

Strategic Plan 2020-2023

Annex 4: Partnership Strategy

Purpose

The purpose of this strategy is to advance the partnerships UN-Habitat needs to establish and maintain to successfully coordinate and implement the Strategic Plan 2020-2023.

The strategy aims to: (i) serve as both a vehicle for strategic political engagement with Member States and the UN System; (ii) mobilize stakeholder at various levels; (iii) implement UN-Habitat flagship programmes; and (iv) substantially strengthen the depth and breadth of the resource mobilization activities.

This strategy further aims to provide a roadmap to:

- Guide and leverage existing partnerships to deepen strategic collaboration opportunities.
- Provide a platform for partnership development and resource mobilization to advance the UN-Habitat's work in the outcome areas outlined in the Strategic Plan 2020-2023.
- Identify and prioritize those partners who can help the agency transform lives in cities and communities along the domains of change of the Strategic Plan 2020-2023.
- Capitalize on the agency's unique position within the UN System as the recognized focal point and interlocutor for local governments and local authorities' associations.
- Enhance and influence UN system-wide coordination and cooperation on Sustainable Urban Development (SDGs) at global, regional, national and local levels.

Expected Results

The main expected results of this Partnership Strategy are outlined below:

- **Strengthen and Support UN-Habitat's Mandate:** Ensure the SDGs and the outcome areas specified in the Strategic Plan 2020-2023 are interpreted well in local contexts through partnerships that recognize UN-Habitat's role in implementing the New Urban Agenda (NUA) and the 2030 Agenda.
- **Demonstrate UN-Habitat's ability to drive effective coordination across the UN system:** Strategic partnerships will enable UN-Habitat to achieve stronger synergies at regional, country and city levels; efficiently channel technical assistance, expertise, capacity development, and finance to national, sub-national, and local governments; foster integrated approaches and avoid duplication of efforts; and ensure systematic monitoring and follow-up and review of progress at the global, regional, country, and local levels.
- **Consolidate Expertise:** The implementation of the Strategic Plan 2020-2023 and the achievement of the NUA requires joint efforts from UN-Habitat and its partners, who recognise the UN-Habitat's strategic goals, and adopt the principles outlined in the NUA. This will critically include consolidating the technical, social mobilisation and operational capacities of the UN System with the expertise and capital resources of development banks, civil society actors, academia, and private sector to support national and local governments in achieving scalable, transformative development results.
- **Catalyze investments in implementing the Strategic Plan 2020-2023:** Joint programming with UN partners account for a notable share of the Agency's budget acquisition. The successful implementation of the flagship programmes requires strengthened and robust partnership engagement that supports resource mobilization both in-kind and financial

- **Foster UN-Habitat as a global center of excellence and innovation for sustainable urbanization:** Leveraging and engaging new and existing partnerships is at the core of establishing UN-Habitat as the global center of excellence and innovation. By fostering the expertise and experience sharing, UN-Habitat can better lead the exchange of frontier research and solutions in sustainable urbanization and enhance its normative impact.

Scope and Key Target Partners

The Strategy concentrates on engagement with 7 key partner categories:

1. Governments, including Member States, parliamentarians, ministers and inter-governmental entities;
2. Local authorities;
3. United Nations entities;
4. Financial Institutions and Development Banks;
5. Private sector;
6. Other stakeholders¹, including the civil society; and
7. Foundations and philanthropists;
8. Knowledge and innovation partners

Member States provide policy, political leadership and oversight, and also support resource mobilization and spearhead national ownership. Through the UN-Habitat Assembly and its subsidiary organs, Member States will play a key role in monitoring the implementation of the Strategic Plan 2020-2023.

National governments and related institutions will play a critical role as implementing partners and executing agencies, and support advocacy for urbanization as a tool for national development.

The regional Ministerial Meetings on Housing and Sustainable Urban Development will continue to play a key role in implementation and monitoring of the Strategic Plan 2020-2023, the NUA, SDG 11 and other related SDG targets. These platforms play a key role in coordinating and advocating for an integration of sustainable urban development priorities into regional and national agendas.

At the regional and sub-regional levels are intergovernmental bodies which support Member States to set regional development priorities and strategies. It is imperative that these regional strategies respond to the NUA, SDG 11 and other urban related targets. Some regional and sub-regional bodies have developed frameworks on sustainable urban development to this effect.

Local authorities and cities are critical to the planning, governance and management of cities and human settlements, provision of basic services, rules and regulations, promotion of local economic development, revenue collection and expenditures, etc. They constitute a direct link between the people and other levels of government. Cities and local authorities also serve as implementers and advocates of sustainable urban development. They are instrumental in localizing SDGs, the NUA, other international agreed commitments and implementing the 5 flagship programmes, which constitute the main operationalization modality of the Strategic Plan 2020-2023.

UN agencies, funds and programmes individually (based on their specific mandates) and collectively, will be instrumental in supporting Member States, cities and local authorities, and other stakeholders to implement the NUA and relevant SDGs and consequently the Strategic Plan 2020-2023.

¹ Other stakeholders include women, children and youth, trade unions, older persons, people with disabilities, indigenous people, media, grassroots and informal sector organisations. etc.

Financial Institutions and Development Banks, especially the World Bank and IFC, IMF, African Development Bank, the Asian development Bank, the Inter-American Development Bank, the Islamic Development Bank, the European Bank for Reconstruction, European Investment Banks, the Asian Bank on Infrastructure Development must become key strategic partners of UN-Habitat, including in implementing the Strategic Plan 2020-2023. Important efforts are underway to rethink engagement with international and regional development banks to mobilise resources needed to carry out the work of the organization and leverage investments in sustainable urbanization. In this regard, as a prelude to the development of an action plan, UN-Habitat has developed a concept note (UN-Habitat Strategy with Development Banks), which explores avenues to strengthen collaboration with development banks in view of supporting cities as they implement the SDGs and the New Urban Agenda.

UN-Habitat has strengthened its engagement with **private-sector organizations**, notably in the area of innovation and frontier technologies. These partnerships (e.g. Microsoft, Airbus, etc.) explore the role of urban intelligence (use of artificial intelligence in cities to help make informed decisions and deliver services such as water, transport, security, waste management, and clean energy to improve quality of life for all) in helping cities' leaders make more informed decisions and in creating feedback loops between communities and the urban environment. A corporate private sector strategy is being developed (to be ready by 31 December 2019) to provide specific approaches and levels of engagement with the private sector in the implementation of the Strategic Plan 2020-2023.

With regard to **other stakeholders**, civil society and academia are key to advocacy, programme delivery as implementing partners, knowledge generation and sharing of good practices, monitoring and evaluation as well as resource mobilization. As members of thematic and cross-sectoral networks, professional bodies, and umbrella groups, advisory boards, other stakeholders contribute to shaping of policy, research and data analysis. UN-Habitat has established several mechanisms that have enhanced stakeholder participation in the agency's work, including: the Stakeholder Collaborative Implementation Framework, an internal stakeholder steering committee and external stakeholder advisory board launched at the first session of the UN-Habitat Assembly. Stakeholders are always consulted during the preparation of corporate documents such as the Strategic Plan 2020–2023, especially on the key priority areas and methods of engagement with UN-Habitat. Stakeholders are also engaged in strategic dialogue sessions such as the Global Stakeholders' Forum which takes place ahead of sessions of the UN-Habitat Assembly and the World Urban Forum. The Global Stakeholders' Forum provides an opportunity for stakeholders to formulate coordinated contributions on the issues discussed by Member States.

Foundations and philanthropists play an important role in supporting governments and other stakeholders at all levels to implement sustainable urban development related policies and programmes. Efforts are also underway to establish relevant strategic partnerships in support of the implementation the Strategic Plan 2020-2023.

Knowledge Partners

Knowledge and innovation partners are essential to increase the production, dissemination and use of evidence-based data and information at all levels to ensure real time information is produced to support sustainable urban development policies and programmes, and design workable solutions to meet the challenges posed by rapid urbanization. In this regard emphasis will be placed on academia, researchers, practitioners, think tanks, civil society, grassroots organisations and other stakeholders that produce information and document high impact programmes and best practices, with a likely influence on policy change and transformation in peoples' lives.

Table 1: Partner engagement strategies by partner types

Target Partner	Objective	Strategies
<p>1. Governmental partners (member states, parliamentarians, intergovernmental entities)</p>	<ol style="list-style-type: none"> 1. Political support and leadership for the NUA and UN-Habitat's Strategic Plan, at all levels. 2. Policy and legislative change in support of sustainable urban development. 3. Increased investment in sustainable urban development and in support to the Strategic Plan. 4. National ownership of programmes and initiatives 5. Integration of sustainable urban development into regional and national development priorities and frameworks. 6. Implementation, monitoring and reporting on the strategic plan for the period 2020-2023 	<ol style="list-style-type: none"> 1. Identify and establish strategic partnerships with key Member States, bilateral development partners as advocates, friends of cities, resource mobilisers and defenders of the institution. 2. Optimize the bureau of regional ministerial meetings and Secretariats of intergovernmental bodies to ensure incorporation, and financing of sustainable urban development in regional priorities. 3. Technical advice, high level policy dialogues, cooperation and collaboration with intergovernmental bodies and key government representatives, parliamentarians, etc. 4. Engage key Presidents and Prime Ministers through to proclaim and support urbanization as a tool for development reach out to Presidents – and other leaders. 5. Involvement in the development of flagship programmes. 6. Enhance advocacy, communication and dissemination of high impact stories on the Strategic Plan Outcomes. 7. Capacity development including monitoring SDGs and the NUA, especially preparation of National Voluntary Reports 8. Co-creation of programmes and technical support for relevant policy and legislation agenda including incorporation of sustainable urbanization into UN country sustainable development programmes
<p>2. Local Authorities</p>	<ol style="list-style-type: none"> 1. Planning, Governance and management of cities and local governments. 2. Enhance the voice of local authorities in the UN system. 3. Promote capacity building and technical assistance in key areas of the strategic plan. 4. Improve environment for investment towards sustainable urban development, the Strategic Plan and the flagship programmes 5. Localization of the NUA and SDGs 	<ol style="list-style-type: none"> 1. Support local authorities and their associations in the localization of the NUA, and relevant SDGs, and tailor-make technical support to suit the needs local authorities. 2. Facilitate participation of local authorities in international and local processes through collaboration with national governments, local governments and their associations. 3. Create opportunities for engagement of local governments at national level with the UN system and other stakeholders. 4. Capacity building, advocacy, outreach and communication with targeted messages to local authorities. 5. Involvement in the development of flagship programmes. 6. Co-creation, innovation and technical support of programmes and projects for implementation at the local level, which also support localization of the SDGs and the NUA. 7. Provide relevant tools – including models of regularly frameworks, and connect local governments with relevant partners and investors including the private sector 8. Facilitate monitoring and sharing of knowledge, data, good practices and impact stories from cities, regions and relevant national bodies.
<p>3. UN entities</p>	<ol style="list-style-type: none"> 1. Technical and financial support to all stakeholders on implementation of NUA and SDGs. 2. Actualization of the work of the UN system at all levels. 	<ol style="list-style-type: none"> 1. Involvement in the development of flagship programmes. 2. Enhance UN-Habitat role within the UN system by creating strategic alliances to influence and participate effectively in both policy and operational programmes by following closely on global developments and with respect to follow-up with international commitments, especially recently agreed commitments, optimizing Chief Executive Board, the Second Committee, the UN Sustainable Development Coordination Frameworks (UNSDCFs) at global and regional level, High Level Political Forum, and the UN Resident Coordinators system.

Target Partner	Objective	Strategies
		<ol style="list-style-type: none"> 3. Promote joint programmes, resource mobilization, advocacy and programming at national level and incorporate sustainable urban development activities in UNSDCF's. 4. Resource mobilization, advocacy and dissemination of good practices and innovative solutions.
4. Development Banks and Financial Entities	<ol style="list-style-type: none"> 1. Contribute towards addressing sustainable urban development challenges, especially through innovative financial solutions, advocacy, and technical support for implementation of the SDGs, new urban agenda and relevant outcomes of the Strategic Plan. 	<ol style="list-style-type: none"> 1. Strengthen linkages with development banks and Bretton wood institutions notably to support the implementation of the flagship programmes at country level. 2. Collaboration and cooperation on joint programmes and research, data analysis, monitoring of selected SDGs, development and testing of tools and relevant innovative instruments that facilitate sustainable urban development at all levels. 3. Strengthening the linkage between development banks and financial institutions with cities and local governments.
5. Private Sector	<ol style="list-style-type: none"> 1. Increase investment in sustainable urban development at all levels. 2. Promote social inclusion, human rights, resilience and environmental sustainability by all partners. 	<ol style="list-style-type: none"> 1. Prepare a private sector strategy to support increased private sector investments in sustainable urban development including corporate social responsibility. 2. Strategic dialogues with private sector and business associations at all levels to develop synergies needed to support the implementation of the Strategic Plan. 3. Co-create tools and guidelines and provide opportunities for increased just investments in cities and human settlements. 4. Connect private sector investors with cities and local governments through various approaches and monitor compliance with human rights standards.
6. Civil Society and other stakeholders	<ol style="list-style-type: none"> 1. Representation of partners in policy dialogues, programme design and implementation. 2. Advocates and implementing partners of the NUA and SDGs. 3. Financial and technical support to all stakeholders in the implementation of sustainable urban development related policies and programmes.. 4. Enhance knowledge, innovation and sharing information, good practices and data on sustainable urban development 	<ol style="list-style-type: none"> 1. Uphold at all times the principle of leaving no one behind during implementation of the strategic plan. 2. Establish coordination mechanisms at all levels to promote alignment, participation and contribution of the civil society and other stakeholders in the implementation of the Strategic Plan, including as members of various UN-Habitat networks, advisory boards and National Habitat Committees. 3. Encourage regular multi stakeholder dialogues self-assessment, peer to peer learning, strategy setting, and engagement in intergovernmental processes. 4. Encourage people's process at all levels 5. Mobilise new partners and build knowledge and capacity of civil society and other actors
7. Knowledge Partners (Academia, Researchers, Professionals and other stakeholders, etc.)	<ol style="list-style-type: none"> 1. Enhance knowledge innovation and sharing information and data on sustainable urban development. 2. Increase knowledge, the evidence base and good practices on sustainable urban development. 	<ol style="list-style-type: none"> 1. Involve knowledge-based institutions in generating the evidence base, good practices, and advocating on sustainable urban development activities at all levels. 2. Utilize think tankers, harness the expertise of professional associations and umbrella bodies frontier technologies and innovation in finding solutions to sustainable urban development challenges. 3. Facilitate collaboration between knowledge and all other partner groups and enhance dissemination of data and information and the sharing of good practices with other actors. 4. Co-create programmes and contribute to policy, strategy development and capacity building at all levels.
8. Foundations and philanthropists	<ol style="list-style-type: none"> 1. Identify and expand foundations and philanthropists interested in 	<ol style="list-style-type: none"> 1. Establish coordination mechanisms and build capacity to catalyze the interest of foundations and philanthropist in

Target Partner	Objective	Strategies
	the outcomes of the strategic plan Strengthen support for sustainable urban development by foundations and philanthropists.	sustainable urbanization, notably in the implementation of the flagship programmes. 2. Document and disseminate impact stories from the field and increase communication with foundations and philanthropists 3. Connect foundations and philanthropists with relevant partners, especially civil society, grassroots, women, youth and other stakeholders that match specific areas of support.

Monitoring and Evaluation

The monitoring and evaluation of this strategy will be carried out according to the results-framework of the Strategic Plan 2020-2023 and the performance measurement plan.

Next steps

UN-Habitat is developing detailed action plans for each category of partners described above. This will include the development and mainstreaming of standards operating procedures on engagement and collaboration, especially with private sector entities. The implementing partners strategy will also be revised.

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