



# GPP

UN-Habitat Policy and Plan for  
Gender Equality and the Empowerment  
of Women in Urban Development and  
Human Settlements

2014-2019

**UN HABITAT**  
FOR A BETTER URBAN FUTURE

## **UN-Habitat Policy and Plan for Gender Equality and the Empowerment of Women 2014-2019**

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# Acronyms

AGGI	The UN-Habitat Executive Director's Advisory Group on Gender Issues
AOC	Advocacy, Outreach and Communication Branch
CEB	Chief Executives Board for Coordination
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
DED	Deputy Executive Director
ECOSOC	Economic and Social Council
ED	Executive Director
ePerformance	Electronic Performance Appraisal System
GEAP	Gender Equality Action Plan
GEU	Gender Equality Unit
GFP	Gender Focal Point
GTF	Gender Task Force
GTT	Gender Task Team (of the UNCT)
IANWGE	Inter-Agency Network on Women and Gender Equality
ILO	International Labour Organization
MTSIP	Medium-Term Strategic and Institutional Plan
OECD	Organization for Economic Co-operation and Development
OER	Office for External Relations
PAAS	Project Accrual and Accountability System
PFA	Platform for Action
ROAF	Regional Office for Africa
ROAP	Regional Office Asia and Pacific
ROAS	Regional Office for Arab States
ROLAC	Regional Office for Latin America and the Caribbean
RBM	Results-based Management
SDG	Sustainable Development Goal
SP	Strategic Plan
SWAP	System-Wide Action Plan for Gender Equality and the Empowerment of Women
UN-Habitat	United Nations Human Settlements Programme
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
UNDESA	United Nations Department for Economic and Social Affairs
UN-OIOS	United Nations Office for Internal Oversight Services
UNON	United Nations Office at Nairobi
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women



# Preamble

This Policy and Plan for Gender Equality and the Empowerment of Women for 2014-19 (GPP) sets out UN-Habitat's commitment and strategy to ensure that all its activities reflect and advance the global consensus on non-discrimination and equality between men and women.

It provides the means by which UN-Habitat will collaborate with national and city authorities, and civil society, so that the **knowledge, skill and experience of both men and women are included in all aspects of urban development**, both as a matter of equality and equity, and so that no resources are overlooked in the quest for inclusive and sustainable urban governance, planning, economic management and basic service delivery.

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The Policy and Plan builds upon the experiences of the former Gender Policy (2002), and the Gender Equality Action Plan (2008), as reported by the *Evaluation of Gender Mainstreaming in UN-Habitat (2011)*, the *Gender Audit Report of UN-Habitat (2012)* and the *Implementation Review of the UN-Habitat Gender Equality Action Plan (2012)*. The recommendations of these assessments are reflected in the Policy and Plan.

The Policy and Plan makes categorical commitments to defined standards of gender mainstreaming performance, in accordance with agreements reached by the Chief Executives Board for Coordination (CEB) in 2005 and fully described in the *System-Wide Action Plan for Gender Equality and the Empowerment of Women (SWAP)*, which came into force in 2013. The Policy and Plan provides a road map by which the Executive Director can achieve his obligation to meet these standards by 2017, as required, and continue progress to the end of the programme cycle and beyond, as an intrinsic component of UN-Habitat's work for more equitable and inclusive urban development.

The Policy and Plan is a sister document to the *Strategic Plan of UN-Habitat for 2014-2019*, and will be implemented jointly with it. The two documents will be jointly monitored and reported upon by the Strategic Plan Steering Committee, under the leadership and guidance of the Deputy Executive Director.






# Policy Statement

1. We, the Governing Council, Directors and Staff of the United Nations Human Settlements Programme (UN-Habitat), commit ourselves to the goals of gender equality and women's empowerment in urban and human settlement development, and to accelerating our progress towards these goals, through careful monitoring, as described in this Policy and Plan.
2. We state our intention and reaffirm our commitment to play a strong normative, operational and leadership role in global and national policy dialogue on urban development by demonstrating our determination to contribute to both men's and women's specific rights and freedoms in all our interventions, and to support our national and local partners and other stakeholders to incorporate these perspectives in their governance, planning, budgetary, economic and service-provision frameworks and actions.
3. We state our intention and commitment to implement our *Strategic Plan of UN-Habitat for 2014-2019* in a manner that fully advances these goals, in accordance with the principles and approaches set out in more detail in this document, which is an adjunct of the Strategic Plan, and will be implemented and monitored jointly with it.
4. We state these intentions and commitments in the understanding that the full and complete realization of the human rights and fundamental freedoms of all people, towards which we strive through the UN-Habitat Agenda and Strategic Plan, and by other means, includes the specific rights of women and girls as an inalienable, integral and indivisible part of these human rights and fundamental freedoms, including the right to freedom from discrimination in all its forms, as described in the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). This understanding is a pillar of our work toward more just, inclusive, equal and prosperous urban development and human settlements.
5. We also do this in the understanding that the knowledge, experience, insight and skill of women have particular salience in the context of urban policy and development, and constitute a rich pool of resources and talent often overlooked by the development community, at the cost of overall sustainability and impact.
6. We further understand that, for a range of cultural, social, economic and historical reasons, special measures may be needed in some situations to tap fully into the knowledge, experience, insight and skill of women as well as men, and we state our commitment and intention to take these special measures wherever needed, because the rewards in greatly improved and more sustainable urban development for all will be immense.

# Strategic Plan



## Section 1

# Context

## Vision

UN-Habitat promotes the stronger commitment of national and local governments as well as other relevant stakeholders to work towards the realization of a world in which men and women are recognized as equal partners in development and enjoy equal human rights and fundamental freedoms, including freedom from discrimination in urban policy and practice, so that economically productive, socially inclusive and environmentally sustainable cities and other human settlements can be achieved more rapidly, completely and sustainably.

## Mission

UN-Habitat, in collaboration with relevant stakeholders and other United Nations entities, pro-actively supports governments and local authorities, in line with the principle of subsidiarity, to respond positively to the opportunities and challenges of urbanization by providing normative or policy advice and technical assistance on transforming cities and other human settlements into inclusive centres of vibrant economic growth, social progress, environmental safety and human security, in the full understanding that this can only be achieved where there is full gender equality and women and youth are empowered.

## Goal

Well-planned, well-governed and efficient cities and other human settlements with adequate infrastructure and universal access to employment, land, public space and basic



services, including housing, water, sanitation, energy and transport, on the basis of equality and non-discrimination among and between all social groups.

## Strategic Result

Environmentally, economically and socially sustainable, gender-responsive, youth aware, rights-based and inclusive urban development policies implemented by national, regional and local authorities have improved the standard of living of the urban poor, male and female, young and old, and enhanced their full and equal participation in the socio-economic life of the city.

UN-Habitat Pakistan team with gender audit consultant in Islamabad urban poor communities. © UN-Habitat



## Gender Mainstreaming Goals

In order to achieve this result, UN-Habitat will produce the following outputs, as described in greater detail in the UN-Habitat Strategic Plan, and Sections II and III of this Policy and Plan:

1. Programme: Technical and normative assistance provided to national, regional and local authorities and other stakeholders, so that their policies, plans and programmes achieve clearly articulated, time-bound and measurable gender equality and women's empowerment results in the areas of UN-Habitat's strategic priorities, identified on the basis of gender analysis, assessed against clearly defined baseline data disaggregated by sex and age<sup>1</sup>.
2. Progress towards internal gender parity at all levels, and particularly at the P5 levels and above clearly demonstrated, according to the defined United Nations formula, as an objective indicator of organizational commitment to gender equality and women's rights, and of an organizational culture with the capacity to advance them<sup>2</sup>.
3. Internal institutional arrangements that are fully conducive to the above two outputs increasingly in place, in progressive compliance with the performance standards set out in the System-Wide Action Plan for Gender Equality and The Empowerment of Women (SWAP).

## Mandate Charter of the United Nations

This policy statement is ultimately founded on the United Nations Charter, which stated in its very first paragraph, inter alia: We the peoples of the United Nations determined .... To reaffirm faith in fundamental human rights, the dignity and worth of the human person, in the equal rights of men and women and of nations large and small.

<sup>1</sup> Where disaggregation by sex is not possible, the reason for this will be stated.

<sup>2</sup> 2011 figures provided by UNON indicate significant imbalance at the P2 (double the number of women to men), P5 (22% women) and D1 levels (no women at all), with parity at the D2 level and in the Office of the Executive Director. There is approximate parity at the P3 and P4 levels (48% and 41% respectively). This indicates both that there was a glass ceiling at the P5 level and a clear clustering of women at more junior levels. It also that there is a strong pipeline of experienced women available for promotion. In terms of decision-making positions, regardless of level, one of four Regional Directors is female, and no Branch Coordinators.

## CEDAW (1979)

Drawing on the Universal Declaration of Human Rights, the principle of equal rights and non-discrimination between men and women was fully elaborated and established under the Convention on the Elimination of all forms of Discrimination against Women (CEDAW, 1979), which provided:

**Preamble.** Convinced that the full and complete development of a country, the welfare of the world and the cause of peace require the maximum participation of women on equal terms with men in all fields.

**Article 1** For the purposes of the present Convention, the term "discrimination against women" shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

**Article 3** States Parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men.

Many CEDAW provisions are particularly salient to UN-Habitat priorities, including in the areas of: political and public life, representation, nationality; education; employment; health; and economic and social benefits. CEDAW provisions therefore are among the principal global commitments with which local governance needs to be aligned. Moreover, unlike other conventions, which address government responsibilities only, under the CEDAW provisions national authorities are required to hold private parties accountable for non-discrimination.

## Beijing Platform for Action (1995)

Member States agreed unanimously at the Fourth World Conference on Women, held at Beijing in 1995, that it was essential to design, implement and monitor, with the full participation of women, effective, efficient and mutually reinforcing gender-responsive policies and programmes, including development policies and programmes at all levels, to foster



the empowerment and advancement of women<sup>3</sup>. In order to ensure effective implementation of the strategic objectives of the Beijing Platform for Action, the United Nations system agreed to promote an active and visible policy of mainstreaming a gender perspective into all its policies and programmes, and support partners in the same endeavour, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively<sup>4</sup> (emphasis added).

## Habitat II

The goals of the Habitat Agenda<sup>5</sup>, are, firstly, adequate shelter for all, and, secondly, sustainable human settlements development in an urbanizing world. The Conference recognized that particular attention to historic disadvantages of women would be a pre-condition for the achievement of these goals.

Women have an important role to play in the attainment of sustainable human settlements. Nevertheless, as a result of a number of factors, including the persistent and increasing burden of poverty on women and discrimination against women, women face particular constraints in obtaining adequate shelter and in fully participating in decision-making related to sustainable human settlements. The empowerment of women and their full and equal participation in political, social and economic life, the improvement of health and the eradication of poverty are essential to achieving sustainable human settlements<sup>6</sup>.

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3 United Nations. *Beijing Declaration and Platform for Action*, 1995,

4 This paragraph was repeated for each thematic area, or Critical Area of Concern, except “women and poverty” (which appears to be an anomaly) in paragraphs: 79 (education and training of women); 105 (women and health); 123 (violence against women); 141 (women and armed conflict); 189 (women in power and decision-making); 202 (institutional mechanisms for the advancement of women); 229 (human rights of women); 238 (women and the media); 252 (women and the environment); 273 (the girl-child). The paragraph is provided as the closing statement of the diagnosis of the corresponding critical area of concern, modeling the methodological imperative that activity for gender equality and women’s empowerment follows, and must be based upon, solid analysis. The women and poverty critical area of concern does not refer specifically to gender mainstreaming, but instead describes the actions that must be taken to integrate the analysis into policy, and can be taken as an early definition of the gender mainstreaming process (paragraph 57).

5 Adopted by the United Nations Conference on Human Settlements (HABITAT II) in Istanbul (1996)

6 Habitat Agenda, 1996. Preamble. Paragraph 15

## Gender Parity Mandate

In 2001 ECOSOC requested the United Nations system to: ..... ensure progress, including through managerial and departmental accountability, toward achieving the goal of a 50/50 gender balance at all levels ..... throughout the United Nations System, with due regard to the representation of women from developing countries and keeping in mind the principle of equitable geographical representation<sup>7</sup>

## MDGs and SDGs

The Millennium Development Goals (MDGs), including MDG 3 on Gender Equality and MDG 7 on Environmental Sustainability (including basic services and slum upgrading) will continue to frame UN-Habitat programming for the years 2014 and 2015, to be replaced by Sustainable Development Goals (SDGs) from the year 2016. This Policy and Plan will be updated in due course to reflect the agreed SDGs, as provided for under “Guiding Principles” in paragraph 38.

## Governing Council Resolutions

Governing Council Resolution 20/7 of April 2005, requested governments and local authorities to involve women in decision-making at all levels of government and to strengthen gender mainstreaming in local governance, including in resource allocation and delivery of basic services including water and sanitation. It also requested the Executive Director to ensure that all units of UN-Habitat undertake gender analysis and develop and use data disaggregated by sex, so that their projects fully reflect gender equality considerations, according to results-based management principles. It further requested the Executive Director to foster gender mainstreaming by preparing information materials and disseminate best practices on gender equality and women’s empowerment at local, municipal and national levels.

Governing Council Resolution 23/1, requested the Executive Director to strengthen the Gender Equality Unit and to manage a unified system of Gender Focal Points and a Gender Task Force throughout UN-Habitat. It further encouraged the Executive Director to strengthen staff gender mainstreaming capacity and competency, including in Regional Offices, and to incorporate a gender perspective into all the work of the entity.

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7 ECOSOC Resolution 2001/L.30 Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraphs 7c and 7j)





ASAAP, Indonesia. © UN-Habitat/Mathias

Governing Council Resolution 23/11 of April 2011, requested the Executive Director to ensure that the Strategic Plan 2014-2019 has the achievement of gender equality and empowerment of women as one of its objectives, with gender results defined at the higher and lower levels of the expected accomplishments and gender outputs per focus area clearly integrated into the work programme.

Governing Council Resolution 24/4 of April 2013, requested the Executive Director to mainstreaming gender equality and women's empowerment in the normative work and operational programmes, establish policies and programmes to achieve gender equality and women's empowerment, form partnerships with civil society organisations and make use the Advisory Group on Gender Issues.

### Quadrennial Comprehensive Programme Review

The Quadrennial Comprehensive Programme Review (QCPR) of December 2012 encouraged and requested robust action for gender

equality and women's empowerment, stating that: gender equality is of fundamental importance for achieving sustained and inclusive economic growth, poverty eradication and sustainable development, in accordance with the relevant resolutions of the General Assembly and United Nations conferences, and that investing in the development of women and girls has a multiplier effect, in particular on productivity, efficiency and sustained and inclusive economic growth, in all sectors of the economy, especially in key areas such as agriculture, industry and services.<sup>8</sup>

### Gender Mainstreaming

The United Nations system definition of gender mainstreaming states that it is: the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as

<sup>8</sup> A/Res/67/226. 2012. Quadrennial comprehensive policy review of operational activities for development of the United Nations system. Preamble



Youth participation, Uberlandia, Brazil. © UN-Habitat/Alessandro Scotti

men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality<sup>9</sup>.

### What is the mainstream?

The "mainstream" in a given society, community or organization is the body of attitudes, institutions, behaviours and processes that govern and provide a rationale for the distribution of resources and opportunities in that society, community or organization<sup>10</sup>. To the

extent that this body of perception and action creates, sustains and perpetuates discrimination and inequality between women and men<sup>11</sup> it constrains implementation of national commitments to gender equality, and so obstructs the achievement of the human-centred development goals defined by the United Nations. Where this is the case, United Nations Member States and United Nations System entities have committed to changing the mainstream, so that sustainable and inclusive development can be achieved.

### What is gender mainstreaming in urban and human settlements?

In this context, and taking account of the system-wide definition quoted above, the gender mainstreaming task of UN-Habitat staff and personnel is to support partners in urban development and human settlements to adjust their own mainstream(s) so that they embody

<sup>9</sup> Report of the Economic and Social Council for 1997 (A/52/3, 18 September 1997, pages 27-34.). Section 1: concepts and principles.

<sup>10</sup> Sida Department for Policy and Legal Services 1996. *Mainstreaming, A strategy for the Achievement of Equality between Women and Men. A Think Piece*. Page 6.

<sup>11</sup> Among, and interacting with, other sources of inequality such as race, ethnicity, class, etc.

increasingly egalitarian, inclusive and rights-based values, and promote choice and opportunity for all, including women and girls. UN-Habitat personnel and partners seek to achieve this through the identification, formulation, implementation, monitoring and evaluation of results-based projects and programmes, and in the normative policy dialogue that accompanies these activities.

Such an approach can advance the concerns and interests of all disadvantaged and excluded groups, including in combination with each other.

### How is it done?

A gender mainstreaming approach (like all mainstreaming approaches) therefore emphasizes reshaping the attitudes, institutions, behaviours and processes that make up the mainstream<sup>12</sup>. This is done through analysis, advocacy, networking, results-based project management and high quality information management and communication. It requires that gender equality considerations be integrated into projects in all themes and sectors, and where appropriate targeted to women or men specifically, provided that the intention is also to change mainstream thinking and action so that gender equality is achieved.

The Beijing Platform for Action states that the purpose of gender mainstreaming is to ensure that before decisions are taken an analysis is made of the effects on women and men, respectively. Mainstream resources, opportunities and influence are distributed on the basis of decisions taken by powerful people, so a central strategy of gender mainstreaming is to identify the key decision-making processes relating to a given policy or project, and within them the key decision-makers, and work with them and their networks to ensure understanding and corresponding action. The purpose is to change the distribution of resources of all kinds so that women are empowered and gender equality is achieved.

### The impact of gender mainstreaming

Although so far limited in its implementation at UN-Habitat, a gender mainstreaming approach is potentially transformational. As all human rights are indivisible, and all forms of discrimination and exclusion are

inter-related, paying attention to gender mainstreaming can be a highly effective means to open up broad avenues to mutually reinforcing change processes in multiple areas, and to accelerate and intensify the pace and quality of urban development. It presents major opportunities for cross-programme synergy and dynamism.

This multiplier effect is reinforced by the fact that women themselves are more than half of urban populations, especially deprived populations, and play central roles in community cohesion, resilience and economic life. Thus, strengthening women's role in urban settings also has a powerful multiplier effect on urban development.

A coherent, organization-wide gender mainstreaming strategy has the potential, therefore, to leverage significantly expanded results in multiple programme areas, often with relatively minor additional investment. On the other hand, care must be taken to avoid the risk that gender-responsive institutional arrangements and project formulation will be seen as ends in themselves, rather than as means to greater gender equality in partner towns and cities.

### Organizational investment in gender mainstreaming

The most important (and virtually zero cost) investment needed for effective gender mainstreaming is pro-active senior management engagement in advocacy, goal-setting, budget allocation and monitoring. The foundational task for senior managers, however, is to 'set the tone' of the organization (or unit within it), by creating the space for gender-related issues, and their project implications, to arise in policy dialogue, planning and implementation, by self-evidently adding their authority to gender-related dialogue and decision-making in the organization, by being physically and intellectually present and engaged, and by actively following up, as necessary.

The development of staff capacity to communicate with partners on how to shape the mainstream is also a critical, and relatively minor, investment. These capacities include not only gender analysis (the needed body of technical knowledge) but also the strategic, advocacy, networking and knowledge management skills with which to incorporate this technical knowledge into the decision-making processes that shape and express the mainstream, and hence the allocation of resources. The assumption is often made that these

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12 United Nations Office of the Special Advisor on Gender Issues (OSAGI, now UN Women) 2002. *Gender Mainstreaming: An Overview*. Page 1.



skills are innate, but experience indicates that this is not so, and most personnel benefit from specific development of their competency in mainstreaming skills (which of course also positively influence all aspects of organizational functioning).

A larger, but also very important, investment is required in strategically located and highly developed expertise in gender analysis and gender mainstreaming, to support the organization as a whole in this endeavour. Global good practice is the establishment of a high-level, authoritative Gender Unit and a vigorous and empowered network of Gender Focal Points and others interested in and committed to the issues, which acts as a community of practice and advisory resource to the organization. Such a network of “change agents” or “internal activists” can have a visibly energizing effect upon an entire organization.

It is critically important to invest time and resources in the relevant coordinating bodies at Headquarters, Regional and Country Office levels, and to develop staff capacity to participate effectively in these bodies. This is discussed in greater detail under the Capacity Development and the Coherence sub-sections of Section III.

See also paragraph 40 for further information on the gender mainstreaming responsibilities of various categories of personnel.

### Further benefits of gender mainstreaming

A gender mainstreaming approach also seeks to:

- Ensure that initiatives not only respond to differences between men and women but are pro-active in reducing inequalities between them;
- Integrate views from all cross-cutting perspectives that affect sustainable development, such as age, race, class, religion etc;
- Pay attention to women's organizations that are also working for gender equality, and develop women-specific projects where these are intended to reduce inequalities;
- Build upon the momentum and develop constituencies for progressive change in partner countries, as enablers of greater gender equality in all areas, and through that more sustainable development;
- Pay attention to men and their role in creating a more equal society, especially as the majority decision-makers in most situations, and as allies and advocates in the pursuit of equality and inclusiveness, including an end to gender-based violence.



CAP Workshop in Afghanistan. © UN-Habitat/Wataru Kawasaki

### Guiding Principles

The following principles guide the implementation of this policy.

- The Gender Policy and Plan will be implemented and monitored by the Strategic Plan Monitoring Committee, chaired by the DED, in parallel with the Strategic Programme, of which it is an adjunct.
- The UN-Habitat Gender Policy is aligned with the System-Wide Action Plan for Gender Equality and the Empowerment of Women (SWAP), which operationalizes the United Nations System Wide Policy on Gender Equality and the Empowerment of Women<sup>13</sup>, as part of the

<sup>13</sup> *The United Nations System Wide Policy on Gender Equality and the Empowerment of Women: focusing on results and impact, (2005), issued by the Chief Executives Board for Coordination (CEB), of which the Executive Director of UN-Habitat is a member.*

on-going drive for greater inter-agency coordination and coherence.

- The Executive Director is required to meet prescribed standards of gender mainstreaming performance by 2017, as described in the SWAP. This Policy and Plan provides the road map for the compliance with this obligation.
- The provisions of this policy and plan apply equally to Headquarters, Regional and Country Offices, all of which are required to contribute to the successful organization-wide operation of the institutional arrangements described in Section III and relevant programming.
- This policy and plan will be aligned with similar documents on other crosscutting issues. In undertaking any joint or combined activities on these issues, care will be taken to model good mainstreaming practice, so that gains made in any one area are not eroded, and synergies are maximized, so that no issue is subsumed within the others.
- The principles of equality and equity in the design and implementation of urban and human settlements development policies and programmes will be upheld by all stakeholders.

Subject to the guidance of the Governing Council, this policy will be updated as necessary during the programme cycle, including in response to: further elaboration of the outcomes of the Rio de Janeiro+20 conference (2012); clarification on the post-MDG agenda (2015); Beijing+20 (2015) and Habitat III (2016).

## Responsibilities of all Categories of Personnel

Various categories of personnel have complementary responsibilities under this Policy and Plan, each contributing collectively to the achievement of UN-Habitat's gender mainstreaming goals, including compliance with the SWAP.

- Recent assessments of UN-Habitat indicate clearly that where managers and supervisors are actively engaged in gender mainstreaming, progress is clear. The correlation between result and management engagement is robust and evident.<sup>14</sup> Management

championing and active monitoring of gender mainstreaming is a zero cost investment, and the only one in which improvement in results is virtually guaranteed.

- The ED, DED and senior managers have the responsibility to champion, internally and externally, gender equality and women's inclusion and empowerment as key factors in the development of vibrant and dynamic cities, and raise UN-Habitat's profile as an organization committed to improving its gender mainstreaming results. They have the responsibility to insist upon and ensure higher gender mainstreaming performance throughout the entity. The successful implementation of this Policy and Plan rests above all on the extent to which senior management is active in this way.<sup>15</sup>
- Senior Managers and supervisors, including those at the regional and country offices, have the responsibility to translate those aspects of the Gender Policy and Plan relevant to their own regional or thematic goals into planned activities and results for their office, branch or unit, and to guide their staff in achieving these results, which are recorded and tracked through the ePerformance mechanism. They may call upon their Gender Focal Points (GFPs) and/or the Gender Equality Unit (GEU) to assist in this task (see paragraphs 86-89).
- Senior managers also have specific responsibilities in accelerating progress towards gender parity in management. These are discussed in Section III below (paragraph 90).
- All personnel have the responsibility, in consultation with their supervisors, and where appropriate the GEU, to select those strategic priorities in the Gender Policy and Plan that have salience for their own work, and to identify a personal goal or goals that will contribute to the attainment of these priorities, to be recorded and tracked through ePerformance. The GFP(s) in their unit and/or the GEU are also provided to assist in this task where needed.

<sup>14</sup> Evaluation of Gender Mainstreaming in UN-Habitat 2011; Gender Audit Report of UN-Habitat 2012; Implementation Review of the UN-Habitat Gender Equality Action Plan 2012

<sup>15</sup> The central role and responsibility of senior management in the achievement or otherwise of gender mainstreaming goals has been a near-universal finding of almost every evaluation on this theme across the United Nations system for over a decade, including, among many others, the Evaluation of Gender Mainstreaming at UNDP (2006); the African Development Bank review of 26 evaluations *Mainstreaming Gender Equality: a road to results or a road to nowhere?* (2011); and the OIOS Thematic Evaluation of Gender Mainstreaming in the United Nations Secretariat (2010). In most such evaluations shortcomings in senior management commitment to gender mainstreaming it is the principal finding.



- The Gender Equality Unit (GEU) and Gender Focal Points (GFPs) in headquarters, regional and country offices have the responsibility to support both managers and personnel in their respective gender mainstreaming responsibilities, in particular in the design, implementation and monitoring of robust results-based projects that contribute to the advancement of equality and non-discrimination, and in the sharing of gender-related knowledge and information.<sup>16</sup>
- The Gender Focal Point function, which is also described in paragraph 89 below, is a support and advisory function. Gender Focal Points must not be assigned sole responsibility for all gender-related activity in their respective units. Where this happens, gender mainstreaming is, by definition, inhibited. The ultimate responsibility for gender mainstreaming in each unit resides with the manager of that unit, and each member of staff is responsible for contributing to organizational goals for gender equality and the empowerment of women, in ways that are appropriate to their own work.<sup>17</sup>

## Factors shaping 21st Century Cities and to which UN-Habitat should respond

This section explores the contextual factors outlined in the SP (Box 1, page 4), using a gender lens.

### Demographic Factors

The population living in urban areas is projected to gain 2.6 billion, passing from 3.6 billion in 2011 to 6.3 billion 2050. Thus, the urban areas of the world are expected to absorb all the population growth expected over the next four decades while at the same time drawing in some of the rural population.<sup>18</sup>

- In many countries, natural increase, rather than migration, accounts for 60% or more of urban population growth.<sup>19</sup>
- Current projections for urban population growth assume continued decline in fertility. If fertility were to remain constant

and the pace of urbanization remain as projected, world urban population would increase to 7.4 billion by 2050, rather than the 6.3 billion currently projected.<sup>20</sup>

- Sustainable urbanization is therefore dependent on measures to ensure steady decline in fertility, for which by far the greatest leverage is achieved by the empowerment of women. All actions that ensure health, education, basic services, employment and security of tenure for women and girls, and steady expansion of their role in urban governance of all kinds, will comprise the essential foundation and guarantor of sustainable urbanization, with multiple benefits that extend beyond fertility reduction.
- Women predominate in aging populations, which are predicted for both developed and transition countries, requiring special provisions for their protection and well-being, and also to tap their much-needed experience and support for working age, adolescent and juvenile urban populations.
- Conversely, youth are predicted to predominate in developing country urban populations. Planning and policy that pays attention to the gender issues in urban development will be essential so that the markedly distinct needs and contributions of both young men and young women are specifically analyzed and addressed.

### Environmental Factors

- Pre-existing social structures and relationships shape significant variation in the impacts of disaster, climate change, and the effects of fossil fuel and biomass use. Among these determining factors are gender inequality and gender relations.
- Evidence from several post-Tsunami studies indicates that in many areas male survivors exceeded female survivors by a factor of 3:1.<sup>21</sup> On the other hand, a higher proportion of men died after Hurricane Mitch in Central America in 2000, due to increased risk-taking behaviour.<sup>22</sup> Gender considerations are therefore essential in the design and implementation of disaster preparedness, mitigation and response strategies, to ensure their full relevance and equal outcome.

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<sup>16</sup> These responsibilities are further elaborated under “Gender Architecture” in Section III

<sup>17</sup> Ibid.

<sup>18</sup> UNDESA Population Division 2011. *World Urbanization Prospects: The 2011 Revision*. Page 1

<sup>19</sup> UNDESA Population Division 2011. *World Urbanization Prospects: The 2011 Revision*. Page 1

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<sup>20</sup> Ibid

<sup>21</sup> Oxfam International. *The tsunami’s impact on women Briefing Note*. March 2005

<sup>22</sup> University of Sussex 2011. *Gender and Climate Change*. Bridge Bulletin 22, November 2011.



- The degree to which countries have succeeded in promoting gender equality and women's empowerment plays an important role in determining their ability to adapt to climate change and respond to natural disasters.<sup>23</sup>
- Women are already playing a significant role in local and national climate change mitigation and disaster preparedness, and in addressing problems related to water, sanitation and waste management, but their contributions are not recognized and drawn on. They must be seen as agents of positive change, rather than victims of disaster.<sup>24</sup>
- Two million lives, mostly women and children, are lost annually from exposure to biomass cooking smoke, more than either malaria or tuberculosis<sup>25</sup>.
- Electrification has significant potential to contribute to greater gender equality. Domestic labour-saving devices provide opportunity for the education of women and girls in particular, while the electrification of small and medium-sized enterprises enables expanded formal and informal sector employment and control over income for women as well as men.<sup>26</sup>
- There is gender imbalance in climate and disaster-related decision-making, and especially in decision-making related to environmental finance. At the UNFCCC Conference of the Parties in 2010 (COP 16), women accounted for 30 per cent of all delegation parties and fewer than 15 per cent of all heads of delegations.<sup>27</sup>

## Economic Factors

- Women's access to paid employment is lower than men's in most of the developing world. Women are less likely than men to hold paid and regular jobs and more often work in the informal economy,

which provides little financial security.<sup>28</sup>

- Worldwide, 2% of women own land in their own right<sup>29</sup>.
- Of 193 United Nations member states, 117 (61%) have equal pay laws and 115 (60%) guarantee women's equal property rights.<sup>30</sup>
- The average pay gap between women and men varies from country to country, with a range of 10-30 percent<sup>31</sup>.
- The "mainstream" of economic thought, neo-classical economics, informs much urban planning, and broader globalization processes. In defining the economic arena, neo-classicists explicitly exclude the non-monetized activities that take up so much of women's time and limit their economic freedoms and choices.
- Moreover, a gender perspective reveals that specific unstated assumptions about woman as inferior economic actors arose in neo-classical economics and have served to rationalize women's exclusion from the mainstream of economic thought, analysis and action, and through that the mainstream of urban economic planning.<sup>32</sup>
- These assumptions are resilient, and underlie many inefficiencies, inequities and abuses of human rights in urban development, which are addressed by more human-centred and inclusive economic approaches.
- Another key approach must be to carve out dedicated resources in urban and local budgetary processes that can strengthen women's contributions. Gender Budgeting is now a well-established branch of applied economics.

## Spatial Factors

- The form and function of the built environment reflect the dominant values of society (the mainstream). Historically, urban planning has drawn largely on neo-classical economic models to develop spatially segregated towns and cities, with distinct residential and employment zones, often linked only by extensive road systems, with little public transport provision. Traffic has become a dominant feature of cities

23 UNDP n.d. *Gender and the Environment. Fast Facts leaflet.*

24 University of Sussex 2011. *Gender and Climate Change. Bridge Bulletin 22, November 2011*

25 Energia 2012. *Presentation on Gender and Sustainable Development at UNDP Expert Group Meeting, Zagreb, July/August 2012.*

26 Energia 2011. *Gender Mainstreaming in Energy Projects: a practical handbook, using data compiled from UNDP 2007, Masse and Samaranayake 2002, Khan 2001, Barnes and Sen 2004.*

27 University of Sussex 2011. *Gender and Climate Change. Bridge Bulletin 22, November 2011.*

28 United Nations: *State of the World's Women 2005*

29 Personal communication. ULLG, UN-Habitat 11 February 2013

30 Details of CEDAW signatories can be found in *Un-Women: Progress of the World's Women 2011-2012. Executive Summary p 2.*

31 UN Women. *Progress of the World's Women 2011-2012. Executive Summary p 2.*

32 Pujol, M 1995. *"Into the Margin!". And Out of the Margin: Feminist Perspectives on Economics.* London: Routledge. pp. 17-30.



- of all sizes, disadvantaging the poor and the vast majority of women, who are not car-owners.
- However, mixed use neighbourhoods with short travel distances between work, childcare, schools, shops and services, with extensive pedestrian environments and public service provision, are a closer reflections of life as it is lived by most people, ensure vibrant urban development, and are frequently called for in consultations with women in particular.
  - In most OECD countries women typically comprise the majority of public transport users, the elderly, the disabled, shoppers, users of basic services and care-providers, and are 54% of immigrant populations, and yet the average citizen is still perceived to be a “white, male, middle-class car-driver”.<sup>33</sup>
  - The majority of urban planners are men. Between 2003 and 2005 5% of registered planners were reported in Nigeria, 10.9% in Uganda, 27% in Zimbabwe, 23.6% in South Africa and 35% in Kenya.<sup>34</sup>
  - Nevertheless, planners and practitioners involved in land use planning and design are becoming increasingly sensitive to gender perspectives in response to the past tendency to exclude the experiences of women in urban space when defining, interpreting and acting upon planning issues.<sup>35</sup>
  - In a wide range of planned and un-planned urban and human settlement environments, men and women have consistently been found to have very different experiences and needs.<sup>36</sup>
  - Women’s daily travel patterns are more complex than men’s, combining work with childcare, and other home-making commitments. They require tangential rather than radial transport systems.
  - Women generally spend many more hours working in and near their homes and communities than do most men. They are frequently more active than men in community management and in informal local leadership.

33 Uteng, T and Cresswell, T. 2008. “Gendered Mobilities” quoted in *Planning the Non-Sexist City: the Eurofem Initiative and Beyond* by Clara Greed.

34 Olufemi, O. n.d. *Women Planners in Africa*

35 Commonwealth Local Government Forum. 2012. *Ten ways local government can advance gender equity* Factsheet.

36 For example, Cesari, Bastros and Filte compared the disparities between men’s and women’s occupations and income in urban sprawl and rural settlements in Brazil Determinants of Income and Gender Discrimination in Brazilian Rural Areas in 2009

- Measures to ensure that the perspectives of women as well as men shape urban space offer an important antidote to inefficient, spatially segregated and socially exclusionary urban sprawl.

## Social and Political Factors

- In the urban context worldwide, family size is declining, single person households are increasing, and older people are increasingly removed from family and kinship-based care while young people are unable to find work, and become increasingly disaffected.
- 603 million women live in countries where domestic violence is not considered a crime; and over 2.6 billion women live in countries where marital rape has not been explicitly criminalized.
- Men are at greatest risk of violence in urban public space. Women fear violence in certain kinds of public space, but are at greatest risk of violence within the domestic setting.
- Impunity for violence against women (VAW) is widespread. A 2009 study of European countries found that, on average, 14 percent of reported rapes ended in a conviction, with rates falling as low as five percent in some countries.<sup>37</sup>
- The costs of ensuring safer cities can be offset against the costs of VAW. Examples of these costs include<sup>38</sup>:
  - Canada, 2003. VAW cost 1.5 billion Canadian dollars. Direct medical costs alone represented about 1% of GDP.
  - Spain, Region of Andalusia, 2002. VAW cost about 2.4 billion euros or 2% of regional GDP
  - Australia, 2000, VAW cost 1.5 billion Australian dollars, or about 4.5% of GDP. This estimate includes business costs and tax share of relevant government services, forgone profits and changes in expenditure patterns of victims, perpetrators and others. It does not include medical, education or social sector costs.
- Quota systems and other affirmative action policies have increased women’s representation and participation in local government, while decentralization has opened local space for women to monitor and hold governments accountable.
- However, women are still a minority in local government and for many

37 UN Women. 2012. *Progress of the World’s Women 2011-2012. Executive Summary* p 3

38 UNDP 2009. *Global Conference on Gender-Based Violence (GBV): Policies, Actions and Impact. Caracas, Venezuela, 21-22 April 2009. Summary Report*



A trainer describes to the youth the different parts of the hydrafrom machine, Nyumbani, Kitui. © UN-Habitat

it is a challenge to work within male-dominated party systems, and to navigate political spaces in which priorities do not reflect those of the constituencies that elected them.

- Disaggregated data on local government participation is very inadequate worldwide; however, in UK 30.7% of all local councilors elected in May 2011 were women. Progress towards gender balance is almost stagnant, with a projected 150 years required to reach parity in local government at current rates of improvement.<sup>39</sup>

- Direct political influence is also in most cases highly unequal between women and men, and women citizens often have difficulty in engaging with leaders and finding ways for their policy priorities to be voiced and implemented.


<sup>39</sup> Centre for Women in Democracy 2011. *Representative Democracy? Women in the 2011 Local Government Elections in England*





Unidentified children living in the Kampala  
slums circa February 2009 in Uganda, Africa.

© Shutterstock



## Section 2

# Results



## Section 2 A: Thematic Results

Taking account of the above policy statement, mandates and contextual factors, UN-Habitat will seek to achieve the thematic results summarized below, and described more fully in Annex II, Results Framework.

These results are elaborated in greater detail in Branch work plans.

### Sub-programme 1: Urban legislation, land and governance

UN-Habitat strives to increase access to urban land, adoption of enabling urban legislation and establishment of decentralized governance that foster equitable sustainable urban development, including urban safety.

UN-Habitat will support projects that bring about upstream systemic changes to urban legislation, land and governance, as well as those that deliver results such as increased supply of serviced land for the expansion of cities. In assessing the different implications for women and men of planned policy action, including legislation and in all programs areas and at all levels, this essentially offers a pluralistic approach that will value the diversity among and between women and men.

### Sub-programme 2: Urban Planning and Design

UN-Habitat will seek to improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at the city, regional and national levels.

UN-Habitat's strategy is to promote spatial design of cities and larger territories that contributes to urban sustainability, improves economic growth and makes cities more efficient, inclusive and equitable. In this respect, gender equality and empowerment of women are key considerations for urban planning and design.

### Sub-programme 3: Urban Economy

UN-Habitat's goal is to improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance.

UN-Habitat will support city, regional and national authorities adopt or implement policies and strategies that are supportive of inclusive economic development, with particular focus on youth and women, and enhanced urban and municipal finance. Gender dimensions and full equality are essential measures of success in local economic development and youth empowerment programs of the Urban Economy Branch.

Improved urban planning for economic development, innovative urban financing, job creation through urban development, housing and infrastructure, youth and women economic empowerment and local economic development constitute priority areas of work. A gender approach will be mainstreamed into economic situation assessment and analysis of barriers, strategies and outcomes.

### Sub-programme 4: Urban basic services

In the effort to increase equitable access to urban basic services and improve the standard of living of the urban poor, UN-Habitat will use gender-sensitive approaches to support local, regional and national authorities through a combination of policy and normative work. This will include on-the-ground pilot and demonstration initiatives aimed at strengthening gender sensitive policies and institutional frameworks for increasing equitable access to urban basic services and improving the standard of living of the urban poor.



UN-Habitat will provide policy and technical assistance to partner cities, regional and national authorities to: (i) rehabilitate and expand gender sensitive urban infrastructure and services to keep pace with growing demand; (ii) ensure institutional efficiency and effectiveness in service provision; and (iii) provide adequate levels of service for the urban poor, especially women and the vulnerable groups.

### Sub-programme 5: Housing and slum upgrading

UN-Habitat seeks to increase access to adequate housing, improve the standard of living in existing slums and curb the growth of new slums in an inclusive manner.

The programme strategy is based on a twin-track approach that focuses on improving the supply and affordability of serviced land and new housing opportunities at scale which will curb the growth of slums and the creation of new ones, alongside implementing national and city-wide slum upgrading programs that will improve housing conditions and the quality of living conditions in existing slums. The program will promote appropriate models of development that will promote and address the diverse interests and equal opportunities for both men and women.

### Sub-programme 6: Risk reduction and rehabilitation

UN-Habitat works to increase the resilience of cities to the impacts of natural and human-made crises and their ability to undertake rehabilitation in ways that advance sustainable urban development.

Crisis situations, whether they result from human-made or natural disasters, are not gender neutral. The same event can impact in different ways on women, girls, boys and men. This is because different gender groups have different vulnerabilities and needs, face different risks, and develop coping mechanisms in different ways to resist to shock, survive and support their families

In accordance with the commitments of UN-Habitat to gender equity and equality, the different needs and capacities of women, girls, boys and men will be taken into account in all aspects of disaster prevention and management. UN-Habitat also recognizes that the active participation of women in recovery and rehabilitation is essential, and shall be promoted.

Through a gender-sensitive, youth-aware, environmentally-friendly and rights-based approach, UN-Habitat will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development:

UN-Habitat will undertake urban risk reduction, settlements rehabilitation and shelter recovery programs that mainstream gender, youth and a rights-based approach into the activities of the Agency and its partner cities, regional and national authorities, and affiliated organizations.

### Sub-programme 7: Research and capacity development

UN-Habitat works to improve knowledge on sustainable, equitable and inclusive urbanization issues and capacity for formulation and implementation of evidence-based policies and programmes at national, local and global levels.

UN-Habitat will monitor progress made towards the slum target of the Millennium Development Goals (and its post-2015 successor(s)), and the Habitat Agenda. It will report the results through its flagship reports and its Urban Indicators Program which will include gender perspectives. Efforts will also be directed towards supporting production of local urban knowledge, and establishment of urban observatories that collect and analyse data disaggregating it by sex in order to aid comparison. Information and knowledge on best practices will also be collected and disseminated. The program will also provide expertise in developing institutional and individual capacities on evidence-based gender responsive policies and programs that benefit urban stakeholders.



## Section 2 B: Regional Results

Ultimately, the achievement of the above thematic priorities will be demonstrated through programmes and projects that are developed, implemented and monitored by its regional offices and country programmes.

Therefore the principal operational accountability for the regional tasks described in this Section lies with Regional Directors, in partnership with all members of the global Senior Management Team (Division Directors and Branch Coordinators).<sup>40</sup>

The results outlined here are described in greater detail in regional work plans.

### Regional Office for Africa (ROAf)

The Africa region has manifested a great potential in leveraging national transformation, in harnessing the people's creativity and in serving as critical nodes in the connection with the global system. Bearing in mind that the Africa's future is predominantly urban, the imperative of overcoming the current needs to be addressed now. For instance in closing the Urban Divide there is an urgent need of transforming planning and basic service provision from factors which perpetuate urban inequity to instruments for fostering inclusiveness and prosperity. Particular attention needs to be given to the wellbeing of the urban poor and the various constraints facing them in accessing services. Special needs of women and youths have to be given priority attention both with respect to improving everyday living as well as enhancing means of livelihood.

The Regional Office intends (as far as available resources and support from Gender Equality Unit allow) to pursue internal institutional arrangements that support the mainstreaming of gender in its

Programme and to work towards internal gender parity (at the existing levels) in the region and among consultants in a progressive way.

Country operations will be required to identify initiatives that promote gender equality and contribute to this end. As the Project Approval Group (PAG) Secretary for the African region, the regional GFP will pay particular attention on the promotion of gender equality measures in the development and implementation of projects and programmes. Moreover, regular reporting mechanisms will focus on the achievement of gender parity and elaboration of Best Practice and Lessons Learnt for the countries and the Africa Region but also across regions.

### Regional Office for Asia and the Pacific (ROAP)

The Regional Office for Asia and the Pacific, including the country and project offices in the Region, promote gender equality and the participation of women in all its projects and programmes. In addition to mainstreaming, the Regional Office continues to develop and implement projects and dedicated project components which aim to empower women.

Gender parity in recruitment of staff and consultants, participation in learning and other capacity development events is promoted by the Regional Director, Human Settlements Officers, Habitat Programme Managers, Regional and Country-level focal points. As gender and related attributes usually contribute to vulnerability, beneficiary selection criteria reflect these realities of targeted communities. Project managers are responsible to ensure beneficiary targeting based on a gender analysis.

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<sup>40</sup> The attention of senior managers is drawn in particular to the requirements regarding Gender Focal Points that are described in the the Sub-Section on Human Resources in Section III below.

People are at the centre of all operational activities in the Asia-Pacific region. The “People’s Process” is well established in post crises contexts where community-driven processes have empowered people to maximize on their ability to rebuild their lives. Depending on the context, women will either be empowered within the community groups or women-only groups will be established to ensure maximum participation. Good practices such as economic empowerment of women through Women’s Community Banking (establishing savings and credit organizations, entirely managed by women to cater to their emergency, enterprise and other development needs such as in Bangladesh, Afghanistan and Sri Lanka) will be disseminated and replicated as appropriate. Equally, in normative activities gender concerns will be considered as early as project conceptualization starts and gender equality and empowerment of women will be integrated in the implementation. The regional Project Review Group (R-PAG), the regional gender focal point and project managers will be accountable in this regard. HPMs will promote gender equality and the empowerment of women in UNDAF and HCPD documents. Further, in order to implement gender-related activities, capacity development for staff at the regional, country and field level will be promoted in line with this policy.

### Regional Office for the Arab States (ROAS)

The Arab Regional Strategy for Housing and Sustainable Development is being prepared by UN-Habitat and its regional partners, in particular the League of Arab States and the country representatives in the respective sectors. It aims to address key development challenges that cities face in the Arab Region and how UN-Habitat can support national and local governments as well as civil society actors in addressing those. The road map for implementation outlines clear steps towards achieving more equitable urban societies. Addressing gender issues at the very local as well as national level have been clearly identified as a key driver in overcoming the gender gap.

In order to address gender parity measures, a regional Gender Focal Point has been appointed at ROAS and respective Gender Focal Points have been nominated at country level. This allows for close vertical and horizontal collaboration with the Gender Equality Unit based at headquarter level in realizing UN-Habitat’s Policy and Plan for Gender Equality and the Empowerment of Women in Urban Development and Human Settlements. The regional GFP will brief

country level GFPs on gender equality measures and by providing trainings and making accessible related information material, ensure mainstreaming across the region.

Country operations will be required to identify initiatives that promote gender equality and contribute to this end. As the Project Approval Group (PAG) Secretary for the Arab region, the regional GFP will pay particular attention on the promotion of gender equality measures in the development and implementation of projects and programmes. Moreover, regular reporting mechanisms will focus on the achievement of gender parity and elaboration of Best Practice and Lessons Learnt for the Arab Region but also across regions.

### The Regional Office for Latin America and the Caribbean (ROLAC)

The Regional Office for Latin America and the Caribbean intends to mainstream gender in its Programme and to work towards internal gender parity (at the existing levels) in the region and among consultants. The Regional Office also intends to pursue internal institutional arrangements that support the above mentioned changes, in a progressive way. At the moment, the available organisational arrangements includes the full commitment of the Regional Director and one Gender Focal Point, who supports the region. Regarding operations in countries, the engagement of HPMs, CTAs, NOs, consultants and other stakeholders (such as gender HaPs) has been promoted in mainstreaming gender at country level.

Concrete actions to improve programme mainstreaming in the region will include: 100% of newly approved LAC projects with adequate gender analysis and strategic inclusion of gender category, as well as at least one gender indicator in the logical framework, by end of 2015; Promote staff capacity development whenever opportunity and resources are available; consolidate a Habitat Partner Network in Latin America and the Caribbean, exclusively for Gender and Human Settlements, to meet during key global events such as Habitat III and WUF8; progressively compile available gender related legislation, main challenges and relevant data for pilot and selected countries, with the help of the HAP Gender Network, to facilitate programme implementation in the region, focused on the New Urban Agenda and gender equity, as well as relevant programmes/projects at country level;

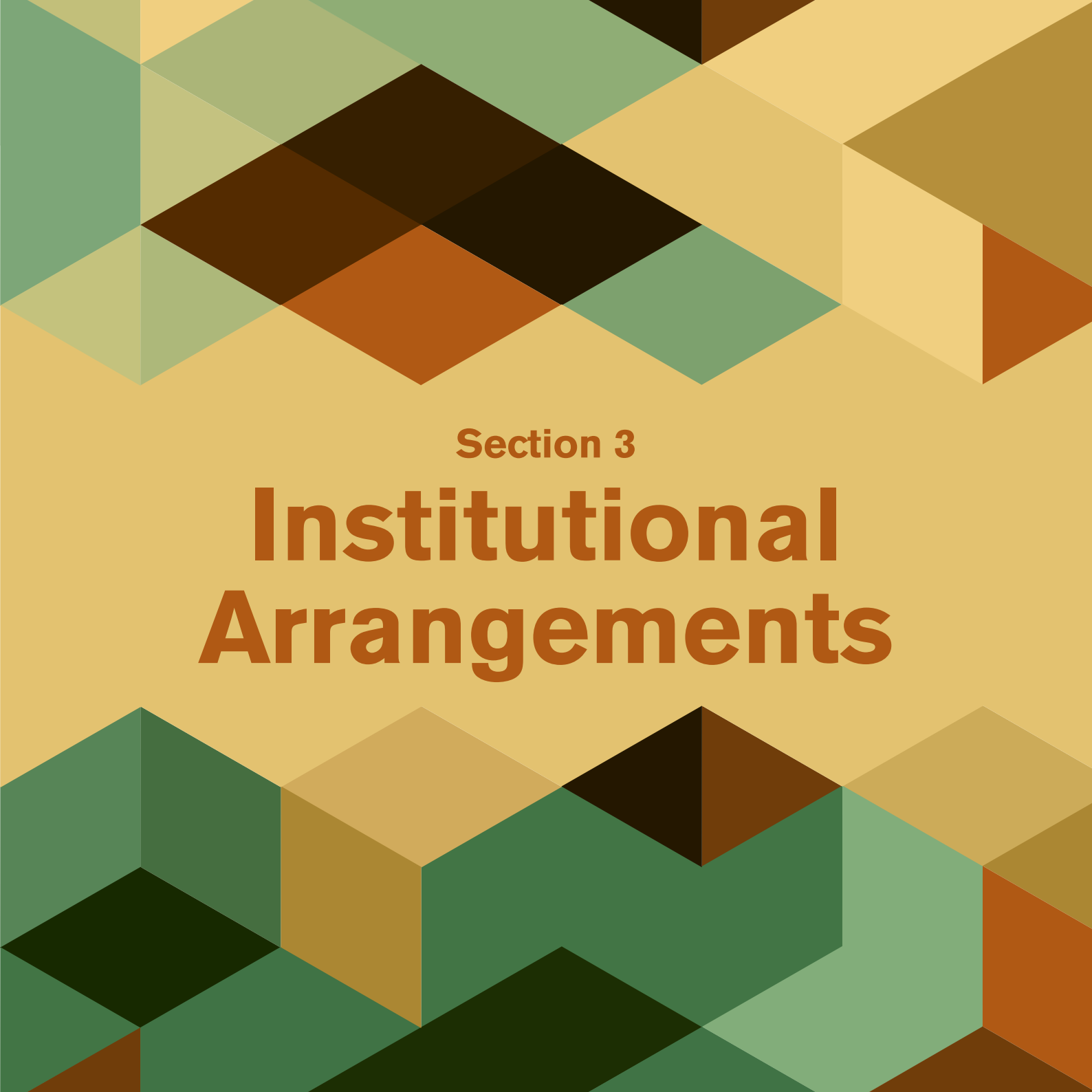
With the support of the HAP Gender Network, design, develop and fundraise for at least one Regional Programme that promotes the New Urban Agenda, gender equity and the prevention of violence against women and girls by the end of 2016.

Concrete actions to improve internal gender parity will include: gathering and monitoring sex-disaggregated data on regional staff and consultants, with the relevant institutional arrangements in place so

that monitoring of progress can begin by end 2014; and foster progress towards internal gender parity in existing levels and among consultants by putting in place provisions for gender-balanced recruitment and key elements of a strengthened organizational culture.

The detailed Regional Gender Plan for the Latin America and Caribbean Region expands and details this broad outline.





Section 3

# Institutional Arrangements



## Accountability

### Responsible Office: Office of the Executive Director (Strategic Planning), with Office of Management

The Strategic Plan Steering Committee, chaired by the Deputy Executive Director, shall have as part of its terms of reference responsibility to monitor and report upon the implementation of the Gender Policy and Plan, and shall ensure that this Policy and Plan shall be reported upon through all the official channels in conjunction with the Strategic Programme, of which it is an adjunct<sup>41</sup>.

UN-Habitat will review its definition of staff values and required competencies to ensure that they include commitment to gender equality and women's empowerment, as a basis for recruitment and performance management.

By the end of 2014 all personnel will be recruited and promoted on the basis of the above values, so that they can assume their individual and collective responsibility for gender mainstreaming. To this end recruitment and promotion interview panels will not only be gender balanced, they will include capacity to make an evidence-based assessment of the extent of commitment to gender equality and women's empowerment.

By the end of 2014 the ePerformance of all personnel at the level of P4 and above will include at least one gender-related output, with corresponding success criteria, and they will be assessed on this output and the above-referenced core values and competencies, via the ePerformance mechanism

At the outset of 2013, the Executive Director will put in place a mechanism whereby good gender mainstreaming performance is acknowledged and/or rewarded, building upon the positive experience in ROAP. The Strategic Plan Steering Committee will manage this mechanism.

## Results-based Management

### Lead Office: Office of the Executive Director (Strategic Planning), with Programme Division

Preparations for the next Strategic Programme (2020-25), which will commence in approximately 2017, will be undertaken in such a manner that the finished document includes a thorough gender analysis in both its global and its theme-specific context analysis.

The Strategic Programme 2020-25 shall also contain at least one specific expected accomplishment and at least one specific indicator on gender equality and women's empowerment for each Branch. These shall be main overarching results statements for the organization (not sub-outcomes or outputs) with corresponding high-level indicators.

All Regional Strategies for the period 2014-2019 shall include at least one specific indicator on gender equality and women's empowerment for each Branch. These shall be main overarching results statements for the organization (not sub-outcomes or outputs) with corresponding high-level indicators

Work Programmes and Budgets for the periods 2014/15, 2016/17 and 2018/19 will be fully aligned with this Policy and Plan, so that each Branch and Regional Office will develop at least one expected gender-related accomplishment for each biennium, and corresponding output(s) and indicator(s).

All UN-Habitat-specific data<sup>42</sup> included in reports on the Strategic Plan, Regional Strategies and related policies, programmes and work plans will be disaggregated by sex, or the specific reason noted where this is not possible.

UN-Habitat will specifically include information on gender equality and the empowerment of women results in its regular reports to the Governing Council, and other mandatory reports, developing its databases where necessary to optimize and maximize this reporting.

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<sup>41</sup> The Strategic Plan Steering Committee may wish to publish comparative information on attainment under the Gender Mainstreaming Policy and Plan, as a powerful means of incentivizing stronger performance

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<sup>42</sup> For example, data in the SP and in the mandatory and other reports on SP implementation, and in project documents. SWAP technical Notes page 14.





women role in community development, Myanmar.

© UN-Habitat/ Veronica Wijaya

To this end, all instructions to Branches, Regional and Liaison offices to prepare periodic reports on implementation of the SP 2014-2019 will also request reports on implementation of this Policy and Plan, and its corresponding Work Plans, leading to development of a joint report for submission to governments<sup>43</sup>.

By the end of 2014, the entire corporate project formulation process will explicitly integrate gender analysis, so that gender analysis is undertaken for every project, or the rationale for not undertaking such an analysis is clearly described in the project summary, and, where the analysis indicates the need for attention to gender equality considerations, specific gender-responsive

outcomes, outputs and indicators are identified in the respective Results Framework, in accordance with results-based management principles. The Strategic Plan Steering Committee and the Project Approval Group will monitor this.

In 2014 at least 20% of projects will be formulated in accordance with paragraph 88, and a further 20% added each year so that by the end of 2019, 100% of projects approved will have undergone such a gender analysis at the initial stages of their formulation, and have at least one gender-related expected accomplishment, and corresponding inputs, activities, outputs, indicator(s) and budget allocation(s), or the reason for non-inclusion of gender outputs is explained.

The Programme Division, responsible for the project approval process, will publish annual comparative tables of projects approved for each Region and Branch, showing those that are designed according to paragraphs 88 or 89, and those that are not, and include these tables in its annual report to the Governing Council.

## Oversight

**Lead Office: Office of the Executive Director (Evaluation Office), with Office of Management (Audit)**

UN-Habitat's Evaluation Policy is in line with the norms and standards for evaluation in the United Nations system, including the gender-related norms and standards.<sup>44</sup>

All UN-Habitat evaluations will be designed and conducted in accordance with these norms and standards, incorporating gender perspectives.

Implementation of the UN-Habitat Gender Policy and Plan will be evaluated at least once in the programme cycle to assess the extent to which the intended objectives have been achieved, with the intent of learning lessons, informing decision-making and improving performance.

<sup>43</sup> In accordance with GC Resolution 23/11

<sup>44</sup> United Nations Evaluation Group (UNEG) 2005. *Standards for Evaluation in the United Nations System and Norms for Evaluation in the United Nations System*.



Open food market in Matadi, Democratic Republic of the Congo. Circa January 2014. © Shutterstock

Where there is risk of shortfall in any of the commitments made in this document, the Office of Internal Oversight Services will be invited promptly to undertake an audit, so that remedial action can be taken in a timely manner.

Consideration will also be given to fielding a full participatory gender audit of organizational capacity for gender mainstreaming, according to the ILO methodology, once during the plan cycle<sup>45</sup>.

## Human and Financial Resources

### Lead Office: Office of Management

UN-Habitat will update its Project Accrual and Accountability System (PAAS) as needed so that it is capable of recording and reporting upon the implementation and results of this Policy and Plan.

## Financial

UN-Habitat will prepare a financial resource tracking mechanism, such as a Gender Marker, drawing on the experiences of inter-agency partners, and establish it in use by the end of 2015<sup>46</sup>.

The Office of Management, in consultation with the DED and the GEU, will establish a financial allocation for the implementation of this Policy and Plan, distributed so that the GEU has resources commensurate with its responsibilities, and a defined proportion is allocated to regional offices and /or thematic and other branches.

UN-Habitat will seek to demonstrate, through steadily and consistently improving gender-responsive project design and implementation by both Regional Offices and Thematic Branches, that it is a reliable gender

<sup>45</sup> As distinct from a staff capacity assessment, which is discussed below, paragraph 95

<sup>46</sup> UNDP, UNICEF and the Inter-Agency Standing Committee on Humanitarian Affairs are among those entities that have adapted a Gender Marker, originally developed by OECD/DAC, to their own procedures.

mainstreaming partner, and through this expand the resources available for further gender mainstreaming.

Regional Office Directors and Branch Coordinators will include specific budget lines for gender outputs in the projects with expected gender equality outcomes, seeking out specific funding as needed, in collaboration with the GEU.

The Office for Resource Mobilization and the GEU will collaborate in identifying new sources of ear-marked and non-earmarked funding for gender mainstreaming, including from traditional and new donors, the private sector, foundations and other sources. Consideration will be given to the establishment of a Gender Trust Fund, to facilitate the inclusion of gender equality and empowerment of women considerations in projects and programmes.

Full funding of this Policy and Plan will be critical to its success, and an efficient allocation of resources as a gender mainstreaming approach is a multiplier that leverages expanded results in all thematic areas.

## The Gender Architecture

The Gender Architecture comprises the GEU, all GFPs and members of the Gender Task Force<sup>47</sup>, collaborating with each other as a team, sharing experience and advice, under the coordination of the GEU.

In addition, the Executive Director's Advisory Group on Gender Issues (AGGI) advises the Executive Director on the successful accomplishment of this Policy and Plan, and other issues related to the goals of gender equality and women's empowerment in urban development and human settlements. As such it is an external partner to the GEU, which also acts as Secretariat to AGGI.

The GEU will act as a coordination and support entity for the entire organization, providing substantive leadership, helping to bring issues of gender equality and women's empowerment into internal and external policy dialogue on urban issues, providing technical advice

and guidance to colleagues, both managers and staff, in all units of the house, coordinating the Gender Task for as a cross-organizational Community of Practice, and advancing the organizations public profile

UN-Habitat will designate at least one gender focal point in each Office and Branch at Headquarters, in Regional Offices and in Out-posted Offices, with responsibility for supporting the implementation of this Policy and Plan within their specific area of work, in collaboration with the whole Gender Team. The following criteria will govern the work of the GFPs:

They will be provided with specific terms of reference for their gender-mainstreaming functions, commensurate with the available budget and the available time;

A minimum of 20% of their time will be allocated to this area of responsibility in Branches and Regional Offices, 10% in other Offices; and

To the extent possible, and progressively through the programme cycle, UN-Habitat will seek to appoint personnel at the level of P4 and above to this responsibility.

Where it is not possible to assign a P4 staff member to the GFP function, a member of the unit management will be appointed as "senior GFP" to actively champion and support a more junior staff member, chair meetings and generally ensure that the GFP assignment is successful. The Strategic Plan Steering Committee will monitor this.

Whether or not the GFP function is assigned to a P4 staff member, in larger units it may be optimal to designate both senior and junior GFPs, according to the UNDP experience, which is widely regarded as good practice.<sup>48</sup>

Where there are several GFPs in an Office, Branch or Project, they will collaborate with each other as a team, under the coordination of the most senior member, or their unit chief, as appropriate.

<sup>47</sup> Managers and personnel actively engaged or interested in gender mainstreaming, even if not formally designated as GFPs, and who therefore may be called upon for assistance and guidance.

<sup>48</sup> UNDP 2006 Evaluation of Gender Mainstreaming in UNDP.



## Gender Parity.

UN-Habitat will accelerate progress towards gender parity at senior management and decision-making levels not only as a matter of organizational adherence to men's and women's equal employment rights, but also as an outcome, and a clear indicator, of an organizational environment in which equal rights, non-discrimination and gender equality are practiced and facilitated.

The Office of Management will prepare and monitor a Policy and Plan on Gender Parity, defining specific goals and benchmarks according to the prescribed formula, for the achievement of gender parity among all personnel, especially among personnel at the P5 and above levels, before the end of 2017<sup>49</sup>.

The Office of Management will review and amend its recruitment and promotion mechanisms, where necessary and in consultation with the GEU, so that progress towards this goal can be accelerated

Senior managers will demonstrate leadership and public championship of the organization's commitment to gender parity, and play an active role in implementing it through the recruitment, performance appraisal and promotion mechanisms, and implementing the policies, rules and regulations cited in paragraph 94. They do this in recognition that gender parity cannot be achieved on the basis of numerical targets alone, but is the inevitable outcome of an enabling organizational culture and environment.<sup>50</sup>

49 2011 figures provided by UNON indicate significant imbalance at the P2 (double the number of women to men), P5 (22% women) and D1 levels (no women at all), with parity at the D2 level and in the Office of the Executive Director. There is approximate parity at the P3 and P4 levels (48% and 41% respectively). This indicates that in 2011 there was a glass ceiling at the P5 level and a clustering of women at lower levels. It also indicates that there is a strong pipeline of experienced women available for promotion. In terms of decision-making positions, regardless of level, one of five Programme Division/Regional Office Directors is female, and no Branch Coordinators.

50 Including through: mentoring junior personnel and preparing them for management on an equal footing with male personnel; coaching female candidates; ensuring that recruitment and promotion panels are themselves gender-balanced; actively seeking out female candidates; creating work-life balance; promoting and advocating uptake of UN-system. The UNICEF Policy on Gender Parity has extensive guidance on this issue.

## Organizational Culture

The Office of Management will actively and visibly promote and monitor the complete body of United Nations policies, rules and regulations on work-life balance, for both men and women as applicable, in the clear understanding that all personnel, male and female, are benefited by a balance between work and home life. These include policies on maternity, paternity, adoption, family emergency leave, breast feeding, childcare and flexible work arrangements. All managers and supervisors will operationalise these policies, rules and regulations.

## Capacity Development

### Lead Office: Office of Management

The Capacity Development Section of the Office of Management, in collaboration with UNON as appropriate, will undertake an organization-wide assessment of staff capacity development needs for gender mainstreaming.

The Capacity Development Section of the Office of Management, in collaboration with UNON, and drawing on UNON and other resources, will prepare an organization-wide gender mainstreaming capacity development programme in light of this assessment, to be updated every three years.

Positive consideration will be given to providing a minimum platform of periodic mandatory training for all staff, adapted to their specific areas of work, and mandatory orientation for all incoming personnel, especially at the management level, on the promotion of gender equality and the empowerment of women, and their responsibilities with regard to this Policy and Plan.

UN-Habitat will progressively review all its training programmes with a view to integrating guidance on the promotion of gender equality and the empowerment of women. In particular, and with urgency, training in the development of gender-responsive result statements, outputs, expected accomplishments and corresponding indicators will be developed.

The Gender Team as a whole, led by the ED with the support of the GEU and with the active engagement, championship and advocacy of senior management, will seek to promote a culture of intellectual engagement with the challenges of gender mainstreaming, of dialogue



and knowledge sharing on its various dimensions, contradictions and challenges, through which the overall level of understanding will be raised, and capacity developed.

## Communication, Knowledge and Information Management and Coherence

### Lead Office: Office of External Relations

#### Communication and Knowledge and Information Management

All units, in collaboration with the Office for External Affairs (OEA) and the support of the GEU, will develop and pursue an active and dynamic programme of internal and external advocacy, communication and production and exchange of information on both success stories and lessons learned on gender equality and the empowerment of women.

UN-Habitat will test and develop mechanisms to ensure that UN-Habitat's knowledge on gender equality and women's empowerment is consistently consolidated and shared, with lessons learned and good practices clearly articulated.

UN-Habitat's flagship reports, such as the State of the World's Cities, and those addressing thematic and sectoral priorities, will include gender analysis, and explicitly address progress towards, and challenges to, gender equality and women's empowerment.

The UN-Habitat's Communications Strategy 2012-16 (and its successor) will include gender equality and women's empowerment as an integral component of internal and public information dissemination.

AOC will upgrade the UN-Habitat gender-related web-presence, ensuring that its main website is up-to-date on gender equality and gender responsive issues, and offers direct access to its gender-related pages on its home page, and that the Gender Portal is actively managed and up-dated as a world-class tool to advance gender equality and the empowerment of women in urban development.

By the end of 2013, the Open UN-Habitat transparency website ([openunhabitat.org](http://openunhabitat.org)) will have been updated so that it explicitly provides evidence-based information on gender mainstreaming in all projects, including by explicitly enumerating those that have gender indicators and those that do not, and implementation progress.

AOC, in collaboration with GEU, will develop a social media presence for UN-Habitat's gender-related activities, including protocols on the regular posting of gender-related updates, stronger outreach to young women, and building an on-line network of those committed to gender equality and women's empowerment in urban development and human settlements.

AOC and the GEU, and as appropriate AGGI, will collaborate to ensure that preparations and follow-up for Habitat III (2016) include clear messages on UN-Habitat's gender-related activities and results, including through National Urban Committees and Forums.

### Coherence

Under the leadership of the DED and the OEA, UN-Habitat will participate systematically in global, regional and country level inter-agency coordination mechanisms on gender equality and the empowerment of women, including, but not limited to, the Inter-Agency Network on Women and Gender Equality (IANGWE), coordinated globally by UN Women, The Commission on the Status of Women (CSW), regional coordination mechanisms, the United Nations Country Teams (UNCT's – especially their Gender Task Teams – GTTs), the Delivering as One modality and other inter-agency bodies and committees that will increase strategic impact of UN-Habitat's work.

UN-Habitat will encourage the establishment of a consultative mechanism with UN Women, the gender units of the United Nations Development Programme, the United Nations Environment Programme and the United Nations International Strategy for Disaster Reduction, and other relevant agencies with a focus on human settlements, to promote coherence, coordination and alignment within the United Nations system, and, in particular, to involve grass-roots women and community-based organizations, to inform these consultations.<sup>51</sup>

### Partnerships

UN-Habitat will actively seek implementation partners that also have a demonstrated commitment to gender equality and women's empowerment at all levels, including grass-roots organizations, and

<sup>51</sup> As requested by the UN-Habitat Governing Council in Resolution 23/1 of 2011.





Beautiful young African woman in backyard with clothesline. © Shutterstock

with the competence to ensure that gender-related project outputs and expected accomplishments are pursued actively.

UN-Habitat will bring a gender equality perspective to the dialogue of the principal global bodies collaborating to advance urban development and human settlement matters, to ensure that women's needs, contributions and interests are specifically reflected in discussion and

recommendations, including UNDP and civil society organizations<sup>52</sup>, while ensuring the inclusion of urban development and human settlement issues in policy dialogue and action on gender equality and the empowerment of women.

<sup>52</sup> Such bodies might include: United Cities and Local Governments (UCLG); Metropolis, the international network of cities, (both based in Barcelona); the World Association of Cities and Local Authorities (WACLAC); the United Nations Advisory Committee of Local Authorities (UNACLA); the Council of European Municipalities and Regions (CEMR); the World Conference of Mayors; and others.

# Annexes

## 1. Selected terminology

**Gender:** Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age.<sup>53</sup>

**Gender equality:** Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a “women's issue” but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development<sup>54</sup>

**Gender mainstreaming:** Mainstreaming a gender perspective is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality<sup>55</sup>

**Women's rights:** The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.<sup>56</sup>

**Women's empowerment:** The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to plan and control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions). And to exercise agency, women must live without the fear of coercion and violence.<sup>57</sup>

53 UN Women, 2001. *Gender Mainstreaming: A Strategy for Promoting Gender Equality*.

54 *Ibid* The goal of gender equality looks beyond the establishment of equality of opportunity to the achievement of transformative change and full quality of outcome. Therefore UN-Habitat recognizes that “equal” treatment does not signify the “same” treatment. Tailored measures might be required for men and women to compensate for historical discrimination.

55 ECOSOC 1997. *Report of the Economic and Social Council for 1997 chap. IV, agreed conclusions 1997/2 (A/52/3)*. 18 September 1997.

56 United Nations 1993 Declaration and Programme of Action (A/CONF.157/23) (12 July 1993), para. 18.

57 United Nations Millennium Project Task Force on Education and Gender Equality. 2005. *Taking Action: Achieving Gender Equality and Empowering Women*.



## 2: Results Framework

### Vision

UN-Habitat promotes the stronger commitment of national and local governments as well as other relevant stakeholders to work towards the realization of a world in which men and women are recognized as equal partners in development and enjoy equal human rights and fundamental freedoms, including freedom from discrimination in urban policy and practice, so that economically productive, socially inclusive and environmentally sustainable cities and other human settlements can be achieved more rapidly, completely and sustainably.

### Mission

UN-Habitat, in collaboration with relevant stakeholders and other United Nations entities, pro-actively supports governments and local authorities, in line with the principle of subsidiarity, to respond positively to the opportunities and challenges of urbanization by providing normative or policy advice and technical assistance on transforming cities and other human settlements into inclusive centres of vibrant economic growth, social progress, environmental safety and human security, in the full understanding that this can only be achieved where there is full gender equality and women and youth are empowered.

### Goal

Well-planned, well-governed and efficient cities and other human settlements with adequate infrastructure and universal access to employment, land, public space and basic services, including housing, water, sanitation, energy and transport, on the basis of equality and non-discrimination among and between all social groups.

### Overall Strategic Result (Expected Accomplishment)

Environmentally, economically and socially sustainable, gender-responsive, youth aware, rights-based and inclusive urban development policies implemented by national, regional and local authorities have improved the standard of living of the urban poor, male and female, young and old, and enhanced their full and equal participation in the socio-economic life of the city.

### Gender Mainstreaming Output

Technical and normative assistance provided to national, regional and local authorities and other stakeholders, so that their policies,

plans and programmes achieve clearly articulated, time-bound and measurable gender equality and women's empowerment results in the areas of UN-Habitat's strategic priorities, identified on the basis of gender analysis, assessed against clearly defined baseline data disaggregated by sex and age<sup>58</sup>.

### Sub-programme 1: Urban Legislation, Land and Governance Objective

To increase access to urban land, adoption of enabling urban legislation and establishment of decentralized governance that foster equitable sustainable urban development, including urban safety.

### Strategy

The responsibility for the branch is vested in the Urban Legislation, Land, and Governance Branch. The branch will support projects that bring about upstream systemic changes, as well as those which deliver results such as increased supply of serviced land for the expansion of cities. In assessing the different implications for women and men of planned policy action, including legislation and in all programs areas and at all levels, this essentially offers a pluralistic approach that will value the diversity among both women and men.

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<sup>58</sup> Where disaggregation by sex is not possible, the reason for its absence will be stated

Sub-programme 1: Urban Legislation, Land and Governance		
Expected Accomplishment	Indicators	Illustrative Outputs
<p>a) Urban legislation and legal tools implemented that enable urban contexts to develop in an inclusive, socially and economically vibrant manner and facilitates equal access to urban resources by both men and women, and by youth;</p> <p>a2) Cities, national authorities, and Habitat Agenda Partners have increased capacities for participatory and accountable pro-poor and gender sensitive urban planning and governance</p>	<p>i) Evidence of urban legislation reform processes commenced to develop inclusive socially and economically vibrant manner and facilitates equal access to urban resources by both men and women, and by youth</p> <p>ii) Availability of urban legislation tools developed that enhance inclusive socially and economically vibrant manner and facilitates equal access to urban resources by both men and women, and by youth</p> <p>a2.1) Number of Cities, national authorities, and Habitat Agenda Partners having institutional capacity for introducing, and implementing policies and, legislation and action plans for pro-poor and gender sensitive urban planning and governance.</p> <p>a2.2) Number of Cities, national authorities, and Habitat Agenda Partners adopting governance frameworks to ensure the involvement of women and vulnerable groups for implementing policies, strategies and programs for increased equity and inclusiveness.</p> <p>a2.3) Number of cities, national authorities, and Habitat Agenda Partners measuring and applying monitoring of gender responsive urban legislation, urban extension, densification, urban planning, and local government finance.</p>	<ul style="list-style-type: none"> <li>Gender responsive Advisory services given</li> <li>National and local urban legal assessments undertaken</li> <li>Gender –responsive guidelines, tools and best practice documents produced</li> </ul>
<p>(b) Secure, non-discriminatory and equitable access, use and control of land established for all, through the development and utilization of pro-poor, gender-responsive, scaleable land tools;</p>	<p>i) Number of government institutions formulating and implementing land interventions with gender lens</p> <p>ii) Number of non-state actors adopting gender-responsive land tools</p> <p>iii) Increased capacities of government and non-state actors to undertake gender-responsive large-scale land reform interventions</p>	<ul style="list-style-type: none"> <li>Gender-responsive land policies formulated and implementation</li> <li>Gender evaluation undertaken</li> <li>Gender-responsive capacity development for government and non-state actors developed and conducted</li> </ul>
<p>(c) Improved urban governance through accountable, inclusive, democratic, gender-responsive institutions and systems</p>	<p>i) Percentage of seats held by women in local assemblies/councils.</p> <p>ii) Percentage of committees of local assemblies/councils chaired by women.</p> <p>iii) Percentage of mayors who are women.</p> <p>iv) Average number of NGOs engaged in gender-advocacy in urban/local contexts.</p> <p>v) Percentage of surveys about provision of public services with sex disaggregated data (measuring perceptions of women and men on whether there has been an improvement in the provision of public services)</p>	
<p>d) Strengthened local institutions that enable women and girls' safe and autonomous access to quality city services, public spaces and all forms of mobility, as a precondition for active and meaningful participation in urban planning, management and governance</p>	<p>i) Proportion of women and girls actively participating in the planning, management and governance of their neighbourhoods</p> <p>ii) Proportion of women and girls who say they have easy access to basic urban facilities</p> <p>iii) Proportion of women and girls who have travelled unaccompanied during last week, who say they feel safe in public spaces</p> <p>iv) Proportion of women who say they feel safe if they go out at nights</p> <p>v) Proportion of women who say they do not walk alone or they try not to walk alone in certain public spaces for safety reasons</p> <p>vi) Proportion of women and girls, by age groups, who experienced violence in public spaces in the last 12 months (both those that sought help or support and those who did not)</p>	<ul style="list-style-type: none"> <li>Advisory services on women and girls safety given</li> <li>Local assessments of women and girls safety undertaken</li> <li>Women and girls safety integrated in the Urban Safety Monitor</li> <li>Guidelines, tools and good practices on women and girls safety documented/produced</li> </ul>

## Sub-programme 2: Urban Planning and Design Branch

### Objective

To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at the city, regional and national levels.

### Overview

UN-Habitat's strategy is to promote spatial design of cities and larger territories that contributes to urban sustainability, improves economic growth and makes cities more efficient, inclusive and equitable. In this respect, gender equality and empowerment of women are key considerations for urban planning and design. The Urban Planning and Design Branch aims to achieve the following impacts and outcomes in the mainstreaming of gender equality and women's empowerment in its programs:

Sub-programme 2: Urban Planning and Design Branch		
Expected Accomplishment	Indicators	Illustrative Outputs
a) Improved policies and frameworks for planning and design of gender-responsive compact, integrated and connected cities adopted by partner city, regional and national authorities;  <b>Sub- Expected Accomplishments</b> i) Improved policy dialogue on urban policies within a spatial framework in global fora, as well as by national, regional and metropolitan authorities ii) Strengthened capacities of institutions linked to national, regional and metropolitan authorities to develop urban policies and plans for compact, socially inclusive, integrated and connected system of cities	Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support systems of compact, socially inclusive, integrated and connected cities  i) Number of formal policy dialogue meetings, held with engagement of key players, organized by counterparts with evidence of sex disaggregated data ii) Number of national, regional and metropolitan institutions producing gender responsive and quality contributions into urban planning and policy reform process	<ul style="list-style-type: none"> <li>National urban policies to set guidelines for sustainable urban development, poverty reduction and gender equality</li> </ul>
b) Strengthened capacities of city, regional and national authorities to develop and adopt gender-responsive plans and designs for compact, socially inclusive, integrated and connected cities  <b>Sub- Expected Accomplishments</b> i) Improved policy dialogue at local, national and global level on innovations in urban planning and design by city authorities ii) Strengthened capacities of city institutions to develop plans and designs for compact, socially inclusive, integrated and connected cities and neighbourhoods	Number of partner metropolitan, regional and national authorities that have adopted gender responsive national urban policies or spatial frameworks that support systems of compact, socially inclusive, integrated and connected cities  i) Number of formal policy dialogue meetings held with engagement of key players, organised by counterparts with evidence of sex disaggregated data ii) Number of city institutions producing gender responsive and quality contributions into the planning and design process	<ul style="list-style-type: none"> <li>Guidelines for gender-sensitive and inclusive public open spaces</li> </ul>
c) Improved capacity of partner city, regional and national authorities to adopt gender-responsive policies and strategies that contribute to the mitigation of and adaptation to climate change  <b>Sub- Expected Accomplishments</b> i) Improved policy dialogue on the urban dimension of climate change in global fora, as well as by national, regional and local authorities ii) Strengthened capacity of partner city, regional and national authorities to develop policies and strategies that contribute to the mitigation of and adaptation to climate change	Number of partner city, regional and national authorities that have adopted gender-responsive indicators, policies, plans, and strategies that contribute to climate change mitigation and adaptation  i) Number of formal policy dialogue meetings held with engagement of key players, organized by counterparts with evidence of sex disaggregated data ii) Number of national, regional and city institutions producing gender responsive and quality into climate change adaptation and mitigation strategies	<ul style="list-style-type: none"> <li>Checklist for mainstreaming gender in climate change vulnerability assessments</li> <li>Linkages with networks of organizations working to incorporate a gender perspective in all climate change policies and initiatives</li> </ul>



## Sub-programme 3: Urban Economy

### Objective

To improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance.

UN-Habitat will support City, regional and national authorities adopt or implement policies and strategies that are supportive of inclusive economic development, with particular focus on youth and women, and enhanced urban and municipal finance. Gender dimensions

and equity are essential measures of success in local economic development and youth empowerment programs of the Urban Economy Branch.

### Overview of priorities

Improved urban planning for economic development, innovative urban financing, job creation through urban development, housing and infrastructure, youth and women economic empowerment and local economic development constitute priority areas of work. A gender approach will be mainstreamed into economic situation assessment and analysis of barriers, strategies and outcomes.

Sub-programme 3: Urban Economy		
Expected Accomplishment	Indicators	Illustrative Outputs
a) Increase in projects approved by UN-Habitat that are equitably beneficial to young women and men	i) Proportion of UN-Habitat projects that are gender responsive in mainstreaming youth ii) Degree to which UN-Habitat documents and events display youth data that is disaggregated by age and sex.	<ul style="list-style-type: none"> <li>• Tool kit for mainstreaming youth,</li> <li>• Advisory Services</li> <li>• Training workshop</li> </ul>
Gender disparities in the access to resources and opportunities by youth reduced.	Level of access by gender to employment, credit and livelihood opportunities. Number disaggregated by sex accessing and benefitting from available productive assets and resources (the Youth Fund, information and communication, capacity development, land, safe spaces etc)Evidence of improved capacity of partners to involve and impact women in Local Economic Development.	<ul style="list-style-type: none"> <li>• Projects on women's economic empowerment</li> <li>• Existing youth and LED assessment tools engendered</li> <li>• Case studies feeding into the SUYR</li> </ul>

## Sub-programme 4: Urban Basic Services

### Objective

To increase equitable access to urban basic services and the standard of living of the urban poor.

### Outcome Statement

Using gender-sensitive approaches, UN-Habitat will support local, regional and national authorities through a combination of policy and normative work with on-the-ground pilot and demonstration initiatives aimed at strengthening gender sensitive policies and institutional

frameworks for increasing equitable access to urban basic services and improving the standard of living of the urban poor.

### Overview of Strategies

UN-Habitat will provide policy and technical assistance to partner cities, regional and national authorities to: (i) rehabilitate and expand gender sensitive urban infrastructure and services to keep pace with growing demand; (ii) ensure institutional efficiency and effectiveness in service provision; and (iii) provide adequate levels of service for the urban poor, especially women and the vulnerable groups.

Sub-programme 4: Urban Basic Services		
Expected Accomplishments	Indicators	Illustrative Outputs
(a) Increased capacity of local, regional and national authorities to implement gender-sensitive policies for increasing equitable access to urban basic services	(i) Evidence of gender sensitive policies and strategies for increasing equitable access to sustainable urban basic services (ii) Number of Partner Cities adopting governance frameworks to ensure the involvement of women and vulnerable groups for implementing policies, strategies and programs for increased provision of sustainable and equitable access to basic services	<ul style="list-style-type: none"> <li>Field projects aimed at strengthening the capacity of local, regional and national authorities to implement gender-sensitive policies for increasing equitable access to urban basic services</li> <li>Advisory services to partner countries on gender-sensitive urban basic services</li> <li>Training/workshops on gender-sensitive policies for increasing equitable access to urban basic services</li> </ul>
(b) Increased flow of investments into gender-sensitive urban basic services catalysed by UN-Habitat programmes in partner countries	(i) Number of gender-sensitive investments into urban basic services accrued by partnerships with other organizations	<ul style="list-style-type: none"> <li>Projects aimed at leveraging investments into gender-sensitive urban basic services</li> </ul>
(c) Increase in sustainable use of sustainable urban basic services in partner cities	(i) Percentage of consumers in partner cities with reduced per capita domestic consumption of water disaggregated by sex	<ul style="list-style-type: none"> <li>Field projects aimed at creating awareness on sustainable domestic consumption of water.</li> <li>Field projects on Values-based Water, Sanitation and Hygiene Education in schools and local communities.</li> </ul>
	(ii) percentage by gender of households in partner cities using modern energy	<ul style="list-style-type: none"> <li>Field projects on promoting energy efficiency in buildings in East Africa</li> <li>Rapid Planning for better environmental resource management and energy supply/energy efficiency</li> </ul>
	(iii) percentage in partner cities using gender responsive and sustainable modes of transport modes	<ul style="list-style-type: none"> <li>Advisory services to 1 country</li> <li>GEF supported Sustainable Transport Project in East Africa (GEF SUSTRAN) aimed at upgrading transit systems, implementing improved non-motorized transport (NMT) infrastructure and applying travel demand management (TDM) as well as other transport supporting policies in the three capital cities of Ethiopia, Uganda, and Kenya</li> </ul>

## Sub-programme 5: Housing and Slum Upgrading Objective

To increase access to adequate housing, improve the standard of living in existing slums and curb the growth of new slums in an inclusive manner.

### Overview

The strategy for program is based on a twin-track approach that focuses on improving the supply and affordability of serviced land and new housing opportunities at scale which will curb the growth of slums and the creation of new ones, alongside implementing national and city-wide slum upgrading programs that will improve housing conditions and the quality of living conditions in existing slums. The program will promote appropriate models of development that will promote and address the diverse interests and equal opportunities for both men and women.

Sub-programme 5: Housing and Slum Upgrading		
Expected Accomplishment	Indicators	Illustrative Outputs
<p>(1) Global Framework for Development Effectiveness in Inclusive Housing, Slum Upgrading and Prevention developed and influenced.</p> <p><b>Sub-Expected Accomplishments</b></p> <p>(1)(1) Partnerships at global and regional levels for sustainable and inclusive housing, slum upgrading and prevention strengthened.</p> <p>(1)(2) Inclusive, right-based, result-based and sustainable housing, slum upgrading and prevention strategies at city and community levels mainstreamed</p>	<p>(1.a) Number of partners, countries and supra-national institutions that have joined the GHS25 reporting on activities that support adequate, sustainable and gender-inclusive housing, slum upgrading and prevention reporting on activities.</p> <p>(1.1a) Women's constituencies, including women slum dwellers represent at least 40% of National Habitat Committees and PSUP Country Teams.</p> <p>(1.1b) Number of gender-inclusive and socially diverse National Habitat Committees established that support the GHS principles</p> <p>(1.1c) Number of international and regional events and policy dialogue meetings with at least 40% women participants, held with the engagement of key players leading to partnerships to promote the GHS principles</p> <p>(1.2a) Number of gender-inclusive, rights-based, result-based and sustainable housing, slum upgrading and prevention strategies formulated at global and regional levels with data disaggregated by sex and age.</p> <p>(1.2b) Diverse women represent up to 30% of the keynote addresses at international and regional events and policy dialogue meetings.</p> <p>(1.2c) Diverse women and men slum dwellers are speakers on at least 30% of the panels at international and regional events and policy</p>	<ul style="list-style-type: none"> <li>GHS capacity building workshops on gender and human rights mainstreaming at the international level</li> <li>PSUP capacity building workshops on gender and human rights for country team partners</li> </ul>
<p>(2) Sustainable inclusive Housing, Slum Upgrading and Prevention are mainstreamed in National Policies, Strategies and Development Plans</p> <p>(2.1) Partnerships at national level for sustainable and inclusive housing, slum upgrading and prevention strengthened</p> <p>(2.2) Inclusive right-based, result-based and sustainable housing, slum upgrading and prevention strategies at national level formulated</p>	<p>(2a) Number of national development plans that are gender-responsive, aligned to GHS principles and have data disaggregated by sex and age.</p> <p>(2.2a) Number of Inclusive, right-based, result-based and sustainable housing, slum upgrading and prevention strategies formulated at national level and have data disaggregated by sex and age.</p>	<ul style="list-style-type: none"> <li>GHS capacity building workshops on gender and human rights mainstreaming with all partners at the national level.</li> <li>Consultations with governments and national statistical bureaus on collection of disaggregated data.</li> <li>Hiring of gender consultants or appointment of Gender Focal Points by National Habitat Committees and Country Teams in the PSUP countries.</li> </ul>
<p>(3) Sustainable inclusive Housing, Slum Upgrading and Prevention is mainstreamed in Local Development Plans</p> <p><b>Sub-Expected Accomplishments</b></p> <p>(3.1) Partnerships at city and community level for sustainable and inclusive housing, slum upgrading and prevention strengthened</p> <p>(3.2) Inclusive, rights-based, result-based and sustainable housing, slum upgrading and prevention strategies at city and community levels.</p>	<p>(3a) Number of city and community level development plans that are gender-responsive, aligned to GHS principles and have data disaggregated by sex and age.</p> <p>(3.1a) Number of communities, including organizations of women and men slum dwellers participating in strategy development and decision making processes that support GHS principles.</p> <p>(3.2a) Number of gender-sensitive, right-based, result-based and sustainable housing, slum upgrading and prevention strategies at city and community levels mainstreamed with data disaggregation by sex and age</p> <p>(3.2b) Up to 30% of housing strategies are gender and socially-inclusive dialogue meetings</p> <p>(3.2c) Up to 40% of the slum upgrading and prevention strategies are gender and socially-inclusive</p>	<ul style="list-style-type: none"> <li>Capacity building workshops on gender and human rights at the city and slum level.</li> <li>Training of residents upgrading committees and implementation partners on the collection of dis-aggregated data.</li> <li>Consultations with municipal governments, service providers, NGOs, and other city-level stakeholders on the collection of disaggregated data.</li> <li>Hiring of gender consultants or appointment of Gender Focal Points by local PSUP teams and the local Habitat Committees.</li> <li>Capacity-building workshops for implementation teams in gender and socially inclusive participatory planning, implementation and monitoring.</li> </ul>



## Sub-programme 6: Risk Reduction and Rehabilitation

### Objective

To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development.

### Outcome Statements

Crisis situations whether they result from human-made or natural disasters are not gender neutral. The same event can impact in different ways on women, girls, boys and men. This is because different gender groups have different vulnerabilities and needs, face different risks, and develop coping mechanisms in different ways to resist to shock, survive and support their families.

In accordance with the commitments of UN-Habitat to gender equity, the different needs and capacities of women, girls, boys and

men shall be taken into account in all aspects of disaster prevention and management. Un-Habitat also recognizes that the active participation of women in recovery and rehabilitation is essential, and shall be promoted.

Through a gender-sensitive, youth-aware, environmentally-friendly and rights-based approach, UN-Habitat will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development:

### Overview of priorities

UN-Habitat will undertake urban risk reduction, settlements rehabilitation and shelter recovery programs that mainstream gender, youth and a rights-based approach into the activities of the Agency and its partner cities, regional and national authorities, and affiliated organizations.

Sub-programme 6: Risk Reduction and Rehabilitation		
Expected Accomplishments	Indicators	Illustrative Outputs
a) Cities, regional and national authorities, and partner organizations with improved capacity for gender responsiveness to manage disaster risk reduction and resilience programs;	(i) Availability of sex-disaggregated data in risk reduction and resilience programs; (ii) Evidence of gender-responsive application of resilience indices.	
b) Increased number of gender-responsive partner cities that have implemented sustainable urban recovery programs;	(i) Availability of sex-disaggregated data in urban recovery programmes; (ii) Evidence of equitable participation by women and men in planning and equal access to the benefits of urban recovery programs.	
c) Improved capacity of partner organizations to deliver gender-responsive shelter rehabilitation programs contributing to disaster-resilient permanent housing.	(i) Evidence of gender-sensitive policies and strategies of partner agencies in shelter rehabilitation programs; (ii) Evidence of equitable participation by women and men in the planning and implementation of shelter rehabilitation programs that respond to the needs of both women and men.	

## Sub-programme 7: Research and Capacity Development

### Objective

To improve knowledge on sustainable urbanization issues and capacity for formulation and implementation of evidence-based policies and programmes at national, local and global levels.

### Overview

The Research and Capacity Development branch comprises of Research, Capacity Development, and Global Urban Observatories units. The subprogram will monitor progress made towards the

slum target of the Millennium Development Goals and the Habitat Agenda and report the results through its flagship reports and its Urban Indicators Program which will include gender perspectives where appropriate. Efforts will also be directed towards supporting production of local urban knowledge, and establishment of urban observatories that collect and analyse data disaggregating it by sex in order to aid comparison where applicable. Information and knowledge on best practices will also be collected and disseminated. The program will also provide expertise in developing institutional and individual capacities on evidence based gender responsive policies and programs benefit urban stakeholders.

Sub-programme 7: Research and Capacity Development		
Expected Accomplishment	Indicators	Illustrative Outputs
(a) Improved monitoring of urban conditions and trends	<b>Indicators of achievement</b> (i) Increased number of national statistical offices producing urban data and indicators disaggregated by sex (where possible).  (ii) Increase number of gender responsive results-based evidence from programmes and project activities documented and shared.	<b>Technical materials</b> (1) Global Urban Indicators Database 2014 [1] [E] (2) UrbanInfo 4th version V [1] [E] (3) Urban Inequities Survey questionnaires and manuals published [1] [E] (4) Local Urban Observatory (5) City Prosperity index 30 Cities (1) (6) Regional urban indicators for the third United Nations conference on housing and sustainable urban development ( <b>Habitat III</b> ) [5] (7) Guide for Local Urban Observatory [1] [E] <b>Technical cooperation</b> <b>Group Training (seminars, workshop, symposia)</b> (8) Regional Workshops in Africa and Asia [2]
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels.	<b>Indicators of achievement</b> (i) Increased percentage of local and national governments that have used UN-Habitat flagship publications, best practices database, training and capacity development tools and guidelines, including a gender dimension <b>Performance measures</b> Baseline: 2010-2011: 15% Estimate 2012-2013: 20% Target 2014-2015: 25% <b>Indicators of achievement</b> (ii) Increased number of countries producing national cities reports that have data disaggregated by sex, to enhance local and national policy planning <b>Performance measures</b> Baseline: 2010-2011: 5 Estimate 2012-2013: 10 Target 2014-2015: 20	<b>Other services provided</b> <b>Ad hoc expert groups</b> (1) Best practices steering committee meeting [2] (2) Expert group meeting on the Global Report for Human Settlements [2] (3) Expert group meeting to enhance knowledge on the role of future visioning for sustainable urbanization [4] (4) Dubai Award Technical Advisory Committee [1] <b>(5) Dubai Award Jury [1]</b> <b>(6) Rafik Hariri Award Jury [1]</b> (7) Shaikh Khalifa Award Jury [1]  <b>Other substantive activities</b> <b>Technical material</b> (8) Best Practices database, new edition [1]



Sub-programme 7: Research and Capacity Development		
Expected Accomplishment	Indicators	Illustrative Outputs
		<p><b>Other substantive activities</b></p> <p><b><i>Mandated recurrent publications</i></b></p> <p>(9) Global Report for Human Settlements (2015) (E) [1]</p> <p>(10) State of the world cities report [1] [E]</p> <p><b><i>Non-recurrent publications:</i></b></p> <p>(11) Abridged edition of Global Report for Human Settlements (2015) (E) [F] [S] [A] [R] [C] [1]</p> <p>(12) Abridged edition of State of the world cities report (2015) (E)(F)(S)(A)(R)(C) [1]</p> <p>(13) The State of Eurasian Cities 2015 [1] [E] [R]</p> <p>(14) The State of Europe Cities 2014 [1] [E] [R]</p> <p>(15) The State of ECO-Region Cities 2015 [1] [E] [R]</p>
		<p>(16) Occasional research paper series on urban futures [1] [E]</p> <p>(17) Urban Futures Manual [1] [E]</p> <p>(18) Capacity Building Tools for local governments and training institutions on Sustainable urbanisation [3] [E] [F]</p> <p>(19) The State of Chinese Cities ()</p> <p><b>Special events</b></p> <p><b><i>Launch of UN-Habitat's Urban Futures Manual at WUF 7 [4]</i></b></p>
		<p><b><i>Technical cooperation</i></b></p> <p><b>Advisory services at the request of governments</b></p> <p>(20) Advisory services to national and local governments on future visioning [4]</p> <p><b>Field Projects</b></p> <p>(21) Urban futures demonstration projects [2]</p> <p><b>Group trainings (seminars, workshops, symposia)</b></p> <p>(22) Training Package on Housing the Urban Poor [1]</p> <p>(23) Capacity Self-assessment for Local Government Training Institutions [1]</p> <p>(24) Online Training Management Tool [1]</p> <p>(25) Other tools e.g. on planning, climate change, youth, and slum upgrading may be possible [1]</p>

Sub-programme 7: Research and Capacity Development		
Expected Accomplishment	Indicators	Illustrative Outputs
Increased capacities of national and local authorities and partners to formulate and implement informed and equitable policies and programmes	Number of national and local authorities and partners collecting and utilizing gender disaggregated data, gender responsive indicators, and mainstreaming gender into policies and programmes using evidenced based information.	<p><b>Technical cooperation</b></p> <ul style="list-style-type: none"> <li>• Results-based evidence from programmes and project activities documented and shared</li> <li>• Advisory services at the request of the governments (number of missions )</li> <li>• Advisory services on capacity building [4]</li> </ul> <p><b>Group trainings (seminars, workshops, symposia)</b></p> <ul style="list-style-type: none"> <li>• Training workshops on sustainable urban development for local government and Habitat Agenda partners in Asia an, Africa and Latin America [2]</li> <li>• Workshops on Education and Universities Curriculum development for 40 persons [2]</li> <li>• Field Staff training and Urban dialogues Series [2]</li> </ul> <p><b>Field projects</b></p> <ul style="list-style-type: none"> <li>• Capacity building programmes on climate change, urban economy, leadership and decentralisation [2]</li> </ul> <p><b>Other services provided</b></p> <ul style="list-style-type: none"> <li>• Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs under their established mandates</li> <li>• Technical and capacity development assistance in the field of sustainable urban development to the UN Decade on Education on Sustainable Development, the Learning Cities Index and City Prosperity [1]</li> </ul> <p><b>Special events</b></p> <ul style="list-style-type: none"> <li>• Development and Management of Training events on Sustainable Urban Development, City Prosperity Index, Citywide Slum Upgrading and Housing the Poor in Africa with Habitat Agenda Partners at WUF 7 and Ministerial Conferences for Housing and Urban Development in Africa, Asia and Latin America[1]</li> </ul>



## Office of Executive Direction: OER- PIACB & Advocacy, Outreach and Communications

### Outcome Statements

UN-Habitat will position urban issues in the world media through advocacy, outreach and communications activities, where the role of women and gender approaches will be promoted. To lead and ensure effective implementation of all UN-Habitat's mandates and compliance with United Nations policies and procedures including those related to gender equality and women empowerment in the implementation of the Strategic Plan for 2014–2019 through the biennial work programme and budget, and in the management of human and financial resources, as well as to improve global awareness of sustainable urban development issues and broaden support and participation of Habitat Agenda Partners.

### Overview of priorities

UN-Habitat will undertake media outreach and awareness-raising campaigns engaging the general public, the media and other partners emphasizing the role of women and gender approaches in sustainable urban development. It will also mobilise Habitat Agenda Partners – old and new, women and youth organisations, as well as the UN System working in the area of sustainable urban development, especially for Habitat III conference and post 2015 development agenda, and also support, coordinate and monitor the implementation of relevant agency policies and strategies on partnership, advocacy, communications and publishing with particular attention to gender equality.

Office of Executive Direction: OER- PIACB & Advocacy, Outreach and Communications		
Expected Accomplishments	Indicators	Illustrative Outputs
a) Enhanced awareness and promotion of gender issues in sustainable urban development to the public and by the media	a.1 Availability of gender related news in media articles and electronic debates covering sustainable urban development a.2. Number of key partner countries that undertake awareness-raising activities (city changer campaigns, events, urban forum) to promote gender in sustainable urban development	
b) Enhanced mobilization of partners on gender issues in sustainable urban development	b.1 Increased number of partners of the World Urban Campaign addressing urban issues in their awareness raising activities	
(c) Enhanced gender-responsive engagement of all Habitat Agenda Partners and the UN System in sustainable urban development	c.1 Number of women's organizations supporting sustainable urban development and accredited to Habitat c.2 Evidence of incorporation of gender equality and equity issues by Habitat Agenda Partners into the debates on Habitat III and post 2015 development agenda . c.3 Availability of sex disaggregated data for mayors, Ministers and parliamentarians.	Habitat Agenda Partners consultations on Habitat III, and Post 2015 development agenda. Global and Regional Reports on Habitat III and Post 2015 development agenda. Global Parliamentarians Forum, Ministerial, and Mayors Meetings.



# GPP

UN-Habitat Policy and Plan for Gender Equality  
and the Empowerment of Women in Urban  
Development and Human Settlements

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