Agenda item 6a)

Annual report for 2020 on the strategic plan for the period 2020-2023
- **HSP/EB.2021/19** Recalibration of the strategic plan of the United Nations Human Settlements Programme for the period 2020—2023 following the first meeting of the Committee of Permanent Representatives to the United Nations Human Settlements Programme for a high-level midterm review
- **HSP/EB.2020/9** Progress report of the Executive Director on the implementation of UN-Habitat Strategic Plan for the period 2020-2023: the draft Results Framework
- **HS/004/21E** Annual progress report for 2020 on the implementation of the strategic plan of the United Nations Human Settlements Programme for the period 2020—2023
1. UN Habitat’s Annual Report for 2020, Strategic Plan for the period 2020-2023, Results Framework

2. Recalibration of the Strategic Plan for the period 2020-2023

3. Linkages between UN-Habitat’s operational and normative activities

4. Possible outcomes for consideration
Supporting 6.8 million people to adapt to the pandemic
Streamlining results monitoring and reporting requirement, bolstering the Results Framework

Enhancing accountability and strategic alignment with the Strategic Plan 2020-2023

Recalibrating the Strategic Plan 2020-2023 to rebalance investment and establish a better connection to knowledge, assets and capacities

Preparing for the last two years of the Strategic Plan

Utilising the Annual Report to increase transparency and to call for action
Structure of the Results Framework

**Domain of Change 1: Reduced spatial inequality and poverty in communities across the urban - rural continuum**
- Increased and equal access to basic services, sustainable mobility and public space
- Increased and secure access to land and adequate and affordable housing
- Effective settlements growth and regeneration

**Domain of Change 2: Enhanced shared prosperity of cities and regions**
- Improved spatial connectivity and productivity
- Increased and equitably distributed locally generated revenues
- Expanded deployment of frontier technologies and innovations

**Domain of Change 3: Strengthened climate action and improved urban environment**
- Reduced greenhouse gas emissions and improved air quality
- Improved resource efficiency and protection of ecological assets
- Effective adaptation of communities and infrastructure to climate change

**Domain of Change 4: Effective urban crisis prevention and response**
- Enhanced social integration and inclusive communities
- Improved living standards and inclusion of migrants, refugees and internally displaced persons
- Enhanced resilience of the built environment and infrastructure
1b. Results Framework - overview of core indicators

64 core indicators have been selected through in-house analysis and consultations, taking into account the recalibration of the Strategic Plan 2020-2023

The core indicators

- reflect and capture the influence of UN-Habitat’s normative work
- are representative of planned results and capture the contribution of UN-Habitat’s focus in areas over the last 20 years
- are practical, i.e. data is available and capacity and budget for surveys, studies and routine monitoring exists

Cross-cutting thematic areas and Social Inclusion Issues - 20 Indicators
1. Indicators at DOMAIN and OUTCOME level

**Indicator 1.a:**
Total population having access to adequate housing in partner cities

**Dimension 1:**
Increased and secure access to land

**Dimension 2:**
Increased and equal access to adequate and affordable housing

**Indicator 1.2.a:**
Number of partner countries where legal framework (including customary law) guarantees women’s equal rights to land ownership and/or control

2. Break down by DIMENSIONS

3. Social inclusion & Crosscutting indicators

**Social inclusion issues:** (1) Human rights; (2) Gender; (3) Children, youth and Older Persons; (4) Disability

**Crosscutting thematic areas:** (1) Resilience; (2) Safety
Recalibration of the Strategic Plan for the period 2020-2023

UN-Habitat Strategic Plan 2020-2023

- a solid framework for recovery from the coronavirus disease (COVID-19) pandemic
- a roadmap for achieving the Sustainable Development Goals

A recalibration of UN-Habitat’s normative and operational work through 3 lenses

**Lens 1:** Responding to new vulnerabilities and risks in cities

**Lens 2:** Adapting the function and form of cities to respond to current and future crises

**Lens 3:** Supporting long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency

to rebalance investment
establish a better connection to knowledge, assets and capacities
advance sustainable and just urbanization in a world after COVID

Document HSP/EB.2021/19 explains in detail what the three lenses to recalibrate the Strategic Plan 2020-2023 entails, and what are the implications for the way the organization works.
2. Recalibration of the Strategic Plan for the period 2020-2023

Lens 1: Ensuring that all new programming responds to new vulnerabilities and risks in cities

- Inadequate housing, higher deprivation and spatial inequalities, inadequate public transport, as well as type and location of work can contribute to higher risks of COVID-19 contagion and death

- UN-Habitat has mapped such weak spots, describing a new geography of vulnerability and risk to ensure that all new programming responds to identified risks and hotspots

Example of recalibration:

Increasing focus on housing as part of sustainable ecological neighbourhoods to build climate and pandemic resilience and contribute to climate mitigation

Outcomes:

- **Outcome 1.1**: Increased and equal access to basic services, sustainable mobility and public space
- **Outcome 1.2**: Increased and secure access to land and adequate and affordable housing
- **Outcome 1.3**: Effective settlements growth and regeneration
- **Outcome 3.3**: Effective adaptation of communities and infrastructure to climate change
- **Outcome 4.1**: Enhanced social integration and inclusive communities
- **Outcome 4.2**: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery
Lens 2: Pursuing more integrated programming to adapt the function and form of cities to respond to current and future crises in terms of resilience and climate change

- Sustainable ecological neighbourhoods are the optimal functional and formal response to both the COVID-19 pandemic and future threats, balancing sustainable urbanization with protection of biodiversity.

- With adequate public spaces, services and amenities, and well-established local or community organizations, neighborhoods appear to be the most appropriate functional unit for the structuring and scaling-up of responses at the city-level.

- To make cities more resilient, UN-Habitat will integrate interventions that reshape the urban morphology, supported by innovation, creativity, technology and nature-based solutions.

Example of recalibration:

Ensuring that the work on increased and equal access to public spaces and mobility links more effectively with adopting nature-based solutions, protecting ecosystem services and biodiversity, and reducing CO2 emissions and urban heat island-effect.

Outcome 1.1: Increased and equal access to basic services, sustainable mobility and public space

Outcome 1.2: Increased and secure access to land and adequate and affordable housing

Outcome 2.1: Improved spatial connectivity and productivity of cities and regions

Outcome 2.3: Expanded deployment of frontier technologies and innovations for urban development

Outcome 3.1: Reduced greenhouse emissions and improved air quality

Outcome 3.2: Improved resource efficiency and protection of ecological assets

Outcome 4.3: Enhanced resilience of the built environment and infrastructure
Creating conditions for all programmes to support long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency

- The pandemic has challenged the fiscal health of many local governments. Municipal revenues are shrinking as a result of reduced economic activity and tax policies. At the same time, local governments are expected to increase local expenditure to cope with both the current situation and future conditions.

- To increase the economic resilience of cities, overcome spatial inequality and addresses the climate emergency, UN-Habitat will refocus its work by adopting solid socio-economic approaches with a climate focus to infrastructure development, supply chains and productive upgrading.

Example of recalibration:

Linking climate change planning more explicitly to socioeconomic recovery, which also requires a review of how UN-Habitat can engage more strongly on urban economies.
3. Linkages between UN-Habitat’s operational and normative activities

**Actions to realign the normative and operational work of UN-Habitat:**

1. Integrating new data and analysis with best practices to define strategic interventions

2. Mapping priority linkages across the strategic plan outcomes that are critical for recalibrating the strategic plan, based on the three-lens approach

3. Prioritizing indicators in the results framework that can help to illustrate the impact of the three-lens approach

4. Identifying normative frameworks, including policy guidance and tools, that need to be adjusted and normative gaps that need to be addressed, starting with the catalogue of services

5. Adjusting global programmes and flagship programmes

6. Identifying priorities for proactive integrated programme development

7. Leveraging UN-Habitat’s capacity by making additional investment in strategic partnerships with other United Nations entities
Rolling out the use of core indicators across UN-Habitat to ensure a more effective mechanism of monitoring and reporting progress

Implementation of the three lenses through specialised outreach and training to build awareness and “ownership” of the recalibrated strategic plan for the period 2020-2023

Realigning UN-Habitat’s normative and operational work with the recalibrated strategic plan for the period 2020-2023 and reprioritising the use of core resources

Identifying capacity gaps in terms of core expertise, and where possible, repositioning core capacity or prioritising the mobilisation of soft- or hard-earmarked resources