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REPORTING ON PROGRAMME PERFORMANCE

Note by the secretariat*

Summary

This document gives an overview of the planned performance assessments and self-evaluations for the Housing, Land Management and Population subprogramme. In line with the decision of the UNECE requesting each Sectoral Committee to conduct biennial evaluations, it sets the framework for such evaluations to be performed in the context of the 2008–2009 biennium. The Committee on Housing and Land Management is invited to review and agree on the expected accomplishments and related indicators of achievement proposed for each cluster of activities in this framework**.

In addition, the Committee is presented with a proposal of the subprogramme's 2010–2011 strategic framework drawn up in the context of the United Nations programme budget preparations. The Committee is invited to review the proposal before its submission to the UNECE Executive Committee.

* This document was submitted after the official deadline in order to reflect the most recent developments in programme planning and evaluation.

** The parts concerning the Population Activities Unit will be directly submitted to the Executive Committee.

INTRODUCTION

1. Like any large organization, the United Nations, including UNECE, is expected to plan its activities in advance and with the participation of stakeholders, enabling the Fifth Committee of the General Assembly to make the necessary funding decisions. Likewise, after a defined period – in the case of the United Nations, two years – those responsible for a programme should report on their achievements, and be answerable for the results.

2. In recent years, the United Nations has moved to a results-based management system, where programmes are assessed in terms of results achieved and not just the outputs produced. This necessitates putting in place mechanisms to monitor and report on achievements and lessons learned, which should lead to improved performance.

3. Generally, there are two formal frameworks for programme planning, performance assessment and reporting:

- (a) The United Nations-wide mandatory assessment system, in compliance with the instructions provided by the General Assembly and Headquarters;
- (b) UNECE biennial performance evaluations, to be implemented by each Sectoral Committee at the request of the Commission.

4. Each of the two systems has its own legitimate requirements; the challenge is to align all the processes and to streamline the use of resources, for instance by harmonizing planning periods, and using the same methods to assess performance.

I. UNITED NATIONS-WIDE MANDATORY ASSESSMENT SYSTEM

5. In order to achieve the best possible results, and as mandated by the United Nations, two key tools are employed by all its entities to ensure that the work carried out corresponds adequately to the objectives set and the needs of users and stakeholders:

- (a) The United Nations results-based management and results-based budgeting framework;
- (b) Self-evaluations.

6. According to the United Nations results-based management and results-based budgeting system, all subprogrammes, before each biennium, must set up a strategic framework that determines their objectives in terms of “expected accomplishments” and, for each of them, indicators of achievement. The 2008–2009 strategic framework for the Housing, Land Management and Population subprogramme was approved by the General Assembly (A/61/6 (Prog. 16)).

7. Apart from the above assessments, subprogramme managers are also requested to undertake self-evaluations of selected areas of work, projects or key activities. The main aim of these self-evaluations is to ensure the effectiveness and efficiency of the work undertaken and to

optimize its impact. For example, in the 2008-2009 biennium, a self-evaluation on “Themes and impact of the Working Party on Land Administration workshop series” is planned.

II. UNECE BIENNIAL PERFORMANCE EVALUATIONS 2008–2009

8. The UNECE member countries, being committed to the transparency and effectiveness of programme management, agreed at the Commission session in 2004 to place more emphasis on evaluation as a tool in managing the Commission’s work. The Sectoral Committees were therefore requested by the Commission to conduct biennial evaluations of their respective subprogrammes and to take into account the results of these evaluations in determining their work programmes. The 2005 UNECE reform further strengthened this approach.

9. The biennial evaluations should give an opportunity for the members of each Sectoral Committee to review and reaffirm, on a continuous basis, the relevance of the activities and their clusters in view of the subprogrammes’ objectives. The results of these evaluations should contribute to defining subprogramme priorities and the related distribution of resources.

10. In the context of the biennial evaluations, each Sectoral Committee has been mandated to identify clusters of activity and to agree on expected accomplishments for 2008–2009 for each of them, together with the related indicators of achievement and measurement methodologies. This approach is more detailed than the more aggregated United Nations-wide approach (see section I above), while following the same results-based methodology.

11. These biennial evaluations should comprise two phases: (a) a planning phase, prior to each biennium as mentioned above; and (b) an evaluation phase, towards the end of any biennium, drawing up an accomplishment account for each expected accomplishment, including lessons learned and recommendations for possible programmatic adjustments.

12. The secretariat has drawn up draft expected accomplishments and indicators of achievement for each cluster of its activities for review and agreement by the Committee. At its annual session in 2009, the Committee will be requested to address some key evaluation elements (relevance, effectiveness, impact and efficiency) in reviewing the accomplishments of the subprogramme in each of its clusters. Some guidelines for these evaluations have been prepared by the UNECE Programme Planning, Monitoring and Evaluation Unit and are available in the “Guide for biennial evaluations of subprogramme performance by UNECE sectoral Committees” (available at <http://www.unece.org>).

13. The proposed clusters of activities of the Housing, Land Management and Population subprogramme are:

- (a) Country profiles on the housing sector;
- (b) Improvement of urban environmental performance;
- (c) Land administration;
- (d) Housing modernization and management;

- (e) Population ageing;
- (f) Generations and gender.

14. The draft expected accomplishments and indicators of achievement for these clusters for the purpose of the 2008–2009 biennial performance evaluations are presented in annex I.

15. The Committee is invited to discuss and agree on the expected accomplishments for the 2008–2009 biennial performance evaluations.

III. UNITED NATIONS STRATEGIC FRAMEWORK 2010-2011

16. In accordance with the UNECE programme planning process, the draft strategic framework has to be reviewed by the Sectoral Committees before submission to the Executive Committee in November/December 2007 and to United Nations Headquarters in early 2008.

17. As outlined in annex II, the 2010–2011 strategic framework for the subprogramme contains the following elements:

- (a) Subprogramme objective;
- (b) Expected accomplishments and indicators of achievement;
- (c) Strategy to achieve the subprogramme's expected accomplishments and objective;
- (d) List of legislative mandates.

18. The Committee is invited to review the draft 2010–2011 strategic framework before its submission to the Executive Committee.

Annex I

**EXPECTED ACCOMPLISHMENTS AND INDICATORS OF ACHIEVEMENT FOR THE
HOUSING, LAND MANAGEMENT AND POPULATION SUBPROGRAMME, PER
CLUSTER OF ACTIVITIES,
FOR THE PURPOSE OF 2008–2009 BIENNIAL PERFORMANCE EVALUATIONS**

Objective of the Organization: To improve the housing and urban governance in the UNECE region as well as the knowledge base on population issues, strengthening the formulation and implementation of policies and developing capacities at the national and local levels.	
Expected accomplishments	Indicators of achievement
<p><u>Cluster 1:</u> <i>Country Profiles on the Housing Sector</i></p> <p>Improved national and local capacities for housing-related policy formulation and implementation, taking into consideration the socially disadvantaged groups of the population</p>	(a) Increased number of countries that reported to have taken measures to improve and implement housing policies following a UNECE action-oriented assessment of the housing sector
<p><u>Cluster 2:</u> <i>Improvement of urban environmental performance</i></p> <p>Improved national and local capacity for the formulation and implementation of spatial planning and urban development policies</p>	(b) Number of countries that reported adjustments in their policies for spatial planning
<p><u>Cluster 3:</u> <i>Land administration</i></p> <p>Enhanced development of and reforms in land administration to provide secure ownership in land, investment and other private and public rights in real estate</p>	(c) Increased number of countries that reported legal and institutional adjustments and increased transparency of land management practices following a UNECE action-oriented assessment of their land administration systems
<p><u>Cluster 4:</u> <i>Housing modernization and management</i></p> <p>Dissemination and implementation of UNECE guidelines on affordable and social housing as well as for management of the multi-family housing stock and housing finance</p>	(d) Increased number of follow-up activities in member countries to the UNECE guidelines on condominium management, social housing and housing finance in order to improve their implementation
<p><u>Cluster 5:</u> <i>Population ageing</i></p> <p>Enhanced development of policies and actions for adjusting societies to population ageing</p>	(e) Increased number of countries that have adjusted their policies or introduced new measures in the commitment areas of the León Ministerial Declaration adopted at the 2007 UNECE Ministerial Conference on Ageing
<p><u>Cluster 6:</u> <i>Generations and gender</i></p> <p>Improved national knowledge base for policymaking on issues related to intergenerational collaboration, gender, family and fertility</p>	(f) Increased number of countries engaged in national data collection and analysis within the framework of the UNECE Generations and Gender Programme

Annex II**PROPOSED STRATEGIC FRAMEWORK FOR THE PERIOD 2010-11
SUBPROGRAMME 8: HOUSING, LAND MANAGEMENT AND POPULATION**

Objective of the Organization: To improve housing, urban and land governance in the region as well as the knowledge base on population issues, strengthening the formulation and implementation of policies, enhancing social cohesion, and developing capacities at the national and local levels.	
Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, Caucasus, and Central Asia and South-Eastern Europe	(a) (i) Number of new countries engaged in a UNECE results-oriented assessment of their housing policies and land administration systems (ii) Number of countries that reported to have taken measures to improve housing policies and land management practices
(b) Strengthened implementation of UNECE guidelines on social housing, land administration, housing management and finance	(b) (i) Increased number of participants trained through country-level workshops and other follow-up activities organized to improve the implementation of policy recommendations set out in the guidelines (ii) Number of countries that reported to have taken measures to implement UNECE recommendations and guidelines
(c) Enhanced policy formulation on population issues to meet the challenges of demographic change	(c) Number of countries that have adjusted their policies or introduced new measures in the policy areas decided upon at the 2007 UNECE Ministerial Conference on Ageing in León, Spain

Strategy

1. The responsibility for this subprogramme is vested in the Environment, Housing and Land Management Division. The subprogramme will aim at promoting the implementation of the UNECE Strategy for a Sustainable Quality of Life in Human Settlements in the Twenty-First Century and the Ministerial Declaration on Social and Economic Challenges in Distressed Urban Areas in the UNECE Region. This will contribute to social inclusion through the development of affordable housing, further addressing effective management of multi-family housing estates, and to supporting activities in land administration and spatial planning.

2. In order to contribute to the efficient and transparent governance and urban environment improvement, continued efforts will be made to analyse the existing housing situation, including

maintenance, renewal and new construction; to review housing policies; to provide policy recommendations; and to carry out capacity-building activities at the national and local levels. The upgrade of land and real estate systems will be further supported in order to provide secure ownership in land, investment and other private and public rights in real estate. Regional model programmes and pilot projects, as well as public-private partnerships, will be encouraged.

3. The integration of housing policy with spatial planning, land administration, population and environmental policy will be strengthened. Cross-sectoral issues such as energy efficiency of the housing sector and housing needs of the elderly will be addressed.

4. The subprogramme's population component will aim at promoting the implementation of the commitments of the 2007 UNECE Ministerial Conference on Ageing, *inter alia*, by meeting the challenges arising from demographic change and releasing the unused potential embedded in some population groups, in particular older persons. A region-wide cooperation programme of data collection and research on issues related to population ageing, intergenerational collaboration, gender relations, family and fertility will continue to be implemented. Good practices will be exchanged and national capacities for policy formulation in response to population ageing will be developed.
