

COMMENTS AND FEEDBACK ON DOCUMENTS TO BE CONSIDERED BY THE 2020 FIRST SESSION OF THE EXECUTIVE BOARD, 31 MARCH TO 2 APRIL, 2020

1. Kenya takes note of the efforts by the Executive Director and staff of the Secretariat to develop comprehensive documentation to Member States. The provision of such documentation in advance does provide an opportunity to enrichment of discussions and deliberations by the Executive Board and enhances its role in providing oversight, provide strategic guidance in line with EB's mandate.

2. Specific comments and feedback on the different documents follows:

2.1. Resource Mobilization Strategy Financing the Strategic Plan 2020 – 2023

2.1.1. Overall, the strategy is well thought out, comprehensive in capturing the current situation, the goal of the strategy with six objectives and makes a good attempt at demonstrating how the six objectives will be met through the *10 main strategic directions* during the 4 years of implementation. Undoubtedly raising USD 1.1. billion in order to ensure the successful implementation of the Strategic Plan requires innovation, thinking 'beyond the box', building UN-Habitat's resource mobilization capacity and critical too – getting the world out there aware of the important work of UN-Habitat. There is therefore a very critical linkage between this resource mobilization strategy and the communication strategy because the UN-Habitat 'brand' must be recognisable to be attractive to funding – so as to assure adequate, predictable, flexible funding.

2.1.2. Taking note of the concerns raised on UN-Habitat's lack of a region-specific strategy on resource mobilization by some Member States during the resumed first session of the Executive Board, it will be important to include a component of resource mobilization targeting the 5 geographic regions so that there are focal points for these similar to the focal points on the big donors.

2.1.3. Due consideration should be made with regard to 'equitable geographic representation' in all the proposals made in this strategy – and to ensure UN-Habitat stays true to the notion of 'leaving no one and no place behind'. For example, on National Committees on page 9.....what will be the basis of choosing 4 pilot countries and to what extent will the norm of equitable geographic representation (of which Member States have raised concerns ..) be adhered to?

2.1.4. During the Pledging Session at UNHA 1, there were good indications that Member States (including those who had never made voluntary contributions before) are willing and ready to support the work of UN-Habitat. How will this strategy encourage such new contributors to come forth? How is this strategy building on the lessons learnt at the Pledging Session.....there should be dedicated focal points to non-top donors too.

2.1.5. Propose inclusion of Capacity building as an objective , as well as partnerships with Academia as a component of Strategic Partnerships and Innovation. UN-Habitat intends to project itself as *avante garde*, the leader,the go-to agency on sustainable urbanization , intention to be a multiplier.....UN-Habitat. Norms, principles, standards that UN-

Habitat promotes will have greater impact if learning institutions are made a critical component /partner. ACADEMIA are key **knowledge and innovation partners** [see Annex 4 :Partnership strategy.

- 2.1.6. Laud UN-Habitat for the background work and intention to engage the corporate sector , foundations and high net worth individuals. In doing so – it would be useful for UN-Habitat to work consider operationalizing this at global and national levels . For example work closely with Member States who can assist to identify country specific corporates, foundations and individuals.
- 2.1.7. = Another idea would be to identify well known persons to ‘move UN-Habitat brand’, as other UN organizations have been doing and succeeding – e.g. UNICEF, WFP.
- 2.1.8. On the Annex – Proposed global thematic programme – the documents were not accessible Propose there is a global thematic programme centred on Capacity building and Academia –
- 2.1.9. Taking consideration of Domain 1 on urban-rural continuum.....and others , its proposed inclusion of this concern in Thematic programme number 4 – to read
 - **Thematic programme on inclusive cities and regions** - enhancing the positive impact of **rural and** urban migration.
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- 2.1.10. **Annex 4: Partnership Strategy** – is comprehensive and has clarity. However, we have some comments:
 - **Scope and key target partners:** Kenya is concerned with the exclusion of language on ‘subnational governments’, to take into account the countries that might not have local authorities or for whom subnational governments are the ones responsible for urbanization matters. Propose no. 2 to read ‘**subnational governments and** local authorities’.
 - Number 5: is PRIVATE SECTOR interchangeable with CORPORATE SECTOR (see Page 11 of the Resource Mobilization Strategy)? This should be clarified to avoid confusion to readers.
 - Number 7: refers to FOUNDATIONS AND PHILANTHROPISTS yet part J of the RMStrategy refers to INDIVIDUAL GIVING
 - Table 1 – we propose to include a component on **subnational government** immediately below national governments. **Subnational government** also allows UN-Habitat to better implement the Results Based Management Policy and Results Framework – both of which refer to the important role of devolved government in enhancing ‘institutional impact’.

National/local context: Its also necessary to realise that operationalization of the Partnership strategy (at national level) will also be impacted upon country specific laws, rules and regulations (local content) and there is need to speak to this under ‘**next steps**’.

2.2. Draft results framework

Is comprehensive and well aligned to the SP’s goal, objectives and 4 domains.. Provides clarity on the indicators, types and sub-sets as well as the outcomes and expected impacts over the 4 year period. Referene to the **baseline** is useful and assists one to see the change

in the targets /impact over time.. Reflects the change from focusing on implementation and processes to OTCOMES and IMPACTS.

- 2.2.1. Comments/feedback: Kenya would like to see the NUA accepted language of **subnational governments** reflected alongside the '**local authorities**', as in previous submission under Resource Mobilization Strategy.

There is good flow demonstrating the results framework in each Domain of Change to its specific outcomes

2.2.2. On **Domain of change 3: strengthened climate action and improved urban environment**

- The indicators at the Domain Level measurement are of Human Impact only. BUT for this to happen – there should be levels of Institutional Impact?
- During the Climate Action Summit hosted by the UNSG in September, 2019 – there was a growing consensus on the importance of mainstreaming **resilience** in order to enable communities pro-actively deal with the CLIMATE CHANGE and the emerging challenges and catastrophes thereof. Urban areas are particularly vulnerable especially people living in the informal settlements who also are low-income earners.
- This domain should build on the outcome of the CASummit and on the Ministerial declaration paragraph 12 which spoke to Lead countries (Kenya and Turkey) and partner Member States as well as UN-Habitat's role in the Infrastructure, Cities and Local Action track. A key initiative being the Building Climate Resilience of the Urban Poor ' whose implementation is possible across the 5 geographic regions. It's a low hanging fruit to be leveraged on.....under this Domain.
- Proposal is to build in **resilience** into the narrative since RESILIENCE is longer term and speaks to the sustainable

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2.2.3. In **VIII on UN-Habitat as a Centre of Excellence**

- Proposal to have under the Outcome 1: uptake of UN-Habitat's normative work, Include an Outcome i.e. '*Number of Universities identified and entered into collaboration*' Arising from 'Identify relevant Academia institutions and develop working relations/ knowledge hub/collaboration.....or similar wording. This proposal takes into consideration of the existing universities with academic programmes related to urbanization and human settlements – and these universities/institutions are present in all the 5 geographic regions.

- Another existing Institution mechanism which UN-Habitat could make better use of are 'professional institutions' which exist at international levels (e.g. ICPAC, RICS..).

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2.2.4. Communication Impact:

The document refers to the existing meetings such as UNGA, HLPF.....but these are not included in Table 2 on page 4.

Other meetings/gatherings which UN-Habitat should leverage include geographic regional/continental meetings such as AU Summit (takes place in Jan/Feb and July every year), ASEAN, FOCAC, TICAD,.....; Professional meetings/gatherings/summits/conventions,....among others.

2.3. Results based management policy (draft 14 January 2020)

The narrative clearly demonstrates how UN-Habitat intends to shift RBM from focusing on inputs, activities and processes to focusing on outcomes and impact [development and results). However, its also necessary to demonstrate how this shift is being mainstreamed in the new restructuring of the organization. An organogram could be useful.

The RBM could make easier to Monitor and Evaluate outcomes thus provide an opportunity to intervene/correct/ change half way (for instance when the mid-term review is carried out in 2021), so as to provide an opportunity to correct mid-term so as to ensure the intended IMPACT/results at the end of SP in 2023.

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2.4. Draft Communication Strategy 2020-2023

The communication strategy has captured the critical aspects. Branding, messaging, target audience and expected outcomes plus the advocacy platforms. It seems to demonstrate a SMART strategy.

HOWEVER, from the past experience – the challenge is in achieving the OUTCOMES and IMPACTS – to build and sustain UN-Habitat’s brand. Build momentum and recognition of UN-Habitat – to be a household name when one speaks/thinks matters urbanization and human settlements?

The common narrative is key and so is the capacity of those officers who are tasked to Communicate and build UN-Habitat’s brand.

2.5. Draft accountability framework and Annex 1: Programme accountability f/work.

Its unfortunate that this framework cannot be finalised until the re-structuring process is completed. Kenya looks forward to receiving the draft as the EB prepares for the Second Session of EB in September, 2020.

Our expectation is that the accountability framework will be updated to reflect the new governance structure, the resource mobilization strategy – and the need for different levels and types of accountability to reflect the expectations of different stakeholders; and ofcourse the anticipated restructuring of the organization.

JANUARY, 2010