UN HABITAT
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FINAL DRAFT

THE STRATEGIC PLAN 2020-2025

REDUCED SPATIAL INEQUALITY AND POVERTY IN COMMUNITIES ACROSS THE URBAN - RURAL CONTINUUM	ENHANCED SHARED PROSPERITY OF CITIES AND REGIONS
STRENHTHENED CLIMATE ACTION AND IMPROVED URBAN ENVIRONMENT	EFFECTIVE URBAN CRISIS PREVENTION AND RESPONSE

UN HABITAT

IMPLEMENTING THE NEW URBAN AGENDA

UN-Habitat – Strategic Plan 2020 – 2025

Final Draft

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1. Changing to increase impact

1. Sustainable urbanization is central to the realization of the global development goals as set out in the suite of global agreements signed between 2015 and 2016, including, most importantly, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Sendai Framework for Disaster Risk Reduction, the Paris Agreement on climate change, the New York Declaration for Refugees and Migrants and the New Urban Agenda (NUA).

2. The United Nations Human Settlements Programme (UN-Habitat) Strategic Plan 2020-2025 focuses on the agency's commitment and contribution to the implementation of these global development agendas, particularly the premise of the 2030 Agenda for Sustainable Development to 'leave no one behind.' Through its normative and operational work as well as coordination and focal point role within the UN system, the agency's objective is: "***to advance sustainable urbanization as a driver of development and peace to improve living conditions for all.***"

3. The Strategic Plan aligns the agency with the United Nations' reform agenda, which includes: (i) the reform of the peace and security architecture, including a strong emphasis on the humanitarian, development and peace nexus; (ii) development system reform, particularly the revamped resident coordinator system and the shifting of focus to more integrated country level action; and (iii) management reform, emphasizing the need for organizational coherence, transparency, efficiency, agility and accountability, while articulating the unique value proposition of UN-Habitat within the UN system.

4. UN-Habitat's 2020-2025 Strategic Plan creates a strong narrative of change, clearly articulating the relationship of sustainable urbanization with the overall notion of sustainable development. The Strategic Plan is focused on positive impact and outcomes for those being left behind, including women and youth, in cities and other human settlements. 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, socioeconomic inequalities, slums, social exclusion and marginalization, gender-based discrimination, humanitarian crises, conflicts, air pollution, climate change, and high unemployment, which are increasingly concentrated in urban areas. A holistic approach towards an urbanizing world, connecting cities and other human settlements, with consideration of all segments of society, can help advance sustainable solutions for the benefit of all.

5. The Strategic Plan lays out a recalibrated vision and mission, and a sharpened focus. UN-Habitat proposes to serve Member States, sub-national and local governments, and other key urban actors in the pursuit of four mutually reinforcing and integrated Domains of Change or goals:

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; and
4. Effective urban crisis prevention and response.

6. The inclusive realization of these outcomes depends upon the incorporation of the social inclusion dimensions (human rights, gender, children, youth and older persons, and disability) discussed in Section 2.4 below, and is supported by a certain number of specific "drivers of change" and "organizational performance enablers". Transformative change can only take place through a paradigm shift. UN-Habitat

is cognizant of this, and in keeping with its role as a focal point in sustainable urban development and human settlements, proposes a clear framework that:

- Repositions the agency as a centre of excellence and innovation;
- Takes into account global and regional urbanization trends;
- Focuses on customizable solutions taking into account countries and communities in different situations;
- Leverages partnerships with local and regional governments, sister United Nations entities, the private sector, and other development actors and stakeholders; and
- Significantly enhances integrated delivery through more effective collaboration across its country offices, regional offices, liaison offices, and the headquarters.

7. UN-Habitat recognizes and targets the specific rights of women, children, youth, older persons and persons with disability through each Domain of Change. To achieve this, all work of the agency is underpinned by a Human Rights Based Approach (HRBA), which ensures that those furthest behind are targeted first and foremost.

8. In addition, the implementation of the Strategic Plan 2020-2025 equally requires organizational changes and a new model for financial sustainability to ensure that UN-Habitat resources are commensurate with its mandates and roles.

1.1 UN-Habitat as a global centre of excellence and innovation

9. The Strategic Plan 2020-2025 is repositioning UN-Habitat as a major global entity, a centre of excellence and innovation. In this respect, the Organization is refocusing its niche as the thought leader and go-to agency that sets the global discourse and agenda on sustainable urban development, drive political discussions, generates specialized and cutting-edge knowledge, shape technical norms, principles and standards and acts as a multiplier in the exchange of knowledge, experience and best practices in getting cities and human settlements right. UN-Habitat is exceptionally placed and equipped to play this role, in collaboration with research institutions.

10. A focus on normative work repositions the Organization in the framework of the reform of the United Nations Development System by emphasizing its unique value proposition and demonstrating readiness to contribute in a meaningful manner in the identification of regional and country problems, challenges and opportunities.

11. As a centre of excellence and innovation, UN-Habitat also advocates sustainable solutions through demonstration, pilot and innovative operational projects that can be adapted and taken to scale by countries and other partners, all the while ensuring that normative outcomes inform transformative operational solutions, and in turn field operations influence normative work. By catalyzing networks of partners, including local authorities, and policy makers in leading the implementation at scale of cutting-edge solutions, UN-Habitat will be able to bring about transformational change for the benefit of millions of people, ensuring that no one and no place is left behind.

1.2 Global trends: challenges and opportunities of a rapidly urbanizing world

12. Urbanization is one of the global mega-trends of our time, unstoppable and irreversible. In 30 years, two-thirds of the world's population will live in urban areas. Ninety per cent of urban growth will occur in less developed regions such as East Asia, South Asia, and Sub-Saharan Africa at a rapid pace and in situations where capacities and resources are most constrained and development challenges are most intense. Urbanization in these parts of the world is largely unplanned, fueling the continuous growth of informal or slum settlements. Unchecked and unplanned urban sprawl and inequality are universal concerns, both within cities and across territories; over 75 per cent of the world's cities grew more unequal over the past 20 years. Although the world has made significant progress in reducing poverty since 2000, inequality is rising in the cities of both the developing and developed world. Today, the gap between the rich and the poor in most countries is at its highest levels in 30 years; the global one per cent earners captured twice as much of that growth as the 50 per cent poorest.[1]

13. In developing countries, slums and informal settlements, which currently accommodate close to 1 billion people, are the physical manifestation of urban poverty and inequality. About 2.3 billion people still lack access to basic sanitation service in 2015[2] and 1.2 billion people lack access to clean drinking water worldwide.[3] Fewer than 35 per cent of the cities in developing countries have their waste water treated.[4] Moreover, today, 1.6 billion people globally live in inadequate housing[5] and often do not have security of tenure.

14. It is clear that climate change is one of the greatest challenges that cities must contend with, as indicated in the Paris agreement. Cities account for 60 to 80 per cent of energy consumption and generate as much as 70 per cent of the human-induced greenhouse gas emissions, primarily through the consumption of fossil fuels for energy supply and transportation. Climate change projections predict significant impacts on human development progress within just a few decades. Urgent and radical action to transform urban systems is required well before 2030 to contribute to limiting global warming to 1.5 degrees. Urban areas also absorb significant climate risks and must be prepared to withstand the climatic extremes currently predicted with 3 to 4 degrees of global warming.

15. The current economic model of investment, consumption and growth also drives the exploitative extraction of the planet's natural assets. Urban development is increasingly occupying land that was previously used for forestry and/or food production, at the same time the growing population's demand for food, timber products, biomass for heating etc. is increasing. Urbanization has not completed a full transition away from fossil-fuelled energy, resulting in extensive air pollution which damages the health of vulnerable groups of people, particularly children and the elderly. The shift to a greener and more resource efficient economy is still in nascent stages.

16. Migration adds complexity to the numerous issues, cities and other human settlements must deal with. Currently, there are 763 million internal migrants and 224 million international migrants in the world.[6] This means that every seventh person in the world is a migrant. Most of these migrants are found in urban areas. Refugees and internally displaced persons (IDPs) in particular require special attention in

[1] World Inequality Report (2018)

[2] WHO and UNICEF (2017) Progress on drinking water, sanitation and hygiene Joint Monitoring Programme 2017 update and SDG baselines

[3] UN-Habitat (2015)

[4] UN-Habitat (2015)

[5] UN-Habitat (2017)

[6] IOM (2017) Global Migration Trends Factsheet; http://gmdac.iom.int/global-migration-trends-factsheet

the overall context of sustainable urbanization. Today there are 25 million refugees and 40 million IDPs who have fled conflict and crisis. The majority are not in humanitarian camps but seek refuge in cities.[7]

17. Gender-based discrimination persist in many parts of the world, and challenges associated with children, youth and older persons are growing. As the world witnesses an increased feminization of poverty, women make up a large proportion of the informal sector of employment in cities and are disproportionately affected by limited access to safe places of work, education, skills, resources and technology.

18. Poverty, humanitarian crises, and conflict are becoming increasingly urban phenomena. Rural areas do not benefit from overall growth, feeding a continuous rural-urban migration.

19. In sum, the challenges posed by the current model of urbanization have global ramifications that, if not addressed adequately, could jeopardize chances of achieving the SDGs.

20. Despite the challenges, urbanization is a once-in-a-lifetime opportunity for change at all levels and all types of human settlements, from small rural communities, villages, and market towns, to intermediate cities and metropolises. Research now shows that urbanization can have a positive catalytic impact on development and deliver improved living conditions to the furthest behind. Cities and towns can help drive the sustainable agenda across social and cultural change, environmental protection and economic growth as the principles of the circular economy are embraced. Contributing about 80 per cent of global GDP, cities function as catalysts, driving innovation, consumption, and investment worldwide, making them a positive and potent force for addressing issues related to poverty, social exclusion and spatial inequality, shared prosperity, climate and the environment, and various forms of crisis. Most importantly, sustainable urban transformation presents an opportunity to work with all types of actors and communities, particularly those traditionally excluded from such processes.

21. The implementation of UN-Habitat's Strategic Plan 2020-2025 will provide pathways to accelerate this transformation towards achieving the SDGs. If we get our cities right, as ambitioned in the New Urban Agenda and SDG 11, it will be easier to reach other development goals and targets and to achieve meaningful progress in realizing gender equality and inclusion of youth. However, this will require creativity, human and financial capital and joined-up efforts at the global, regional, national, and local levels, in countries at every stage of development.

1.3 Becoming a "solutions agency" to deliver change

22. With a focus on achieving its four interconnected and mutually reinforcing goals: spatial inequality and poverty; shared prosperity; climate action and urban environment; and crisis prevention and response (pa. 5), UN-Habitat is well-positioned to help countries and cities confront the toughest urbanization challenges, and to take advantage of the opportunities that urbanization offers to maximize the positive contributions to overall sustainable development. UN-Habitat's value proposition to contribute to the global urban development agenda is derived from its knowledge and expertise, and its ability to provide innovative and evidence-based urban solutions that are both normative and operational.

[7] [http://www.worldbank.org/en/news/press-release/2018/02/10/world-bank-report-forced-displacement-to-cities-demands-an-urban-development-approach-to-the-crisis#]

The agency's convening power, its capacity to influence long-term change, and its ability to leverage partnerships contribute to its added value and implementation capabilities.

23. Anchored in its core values of excellence, efficiency, accountability, collaboration and impact, UN-Habitat is embracing a solutions-oriented culture, based on decades of experience and understanding of what works effectively in cities and human settlements. This means moving from a project-focused approach to a broader culture of supporting countries and cities in delivering systematized and locally-adapted solutions that are integrated across the four goals, and which apply and leverage the knowledge gained from UN-Habitat's experiences as well as the experiences of others. Ultimately, these solutions will contribute to the respect and fulfilment of the rights of women, youth and marginalized groups.

24. In this context, UN-Habitat implements the UN-wide Human Rights-Based Approach (HRBA)[8] which means that all programmes should further the realization of human rights, all cooperation and programming should be carried out in line with human rights standards and principles and development cooperation contributes to the capacities of duty bearers to meet their obligations, and / or rights holders to claim their rights.

1.4 Leveraging partnerships

25. It is important to emphasize that no institution alone can ensure that countries make significant progress towards the global urban development agendas. Similarly, there is no single organization that can ensure cities are effectively establishing a path of prosperity and sustainable development. UN-Habitat, in its role as a focal point, will call upon all development actors, and stakeholders including local and regional governments, civil society, private sector, and academia at every scale, to work in concert to implement this Strategic Plan.

26. The past decade has seen a tremendous surge in stakeholders engaging with UN-Habitat in various development areas, including through the agency's effective efforts to ensure high levels of stakeholder participation at Habitat III and growing participation in the World Urban Forums. Reinforcing this trend, future partnerships will be aligned with UN-Habitat's four goals, drivers of change, and its social inclusion dimensions and be well-managed and effective. UN-Habitat will take the lead in some partnerships; in other cases, it will bring its expertise to efforts led by others, providing support while adding value. Emphasis has already been placed on relationships with other United Nations agencies, at global, regional and country levels, including the Regional Economic Commissions. The latter are key partners in reaching out to Member States, cities and local governments civil society, the private sector and other urban stakeholders working towards the effective implementation and follow-up of the New Urban Agenda and the urban and human settlements dimensions of the 2030 Agenda in each region.

27. UN-Habitat will continue to expand its collaboration with international and regional development banks to ensure coherence of policy support and the alignment of large-scale urban investments with the principles of sustainable urbanization. An important effort is required to rethink engagement with the private sector to leverage investments in sustainable urbanization and to promote more appropriate models of development.

[8] The Human Rights Based Approach to Development Cooperation: Towards a Common Understand Among UN Agencies: https://hrbaportal.org/the-human-rights-based-approach-to-development-cooperation-towards-a-common-understanding-among-un-agencies

28. UN-Habitat will continue to strengthen its engagement with communities by placing those furthest left behind at the centre, and harnessing local expertise through close collaboration with informal workers, slum dwellers, people with disabilities and women living in poverty in both rural and urban centres. UN-Habitat will increase its engagement with grassroots women's groups and youth-led organizations, to ensure that its work is benefitting all segments of society.

29. The Strategic Plan harnesses UN-Habitat's role as a focal point in sustainable urban development and human settlements[9] to accelerate progress in implementation of the New Urban Agenda for achievement of urban dimensions of the SDGs. In this respect, UN-Habitat will build innovative approaches towards the:

- Development and implementation of a UN System-wide strategy and collaborative framework for sustainable urbanization;
- Coordination of the follow up and review of the New Urban Agenda, ensuring contributions from all actors including national, regional and local governments, academic institutions, UN agencies, civil society, private sector and other key constituencies;
- Development and dissemination of evidence-based guidance and capacity support to Member States in achieving the urban dimensions of the global agendas, drawing on UN-Habitat's Action Framework for Implementation of the New Urban Agenda (AFINUA);
- Support mainstreaming of Sustainable Urban Development in global development frameworks and localization of SDGs through mobilization of all relevant actors.

1.5 Delivering as One UN-Habitat: Repositioning and organizational change

30. UN-Habitat is more than just a collection of regional, liaison, and country offices. It is a collaborative global institution with one unifying mandate. The Strategic Plan and the accompanying organizational changes aim to ensure that all the organizational units of UN-Habitat work in an integrated manner. The focus is on maximizing the interaction between our normative and operational work both at global and regional levels, leveraging change across the four interconnected Domains of Change, and aiming for direct impact for those most in need. Regional strategies and country programmes, while responding to the felt needs and demands of Member States, will be fully aligned with the overall objective and goals of the Strategic Plan.

31. UN-Habitat will focus on the areas of expertise where it has the greatest comparative advantage, as a thought leader and a centre of excellence. At the same time, it will act more as a catalyst to provide multi-scalar, integrated, multi-sector and multi-stakeholder urban development and human settlement solutions, leveraging the actions of others, and connecting goals and targets across the SDGs.

32. UN-Habitat will adjust its set up to reflect the regional diversity in urbanization trends and challenges and to align with the rationalization of the UN Development System and its broader reform. The nature of UN-Habitat's support will be guided by the diversity of urbanization challenges as well as specific country demands and capacities.

[9] Governments in the Quito Declaration noted the importance of UN-Habitat's role as a focal point on sustainable urbanization and human settlements development including in the implementation, follow-up, and review of the New Urban Agenda and related SDG.

33. For UN-Habitat to expand its focus on project implementation to a broader objective of going to scale and leveraging longer term impact, it needs to become an outward looking agency, with a stronger emphasis on partnerships and influencing actions of others, strategically through knowledge-based advocacy.

34. Furthermore, delivering as one UN-Habitat requires reforms of internal procedures and systems, improving the internal budget process, and enhancing human resource management, as described in the organizational performance enablers in section 2.6. Organizational changes will also need to ensure that programmes and services are delivered in a manner that is efficient and effective, evidence-based, and which allow for continuous learning from across the world.

35. The Strategic Plan recognizes that an important institutional challenge for UN-Habitat is ensuring that its resources are predictable, sustainable, and commensurate with its roles and responsibilities. This requires a new framework for financial sustainability that increases revenues, cuts inefficient expenditures, builds financial capacity, and aligns resources with the four goals. A new business model, as defined in an annex to the present document, will support this Strategic Plan.

2. Strategic choices

2.1 A bold vision and a focused mission

36. UN-Habitat's vision of "***A better quality of life for all in an urbanizing world***" is bold and ambitious; one that challenges UN-Habitat and its partners to enhance international and national efforts geared towards addressing urbanization challenges. It reflects both an aspirational idea and a real need. UN-Habitat sees urbanization as a process that can transform territories, connecting human settlements across the urban-rural continuum, including small market towns, intermediate cities and main urban centres, and ensuring access to adequate and affordable housing, basic services and infrastructure to all. UN-Habitat will work to promote urbanization as a positive transformative force for people and communities, reducing inequality, discrimination and poverty.

37. The organization's 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*".**

38. Over the last few years, UN-Habitat has been refining its approach to strategically integrating normative and operational work, building on the Strategic Plan for 2014-2019 and the strong evidence that sustainable urbanization is an accelerator for achieving the SDGs. UN-Habitat has adopted a more strategic and integrated approach to addressing the challenges and opportunities of twenty-first century cities and human settlements. The mission statement reflects this paradigm shift. It also embodies the four main roles of the organization summarized as: **Think; Do; Share; Partner.**

39. **Think**: The normative work, including different forms of building knowledge, ground-breaking research and capacity building, enables UN-Habitat to set standards, propose norms and principles, share good practices, monitor global progress, and support inter-governmental, regional, national and sub national bodies in their formulation of policies related to sustainable cities and human settlements.

40. **Do**: The operational work takes different forms of technical assistance, drawing on the agency's unique expertise in the area of sustainable urbanization and crisis response. UN-Habitat uses its highly specialized technical cooperation component to execute human settlement projects in order to provide value-added and tailored support to Member States in implementing policies, strategies, best-practices, norms and standards.

41. **Share**: In its focal point and catalytic role, UN-Habitat will, through advocacy, communications and outreach, mobilize public, political, financial support and increased collaborative action at all levels to inspire qualitative changes in national development plans, policy frameworks, development practice and investment choices for sustainable urban development, at global, national and local levels.

42. **Partner**: UN-Habitat will need to work collaboratively with a multitude of partners, leveraging multiple resources to achieve enduring results in addressing the challenges of urbanization. The implementation of the Strategic Plan will be supported by the UN and Stakeholders Collaborative Implementation Frameworks developed by the agency in response to the need to reach out and articulate work with the UN family through a more coherent system-wide approach to development.

2.2 An ambitious objective

43. Inspired by UN-Habitat's vision and mission, the desired change or objective for the Strategic Plan 2020-2025 is **"to advance sustainable urbanization as a driver of development and peace, to improve living conditions for all."**

44. UN-Habitat's objective is consistent with the SDGs' principle of 'leaving no one behind,' with SDG 11 on "making cities inclusive, safe, resilient and sustainable" and with the principles and commitments of the New Urban Agenda.

45. This ambitious objective also reflects UN-Habitat's aim to develop and implement integrated programmes in view of achieving greater impact. As such, the organization will be 'people-focused' and will spearhead interventions that are more holistic rather than sectoral, transformative rather than fragmentary, linking urbanization and human settlements with the 2030 Agenda and the humanitarian-peace-development nexus, as proposed by the Secretary-General's Reform.

46. From implementing the previous Strategic Plan, UN-Habitat learned[10] that (i) it was important that the Plan be anchored within a robust theory of change; and (ii) the results framework needed to be strong in order to effectively guide programming towards planned results and foreseen impact.

47. In this regard, the process of formulating the Strategic Plan for the period of 2020-2025 was strongly guided by a theory of change approach, which allowed for the following:

- Moving the strategic focus from a means-based approach to an ends-based approach; and from a process-oriented approach to a results-based approach;
- Connecting to the global agendas, particularly (i) the 2030 Agenda and the Sustainable Development Goals, (ii) the Addis Ababa Action Agenda, (iii) the Sendai Framework, (iv) the Paris

[10] Other lessons learned are included in Annex 1, Section 3.

Agreement, (v) the New York Declaration for Refugees and Migrants, and (vi) the New Urban Agenda;

- Re-elaborating the narrative of sustainable urban development and rethinking the way the sustainable urban development agenda should be implemented;
- Introducing a set of drivers of change and organizational performance enablers;
- Enhancing the role of advocacy and communication to influence policy;
- Strengthening the role of partnerships towards scaled up impact, particularly with local and regional governments and other key constituencies;
- Introducing a coherent approach to innovation to support the work of UN-Habitat and partners;
- Implementing the agency's custodian role in defining and monitoring urban SDG indicators, and as a focal point for sustainable urbanization and human settlements, supporting the follow up and review of the New Urban Agenda.

2.3 Domains of Change: strategy and scope

48. To realize its objective to advance sustainable urbanization, UN-Habitat must make progress on its four interlinked Domains of Change or goals. These Domains overlap and are mutually reinforcing; how we achieve outcomes in one domain has implications for others:

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; and
4. Effective urban crisis prevention and response.

49. These goals are underpinned by the social inclusion dimensions of human rights; gender; children, youth and older persons and disability. They seek to redress longstanding discrimination against, and continued marginalization of, these and other excluded groups. At the same time, they harness the role of these groups, particularly women and youth, as key actors of social transformation.

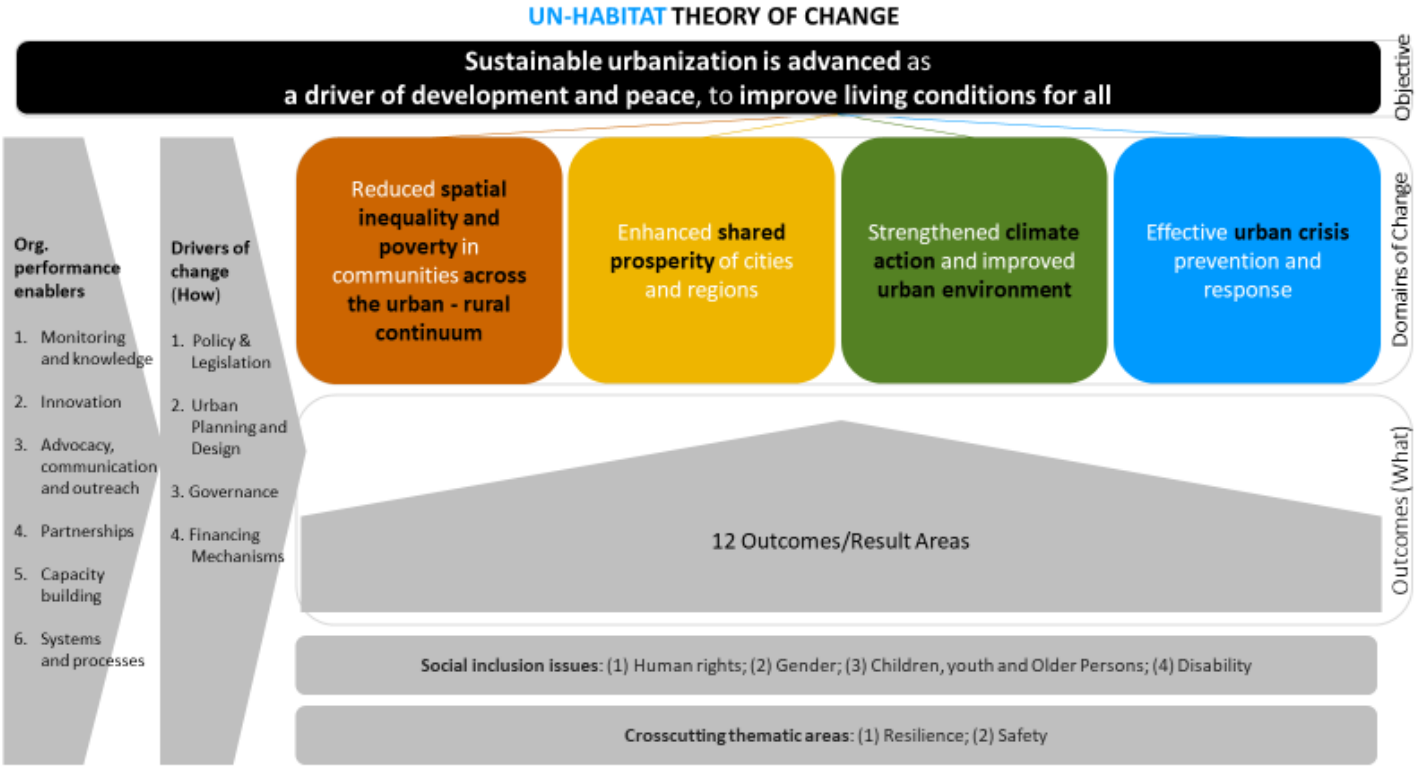
50. They also reflect the three transformative commitments of the New Urban Agenda:

1. Sustainable urban development for social inclusion and ending poverty
2. Sustainable and inclusive urban prosperity and opportunities for all; and
3. Environmentally sustainable and resilient urban development.

51. The theory of change to realize UN-Habitat's objective is shown in Figure 1 below.

52. The four goals and their respective outcomes will be regularly tracked using robust indicators (with baselines and targets for each year of the Strategic Planning period) and milestones included in the results framework and performance measurement plan.

Figure 1: UN-Habitat's Theory of Change for the Strategic Plan 2020-2025[11]



Domain of Change 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum

53. Sustainable development cannot be achieved without addressing the basic human rights of the millions of urban dwellers living in poverty and marginalization, such as by addressing expanding access to adequate housing, clean drinking water, sanitation, domestic energy, transport, health, education, and public space, with safety and security as a key factor to ensure the realization of truly equal and inclusive cities and human settlements. Inequality persists also within poor communities, as women, youth and persons with disability often suffer intersectional discrimination and further marginalization.

54. Poverty and marginalization intersect and are often concentrated in specific locations. Spatial inequality (defined as the concentration of disadvantages in a specific location) manifests in the different experiences and opportunities that people can have, and the rights that they can exercise, between regions, across the rural urban continuum and within the same city. Spatial inequalities in cities perpetuate other forms of social, economic, political and cultural inequalities. This is further diversified based on people's socio-economic backgrounds, race, migration status, ages, genders, and abilities. Unequal access to land, adequate, and affordable housing, job opportunities, basic and social services, mobility and public transport, and public space, are key aspects of spatial inequality, often characterized by physical segregation. This impacts poverty levels and opportunities for upward mobility. According to

[11] Please see Annex 1 for the full Theory of Change.

the OECD (2018), "living in a deprived neighborhood can impact education, health and work prospects for children and adults, further deepening inequalities, even across generations."[12] This cuts across most of the SDG goals and targets, as discussed in the Secretary General's Report Progress on the implementation of the New Urban Agenda (2018).[13] The New Urban Agenda, as an accelerator to support realization of the SDGs, also includes many of these elements, particularly the need to fight poverty, to promote urban prosperity as well as ecological and resilient cities.

55. Furthermore, in order to reduce spatial inequalities, and eradicate poverty, planned urban growth must be accompanied by effective urban renewal through in-situ upgrading and urban regeneration. These efforts would also enable the preservation of cultural heritage, and help build a sense of identity and belonging in the city.

56. The first Domain of Change thus translates into three key outcome areas where UN-Habitat, working with partners, can contribute. These are:

1. Increased and equal access to basic services, sustainable mobility, and public space;
2. Increased and secure access to land, and adequate and affordable housing; and
3. Effective settlements growth and regeneration.

UN-Habitat's niche:

In this Domain of Change, UN-Habitat will consolidate its vast experience in the area of basic services, housing and slum upgrading, land, urban mobility and public space. The International Guidelines on Basic Services and the International Guidelines on Urban and Territorial Planning are essential frameworks for guiding outputs within this Domain of Change. Building on these, and other normative guidance and extensive experience in implementing field projects in the areas of public space, sustainable mobility, water and sanitation, basic social and physical infrastructure, energy, etc., the efforts in these areas will be scaled up. The expanded focus on effective settlements growth and regeneration is in response to explicit demands for UN-Habitat support from Member States, local authorities and partners, and will utilize the agency's experience with planned city infills and urban renewal, as well as in-situ upgrading, including in heritage areas. The outcomes in this Domain of Change represent UN-Habitat's core business. However, in exercising its focal point role, it will collaborate with a number of other UN coordination bodies such as UN Water, UN Energy, SE4All and SM4All and UN entities, such as UNDP, UN-Women, UNICEF, UNESCO, as well as a large number of non-governmental partners and stakeholders as well as the private sector.

57. The notion of 'increased and equal access' is based upon the SDG premise of 'increased equality of outcome.' As such, all UN-Habitat programmes will prioritize groups that do not currently have equal access, and provide interventions that allow substantive equality of outcome, counteracting different forms of exclusion within the existing context.

[12] OECD (2018) Divided cities: understanding intra-urban inequalities, OECD, Paris. http://dx.doi.org/10.1787/9789264300385-en.
[13] A/73/83-E/2018/63

Outcome 1: Increased and equal access to basic services, sustainable mobility and public space

Contributes to the following SDGs: 1, 3, 4, 6, 9, 10 and 11. Specifically: Basic services: 1.4 (1.4.1), 3.b (3.b.2), 4.a (4.a.1), 6.b (6.b.1), 11.1, 11.5 (11.5.2), 11.6 (11.6.1), sustainable mobility: 9.1 (9.1.2) 11.2 (11.2.1), public space: 11.7, social economic and political inclusion 10.2, equal opportunity 10.3.

Contributes to NUA paragraphs: 29, 30, 34, 37, 74.

Key UN collaborators: UNICEF, UN Women, UN Environment, UNODC.

58. All cities and human settlements, regardless of size, require adequate basic and social services accessible to everyone: access to water, sanitation, waste management, energy, ICT, health, and education. To be productive and inclusive, cities also require safe and sustainable mobility. The availability, distribution, access, and quality of public space is also recognized as an important element to reduce inequalities, generate local economic activities, promote social cohesion and a sense of identity. Given their importance to achieving sustainable urban development, all these elements should be reflected in national urban policies and sectoral plans, and ultimately translated into physical concrete interventions. UN-Habitat will work with a wide range of stakeholders towards this outcome, including all levels of government, civil society, communities and formal and informal private sector, through normative and operational work. This work will include, inter alia, gender, age and disability sensitive policies, legislation and plans for public space provision and mobility solutions; and legislation for improved safety in public spaces, through stakeholder engagement, and inclusive participatory slum upgrading that improves access to basic services, mobility and public space.

59. UN-Habitat is well-equipped to support Member States' commitment to "Reducing waste generation by reducing, reusing and recycling waste,"[14] and will combines its longstanding work in urban basic services with an increasing emphasis on the need for reducing waste and efficiently recycling various components in a sustainable manner. The agency will continue producing knowledge products and best practices that cover solid waste recycling and use, and provide guidance to countries on sustainable water, wastewater, sanitation and waste management, urban mobility and energy systems. UN-Habitat is also engaged in supporting low carbon plans and development strategies. In this respect, UN-Habitat will scale up its advisory and technical services offered to countries and their local governments.

60. Outcome one is critical for UN-Habitat and requires greater emphasis. UN-Habitat will lead the work on better policies, plans, designs, sharing of practices as well as laws and regulations, to provide increased and better access to basic services, sustainable mobility, and more inclusive public spaces. More effective data collection and monitoring of the availability and quality of basic services and public space, including data collection and reporting systems on violence against women in public spaces, also requires specific attention.

Outcome 2: Increased and secure access to land, and adequate and affordable housing

Contributes to the following SDGs: 1, 2, 5, and 11. Specifically: 1.4 (1.4.2), 2.3, 5.a (5.a.1, 5.a.2), 11.1 (11.1.1).

Contributes to NUA paragraphs: 35.

Key UN collaborators: World Bank, Office of the High Commissioner for Human Rights.

61. Land and property are an important domestic revenue source for local governments, which can be captured to invest in expansion and improvement of basic services and infrastructure. Yet, land

[14] Paragraph 74, *New Urban Agenda*

management is rarely integrated with spatial plans or policies. Security of tenure is an important element of good land management, as it allows households and communities to not only improve their own living conditions but also use land as an asset to lift themselves out of poverty. Insecurity of tenure affects in particular women-headed households, and those who are otherwise marginalized. Customary and indigenous land rights are particularly important considerations, which will be addressed under this outcome area.

62. This outcomes area will also build on the Global Housing Strategy adopted by the Governing Council, promoting the commitment of Member States with the full and progressive realization of the right to adequate housing as provided for in international instruments, the Habitat Agenda and the New Urban Agenda. This will be expanded to focus on the achievement of the SDG 11.1 which is a condition to achieve cities without slums in 2030. In this process, UN-Habitat will also continue to provide diverse solutions and a programmatic approach in order to prevent forced evictions.

63. Adequate and affordable housing also requires integrated responses and concerted actions that articulate planning, financial mechanisms and regulatory frameworks, focusing both on owner and rental markets. Housing and slum upgrading play a fundamental role in economic development and poverty reduction, which contribute to equitable as well as gender and age responsive socio-spatial development, placing housing at the centre of the sustainable urban development agenda and as an effective equalizer for shared prosperity and growth.

64. This is a critical outcome for UN-Habitat to lead on within the UN system, working closely with other partners focused on housing and those investing in land management towards advocacy, knowledge production, policy, and capacity development, as well as field projects.

Outcome 3: Effective settlements growth and regeneration

Contributes to the following SDGs: 4, 6, 11, and 16. Specifically: 4.a, 6.b (6.b.1), 11.1 (11.1.1), 11.3, 11.6, 11.7, 11.a, and 16.7 (16.7.2).

Contributes to NUA paragraphs: 38.

Key UN collaborators: UNESCO, UNCDF, IOM, World Bank.

65. It is important that urbanization models and urban planning and design allow for socially and physically integrated urban growth. Migration and population increase contribute roughly equally to urban growth – the dynamics of settlement growth should therefore ensure that migration works for cities and that cities work for migrants irrespective of their status. Urban cores, peri-urban areas and suburban settlements can accommodate growth through a mix of strategies such as densification, mixed-use development, affordable housing, improved connectivity, increased access to public space and a diversity of employment opportunities. These should be underscored by inclusive governance arrangements that promote socially cohesive urban communities.

66. Protection and revitalization of cultural heritage must be central to these efforts, and can also contribute to strengthening identities and belonging, integrating both host communities and newcomers, including migrants, refugees, and internally displaced persons. The NUA identifies culture as a priority component of urban plans and strategies, and makes an explicit call for the integration of culture in the adoption of planning instruments, including master plans, zoning guidelines, building codes, coastal management policies, and strategic development policies.

67. This is a growth area for UN-Habitat, building upon its extensive experience with planned city infills and urban renewal projects. UN-Habitat will strengthen its support to the development of policies, plans, gender and age responsive local and community planning and design processes, guidelines, and capacity development for local authorities, and will also enhance its engagement with the private sector.

Domain of Change 2: Enhanced shared prosperity for cities and regions

68. In the current global economy, urbanization contributes a disproportionately high share of GDP. Well planned and managed urbanization can generate wealth, maximizing the benefits of economies of scale and agglomeration, allowing for integrated territorial development and connecting rural and urban development. Genuinely inclusive, well-connected and prosperous cities promote collective well-being and fulfillment for all. Achieving balanced territorial development and overcoming inequalities, requires combining economic growth strategies with socially inclusive and environmentally sustainable development. Prosperous cities are more often than not located in prosperous regions. Efficient and adequate regional planning is essential for cities to rethink their comparative advantages and better reposition in surrounding areas to increase the possibility to generate decent jobs and livelihoods.

69. This Domain of Change translates into three key outcome areas where UN-Habitat, working with partners, can contribute. These are:

1. Improved spatial connectivity and productivity of cities and regions;
2. Increased and equitably distributed locally generated revenues; and
3. Expanded deployment of frontier technologies and innovations for urban development.

UN-Habitat's niche:

In this Domain of Change, particularly Outcome 1, UN-Habitat will require to grow in terms of knowledge and expertise. This expanded focus on connectivity and regional planning is determined by several studies that demonstrate the strong connection of urban and regional planning, as a way to promote shared prosperity. Working with strategic partners, such as OECD, the World Bank and others, UN-Habitat will support government authorities at different levels to develop policies, frameworks, and actions to boost productivity of cities and regions through an integrated territorial development approach. Working with ILO, UNIDO, FAO, IFAD, IOM and other organizations, UN-Habitat will promote inclusive and sustainable economic growth, employment, and decent work for all, particularly women and youth through specific policies and actions.

Outcome 2 requires UN-Habitat to cooperate with regional development banks, local and regional governments and their associations, UNDP, World Bank, European Union, financial institutions, foundations and the academia. The organizational niche of the agency focuses on providing technical support to local, regional, and national authorities to formulate and implement policies and strategies to increase local revenue and ensure an equitable allocation. UN-Habitat will consolidate its vast experience in this area.

Outcome 3 will represent an expanded focus. In exercising a focal point role, UN-Habitat will collaborate with various entities, such as the UN Innovation Network, UN agencies, ICT companies, private sector, smart city associations, hubs of innovation and academia. UN- Habitat will adapt and expand innovative technical solutions for better quality of life in cities.

Outcome 1: Improved spatial connectivity and productivity of cities and regions

Contributes to the following SDGs: 1, 2, 8, 9, 11, 12 and 14 specifically: 2.3, 2.4, 2.a, 8.2, 8.3, 8.5, 11.2 (11.2.1), 11.3 (11.3.1) and 11.a.

Contributes to NUA paragraphs: 49, 51, 52.

Key UN collaborators: UNDP, UNIDO, ILO, IMO.

70. The spatial organization of cities and regions, accessibility and design of urban space, as well as the integration of different scales of cities and human settlements, from small and intermediate cities and towns to metropolises, can significantly enhance urbanization's contribution to productivity and inclusive economic development. For this, connectivity across urban networks, between cities and their surroundings, peri-urban and rural areas, must be strengthened. This requires a country-wide (and sometimes cross-border) approach to development, with reinvigorated urban and rural territorial planning. National Urban Policies, effectively implemented and with the appropriate legal frameworks and technical and financial support can ensure that prosperity is shared across cities and regions. Adequate territorial planning can strengthen capacities of small and intermediate cities to provide win-win situations for regions, as it can reduce pressure on primary cities and help rural populations to access information, goods, services, resources that are needed for improved opportunities and increased productivity. At the urban scale, spatial development frameworks, city-wide strategies, and local plans are key tools to ensure improved spatial connectivity and productivity, as the first step to integrate and propose strategies to promote better connected and more inclusive cities. Well-planned cities can maximize the urban form and leverage economies of agglomerations that - supported by good connectivity and adequate serviced land - can boost productive activities and generate jobs.

71. In the area of the blue economy, cities along oceans, lakes and rivers have historically played a critical role, not only in bringing prosperity to communities living along the waters, but also in influencing local, national and international development. UN-Habitat can lead the normative debate on how towns and cities can leverage the blue economy for prosperity and development towards achieving urban dimensions of the SDGs.

72. New governance arrangements, across existing administrative boundaries and sectors, are needed to reinforce institutional coordination at all levels. To address urban sprawl and other negative externalities that cause spatial and socioeconomic segregation as well as environmental and natural resource degradation, metropolitan governance structures and collaboration mechanisms are critical.

73. UN-Habitat's technical support focuses on increasing the comparative advantages of cities to maximize their productive potential, addressing negative externalities such as pollution and congestion, enhancing mass transit options, and providing efficient, reliable services, to make cities more competitive and innovative to increase productivity gains.

Outcome 2: Increased and equitably distributed, locally generated revenues

Contributes to the following SDGs: 8, 11, and 17, specifically: 17.1.

Contributes to NUA paragraphs: 67, 75.

Key UN collaborators: UNCDF, IOM.

74. Local authorities all over the world have a fundamental mandate to deliver basic services and public goods. In doing so, they face huge challenges. Cities in developing countries, in particular, cannot reconcile available financial resources and increasing levels of municipal expenditures. This financial gap is further aggravated by the rapid growth of their populations, which creates an ever-increasing demand for public services and funding for new public infrastructure and its maintenance.

75. While there is a need for greater and more efficient sharing of financial resources between central and local governments, the potential local sources currently available to local authorities for generating revenue should also be fully exploited. These include, for instance, user fees, tax increment, land value finance, or debt instruments like bonds and loans. In addition, community-based financing funds and local economic development strategies can lead to long-term socio-economic transformation and prosperity for all. Domestic resource mobilization is critical to the achievement of SDGs and the New Urban Agenda. Improving municipal finance is key to this, jointly with facilitating access to local development funds and fiscal decentralization instruments.

76. Working with development partners, public finance and management organizations, universities and private sector, UN-Habitat is well-positioned to assist local authorities in enacting institutional and legal reforms that are necessary to generate additional financial resources, including through public private partnerships, as well as land-based revenue and financing tools, keeping a strong emphasis on transparency and accountability. This includes the quantification, capturing and distribution of land value increments, assets management, and land taxation mechanisms.

Outcome 3: Expanded deployment of frontier technologies and innovations for urban development

Contributes to the following SDGs: 5, 7, 8, 9, 11, 13, and 17, specifically: 5.b, 7.1 (7.1.2), 7.a, 7.b (7.b.1), 8.2, 9.5, 9.b, 13.3 (13.3.2), 17.6, 17.8, and 17.16.

Contributes to NUA paragraphs: 66.

Key UN collaborators: ITU, UNIN.

77. Frontier technologies are profoundly influencing the emergence of smart cities, how we build and manage our cities and human settlements, and how urban managers take more informed decisions. These currently include, among others, the internet of things, sensor networks, machine-to-machine communication, robotics, artificial intelligence, virtual and augmented reality, 3D printing, Geographic Information systems (GIS), remote sensing, autonomous unmanned vehicles, drones, blockchain, cryptographic computing, and big data processing and visualization. The New Urban Agenda calls for technology and communication networks to be strengthened and for smart-city approaches that use digitalization, clean energy, and technologies to boost economic growth and improve service delivery, while promoting broad-based inclusion, including of persons with disabilities.

78. Innovation is critical for the realization of various dimensions of development and prosperity, in the process unleashing undeveloped potential and making fuller use of local resources and assets. Innovative funding opportunities and partnerships need to be explored and the capacity of local governments to effectively procure, test and implement frontier technologies need to be significantly strengthened.

79. In order for frontier technologies and innovations to effectively contribute to urban sustainability, they need to be appropriately applied to ensure that the prosperity they bring is shared among citizens, cities and regions. This outcome must be realized by a wide array of actors, and UN-Habitat can play a

significant role in this process through the integration of new technologies and innovative practices, both in normative and operational activities. In this regard, the agency's role will cover anticipating trends and conditions regarding long-term impacts on urbanization, innovative ways to collect and use data, including spatial analysis for urban management, developing smart city plans and strategies, which include sectoral responses in strategic areas such as urban mobility and environmental sustainability. It would require the creation of open, user-friendly and participatory data platforms that ensure that the benefits of data collection and integration is shared for all with strong guidance on data protection, data ownership, privacy rights, and human rights in this context.

80. In this outcome, a stronger stress on capacity building in local government and across the built environment professions is crucial in order to turn smart city plans and the use of frontier technologies in urban planning and design and regeneration into people-centred opportunities rather than tech-led endeavours. Smart city strategies may benefit from focusing on using technology to harness data for the smart regulation and monitoring of urban land and housing markets.

81. Ultimately the deployment of frontier technologies and sustainable urban development needs to pay special attention to underserved populations, in order to address inequalities and to bridge social and spatial divides.

Domain of Change 3: Strengthened climate action and improved urban environment

82. The New Urban Agenda articulates a "shared vision" for cities and human settlements toward strengthened climate action responses and an improved urban environment. Member States recognize the unprecedented threats from unsustainable consumption and production patterns, loss of biodiversity, pressure on ecosystems, pollution, natural and human-made disasters, and climate change and its related risks, undermining the efforts to end poverty in all its forms and dimensions and to achieve sustainable development.[15] They commit themselves to facilitating the sustainable management of natural resources in cities and human settlements in a manner that protects and improves the urban ecosystem and environmental services, reduces greenhouse gas emissions and air pollution and promotes disaster risk reduction and management.[16]

83. This Domain of Change focuses on the intersection of cities and human settlements with climate and the environment. The Paris Agreement, adopted under the United Nations Framework Convention on Climate Change, defines roles for all countries and stakeholders concerning all elements of climate action. In response to the increasing challenges posed by climate change, Member States have developed Nationally Determined Contributions (NDCs) as a commitment to advance the Paris Agreement. UN-Habitat's 2017 review of 164 NDCs reveals that 113 of those have strong or moderate urban content, predominantly focused on adaptation, or a combination of adaptation and mitigation actions, with only a very small number focused exclusively on mitigation.[17]

84. This Domain of Change addresses the resilience, adaptation, and mitigation actions for sustainable cities development, through curbing climate change impacts, as well as creating new economic opportunities for the improvement of the health of human and natural systems in cities.

[15] Paragraph 63, *New Urban Agenda*
[16] Paragraph 65, *New Urban Agenda*
[17] UN-Habitat (2017) Sustainable Urbanization in the Paris Agreement

85. The Domain of Change is composed of three outcomes that altogether aim to strengthen climate action and improve urban environments to create systemic change by designing integrated solutions that balance the patterns of human life and the built and natural environments in cities. These outcomes are:

1: Reduced greenhouse emissions and improved air quality;

2: Improved resource efficiency and protection of ecological assets; and

3: Effective adaptation of communities and infrastructure to climate change.

UN-Habitat's niche:

In this Domain of Change, UN-Habitat will act as a catalyst for connections and actions in the global climate arena, linking global actors and policies to national and local contexts. The agency will build these linkages through a strategically designed process combining policy advice, technical support, advocacy, thematic expertise, knowledge production and sharing on international best practices. In this manner, UN-Habitat climate action programmes create a platform to facilitate linkages in both directions - global to local and local to global; as local and regional governments engage in these processes.

In order to support Member States in undertaking climate action and improving the urban environment, UN-Habitat will work together with UN Agencies such as UNEP to mainstream environmental considerations into local, national and global urban policy-making, as well as highlight local-global linkages of environmental issues. The agency will also work with the UNFCC to enhance awareness of climate change issues and the dissemination of knowledge and international best practices to support the implementation of climate change strategies. It will also work with WHO to assist governments to develop and implement clean air action plans.

In the area of adaptation, building climate resilience of the urban poor will be a particular area of attention.

Outcome 1: Reduced greenhouse emissions and improved air quality

Contributes to the following SDGs: 3, 11, and 13. Specifically: 3.9 (3.9.1), 11.6, and 13.2 (13.2.1).

Contributes to NUA paragraphs: 67, 75.

Key UN collaborators: UN Environment Programme.

86. Cities account for 60 to 80 per cent of energy consumption and generate as much as 70 per cent of the human-induced greenhouse gas emissions, primarily through the consumption of fossil fuels for energy supply and transportation. Urban sprawl and segregation of functions greatly increases the climate impact, making it vital to ensure that we are able to plan urban growth in a more sustainable and climate neutral way. The sustainable management of resources includes strengthening "the environmentally sound management and minimization of all waste[…] including air and short-lived climate pollutants, [and] greenhouse gases[…] in a way that[…] strives to transition to a circular economy".[18]

87. Scientists have concluded that, to hold global warming to 1.5 degrees Celsius above pre-industrial levels, we must reduce greenhouse gas emissions by 40 to 50 per cent by 2030 (from 2010). There is thus an urgent need to accelerate transformative action, particularly in cities.[19] This is a priority area for UN-Habitat across the Domains of Change during this Strategic Plan period.

[18] Paragraph 71*, New Urban Agenda*
[19] IPCC 2018

88. In an effort to promote mitigation practices, UN-Habitat normative and operational work proposes to use integrated and territorial planning approaches to promote compact and transit-oriented development, with benefits in terms of reduced use of private vehicles and reduced emissions. The agency will continue advocating for the adoption of renewable energy generation in urban areas using solar rooftops on public and residential buildings; wind farms whenever possible and converting municipal waste to energy. This will reduce dependency on fossil fuel for energy generation and construction of major hydropower plants. Cities are taking ambitious new steps, with 73 large cities in the C40 network[20] having committed to become net carbon neutral by 2050 or before. UN-Habitat will continue to mobilize cities to set targets, report data, and track progress through the cities climate action framework, and to help to lead the Global Covenant of Mayors for Climate and Energy, a platform that offers a means for mayors to publicly commit to, systematically plan for and report on climate action.

89. Scientists estimate that 91 per cent of the world's population lives in places where air quality exceeds WHO guideline limits, the majority of which live in urban areas with attendant health risks.[21] To help cities improve air quality, UN-Habitat can assist governments to develop clean air action plans, recognizing substantial synergies of such plans with actions to reduce greenhouse gas emissions and address both outdoor and in-door air pollutions. Such plans will be evidence-based and designed through meaningful, informed participatory processes and multi-sectoral approaches. This work will be done together with UN Agencies such as the United Nations Environment Programme, the World Health Organization, and key strategic partners.

Outcome 2: Improved resource efficiency and protection of ecological assets

Contributes to the following SDGs: 6, 7, 8, 11, 12, 13, 14, and 15. Specifically: 6.3, 6.a, 8.4, 11.6, 11.c.1, 12.2, 12.3, 12.4, (12.4.1, 12.4.1.2), 12.5, 12.c, 14.a, 15.1 (15.1.2), 15.4, 15.5, 15.9, 15.a (15.a.1), 15.b (15.b.1).

Contributes to NUA paragraphs: 68, 69,70, 71, 72,73.

Key UN collaborators: UN Environment Programme, FAO.

90. In the New Urban Agenda, Member States note the need to [facilitate] the sustainable management of natural resources[22] and transitioning to a circular economy while facilitating ecosystem conservation, regeneration, restoration and resilience.[23] The promotion of resource efficiency measures in the built environment will further contribute to reduced wastage of energy, water, materials, land in the building sector by adopting green building practices, energy performance indicators as well as rating systems. Member States also envisage cities and human settlements that: "Protect, conserve, restore and promote their ecosystems, water, natural habitats and biodiversity."[24]

91. To achieve this outcome, UN-Habitat will offer support to countries to develop energy and resource efficient codes for buildings, make appropriate reference to and integrate energy and resource efficiency principles in country specific codes, developing policy guidelines for mainstreaming energy and resource efficiency in buildings, and to facilitate knowledge sharing in this area. UN-Habitat will further develop and promote knowledge on smart and sustainable urban development, including through training

[20] A network of the world's mega-cities committed to addressing climate change.
[21] World Health Organization 2018
[22] Paragraph 65, *New Urban Agenda*
[23] Paragraph 71, *New Urban Agenda*
[24] Paragraph 13 (g, h), *New Urban Agenda*

modules, tools, and products which are available on the "One UN Climate Change Learning Partnership (UN CC:Learn)." UN-Habitat will build its work in this area, including supporting governments with technical expertise in smart city and circular economy approaches.

92. To support Member States to better protect urban biodiversity and ecological assets, UN-Habitat will provide climate action and urban environment responses with a more holistic framework. The allocation of open spaces, protection of fertile agricultural land, urban gardens, botanic gardens and parks become critical actions to preserve, regenerate, restore urban biodiversity. Adequate planning and legislation to reduce urban sprawl and its negative effects on the environment is part of the agency's in-depth knowledge and responses for this outcome.

Outcome 3: Effective adaptation of communities and infrastructure to climate change

Contributes to the following SDGs: 9, 11, and 13. Specifically: 11.b, 13.2, 13.3, and 13.a.

Contributes to NUA paragraphs: 77, 78, 79.

Key UN collaborators: UNISDR, UNFCCC.

93. A Special Report on Global Warming released by the UN Intergovernmental Panel on Climate Change (IPCC) in October 2018 warns that the earth's surface has warmed 1 degree Celsius - enough to lift oceans and unleash a crescendo of deadly storms, floods, and droughts. At current levels of greenhouse gas emissions, the IPCC Report projects that temperatures were likely to rise by 1.5 degree Celsius between 2030 and 2052, resulting in increased sea-level rise, threatening coastal urbanization, and climate-related risks to health, livelihoods, food security, water supply, human security, and economic growth.

94. Since a large portion of cities are located on shorelines of water bodies, urban residents are especially vulnerable to climate change. Approximately 360 million of these urban residents live in coastal areas less than 10 meters above sea level and will be directly affected by the forecasted sea level rise and natural disaster such as floods. Fifteen of the world's 20 megacities are at risk from rising sea levels and coastal surges. Cities are also homes to concentrations of populations that are highly vulnerable to the impacts of climate change and health associated factors, particularly in informal settlements,[25] where housing construction materials are often not robust enough to withstand surging seas, wind storms, and flooding caused by climate change.

95. To help cities and human settlements adapt to climate change, UN-Habitat, working with partners, will build on several areas of comparative advantage. Firstly, the agency will continue its efforts to base planning and design on vulnerability analyses to reduce the exposure of populations to climate-related hazards such as flooding and landslides, as well as to address a broader set of natural and manmade hazards. Secondly, the agency will follow pro-poor approaches to building climate resilience in marginalized neighborhoods, slums and informal settlements, even while helping cities to integrate such communities into city-wide urban systems. Thirdly, drawing on UN-Habitat's national-local mandate and convening power, multi-level governance approaches will be promoted so that national governments empower local governments to take climate action through improved frameworks with strong national and local collaboration.

[25] IPCC 2014; One in seven of the world's population lives in slums and informal settlements (SDI 2018)

Domain of Change 4: Effective urban crises prevention and response

96. Global crises are increasingly complex and multi-dimensional; interconnected across geographical and regional boundaries, cyclical, recurrent and increasingly urban[26] and protracted in nature. The UN system recognizes that social and spatial inequalities, unplanned growth, unequal access to land, affordable housing, and basic services, and pressure on natural resources, all contribute to accumulate disaster risk and contribute to instability and potentially conflict. Many of these causes are linked to flawed development. The impact of crisis is in most cases particularly severe for the urban poor, those exposed already to chronic vulnerabilities, and the displaced.

97. Effective urban crises prevention, urban risk management and preparedness involves risk and conflict sensitive approaches to urban development. When developing responses and longer-term recovery and reconstruction strategies, the causes and nature of the specific urban crisis are the starting point. The UN is called upon to recognize the role that sustainable development plays in mitigating drivers of conflicts, disaster risks and crises, and to engage in the collective responsibility of sustaining peace (General Assembly resolution 71/243). Sustainable and equitable urbanization is considered key to address some of the underlying risks to natural hazards and/or root causes of instability and conflict. If crises do occur, it is key to base humanitarian response on a proper shared understanding of the urban crisis environment, to empower the local stakeholders, and especially local governments, and to focus on fast tracking recovery and a return to more sustainable, inclusive, and resilient urban development trajectories.

98. Effective crisis prevention, response and recovery requires a much stronger focus on social cohesion and inclusive planning. Growing inequalities and increased exposure to natural hazards exacerbate vulnerabilities of specific groups fueling instability and/or undermining their coping strategies to the point where humanitarian assistance is needed. During a crisis, both acute and chronic vulnerabilities need to be taken into account. At the same time, migrants, refugees, internally displaced persons, and returnees now predominantly seek safety, access to services and livelihoods in urban areas rather than camps. This offers both challenges and opportunities to cities. Acute displacement and large population movements can result in acute shocks to city systems and consequent breakdowns, including in social cohesion. In fragile settings with weak planning systems and capacities, this leads to rapid and unplanned urbanization, further aggravating inequalities and accumulating risks. Taking into account the increased complexity and urban nature of crises, a focus on resilience, of both systems and people is critical for stability and sustainable development. This is also true for crisis response which offers unique opportunities to accelerate the resilience of cities and communities. It additionally requires a rights-based approach with particular attention to women, children, youth, older persons and persons with disabilities both within host and displaced communities.

99. This Domain of Change translates into three inter-related outcomes, relevant to both crisis prevention and crisis response:

1. Enhanced social integration and inclusive communities;
2. Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery; and
3. Enhanced resilience of the built environment and infrastructure.

[26] Flier: Adapting to Urban Specificities – Report on Humanitarian Action in Urban Crises," Brussels

UN-Habitat's niche:

Based on UN-Habitat's decades long experience in crisis affected countries and its specific urban and human settlements expertise, UN-Habitat is called upon (a) to better support the implementation of the New Urban Agenda in countries affected by conflict and natural and human-caused disasters; (b) to ensure that UN-Habitat work contributes, in a coordinated manner, to the United Nations system commitment to sustaining peace and a comprehensive whole-of-system response to complex emergencies; (c) to better support Member States in their efforts to implement the Sendai Framework for Disaster Risk Reduction 2015–2030; and (d) to better support Member States facing challenges caused by the mass influx of migrants (UN-Habitat Governing Council Resolution 26.2).

UN-Habitat is in a position to offer integrated solutions in support of broader humanitarian, development and political efforts led by other UN entities, in particular UNHCR. UN-Habitat's work on land, for instance, supports the broader conflict prevention work, led by UNDP, DPA, PBSO and others. It is important for UN-Habitat to contribute its expertise to relevant UN networks, such as the Inter Agency Standing Committee (IASC) and the UN Migration Network, and to provide urban advisory services to Humanitarian and Resident Coordinators.

Strategic partnerships should articulate how UN-Habitat can leverage its expertise (ex. planning, land, housing, basic services) towards addressing root causes of crises in urban areas and contribute to joint efforts to recover and sustain peace.

Outcome 1: Enhanced social integration and inclusive communities

Contributes to the following SDGs: 9, 10, 11, and 16. Specifically: 10.7, 11.3, 16.1, and 16.a.

Contributes to NUA paragraphs: 33, 40, 77 and 78.

Key UN collaborators: UNHCR, DPA, DPKO, IOM, PBSO, UNDP, UNICEF, UN-OCHA, OHCHR.

100. Inclusive engagement of all segments of society, as well as vulnerable groups; including migrants, refugees, returnees and internally displaced persons in the planning and management of cities and communities, can ensure more equitable access to public space, basic and social services, infrastructure and livelihood opportunities. This can help to contribute to overall stability and social cohesion, reducing the risk of violence and triggers of conflict in urban areas. This is reflective of the international agendas on Women, Peace and Security (UNSCR 1325), and Youth, Peace and Security (UNSCR 2250).

101. UN-Habitat's work to overcome land as a potential root cause for conflict will also contribute to stability and peace, help prevent forced displacement and facilitate social and economic inclusion.

102. In crisis situations, adapted urban planning and management approaches can help to guide incremental decision-making on appropriate humanitarian and development responses. This allows for more area-based, multi-sectoral and integrated responses, which leverage the social capital of all urban stakeholders, including that of community groups and the private sector. It is critical to empower local governments and communities and strengthen their capacity to promote social cohesion and resilient recovery, and rebuild social fabrics. UN-Habitat will promote consultative mechanisms and to include migrants, refugees, internally displaced persons, and returnees with a focus on children, women, youth, older persons and persons with disabilities.

Outcome 2: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery.

Contributes to the following SDGs: 1, 5, 8, 10 and 11. Specifically: 1.4 (1.4.2) 5.a, (5.a.2) 8.8, 10.7and 11.1SDGs: 8, 10, and 11. Specifically: 10.7 and 8.8.

Contributes to NUA paragraphs: 29, 30, and 35.

Key UN collaborators: UNHCR, IOM, UN-OCHA, UNDP, UNICEF.

103. As forced displacement into urban areas is increasingly protracted, integrated urban development strategies should address the needs of both host communities and the displaced, giving particular attention to women, children, youth, older persons and persons with disabilities, overcoming both chronic and acute vulnerabilities. As such, managing urban displacement needs to be seen as part of sustainably managing urban growth, mitigating strains on public services and housing supply and avoiding further growth of informal settlements. It calls for appropriate housing and urban development responses that can effectively integrate displaced communities within urban environments, through tailored, area-based, integrated humanitarian and development actions, coordinated by local government.

104. UN-Habitat, contributing to broader UN efforts, is well placed to support these efforts by providing disaggregated, multisectoral, spatial analysis that considers the absorption capacity of cities and the push and pull factors of displacement to support rapid decision making that connects to long-term impacts, and by deploying technical support in areas of urban planning, land, housing, basic services. UN-Habitat has a key role to play in supporting local governments and building their capacity to manage urban displacement, drawing from its strong experience and expertise in the humanitarian, development and peace nexus.

105. In cases when camp-like environments are inevitable, UN-Habitat working with agencies such as UNHCR and UNDP, contributes its expertise on planning camps as future urban extensions with adequate urban planning standards and suitable tenure arrangements for later transformation into neighborhoods.

106. Lack of tenure security complicates humanitarian responses and exposes vulnerable populations, such as women-headed households to a wide range of protection issues, including further displacement. Addressing Housing, Land and Property (HLP) rights early on in a crisis situation is often critical to allow for early voluntary return or local integration. HLP rights are a critical component of durable solutions for forced displacement, enabling affected populations to return home, remain where they are and access basic rights, or to move to a location of their choice.[27] A key role for UN-Habitat is to continue to catalyze a UN system-wide approach towards a more coherent and sustained engagement at scale on land and conflict across the conflict cycle, applying the land tenure continuum[28] and fit for purpose land administration.

[27] http://www.globalprotectioncluster.org/themes/housing-land-and-property/

[28] "The land tenure continuum offers an alternative approach to the dominant focus on titling of individually held private property as the ultimate form of tenure security, or the end goal of land tenure reforms. It promotes recognition and increase of security across the continuum, with opportunity for movement or transformation between different tenure forms" from informal and formal forms of occupancy recognition to documented rights. (UN-Habitat 2016, Framework for evaluating the continuum of land rights scenarios)

Outcome 3: Enhanced resilience of the built environment and infrastructure

Contributes to the following SDGs: 9, 11, 13 and 16. Specifically: 9.1, 9.4, 9.a, 11.5, 13.2, 13.b, 16.6

Contributes to NUA paragraphs: 77,78.

Key UN collaborators: UNDP, UNISDR and World Bank.

107. Well-planned and well-managed urbanization has the potential to create built environments that are more resilient and socially stable. The reduction of multi-dimensional risks needs to be hardwired into the development process itself. Urban resilience refers to the ability of cities and human settlements to resist and recover from shocks and stresses, while positively adapting and transforming towards a more sustainable urban system. A resilient city assesses, plans and acts to prepare for and respond to all hazards, either sudden or slow-onset, expected or unexpected.

108. As part of the UN reform, there is also a better understanding of how crisis response, particularly in urban areas, increasingly requires early application of developmental approaches to fast track recovery, which reduces the need for humanitarian assistance, while laying the ground for a more resilient urban development trajectory through sustainable reconstruction approaches. Crisis response provides important opportunities to remedy underlying risks and vulnerabilities. UN-Habitat aims to achieve this also by developing and improving urban specific recovery frameworks, tools and approaches, supporting local implementation, and mobilizing networks of urban stakeholders, complementing work led by the World Bank, the EU and UNDP at national level.

109. UN-Habitat's resilience assessments and profiling are key to help identify the strengths and weaknesses of systems, as a basis to design proactive measures to make cities, neighborhoods and communities more resilient to future shocks, and to support the principle of building back better during reconstruction, when a crisis does occur. These include, for instance, reviewing building norms and their enforcement, introducing or reinforcing planning restrictions in locations of risk, upgrading basic infrastructure, reviving increasingly targeted cultural heritage and re-planning destroyed areas. UN-Habitat's expertise in urban resilience and reconstruction efforts, can also help align humanitarian and development responses, working closely with agencies such as the World Bank, UNDP, and UN-ISDR. UN-Habitat will also ensure that the resilience of marginalized groups and communities, often suffering the most under crises affecting the built environment and services, are prioritized and fully included in recovery and reconstruction strategies and plans.

2.4 Social inclusion dimension and cross-cutting thematic areas

110. This Plan approaches organizational priorities that must underpin all areas of work that UN-Habitat carries out along two tracks: social inclusion dimension, which entails human rights; gender; children, youth and older persons; and disability; and cross-cutting thematic areas: resilience and safety. These tracks provide a transversal connection through all the Domains of Change and their respective outcomes, as well as the drivers of change.

2.4.1 Social inclusion dimension: Human rights, gender, children, youth and old persons and disability

Human rights

111. This dimension is critical for the fulfillment of the 2030 Agenda's commitment that no one is left behind, ensuring to work towards a world in which everyone can benefit from the advantages of sustainable urbanization. The Strategic Plan 2020-2025 offers the opportunity to make the social inclusion dimension the filter through which UN-Habitat's work passes to ensure that the most vulnerable groups are not only inferred but targeted distinctively, including by actively complying with the UN-wide Human Rights Based Approach (HRBA).

112. Human rights are universal, inalienable, indivisible, interdependent and interrelated and thus are inherent to all human beings, regardless of race, sex, nationality or migration status, ethnicity, language, religion, or any other status.

113. Urbanization can only be sustainable if it is human rights-based, and living conditions can only be improved for all if everyone's human rights are comprehensively promoted and protected. As evidence indicates, narrow, discretionary measures addressing symptoms of poverty rather than its systemic economic, social, and spatial causes, will not produce the ambitious results called for by the 2030 Agenda.

114. The 2030 Agenda confirms the commitment to a "world of universal respect for human rights and human dignity,"[29] the New Urban Agenda is "ground in the Universal Declaration of Human Rights, international human rights treaties,"[30] and UN-Habitat Governing Council resolutions affirmed the need to base UN-Habitat's work within the international human rights system.[31]

115. Human rights inform and interconnect all the outcomes of this Strategic Plan. UN-Habitat applies the HRBA to address inequalities and discrimination, reaching the furthest behind first by placing power relationships in human settlements at the heart of its analysis and action. In particular, UN-Habitat's Strategic Plan contributes to the realization of the right to an adequate standard of living, including the right to adequate housing,[32] and the right to water and sanitation,[33] and by doing so facilitates the achievement of inter-related rights, such as the right to health and education. Related principles, such as non-discrimination and equality, access to information, participation, accountability and the right to a remedy[34] are also of key importance.[35]

116. The prioritization of human rights addresses the structural causes of inequalities and discrimination in an integrated manner, for example, reduced poverty and spatial inequality includes outcomes related to equal access to basic and social services, and access to land and public space.

[29] Paragraph 8, *Transforming our world: the 2030 Agenda for Sustainable Development*
[30] See for example Paragraphs 12 and 126, New Urban Agenda
[31] In 2013 for example, human rights mainstreaming was approved as a priority issue through its inclusion in the 2014-2019 Strategic Plan in the context of Resolution 24/5.
[32] Part of the Right to an Adequate Standard of Living contained in the 1948 Universal Declaration of Human Rights and the 1966 International Covenant on Social Economic and Cultural Rights, as well as other such treaties.
[33] As recognized by the UN General Assembly in 2010 through Resolution 64/292.
[34] Article 2 of International Covenant on Civil and Political Rights
[35] All of which are enshrined in the international human rights instruments. See also www.unhabitat.org/books/the-human-rights-in-cities-handbook-series-volume-i-the-human-rights-based-approach-to-housing-and-slum-upgrading/

117. UN-Habitat will build partnerships with other entities playing an active role in the UN human rights system, by, the Special Rapporteur on adequate housing and other actors, upholding, human rights principles, and the Guiding Principles on Business and Human Rights and the United Nations Global Compact, when engaging with the private sector.

Gender

118. Gender-based discrimination, which refers to discrimination against individuals because of their gender, gender identity or sexual orientation, can further intersect with, and compound, discrimination on other grounds, such as ethnicity, migration status, and age, among others, and thus exacerbating marginalization, and curtailing their abilities to fully participate in and benefit from sustainable urban development.

119. The UN Human Rights Council has repeatedly acknowledged the need to prevent and address discrimination based on gender identity and sexual orientation.[36] The New Urban Agenda envisages gender equality and the empowerment of all women and girls[37] and emphasizes the need for gender-responsiveness in all aspects of sustainable urban development. UN-Habitat has a long-standing track record of promoting the mainstreaming and programmatic prioritization of gender in all of its work.[38]

120. UN-Habitat's Strategic Plan 2020-2025 builds on these rights commitments in the four Domains of Change in line with UN standards.[39] For example, effective participation is key for addressing different forms of gender discrimination both in decision-making or the implementation of programmes.

121. UN-Habitat will continue and strengthen its strong partnerships on this area with governments at all levels, the UN system, in particular UN Women, OHCHR, non-governmental partners, civil society, as well as the Advisory Group on Gender Issues, an independent advisory body to the Executive Director of UN-Habitat.

Children, youth, and older persons

122. Young women and men have been a key focus of UN-Habitat's work. The agency has successfully advocated for the role of youth as leaders in sustainable urban development, recognizing the guiding principle of the SDGs of "leaving no one behind," and the New Urban Agenda vision of cities for all. A successful methodology to achieve urban equity for youth is that of "youth-led development," codified in the 2008 Kampala Principles in this area. Additional youth programmes have allowed the agency to play a leadership role on youth issues within the UN system.

123. The Strategic Plan aims to expand the scope of work to consider the full age spectrum, integrating children and older persons, who can be vulnerable to discrimination in the urban setting. Children and older persons, especially those in situations of particular risk of marginalization, such as girl child and female-headed households, etc., are often excluded from access to housing, urban basic services, public spaces and infrastructure, and the overall benefits of urbanization.

[36] A/73/83-E/2018/63
[37] Paragraphs 13 (c), New Urban Agenda
[38] See for example GC resolutions 16/6, 20/7, 24/4 etc
[39] For example, enhanced shared prosperity in cities and regions can only be achieved if women and girls have equal access to decent jobs and livelihoods; and improved living standards and the inclusion of migrants, refugees, and internally displaced persons would be impossible to realize unless viewed through a gendered lens.

124. The particular needs and vulnerabilities of older persons, children, and youth, have been highlighted by the 2030 Agenda.[40] Likewise, the New Urban Agenda calls for "age-and gender-responsive approaches."[41] Additionally, SDGs include two specific targets that highlight the needs of children and older people in the transport and public space domains.[42]

125. UN-Habitat will work and further expand partnerships with representatives of these age-specific groups, national and local governments, other key partners including civil society, the private sector, relevant UN system bodies, such as UNICEF, and the UN-Habitat Youth Advisory Board, in line with the Secretary-General's Youth 2030: The United Nations Youth Strategy.[43]

Disability

126. "Disability is an evolving concept […] that […] results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others."[44] Research indicates that 15 per cent of the world's population is comprised of persons with disabilities.[45] Disability, similar to gender and age, may be a compounding factor in the context of intersectional discrimination and exclusion, placing a person already vulnerable to exclusion. This exclusion is evidenced by the fact that more than 80 per cent of persons with disabilities live in poverty.[46] As such, sustainable urban development, including in the context of poverty reduction, can only be achieved if persons with disabilities are included meaningfully in decision-making and are able to access their rights.

127. The New Urban Agenda recognizes the multiple forms of discrimination faced by persons with disabilities[47] and emphasizes their rights including accessibility and universal design as an essential precondition for inclusion in society and the need for their effective inclusion and respect to the right to an adequate standard of living.[48] The Convention on the Rights of Persons with Disabilities additionally stresses the importance of their rights, yet, persons with disabilities continue to face many barriers related to, for example, access of housing, transport, ICTs and employment, both in the urban and in the rural setting, exacerbated by ineffective urban planning and design.[49]

128. SDG 11 has emphasized the importance of disable persons with two specific targets: transport and access to public space. The Social Inclusion dimension places extreme importance to persons with disabilities in the Strategic Plan. For that purpose, UN-Habitat will partner with representative groups and individual rights holders, as well as national and local governments, relevant UN bodies and civil society to maximize impact and to meaningfully ensure that the rights including accessibility and universal design of persons with disabilities are promoted, respected and protected.

[40] See for example Paragraphs 23 and 25: *Transforming our world: the 2030 Agenda for Sustainable Development*
[41] See Paragraph 32 as well as Paragraphs 20, 113, 134, New Urban Agenda
[42] See SDG 11, Targets 11.2 and 11.7
[43] See https://www.un.org/youthenvoy/youth-un/
[44] Preamble, Convention on the Rights of Persons with Disabilities
[45] See for example: Handicap International, *Disability and Development*, http://www.hiproweb.org/fileadmin/cdroms/Handicap_Developpement/www/en_page21.html
[46] Paragraphs 23, *Transforming our world: the 2030 Agenda for Sustainable Development*
[47] Paragraph 20, New Urban Agenda
[48] Paragraph 36, New Urban Agenda
[49] Office of the High Commissioner for Human Rights, *The Convention on the Rights of Persons with Disabilities: Training Guide*, https://www.ohchr.org/Documents/Publications/CRPD_TrainingGuide_PTS19_EN%20Accessible.pdf

2.4.2 Cross-cutting thematic areas: Resilience and safety

Resilience

129. UN-Habitat understands urban resilience as the measurable ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses, which can be natural, such as earthquakes, or human-made, such as rapid flows of populations as a result of armed conflict, while positively adapting and transforming towards sustainability. Vulnerable groups and the poor are disproportionately affected by shocks and stresses as they often live in precarious locations and situations, and do not have the resources or capacity to recover.

130. As such, building the resilience of cities and human settlements of their people, communities, institutions, environments and infrastructure systems is one of the key goals of this Strategic Plan, as informed by the 2030 Agenda and SDGs.[50] The link between resilience and development is also illustrated in the New Urban Agenda in areas such as urban basic services, housing, and infrastructure.

131. UN-Habitat has a wealth of experience on urban resilience and has been supporting cities to integrate resilience thinking and action into ongoing plans, processes and projects and, where necessary, identifying additional actions that the city can undertake to prepare for, react to and recover from hazards.

132. Resilience throughout its programmes and projects, resilience is considered in the Strategic Plan as an important transversal issue that connects UN-Habitat's work with partners. This is the case, for instance, with the efforts towards adapting communities and infrastructure to climate change, with a particular focus on ensuring the inclusion of marginalized and informal communities, to climate-related shocks, building on their organizational capacity and support mechanisms.

133. UN-Habitat has several key partnerships working on resilience, which it aims to strengthen and expand during the period of this Strategic Plan. This includes national and local governments, UN system partners such as the United Nations Office for Disaster Risk Reduction and the International Organization for Migration, the private sector, research institutions, and civil society. UN-Habitat recognizes particularly the critical role of women and grassroots groups in ensuring resilient communities.

Safety

134. Safety is of key relevance in the 2030 Agenda, which aims for "a world free of fear and violence" "where human habitats are safe"[51] with a number of SDG 11 targets making specific reference to safety.[52] The New Urban Agenda calls for safe and secure environment in cities and human settlements enabling all to live, work and participate in urban life without fear of violence and intimidation, taking into consideration that women and girls, children and youth, and persons in vulnerable situations are often particularly affected.[53]

[50] See for example Paragraph 7, *Transforming our world: the 2030 Agenda for Sustainable Development*
[51] Paragraph 7, *Transforming our world: the 2030 Agenda for Sustainable Development*
[52] SDG 11, Targets 11.2 and 11.7
[53] Paragraph 39, *New Urban Agenda*

135. The Strategic Plan recognizes the relevance of safety in ensuring overall improved urban living conditions, social inclusion, inequality reduction, and eliminating social and territorial exclusion patterns. UN-Habitat elevates safety as a transversal issue to be considered as a "marker" across all the Domains of Change and their respective outcomes, particularly with regards to improving standards of living and the inclusion of migrants, refugees, and internally displaced persons; only if such groups are safe can they meaningfully participate in decision-making.

136. The New Urban Agenda calls for crime prevention policies to be integrated into urban strategies and interventions.[54] In this integrated perspective, safety intersects with social inclusion aspects related to sustainable mobility, effective access and use of public space and basic services and fostering social cohesion and integration. It is also important for the promotion and preservation of productive and competitive cities, decent jobs and livelihoods. Studies have proven strong statistical relationship between crime, violence and increased inequality and the role that the concentration of disadvantages in specific parts of the city – a expression of spatial inequality – plays in exacerbating different forms of criminality. Safety also disproportionally affects women, gender minorities, youth, older persons and persons with disabilities, leading to diminished outcomes in terms of development and prosperity.

137. Based on its experience in promoting urban safety and its leadership position in the UN system on the issue, UN-Habitat is in a strong position to mainstream safety issues throughout its work, partnering with national and local governments, UN system partners such as UNODC, UNICEF, UN Women, civil society and stakeholders, including rights-holding groups, organized community groups, research institutions, and the private sector.

2.4.3 Internal modalities of implementing, monitoring and evaluating social inclusion issues and cross-cutting thematic areas

138. Through the previous Strategic Plan 2014 – 2019, UN-Habitat approached cross-cutting issues through the two-track approach of mainstreaming and issue-specific projects. As a result, significant progress has been made towards setting up programmes and systems to ensure for effective rights- and issue-based mainstreaming and prioritization, and a more cohesive and integrated approach. Targeted programmes have led to effective field operations with gender and youth-specific projects.

139. The creation of a Cross-cutting Marker System that assesses cross-cutting activities in all projects and programmes providing appropriate recommendations has proven effective in mainstreaming key areas, in addition to project support, capacity building and advocacy efforts. Project support and issue-specific projects will therefore continue to play an important role in this Strategic Plan. Yet, supported by the organizational enablers, the social inclusion dimension and the cross-cutting thematic areas will be further reinforced.

140. Lessons learnt from the previous cross-cutting issues point towards challenges around measurability, monitoring, evaluation, funding and buy-in. The agency's capacity to meaningfully address the social inclusion dimensions must thus be radically strengthened to fulfill its ambitious objectives, including in the context of organizational structure and staffing and related performance management indicators and targets.

[54] Paragraph 103, New Urban Agenda

141. Additionally, specific indicators for the proposed outcomes in this Strategic Plan under each Domain of Change will take into account social inclusion parameters. Clear and explicit outputs for each social inclusion dimension / thematic area will be developed and integrated with the Domains of Change for improved monitoring, evaluation and evidence gathering for impact measurement to inform knowledge-based advocacy for best practices.

2.5 Drivers of change

142. The Strategic Plan presents a method and a framework that describes why and how a desired change is expected to happen, understanding that this transformation is a multi-year journey. Drivers of change are specific elements that work together and are required to deliver services and products that will lead to change or drive results and ultimately lead to the achievement of the objectives of the Strategic Plan; they also represent UN-Habitat's main functional competencies.

143. The New Urban Agenda identifies 4 fundamental drivers of change. These are:

1. Policy and legislation;
2. Urban planning and design;
3. Governance; and
4. Financing mechanisms.

144. These drivers are context specific, and UN-Habitat will support cities and countries to develop their own successful 'recipes' for deploying them and overcoming the barriers that might prevent their full implementation. Drivers will be informed by the Human Rights Based Approach and as such be gender-responsive.

2.5.1 Policy and legislation

145. Within the context of urbanization, national governments in all countries must place urban policy at the core of the highest levels of policy analysis and making (macroeconomic, social, spatial). National urban policies, specifically, bring together the otherwise disjointed energies and potential of urban centres within national systems of cities and as part of urban and territorial planning. These are excellent instruments not just for resource allocation across cities but also to redress social inequalities and discrimination, within and between urban areas, establish synergetic connections between the dynamics of urbanization and the overall process of national development, recognizing the importance of fostering mutually reinforcing rural-urban linkages and leveraging these linkages for sustainable development.

146. UN-Habitat will work with countries to develop and implement urban policies at the appropriate level, including in local-national and multi-stakeholder partnerships, build integrated systems of cities and human settlements and promote cooperation among all levels of government to enable the achievement of sustainable integrated urban development.

147. A clear and transparent legal framework for urban development further establishes suitable rules and regulation systems that respond to real needs, actual capacities, and available resources. It can provide a solid, forward-looking framework to guide urban development, which is based on accountability, the rule of law, clear implementation mechanisms, and can be continuously enforced as part of efforts to harness the transformative force of urbanization. The agency will promote relevant

legislation including those based on equity considerations that leave no one and no area behind and foster gender equality, which in turn reduces poverty and enhances shared prosperity; relevant building and urban regulations designed to strengthen climate action and improved urban environment, as well as address effective urban crisis and prevention and response.

2.5.2 Urban planning and design

148. Urban and territorial planning and design is more than a technical tool, it is an integrative and political participatory process that addresses and helps to reconcile competing interests about the city form and functionality within a sustainable urbanization perspective. The global ratio of planned urban areas and densities are decreasing with land consumption exceeding population growth, moving us away from key SDG goals and targets. The fastest urbanizing areas often have the weakest planning systems and capacities. Planning and design concepts still all too often promote segregation of functions, car-oriented developments, with a focus on buildings rather than public space (both streets, parks and squares).

149. As a driver of change, urban planning and design needs to work at the service of the public good, representing collective values and agreements and the Human Rights Based Approach, with development plans and solutions that address pressing needs of cities, while at the same time maximizing their comparative advantages. It must be a central component of the renewed urban governance paradigm, which promotes local democracy, participation, inclusion and transparency, with a view to ensuring sustainable urbanization and spatial quality.

150. Well-planned and designed cities and human settlements can optimize economies of agglomeration and increase densities. UN-Habitat will promote well-planned cities and human settlements to optimize economies of agglomeration, infrastructure investments, increase densities when necessary, generate mixed land uses, protect the natural and built environment, promote public spaces with vibrant streets, and encourage social diversity, integration, cohesion and gender equality. UN-Habitat will reinvigorate long-term and integrated urban and territorial planning and design in order to optimize the spatial dimension of the urban form and deliver the positive outcomes of urbanization. This will require a renewed engagement with the private sector, in particular real estate.

2.5.3 Governance

151. Weak institutions and poor governance mechanisms increase the risk of low performance, waste of resources, inefficient sectoral interventions, human rights violations and overall lack of progress. Proper institutions and governance mechanisms, both formal (constitution, laws and regulations) and informal (social norms, customs and traditions), together determine how people, organizations and firms make decisions of an economic, social and political nature, maximizing potentials and optimizing resources. Urban governance encompasses the different ways by which public and private institutions and individuals participate in the planning, design and management of the common affairs of the city; and the processes used for effectively realizing the short- and long-term agenda of a city's development. Urban governance can deliver sustainable development when it is environmentally-friendly, participatory, accountable, transparent, effective, equitable and inclusive, both in law and in practice.

152. UN-Habitat recognizes the multiplicity of national, regional and local governmental agencies and organizations with competing interests and influence. Improving urban governance requires that the institutional framework be coordinated and transparent. UN-Habitat will work towards

strengthening urban governance, with sound institutions and mechanisms that empower and include representatives of urban stakeholders and constituencies, as well as appropriate checks and balances, providing predictability and coherence in urban development plans to enable social inclusion, sustained, inclusive and sustainable economic growth and environmental protection.

2.5.4 Financing mechanisms

153. Financing mechanisms are a powerful driver of change of the Strategic Plan 2020-2025. The ability of national and local governments to mobilize, sequence and make effective use of a wide variety of financial sources and instruments is central for the achievement of the sustainable development agenda. More and more countries and cities are aiming to use an increasingly diverse set of instruments, such as blended finance, impact investment, public-private partnerships, property taxation, land value capture, borrowing, bond issuances and others. New schemes such as C40 Finance Facility and the Climate Adaptation Finance are opening novel opportunities for funding. Country/city ownership, multi-stakeholder partnership and higher accountability are critical in the use of these funds. Development finance by bilateral and multilateral funds should support innovative projects, pilot interventions and critical capital investments. These funds should be climate-sensitive, connected to environmentally sound activities and founded on human rights principles with special consideration to gender and age dimensions.

154. UN-Habitat will work, through its United Nations Habitat and Human Settlements Foundation, with countries to support effective, innovative and sustainable financing frameworks and instruments, enable strengthened municipal finance and local fiscal systems in order to create, sustain and share the value generated by sustainable urban development in an inclusive manner.

2.6 Organizational performance enablers

155. Organizational performance enablers allow the Organization to accomplish the expected results and achieve progress towards the outcome areas of the Strategic Plan. They render the agency capable to operate better. While developing its internal efforts and expertise in these areas, the agency will also stand ready to similarly support Member States, sub-national and local governments, and other partners, to develop their organizational enablers and thus drive sustainable urban development. Enablers allow for greater efficiency, effectiveness and impact, to influence and leverage the actions of other stakeholders, and initiate and sustain transformative actions.

156. The Strategic Plan of UN-Habitat has identified six Organizational performance enablers that will create the conditions for the agency to support the desired change elaborated in this document:

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

2.6.1 Monitoring and knowledge

157. The monitoring of urban conditions and trends, both globally, regionally and at country level, is essential to reporting progresses on the SDG 11 and provide evidence-based information to build sustainable urban policies at every level of urban governance. All types of data – small, big, spatial, national and local, disaggregated (gender/age/location), quantitative and qualitative are important. Shared ownership over data, including by the most vulnerable, analytical capacities and leadership to build a shared understanding are critical for data and knowledge to work as an enabler supporting change. By adopting an incremental and inclusive approach to the creation of adapted indicators, and user-friendly and participatory data platforms and databases proposed by the UN Secretary General in the Quadrennial Report on the Implementation of the New Urban Agenda (2018), it is possible to conceive data and the production of related knowledge as a critical resource for change.

158. For UN-Habitat to become a centre of excellence and innovation, there is a need to produce cutting-edge knowledge, facilitate knowledge sharing, particularly between cities, enhance knowledge management, systematize and use best practices, develop institutional incentives for learning and further develop knowledge supporting systems, drawing also on the work of key partners.

159. The agency's Knowledge Management Strategy, the long-standing research and normative work, the production of flagship publications, including other global, regional and country reports, the work of the Global Urban Observatory depicting urban trends and conditions, and the best practice database, are all supporting structures that need to be further significantly expanded and consolidated for knowledge to play an important role as organizational enabler. UN-Habitat, as part of its focal point role, has a key role to play in generating knowledge based on the operational work and good practices of the UN system and its network of partners. There is a need for a stronger focus on emerging and frontier issues such as migration, climate change, the future of work and food, insecurity and conflict, use of new technologies and their impact on the future or urbanization. Similar more knowledge needs to be produced on the most appropriate urbanization models and their impact on the Domains of Change and on the interrelations between the urban dimensions of the SDGs.

2.6.2. Innovation

160. Innovation, at the frontier of new knowledge, is key to come up with solutions that can accelerate progress towards achieving the SDGs, while taking into account the scale and speed of urbanization, the impact of climate change and of new technologies. UN-Habitat needs to put in place the adequate institutional, managerial and financial conditions for innovation to flourish and become a key enabler designing and deploying the drivers of change. It is only when innovation is part of everyone's job across the organization, and when innovative solutions are used by everyone, that innovation becomes a key enabler for development.

161. Innovation is critical for the realization of various dimensions of development and prosperity, in the process unleashing undeveloped potential and making fuller use of local resources and assets. Innovative funding opportunities, partnerships and methodologies such as open and challenge-driven innovation need to be explored and the capacity of local governments to effectively procure, test and implement frontier technologies need to be significantly strengthened.

162. UN-Habitat will work with 'innovation teams' a part of the implementation scheme of the Strategic Plan 2020-2025. Drawing from the experience of the Urban Planning and Design Lab, these teams will deploy specific tools and methods, evaluate new innovative ideas and the possibility to

implement them, assess specific strengths of people and the potential of existing processes to be improved and transform into innovative solutions.

2.6.3 Advocacy, communication and outreach

163. UN-Habitat recognizes that a key role is influencing broader action at all scale levels and by all types of stakeholders, including governments, communities and the private sector. This is a key element of UN-Habitat's focal point role in the implementation of the New Urban Agenda and in accelerating progress towards the achievements of the SDGs and goes beyond the partnerships it can establish. It is fundamental that this draws on the data, knowledge and innovation generated by UN-Habitat and the wider urban stakeholders. This requires strong narratives tailored to different audiences, taking into account regional diversities. The transformative nature of the Strategic Plan 2020-2025 and the strong idea that its realization requires a collective undertaking, requires that UN-Habitat and UN agencies speak with one coherent voice; advocacy, in this sense, can strengthen credibility and reinforce partners' coordination, ultimately influencing actions, thoughts and beliefs, bringing together different actors and segments of society.

164. Communication is a key enabler of the Strategic Plan 2020-2025 to share results of its normative and operational work. It goes beyond providing simple data and information, and it aims to articulate more elaborated messages and narratives based on a deep understanding of people and partners, their demands and motivations. UN-Habitat has an important experience in creating communication tools and packages on what the agency is doing and what it is achieving in different cities and countries around the world, although reporting in transformative change and impact is an area to be improved. The agency has a track record of amplifying the voices of decision-makers, citizens, slum-dwellers, grassroot women organizations, community groups, and other partners working in urban development, as testified by major conferences as the World Urban Forum.

165. Both advocacy and communication have to go hand in hand to maximize outreach and broaden the number of stakeholders working towards the implementation of the New Urban Agenda and the achievement of the urban related goals and targets in the 2030 Agenda.

2.6.4 Partnerships

166. As reflected in the 2030 Agenda and the New Urban Agenda, strategic partnerships are an essential vehicle for mobilizing and sharing knowledge, expertise, technology and financial resources.[55] The Strategic Plan aims to strengthen partnerships as an essential vehicle for advocacy, resource mobilization, scaling up and deepening impact of UN-Habitat programmes at all levels; enhancing national ownership, transparency and accountability; giving voice and agency to communities, women, youth, persons with disability, older persons and vulnerable groups and implementation, monitoring and reporting on the NUA and SDGs in line with UN-Habitat's focal point role.[56] Partnerships are needed to both complement UN-Habitat's expertise in its leading role on certain outcomes, but also for UN-Habitat to add its expertise and value to efforts were others are leading.

167. UN-Habitat will build on its Stakeholder Engagement Policy and Stakeholder Collaborative Framework to enhance partners' engagement in policy, advocacy and decision making and coherence in

[55] United Nations (2015) *Transforming our world: the 2030 Agenda for Sustainable Development,* Goal 17, New York.

[56] New Urban Agenda para 171 (2016) We underline the importance of UN-Habitat given its role within the United Nations system as a focal point on sustainable urbanization and human settlements including in the implementation and follow-up and review of the New Urban Agenda, in collaboration with other United Nations system entities

participation of national, regional and local governments, the UN system, civil society, academia, private sector, financial institutions and other stakeholders in programme design, implementation, monitoring and evaluation.

168. The UN Development System Reform also calls for a much coherent engagement of the UN system as a whole at country, regional and global level and for the UN to focus on its comparative advantages in its partnerships beyond the UN system. This includes the UN's role as thought leader, catalyst, convener, capacity builder, etc. The collaborative implementation framework put forward by UN-Habitat is a basis to further develop its focal point role, organized around four key objectives: 1) Improve knowledge production, monitoring, reporting, and advocacy; 2) Provide coherent, integrated policy and technical support to Member States across the UN pillars (development, humanitarian, peace and security); 3) Increase joint catalytic action to drive transformative change and 4) Scale- up the UN's convener and catalyst role for all urban stakeholders, including deepening collaboration with local governments.

169. UN-Habitat will strengthen UN system collaboration to bring greater synergy and coherence in implementation of the four Domains of Change. As mandated by the General Assembly, UN-Habitat will coordinate development and implementation of a UN System-wide strategy on sustainable urban development and human settlements. Working to significantly improve engagements in UN Country Teams, Regional Coordination mechanisms and UNDG processes,[57] the Strategic Plan aims to optimize the UN System's contributions, combining specialized expertise of each agency, drawing on their own comparative advantages.

2.6.5 Capacity building

170. Capacity building, defined as the transfer and multiplication of knowledge, competencies, methods, and skills to a maximum number of individuals and institutions worldwide, is an important means of implementation of the 2030 Agenda for Sustainable Development and a transformative engine for creating and maintaining development change. It creates and strengthens the ability of UN-Habitat, governments at different levels, particularly regional and local governments, and partner organizations to plan, manage, execute and monitor policies, programs and projects at all levels. Capacity building (including training) is the means to ground the agency's normative products, assess and respond to the needs of governments and partners, trigger innovations and support long-term institutional transformation at country level. It is comprised of a set of activities and innovative approaches that empower and enable individuals and organizations to understand, analyze and implement solutions to daunting urban challenges facing cities and urbanization. It is therefore an enabler of organizations and individuals alike, but it is also the enabler of policy implementation, organizational and institutional change and transformative actions on the ground.

2.6.6 Systems and processes

171. UN-Habitat Strategic Plan 2020-2025 embraces systems and process management as a fundamental enabler. Any change in institutions is confronted by resistance and inertia in their internal processes and systems. The design and adaptation of UN-Habitat systems and processes to the Strategic Plan involves more than rearranging work flows and general conditions.

[57] The Inter-Agency Coordination Framework proposes to incorporate sustainable urban development in the UN Development Assistance Frameworks (UNDAFs), and mainstream it into regional and sub-regional policies and Strategic Plans/frameworks, such as the Africa Union Agenda 2063, the Regional Economic Communities, the Association of South-East Asian Nations, and the South Asian Association for Regional Cooperation.

172. It requires the development of an experienced and capable team that responds to the new requirements and conditions of the plan; well-planned, robust, flexible and adaptable processes that render more effective administration and decision-making; realignment of information systems, so they help cross-functional processes work smoothly rather than simply support projects or units; a results-based management that guides programme planning, monitoring and reporting and evaluation; innovative, adapted and highly secure technology that supports the operation of day-to-day work of various organizational units; knowledge management to address barriers in systems and processes that have provided limited support to increase performance and deliver better results.[58] In support to the development of information and knowledge platforms (i.e. PAAS, Best Practice database, information portal, social media, etc.), this enabler will support an integrated knowledge process to better achieve desire transformations, connecting knowledge to attitude, behavior changes and policy decisions.

173. Furthermore, UN-Habitat, in line with the UN System, is targeting improved gender parity, particularly at higher levels. The aim is to achieve 50/50 parity by 2024 latest.

3. New ways of working

174. The achievement of the Strategic Plan requires breaking down of siloes at multiple levels. It warrants greater coherence in how UN-Habitat intervenes in different situations; how it engages at regional, country and city level in line with the reform of the UN Development System; and how integrated programming is promoted/ensured across the organization. The following sections summarize these issues with a focus on innovation and a strong interplay between the domains of change, the drivers and the organizational performance enablers.

3.1 Typology of Human Settlements

175. The achievement of the Strategic Plan requires tailored and focused efforts at the country level, keeping in mind also paragraph 19 of the New Urban Agenda, which recognizes the "unique and emerging urban development challenges facing all countries, in particular developing countries, including African countries, least developed countries, landlocked developing countries and small island developing States, as well as the specific challenges facing middle-income countries [and the] the special attention to be given to countries in situations of conflict, as well as countries and territories under foreign occupation, post-conflict countries and countries affected by natural and human-made disasters".

176. Each country and its cities and human settlements is unique and subjected to specific sets of conditions and dynamics. A simple typology is being proposed, comprising of six groups, that can be translated into a differentiated approach for UN-Habitat to best support these countries and cities, working with its partners, to implement the New Urban Agenda and accelerate towards achieving the urban dimensions of the Sustainable Development Goals. The typology will be elaborated in an annex to the Strategic Plan, and will be adjusted during the course of the Strategic Plan period as it is tested on the ground.

[58] UN-Habitat Knowledge Management Strategy 2015

177. The six groups are:

1. Where there is demand to develop drivers of change for sustainable urbanization;
2. Where there is demand for drivers of change to be re-aligned to ensure development outcomes in line with the 2030 Agenda;
3. Where drivers of sustainable urbanization are broadly aligned to development agendas, but there is demand for increased impact;
4. Where there are already drivers of sustainable urbanization, but support is needed in urban regeneration and in improving more balanced territorial development;
5. Where drivers of sustainable urbanization appear to be effective in achieving sustainable development outcomes, but there is a demand for systems to evaluate and measure progress;
6. Where shocks, including conflict, natural events and complex emergencies are disrupting progress towards the achievement of sustainable urban development.

3.2 Engaging at regional, country and city levels

178. The implementation of the Strategic Plan requires a catalytic approach wherein UN-Habitat leverages its knowledge, technical cooperation, convening capacity, partnerships and advocacy (think, do, partner, share) for scaled up impacts to achieve sustainable urban development. Regions, countries and cities, will be mapped in relation to the Domains of Change and the Typology of Human Settlements Demands, drawing on voluntary national reviews on progress towards the 2030 Agenda and the Quadrennial Report on the Implementation of the New Urban Agenda.

179. The Strategic Plan will be tailored to regional specificities and regional development frameworks. UN-Habitat's capacity and footprint at regional level will be reviewed to improve its effectiveness. Knowledge generated on the ground will be synthesized regionally, and contribute to regional policy frameworks and knowledge repositories through partnership with Regional Commissions and Regional UN Sustainable Development Groups. It will also contribute at the global level to UN-Habitat's normative development and best practices, including flagship reports and international norms and guidelines. International norms and guidelines will be promoted through advocacy platforms and channels at regional and country levels, for utilization by various levels of governments and stakeholders.

180. The World Urban Forum taking place every two years and regional forums taking place between each will enable groups of countries and groups of cities with similar change trajectories to meet and exchange experiences regularly. These forums will engage Resident Coordinators and a broader range of UN agencies so that together the UN is better placed to support the achievement of the change trajectories towards urban SDGs, including in countries where UN-Habitat is not present. Regional forums will also be better linked to Regional Economic Commissions for strengthened contributions to regional policy dialogue and knowledge exchange.

181. Other than in crisis affected countries, UN-Habitat's entry point at the country level is the UN (Development) Assistance Framework UN(D)AF, which allows the discourse on urbanization to be integrated within the broader national development agenda and the opportunity to link the achievement of urban targets with the broader SDGs.

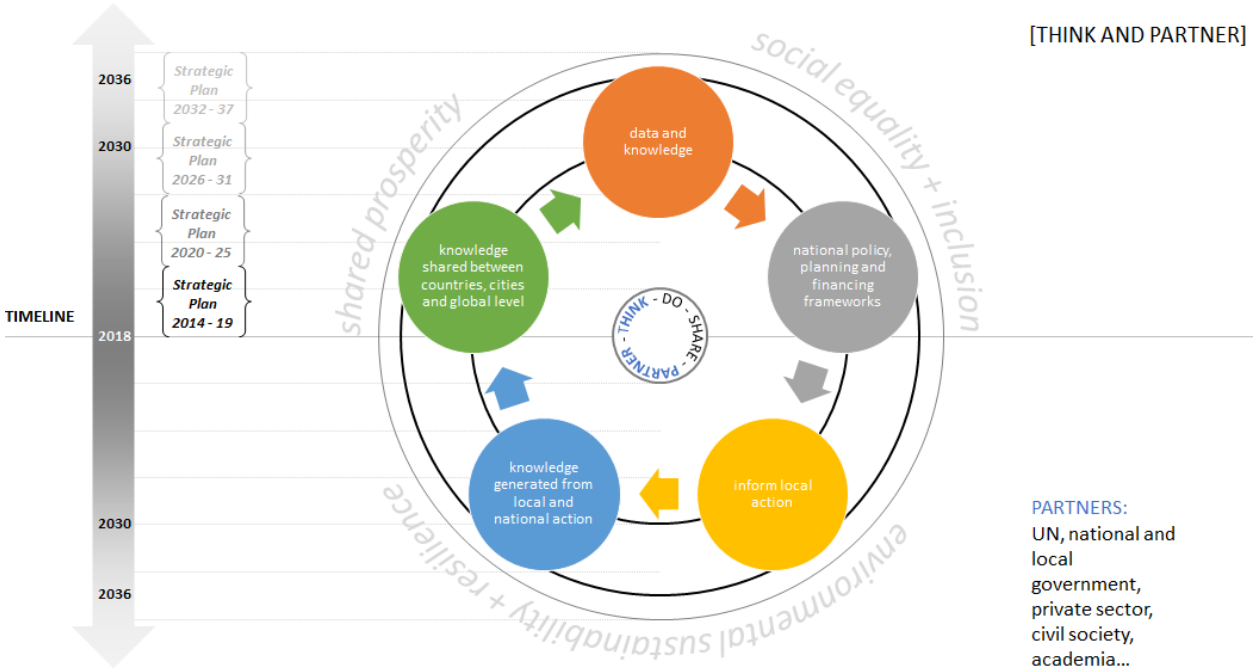
182. UN-Habitat will aim to ensure country presence in a critical mass of countries across the typology and across regions. This will involve strengthening country teams where they are effective, introducing new country programmes where needed, and also developing flexible ways of making expertise available for short or longer-term periods, such as seconding senior urban advisors in Resident Coordinator's Offices or seconding specific urban expertise to other key UN entities such as UNDP. Wherever possible, technical cooperation in establishing drivers of change will be integrated within broader collaborative efforts of the UN and other stakeholders (i.e. World Bank, networks of local governments).

183. Where UN-Habitat is not present at the country level, it will utilize its knowledge and experience in similar contexts to support partners and stakeholders, and provide on-demand support as needed. The Typology of Human Settlements Demands will help group cities and countries to optimize knowledge exchange. Through partnership with city networks and local government associations UN-Habitat will ensure that good local practices and experiences are effectively shared.

184. Catalytic local actions that address acute challenges and accelerate the achievement of urban SDGs will be equally important. They will be implemented initially with pilot projects and scaled up through various forms of investment such as social impact investors, cooperatives, community-based initiatives, public-private partnerships and partnerships with development banks. Drivers of change (described above), tailored to the four Domains of Change will be supported by norms and tools that can be adapted to local contexts, drawing on methodologies already developed by UN-Habitat.

185. Achieving sustainable urban development is seen as a continuum that involves both generating knowledge and supporting local implementation, monitoring results and then advancing to the next stage. It will be of key importance that both the development of drivers of change and catalytic local actions are effectively monitored, communicated and disseminated as best practices. This will enable stakeholders to continue to be engaged in the process, ensure that outcomes are on course with common objectives, while also enabling lessons learnt to be transferred to contexts where they can be replicated and scaled up. UN-Habitat, present on the ground and with strategic partnerships, is uniquely placed to effectively utilize its knowledge niche and convening capacity to leverage the efforts of others to accelerate the achievement of urban goals.

[THINK AND PARTNER]



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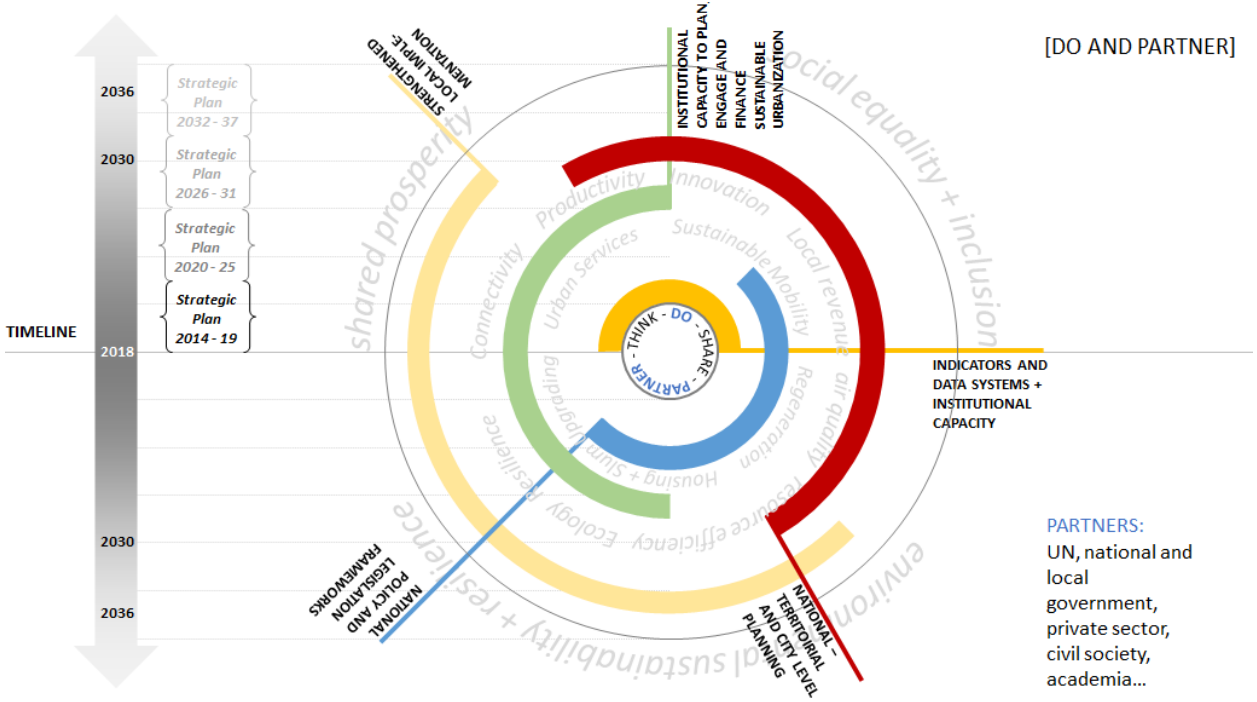

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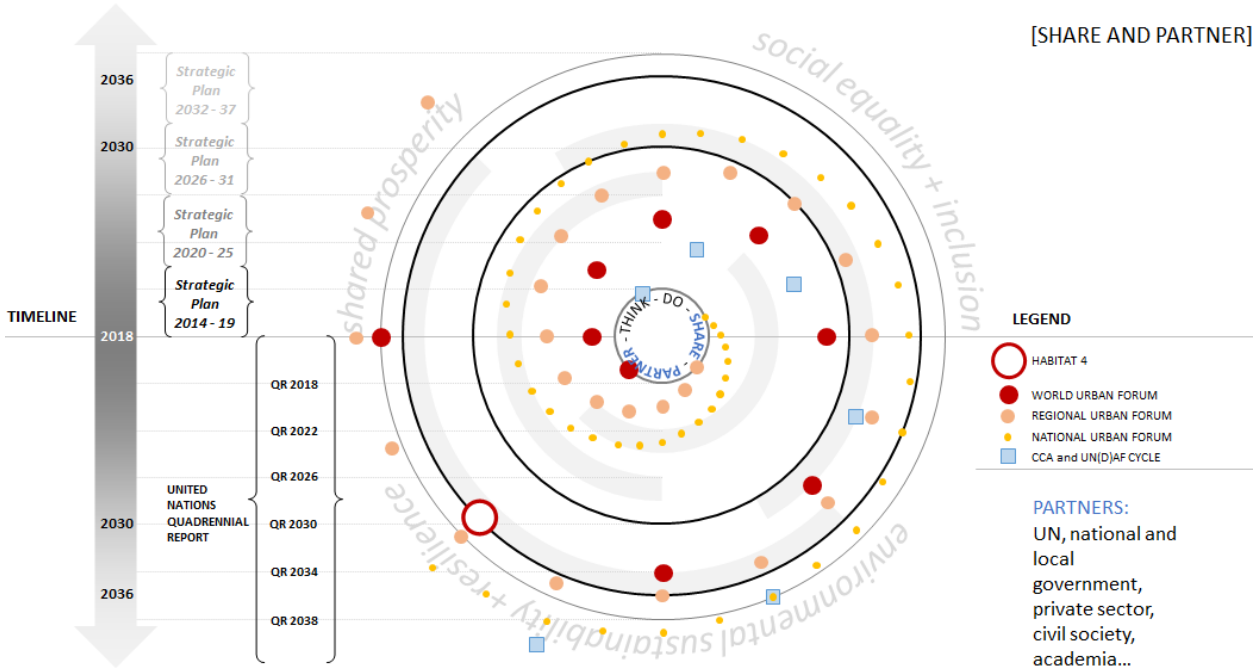


3.3 Integrated programming, programme planning and budgeting

186. The outcomes of the Strategic Plan will only be achieved through integrated programming that cuts across the four Domains of Change and focuses on UN-Habitat's niche, value proposition and strengths. This entails developing an integrated results measurement system including a set of transformational indicators to track transformational work. Developing more systematic approaches to knowledge management, collation, publication and meta-evaluation of projects and programmes would be central to this new approach.

187. The UN reform agenda includes a reform of the peace and security architecture, development system reform and management reform aimed at simplifying procedures and decentralizing decisions, with greater transparency, efficiency, agility and accountability. The management reform includes a transformation of the programme planning and budgeting process to better respond to changes in the scope and breadth of the Organization's mandates. In response to the challenges posed by the programme planning and budgeting processes, the Secretary-General proposed the streamlining and improvement of the planning and budgetary processes to better support decision-making and increase the transparency of information. The SG proposals included:

- Moving from a biennial to an annual process;
- Shortening the planning and budgetary cycle from five to three years;
- Presenting programme planning and performance information in the annual regular budget instead of separate reports;
- Refining elements of the results-based-budgeting framework;
- Strengthening performance reporting by reflecting information on lessons learned, including from evaluation and self-evaluation, in the annual budget;

- Seeking greater authority for the redeployment of resources during budget implementation; and
- Increasing the level of the Working Capital Fund.

188. UN-Habitat's annual work programmes and budgets will be aligned to the above process, and informed by the Organization's six-year Strategic Plan.

3.4 Organizational architecture

189. UN-Habitat is undergoing a bold and ambitious internal reform process aimed at turning the Organization into a model and modern 21st century United Nations programme:

- That is trusted, transparent & accountable;
- That operates effectively, efficiently and collaboratively; and
- Whose expertise is relevant, valued and in demand.

190. The change process, which further aligns the agency with the United Nations' reform agenda, is undertaken along the following seven priority areas:

- **Vision**: foster a values-driven way of working to achieve our shared vision and purpose;
- **Impact**: deliver impact at scale in all that we do to change lives for the better;
- **Funding**: regain trust and confidence of funders and partners to deliver our mandate;
- **Collaboration**: collaborate effectively within UN system and externally to achieve more together;
- **Team**: create a safe and productive workplace where talent thrives;
- **Processes**: Get systems and processes right for maximum efficiency; and
- **Leadership**: engage and empower staff to collectively drive change.

191. The reform of UN-Habitat will not be complete, however, without transforming the way the organizational structure is set up and deployed at Headquarters, regional and country levels in view of implementing the Strategic Plan 2020-2025 in a more coherent, inclusive, agile, efficient and effective manner.

192. In light of the above, UN-Habitat is undertaking an organizational restructuring exercise to respond to the above-mentioned strategic and programmatic imperatives.

3.5 Risk management

193. The top critical risks identified at corporate level are:

- Realization and demonstration of results or impact in line with UN-habitat's strategic plan and mandate;
- Fit for purpose human resource strategy, operational tools and business processes; and
- Financing of the core budget.

Realization and demonstration of results or impact in line with UN-habitat's strategic plan and mandate

194. To mitigate this risk, a number of strategies will be pursued. These will include:

- Focusing on UN-Habitat's niche, value proposition and strengths;
- Developing an Integrated programme planning and results measurement system;
- Developing a set of transformational indicators to track transformational work;
- Strengthening regional office engagement in the UNDG Regional Directors' Team processes;
- Developing more systematic approaches to knowledge management;
- Leveraging strategic partnerships to scale up UN-Habitat's work and acting as a catalyst;
- Developing systematic approach to collation, publication and meta-evaluation of project and programme evaluation;
- Centralizing reporting information/data to ensure ease of reporting as requests arise.

Fit for purpose human resource strategy, operational tools and business processes

195. To address this risk, the internal reform process the Agency is currently undertaking looks into addressing issues related to:

- Creating a safe and productive workplace where talent thrives;
- Managing talent, and recruiting adequately when resources permit (this includes the development of an HR strategy);
- Getting systems and processes right for maximum efficiency.

Financing of the core budget

196. To mitigate the funding risk, a number of strategies will be pursued. These will include:

- Expanding resource mobilization to nonconventional and non-traditional donors such as Foundations, Private Sectors and Emerging donor countries, including carrying situation analysis of the non-traditional resource environment;
- Developing strategy for building long term strategic relationships based on common priorities with key donors from relevant sectors;
- Reviewing of funding model to align it with donor policies and trends, including mapping of the UN-Habitat's outcomes, and their value for different types of donors;
- Developing policy, procedures and system to support coordinated approach to donors and providing holistic picture of agency's engagement with donors;
- Making a compelling case for support using outcomes and evidence of achieved impacts to broaden the knowledge and appreciation of the work of UN-Habitat in for changing lives and transforming societies;
- Deploying a robust communication strategy that uses messaging and branding to raise awareness on sustainable urbanization challenges and opportunities and the unique contribution of UN-Habitat as a thought leader, a centre of excellence and innovation;
- A commitment at the highest level of the organization to engage in donor relations;

- Investment in a robust results-based management framework to strengthen quality reporting and ensure consistent quality, timeliness, transparency on usage of funds, consistent reflection of outputs and results.

197. A more comprehensive and detailed risk analysis will be carried out during the preparation of each of the six-annual work programmes and budgets through which this Strategic Plan will be implemented.

3. 6 Performance measurement

198. Planning, monitoring, reporting and evaluation are critical elements of results-based management and together constitute the basis of UN-Habitat accountability and transparency to partners and donors. Performance information from monitoring and evaluation will be used more systematically so as to take corrective action, to enhance programmatic and organizational decision-making and accountability and to ensure that results are achieved, and outputs are delivered effectively and efficiently.

199. In addition, monitoring and evaluation information will be used for organizational learning, by sharing findings and lessons learned internally and with the Member States and partners. Through regular briefings and quarterly and annual progress reports, monitoring and evaluation information will be used to hold UN-Habitat accountable to Member States by communicating the extent to which resources are efficiently and effectively used to achieve results.

3.7 Monitoring and reporting

200. The implementation of the Strategic Plan 2020-2025 will be systematically monitored in order to effectively manage the achievement of results. In more specific terms, this means ensuring that the different levels of indicators in the results framework are reported upon.

201. Objective level indicators will be measured every two years, while outcome level indicators will be measured annually or bi-annually depending on the type and methodology.

202. Monitoring work programme delivery in terms of implementation of deliverables at project level will be undertaken continuously and reported on quarterly basis through Umoja 2 module as well as UN-Habitat's internal performance measurement system.

203. Monitoring of the Strategic Plan will be based on the results framework. The same set of indicators will be ideally used throughout the life of the Strategic Plan, with minor adjustments being made as necessary. Reporting will be on the four Domains of Change, the social inclusion issues and cross-cutting dimensions, and on drivers and enablers.

204. A performance measurement plan will be developed to facilitate systematic tracking of implementation and performance of the Strategic Plan. This will include development of performance indicator data sheets for strategic results as well as outcome level results. For each indicator the following will be provided (i) a description of what is being measured, (ii) sources of data, (iii) data collection

methodology (who, how), (iv) frequency of collect, (v) baselines, and (vi) targets over the Strategic Plan duration. Milestones will be set for each indicator.

205. The main reporting mechanisms will be (i) a quarterly progress report/dashboard on the implementation of the annual work programme and budget; and (ii) an annual report on the implementation of the Strategic Plan. UN-Habitat will enhance its efforts to secure increased funding for monitoring, reporting and evaluation. Monitoring and reporting will be strongly motivated by the need to identify lessons learnt and generate new knowledge and evidence to inform the implementation of the Strategic Plan.

3.8 Evaluation

206. A mid-term evaluation of the Strategic Plan will be carried out to assess performance in terms of achievement of expected accomplishments, and the relevance, efficiency, effectiveness and sustainability. This will provide evidence of what is working well and what is not working to inform corrective actions to be taken during the implementation of the second half of the Plan.

207. Similarly, an end of Plan evaluation focusing on outcomes achieved will be carried out to draw lessons from the implementation and generate evidence to inform the next planning cycle.

208. In addition to these two evaluations, evaluations of particular sub-programmes, country programmes or thematic areas of the Strategic Plan requested by the Executive Director, Member States or donors will be carried out pending availability of resources. Such evaluations will be included in the relevant annual evaluation plans. Other evaluations conducted by UN-Habitat include end-of-project evaluation of all projects of value US$1 million and above, as required by the UN-Habitat Evaluation Policy, and self-evaluation of projects of less than US$1 million and above US$300,000.

209. In line with norms and standards for evaluation in the UN system, UN-Habitat develops a management response to each evaluation and recommendations from evaluations are tracked regularly to ensure proposed actions are implemented by responsible entities in UN-Habitat.

3.9 Financing the Strategic Plan

210. The primary vehicle for financing the Strategic Plan will be the United Nations Habitat and Human Settlements Foundation, including the urban basic services trust fund and other technical cooperation trust funds. UN-Habitat will put in place a strategy for strengthening the Foundation to allow it to fulfill its core functions.

211. The core function of the Foundation and its primary operative objective is to serve as an international facility to assist in strengthening national sustainable urbanization development programmes through the provision of seed capital and the extension of the technical and financial assistance necessary to permit the effective mobilization of international and domestic resources in support of the implementation of the Habitat Agenda, and other relevant mandates. This entails:

a. Stimulating innovative approaches to pre-investment, pre-project and financing strategies for urban development activities, related urban poverty reduction strategies and integrated city

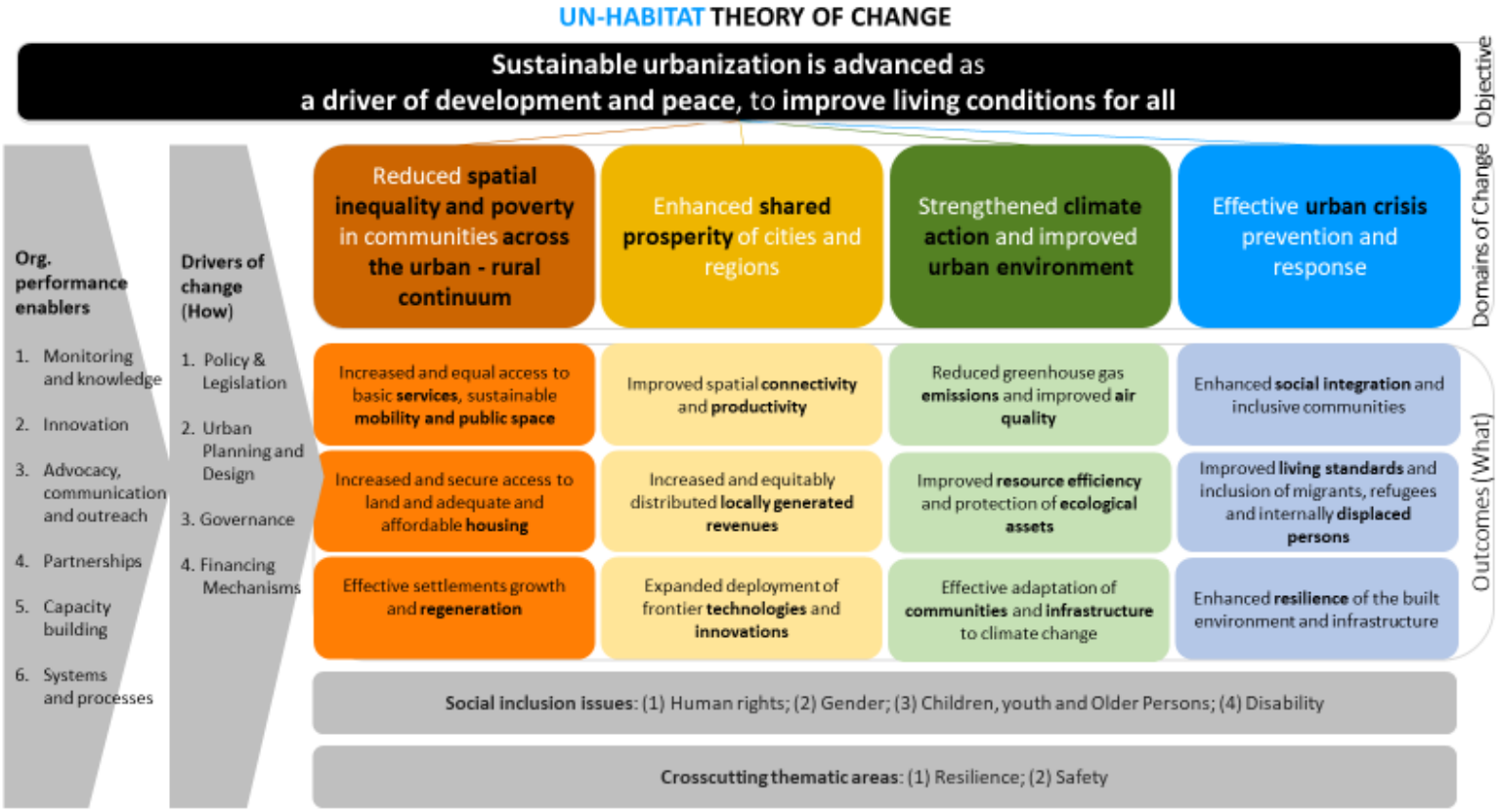
development strategies, while drawing on the accumulated experience of both the public and private sectors for the mobilization of financial resources for sustainable urbanization projects through strategic partnerships;

b. Promoting and facilitating the mobilization of extra-budgetary financial resources for urban development from domestic and international sources, including United Nations agencies, the World Bank, regional development banks, bilateral donors and the private sector;

c. Providing technical assistance services through projects related to sustainable urbanization and financed from extra-budgetary resources;

d. Promoting the adaptation and transfer of appropriate scientific and technical knowledge on sustainable urbanization projects, with particular attention to poor and low-income populations.

212. UN-Habitat will use its knowledge and convening capacity to attract financing for the achievement of the Strategic Plan. Urbanization is known to be an engine of economic growth, and as such is capable of attracting investment. It will be UN-Habitat's role to work with partners to ensure that investment in urban development is investment in sustainable urban development.

213. At the global level, traditional non-earmarked donor support will be needed to maintain the basic agency structure including regional and liaison offices, and to ensure the effectiveness of UN-Habitat's knowledge, communication and partnership functions in line with its focal point role. Earmarked funding will continue to be sought for global advocacy work, primarily through Member States bidding to host the World Urban Forum and World Cities Day. At the country level, additional donor funding will be sought for senior advisors that will convene the UN System and stakeholders towards the common achievement of urban goals. Speed, scale and cost efficiency will be achieved by leveraging the roles, capacities and resources of UN Agencies and partners as well as other actors including development banks, private sector, cooperatives and communities and their resources towards achieving scalable urban interventions that catalyze positive change.

Annex 1: The UN-Habitat Theory of Change