

Zero Draft of the Proposed Programme Budget 2020 for UN-Habitat

Section 15 Human settlements

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I. Foreword



Sustainable urbanization is an accelerator for achieving the Sustainable Development Goals. In articulating the relationship between sustainable urbanization and sustainable development, we in UN-Habitat recognize that it is only with a clear transformative strategy, partnerships, and a fresh and innovative vision of development that it is possible to respond to persistent and new development problems, including extreme poverty, slums, inadequate basic services, socioeconomic inequalities, social exclusion and marginalization, gender-based discrimination, humanitarian crises, conflicts, climate change-related challenges, and high unemployment, which are increasingly concentrated in urban areas.

Over the years, the work of UN-Habitat has demonstrated that if we get our cities right, as envisioned in the New Urban Agenda and SDG 11, it will be easier to address other development goals and targets, while bringing about transformational change for the benefit of millions of people, ensuring that no one and no place is left behind.

Upon joining UN-Habitat in January 2018, I embarked on an internal change process whose objective is to make UN-Habitat fit-for-purpose, ensuring that it is transparent, accountable, efficient, effective and, ultimately, trusted. The change process also aims at maximizing UN-Habitat's added value to UN system-wide efforts and effectively supporting Member States, local governments and other stakeholders as they tackle the challenges of sustainable urbanization.

Our new vision, *“A better quality of life for all in an urbanizing world”*, symbolizes our quest for impact as we transform into a value-based organization whose expertise is relevant and valued by Member States and other stakeholders. Our new mission statement is *“UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”*.

We have a new Strategic Plan for the period 2020-2025 which focuses on our commitment and contribution to the implementation of global development agendas and lays out a sharpened focus around four mutually reinforcing and integrated domains of change or goals: (i) Reduced poverty and spatial inequality in urban and rural communities; (ii) Enhanced shared prosperity of cities and regions; (iii) Strengthened climate action and improved urban environment; and (iv) Effective urban crisis prevention and response.

In parallel to the internal change process, Member States have reformed UN-Habitat's governance architecture. I expect that this positive development will lead to enhanced oversight, and trust, including from development partners as UN-Habitat needs the political and financial support of Member States to fulfil its role towards the achievement of relevant Sustainable Development Goals.

Ultimately, our job is about the people, it is about transforming places and communities. This became especially clear to me when I visited the Mathare slum in Nairobi in March 2018. I spent time with some of the young people there, especially the young women. They shared their concerns with me and we discussed the experience of women. We even played football together. I left Mathare feeling inspired by these women and, more than ever, convinced of the vital importance of improving housing, urban services, safe public spaces for everyone, entrepreneurship, social cohesion and empowerment of vulnerable members of the millions of households living in the life-threatening conditions of urban slums. I left more committed than ever to leaving no place and no one behind.

Through the Work Programme and Budget 2020, we welcome Member States' support for the cause of ensuring a better quality of life for all those living in cities and other human settlements.

(Signed) **Maimunah Mohd Sharif,**
Under-Secretary-General and Executive Director.

II. Overall orientation

Mandates and background:

The United Nations Human Settlements Programme (UN-Habitat) is a focal point for sustainable urbanization and human settlements in the United Nations system. It supports Member States on sustainable cities and human settlements through its normative and operational work at global, regional, national and local levels. UN-Habitat also leads and coordinates monitoring and reporting global progress in the implementation of the New Urban Agenda in collaboration with other UN entities.

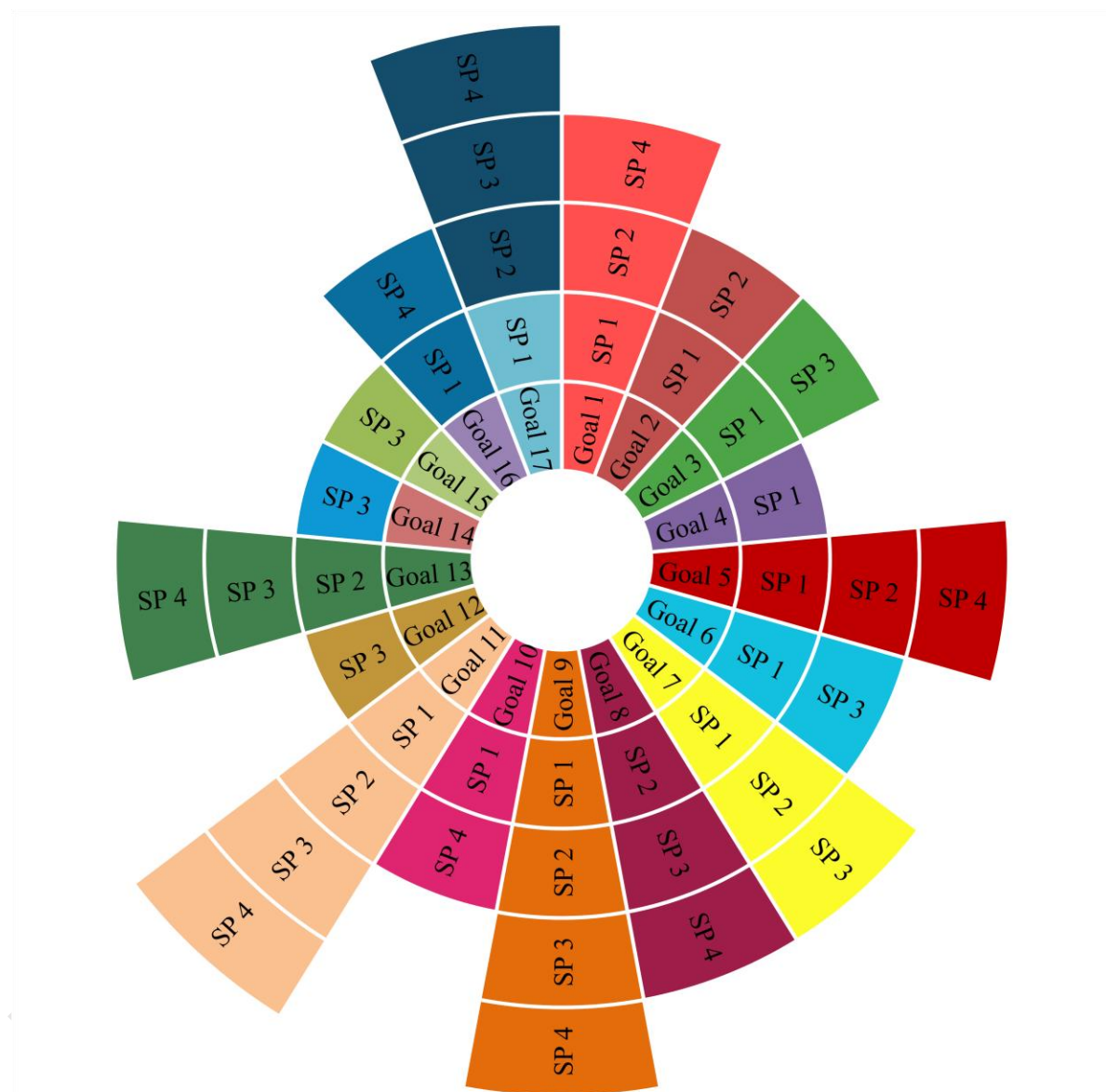
UN-Habitat's mandates derive from relevant General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the General Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). In 2001, the General Assembly through its Resolution 56/206, elevated it to the United Nations Human Settlements Programme (UN-Habitat). The New Urban Agenda, the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) held in Quito in October 2016 and adopted by the General Assembly through its Resolution 71/235, recognised the linkages between sustainable urbanization and sustainable development.

By 2050, the world's urban population is expected to nearly double, making urbanization one of the most significant trends of the twenty first century. Urbanization is growing phenomenally, with 90 per cent of urban growth taking place in less developed regions, where it is mostly unplanned, and capacities and resources are most constrained. Unplanned and chaotic urban growth fuels the proliferation of informal settlements or slums that are a glaring symptom of urban poverty and inequality. Housing remains largely unaffordable in both the developing and some developed countries and globally, over 1.6 billion people live in inadequate housing, with 1 billion living in slums. About 1.2 billion people lack access to clean drinking water world-wide, and 2.5 billion lack access to safe sanitation. Fewer than 35 per cent of cities in developing countries have their waste water treated. Slum dwellers lack land tenure rights and decent livelihoods and experience social exclusion and marginalization. All these forms of exclusion disproportionately affect women, youth, older persons, migrants, and other marginalised groups. In some parts of the world, urban areas are increasingly becoming epicentres of crises, insecurity and violence, sometimes contributing to displacement and forced migration. Globally, there are currently 763 million internal migrants and 224 million international migrants, and most of these live in urban areas, often under difficult conditions. Cities also account for about 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions, as well as over 70 per cent of resource use. The urban poor suffer the worst consequences of climate change related disasters, natural and human-made crises and conflicts. While urbanization brings along challenges, it also presents huge opportunities that bring benefits to all levels of human settlements.

Most developing countries experience challenges in addressing the above mentioned problems, as well as in the implementation of the New Urban Agenda and the urban components of the Sustainable Development Goals. Implementation challenges include: low level of awareness on the potential benefits of urbanization, low institutional and fiscal capacity, lack of development financing and weak multi-level governance structures. Local governments are often ill-equipped in terms of financial and human resources which hinders their ability to plan, manage and execute the transformative policies and actions in the Agenda.

Alignment with the UN Charter, the Sustainable Development Goals and other transformational agendas:

Figure 1: Alignment of SDGs to the four Domains of change



The mandates of UN-Habitat guide its subprogrammes in producing their deliverables, which contribute to the attainment of their objectives. The objectives of the subprogrammes are aligned with the Organization’s purposes, “to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion; and to be a centre for harmonizing the actions, of nations in the attainment of these common ends”, as stipulated in article 1 of the Charter. UN-Habitat’s purposes are fully aligned to Agenda 2030, particularly Goal 11 and a number of other Sustainable Development Goals. Figure 1 above summarizes the specific Sustainable Development Goals that the objectives and related deliverables of UN-Habitat’s subprogrammes are aligned to.

The objectives of these subprogrammes are aligned to the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development, particularly the outcome of the Third Conference, the New Urban Agenda adopted by the General Assembly through its resolution 71/256. The objectives of the subprogrammes are also aligned to relevant global agendas, including the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Sendai Framework for Disaster Risk Reduction 2015-2030, the Paris Agreement under the United Nations Framework Convention on Climate Change, the outcome of the 2016 high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants entitled “New York Declaration for Refugees and Migrants. The 2018 Marrakech Declaration on Migration informed a new programme area on migration in this 2020 Annual Work Programme.

Recent developments:

The most important developments for UN-Habitat during 2018 include the presentation of the quadrennial report on the implementation of the New Urban Agenda, the High Level Political Forum on Sustainable Development synthesis report on implementation of Goal 11 of the Sustainable Development Goals, the World Urban Forum’s Kuala Lumpur Declaration on Cities 2030, the new Strategic Plan 2020-2025, and reforms of the governance structure of UN-Habitat at the request of the General Assembly.

In May 2018, UN-Habitat presented to the General Assembly the first of five quadrennial reports on the implementation of the New Urban Agenda. The report, prepared in consultation with 23 United Nations entities, the 5 regional economic and social commissions, and 30 partners, provides qualitative and quantitative analysis of the progress made on implementation of the New Urban Agenda. It recommends steps to ensure the successful production of subsequent reports until 2036.

In July 2018, Goal 11 was reviewed for the first time as part of the High Level Political Forum on Sustainable Development – the global platform for follow-up and review of the 2030 Agenda for Sustainable Development Goals. UN-Habitat is the designated lead agency for many of the indicators of Goal 11. A comprehensive report entitled “*Tracking Progress Towards Inclusive, Safe, Resilient and Sustainable Cities and Human Settlements: SDG Synthesis Report – High Level Political Forum 2018*” was the basis of the discussions. UN-Habitat along, with other custodian agencies (UNISDR, UNESCO, WHO, UNODC, UNEP) and other stakeholders, supported various methodological activities and worked with countries on systems for data collection and development of related geospatial technology guides, among others.

The ninth session of The World Urban Forum, the largest global forum on sustainable urbanization and human settlements representing national, regional and local governments, civil society, parliamentarians, local communities, the private sector, multilateral organizations, academicians, researchers, and a wide range of stakeholders, took place in Kuala Lumpur, Malaysia, in February 2018. The participants shared knowledge and experiences on sustainable urbanization and human settlements, and encouraged localisation and scaling up of the implementation of the New Urban Agenda as an accelerator for achieving the Sustainable Development Goals. The outcome document, the Kuala Lumpur Declaration on Cities 2030, called attention to persistent challenges faced by cities and human settlements. It urged that urgent action be taken to address these challenges, highlighted the transformative power of cities and the genuine aspiration to leave no one and no place behind. It made actionable recommendations, including adoption of specific collaborative governance mechanisms and innovative solutions.

UN-Habitat’s Governing Council, through its resolution 26/3 requested the Executive Director to develop a six-year Strategic Plan for 2020-2025. Successive Annual Work Plans and Budgets starting in 2020 will be aligned to the Strategic Plan’s for goals or change domains. The strategic plan, which aims to position UN-Habitat as the centre of excellence on sustainable urbanization and

human settlements, was endorsed by the UN-Habitat Committee of Permanent Representatives on 6 December 2018. Since February 2018 UN-Habitat is undertaking organizational reforms that will include structural changes, that will among other things, equip the Programme with a robust and yet agile structure in order to enhance the Programme's transparency, accountability, efficiency and effectiveness and also align the Programme to the Secretary General's reform of the United Nations.

General Assembly Resolution 72/227 of 20 December 2017, called on Member States to examine different options for strengthening UN-Habitat's governance structures, especially its oversight, including but not limited to those presented in the New Urban Agenda (General Assembly Resolution 71/256 of January 2017 refers). In December 2018, the General Assembly adopted Resolution 73/539 by which it established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, a 36 member Executive Board and a Committee of Permanent Representatives.

Strategy and external factors for 2020:

UN-Habitat's strategy for delivering the annual work plan and budget in 2020 is articulated in its new Strategic Plan 2020-2025, which reflects the vision of UN-Habitat's new Executive Director, reviews the Programme's strengths, weaknesses, threats and opportunities and provides a new vision, mission and strategic focus. It articulates the mode of delivery of the New Urban Agenda and Sustainable Development Goals 11 and other relevant goals. I

The vision of the strategic plan, which focuses more directly on improving people's lives is "A better quality of life for all in an urbanizing world". The mission contained in the new Strategic Plan is *"To promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind"*. The four interconnected and mutually reinforcing goals of the strategic plan 2020-2025 are:

- (a) Reduced spatial inequality and poverty in communities across the rural-urban continuum;
- (b) Enhanced shared prosperity of cities and regions;
- (c) Strengthened climate action and the improved urban environment; and,
- (d) Effective urban crisis prevention and response.

The four goals of the strategic plan have twelve key outcomes. The plan has several performance enablers comprising: monitoring and knowledge; innovation; advocacy; communication and outreach; partnerships; capacity building; and systems and processes. The plan has the following drivers of change: policy and legislation; planning and governance; and financing mechanisms, as well as two cross-cutting issues, namely, resilience and safety. Underpinning the strategic plan are the following social inclusion dimensions: human rights, gender, children, youth, older persons and persons living with disability.

UN-Habitat's four main roles are summarised as **Think, Do, Partner and Share**

Think: through its normative work that includes various knowledge building activities, ground breaking research and capacity building, UN-Habitat sets standards, proposes norms and principles and shares good practices. It also monitors global progress and supports intergovernmental, regional, national and subnational bodies in their formulation of policies related to sustainable cities and human settlements.

Do: UN-Habitat's operational work comprising varied forms of technical assistance will draw on the Programme's unique and very specialised technical cooperation expertise to execute human settlements programmes and projects that provide valuable tailored support to Member States in implementing policies, strategies, best practices, norms and standards.

Partner: Regarding cooperation with other entities, at the global, regional national and local levels, UN-Habitat will collaborate with a multitude of partners and leverage multiple resources to achieve sustainable result addressing the challenges of urbanization. It will work closely with governments and local authorities, and cooperate with international financial institutions, regional development banks, the private sector, civil society, research and training institutions, academicians and other partners. The World Urban Forum is an embodiment of UN-Habitat's cooperation and collaboration with a very wide range of partners on the implementation of the New Urban Agenda. Within the UN system, UN-Habitat will continue to participate effectively in the Chief Executive Board and its subordinate committees and collaborate with sister UN agencies in the Executive Committee on Economic and Social Affairs on thematic issues.

As a focal point on sustainable urbanization and human settlements in the UN and the lead on monitoring and reporting on progress made in the implementation of the New Urban Agenda, UN-Habitat will work and collaborate with all UN agencies, including in further developing an Action Framework on the Implementation of the New Urban Agenda and regional action plans. It is currently collaborating with the WHO and UNICEF in the monitoring of water and sanitation; with the Food and Agriculture Organization; and the World Bank on monitoring of land tenure components. UN-Habitat is also working with UNHCR, the International Organization for Migration and the World Food Programme to integrate sustainable urban development into humanitarian response; and on mainstreaming the New Urban Agenda into UN-Water, UN-Energy as well as developing frameworks for joint financing mechanisms and harmonizing implementation of the Sendai Framework with United Nations Office for Disaster Risk Reduction. It collaborates closely with UNEP on Greener Cities partnership and environmental sustainability in urban development. In this regard, within the context of its normative role, UN-Habitat will continue working closely with DESA and the Regional Economic Commissions as a knowledge platform and the first global port of call for data and knowledge on cities, towns and rural settlements in all regions and countries of the world. UN-Habitat and the World Bank are working on a partnership initiative on the Implementation Facility for Sustainable Urban Development, which is a pooled funding mechanism allowing sustainable urban development projects to access much-needed funding for transformative change.

Share: In its focal point and catalytic role, UN-Habitat will carry out advocacy, communication and outreach activities and mobilise public, political and financial support, in addition to increasing its collaborative interventions at all levels. This will inspire qualitative changes in national development plans, policy frameworks, development practice, and investment choices for sustainable urban development at global, national and local levels. UN-Habitat will make maximum use of key advocacy and knowledge platforms including the World Urban Forum (which also serves as one of the platforms on the reporting processes of the New Urban Agenda), World Cities Day and World Habitat Day, as well as the World Urban Report, its flagship publication. As the United Nations system-wide focal point on sustainable urbanization and human settlements, UN-Habitat will monitor and report on global conditions and trends and lead and coordinate implementation of the New Urban Agenda in the UN system, in collaboration with other UN agencies. It will rely on the use of innovative and smart solutions, as well as robust data and analysis generated through tools such the Global Urban Observatory and the City Prosperity Index to support the global monitoring of the SDGs related to urban development.

The overall plan for 2020, with regard to external factors, is based on a number of planning assumptions, including:

- a) Adequate extra-budgetary resources to implement the planned work and produce the deliverables;

- b) National and local governments continue to request technical support from UN-Habitat in the development and implementation of their policies, plans and strategies;
- c) Social, political and macroeconomic stability prevail in the areas where UN-Habitat and partners will be implementing programmes and projects;
- d) Availability of disaggregated urban data to support the research and advocacy work of the agency;
- e) Political will for the successful implementation of planned interventions;
- f) Member States, cities and other stakeholders respond positively to the guidance and recommendations provided and have the financial resources necessary to implement programmes and projects.

Evaluation activities:

The following evaluations completed in 2018 have guided the Annual Programme of Work for 2020:

(a) The triennial review to support the implementation of OIOS recommendations in the report on the evaluation of the United Nations Human Settlements Programme (UN-Habitat) (E/AC.51/2015/2); (b) Achieving Sustainable Urban Development Programme (ASUD); (c) City Planning, Extension and Design Unit evaluation; (d) Sri Lanka Country Programme Evaluation, 2013-2017; (e) Evaluation of the Global Land Tool Network Phase 2; (f) Evaluation of the Global Water Operators' Partnerships Alliance Strategy, 2013-2017; (g) End-of-Programme Evaluation of the Water, Sanitation and Hygiene in Disaster Prone Communities in Northern Ghana; (h) Cooperation Agreement between Youth and Livelihood Unit and HIVOS; (i) Joint Mid-term Evaluation of the Making Cities Sustainable and Resilient; and (j) Urban Risk Reduction and Resilience Building in Lusophone Africa.

The recommendations of the evaluations listed above have been taken into account in the subprogrammes for the annual programme of work for 2020. An evaluation of the Global Water Operators' Partnerships Alliance recommended that a Global Water Operators' Partnerships Alliance Strategy for 2018-2022 be developed, a task force set up subsequently developed a new strategy for its future work. The ongoing organizational reform and governance reform of UN-Habitat aimed at making the Programme fit for purpose are a response to evaluation recommendations to strengthen accountability, effectiveness and efficiency. Several recommendations from the mid-term evaluation of UN-Habitat's strategic plan 2014-2019 have informed the preparation of the strategic plan for 2020-2025 and arrangements for its subsequent operationalization and implementation.

During 2020, UN-Habitat will carry out the following evaluations: (a) End of the strategic plan for 2014-2019 evaluation; Evaluation of the World Urban Forum Session 10; one impact evaluation, two country evaluations; six project/programme evaluations; three thematic evaluations; and evaluation of the youth and gender programmes.

III. Policy Making organs

From January 2002 to December 2018, UN-Habitat was governed by a 58 member Governing Council. In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reported to the Assembly through the Economic and Social Council and provided overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council were set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

Following General Assembly resolution 72/226 of December 2017, the Chair of the Committee of Permanent Representatives established an open-ended Working Group in Nairobi to examine options for strengthening Member States' oversight of UN-Habitat for consideration of the General Assembly during the seventy-third session. The findings and recommendations called for a three tier governance structure, namely a universal Assembly, an Executive Board of representational membership and a universal Committee of Permanent Representatives. The structure was subsequently adopted by the General Assembly in December 2018.

Through General Assembly Resolution 73/307, the Governing Council was dissolved as a subsidiary organ of the General Assembly and replaced with a universal UN-Habitat Assembly which meets every four years for five days and is responsible for approving UN-Habitat's six-year strategic plan. The General Assembly also established a 36 member Executive Board whose members are elected by the UN-Habitat Assembly. The Executive Board strengthens oversight over UN-Habitat's operations and also enhances accountability, transparency, efficiency and effectiveness of the Programme. It oversees preparation of the draft Strategic Plan before its approval by the UN-Habitat Assembly and is also responsible for the review and approval of the Annual Work Programme and Budget. In addition, the Executive Board has the responsibility of reviewing financial rules and regulations and matters associated with running of the Programme. It will hold its first session in May 2019 for three days.

The Committee of Permanent Representatives will convene in Nairobi twice every four years, once prior to the UN-Habitat Assembly, to prepare for that meeting and the second time, for a high level mid-term review meeting.

IV. Executive Direction and Management

Executive direction and management falls under the responsibility of the Executive Director, supported by the Deputy Executive Director, and includes the Strategy and Policy Section, the Evaluation Section, the Division of External Relations including the liaison offices in New York and Brussels. The Executive Director provides overall direction on the effective and efficient implementation of the strategic plan and the annual work programme and budget of UN-Habitat. In addition, the Executive Office also coordinates the agency's relations with Member States, United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the 2030 Agenda for Sustainable Development and other relevant mandates. The performance of executive direction and management functions will be supported by the constituent units, as described below.

The Strategic and Policy Section will develop and update key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches for addressing emerging urban challenges and opportunities, and also in ensuring that such approaches benefit from the latest evidence-based research and assessments on sustainable urban development and human settlements issues. Those documents will be the basis for inputs by UN-Habitat to United Nations system-wide policy documents and reports, and also to decisions of the General Assembly and the Economic and Social Council. The Section also leads the development and operationalization of the Strategic Plan 2020-2025. Moreover, the Strategic and Policy Section (i) provides strategic and policy advice to the Executive Director and the Deputy Executive Director; (ii) advises the Executive Director and the Deputy Executive Director on overall programme planning ; (iii) leads the development of a results-based management strategy; (iv) supports and coordinates the development and implementation of reform and change management, and process improvement plans; (v) supports and coordinates the preparation and provision of inputs to reports of the Secretary-General to General Assembly committees and other legislative bodies; (vi) coordinates and prepares policy and position papers, briefing notes and talking points for meetings and conferences; and (vii) leads efforts to create an enabling environment for innovation. The deliverables of the Strategic and Policy Section for 2020 Annual Work Plan are as follows: Operationalization tools for the Strategic Plan 2020-2025 at HQ and regional levels; implementation tools for UN-Habitat's innovation strategy; Executive Director's policy statements and opening addresses at sessions of UN-Habitat's Executive Board meetings as well as sessions of the Committee of Permanent Representatives; Report of the Secretary-General on implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat); and Report of the Executive Director on activities of the United Nations Human Settlements Programme, including coordination matters.

The independent Evaluation Unit is the custodian of the evaluation function of UN-Habitat. It is independent of operational offices and other management functions. The Unit is responsible for coordinating evaluation activities of UN-Habitat and improving evaluation systems in-line with norms and standards for evaluation in the UN System. The Unit will set forth the organizational evaluation plan, manage, conduct and follow-up evaluations to inform decision-making, and improve learning, performance and accountability. Corporate evaluations (Programmes/Projects, Country, Thematic, policy and impact evaluations), to assess issues of organization strategic significance concerning development effectiveness, organizational performance, normative and operational coherence will be undertaken, managed by the Unit with the support of external evaluators. The Unit also support decentralized evaluations, typically conducted by external evaluators but managed by programmatic offices, including regional offices, country offices, headquarter divisions. In addition, the Unit will support self-evaluations which will be conducted by respective offices in 2020. The Unit will continue to follow-up use of evaluations by use of management response mechanism and tracking the implementation of evaluation recommendations.

The Unit will regularly report to UN-Habitat management and governing bodies on activities of the evaluation function.

External Relations Division

The External Relations Division oversees (i) the Governing Council Secretariat (reflected under policy organs in this Work Programme and Budget), (ii) UN-Habitat Liaison Offices in New York and Brussels, (iii) Partnerships, Advocacy and Communication including private sector engagement.

Through the Governing Council Secretariat and Liaison Offices in New York and Brussels, the Division leads and facilitates UN-Habitat's inter-governmental relations and the servicing of policy organs, especially the UN-Habitat Governing Council and its subsidiary bodies, relevant work of the General Assembly and its Committees, the Economic and Social Council including the High-Level Political Forum, inter-departmental and interagency meetings to provide substantive support in meetings and policy dialogues on cities and human settlements. The External Relations Division also spearheads liaison with intergovernmental bodies, multi-lateral and bilateral organisations and other development partners, and coordinates the UN system-wide efforts on sustainable urban development. The Division provides political and diplomatic advice to the Programme and the Executive Director.

The Division leads the development and operationalisation of stakeholder engagement policy, accreditation procedure and collaborative framework and partnership strategy. The Division also spearheads the mobilization and management of diverse strategic partners including the private sector, civil society, academia and other stakeholders for advocacy, increased actions and resource mobilisation in support of sustainable urbanization and human settlements development at all levels. The Division supports stakeholder consultations and engagement in UN-Habitat intergovernmental processes, monitoring and reporting on implementation of Sustainable Development Goals and the New Urban Agenda, as well as programme support.

The External Relations Division facilitates and leads advocacy, outreach and communications including preparation and operationalisation of the advocacy and communication policy. The Division raises the visibility of urban-related issues and the impact of UN-Habitat's work through evidence-based, compelling messages, press releases, speeches, briefing materials, global broadcasts, social media, the global website, exhibitions, videos and human interest, results driven stories. It also provides photographs and videos, capacity building for media and visibility for donors. The Division helps drive key campaigns on priority issues through events, materials and messaging to inspire attitude changes and lead to operationalized improved policies and legislation. The Division coordinates the World Urban Forum, the premier conference on urbanization that gives voice to all stakeholders including governments, UN system, major groups of women, youth, persons with disabilities, the urban poor, etc. The Division also spearheads the World Urban Campaign, World Cities Day, World Habitat Day, other thematic, regional, and national urban campaigns and oversees the Scroll of Honour award. It supports internal communication and the Executive Directors missions.

The External Relations Division will promote UN-Habitat's global leadership role, and as the go to agency on sustainable urban development through support to policy organs, especially the UN-Habitat Assembly, the Executive Board and the Committee of Permanent Representatives; intergovernmental affairs including General Assembly and ECOSOC related matters; UN system-wide inter-agency coordination, and preparation of Secretary-General's reports. The Division will spearhead collaboration with intergovernmental bodies, development banks, bilateral and other multi-lateral institutions. The Division will mobilize public, political, financial support and increased collaborative action at all levels to promote influence of national development plans and

policy frameworks, public/private partnerships and investment choices for scaled-up implementation of sustainable urban development work. It will support Member States and other actors to prepare and implement integrated local, national and regional frameworks, strategies and plans for an inclusive implementation of the New Urban Agenda and relevant Sustainable Development Goals. It will also support development and implementation of a UN System-wide strategy on sustainable urban development, UN Collaborative Implementation Framework to strengthen UN system coordination and collaboration; coordinate the implementation the Private Sector Strategy and the Stakeholders policy, collaborative framework and partnership strategy to expand and deepen partnerships in implementation of the Sustainable Development Goals and New Urban Agenda as well as UN-Habitat programmes.

Emphasis will be placed on effective communication and advocacy to influence policies, promote policy dialogues, exchange of innovative solutions, good practices through partner networks, and advocacy platforms including the World Urban Forum, World Urban Campaign, regional and national urban forums, peer learning, south-south and city-city cooperation, and global ambassadors' programme. Communications will also enhance the image and identity of UN-Habitat.

Through financial instruments such as the Implementation Facility for Sustainable Urban Development, and the SDG Urban Window, the Division will play a catalytic role to leverage resources, and promote investments in sustainable urban development at city, sub-national and national levels. The Liaison Offices will also support resource mobilization efforts and carry out outreach and advocacy activities, including on humanitarian and post-crisis reconstruction and rehabilitation.

V. Frameworks and deliverables of sub programmes

Subprogramme 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum



A. Objective

The objective to which this subprogramme contributes is to reduce inequality between and within communities, and to reduce poverty in communities across the urban - rural continuum

B. Alignment with Sustainable Development Goals

The objective of this subprogramme is aligned with Sustainable Development *Goals 1*, which is to **End poverty in all its forms everywhere**; *Goal 2*, which is to End hunger, achieve food security, and improved nutrition and promote sustainable agriculture; *Goal 3* which is to **Ensure healthy lives and promote well being for all ages**; *Goal 4* which is to **Ensure inclusive and equitable quality of education and promote life long learning opportunities for all**; *Goal 5* which is to **Achieve gender equality and empower all women and girls**; *Goal 6* which is to **Ensure availability and sustainable management of water and sanitation for all**, *Goal 7* which is to **Ensure access to affordable, reliable, sustainable modern energy for all**; *Goal 9* which is to **Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**; *Goal 10* which is to **Reduce inequality within and among countries**; *Goal 11* which is to **make cities and human settlements inclusive, safe, resilient and sustainable**; and *Goal 16* which is to **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**; and *Goal 17* which is to **Strengthen the means of implementation and revitalize the global partnership for sustainable development**.

C. Most Significant Actual Result Story for 2018

UN-Habitat improves living conditions for global slum dwellers

Khadija Ali, a widow living on the Kenyan coast, was terrified that she would lose her home because she had no documents to prove ownership. However, thanks to UN-Habitat's Participatory Slum Upgrading Project, she and her neighbours have not only received their rights, but the whole area has undergone a massive facelift. "We worked together with local government officials to get our documents," said Khadija, who belongs to one of seven youth and women's groups using Community Managed Funds, an innovative slum upgrading mechanism. The funds provide opportunity for diverse communities to engage in upgrading activities and contributes to the realization of the right to adequate housing for women, youth and all.

In Mtwapa, the Community Managed Funds project has benefited more than 12,000 households through projects implemented by youth and women's groups, responding to challenges such as uncollected rubbish, lack of basic services, unemployment and lack of ownership documents. A partnership between residents, the County of Kilifi and the Kenyan Government has developed a city-wide slum upgrading strategy. Land regularization has resulted in enhanced security of tenure for these households (SDG 1.4.2) and improved housing affordability across the county (SDG 11.1). The programme facilitates ongoing learning exchange for communities and local authorities to share experiences and reinforce skills, through regular consultations and engagement. The experiences are scaled-up across UN-Habitat's global programmes and through regional and country offices.



Innovative mechanisms such as Community Managed Funds transform communities by creating jobs for women and youth, and cementing people-public and private partnerships. Experiences from each country feed into the global Participatory Slum Upgrading Programme which is being implemented in 40 countries including Cameroon, Cape Verde, Iraq, Afghanistan, Liberia, Sudan, Central African Republic, Djibouti, Egypt, Kiribati, Samoa, Sudan and Ecuador and 190 cities. More than 5 million of the poorest and most vulnerable people have benefited from housing, public services, land rights and urban planning since the inception of Participatory Slum Upgrading Programme in 2008. As reflected in the Programme Budget for

2018, a planned result for 2018 “*Enhanced capacity of slum communities to partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums*”, progress is being made towards achievement of the planned result. The result demonstrates progress made towards the collective attainment of the objective.

By 2021, 20 more cities in the African, Caribbean and Pacific (ACP) region are expected to have implemented slum upgrading projects through the Community Managed Funds in informal settlements. A Community Managed Funds financing and implementation guide based on lessons learnt will be launched in 2019 as well as training kit for local authorities and community groups. The Participatory Slum Upgrading Programme was founded as a tripartite initiative of the Secretariat of the African, Caribbean and Pacific, the European Commission and UN-Habitat.

D. Most Significant Planned Result Story for 2020

Securing Women’s Land Rights in the Arab World

UN-Habitat and partners have developed the Arab Land Initiative, which aims to allow all people in Arab countries to enjoy equal and affordable access to land, peace, stability and economic growth, to be achieved with good land policies and transparent, efficient and affordable land administration systems. This will provide innovative solutions to address land administration challenges in a region that is still largely using conventional approaches.

The Initiative has 5 key thematic issues, covering the depth and breadth of UN-Habitat’s work:

- Land and conflict, including land disputes resolution and displacement
- Fit for purpose land administration
- Women’s access to land
- Management of public land and land-based investments
- Land, environment and climate change

As part of this Initiative, UN-Habitat has previously developed ‘Good Practices for Tenure security in the Muslim World’ in 2013-14. This regional guidance is then applied at the Country Level. For example, in Iraq in 2018, UN-Habitat promoted the rehabilitation of housing and infrastructure, with recognition of the right to property and occupancy. In total 1323 households gained access to land certificates, using a community-led approach that builds self-reliance of local communities and authorities.



Yazidi family project beneficiaries: Source UN-Habitat

In 2020, UN-Habitat will target the operationalization of normative work at country level. In Syria and Palestine, UN-Habitat will target reconstruction and improved land policy, potentially impacting up to 10,000 households and 20,000 women and girls. Evidence will be shown through an increase in sole or joint land ownership of women in the countries, as well as significantly updated land policies and legislation.

Women in the Arab region (especially those affected by conflict, displacement and migration) are widely acknowledged to be lagging behind in their access to land and property rights. In 2018, UN-Habitat and partners launched the publication 'Women and Land in the Muslim World.' In 2020, UN-Habitat will continue to fight for women's rights using innovative and participatory processes to access land. This will lead to increased economic and social opportunities, through improved safety, a stronger voice in household and community decision-making, access to agricultural opportunities and access to financing mechanisms.

This work will draw upon experiences in Iraq, Kenya, Philippines and DR Congo, and feed into the Global Land Tool Network (GLTN), which operates globally with 70 partners. In 2020, UN-Habitat will further expand partnerships in the region, particularly with donors, academia and the private sector, to catalyze land and housing development in the Arab world.

Mandates

The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: 41/146 Realization of the right to adequate housing; 47/134 Human rights and extreme poverty; 62/126 Policies and Programmes Involving Youth: Youth in the Global Economy – Promoting Youth Participation in Social and Economic Development; 64/292 The Human Right to water and sanitation; 67/291 Sanitation for All; 68/269 Improving global road safety; 69/213 Role of transport and transit corridors in ensuring international cooperation for sustainable development; 69/237 Building capacity for the evaluation of development activities at the country level; 70/219 Women in development; 71/222 International Decade for Action, 'Water and Sustainable Development', 2018-2028. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables

E. Deliverables for the Period 2018-2020

The below table lists all deliverables, by category and subcategory, for the period 2018-2020 that would contribute to the attainment of the objective stated above.

<i>Deliverables</i>	<i>2018 plan</i>	<i>2018 actual</i>	<i>2019 plan</i>	<i>2020 plan</i>
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Quantified deliverable:

Generation and transfer of knowledge:

Technical cooperation projects (<i>number of projects</i>)	28	40	41	41
Seminars, workshops, fellowships and training events (<i>number of days</i>)	56	68	63	59
Publications (<i>number of publications</i>)	0	1	3	2
Technical materials (<i>number of materials</i>)	4	7	12	12

Non-quantified deliverables

C. Substantive deliverables:

Consultation, advice, advocacy: *List advisory services to broad categories of beneficiaries.*

- Advisory services to local governments
- Advisory services to national governments
- Advisory services to private sector, NGOs and CBOs

Databases and substantive digital materials: *Examples*

- Digital public space assessment database
- Global Housing Policy Database
- Urban Law Database
- SHERPA: Digital platform on community-based approaches to housing sustainability
- Global Housing policy database
- Strengthened capacity and e-learning development platform and available materials including the GLTN

D. Communication deliverables**Outreach programmes, special events, and information materials: *Examples***

- Global Networks on Land, Basic Services, Informal settlements, Public Space
- Best Practice Award category on Urban Regeneration

External and media relations

- Press releases, Op-Eds

Digital platforms (websites and social media) and multimedia content

- Social Media advocacy and outreach

F. Most Significant relative variances of deliverables

UN-Habitat is currently undergoing major governance reforms, and will be operating under a new Strategic Plan in 2020. Furthermore, the 2018-19 activities and reporting is being carried out against seven sub-programmes and not the four that provide the frame for the new Strategic Plan and the 2020 workplan. There are also several new areas of work in 2020 as part of the new Strategic Plan, which didn't appear in earlier years. Thanks to new guidance from NY, the way some of the deliverables are reported, also changed. Given this changing environment, please note it is challenging to report on variance between figures reported in 2018/19 and those for 2020 with detailed accuracy. This is due to these transformations, combined with an expanded mandate and a refined programme portfolio.

Variances between the actual and planned figures in 2018

There is a new way of counting, e.g. public space programme was planned as 1 large global programme, but now being counted as number of countries the projects are being implemented in.

Variances between the planned figures for 2020 and 2019**Technical Cooperation Projects:**

There are new areas of work added in new the Strategic Plan.

Seminars, Workshops and Training Events:

The progressive increase from 2018-2020, was due to (a) greater demand of normative and monitoring work; (b) new areas of work emerging

Publications:

At least two major flagship products of the Programme (one new, one revived); some publications will be capturing the work done from 2014-19; some exploring new areas.

Technical Materials:

Many of these technical reports and tools are on new topics, aligned to new Strategic Plan. In 2018/19 we did other reports and toolkits etc which are not captured here.

Subprogramme 2: Enhanced shared prosperity for cities and regions



A. Objective

The objective to which this subprogramme contributes is to enhance (the) shared prosperity of cities and regions

B. Alignment with Sustainable Development Goals

The objective of this subprogramme is aligned with Sustainable Development *Goals 1*, which is to **End poverty in all its forms everywhere**; *Goal 2*, which is to **end hunger, achieve food security, and improved nutrition and promote sustainable agriculture**; *Goal 5* which is to **Achieve gender equality and empower all women and girls**; *Goal 7* which is to **Ensure access to affordable, reliable, sustainable modern energy for all**; *Goal 8* which is to **Promote sustained and inclusive and sustainable economic growth, full and productive employment and decent work for all**; *Goal 10* which is to **Reduce Inequality between and among countries**; *Goal 9* which is to **Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**; *Goal 11*, which is to **Make cities and human settlements inclusive, safe, resilient and sustainable**; *Goal 13* which is to **Take urgent action to combat climate change and its impacts**; and *Goal 17* which is to **Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**.

C. Most Significant Actual Result Story for 2018

Improving equity and shared prosperity to cities and regions – National Urban Policy in Argentina and beyond.

Argentina is one of the largest economies in Latin America with vast natural resources in energy and agriculture and 90 per cent of its population living in cities. However, development is uneven with industry and agriculture concentrated in two central Provinces and nearly a third of the population living in the capital Buenos Aires. This unequal model of development is a common feature in most countries in the world, particularly in developing nations. In 2017 and 2018, the Government of Argentina, in partnership with UN-Habitat, decided to transform its model of urbanization and territorial development, recognizing that it has created great economic, social and spatial imbalances.

For one of the most urbanized countries in the world, with 9 out of 10 inhabitants living in urban centres, developing a National Urban Policy was a solution. The Ministry of Interior, Public Works and Housing, with support of UN-Habitat, started a national process. A wide-ranging which included the adoption and implementation of participatory policy-making actions including the creation of



steering committees involving a plethora of national and local development actors. UN-Habitat, in 2018, contributed to the Government's efforts with the development of operational tools, guidelines, seminars and training courses, technical documents for the creation of a more balanced territorial development and the establishment of a Federal Urban Observatory. Along with this process, UN-Habitat brought not only its experience in supporting other governments to define their national policies, but also added other dimensions to this inclusive policy-making process such as evidence-based mechanisms and references. Working with 18 Provinces and 75 municipalities, the Government put in place its first National Urban Policy in October 2018.

This National Urban Policy includes cities of all sizes, locations and functions to make sure all of them benefit, and contribute, to national development. Once implemented, the expected result of the National Urban Policy is that rural and urban development will be better planned to bring equity and prosperity to all. The National Urban Policy in Argentina is now a reference for sectoral ministries, civil society and service providers. It is providing the needed direction and course of action to support urban development. It is also the key reference for legislative institutional reform that shall be undertaken in 2019. The expected result is evidenced by the selection of five pilot cities, a plan to reallocate resources and redirect investments, and the preparation of a new evaluation system that will assess how cities are performing in delivering more equitable development.

National Urban Policies are currently being implemented in more than 30 countries with the support of UN-Habitat. As reflected in the Proposed Programme Budget for 2018, the result contributed to the overall 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"*. The result demonstrates progress towards the collective attainment of the objective of the subprogramme.

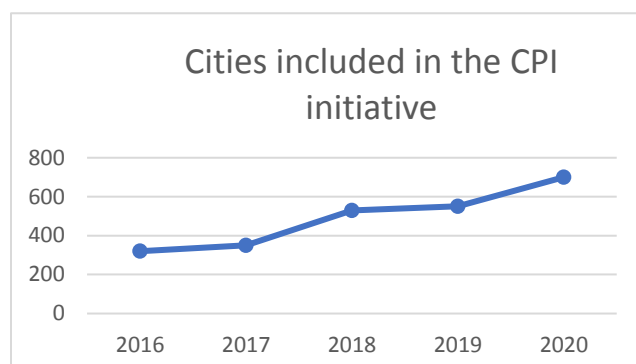
D. Most Significant Planned Result Story for 2020

Innovation driving city transformations and sustainable development: The City Prosperity Initiative (CPI)

Around two thirds of local authorities globally do not know how and why their city is growing and what is responsible for the growth. This makes it challenging to apply solutions. In response, between 2016 and 2018, UN-Habitat expanded the City Prosperity Index into a global initiative to respond to the critical need to monitor the prosperity and sustainability of cities, and assess the state of cities in a scientific manner.

UN-Habitat's City Prosperity Initiative assesses the progress made in the implementation of the urban Sustainable Development Goals and the New Urban Agenda, using basic and contextual indicators that are supported by spatial analysis.

In 2018, more than 530 cities or urban agglomerations joined the Initiative and it is expected that by 2020, 700 cities worldwide will be benefiting from this metric and policy formulation tool Mexico's City Prosperity Initiative Programme covers 305 cities, involving 65 per cent of the agglomerations and 90 per cent of the country's urban population.



The expected result is that by 2020, the City Prosperity Initiative will be translated into city and municipal plans, guiding urban growth and defining critical areas of intervention.

The progress has been shown by the Mexican municipalities which use the tool to monitor city performance, assess the impact in the allocation of resources, and localize and monitor the implementation of the Sustainable Development Goals and New Urban Agenda. The results will be evidenced by the production of specific action plans and strategies that will be used to support local and national governments to formulate well informed policies.

This programme is being implemented in Saudi Arabia in 17 cities and in Colombia where the Government further produced a National Sample for Cities Report for 23 cities both at the municipal and metropolitan level, identifying key areas for urban policy interventions.

In China, the city of Wuhan and the Land Use and Spatial Planning Research Center implemented the CPI to identify key transformative urban planning interventions and the Russian city of Tomsk is using the CPI as an evidence-based tool to develop public space and quality of life policies. This experience will further allow for replication in other Russian cities, as well as other cities in the region. The expected result would demonstrate progress towards attainment of the objective of the subprogramme.

Mandates

The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: 34/114 UN-Habitat to prepare periodically the Global Report on Human Settlements; 55/194 On the Global Report on Human Settlements and the State of the World's Cities Reports; and 1995 on Best Practices. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

E. Deliverables for the Period 2018-2020

The table below lists all deliverables, by category and subcategory, for the period 2018-2020 that would contribute to the attainment of the objective stated above.

Deliverables	2018 Plan	2018 Actual	2019 Plan	2020 Plan
Quantified deliverable:				
B. Generation and transfer of knowledge:				
Technical cooperation projects (<i>number of projects</i>)	40	42	58	37
Seminars, workshops, fellowships and training events (<i>number of days</i>)	79	112	90	74
Publications (<i>number of publications</i>)	7	7	9	2
Technical materials (<i>number of materials</i>)	14	15	28	21

Non-quantified deliverables

C. Substantive deliverables:

Consultation, advice, advocacy:

- Advisory Services to Member States on improved spatial connectivity and productivity; increased equitably distributed locally generated revenues; and, expanded deployment of frontier technologies and innovations.

Databases and substantive digital materials

- Databases and substantive digital materials on improved spatial connectivity and productivity; increased equitably distributed locally generated revenues; and, expanded deployment of frontier technologies and innovations.
- NUA Best Practices database
- Global Urban Indicators database (bi-annual updates)
- City Prosperity Initiative

D. Communication deliverables:

Outreach programmes, special events, and information materials

- Outreach programmes, special events, and information materials on improved spatial connectivity and productivity; increased equitably distributed locally generated revenues; and, expanded deployment of frontier technologies and innovations.

External and media relations

- External and media relations on improved spatial connectivity and productivity; increased equitably distributed locally generated revenues; and, expanded deployment of frontier technologies and innovations.

Digital platforms (websites and social media) and multimedia content

- Digital platforms (websites and social media) and multimedia content on improved spatial connectivity and productivity; increased equitably distributed locally generated revenues; and, expanded deployment of frontier technologies and innovations.

F. Most significant relative variances of deliverables

Variances between the actual and planned figures in 2018

The variance between actual and planned in 2018 is largely due to training in events in Somalia and the doubling of days for Policy Dialogues series on public spaces policies and planning approaches

Variances between the planned figures for 2020 and 2019

The training in Somalia ends in 2019, hence the number of training days is lower in 2020.

Subprogramme 3: Strengthened climate action and improved urban environment



A. Objective

The objective to which this subprogramme contributes is to **strengthen climate action and improved urban environment** in an integrated manner at all governmental/territorial levels.

B. Alignment with Sustainable Development Goals

The objective of this subprogramme is aligned with Sustainable Development *Goal 1*, which is to **End Poverty in all forms everywhere** (Target 1.5), *Goal 3* which is to **Ensure healthy lives and promote wellbeing for all ages**; *Goal 6* which is to **Ensure availability and sustainable management of water and sanitation for all**, *Goal 7* which is to **Ensure access to affordable, reliable, sustainable modern energy for all**; *Goal 8* which is to **Promote sustained and inclusive and sustainable economic growth, full and productive Employment and decent work for all**; *Goal 9* which is to **Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**; *Goal 11*, which is to **Make cities and human settlements inclusive, safe, resilient and sustainable**; *Goal 12* which is to **Ensure sustainable consumption and production patterns**; *Goal 13* which is to **Take urgent action to combat climate change and its impacts**; *Goal 14*, which is to **Conserve and sustainably use the oceans, seas and marine resources for sustainable development**; *Goal 15* which is to **Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss** and *Goal 17* which is to **Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**.

C. Most Significant Actual Result Story for 2018:

Cutting commuting time and reducing air pollution in African cities

Cities in Africa are expanding rapidly – but the lack of integrated public transport has led to serious congestion, long commutes, many accidents and poor air quality, Road traffic is the main contributor to air



pollution spikes which are up to 10 times higher than the recommended threshold in Kenya's capital, Nairobi.

Between 2011 and 2018, UN-Habitat has supported three African capital cities, Nairobi, Kampala and Addis Ababa to plan for, and design, better public transport systems with financial supported by the Global Environment Facility (GEF). In collaboration with national and local governments and several local partners, , including the Innovation Hub of the University of Nairobi, UN-Habitat has introduced cost-effective ways to plan Bus Rapid Transport Systems (BRT) – a high quality bus-based transit system with a dedicated lane which is more reliable and faster than conventional bus services.

UN-Habitat's work in 2018 has resulted in increased knowledge and capacity of decision-makers to plan for and implement BRT systems, as well as the establishment and strengthening of Metropolitan Transit Authorities, the overarching agencies responsible for the development of sustainable mobility systems. Nairobi's Area Metropolitan Transport Authority (NAMATA), established in 2017 has been supported to guide technology and design standards for the various BRT corridors.

The result is evidenced by the technical designs for the Bus Rapid Transport Systems being finalized in Nairobi and Addis Ababa - which resulted in commitment for funding for Bus Rapid Transport implementation between governments and financing partners such as the World Bank in Kenya. Addis Ababa received co-financing of EUR 85 million for the design and construction of the Bus Rapid Transport corridor from the French Development Agency (AfD - **Agence Française de Développement**); and commuters will enjoy their first ride on a modern and efficient bus by late 2020. The BRT systems are designed to reduced greenhouse gas emissions by the equivalent of 1.8 million tons of carbon dioxide by 2035. In addition, health benefits from reduced pollution along with fuel savings for the three cities combined is expected to be between USD110 and USD125 million per year. UN-Habitat calculated the impact of traffic on air quality by closing a street to traffic in a small town near Nairobi and average pollution levels were nearly halved. Such efforts are being upscaled to other cities and data-driven policies on cleaner transport and traffic management are being discussed. As reflected in the Proposed Programme Budget for 2018, a planned result was *“increased coverage of sustainable urban basic services in targeted communities”* was achieved as evidenced by 250,000 people with access to sustainable modes of transport. This result demonstrates progress towards the collective attainment of the objective



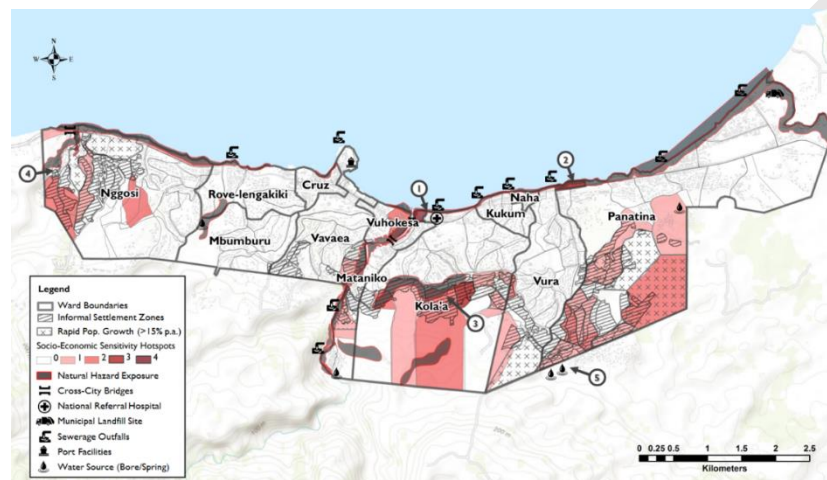
In 2018, building on an established partnership with the University of Nairobi, a Start-Up Innovation Hub (Transformative Urban Mobility Accelerator) was set up funded by the German Government. The Hub supports mobility startups from Africa in accelerating their early growth by providing coaching and mentoring. Six startups have been admitted into the Hub and are developing ways to make public transport more convenient and reduce pollution and emissions through the uptake of electric mobility. The SUSTRAN project is inspiring other African cities to move forward on implementing modernized Sustainable Urban Transport systems that generate reductions in commuting times and greenhouse gases. One such example is Cairo, where UN-Habitat currently supports the introduction of a modern BRT system, supported by the Government of Egypt and UN Women which aims to make public transport more responsive to the needs of women. In 2018, focus

group discussions and an online survey of 2000 women revealed the difficulties that women face in using public transport. The results will inform mobility planning and design of public transport in Egypt.

D. Most Significant Planned Result Story for 2020:

Helping the Solomon Islands and its capital city adapt to climate change

The Solomon Islands, like many Small Island Developing States, are highly prone to natural disasters including cyclones, floods and droughts. Climate change threatens to increase the severity of some of these disasters and the country is working with UN-Habitat to develop pro-active climate change adaptation strategies and actions.



The challenge was the high vulnerability of human settlements on the Islands, and especially the capital city, Honiara due to the rapid unplanned urbanization, the growth of informal settlements in urban and peri-urban areas.

In response, the Government prioritized resilience building, with a specific focus on the capital city, Honiara. UN-Habitat supported the Government in carrying out an initial vulnerability assessment and city-level climate

action planning¹, just before the major 2014 Honiara flooding event, identifying some of the most vulnerable informal settlements which were eventually seriously affected by the disaster. Quickly thereafter, partners embarked on city-wide and neighbourhood scale adaptation planning to identify key issues, and establish priority objectives for enhanced community resilience, culminating in the Honiara Urban Resilience and Climate Action Plan. The thorough and participatory analysis and planning process in close partnership between UN-Habitat and the Government of the Solomon Islands and the city council helped to secure international Climate Finance from the Adaptation Fund of USD 4.4 million for the accelerated implementation of the plan, with emphasis on climate resilient informal settlements, an approach that is currently replicated in other Small Island Developing States in the Pacific, African and the Caribbean.

In 2020, UN-Habitat will strengthen the adaptive capacity of communities to implement resilience-building community infrastructure and ecosystems and will support the development of concrete adaptation infrastructure that will help close to 10000 inhabitants adapt to climate change. It will carry out training sessions targeting women and youth, strengthen the capacity of ward and city officials and ensure institutional arrangements are in place to facilitate ensure climate change adaptation and planning for disaster risk reduction. The expected result of the implementation of actions will not only reduce community exposure and sensitivity to shocks and stresses, but will also result in a more solid socio-economic foundation for longer-term climate adaptation.

The expected result would be evidenced by the ability of the population to react to and recover from disasters both rapid onset and gradual, climate and non-climate related. The expected result would

demonstrate integrated progress towards climate change adaptation of communities and infrastructure and it will demonstrate progress towards the collective attainment of the objective.

Mandates

The following General Assembly and ECOSOC resolutions comprise the main mandates entrusted to the subprogramme: resolution 71/214 on international trade and development, resolution 68/220 on Science, technology and innovation for development. The new urban agenda further provide the reference framework for sustainable urban development in a climate friendly, sustainable and resilient manner [several references to climate change]. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables

E. Deliverables for the Period 2018-2020

The below table lists all deliverables, by category and subcategory, for the period 2018-2020 that would contribute to the attainment of the objective stated above.

<i>Deliverables</i>	<i>2018 plan</i>	<i>2018 actual</i>	<i>2019 plan</i>	<i>2020 plan</i>
Quantified deliverable:				
B. Generation and transfer of knowledge:				
Technical cooperation projects (<i>Number of projects</i>)	32	31	30	30
Seminars, workshops, and training events (<i>Number of days</i>)	70	86	66	93
Publications (<i>Number of publication</i>)	3	3	3	2
Technical materials (<i>Number of materials</i>)	13	11	11	11

Non-quantified deliverables

C. Substantive deliverables:

Consultation, advice, advocacy

Advisory Services to Member States on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

Databases and substantive digital materials

Databases and substantive digital materials on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

D. Communication deliverables:

Outreach programmes, special events, and information materials on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

External and media relations

External and media relations on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

Digital platforms (websites and social media) and multimedia content

Digital platforms (websites and social media) and multimedia content on reduced greenhouse gas emissions and improved air quality; Improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

F. Most significant relative variances of deliverables

Variances between the actual and planned figures in 2018

Technical cooperation projects

This category shows a variance of 16 per cent, 10 projects were delivered as opposed to 12 planned. This variance is due to one project experiencing a slight delay with completion forecasted to happen early 2019 and for the other project, expected funding was not secured.

Seminars, workshops, and training events.

This category of quantified deliverables shows a variance of 22 per cent, 86 days of training were delivered as opposed to the planned 70 days. This variance is due to two main reasons: first, in 2018 UN-Habitat switched reporting of Seminars, workshops, and training events from the number of events to number of days, and thus length of the trainings was not adequately reflected in the planned output level, and a second reason is the request of partners to extend training sessions unexpectedly.

Variances between the planned figures for 2020 and 2019

All categories show a significant variance between the planned 2019 and planned 2020 outputs. This is due to changes in UN-Habitat's strategic planning and structure. With the start of the 2020-2025 Strategic Plan, this subprogramme will combine deliverables from units that previously fell under several different subprogrammes prior to 2020. The overall quantity of activities remains fairly constant.

Subprogramme 4: Effective urban crises prevention and response



A. Objective

The objective to which this sub-programme contributes is to enhance urban crisis prevention and response

B. Alignment with Sustainable Development Goals

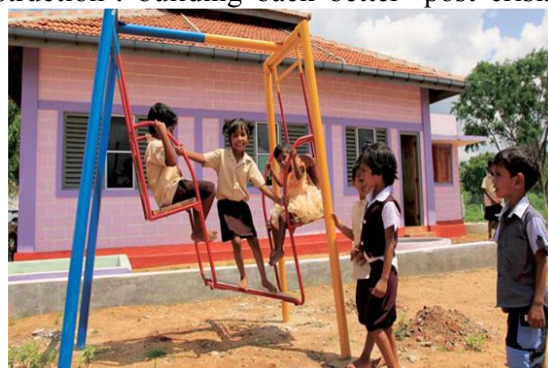
The objective of this sub-programme is aligned with Sustainable Development Goals: *Goal 17* which is to **Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**; *Goal 16* which is to **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**; *Goal 13* which is to **Take urgent action to combat climate change and its impacts**; *Goal 10* which is to **Reduce inequality within and among countries**; and, *Goal 11*, which is to **Make cities and human settlements inclusive, safe, resilient and sustainable**. It also contributes to *Goal 1*, which is to **End poverty in all its forms everywhere**; *Goal 5* which is to **Achieve gender equality and empower all women and girls**; *Goal 8* which is to **Promote sustained and inclusive and sustainable economic growth, full and productive employment and decent work for all**; *Goal 9* which is to **Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**;

C. The Most Significant Actual Result Story of 2018

After the Pain of War

In 2018, the Sri Lanka post-conflict reconstruction programme was evaluated and recognized for its successful project ‘Settlements Recovery and Reconstruction’: building back better’ post-crisis reconstruction programme. The 25-year-long Sri Lankan conflict, which ended in 2009, left more than one hundred thousand families, 350,000 people, displaced in the final months of fighting, and many thousands of casualties. Over one hundred thousand homes were destroyed and damaged, with most of the properties looted, resulting in loss of property and, in many cases, proof of property ownership.

The traditional response of the humanitarian sector would be emergency aid leading to the construction of transitional shelter. Transitional shelters at the time cost around USD700 each and had a ‘life expectancy’ of about two years.



UN-Habitat was co-leading the inter-agency shelter cluster (sector) with UNHCR and decided to challenge the traditional Inter-Agency Standing Committee (IASC) cluster response methodology of ‘transitional shelter’ and instead asked the collaborating agencies to consider more expensive, but durable/permanent solutions that would include ‘building back better’ and increasing resilience. Durable solutions, rather than transitional shelters help ensure that beneficiaries receive a ‘development gain’ out of the disaster which in turn contributes to peace stabilization.

The UN-Habitat proposal resulted in a policy decision from the Sri Lankan government and a commitment from many other Member States to a ‘Build Back Better’ community-based approach that would empower communities, particularly women, to manage and participate in the reconstruction of durable homes. The UN-Habitat ‘People’s Process’ methodology was employed, which empowers communities to take a crucial role in the reconstruction processes. The approach, which includes a strong cash-based technical support programme, was then replicated by almost all major implementing agencies.

This innovative approach quickly resulted in full community participation in the reconstruction of more than 35,000 permanent homes with associated infrastructure, water, sanitation, drainage, minor road reconstruction, construction of community halls and schools for over 200,000 people. The beneficiary selection focused on the most vulnerable, particularly women with children and people with a disability. Due to UN-Habitat’s success in introducing the ‘People’s Process’ methodology, the shelter/housing cluster (sector) later received additional funding from several more Member States, resulting in the construction of over 100,000 new homes for 350,000 people by other organizations.

Outcome: Communities were strengthened, and housing and infrastructure was rebuilt by conflict affected families with women and youth playing a critical role. The programme effectively demonstrated ‘Build Back Better’ and the linkage of the humanitarian, development peace and security nexus. The result contributed to UN-Habitat’s overall sub-programme objective *‘to increase the resilience of people and cities affected by conflict and other crises and ensure that recovery actions lead to sustainable development’*.

An independent evaluation (2018) highly commended the programme and concluded it had made a positive transformative impact on the lives of beneficiaries, increased capacities and demonstrated the possibility of linking humanitarian and development while contributing to peace, stabilization and long term sustainable urban development. It also demonstrated scalability and the linkage between operations in the field and ‘normative’ HQ tools including *Housing Land and Property* initiatives. Lessons learned from this programme have positively influenced programmes in Afghanistan and Somalia. The result demonstrates progress made in 2018 towards the collective attainment of the objective of the sub-programme.

D. Most Significant Planned Result Story for 2020

Crisis prevention in Southern Africa From 2010 to 2018, UN-Habitat has been supporting eleven southern African cities, reducing their vulnerability to natural disasters. The focus is on cities exposed to extreme weather events including floods, droughts and cyclones. The combination of high levels of vulnerability among the continent’s large and rapidly growing urban poor and the acute impact of increasingly extreme weather has created an urgent need for preventive and response action.

Over the last two decades, countries in the southern Africa region have been affected by many natural hazards that have led to disasters including: 42 droughts, 66 storms, and 172 floods. In their aftermath, thousands are left injured, homeless, displaced, food insecure, and lacking access to clean water and adequate sanitation.

The deepest and longest lasting impacts are felt by the most vulnerable: children, the elderly, single mothers and people with disabilities, living in informal, sometimes precarious housing - often plummeting them further into poverty. Four cities in Madagascar (Morondava), Malawi (Zomba), Mozambique (Chokwe) and Comoros (Moroni) were identified as having low adaptive capacities, making them potential hotspots. Between them they also represent a combination of coastal and land-locked cities that experience very similar resilience related vulnerabilities. This initiative presents an opportunity to maximise impact through inter-country learning, sharing of knowledge and action planning.



In the four pilot countries, twenty-one million urban dwellers are at risk from the impacts of natural disasters. Consequently, UN-Habitat joined forces with these countries to establish a 'Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience' (DiMSUR). The programme developed the 'City Resilience Action Plan' tool to facilitate participatory resilience planning to prevent and minimise, at city level, the effects of 'natural disasters'. With the tool, and by reaching out to women, children and men in most at-risk communities, the four cities identified their vulnerabilities and planned resilience building actions to address issues such as reinforcing drainage systems, ecosystem restoration, better management of solid waste, establishment of early warning systems and identification of safe havens to protect lives and assets of the city.

The challenge now is threefold. First to ensure capacity of cities to work with communities to implement plans and practical infrastructure projects that protect cities during emergencies; second to capture important lessons learnt and innovations in planning and implementing the initiative, and thirdly to expand the programme towards regional coverage and impact.

In response, for 2020, UN-Habitat will continue partnering and supporting DiMSUR to implement their resilience action plans in the four original countries. UN-Habitat will also strengthen DiMSUR membership through partnering with regional institutions with the aim of supporting at least eight more cities in four new countries with resilience planning. This will strengthen and deepen DiMSUR's South-South and city-to-city information exchange and cooperation objective.

The expected result would be an enhanced regional disaster risk management strategy with increased technical capacities of participating communities, through the promotion of inter-country experience sharing and transboundary preparedness. This will prevent the impacts of natural disasters on those most at risk and will lead to a substantial reduction of threat for approximately 350,000 vulnerable people, largely vulnerable women and children in urban communities in southern Africa.

The expected result would be evidenced by a measurable decline in injuries, loss of lives and livelihoods and a reduced impact on economic, physical, social, cultural and environmental 'assets' in countries in the region. The expected result would demonstrate progress towards attainment of Domain of Change 4 objective - 'Effective Urban Crisis Prevention and Response' in UN-Habitat's new Strategic Plan 2020- 2025.

Mandates

The following General Assembly and ECOSOC resolutions comprise the main mandates entrusted to the sub-programme: resolution 69/135 on Strengthening of the coordination of emergency humanitarian assistance of the United Nations, 68/180 on Protection of and assistance to internally displaced persons, 69/219 on International Strategy for Disaster Reduction, 69/243 on International cooperation on humanitarian assistance in the field of natural disasters, from relief to development. The sub-programme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

E. Deliverables for the Period 2018-2020

The below table lists all deliverables, by category and subcategory, for the period 2018-2020 that would contribute to the attainment of the objective stated above.

<i>Deliverables</i>	<i>2018 plan</i>	<i>2018 actual</i>	<i>2019 plan</i>	<i>2020 plan</i>
Quantified deliverable:				
Generation and transfer of knowledge:				
Technical cooperation projects (<i>number of projects</i>)	19	18	30	28
Seminars, workshops, fellowships and training events (<i>number of days</i>)	38	41	44	42
Publications (<i>number of publications</i>)	2	2	4	2
Technical materials (<i>number of materials</i>)	4	5	12	9

Non-quantified deliverables

C. Substantive deliverables:

Consultation, advice, advocacy:

- Advisory services to member states on resilience building and managing urban crises;
- Advisory services on urban crisis to related Inter-Agency Standing Committee mechanisms
- Advisory services on urban crises recovery and reconstruction; peacebuilding, safety and social integration for local authorities and municipalities.

D. Communication deliverables

Outreach programmes, special events, and information materials

- Data, Information and advocacy on access to adequate housing, land tenure security, basic urban services and economic opportunities for all.

F. Most significant relative variances of deliverables

Variances between the planned figures for 2020 and 2019

UN-Habitat's Strategic Plan for 2020-25 has recently been endorsed by Member States. While the 2014-19 Strategic Plan dedicated one out of seven sub-programmes to Effective Urban Crisis Prevention and Response, the 2020-25 Strategic Plan dedicates one of four sub-programmes to Urban Crisis Prevention and Response. This reflects a proportionately increased demand for UN-Habitat's normative contribution to the humanitarian-development-peace nexus, in response to the UN's New Way of Working and a greater appreciation over recent years of the relationship between

urbanisation and urban crisis. Notably, in 2020, we have an increased demand for technical materials relating to humanitarian crises and recovery planning in urban areas, spanning urban functionality assessments (City profiles), security and safety, migration, shelter and housing and urban economy.

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Programme Support

In carrying out its functions, the Management and Operations Division will:

- (a) Finance: Ensure the efficient, effective and transparent allocation of the human and financial resources of the organization and other assets to meet its strategic and operational priorities, as well as promote transparent financial management, effective reporting, strong financial accountability and governance. This will include the development of key performance indicators and benchmarks related to monitoring of contributions and implementing agreements, ensuring that anti-corruption measures are incorporated into the agreements. In addition, financial procedures will be updated and training given to ensure a common understanding and implementation of the International Public Sector Accounting Standards (IPSAS), and effective utilization of the enterprise resource planning system Umoja; coordinate and manage project administrative functions across the organization to ensure consistent, effective support for the financial and programmatic requirements of all projects; and monitor the quality and delivery of services by third parties, including the United Nations Office at Nairobi, to ensure that they meet agreed levels of service and are delivered in a cost-effective manner.
- (b) Human Resource: Formulate strategic HR needs for UN-Habitat in the areas of talent management, service delivery and organizational culture. In doing this UN-Habitat will also consider the human resources need at the regional and field levels. HR will work together with substantive offices to articulate HR needs for the organization, both in terms of recruitment and in terms of staff development and training and work in close collaboration with the United Nations Office at Nairobi. This will be done through enhance planning activities in order to provide substantive offices with the required expertise in a timely manner. Staff development activities will be implemented through effective training programmes in substantive programme areas, leadership and management skills, ethics. UN-Habitat will continue interactive work on improving labour relations, motivation, giving career advice and prevention of work place conflicts, including administration of prohibited conducts (harassment, abuse of authority sexual harassment and sexual exploitation and abuse. The HR Unit will work closely with the United Nations Office Nairobi to realize the HR needs for UN-Habitat by supporting the practical implementation of entitlement administration, HR resource acquisition, and staff welfare
- (c) Programme Planning, Monitoring and Reporting: Lead, coordinate and strengthen application of results-based management, especially in programme planning, performance monitoring and reporting; provide guidance, tools and capacity-building on programme planning, monitoring and reporting; ensure that the work programme for 2020 is derived from the six-year strategic plan for 2020–2025; support the review of key planning documents by intergovernmental bodies; prepare performance reports on the programme of work and the strategic plan for intergovernmental review as required; update results-based management tools, making them accessible and utilizable online, and enhance use of performance data to improve organizational learning, planning, management decision-making, performance improvement and accountability;
- (d) Audit: Support internal and external audit processes; ensure effective follow-up and implementation of all audit recommendations; promote and enforce sound risk management systems and practices aimed at improving the overall performance and accountability of the organization; develop, update and streamline operational policies and procedures in critical business areas, including areas with administrative bottlenecks; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; and improve control systems;

- (e) Enhance staff capacity through effective training in ethics to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;
- (f) Resource Mobilization: Coordinate development of UN-Habitat's resource mobilization strategy, and monitor implementation of decentralized fundraising efforts, ensuring coordinated engagement with donors and alignment of fundraising efforts with strategic and the approved work programme priorities. Special focus will be given to broadening the donor base for predictable sustainable funding for the core normative work of the organization, attracting more donors and increased funding for the Implementation Facility for Sustainable Urban Development and enhancing resources from other relevant multi-partner pooled funds for sustainable urbanization programmes. Attention will also be given to strategic dialogues with key donors towards long term partnerships to support implementation of the New Urban Agenda and urban dimensions of the SDGs. Planned activities include building the capacity of staff and providing them tools to support decentralized fundraising efforts and to enhance transparency, timely quality reporting to donors as well as results-focused donor communications that demonstrate the effectiveness, efficiency and value of UN-Habitat's work.
- (g) ICT: Enhance the ICT infrastructure strategy, action plan and governance to ensure ICT solutions support strategic and operational needs, including the upgrade of infrastructure in outposted offices to facilitate their easy access to mission-critical applications, including Umoja and PAAS; and develop and enhance current applications, including in the areas business intelligence tools and knowledge management;
- (h) Knowledge Management: Continue to strengthen internal and external knowledge systems through the institution of a knowledge focal point mechanism to ensure consistent update on the intranet of critical documents on strategy, policy and procedures, regular e-mail updates to inform all staff of management, policy and administrative issues, and enhance self-service and online collaboration tools. The knowledge resources on Project Accrual and Accountability System will include a corporate knowledge base compiled from the organization's corporate project portfolio on lessons learned, best practices, archives, evaluations and project impact reports to support knowledge reuse and build on approaches that have worked well, thereby avoiding previous mistakes and reinventing the wheel. To support resource mobilization, enhanced features will be developed to enable more automated updates and more relevant market intelligence information on donor funding, including calls for proposal updates. Technical materials and training will be developed to promote greater usage of knowledge systems. An enterprise content management system will be used, as part of a wider United Nations initiative, to promote a proper document management, record-keeping and archiving system to facilitate information sharing and knowledge reuse. The development of network features will continue to increase the number of key partner networks using Urban Gateway as the platform for knowledge exchange and collaboration, and features will be added to include current research on urbanization topics and value-added services that generate revenue to support the platform's sustainability;
- (i) Legal: Provide guidance in the preparation of legal instruments on partnerships and work towards reducing legal disputes through the timely and effective review of legal instruments. It will also provide clear and comprehensive legal advice to senior management and other staff to minimize the possibility of claims and cases against the organization. The Division will conduct periodic reviews of legal instruments and tools, and update them as necessary, and will build staff capacity in the use of UN-Habitat legal agreements and instruments;
- (j) Standard Operating Procedures: Develop, update and streamline operational policies and procedures in critical business areas; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the

organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; improve control systems; enhance staff capacity through effective training in results-based management, leadership and management skills, including ethics training, to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

Programme Division

The Programme Division Coordination Office coordinates the project portfolio of UN-Habitat, covering both normative and operational activities implemented by the regional offices and the thematic organizational units. It leads and coordinates the acquisition of new projects and supports UN-Habitat's thematic organizational units and regional offices to enhance the operational efficiency of programme implementation. It provides overall direction, guidance and support in the formulation and design of programmes and projects, in line with best practices, ensuring compliance with UN-Habitat's mandates and priorities. It coordinates mainstreaming of cross-cutting issues, including the social inclusion dimensions of human rights; gender; children, youth and older persons and disability. It also ensures the integration of environmental and social safeguards in project design and implementation. It supports all offices in monitoring and reporting on project implementation. It provides inputs to progress reports on the implementation of resolutions of the General Assembly, the UN-Habitat Assembly, the Executive Board and the Committee of the Permanent Representatives, as well as corporate progress reports.

The Programme Division Coordination Office will support regional offices to develop regional strategic plans as well as a new generation of Habitat Country Programme documents. It will coordinate the development of Regional State of Cities Reports. It will develop guidance notes, publications, training events and pilot projects to enhance the social inclusion and environmental sustainable dimensions in the programmatic work. It will develop technical guidance notes and knowledge management products regarding the implementation of the New Urban Agenda and the urban SDGs. It will support the formulation of Regional Action Plans and organize regional workshops for implementation of integrated urban policies and plans in line with the New Urban Agenda and urban SDGs. It will provide advisory services on mainstreaming issues such as gender-responsive governance, climate change and migration into sustainable urbanization in selected countries. It will provide advisory services to promote South-South and Triangular Cooperation. It will undertake thematic and regional analysis of the UN-Habitat project portfolio and prepare related performance reports for the UN-Habitat Executive Board.