

UNHABITAT

The United Nations Human Settlements Programme

ing the activities of development stakeholders in local and national structures. Institutional development is achieved through the dissemination of planning expertise, new standards, norms and instruments such as taxation and income generation, all of which reduce aid dependency. Governance-related efforts seek to benefit poor, vulnerable groups. The focus has altered from training individuals to changing the institution's transaction systems.

- UN-HABITAT's internal audit function is carried out by the Office of Internal Oversight Services (OIOS) in accordance with the UN guidelines. OIOS reports to the UN Secretary-General who appoints its head.
- In line with UN guidelines, external audits are conducted

by the Board of Auditors (BOA). The UK National Audit Office is currently acting as external auditor. Audit declarations and reports are submitted to UN-HABITAT's Governing Council and sent to the UN General Assembly. OIOS has a semi-annual system for tracking the follow-up of auditors' comments and recommendations. The BOA has an annual system. The follow-up rate is 90 per cent.

- The agency has developed considerably since it was first established as a "programme" in 2002. Its budget has tripled. Its operational activities have particularly increased in connection with reconstruction efforts in the wake of a war or natural disaster. Increasing core support to allow greater scope for normative activity constitutes a challenge.

3. Norway's policy towards UN-HABITAT

UN-HABITAT's goals coincide closely with those of the "Soria Moria declaration", the Norwegian Government's political platform. The agency is important because it is the only representative, intergovernmental organisation that works with human settlement and development issues. The fact that half of humanity lives in towns and cities today underscores the importance of its role. In 2050, this will apply to 70 per cent of the world's population. Because 80 per cent of global energy consumption and 71 per cent of CO₂ emissions take place in urban areas (IEA), and cities in developing countries are particularly vulnerable to climate deterioration, Norway has provided funding for a "Cities and Climate Initiative".

Decentralisation and local democracy are essential for sustainable development. Norway's engagement has resulted in the adoption of "Guidelines on Decentralisation and Strengthening of Local Authorities" by the Governing Council in 2009. Implementation of these guidelines has begun in Latin America and other areas.

The social and economic development effects of housing and infrastructure are substantial. Norway, Sweden and the UK have jointly financed a pilot project in four countries to test loan facilities for the poorest population groups based on the mobilisation of local capital. Upscaling successful schemes in

partnership with international financial institutions will be a challenge.

Women slum dwellers are the poorest of the poor. Yet these women often have greater independence and opportunity for social organisation. In order to take advantage of this strength, Norway supports UN-HABITAT's efforts to promote gender equality.

Norway has emphasised the potential of urban youth as an agent of change and helped to make UN-HABITAT a leading actor in this field within the UN. Norway considers it important to coordinate the UN's youth work to a greater degree.

Norway has led and contributed financially to the process of revitalising UN-HABITAT since 1999. The agency was upgraded to full status as a UN programme at the 56th General Assembly in 2001. Support for the MTSIP is continuing to drive this institutional effort. Norway has contributed to making the World Urban Forum a biennial meeting place for thousands of participants representing government authorities, civil society and research communities.

Norway plays a key role in strengthening UN-HABITAT's donor coordination. A system of joint annual meetings (Sweden, Norway and Spain) was introduced in 2010.

1. Facts and figures

Type of organisation: Programme financed through voluntary contributions

Established in: 1976 (as the United Nations Human Settlements Centre)

Headquarters: Nairobi

Number of country/regional offices: 3 regional offices, 8 information and liaison offices, 43 country and project offices

Head of organisation: UN Under-Secretary-General and Executive Director Joan Clos (Spain)

Date of Governing Council meeting 2011: 11-15 April

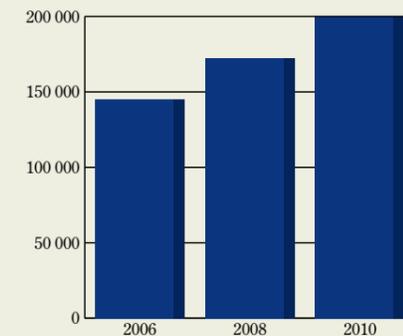
Norway's representation in Council: 2003 - 2013

Number of Norwegian staff: 3

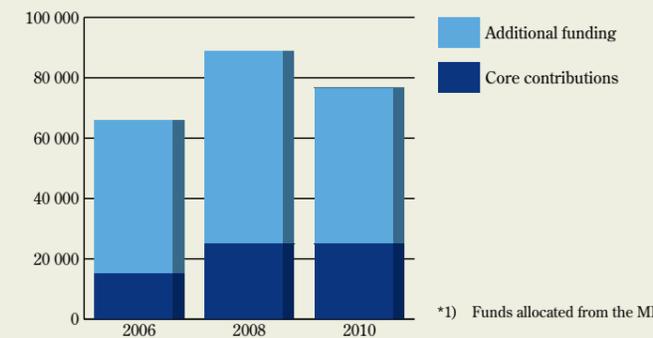
Responsible ministry: Responsibility shared by the Norwegian Ministry of Foreign Affairs (MFA) and the Norwegian Ministry of Local Government and Regional Development

Website: www.unhabitat.org

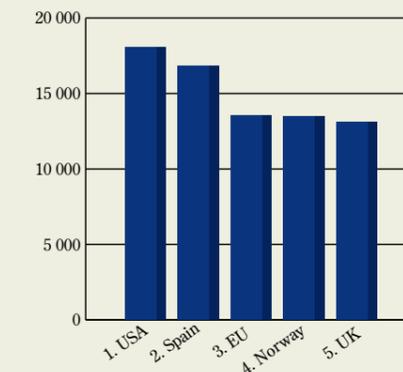
Total revenues (in US\$ 1000)



Norway's contributions^{*1)} (in NOK 1000)



The five largest donors, including Norway (in US\$ 1000)



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<http://www.regjeringen.no/en/dep/ud/selected-topics/un>.

Mandate and areas of activity

UN-HABITAT's development goal is to promote "sustainable human settlements development in an urbanising world". Promoting decentralisation and local governance are important targets, along with "adequate shelter for all". Other important objectives are Millennium Development Goal 7, Target 11: to improve the lives of at least 100 million slum dwellers and Target 10: to halve the proportion of the population without sustainable access to safe drinking water and basic sanitation.

UN-HABITAT combines normative and operational functions (from practice to norm to practice).

The programmes Medium-Term Strategic and Institutional Plan (MTSIP) (2008-2013) organises its activities into six focus areas:

- Effective advocacy, monitoring and partnership for sustainable urbanization
- Improved urban planning, management and governance
- Promotion of pro-poor land and housing
- Environmentally sound and basic infrastructure and services
- Strengthening human settlements finance systems
- Excellence in management

Results achieved in 2010

UN-HABITAT has been an essential, yet insufficient, factor in lifting 22 million people in developing countries out of slums every year from 2000 to 2010. At the same time, the absolute number of slum dwellers has increased from 776.7 million to 826 million. The Habitat Agenda, adopted in Istanbul in 1996, has been particularly effective in drawing considerable international attention to this issue.

The following selection of focus area results were reported in 2011:

- **Focus area I:** Media coverage of Flagship Reports and World Habitat Day increased from 7,910 articles (in English) in 2009 to 14,022 in November 2010. Target: 16,000 in 2011.
- The number of downloads from UN-HABITAT's website totalled 843,000 in 2010, compared to 362,126 in 2009. Target: 400,000 in 2011.
- A total of 79 countries celebrated World Habitat Day in 2010, compared to 46 in 2009. Target: 48 in 2011.
- To promote the monitoring of sustainable development, UN-HABITAT supported 155 national and local urban observatories in 2010, up from 145 in 2009. Target: 160 in 2011.
- UN-HABITAT was responsible for the UN pavilion, visited by 3 million people, at the Shanghai World Expo 2010.
- Through its new Youth Fund, UN-HABITAT provided financial support for 113 youth-led projects in more than 30 developing countries in 2009 and 2010, based on 6,000

applications. The number of projects increased by 40 per cent from 2009 to 2010.

- A Gender Equality Action Plan was prepared in 2010. The plan is currently being implemented.
- **Focus area II:** From an initial four cities in 2008, 22 cities vulnerable to climate change in developing countries developed their own "Agenda for Action on Climate Change" in 2010. It is too early to report on results.
- **Focus area III:** In 2010, 32 countries developed, carried out or completed land and housing reforms with the support of UN-HABITAT. Target: 30 countries in 2011.
- Projects to secure adequate shelter for all, and reduce the razing of slums, / to improve security of tenure and reduce forced evictions increased from 19 countries in 2009 to 24 in 2010. Target: 21 countries in 2011.
- The number of countries that are upgrading slums rose from 20 in 2009 to 33 in 2010. Target: 26 countries in 2011. In Kandahar and Lashkar Gar, Afghanistan, 24,500 property deeds were issued in 2010. 100,000 inhabitants now benefit from more secure living conditions.
- UN-HABITAT has funded research in Ethiopia, as a result of which the Ethiopian Government and the World Bank scaled up its land certification programme from 24 million to 40 million land certificates.
- **Focus area IV:** In 2010, 1.25 million people acquired better water and sanitation thanks to UN-HABITAT, an increase of 0.25 million people since 2009. The target for 2011 is 1.3 million. In India, 12,700 people have received a better supply of water, 25,900 have better sanitation, and 39,000 inhabitants have safer living conditions due to improved refuse collection. Water supplies, sanitation and hygiene have been improved for 30 schools in the slums of Dhaka and Comilla, Bangladesh.
- **Focus area V:** With initial seed funding of USD 2.75 million, UN-HABITAT has raised USD 550 million for housing and infrastructure projects for low-income groups. Pilot projects secured housing for 250 households in Uganda, 900 in Nepal, 2,000 in Nicaragua, 2,800 in Tanzania and 30,000 in the Palestinian Territory.
- **Focus area VI:** Evaluations show that the MTSIP has created a stronger common vision, enthusiasm and commitment among employees. Normative and operational linkages at the global, regional and country level have been enhanced. The implementation of administrative and institutional reforms has improved the agency's effectiveness and achievement of goals.
- In 2010, human settlement issues were integrated into 43 UN Development Assistance Frameworks (UNDAFs) and 38 national development plans, up from 23 and 20, respectively, in 2009. Target: 30 countries in 2011.
- Urban risk and vulnerability-reduction measures were integrated into strategies and legislation in 11 countries in 2010, compared to 9 in 2009. The target for 2011 is 10 countries. The number of cities implementing such measures rose from 112 in 2009 to 132 in 2010. The target for 2011 is 139.

UN-HABITAT has leveraged USD 110 million in grants from the African Development Bank for the second phase of the Lake Victoria Region Water and Sanitation Programme (15 towns in Kenya, Tanzania and Uganda). The programme benefited 208,000 people in 2010, providing them with safe drinking water. This is an increase of 79,000 from 2008. The number of persons who have been given access to basic sanitation increased from 13,500 in 2008 to 70,000 in 2010. USD 500,000 was raised locally through micro-credit savings programmes.

2. Assessments: Results, effectiveness and monitoring

The results presented are in line with MTSIP goals and targets. They reflect satisfactory cost effectiveness and relevance, as well as good cohesion between norms and operations, with a results-based management approach. The MTSIP 2008-2013 were adopted by the Governing Council in 2007. A progress plan in the form of a results framework was presented in April 2009, which contained general goals, targets, strategic performance measurements for six focus areas and 18 "SMART" (specific, measurable, achievable, realistic, timely) indicators. Results are reported bi-annually.

A task force has been established to internalise results-based management. In 2010, 200 staff members received training, up from 125 in 2009. The budget for 2012-2013 is drawn up on the basis of the results achieved. This approach is reflected in the country-specific plans. All measures are quality-assured by the Project Review Committee.

The possibility of measuring the achievement of results varies, due to the fact that UN-HABITAT generally takes a normative approach and that many stakeholders and factors contribute to results. On account of limited resources, projects are often small. In the case of major programmes like the Lake Victoria Water and Sanitation Programme, baseline studies have been carried out for use in measuring impact.

To promote the aggregation of data from country to global level, UN-HABITAT seeks to strengthen the capacity of national and local institutions. A growing number of "urban observatories" provide data for global flagship reports, which describe development trends and impacts at individual and community level.

Budget work is carried out in accordance with results-based principles. A web-based budgeting tool that "links" financial resources to expected results is used. Results reporting and evaluation findings are increasingly used to change priorities and work methods. Management, advisors and employees are assessed regularly on the basis of the results achieved.

The Head of the Monitoring and Evaluation Unit reports to the Governing Council/Committee of Permanent Representatives through the Executive Director. The two-year work programme and budget comprise funding for the unit's operation and implementation of a plan that is adopted by the Governing Council. External evaluations are carried out by independent consultants. Quality criteria have been established

for assessing such studies. The evaluations require comments and follow-up by the administration. Norway gives priority to evaluation: six studies were carried out in 2010.

Approaches that promote urban sustainable development include:

- The human rights approach is deeply rooted in UN-HABITAT: the right to land, housing and other property. An important instrument is the UN Housing Rights Programme, which was launched in 2002 on the basis of the Habitat Agenda in partnership with the UN High Commissioner for Human Rights. Efforts to prevent the forced eviction of vulnerable groups are the remit of the Advisory Group on Forced Evictions, in which several civil society organisations are members.
- Norway plays a pivotal role in promoting the gender equality perspective in UN-HABITAT. Support has been provided for a Gender Mainstreaming Unit since 2006 with a view to advancing gender equality in the focus areas. In 2011, the Governing Council adopted a resolution calling for UN agencies working in the field of human settlements to coordinate their activities with those of UN-Women.
- Young people are a social, cultural and political agent of change. This perspective is promoted as a cross-cutting approach. In partnership with the Oslo Youth Information Centre (Unginfo), the Norwegian Children and Youth Council (LNU) and the Norwegian Centre for Child Research (NOSEB), UN-HABITAT has developed models for youth information activities, a youth fund and research projects.
- In a 2008 Swedish review, UN-HABITAT's external effectiveness was assessed as satisfactory, unlike its internal effectiveness. This is primarily due to UNEP's and UN-HABITAT's joint administrative hub, the UN Office at Nairobi (UNON). A British evaluation of multilateral organisations is more critical, and finds no "traces" of the Programme's activities.
- At country level, UN-HABITAT's 30 programme documents are developed in collaboration with the public authorities, civil society and the private sector. National ownership is a prerequisite for participation in the UN Development Assistance Framework (UNDAF). UNDP Habitat Programme Managers build lines of communication to authorities in 40 countries.
- UN-HABITAT emphasises the importance of coordinat-