



THE UN-HABITAT WATER AND SANITATION TRUST FUND STRATEGIC PLAN (2008-2012)

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COVER PHOTO

Changing lives for the better in Indore, Madhya Pradesh, India, a new pipeline brings clean water and all the benefits that come with it to a neighbourhood in need. Photo ©: UN-HABITAT / J. Arora. The other photographs carried in this report all depict various aspects of UN-HABITAT's water and sanitation work around the world. All are UN-HABITAT © copyright and may be reproduced so long as the source is printed with the picture.

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FOREWORD



Since its launch on World Habitat Day 2002, UN-HABITAT's Water and Sanitation Trust Fund has made major strides in supporting governments in their pursuit of the water and sanitation Millennium Development Goals agreed by world leaders. It has done this mainly by helping to develop a suitable environment for increased

investment in water and sanitation specifically intended for the urban poor. So far, the Fund has channeled about USD 50 million from the Governments of Norway, Canada, The Netherlands, Sweden and Spain to help mobilize further international finance and investment in pro-poor water and sanitation schemes. It does so by combining normative, advocacy, monitoring and operational activities to prepare bankable projects, aided by a judicious mix of grants and loans.

The Trust Fund has thus far been able to leverage over USD 1 billion in matching grants and loans to improve water and sanitation in informal settlements in more than 30 African and Asian cities through its partnerships with the African, Asian and Inter-American development banks. As part of our work to help create more balanced national settlement patterns and to reduce the proliferation of urban slums in the least developed countries, the Trust Fund is also working to support quick impact initiatives to achieve the goals in secondary towns within five years in two trans-national water basins of critical environmental importance. These are East Africa's Lake Victoria region, involving 15 urban settlements which comprise 1 million people in Kenya, Tanzania and Uganda. The other is the Greater Mekong River Basin, covering 12 urban settlements and half a million people in Cambodia, Laos and Vietnam. China and Thailand are also participating in the Mekong Delta project as supporting middle-income neighboring countries in the region.

It is heartening to note that a recent Mid-term Review by the Trust Fund's Advisory Board concluded that the Trust Fund's work is to be appropriately directed towards the water and sanitation goals by focusing on the vulnerable and neglected populations in small urban centers and poverty pockets in larger cities. By seeking to improve governance and by building models of good practice for

emulation by most other larger entities, such as state and national governments and multilateral institutions, the Review noted that the Fund is now on its way to establishing its role, with the real prospect of providing help. It also noted that the work in progress had received wide local appreciation and also attracted the attention of larger donors, including multilateral financial institutions.

The findings and conclusions of the Review have been used to guide the development of this *Strategic Plan for The UN-HABITAT Water and Sanitation Trust Fund 2008-2012*. Development of the strategic plan has also benefited from the guidance of recipient countries, development partners and UN-HABITAT field staff. The Strategic Plan's purpose is to guide Trust Fund work in addressing challenges of the internationally agreed-to water and sanitation goals and UN-HABITAT mandates, including the overall goals of shelter for all and sustainable human settlements development, as embodied in *The Habitat Agenda* and the agency's 2008-2013 Medium Term Strategic and Institutional Plan.

The strategy envisages a focus on consolidation of activities supported by the Trust Fund combined with modest expansion. It outlines four key programme areas: delivering sustainable services to the poor; ensuring synergy between the built and natural environments; monitoring the internationally agreed water and sanitation goals; as well as integrating infrastructure and housing provision. Considering the proposed range of activities, the Trust Fund will need to mobilise about USD 150 million for the 2008-2012 period.

I am confident that with the collective support of our donors we will successfully implement the Strategic Plan, and so relieve the suffering of the urban poor in the developing world.

A handwritten signature in black ink, reading "Anna K. Tibaijuka". The signature is fluid and cursive.

Dr Anna K. Tibaijuka,
Under-Secretary General & Executive Director
UN-HABITAT

PREFACE

The UN-HABITAT Water and Sanitation Trust Fund aims to create an enabling environment for pro-poor investment in water and sanitation in urban areas of all sizes in the developing world, thus providing a vehicle to significantly improve the volume and effectiveness of both the Official Development Assistance and national financial flows into the water and sanitation sector.

This document's purpose is to guide the Fund's work in addressing the challenges of the widely-recognized international commitments to the Millennium Development Goals and UN-HABITAT mandates, (including the overall goals of shelter for all and sustainable human settlements development as embodied in The Habitat Agenda and the Mid-Term Strategic and Institutional Plan. The strategy examines current responses, drawing conclusions on gaps to be filled and the types of actions urgently required. An indicative budget is also presented.

A Strategic Planning Process has been followed in the document's preparation. As part of this process the Strategic Plan of the Trust Fund approved in 2003 and the Medium-Term Strategic and Institutional Plan of UN-HABITAT were reviewed. The findings and recommendations of the mid-term review conducted in the first half of 2007 contributed to the strategy development process. Concurrent consultations held in partner countries with government, civil society, external support agencies and implementation partners have also been part of the development of the strategy. A first staff retreat was conducted from 19 to 21 June 2007 to discuss the intermediate findings of the Mid-Term Review and conduct group work for a suggested strategy outline. Based on the outline, a draft strategy was prepared and circulated to many of our partners and has received guidance from regional partners in Africa and Asia who contributed to the process. The preparation of the document was carried out in a participatory manner.

Further consultations were held with donors and other stakeholders in August 2007 during the Stockholm Water Symposium, and a draft document was discussed at Advisory Board meetings in October 2007 and in April 2008, when final suggestions were made and incorporated into this version of the document.

The suggested strategy for the 2008-2012 period envisages a focus on consolidation of activities, combined with modest expansion in activities and initiating preparatory activities for the Programme in Latin America.



Creating an enabling environment for pro-poor investment in water. © UN-HABITAT

The focus of activities has been organised around four areas:

- Delivering sustainable services to the poor;
- Ensuring synergy between the built and natural environments
- Monitoring the Millennium Development Goals and beyond; and
- Integrating Infrastructure and housing

These programme areas have been selected to consolidate existing activities, not to start new initiatives. For example, in the second area, activities will consider climate change factors, but only those relevant to water and sanitation infrastructure. A good example would be current work on energy audits for water utilities. The fourth programme area, focusing on synergy between UN-HABITAT's work on slum upgrading and infrastructure provision, will address sustainable infrastructure as part of slum upgrading.

Considering the proposed activities, the Trust Fund will need to mobilize about USD 150 million for 2008-2012.

The Implementation of the approved Strategy commenced in early 2008 with development of an initial annual work plan.

TABLE OF CONTENTS

Foreword	iii
Preface	v
Developing a Strategic Plan for the UN-HABITAT Water and Sanitation Trust Fund 2008-2012	1
Introduction	1
1.1 Vision Statement	2
1.2 Guiding Principles of the Water and Sanitation Trust Fund	3
1.3 Strategic Focus Areas	5
2 Water and Sanitation Trust Fund core competencies and strategic advantages	6
2.1 Promoting Smart Partnerships	6
2.2 Pre-investment Capacity-Building	9
2.3 Model setting initiatives	11
2.4 Promoting Regional and Inter-regional Cooperation	11
2.5 Monitoring the Sector	11
2.6 Integrating Water and Sanitation and Human Settlements Planning and Management	14
2.7 Advocacy and Communication	14
3 The organisation and implementation of the Fund's work	16
3.1 Institutional Setting in UN-HABITAT	16
3.2 The Symbiotic Relationship between Operational and Normative Activities	16
3.3 Implementing the work of the Fund	16
3.4 Reporting on Trust Fund activities	18
4 Recent review of operations and recommendations for improved operation	20
4.1 Water and Sanitation Trust Fund Mid-Term Review summary	20
4.2 Summary Recommendations	20
4.3 Specific Recommendations	21
5 Forward looking strategy 2008-2012	22
5.1 Delivering sustainable services for the poor	22
5.2 Ensuring synergy between the built and the natural environment	26
5.3 Monitoring the Millennium Development Goals and beyond	28
5.4 Integrating infrastructure and housing	30
5.5 Performance management	30
6 Funding and resource mobilization strategy	32
6.1 Historical perspective and current levels of financial support	32
6.2 Projected needs	32
6.3 Innovative financing mechanisms for slum upgrading	35
7 Programme Administration	36
ANNEX I Logical Framework Water and Sanitation Trust Fund Strategic Plan (2008 – 2012)	37
ANNEX II Estimated budget for the forward looking strategy (2008-2012)	41
ANNEX III Organogramme for the administration of the Fund	42
ANNEX IV Achievements of the Water and Sanitation Trust Fund so far	43
ANNEX V The Global Water Operators Partnerships Alliance	46



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