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Climate Change Strategy

2014-2019

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INTRODUCTION

The purpose of the present *Climate Change Strategy (2014-19)* is to guide UN-Habitat in the mainstreaming of adaptation to and mitigation of climate change in all of its work. This reflects the designation of climate change as one of several cross-cutting issues at UN-Habitat, per the Agency's *Strategic Plan (2014-19)*.

The present document serves as an update to the Agency's first *Climate Change Strategy*, which covered the period from 2010 to 2013. The updated *Strategy*, designed to fit UN-Habitat of today and tomorrow, reflects lessons learned from the previous implementation experience, while responding to emerging trends and upcoming events in the international arena.

I. BACKGROUND

I.1 The Challenge: Cities and Climate Change

Cities emit significant – and increasing – quantities of greenhouse gases

As cited in the 5th *Assessment Report* of the Intergovernmental Panel on Climate Change (IPCC), Marcotullio et al (2013) estimates that, in 2000, urban areas with populations of greater than 50,000 accounted for between 37 and 49 per cent of total greenhouse gas emissions worldwide – a significant proportion (IPCC 2014).

Scientists expect emissions from urban areas to continue to increase as the world continues to urbanize. While few projections of *total* urban emissions are available, the International Energy Agency has made such projections for that (sizeable) portion of those emissions that are energy related. They reckon that the urban proportion of energy-related global GHG emissions will rise from around 67 per cent today to 74 per cent by 2030 (IEA 2008). This trend is in large part because urban populations are increasing, and will require a massive build-up of infrastructure which is a key driver of emissions (IPCC 2014).

Vulnerable populations and assets are concentrated in cities, where increasingly they will be exposed to the impacts of climate change

Worldwide, cities are exposed to the full gamut of climate-related impacts, and scientists expect those impacts to increase over the course of the 21st century. Such impacts include: coastal flooding, sea level rise, and storm surge (with Asian deltaic cities such as Mumbai, Guangzhou and Ho Chi Minh City singled out by the IPCC as among the most vulnerable cities); inland flooding (in cities such as Kampala); heat waves (exacerbated by urban heat island effects); and drought and water scarcity (with large increases in urban dwellers living in cities with perennial water shortages expected by 2050; IPCC 2014).

Moreover, per the IPCC's 5th *Assessment Report* (2014), "Much of the health risk and vulnerability to climate change is concentrated in [informal] settlements.... Many cities include dangerous sites, such as steep slopes, low lands adjacent to unprotected riverbanks and ocean shorelines, and have structures that do not meet building codes". At the same time, certain urban dwellers such as the poor, women, infants, the elderly, those with disabilities, internally displaced persons and so on may face higher risks than others, with climate impacts

exacerbating underlying vulnerabilities. Typically, “the larger the deficit in infrastructure and service provision, the larger the differentials in exposure to most climate change impacts between income groups” (IPCC 2014).

Urban vulnerabilities are expected to increase over the coming decades. In its *Fifth Assessment Report*, the IPCC cites projections that urban land cover will increase by 1.2 million square kilometers between 2000 and 2030. The authors observe that this increase will be accompanied by a loss of “green infrastructure that is key to helping help areas adapt..., as well as increasing the exposure of population and assets to higher risk levels” (*Ibid*).

Urban centers vary greatly in terms of capacity to adapt to climate change. Per the IPCC authors, some of the key factors that influence adaptive capacity in urban areas are local government capacity, the proportion of residents served with risk-reducing infrastructure and services, and the proportion of families living in housing built to adequate standards. Moreover, “Resilience to extreme weather for urban dwellers is strongly influenced by... the effectiveness of land-use planning.... Spatial settlement patterns are a critical factor in the interaction among urbanization, climate-related risks, and vulnerability” (IPCC 2014).

Climate solutions can be found in cities

At the same time that urban areas emit greenhouse gases and are homes to concentrated populations of vulnerable persons, local leaders are also taking action to respond to climate change. In a 2013 survey, local authorities in the C40 network – cities in the vanguard of the urban response to climate change – reported that they were taking a total of some 8,068 actions to reduce emissions and adapt to climate change (C40 2014). In addition to actions by local officials, community leaders can also take action, e.g., through community based organizations such as Slum Dwellers International (and its local affiliates) that build community- and household-level resilience through communal savings schemes and other measures.

Increasingly those actions are leading to results. To date (April 2015), UN-Habitat has identified 34 cities worldwide that have publicly reported actual reductions in their annual GHG emissions (either total or per capita) from a base year. Of these cities, 15 have targeted deep cuts in their emissions (i.e., 75 per cent or more) by 2050.

Actions are reducing emissions and building climate resilience in part because a range of proven approaches and mature technologies exists to address climate change, including in urban areas. The IPCC’s *Fourth Assessment Report* showcased mitigation technologies that are currently available in key ‘urban’ sectors: transport (e.g., modal shift to public transport, non-motorized transport), buildings (e.g., efficient lighting, passive and active solar design), and waste management (e.g., landfill methane recovery, recycling). Other promising technologies such as advanced electric vehicles are expected to be commercialized before 2030 (IPCC 2007). Cross-sectorial planning approaches also can play a role. As Marcotullio et al (2013) observed: “Denser cities have fewer emissions, all else equal, signaling a potential role for urban planning and policy in curtailing GHG emissions (i.e., transport, land use zoning, building codes, etc.)”.

Moreover the concentrated nature of cities lends itself to more cost-effective action. As the IPCC authors explain, “The increasing concentration of the world’s population in urban centers means greater opportunities for adaptation” (IPCC 2014). The flip side of this coin is

that, if no action is taken, the exposure of poor, vulnerable families concentrated in unplanned informal settlements will only increase.

Cities can scale up climate action – particularly with support

Despite the promising actions taken by early-mover cities to address climate change and the mature technologies at hand, much more can be done at the urban level than is currently the case. As one sign that more can be done: a 2012 survey of 894 Asian cities found that only 29 (three per cent) of those cities had adopted climate change plans (CDIA 2012)¹. Moreover, analysts conclude that, even in C40 cities, “There is massive opportunity to increase [climate] action” (C40 2014). If more remains to be done in these large cities that are supported by a robust knowledge-sharing platform and are committed to climate action, how much more so in the rest of the world’s human settlements?

Effective policy frameworks can enable and empower climate action by municipalities and local leaders (UN-Habitat 2013). At the same time, networks and programmes can support the city-level uptake of proven approaches and technologies by facilitating city-to-city exchanges, building capacity, funding demonstration projects, fielding technical cooperation and so on. Networks and programmes can also support the advocacy efforts of organized local leaders, at different levels. And indeed, the greatly scaled up engagement of these local actors as active partners in the global effort to address climate change would help the world meet its goals for curtailing global warming and becoming more climate resilient.

I.2. Mandates and Roles of UN-Habitat on Cities and Climate Change

Key Mandates

UN-Habitat has a clear mandate to support cities in adapting to climate change and reducing greenhouse gas (GHG) emissions. The **Habitat Agenda**, the main political document that emerged from the Habitat II Conference in Istanbul in 1996 and which frames the activities of the Agency, addresses (among other topics) issues related to the mitigation of and adaptation to climate change. For example, it mandates UN-Habitat to coordinate the development of human settlements, as well as sustainable energy production and use, by encouraging energy efficiency, alternative energy, mass transit schemes and related measures.

The **Declaration on Cities and Other Human Settlements in the New Millennium**, a Resolution of the UN General Assembly of 2001, reaffirmed the Istanbul Declaration and the Habitat Agenda. It calls for supporting national and international cooperation networks, in order to reduce the vulnerability of human settlements to natural and human-made disasters,

¹ Here we consider plans as almost a prerequisite for concerted, scaled-up action (UN-Habitat 2011b).

A discussion of the impediments to greater city-level action and how to address those obstacles lies outside the scope of the present paper. For discussion see the World Bank, *Cities and Climate Change: An Urgent Agenda* (2010a); UN-Habitat, *Global Report on Human Settlements: Cities and Climate Change* (2011b); UN-Habitat CCCI Policy Notes Nos. 1, 2 and 3 (2011, 2013), on adaptation and mitigation finance for cities, and policy frameworks; the urban adaptation and mitigation chapters of the IPCC’s *Fifth Assessment Report* (2014), and so on.

and for improving housing conditions, especially in developing countries and in critical natural environments.

In 2009, the UN-Habitat 22nd Governing Council (GC) called on the Agency to expand its work in this area via a **Resolution on Cities and Climate Change**, as follows:

UN-Habitat GC Resolution 22/3: Cities and Climate Change (excerpts)

The Governing Council...

1. Requests the Executive Director to continue to increase awareness of the role of cities in addressing climate change, with particular emphasis on the impact of climate change on the urban poor...
2. Encourages the Executive Director to develop [joint] activities... between the United Nations Human Settlements Programme and the United Nations Environment Programme (UNEP)...
5. Encourages the United Nations Human Settlements Programme, within its mandate, to continue the existing cooperation with the UN Framework Convention on Climate Change (UNFCCC) on issues of cities and climate change and to continue playing a complementary role in climate-change matters within the United Nations system...
7. Invites Governments that are in a position to do so to provide technical and financial support to the Cities and Climate Change Initiative, to widen the geographical scope of the initiative and to expand the range of capacity-development approaches to support local authorities in addressing climate....

In April 2015, the 25th Governing Council reinforced, updated and refined UN-Habitat's mandate for work in this area, as follows:

UN-Habitat GC Resolution 25/4: Implementation of the Strategic Plan for 2014-2019 (excerpts)

The Governing Council...

35. Requests the Executive Director to continue to build capacity with national and local governments by, among other things, capturing lessons from its operational work in order to help cities and human settlements to mitigate and adapt to climate change and widely disseminating those findings through the United Nations system and with policymakers to facilitate better-informed decision-making;
36. Requests the Executive Director to continue to build upon lessons learned from the operative work of [UN-Habitat] in helping cities to reduce their environmental impact and emissions, addressing their impact on human health and climate change;
37. Invites member States to recognize the relevant work of the Compact of Mayors, the City Climate Finance Leadership Alliance and the Resilient Cities Acceleration Initiative launched at the Secretary-General's Climate Summit in 2014...².

In particular this Resolution underscores the human health benefits of reducing GHG emissions. Cities can take actions that reduce air pollution and improve air quality while at the same time lowering GHG emissions; such measures, in turn, can improve the health of residents, including the urban poor. More generally, the so-called 'co-benefits' of climate action actually may be the most persuasive entry points for taking such steps at the local level.

² Similarly, paragraph 24 of this Resolution "...encourages member States to... support the Urban Electric Mobility Initiative" – another initiative with a strong urban emphasis launched at the 2014 Climate Summit.

This mandate for action in the area of cities and climate change – which has become progressively sharper over time -- is further reinforced by different regionalized resolutions of UN-Habitat’s Governing Council, such as on the preservation and sustainable development of oases, as well as the sustainable development of arctic cities and human settlements.

Climate Change in UN-Habitat’s Strategic Plan (2014-2019)

The Agency-wide *Strategic Plan (2014-19)*³ lays out a two-pronged approach for the Agency’s role vis-à-vis helping cities to address climate change. On the one hand this topic falls within Subprogramme 2, Urban Planning and Design, with an Expected Accomplishment as follows:

Expected Accomplishment 2.3

EA 2.3: Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities.

This programmatic goal is reflected in the organizational chart for the Agency, which closely follows the Strategic Plan’s logical framework (see Figure 1). Responsibilities for realizing this EA fall largely to the Climate Change Planning Unit within the Urban Planning and Design Branch.

On the other hand, per the *Strategic Plan (2014-19)*, climate change (along with gender, youth, and human rights) is one of four cross-cutting issues for the Agency. Such issues are to be “mainstreamed throughout the seven focus areas, ensuring that all policies, knowledge management tools and operational activities address these issues in their design and implementation”⁴.

The *Strategic Plan* provides further guidance regarding this dual approach: “Work on cross-cutting issues will follow a two-track approach consisting of mainstreaming and issue-specific projects. Mainstreaming will seek to ensure that cross-cutting issues are integrated in the work of all focus areas, both conceptually and in all operational projects. Issue-specific projects will seek to fill identified gaps in the field and will be located in the most appropriate focus area”. The present *Climate Change Strategy* likewise reflects and elaborates upon this two-track approach.

³ See Governing Council Resolution 24/5, which approved the Proposed Work Programme and Budget for 2014-2015, as well as the Strategic Plan for 2014-2019, both of which are referenced below.

⁴ At the same time, not all seven focus areas/Branches can be expected to be equally concerned with climate change. Figure 1 highlights Branches: (i) that historically have been active on an ongoing basis on implementing climate- or resilience-related projects, and (ii) where climate change or resilience is explicitly mentioned in their mandates per the *Strategic Plan 2014-2019*. For more detailed discussion of Branches vis-à-vis climate change, see below.

Figure 1. UN-Habitat Thematic Branches and Units (as of 7 April 2015)

Urban Legislation, Land and Governance Branch	Urban Planning and Design Branch	Urban Economy Branch	Urban Basic Services Branch	Housing and Slum Upgrading Branch	Risk Reduction and Rehabilitation Branch	Research and Capacity Building Branch
Urban Legislation Unit	Regional and Metropolitan Planning Unit	Local Economic Development Unit	Waste Management Unit	Slum Upgrading Unit	Shelter Rehabilitation Unit	Research Unit
Land and Global Land Tool Network Unit	City Planning, Extension and Design Unit	Urban and Municipal Finance Unit	Urban Energy Unit	Housing Unit	Settlements Rehabilitation Unit	Capacity Development Unit
Local Governance and Decentralisation Unit	Climate Change Planning Unit	Youth and Job Creation Unit	Urban Mobility Unit	Community Management Unit	Risk Reduction Unit	Global Urban Observatories Unit
			Water and Sanitation Unit			

Note: Branches shown with shading are those: (i) that historically have been active on an ongoing basis on implementing climate- or resilience-related projects, and (ii) where climate change or resilience is explicitly mentioned in their mandates per the *Strategic Plan 2014-2019*. For more detailed discussion of Branches vis-à-vis climate change, see below.

Cooperation on climate change with other agencies and entities within the UN System

In line with the UN Chief Executives Board for Coordination's "UN Acts as One" commitment, concrete approaches for synergies and strategic partnerships have been and are being further developed between UN-Habitat and other concerned bodies within the UN System (and their affiliated programmes). Certain agencies and bodies are named explicitly in GC Resolution 22/3: UNEP and UNFCCC (see above). Such partners also include others such as UNDP, the World Bank, the Global Environment Facility, Cities Alliance and so on, building on a common UN rationale. Earlier (and still active) platforms for such inter-agency coordination have been: (i) the UN High Level Committee on Programmes' Working Group on Climate Change, with its task team on climate smart cities; (ii) frameworks for collaboration with UNEP (e.g., the Joint Operations and Coordination Group, Greener Cities Partnership); and (iii) a Cities Alliance-funded Joint Work Programme on cities and climate change between the World Bank, UNEP and UN-Habitat⁵.

Moreover, in line with the UN Chief Executives Board's Climate Change Action Framework, UN-Habitat recognizes the need:

- To strengthen national capacity in developing countries to assess investment and financial flows in order to address climate change;
- To help developing countries vulnerable to climate change to design better strategies to adapt and understand the costs involved in the implementation progress;
- To assist developing countries in leveraging carbon finance for clean energy development and sustainable land use practices;
- To work with municipalities and enterprises to broaden public-private partnerships; and
- To support efforts to customize new insurance and re-insurance products for climate change risk.

Cooperation and partnerships with Non-UN Organizations

In addition to work with other entities within the UN System, UN-Habitat seeks collaboration with a broader set of local authorities, national governments, private sector actors, non-governmental organizations, training and research institutions, and so on. Key local government networks include, amongst others, ICLEI-Local Governments for Sustainability, United Cities and Local Governments, C40 Cities Climate Leadership Group, and others. (Also note partners to the multi-stakeholder initiatives discussed below.)

⁵ For more recently launched platforms for engagement with other UN agencies and others on climate change-related topics (e.g., via multi-stakeholder initiatives, Habitat III preparatory processes and so on), see below.

I.3 Implementation of Previous *Climate Change Strategy (2010-2013)*

Results

UN-Habitat was generally successful in implementing its previous *Climate Change Strategy (2010-2013)*. Highlights of results achieved to date (primarily between 2010 and 2013), organized according to Focus Areas per that *Strategy's* Work Programme, are as follows:

1. *Advocacy, monitoring and partnerships* – Launch of a major flagship report: *Cities and Climate Change: Global Report on Human Settlements 2011*, as well as release of a number of other publications.
2. *Participatory urban planning, management and governance* – The Cities and Climate Change Initiative (CCCI), a cross-Branch initiative launched in 2008, has yielded results at various levels. At the *local* level, participatory planning processes in certain CCCI cities have led to approved climate change strategies (e.g., Walvis Bay, Namibia), climate-friendly bylaws (e.g., Sorsogon City, the Philippines), and provisions for upscaling CCCI demonstration activities (e.g., rooftop gardening in Kathmandu, Nepal). At the *national* level, responding to inputs from staff and CCCI implementers, several countries have incorporated strengthened measures for addressing climate change in urban areas and/or empowering local authorities in their national Climate Change Policies (e.g., Fiji, Nepal). And at the *global* level, publications by UN-Habitat staff received more than 40 citations in the urban adaptation chapter of the IPCC's *Fifth Assessment Report* – a high-level impact on enhanced knowledge.

Additionally, in recent years UN-Habitat has become increasingly visible in UNFCCC processes⁶. In a related development, in 2014 the Agency was instrumental in developing several multi-stakeholder initiatives related to cities and climate change that partners launched at the UN Climate Summit in September of that year.

3. *Pro-poor land and housing* – Secure tenure, a component of the right to adequate housing, can also serve as core strategy in building the climate resilience of poor households – an approach explored in both global and regional (Asian) policy notes.
4. *Environmentally-sound basic infrastructure and services* – The provision of basic infrastructure and services represents an element of adequate housing. Together with UNEP, UN-Habitat is currently implementing two mitigation-oriented projects (both funded by the Global Environment Facility) that focus on specific urban sectors: Promoting Energy Efficiency in Buildings in East Africa, and Promoting Sustainable Transport Solution for East Africa. On the adaptation side, the Agency assisted three small water utilities in the Lake Victoria Basin to undertake vulnerability assessments and develop climate change adaptation plans; these experiences formed the basis for a guidebook for water and wastewater utilities on this topic.

⁶ This is due in part to the inclusion of a representative of the UNFCCC on CCCI's Advisory Committee, set up in 2013 per a Recommendation from CCCI's Mid-Term Evaluation (2012).

5. *Strengthened human settlements finance systems* – Agency-wide engagement in this area was substantially reshaped soon after approval of the earlier *Climate Change Strategy*. Nonetheless, within a more circumscribed advocacy and capacity-building mandate, UN-Habitat has advocated for increased access to climate finance on the part of cities via two CCCI Policy Notes. Within the Asia-Pacific region, CCCI has partnered with the City Development Initiative for Asia to explore financing options for priority climate investments in selected CCCI cities.
6. *Excellent in management* – UN-Habitat has put into place a system of carbon offsets for staff travel.

Also during the 2010-2013 period, UN-Habitat successfully launched several new climate-related projects, including two funded by the European Commission: Promoting Low Emission Urban Development Strategies in Emerging Economy Countries (Urban-LEDS) Project (with ICLEI), and the Myanmar Climate Change Alliance (with UNEP). Likewise UN-Habitat was instrumental in establishing (in Malawi) a Technical Centre for Risk Reduction Management, Sustainability and urban Resilience in southern Africa (DiMSUR), while continuing to implement two GEF-funded projects, mobilizing co-funding for CCCI-related work, and so on.

During this period, coordination between Branches on climate change was effected primarily via a cross-agency Technical Support Team. Throughout this period the TST met regularly, as well as at an annual full-day retreat. The TST focused primarily on implementation of CCCI-funded activities, with some attention to coordination on the broader Climate Change Strategy.

Lessons Learnt

We can extract two important lessons from implementation of the previous *Strategy*, as follows:

Becoming accredited to multi-lateral climate funds is difficult; however, achieving this goal remains important for UN-Habitat's long-term institutional development.

Becoming an accredited agency of multi-lateral climate funds was implicit in the previous *Climate Change Strategy (2010-2013)*, which noted that “strategic partnerships are being developed between UN-Habitat and... the Global Environment Facility”. Such efforts fell under the “strategic priority” of “promoting innovative implementation partnerships”, where one action was “Facilitating cities’ access to financial resources for urban mitigation and adaptation”.

Over the past several years, UN-Habitat has indeed sought to become an accredited agency of the GEF (beginning in 2009), and the Adaptation Fund (beginning in 2012). However the Agency has found that these accreditation processes are quite lengthy: at present (April 2015) both are still ongoing. In September 2014 the Chief Executive Officer of the GEF personally advised UN-Habitat that chances were low for the Agency’s accreditation in the short- to medium-term. Currently the Agency is responding to questions from the Adaptation Fund. At present a possible new application, to the Green Climate Fund, is under active discussion (see below).

Despite the obstacles, which are of both a political and an administrative nature, obtaining such accreditation could have a significant, positive long-term impact on UN-Habitat institutionally, and so should continue to be sought. Note, for example, that between 1991 and 2011 UNEP (as an accredited agency) was approved by the GEF to implement 522 projects, with a total value of US\$ 861 million; this compares with the roughly US\$ 7 million allocated by UNEP to UN-Habitat to date, to help execute three GEF projects. Moreover, resources provided for climate action through such channels are expected to continue to swell (see below). At the same time, assisting cities in developing countries to implement adaptation and mitigation projects by helping them to access climate finance resources would respond to felt need. Finally, most of the administrative measures demanded by such entities for accreditation (e.g., robust systems of environmental and social safeguards) represent state-of-the-art practices, and increasingly will be expected by funding agencies.

The corporate mainstreaming of climate change within the Agency cannot depend solely on project implementation, but requires other, complementary measures.

Corporate mainstreaming merited only a brief mention in the previous *Climate Change Strategy*, and this topic has received little attention up to now. Mainstreaming activities during the 2010-2013 period were confined to the development of a ‘checklist’ for addressing climate change within the project review process; however to date the Project Advisory Group has not begun to use this checklist systematically (along with those developed by the other cross-cutting topics).

Evaluators from the Office of Internal Oversight Services (OIOS) have remarked on this lack of corporate mainstreaming. In their October 2014 evaluation of UN-Habitat, even while praising the Agency’s *programmatic* work on cities and climate change, they observed (while comparing the mainstreaming of three of the four different cross-cutting areas): “Neither *climate change* nor *youth* has held the same status as *gender*, with an architecture through which to ensure institutional mainstreaming. Focal points exist for both areas, but they work out of individual substantive branches, and responsible staff are primarily tasked with project implementation and resource mobilization” (italics added).

I.4. Emerging Trends, Opportunities and Constraints

Looking ahead, a scan of global trends that have begun and are expected to continue into the implementing period, along with major upcoming events, reveals several opportunities and challenges for UN-Habitat in helping cities to address climate change, as follows:

International actors increasingly are recognizing the urban and local government dimensions of climate change

In recent years local authorities and urban issues have garnered increasingly recognition within UNFCCC processes. In 1995, the UNFCCC Secretariat accredited ICLEI-Local Governments for Sustainability as an observer organization, and as the focal point for the Local Governments and Municipal Authorities Constituency. From this modest beginning, in 2010 at COP-16 in Cancun,

the final negotiation text formally recognized subnational and local governments as “governmental stakeholders”.

Recognition increased at the time of COP-19 in Warsaw (December 2013), when the UNFCCC Secretariat convened a first-ever official ‘Cities Day’ within the context of a COP; the UN-Habitat Deputy Executive Director represented the Agency at this high-level event. Then in June 2014, the DED chaired an official Forum on “experiences and best practices of cities and subnational authorities in relation to adaptation and mitigation” at the Bonn Climate Talks.

Cities have also received attention in recent high-level UN efforts to promote action on the ground, in parallel to the formal climate negotiation processes. At the request of the UN Secretary-General, the UN-Habitat Executive Director led the ‘cities’ work stream leading up to a Climate Summit held in New York City on 23 September 2014; as noted above, this effort led to the launch of several new multi-stakeholder ‘city’ initiatives. Similarly, at present (April 2015), the Government of France and other partners to the Lima-Paris Action Agenda have designated ‘cities and regions’ as a key action area. This should lead to announcements regarding new and strengthened ‘city’ initiatives at the upcoming COP-21 in Paris in December 2015.

Funding streams to help developing countries address climate change continue to strengthen. At the same time there is at least one promising sign for increased financing of climate action in urban areas

Climate finance is a significant, and growing, source of resources. Collectively, Parties to the UNFCCC have pledged to mobilize US\$ 100 billion a year in climate finance by 2020. Lower (but still significant) levels of climate finance have been made available since the early 1990s.

The authors of the IPCC’s *Fifth Assessment Report* estimate that, at present, “Urban adaptation... represents about 20 per cent of bilateral climate adaptation portfolios”. Moreover, citing UN-Habitat and others, they report: “A number of authors conclude that international development finance is failing to [adequately] tackle urban adaptation financing needs” (IPCC 2014). Some have descried a similar non-urban bias in mitigation finance (UN-Habitat 2012, World Bank 2010). However, for a notable exception to this historical trend and a possible harbinger of change, see below (under the GEF).

Climate finance currently passes to developing countries through various channels, including the following major international facilities:

- **Global Environment Facility (GEF).** The GEF was founded in 1991 as a pilot programme by the World Bank. In 1992, at the Rio Earth Summit, this Facility was restructured as an independent organization, and entrusted to become a financial mechanism of the UNFCCC Climate Convention. Its trust funds include the GEF Trust Fund, the Least Developed Countries Fund (established to meet the needs of LDCs, including to prepare and implement National Adaptation Programmes of Action), and the Special Climate Change Fund (to finance adaptation and other projects). At present (March 2015) the GEF website lists 14 accredited GEF Agencies that are currently active.

In recognition of the urban dimension of climate change, the GEF has launched its new Sustainable Cities Integrated Approach Pilot. This pilot activity is expected to provide around US\$ 100 million in resources to cities in ten or twelve countries during the current (2014-2018) replenishment period. Should that pilot prove successful, resources thus dedicated may increase thereafter.

- **Adaptation Fund.** This Fund was established in 2001 (at COP-7), and officially launched in 2007. Its purpose is to finance concrete adaptation projects and programmes in developing countries that are particularly vulnerable to the impacts of climate change. It is funded through a share of proceeds (two per cent) of certified emission reductions issued for projects certified under the UNFCCC's Clean Development Mechanism. (At COP-18 in 2012, however, Parties expressed concern about the sustainability, adequacy and predictability of funds from this source.) The Adaptation Fund offers developing countries access to resources via three types of accredited organizations: Multilateral Implementing Entities (MIEs), Regional Implementing Entities (RIEs), and National Implementing Entities (NIEs). As of November 2013 there were ten MIEs, three RIEs and 15 NIEs. Some of the projects funded by this facility have had a human settlements dimension, e.g., Senegal's Adaptation to Coastal Erosion in Vulnerable Areas Project, with investments focused primarily on three coastal settlements.
- **Green Climate Fund (GCF).** This Fund was established in 2010 (at COP-16 in Cancun), and became operational in May 2014. Eventually it is expected to become the centerpiece of long-term climate finance under UNFCCC auspices. In 2014, at COP-20 in Lima, Parties announced that capitalization of the GCF had exceeded US\$ 10 billion. A March 2015 press release announced that the GCF Board had decided to accredit an initial set of seven entities – a mix of national, regional and global organizations.

Habitat III in October 2016, coming on the heels of a series of important global conferences, will offer a golden opportunity to position climate action within the New Urban Agenda

In October 2016, in Quito, Ecuador, the United Nations General Assembly will convene the Habitat III Conference, to reinvigorate the global commitment to sustainable urbanization. The Assembly appointed the UN-Habitat Executive Director to serve as Secretary-General of this conference. Officials expect that this conference will result in a concise, focused, forward-looking and action-oriented outcome document: the New Urban Agenda.

Habitat III in 2016 will be one of the first United Nations global conferences after an important series of milestones scheduled for 2015: Third World Conference on Disaster Risk Reduction (Sendai, March); the UN Summit for the adoption of the post-2015 development agenda (New York, September); and the (it is to be hoped) pivotal UNFCCC COP-21 (Paris, December). Thus Habitat III will offer a timely opportunity to view the results of those processes – including addressing climate change – through an urban lens.

It is most appropriate to try to position climate action within the New Urban Agenda. This effort is buttressed by the finding of the IPCC's *Fifth Assessment Report*, that efforts to reduce GHG emissions and adapt to climate change are broadly congruent with the goals of sustainable

development (also see other IPCC findings cited earlier). And indeed, climate change has begun to receive attention within the context of the New Urban Agenda (see Box).

Towards a New Urban Agenda

“The New Urban Agenda must therefore address all three pillars of sustainable development by firstly, promoting the economic role of cities in national development and recognizing the economic opportunities that they offer; secondly, paying attention to the basic needs of the millions of people living in poverty within towns and cities, including in the urban slums; and finally, *addressing global environmental challenges such as climate change, unsustainable energy consumption, and the risk of disaster*” – UN-Habitat, “Urbanization for Prosperity”, 2015 [*italics added*].

These lessons and emerging trends helped shape the *Climate Change Strategy (2014-2019)*, presented below.

II. CLIMATE CHANGE STRATEGY (2014-2019)

The Agency’s Strategy for 2014-2019 will include the following components:

Components of Climate Change Strategy

1. Programme-based substantive engagement by various Branches and Regions,
2. Accreditation to multi-lateral climate funds,
3. Corporate main-streaming, and
4. Monitor, update and evaluate the Strategy at key points during the 2014-19 strategic period.

The first component, ‘programmatic activities’, largely represents a continuation of the approach taking during the earlier (2010-13) strategic period. The second and third elements, ‘accreditation to climate funds’ and ‘corporate mainstreaming’, were mentioned in the previous *Climate Change Strategy* but merit greater attention during the present strategic period. And the fourth component (‘monitor, update, evaluate’) proposes a new, expanded mandate for the agency-wide CCCI Technical Support Team, furnishes a simple monitoring framework, and anticipates a need to revise and update the present Strategy after milestone global events that will take place during the 2014-19 strategic period.

Actions to take under these four components are as follows. (For the timeline for implementation of this Strategy, see Figure 2.)

II.1. Programme-based substantive engagement by various Branches and Regions

Substantive, programme-based work by various Branches and Regions in helping cities address climate change should and will continue at the center of UN-Habitat’s efforts in this area. Per GC Resolution 22/3 (see above), engagement should take place at both the operational and the normative levels, with several sub-components, as follows:

Figure 2. Timeline for implementation of Climate Change Work Plan (2014-2019)

CLIMATE CHANGE STRATEGY	2014				2015				2016	2017	2018	2019
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
I Cross – Branch substantive engagement												
CCCI and other climate-related projects	2008 →											
Multi-partner initiatives launched at the Climate Summit			Sept									
UN-Habitat joins CCAC					Feb							
Engaging in Habitat III process					■ Issue Paper		■ Thematic Meeting		● Habitat III			
Agency-wide compendium of CC Tools									■			
II Accreditation to multi-lateral climate funds												
Global Environmental Facility	Application 2009 →											
Adaptation Fund	Application 2012 →											
Green Climate Fund							■ Application					
III Corporate Mainstreaming												
CC included in induction process						■						
CC integrated into project review process (PAG)							■					
CC capacity-building and sensitization									TBD			
Decision on CC focal point system/ implementation							■		→			
IV Monitor/ Update/ Evaluate Strategy												
Strategy approval						■						
Strategy monitoring						■			→			
Re-launch of expanded CCCI TST												
Strategy update									■		■	
Strategy evaluation												■
RELEVANT GLOBAL EVENTS (for Habitat III, see above)												
UNFCCC, COPs and related events			● UN Climate Summit	COP20				COP21	COP22	COP23	COP24	COP25
Other relevant global conferences					● World DRR		● Post 2015					

II.1.1 Cities and Climate Change Initiative

In the foreseeable future, the **Cities and Climate Change Initiative (CCCI)**, a programme with core funding generously provided by the Government of Norway, should continue to play a central role in integrating – and funding – substantive engagement by various Branches in climate change-related activities. This role peaked during 2013, as five of seven substantive Branches and at least two Regions proposed and then implemented CCCI-funded activities, primarily operational activities at the city level, under a consolidated CCCI Work Plan⁷.

To date, city- and country-level work by CCCI has focused on Asia (with support provided to more than 30 cities to date), and Africa (assistance to around nine cities), with a small degree of engagement in Latin America and the Caribbean (focused on one city). As these figures suggest, the Regional Office for Asia and the Pacific (ROAP) has been particularly successful in spearheading an expansion to new cities and countries in its region; meanwhile the Regional Office for Africa (ROAF) has mobilized co-funding for follow-on work in existing CCCI cities such as St. Louis, Senegal. For a potential, regionally-led expansion of CCCI and related projects, see below.

II.1.2. Other climate-related projects implemented by various Branches and Regions (with potential for further synergies)

Outside of CCCI, as noted above various Branches and Regions have years of experience in implementing projects with a strong emphasis on adapting to or mitigating the effects of climate change in urban areas (e.g., Urban-LEDS, GEF-funded projects, the EC-funded Myanmar Climate Change Alliance implemented by ROAF, and so on). Such work should of course be continued and expanded as possible. (For a strengthened organizational mechanism to coordinate work and share knowledge across these generally mono-Branch or single Region projects, see below.)

Substantive Branches

Below we present a discussion of the existing and potential substantive engagement of various Branches on the issue of cities and climate change⁸. The work of each of UN-Habitat's seven Branches is discussed in approximate order of their relevance to climate change, and degree of opportunity afforded to engage in climate-related activities (either via CCCI *per se* or by means of other projects).

As noted above, poor policies and practices in land-use planning and design are among the chief culprits contributing to cities' vulnerability to climate change. Likewise urban sprawl contributes to greenhouse gas emissions, particularly resulting from increased use of private vehicles. In this

⁷ This city-level work, however, diminished in 2014, with a sharp decline in CCCI's core funding, coupled with heightened demands for normative engagement. Core funding has somewhat increased in 2015. However, with core CCCI funding in the future uncertain, additional resources to support CCCI-related activities should be mobilized.

⁸ The following discussion represents the key findings of a consultant-supported internal mapping exercise undertaken in 2014 as an input to the present Strategy. This exercise included: (i) review of the priorities laid out in the Agency's Strategic Plan, (ii) interviews with individual Branch Coordinators, Unit Leaders and other colleagues, and (iii) review of the climate change related outcomes from the previous Medium Term Strategy and Institutional Plan, whose implementation ended in 2013.

way, it is expected that the **Urban Planning and Design Branch (UPDB)**, primarily its Climate Change Planning Unit (CCPU), will lead many of the Agency's climate activities during the present strategic period, particularly in terms of assisting cities to undertake climate action, as well as normative engagement (e.g., with UNFCCC processes). This would include efforts to improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

During the 2012-13 period the **Urban Basic Services Branch (UBSB)**, which oversees the Agency's work in water and sanitation, energy, mobility and waste management, was the Branch most active (besides UPDB) in implementing the CCCI work plan. This Branch is indeed strategically placed to bridge the increasingly overlapping sustainable development and climate change agendas. On the one hand, the Branch's actual and potential role in helping cities reduce their carbon emissions is suggested by the two GEF-funded mitigation projects that they are implementing (see above). On the other hand, the risks posed by climate change are amplified for those lacking essential infrastructure and services; therefore reducing basic service deficits and building more resilient infrastructure systems could significantly reduce vulnerability and exposure to climate change impacts in urban areas.

On the adaptation and climate-resilience side, the **Risk Reduction and Rehabilitation Branch** is well placed to offer technical support and normative guidance on future-proofing against the impacts of climate change within a broader risk and resilience framework. As observed in the Mid-term Evaluation of the CCCI, "there are increasing calls by participants in major international meetings for disaster-reduction strategies and climate change adaptation [efforts to be more closely integrated and aligned]. Responding to all of this may require shifts in the policy direction of CCCI and greater collaboration with the Risk Reduction and Rehabilitation Branch". In particular further linkages could be explored with the Branch's City Resilience Profiling Programme (CRPP). This Programme is based on a multi-dimensional urban systems model, whose tools are designed to strengthen cities' resilience to all plausible shocks and stresses, including those affected by climate change. At the same time the Branch's focus on "Building Back Better" presents an opportunity to operationalize (in collaboration with other Branches and external partners) transformative projects in energy supply chains, transport systems, and urban basic services in post-disaster and conflict reconstruction efforts.

The **Housing and Slum Upgrading Branch**, though not explicitly linked to climate change in the Agency's Strategic Plan, has a clear role for engagement. The growing number of vulnerable informal settlements, particularly in the world's fastest urbanizing areas, remains an acute concern. This Branch could lead the way in ensuring the climate resilience of on-going and future slum upgrading efforts and social housing initiatives. Other areas of engagement include the provision of guidelines on green building standards, housing policies and housing finance mechanisms, and advocacy for the development and enforcement of more sustainable building codes. More generally, green building and resilient construction have a place in the Sustainable Building and Construction Programme, one of six programmes under the Rio +20 'Ten year framework of programmes on sustainable production and consumption'. Finally, for the topic of human rights, a cross-cutting issue hosted by the Housing Unit within this Branch, see below.

For the **Urban Legislation, Land and Governance Branch**, this could translate into securing land tenure for communities highly vulnerable to climate change risks, including internally displaced persons and climate change migrants.

The **Research and Capacity Development Branch** has played a vital role in implementing CCCI, including through its 'Cities and Climate Change Academy' engagement with selected Habitat Partner Universities. The Branch can continue to play an important role in developing support for climate action, e.g., in developing communication tools that raise awareness among poorer communities, for example regarding their relevant human rights claims. It can also sensitize national officials as to their roles as duty-bearers for those same obligations. Through internal capacity-building this Branch can also play a critical role in helping the Agency achieve its stated aim, as outlined in the Strategic Plan, of ensuring that best practices in climate change are systematically reflected in all substantive focus areas.

Urban Economy Branch. The Youth Fund, administered within this Branch, already has supported pro-climate activities such as 'green' jobs training for youth. At the same time this Branch may be able to help partner cities to adopt strategies supportive of green growth opportunities. Likewise the link of the Urban and Municipal Finance Unit (housed within this Branch) to a new multi-stakeholder initiative is proposed below.

Regional Offices

The important role played by the Regional Offices (particularly ROAP and ROAF) in implementing CCCI as well as expanding the Initiative by mobilizing co-funding was noted above. Additionally the regional offices have enjoyed varying degrees of success in launching stand-alone climate change projects, most notably the EC-funded Myanmar Climate Change Alliance. They (particularly ROAP) have also launched other projects with other (non-climate) primary objectives but with strong climate change components (e.g., humanitarian responses to climate-related natural disasters in the Philippines, Vanuatu and Samoa). Having CCCI staff located in the regions has helped the regional offices to develop such projects.

Per Governing Council Resolution 22/3 (see above), as well as a Recommendation from its Mid-Term Evaluation (2012), CCCI should continue to seek resources to expand its city-level work to new regions and countries. Along with efforts from headquarters, regional offices should be encouraged and supported to continue this effort, so that CCCI becomes a truly global programme. To this end, as they consider it useful regional offices (with input from HQ) may wish to devise strategies for rolling out climate change activities in their regions. At the same time, in years when ample CCCI funds are available, some of those resources can serve as seed money to support regionally-led proposal development, and expansion of climate change-related activities into new cities, countries and regions.

II.1.3. Multi-stakeholder initiatives

Multi-stakeholder initiatives related to cities and climate change that UN-Habitat has recently joined should afford further opportunities for cross-Branch and Regional engagement.

These include, firstly, ‘city’ initiatives launched at the September 2014 Climate Summit. These initiatives, along with the primary Branches and Units that should lead and support implementation, are as shown in Table 1, below⁹:

Table 1. UN-Habitat engagement in key multi-stakeholder initiatives (by Branch & Unit)*

Initiative**	ULLGB	UPDB	UEB	UBSB	HSUB	RRRB	RCDB
Compact of Mayors		CCPU					
Cities Climate Finance Leadership Alliance		CCPU	UMFU				
Urban Electric Mobility Initiative				UMU			
Resilient Cities Accelerator Initiative / Medellin Collaboration						RRU	
Climate and Clean Air Coalition (<i>launched 2012</i>)		UPDB		Various			

Notes:

* Lead Unit (where assigned or proposed) shown in **bold**. For full names of Branches and Units that are here abbreviated, as well as explanation for shading, see earlier Figure 1.

** Unless otherwise indicated, all initiatives launched on 23 Sept 2014 at UN Climate Summit in New York City.

Per Governing Council Resolution 25/4 (see above), UN-Habitat should remain closely involved in the implementation of these initiatives. UN-Habitat is a member of the Management Committee of the *Compact of Mayors*; likewise, as funds permit, it should help build the capacity of selected cities (particularly secondary cities in developing countries with UN-Habitat presence) that sign up to the Compact. The Agency should seek a funded role in the *Cities Climate Finance Leadership Alliance*, either with secretariat-type functions and/or in developing substantive deliverables. Strengthening the *Resilient Cities Accelerator Initiative*, an initiative related to the Medellin Collaboration on Urban Resilience¹⁰, is a possible focus of interest of partners to the Lima-Paris Action Agenda.

In February 2015, UN-Habitat was accepted into the *Climate and Clean Air Coalition*, launched three years previously (see Table 1). Initially the Agency should seek to become active in a limited number of the most relevant initiatives in this well-funded programme, e.g., municipal solid waste, diesel, urban health. Under this latter initiative, the Agency could help develop tools to support local-level decision-making, for example on prioritizing actions to bring urban air quality to acceptable levels while reducing GHG emissions; this could occur via a ‘low emission

⁹ For full names of Branches and Units that are here abbreviated, see earlier Figure 1. (Note also that lead roles in implementing these multi-stakeholder initiatives correspond to the Branches highlighted in that earlier Figure.) For an internal mechanism to coordinate implementation of these various initiatives, see below.

¹⁰ One “area of collaboration” of the Medellin Collaboration on Urban Resilience (to which UN-Habitat is a partner) is building the “adaptive capacity” of cities. At the same time the Medellin Collaboration also addresses other (non climate-related) natural threats (e.g., earthquakes), as well as man-made threats (e.g., crime) that lie outside the scope of the present Strategy. There is considerable overlap in the partners to the Medellin Collaboration, launched April 2014, and the Resilient Cities Accelerator Initiative, launched at the UN Climate Summit in September 2014.

zone' approach or otherwise. Action in this area of urban health would respond well to recent guidance from UN-Habitat's Governing Council (see Resolution 25/4, above). When appropriate, the Agency should also look for opportunities to help establish new urban-focused initiatives under the CCAC chapeau¹¹.

II.1.4. Engaging in Habitat III process

At present (April 2015), the point of entry for addressing climate change within the context of the Habitat III preparatory process is the development of an Issues Paper on 'Cities and Climate Change and Disaster Risk Management' (UN-Habitat and UNDP co-leads). Following the Second PrepCom (14-16 April 2015), organizers will convene a Policy Unit on 'Urban Ecology and Resilience', comprised of a range of international experts along with the representative of one of the two co-leading UN agencies, that will further develop this and related materials.

Also in preparation for Habitat III, it is hoped that member states and stakeholders will propose a thematic meeting on climate change. One such meeting at around the time of COP-21 (December 2015) would be advantageous.

II.1.5. Agency-wide compendium of climate change tools

Finally, in 2016-17 UN-Habitat should assemble in one toolbox of all the climate change-related tools developed to date by various Branches and Regions. This cross-cutting effort appears in the Agency's 2016-2017 Work Plan.

II.2. Accreditation to Multi-lateral Climate Funds

UN-Habitat should redouble its efforts to become a Project Agency of the Global Environment Facility, and a Multi-lateral Implementing Entity of the Adaptation Fund. At the same time, in the near future it should apply to the Green Climate Fund for accreditation.

In support of these efforts – and only after fully internalizing new IPSAS and Umoja procedures – UN-Habitat should consider taking new steps to strengthen itself administratively. Here the agency should place particular attention on items repeatedly requested by the climate facilities that are not currently in place, nor that are anticipated as part of the UN-wide IPSAS and Umoja processes, at least in their initial modules (e.g., a system of environmental and social safeguards).

In parallel with applying to become an accepted agency of these facilities, together with currently accredited agencies UN-Habitat should continue to submit project concepts to these funds. UN-Habitat should continue to work with UNEP to develop project concepts to submit to the GEF. At the same time, so as to expand its opportunities it should explore such collaborations with other accredited organizations such as UNDP and UNIDO.

¹¹ If successful two new Joint Work Programmes (JWPs), both funded by Cities Alliance, could also provide for multi-stakeholder collaboration. At present, RRRB/RRU is leading UN-Habitat's engagement in a 'Resilient Cities' JWP, while the Gender Equality Unit and UPDB/CCPU are developing a proposal for a climate change component of a 'Gender' JWP.

II.3. Corporate Mainstreaming

As a major new component of the present *Strategy*, UN-Habitat should mainstream climate change corporately.

The measures presented below should be undertaken in coordination with and based on the experiences of the other cross-cutting issues. At the same time the specific steps embarked upon must and should reflect the human resource capacities of UPBD. Corporate mainstreaming should be commensurate with the assignment of adequate core resources for such; it should not rely exclusively or even primarily on project funding. Actions proposed are as follows.

1. Develop a module on climate change as a cross-cutting issue at UN-Habitat, for use during the staff induction process and otherwise.

Such a PowerPoint-supported module could be used (together with modules developed on other cross-cutting issues) as part of a standard induction process for new staff members. It could also be used for other purposes, e.g., to support discussions with the staff individual Branches or Regions on this topic.

2. Ensure that climate change (along with other cross-cutting issues) is systematically integrated and addressed during the agency's project formulation and review process.

This will require liaising primarily with the Project Office, and in particular with the Project Advisory Group, which coordinates the project development and review process. The agreed-upon approach firstly should be tested at headquarters, during the review of global project concepts and as core resources permit. Then (again as resources allow) it should be rolled-out to the regional level, under the current decentralized process for review of regionally- and nationally-focused projects¹².

These steps should be undertaken in close coordination with the other cross-cutting issues. For example, at present both the Gender Equality Unit and Human Rights Team are developing tools to support self-review of Project Documents by their proponents, using a 'marker' scoring approach patterned on the experiences of other agencies. The initial lessons captured from these experiences should inform the approaches of the other cross-cutting issues, including climate change.

3. Include climate change components in internal capacity-building and sensitization events for staff on cross-cutting issues.

Together with the cross-cutting focal points, the Capacity Development Unit in the Research and Capacity Development Branch should play a leading role in sensitizing and building the internal capacity of UN-Habitat staff vis-à-vis cross-cutting issues, including climate change. The module developed for induction purposes (see above) could help support such efforts. One opportunity for such capacity-building presents itself on the occasions when a substantial number

¹² This latter item would depend on the potential focal point system; see discussion below.

of region- and country-based colleagues, including Habitat Programme Managers, converge upon Nairobi for some purpose like a cross-Agency management retreat.

4. Building on existing human capacities, consider establishing a formal system of climate change focal points in the substantive Branches and Regional Offices.

At present substantive knowledge about climate change is ‘embedded’ to various degrees in the various Regional Offices and Branches. The present measure, however, would go further by formalizing and systematizing their roles as climate change focal points. Such focal points would play a leading role in, for example, ensuring that climate change is adequately addressed during the project development and review process, including under current decentralized (i.e., regional-level) modalities (see above). Moreover – and as is already occurring in certain regions and branches – they could also develop new project concepts with a climate change focus.

The eventual decision on whether or not and how to establish such a system of focal points should be based primarily on the lessons emerging from the (evolving) experiences of other cross-cutting issues, particularly gender and human rights, in maintaining such systems. It should also reflect available resources (particularly core resources), bearing in mind the differences in funding that these various issues currently enjoy for the purposes of corporate mainstreaming.

5. Continue to coordinate with the other cross-cutting issues, while exploring further collaboration and synergies.

As shown above, coordination with the other cross-cutting issues (gender, human rights, and youth) is required for implementation of corporate mainstreaming. To this end, the climate change focal point within UPDB/CCPU should continue to actively liaise with the focal points for the other cross-cutting areas. At present this is occurring effectively via monthly meetings of an ad hoc coordination committee on cross-cutting issues.

At the same time, UN-Habitat should continue to look for further synergies and opportunities for collaboration between climate change and the other three cross-cutting areas. This is per the Biennial Evaluation Report for the 2012-2013 period, which found: “The impact of CCCI on gender responsiveness, and the inclusion of youth in decision-making processes, is still limited” (2014). Potential areas for collaboration to explore include: knowledge sharing, joint tool development, joint proposal development and joint project implementation.

II.4. Monitor, update and evaluate Climate Change Strategy

So as to monitor implementation of the present *Strategy*, we propose the reactivation of the CCCI Technical Support Team, under a somewhat broader mandate. Under this expanded mandate, per the above-mentioned components the new **Climate Change Technical Support Team** will have as its mandate:

- I. Promoting coordination and collaboration amongst Branches and Regional Offices on substantive topics related to cities and climate change. This will include coordination on

both normative and operational activities, as well as on implementation of UN-Habitat-led projects and engagement in relevant multi-stakeholder coalitions. At the same time the TST will support effective knowledge management on this topic.

- II. Coordinating and tracking progress in becoming accredited to multi-lateral climate funds.
- III. Overseeing corporate mainstreaming in the area of climate change (in coordination with the other cross-cutting issues).
- IV. Providing general guidance and monitoring progress on any updates and evaluations undertaken of the present *Strategy*.

Regarding this latter point, as shown in Figure 2 we propose that the *Strategy* be updated two times during the 2014-2019 period: firstly in the first quarter of 2016, and secondly in the first quarter of 2018. This will allow the Agency to adjust its *Strategy* after two global events that could well affect the enabling environment and/or the Agency's mandate in this area: UNFCCC COP-21 (December 2015), and Habitat III (October 2016), respectively. Finally we propose an evaluation of implementation of the present *Strategy* in the second half of 2019, as an input into a possible extension into the following strategic period.

This reactivated TST will meet periodically, with cross-Branch participation and with in-person or virtual participation by Regional Offices. The Coordinator of the Urban Planning and Design Branch will chair these periodic meetings when appropriate, with the Unit Leader of the Climate Change Planning Unit at other times. As appropriate an annual retreat will focus on some combination of: (i) work planning for CCCI, and/or (ii) the broader climate agenda.

The monitoring framework for the present *Strategy* is as follows:

Table 2. Monitoring Framework

Component / Action	Output or Indicator / Outcome	How Often or By When
I. Substantive		
Implement portfolio of climate change projects	<i>Depends on logical frameworks of individual projects</i>	<i>Varies</i>
Develop toolkit of agency-wide climate change tools	Version 1.0 of Toolkit released	4 th Q 2016
II. Accreditation to Climate Funds		
Global Environment Facility, Adaptation Fund	Responses to requests for further information prepared and submitted	As requested
Green Climate Fund	Application submitted	4 th Q 2015
--	<i>Outcome: UN-Habitat accredited to one or more climate funds</i>	--
III. Corporate Mainstreaming into...		
Induction process	Module on climate change developed and tested along with other cross cutting modules	3 rd Q 2015
Project development cycle / project review process*	Project documents reviewed/approved at HQ adequately reflect cross-cutting considerations	1 st Q 2016
	Project documents reviewed/approved by regional offices adequately reflect cross-cutting considerations	TBD
Internal capacity-building of staff*,**	Training modules developed; reports from training sessions	TBD
--	<i>Outcome: quality of approved projects improves from a cross-cutting perspective</i>	--
IV. Monitor, update, evaluate		
Reconstitute TST	Minutes of meetings of Climate Change TST	Periodically <i>Begin 2nd Q 2015</i>
Report on implementation of projects and CC Strategy	Inputs into annual consolidated reports	Annually
Update CC Strategy	CC Strategy reviewed and updated as necessary	1 st Q 2016; 1 st Q 2018
Evaluate implementation of CC Strategy	Final evaluation finalized	<i>December 2019</i>
--	<i>Outcome: improved Climate Change Strategy for following strategic period</i>	--

*Subject to assignment of adequate human resources from core budget.

**Subject to final decision to proceed, based on experiences of other cross-cutting topics.

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