## UN-HABITAT

**Executive Board
of the United Nations
Human Settlements
Programme**

**Executive Board of the United Nations
Human Settlements Programme
Second session of 2021**
Online, 15 and 16 November 2021
Item 6 of the provisional agenda*
**Implementation of the strategic plan
for the period 2020–2023**

# Analysis of linkages between the operational and normative activities of the United Nations Human Settlements Programme to increase the impact of its work across the outcomes of the strategic plan in support of sustainable and inclusive recovery**

**Report of the Executive Director**

## I.      Introduction

1.      This report elaborates how UN-Habitat uses both quantitative and qualitative analysis of the linkages between UN-Habitat's operational and normative activities to increase the impact of the work of the Organization across the relevant outcomes of the strategic plan. This approach supports the recalibration of the Strategic Plan in line with the recommendations by the Committee of Permanent Representatives to UN-Habitat (CPR) during its first open-ended meeting on the Mid-Term Review of UN-Habitat's Strategic Plan 2020 – 2023, specifically Recommendation 2021/2 as set out in document HSP/OECPR.2021/8.

## II.      Recalibration of the Strategic Plan 2020-2023, using the '3-lens approach'

2.      As confirmed by the CPR, the Strategic Plan and its outcomes have proven to be robust. What is called for is a recalibration UN-Habitat's operational and normative work, while keeping the original structure of the Strategic Plan with 4 Domains of Change and the 12 Outcomes, as approved in 2019 (Annex 1). In order to support the Executive Board's discussions at its second session of 2021, the secretariat prepared a background document that provides guidance, inter alia, on how the Strategic Plan can be re-calibrated, based on the '3-lens approach' proposed to Member States, entitled " Recalibration of the 2020-2023 following the first open-ended meeting of the CPR to UN-Habitat for a high-level midterm review" (HSP/EB.2021/19) The above-mentioned document would be useful for reference regarding the '3-lens approach'.

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* HSP/EB.2021/12.

** The present document is being issued without formal editing.

# III. Analysis of UN-Habitat's normative and operational work 2020-2021

3.    The analysis, initiated by UN-Habitat, of the integrated nature of its work across the outcomes of the Strategic Plan, is a key tool to guide further recalibrations of its normative and operational portfolio. It helps to identify what kind of integrated programming UN-Habitat needs to pursue to drive a more focused work programme.

## A. Methodology

4.    The main analysis focuses on the projects submitted and approved by its Programme Review Committee (PRC) whereby project proponents need to identify the expected outcomes of the Strategic Plan to which they are contributing. Since the start of 2021, projects need to identify primary and secondary targets for each identified "expected accomplishment". A specific review of the projects is conducted to ensure a proper alignment with the Strategic Plan and to suggest ways to increase impact across the Strategic Plan. For 2020, a retro-active validation of primary and secondary targets was carried out at the project level.

5.    This methodology allows to quantify:

(a)    How integrated UN-Habitat's programming is evolving over time?

(b)    What the nature of that integration is: what are the main entry points and how those projects also contribute to outcomes across the subprogrammes of the Strategic Plan and how that is evolving over time?

(c)    What are the gaps seen against the corporate priorities and what targets can be set for improved focus and integration, example in line with the recalibration of the Strategic Plan based on a changing context and UN system-wide priorities?

(d)    What are regional differences in the implementation of the Strategic Plan in line with the regional needs and priorities?

6.    In addition to this, other types of analysis are being added. For instance, an analysis of the portfolio has been conducted, focusing on the balance between the normative support as captured in our Catalogue of Services and our project portfolio (Annex 2 – item IX).

## B. Results of the analysis

7.    So far, an analysis has been conducted of all proposals submitted to the PRC (88 in 2020 and 52 in 2021, total of 142 proposals). The first results of the analysis are depicted in Annex 2 and described below.

8.    There is a clear increase in integrated programming across the outcomes of our Strategic Plan (Annex 2: items I and II) with over 41% of the projects targeting outcomes across the Strategic Plan in 2021, up from 11% in 2020.

(a)    This can be attributed to a more deliberate review process of projects through the Programme Review Committee to ensure alignment, an increased awareness of the Strategic Plan amongst project managers, a higher level of co-creation of projects between thematic experts at headquarters and country teams (normative – operational integration) and focused efforts of programme development support in line with corporate priorities.

(b)    It is worth noting that in 2020, almost a quarter of the portfolio (23%) was designed to help respond to the COVID-19 pandemic.

(c)    A closer look at the results of 2021 allow to draw additional conclusions:

(i)    Projects targeting primary outcomes under subprogramme 1 – (poverty and inequality), where UN-Habitat has a stronger tradition of work, have the maximum of interactions and positive synergies.

(ii)    Outcome 1.1 (access to basic services, sustainable mobility, and public space) has the ability to bring together various other outcomes of the Strategic Plan, particularly related to the reduction of greenhouse gas emissions and improved air quality (outcome 3.1), social integration, inclusion of migrants and infrastructure resilience (the outcomes of subprogramme 4)

        (iii)    Conversely, although municipal revenue (2.1) projects are connected to two-thirds of the Strategic Plan outcomes, these connections are quite weak, measured in number of projects and interactions.

9.      The analysis also allows to review how projects targeting specific primary outcomes can help to achieve other secondary targets across the Strategic Plan, taking stock of the results so far (2020 – 2021) and setting further targets (dotted lines) for the rest of the Strategic Plan (Annex 2: items III to VII). Some examples are:

(a)     The analysis of the inter-relation between projects taking outcome 1.1 "Basic Services, Mobility & Public Space" (Annex 2: item III) as a primary target outcome and other outcomes shows a growing realization that this traditional area of work of UN-Habitat can help to contribute to other outcomes such as social integration (outcome 4.1), climate and environment (outcomes 3.1, 3.2 and 3.3) and connectivity and productivity (outcome 2.1).

(b)     It is proposed that these kinds of projects should maximize secondary results against the climate and environment outcomes 3.1, 3.2 and 3.3., and be integrated into sustainable ecological neighborhoods approaches as identified in the 3 lenses approach.

(c)     The analysis of the inter-relation between projects taking outcome 1.2 "Land and Housing" (Annex 2: item IV) as a primary outcome and the other outcomes shows a distinct improvement in terms of integration, for an area of work that was traditionally quite siloed, except for the integration with outcome 1.1 related to basis services, mobility, and public space.

(d)     It is proposed that these kinds of projects also provide a similar opportunity to maximize results against the climate and environment outcomes 3.1, 3.2 and 3.3. Housing is a corporate priority for UN-Habitat, as identified also in the Cities and Pandemics report and a key component in overcoming inequality. Housing projects have to explore housing as a key economic sector that can drive recovery that helps to deliver on climate action and help overcome inequalities.

(e)     The analysis of the inter-relation between projects taking outcome 1.3 "Settlements regeneration and growth" (Annex 2: item V) as a primary outcome and the other outcomes also shows a distinct improvement in terms of integrated approaches. This supports the idea of the importance of focusing further on the form and function of the city, as identified in the 3-lenses approaches, and its potential to drive results across the Strategic Plan, particularly against outcomes under subprogramme 3.

(f)     The analysis (Annex 2: items VI to VIII) also show an increased focus on the outcomes under subprogramme 3 as primary targets in line with the stronger corporate priorities set, to be strengthened further in line with the proposed recalibration of the Strategic Plan.

## C.    Balance of our normative and operational portfolio 2020 – 2021 (Annex 2: item IX)

10.     An analysis of the normative portfolio, as outlined in the Catalogue of Services, and the operational portfolio, shows that UN-Habitat has built up over time a strong normative support on basic services, mobility, and public spaces (1.1) which is translated into a strong portfolio. The results show that UN-Habitat has developed a good set of services for our climate work which have however not yet translated into a strong portfolio. On the other end of the spectrum, we see that UN-Habitat needs to invest more in services to support key outcomes in subprogramme 4 (4.2, 4.3) as well as the work on local revenue and economy. Addressing this weak link in our offerings could deliver significant results in the work in fragile states.

## D.    Progress on the flagship programmes (Annex 2: item X)

11.     The flagship programmes continue to be an important instrument to drive integrated programming on key corporate priorities such as regeneration, flagship 1; smart cities, flagship 2; climate resilience for the urban poor, flagship 3; migration, flagship 4; and SDG Cities, flagship 5. A report was submitted to the Executive Board in October 2020, illustrating the different ways UN-Habitat is advancing the flagship programmes. They have in common that they are set up to strengthen our normative work, help to expand and guide our operational portfolio, and mobilize wider partnerships in view of scaling and sustaining the action. Basic analysis allows to create a dashboard to track progress in terms of the strength of the normative frameworks and tools, the operational portfolio, the partnerships and the funding. Progress has been unbalanced due to the financial situation. Flagship 5 on SDG Cities has made importance progress on mobilizing new partnerships including from the private sector and generated interest from cities to join the cities across different regions.

Overall support is needed to strengthen the normative dimension of the flagships, for instance on Flagship 4 related to urban migration and displacement, where UN-Habitat has a strong operational portfolio but has insufficient capacity to engage at the global level.

## IV.    Next steps

12.    The results of the above analysis may be further pursued by:

(a)    Organizing dialogues across the different divisions of UN-Habitat both at regional and country level and in headquarters to refine the targets, agreeing on corporate priorities for pro-active programme development and identifying priority countries and opportunities to further align the portfolio.

(b)    Collecting good practices of programming that illustrate the integrated approaches set out as targets and providing further technical guidance to country offices to create relevant high-quality programming.

(c)    Further strengthening the collaboration between thematic experts at headquarters level and regional and country offices to strengthen the integration between normative and operational work, to expand the co-creation of projects and their review as set out in the Programme Review Committee Guidelines.

## Annex I

## United Nations Human Settlements Programme – Strategic Plan 2020-2023 Overview

**UN@HABITAT** FOR A BETTER URBAN FUTURE

# Strategic Plan 2020-2023

**Vision** | A better quality of life for all in an urbanizing world

**Mission** | 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

**Objective** | Sustainable urbanization is advanced as a driver of development and peace, to improve living condition for all

**Organizational performance enablers**

1. Monitoring & knowledge
2. Innovation
3. Advocacy, communication and outreach
4. Partnerships
5. Capacity building
6. Systems and processes

**Drivers of change (How)**

1. Policy & Legislation
2. Urban Planning and Design
3. Governance
4. Financing Mechanisms

**Domains of Change**

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

**2** Enhanced shared prosperity of cities and regions

**3** Strengthened climate action and improved urban environment

**4** Effective urban crisis prevention and response

**Outcomes**

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| 1.1 Increased and equal access to basic services sustainable mobility and public space | 2.1 Improved spatial connectivity and productivity | 3.1 Reduced greenhouse gas emissions and improved air quality | 4.1 Enhanced social integration and inclusive communities |
| 1.2 Increased and secure access to land nd adequate and affordable housing | 2.2 Increased and equitably distributed locally generated revenues | 3.2 Improved resource efficiency and protection of ecological assets | 4.2 Improved living standards and inclusion of migrants, refugees and internally displaced persons |
| 1.3 Effective settlements growth and regeneration | 2.3 Expanded deployment of frontier technologies and innovations | 3.3 Effective adaptation of communities and infrastructure to climate change | 4.3 Enhanced resilience of the built environment and infrastructure |

**Social inclusion issues:** (1) Human rights; (2) Gender; (3) Children, youth and Older Persons; (4) Disability

**Crosscutting thematic areas:** (1) Resilience; (2) Safety

SUSTAINABLE DEVELOPMENT GOALS

IMPLEMENTING THE NEW URBAN AGENDA

## Annex II

### United Nations Human Settlements Programme Strategic Plan 2020-2023 Portfolio Analysis – August 2021

#### I. Linkages between SP Outcomes by number of PRC 2020 Projects

Outcomes divided into primary (1) vs. secondary (2)

| | 1.1 (1) | 1.1 (2) | 1.2 (1) | 1.2 (2) | 1.3 (1) | 1.3 (2) | 2.1 (1) | 2.1 (2) | 2.2 (1) | 2.2 (2) | 2.3 (1) | 2.3 (2) | 3.1 (1) | 3.1 (2) | 3.2 (1) | 3.2 (2) | 3.3 (1) | 3.3 (2) | 4.1 (1) | 4.1 (2) | 4.2 (1) | 4.2 (2) | 4.3 (1) | 4.3 (2) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4.3 (2) | 4 | 5 | 2 | 4 | 5 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 0 | 3 | 0 | 4 | 0 | 6 | 4 | 2 | 2 | 2 | 0 | 12 |
| 4.3 (1) | 3 | 5 | 3 | 1 | 1 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 1 | 3 | 2 | 0 | 10 | |
| 4.2 (2) | 8 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 0 | 2 | 0 | 0 | 3 | 0 | 3 | 0 | 3 | 2 | 3 | 0 | 9 | | |
| 4.2 (1) | 6 | 9 | 3 | 5 | 1 | 2 | 1 | 1 | 2 | 4 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 2 | 5 | 4 | 18 | | | |
| 4.1 (2) | 7 | 4 | 3 | 2 | 2 | 1 | 4 | 1 | 1 | 0 | 2 | 0 | 0 | 1 | 0 | 1 | 3 | 2 | 0 | 14 | | | | |
| 4.1 (1) | 11 | 9 | 5 | 4 | 3 | 6 | 2 | 3 | 4 | 3 | 3 | 3 | 0 | 1 | 0 | 1 | 0 | 3 | 26 | | | | | |
| 3.3 (2) | 5 | 5 | 2 | 3 | 4 | 4 | 2 | 5 | 4 | 3 | 3 | 4 | 0 | 3 | 0 | 4 | 0 | 6 | | | | | | |
| 3.3 (1) | 3 | 2 | 2 | 0 | 1 | 2 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | | | | | | | |
| 3.2 (2) | 8 | 6 | 1 | 5 | 4 | 3 | 4 | 3 | 3 | 4 | 2 | 5 | 1 | 3 | 0 | 3 | | | | | | | | |
| 3.2 (1) | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | | | | | | | | | | |
| 3.1 (2) | 5 | 4 | 1 | 4 | 3 | 4 | 4 | 2 | 2 | 3 | 2 | 2 | 0 | 1 | | | | | | | | | | |
| 3.1 (1) | 2 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 2 | | | | | | | | | | | | |
| 2.3 (2) | 5 | 4 | 1 | 3 | 5 | 1 | 4 | 3 | 4 | 3 | 0 | 13 | | | | | | | | | | | | |
| 2.3 (1) | 3 | 1 | 1 | 0 | 2 | 2 | 2 | 1 | 3 | 0 | 6 | | | | | | | | | | | | | |
| 2.2 (2) | 2 | 5 | 1 | 4 | 2 | 4 | 2 | 2 | 0 | 10 | | | | | | | | | | | | | | |
| 2.2 (1) | 4 | 4 | 3 | 3 | 5 | 2 | 3 | 4 | 13 | | | | | | | | | | | | | | | |
| 2.1 (2) | 5 | 5 | 2 | 2 | 4 | 3 | 0 | 12 | | | | | | | | | | | | | | | | |
| 2.1 (1) | 4 | 4 | 1 | 4 | 5 | 4 | 13 | | | | | | | | | | | | | | | | | |
| 1.3 (2) | 2 | 7 | 3 | 3 | 0 | 13 | | | | | | | | | | | | | | | | | | |
| 1.3 (1) | 4 | 5 | 1 | 7 | 16 | | | | | | | | | | | | | | | | | | | |
| 1.2 (2) | 4 | 10 | 0 | 16 | | | | | | | | | | | | | | | | | | | | |
| 1.2 (1) | 7 | 6 | 14 | | | | | | | | | | | | | | | | | | | | | |
| 1.1 (2) | 0 | 24 | | | | | | | | | | | | | | | | | | | | | | |
| 1.1 (1) | 44 | | | | | | | | | | | | | | | | | | | | | | | |

**Total number of projects analysed:**

**88**

**Total number of projects covering all 4 DoCs:**

**11%**

**Total number of projects focused on COVID-19 response:**

**23%**

## II.     Linkages between SP Outcomes by number of PRC 2021 Projects

Outcomes divided into primary (1) vs. secondary (2)

| | 1.1 (1) | 1.1 (2) | 1.2 (1) | 1.2 (2) | 1.3 (1) | 1.3 (2) | 2.1 (1) | 2.1 (2) | 2.2 (1) | 2.2 (2) | 2.3 (1) | 2.3 (2) | 3.1 (1) | 3.1 (2) | 3.2 (1) | 3.2 (2) | 3.3 (1) | 3.3 (2) | 4.1 (1) | 4.1 (2) | 4.2 (1) | 4.2 (2) | 4.3 (1) | 4.3 (2) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4.3 (2) | 9 | 0 | 2 | 2 | 2 | 6 | 3 | 4 | 1 | 4 | 3 | 4 | 2 | 6 | 0 | 3 | 1 | 5 | 4 | 6 | 4 | 3 | 1 | 13 |
| 4.3 (1) | 7 | 4 | 3 | 9 | 5 | 5 | 6 | 2 | 3 | 4 | 3 | 2 | 3 | 5 | 3 | 5 | 10 | 1 | 9 | 5 | 3 | 8 | 17 | |
| 4.2 (2) | 11 | 5 | 4 | 6 | 6 | 5 | 8 | 6 | 3 | 9 | 5 | 5 | 1 | 9 | 2 | 8 | 5 | 5 | 7 | 8 | 3 | 17 | | |
| 4.2 (1) | 8 | 4 | 4 | 2 | 2 | 3 | 2 | 3 | 3 | 4 | 1 | 2 | 2 | 3 | 1 | 1 | 1 | 1 | 9 | 3 | 12 | | | |
| 4.1 (2) | 10 | 4 | 2 | 4 | 5 | 6 | 6 | 7 | 4 | 7 | 2 | 4 | 0 | 8 | 1 | 6 | 3 | 2 | 3 | 16 | | | | |
| 4.1 (1) | 10 | 7 | 6 | 7 | 5 | 5 | 7 | 4 | 5 | 9 | 5 | 3 | 4 | 7 | 3 | 6 | 4 | 5 | 19 | | | | | |
| 3.3 (2) | 6 | 2 | 1 | 1 | 1 | 6 | 5 | 2 | 1 | 3 | 4 | 5 | 1 | 3 | 2 | 3 | 3 | 11 | | | | | | |
| 3.3 (1) | 5 | 2 | 2 | 5 | 2 | 6 | 4 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 4 | 6 | 15 | | | | | | | |
| 3.2 (2) | 7 | 5 | 6 | 4 | 4 | 4 | 6 | 4 | 3 | 7 | 4 | 4 | 0 | 8 | 1 | 16 | | | | | | | | |
| 3.2 (1) | 4 | 2 | 2 | 2 | 2 | 2 | 3 | 1 | 1 | 1 | 2 | 1 | 3 | 0 | 6 | | | | | | | | | |
| 3.1 (2) | 10 | 3 | 3 | 5 | 4 | 2 | 6 | 6 | 2 | 7 | 5 | 4 | 2 | 13 | | | | | | | | | | |
| 3.1 (1) | 3 | 1 | 2 | 2 | 2 | 1 | 2 | 0 | 1 | 1 | 3 | 0 | 5 | | | | | | | | | | | |
| 2.3 (2) | 3 | 2 | 1 | 2 | 1 | 4 | 5 | 1 | 0 | 4 | 2 | 11 | | | | | | | | | | | | |
| 2.3 (1) | 5 | 2 | 3 | 2 | 4 | 4 | 6 | 1 | 2 | 5 | 8 | | | | | | | | | | | | | |
| 2.2 (2) | 8 | 3 | 6 | 5 | 5 | 5 | 8 | 4 | 4 | 14 | | | | | | | | | | | | | | |
| 2.2 (1) | 5 | 2 | 3 | 1 | 4 | 2 | 5 | 3 | 7 | | | | | | | | | | | | | | | |
| 2.1 (2) | 7 | 2 | 2 | 2 | 3 | 2 | 2 | 10 | | | | | | | | | | | | | | | | |
| 2.1 (1) | 9 | 5 | 4 | 6 | 6 | 7 | 15 | | | | | | | | | | | | | | | | | |
| 1.3 (2) | 7 | 3 | 3 | 5 | 2 | 19 | | | | | | | | | | | | | | | | | | |
| 1.3 (1) | 6 | 2 | 4 | 3 | 8 | | | | | | | | | | | | | | | | | | | |
| 1.2 (2) | 6 | 5 | 1 | 13 | | | | | | | | | | | | | | | | | | | | |
| 1.2 (1) | 7 | 2 | 10 | | | | | | | | | | | | | | | | | | | | | |
| 1.1 (2) | 4 | 12 | | | | | | | | | | | | | | | | | | | | | | |
| 1.1 (1) | 21 | | | | | | | | | | | | | | | | | | | | | | | |

**Total number of projects analysed:**

**54**

**Total number of projects covering all 4 DoCs:**

**41%**

**Total number of projects focused on COVID-19 response:**

**11%**

### III. Inter-relation between SP Outcome 1.1 Basic Services, Mobility & Public Space against the others
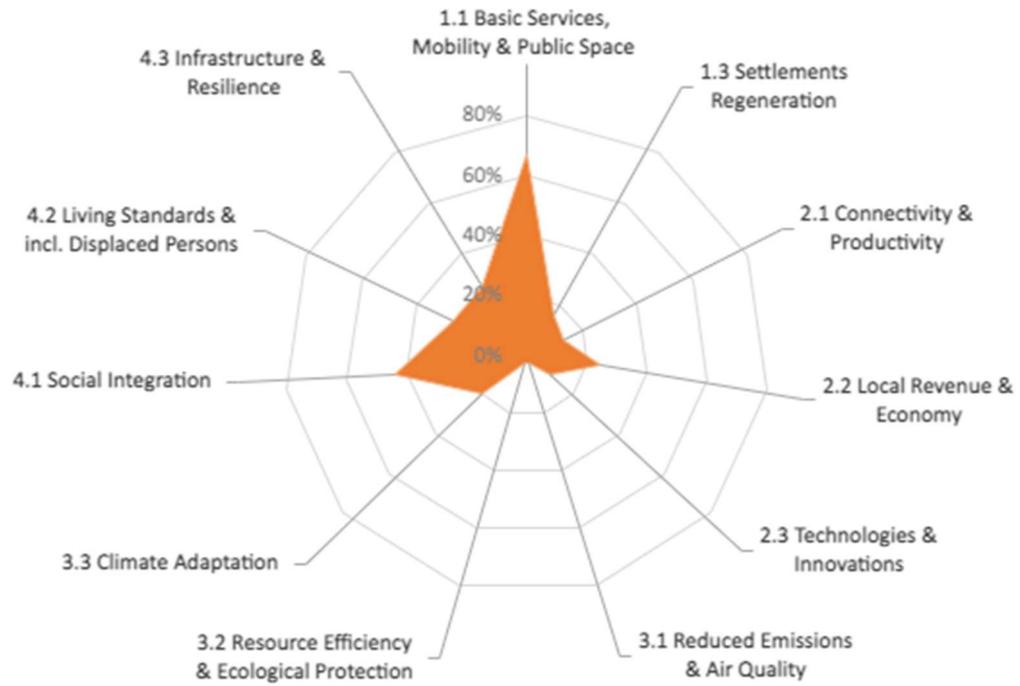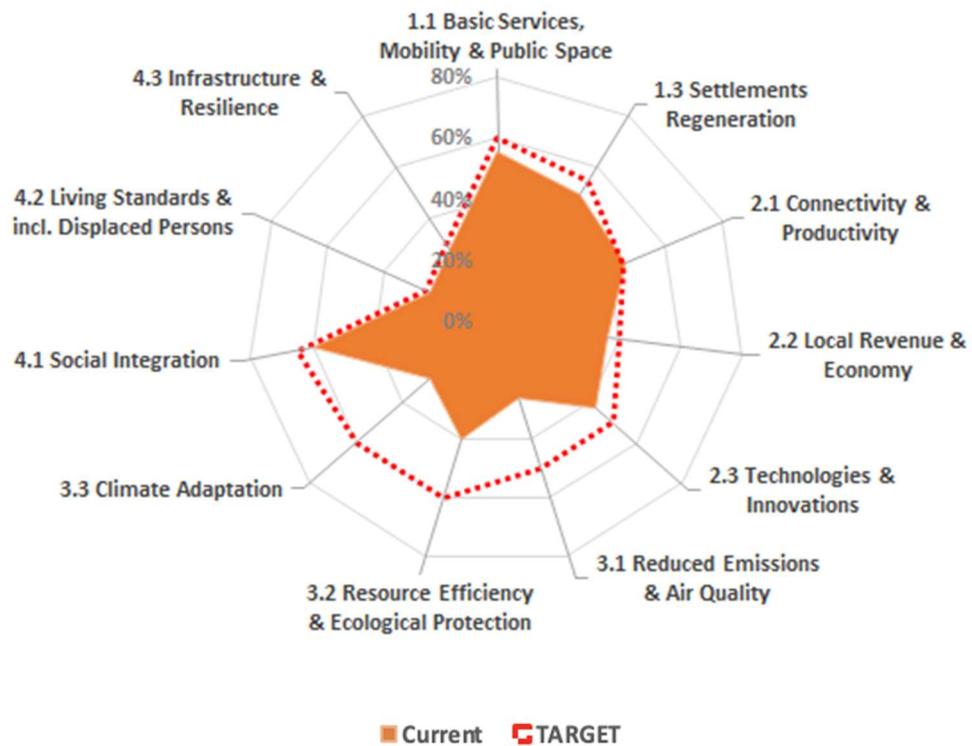
**PRC 2020**



**PRC 2021**



■ Current ⌐ TARGET
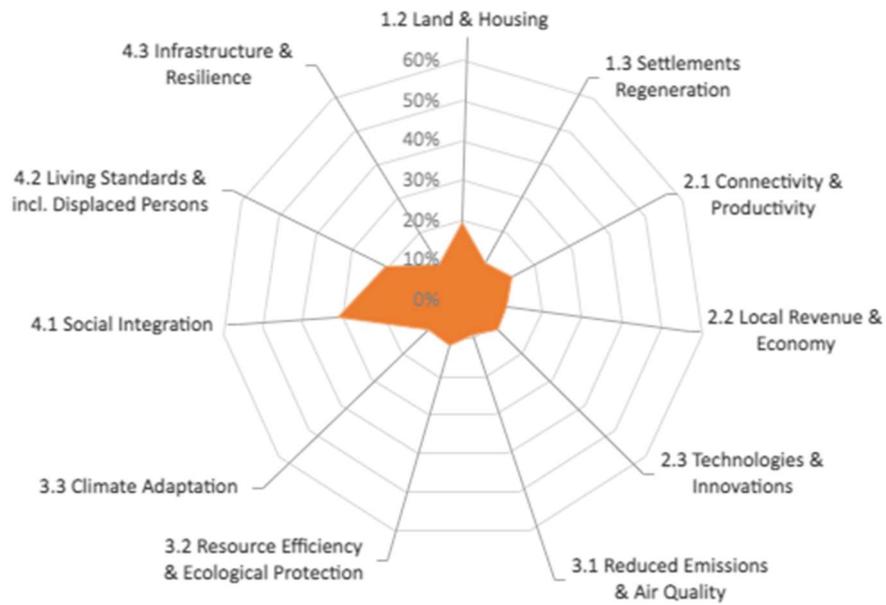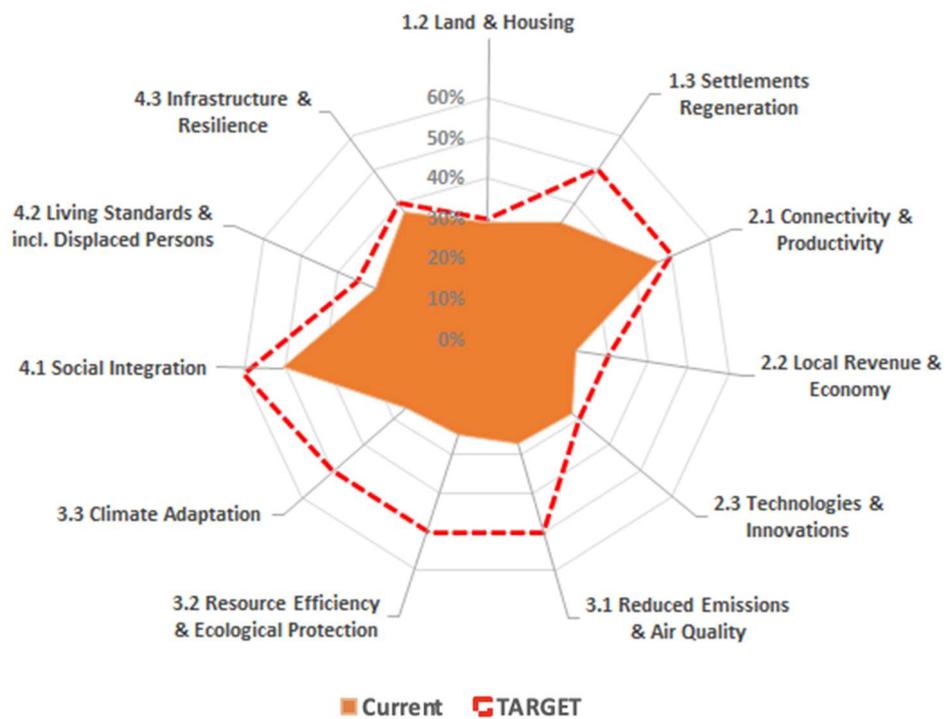
## IV.    Inter-relation between SP Outcome 1.2 Land & Housing against the others
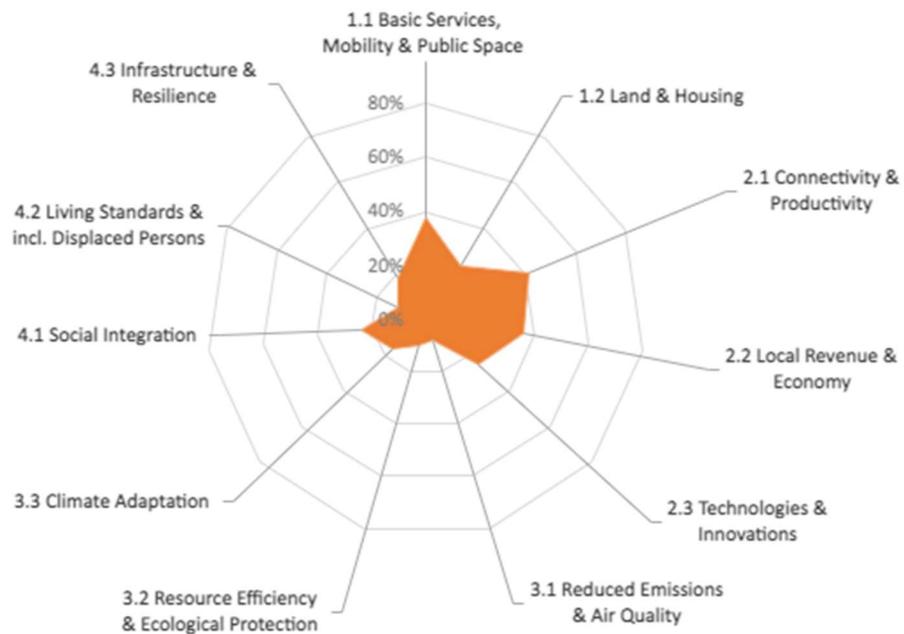
**PRC 2020**



**PRC 2021**



■ Current ▢ TARGET

## V. Inter-relation between SP Outcome 1.3 Settlements Regeneration against the others

**PRC 2020**



**PRC 2021**



■ Current  ▭ TARGET
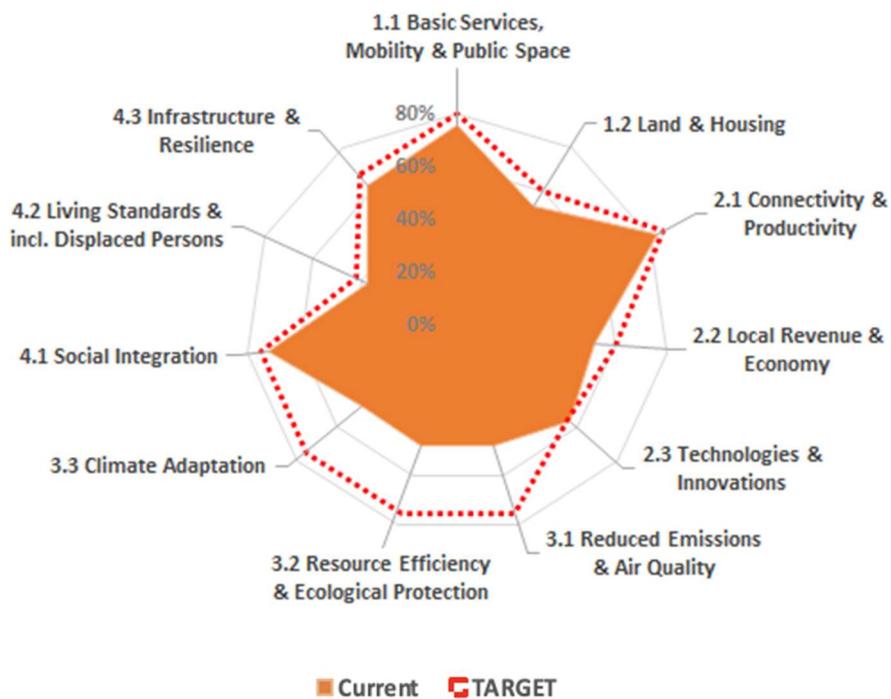
### VI. Inter-relation between SP Outcome 3.1 Reduced Emissions & Air Quality against the others

**PRC 2020**



**PRC 2021**



■ Current ⋮ Target
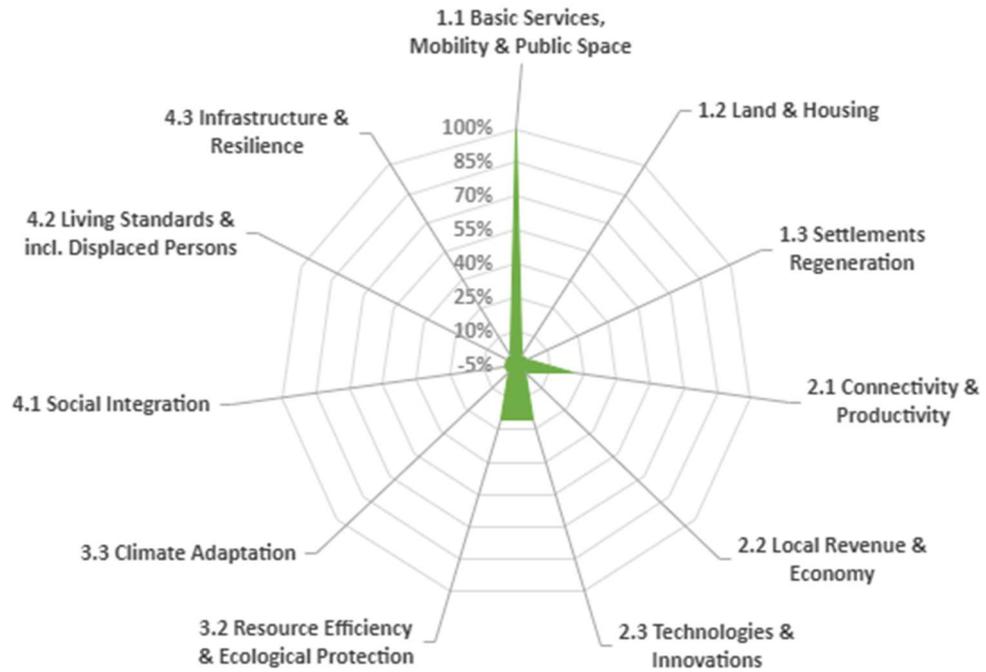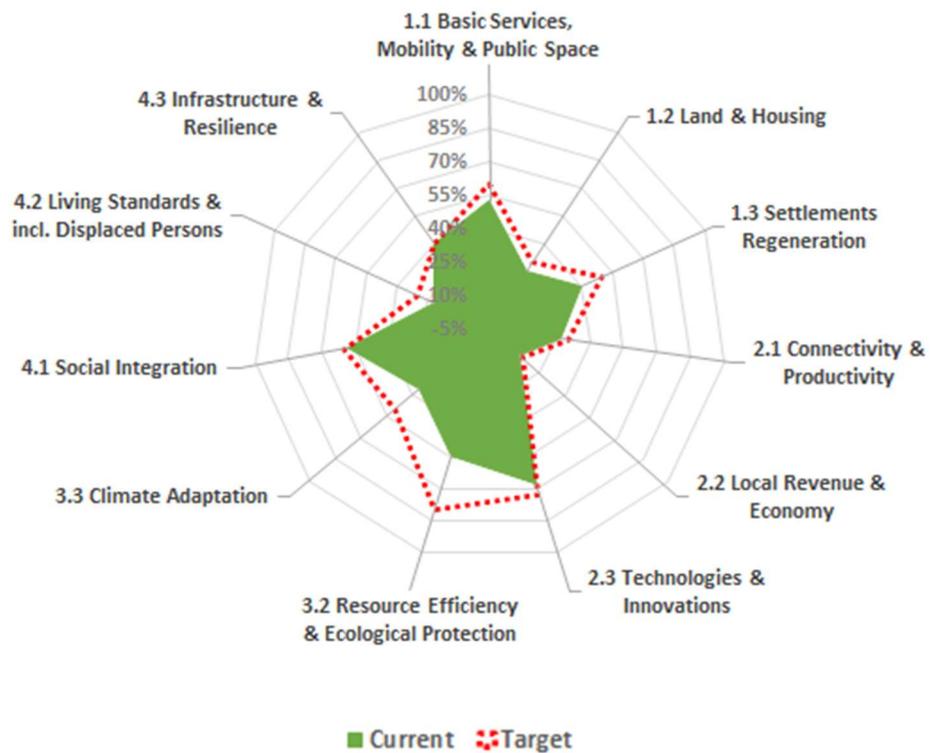
**VII.  Inter-relation between SP Outcome 3.2 Resource Efficiency & Ecological Protection against the others**
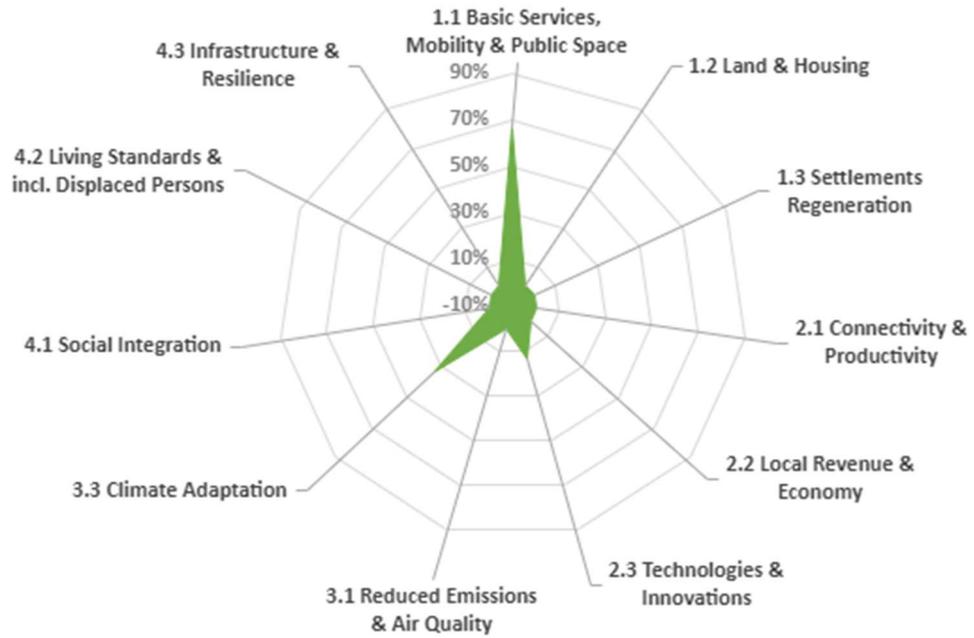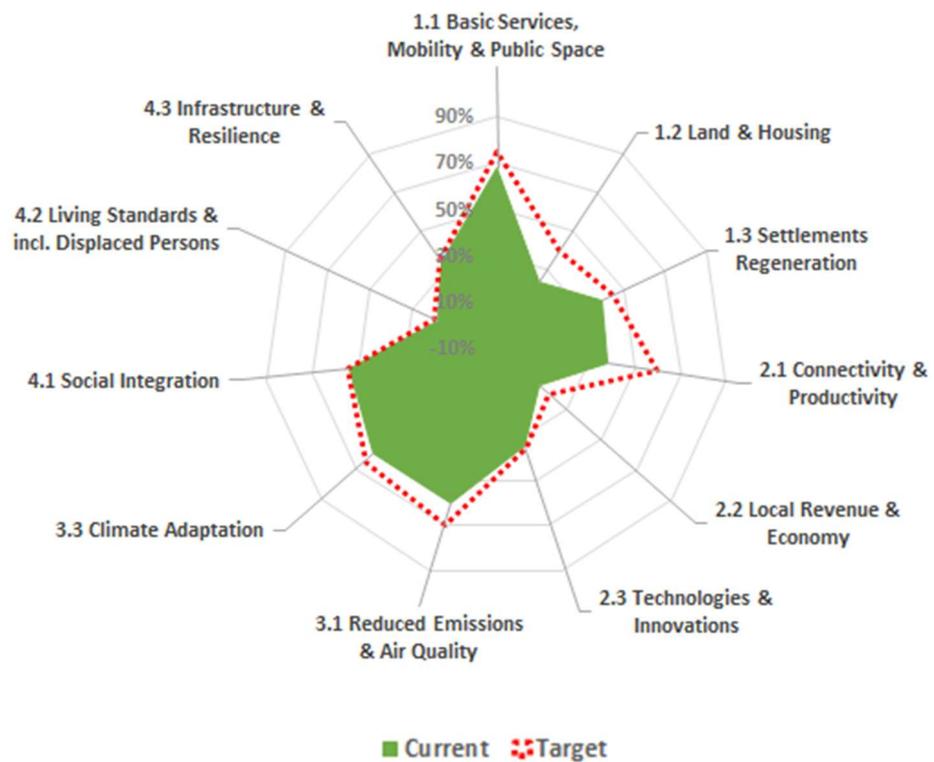
**PRC 2020**



**PRC 2021**

## VIII.    Inter-relation between SP Outcome 3.3 Climate Adaptation against the others

### PRC 2020



### PRC 2021



■ Current ⋮⋮ Target
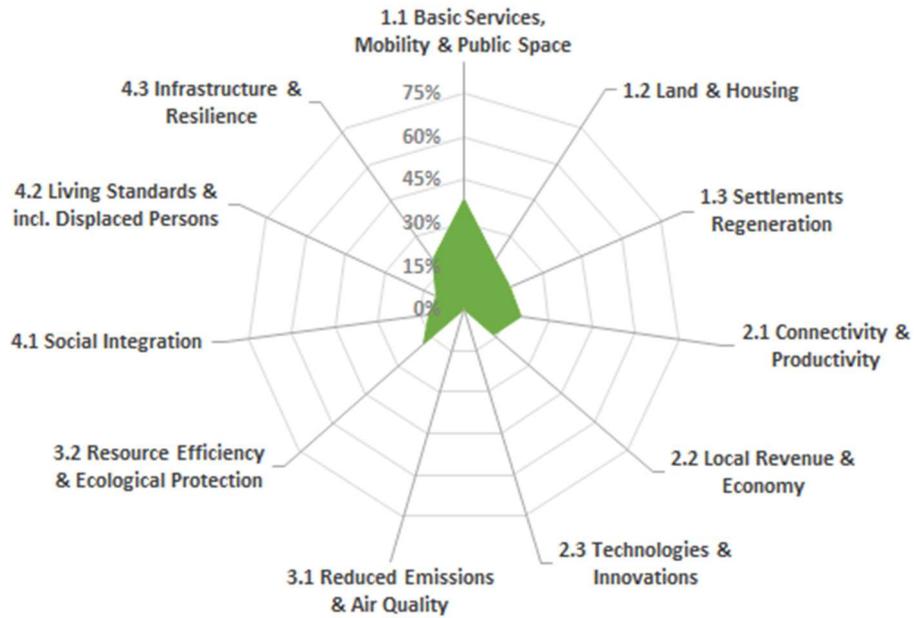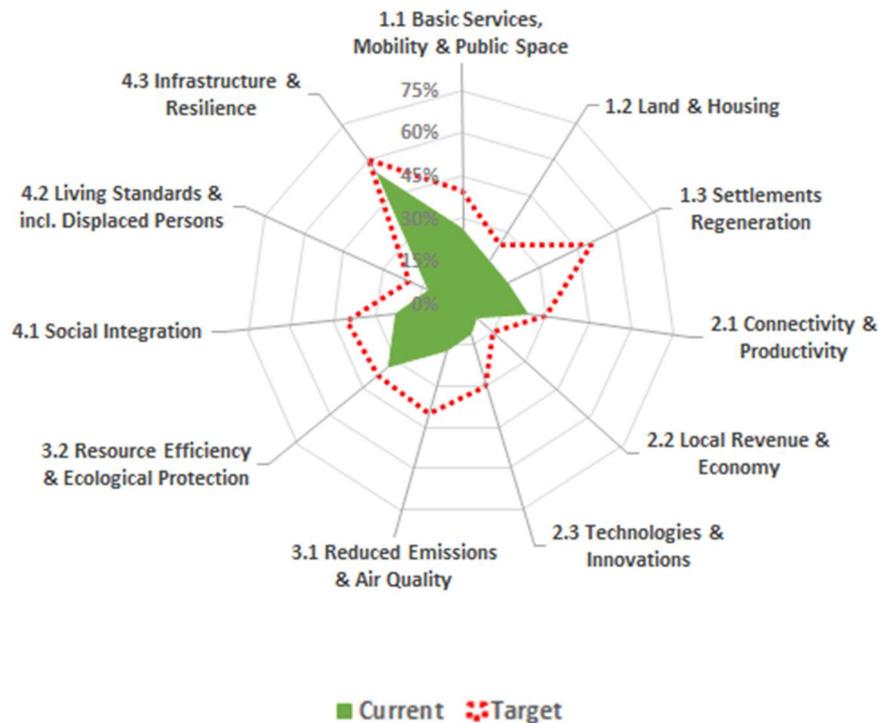
## IX. Unbalance between the normative support and the operational portfolio



## X. Status of Flagship Programmes