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# Update on partnerships including Stakeholder Engagement Policy

**External Relations Division**

# Contents

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1. Update on implementing the Partnership Strategy
  - a) Stakeholder Audit
  - b) Partnership Strategy Implementation Action Plan
  - c) Stakeholder Collaborative Framework
  - d) Partnership Information Management System
  
2. Stakeholder Engagement Policy
  
3. Inter-agency Collaboration
  
4. Partners Website

# 1. a) Partnership Strategy implementation: Stakeholder Audit

- UN-Habitat conducted a Partner and Stakeholder audit through a consultancy
- Aims: identify gaps and opportunities in UN-Habitat's partnership management; provide innovative solutions to inform strategic outputs
- Involves:
  - ✓ In-person interviews with UN-Habitat staff members
  - ✓ Online questionnaires for UN-Habitat staff members
  - ✓ Online questionnaires for over 250 external partners
- Timelines:
  - ✓ Finalize analysis of internal and external responses: mid-December
  - ✓ Final report provided by consultant: mid-January
  - ✓ Report shared with CPR: late January

# 1. a) Partnership Audit: Preliminary findings

Key preliminary finding: Fragmented partnership coordination\*

Specific finding	Opportunity	Way forward
<b>Central partnership information management system is lacking</b>	Development of information management system to streamline communications, reporting and evaluation of partners and ensure cohesive approach by UN-Habitat	Partnership Information Management System (see 1.d)
<b>Partnerships fragmented across the agency</b>	Increased coherence in partnership management to improve effectiveness and efficiency of UN-Habitat's interventions at all levels	Partnership Strategy Implementation Action Plan (see 1.b) to empower Partnership Branch to provide centralized management of partnerships and additional resources / expertise to teams, hence broadening their capacity
<b>Lack of sufficient centralized guidelines of managing partnerships</b>	Clear guidelines and policies to ensure cohesion in partnership management to enable teams to confidently broaden partnership base as well as systematically strengthening existing partnerships	As part of Partnership Strategy Implementation Action Plan – development of internal and external guidelines for partner engagement

\* Based on 14 in person interviews carried out with senior UN-Habitat staff.

# 1. b) Partnership Strategy Implementation: Action Plan

A practical guide for UN-Habitat to successfully implement the Partnership Strategy.

Aims to:

- ✓ Allow UN-Habitat staff to develop specific and relevant partnership plans according to their objectives
- ✓ Introduce new features in partnership management (annual partners survey, development of internal guidelines on partnership management, external information on partnership engagement at UN-Habitat, setting up of partnership focal points, bi-monthly external newsletters etc)

# 1. b) Action Plan – Global results framework

## Example: Theory of change

Results	Change	Activities
<b>What are the results we want?</b>	<b>What needs to happen to achieve results?</b>	<b>What are we going to do to achieve the change we need to meet our objectives?</b>
<b>Increased resource-mobilization through strategic partnerships</b>	Branches have a comprehensive overview over all potentially relevant partners at a different levels of programme design and are able strategically maximize their engagement with priority resource-maximizing partners	PIACB assists branches and teams to formulate partnership action plans tailored for their needs, either for regional / national / local work or for specific projects including identification of priority partners and formulation of engagement plans (could take the form of workshops, informal meetings, formal meetings etc as fits needs of the team) -> in this context, also refer back to private sector strategy and UN inter-agency coordination strategy
	All national projects are aligned and incorporated with regional and national UN sustainable development priorities	PIACB assists branches and teams to strategize on alignment and relationships with necessary actors, for example the UN Resident Coordinator, regional intergovernmental bodies and development banks
	UN-Habitat strengthens its links with international financial institutions, in particular development banks	
<b>Good partnership practice recognized and replicated</b>	UN-Habitat commits to sharing examples of good practice	PIACB [?] to produce internal newsletter every other month highlighting partnership successes across the organization [could be combined with below?]
	UN-Habitat commits to sharing lessons learnt from each of its partnerships	Using PIMS, teams update their entries on their partners with lessons learnt to assist other teams considering working with the same / similar partners
	UN-Habitat teams running successful partnerships are effectively connected with each other	PIACB to set up informal coffee get togethers with one representative from relevant team following newsletter publication to allow colleagues to meet the team, ask questions, and consider integrating

## 1. b) Action Plan: Timeline

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- First draft finalized - **October 2017**
- Inputs from Branches and regional offices - **November / December 2017**
- Updates in line with Stakeholder Audit – **January 2018**
- Final approval of document – **February 2018**
- Document shared with CPR - **February 2018**

# 1. c) Stakeholder Collaborative Framework

Aims to facilitate integrated, coherent and effective implementation, follow up and review of the urban dimensions of the Sustainable Development Goals and New Urban Agenda by UN-Habitat's partners.

- Will do so by:
  - ✓ Identifying partners' particular strengths and expertise in urbanization to provide a comprehensive mapping of engagement
  - ✓ Thus identifying gaps and propose innovative solutions for multi-stakeholder engagement
  - ✓ Enabling stakeholders to identify strategic partnerships outside of UN-Habitat

# 1. c) Stakeholder Collaborative Framework: Timeline

1. Stakeholder mapping and analysis – **November 2017**
2. Development of terms of reference and establishment of an adhoc technical working group as a reference group on stakeholder engagement and participation – **November/December 2017**
3. Drafting of Stakeholder Collaborative Framework – **December 2017**
4. Review draft Stakeholder Collaborative Framework by internal reviewers and the adhoc working group – **January 2018**
5. Stakeholder consultation of Collaborative Framework - **WUF9: February 2017**
6. Revision and finalization of Stakeholder Collaborative Framework - **February/March 2018**

# 1. d) Partnership Information Management System

- PIMS is a process of managing stakeholders information through the alignment of an on-line information management tool.
- PIMS will help streamline and provide a protocol on use of partnership information in selecting/evaluating partnerships, and in the engagement of branch focal points.
- The core output of PIMS is a partners portal, a central management system that will centralize all engagement processes within the agency.

# 1. d) Partnership Information Management System: Timeline

1. Draft Proposal shared with all Branches and Regional offices - **Mid December 2017**
2. Proposal discussed and approved by the senior managers board - **January 2018**
3. Central stakeholders database linked to all partner platforms across the agency - **January 2018**
4. PIMS designed and supporting systems established (AOC and MOD) - **February 2018**
5. Beta version created - **April 2018**
6. Pilot programme - **April 2018**
7. PIMS Launched - **August 2018**

## 2. Stakeholder Engagement Policy

- Responding to the GC26 resolution on accreditation UN-Habitat is developing a draft stakeholder engagement policy.
- The draft policy will be informed by similar policies used by multilateral institutions, consultations with stakeholders, and the stakeholders analysis exercise.
- The policy will be complemented by the stakeholders collaborative framework, the partnership strategy and PIMS.

## 2. Stakeholder Engagement Policy: Timeline

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1. Draft Outline – **30 November 2017**
2. First draft policy - **mid January 2018**
3. Draft stakeholders engagement policy discussed - **WUF-9 (February 2018)**
4. Revised draft presented to the CPR – **March 2018**

# 3. Inter-Agency Collaboration

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## Latest developments

### Developed: **UN System Collaborative Action Framework for Sustainable Urban Development**

- ✓ Aims to facilitate integrated, coherent and effective support to member states in the implementation, follow up and review of the urban dimensions of the Sustainable Development Goals and New Urban Agenda.

### 3. Inter-Agency Collaboration: Key Functions of UN System Collaborative Action Framework:

1. Strengthen the UN system's normative work on urbanization, including providing a common platform, guidance and tools for effective collaborative action and coordination at global, regional and country levels;
2. Increase coherence and integrated support to Member States across the UN pillars (development, humanitarian, peace and security);
3. Provide coherent policy and technical support to countries and opportunities for joint catalytic action;
4. Deepen the UN System's collaboration with local governments and other stakeholders critical to achieving sustainable urban development.

# 3. Inter-Agency Collaboration: Modalities for implementation examples

## 1. Global level examples:

- a) A principal level group to provide overall leadership, strategic guidance and track progress of UN system urban work in accordance with SDGs and the New Urban Agenda;
- b) Pooled financing mechanism – the Implementation Facility for Sustainable Urban Development (IFSUD)

## 2. Regional level examples:

- a) Regional Platforms as a policy and knowledge hubs for Sustainable Urban Development, led by UN-Habitat and anchored in the Regional Coordination Mechanisms/UNDG

## 3. Country level examples:

- a) Options to second UN-Habitat Urbanization Advisors into Resident Co-ordinator Offices when needed;
- b) UNDAF Working Group on Sustainable Urban Development – to facilitate integration of SUD in National Strategies, UN Development Assistance Frameworks and UN Agency Strategies and programmes

### 3. Inter-Agency Collaboration: Timeline

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- Consulting with UN Agencies, DSGs Office and Member States
- To validate at WUF before submission to CPR for endorsement in 2018

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**THANK YOU!**

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