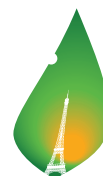




2020 CATALOGUE OF SERVICES

UN HABITAT
FOR A BETTER URBAN FUTURE



PARIS2015
UN CLIMATE CHANGE CONFERENCE
COP21-CMP11



UN-Habitat 2020 Catalogue of Services

Copyright © United Nations Human Settlements Programme (UN-Habitat) 2020

All rights reserved

United Nations Human Settlements Programme (UN-Habitat)

P.O. Box 30030 00100 Nairobi GPO KENYA

www.unhabitat.org

Disclaimer: The designations employed and the presentation of material in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the delimitation of its frontiers or boundaries, or regarding its economic system or degree of development. The views expressed in this publication do not necessarily reflect the views of the United Nations Human Settlements Programme or its Executive Board.

Contents

Section 01

Introduction	2
The context for this Catalogue	2
How to use this Catalogue	5
Who is this Catalogue for?	5
How is the Catalogue organized?	5
Which services to use and how to combine them: tags for each offering	6
Meeting this moment	6
Sustainable urbanization in the COVID-19 context	6
Tailor-made solutions	7

Section 02

Our support to national governments, local authorities and stakeholders	8
A. Urban data, profiling and monitoring	8
A.1. Innovative city-wide slum profiling and enumeration	8
A.2. Urban Migration Profiles	11
A.3. City Resilience Profiling	13
A.4. Supporting local alignment with the SDGs through unique SDG profiles	15
A.5. Urban and spatial profiling for strategic planning and sustainable development	17
B. Participatory processes	22
B.1. Block by Block co-creating safe, inclusive and accessible public spaces	22
B.2. CityRAP: City Resilience Action Planning	25
B.3. Integrated urban planning in protracted crisis contexts	27
B.4. Building participatory accountability systems for city policies	30
B.5. Creating urban resource centres for young people in cities	33
C. Policy, legislation, and governance	35
C.1. Strengthen housing, land and property rights for peaceful societies	35
C.2. Legal frameworks to plan sustainable cities	38
C.3. National and Sub-national Urban Policies	40
C.4. Leaving no place behind: Strengthening urban-rural linkages	44
C.5. Policy, law and governance for climate smart cities	47
C.6. Urban law for informal settlements upgrading and prevention	49

D. Planning and design	51
D.1. Integrating global goals into urban development plans to guide urban transformation	51
D.2. Rapid planning studios	54
D.3. City-scale plan assessment	56
D.4. Promoting safe, inclusive and accessible public space as a cornerstone of sustainable urbanization	58
D.5. Planning for healthy cities and territories	62
D.6. Participatory Incremental Urban Planning	64
D.7. Spatial Development Framework	67
E. Land, housing and shelter	69
E.1. National Housing Strategies	69
E.2. Forced eviction prevention and Eviction Impact Assessments	72
E.3. Pro-poor, low cost land information system	74
E.4. Support for sustainable, affordable housing with Sherpa	77
E.5. Durable solutions for internally displaced populations and vulnerable communities in cities	79
E.6. Slum upgrading and prevention strategies for poverty and inequality reduction (city-wide and at national levels)	81
F. Basic services and infrastructure	83
F.1. Sustainable waste management and recovery of waste as a resource	83
F.2. Water and sanitation planning and infrastructure investments	85
F.3. Sustainable urban mobility planning	87
F.4. Creating energy and resource efficient buildings	90
F.5. Enhancing sustainability and effectiveness of water utilities through Water Operators' Partnerships	92
G. Economy and finance	95
G.1. Enhancing Own Source Revenues (OSR) through rapid analysis	95
G.2. Land-based finance for good governance and inclusive development	99
G.3. Innovative financing arrangements and Public-Private-People-Partnerships (PPPPs) for slum upgrading	101
H. Climate change and cities	104
H.1. Integrating human settlements in National Adaptation Plans (NAPs), Nationally Determined Contributions (NDCs), and National Climate Policies	104
H.2. Supporting urban low-emission development strategies	107
H.3. Guiding Principles for City Climate Action Planning	110
H.4. Planning for Climate Change: A Strategic, Values-Based Approach for Urban Planners	113
H.5. Climate Change Vulnerability and Risk: A Guide for Community Assessments, Action Planning and Implementation	116
H.6. Local leadership for climate change action	118
H.7. Developing Local Climate Change Plans	120

I. Capacity building	122
I.1. Sustainable transfer of skills and knowledge to governments and urban stakeholders	122
I.2. Advancing government capacities through regional training centres of excellence	125
I.3. The Cities and Climate Change Academy (online)	127
I.4. E-learning platform and capacity building package for participatory slum upgrading	129

Section 03

Our flagship programmes	131
Flagship 1: Inclusive, Vibrant Neighbourhoods and Communities	132
Flagship 2: People-focused Smart Cities	135
Flagship 3: RISE-UP: Resilient Settlements for the Urban Poor	138
Flagship 4: Enhancing the Positive Impact of Urban Migration	141
Flagship 5: SDG Cities	144





Section 01

Introduction

The United Nations Human Settlements Programme (UN-Habitat) is the United Nations agency mandated to support sustainable urbanization across the globe. Headquartered in Nairobi, the organization has ongoing projects and activities in all major regions of the world. This Catalogue of Services provides a sampling of how UN-Habitat can support national and local governments, partners and stakeholders to address their development challenges and advance sustainable and inclusive urban development using UN-Habitat's services, expertise and tools.

The context for this Catalogue

Sustainable urbanization has the potential to be a transformative force which can help to accelerate the achievement of the **2030 Agenda** and its **Sustainable Development Goals** (SDGs), especially in what has been labelled as the **Decade of Action**. According to the United Nations Secretary-General, the world's efforts in this ten-year window to achieve the SDGs must focus on: 1. Reduction of poverty and inequality; 2. Climate change action; and 3. Gender equality. All actions to achieve these must be based on the three pillars of "mobilizing everyone, everywhere"; integrated approaches to planning; and turning ideas into solutions. Indeed, countries, regions and cities are

already demonstrating that they are on the frontline of finding innovative tangible solutions to address these three priorities.

While the SDGs focus on what the world needs to achieve, the **New Urban Agenda** is focused on how to achieve it, and offers an integrated way to scale impact and fast-track acceleration towards the SDGs. The New Urban Agenda is also key to the fulfilment of the goals and targets of other agendas, all of which have important urban and territorial dimensions. The New Urban Agenda offers significant opportunities to increase coherence and coordination to

improve whole of government and whole of society action, working collectively on the four fundamental drivers of change, namely: (a) developing and implementing urban policies at the appropriate level; (b) strengthening urban governance; (c) reinvigorating long-term and integrated urban and territorial planning and design; and (d) supporting effective, innovative and sustainable financing frameworks and instruments.

The SDGs contain an integrated set of Goals and Targets. The achievement of the targets under SDG 11 ("Make cities and human settlements inclusive, safe, resilient and sustainable") – to get cities right – has a knock-on and transformative impact on the achievements of targets under other Goals (see Figure II). There are also several "urban-critical" targets under other Goals that are essential to the attainment of good urbanization (see Figure I). It is increasingly understood that achieving the Goals requires their localization and collaboration with local actors, including governments, and that within cities the localization of the Goals can be most effective.



Figure I Urban-critical Sustainable Development Goals and targets



Figure II Interlinkages between Sustainable Development Goal 11 and the other Goals

The United Nations system-wide strategy on sustainable urban development and **UN-Habitat's Strategic Plan 2020–2023**, put forward four overarching expected strategic results:

- **Reduced spatial inequality and poverty in communities across the urban-rural continuum**
- **Enhanced shared prosperity of cities and regions**
- **Strengthened climate action and improved urban environment**
- **Effective urban crisis prevention and response**

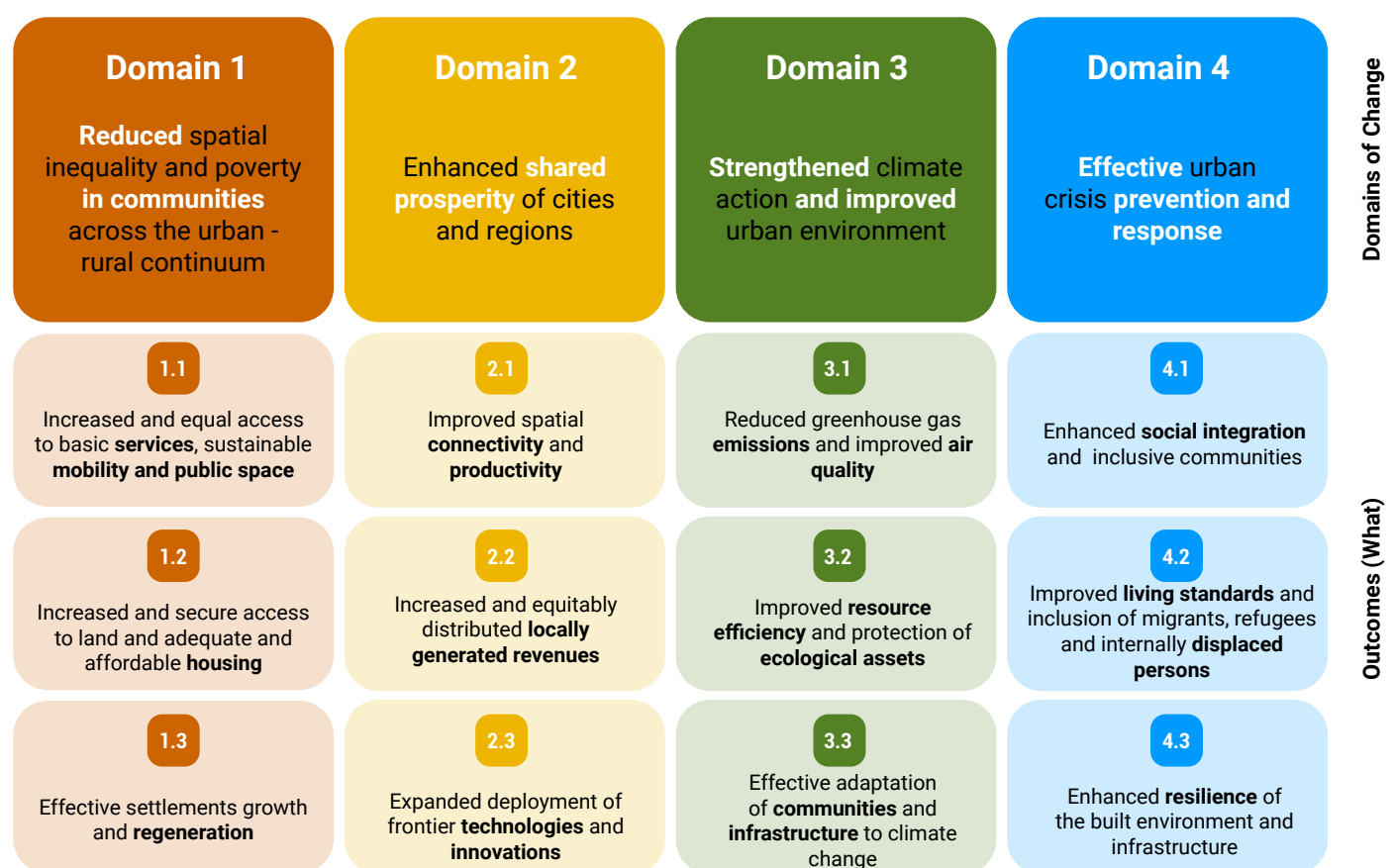


Figure III The Domains of Change and 12 Outcomes of the UN-Habitat 2020-2023 Strategic Plan

UN-Habitat has identified three key outcomes needed to deliver each of these four strategic results. This Catalogue provides examples of how to use UN-Habitat's expertise and experience and its convening capacity in an integrated way to deliver key outcomes and achieve major impacts. Specific challenges can be addressed in such a way

that maximizes impact across different outcomes (e.g. facilitating more compact urban growth helps to reduce greenhouse gas emissions, improve air quality and protect ecological assets). UN-Habitat's Strategic Plan 2020–2023 complements this Catalogue as it frames how UN-Habitat can assist in achieving these outcomes.

How to use this Catalogue

Who is this Catalogue for?

This Catalogue is intended for country-level officials such as political and technical senior officers at line ministries; city level officials such as mayors and the heads of relevant technical departments; and funding partners such as heads and programme officers from multi-lateral and bilateral donors (including vertical funds and bilateral development agencies). It will also be useful for United Nations Resident Coordinators in countries where sustainable urbanization is seen as an important development issue and identified as an area of focus in the Common Country Analysis and the United Nations Sustainable Development Cooperation Framework. This Catalogue can also be used by other stakeholders and partners to identify areas of support and collaboration with UN-Habitat.



© UN-Habitat

How is the Catalogue organized?

This Catalogue is organized in the following three sections:

Section I: Introduction provides an overview of what is offered and how these services can contribute to the realization of the SDGs and other global commitments, for instance, to work on climate change, refugees and migration.

Section II: Our support to national governments, local governments and stakeholders includes an overview of UN-Habitat's tried and tested services and offerings. UN-Habitat regularly receives requests for assistance to address particular challenges faced by cities, regions and countries, so this section is divided into sub-sections that allows readers to quickly locate services that would be most relevant for their context. The sub-sections are clustered in the following themes:

- A Urban data, profiling, and monitoring
- B Participatory processes
- C Policy, legislation, and governance
- D Planning and design
- E Land, housing, and shelter
- F Basic services and infrastructure
- G Economy and finance
- H Cities and climate change
- I Capacity-building

Section III: Our flagship programmes, provides details on UN-Habitat's recently launched global Flagship Programmes, which utilize and build on the tested experience and tools highlighted in Section II while bringing together a global ecosystem of partners and United Nations organizations for scaled-up impact. This section is divided into five sub-sections to elaborate the specific focuses and distinctions of each Flagship. These sub-sections are:



Flagship I:

**Inclusive, Vibrant
Neighbourhoods and
Communities**



Flagship II:

People-focused Smart Cities



Flagship III:

**RISE-UP. Resilient
Settlements for the Urban
Poor**



Flagship IV:

**Inclusive cities: Enhancing
the positive impact of urban
migration**



Flagship V:

SDG Cities

Which services to use and how to combine them: tags for each offering

As clients identify their challenges and pathways to achieve the SDGs, the offerings have been tagged to facilitate a more integrated approach, combining different services which allow maximum impact across SDGs and desired outcomes.

Each entry in this Catalogue is classified through tags based on the following topics to allow for ease of use:



The Sustainable Development Goals: Each item indicates which set of SDG targets the service specifically advances in order to demonstrate the best fit with prioritized and targeted development strategies.



Domains of Change and Outcome areas (UN-Habitat's Strategic Plan): UN-Habitat offers expertise and services to “*advance sustainable urbanization as a driver of development and peace, to improve living conditions for all*”. The right combination of services will allow delivery across the relevant outcome areas for each specific context.

In addition, extra tags are used to highlight:



High COVID-19 relevance: While all items in the Catalogue will support a sustainable and inclusive recovery in the context of this pandemic, items that are particularly relevant for short-term and medium-term COVID-19 response and recovery indicates this level of “high” relevance.



Capacity building: Each service that contains a capacity building element will indicate this tag. Readers will find capacity building services throughout the Catalogue addressing various challenges, as well as specific capacity building offerings in Section II – I.

These services can be delivered in a tailored way considering the diversified needs of countries and cities around the world. UN-Habitat can mobilize its global and regional expertise for direct assistance or implement jointly with a broad network of global and local partners. UN-Habitat is also expanding its strategic partnerships with other United Nations agencies for a stronger One UN approach. Lastly, in line with UN-Habitat's capacity development strategy, UN-Habitat is focusing increasingly on knowledge transfer by offering its services online, combining online learning with help-desk functions.

Meeting this moment

Sustainable urbanization in the COVID-19 context

This Catalogue comes during the unprecedented global challenge of the COVID-19 pandemic. Many governments have recognized the importance of using COVID-19 response and recovery efforts to mobilize progress toward achieving the SDGs and sustainable, circular economies. Additionally, the pandemic has exacerbated and brought into sharp focus a range of systemic urbanization challenges and spatial inequalities which affect the health and socio-economic impacts of COVID-19 highlighting the importance of sustainable integrated and inclusive urban development.

The services offered in this Catalogue can contribute to better preparedness and increased resilience against multiple hazards, such as future pandemics or the climate

emergency. Services and products with specific relevance to COVID-19 are tagged throughout the document. During this unprecedented period, UN-Habitat understands the unique concerns and constraints that governments, donors and other urban stakeholders face. **Nearly every service and support can be offered remotely using a variety of online tools and methods.** Please do not hesitate to contact us in order to discuss how best to meet your needs during this time.

Tailor-made solutions

UN-Habitat is here to support a better, sustainable urban future that leaves no one and no place behind. Please do not hesitate to reach out to UN-Habitat for further information about any of these services and to discuss how UN-Habitat can tailor a solution to your specific challenges, needs, timeline and goals. We can be reached at: UNHabitat-GSD@un.org.



© UN-Habitat/Kirsten Milhahn



© Eduardo Moreno

Section 02

Our support to national governments, local authorities and stakeholders

A. Urban data, profiling and monitoring

A.1. Innovative city-wide slum profiling and enumeration

1.1 1.2 2.3 3.3 4.1 4.2



Summary: An innovative city-wide data gathering approach for collecting settlement-level data and detailed household information on land tenure, housing, basic services and socio-economic data. This approach employs a set of tools that are inclusive, affordable and participatory which ultimately produce evidence-based information towards the development and implementation of pro-poor

and inclusive urban plans, policies and programmes. With this information (which can easily be kept up-to-date) cities are able to appropriately plan strategic improvements of informal settlements regarding tenure, housing, settlement plans, open spaces, provision of utilities and services and infrastructure.

Challenges addressed: On average, 1.5 million people become urban dwellers every week. By 2050 the urban population will account for more than two-thirds of the world's population with 90 per cent of the increase taking place in Africa and Asia. Most of the informal growth has been happening in developing countries, and slum populations constitute over 30 per cent of the urban population. A lack of accessible, well managed and efficiently utilized urban information hinders efforts to address this. Innovative, systematic profiling tools in the COVID-19 context are crucial to support vulnerability mapping, access to basic services and targeted cash transfer programmes, for instance, which can ensure no one is left behind.

What UN-Habitat can offer: Developing and prioritizing sound and timely policies, plans and programmes will require complete, reliable and near real-time information. UN-Habitat's integrated approach, grounded in its experience in pro-poor and participatory enumeration and profiling, provides value for governments to not only build trust and a platform for engaging with communities in informal settlements but, more importantly, use the information to identify the development needs and priorities for

designing development projects like land tenure, housing improvement and settlement improvement, and for better resource planning and allocation. Donor agencies can use this information to get a better understanding of exactly *where* and *what* the issues are in the informal settlements, and *which* interventions they can target for their funding.

At the national level, this approach strengthens the capacity of partners (national government and CSOs) to promote and implement appropriate land, housing and settlement planning policies, tools and approaches that are pro-poor, gender appropriate, effective and sustainable. At the local level, this approach has strengthened the relationship between poor urban communities and local government authorities.

Previous applications: The target communities for this support have experienced improved tenure security, enhanced access to basic services and infrastructure and received better and more development projects including from the private sector. Specific examples of support include:

Region	Country	Location	Context
Africa	Kenya	Nairobi, Mombasa	Strengthen the capacity of change agents to implement and scale up pro-poor land interventions in order to achieve tenure for the urban poor and improve access to basic services and infrastructure
	Uganda	Mbale, Masaka, Entebbe, Tororo, Arua, Kampala, Kabale, Mbarara, Fort Portal, Hoima, Gulu, Lira, Soroti, Moroto, Jinja	Address the land information requirements of women and men living in slum communities to improve tenure security, inclusive planning and enhance access to basic services and infrastructure
	Namibia	Gobabis	Support the Government in its efforts to provide security of tenure to its residents, in particular the poor, women and the vulnerable through the testing and implementation of the Flexible Land Tenure Act
	Zambia	Lusaka	Support Lusaka City Council in improving the tenure security of communities in Kanyama Settlement through the issuance of 30-year occupancy licenses
Latin America	Colombia	Soacha	Improve the security of tenure planning for the displaced population in 'Ciudadela Sucre' settlement through an inclusive neighbourhood upgrading project

Asia Pacific	Philippines	Muntinlupa, Valenzuela, Davao	Consolidate household information through enumeration and mapping activities in order to enhance barangay shelter planning, tenure security and community development initiatives (e.g. basic infrastructure, savings etc.)
	Nepal	Ratnanagar municipality Target settlements in Dolakha District	Municipality-wide mapping and household enumeration of all informal settlements for inclusive planning, identification of development priorities and improved service delivery Settlement profiling and household enumeration in post-earthquake context resulting in identifying the extent of the earthquake impacts, improving tenure security of poor households and participatory settlement planning

Duration of support: The duration of the support for the process typically takes 4–6 months depending on the size of the city.

Kenya, Mtwapa consultations, © PSUP UN-Habitat Kenya



Cabo Verde National Consultation © PSUP – UN-Habitat, Cabo Verde

Cabo Verde: Data-based policy-making. The Government replicated the city profiling and conducted the profiling of all the cities. This comprehensive data provided a base for the development of the national urban policy.



FOR FURTHER INFORMATION

[Participatory Slum Upgrading Programme](#)

A.2. Urban Migration Profiles



Summary: Comprehensive assessments of the status of migration governance at the urban level. Urban Migration Profiles shape a sound evidence base on migration in cities by providing an overview on 1) the migration situation and current governance developments both at national and local level; 2) mapping of all relevant stakeholders; 3) mapping of the respect for immigrants' human rights and their access to services, especially housing rights; and 4) tailored priorities to be addressed by the local authorities and with the support of local stakeholders.

Challenges addressed: Social and spatial exclusion and barriers to access basic services present important challenges for the enjoyment of rights and opportunities by migrants, serve to erode and damage social cohesion and create exclusive and divided communities. Urban Migration Profiles particularly focus on the importance of easing access adequate housing as a vector to socioeconomic inclusion and preventing land issues that might result in displacement. Migrants in a vulnerable situation, in fact, tend to experience more difficulties in accessing housing compared to native-born populations. They are often prone to living in poor conditions such as overcrowding, as well as more vulnerable to forced evictions and homelessness.

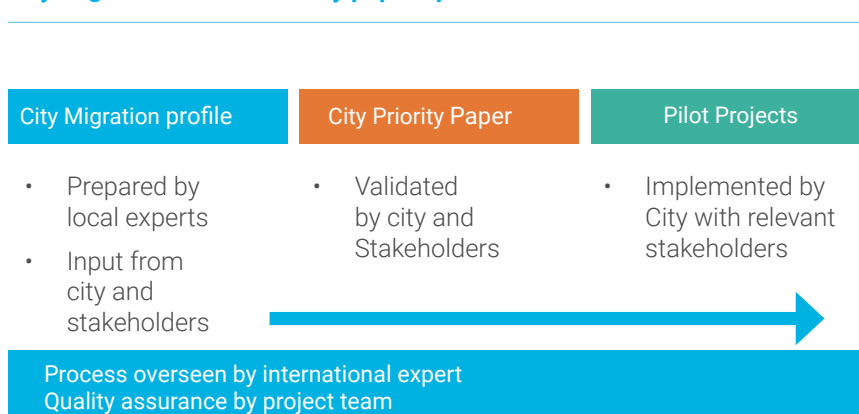
What UN-Habitat can offer: Urban Migration Profiles aim at developing knowledge on the local dimensions of migration in cities, including the challenges of access to different services. They are also used to establish city priorities and

strengthen data-based decision-making processes, as well as providing a basis for constructive dialogue between the different actors in the city. UN-Habitat, as the agency mandated by the United Nations General Assembly to promote sustainable urbanization and adequate housing for all, contributes to these goals with substantive input on thematic issues, like ensuring representation of vulnerable groups, urban planning and right to adequate housing.

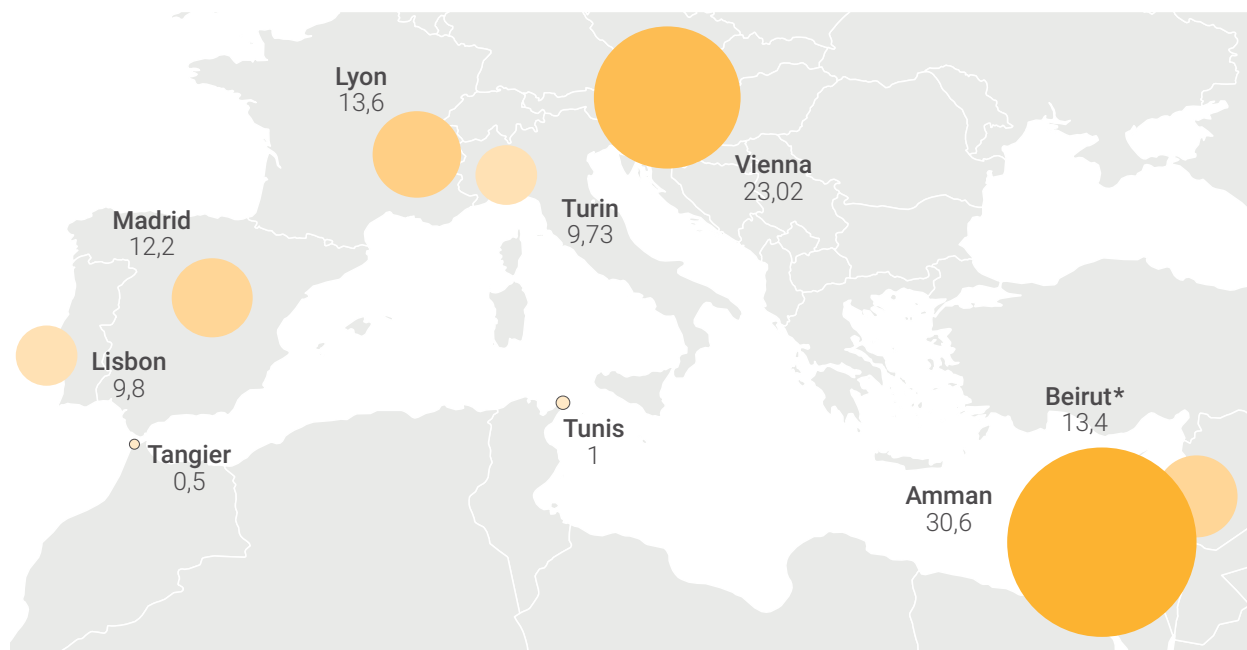
Duration of support: Depending on the context, it typically takes nine months for the establishment of urban migration migrant profiles; and six additional months for the development of priorities and action plans.

Previous applications: The Urban Migration Profiles have been successfully piloted in the framework of the first phase of the Mediterranean City-to-City Migration project (MC2CM) within nine cities – Amman, Beirut, Lisbon, Lyon, Madrid, Tangier, Tunis, Turin and Vienna. The methodology is now mainstreamed and scaled up as part of other UN-Habitat interventions in the field of migration, including the new multi-agency project, "Fostering local communities of solidarity for migrants and refugees from Venezuela." In 2019–20, UN-Habitat has developed Migration Profiles for the cities of Rabat and Casablanca (Morocco), and Sfax and Sousse (Tunisia). The process has been initiated for the cities of Dortmund (Germany), Grenoble (France), Irbid (Jordan), Naples (Italy), Oujda (Morocco), Ramallah (Palestine) and Sevilla (Spain).

City Migration Profile/Priority papers process



Percentage of migrant population in the nine piloting cities



TESTIMONY

“[The Urban Migration Profiles] have given us [the Municipality of Sousse] the capacity and tools to create a map of stakeholders, as well as the data that have been critical in our response [within the COVID-19 crisis] to the needs of most vulnerable migrants.”

Ms. Imen Ouardani,
Deputy Mayor of Sousse, Tunisia

FOR FURTHER INFORMATION

- [MC2CM Project Website](#)
- [Synthesis of Urban Migration Profiles of Phase 1](#)

A.3. City Resilience Profiling



Summary: An approach that allows cities to build up their resilience profiles and subsequently, develop resilience strategies. Using the City Resilience Profiling Tool (CRPT), UN-Habitat supports local governments to lead the change process necessary to address resilience challenges in their cities through broad and cross-sector data collection, diagnosis and assessment of resilience, stakeholder engagement and action planning, and preparations for investments. The support is flexible and tailored to adapt to the diverse challenges that all cities may face. The main outputs of the process are the Recommendations or Actions for Resilience.

Challenges addressed: Cities face broad challenges to their resilience which can be exacerbated by inadequate data, diagnostics and a lack of inclusive engagement, planning and investments.

What UN-Habitat can offer: This service considers social and environmental aspects of human settlements in the urban systems model, diagnosis and recommended actions by building on the Guiding Principles for City Climate Action Planning. In the analysis of ongoing plans, programmes and initiatives, UN-Habitat also takes stock of Intended Nationally Determined Contributions to ensure resulting Actions for Resilience are aligned. This fosters greater understanding by local stakeholders of their risks, including those due to climate change, and supports the development and implementation of plans to increase climate and disaster resilience. The consultation with national governments also ensures alignment with nationally agreed goals and targets.

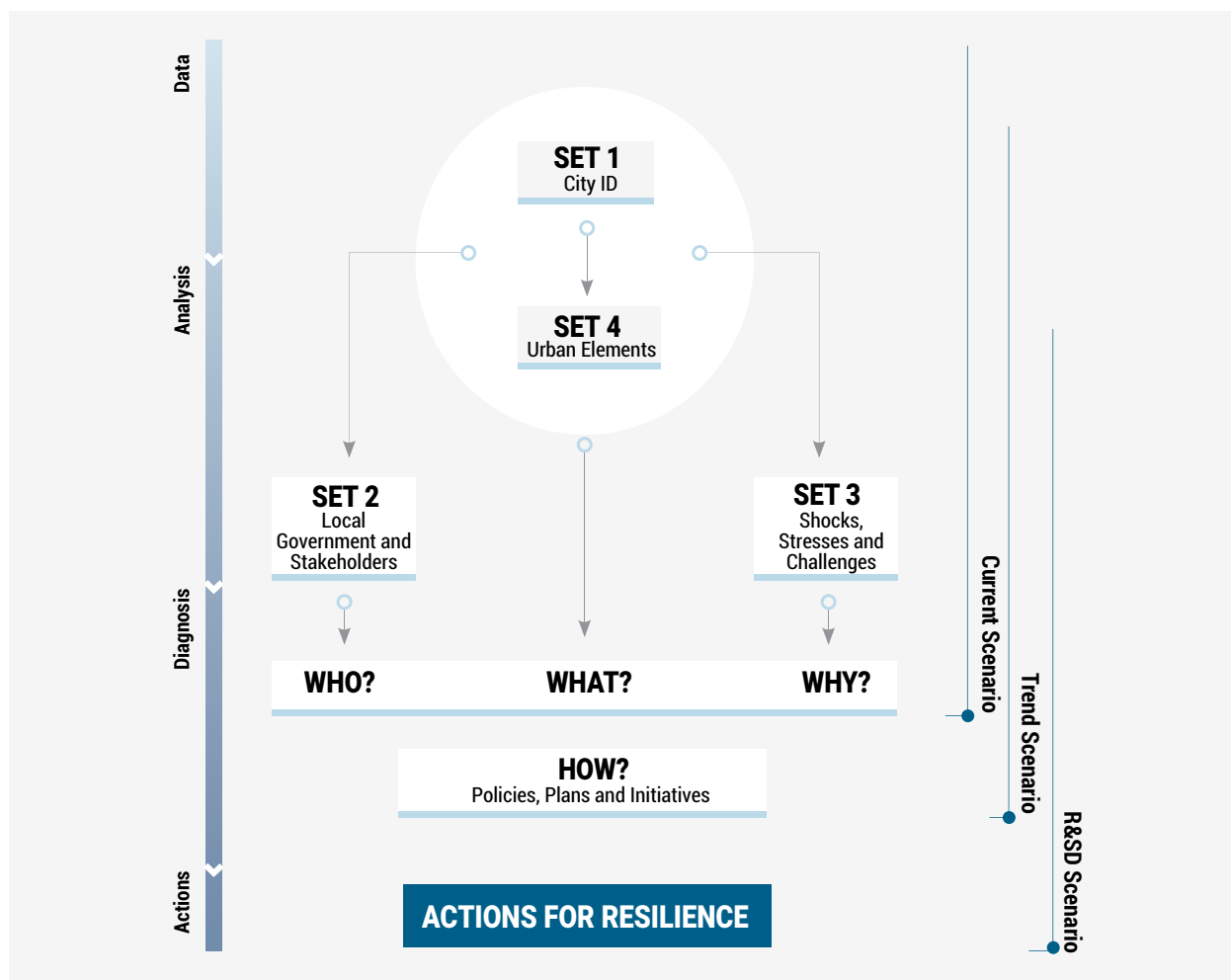
Engaging civil society groups also helps to ensure that marginalized groups have a voice in the analysis, diagnosis and road mapping of Actions for Resilience building. Data collection is disaggregated where possible by gender, and the approach includes a gender strategy; human rights strategy; children, youth, and older persons' strategy; and

a disabilities strategy. This support is sufficiently flexible to adapt to the diverse challenges that all cities may face. The initial research and data collection conditions the subsequent stages of implementation including risk mapping, analysis and the main output of the process, Recommendations or Actions for Resilience. The advantage of this approach is that it is tailored to each city and captures uniqueness as opposed to imposing solutions that may not be appropriate or realistic.

Duration of support: Estimated time frame per city is between 9–12 months, with each stage as follows: initiation (1–2 months); hazard profiling (2 months); urban systems understanding (2–5 months); modelling (2 months) and implementation actions for resilience (2 months).

Previous applications: This has been applied in five continents: Latin America (Asuncion, Paraguay; Teresina, Brazil; San Jose, Costa Rica); Europe (Barcelona, Spain); Africa (Dakar, Senegal; Maputo, Mozambique); Oceania (Port Vila, Vanuatu); and Asia (Yakutsk, Russian Federation) and is applicable globally. Through the capacity built and the three main outputs of implementation in each city, the accomplishments of this service can be defined at three levels: (i) local level (increased commitments to build resilience in cities, increased resilience building capacity and a shared vision of resilience among key stakeholders at the local level); (ii) the regional/national level (partner cities inform their national or regional urban resilience strategies and practices; the capacity developed can be mobilized to scale within the country; cities are better positioned to facilitate reporting on national progress towards global development goals); and (iii) the global level (all *Recommendations for Actions for Resilience* are aligned with the SDGs and their targets, allowing partner cities to track and report on their progress using the resilience baseline and the monitoring of impact as actions).

CRPT Implementation Process Diagram. Source: CRGP (2018).



TESTIMONY

“We adapt the term of resilience to that concept of attending to what cannot be postponed. UN-Habitat’s City Resilience Global Programme has been key in identifying actions for resilience among our implementation priorities”

Mr. Mario Ferreira,
Former Mayor of Asunción, Paraguay

FOR FURTHER INFORMATION

[UN-Habitat website](#)
[Urban resilience hub](#)
[Urban resilience library](#)

A.4. Supporting local alignment with the SDGs through unique SDG profiles



Summary: Supporting cities to align their priorities and investments with SDGs and SDG impact. This service promotes policy coherence and helps countries to achieve their SDG targets through project development. It utilizes the SDG Project Assessment Tool to support the development of inclusive, sustainable and effective urban projects in alignment to the SDGs and the New Urban Agenda. It aims at both improving the technical quality of projects and promoting an enabling environment for its implementation in the long run. It is designed to be tailored to individual projects, responding to different cities' priorities and allows assessing how a specific project addresses the SDGs by creating a unique SDG profile.

Challenges addressed: Cities face a diverse set of challenges in the areas of urban planning, transport, resilience and data, which impacts the achievement of the SDGs. Yet, very often, the relationship of urban interventions and projects with SDGs is not clearly understood.

What UN-Habitat can offer: UN-Habitat acts as a neutral facilitator in guiding urban projects to maximize their impact by localizing the SDGs, safeguarding standards for urban development and ensuring that different interests are met and addressed in the process, including

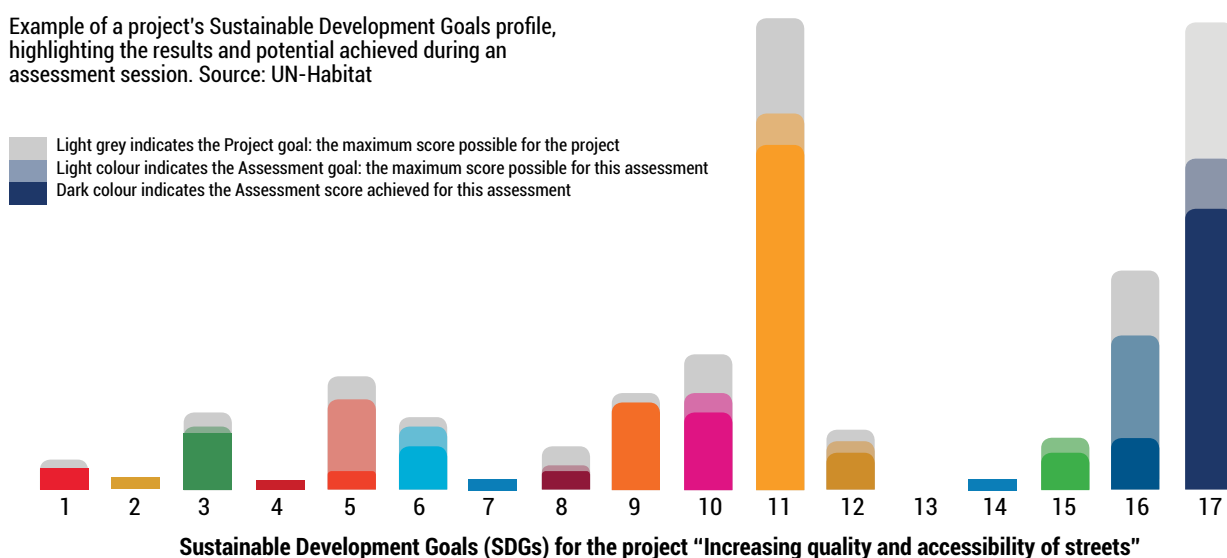
cross-cutting issues and a long-term holistic approach. The assessment of project development through the SDG tool will be supported by an online platform where results of the assessments can be discussed and compared between the city and key partners. An online Knowledge Management Platform (hosted by the Urban Agenda Platform), will be used to disseminate results and facilitate knowledge exchange. The online module enables the partial implementation of the SDG tool remotely, reducing the necessity of travel and costs. (See also Flagship 5 on SDG Cities).

Duration of support: The SDG tool will be applied in conjunction to key milestones during the course of the two-year programme, on average four times for each project (24 weeks per milestone).

Previous applications: The SDG tool is currently being applied in 19 cities across 10 countries globally: South East Asia (Philippines, Indonesia, Malaysia, Thailand, Vietnam, Myanmar); Africa (Nigeria, South Africa); Europe (Turkey) and South America (Brazil). It has been developed based on a participatory process where key partners have agreed upon a selected set of tailored sustainability principles that meets the needs of the 19 cities and the objectives and the scope of the 30 related projects.

Example of a project's Sustainable Development Goals profile, highlighting the results and potential achieved during an assessment session. Source: UN-Habitat

Light grey indicates the Project goal: the maximum score possible for the project
Light colour indicates the Assessment goal: the maximum score possible for this assessment
Dark colour indicates the Assessment score achieved for this assessment



During the tailoring workshop in Surabaya, Indonesia, city authorities and the delivery partner discussed and prioritized a list of sustainability principles from the SDG Project Assessment Tool. ©UN-Habitat



TESTIMONY

“The SDG tool session noticeably improved the development of the project. The session brought together different programme partners and thereby created a common understanding about the expectations for the project. Sharing different perspectives openly helped us to resolve issues before they occur. The SDG Tool Session also improved the municipality’s capacity to frame urban projects in a more comprehensive and integrated way.”

Ms. Duygu Ece Kızılarslan,
Public Works Directorate, Cankaya Municipality, Ankara, Turkey

FOR FURTHER INFORMATION

Main documents of the SDG Project Assessment Tool:

[Knowledge management platform: SDG tool page](#)

[SDG tool General Framework](#)

[SDG tool Users Guide](#)

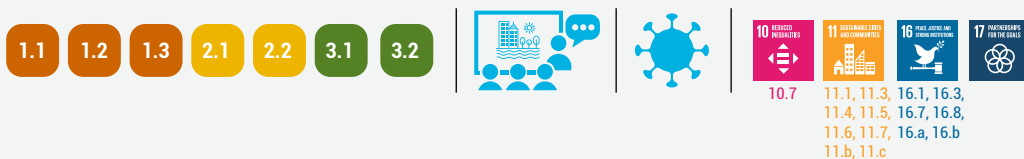
Other resources:

[SDG tool video](#)

[Story: New SDG project assessment tool aiming for better urban projects](#)

[The Global Future Cities Programme website](#)

A.5. Urban and spatial profiling for strategic planning and sustainable development



Summary: Assessments of regions, cities or neighbourhoods offers a deeper understanding of the natural and built environment and existing dynamics, allowing for evidence-based guidance on future actions and priorities for interventions. Profiling generates and presents multi-sectoral, multicohort, spatialized data that is analysed within an area-based framework to help build national databases of comparable data; to guide humanitarian, development and local government actors on strategic actions; and to inform coordination and programming among other outcomes. This service builds on remotely available data, information from stakeholders and direct data collection, and uses participatory approaches. It also integrates a capacity building tool for local stakeholders to facilitate informed decision making that engenders community ownership and buy-in, ultimately improving social cohesion.

Challenges addressed: This service addresses the lack of data and capacity gaps for data management, on multiple levels. Very often, socio-economic/demographic information is not overlaid with spatial assessments, and thus makes it difficult to identify areas with multiple deprivations. The lack of evidence prevents effective targeting of humanitarian responses and urban

development assistance and bridging the humanitarian/development gap. The lack of local government capacity for data, systematic data management and knowledge management also impede the planning process.

What UN-Habitat can offer: Urban and spatial profiling is a rapid means to enable and implement planning principles at various territorial scales. UN-Habitat brings together technical expertise in planning, data analytics, urban economy, finance and governance and is poised to develop profiles for cities, neighbourhoods and settlements, including those hosting displaced persons, to guide urban planning actions in line with the SDGs and the New Urban Agenda. The profiling process is centred around public participation. The analyses and recommendations feed local planning processes and ensure equitable access and social inclusivity to address the needs and aspirations of the community. Profiling can also assess disadvantaged neighbourhoods to analyse data within an area-based framework to help build a national database of comparable data and inform coordination and programming. Neighbourhood profiles can be shared via online portal to allow for an interactive geoportal presenting the mapped data of all neighbourhoods and a database of comparable indicators.

Data collection during the profiling of Karm El-Zeytoun, a disadvantaged neighbourhood in Beirut Governorate, Lebanon
©UN-Habitat



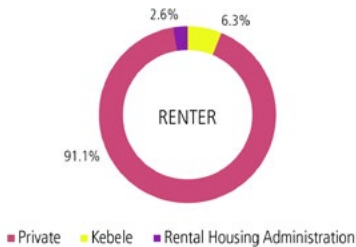
In displacement and post-crisis contexts, as the bridge between traditional humanitarian and development agencies, UN-Habitat can support the development of strategic visioning and scenarios building to engage and inform national and local authorities, and actors/donors to facilitate greater area-based approaches towards collective urban response.

Using its Spatial Profiling for Settlements Sheltering Displaced Populations tool, UN-Habitat can provide recommendations for effective priority investment opportu-

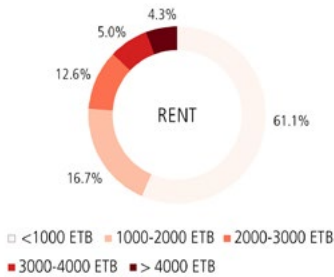
nities to humanitarian actors in the short, medium and long-term, and entry points to coordinate urban strategies, initiating development of priority projects across scales. In such contexts, the earlier this expertise can be shared, the more it has potential to build capacity within local and national governments for improved management of emergency responses, uptake of recovery proposals and more rapid shifts towards development priorities and attainment of the SDGs. (See B.3. and C.1. for more on UN-Habitat’s contributions in humanitarian and protracted crisis contexts).

Spatial analysis of housing sector, housing typologies and hotspot analysis of highest/lowest rents

An urban profile of the city of Hawassa presenting the different spatial analyses to understand the urban dynamics in the thematic areas of urban planning, environment, mobility, housing and basic services



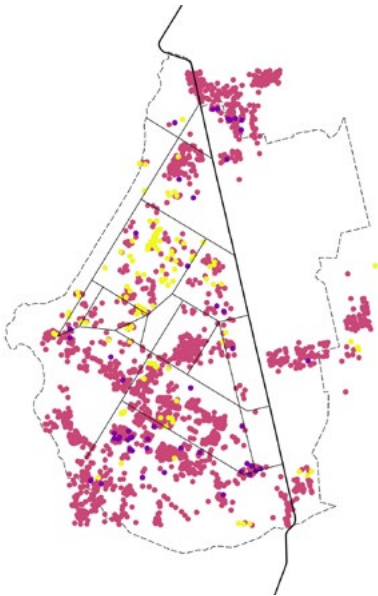
Percentage of renting providers (all surveyed HH).



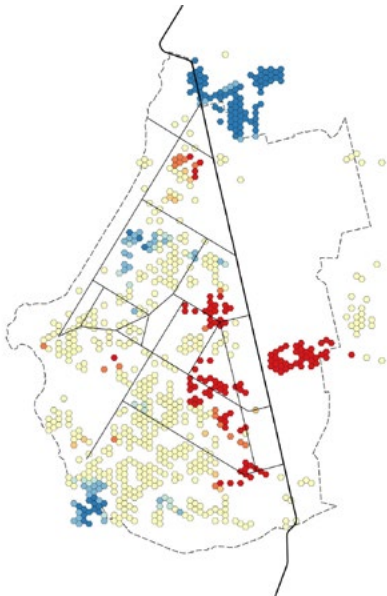
Average monthly rent prices percentages (all surveyed HH).

RENTER

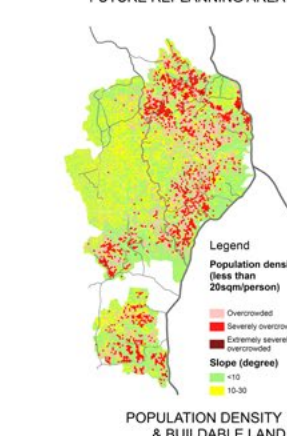
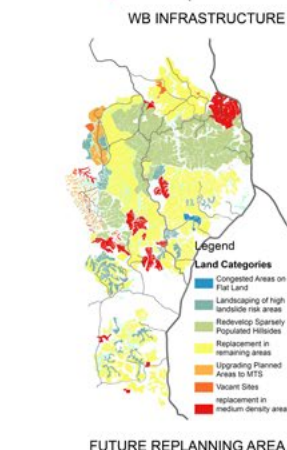
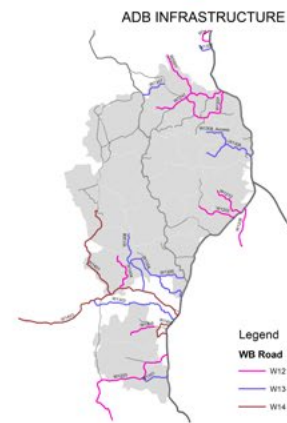
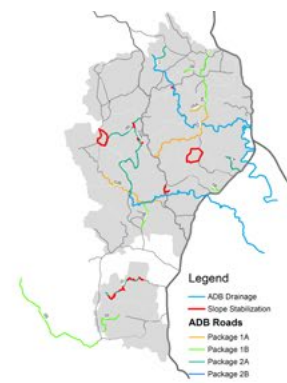
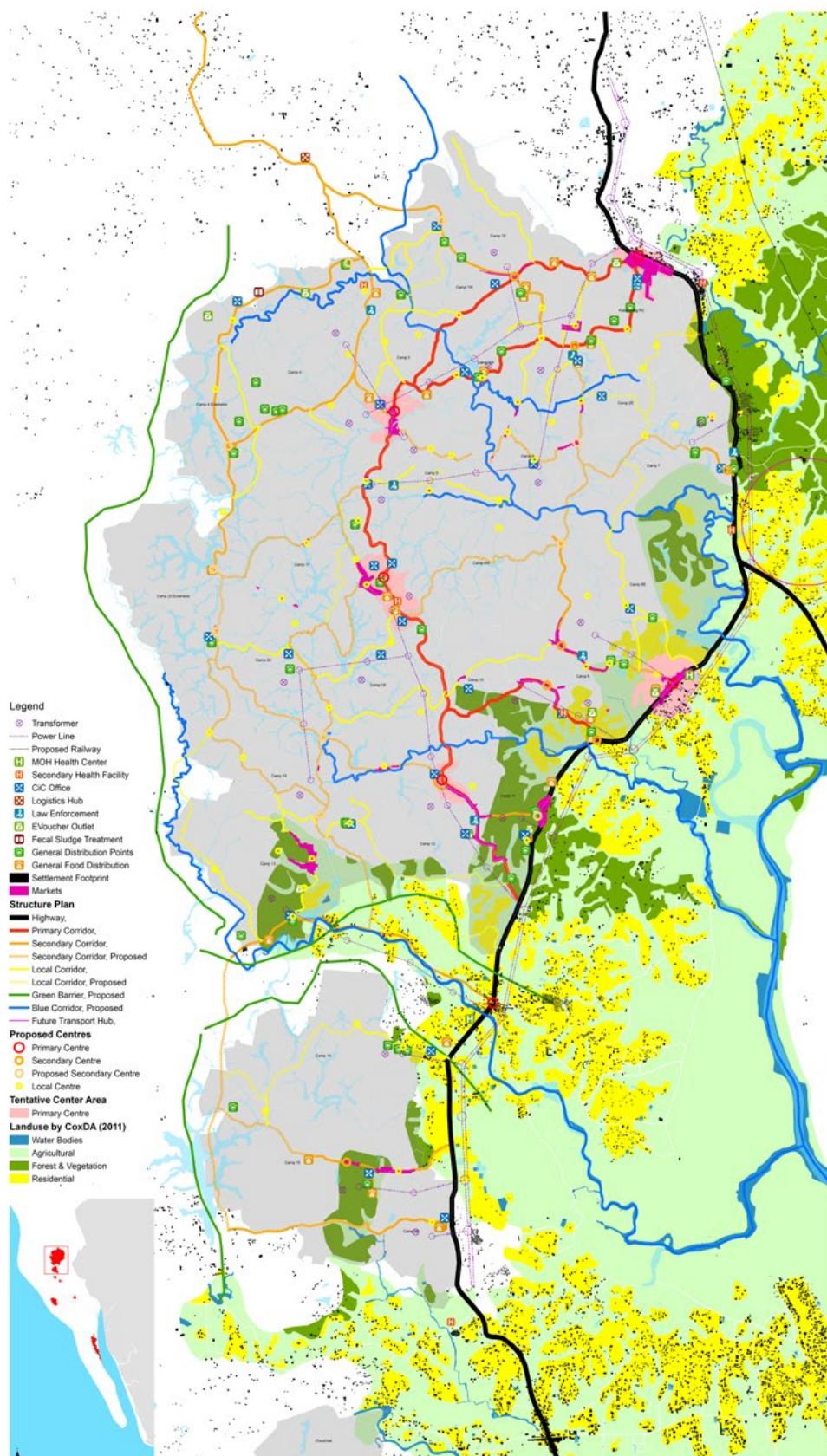
RENT PRICE HOTSPOT ANALYSIS



Renting providers (geo-spatialized surveyed HH).



Monthly rent hotspot analysis (geo-spatialized surveyed HH).



Example of UN-Habitat's support to coordination of infrastructure interventions in the Rohingya Camps of Cox's Bazar, Bangladesh. Source: UN-Habitat. In the context of Cox's Bazar, Bangladesh, UN-Habitat has utilized spatial profiling processes to navigate recommendations for infrastructure interventions and projects within the refugee camps, to promote increased accessibility for inhabitants. This was also done to align with urban development considerations and prioritization of vital humanitarian response projects.

Profiling was carried out in consultation with various stakeholders (refugee settlements area in both Uganda and Ethiopia)



Duration of support: Depending on the request and context (information availability, collaboration with local government), the preparations and profiling process will take between 3–12 months, with additional durations needed to support visioning processes and project prioritization.

Previous applications: Urban and spatial profiling has been applied across the globe in varying geographies. For example, this has been done in Lebanon, Ethiopia, Somalia, Uganda, Guinea-Bissau, Haiti, Mexico, Indonesia and Myanmar. City profiles were developed for 17 cities in Saudi Arabia, under the Future Saudi Cities Programme. It has been effectively applied in humanitarian contexts like Cox's Bazaar, Bangladesh and Kakuma/Kalobeyi Refugee Settlements, Kenya as well as in Iraq, Syria, Yemen and Libya.

The profiles provide an evidence base to guide planning decisions in cities. For example, in the Saudi Arabia city

profiles, a diagnosis of issues and challenges led to strategic recommendation and action plans, including scenarios rerouting the metro lines to improve access and social inclusion in Madinah city. In Lebanon, UN-Habitat partners with UNICEF and [RELIEF Centre](#) to conduct profiling of disadvantaged neighbourhoods to share and compare indicators and analysis on an online geoportal. (See detailed results in "Project Coverage" on [the UN-Habitat–UNICEF neighbourhood profiles portal](#)). In Cox's Bazaar, the introduction of wider scale settlement profiling and spatial planning, linking investment principles demonstrated the need for spatial coordination and urban planning expertise in emergency contexts to the World Bank, Asian Development Bank, UNHCR, IOM and other United Nations agencies. In Ethiopia, the City Profiles were used through a detailed survey to spatially understand the key thematic development dynamics of the city to propose evidence-based strategies and projects that responded to quantitative and qualitative data.

TESTIMONY

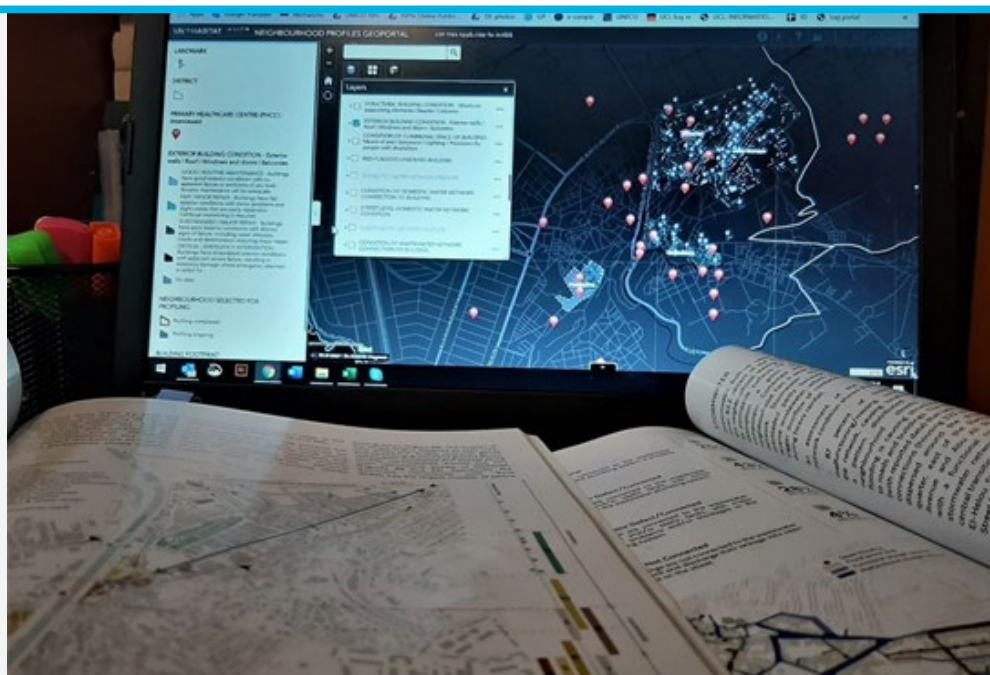
“Thank you UN-Habitat for the considered work that you did for Kebribeyah and the quick response which we have never experienced from other organizations.”

Mr Hussen Muhumed,
Mayor Kebribeyah City, Ethiopia

“This is precisely the kind of work that should be done for all refugee hosting areas in Uganda to show the potential ways forward.”

Mr. Vincent Byendaimira,
Director, Ministry of Lands Housing and Urban Development, Uganda

Urban profiles have been published as print reports as well as in online data platforms



FOR FURTHER INFORMATION

- [Portal of UN-Habitat-UNICEF neighbourhood profiles](#) which includes an indicator database and a geoportal, as well as individual profiles
- UN-Habitat-UNICEF neighbourhood profile [video](#)
- Some of the published print neighbourhood profiles (Tabbaneh, El-Qobbeh and Jabal Mohsen) and the Tyre City Profile are found on [this page](#); and the Tripoli City Profile is available on [this page](#)
- [Article](#) about city profiling training for municipalities in Turkey
- [Article](#) about using the tool for COVID-19 response in Kakuma/Kalobeyi refugee settlements
- [Future Saudi Cities](#)

B. Participatory processes

B.1. Block by Block co-creating safe, inclusive and accessible public spaces



Summary: An innovative approach that employs community meetings, presentations, site visits and, very importantly, the site design workshop using the video game Minecraft as a tool to help the community visualize public space planning and design. Minecraft is best described as “digital Lego” where participants can get creative and build structures in a three-dimensional world. This service builds on Placemaking which is a collaborative people-centred approach for planning, designing and managing public spaces, building local capacity and leadership to empower communities.

Challenges addressed: Inadequate and unequal access to public space has disproportionately negative effects on the urban poor and marginalized communities, leading to a lack of biodiversity, urban decay, air pollution and the heat island effect.

What UN-Habitat can offer: UN-Habitat pioneered the Block by Block methodology in 2012 and oversees the implementation of the funded projects. So far the agency has supported the implementation of over 100 public spaces using Minecraft as a tool. Besides facilitating workshops, UN-Habitat brings technical expertise and makes sure the design of the public space is inclusive and responsive to the community's needs through its diverse team at the Global Public Space Programme. As well as its technical and advocacy capacity, UN-Habitat has unique convening and mediation capacities making it an ideal party to bring together diverse interest groups in a neutral forum to support a common objective. UN-Habitat utilizes two approaches to engage communities: the Block by Block methodology (using Minecraft as a participatory tool to co-create public space) and Placemaking (a participatory planning approach). They are often used together to define and implement a community vision on its public space.



© Blockbyblock.org

The main component of Block by Block is Minecraft, the videogame, which is used as a participation tool. Block by Block focuses on community engagement and gives a voice to the most vulnerable to express their needs by providing them with the opportunity to create physical spaces and present them to decision-makers. The methodology has also been tested using mixed reality technology which enables visual experiences where physical environments and digital objects coexist and interact with each other in a realistic way. Placemaking uses a wide range of methods including participatory GIS, digital storytelling, mental mapping, behavioural mapping, ideas charrette and creative photography to broaden the participation spectrum and specifically include people usually left out in planning and design processes. Placemaking also uses creative and innovative approaches and a multiplicity of media that ensures everyone is included.

Duration of support: Block by Block funded projects often take one year from the earliest stakeholder engagement to Minecraft workshops, urban design and to final implementation. The Block by Block workshop itself takes two months: three weeks for model making, three days for the workshop itself, and a week for dissemination and the final Minecraft model. Placemaking engagement depends on the nature of the project and process which is often tailored. It can be completed within three weeks while some longer-term processes can take up to three months.

Previous applications: Minecraft has been applied globally in 37 countries and 75 cities in LAC, Africa, Arab States, Asia and Europe. UN-Habitat has facilitated 91 Block by Block workshops engaging with over 20,000 community members (40 per cent women and girls). People come together through gaming to come up with a common

vision for the public space. There is a special focus on the most vulnerable and people who typically do not have a say in planning processes like children, youth and people with special needs. The participants age can vary from 5 to over 65 years old. UN-Habitat has completed 105 public spaces using this methodology impacting 1,726,000 people¹ worldwide, and has trained 900 people on the use of the methodology to scale its impact. Under COVID-19 restrictions, people can work on co-creating public spaces remotely through computer visuals, manipulation and simulation.

Over 30,000 members of the public have participated in Placemaking activities in Nairobi, and as a result of the success which included support and affirmation from the business community and the general public, the city is scaling up interventions in public space.



© Blockbyblock.org

TESTIMONY

“These public spaces can create sustainable peace. They came together and they used Minecraft to design it. They did it!”

Ms. Almaz Mekonnen,
State Minister, Ministry of Peace, Ethiopia

“The perception that public spaces are jobless corners is now fading away. Young people from all walks of life now come to interact in public spaces, and this has really helped improve the perception of urban safety and reduced the level of crime among youth, especially teenagers.”

Mr. Humphrey Otieno,
the Safer Nairobi Initiative, Nairobi City County



FOR FURTHER INFORMATION

Read more about the impact of the Block by Block methodology and our work at the official [website](#) of Block by Block
Example of a [placemaking toolkit developed for Palestine](#)

B.2. CityRAP: City Resilience Action Planning



Summary: A participatory planning process to build urban resilience in small to intermediate cities, or neighbourhoods in larger cities. The tool facilitates a broad dialogue and quick technical assessment to identify vulnerabilities and risks against all possible hazards. The final output is a City Resilience Framework for Action (RFA), which identifies priority actions to progressively build the city's resilience.

Challenges addressed: Disasters and hazards, which are increasing both in scale and frequency due to the climate emergency, threaten the economies, safety, livelihoods, health and even lives of urban residents around the world, especially the urban poor and marginalized. Vulnerability to these risks and hazards threatens to reverse the progress countries and cities are making towards the SDGs.

What UN-Habitat can offer: CityRAP was designed by UN-Habitat and the Disaster Risk Management, Sustainability and Urban Resilience Centre (DiMSUR) in a way that local governments can adapt and implement it with minimum intervention from outside technical experts using practical methods to leverage local knowledge. The CityRAP methodology is founded in building on existing local capacities and fostering endogenous development

dynamics to make the process as sustainable as possible. In addition to the local government, other urban stakeholders are involved such as academia, national governments, NGOs, CBOs, private sector and others, creating synergies and mutual collaboration. CityRAP takes a bottom-up approach where civic participation in the decision-making process is key. Residents are included and empowered through community consultations, participatory mapping exercises, focus group discussions and workshops, ensuring that all the groups, especially the more vulnerable, are present and actively involved. CityRAP aims to enable local governments to plan and undertake practical actions to strengthen the resilience of their cities against natural and other hazards emphasizing adaptation measures to climate change.

Duration of support: The CityRAP process takes 3–4 months through four phases; it is usually implemented by a team of Municipal Focal Points with the support of UN-Habitat trainers that periodically travel to the site. CityRAP can also be delivered as a face-to-face five-day Training of Trainers. Both the regular implementation process and the Training of Trainers are being adapted for remote delivery to ensure continuity while preserving participants' safety in the context of the ongoing COVID-19 pandemic.

CityRAP phases



Previous applications: This service has supported the following cities: Ouagadougou (Burkina Faso); Espargos, Praia, Santa Catarina (Cape Verde); Arada and Lideta sub-cities of Addis Ababa, Adama, Dire Dawa (Ethiopia); Bafata, Bolama (Guinea-Bissau); Antala, Morondava (Madagascar); Lilongwe, Zomba (Malawi); Angoche, Chiure, Chokwe, Cuamba, Dondo, Metangula, Mocuba, Montepuez, Vilankulo (Mozambique); Agua Grande, Neves (São Tomé and Príncipe); George, Port Alfred, Potchefstroom (South Africa); Fomboni, Moroni (Union of Comoros); Chipata, Lusaka (Zambia); Chipinge, Mutare (Zimbabwe). This support has enabled the following results:

- **Triggering community self-mobilization:** Road opening, improvement of drainage in informal settlements, voluntary resettlement of people in Chokwe, Mozambique; drainage construction in Lilongwe, Malawi.
- **Encouraging local authorities to mobilize funds:** In Morondava, Madagascar, the city council mobilized EUR 1.5 million to implement activities of coastal erosion mitigation prioritized by the CityRAP Tool.
- **Influencing national policies for DRM:** In Malawi CityRAP has been embraced in the national guidelines for urban DRM plans; in Mozambique, elements of the

tool have been included into ministerial guidelines for the elaboration of urban plans to enhance its resilience dimension.

- **Facilitating mobilization of external funds:** UN-Habitat mobilized USD 14 million from the Adaptation Fund for a project to implement the outcomes of CityRAP process in four cities in south-east Africa.



Participatory mapping at the neighbourhood level during CityRAP Phase Two in Cabo Delgado, Mozambique, 2017

TESTIMONY

“After CityRAP we initiated the reorganization of the neighbourhoods, rearranging the settlements, opening new roads, identifying and opening new drainage canals to storm water in order to mitigate the floods. We also improved the sanitation with solid waste management.”

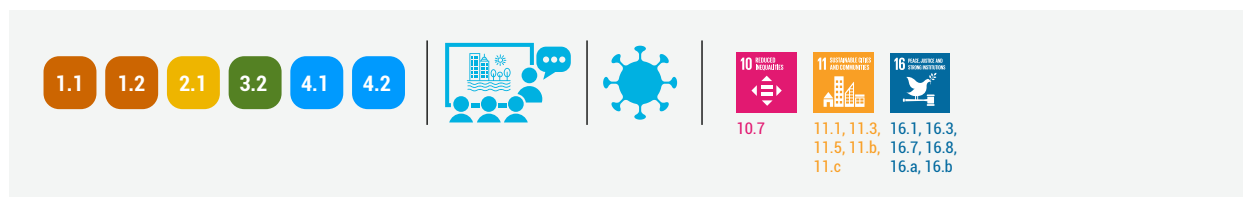
Ms. Evangelina Dundanani Maninguane Pfondo,
Chief officer of Chokwe Municipal Council, Mozambique

FOR FURTHER INFORMATION

[CityRAP tool](#)

[DiMSUR website](#)

B.3. Integrated urban planning in protracted crisis contexts



Summary: Technical advice towards the improvement of living conditions and management of existing human settlements and the creation of cooperative frameworks to implement sustainable strategies in urban crisis settings.

By supporting the connection of normative to operational work and by promoting durable spatial development and investment solutions, UN-Habitat aims to bridge the gap between humanitarian and development actors, and to support local governance and institutional development.

Challenges addressed: Lack of long-term perspective in traditional humanitarian response and the limited prioritization of sustainable development programming leading to inequalities and tensions between host and refugee communities, disorganized growth, low economic livelihoods, exclusion from the private sector and fragile and divided societies. These challenges compound and threaten the achievement of the SDGs. Response to COVID-19 in crisis contexts also requires additional coordination and new consideration of spatial constraints and dynamics.

What UN-Habitat can offer: This service can be tailored to meet the specific challenges facing a national, subnational or local government or community. UN-Habitat has long-standing experience and an extensive portfolio in supporting the coordination and providing advice for long-term solutions in humanitarian set-ups and planning and development in different crisis situations. The agency has worked extensively in collaboration with other United Nations and international agencies within the humanitarian-development and peacebuilding nexus, most noticeably with key partners such as UNHCR, IOM, UNESCO and non-traditional partners (e.g. private sector investors). UN-Habitat's expertise in participatory planning using tools and approaches in planning for integrated human settlements in both humanitarian and non-humanitarian contexts, provides a spatialized focus across sectors to bridge between traditional humanitarian and development work, supporting the development of wider strategic visioning (early, medium and long-term) and scenarios to engage national and local authorities for a collective response and coordination of urban strategies across different scales.

The service integrates recommended social inclusion indicators as part of monitoring processes and creates broad-based social cohesion and ownership using different tools and innovative approaches and new technologies. This can lead to the co-creation of sustainable infrastructure projects (e.g. community centre, public space) with partners, using Block by Block's gaming-placemaking Minecraft technologies (see B.1.) as well as innovations in durable livelihoods and resource production (engaging with World Agroforestry – ICRAF). UN-Habitat also brings on board partners and networks to support lessons learned in global knowledge platforms such as the UN Migration Network, the Global Refugee Forum, the High-Level Panel on Internal Displacement, the Global Alliance for Urban Crisis, the World Urban Forum and others.

During the COVID-19 response in humanitarian settings, urban planning tools and capacities can support optimized deployment of assistance and services to better coordinate actions by different actors and to ensure some of the investments accrue long term benefits in terms of their location and targeting. With COVID-19 shaping as a long-term emergency, urban planning can help to reduce its impact and increase the resilience of communities.

Duration of support: The duration and time frame of the service depends on the requirement by specific national and local governments, partners and donors. The support and project time frames can range from six months to many years, given the unpredictable nature of the crisis settings.

Previous applications: These have been applied globally, for example in the following locations: Kakuma and Kalobeyei Settlement, Turkana County, Kenya; Dadaab Cluster, Garissa County, Kenya; Refugee camps in Cox's Bazar, Bangladesh; Nakivale Settlement and West Nile Region in Uganda; and Kebribeyah Settlement, Somali Region, Ethiopia. To provide one example of the impact of such support, the Kalobeyei Integrated Socio-Economic Development Programme, which UN-Habitat supports, has resulted in the development of an Advisory Development Plan for a settlement to host 60,000 refugees; the spatial profiling of Kakuma Camp impacting 158,050 refugees;

ongoing support to spatial planning guidelines which have impacted 71 government officials and 113 community members (2019–2020) and will impact more than 90,000 people directly; participatory planning and design processes for infrastructure investment projects impacting people directly 1,972 (2018–2019), 429 (2019–2020); skills and job creation projects impacting 2,708 people directly, of which 1,408 are women (2018–2019); and capacity development workshops at institutional and local level impacting 90 officers and 200 community leaders (2018–2019). UN-Habitat has also developed specific indicators to measure integration of communities and social cohesion.

In Iraq, a multi-disciplinary team from UN-Habitat and UNESCO has developed an Initial Planning Framework for the Reconstruction of Mosul in order to support Mosul's local government with the reconstruction and recovery of the city. This project is an initiative by UN-Habitat and UNESCO supported by the Deputy Special Representative of the United Nations Secretary-General/Resident Coordinator/Humanitarian Coordinator. The Initial Planning Framework aims to define recovery priorities and deliver a comprehensive reconstruction and planning approach for the greater Mosul area with special attention to the Old City. It aims to provide concrete actions for the revival of the entire Mosul metropolis supported by desk research, fieldwork and data. In addition, the document provides recommendations for the implementation of suggested actions.

Reconstruction in Iraq
© UN-Habitat



TESTIMONY

"I commend the planning process and would like to stress the need for partners to scale-up efforts to address development challenges. Spatial planning is an important tool which has been embraced by the County Government to guide investments in the region, and we should enhance partnerships to strengthen the county's spatial planning function."

Mr. Josephat K. Nanok
Governor of Turkana County

FOR FURTHER INFORMATION

[Support to Kalobeyi New Settlement in Kenya](#)

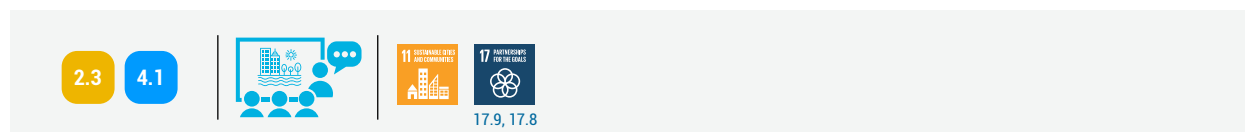
[COVID-19 in Vulnerable Contexts: Spatial Profiling for Adaptive Responses in Kakuma-Kalobeyi](#)

[UN-Habitat initiates measures on COVID-19 response in Kenya's two refugee settlements](#)



Kalobeyi - UN-Habitat Advisory Development Plan Participatory Planning Process

B.4. Building participatory accountability systems for city policies



Summary: Innovative online tools to support feedback loops with citizens on city policies, expanding the space for citizen participation and participatory accountability. They are supported by the development of partnerships with different city stakeholders. A process of training and capacity building needs assessment allows also a more participatory approach to translating policies into action.

Challenges addressed: Lack of open data, transparency, accountability and the capacities necessary to build and oversee these systems hinder citizen participation and oversight.

What UN-Habitat can offer: This support strengthens partnerships across local authorities, academia, NGOs, the private sector and civil society to work together to improve public policies in cities and increase levels of transparency and accountability. The service includes workshops and citizen consultations which include partnership with start-ups specialized in digital tools for local governments. UN-Habitat has developed the content of the Sustainable Cities and Communities Consultation (SCCC) as well as templates and tools that facilitate training needs assessments for cities and local authorities, and guidance for development of Voluntary Local Reviews (VLRs).

Duration of support: The SCCC is implemented for four months and results are presented 2–3 months after the closure of the consultation. Training workshops vary in duration and are typically recommended to take place over a range of 2–4 days. A minimum of two years is recommended to ensure continuity and results.

Previous applications: The service has been provided in six cities and the consultation in over 830 cities in Bolivia, Brazil and Peru. The methodology and online consultation can be replicated in any city and/or region. This has supported the production of four VLRs on the progress of SDG 11, and the training of over 1,200 local authorities, civil society and academia. This service can be continuous. For example, in Brazil, where the initiative has been endorsed by the National Federation of Municipalities, the consultation will be implemented in Brazil every year until 2030 to compare how citizen perception is changing regarding SDG 11.

The Consultation has also been featured twice as an example of UN-Habitat’s innovation in UNIN and is in the UNDESA database of best practices in relation to SDG 11.

Results of the Consultation Sustainable Cities and Communities 2018–2019, Brazil



TESTIMONY

“Citizen collaboration and transparency are the best tools to improve public management. The technology ensures that the dialogue with the population happens quickly, efficiently and allows the results of this conversation to be measured which facilitates the evaluation of public managers.”

Mr. Gustavo Maia,
CEO and co-founder of Colab, UN-Habitat partner

SDG Week in Niterói, Brazil. Workshop for public officials for the development of projects related to the 2030 Agenda in Niterói.



FOR FURTHER INFORMATION

[Fourth UNIN Report of 2018](#), which introduces SCCC as an innovation of UN-Habitat

[UNIN Best Innovations 2019](#). The SCCC is presented at the endeavours held by UN-Habitat to strengthen the use of frontier technologies and innovation:

[UNDESA database for good practices in implementing SDGs](#). The SCCC is included in this database as a good practice for the SDG 11

Information and materials from the different workshops held in Latin America:

[Training of Trainers in Trujillo in Collaboration with ECLAC](#)

[Urban Accountability Academy](#)

[Accountability Labs](#) (Chimbote, Peru; Trujillo, Peru; La Paz, Bolivia; Tarija, Bolivia)

[Accountability and public responsibility Labs in Rio de Janeiro](#)

[ODS Week in Niteroi](#)

Press release related to the SCCC and to events where the results and methodology of this initiative have been presented:

[UN-Habitat Mobile APP featured at Brazil SMART City Event](#)

[UN-Habitat, Colab and OS City launch new citizen consultation through an innovative tool in Brazil, Peru and Bolivia](#)

[UN-Habitat holds side event in Barcelona on innovative tools for citizen consultation in Latin America](#)

[UN-Habitat and Colab launch a mobile app for open public consultation on living conditions in Brazilian cities](#)

[Technology bridges the gap between residents and local authorities in Latin America](#)

Promotional videos of presentations related to the project and the SCCC:

[Innovative tools to enhance SDG11 performance monitoring in cities](#)

[What happened during the Local Governments and Cities Day at COP25?](#)

[Report with the results of the first stage of implementation of the SCCC in Brazil](#)

B.5. Creating urban resource centres for young people in cities



Summary: The provision of safe and productive urban spaces for young men and women is critical to youth and their communities' healthy development. The One Stop programme addresses youth access to urban spaces through a participatory process which engages youth in the design and implementation of "One Stops" or integrated urban resource centres for young people. This service supports local and national governments to establish new One Stops, and accredits current centres as One Stops through UN-Habitat's accreditation programme.

Challenges addressed: Today, there are 1.2 billion young people aged 15 to 24 years, most of them living in the developing world. A lack of employment and other opportunities for youth threaten their prospects and wellbeing in cities. The active engagement of youth in sustainable development efforts is central to achieving sustainable, inclusive and stable societies by 2030. This engagement and the prospects of youth have been particularly threatened during the COVID-19 pandemic and its associated effects on employment and education.

What UN-Habitat can offer: The urban resource centres – One Stops – provide relevant skills for urban youth to attain employment and decent jobs through training and access to technology. UN-Habitat provides technical support to local governments to establish and run the One Stops; conducts local market research to assure job training programmes are targeted and effective; and supports governments to ensure that the centres are inclusive and responsive to the communities' needs. The support and operation of these centres are guided by a series of principles on youth development created by UN-Habitat and its partners in 2007, the [Kampala Principles for Youth Led Development](#), which focus on youth taking the lead in their own development and that of their communities. UN-Habitat utilizes its unique convening capacity to ensure that all relevant urban stakeholders are effectively engaged in the design and implementation of the One Stops.

This service also supports the repurposing and regeneration of urban structures that have been underutilized to rapidly and efficiently bring new One Stops online. Many One Stops have been repurposed to provide critical health services during the COVID-19 pandemic providing hand washing stations, prevention information and masks to

the communities; as well as creating a valuable resource for governments to quickly provide emergency assistance to communities. (See also B.1. and D.4. for more on UN-Habitat's work supporting inclusive public spaces).

Duration of support: UN-Habitat provides support in the development of the One Stop centres, with the goal of each being sustainably and independently run. The development process is done in three steps: Step 1 is a stakeholder engagement process, Step 2 is the establishment of a governance structure for the One Stop and programme planning, and Step 3 is operationalization of the One Stop's programmes. All three steps typically take one year, and can be applied in an iterative and continuous manner.

Previous applications: UN-Habitat has supported the establishment of One Stops in ten cities in sub-Saharan Africa, which have provided health, training and recreational services for over 350,000 young men and women. The first One Stop was launched in Nairobi, Kenya as a partnership between the City of Nairobi, civil society and the local and national government. The focus of the centre was to be a place that "empowers the youthful generation to have ownership of the development process and be agents of transformation in the city." The success of the One Stops has made them a model for providing a combination of resources in urban public spaces for youth.



Young women play soccer at the Mogadishu One-Stop Centre. © UN-Habitat



FOR FURTHER INFORMATION

Please visit www.unhabitatyouth.org for more information on the One Stop centres and UN-Habitat's work with youth

One Stop Training Manuals

1. [Urban Youth Centre Setup Guide, Volume 1](#)
2. [Information Work and Youth – getting started guidelines, Volume 2](#)
3. [Community Mapping Guide – a youth community mapping toolkit for East Africa, Volume 3](#)
4. [Entrepreneurship Programming for Urban Youth Centres, Volume 4](#)
5. [Programme Planning and Evaluation in Urban Youth Centres, Volume 5](#)

[One Stop Accreditation Guide](#)
[UN-Habitat One Stop Youth Centre Model](#)

C. Policy, legislation, and governance

C.1. Strengthen housing, land and property rights for peaceful societies

1.2 1.3 4.1 4.2



11.1



16.3, 16.6,
16.B

Summary: Support to functioning housing, land and property (HLP) institutions and strong legal frameworks enabling security of tenure.

As prolonged or intermittent conflict tends to fracture and incapacitate, if not destroy, a nation's housing, land and property framework, governments as well as humanitarian and development actors often require assistance in rebuilding and strengthening HLP institutions and legal frameworks in the post-conflict period. This service supports government and international stakeholders by providing assistance that can be categorized into three areas: (1) increase knowledge of key HLP issues and the HLP institutional and legal framework via the production of thematic legal papers, reports and guidance notes; (2) support a process for HLP legal reform or legislation drafting via legal consultation and legislative review; (3) build capacity of HLP administration institutions and supporting humanitarian and development actors via knowledge sharing, information briefs, legal consultation and advising.

Challenges addressed: Complex challenges affecting HLP rights arise in the post-conflict context of displacement and return. Specific HLP issues which contribute to tenure insecurity and homelessness or landlessness in these circumstances include property confiscation; unauthorized property sales or transfers; secondary occupation; HLP disputes; loss of HLP and civil documentation, damage to property records and land information systems, fragmented de facto land administration, demographic change, and damage to and inadequate information on housing stock. Weak legal frameworks and incapacitated HLP institutions compound these challenges and hinder recovery processes such as property restitution and reconstruction, consequently inhibiting the establishment of resilient, cohesive communities.

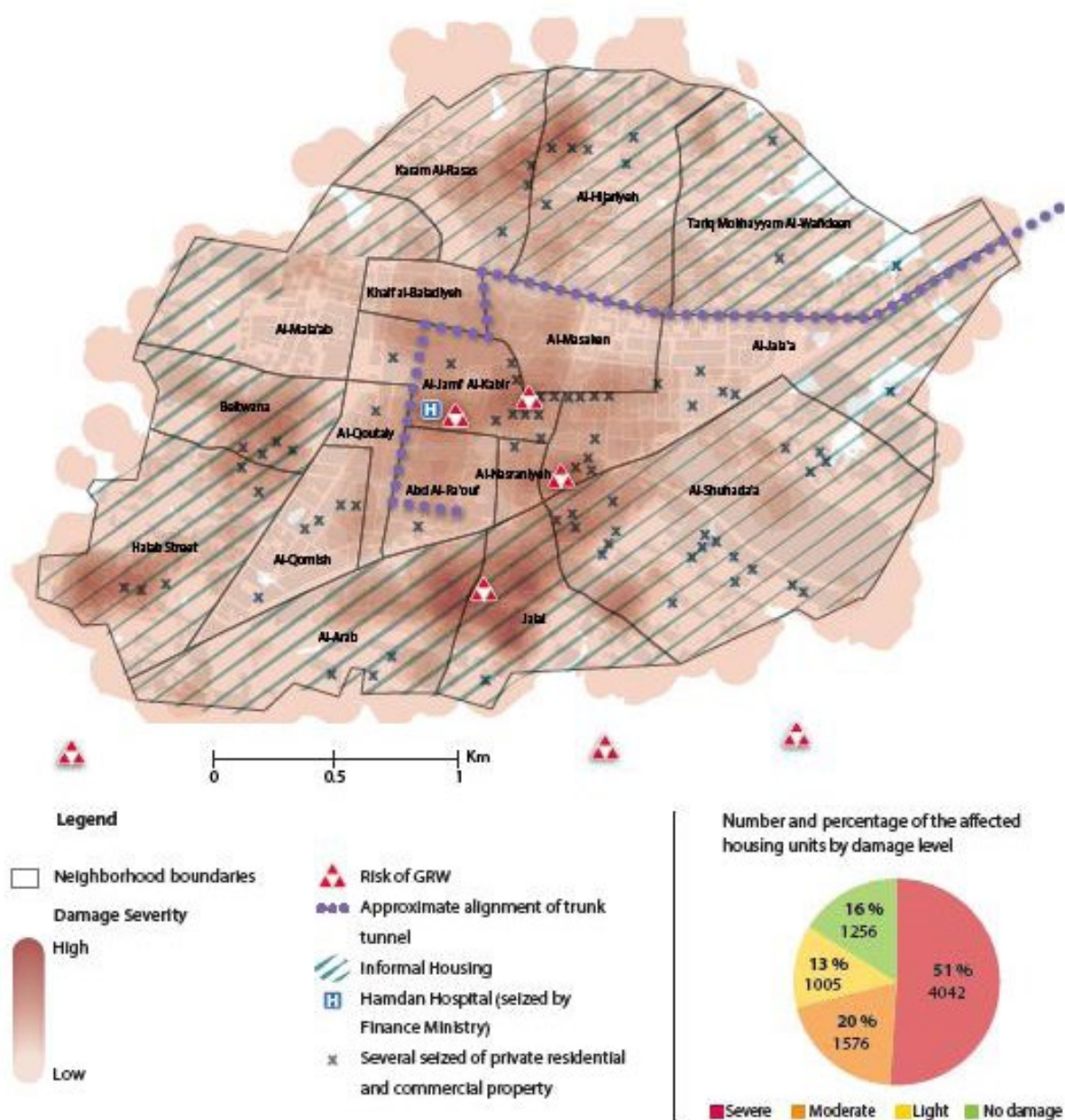
What UN-Habitat can offer: As the reconstruction of human settlements and societal institutions is the primary concern in post-conflict contexts, UN-Habitat has a critical role to play in post-conflict recovery efforts. The agency has become a leader in addressing HLP issues in post-conflict periods, recognizing the key role of land in both triggering and resolving conflict and injustice. Marginalized groups such as women, children, older persons, ethnic and religious minorities, and IDPs and refugees tend to be most susceptible to human rights violations and HLP abuses during and following conflict. UN-Habitat aims to ensure that vulnerable groups are included in all HLP processes following conflict such as property restitution and specifically seeks to increase the security of tenure of marginalized groups. Our knowledge gathering, capacity building and legal reform support includes marginalized groups to ultimately prevent forced evictions and displacement, increase tenure security, enable the return of displaced persons and improve access to and/or the availability of affordable housing for all. In addition to long-term institutional and legal reform, we utilize “fit-for-purpose” land administration tools such as temporary occupancy permits, and the **Social Tenure Domain Model (STDM)** which facilitates the provision and strengthening of HLP rights in a variety of contexts along the conflict to post-conflict continuum. This service builds on on-going partnerships and collaborations with UNHCR, NRC and other stakeholders working on HLP rights in conflict and post-conflict countries. (See also section E for more of UN-Habitat's services related to land, housing and shelter).

Duration of support: The timeframe for the activities of this project can be split into phases: building knowledge and capacity, identifying areas for legal change can take between 1–2 years; the process of enacting legal and institutional reform, meanwhile, usually takes between 1–5 years depending on the context.

Previous applications: This service has been successfully applied in both Syria and Iraq and is highly relevant to conflict and post-conflict contexts. In Iraq, as of July 2019, UN-Habitat has supported governments to deliver over 2,811 Occupancy Certificates to Yazidi households who had been unable to gain access to official recognition of the ownership of their lands and houses due to decades-long discriminatory policies. These certificates have provided conditions for return and for further participation in local development, repairing historical injustices exacerbated by recent persecution. In Syria years of protracted conflict

have disabled land administration capacities, weakened security of tenure, reduced access to adequate housing and rendered marginalized groups such as women and displaced persons vulnerable to being deprived of their property rights. As part of the EU-funded Syria Joint Programme, UN-Habitat is supporting the evidence-based production of guidance notes and thematic legal papers to improve operational HLP issues and ultimately facilitate the peacebuilding process by building capacity for and advising government and development actors.

Map: Essential HLP-Related Risks in Douma



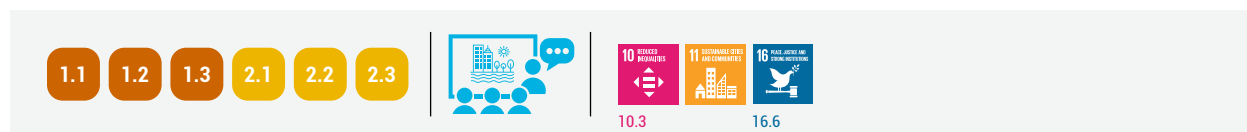
Beneficiary Yazidi family in Iraq whose house was rehabilitated. They received a Certificate of Occupancy to increase their tenure security following the rehabilitation



FOR FURTHER INFORMATION

[UN-Habitat legislation web page](#)

C.2. Legal frameworks to plan sustainable cities



Summary: Support to national and local governments in assessing and reforming their urban planning legislative and governance frameworks to develop a solid context for participatory urban planning and rights-based approaches to development. Urban development can result in increased inequalities, declining economic productivity and vulnerability to climate change if not underpinned by coherent policy, legal and governance frameworks. This service utilizes methodologies and tools such as the “Planning Law Assessment Framework”, a diagnostic tool to benchmark legislative quality and identify the strengths and weaknesses in planning regulatory frameworks and training packages on legal drafting and regulatory quality, policy and legislation and planning law.

Challenges addressed: Ineffective implementation of urban planning laws and urban plans causes unsustainable urban planning practices (urban sprawl, inadequate public and green spaces, lack of connectivity and walkability); insecurity of tenure; insufficient supply of serviced land for the urban poor; insufficient municipal tax revenues; and vulnerability to climate related events.

What UN-Habitat can offer: UN-Habitat is uniquely positioned to support national and local governments to overcome these challenges due to its knowledge of urban legal systems from over 70 countries in all major regions of the world, use of robust and tested legal assessment and reform methodologies, and access to a broad network of universities, research centres and legal experts.

Duration of support: The review of the urban planning law and governance frameworks and the development of recommendations for legal reform is normally done in one year. The development of the reform options based on the needs of the national or local government can be done in one year. Trainings can be conducted in a one-hour session to introduce a topic, to engagements that build strong expertise among personnel over several months to years.

Previous applications: This service has supported the development of planning laws and policies in 20 countries, and has led to examples such as: (a) New planning law in Egypt and Kosovo; (b) The provision of evidence and recommendations for National Urban Policies in Bolivia and Guinea Conakry; and (c) Support for the review of the urban planning framework in Saudi Arabia by reviewing 500 pieces of urban legislation assessed in Saudi Arabia.

Planning Law and Governance Workshop in Dammam City, Saudi Arabia



TESTIMONY

“This training should be a requirement to all urban practitioners, before embarking on new projects.”

“This training has provided knowledge in all fields of law and has assisted in identifying the reasons why the system is malfunctioning in my country. It has made me a better legal advisor.”

“Without appropriate legislation, the implementation of the New Urban Agenda is impossible.”

Anonymous evaluations from participants in the Legal Drafting Course (2017 - 2019)

Consultative Planning
Law Workshop, Egypt



FOR FURTHER INFORMATION

[Urban policy platform](#)

[Planning Law Assessment Framework](#), developed by [UN-Habitat](#), is a quick self-assessment tool that aims to identify the strengths and weaknesses of an urban planning legal system. Also available in [Spanish](#)

[UrbanLex](#) is a free global database which aims to improve access to the legislation that regulates the urban environment

C.3. National and Sub-national Urban Policies



Summary: Expert guidance and capacity development for national and sub-national governments to develop, implement and monitor and evaluate National Urban Policies (NUPs) and Sub-national Urban Policies (SUPs).

These policies can serve as core instruments to harness the potential of urbanization and drive sustainable development and the improvement of living standards. This guidance includes thematic companions focused on mainstreaming food systems, addressing climate change and integrating migration into NUPs.

Challenges addressed: Urbanization in most developing countries is bringing about enormous changes in the spatial distribution of people and resources, as well as the use and consumption of land. Although such a process is strongly linked to social and economic development, many countries lack the supporting policies and frameworks that can leverage the process for increased development gains and guide it towards sustainable patterns. While urbanization creates huge wealth and opportunities, enables better use of assets and creates new ones, in many countries, particularly in the developing world, these aspects are not harnessed for development. In fact, in the developing world, urbanization challenges often seem to outpace the development gains.

To enhance harness urbanization, mitigate its negative externalities and promote an “urban paradigm shift”, there is need for a coordinated approach and clear policy directions to transform policy intent into policy action through urban transformative projects and urban acupuncture projects. This is lacking in many countries, where several government departments oversee different aspects of the urbanization challenge. Moreover, urbanization is not considered a national or subnational development opportunity. In general, the overall understanding of cities in national development is very limited, and so is the appreciation of the structural transformations represented by the dynamics of growth in urban spaces.

What UN-Habitat can offer: To address these challenges, UN-Habitat has created NUPs and SUPs to guide and harness the potential of urbanization to drive sustainable development and improve quality of life for all. Countries with NUPs that respond to the urbanization challenges of today are more likely to achieve responsive and sustainable urban development that ensures economic, social and environmental links between urban, peri-urban and rural areas. Such urban policies or plans should ensure, as a minimum, that they address aspects of population dynamics, balanced territorial development and how to increase local fiscal space. NUPs and SUPs can redress social inequalities and discrimination, both within and between urban areas, and establish synergetic connections between the dynamics of urbanization and the overall process of national development through a spatial lens. They incorporate citizen participation in the process of formulation, development and implementation to reduce inequality and urban segregation.

Based on its extensive experience and knowledge accumulated across every phase of NUP and SUP creation and implementation, UN-Habitat has also generated a suite of normative tools to accompany NUP and SUP processes and ensure the frameworks are tailored and meet the needs of every country and sub-national government. These guides and tools advise how best to address key areas in these policies, for example: National Spatial Strategies Guide (under development), [Mainstreaming Urban-Rural Linkages in National Urban Policies](#) (see also C.5. for more on UN-Habitat’s support to urban-rural linkages and food systems), and the [Addressing Climate Change in National Urban Policy](#).¹ (See also section H for more on UN-Habitat’s offerings on climate change and cities).

¹ This guide recommends how to mainstream climate change in cities and human settlements challenges into NUPs, thus helping to empower national governments, local governments and other stakeholders to effectively address climate change. See also Section H and Flagship 3 for more on UN-Habitat’s services supporting cities and climate change.

Reasons Why NUP matters

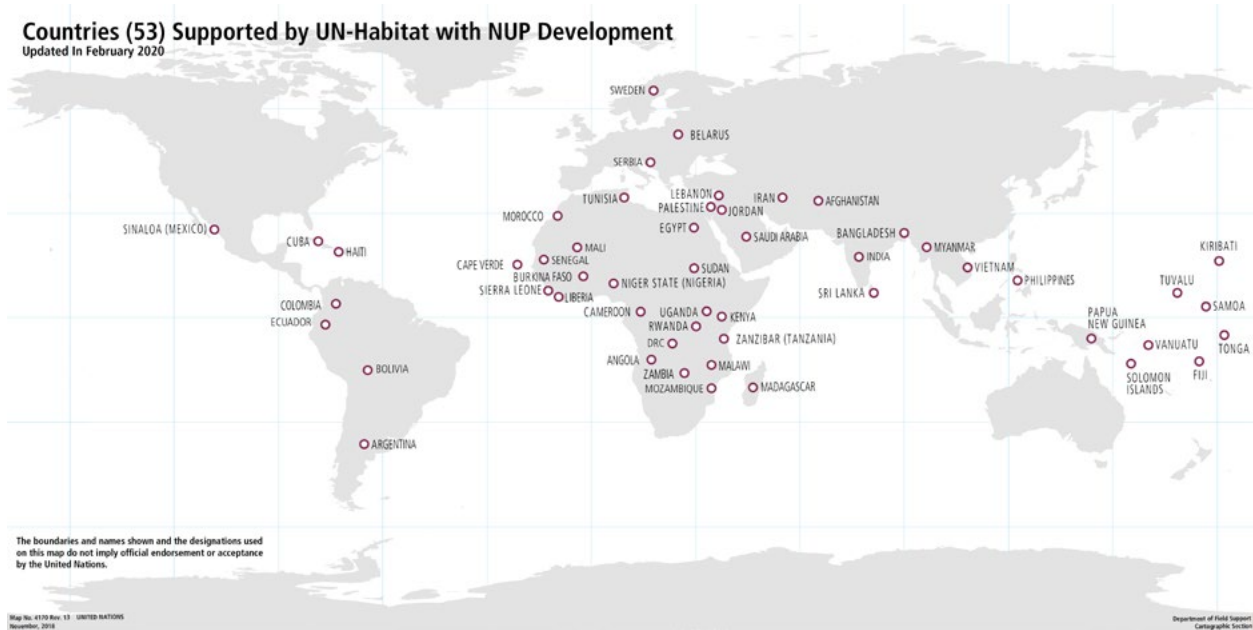


Duration of support: Depending on the request from clients, NUP and SUP services are provided and implemented between 3–5 years. An overall training on the [NUP Learning Guide](#) is offered to assist countries in increasing knowledge about designing and implementing National and Subnational Urban Policies to address policy priority areas within their urban development agendas. A training on how best to use the [Mainstreaming Urban-Rural Linkages in National Urban Policies](#) guide can last from one day, while it may take several months to localize and contextualize the approach. Support to utilize [Addressing Climate Change in National Urban Policy](#) can range from one day of capacity-building (to introduce how best to use the tool and integrate UN-Habitat’s relevant recent examples and lessons) to sustained support to policy formulation over several months.

Previous applications: UN-Habitat has supported the NUPs of over 50 countries and the SUPs of 10 sub-national governments. Three regional programmes on NUP focusing on specific regional priorities have also been applied. [Addressing Climate Change in National Urban Policy](#) has been applied in Tanzania (Zanzibar) and in Jordan to mainstream climate action in NUPs, and it is being used as a reference in developing more region-specific policy guidance. [Mainstreaming Urban-Rural Linkages in NUPs](#) has been applied in five countries, enhancing capacities on integrating food among other URL aspects into NUP.

Countries (53) Supported by UN-Habitat with NUP Development

Updated In February 2020



TESTIMONY

“National urban policies can help harness the benefits of urbanization while responding to its challenges through the development of a much broader, crosscutting vision of an urban landscape. National urban policies can help align sectorial policies that affect urban areas and develop an enabling institutional environment.”

Ms. Njambi Kinyungu,
Permanent Representative of the Republic of
Kenya to UN-Habitat

“Niger State Urban Policy is a strategy document that provides all Nigerlites with sets of principles and standards required to achieving sustainable urban and territorial development. In connection with New Urban Agenda, the State Urban policy seeks to identify urban development priorities towards socially and economically equitable and environmentally friendly urban and territorial development.”

Prof. Mustapha Zubairu,
Coordinator – Niger State Urban Support Programme

FOR FURTHER INFORMATION

[Learn more about NUPs and SUPs](#)

[A detailed guide and toolkit on mainstreaming climate change into national urban policies as well as case studies from its application in six countries](#)

[Addressing Climate Change in National Urban Policy: A Policy Guide for Low-Carbon and Climate-Resilient Urban Development](#)



© UN-Habitat/Kristen Milhahn

C.4. Leaving no place behind: Strengthening urban-rural linkages

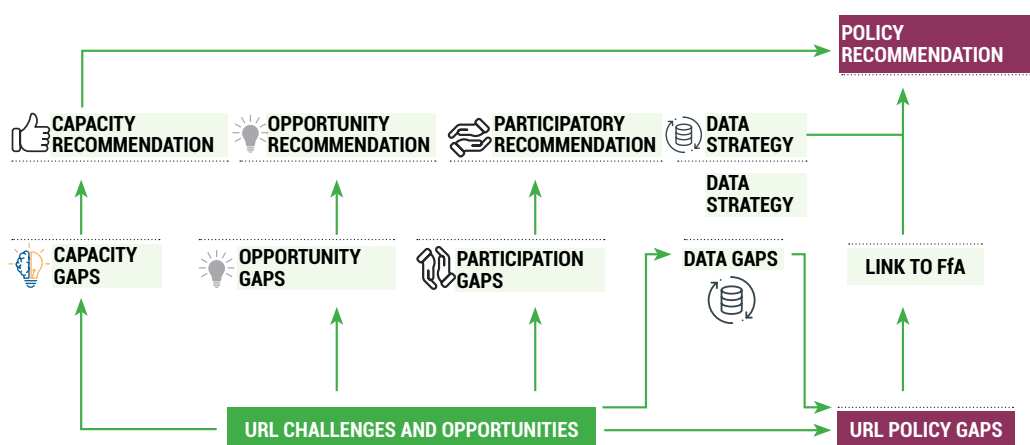


Summary: Strengthening urban-rural linkages by enhancing capacities of policy-makers and change agents at all levels to collect and use evidence for fostering cross-sectoral, multi-level frameworks, strategies and action plans for integrated and inclusive territorial development. UN-Habitat deploys the *Urban-Rural Linkages: Guiding Principles (URL-GP)* and *Framework for Action to Advance Integrated Territorial Development* to help shape strategies, policies and plans for sustainable integrated urban and territorial development. The accompanying Framework for Action helps build an enabling environment for more inclusive and functional urban-rural linkages and offers practical suggestions that can be adapted to diverse contexts.

Challenges addressed: The urban-rural divide often results in rural-urban migration, poverty and inequalities and often impact on food security for both urban and rural dwellers. Interactions between urban and rural areas are characterized by material or immaterial, social, economic and information flows. During the COVID-19 pandemic flows of people, goods (food/health supplies), services, resources and capital were adversely affected in some contexts. This further necessitates why urban-rural linkages should be considered in policies, plans and strategies.

What UN-Habitat can offer: UN-Habitat is the lead agency working in human settlements and specifically in the development of the universal **Urban Rural Linkages: Guiding Principles (URL-GP)**¹ and **Framework for Action**. These are key frameworks for the implementation of the New Urban Agenda and achievement of the SDGs. UN-Habitat has developed tools and methodologies for national and sub-national governments to localize the URL-GP, and has convened a large community of partners and practitioners working on various dimensions of urban-rural linkages. URL-GP is also linked to other work of UN-Habitat on National Urban Policies, International Guidelines on Urban and Territorial Planning and the Global Land Tool Network, amongst others. Led by UN-Habitat partnerships with UNECA, UNCRD, IFAD and FAO, academia and civil society are also actively engaged towards creating synergies for global dialogues and enhanced relevance in different thematic and geographical contexts. The first International Forum on Urban-Rural Linkages took place in Songyang County, China in November 2019.

Duration of support: The duration of support is typically at least two years. The first year is dedicated to assessment of the URL challenges, opportunities, capacity gaps, participation gaps, policy and data gaps. The second year focuses on prioritizing the issues to address, data collection for evidence and finally policy recommendations including incorporating the strategies, policies and plans amongst others.



² Over 130 stakeholders and over 40 institutions participated in the development of the URL-GP. URL-GP can be found in English, Spanish, French, Russian, Portuguese, Chinese and Arabic.

Previous applications: UN-Habitat has conducted projects to strengthen URL in nine African countries and supported Bolivia in developing policy recommendations. In these projects it has deployed the URL-GP tools and methodologies in Cameroon, Guinea Conakry, Nigeria (Niger State), Tanzania (Zanzibar), Mozambique, Burkina Faso, Senegal, Mali and Democratic Republic of the Congo. UN-Habitat has also conducted regional workshops to build capacities of over 80 government officials on mainstreaming URL

into National Urban Policies. As examples, Cameroon and Guinea Conakry have developed URL country teams/committees from different ministries/sectors and levels of government to advance the work; and Niger state is developing strategies for slum redevelopment in one of the cities and is developing markets plans and designs after the respective data collection and analysis which are not part of this project, utilizing the capacities developed.

Urban-Rural Linkages: Guiding Principles



TESTIMONY

“The capacity development workshop and project at large has equipped us on how to utilize Urban-Rural Linkages tools that will help us in planning for our urban areas and the respective peri-urban and rural areas. This includes enhancing connectivity and equitable allocation of the services to minimize mobility to the cities from the rural areas whether for employment or better goods and services.”

Mr. Mohammed Habib,
Director Dept. of Urban and Rural Planning Commission for Lands, Tanzania



FOR FURTHER INFORMATION

[UN-Habitat's Urban-Rural Linkages project website](#)

C.5. Policy, law and governance for climate smart cities

2.3 3.1 3.3 4.3



Summary: Strengthening urban policies, law and governance in order to establish cities' resilience and adaptation to climate change and impact their greenhouse gas emissions. These policies, laws and governance frameworks define where land, infrastructure and basic services can be built; lay out rules for planning and decision-making; and set the context within which urban authorities, local governments and communities are expected to fulfil their mandate and react to emerging challenges. This service utilizes the **Law and Climate Change Toolkit** to support countries and local governments in reviewing and reforming their policy, legal and governance frameworks in order to implement their Nationally Determined Contributions under the Paris Agreement.

Challenges addressed: Climate change has been described as the 'defining issue of our time'. Human settlements emit a substantial portion of the world's greenhouse gases and are home to most of the population and infrastructure that is highly vulnerable to the impacts of climate change. A resolute response to climate change requires deliberate and sustained action from both state and non-state actors anchored in supportive regulatory and institutional frameworks and a regular assessment of their adequacy and effectiveness.

What UN-Habitat can offer: At the forefront in the efforts to promote climate smart urbanization, UN-Habitat offers this support globally for all signatories of the Paris Agreement. A study undertaken by UN-Habitat in 2017 showed that the majority of Nationally Determined Contributions (NDCs) – 113 out of 164 – show strong or moderate urban content, with the main portion focusing on urban issues in the context of adaptation. By reviewing their legislation and assessing whether it is appropriate to achieve their

reduction and adaptation targets, UN-Habitat supports countries to improve their policy, legal and governance frameworks to facilitate the implementation of their NDCs. Through this support, UN-Habitat builds capacities of national and local governments to better understand the legal and institutional frameworks required for effective climate change planning, management and governance. The assessments focus on pro-poor approaches to climate action that do not compromise but improve security of tenure and access to adequate housing for the most vulnerable.

This service utilizes the **Law and Climate Change Toolkit**, which is the result of a partnership between several international institutions including the Commonwealth Secretariat, UNEP, UNFCCC and other United Nations entities. UN-Habitat is one of the contributing partners to the Toolkit and has led the development of the Urban Law module. The project will be based on the UN-Habitat core value of socially inclusive urbanization. (See also Section II – H for more on UN-Habitat's support on climate and cities).

Duration of support: This support can be effectively delivered in two years. The first year is dedicated to the assessment of policy, legislation and governance frameworks relevant to urban planning and climate change and to production of recommendations for legal change. The second year is dedicated to the discussion of the findings and recommendations, to the identification of government's priorities and possible options for legal reform.

TESTIMONY

"Urban legal frameworks play an important role in climate change mitigation and adaptation."

"The toolkit is an innovative and a very useful instrument to help countries review their domestic legislation."

Ms. Sharon Gil, Cities Unit, UNEP

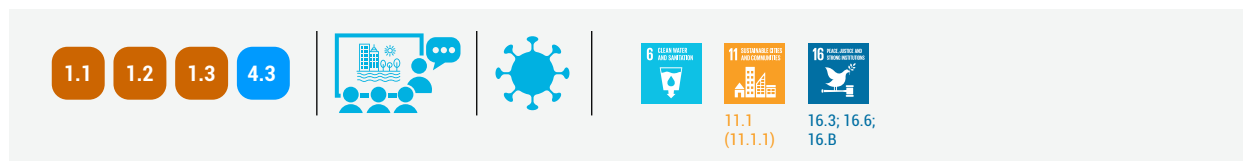
Students learn in a school affected by cyclone Idai in Beira, Mozambique. © UN/Eskinder Debebe



FOR FURTHER INFORMATION

[The law and climate change toolkit website](#)
[World Urban Forum 10 in Abu Dhabi](#)

C.6. Urban law for informal settlements upgrading and prevention



Summary: Support to identifying the legal constraints for slum prevention and upgrading, with the goal of ensuring the right to security of tenure, to an adequate standard of living, and the right to water and sanitation for the urban poor. Informal settlements are outside the regulations on land-use, buildings permission, and infrastructure and service provision. They are often situated on illegally occupied land, with no infrastructure or basic services. Many people live in informal settlements because of the high cost of 'formal' housing – including the cost of getting a legal land title, receiving permissions to develop buildings and meeting rules and regulations on land-use, buildings and infrastructure and service provision. This service helps to build an understanding of the adequacy of the policy and legal framework to support or hinder the development of affordable housing and informal settlements upgrading efforts.

Challenges addressed: One billion urban dwellers live in informal settlements, experiencing lack of access to housing and basic services, insecure tenure and living under the threat of forced evictions. Policy and legal frameworks are often non responsive to the needs of the most vulnerable local communities and to facilitate the realization of their right to security of tenure and to an adequate standard of living. (See also Flagship 3 on page 140 for more on how UN-Habitat is addressing this issue, and see A.1, E.2, E.7, and G.3 for more on UN-Habitat's support for informal settlements).

What UN-Habitat can offer: UN-Habitat builds on its long-standing experience and expertise in these intersecting areas to improve the responsiveness of the policy and legal environment to the needs of the most vulnerable local communities and to facilitate the realization of their right to security of tenure and to an adequate standard of living. This support is innovative for the scope of the

subjects covered and for its methodology. It is the first legal assessment that looks at all dimensions that hinder the enjoyment of basic living standards of slum dwellers. Additionally, the projects assess the legal effectiveness of the legal framework by considering the policy consistency; the transparency of processes; the clarity of institutional responsibilities and institutional capacity for implementation. One of the outcomes of this support is the creation of the enabling policy, legal and governance frameworks to increase the resilience of informal communities to climate related weather events.

Duration of support: The timeframe for the activities of these projects can be split into phases: building knowledge and capacity and legal review to identify areas for legal change, which typically takes 1–2 years; and legal and institutional reform which typically takes between 1–5 years, depending on the context.

Previous applications: The project has so far provided evidence for and supported policy, legal and governance reforms in the following countries: Kenya, Bolivia, Iran and Guinea Conakry.

- In **Kenya**, the project has supported the drafting of the Kenya Slum Upgrading Bill.
- In **Bolivia**, the project has supported the drafting of the new National Urban Policy.
- In **Iran**, the project has been piloted in three cities and the findings will be discussed with the Ministry of Roads and Urban Development.
- In **Guinea Conakry**, the project is supporting the development of the new National Urban Policy and some slum upgrading projects in Conakry.

The Informal Settlements Upgrading Legal Assessment Tool was awarded the second prize for the most promising and innovative idea to Leave No One Behind at the 1st World Summit on Leaving No One Behind held in Geneva from 7–8 February 2019.

Workshops to discuss the challenges of informal settlements in Iran



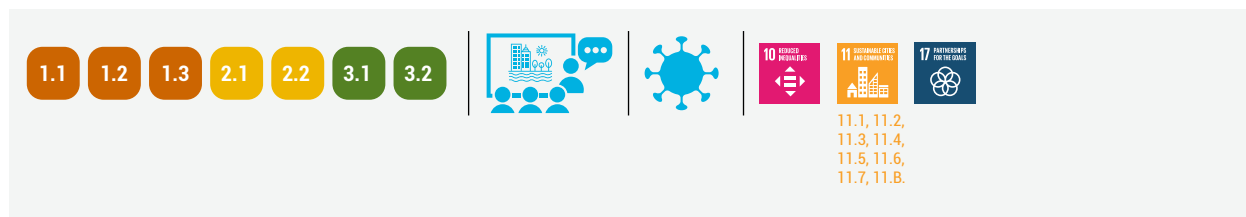
FOR FURTHER INFORMATION

[Urban policy platform](#)

[UrbanLex](#) is a free global database which aims to improve access to the legislation that regulates the urban environment

D. Planning and design

D.1. Integrating global goals into urban development plans to guide urban transformation



Summary: Support and expertise to develop integrated urban development and statutory plans that guide urban transformation and reflect New Urban Agenda principles and further the achievement of the SDGs. As plans guide the spatial development of cities and settlements, provide scenarios for projected growth, and identify future projects to cater to the needs of residents, they cover different sectors like housing, transport, basic services and social amenities. Implementation of the plans requires appropriate legal and finance mechanisms that support translating plans into concrete action, revenue generation for municipality and clarify the financing mechanisms for public spaces and infrastructure.

Challenges addressed: The pace of rapid urban development, especially in cities, can lead to unsustainable growth patterns and inefficient land use including urban sprawl, informal housing, congestion, limited basic service provision and social and recreational facilities and infrastructure in cities, and settlements that endanger residents.

What UN-Habitat can offer: Plans can address and prepare for these challenges, establish the rules of the game for land development and infrastructure extension, and mobilize political support to fund critical infrastructure in a coordinated manner to generate equitable access to services and opportunities. UN-Habitat, through its Urban LAB, brings together technical expertise in planning, data analytics, urban economy, finance and governance and is poised to support city, metropolitan and county government planning departments to develop plans that guide urban development actions in line with the SDGs and the New Urban Agenda. The approach is integrative and focuses on key elements that can leverage the urban advantage for many, such as prioritizing public space within a framework of urban density, mixed land use and social mix, equitable

access to land and tenure security and the integration of the formal and informal spaces and systems.

In contexts where planning systems are not well developed or where local capacity may struggle, UN-Habitat plays a unique and effective role in ensuring sustainable urban development systems are set in place. UN-Habitat's support integrates climate-responsive solutions as well as human rights, social inclusion, participation and gender-responsive strategies such as representation in the process and approval and adoption stages by the council. The planning process of this service is in itself a capacity building tool and the engagement with the local actors is geared towards addressing local authorities' ability to implement it in the future. Depending on the context and needs assessed, specific capacity building sessions are organized for different stakeholders including technical staff, political decision-makers and communities.

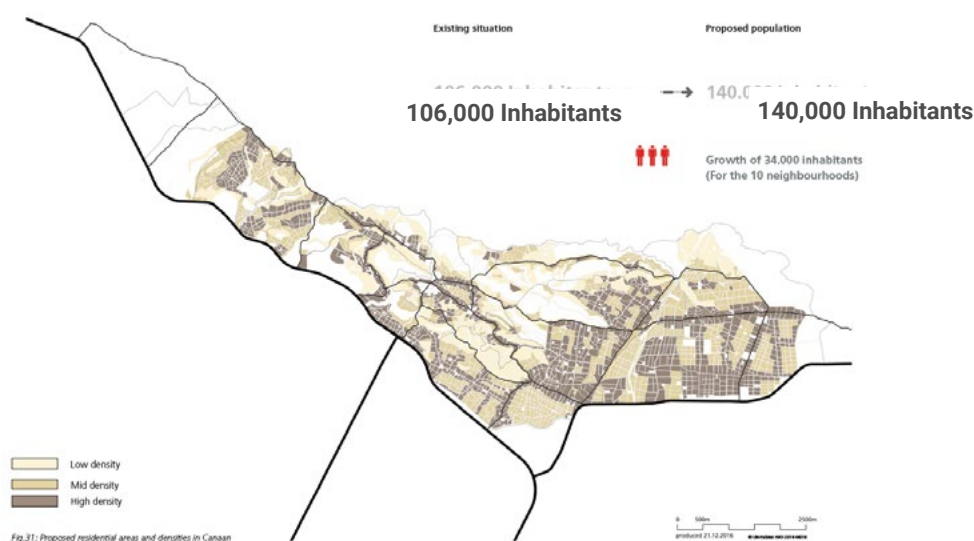
Duration of support: The timeframe for developing urban plans can vary and depends on the specific context, availability of data and the amount of detail expected in the final product. The period to develop a Statutory Plan can range anywhere between 10–24 months. Other types of plans may require less time, although the consultative process may be quite intensive. Support in selected phases of these processes through coaching and specific inputs can be also envisaged through engagement at critical moments in support to the local planning departments.

Previous applications: This is generally relevant for developing contexts where local planning capacities are weak and urbanization rates are high suggesting a strong need for integrated spatial planning particularly. We have worked with over 50 cities in the past years. Examples of statutory plans at the local level that integrate global goals, principles and agreements are those developed

for Haiti (Canaan, Les Cayes, Jeremie, Beaumont, Dame Marie), Ethiopia (Hawassa, Bahir Dar) and municipalities in Kenya like Moyale and Kalobeyei. Other types of plans have been developed for Kisumu, Kenya (Concept Plan for the Lakefront Area) and Moroni, Comores.

The Canaan Structure Plan was developed as part of the Urban Development Initiative funded by USAID to support CIAT (Interministerial Committee for Territorial Planning) and UCLBP (Unit of Construction, Housing and Public Buildings), as well as three municipalities in the Port-au-

Prince Metropolitan Area in developing an integrated urban development plan for reconstruction after the earthquake of 2010. The structure plan provided a common vision for the development of the Canaan area that would integrate the work and initiatives of different government and non-governmental actors, and was based on an extensive participatory planning process at the city and neighbourhood level developed in collaboration with the Haitian government as well as the Haitian and the American Red Cross. The plan was used to prioritize investment in the area and to align it with the needs of local residents.



Urban Structure Plan for the area of Canaan, Port-au-Prince, Haiti



Moyale, located in Marsabit County in Kenya, is a cross-border town with Ethiopia and lacks any form of spatial plans and is experiencing rapid growth. The Integrated Strategic Urban Development Plan aims to assess the existing conditions, identify issues and gaps to meet the needs of the residents and propose projects in different sectors to ensure integrated and sustainable growth. The Plan is an essential requirement to be deemed a municipality and access funds for development from the national and county government.

TESTIMONY

“Community participation has been one of the strongest assets of the plan. The plan has focused on addressing the priority interventions that are required from the community perspective to upgrade the informal urban structure of Canaan and improve the lives of its residents.”

Ms. Rose-May Guignard

Senior Urban Planner, Inter-ministerial
Committee for Territorial Planning (CIAT), Haiti

Infrastructure, street network and boulevard built based on the prioritized investments in the plan, Haiti.



FOR FURTHER INFORMATION

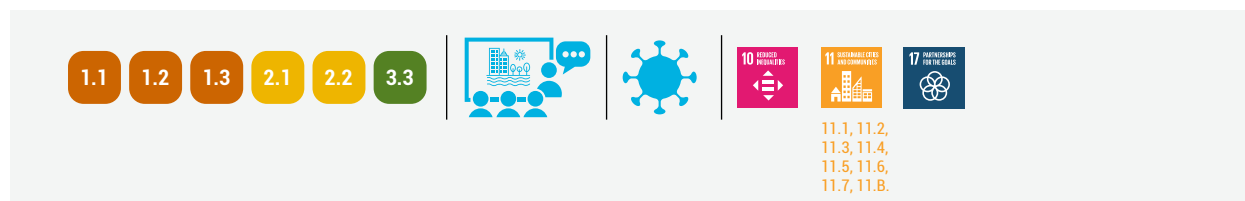
[Urban Structure Plan of Canaan, Haiti](#)

[Kalobeyei Integrated Development Plan](#)

[UN-Habitat Urban LAB](#)

[Urban Planning for City Leaders: A Guide on Leveraging Planning for Urban Development](#)

D.2. Rapid planning studios



Summary: Compressed planning workshops that integrate the three fundamental pillars – urban legislation, urban finance and economy, and urban planning and design – of sustainable urban development. Through expert UN-Habitat facilitation, Rapid Planning Studios (RPS) reproduce the full planning process in a three-day format and aim to strengthen planning capacity and to provide a straightforward planning methodology and actionable roadmap to supply serviced land for rapid urban growth.

Challenges addressed: Cities and municipalities in rapidly urbanizing countries rarely have the capacities to plan in advance or to plan to scale for population growth resulting in a shortage of available serviced land. The RPS workshops, based on a participatory planning process, harness the knowledge, talent and enthusiasm of all parties involved to identify an achievable process towards sustainable urban development that is representative of the community's needs and aspirations.

What UN-Habitat can offer: In this innovative service, a process that typically takes 6–18 months is shortened to under 12 weeks yet retaining its depth, participation and usefulness. The RPS is a unique platform to disseminate UN-Habitat's approach and principles with technical municipal staff to rapidly build capacity. It engages cities in the promotion and implementation of urban regeneration and planned city extension projects and establishes long-term engagement with governments and municipalities through sustained technical assistance.

The RPS workshops integrate sustainable planning principles with public participation and social inclusion to ensure the needs and aspirations of the community are reflected in plans and policies. The primary participants of the workshop are senior and technical municipal staff from planning, budgeting and economy, legal and regulatory,

public works and related departments. The participation of national government representatives and local and/or international academic experts adding extra value. The peer-to-peer learning approach allows planners and urban decision-makers to come together to reflect on and exchange their experiences as practitioners, and learning-by-doing methodology creates an interactive workshop to address challenges in a direct, applicable and functional way. Upon completion participants have the knowledge and tools to implement the full planning process.

The RPS is described in a tested detailed methodology that includes the participation of different thematic experts in urban planning, economy and finance, and urban legislation to conduct and jointly integrate the results of the studio.

Duration of support: The RPS is a three-day workshop that reproduces a full 6–18 months planning process. The preparation of materials for the workshop and reporting can take between 4 to 12 weeks. These will include assessments of existing conditions, development of potential scenarios and the design of presentations, posters and brochures to be disseminated during the workshops as well as the preparation of the post-workshop report.

Previous applications: The RPS methodology was developed and tested by UN-Habitat over a four-year period within the frameworks of the Achieving Sustainable Urban Development (ASUD) programme and the Kenya Municipal Programme (KMP). It has been applied in Kenya, Philippines, Mozambique, Nigeria, Malaysia and Ethiopia, as well as in 17 cities of Saudi Arabia under the Future Saudi Cities programme. Future Saudi Cities also provided a platform for women's participation in the technical discussion and as panelists, in some cases for the first time in several years.



FOR FURTHER INFORMATION

[Rapid Planning Concept Note](#)
[Rapid Planning Studio case study](#)
[Rapid Planning Studio Workshop Schedule](#)

Rapid Planning Studio in Kenya Publications:

- [Volume 1](#)
- [Volume 2](#)

[Future Saudi Cities Programme website](#)



Publication of Kenya RPS
 Volume 1 to Volume 4

D.3. City-scale plan assessment



Summary: Support to analyzing a city's masterplan to assess its strengths and weaknesses. Incomplete or outdated plans without clear vision, goals and prioritized projects can lead to unplanned and unsustainable growth of cities, exacerbating spatial inequality, urban sprawl, informal settlements and environmental degradation. Deployment of the Assessment Tool will help to gauge the strengths and gaps in existing city plans to meet the SDG targets following New Urban Agenda principles.

Challenges addressed: Incomplete or outdated plans without clear vision, goals and prioritized projects can lead to unplanned and unsustainable growth of cities exacerbating spatial inequality, urban sprawl, informal settlements and environmental degradation.

What UN-Habitat can offer: UN-Habitat has developed the City-Scale Plan Assessment Tool to gauge the strengths and gaps that need to be addressed in existing city plans, to meet the SDG targets along New Urban Agenda guidelines and within the framework of the International Guidelines on Urban and Territorial Planning. The Tool supports the self-assessment of plans by city governments, building capacity and advancing the SDG targets at the local level. The Tool is designed to be accessible and to help city governments, ministries, consultants and planning professionals assess current, existing or under-development master plans of cities and municipalities, particularly in developing countries. The Tool has the potential to become a digital interface which can automate the results and also show comparative graphs over time or across regions. Its unique value lies in its simplicity and ease of use while being comprehensive for a diverse audience base. The tool includes elements of public participation and social inclusivity addressed in the plan as scoring criteria to ensure the needs and aspirations of the community are reflected in the plan, and that the goals of the plan aim to

reduce inequality and enhance inclusion within the city's spatial structure. Issues of gender and age sensitivity of the plan are also assessed considering specific gender and age dimensions of urban development, and to identify possible areas for improvement. The assessment report is an excellent input for local discussions on the role and impact of urban plans and to lay the foundation for improved planning processes and for the clarification of planning objectives. (See also UN-Habitat's Guiding Principles on City Climate Action Planning in H.3.)

Duration of support: The training on how to use the Tool can be conducted over a two hour session as the report and tool are clear, succinct and user-friendly. The assessment itself can be done in a few hours provided the assessor is very well-versed and familiar with the plan being assessed. In case of multiple reviewer/assessors, the process can be spread over a few weeks to average the scores and come up with an unbiased assessment.

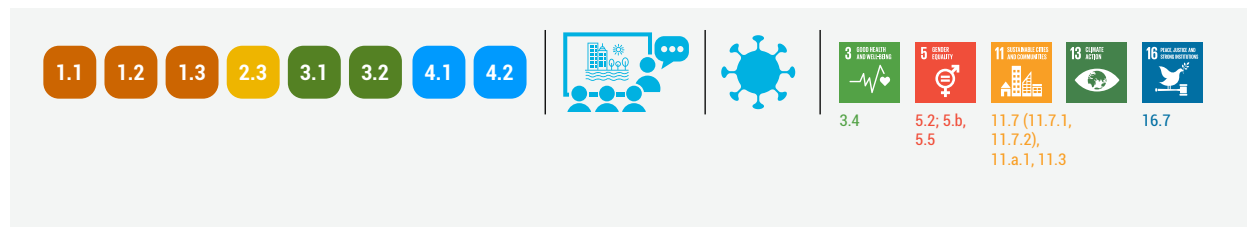
Previous applications: The City-Scale Plan Assessment Tool is suitable for small to medium-sized cities of developing countries around the world in the nascent stages of a localized planning process. The Tool applies to city-scale plans and has been used in Kigali, Rwanda; Buraydah and Damman, Saudi Arabia; and several municipalities in China. It is currently being used in Mwanza, Tanzania where the plan was quite comprehensive in its coverage of sectors and was data-driven but lacked concrete actions to guide the implementation of the projects identified. The ambitious visions of the plan did not match the economic figures in the detailed analysis to ensure return on investment for the identified and prioritized projects. The city government was guided to revisit the proposed projects and conduct a feasibility assessment, and ultimately revised projects were better aligned to realize the vision of the plan while being economically feasible.



FOR FURTHER INFORMATION

Future Saudi Cities Programme
UN-Habitat Urban LAB

D.4. Promoting safe, inclusive and accessible public space as a cornerstone of sustainable urbanization

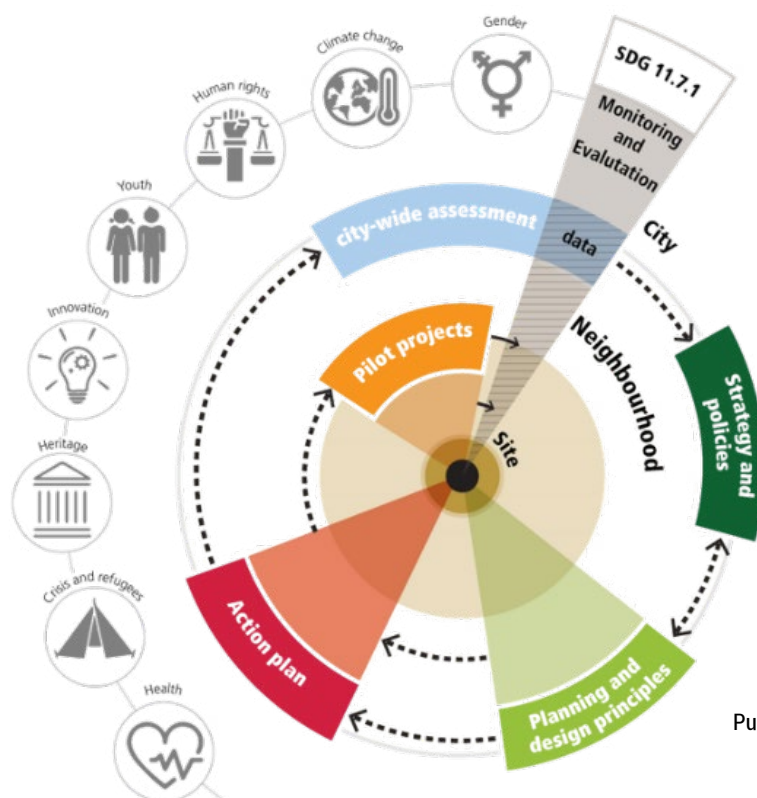


Summary: Supports cities, local governments and their stakeholders in creating and promoting socially inclusive, integrated, connected, environmentally sustainable and safe streets and public spaces especially for the most vulnerable by providing policy advice, capacity building, knowledge sharing and guidance for inclusive and safe public space development, regeneration and improvement. This process is enriched by best practices and policies from our global network of partner organizations. This service maps public spaces and works with cities to develop city-wide public space strategies and supports the tracking of SDG indicator 11.7.

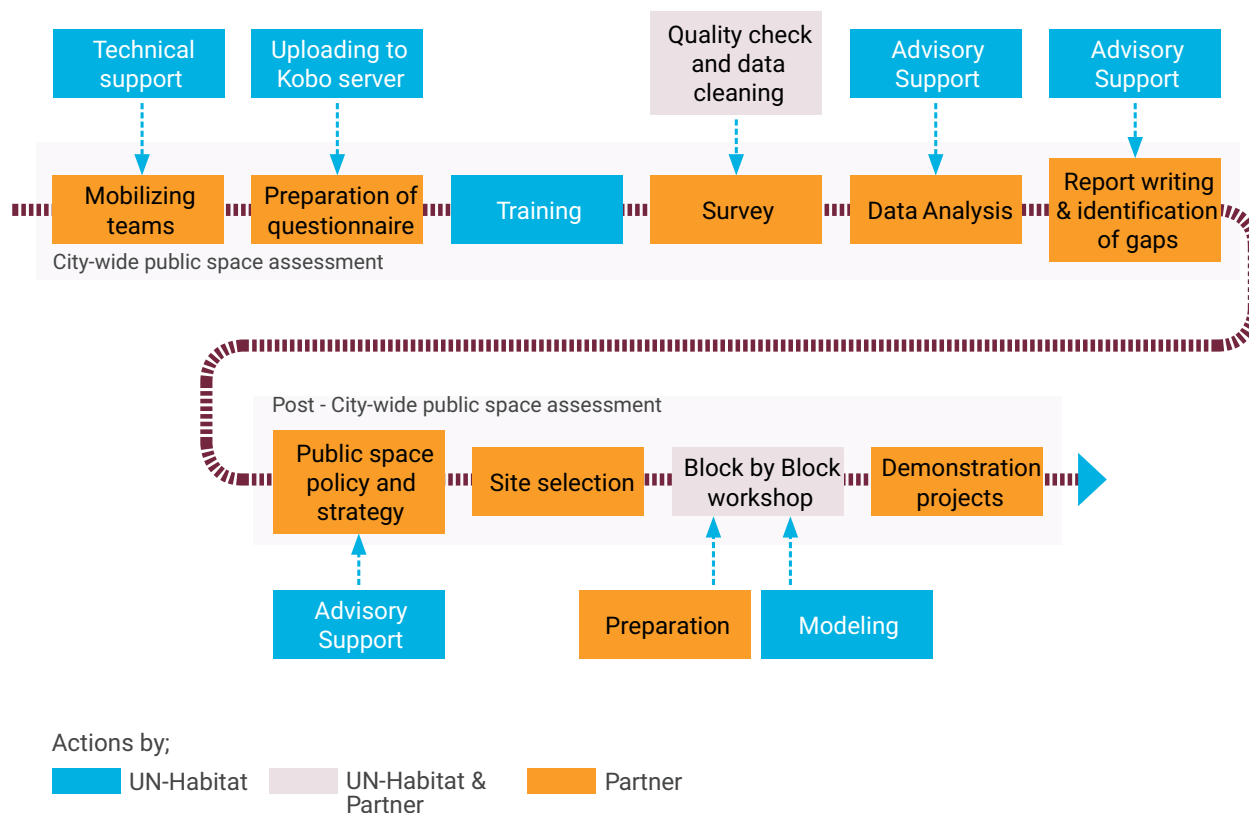
Challenges addressed: Public spaces are diminishing and unequal in their provision due to unplanned development, inadequate street networks, overcrowding, encroachment, poor maintenance and privatization. These factors mean

that public space is often inaccessible to large sections of society. The challenges of inadequate public space compounds spatial inequalities and harms the urban poor and vulnerable communities. Cities and towns struggle to identify relevant, locally based approaches to prepare and implement public space interventions at different scales and to maintain public space. The COVID-19 crisis has also highlighted how public spaces represent a key lifeline for vulnerable populations and an important asset for deploying emergency measures, facilitating the delivery of essential services and can host well-spaced activities to enable recreation.

What UN-Habitat can offer: UN-Habitat provides advice and technical support to cities and local governments worldwide on all dimensions of public space enhancement from assessment to creation and management.



Public Space Process and Tools



The toolbox includes:

City-wide public space assessment (KOBO Toolbox) considers the different dimensions of public space such as the distribution, use, users, green coverage, comfort, accessibility, physical facilities and safety and helps to identify priority areas, investment shortfall and public spaces for upgrading. It is a digital questionnaire on mobile phones customized to local context and linked to an online platform. UN-Habitat has used public space assessments to support: the development of a National Public Space Policy (Palestine and Ethiopia); multi-scalar territorial development (West Nile Region, Uganda); heritage protection and conservation (Wuchang, China); the protection and greening of cities for climate (Jiangnan District, China and Kabul Municipality, Afghanistan); the creation of new public spaces (China, Ethiopia and Kenya); and strategic policy interventions (UAE). (Please see [our website](#) for details on these types of support).

1. *City-Wide Public Space Strategies: a Guidebook for City Leaders* offers three guides in one: a process-based guide with 12 steps for developing a strategy; an output-based guide with 13 essential ingredients for a strategy; and an outcome-based guide with six important norms that every strategy should adopt. This guidebook is complemented by *City-Wide Public Space Strategies: a Compendium of Inspiring Practices*, and together they provide city leaders, urban planners and designers, with the knowledge and tools necessary to support them in developing and implementing city-wide public space strategies.
2. *Site-specific assessment tool*: provides guidelines to achieve quality public spaces at neighbourhood level ([download here](#)).

3. **Block by Block methodology:** the Block by Block methodology employs community meetings, presentations, site visits and, very importantly, the site design workshop using the video game Minecraft as a tool to help the community visualize the site planning and design. Minecraft is best described as “digital Lego” where participants can get creative and build structures in a three-dimensional world: (www.blockbyblock.org).

4. Monitoring of implementation of Agenda 2030 public space indicator on the share of built up areas that are of public use for all is key to achieve the New Urban Agenda and to monitor and report on SDG 11.7.1.

Duration of support: This process of conducting a city-wide public space assessment usually takes roughly five months. Site-specific public space assessments take from 1–3 months. Participatory processes engaging communities range from 1 day to 3 weeks. The development of a city-wide public space strategy and/or action plan typically takes 18 months.

Previous applications: From 2016 to 2019, UN-Habitat has supported the co-creation and reconstruction of over 104 public spaces in 75 cities in the 35 countries providing approximately 1.82 million people with access to safer, more inclusive and improved public spaces. The spaces are more women friendly, providing opportunities for the elderly to linger, children and youth to play and socialize, and the poor to earn a livelihood through upgrading of municipal markets and provision of spaces for street vending. Public space surveys have been conducted in 29 cities engaging 1,800 young people in data collection.

KOBO Toolbox city-wide public space assessment



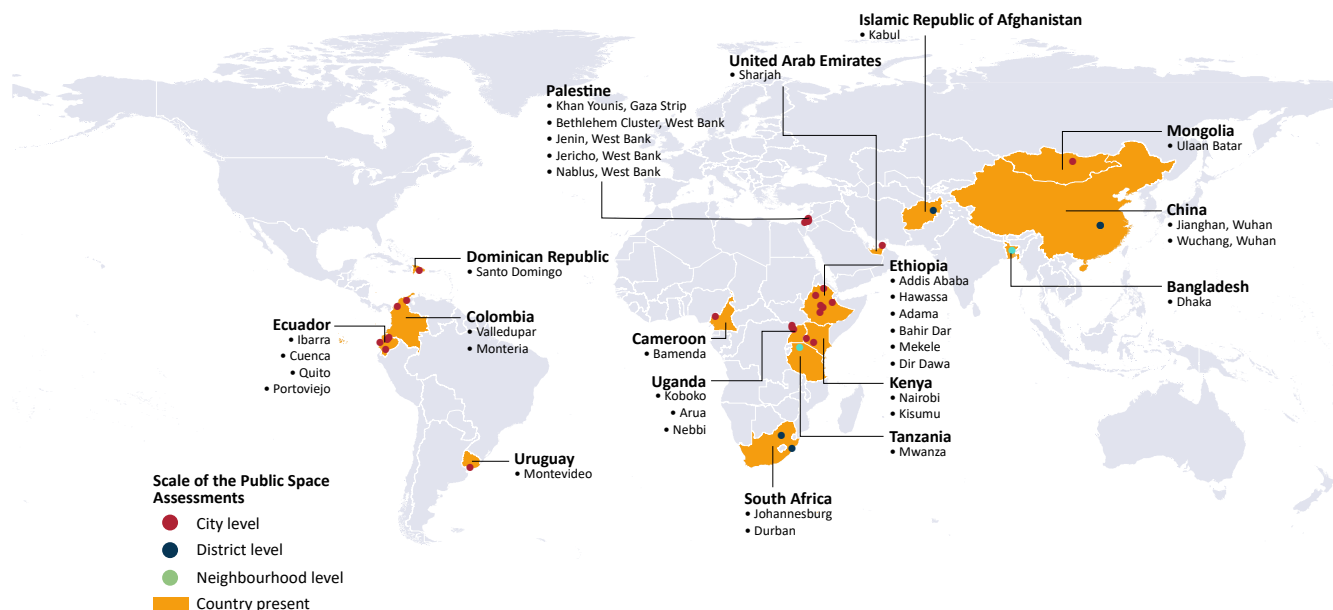
KoBoToolbox



Minecraft workshop,
Palestine



City-Wide Public space inventory and assessment



TESTIMONY

"This is the most efficient public engagement we have had for city development projects."

Mr. Amal Abdulla Alkhamis,
Sharjah City for Humanitarian Services

"These public spaces can create sustainable peace. They came together and they used Minecraft to design it. They did it!"

Ms. Almaz Mekonnen,
State Minister, Ministry of Peace, Ethiopia

FOR FURTHER INFORMATION

[Global Public Space Programme Annual Report 2019](#)

[Global Public Space Programme](#)

[Block by Block website](#)

[Step-by-Step Guide on conducting City-wide Public Space Inventory and Assessment](#)

[City-Wide Public Space Strategies: a Guidebook for City Leaders](#)

[City-Wide Public Space Strategies: a Compendium of Inspiring Practices](#)

D.5. Planning for healthy cities and territories



Summary: Support to urban leaders, decision-makers, health and planning professionals on integrated planning and design approaches placing eco-social health and well-being at the centre of development strategies.

This involves building the capacity of local authorities and stakeholders to deploy planning principles to meet local needs through feasible and health-centred design. These planning approaches focus on urban environments as catalysts to enable healthier lifestyles for residents, reducing inequality while promoting environmental health.

Challenges addressed: Cities are locations of the spread and growth of diseases, of high mortality rates in non-communicable disease, health inequalities and risks to health (e.g. air pollution, poor sanitation services, lack of clean water, lack of adequate public space or safe transport, etc.), which are rooted in inadequate planning.

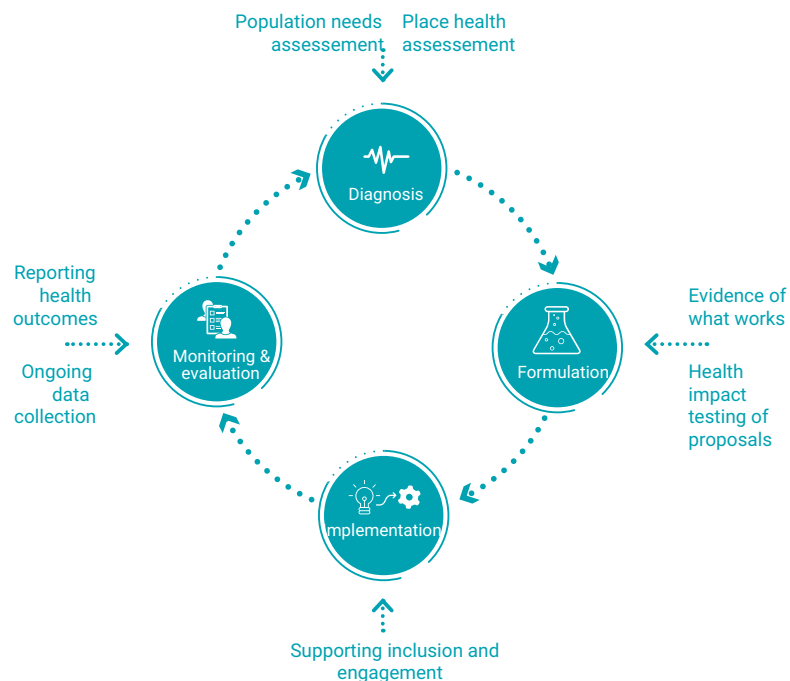
What UN-Habitat can offer: UN-Habitat consolidates technical expertise in planning, urban design, urban economy, finance and governance and brings urban health actors to the table to establish dialogue, develop clear urban health objectives for urban planning, and define urban projects to translate health sector recommendations and urban planning principles into feasible planning frameworks and urban design interventions in line with the SDGs and the New Urban Agenda. This is especially applicable in countries developing their regional and city-wide plans, strategies, spatial frameworks (see D.3. and D.4.) and Urban Policies (see C.3.), assessing their Planning Systems for reform or embarking in planning processes particularly during post-COVID-19 recovery (see D.4.). Capacity building can be embedded in the process or provided as a stand-alone service. A self-assessment tool is available to guide the discussion, and specific topics can be singled out and addressed specifically (air pollution and green open spaces, for example). For more references see the Sourcebook: [Integrating Health in Urban and Territorial Planning](#).

Duration of support: The timeframe for developing a complete vision and planning framework and urban design health projects and strategies is dependent on the specific context, scale of project and the amount of detail expected in the final product. The period to develop a planning framework and urban design proposal can range anywhere between 6–24 months. Trainings and capacity development activities can be delivered in two to four days.

Previous applications: Application and use of the tools and methodologies developed by UN-Habitat are relevant to every urban planning scale, from neighbourhood (e.g. public spaces) to regional and global trainings, to both urban health and planning actors. Planning for health approaches, tools and methodologies has been used to support cities, metropolitan areas, countries and regions in mapping the urban health situation, policies, decision-making processes and the planning system. An additional focus has been on assessing the state of air quality, climate and air pollutant emissions and their sources, identifying expected health impacts and identifying gaps in the ability to collect comprehensive data that supports policy actions.

The tools and methodologies have been used in different ways and at different scales. A pilot project with key partners was carried out in Accra and Katmandu and a workshop in intersectoral approaches was delivered in Duala, Cameroon which concluded with key actions and improved capacities on working among both sectors in regards to urban development. A training programme on integrating health in urban and territorial planning for the Africa region was delivered at Cape Town, South Africa. The workshop allowed all participants to simulate the entry point approach to urban health, link it with the SDGs, and determinants of health within their context.

Urban Health Initiative – Air Quality



TESTIMONY

“The workshop has opened my eyes in terms of the benefits of the collaboration.”

Ms. Noxolo Kabane,
Western Cape Provincial Government

FOR FURTHER INFORMATION

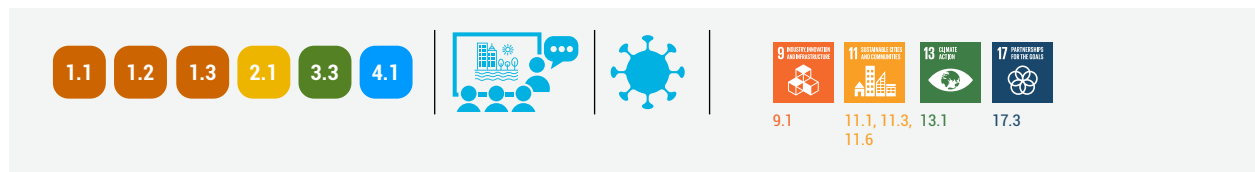
[The Compendium of inspiring practice: health edition](#) compiles 20 cases in urban and territorial planning that positive influence health and wellbeing of humans through different urban approaches

[PowerPoint presentation with an overview of the CCAC Urban Health Initiative in Accra, Ghana and Kathmandu, Nepal](#)

[Outcomes](#) of Expert Group Meeting on urban health

Africa region intersectorial approach workshop [video](#) and [report](#)

D.6. Participatory Incremental Urban Planning

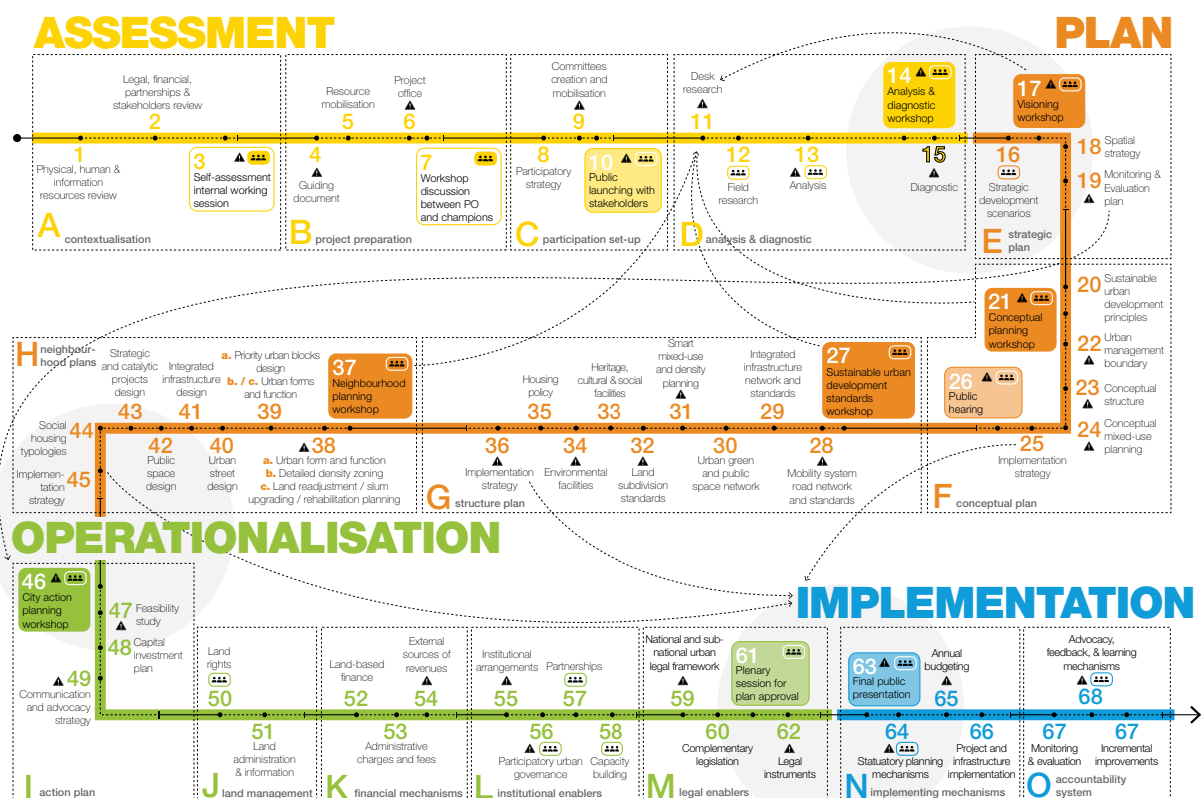


Summary: A step-by-step methodology to support the local governments of small and intermediate cities in developing countries to implement the principles of the New Urban Agenda and the SDGs in urban planning practices. It guides users through a participatory and incremental process divided in phases, blocks and activities, utilizing tried and tested methods to build local capacity and ownership. Based on the objective, the available capacities, and the urban planning framework, local governments can adjust and follow a tailored path to achieve sustainable urban development for and with inclusive communities.

Challenges addressed: Complex urban planning frameworks and instruments in combination with weak planning capacities can hinder the preparation and implementation of strategic plans, action plans and projects. For this reason, UN-Habitat has developed an incremental planning process that progressively supports governments to build more complex instruments as their legal frameworks, financial resources and planning capacities are strengthened.

What UN-Habitat can offer: Based on its decades of experience leading participatory and planning processes tailored to specific contexts around the world, UN-Habitat has developed the Participatory Incremental Urban Planning (PIUP) methodology to meet the challenges that impede planning processes today. The PIUP methodology proposes four main phases that reflects the urban planning process: Assessment; Plan; Operationalization; and Implementation. Each of these is broken down in detail in the figure below. Local governments can adjust and follow a tailored path to achieve sustainable urban development for and with inclusive communities. The PIUP methodology includes a series of innovative and open source tools developed and tested by UN-Habitat in multiple projects (e.g. GIS Spatial Analysis methodology, Kobo Toolbox, Participatory Mapping, Block by Block workshop, Smart Mixed Land Use Plan Tool, etc.) and sets the right framework for local government to strengthen its relations with multiple stakeholders (e.g. national entities, investors, donors, civil society, academia, communities, etc.).

Process roadmap of the Participatory Incremental Urban Planning methodology



UN-Habitat ensures the methodology follows an inclusive, sustainable and resilient process for urban planning that follows global agendas and focuses on social and environmental impact, addressing social inclusion, human rights, climate change and safety. It also acts as a mediator and matchmaker between local governments with limited capacities and investors to leave no place behind.

Specific building blocks of the PIUP process target COVID-19 related response and recovery, such as online participatory tools and stakeholder engagement, environmental social safeguards, health and planning design principles and strategies for local economic development.

Duration of support: The incremental nature of the methodology implies that the different building blocks of the planning process are incorporated progressively as the government builds up the required basis and capacity for the additional blocks. While a fast-track approach is usually

developed within 6–18 months, the aim of the methodology is to build a long-term multi-year engagement with governments to progressively support the improvement and refinement of the different aspects of the planning process.

Previous applications: The PIUP methodology applies globally and targets small and intermediate cities in developing countries. However, the incremental process framework is flexible and can be adjusted to small cities in emerging and developed contexts, as well as large urban areas. The PIUP methodology has been developed based on the experience of UN-Habitat in several contexts, such as Haiti, Guinea Bissau, Sao Tome and Principe, South Africa, Angola, Ethiopia, Mozambique and others. Currently, the methodology is guiding a variety of projects in Mexico, Cuba, Brazil, and Guinea Conakry, as well as helping to shape new project proposals.

Spatialization of Goals of the City of Jeremie in Haiti – Activity 17, Visioning Workshop



TESTIMONY

“The PIUP toolbox has supported the Municipality of Bissau to bring together key stakeholders to forge a common and shared city sustainable development vision – Bissau 2030, which will guide its development towards a more inclusive, sustainable and resilient future.”

Mr. Vladimir Vieira Fernandes,

General-Director of Territorial Planning, Ministry of Infrastructure, Housing and Urbanism, Government of Guinea-Bissau

“The PIUP toolbox is a crucial guide for local governments of small and intermediate cities to understand the requirements of the planning processes and facilitate a new generation of urban plans focused on implementation and action.”

Mr. Fernando Marangoni,

Secretary State of Housing, São Paulo State Government, Brazil



D.7. Spatial Development Framework

2.1



Summary: Technical support for the grounding of National Urban Policies or similar national development policies/strategies in the territory and the formulation of subsequent action plans. The Spatial Development Framework (SDF) is a participatory territorial planning method to assist national, regional and local governments to make spatially informed strategic decisions to achieve policies, plans or strategies. UN-Habitat deploys this tool to support the identification of a system of cities in a given territory based on a socio-economic and spatial analysis, and for prioritization of investments in the territory to better guide the urbanization process.

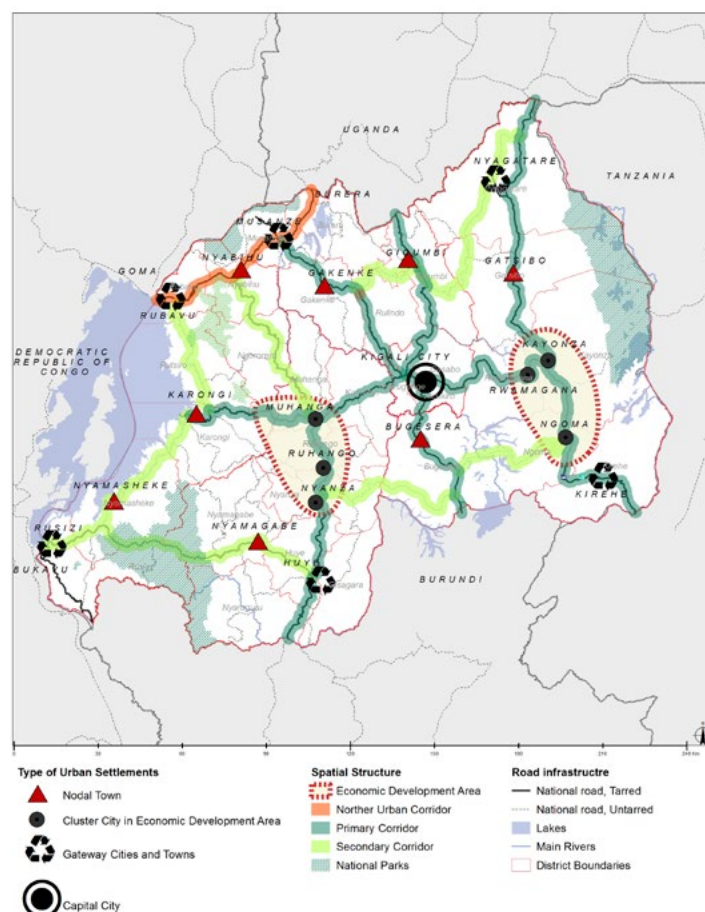
Challenges addressed: Urban sprawl, growing informal settlements and unbalanced territorial inequalities are all worsened by a lack of harmony between national budgeting and spatial planning.

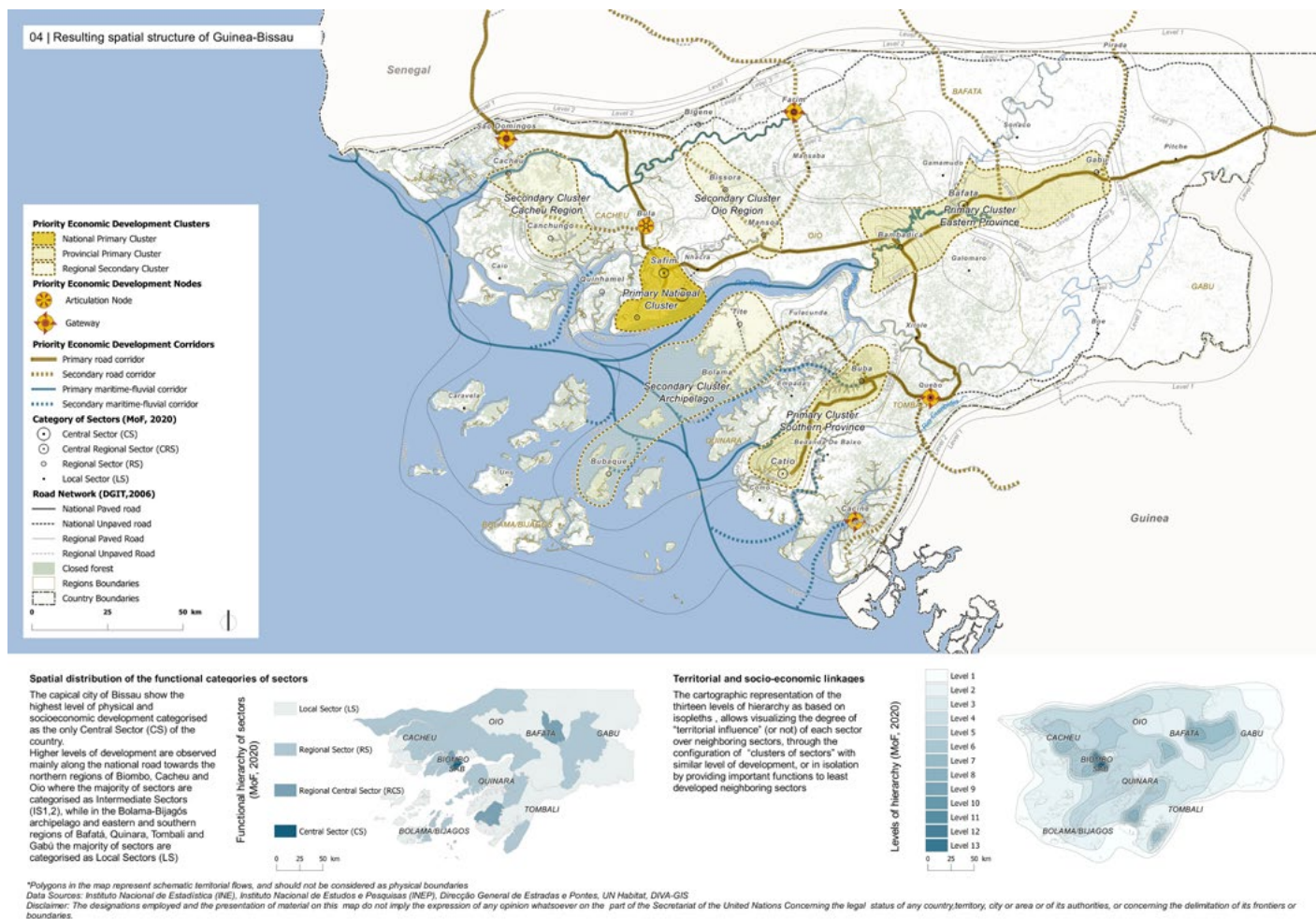
What UN-Habitat can offer: UN-Habitat is uniquely placed to recommend evidence-based priority investments to re-distribute functions in different cities to re-balance territorial inequalities and avoid rapid slum growth. UN-Habitat mainstreams coordination and facilitates dialogue on spatial investments among different tiers of government, engages potential donors and involves academia. This SDF support also creates linkages between an evidence-based diagnostic, policy orientations and territorial investments triggering urbanisation processes. UN-Habitat is also developing a National Spatial Strategy Guide to assist countries in linking spatial strategies to identify where urban acupuncture projects and policy initiatives are most impactful in meeting the objectives of national and subnational urban policies.

Duration of support: Phase A (launching and preparation phase) typically takes 1–3 months; Phase B (analytical phase) typically takes 3–4 months; Phase C (planning phase) typically takes 3–4 months.

Previous applications: The SDF is relevant for developing countries and has thus far been applied in Sudan, Rwanda, Nampula, Mozambique, Myanmar, Laos, Cabo Verde and Guinea-Bissau. Sudan is using the SDF UN-Habitat has prepared for Darfur to attract investments. Rwanda has sponsored the SDF at 100 per cent and aims at institutionalizing the method. See (link/webpage) for further examples of the successes that these countries have had in utilizing the SDF.

Spatial development framework of Rwanda





Resulting spatial structure of Guinea-Bissau

TESTIMONY

"This is the first time that such a spatial planning product could be carried out in this war-torn area."

Mr. Ali H. Al-Za'tari,

United Nations Resident Coordinator of Sudan when presented with the Darfur SDF

"I would like to see this process institutionalized as a way to ensure it becomes a permanent tool for our national spatial planning."

Ms. Patricie Uwase,

Permanent Secretary of the Ministry of Infrastructure of Rwanda

FOR FURTHER INFORMATION

[Regional Spatial Planning Strategy of Darfur](#)

[The Spatial Development Framework to facilitate urban management in countries with weak planning systems](#)

E. Land, housing and shelter

E.1. National Housing Strategies

1.2



11.1

Summary: Technical advisory services to national and local governments through the analysis of the housing delivery systems at the city and national levels and preparing Housing Sector Profiles. UN-Habitat also offers assistance to develop National Housing Strategies and to support housing policy design and implementation. Successful housing sector analysis, policy reforms and re-evaluations of national housing policies have thus far been conducted in 43 countries.

Challenges addressed: This service helps national and local governments address inadequate housing, unaffordable housing and associated public health and social exclusion challenges. COVID-19 has brought into sharp relief the housing paradox – in a time when people are in desperate need for shelter, apartments and houses sit empty. Legislative and policy decisions are needed to address immediate needs while also addressing the housing system's structural inequalities, putting in place long term 'rights-based' solutions to address our collective right to adequate shelter. Housing must be affordable, accessible and adequate.

What UN-Habitat can offer: UN-Habitat is the leading United Nations agency on matters relating to adequate shelter and can successfully mobilize diverse partners who contribute to realization of the right to adequate housing. UN-Habitat provides technical advisory services to governments through the analysis of the housing delivery systems at city and national level (Housing Sector Profiles), housing policy design and implementation. Housing Sector Profiles are a diagnostic tool that provides governments and other stakeholders with a systematic analysis of housing delivery systems at city and national level, helping to disclose bottlenecks and to identify gaps and opportunities in the housing sector that prevent the housing market from delivering. Housing Sector Profiles help identify critical constraints to the provision of diversified housing opportunities and support the formulation of appropriate recommendations

and policy responses. The Profiles serve as a pre-condition to developing a Housing Policy and Implementation Strategies. This service also integrates green building principles and technology and advocates that in order to be "adequate", housing must be appropriate and accessible to all social, cultural and economic groups.

The outcome of these interventions is the adoption of policy or strategy by government counterpart, while the long-term can be measured by an increased percentage of population with access to adequate housing, or lowering of the average cost of housing as a percentage of average income.

Duration of support: Housing profiles can typically be completed in 3–6 months; follow on housing policies and implementation strategies typically take a further 6–12 months to complete, with the additional time predominantly required for adequate consultations.

Previous applications: Successful housing sector analysis, policy reforms and re-evaluations of national housing policies have so far been conducted in more than 50 countries. UN-Habitat has conducted Housing Profiles in countries in Latin America, Africa and Asia since 2010 (e.g. Lesotho, El Salvador, Ghana, Nepal, Liberia, Afghanistan, Myanmar, Guyana, Iraq and most recently Egypt, Bahrain and Cape Verde).

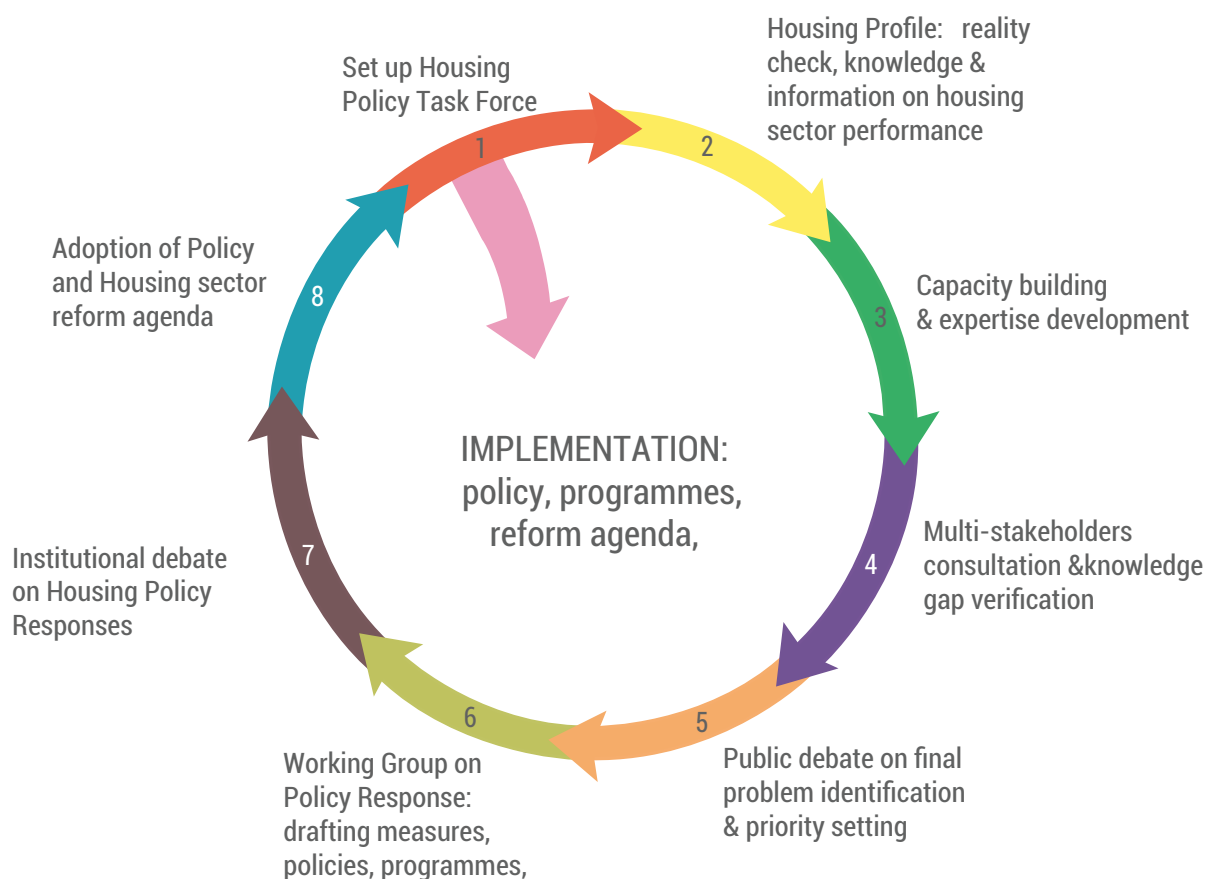
Technical assistance to develop National Housing Strategies is currently underway in Angola and Bulgaria, while technical assistance to Kosovo and Saudi Arabia will start in 2020. Recent examples of engagement include the assistance provided to the Ministry of Urban Development and Housing of Afghanistan in developing a National Housing Policy, finalized in 2018, to ensure that all Afghans have access to adequate, safe and affordable housing as a pathway to a sustainable and resilient urban future. Also in 2018, UN-Habitat worked together with the Ministry of

Housing of Bahrain and the United Nations Development Programme to formulate the Bahrain National Housing Policy and support the government in the implementation of the current National Housing Programme. The new policy includes concrete recommendations to increase Private Sector provision of affordable housing while strengthening the regulatory function of the government. In Egypt, UN-Habitat in coordination with the Ministry of Housing, Utilities and Urban Communities as well as various stakeholders, prepared the Egypt Housing Strategy aimed at creating an enabling environment that will increase the supply of affordable housing. The strategy is based on the Egypt Housing Profile of 2017 which included a detailed analysis of various housing programmes, especially

those targeted for low-income groups. In Iraq, UN-Habitat developed the "Iraq Housing Reconstruction and Housing Development Strategy in the Liberated Areas" approved by the Prime Minister in 2019 to increase, maintain and effectively manage the country's housing stock.

In Ghana, since the publication of the National Housing Profile in 2011, the government has made significant progress in improving the functioning of its housing sector, in particular with regards to legislative and policy reform. Efforts to improve housing production and supply are also having an undoubtedly positive impact. Data shows a 27 per cent decrease in the urban slum rate in recent years, from 52 per cent in 2000 to 38 per cent in 2014.

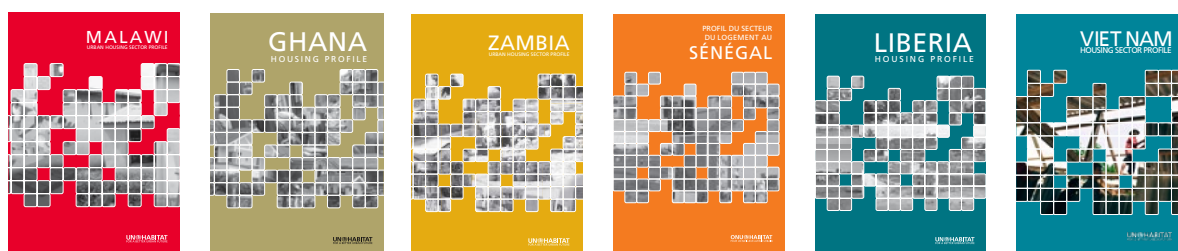
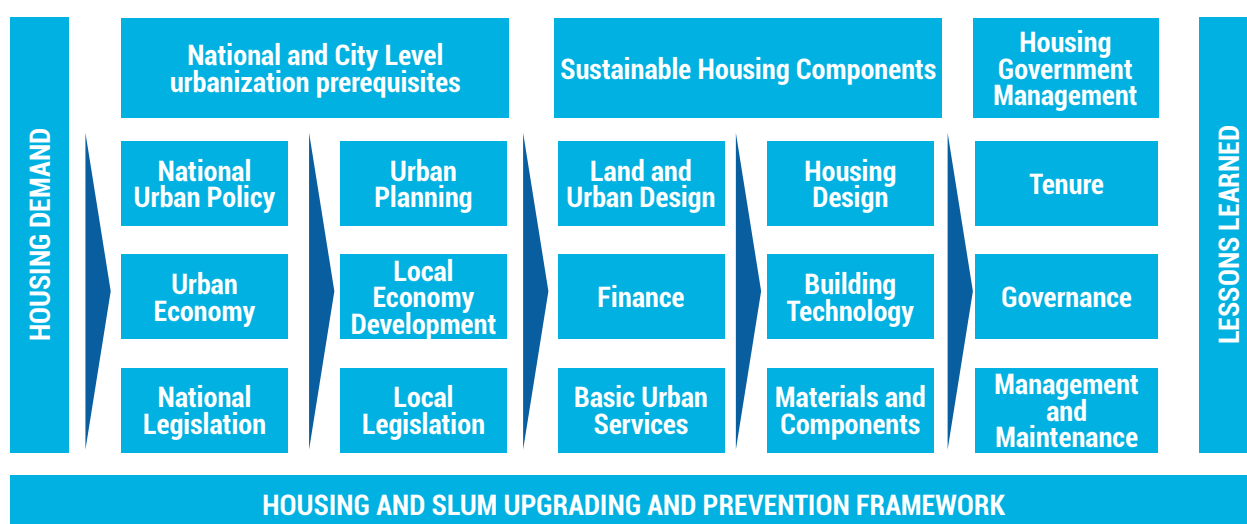
Roadmap to housing sector reform, UN-Habitat



TESTIMONY

“Having realized how successful UN-Habitat has been in supporting other African countries such as Malawi, Ghana, Zambia and Liberia in developing Housing Profiles, we approached [them] to develop the Lesotho Housing Profile. We further approached UNDP... and I am delighted that today we form a tripartite which radiates how significant housing is to all of us. I wish to impress to all key stakeholders involved to continue our concerted efforts to make the review of the National Housing Policy and the development of a strategy an equal success.”

Dr. Pontso Matumelo Sekatle,
Minister of Local Government and Chieftainship,
Government of Lesotho



Country Housing Profiles series, UN-Habitat

FOR FURTHER INFORMATION

[Global Housing Strategy: making housing affordable for all](#)

E.2. Forced eviction prevention and Eviction Impact Assessments



Summary: Advocacy for the development of policies and laws requiring thorough social and economic impact assessments for activities that may result in eviction, and participatory processes to discuss relocation plans as well as alternatives to evictions. Together with partners such as OHCHR, UN-Habitat also offers normative tools to support national and local authorities in considering alternatives to eviction and to conduct sound Eviction Impact Assessments. These include the Handbook: Assessing the Impact of Eviction (2014); Losing Your Home: Assessing the Impact of Eviction (2011); and Alternative to Forced Eviction and Slum Demolition (2016).

Challenges addressed: This service supports national and local governments to address inadequate housing and social protection. Evictions and relocations principally affect the poorest and most vulnerable populations living in deprived neighbourhoods, informal settlements and slums. Such evictions and relocations are a violation of the fundamental right to adequate housing and protection against forced eviction enshrined in the Universal Declaration of Human Rights and the International Covenant on Economic, Social and Cultural Rights. Every year, two million people are forcibly evicted and many more are threatened with evictions. This leads to several rights violations including the right to adequate housing, food, health, education, work, security and freedom of movement. In the context of the COVID-19 pandemic, they create significant additional health risks and exposure to the virus, not only to the people who are evicted but for the entire local community.

What UN-Habitat can offer: UN-Habitat is the principal United Nations agency working on the technical, social and economic dimensions of housing. The principal objective of this service is to promote secure housing tenure which is a central element in the pursuit of inclusive, safe and resilient cities and human settlements. Over the years UN-Habitat has established strategic partnerships with key human rights actors and stakeholders at national and global levels on matters relating to the right to adequate housing and the prevention of forced evictions.

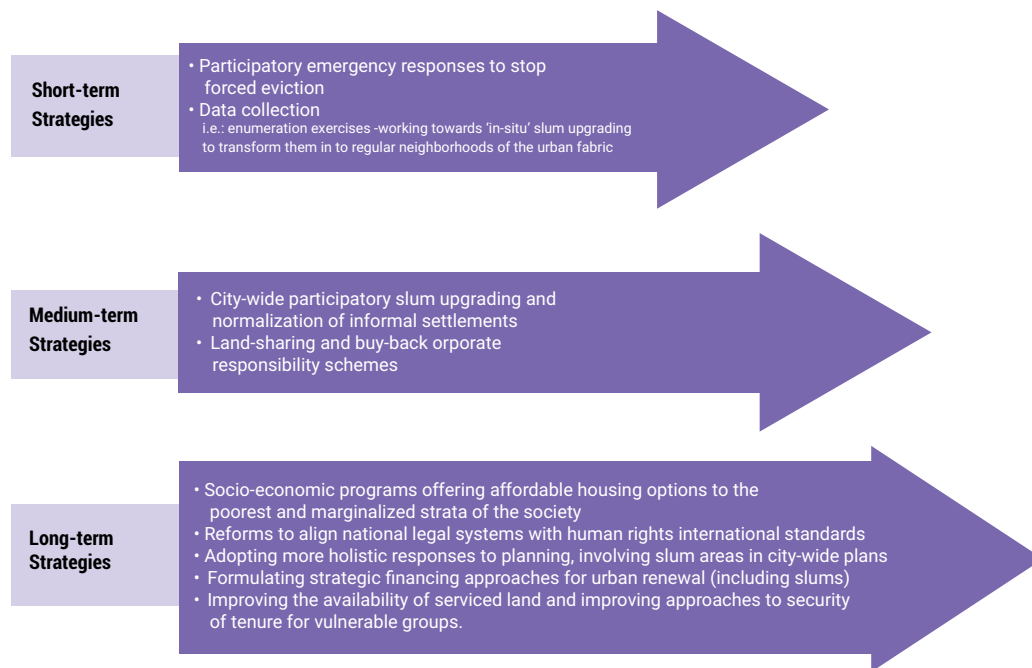
UN-Habitat is currently developing a comprehensive forced eviction reporting mechanism to ensure a standardized flow of information about alleged cases of unlawful evictions, relocations and displacement. The tool is expanding on the methodology initially developed by the Advisory Group on Forced Evictions (AGFE) and piloted in Brazil, Dominican Republic and Ghana. In the short term, support in this area contributes to a decrease in occurrence of forced eviction; in the long term, it supports governments in building capacities to investigate alternatives to evictions and in developing human-rights based policies and regulatory frameworks to conduct evictions.

Duration of support: From 1–12 months, depending on the specific case, on the availability of data and the need for fact-finding missions.

Previous applications: UN-Habitat's advocacy work and knowledge products have enabled member states to find alternatives to forced evictions. UN-Habitat has also led the preparation of specific country profiles on "Housing and Human Rights" that have increased the knowledge base and capacities of local and national authorities to fill gaps in protection of the right to adequate housing, including in the realm of security of tenure.

Furthermore, through projects supporting adequate house provisions, UN-Habitat also contributed to reducing the risk of evictions. For instance, in Somalia, UN-Habitat has partnered with the Norwegian Refugee Committee and Banaadir Regional Administration to support the sustainable, safe and durable integration of internally displaced persons (IDPs) in Mogadishu and Kismayo. Prior to this engagement all the beneficiary households had been evicted at least once. After the project there were only 10 out of 80 disputes between landlords and tenants. In 2018, only 3 out of 80 households faced an eviction threat, and such threats were swiftly resolved through mediation stemming from UN-Habitat's and partners' technical assistance.

Strategies and interventions to prevent forced evictions and mitigate the risks



TESTIMONY

"'Losing Your Home' is an important and long overdue book, which I warmly welcome and recommend to the worldwide readership that it addresses and fully deserves. This book offers us a fresh and compelling look at one of the global and still unheralded enough crisis of our times: the increasing eviction and displacement of large numbers of people – no less than tens of millions every year – who are uprooted from their houses mostly without receiving the support they need for rebuilding their lives from society as a whole. Every reader stands to benefit from studying it."

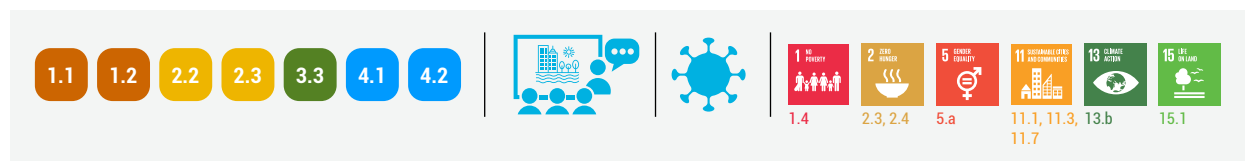
Mr. Michael M. Cernea,

Brookings Institution NR Senior Fellow, and Research Professor of Anthropology and International Affairs at George Washington University

FOR FURTHER INFORMATION

[Awareness raising video on what forced evictions are, their negative consequences and how they can be prevented](#)

E.3. Pro-poor, low cost land information system



Summary: Building on the development of the **Social Tenure Domain Model (STDM)**, a land information system based on open and free software packages and implemented through participatory approaches.

UN-Habitat provides services on the development of information systems towards: (a) digital capture, recording and analysis of land rights, land use, land value and tax, and land related development (b) digital workflows, client service and institutional processes for efficient service delivery; and (c) digital inventory of assets, housing, buildings, open spaces, public lands, etc. for planning and management purposes.

Challenges addressed: Sustainable urban development relies heavily on accurate and reliable information for planning, decision-making, provision of services and over-all urban management. However, high-end technology-driven solutions often create serious implementation constraints where issues such as those related to license costs of proprietary software have been reported to land administration programmes. In addition, despite the developments and advances in Geo-ICT, there still exists a gap in the development of tools that model people-land relationships independently from the level of formalization or legality of these relationships. Poor land management and limited security of land tenure are among the principal drivers of unsustainable housing density and inadequate affordable housing supply.

What UN-Habitat can offer: UN-Habitat, through Global Land Tool Network (GLTN) partners, has developed (and is continuously improving) a low-cost land information system building from the **Social Tenure Domain Model (STDM) tool**. STDM, which is based on a global standard, is a flexible system that can easily be customized and developed for various purposes and contexts. While its initial deployment is geared towards land rights recognition, its applications can easily be extended in facilitating and accelerating the following objectives:

- Land rights recognition and land recording
- Local revenue generation (like land and property taxation)
- Land use and settlement planning
- Document registration, archival, tracking and issuance
- Digitalizing workflows, processes and service delivery
- Digital inventory of urban assets, houses, buildings, public spaces, utilities, service centres, etc.

The core service offered is in the customization of the tools to meet the land information requirements of the application context; this includes strengthening the capacity of implementing partners in the use of the tool and, to some extent once established, to provide technical backstopping and promoting the scaling up of its application. UN-Habitat is uniquely positioned to provide support to (a) national government authorities (and land administration institutions) to transform their manual land records and business processes into digital, transparent and efficient systems, including efforts towards improving land tenure security of urban and rural poor communities; to (b) local government authorities to digitalize their land records and documents, business processes, land use plans and revenue generation; and to (c) academic institutions and civil society organizations that requires low-cost land information systems in their projects and research work.

Duration of support: While the duration of support is dependent on many factors, the following is a typical estimated timeline of each of the steps in the process: planning and consultations (two months); scoping and capacity assessment (one month); tool customization (three months); mapping and enumeration (minimum three months); data capture, validation, and analysis (minimum three months); and capacity development and strengthening of multi-stakeholder partnerships (varied). The average total duration is about 12 months.

Previous applications: Systems development has been implemented in the following countries and context: Democratic Republic of Congo (addressing land registration gap and modernizing cadastral processes); Namibia (supporting the national government particularly to implement the Flexible Land Tenure Act and to improve the cadastral workflows and services); Kenya (supporting the Turkana County in the establishment of a multi-purpose Land Information Management System); Uganda (strengthening tenure security of smallholder farmers in customary land areas); Nepal (using low-cost technologies to support both urban and rural land registration processes.); Iraq (providing land tenure security to returnees in a post-crisis context); and Sudan (to identify and map areas to be allocated to returnees in 50 villages of Darfur).

The various applications of the low-cost land information system has accelerated land tenure security interventions, provided evidence-based information in facilitating land reforms, including land policy development and implementation, has increased transparency and accountability, has facilitated efficiency in delivering services and strengthen capacity of partners including government authorities. Specifically, the interventions resulted in:

- Formal recognition of land rights and issuance of Certificates of Customary Ownership (CCOs) and land titles (Uganda, Namibia, Iraq)
- Efficient delivery of services and land-related transactions (DRC, Nepal, Kenya, Uganda, Nepal)
- Strengthened capacity of implementing partners (DRC, Nepal, Kenya, Uganda, Nepal, Iraq, Sudan)
- Increased public confidence and trust to government authorities (Nepal, Uganda, Nepal, Sudan)



Community members engaged in a local land administration process with the support of UN-Habitat, Sudan

TESTIMONY

“We had very many land wrangles before the land mapping project but now they are few and far between. The people are now free to use their land for economic gain like growing more crops, which will provide a surplus for sale.”

Mr. Julius Nyeko,
Senior Land Management Officer. Pader district, Northern Uganda

“The Certificates of Customary Ownership have confirmed rights and ownership and people are now free to invite investors without fear of loss of land. There is also more work to be done since there are plans to finish issuing certificates to the rest of Pader district before moving on to other districts. The CCOs which are issued at the local level hold equal weight to titles which are issued at the Ministry Zonal Office in Gulu, so no one needs to travel to Gulu.”

Princess Namuganza Persis,
State Minister for Lands, Uganda

FOR FURTHER INFORMATION

[Global Land Tool Network website](#)

[Customary Certificates of Ownership of Land Fast Reducing Land Conflict in Pader, Uganda - Story](#)

[Strengthening Women's Land Rights in Pader, Uganda - Video](#)

E.4. Support for sustainable, affordable housing with Sherpa



Summary: Support for sustainable, affordable housing, tying together two important goals of the 2030 Agenda: SDG 11 and SDG 12 on “Sustainable Cities and Communities” and “Responsible Consumption and Production” respectively. UN-Habitat’s free Sherpa tool allows partners to design and implement housing-related projects underpinned by strong and solid considerations for sustainability aspects. It analyses housing projects at the household, neighbourhood and territorial scales, as well as the processes involved in inception and design in order to deliver a rating based on the economic, environmental, cultural and social sustainability of the project.

Challenges addressed: Building and construction is the single most significant industry in terms of emissions. Cities consume 75 per cent of global energy and are responsible for 70 per cent of green-house emissions. Where homes are located, how well they are designed and built, and how well they are weaved into the environmental, social, cultural and economic fabric of communities are factors that influence the daily lives of people, their health, security and wellbeing, and which, given the long life of dwellings as physical structures, affect both present and future generations. The Sherpa tool promotes the sustainability of affordable housing interventions focusing on the four pillars of environmental, cultural, social and economic sustainability.

What UN-Habitat can offer: UN-Habitat offers support for utilizing the Sherpa tool, primarily targeted at local governments and urban development corporations. Sherpa is a unique digital application which is supported by the One Planet Network and developed by a team of housing and sustainability experts from UN-Habitat, CRAterre-ENSAG,

VTT Technical Research Centre of Finland and the University of Cambridge, in collaboration with the Kenya Slum Upgrading Programme (KENSUP), Yaam Soudarité and Architecture Sans Frontières Nepal.

Through its user-friendly interface and straightforward language, Sherpa is accessible to construction professionals and non-practitioners alike, acting as a capacity-building tool for beneficiaries to apply sustainability concepts in all types of projects and thus enabling end-users to become active agents of sustainable urban development. Sherpa is designed to promote climate sensitive and resilient building technologies; and advocates for an approach towards sustainable housing as envisioned by UN-Habitat and its partners, applying the four pillars of sustainability (social, environmental, economic and cultural). (See also F.4. on creating resource efficient buildings.)

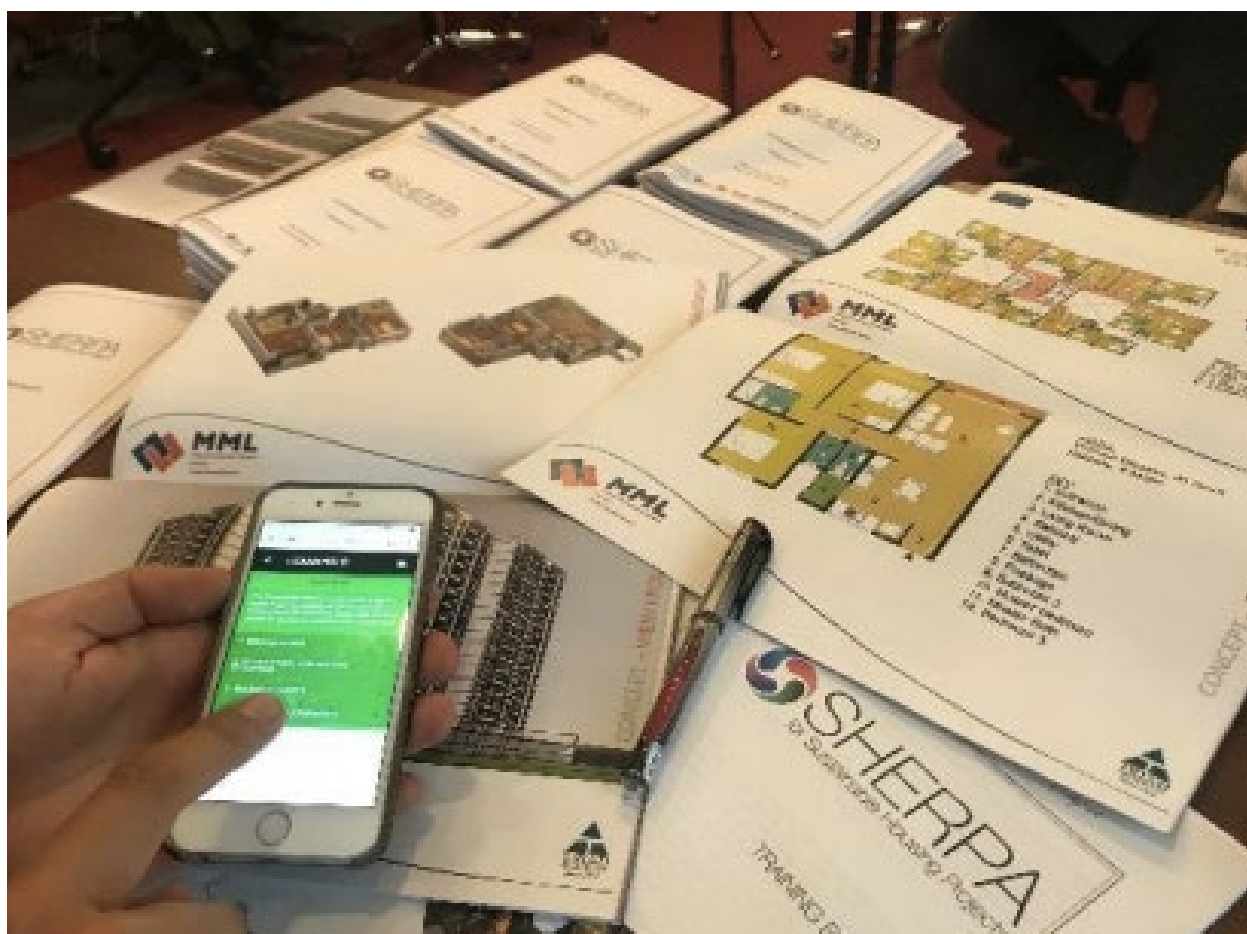
Duration of support: Dependent on the scale, nature and duration of the housing project, a Sherpa assessment can take around one week to be provided. Follow ups and discussion with stakeholders to align the project to the sustainability criteria can take from a period of one to six months.

Previous applications: Sherpa has been piloted in Kalobeyei and Mavoko (Kenya), Mogadishu (Somalia), and in various cities in Burkina Faso, Nepal and Ecuador. The application has also been used to monitor and evaluate the sustainability of housing related projects within UN-Habitat. Use of this tool leads to improved sustainability indicators for housing projects and improved EIA outcomes for housing projects.

TESTIMONY

“Earlier we were more focus on earthquake resiliency only, but, as we worked with the Sherpa tool, we incorporated more sustainable activities in the reconstruction process. As we got more informed by Sherpa, we mostly focused on four pillars to make sure that the reconstructed housing is contributing in a social, environmental, economic and cultural aspects to sustainability, while also including people’s own requirements.”

Mr. Pawan Shrestha,
Country Director for Architecture Sans Frontières, Nepal



FOR FURTHER INFORMATION

[Sherpa website](#)

[Sustainable Housing for Sustainable Cities: A policy framework for developing cities](#)

[Video presentation of Sherpa tool and methodology](#)

E.5. Durable solutions for internally displaced populations and vulnerable communities in cities

4.1

4.2



11.1, 11.3

Summary: Addressing urban sprawl, overcrowding and informality caused by influxes of people (such as returnees and IDPs) which also impacts on members of host communities who may themselves be extremely vulnerable. The service can be tailored to locations' needs and populations, and can include area-based spatial planning, promoting decent living through mixed-shelter solutions, improved sustainable housing solutions through rental subsidy integration with traditional livelihood initiatives and Housing, Land and Property (HLP) services, and improved local technical capacities on durable solutions, amongst others. This support can integrate many of UN-Habitat's other services to address challenges faced by these vulnerable groups and reduce spatial inequality.

Challenges addressed: Urban sprawl, informality and insufficient living conditions, including housing and services, can arise due to sudden or protracted influxes of people (refugees, IDPs, returnees), often caused by conflict and by natural disasters like droughts and floods.

What UN-Habitat can offer: UN-Habitat supports local governments and municipalities to address these challenges. With decades of experience supporting urban planning in overcrowded and complex contexts around the world, UN-Habitat builds on its experiences and networks with local governments and other international organizations to provide tailored solutions to specific challenges arising from influxes of people. UN-Habitat's expertise in HLP services and rights are particularly relevant for such cases. In addition to technical advice, UN-Habitat produces a variety of information and guidance based on spatial data, such as urban profiles as a toolkit for evidence-based decision making; assessments of crowded and/or informal sites, town centres, social facilities; specific area-based planning approaches linked to the area master-plan to define potential areas for the future development of displaced settlements; and produces Community Action Plans (CAP), outlining the priorities defined by the communities and their leadership, among other offerings.

Most importantly, UN-Habitat interventions are grounded in human rights principles and utilize innovative processes that build social cohesion and support community ownership of integrated outcomes. An Urban Profiling exercise engages selected stakeholders from local communities and governments to not only unpack the needs and insecurities of different population groups, but to define context-specific priorities and visions for the development of their urban settlements. Inclusive community planning tackles social exclusion through inclusion of all representative groups (women, IDPs, youth and marginalized groups), and lays a foundation for community-based recovery, focused on community priorities.

Duration of support: The intervention duration depends on the needs and requests of the government or community, but can last from three weeks for profiling to many years for programmatic support to post-crisis recovery.

Previous applications: This support has been deployed through expert technical advisers to Haiti, Iraq, Afghanistan, Syria, Mozambique and Somalia. In Iraq, UN-Habitat and government counterparts jointly developed a National Strategy for Long-term Durable Solutions for IDPs and a Road Map for the enumeration, upgrading and regularization of informal settlements. In parallel, UN-Habitat initiated the piloting of upgrading projects in selected informal settlements in Mosul, Ramadi and Basra through a participatory community planning approach to deliver development interventions specific to each context and contributing to the long-term socio-economic recovery of these areas. Over the course of three months, the programme has provided nearly 1,000 man/days of work to unemployed men and youth residing in the target areas, offering livelihood opportunities on a rotational basis through cash-for-work and short-term employment with implementing NGOs and contractors. Overall, some 6,000 vulnerable people residing in the informal settlements of Mosul, Ramadi and Basra gained better access to basic services and stronger security of tenure in line with the National Informal Settlements Strategy.

In the Somalia case, UN-Habitat supported the development of spatial plans linked to the Kismayo masterplan, defining potential areas for the future development of settlements. It further contributed to improved sustainable urban housing solutions through rental subsidy integrated with traditional livelihood initiatives and HLP services. The programme improved local technical capacity on durable solutions, supporting the establishment of a Durable Solutions Unit (DSU) for Benadir Regional Administration

(BRA) and a Durable Solutions Strategy (2020–2024) was developed to provide a coordinated approach to displacement crises. Programme assessments and evaluations in Somalia have demonstrated that this intervention can positively impact IDPs and returnees by improving access to basic services in places of displacement and in places of return, and the level to which IDPs and returnees experience an adequate standard of living without discrimination.

TESTIMONY

“Previously before the project, we had to incur a lot of expenses in paying rent which caused our children to miss out on education. Also, our livelihood has improved since the small money we get from the casual jobs we do now we can use to buy food for our families.”

Kismayo Camp leader

Instalment of drainage and potable water network at Hay Tanak, West Mosul, Iraq



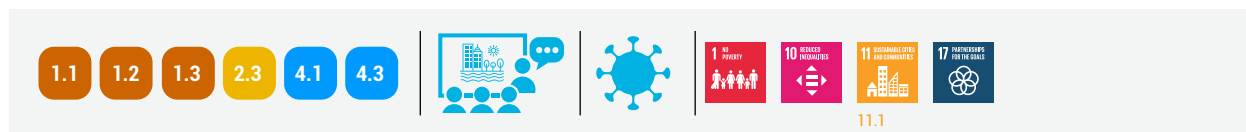
FOR FURTHER INFORMATION

[Kismayo Urban Profile](#)

[Somalia Country Programme Annual Report 2019](#)

[UN Somali: Towards Sustainable Urban Development in Somalia and IDP Durable Solutions at Scale](#)

E6. Slum upgrading and prevention strategies for poverty and inequality reduction (city-wide and at national levels)

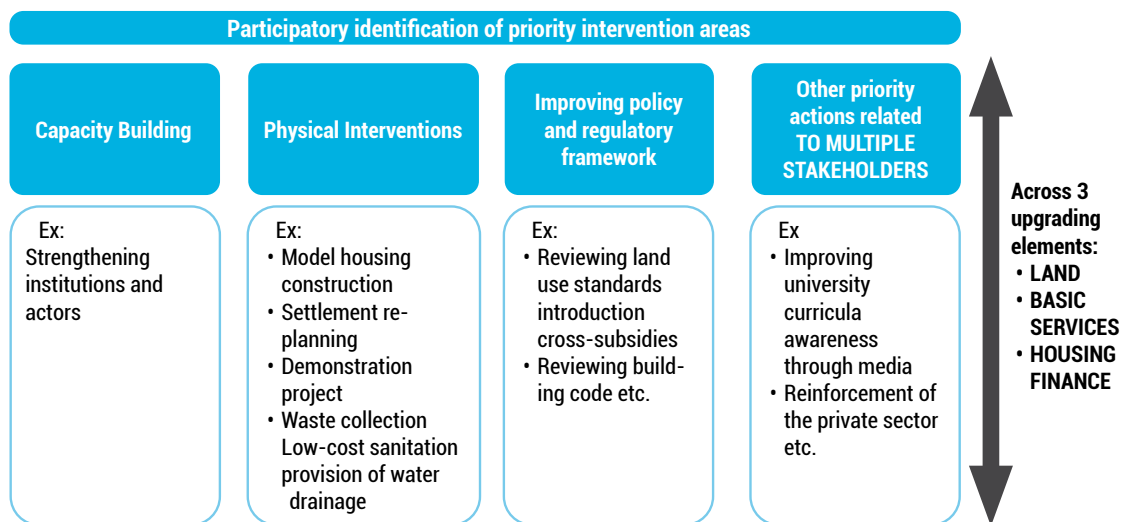


Summary: At the national or local levels, a Slum Upgrading and Prevention Strategy aims to integrate slums and informal settlements strategically and incrementally, and to plan ahead over time. City-Wide Slum Upgrading and Prevention Strategies (CWSUPS) aim at achieving the physical, social, juridical and economic inclusion of all slums into the official planning and urban systems at the city level. Priorities are identified and designed against a vision and target for long-term transformation, with both a spatial and people-centred lens. These priorities enable coordination, partnerships and integrated programming at city and national levels. They lead to the identification of physical interventions, key changes in the policy and regulatory frameworks, actions for capacity development and to strengthen the institutional set up and stakeholder engagement.

Challenges addressed: There are one billion slum dwellers worldwide and due to increasing urbanization and the lack of policies and interventions at scale, their number is expected to grow to three billion by 2050. Slums are often not mapped and not recognized in city frameworks, and resources for slum upgrading are scarce and do not cover the magnitude of the need. Furthermore, slum upgrading interventions are often one-off projects that concentrate all investment in one neighbourhood.

What UN-Habitat can offer: UN-Habitat has created the CWSUPS to provide a framework for slum upgrading and prevention at the city or country level. CWSUPS mainstreams slum upgrading and identifies priority actions to mobilize resources and to allocate responsibilities among stakeholders for action. The objective of the CWSUPS is to move from one-off, isolated projects to an integrated approach for slum upgrading at the city level and to achieve the physical, social, juridical and economic integration of all slums into official planning and city strategies.

UN-Habitat plays a key role in integrating sectoral challenges at city level, supporting the coordination of stakeholders at different levels (including communities) and establishing participatory approaches. The participatory approach for the development of the strategies will pave the way for the institutionalization of the strategy, mobilizing human and financial resource allocation for slum upgrading and prevention at city and national levels. UN-Habitat has decades of experience in slum upgrading worldwide including the Participatory Slum Upgrading Programme (ACP region 2008–2021), the Slum Upgrading Facility (SUF), Cities Without Slums and many others. UN-Habitat provides technical assistance for mainstreaming the approaches for participatory slum upgrading in policy regulatory frameworks.



Duration of support: The development of CWSUPS is a participatory process that can span approximately six months. This timeframe includes the development of the slum situation analysis; the policy and regulatory framework; the participatory identification of priority actions; and the validation event of the strategy. The CWSUPS is an action framework and is to be regularly reviewed and updated to guide the way for systematic change and transformation at scale.

Previous applications: Through the development of these strategies, more than 100 strategic pilot projects for the improvement of slums have been identified. This has enabled the mobilization of further resources for the implementation of slum upgrading interventions

at the country level, accounting for an estimated USD 1 billion. Furthermore, the CWSUPS have contributed to mainstreaming UN-Habitat's principles for participatory slum upgrading at country level informing government priorities and budget allocation and strengthening the capacities of stakeholders. The CWUSPS has been implemented in several countries and more than 50 cities in Africa (Cameroon, Ghana, Kenya, Senegal, Malawi, DRC, Zambia, Mozambique, Niger, Burkina Faso, Burundi, Cabo Verde, Côte d'Ivoire, Madagascar, Mali, Mauritius, Namibia, Nigeria, R. Congo, Rwanda, the Gambia and Uganda); the Caribbean (Antigua and Barbuda, Trinidad and Tobago, Haiti, and Jamaica) and the Pacific region (Solomon Islands, Papua New Guinea and Fiji).

Pilot project identified through the CWSUPS strategy in Mtwapa, Kenya



TESTIMONY

"PSUP influenced the urban development policy in Kenya and raised awareness on slums. And there is a real consultative process with communities and ownership. This methodology allows the programme to be packaged, even budgeted as one project."

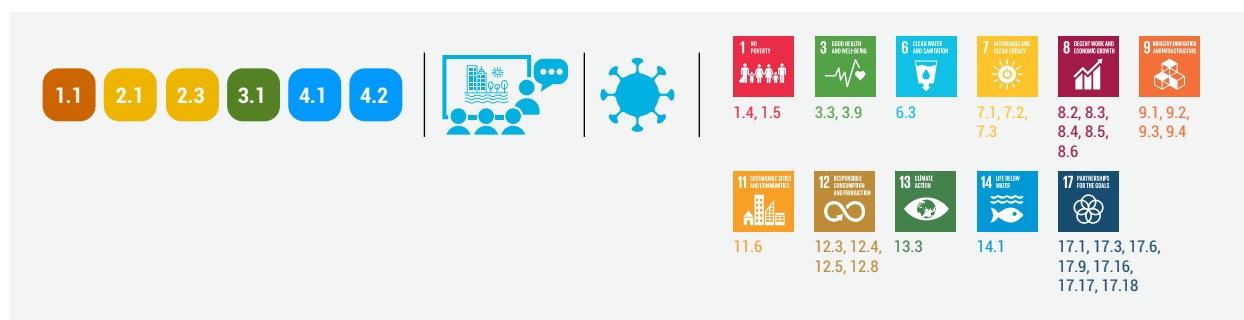
Mr. Isaac Mungaania,
Kenya PSUP Country Team Coordinator, State Department of Housing and Urban Development,
Ministry of Transport, Infrastructure, Housing and Urban Development, Kenya

FOR FURTHER INFORMATION

[Country stories and reports](#)

F. Basic services and infrastructure

F.1. Sustainable waste management and recovery of waste as a resource



Summary: Design and implementation of solid waste management strategies including resource recovery from municipal waste and generation of energy from organic waste. A special emphasis is placed on delivering municipal solid waste management (MSWM) services with equitable access to all, especially for the urban poor and other vulnerable groups. This service utilizes UN-Habitat's Waste Wise Cities Tool, which comprises seven steps that guide cities to collect data on municipal solid waste (MSW) generated, collected and managed in controlled facilities; and plan for an improved MSWM system.

Challenges addressed: This collection of services helps local and regional governments, power utilities, and any groups responsible for providing infrastructure and access to MSWM services to address challenges in capacity in energy generation from waste and MSWM system. Currently less than 30 per cent of MSW is collected leading to environmental degradation. Less than 5 per cent of waste collected is recycled and the remaining is discharged in uncontrolled dumping sites. No energy is generated from the abundant (60 per cent of the total MSW) organic waste.

What UN-Habitat can offer: UN-Habitat has long-standing experience with MSWM projects that puts it in a unique position to support local governments in advancing waste management and resource recovery through recycling. UN-Habitat supports local governments to improve MSWM through data collection, design and implementation of strategies for MSW resource recovery and generation of energy and assists local institutions in the establishment of fully functional and equipped sustainable waste management departments. These services contribute to

mitigating climate change and promote equal access to public services, and in the process integrates informal workers and promotes social and economic opportunities for women.

Waste Wise Cities (WWC) aims to enhance waste management and resources efficiency in the world's cities by decreasing the amount of waste generated (SDG 12.5 and SDG 12.3.1); improving municipal solid waste collection and controlled management (SDG 11.6.1); increasing the recycling rate of suitable material (SDG 12.5.1.); enhancing the management of hazardous waste (SDG 12.4.2); and generating energy from organic waste (SDG 7.3). As the custodian agency of SDG Indicator 11.6.1³, UN-Habitat worked on the development of the monitoring methodology, Waste Wise Cities Tool (WWCT) for this indicator, coherent with other global waste statistics systems and has subsequently developed supplementary indicators to monitor progress. WWCT enables cities to establish a baseline for indicator 11.6.1 while monitoring the progress to the set goals and establishing key intervention areas for improved MSWM and identifying quick-win pilot projects. Cities implementing the tool can rely on the WWCities Network, including its expert Advisory Group (with members from United Nations agencies, academia, private sector, city networks and other inter-governmental organizations) and its established partners' network, to support its work and maximize the impact of activities. UN-Habitat and supporter cities also support Changemaker Cities to take up the challenge to improve their waste management and clean up their city under the Waste Wise Cities Challenge.

3 "Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal solid waste generated, by the city"

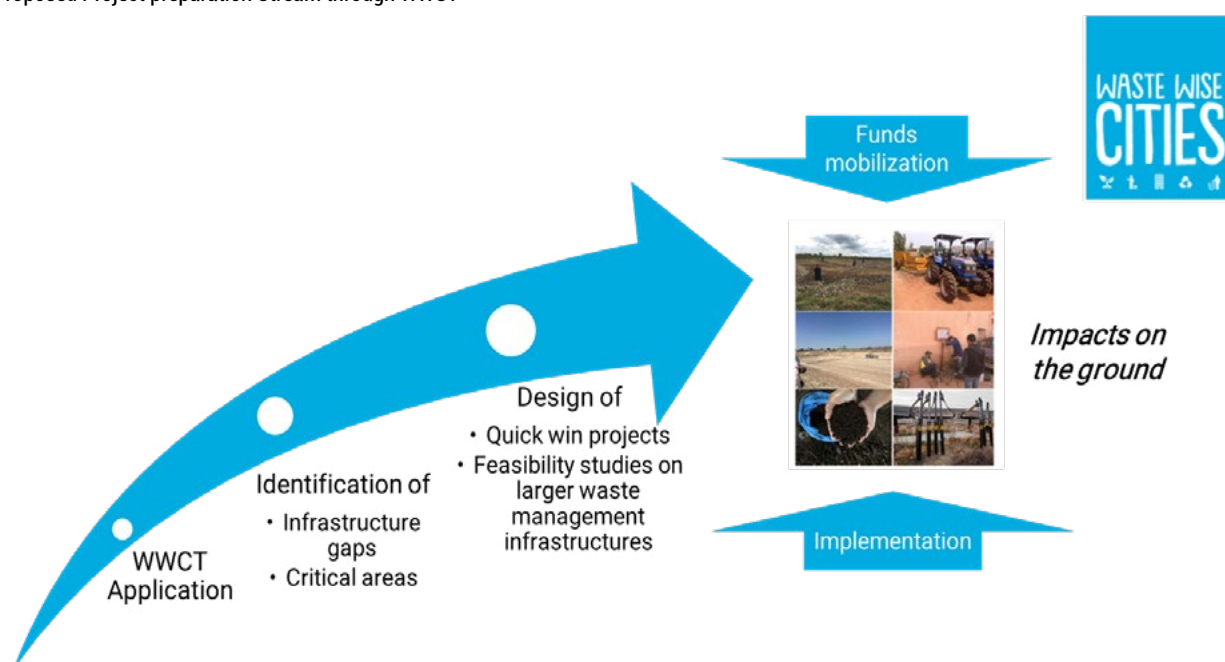
Duration of support: Sustainable MSWM and waste to energy services can vary in their time frames, depending on the needs. Most waste to energy interventions take between 1–4 years. The WWCT can provide a rapid assessment with data collection taking 2–3 weeks and key intervention areas and pilot project proposals can be identified and developed within a few months. The Waste Wise Cities Challenge lasts for a preliminary duration of two years while the WWC programme will run until 2030. All cities joining WWC will receive support until the end of the programme.

Previous applications: WC is a global programme which has thus far supported WWCT application and identification of key critical areas and necessary interventions in Kenya, Seychelles and Sierra Leone. Some examples of recent progress made on sustainable MSWM include: develop-

ment of the Sustainable Waste Management Action Plan 2020–2022 and potential funding opportunities for Nairobi which will improve access to MSWM services for about 1.2 million city residents; the definition of key intervention areas for Mombasa (Kenya); and identification of Extended Producer Responsibilities policy development as policy intervention area for plastics waste in Seychelles.

The waste treatment option “Integrated Resource Recovery Centre IRRCC” proposed by UN-Habitat to local governments is currently being used in South East Asia in 16 cities in Bangladesh, Pakistan, Sri Lanka, Vietnam and Cambodia and has enhanced waste collection and resources’ recovery. The African Clean Cities Platform is the regional chapter of the WWC programme, and strives to achieve clean and healthy cities in Africa by 2030.

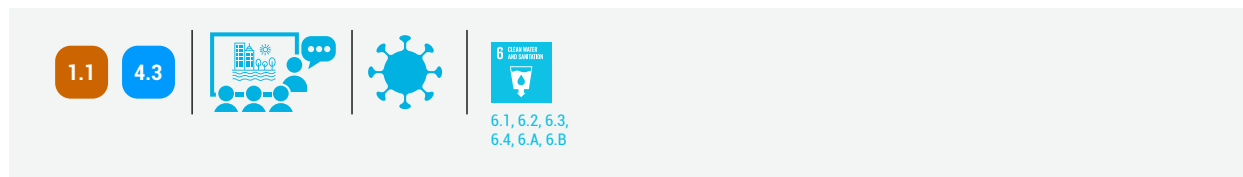
Proposed Project preparation Stream through WWCT



FOR FURTHER INFORMATION

[Waste Wise Cities web page](#)
[Africa Clean Cities Platform website](#)
[Waste Wise Cities Newsletter #5](#)
[Koidu City in Action for SDGs with Stronghold Partners in South-South and Triangular Cooperation](#)
[UN-Habitat joins the Plastic Initiative](#)

F.2. Water and sanitation planning and infrastructure investments



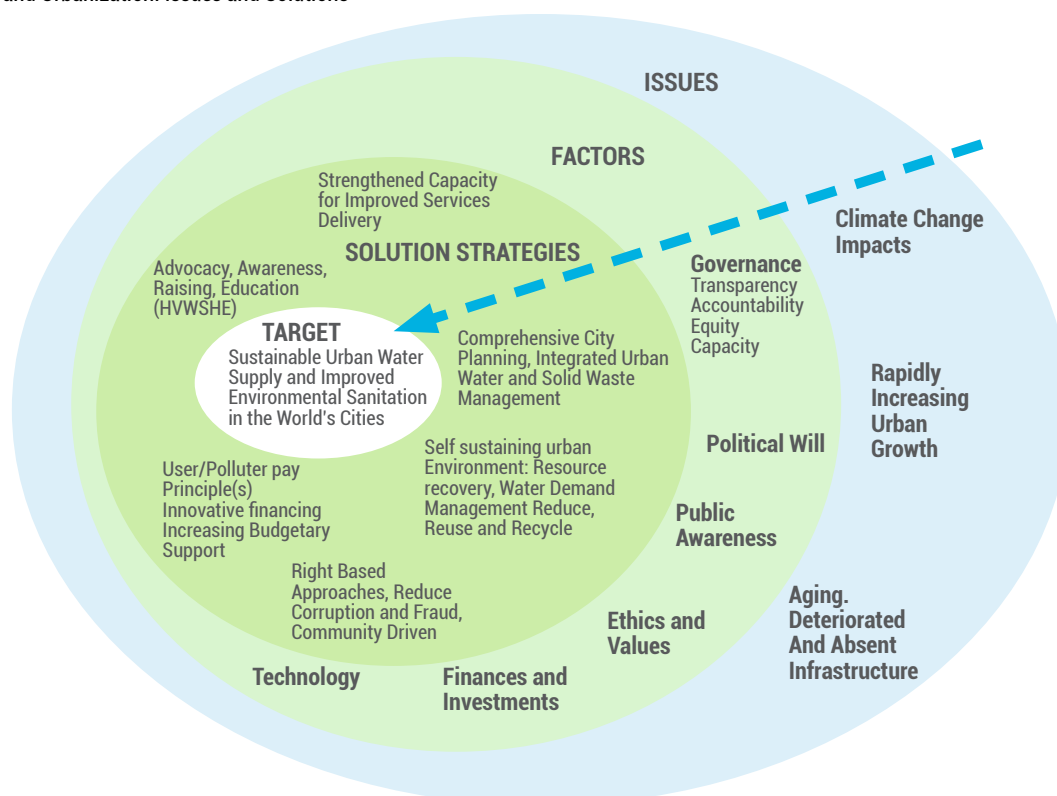
Summary: Development of rational, comprehensive and financeable medium-term water and sanitation infrastructure investment programmes to support local governments and water and sanitation service providers. This approach supports the implementation of existing city development strategies and comprehensive development plans. Key elements of the service include diagnoses, identifying opportunities for investment, assisting cities to prioritize investments, preparing pre-feasibility studies, strengthening government and service providers' capacities, and supporting them in the preparation and implementation of investment projects.

Challenges addressed: Today one in three, or 2.2 billion people around the world lack safe drinking water. Over half of the global population or 4.2 billion people lack safe sanitation. Many local authorities and other service providers who focus on water supply do not have the tools, governance frameworks and resources required to carry out such responsibilities. More reliable data is also required to provide improved water and sanitation planning.

Most of the COVID-19 guidelines are almost impossible to implement in slums and informal settlements where the lack of water and sanitation facilities make simple public health interventions, such as regular washing of hands, extremely difficult. The provision of water and sanitation in slums and informal settlements is therefore critical in controlling the spread of health pandemics such as COVID-19.

What UN-Habitat can offer: UN-Habitat provides support to local governments and water and sanitation service providers to address these challenges focusing on policy and governance reform, long term institutional development and capacity enhancements to provide long-term service improvements. This is complemented by global advocacy and knowledge dissemination to prioritize water and sanitation through platforms such as UN-Water and the Global Wastewater Initiative. UN-Habitat has a wealth of experience and best practices from other parts of the world which can be contextualized to the needs of local governments and utilities. Its pro-poor focus and capacity

Water and Urbanization: Issues and Solutions



building programmes ensure that no one is left behind and that sustainability is built into water and sanitation infrastructure. UN-Habitat also brings results through its strategic partnerships, especially with financing institutions and the private sector to increase investments and ensure that big infrastructure projects have a stronger focus on the poor. By providing pre-investment planning and capacity development to partner countries, UN-Habitat ensures that such projects benefit from faster appraisal and preparation, stronger focus on the poor, greater ownership by recipient cities and sustainability of investments through training and capacity building.

Changing climate conditions and more extreme weather events are expected to negatively affect the operation and performance of urban infrastructure and services. The programme therefore supports a low-carbon pathway to improving urban basic services, building on the Urban Pathways Project. The urban poor and other marginalized

groups including women, children and youth, older persons, persons with disabilities and migrants are engaged in programme planning, implementation and monitoring through local-level multi-stakeholder platforms.

Duration of support: This water and sanitation support, depending on the local context, typically lasts 1–2 years.

Previous applications: This programme has supported over 100 cities in 36 countries in Africa, Asia and Latin America and the Caribbean. The programme supports a combination of policy and normative work with on-the-ground pilot and demonstration initiatives through regional “Water for Cities” programmes in Asia, Africa and Latin America.

The number of people with access to water and sanitation services as a result of UN-Habitat interventions is 1.5 million.

A child washes himself in Kallyanpur, a slum in Bangladesh's capital Dhaka ©UN Photo/Kibae Park



TESTIMONY

“No words can express our gratitude for the support we have received from UN-Habitat Water and Sanitation division in making tariff development for WASAC a success.”

CEO of the Water and Sanitation Corporation (WASAC), Mr. James Sano, in recognition of the support to Rwanda to adopt a new water tariff designed with UN-Habitat's help

FOR FURTHER INFORMATION

[UN-Habitat water and sanitation web page](#)

F.3. Sustainable urban mobility planning



Summary: Development of Sustainable Urban Mobility Plans that are designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. These plans integrate all transportation modes, and include a long-term vision and clear implementation strategies. This service introduces new concepts and methodologies for data collection on walking and cycling; provides advice on institutional and policy aspects of non-motorized transport (NMT); includes technical assistance for street design that caters for pedestrians and cyclists such as the design of footpaths, bike lanes and street crossings; as well as providing technical advice on electric-mobility, Bus Rapid Transit, street design standards and capacity building of officials.

Challenges addressed: Transport accounts for nearly a quarter of total energy-related CO2 emissions (which are increasing at a rate faster than any other sector), contributing to global warming as well as air pollution (7 million deaths annually), traffic congestion (draining national and city economies), road traffic crashes (1.3 million deaths annually). The growth in this sector and ever-increasing transport demand is a worldwide phenomenon challenging most cities in emerging and developing economies. ‘While walking and cycling have been shown to address these challenges and increase health, poor infrastructure and safety discourages these forms of transport. Most countries’ Nationally Determined Contributions (NDCs) for the Paris Agreement include action on sustainable transport with strong references to public transport. The Covid-19 Pandemic presents new threats: due to increased risk of infections in public transport, people and policy makers may lose confidence in public transport, reinforcing car-centric planning. This will further exacerbate the climate emergency and will cause increased inequality and disadvantages for the poor, for whom remote working or travel by car may not be an option.

What UN-Habitat can offer: These challenges require sustainable and integrative planning processes and policies. Increasing mobility and connectivity in cities brings enormous benefits to society and provides the



Bicycle tour through Khayelitsha, a partially informal township in Cape Town ©UN-Habitat, 2018

essential means by which a city can function effectively. UN-Habitat supports cities to create **Sustainable Urban Mobility Plans (SUMP)**, to prepare for the future performance of its mobility system, based on demand forecasting, participation and multi-sectoral cooperation. UN-Habitat has a strong convening role with national, local governments, transport operators, civil society and financial institutions and interdisciplinary expertise enabling it to provide technical capacity on sustainable urban mobility planning, street design, transit-oriented development, planning and management of public transport systems, and improvements of national and city road safety standards.

Through previous projects, UN-Habitat has supported cities on street design to accelerate their efforts to implement NMT infrastructure. UN-Habitat has developed guidance tools and resources on these topics, including the guidebook on “Streets for walking and cycling – designing for safety, accessibility and comfort in African cities.”

UN-Habitat is supporting the uptake of innovative **electric mobility** in over 10 cities in different regions of the world by providing technical assistance in developing business models and demonstration projects.

4 In 2010 there were one billion motor vehicles worldwide (excluding two wheelers). By 2035, the number of light duty motor vehicles (cars, sports utility vehicles, light trucks and minivans) is expected to reach 1.6 billion and by 2050 this number will exceed 2.1 billion. Some countries, notably in Asia and Africa, are seeing a huge increase of motorized two wheelers on their roads.

UN-Habitat also supports **innovation** in this field by facilitating startups in the mobility sphere and by using innovative approaches to data collection (i.e. the Multimer App to measure stress levels of cyclists through brain waves), NMT analyses, transport planning and transport management. In addition, UN-Habitat engages with NGOs in the field, such as Open Streets Cape Town, to jointly organize regional capacity development events that include cutting-edge technology use and best practices.

UN-Habitat is also the custodian agency for **monitoring SDG 11.2 “Access to Public Transport”** and supports governments in improving, expanding and tracking efforts on sustainable urban mobility. UN-Habitat promotes the mutually reinforcing, integrated, and cost-effective achievement of the SDGs, NUA, and other global frameworks. For example through gender-sensitive and inclusive public transport, such as through the project on “Gender-sensitive public transport in Cairo” that collects data on mobility patterns of women.

Duration of support: Technical assistance on NMT or the development of SUMP or a Street Design Manual can take one or two years, with capacity building efforts taking place over a number of days. Longer programmes of policy advice and technical assistance on public transport can be spread over 3–5 years.

Previous applications: UN-Habitat has supported countries in East Africa (Kenya, Uganda, Ethiopia, Mozambique); MENA (Egypt); Asia (Indonesia, India, Vietnam); and LAC (Colombia, Brazil) in promoting sustainable public transport and better street design for walking and cycling.

Specifically, with support from the Global Environment Facility (GEF), and in collaboration with the Institute of Transportation and Development Policy (ITDP) and GIZ, UN-Habitat has supported the governments of Ethiopia, Kenya and Uganda in their efforts to introduce Bus Rapid Transit Systems in Addis Ababa, Nairobi and Kampala. UN-Habitat supported the preparation of operational plans and advised on the design of infrastructure for busways integrated with improved bike lanes and foot paths and trained a number of city and national government officials including through city-city exchanges. Through a similar intervention, UN-Habitat is currently working with the Government of Egypt to introduce a Bus Rapid Transit system in Cairo. Through all these initiatives, UN-Habitat has specifically focused on the mobility needs of women and other vulnerable groups.

UN-Habitat has supported various cities in implementing safe infrastructure for walking and cycling. For example in Medellin, UN-Habitat supported the creation of a segregated bike lane, increasing bicycle use by 270 per cent. Other examples include the pedestrianization of an inner-city street in Nairobi (Luthuli Avenue) and the National NMT Strategy for Addis Ababa.

UN-Habitat also supported the small, rapidly growing town of Ruiru in the metropolitan area of Nairobi to develop a Sustainable Urban Mobility Plan, one of the first such efforts in the African region.



TESTIMONY

“There is little doubt that the SUSTRAN Project has built a critical mass of activities and momentum intended to boost the confidence of international donors and financial institutions for providing financial support for the construction of viable SMT systems for all 3 cities. The significance of SUSTRAN assistance has been to build institutional capacity for Sustainable Urban Transport (SUT) developments in these cities and ensure pilot designs for BRT systems in these cities will maximize ridership and demonstrate the socioeconomic and environmental benefits of SUT systems “

An external evaluation completed in 2018 of the “Sustainable Transport of East African Cities” (SUSTRAN) project through UNEP

“Before and After”: A participant on the temporary bike lane on Luwum Street during the Kampala Placemaking Week in 2018 (left) / The well-demarcated bike lane and pedestrian path along the Namirembe Road - Luwum Street NMT corridor in 2020
© UN-Habitat



FOR FURTHER INFORMATION

[UN-Habitat mobility web page](#)

[Nairobi BRT service plan](#)

[GEF SUSTRAN East Africa – overview](#)

[Streets for Walking and Cycling – Designing for safety, accessibility and comfort in African cities](#)

[SCALING UP Safe Streets in Ethiopia](#)

[Sustainable Urban Mobility Plan Ruiru](#)

[Planning and Design for Sustainable Urban Mobility – Global Report on Human Settlements 2013](#)

F.4. Creating energy and resource efficient buildings



Summary: Technical assistance and methodologies for creating energy efficient buildings including advice on institutional changes, policies and standards for green buildings and low carbon affordable housing. This includes supporting the integration of energy and resource efficiency into national building codes; supporting the design and construction of pilot demonstration projects for low-carbon buildings; providing technical advice on design standards; building capacities of officials, building practitioners and national association of architects and quantity surveyors; and providing advisory services on national and local government transition to renewable energies.

Challenges addressed: Buildings globally account for 40 per cent of energy used and are responsible for 30 per cent of greenhouse gas emissions. 75 per cent of the buildings that will be standing in Africa by 2050 will be built in the next 30 years, underscoring the crucial and urgent need for ecological and low carbon building design now. Over 30 per cent of energy is wasted in building due to poor design that does not take into consideration the local climate and environment. Buildings also have major carbon footprint due to the use of imported materials and carbon intensive materials like steel and cement.

What UN-Habitat can offer: UN-Habitat has extensive experience and expertise in low-carbon energy, resource efficiency, climate mitigation and adaptation, as well as planning low-carbon basic services and infrastructure. Through integrated assistance, UN-Habitat supports gender-sensitive and inclusive low-carbon and energy efficient buildings that use locally available building materials as well as supporting innovation by facilitating development of low-carbon building design and the adoption of new building material from recycled products. UN-Habitat also uses its convening ability with national governments, local governments, power utilities, civil society and financial institutions to deliver tailored and integrated solutions supported by the latest technology and developments. In addition, UN-Habitat provides an advisory service for the development of municipal energy strategies and sustainable energy access and climate action plan. (See also offering E.4. on sustainable, affordable housing and H.2. on supporting urban low-emission development strategies).



Street light assembly, Kalobeyei © UN-Habitat

Duration of support: Depending on the needs addressed, this support typically lasts between one to four years.

Previous applications: This support can be delivered globally, and UN-Habitat has provided technical assistance to mainstream energy and resource efficient building codes and housing regulations in Rwanda, Uganda, Burundi, Kenya, Cameroon, Nigeria and Tanzania to promote the adoption of low carbon building principles. UN-Habitat has implemented a six years regional programme on energy efficiency in building for East Africa.

UN-Habitat has developed and continues to update tools for capacity building and guidelines for energy and resource efficient buildings. Handbooks on tropical building design develop by UN-Habitat are used for training building practitioners (architects, urban planners, surveyors, engineers, etc.). Eight universities in East Africa are using these documents in their curriculum.

UN-Habitat has worked with several municipalities in Africa in developing their Sustainable Energy Access and Climate Action Plan (SEACAP) through the covenant of mayors for energy and climate.



Demonstration of a low-carbon, adequate and affordable housing built during UN-Habitat General Assembly and visited by over 1000 people. © UN-Habitat/Kirsten Milhahn

FOR FURTHER INFORMATION

[UN-Habitat energy web page](#)

[Promoting Energy Efficiency in Buildings in East Africa project website](#)

[Energy and Resource Efficient Urban Neighbourhood Design Principles for Tropical Countries. Practitioner's Guidebook](#)

[Build Green: Charter for Sustainable Building, Neighborhood Design and Urban Mobility in Tropical Countries](#)

F.5. Enhancing sustainability and effectiveness of water utilities through Water Operators' Partnerships



Summary: Supporting water and sanitation operators in settlements of all sizes to help deliver services that are fundamental to inclusive, safe, resilient and sustainable cities. This service utilizes the convening power of the UN-Habitat-led Global Water Operators' Partnership Alliance (GWOPA) to mobilize governments (local and national), civil society groups, labour unions, financial institutions and the private sector to promote water operators' partnerships (WOPs). WOPs strengthen the capacity of water and sanitation operators to ensure the availability and sustainable management of water and sanitation for all focusing on inclusive access to services, water quality, water use efficiency, integrated water management and conservation, capacity development and community engagement.

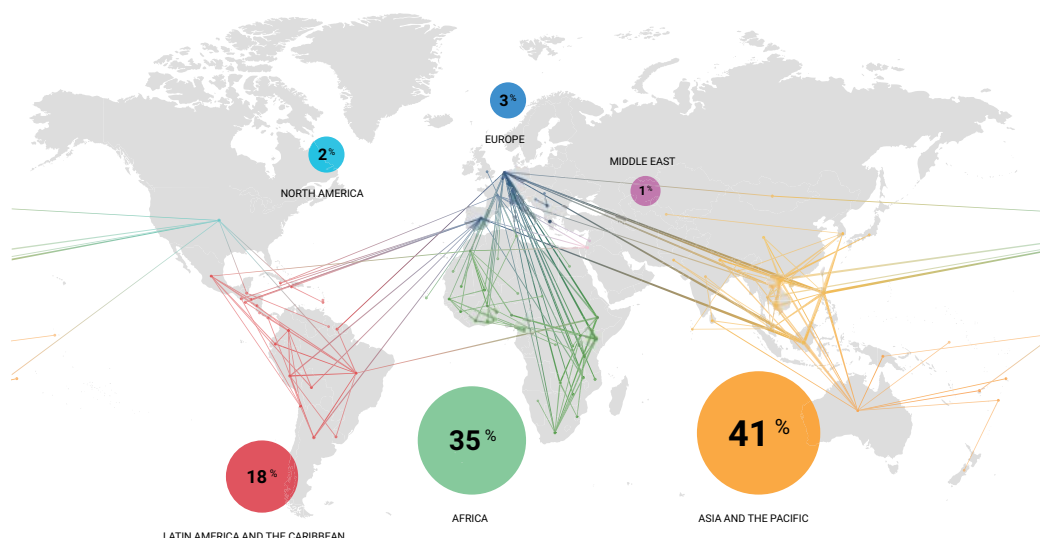
Challenges addressed: Worldwide, one in three people do not have access to safe drinking water and two out of five people do not have a basic hand-washing facility with soap and water. Water quality is declining and water scarcity now affects 40 per cent of the global population. Sanitation services and wastewater treatment are

generally inadequate or inexistent, and many utilities rely on diminishing sources of water. Compounded by outdated and wasteful urban water management, poor governance and weak management, financial and operational approaches, many service providers are unable to address this widening scope of social and environmental challenges. The COVID-19 pandemic has exacerbated these challenges and highlighted the crucial need for access to safe water for drinking and hand-washing to support healthy people and economies.

What UN-Habitat can offer: UN-Habitat supports public water operators or associations representing different regions, donors and development partners, civil society organizations, labour unions and private operators to address these challenges. With an estimated USD 1.7 trillion in funding needed to meet only SDG 6.1 and SDG 6.2 by 2030, building the institutional capacity to effectively manage these investments for sustainable public benefit is critical. The United Nations Secretary General Kofi Annan requested UN-Habitat to lead this global initiative as most water utilities in the world are municipal services and many

Where are WOPs Happening?

352 WOPs on the Global Database (September 2019)



are linked to local government and urban development. As the world continues to urbanize at a rapid rate, cities are where many of our water-related challenges are most acute. Building on its expertise and project experience in urban basic services, UN-Habitat is well-placed to lead the efforts to promote WOPs, with convening power of major events and a key role to mobilize key WASH partners.

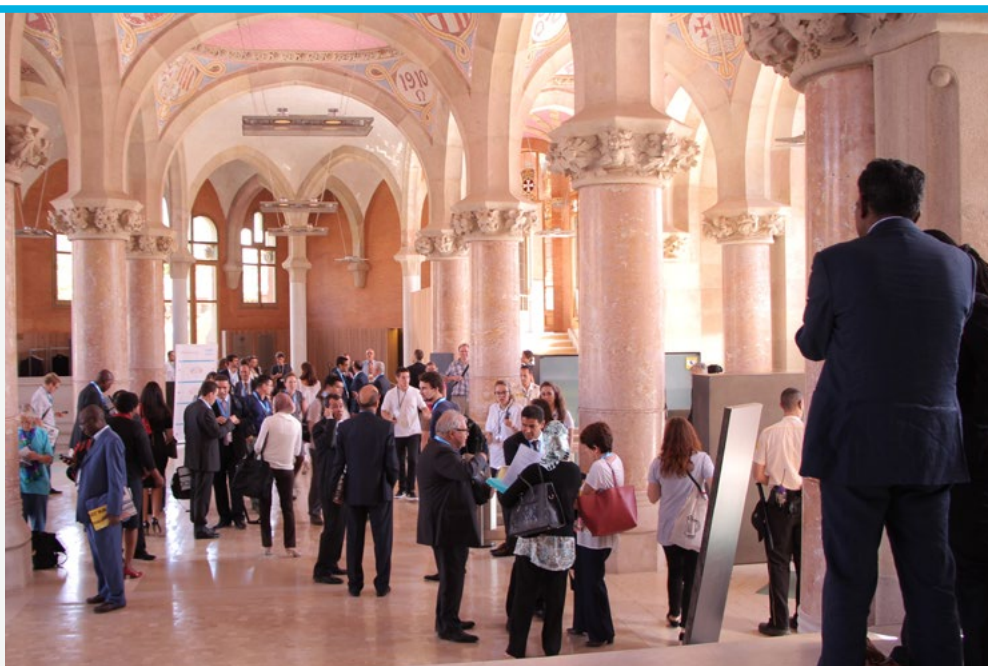
WOPs contribute to improving water and sanitation service providers' capacity and performance, and progressive local realization of the SDGs to the benefit of all, particularly the poor. All WOPs tracked by GWOPA seek to gather disaggregated data and all resources and trainings are delivered in a gender-sensitive way with monitoring mechanisms in place. Engaging in a WOPs under the GWOPA umbrella increases the effectiveness of the partnerships as UN-Habitat has developed over 60 tools (e.g. [the Climate Change Toolkit for Coastal and Small Islands](#)) and the [Green Utility Toolkit](#) to address circular management, climate and environmental action through WOPs that support every aspect of the partnership. Furthermore, the associated communities of practice facilitated by GWOPA provide ongoing, current additional expertise and knowledge.

Duration of support: For utilities seeking to engage in WOPs, there is no fixed timeline however the minimum period encouraged by UN-Habitat is one year, and several WOPs have lasted over a decade. This includes initiation, basic peer exchange and capturing results.

Previous applications: GWOPA is a global alliance with nearly 500 members, largely public water utilities and their associations. The network has implemented over 350 partnerships between 2009 and 2019. By the end of 2019, Water Operators' Partnerships undertaken in the GWOPA network have helped more than 270 water utilities across 94 countries to improve their capacity (positive organizational changes) and key performance indicators to provide better services to an estimated 52 million people globally. GWOPA provides guidance for successful partnerships and has co-developed over 60 different knowledge products (case studies, reports, tools and training) to help water operators learn better from, and with, one another.

Since 2010, the WOP practice has seen over USD 330 million in funds for Water and Sanitation Operators' Partnerships to strengthen the capacity of local water and sanitation utilities. Many have led to improved financial performance or facilitated access to needed investment finance, such as in documented WOP Case Studies in Fiji, Belize and Vietnam. Government recognition of WOPs is growing, with new programs and facilitating frameworks to enable their water utilities to contribute to the SDGs through WOPs. Partnerships between utilities are increasingly focusing specifically on increasing services for the poor (18 per cent of registered WOPs).

Utilities, donors, knowledge institutions, labour unions, civil society organizations and public and private water and sanitation operators are all participants in the Global WOPs Congresses.



TESTIMONY

"It has been a very eye-opening experience learning from them every day. We apply what we learnt to be the best."

Mr. Hugo Rancharan.

Assistant Operation Manager at BWS (Story of the WOP between Belize Water Services (Belize) and Contra Costa Water District (USA))

"Learning different ways of doing the same thing. On both sides of the Atlantic we have the same task: provide water to the community. It's a two-way relationship in which both parties learn."

Mr. Ricardo Vasquez Castro,

City Council of Zaragoza, Story of the WOP between Aguas de Xelaju (Guatemala) and the Municipal Operator of Zaragoza (Spain)

"I realized that the product that I am giving out adds to the quality of life for thousands of people."

Mr. Eric Rhaburn,

System supervisor at BWS (Story of the WOP between Belize Water Services (Belize) and Contra Costa Water District (USA))

Aerial view of the town of San Pedro in Ambergris Caye, Belize by Wollertz ©Shutterstock



FOR FURTHER INFORMATION

[Global Water Operators' Partnerships Alliance](#)

G. Economy and finance

G.1. Enhancing Own Source Revenues (OSR) through rapid analysis



Summary: Supporting local governments to optimize their OSR. The Rapid Own Source Revenue Analysis (ROSRA) tool quantifies revenue leakages and deconstructs known bottlenecks to identify root causes and entry points for reform. By supporting local revenue administrations to better understand and communicate the weaknesses of their OSR systems, it facilitates strategic and resource effective interventions and helps to build reform momentum within local governments.

Challenges addressed: This service supports local governments to address challenges in municipal finance, own source revenue; government transparency, accountability and perception, and corruption.

What UN-Habitat can offer: This service is relevant for all secondary cities and subnational and local governments in developing countries. UN-Habitat deploys the ROSRA tool for a more equitable and transparent OSR system which supports citizens in understanding their tax obligations and thus aligning their economic decisions accordingly. The ROSRA tool is based on UN-Habitat's successful experiences in optimizing OSR in Afghanistan, Hargeisa (Somalia), Kiambu (Kenya) and around the world. The ROSRA methodology was thus developed by extracting the key lessons from UN-Habitat's own experiences and complementing them with a comprehensive literature review. Due to its track record and intimate understanding of the political processes involved in carrying out sensitive OSR reform, UN-Habitat is best positioned to accurately use this analytical tool in a cost-effective manner to provide strategic insights to local governments for OSR optimization. UN-Habitat provides ongoing assistance and support in regard to the implementation of provided recommendations: partnering with UN-Habitat means partnering with a long-term ally to transform local OSR systems.

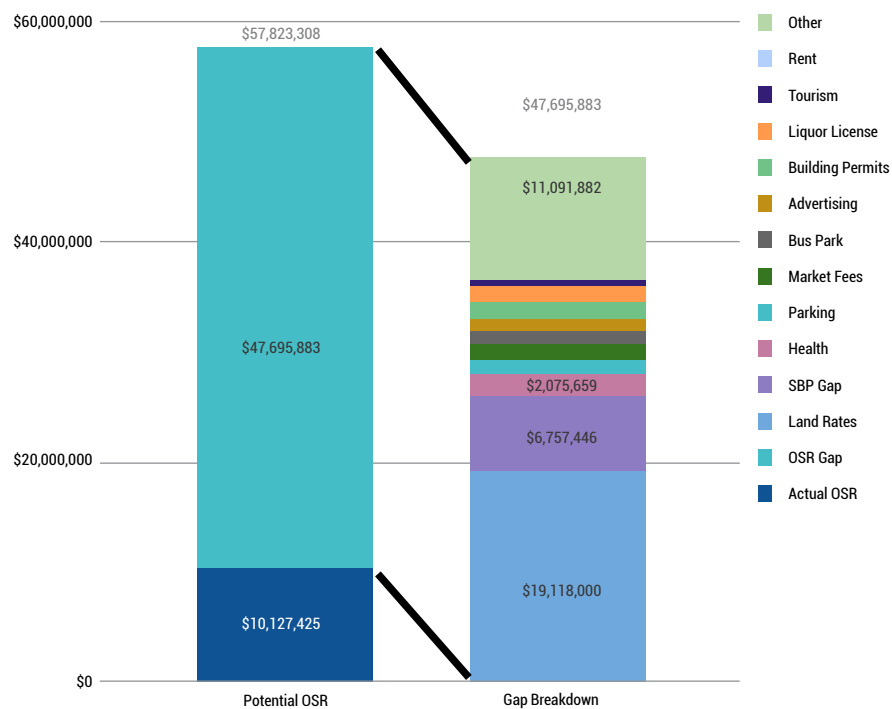
The success of this service can be measured through the annual OSR per capita; the annual OSR/annual budget of revenue administration or annual OSR from the top five revenue streams/total annual OSR; and the tax incidence by income group (property tax/annual OSR or property tax arrears/annual OSR can be used as a proxy indicators). The tool is available on demand and will be accessible online in the second half of 2020.

Duration of support: A full analysis of the OSR system of a local government takes from 2–6 months. Trainings to support local governments in carrying out components of the analysis themselves can be offered within one month's notice.

Previous applications: The initial development of the tool was carried out in Kiambu County, Kenya in 2018. Its application in Kisumu County, Kenya in 2019 found that the Kisumu County Government was collecting around 18 per cent of its revenue potential in the financial year 2018/19. Challenges with property taxes (locally referred to as land rates) led to the loss of almost USD 20 million, or twice the county's annual OSR.



©UN-Habitat/Kristen Milhahn



One of the root causes of the inability to fully leverage property tax revenue was the non-compliance of large landowners who greatly contributed to the amassing of property tax arrears equal to 10x the total annual OSR collected by the county.

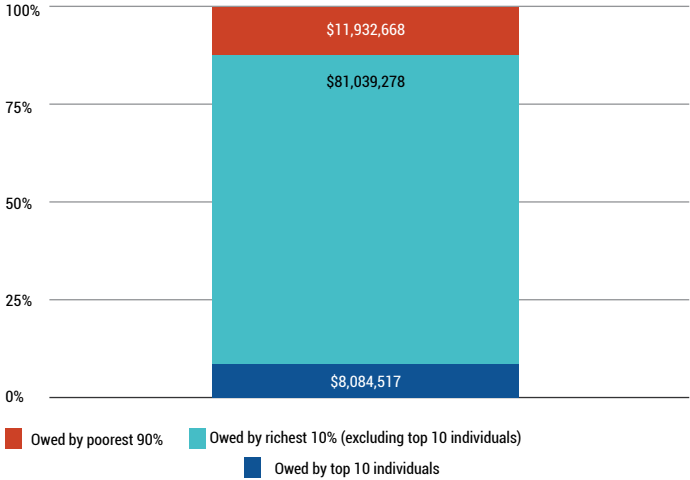
Presentation to senior management of the Kisumu County and the Revenue Administration in Q3 of 2019



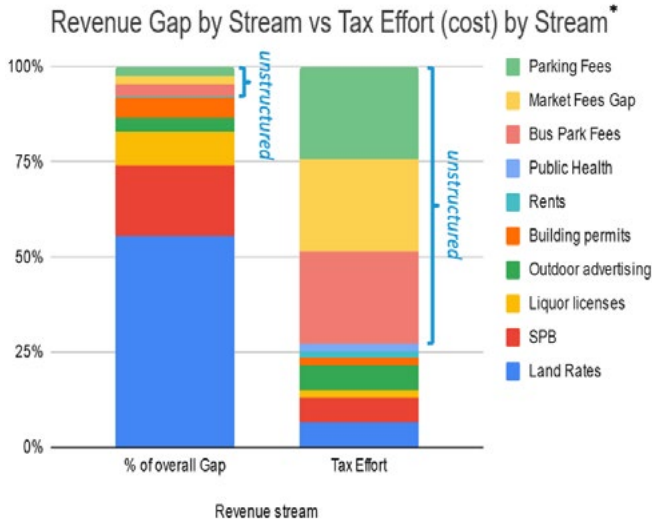
Another key challenge of the County Government was allocating resources and tax effort to the revenue streams which have the most potential. For the financial year 2018/19, the Revenue Administration spent close to 75 per cent of its budget on collecting daily “unstructured” revenue streams (essentially user fees: parking fees, market fees and bus park fess) which represent less than 10 per cent of the overall revenue potential.

The challenges around collecting revenues from property taxes and the prioritization of unstructured revenues streams (user fees) over other more progressive revenues led to an unequitable/regressive overall tax system where lower income groups actually pay in taxes more than upper income groups.

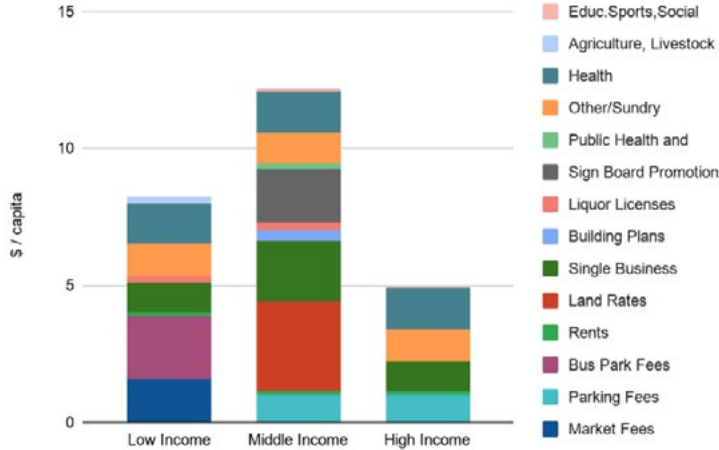
Land rate debt owed by income group



Revenue gap by stream vs tax effort (cost) by stream



Tax incidence by income group



TESTIMONY

“This analysis shows us that we have essentially been doing everything wrong in regard to OSR until now.”

Mr. George Okong'o,

Current County Executive Committee Member for Finance and Economic Planning, Kenya.

“This is the most accurate analysis of our OSR system that we have received until now and it is spot on.”

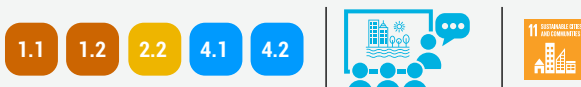
Mr. Eric Orangi,

Former Chief Officer Finance Kisumu County, Kenya.

FOR FURTHER INFORMATION

[Supporting Revenue Enhancement in Kiambu County, Kenya](#)
[Finance for City Leaders Handbook](#)

G.2. Land-based finance for good governance and inclusive development



Summary: A flexible set of instruments that can be adapted to a variety of institutional and cultural contexts aiming to enhance the availability of resources for local development through leveraging land. Improved local finances and the ability to improve local infrastructure and service provision can have far-reaching social and economic benefits. Compared with other often-used revenue streams, land-based finance tends to increase the progressivity of the tax system thus promoting equity, has fewer negative impacts than many other revenue tools, and can help to establish reciprocal relationships of accountability between resident communities and government.

Challenges addressed: This service supports national and local governments, affected residents, international and local partners to address challenges in municipal finance for delivery of infrastructure and essential services, as well as promoting building the social contract and good governance for all.

What UN-Habitat can offer: This service engages UN-Habitat's innovative land-based finance tools and approaches and a wealth of knowledge in a growing set of partnerships, both international and in pilot countries and cities. It leads to an increase in revenue collection through land-based finance mechanisms, local expenditure of the raised revenue on provision of infrastructure and essential services to all, with participation by affected populations including marginalized groups in the process. It takes an inclusive approach to land tenure across the full continuum of land rights and allows for innovative approaches, for example, allowing participation of occupants (with recognition of their occupation rights) as much as of the owners of the land on which people live. This approach can also increase social inclusion, which is the focus of a current two-year project in Afghanistan and Somalia. Land-based finance can also make funds available for essential services such as sanitation and electricity to contribute to a cleaner environment.

This service integrates the following land-based finance resources:

- *Leveraging land: Land-based finance for Local Governments*, including a [Reader](#) and a [Trainers' Guide](#) (in English but currently being translated into French)
- [Where to start? A Guide to Land-based Finance in Local Governance](#)
- [Valuation of Unregistered Lands: A Policy Guide](#)
- A set of nine *Instructional Videos* on a range of land-based finance tools by which local authorities can leverage land to expand their revenue base, in order to finance urban development and the delivery of essential services to all: [Global Land Tool Network eLearning Platform](#)

Duration of support: Orientation and preliminary policy and technical advice can be provided at short notice. More detailed training and implementation guidance can be provided, funds permitting, within a two-month timeframe from inception to delivery. Concrete projects are multi-year by nature.

Previous applications: UN-Habitat (in partnership with other local and global actors) has conducted trainings in Iran, Egypt, Philippines, Kenya, Canada, Haiti, Malaysia and Saudi Arabia, and has implemented particular projects in Somalia and Afghanistan.

In Afghanistan, for example, UN-Habitat has been supporting 12 municipalities through the use of innovative land tools to survey and register all properties within municipal boundaries. In just two years urban communities were involved in surveying 670,000 properties in eight municipalities and 2,000 occupancy certificates were issued to households in informal settlements. Based on the updated property register, target municipalities have collected USD 8 million in safayi (a property tax/municipal

charge that is levied by municipalities) fees from 150,000 properties in two years.

UN-Habitat has supported Somaliland and Puntland authorities in Somalia in developing and enacting a relevant regulatory framework for municipal financial management, including a local government finance policy. Together with local authorities, UN-Habitat has established a Geographic

Information System (GIS) property database where data on the location of properties and urban parcels are surveyed, catalogued and regularly updated. In all, 15 districts in Somaliland and Puntland now collect a total of USD 3 million per year from property tax, which benefited both local authorities and communities resulting in road construction and subsidized health and education services, amongst others.

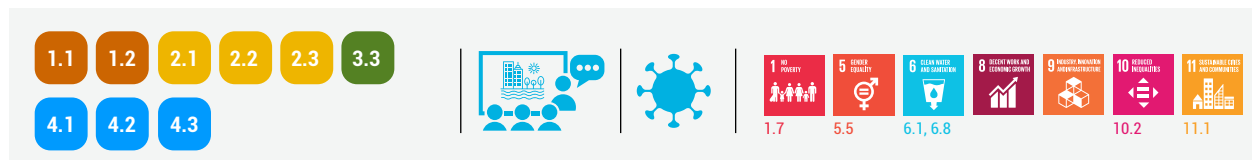
Installation of the final metres connecting the new 23 km long transmission pipeline to the Hargeisa reservoir, Somaliland ©UN-Habitat



FOR FURTHER INFORMATION

[The New Deal for Engagement in Fragile States](#)
[United Nations Secretary-General's Guidance Note on Land and Conflict](#)

G.3. Innovative financing arrangements and Public-Private-People-Partnerships (PPPPs) for slum upgrading



Summary: It is clear that innovative financing models involving not just national and local governments but also communities and the private sector are critical to the realization of the SDGs. Finance at scale is also needed to address the challenge of slums, however available resources are limited and the enabling environment to mobilise finance in novel ways, often doesn't exist. For this reason, UN-Habitat is implementing and supporting a combination of tools and services for financing slum upgrading: (i) Innovative financing tools and PPPPs to support financing frameworks, (ii) Community Managed Funds and setting up Public-Private-People-Partnerships (PPPPs), and (iii) Market studies to identify innovations and opportunities for investment for slum upgrading and prevention.

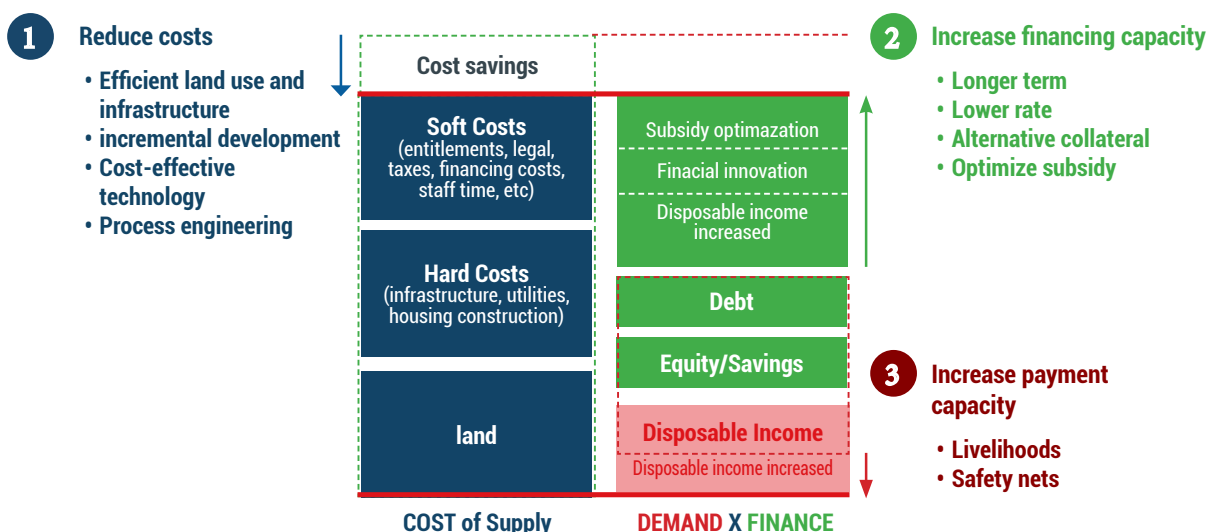
Challenge(s) addressed: One billion people worldwide live in slums. Despite the progress in improving slums and preventing their formation, absolute numbers continue to grow. The magnitude of the slum challenge has been recognized globally and included as part of the international development agenda, including as SDG target 11.1. Finance

at scale is needed to address the challenge, but available resources are limited. Even though approximately 60% of urban populations in Africa live in informal settlements, the economic potential of this large informal market remains untapped. Companies and investors lack the enabling environment needed to develop modern solutions and affordable innovations for informal urban areas, which requires specific attention and support.

What UN-Habitat can offer: UN-Habitat uses a combination of innovative approaches to address this challenge:

1. **Innovative financing tools and financing frameworks for slum upgrading and prevention:** A financing strategy for slum upgrading helps to assess the magnitude of the need, the cost of interventions, and proposes financing and delivery frameworks. Innovative financing strategies for slum upgrading are key to ensuring the strategic allocation of the available funds to leverage human and financial capital from national budgets, the private sector, investors, financing partners, and communities for impact at scale.

The key principles of the financing framework



2. **Community Managed Funds and PPPs for slum upgrading and prevention:** Participatory mechanisms and PPPs have been proven to result in sustainable outcomes in slum upgrading. UN-Habitat plays a key role as enabler of partnerships between diverse stakeholders for the setup of Community Managed Funds and PPPs for inclusive finance, and to link businesses, communities, and national and international stakeholders. Together with governments, UN-Habitat formulates and reviews policy towards community-led interventions for slum upgrading and prevention.
3. **Market studies to identify innovations and opportunities for investment for slum upgrading and prevention:** UN-Habitat identifies private sector innovations and develops market studies identifying the key opportunities and entry-points for private sector investment and business cases for slum upgrading and prevention. The opportunities for investment partnerships are analysed and specified by sector – housing, water, sanitation, waste management, transportation, energy, health services, education and economic infrastructure – and recommendations are based on evidence-based market potential. The market studies can be utilized by municipalities, investors, and the private sector to identify potentials for low-cost innovative solutions for implementation in informal settlements and slums.

This service also supports COVID-19 response, as UN-Habitat analyses and costs community-led responses

and market potentials of innovative private sector solutions to prevent infections with COVID-19 in the high-risk environment of slums and informal settlements. These are then co-financed by public and private partners and rolled out with UN-Habitat's support and advice.

Duration of support: UN-Habitat is prepared to offer COVID-19 responses immediately. The typical duration of support for innovative financing tools is about 6 months (including a participatory process in parallel to the development of national or city-wide strategies, design of national programmes and policies); for Community Managed Funds it is typically 11 months (comprising community sensitization and organization, training and capacity building for partners, neighbourhood planning and setting up of the funds); and for market studies the duration of support is about 4 months.

Previous applications: These approaches and support have been applied in numerous communities. 40 Community Managed Funds have been implemented in nine countries in Africa (Kenya, Burkina Faso, Cameroon, Niger, Senegal, Mozambique, Malawi, DRC and Ghana); and in two countries in Asia (Sri Lanka and Afghanistan). Market Studies have been conducted in Kenya, Senegal, Nigeria and Cameroon. Thus far, our financing framework has been applied to the development of city-wide slum upgrading strategies in Cabo Verde, where the key principles of the framework have been mainstreamed for the identification of sustainable priority actions for slum upgrading at the city level.

Repairs and maintenance of community-managed water points in Mtwapa, Kenya



TESTIMONY

“UN-Habitat has strengthened the country’s capacity on slums upgrading. This has enabled the Government to launch projects in about five cities on 1,700 hectares for a total population of 250,000.”

Ms. Celestine Ketcha Courtes,
Minister of Housing and Urban Development, Republic of Cameroon

Newly paved streets for the community of Jamestown, Old Accra, Ghana. © UN-Habitat/Kirsten Milhahn



FOR FURTHER INFORMATION

[Participatory Slum Upgrading Programme \(PSUP\) website](#)

H. Climate change and cities

H.1. Integrating human settlements in National Adaptation Plans (NAPs), Nationally Determined Contributions (NDCs), and National Climate Policies



Summary: Supporting national governments in comprehensively integrating urban and human settlement issues in their NAPs, NDCs and national climate policies. The NAP Guide is a tried-and-tested resource that integrates these issues at the formulation, implementation and measuring, reporting and verification stages.

The NDC Guide is a new tool that outlines a step-by-step approach and set of recommendations to support national governments to integrate urban and human settlement related issues into their NDCs. The guide addresses both content (e.g. urban relevant sectors like transport, housing) and process (e.g. participation of local governments, other stakeholders).

Learning from international experience and best practices, policy-makers can fully address the urban dimension of climate change policies, and successfully strengthen national climate policies from a human settlements perspective.

Challenges addressed: These tools address the specific urban dimension of the challenges affecting countries and cities in relation to climate change: assessing climate risks and vulnerabilities, climate action planning for mitigation and adaptation, mobilizing climate finance, improving enabling environment and governance. National Adaptation Plans, as well as Nationally Determined Contributions (NDCs) are the primary national commitment and planning instruments under the UNFCCC and UN-Habitat's tools can assist cities and countries in integrating human settlements issues in these national documents, as well as in their national climate policies.

In the current COVID-19 context, there is a call by the NDC Partnership to support governments to link their post-COVID recovery plans with accelerated climate action, indicating that the current crisis presents an opportunity to discuss the articulation between subnational climate

action, post-COVID-19 recovery and NDC enhancement.

What UN-Habitat can offer: UN-Habitat has extensive expertise and experience in supporting national and local governments in addressing urban-related climate change issues. UN-Habitat has been implementing urban climate projects in more than 100 cities worldwide, and is continuously supporting countries to access climate finance from UNFCCC financial mechanisms. With each of the discussed tools and guides, UN-Habitat offers tailored capacity building and technical cooperation supporting the implementation of the Paris Agreement.

UN-Habitat's guide *Addressing Urban and Human Settlement Issues in National Adaptation Plans: A Supplement to the UNFCCC Technical Guidelines on the National Adaptation Plan Process* offers a replicable methodology to integrate human settlements into those pending NAPs to create high-level impact. The guide primarily benefits decision-makers at the national level working on NAPs, both within and outside UNFCCC focal point ministries, while it also adds value for a broader set of stakeholders at the national and sub-national levels who are interested in or may be involved in the implementation of NAPs. Finally, it supports NAP 'readiness' proposals supported by the Green Climate Fund.

The recently released *Enhancing NDCs through urban climate action* guide is extremely timely. NDCs are the apex plans for national governments to address climate change, and UN-Habitat supports national governments, including NDC coordinators in Ministries of Environment, as well as urban-relevant government ministries and local governments in this work. The guide can be used at three stages: (a) Before the commencement of an NDC review/update process; (b) During this process; and (c) After the submission of an NDC to review and plan for future revisions.

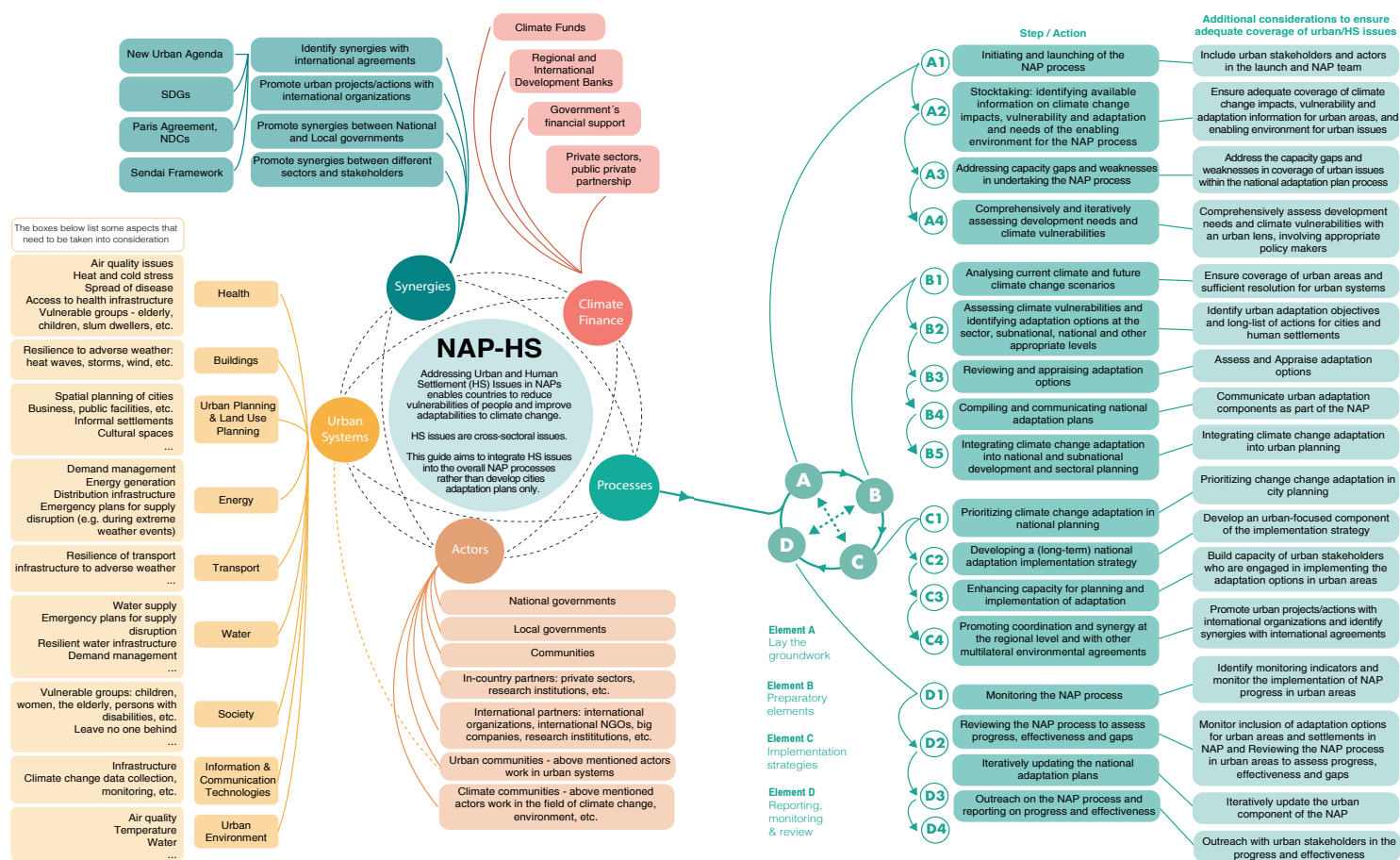
Countries interested in other national-level policy processes on cities and climate change, even in addition to NDCs, NAPs, NAMAs, etc., can improve adaptation and mitigation in the same framework and at a higher level than plans with specific projects. To meet this need, the **Addressing Urban Issues in National Climate Change Policies** tool and its associated trainings have supported a number of countries with integrating the urban dimension into these policies.

Duration of support: Support for national climate change policies can range from one day capacity-building to introduce the decision-support tool and relevant international examples, to sustained support to policy formulation over several months and possibly years. UN-Habitat has been developing Green Climate Fund readiness proposals for several countries using Addressing Urban and Human Settlement Issues in National Adaptation Plans since 2019, with the proposal development process normally taking 2–5 months.

Enhancing NDCs through urban climate action can be used with UN-Habitat support in the following ways: (i) Desktop review of country NDC with country-specific recommendations paper provided to member state, based on the guide's decision tree (see Figure below); (ii) Technical assistance to NDC coordinator on applying the guide during the NDC review process (help desk + in-person support over 3–6 months); and (iii) Workshop-based support to NDC team and sectoral national government departments working on their contributions to the NDC (this can take one day per sector workshop training and one day of collective training).

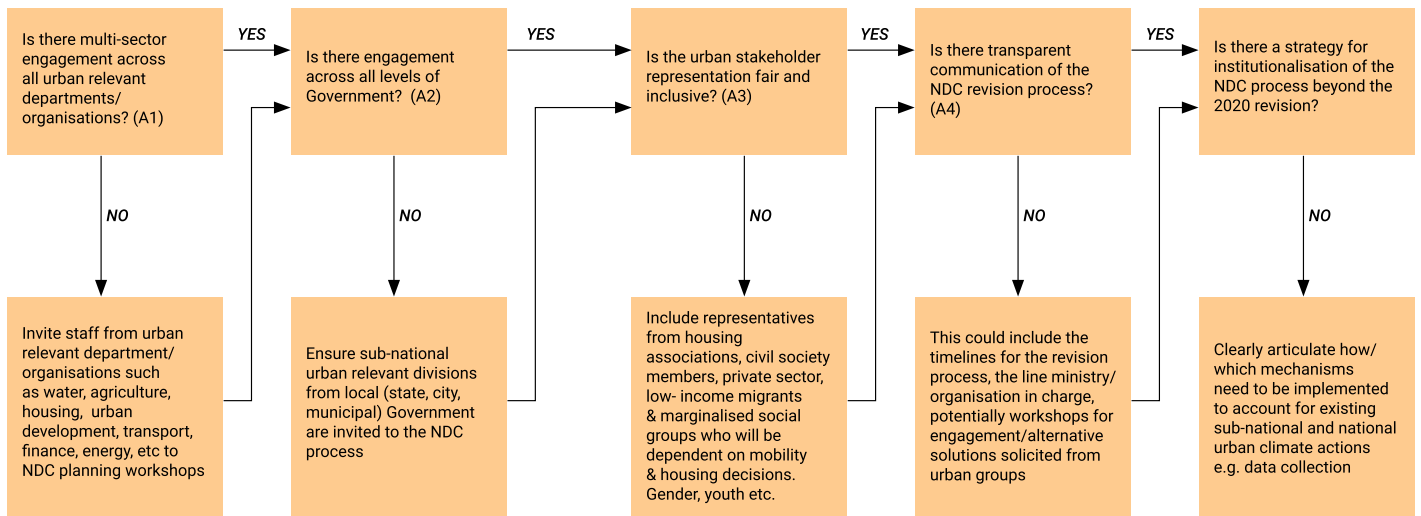
Previous applications: Addressing Urban and Human Settlement Issues in National Adaptation Plans applies globally. Currently, UN-Habitat has developed or is committed to developing Green Climate Fund readiness proposals using this NAP-HS guide for Lao PDR, Guinea, Ethiopia, Liberia, Egypt, Bolivia and Nigeria. UN-Habitat has used its experience to assist in the development of national climate change policies for Fiji, Nepal, Sri Lanka and Papua New Guinea. [See PNG's policy.](#)

The diagram below demonstrates the overall structure of how to address urban and human settlement issues in National Adaptation Plans and synergies with key elements.



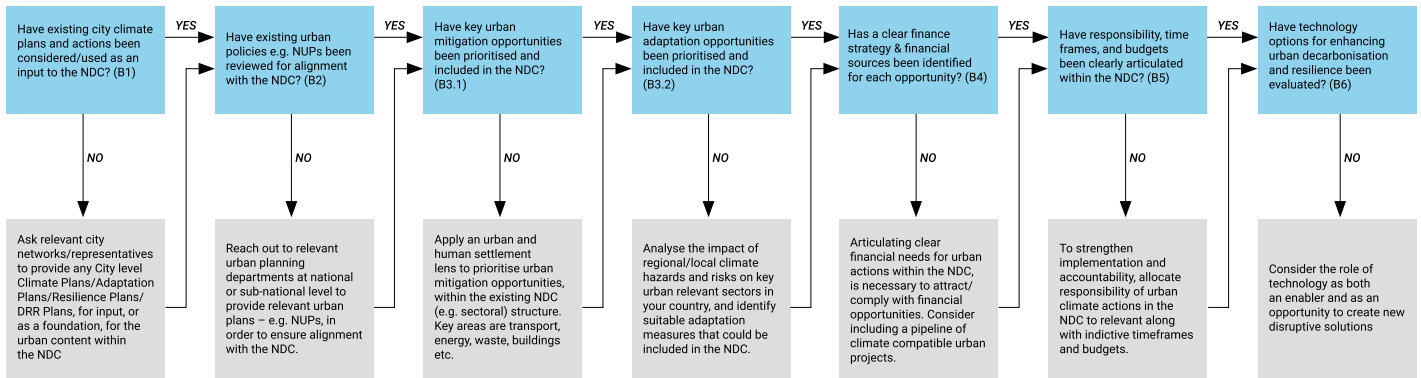
Key Opportunity A: Engage a diverse range of urban stakeholders in NDC planning

In the process of the NDC revision:



Key Opportunity B: Identify concrete policies and actions for integrating human settlements in the NDC, by applying an urban lens.

In the content of the NDC revision:



TESTIMONY

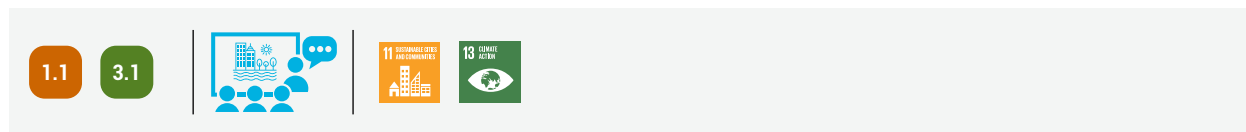
“This tool will help us operationalize our NAP in human settlements.”

Mr. Asrat Yirgu Senato,
Senior Climate Change Adaptation advisor, Ethiopia

FOR FURTHER INFORMATION

- [UNFCCC supplementary materials to the NAP technical guidelines](#)
- [Addressing Urban Issues in National Climate Change Policies](#)
- [The Climate Change and National Urban Policies in Asia and the Pacific](#) – A regional guide for mainstreaming climate change into urban related urban-related policy, legislative, financial and institutional frameworks, it's associated tools and case studies focus on National Urban Policies, however, many of the tools and experiences support national climate change, policies, NAPs and NDCs
- [Enhancing Nationally Determined Contributions \(NDCs\) through urban climate action](#)

H.2. Supporting urban low-emission development strategies



Summary: Technical support for low-emission development strategies. This is provided primarily through the Urban-LEDS II project, focusing on integrated low emission and resilient development in over 60 cities in eight countries. ICLEI and UN-Habitat work directly with cities to accelerate the low-emission development process.

Peer-to-peer exchanges allow cities to learn from each other's challenges and successes. In parallel, vertical integration of climate efforts among different levels of government provide sustainable benefits at the local and national level.

Challenges addressed: This addresses challenges faced by different levels of government in climate mitigation and adaptation, traffic congestion, urban pollution and waste management. The project targets reductions in emissions in participating cities and countries.

What UN-Habitat can offer: UN-Habitat is uniquely placed to bridge local technical support to cities with national government policy and governance systems. UN-Habitat has experience working with all levels of governments in the Global South and especially Least Developed Countries – and integrates “climate” concerns in development terms.

The city climate action planning process includes instructions and reminders on ensuring that a broad range of stakeholders are consulted in the development of the climate plan and that gender issues are considered in the entire process.

In Phase 1 of this Urban-LEDS project led by implementing partner ICLEI, 79MtCO₂e emissions were reported by participating local governments as being reduced as a result of city projects carried out during the project period.

Impacts of Phase 1



Duration of support: The drafting and approval of Low Emission Development strategies follows a city climate action planning methodology that includes data collection, strategy development, action identification and council approval.

This can take two years if done comprehensively, one year in a compressed timescale. Discrete pilot projects to support national governments to enhance the integration of climate change into urban policy, and urbanization into climate policy, and to enhance linkages between national and local governments, are carried out through technical assistance packages of between 6–12 months.

Previous applications: This has been applied globally, including in Bangladesh, Brazil, Colombia, India, Indonesia,

Lao PDR, South Africa, Rwanda and several European cities. The impacts from Phase 1 include: eight Low Emission Development Strategies finalized; 30 community greenhouse gas inventories reported from project cities; 60+ pilot projects on energy efficiency, renewable energy, sustainable buildings, implemented; and 58 climate commitments made by local governments.

Impacts from Phase 2 (to date this is ongoing) include: 269 local government officials trained on city climate action planning; 23 city low-emission infrastructure projects submitted to international donors for funding; six new community greenhouse gas inventories developed; and eight climate risk and vulnerability assessment frameworks developed.

Planned impacts of Phase II (ongoing):



TESTIMONY

“Highlights from Phase I of Urban-LEDS include the increased focus on climate change at the highest level of the municipality, as a result of project training, policy development and the green homes and solar street light demonstration project implemented in a community in Groutville. The municipality has recently become compliant with the Global Covenant of Mayors for Climate & Energy, and it is beginning to develop a City Resilience Programme to increase community resilience to flooding and protect its wetlands.”

Mr. Sikhumbuzo Hlongwane,
Executive Director, Economic Development, KwaDukuza Municipality, South Africa

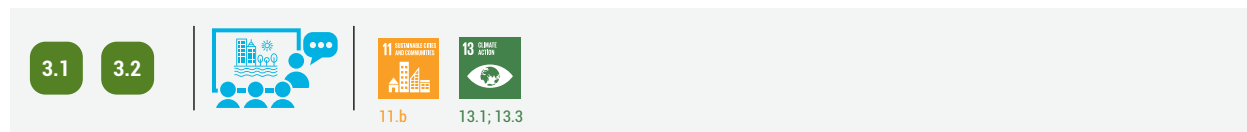
Solar panels installed through project funds on a community building in Steve Tshwete Local Municipality, South Africa



FOR FURTHER INFORMATION

[Urban-LEDS project website](#)
[Project case studies](#)

H.3. Guiding Principles for City Climate Action Planning



Summary: Supporting planned or ongoing city-level climate action planning processes with the aim of strengthening those processes to reflect international best practices as represented in eight Guiding Principles. City-level decision-makers receive an easy-to-follow review of their processes, with concrete suggestions for improving these. The Guiding Principles are structured in two volumes: (i) Supporting cities to take climate action (Introduction), and (ii) Toolkit with indicators.

Challenges addressed: Comprehensively addressing climate change at the local level requires strong planning to make an impact and such plans touch upon broader issues: these include urban sprawl, social inclusion, the vulnerabilities of urban populations including marginalized groups, the need to break down silos and work across municipal departments, the need to coordinate with surrounding local governments, multi-level governance and so on.

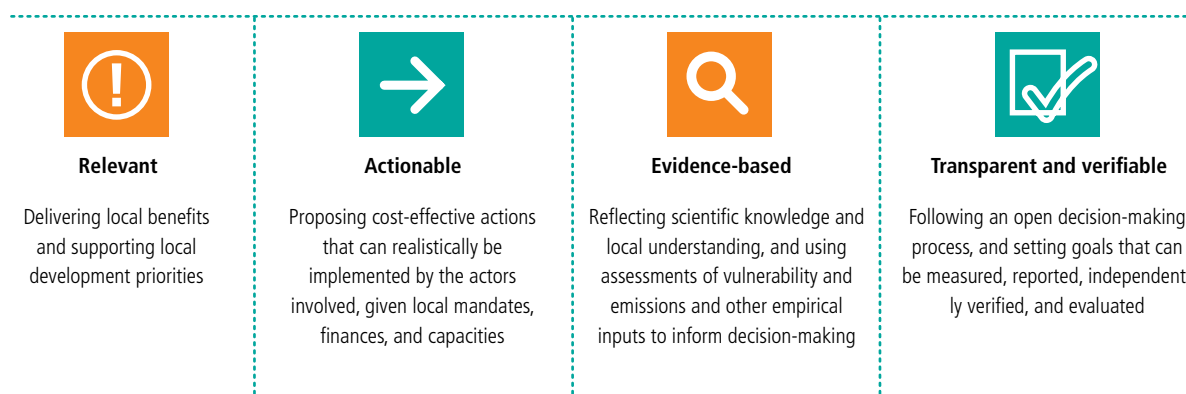
Climate action planning provides city governments and their partners with strategic direction, new ideas, tools and a community of practice to address climate change while meeting other long-term goals such as socio-economic development and environmental protection.

What UN-Habitat can offer: The *Guiding Principles for City Climate Action Planning* is a core tool that consolidates the collective wisdom of 45 endorsing partners, including the World Bank, UNEP, UNDRR, the Global Environment Facility, UCLG, ICLEI, WRI, CPI, the International Society of City and Regional Planners (ISOCARP) and many others. This

capacity-building and decision-support tool can be applied in a one-off application to cities without requiring a year or more of extended engagement. UN-Habitat has extensive experience in providing support to local governments in strengthening their climate action planning processes, including by applying these *Guiding Principles* and their associated indicators. *Guiding Principles* includes two volumes: (i) Supporting cities to take climate action (Introduction), and (ii) Toolkit with indicators. The Introduction is available in English, French, Spanish and Arabic. The Toolkit is available in English, French and Spanish.

The *Guiding Principles* are aimed primarily at city-level actors. They provide a common reference point for local official and local planning practitioners, as well as other local stakeholders in cities around the world. At the same time, national and subnational (e.g. state, provincial) governments that are developing or revising policy frameworks that govern climate change, urban development and local planning processes are encouraged to use the *Guiding Principles* in order to provide a consistent and effective approach. International initiatives and programmes that support city climate action planning are urged to use and reference the *Guiding Principles* in their work. The *Guiding Principles* will help a city to deliver an integrated and inclusive climate action plan consistent with the objectives of the Paris Agreement; and will support the implementation of the climate change dimensions of the New Urban Agenda.





Duration of support: The preferred methodology for applying, testing and capturing feedback on the *Guiding Principles* is via “accompanied missions” of one week. After the mission, the final Assessment Report is revised and prepared in approximately two weeks.

Previous applications: The *Guiding Principles* have been utilized in the planning processes of a number of cities, and Guiding Principles assessments have been conducted in seven cities (Glasgow (UK), Lemon Grove (USA), Vilankulo (Mozambique), Rajkot (India), Legazpi and Angeles (Philippines), and Cuenca (Ecuador)) to date.

With the support of UN-Habitat and endorsing partners, cities have applied the *Guiding Principles* at different stages of their policy planning processes, with different impacts. Glasgow turned to the *Guiding Principles* because advocates for ambitious climate action wanted to use the review as a way to encourage policy-makers to set more ambitious climate action.

Lemon Grove used them to stimulate thinking about climate planning in the future. Vilankulo used them as a part of a broader resilience planning exercise; the review resulted in some strengthening of the underlying decision support tool (B.2. City Resilience Action planning – CityRAP, see page 25) that was used as a basis for the resilience planning process in that city. The strengthened CityRAP tool has been and is being applied in a number of cities, particularly in sub-Saharan Africa. Finally, Metro Vancouver’s use of the *Guiding Principles* to orient their Climate 2050 initiative (see image) occurred without UN-Habitat facilitation.

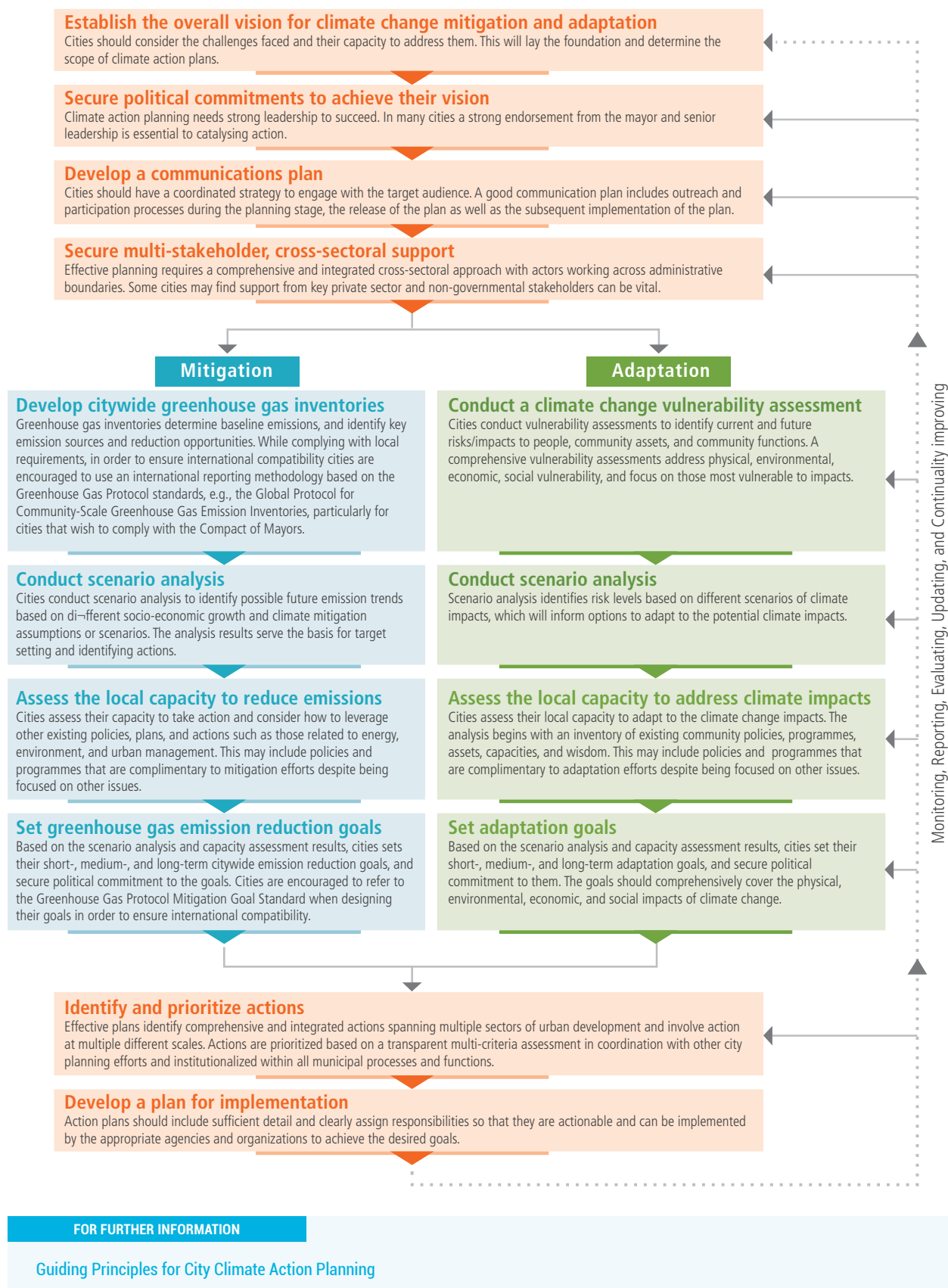
Additionally, the *Guiding Principles* have had institutional impacts: UN-Habitat and ICLEI worked together to integrate the Guiding Principles and its indicators into the reporting protocols for their global reporting platform, Carbons. A group of faculty and sustainability officials from universities in the United States and Canada have also adapted the *Guiding Principles* for use as a tool to improve the sustainability and climate-friendliness of their campuses and strengthen their campus planning processes.

TESTIMONY

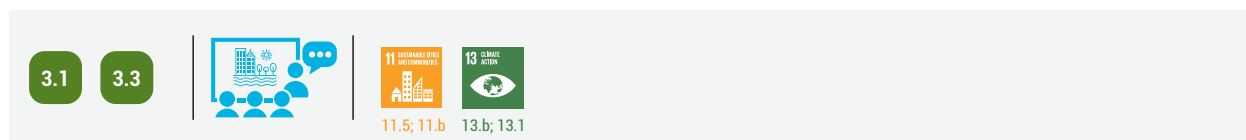
“To guide the Climate 2050 Strategy, the following principles have been identified that reflect Metro Vancouver’s mandate and role and the specific climate challenges of our region. These principles are based on the United Nations-Habitat principles for local-level climate action, which were established to encourage consistent and comparable approaches to developing effective climate action planning by local and regional governments around the world.”

Metro Vancouver Climate 2050 Discussion Paper, April 2018

Typical climate action planning process



H.4. Planning for Climate Change: A Strategic, Values-Based Approach for Urban Planners



Summary: A tool for city planners to better understand, assess and take action on climate change at the local level. It is specifically targeted to the needs of planners and allied professionals in cities in low and middle-income countries where the challenges of planning for climate change are particularly high. It provides an approach that allows local decision-makers to develop climate action plans that reflect local values.

Challenges addressed: This guide and its associated tool and training address climate change issues in urban areas from small towns and settlements to large cities. Several studies have shown that urban planners and other built environment professionals are not adequately aware of the challenges or the contribution of cities to climate change, or of the scale of the impact of climate-related hazards on cities. They are also ill-equipped to propose policy options or on-the-ground interventions in cities which can help in climate change mitigation or adaptation at the local level. This capacity gap is especially evident in low and middle-income countries, and among planners who work in secondary or tertiary cities.

What UN-Habitat can offer: *Planning for Climate Change: A Strategic, Values-Based Approach for Urban Planners* is a systematic tool for secondary cities in developing countries based on UN-Habitat's decades of experience in planning for climate change. The structure, with Volume 1 providing step-by-step guidance on the overall process and Volume 2 including a more detailed toolkit, is accessible and tailored for planners working in cities in low and middle-income countries who have a basic knowledge of climate change and the desire to address it.

The tool also adds value for all types of planners (disaster risk reduction, civil engineers, local economic development specialists, environmental experts, etc.) at all levels (e.g. local government, region, state, province); professionals working in the larger field of urban land management and social development (e.g. civil engineers, local health officials, local economic development officers, etc.); elected representatives, non-government professionals, civil society groups, donor agencies and private sector organizations who individually and collectively affect how cities manage climate change risks, impacts and vulnerabilities. This tool recognizes that climate-vulnerable groups are likely to bear disproportionate hardships with respect to climate change impacts.

Planning for climate change cycle



As illustrated, this tool's planning cycle is organized into four modules that correspond to the four key strategic planning questions:

- What is happening?
- What matters most?
- What can we do about it?
- Are we doing it?

Answering these questions requires users to go through a corresponding set of individual steps. Each of the nine planning steps is further broken down into more detailed tasks, many of which are supported by corresponding tools. The planning tools are provided in a companion document, *Planning for Climate Change: A Strategic Values-Based Approach for Urban Planners – Toolkit*.

These groups include urban poor, women, girls, youth and others, and considers these in the variables of the sensitivity analysis. The tool has been developed through an extensive consultative and peer review process that involved UN-Habitat, United Nations Environment Programme, Canadian Institute of Planners, MIT, University of Twente, Institute for Housing and Urban Development Studies, World Bank, University of British Columbia, Arcadis, Commonwealth Association of planners, University of Auckland, Rockefeller Foundation, Mercy Corps, International Institute for Sustainable Development, and Arup and Bond University.

Duration of support: This tool can be used for the development of city-level climate change action plans, climate change vulnerability assessment and training. The development of action plans based on vulnerability assessment reports and mitigation baseline studies can take from a few months to more than a year, while the training normally lasts for a few days.

Previous applications: This tool has been applied globally with a focus in the Asia-Pacific region including numerous cities in the Philippines (where the tool has been adapted into national government guidelines); in Cambodia (Sihanoukville; see video); Fiji (including Lami Town and three other towns, ongoing), Indonesia (Makassar), Nepal (Kathmandu); Papua New Guinea (Port Moresby), Pakistan (Islamabad); Samoa (Apia), Solomon Islands (Honiara); Sri Lanka (Negombo and Batticaloa); Vanuatu (Port

Vila). UN-Habitat has also organized numerous trainings for urban planning educators (university level) in local government training institutes in Africa and Asia.

This tool has been used intensively to support UN-Habitat's city-level climate change work. For example, in 2014 floods devastated Honiara and destroyed one highly vulnerable settlement, Koa Hill. This destruction gave added impetus to adaptation planning. After the floodwaters receded, UN-Habitat assisted Honiara to undertake climate action planning. Based on the Planning for Climate Change tool, the Honiara Solomon Islands Climate Change Vulnerability Assessment report and the Honiara Urban Resilience & Climate Action Plan were developed and clearly refer to the tool.

UN-Habitat is currently supporting Vietnam in strengthening the city governments' capacity in developing City Climate Action Plans. A capacity building workshop on climate adaptation was held for Can Tho's stakeholders on 14 May 2020, and the Planning for Climate Change tool was used as the training material.

The tool has also been included in academic reading lists (RMIT, Australia, UCL, UK) and is a key tool for the Institute for Housing and Urban Development (IHS, Netherlands) "Urban Management Tools for Climate Change" course. The relatively high number of downloads (42,757) speaks to the uptake by practitioners and learners.



TESTIMONY

“We, the undersigned, recognize the importance of this agenda for the city of Honiara, endorse this vulnerability assessment, and declare an ongoing commitment for the Planning for Climate Change process.”

Hon. Alfrence Fatai, the Lord Mayor of Honiara City; **Minister Andrew Manepora’a**, the Minister for Lands, Housing & Survey of Solomon Islands Government; and **Hon. Samuel Manetoali**, Minister for Environment, Climate Change, Disaster Management, Conservation and Meteorology of Solomon Islands endorsed the Planning for Climate Change in the Foreword of the Honiara Solomon Islands Climate Change Vulnerability Assessment report.

FOR FURTHER INFORMATION

[Planning for Climate Change: A Strategic, Values-Based Approach for Urban Planners](#)

[Planning for Climate Change: A Strategic, Values-Based Approach for Urban Planners – Toolkit](#)

[Planning for Climate Change: A Strategic Values-Based Approach in Sihanoukville - Video](#)

[The Government of the Philippines "Enhanced Local Government Unit Guidebook on the Formulation of Local Climate Change Action Plan \(LCCAP\) Book 3"](#)

H.5. Climate Change Vulnerability and Risk: A Guide for Community Assessments, Action Planning and Implementation



Summary: Supporting community-based vulnerability assessments and action plans. This tool provides crucial information for resilience planning and the identification of transformative projects, supporting risk-reduction and climate adaptation. Participatory approaches are followed engaging communities and capturing local knowledge. Particularly in the context of informal settlements, community-based vulnerability assessments provide invaluable data, appropriately disaggregated, that can support the development of strategies for resilient informal settlements upgrading.

Challenges addressed: This tool and its trainings help national and local governments as well as community organizations to overcome challenges around resilience, informality and climate change. The tool is placed at the intersection between informal settlements upgrading and community resilience.

What UN-Habitat can offer: This is a core tool for sub-city-level work which has been recently updated and builds on over 10 years of UN-Habitat's city-level climate change resilience building experience as well as informal settlements upgrading. UN-Habitat has supported the development of numerous Vulnerability Assessments (VAs) and Action Plans (APs) both at the city and community

level through several initiatives. Furthermore, UN-Habitat has extensive experience in informal settlement profiling and upgrading. Having implemented these approaches in numerous projects, UN-Habitat is uniquely positioned to provide technical support and expertise that will build the climate resilience of the urban poor following a human-based approach.

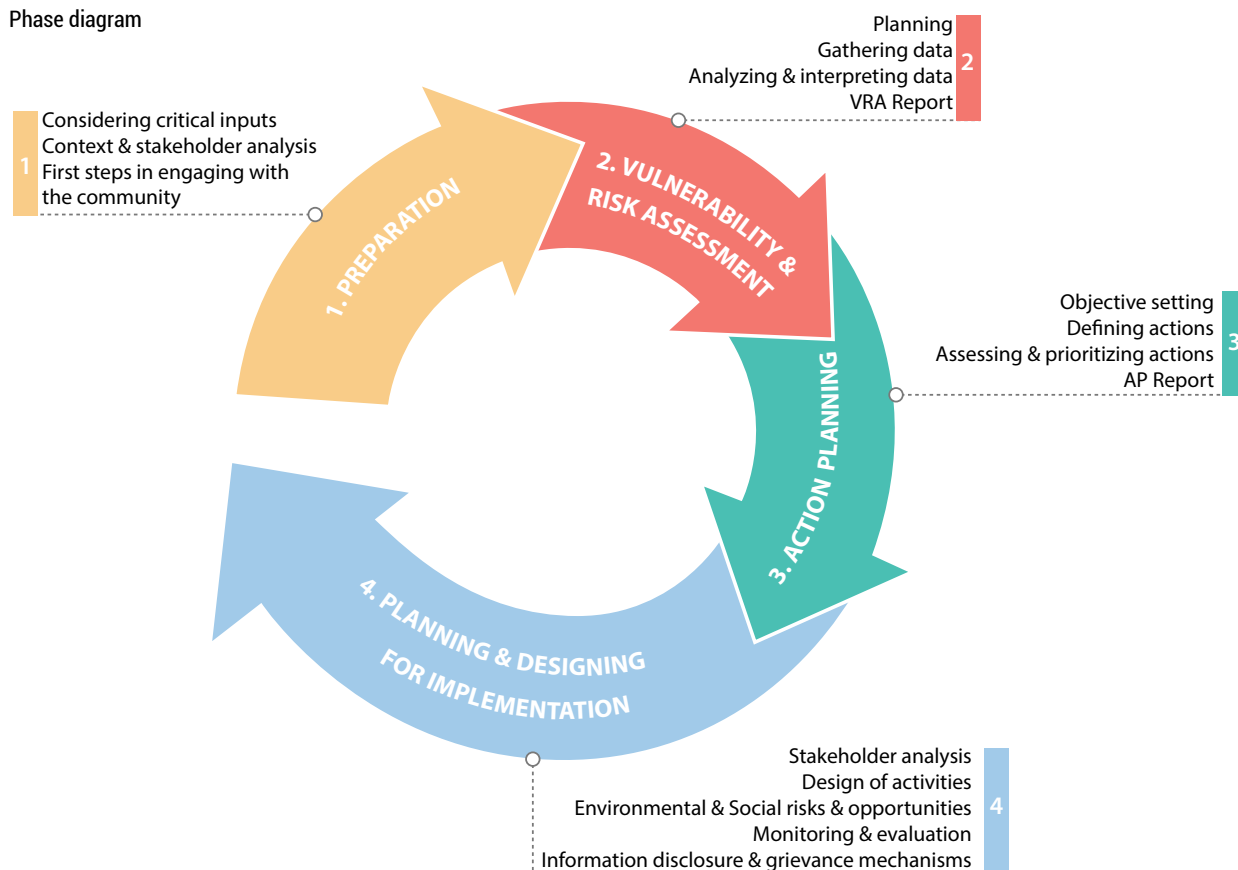
Technology and innovation are used in the data collection processes. Drones can be used in order to obtain high quality imagery to create maps and 3D models. In contexts where there is a lack of data, this type of solution can help produce valuable hazard and risk maps that can be used to guide future investments, project design, etc.

The differentiated needs from community members are recognized, providing disaggregated and people-driven data and information. Inclusive and participatory approaches are followed in order to empower people. Identifying the differentiated needs and vulnerabilities supports integrated and equity-focused interventions. The relevant risk and hazard information generated and disseminated to stakeholders helps reduce exposure to hazard and threats. VAs and APs support communities in adapting to climate change.

Community groups in Fiji



Phase diagram



Vulnerability and Risk Assessment process flow



Duration of support: Trainings on how to collect data, carry out the community profiles and the vulnerability assessments and action plans can be conducted as a one-day session to introduce the topics, to engagements that build strong expertise among personnel over several months. The development of VAs and APs depends on data availability and can vary from a month to several months.

Previous applications: UN-Habitat has developed numerous VAs and APs combining community resilience and slum upgrading in several countries in the Asia-Pacific region, including Fiji, Lao PDR, Myanmar and Solomon Islands. It is applicable to all regions with climate threats, urban poor communities and informal settlements.

FOR FURTHER INFORMATION

[Climate Change Vulnerability and Risk: A Guide for Community Assessments, Action Planning and Implementation](#)

H.6. Local leadership for climate change action



Summary: Practical measures that cities can take to respond to climate change. Climate change presents local leaders with an opportunity to put their communities onto paths towards more sustainable, livable, vibrant and environmentally friendly cities. Key messages are illustrated with inspiring examples of local-level leadership drawn from cities around the world.

Challenges addressed: This service supports local governments to address challenges related to informal settlements, inadequate access to urban services, sanitation and waste management, climate change impacts (floods, droughts, rising sea levels, cyclones, storms, etc.), preparedness, excessive bureaucracy and the lack of climate funding directly earmarked for cities.

What UN-Habitat can offer: UN-Habitat has more than a decade of extensive experience in helping secondary cities in developing countries around the world to take climate action. As such we can draw from a host of inspiring examples of city leadership to help inspire and tangibly support local leaders. UN-Habitat deploys this service using the tool Local Leadership for Climate Change Action, which is written in easy-to-digest language with urban examples. Its associated trainings help local leaders to understand the actions they can take to make climate action a reality.

UN-Habitat is also active both politically and substantively in the Global Covenant of Mayors for Climate and Energy, and so can help local leaders to join this important network of mayors committed to climate action. This service clarifies how climate action can provide cities with many opportunities and these include taking a long-term perspective, developing an integrated strategy, accessing technologies and practices and urban renewal.

Duration of support: This introductory tool is best used as part of a several-day city-level capacity-building workshop. One effective training model is to have: (1) an initial day to which local elected officials are invited (and during which the present tool can be used as a basis for capacity-building), followed by (2) another two days in which

appointed officials are introduced to more technical and substantive tools and methodologies focused on addressing climate change.

Previous applications: This service is applicable globally. Examples and case studies showcased in the knowledge product are drawn from: Africa: Kampala, Uganda (Wastewater programme); eTHEKWINI Municipality (Durban), South Africa (Headline Climate Change Adaptation Strategy, Municipal Climate Protection Programme), Mozambique (Living with Floods Initiative); Asia-Pacific: Port Vila, Vanuatu (city-wide vulnerability assessment); Ulaanbaatar, Mongolia (Retrofitting of buildings); Sorsogon City, Philippines (cooperation between local and national institutions); Latin American and the Caribbean: Esmeraldas, Ecuador (participatory planning); Medellin, Colombia (public transport cable car, using Clean Development Mechanism financing); Sao Paulo, Brazil (partnership with the private sector); Europe: Rotterdam, Netherlands; Barcelona, Spain; and North America: Atlanta, USA.

While more than 10,000 mayors have committed to climate action by joining the [Global Covenant of Mayors for Climate and Energy](#) (GCoM), by far the largest number of those mayors have been from developed countries. City-dwellers from Least Developed Countries (LDCs) face various urgent challenges. Supporting them to better understand and implement that climate action represents a priority requires considerable local leadership.

However, mayors from two smaller cities in LDCs, Moroni in the Comoros Islands and Nacala in Mozambique, were early committers to GCoM. UN-Habitat assisted these farseeing leaders to undertake the several rigorous steps in completing the GCoM roadmap – from target-setting, through baseline greenhouse gas emission and vulnerability assessments, to development of comprehensive climate action plans. As a result, these two cities were among the first to receive “badges” indicating that they were fully compliant with GCoM requirements – a true sign of local climate leadership.

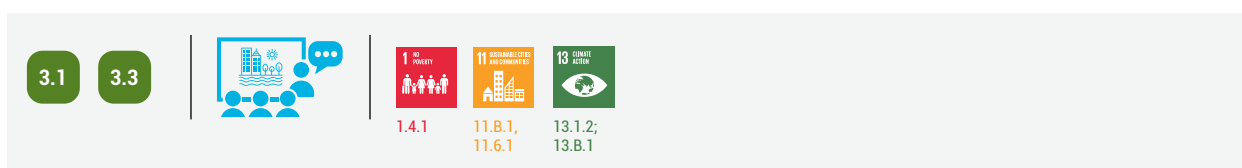


© SHUTTERSTOCK/Maloff

FOR FURTHER INFORMATION

[Local Leadership for Climate Change Action](#)

H.7. Developing Local Climate Change Plans



Summary: Guidance for a simple planning process based on understanding long-term climate change impacts, urban development challenges and the needs of citizens. Developed jointly with IIED, this guide and training, focused on developing countries, enables any city to get started no matter how limited its resources. Among other elements, it describes “quick win” activities that address both climate and urban issues simultaneously.

Challenges addressed: This service provides support to local planners and local governments in developing countries to address risks related to climate change (e.g. flooding, storms, sea-level rise and coastal urban populations, constraints on water supplies and other crucial natural resources, higher temperatures and heat waves) and mitigation challenges around reducing greenhouse gas emissions from urban uses.

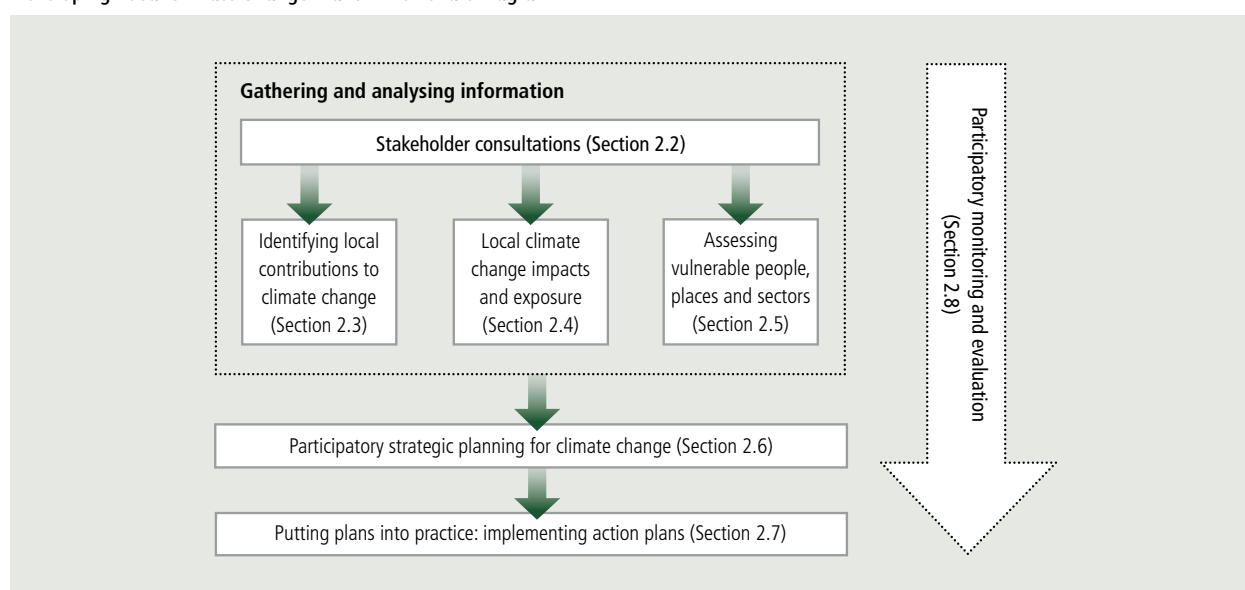
What UN-Habitat can offer: This service utilizes a core resource, Developing Local Climate Change Plans: A Guide for Cities in Developing Countries, for secondary cities in developing countries, structured around a basic planning process model. UN-Habitat possesses extensive comparative experience in multiple regions in helping

cities address climate change, and brings that institutional knowledge when helping cities to implement the guide. UN-Habitat also engages extensively with global and national partners on cutting-edge progress on topic. UN-Habitat is accredited to the Adaptation Fund and so can help cities access climate resources in addressing climate change.

Previous applications: The guide and trainings are relevant for all developing countries. The case studies found in this guide are in: Maputo (Mozambique), Ulaanbaatar (Mongolia), Kampala (Uganda), Negombo (Sri Lanka), Esmeraldas (Ecuador), Pekalongan (Indonesia), Bangladesh, Kenya, Lami (Fiji), Cape Town and Durban (South Africa), and Sorsogon (Philippines). In cities where this decision support tool is applied, impact can be measured in terms of: (i) number of residents with reduced vulnerabilities to the impacts of climate change, and (ii) reduced annual greenhouse gas emissions.

Duration of support: UN-Habitat can introduce this tool to local planners in a one-day session, or can provide light ongoing support to a locally-led planning process that can take up to one and a half years.

Developing Local Climate Change Plans – Flowchart Diagram





FOR FURTHER INFORMATION

[Local Leadership for Climate Change Action](#)
[Developing Local Climate Change Plans](#)
[Fact sheet – Cities and Climate Change Initiative \(CCCI\)](#)
[CCCI page on UN-Habitat's website](#)
[CCCI in Asia-Pacific brochure](#)

I. Capacity building

I.1. Sustainable transfer of skills and knowledge to governments and urban stakeholders



Summary: Capacity building and training projects delivered by UN-Habitat to strengthen the ability of institutions and individuals to effectively intervene, transform and improve themselves and the environment in which they operate.

UN-Habitat leverages partnerships with training institutions and delivers quality needs assessments, tools and trainings that bring together local and national governments, civil society and academia to create new ways of working and positively impact their capacities to manage urban challenges in the long term.

Challenges addressed: Implementing effective sustainable urban development policies and plans requires a wide range of capacities and skills: developing projects, identifying priorities and opportunities, creating appropriate institutional frameworks, policies and supportive legislation, accessing finance and utilizing the right technologies.

What UN-Habitat can offer: UN-Habitat is the leading agency for the Sustainable Development Goal 11 (SDG 11) and the New Urban Agenda and provides experience-based capacity building services that enable member states, cities, local governments and urban stakeholders to implement and achieve the SDG 11 and New Urban Agenda. The selection of specific forms of capacity building interventions is tailored to the specific needs and contexts of the target groups and designed to respond to well-defined urban challenges and institutional and organizational requirements.

These capacity building and training services strengthen the capacity of national and local governments, their institutions and their cadre, senior managers, decision

makers, policy makers and overall personnel in charge of planning, designing, managing and implementing housing and urban development policies, programmes and projects that address a wide range of urban issues and disciplines. Services include in-situ training and specialized courses, policy seminars, expert group meetings, tailor-made trainings, peer-to-peer learning and knowledge exchange workshops. It also includes online distance learning programmes, in-situ city labs, cooperative problem-solving oriented and results-based workshops closely connected with a real problem identified by the host institution, action-learning seminars, city-to-city cooperation and exchange, south-south and north-south cooperation, technical tours and thematic site visits as well as on-the-job technical assistance and multiple forms of transfer and acquisition of knowledge.

This support is grounded in the latest learning and best practices on sustainable urban development and implementing the global goals. UN-Habitat mobilizes renowned universities and research and training institutions to explore new ways of addressing urban challenges and needs of city leaders and other stakeholders involved to accelerate the dissemination and utilization of normative tools and knowledge, research and human capital towards the implementation of the New Urban Agenda and achievement of SDG 11. These tools and methods include collaboration with research hubs, joint research ventures, technology and innovation for capacity building, e-learning, Massive Open Online Courses, etc. and the UN-Habitat Universities Partnership Initiative, [Habitat UNI](#). Examples of capacity building tools and efforts are included throughout this Catalogue in various services.

Duration of support: Capacity building services can be delivered through online classes (several hours), training workshops (2–7 days), building institutional training programmes (1–5+ years) and other tailored activities (the duration of which varies based on needs).

Previous applications: UN-Habitat capacity building services have been conducted for decades and apply across all geographies where capacity building needs are identified or expressed by national or local governments. More recently, UN-Habitat programmes such as the *Global*

Land Tool Network and the *Participatory Slum Upgrading Programme* have developed packages of digital training tools.

UN-Habitat was a lead partner at COP25 and the Capacity Building Hub, hosted by the Paris Committee on Capacity-building, setting a significant precedent for the importance of capacity building in the fight against the climate crisis especially in urban contexts. For further information, please review the [Paris Committee on Capacity-building's "The 2nd Capacity-building Hub Summary Report for COP25"](#).

Discussion on transparency and accountability in training of trainers in Trujillo, Peru, 2018



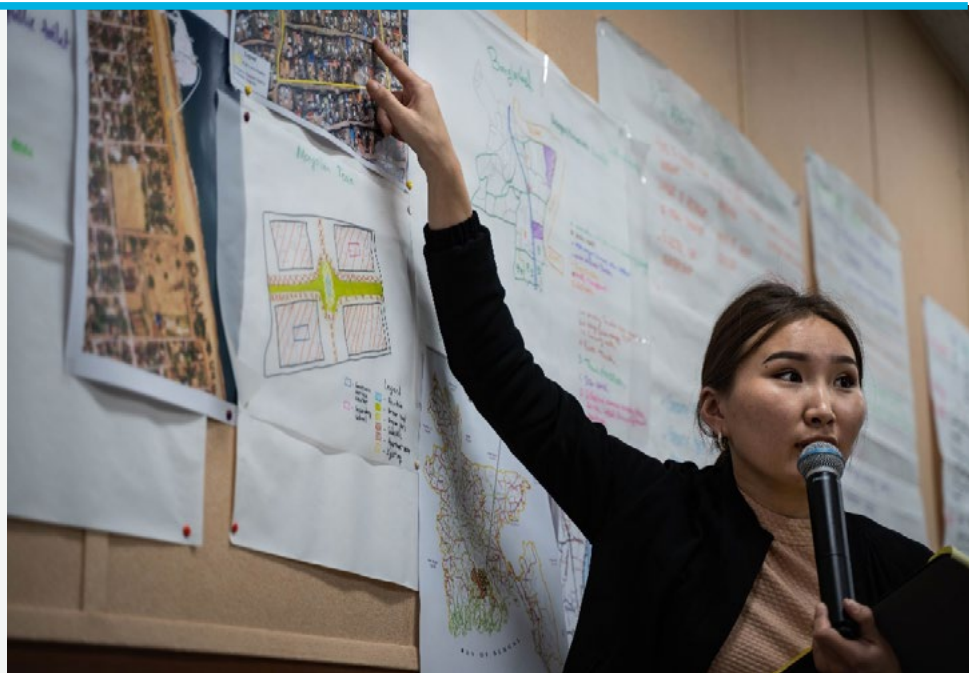
TESTIMONY

“UN-Habitat UNI [UN-Habitat’s partnership with universities] is the medium of change of ideas and expertise. Being a member of UNI we had the opportunity to meet and collaborate with global academics and researchers within a multidisciplinary platform for sustainable cities.” Dr Sahar Attia, Professor of Architecture & Urban Design, Habitat UNI chairperson “We found the workshop [Building Participatory Accountability Systems for City Policies – End of Programme Workshop, 2020] fantastic; it was very good to know the experiences of other cities. There is a lot of diversity, but also a lot of similarity between the projects.”

Mr. Daniel Gaspar,

Director of the School of Government and Management of the municipality of Niterói, Brazil

Group exercise presentation during workshop at the International Urban Training Centre in the Republic of Korea, 2019



FOR FURTHER INFORMATION

[Capacity Building online repository](#)
[Online housing barometer](#)
[Training materials produced by UN-Habitat](#)
[Capacity Building page on the UN-Habitat website](#)
[UN-Habitat UNI page on the UN-Habitat website](#)
[Global Urban Lectures repository](#)

I.2. Advancing government capacities through regional training centres of excellence

1.1

1.2

3.2

3.3

4.3



17.9

Summary: Establishment of regional training centres of excellence to fill the critical capacity needs of municipal and city leaders to effectively respond to pressing demands of urbanization. Capitalizing on more than 10 years' experience in building regional capacities across Asia and the Pacific, UN-Habitat extends its expertise to partners in jointly establishing training institutes and co-producing bespoke and cutting-edge training courses and materials, whilst providing unparalleled opportunities for city-to-city exchange and cross-fertilization of ideas through its wide alumni network.

Challenges addressed: Many decision makers and management and development practitioners who have direct responsibility for the planning, design, implementation and management of sustainable development policies and projects require capacity support for their specific needs.

What UN-Habitat can offer: UN-Habitat utilizes over 13 years of experience in facilitating cutting-edge learning in sustainable urban development through regional training centres in Asia and the Pacific for this service, and can replicate and further tailor this business model in other regions. The centres bring in a network of city leaders thus providing a platform for the exchange of knowledge and experiences, while also fostering a long-term network of alumni. Innovative approaches and innovation are built into UN-Habitat's trainings in learning modules and site visits are carefully selected to provide cutting-edge perspectives to participants, as in the example of site visits to eco/smart cities in South Korea.

Duration of support: The establishment and operationalization of a regional training centre of excellence depends on specific business plans, funding opportunities and terms of partnership. The duration of the training courses usually last between 5–7 days but can be tailored to meet specific demands and constraints.

Participants enjoyed the interactions and experience during regional training courses organized by UN-Habitat and IUTC in 2018 and 2019



Previous applications: Through its partnership with the Gangwon Provincial Government, Republic of Korea, UN-Habitat has created a competitive urban training and capacity building provider in the Asia-Pacific region, leveraging the synergies between the parties in urban excellence and training. This initiative has led to a large alumni network consisting of senior decision-makers and policy-makers across Asia, and unparalleled access to a wealth of knowledge and opportunities for cooperation. The regional training centres can increase in the uptake and

regional outreach of practical tools, such as in the case of the City Prosperity Index (CPI), which saw its application increase in Vietnam, Afghanistan, Nepal and Bangladesh.

An average of 90 per cent of surveyed participants stated that the training course had met their expectations. 63 per cent of the surveyed alumni indicated that the support from IUTC will help them apply the knowledge learned from the training course in their work and programmes.

TESTIMONY

“The course has provided us with a new tool and guidance in making analysis and assessment on our urban situation regarding the housing sector. With the knowledge we have been introduced to, we are very excited to continue working on it for further consolidation and development to put it into good use.”

Ms. Bui Thi Hong Hieu,

Researcher, Ministry of Construction – Vietnam Institute for Urban and Rural Planning, Vietnam

FOR FURTHER INFORMATION

[International Urban Training Center website](#)

[UN-Habitat's Capacity development website](#)

A selection of trainings held at IUTC and facilitated by UN-Habitat can be found below, with accompanying learning materials:

- [Innovative Approaches to Deliver Affordable Housing Options for Asia](#)
- [In-country training course in Mongolia on Fundamentals of Affordable Housing](#)
- [Sustainable Transportation in Asian cities – For a Greener Globe and Better Life](#)
- [Climate Resilient Cities and Urban Environmental Sustainability](#)

I.3. The Cities and Climate Change Academy (online)



Summary: Educational modules for the curricula of universities, higher education and training institutions on climate change in urban areas. These modules provide an overview of theory and concepts of climate change including mitigation, adaptation, risk and vulnerability, and demonstrate how climate change is a key issue in urban areas. Each of the seven modules includes PowerPoint slides, lecture notes, syllabus and reading lists.

Challenges addressed: The Cities and Climate Change Academy addresses the challenges facing cities and towns around climate mitigation and adaptation, water, mobility, energy and housing.

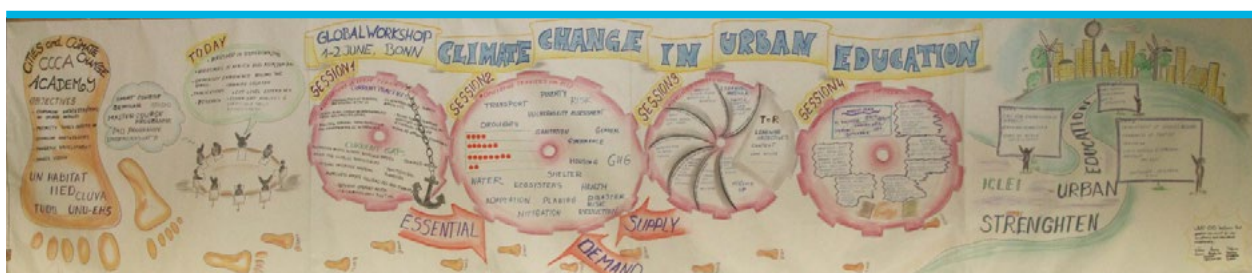
What UN-Habitat can offer: When applying these modules in capacity-building contexts, UN-Habitat can draw upon a wealth of on-the-ground experience from cities in developing countries to flesh out and update this content. UN-Habitat can also provide relevant information on global frameworks and city networks such as the Global Covenant of Mayors.

The academy is available entirely online making it accessible to people around the world and especially during remote considerations related to COVID-19. The online module list is as follows:

- Module 1: Theory and Concepts of Climate Change and Cities
- Module 2: The Practice of Urban Climate Change Adaptation and Mitigation
- Module 3: Planning for Climate Change
- Module 4: Climate Change and Urban Water Cycle Management
- Module 5: Climate Change and Urban Energy
- Module 6: Climate Change and Urban Mobility
- Module 7: Climate Change and Shelter & Housing

Duration of support: These resources can be used freely online by local governments and university educators at a time of their choice.

The team that developed the climate change in urban planning education module and toolkit



Key ideas from the kick off workshop

Flooding of buildings near the Ping River in Thailand © Shutterstock.



FOR FURTHER INFORMATION

[The Cities and Climate Change Academy](#)

Powerpoint slides (without accompanying materials) can be found on the UN-Habitat [capacity building page](#)

I.4 E-learning platform and capacity building package for participatory slum upgrading



Summary: The myPSUP e-learning platform provides a basis for continuous capacity development, technical support and innovation in mobilizing a community of practice to spearhead action in slum upgrading. It comprises 12 courses covering UN-Habitat's methodology and approach for participatory slum upgrading, repository of reference materials and opportunities for networking, peer-to-peer learning and online webinars.

Challenges addressed: Stakeholders at all levels of governance often lack access to global learning and exchange platforms on relevant topics such as slum upgrading. The limited funding available and the changes in governance can create capacity gaps in effectively rolling out and implementing slum upgrading actions and addressing the intersectionality of the issue.

What UN-Habitat can offer: The e-learning platform expands opportunities for capacity building and knowledge sharing at the national, regional and global levels, while reducing the costs usually associated with such activities, by providing readily accessible training materials. The resources hosted on the platform include courses on the fundamentals of participatory slum upgrading, repository of reference materials, case studies as well as materials for training for trainers. As a centre of excellence on urban issues, UN-Habitat has long-standing experience in providing capacity building, knowledge and technical assistance to partners building on its vast partnership network and central role in addressing slum upgrading in a participatory and inclusive way.

Participatory Slum Upgrading

UN-HABITAT
United Nations Human Settlements Programme

HOME COURSES RESOURCES DISCUSSIONS BENCHMARKING HELP

Login/Register

E-LEARNING PLATFORM FOR PARTICIPATORY SLUM UPGRADING
PLATEFORME D'APPRENTISSAGE EN LIGNE POUR L'AMÉLIORATION PARTICIPATIVE DES BIDONVILLES

About PSUP e-learning

The e-learning platform of myPSUP is open to all who are willing to learn more about slum upgrading. The courses in this platform will help you understand the main challenges of, and UN-Habitat's approach to, slum upgrading, and gain in depth knowledge about relevant areas for the set up and the implementation of impactful interventions.

À propos de l'apprentissage en ligne du PPAB

La plateforme d'apprentissage en ligne de monPPAB est ouverte à tous ceux qui souhaitent en savoir plus sur l'amélioration des bidonvilles. Les cours de cette plateforme vous aideront à comprendre les principaux défis et l'approche d'ONU-Habitat en matière d'amélioration des bidonvilles et à acquérir une connaissance approfondie sur les domaines pertinents pour la conception et la mise en œuvre d'interventions efficaces.

Featured courses: the PSUP approach for participatory slum upgrading

Cours présentés: l'approche du PPAB pour l'amélioration participative des bidonvilles

Duration of support: This support is continuously available: UN-Habitat assists in setting up national or local knowledge hubs with the vision to become centres of knowledge and tools. Global e-learning material are suited for local and national contexts as they are enriched by local examples and translated into local languages. It takes approximately one year to set up a knowledge hub.

Previous applications: Capacity building is at the core of UN-Habitat's support to countries. This e-learning tool complements the overarching capacity building and technical support for slum upgrading, provided to diverse stakeholders at country level. It has proved instrumental in the response to the COVID-19 outbreak by facilitating knowledge and providing tools and opportunities for exchange in partner countries.

TESTIMONY

"The e-learning in the myPSUP platform is a very good initiative as it will enable us to have access to the materials before the workshops and at any time during the implementation. And as it is available online all the Country Team members will be able to access the contents easily."

Mr. Jean Kouadio,
BNETD, Côte d'Ivoire

FOR FURTHER INFORMATION

[eLearning Platform for Participatory Slum Upgrading](#)





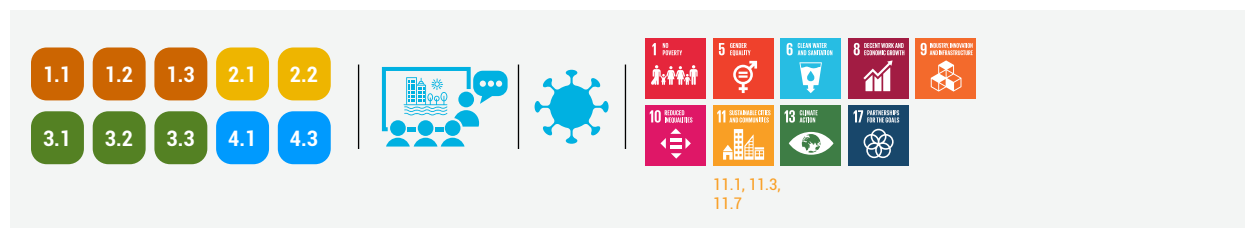
Section 03

Our flagship programmes

UN-Habitat's five flagship initiatives focus on inclusive urban regeneration, people-focused smart cities, climate resilience of the urban poor, harnessing the positive impacts of urban migration and putting cities and human settlements on the path of achieving the SDGs through data, technical assistance and generating investment. These initiatives consolidate the agency's tried and tested services exemplified in Section III. The flagships bring forward "integrated" and holistic approaches and promote innovation to address major global urban challenges and accelerate the progress towards the achievement of the global goals.

Each flagship integrates a variety of services, tools and expertise, and is grounded in equality, human rights and gender-sensitive approaches. The flagships are designed to achieve impact at scale and to accelerate key urban contributions to the achievement of the SDGs and the implementation of UN-Habitat's 2020–2023 Strategic Plan. The flagships will provide an arena to pilot recently developed instruments and approaches (including the Innovation Challenge Fund; sub-regional technical resource hubs; New Urban Agenda platform and online learning; SDG City Certification; and City Investment Facility), working to strengthen impact investment towards COVID-19 economic recovery and building resilience towards future pandemics. Cities and countries that prioritize these themes are invited to become part of one or more flagship programmes by writing to UN-Habitat.

Flagship 1: Inclusive, Vibrant Neighbourhoods and Communities



Summary: Flagship 1: Inclusive, Vibrant Neighbourhoods and Communities focuses on urban regeneration to reduce spatial inequality and poverty by transforming deprived areas in cities into connected, dynamic, diverse and vibrant neighbourhoods that incubate development for the entire city and the respective hinterland. UN-Habitat's regeneration approach will include a strong focus on human rights and increased accessibility for people with disabilities, elderly, youth, children and women while opening pathways for broader socio-economic transformation.

Challenges addressed: In 75 per cent of cities globally, spatial inequality is higher today than it was 20 years ago. Globally, one billion people live in informal settlements and 600 million people live in inadequate housing. Survey data from 220 cities in 77 countries suggests that almost 80 per cent of urban residents do not have convenient access to open public spaces. In sub-Saharan Africa, 86 per cent of people lack access to public transit within 5 km of walking distance. The majority of cities and towns have areas where multiple deprivations intersect and overlap, where socio-economic and spatial exclusion (with higher levels of poverty, unemployment, crime, delinquency and at greater risk of environmental hazards and shocks) is higher than at city average. Also, spatial inequality and neglect of built heritage as well as brownfield sites in cities are a growing concern not only in the global South, but also in the global North.

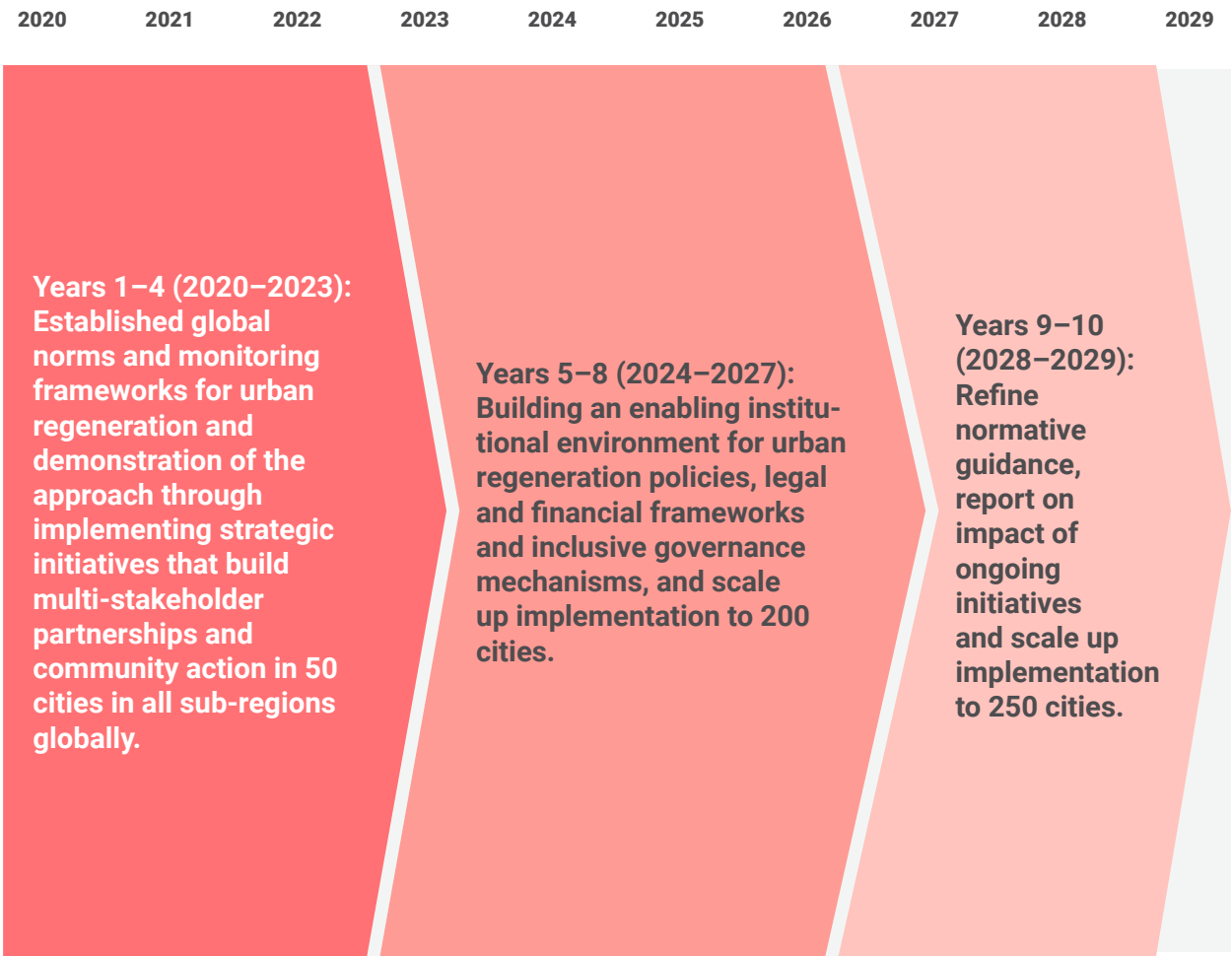
The COVID-19 crisis has clearly demonstrated the importance of focusing on spatial inequality within cities. Those living in inadequate housing and working in informality are at greater risk of being exposed to COVID-19 due to poor living and working conditions with inadequate

access to food, water, sanitation and other basic services, as well as limited livelihood opportunities. Inclusive urban regeneration can help address these underlying inequalities that make particular neighbourhoods and communities vulnerable to pandemics and other urban crises.

What UN-Habitat can offer: UN-Habitat's approach to urban regeneration encompasses a combination of different strategies that can restore, redevelop and revive declining urban areas while making these areas accessible and useable by all. These strategies unlock the value of neglected assets and community resources, leveraging their potential and generating mid and long-term investments. In partnership with local authorities, these strategies can create jobs, homes and infrastructure, paving the way towards sustainable and inclusive cities and communities that are resilient to a variety of shocks and stresses. This flagship programme builds upon different (existing) tools, guidance documents and projects, including participatory process (e.g. slum upgrading, urban regeneration, public space or mapping housing solutions) which can be applied in neglected neighbourhoods. A consolidated approach for inclusive and sustainable urban regeneration will provide clear entry-points for other United Nations System entities and will contribute to the coordination of the urban dimension within United Nations Country Teams and regional coordination mechanisms as part of the United Nations System-Wide Strategy on Sustainable Urban Development. UN-Habitat utilizes its expertise working with local authorities and community structures, bringing in a new perspective. Within the United Nations system, partnerships with UNESCO, ILO, UNDP, UN Environment and UNIDO will be levered, in particular the collaboration with UNESCO in urban regeneration in historic urban areas.

The flagship programme aims at three ambitious targets by 2030: (1) 250 cities will reduce spatial and social inequality; (2) 500 million people will improve living standards; and (3) 1,000 partners will have joined this programme.

Duration of support: Urban regeneration requires long-term engagement. The flagship is envisioned to last until at least 2030 in three phases:



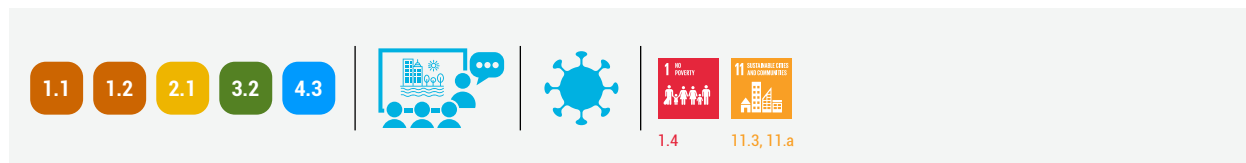
Newly created parks in Afghanistan provide many women and children with access to safe public areas. © UN-Habitat



FOR FURTHER INFORMATION

[Inclusive, Vibrant Neighbourhoods and Communities programme web page](#)

Flagship 2: People-focused Smart Cities



Summary: Flagship 2: People-focused Smart Cities enhances shared prosperity of cities and regions by making urban digital transformation work for the benefit of all, driving sustainability, inclusivity and prosperity and the realization of human rights. Together with the other flagship programmes and in collaboration with other United Nations agencies, as well as state and non-state actors, this flagship is expected to achieve: (i) digital policy transformation; (ii) financing digital urban innovation; and (iii) digital empowerment and capacity building.

Challenges addressed: Today, while more than 50 per cent of the world's population is online, there are still 3.6 billion people without affordable access to the internet. This severely restricts the application by cities to deploy frontier technologies and IT solutions such as e-governance. There is a strong inequality component to this challenge: among the world's 47 least developed countries, more than 80 per cent of the population is still offline, and the gender gap in connectivity continues to widen, excluding women further from participation at all levels and in being counted and considered in important urban decisions. The COVID-19 pandemic is exposing the inequalities underpinning the digital divide at global and local scales. Many households, schools and neighbourhoods are not able to access remote education, telemedicine and teleworking due to weak, absent or unaffordable internet connectivity or lack of computers. Cities are increasingly relying on digital technologies and connectivity to sustain operations and deliver services, while not all residents have access to these tools and are further marginalized. Residents of slums and other marginalized and deprived neighbourhoods and communities in cities may face higher gaps in digital literacy and access to the internet, particularly women.

What UN-Habitat can offer: Digital technologies have the potential to serve people, improve public services and working conditions, especially in the governance and management of cities and regions. The explosion in digital technologies is playing a major role in shaping our cities – from the Internet of Things, to digital platforms for service

delivery and 5G for autonomous mobility – and UN-Habitat aims to set a new direction that favours inclusive, resilient and sustainable use of technologies by local governments. These technologies, if well governed, can contribute to sustainable development by reducing carbon emissions and facilitating the ecological transition, increasing access to affordable housing, enhancing participation in policy making for citizens, and ensuring access to inclusive services for communities. The *UN System-wide Strategy on Sustainable Urban Development* highlights digital transformation and new technologies as one of the four frontier issues that require a special, coordinated response.

UN-Habitat, as the focal point for urbanization issues and local governments in the UN System, will take an active role in coordinating the field and promoting best practice for expanded deployment of frontier technologies and innovation for urban development.⁵ Interventions under this flagship will aim to ensure that human rights obligations apply online as they do offline. For this reason, UN-Habitat supports the Cities Coalition for Digital Rights, with more than 60 cities globally shaping a digital future that puts people first and helps bridge the social divide. Smart cities should serve the people and improve living conditions for all. By bringing its unique global urban perspective to the digital transition, UN-Habitat can ensure that potentially highly disruptive technology is used effectively for sustainable urban development. UN-Habitat's unique approach and knowledge of urban development can create new capabilities for local government to move the discussion about smart cities beyond technology and link it to the implementation of the urban dimension of the Sustainable Development Goals, specifically SDG 11 and the New Urban Agenda.

It is critical that smart city planning focuses on solving specific sustainability problems and key missions such as battling climate change, reducing poverty, and increase citizens' participation rather than following a technology-driven, industry-driven approach. The flagship expects to achieve the following outcomes:

⁵ This is outlined in the *New Urban Agenda* that calls for the "adoption of a smart-city approach that makes use of opportunities from digitalization, clean energy and technologies."

1. *Digital policy transformation*: Increased focus and mainstreaming of people-focused, sustainable and inclusive digital transition as a critical policy topic in high level political forums and global dialogues on smart cities.
2. *Financing digital urban innovation*: Increased investment and financing for people-focused smart cities to accelerate the achievement of the SDGs with a specific focus on developing countries, small and medium size cities and grassroots urban communities.
3. *Digital empowerment and capacity building*: Enhanced capacity of governments at all levels to adopt a people-

focused, privacy-enhancing and rights-preserving approach to digital technologies for inclusion and sustainable urban development in the achievement of the SDGs.

Duration of support: This flagship programme is intended to provide support to national and local governments in close collaboration with private sector, civil society, academia and science, and communities for at least eight years and provides an overall umbrella which will include a variety of pilot projects, coordination mechanisms, policy and normative tools, technical advisory services and the financing facility.

Timing and Milestones

2020 2021 2022 2023 2024 2025 2026 2027

The issues of urban equality, social inclusion, human rights and environmental sustainability are mainstreamed in the global dialogue on smart cities

Investment and financing are directed to inclusive smart cities for accelerated achievement of the SDGs with a specific focus on the developing countries and small and medium size cities

Enhanced capacity among all levels of government to use frontier technologies for inclusion and sustainable urban development.

Digital technologies, depending on their use, can be a force that widens social gaps or reduces them. Considering the importance of this, the Secretary General has made one of his top five priorities for 2019 as “reducing digital inequality, building digital capacity and ensuring that new technologies are a force for good” and is pursuing the implementation of the recommendation of the High-Level Panel on Digital Cooperation on capacity-building and on the need to maximize digital public goods.

Girls use Minecraft to improve safety in their neighbourhood in Hanoi, Vietnam © Lovestrاندell



FOR FURTHER INFORMATION

[People-focused Smart Cities programme web page](#)

Flagship 3: RISE-UP: Resilient Settlements for the Urban Poor



Summary: Flagship 3: RISE-UP: Resilient Settlements for the Urban Poor improves socio-economic prosperity of the urban poor by reducing climate disruptions and enhancing service provisions and community resilience. RISE-UP provides comprehensive technical assistance to integrate pro-poor climate action in national and local policy and planning frameworks and engages at the local level to facilitate community driven profiling and planning processes. Working at multiple levels provides enabling factors for RISE-UP partners to help prepare and mobilize investment into global hotspots of urban climate vulnerability.

Challenges addressed: One of the greatest challenges for climate change adaptation is how to build resilience for the close to one billion urban dwellers who live in informal settlements today. The impacts of climate change, such as floods, heatwaves, droughts, landslides, storms, coastal erosion and inundation, and sea surges, are affecting cities around the world. The expected climatic changes in means (temperature, precipitation and sea-level rise), extremes (extreme rainfall, drought, heat- or cold-waves) The heightened vulnerability is due to three underlying factors: (i) the physical location is often on fragile sites such as steep slopes, coastlines or floodplains; (ii) the socio-economic characteristics of the residents, such as high levels of poverty and illiteracy mean that these communities have low capacity to deal with climate impacts; and (iii) the political and institutional marginalization of these communities, stemming from non-recognition of informal settlements as part of the larger city fabric, often results in the absence of meaningful investments in risk-reducing services and infrastructure.

A second challenge is to channel climate investments to where it matters most, to the local level. The local and national finance gap is compounded by the fact that also globally, only around 5–8 per cent of Climate Finance is going towards adaptation, a fraction of what is needed in the rapidly growing cities.

What UN-Habitat can offer: UN-Habitat's long-standing experience gained through the implementation of the climate and slum upgrading programmes signals the need for addressing those two issues in an integrated manner. Since 2016, the agency has piloted this integrated approach in five countries, developed tools and methodologies, and the operational concept proven to be of high-impact and able to leverage significant amounts of climate co-funding.⁶ Through the agency's lead role in building a global coalition for climate action for the urban poor as part of the efforts to support the United Nations Secretary General's 2019 Climate Summit, UN-Habitat has helped shape a unique global partnership for policy and advocacy impact, and the present flagship initiative can be understood as the complementary operational initiative to deliver transformative impact on the ground to complete the 'do' aspect of the four dimensions of our new approach: think, do, share and partner. Through this flagship programme, UN-Habitat will:

1. Support governments and investors to collect and make appropriate use of data and methodologies;
2. Bridge city issues to global debates and global policy to local city actions; harmonizing and synergizing pro-poor climate action along the global – national – local – community level;
3. Support national governments shape policies and frameworks, and help cities improve plans and strategies.

Potential locations for the roll-out of the flagship programme have been identified in around 140 cities in 40 countries (48 cities in Africa, 57 in Asia and Pacific and Arab States, 35 in Latin America and the Caribbean). The proposed first phase until 2023 is targeting 30 cities in 26 countries, with phase two (2023–2030) targeting more than 80 million people in up to 100 cities across the globe.

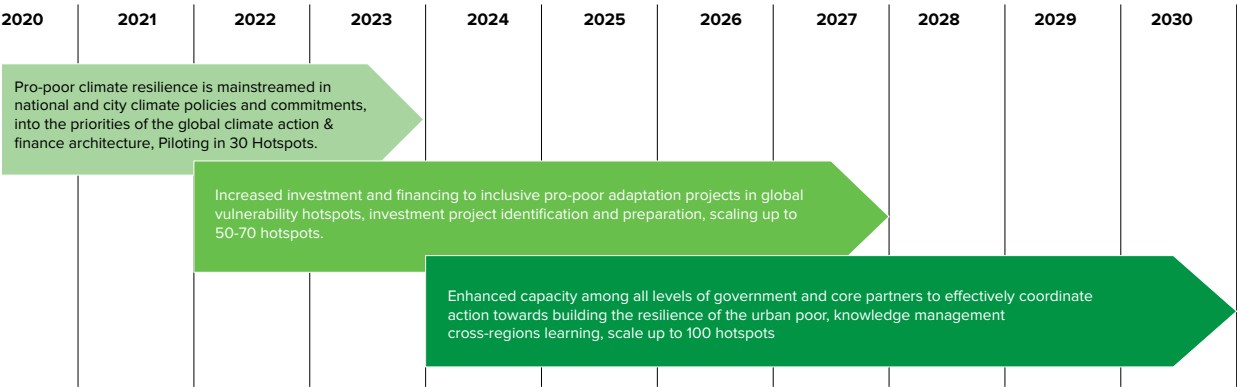
⁶ The underlying methodology of "planning for climate change" consisting of participatory vulnerability assessments, climate action planning for community-based adaptation has proven to be suitable for project development for the Adaptation Fund, and the basis for all of the Agency's proposals approved and in the pipeline totalling as of Feb 2019 over USD 20 million in approved projects, and over USD 70 million in endorsed proposals in various stages of development.

Duration of support: The Flagship Programme will be a reliable development partner to cities and national government until 2030. City-level processes will range in duration from profiling (six months), planning (6–8 months) to identifying and completing investments (3–4

years), typically taking 3–5 years in total. Improving national enabling environments typically requires long-term processes as well, and are estimated to range from support to NDC/NAP development (three months) to more sophisticated policy support processes (1–2 years).

This flagship emerges from the successful launch of the Building Climate Resilience of the Urban Poor (BCRUP) collaborative initiative at the Secretary-General's Climate Action Summit in September 2019. Led by the national governments of Kenya and Turkey, and announced by President Uhuru Kenyatta at the Summit, the initiative brought together an unusual coalition of partners (slum dweller organizations, local authorities, planning associations and their networks, national governments and international organizations), to develop a multi-level approach towards building climate resilience of the urban poor, keeping communities and their needs, knowledge and experience at the centre.

Phasing and milestones



TESTIMONY

“With more and more of the world’s citizens living in unsustainable informal settlements and with climate change worsening as global temperatures rise, the need to “rise up” is clear to address the sustainability of our urban poor. Fiji strives for that future every day. We do so for our sake, particularly for those of our most vulnerable ones. But we also do so knowing that our successes are shared by our fellow global citizens. Every problem we solve adds knowledge and experience that strengthens cities and communities across our region and around the world. That’s why I’m so glad to be here today to mark another milestone in our global cooperation.”

Mr. Frank Bainimarama,
Prime Minister of Fiji, at UN-Habitat’s flagship
RISE-UP launch (World Urban Forum 10, Abu Dhabi, February 2020).

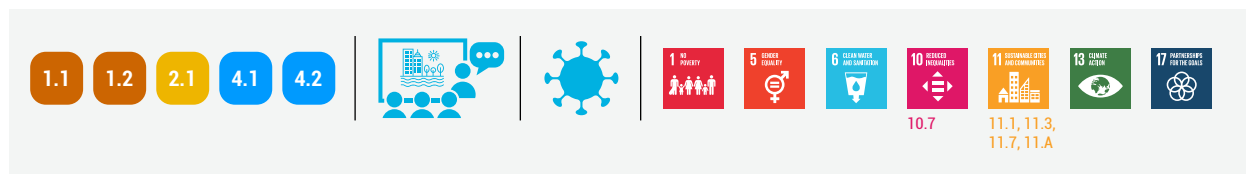
BEFORE AND AFTER: Primary School Anchilo, Nampula District, Nampula Province.



FOR FURTHER INFORMATION

[RISE-UP: Resilient Settlements for the Urban Poor programme web page](#)

Flagship 4: Enhancing the Positive Impact of Urban Migration



Summary: Flagship 4: Enhancing the Positive Impact of Urban Migration supports creating inclusive, non-discriminatory urban environments and improving social cohesion between host and migrant/displaced communities including in acute crisis contexts. It will increase the capacity of governments of all levels to harness the positive impact of migration to cities and advance inclusive and sustainable urban development while improving living conditions and access to services for all.

Challenges addressed: Migration and displacement are global phenomena. Migrants, refugees, IDPs or returnees often face discrimination and social and economic exclusion, with women and youth among those being in the most vulnerable situations. Migration can be induced by conflict or climate change impacts but also many other reasons including economic and social **opportunities and a better life**. When not properly planned for, the rapid influx of people in many cases puts stress on urban systems, including services (e.g. water, sanitation and waste), housing, infrastructure and employment, and might lead to environmental degradation. Additionally, many displaced persons face increased vulnerabilities and lack of access to their human rights as they live in inadequate housing situations, have reduced access to basic services or settle in underserved or unsuitable areas of a city prone to flooding, landslides or disasters. As many displaced people, migrants or people on the move live in precarious situations, this flagship is particularly relevant regarding COVID-19 response and recovery.

What UN-Habitat can offer: The flagship focuses on reducing vulnerabilities and inequalities in access to housing, services and livelihood opportunities as well as increasing social cohesion between communities and fostering women's empowerment. UN-Habitat collaborates with and supports local, national and subnational governments in urban migration/displacement contexts.

Migration to urban areas has proven to have a positive impact on the social, cultural and economic development of a city, when well-planned and well managed. Migrants increase the city's labour force, bring additional skill sets, they invest and establish businesses and when formally integrated add to a city's tax base. Many cities have flourished due to their cosmopolitan and multi-cultural image attracting tourists but also investments.

But rapid influx of people put strains on cities in regard their ability to provide services, adequate housing and infrastructure, leading to informal settlements or unplanned urban sprawl. Perceived competition on jobs, housing and service can result in xenophobia and social exclusion of migrants. The objective of the flagship on migration is to support local and national authorities to create inclusive and non-discriminatory urban environments, especially in situations where rapid influx of people has led to an urban crisis.

UN-Habitat has long-standing experience to work in migration and displacement contexts including in countries such as Iraq, Lebanon, Somalia and more recently Latin American countries. By promoting solutions through an integrated "urban lens" (instead of clusters), UN-Habitat is able to bring together stakeholders from different sectors, multiple governance levels, humanitarian and development actors as well as relevant "urban" stakeholders, including civil society, academia and the private sector. UN-Habitat's participatory approaches increase ownership of beneficiaries and involved stakeholders. UN-Habitat is the United Nations agency with expertise working with local authorities and community structures, and our support improves urban systems, thus benefitting not one specific population/ethnic/religious group but improving the lives of host and migrant/displaced communities and making sure no one is left behind.

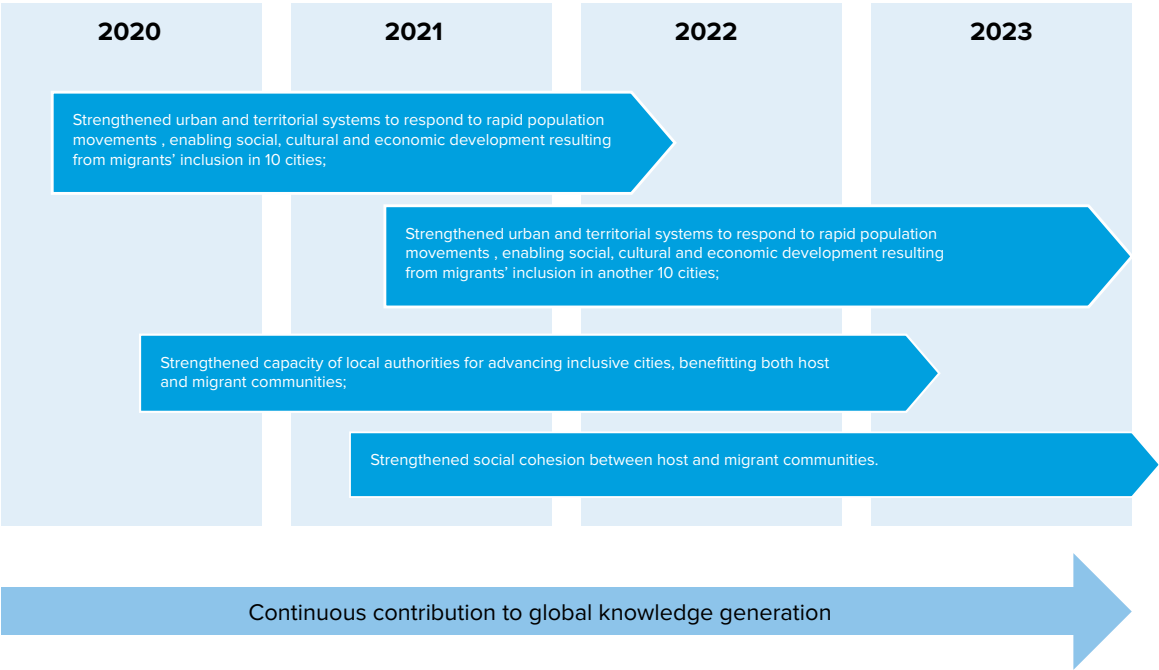
The flagship will support governments at the national, subnational and local levels in data collection on priorities for human rights based and inclusive urban development in migration and displacement contexts along with capacity building, tool development and knowledge exchange.

The flagship programme has a strong urban crisis dimension and, therefore, flexibility to respond where/when urgently needed is a priority. It also builds upon existing and ongoing projects in different regions and countries. The flagship builds upon different (existing) tools and projects, including participatory process – e.g. for including

public space or for mapping housing solutions which are then adapted to the migration/displacement context. The flagship also links to existing global networks and mechanisms, including the Global Alliance for Urban Crisis, the United Nations Migration Network or city networks such as UCLG, Mayors Migration Council or the KNOMAD knowledge network.

Duration of support: Services and duration will be tailored to local contexts and in coordination with other actors in the humanitarian-development-peace nexus.

Phasing and milestones



Children play in a rehabilitated public space in Ramadi, Iraq. © UN-Habitat



FOR FURTHER INFORMATION

[Enhancing the Positive Impacts of Urban Migration programme web page](#)

Flagship 5: SDG Cities



Summary: “The battle for sustainable development will be won or lost in cities.” While it is estimated that 80 per cent of global GDP is generated in cities, it is also estimated that 70 per cent of the world's waste and 70 per cent of greenhouse gas emissions are created in cities. Cities can be planned and managed well and in doing so can be engines for sustainable development and the achievement of SDGs. SDG Cities therefore focuses on the potential of cities to drive the achievement of the SDGs and thus improve quality of life for all, leaving no one and no place behind. SDG Cities will work with cities, other levels of government, communities, the private sector and development partners to leverage public and private sector financing for sustainable urbanization.

Better urban data starting from the SDGs creates the basis for evidence-based strategies and planning and impact investments whose performance can be measured against progress towards the SDGs.

Challenges addressed: There is an urgent need to accelerate the achievement of SDGs in cities by 2030. The achievement of the SDGs will depend on the progress made in cities. The COVID-19 pandemic demonstrates all too clearly the consequences of poor urban management and while there is a need to rethink how cities can become sustainable and resilient, it is equally important to avoid reversing progress made.

TESTIMONY

“Adhering to all the global agendas is complicated, so we compiled what we want as inhabitants of the city with what the global agendas require, and we then reached seven goals with 420 indicators to measure progress. This was captured in a document and we now organize our budgets in accordance with this. Every New Year we gather – over 10,000 inhabitants of the cities – to take stock and celebrate our achievement. This (SDG Cities) programme, with its measurable system to plan and show progress and its ambition to reach 1,000 cities worldwide is the most important programme that is now on the table.”

Dr. Peter Kurtz,
Mayor of Mannheim.
Launch of the SDG Cities Global Initiative WUF, 10 Feb 2020

What UN-Habitat can offer: To achieve the scale and reach necessary to meet this challenge (with a goal of reaching 300 directly participating cities, passing knowledge to a further 600 cities), the SDG Cities Global Initiative measures SDG performance of cities in three key development areas in line with the New Urban Agenda transformative commitments: Sustainable urban development for social inclusion and ending poverty;

1. Sustainable and inclusive urban prosperity and opportunities for all; and,
2. Environmentally sustainable and resilient urban development.

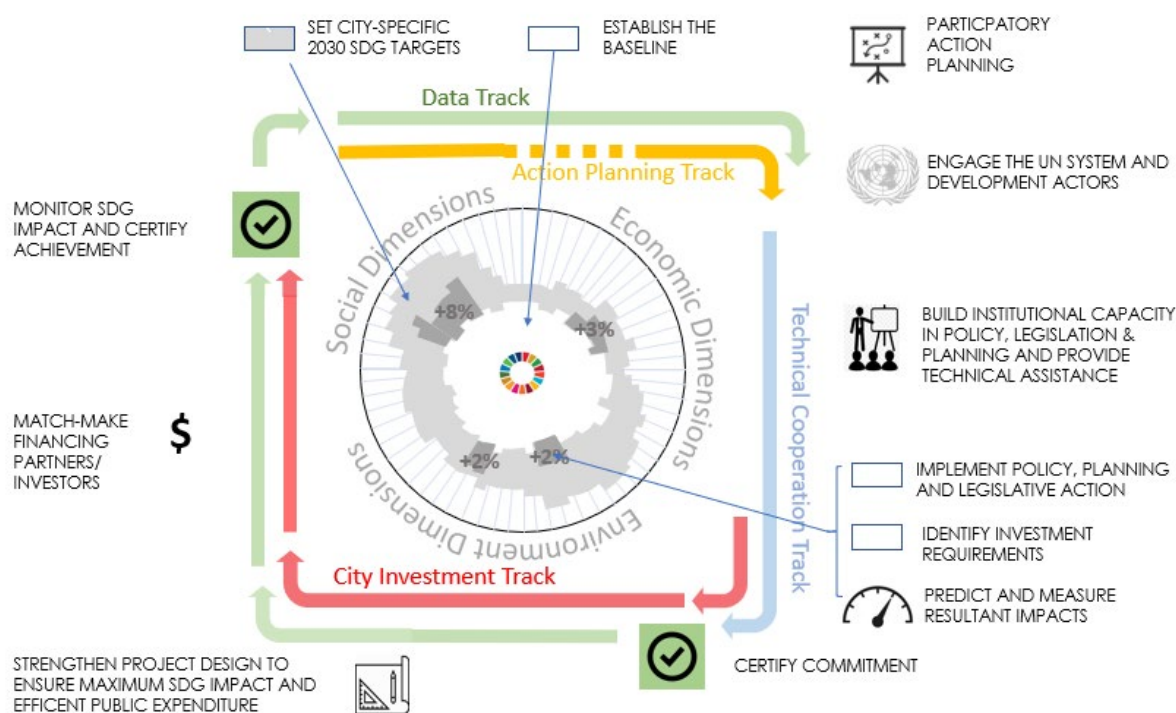
It then supports a continuous value chain of strategic planning to 2030, capacity development in core capacities of inclusive governance, planning and revenue and supports

the development and financing of investment-ready impact projects that accelerate SDG achievement and resilience. Technical assistance will be systematized through developing user-friendly online tools that can be reached by any city in any location where there is internet connection, backstopped by regional technical support centres that provide hands on guidance through, for example, Microsoft Teams, in the implementation and tailoring of the tools to specific contexts. This massively cuts costs of flying experts all over the world greatly increases reach and provides for more effective backstopping. This also makes the service more readily available during the current COVID-19 pandemic.

UN-Habitat offers the **SDG Cities Certification** – a prestigious United Nations award that recognizes the performance of individual cities to drive the SDGs. This certification will reward a balanced weighting of achievement across these three dimensions and across UN-Habitat’s social inclusion criteria of human rights, gender, children, youth and older persons, and disability. Indicators used will also assist cities in their Voluntary Local Reporting.

UN-Habitat is uniquely positioned to offer this due to its global focal point role for sustainable urban development. The initiative builds on UN-Habitat’s core areas of experience as follows:

- **Data:** Cities Prosperity Initiative, implemented in 539 cities in 54 countries spread across all major regions of the world.
- **Strategic Planning:** Over the past decade UN-Habitat has developed and refined several tried and tested methodologies and tools to support inclusive, participatory, strategic planning and priority-setting processes in cities. The Future Cities Programme has linked these processes effectively to investments in infrastructure in several cities.
- **SDG Project Formulation and Review:** UN-Habitat’s Future Cities Programme has developed and piloted a SDG project assessment tool which is reviewing and improving the SDG value of major urban projects in 19 cities in 10 countries across four regions.
- **City Investment:** UN-Habitat’s City Investment Facility was launched at the World Urban Forum (WUF) 10 in February 2020. Since then it has accumulated an investable global pipeline of urban SDG projects of USD 6.24 billion and by the end of May 2020 had neared closure on a portfolio value of USD 48 million. The City Investment Facility aims to broker USD 500 billion in urban SDG investments by 2025.



Through this flagship, UN-Habitat expects to impact one billion urban dwellers worldwide with improved quality of life through a systematic approach undertaken by city authorities to assess baseline achievement of SDGs, prioritize targets for 2030 and tackle areas of deficiency through high impact initiatives that aim to reduce social inequality, advance shared prosperity and ensure environmental sustainability. Other expected results include:

- 900 cities have established baseline and target profiles for SDG achievement and strategic implementation plans
- 900 cities have improved capacity in one or more of the sustainable urban development enabling functions – policies, planning, financing – informed

by baseline analysis 900 cities are investing in SDG impact initiatives 900 cities have recognized their SDG achievement through SDG Cities Certification

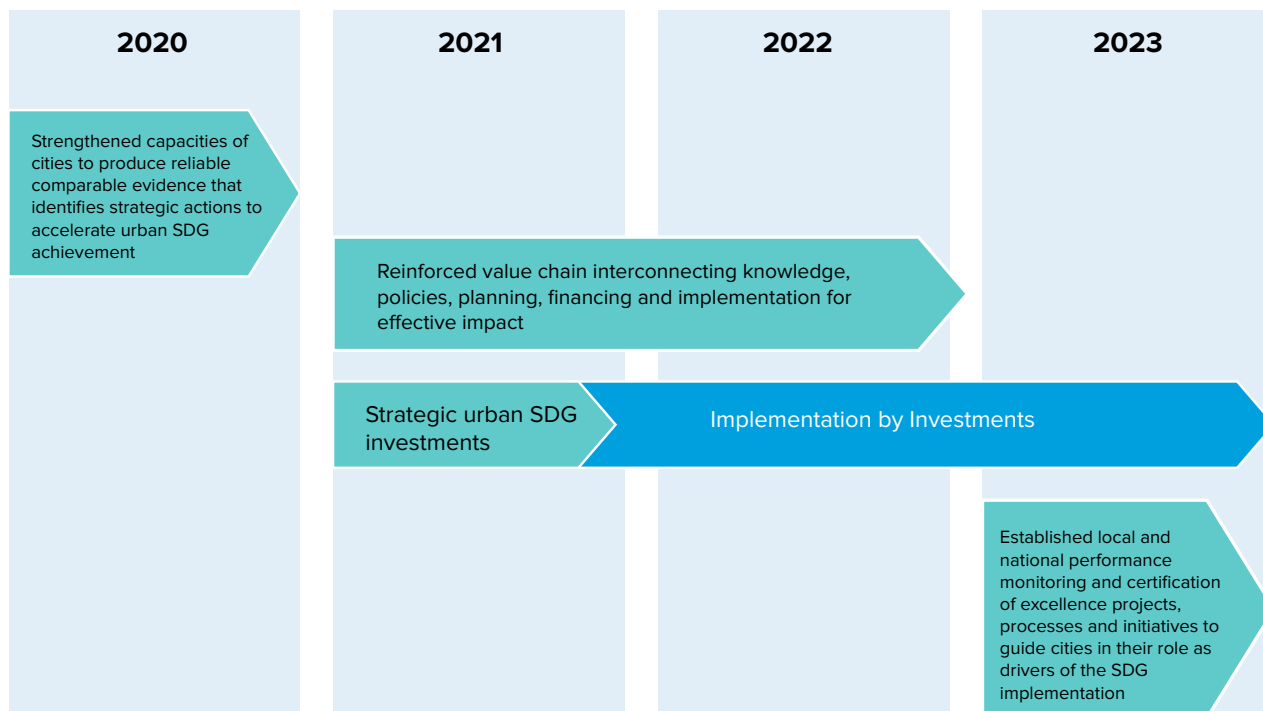
Duration of support: Each participating city will be engaged in the initiative for around four years. The first year will identify baselines and provide a diagnostic assessment of key capacities, plans and investment requirements needed to drive the achievement of priority SDGs by 2030. The second and third years will focus on putting in place the key drivers (plans, legislations, governance frameworks financing mechanisms) needed by the city to enable the acceleration of SDGs; the fourth year will focus on the development and preparation of impact initiatives and linking them to blended sources of finance for impact at scale.

Timeframe and Budget

New cities onboarded direct (indirect)		Cumulative impact # cities	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2020	25 (75)	25 (75)	25 cities directly participating. 75 engaged										
2021	25 (75)	50 (150)		50 cities directly participating. 150 engaged									
2022	25 (75)	75 (225)			75 cities directly participating. 225 engaged								
2023	25 (75)	100 (300)				100 cities directly participating. 300 engaged							
2024	50 (150)	150 (450)					125 cities directly participating. 375 engaged						
2025	50 (150)	200 (600)						150 cities directly participating. 450 engaged					
2026	50 (150)	250 (750)							175 cities directly participating. 525 engaged				
2027	50 (150)	300 (900)								200 cities directly participating. 600 engaged			
Average city population: 1.5 million													
Impact : 1.35 billion people													
Cost - city level (USD)			3,125,000	11,000,000	14,750,000	16,000,000	19,125,000	27,000,000	30,750,000	32,000,000	25,750,000	10,000,000	2,500,000
Other costs*	(USD)		2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Total Cost per year			5,625,000	13,500,000	17,250,000	18,500,000	21,625,000	29,500,000	33,250,000	34,500,000	28,250,000	12,500,000	5,000,000
Total Cost over 4 years			USD 54,875 000										
Total Cost over 10 years			USD 219,500,000										

*Other costs include programme management, management of the Capital Advisory Platform, New Urban Agenda Platform, Global Network of Urban Labs

Phasing and milestones



Reykjavik, Iceland ©Shutterstock/ Alexey Stiop



FOR FURTHER INFORMATION

[Sustainable Development Goals Cities programme web page](#)

A better quality of life for all in an urbanizing world

UNHABITAT
FOR A BETTER URBAN FUTURE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
P.O. Box 30030, Nairobi 00100, Kenya
E: UNHabitat-GSD@un.org

