, Lincoln Institute for Land Policy and GIS Valencia) produced disaggregated spatial information. Areas of the cities with disadvantages as well as zones that are at risk of climate change related natural disasters (floods, landslides, etc.) including their populations can now be accounted for. UN-Habitat with the Global sample of cities have disaggregated information of air quality, sprawl, street space per capita at city level by GDP per capita and environmental indicators.

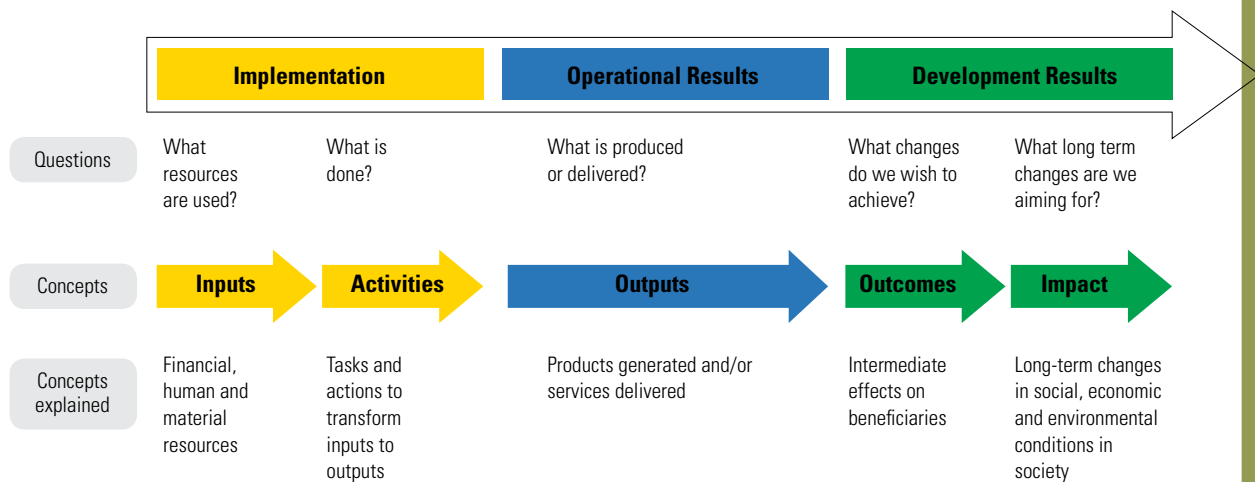
### Challenge and lessons learned

- With continuous reduction in resources and increasing demands to provide technical assistance, produce tools and organize capacity development activities for Member States, the Agency is confronted with the challenge of producing quality and timely outputs. Developing strategic partnerships with long-term and new partners that often fund the monitoring functions of UN-Habitat has been the most important mechanism to cope with these challenges.
- UN-Habitat's convening and coordination capacity, as well technical expertise to produce timely good quality outputs proved to be the best asset to strengthen existing partnerships and to build new alliances. The recognition of UN-Habitat as the leading Agency for more than 9 SDGs indicators, the acceptance and interest of relevant UN Agencies and multi-lateral organizations is an excellent example of a good practice of UN-Habitat's convening role.
- Further, open access knowledge and interactive learning methods are increasingly being used by partners, who report successful results as shown by the response (of 700 applicants) to the call for urban lecturers in 2016. The Global Urban Lecture series are a very cost effective way of both collecting and sharing knowledge related to the NUA. Through the series UN-Habitat has documented crucial knowledge on all UN-Habitat priorities and managed to reach a new generation of urban professionals to manage future cities.

*UN-Habitat has developed innovative diagnostic and strategic planning tools (the Cities Prosperity Initiative; the Cities Resilience Profiling Programme and land governance tools) supporting local and national governments to profile their localities or countries, identifying solutions and reviewing progress on sustainable urban development*



# Management and Operations Division

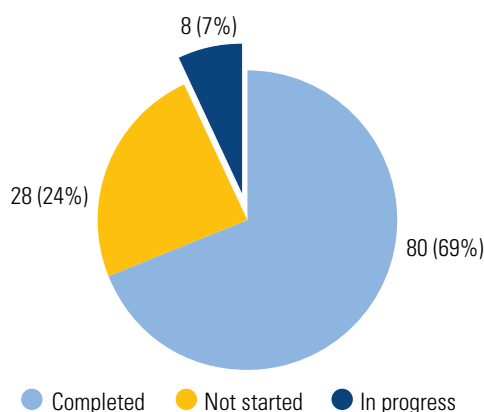


The Division is comprised of the following functions: programme planning, monitoring and reporting, finance and budgeting; Human resources; legal services; knowledge management; and Information Technology oversight and auditing (Quality Assurance)

The Management and Operations Division met key milestones as shown in the box 9. Figure 18 shows the rate of programme delivery by the end of 2016: 69 per cent of outputs were completed; 7 per cent were in progress; and 24 per cent are yet to start. Table 10 shows the progress made towards planned results, with ten indicator targets being on track to be achieved in 2017, six are well below the mid-point and are in danger of not meeting the target in 2017, two are slightly below midpoint and one indicator has not made progress in the last two years.

Table 11 shows the progress made towards planned results, with ten indicator targets being on track to be achieved in 2017, six are well below the mid-point and are in danger of not meeting the target in 2017, two are slightly below midpoint and one indicator has not made progress in the last two years.

**Figure 18: Status of Outputs Delivery**



**Table 11: Progress made towards indicator targets for Management and Operations Division**

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
EA 1.1: Improved accountability and efficiency	Enhanced financial performance against targets specified in key performance indicator	New	n/a	n/a	50%	0%	●
	Increased percentage of staff have certified training on the Umoja enterprise resource planning system	New	n/a	81%	90%	84%	●
EA 1.2: Enhanced compliance of gender balance targets and reduced recruitment time	Reduced number of days for recruitment processes under the control of UN-Habitat	New	n/a	123	55	108	●
	Percentage of women appointed to senior-level posts in the Professional and management categories	20.6%	19.8%	19.4%	50%	17.6%	●
EA 1.3: Results-based management principles applied	Percentage of staff applying results based management skills in their work	40%	71%	75%	85%	81%	●
	Percentage of approved projects fully aligned with the work programme and budget	60%	75%	80%	90%	85%	●
EA 1.4: Strengthened accountability on implementation of accepted audit recommendations	Increased percentage of accepted audit and inspection recommendations on UN-Habitat implemented within required time frame	92%	95%	64%	95%	81%	●
EA 1.5: Programme of work is effectively monitored and delivered	Increased percentage of the approved programme of work implemented in a timely manner as reflected in the programme performance report and annual progress report on the strategic plan	92%	76%	92%	95%	84%	●
	Increased percentage of strategic plan indicator targets met or exceeded	81%	n/a	87%	90%	77%	●

Expected Accomplishment (EA)	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
<b>EA 1.6:</b> Improved knowledge management systems to support the organization and Habitat Agenda partners	Increased number of staff visits to the intranet	n/a	n/a	46,129	350,000	103,271	●
	Increased number of staff visits to the knowledge pages in the Project Accrual and Accountability System	n/a	115	202	350	243	●
	Increase number of major networks on the Urban Gateway	2	2	4	8	7	●
	Increased number of registered partners on the Urban Gateway	5,100	4,764	5,484	13,500	6,909	●
<b>EA 1.7:</b> Improved effectiveness and efficiency of business processes	Percentage of out-posted offices with easy access to UN-Habitat corporate administrative and internal communication systems	80%	90%	90%	98%	95%	●
<b>EA 1.8:</b> Enhanced protection of the legal interests of the organization	Percentage of legal agreements and instruments cleared and reviewed by the Legal Office within five working days	70%	80%	80%	90%	85%	●
	Percentage of legal agreements and Instruments received by the Legal Unit that conform to issued guidelines and procedures	70%	80%	80%	90%	85%	●
<b>1.9:</b> Increased core income of UN-Habitat	Number of new donor countries contributing and existing donor countries increasing contributions	11	10	3	20	9	●
	Amount of core income received by UN-Habitat (Foundation general purpose)	USD 12.8 million	USD 7.1 million	USD 5.3 Million	USD 10. million	USD 3.7 million	●

### EA 1.1: Improved accountability and efficiency

Financial accountability and efficiency have improved due to implementation of the Umoja Enterprise Resource Planning System which has automated clearly defined user roles thus enforcing the financial accountability policies and procedures with the necessary checks and balances. This has been supported by extensive training of staff at Headquarters and all Regional Offices. To enhance efficiency, there has been delegation of authority to cost centres and a pilot initiative has been implemented for the Regional Office of Arab States. Further, four management reports were re-developed in Umoja to ensure compliance with financial monitoring for improved accountability and efficiency measures. The financial statements produced were IPSAS compliant as verified by the Board of Auditors.

### EA 1.2: Enhanced compliance of gender balance targets and reduced recruitment time \*\*\*to check

UN-Habitat reduced the recruitment period under UN-Habitat control from 123 days to 108 days but this is still above the target of 55 days by end 2017. UN-Habitat launched capacity development programmes for Hiring Managers to enhance efficient recruitment processes. UN-Habitat is lagging behind on issues of gender parity, with the percentage of women appointed in senior professional positions quite low at 17.6 per cent at P5 and 23 per cent at D1 level upwards and gender parity is almost achieved in the senior management Board.

### EA 1.3: Results-based management principles applied

RBM application and culture institutionalization is notably strengthened as demonstrated by improvements in the quality of performance reports, project proposals and

concepts at entry, especially the logframes. There is deeper engagement and, dialogue around results processes and issues at both programme and project levels. Similarly, the Percentage of approved projects fully aligned with the work programme and budget (2016-2017) increased from 80 per cent in 2015 to 85 per cent in 2016.

The number of country reports submitted for the 2016 annual report increased from 38 in 2015 to 43 in 2016 and the quality is also much better with many country reports providing evidence for reported performance. This is attributable to enhanced capacity and institutionalization of RBM from training, coaching and use of available tools. The largest increase in reports was from Africa where only seven countries reported programme performance in 2015, compared to 19 countries in 2016. This is a direct result of training undertaken in Mozambique for central and southern Africa in 2015 and in Ghana for West Africa in 2016. Project staff and partners who attended greatly appreciated the training which equipped them with basic RBM concepts, planning, implementation, reporting and evaluation at strategic, programme and project levels. Overall, the quality of contributions to the annual progress report has improved as more staff increasingly appreciate the value of performance reporting for learning, improvement and accountability.

For the first time two sub-programmes requested coaching on the theory of change. The exercise provided the teams with the opportunity to think through and map out the result areas as well as the types of results needed to achieve the objectives of the subprogrammes. This notably enhanced knowledge of RBM and improved the results culture and its application in the organization.

The quality of project documents submitted to the Project Advisory Committee (PAG) has notably improved, with logframes reflecting SMART indicators even before they are reviewed by the committees. There is much wider dialogue around results in the PAG, with more staff demonstrating enhanced

capacities. Previously results-related queries were only raised by RBM experts, but now they are raised by other PAG members, signaling better understanding of 'results'. The dialogue on results is changing positively as there is much less resistance to revising project documents in order to make them more results focused.

The MOPAN Assessment recommends that UN-Habitat develop comprehensive results analytical tools. Both the evaluation of UN-Habitat-SIDA Agreement (2016) and MOPAN Assessment (2017) acknowledged good performance on achievement of results at strategic and programme levels.

#### **EA 1.4: Strengthened accountability on implementation of accepted audit recommendations**

During 2016, there were a total of 37 outstanding recommendations, 11 from the external auditors (Board of Auditors) and 26 from internal auditors (Office of Internal Oversight Services). Of the 37 outstanding recommendations, 30 were implemented in line with the agreed schedule for 2016 which is equivalent to 81 per cent implementation rate. Implementation of the 7 remaining recommendations from the Office of Internal Oversight Services for joint implementation by UN-HQ and UN-Habitat were in progress as at 31 December 2016 and some were nearing completion. Consultations with UNON in order to close two recommendations on a revised ICT Service Level Agreement and the testing of ICT infrastructure is about to be finalized.

#### **EA 1.5: Programme of work is effectively monitored and delivered**

UN-Habitat achieved 100 per cent compliance on its preparedness to effectively monitor and report on the biennial Work Programme for 2016-2017 as reflected in the first Programme Performance Documentation Status Report

for the biennium 2016-2017. Reporting on delivery of the 2016-2017 Work Programme is progressing well in IMDIS. By the end of 2016, 42 per cent of the programmed outputs for the biennium (or 84 per cent of the planned outputs for 2016 alone) had been completed while 18 per cent were in progress and 40 per cent had not been started. The implementation rate is within the expected range for the mid-biennium. The annual progress report for 2015 is more results focused than the earlier ones. MOPAN Assessment Report, 2017, recommended that the organisation needs to pay greater attention to building a more robust data monitoring and analysis system that clearly documents and links interventions to results/outcomes (MOPAN Assessment Report, 2017)

In order to strengthen results monitoring and reporting, UN-Habitat has developed an Evidence Reporting System (ERS). The centralized system captures and stores evidence of reported programme performance reported in IMDIS and verifies evidence on outputs, indicator targets as well as results at strategic and programme levels. The ERS system provides an easily accessible platform for the collection, reporting and storage of evidence that validates reported performance, and in addition, strengthens institutionalization of a results culture.

SIDA funding significantly contributed to operational improvements of PAAS, RBM, anti-corruption, legal support and evaluation (Evaluation 2016 Sweden/UN-Habitat Agreement). The evaluation also found that in terms of effectiveness, PAAS has the capacity to track programme/project results, but is not used by most projects. However, both MOPAN Assessment (2017) and the Evaluation of Sweden/UN-Habitat Agreement (2016) note that not much has been achieved in terms of results due to inadequate resources to generate required data and information. Individual initiatives offer good practices that may be of value in the short-term. The GLTN provides a good example of the potential of RBM, with the development of the monitoring framework and impact indicators.

## **EA 1.6: Improved knowledge management systems to support the organization and Habitat Agenda partners**

The new intranet (HABNET) launched in August 2015 has notably enhanced internal knowledge and information sharing. The platform provides information on services, focal points on particular themes and administrative matters, strategies, policies, guidelines and procedures relating to the agency's themes, staff announcements as well as coordination and collaboration tools. It also provides an updated overview of the organization's strategic direction, finances, human resources and project portfolio leading to better internal communication.

The Urban Gateway was enhanced through development of additional networks from four in 2015 to seven in 2016, leading to an increase in the usage of the platform among Habitat Agenda partners from 5,484 in 2015 to over 6,909 in 2016. It has continued to promote knowledge exchange, collaboration and networking on urban issues, with partners. Project Accrual and Accountability system (PAAS) aids the agency's programme planning through an integrated tool to assist in Work Programme and Budget planning, leading to strategic linkage of the Programmes and Projects to Strategic Plan of UN-Habitat (2014-2019). The Gateway has further continued to provide a platform for capturing information on projects.

The new Knowledge Management Strategy has provided a framework for UN-Habitat and presents the expected results of the Knowledge Management Strategy and the possible risks during the implementation phase. There was an increase in usage of the developed Knowledge Management Systems associated with the use of the new intranet and increase in the usage of Urban Gateway as a result of development of new networks. An important observation in the MOPAN Assessment Report (2017) is that UN-Habitat needs more systematic approaches to knowledge management.



### **EA 1.7: Improved effectiveness and efficiency of business processes**

Regional and project offices are now connected or can connect to corporate applications and communication systems. Accessibility by regional offices to UN-Habitat corporate systems and enhanced inter-office communication has improved due to the IP telephone system which has also enhanced communication such as Video conferencing solution which has been deployed. Major applications systems such as Umoja and PAAS have also been made accessible through the internet. IP telephones and UN-Habitat e-mail accounts can now be used from the field offices using physical or software handsets.

Streamlining project submission and approval process through PAAS has enhanced the effectiveness and efficiency of the project management process, and respective organization transparency as project data is integrated into the International Aid Transparency Initiative (IATI) platform. However, the real quantifiable benefit is yet to be measured as the last two years have been challenging with the deployment of Umoja which has introduced new variables into the equation.

### **EA 1.8: Enhanced protection of the legal interests of the organization**

UN-Habitat continued to strengthen its approaches and strategies to reduce exposure to risks, legal liabilities and claims, both internally and externally. This included timely and efficient legal and policy advice on substantive and procedural issues while supporting the operational and normative work of UN-Habitat in accordance with its directives, rules, regulations and principles of the United Nations. The Office of the Executive Director as well as senior managers have been legally advised thereby, averting potential liability cases against the

organization with financial implications. The legal office has also been instrumental in facilitating the negotiation and settlement of disputes. Various training workshops were conducted for staff members on the use of Legal Agreements and Instruments. These were intended to ensure staff are knowledgeable about the applicability and enforceability of the Legal Agreements and Instruments in order to reduce the exposure to risk and liabilities of UN-Habitat and its implementing partners.

Management was advised on the interpretation of the UN Staff Rules and Regulations especially with regard to internal mobility within UN-Habitat, provided with guidance on issues relating, but not limited to, the use of name and emblem of UN-Habitat and copyright material in publications and conferences. Furthermore, periodic reviews of legal instruments and tools were conducted and respective documentation updated as well as building staff capacity in the use of UN-Habitat legal agreements and instrument.

### **EA 1.9: Increased core income of UN-Habitat**

The level of core income (Foundation General Purposed) declined from USD 5.3 million in 2015 to USD 3.7 million but the number of countries contributing for the first time or increasing their donations increased from 3 in 2015 to 7 in 2016. The reduction in the level of contributions was due to significant reductions by the large donors and especially those from the European region where part of the planned development assistance was diverted to the refugee crisis in the region. Exchange rate fluctuations also contributed to the decline. The MOPAN Assessment Report (2017) concluded that “The resource mobilization strategy has increased the level of contributions for earmarked activities, but failed to increase voluntary core contributions, MOPAN Assessment Report 2017, page 18.

UN-Habitat launched a new resource mobilization strategy which was approved by

Senior Management and presented to the CPR Working Group. In terms of the core income, the donor relations strategy seeks mainly to deepen relations with existing donors, establish relations with new donors, strengthen systematic collection of core contributions, including through the New York Liaison Office. The resource mobilization unit aims to: secure resources to support implementation of the new urban agenda and urban aspects of the SDGs, increase the number of multi-year agreements, and ensure that donor agreements incorporate full cost recovery for the normative aspects of the earmarked programmes.

Contributions towards the Foundation General Purpose account are not provided via agreements but rather through pledges. New countries that provided or pledged funding in 2016 included **Eritrea, France, The Philippines, Slovakia** and **Zimbabwe**, while those who donated or pledged increases for core work include **Argentina, Kenya, India** and **South Africa**.

### Challenge and Lesson Learned

- A key challenge with regard to contributions to core funding is that the policy of some Member States favours earmarked donations which can be reported on explicitly. To address this issue, UN-Habitat is working on ways to develop more soft earmarking packages for donors, improve reporting on the use of core contributions with more specific details and ensure full cost recovery is implemented so that earmarked projects are not subsidized by core funds.
- In addition to streamlining the call for contributions through letters, regular bilateral meetings with donors to describe the agency's mandate and the impact of its work have proved useful and the support from the New York Liaison Office to approach Governments that are not represented in Nairobi has been useful in reaching out to new donors.

# Programme Division



The Programme Division is responsible for overseeing and coordinating all UN-Habitat's branches and regional offices, their project portfolio and its implementation and management processes. The office has overall responsibility for ensuring effective delivery of the programme of work. In 2016, the Office focused on the following: developing systems and guidelines for expanding UN-Habitat's project portfolio and strengthening project formulation, implementation and knowledge management; promoting horizontal and vertical coordination of UN-Habitat's normative and operational work; guiding development of operational projects, aligned with regional strategic plans; and mainstreaming cross-cutting issues (climate change, youth, gender and human rights) in UN-Habitat's work.

Table 12 shows the progress made towards planned results, with all the seven indicator targets likely to be met and exceeded by the end of 2017.

**Table 12: Progress made towards indicator targets for Programme Division**

Expected Accomplishment	Indicator of Achievement	Baseline 2013	Actual 2014	Actual 2015	Target by end of 2017	Actual 2016	Rating
EA1.1 Improved quality of UN-Habitat projects	Percentage of projects that deliver planned outputs and outcomes within the planned project period	80%	85%	80%	85%	83%	●
	Percentage of projects rated above satisfactory by independent evaluations	New	60%	80%	90%	85%	●
EA1.2 Improved coordination and mainstreaming of the cross-cutting issues across all UN-Habitat's programmes and projects	Increased percentage of human settlements programmes and projects reflecting cross-cutting issues: gender, human rights, youth and climate change	Gender 30%	Gender 40%	Gender 50%	Gender 80%	Gender 75%	●
		Human rights 10%	Human Rights 15%	Human Rights 35%	Human rights 70%	Human Rights 65%	●
		Youth 30%	Youth 35%	Youth 40%	Youth 80%	Youth 70%	●
		Climate change 10%	Climate change	Climate change 10%	Climate change 70%	Climate Change 60%	●
EA1.3: Improved reflection of urban development issues in the UNDAF at country level and in regional reports	Increased number of United Nations Development Assistance Frameworks incorporating urban development	7	12	19	20	20	●

### EA 1.1: Improved quality of UN-Habitat projects

**85%**  
of approved projects rated satisfactory by external evaluators

The value and quality of UN-Habitat project portfolio improved in 2016. The percentage of projects rated above satisfactory by independent evaluations increased to 85 per cent by the end of 2016. The in-house agreements and consultations during project approval process increased demonstrating improved collaboration and coordination between organizational units. Bilateral and multilateral talks on project development is an emerging positive trend, which among other things have contributed to reduced internal conflicts related to resources. The Quality Assurance Unit led capacity building on RBM at HQ and in the regional offices, which has contributed to improved quality of projects as shown in the Project at Entry Quality Checklist, especially the logical frameworks.

UN-Habitat is diligently working towards having an expanded portfolio of projects that fully integrate normative and operational work.

To this end, the PAG review and approval process requires that all project documents indicate the integration of both normative and operational aspects of the proposed project at entry. Projects are expected to adopt an integrated and holistic approach to solving development problems, and for this purpose, promotes multi-thematic projects. The PAG supports the collaborations and formalizes this through the 'in-house agreements' mechanism to ensure clarity of the various components, results to be achieved, and roles and responsibilities of various parties, including the modality for resource allocation/sharing. This deeper integration and collaboration is due to implementation of the 'matrix policy' which was approved in 2016 and is already yielding dividends.

According to the last OIOS evaluation (2014), the average quality approval rating for project approval was set at *Satisfactory*. While quality is a continuous improvement process in project cycle management, it is worth noting that all approved projects in 2016 passed the set 'Satisfactory' quality rating. The level of coherence and alignment of the

projects developed to the work programme and strategic plan is high. The greatest challenge in project management remains the weak monitoring and reporting on project implementation in PAAS, inadequate for project sustainability. Additionally, all projects that are approved by the PAG must be aligned to Expected accomplishments. This is enforced ensuring that every project specifies the Work Programme Outputs it will deliver. No project is approved if it has no outputs that relate to the corporate programme results.

In 2016, the Project Advisory Group approved 146 projects (up from 83 in 2015) with a total value of USD 216.45 million, including extension of ongoing projects. Of this amount, 74 per cent was generated through the regional offices, 19 per cent through the branches and 7 per cent through other cost centres. Whilst there was a slight decline in project acquisition at the Regional level between 2015 and 2016 there was a growth in Headquarters.”

**Figure 19: Total amount of Grants Acquired for Portfolio of Projects/in 2016**

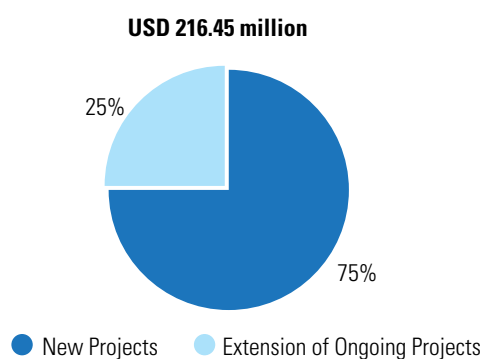


Figure 19 reflects the new grants with a total value of USD 161.80 million acquired in 2016 and additional funding of USD 54.65 million received for grants opened in prior years (cost financial extension).

## EA 1.2: Improved coordination and mainstreaming of the cross-cutting issues across all UN-Habitat’s programmes and projects

The New Urban Agenda marked a significant gain in terms of gender sensitivity and the empowerment of women. The outcome document includes paragraphs 5, 13 (c & f), 15 (c), 26, 32, 35, 40, 42, 77, 92, 100, 101, 114 and 151 on issues of gender-responsive policies and plans and/or data collection in cities.

Mainstreaming of cross cutting issues into the operations of the Agency was notably strengthened through use of tools and strategies in 2016, including the application of the Markers for the crosscutting issues rolled out in 2015. The four cross cutting markers were introduced in UN-Habitat and all projects presented to the Programme Advisory Group are required to apply all four markers and are approved only when they achieve at least 1 rating (e.g. 0-gender blind, 1-gender aware, 2a. gender responsive, 2b. gender transformative). The improvement noted on coordination and mainstreaming of cross cutting issues across UN-Habitat’s programmes and projects, is mainly as a result of the application of the markers.

Mainstreaming of cross cutting issues was enhanced through; the development and application of the Gender Catalogues; assessment of progress toward gender parity levels within the Agency, capacity building in mainstreaming Gender, Human Rights, and Youth, and the launch of gender documentary/ movie screenings for building staff awareness of gender equality issues..

The Gender Equality Marker has led to improvements in gender responsiveness in project design and formulation. By the end of 2016, 75 per cent of the PAG approved projects passed the gender marker criteria, which reflects a significant improvement from



50 per cent recorded by the end of 2015. Additionally, UN-Habitat developed a Gender Catalogue for tracking gender expenses on projects which met the Gender Marker requirements. As of end of 2016, 30 per cent of project documents that come to the PAG, for the first time, are receiving a rating of 1 (based on a four-point scale - 0, 1, 2a and 2b) compared to 1 per cent of the projects in the last biennium.

UN-Habitat has strengthened its internal processes for embedding climate change as a cross cutting issue into programme and project design by systematically reviewing project documents submitted to the Project Advisory Group from a climate change perspective. Substantive inputs are provided at the design stage to strengthen the projects according to the scoring hierarchy of the Climate Change Marker. Although climate change is now applied to all approved projects, some projects that are still under implementation were approved before climate change marker was introduced, thus the overall rate of mainstreaming climate change was at 70 per cent by the end of 2016. Gender mainstreaming was found to be more effective than other cross cutting issues, although there is weak documentation of gender results (MOPAN Assessment Report, 2017).

With regard to gender sensitivity and women empowerment policies, strategies and programmes, the Agency has successfully reached broad internal gender parity levels. While some country offices are currently demonstrating gender parity at all levels (e.g. the Afghanistan Country Office), gender parity is still not met at senior management levels, starting at P5 levels upwards where it stands at 17.6 per cent and 23 per cent for those in D1 upwards.

Gender responsive enhanced skills were introduced in **Mozambique** for Lusophone

African countries and, in Amman for Arab speaking states.

### **EA 1.3: Improved reflection of urban development issues in the United Nations Development Assistance Framework at country level and in regional reports**

The number of United Nations Development Assistance Frameworks incorporating urban development increased from 19 in 2015 to 20 by the end of 2016. This is partly attributed to the preparatory process leading to the Habitat III Conference that has created change based on the acknowledgement by all that “sustainable development” can only be possible within the context of “sustainable urbanization” that is guided by good urban legislation, design and economic and financial planning. Further, there has been a notable progress over the past few years with UN-Habitat delivering technical and advisory services to over 70 countries of which the majority are LDCs and MICs.

The momentum created by the adoption of NUA as a global framework for local action in support of urban development and sustainable urbanization provides a guarantee and a call for trust that more countries will join the “urban coalition” by integrating their new urban development policies inspired by the SDGs and NUA into UNDAFs. To support this process beyond the advisory services provided to countries such as **Brazil, Colombia, Madagascar, Mexico and Morocco, Afghanistan, Burundi, Chad, East-Timor, Haiti, Kosovo, Madagascar and Serbia**, UN-Habitat has developed together with its regional offices a series of “regional strategic plans” and “habitat country programme documents” serving as business plans and planning tools to increasing the synergy in the delivery at country level within

UNDAFs. Drawing from the Strategic Plan, and the work programme, the HCPDs jointly prepared by UN-Habitat and the related countries is a mechanism through which UN-Habitat responds to country priorities and demands. As much as possible, the HCPDs are aligned to the UNDAF, although this still needs to be further improved.

### Challenges and lesson learned

- The non-resident situation for UN-Habitat at country level presents a major challenge of having limited visibility in the country. However, following the adoption of the NUA, UN-Habitat is committed to develop a new framework for a joint implementation with interested partners driven by integration of issues and building coalitions of partners for a greater success.



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