



**UN-Habitat
Regional Office
for Arab States**

REGIONAL STRATEGIC PLAN

(2020 – 2023)

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UN HABITAT

FOR A BETTER URBAN FUTURE

Regional Strategic Plan for Arab States (2020 – 2023)
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Table of Contents

Background	5
Situation Analysis	6
Alignment with Global, Regional and National Agendas	
At the Global Level	10
1 - UN-Habitat Strategic Plan (2020 – 2023) and Domains of Change	10
2 - The 2030 Agenda for Sustainable Development and the Decade of Action	11
3 - New Urban Agenda	11
4 - Other Global Agendas	12
At the Regional Level	13
At the Country Level	13
Regional Strategy and Strategic Outcomes	15
Strategic Goals	15
Strategic Results and Key Outputs	16
Cross-cutting Themes	27
Regional Programmes	28
Implementation Mechanisms	28

Acronyms

AFDB	African Development Bank
AMFHUD	Arab Ministerial Forum for Housing & Urban Development
EBRD	European Bank for Reconstruction and Development
GCC	Gulf Cooperation Council
GHG	Greenhouse gas
HCPD	Habitat Country Programme Document
IDPs	Internally displaced people
IFI	International financial institutions
IsDB	Islamic Development Bank
LDC	Least Developed Country
NDC	Nationally determined contributions
NUA	New Urban agenda
ROAS	Regional Office for Arab States
SDG	Sustainable Development Goals
UNCT	United Nations Country Team
UNDESA	United Nations Department of Economic and Social Affairs
UNESCWA	United Nations Economic and Social Commission for Western Asia

Background

The Regional Strategic Plan for Arab States provides a key tool for ensuring the successful implementation of UN-Habitat's Strategic Plan 2020 - 2023 which repositions UN-Habitat as the the global centre of excellence and innovation on sustainable urban development at the regional and country levels. As custodians of UN-Habitat's work in Arab States, the Regional Office for Arab States (ROAS) has been responsible for the preparation of this strategy in collaboration with the country offices to reflect their strategic priorities and represent the regional implementation mechanism for the "urban goal": SDG 11 - "Make cities and human settlements inclusive, safe, resilient and sustainable" and the New Urban Agenda while promoting the "One UN" approach.

UN-Habitat Regional Office for Arab States (ROAS), established in 2011, has a mandate to provide policy advice, technical cooperation

and capacity building for eighteen countries across the Arab region: Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Palestine, Oman, Qatar, Saudi Arabia, Syria, Sudan, Tunisia, the United Arab Emirates, and Yemen. UN-Habitat is currently present in thirteen Arab countries, supporting national and local governments, international and regional institutions to achieve a better urban future for all and cater to the needs of the rapidly growing urban population through both normative and operational work.

In line with the key objective of UN-Habitat's Strategic Plan 2020 - 2023: "Advancing sustainable urbanization as a driver of development and peace, to improve living conditions for all in line with the SDGs", the Regional Strategic Plan lays out the roadmap for achieving the four mutually reinforcing and integrated goals or "domains of change", as follows:



The Expected Accomplishments stipulated in the Regional Strategic Plan reflect both the normative and operational work of UN-Habitat in the Arab region for the period (2020-2023) with an aim of addressing the four domains of change and respond to key urban challenges.

Situation Analysis



Figure 1: UN-Habitat Country Presence in the Arab Region

Cities and urban areas in the Arab region are faced with unprecedented rates of population growth, concentration of socio-economic activities and growing rates of environmental hazards and social vulnerabilities. Cities provide an array of potential advantages for improved living conditions and access to job opportunities and services, but they are increasingly exposed to a wide range of risks triggered by natural and man-made disasters. The population of the Arab region has grown in exponential rates over the past forty years, according to the statistics of the 2019 revision of the World Population Prospects of the United Nations Department of Economic and Social Affairs (UNDESA),

the total population of the Arab region was 165 million in 1980 and projections show that it has reached 436 million in 2020 . By 2050, the numbers are expected to jump to 646 million inhabitants, more than 75% of which will reside in cities.

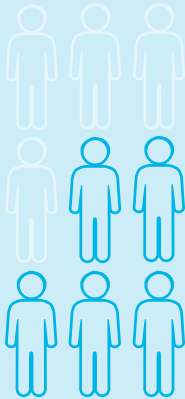
Moreover, the multi-faceted humanitarian crisis, civil unrest, conflict and political turmoil in several countries in the Region have led to large-scale influx and massive displacement of people within and across borders. Around 26 million have been forcibly displaced (refugees and IDPs), mainly in Iraq, Libya, Sudan, Syria and Yemen due to conflicts and environmental threats. The spread of

informal settlements in the Arab region has become a clear manifestation of inequalities in cities. In many cases, informal settlements are characterized by substandard physical structures that are often in hazardous or unsafe locations in central areas, or on the outskirts of urban areas lacking access to basic urban services, or in unplanned urban expansion areas. The urban poor and most vulnerable groups often suffer from compounded deprivations as they often settle on land unsuitable for development leading to the lack of tenure security and enhanced vulnerability to evictions.

Furthermore, the COVID-19 pandemic has exposed the deep inequalities and vulnerabilities in our societies. For many cities, the COVID-19 health crisis has expanded to a crisis of urban access, urban equity, urban finance, safety, unemployment, public services, infrastructure and transport, all of which are disproportionately affecting the most vulnerable in society. The pandemic has magnified many decades-long challenges in the Arab region, including: violence and conflict; inequalities; unemployment; poverty; inadequate social safety nets; human rights concerns; insufficiently responsive institutions and governance systems; and an economic model that has not yet met the aspirations of all. The consequences of the pandemic are likely to be deep and long-lasting. The region's economy is expected to contract by 5.7 percent, with the economies of some conflict countries projected to shrink by as much as 13 percent, amounting to an overall loss of US\$ 152 billion. The ranks of the poor are estimated to rise by 14.3 million people, swelling to more than 115 million overall- that is one quarter of the total Arab population.

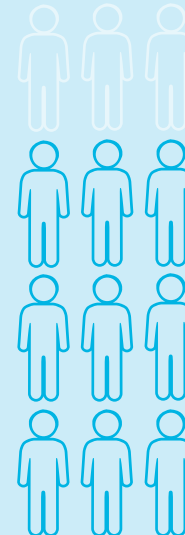
KEY FACTS AND FIGURES

Total population of the Arab region is **436M** of which **56%** will live in urban areas



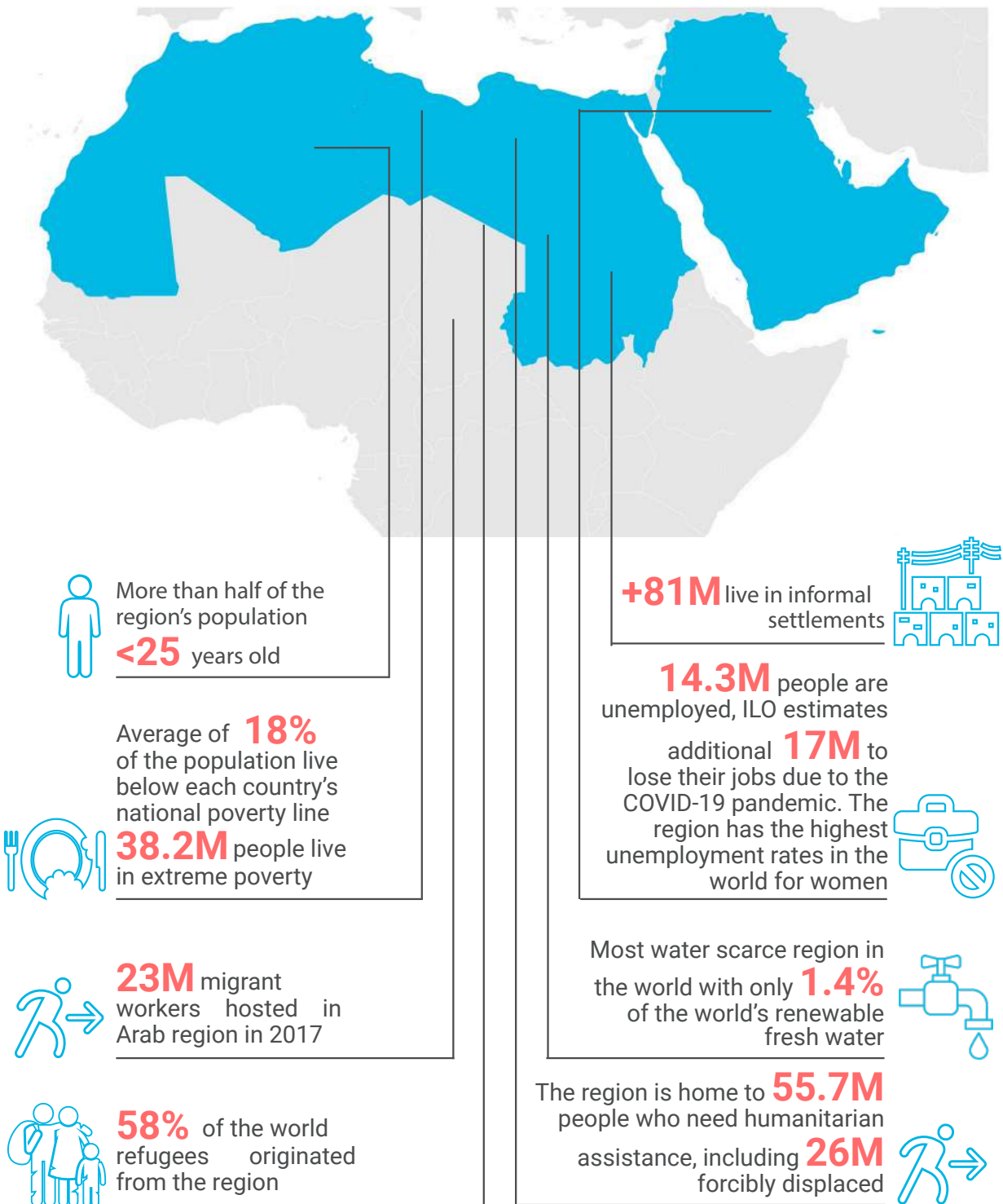
2020

Total population of the Arab region will be **646M** of which **75%** will live in urban areas



2050

Key Facts and Figures



Key Urban Challenges

- 01** Wide disparities in poverty rates and significant variations of economic performance between Gulf countries and LDCs (Sudan and Yemen).
- 02** Social inequalities are increasingly apparent in urban areas with the simultaneous growth of informal settlements and gated communities.
- 03** Limited economic diversification across the region.
- 04** Rapid proliferation of informal settlements in undesirable and hazardous locations or in existing older, substandard buildings and low property registration rates.
- 05** Centralized control of planning and limited capacities to adequately guide, plan and regulate urban development and expansion.
- 06** Lack of land management systems to ensure security of tenure and property rights, affordable access to land, and protection of natural resources.
- 07** Food insecurity and expansion over valuable agricultural land.
- 08** Significant shortage of affordable housing in most countries.
- 09** The Arab region is one of the most vulnerable regions to climate change impact.
- 10** Concentrated urbanization and socio-economic development in areas prone to climatic shocks and stresses makes the Arab region among the world's most vulnerable to the effects of climate change.
- 11** The protracted conflicts threatens human security and has led to large-scale population migration and created a situation of massive internal displacement to urban areas and influx of refugees across national boundaries under deteriorated humanitarian conditions.
- 12** Conflicts have also led to widespread destruction and damage to the physical environment and infrastructure and continues to cause devastating losses to local communities.
- 13** Urban areas are emerging as the epicenters of the COVID-19 pandemic that is highlighting the deep inequalities and uneven capacity of health systems across the region
- 14** COVID-19 is expected to be responsible for pushing 14.3 million people in the Arab region into poverty, and about 17 million will lose their jobs and 74 million people are at a higher risk of contracting the virus due to lack of handwashing facilities.
- 15** The Arab region's GDP is expected to fall by about \$152 billion as a result of the forecasted 5.7 per cent contraction in growth between 2019 and 2020 due to the pandemic.

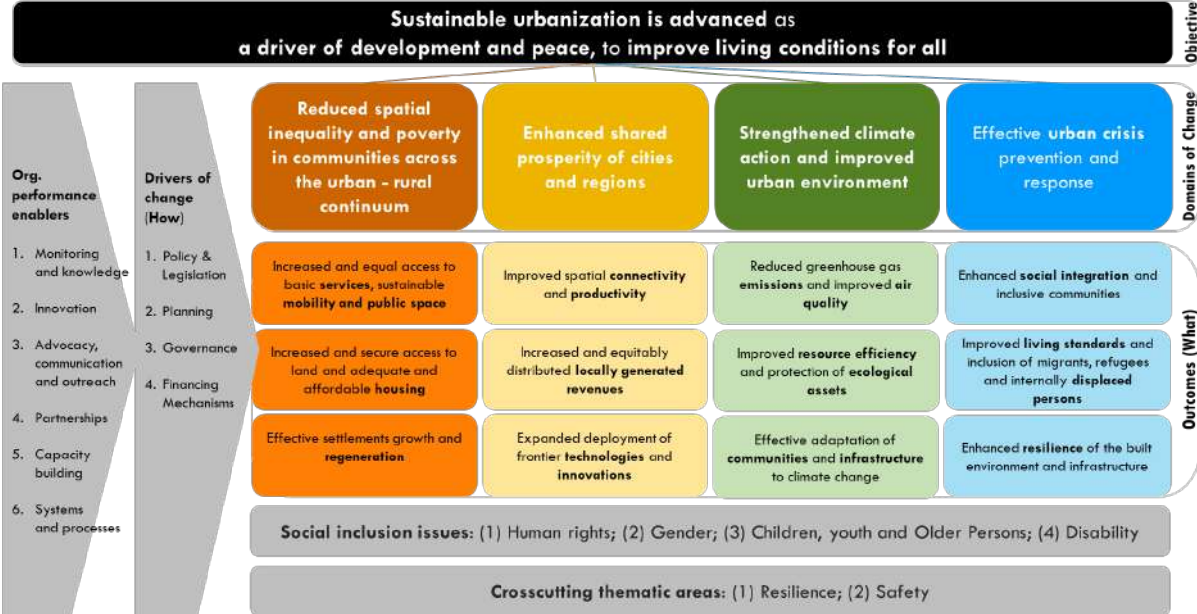
Alignment with Global, Regional and National Agendas

At the Global Level

The process of developing the Regional Strategic Plan for Arab States is fully aligned with UN-Habitat Strategic Plan 2020 – 2023 and has taken into account the goals and targets of the 2030 Agenda for Sustainable Development (Urban-related SDGs especially Goal 11, to make cities and human settlements inclusive, safe, resilient and sustainable), the New Urban agenda, the Sendai Framework for Disaster Risk Reduction 2015– 2030 and the Paris Agreement under the United Nations Framework Convention on Climate Change. The Regional strategic Plan has also built on the lessons learned from the implementation of the former Regional Strategic Plan for Arab states (2014-2019) and considered the priorities identified in the Decade of Action for accelerating the implementation of Agenda 2030. In more details, the alignment of Regional Strategic Plan with Global Agendas could be explained as follows:

01. UN-Habitat Strategic Plan 2020 – 2023 and the Domains of Change

With a focus on achieving its four interlinked and mutually reinforcing domains of change – spatial inequality and poverty; shared prosperity; climate action and urban environment; and crisis prevention and response – UN-Habitat’s vision of “A better quality of life for all in an urbanizing world” aims at helping cities and countries to confront and tackle urbanization



challenges, and to take advantage of the opportunities that urbanization offers to maximize positive contributions to overall sustainable development. Given the context of conflicts, mass displacement and humanitarian crises afflicting the Arab region in addition to its exposure to an array of risks and challenges, UN-Habitat’s normative and operational work in the region is aligned with the four domains of change, and every programme, project or intervention is contributing to a least one of the outcomes of the Strategic Plan (2020-2023).

02. The 2030 Agenda for Sustainable Development and the Decade of Action

Sustainable urbanization is central to the realization of the Sustainable Development Goals especially Goal 11 on making cities and other human settlements inclusive, resilient and sustainable and other urban-related SDGs. The realization of the Regional Strategic Plan is also consistent with the Sustainable Development Goals’ principle to “leave no one behind” and will provide pathways to accelerate the transformation towards achieving the SDGs. In September 2019, the United Nations Secretary-General called on all sectors of society to mobilize for a Decade of Action for accelerating sustainable solutions to all the world’s biggest challenges – ranging from poverty and gender to climate change, inequality and closing the finance gap. In order to support the required transformations, the Regional Strategic Plan takes into consideration the identified challenges in its formulation as well as ensures the alignment of the planned actions and expected accomplishments with the prioritized challenges.

03. New Urban Agenda

The Regional Strategic Plan for (2019–2023) harnesses the role of UN-Habitat in maximizing efforts and increasing collaborative action towards the effective implementation of the New Urban Agenda as well as supporting sustainable urban development and inclusive human settlements in the Arab region. In this regard, the implementation of the plan will be driven by the three transformative commitments of the New Urban Agenda, which are as follows: (a) Sustainable urban development for social inclusion and ending poverty; (b) Sustainable and inclusive urban prosperity and opportunities for all; (c) Environmentally sustainable and resilient urban development.



04. Other Global Agendas



Sendai Framework for Disaster Risk Reduction

Supporting sustainable and resilient cities and human settlements and the achievement of the SDGs requires that disaster risk reduction be integrated in core social, economic and development planning. Augmented efforts are needed to develop and implement national and local disaster risk reduction strategies and achieve target 11.B of the 2030 Agenda, ensuring they are based on a local understanding of risk. Access to financing resources is also critical to enable the implementation of these strategies.



Paris Agreement on Climate Change

As Nationally determined contributions (NDCs) are at the heart of the Paris Agreement and the achievement of these long-term goals. UN-Habitat stands ready to support member states to implement the urban portion of their NDCs and increase the ability to adapt to the adverse impacts of climate change and foster climate resilience.



Global Compact for Migration

UN-Habitat is committed to implementing the Global Compact in partnership with member states, development actors to provide coherent and tailored support to national authorities, city leaders and communities for making cities inclusive and liveable for all inhabitants. UN-Habitat gives particular attention to support city leaders, as local authorities ultimately bear the responsibility of ensuring that the impact of migration to cities, and have a key role in coordinating communities and local stakeholders for employment opportunities, integration projects for youth, women and the most vulnerable as well as creating a positive urban environment for all.

At the Regional Level

The Regional Strategic Plan (2020-2023) reflect the targets of the League of Arab State's Arab Strategy for Housing and Sustainable Urban Development, namely:

1. Adequate standard of living achieved for all by ensuring access to adequate, safe and affordable housing and urban basic services.
2. Improved social equality and just development achievements contribute to more socially inclusive cities and human settlements.
3. Local and National authorities are better able to meet the needs of urban citizens through improved capacities for integrated, inclusive and sustainable human settlement planning.
4. Key stakeholders are capacitated to apply enhanced legislation and promote principles of good urban governance in managing sustainable urbanization.
5. Improved urban environmental sustainability and resilience; against climate change, reduced environmental losses and protected natural assets in the Arab region.
6. People of the Arab Region benefit from enhanced productivity of cities and other human settlements, contributing to economic growth and sustainable development at both national and regional levels.

At the Country Level

At country level, UN-Habitat works as part of the UN Country Team, and guided by National Development Plans, United Nations Sustainable Development Cooperation Frameworks and the UN-Habitat Strategic plan, provides technical cooperation to the national Habitat partners mainly National Government, Local Government, Civil Society and Private Sector partners in any of the four domains of change. The Regional Strategic Plan 2020-2023 also aligns with the Habitat Country Programme Documents (HCPD) as the foundation of UN-Habitat's programme implementation strategy at the country level.



Photo credit: Yasmine Sabek

Regional Strategy and Strategic Outcomes

Regional Strategy and Strategic Outcomes

In line with SDG 11 to “make cities and human settlements inclusive, safe, resilient and sustainable” and the commitments of the New Urban Agenda, UN-Habitat promotes sustainable urbanization in the Arab region as a driver and prerequisite of sustainable development and fosters cities that are well designed and managed with adequate density, mixed use areas and good and safe connectivity are well placed to drive economic development and generate employment.

The Regional Strategic Plan is fully aligned with the four domains of change and corresponding outcomes of UN-Habitat Strategic Plan 2020-2023. A key premise of the Regional Strategic Plan is to ensure the full realisation of UN-Habitat’s vision for “A better quality of life for all in an urbanizing world”. Accordingly, UN-Habitat’s vision for the Arab region is:

“To support the development of integrated, inclusive, resilient and sustainable cities and human settlements, capable of providing adequate standard of living for all.”

The alignment of the Regional Strategic Plan with the UN-Habitat Strategic Plan 2020 – 2023 against the backdrop of the SDGs and the New Urban Agenda, will pave the way for unified efforts by member states and national and regional development partners and UN-Habitat, to achieve a common vision that enhances the viability and competitiveness of cities to foster sustainable economic and social development, and to serve as engines of growth.

The four Domains of Change and Corresponding Outcomes of UN-Habitat’s Strategic Plan 2020 – 2023:

1 - Reduced spatial inequality and poverty in communities across the urban - rural continuum

Outcome 1: Increased and equal access to basic services, sustainable mobility and public space

Outcome 2: Increased and secure access to land, and adequate and affordable housing

Outcome 3: Effective settlements growth and regeneration

2 - Enhanced shared prosperity of cities and regions

Outcome 1: Improved spatial connectivity and productivity of cities and regions

Outcome 2: Increased and equitably distributed, locally generated revenues

Outcome 3: Expanded deployment of frontier technologies and innovations for urban development

3 - Strengthened climate action and improved urban environment

Outcome 1: Reduced greenhouse emissions and improved air quality

Outcome 2: Improved resource efficiency and protection of ecological assets

Outcome 3: Effective adaptation of communities and infrastructure to climate change

4 - Effective urban crisis prevention and response

Outcome 1: Enhanced social integration and inclusive communities

Outcome 2: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery

Outcome 3: Enhanced resilience of the built environment and infrastructure

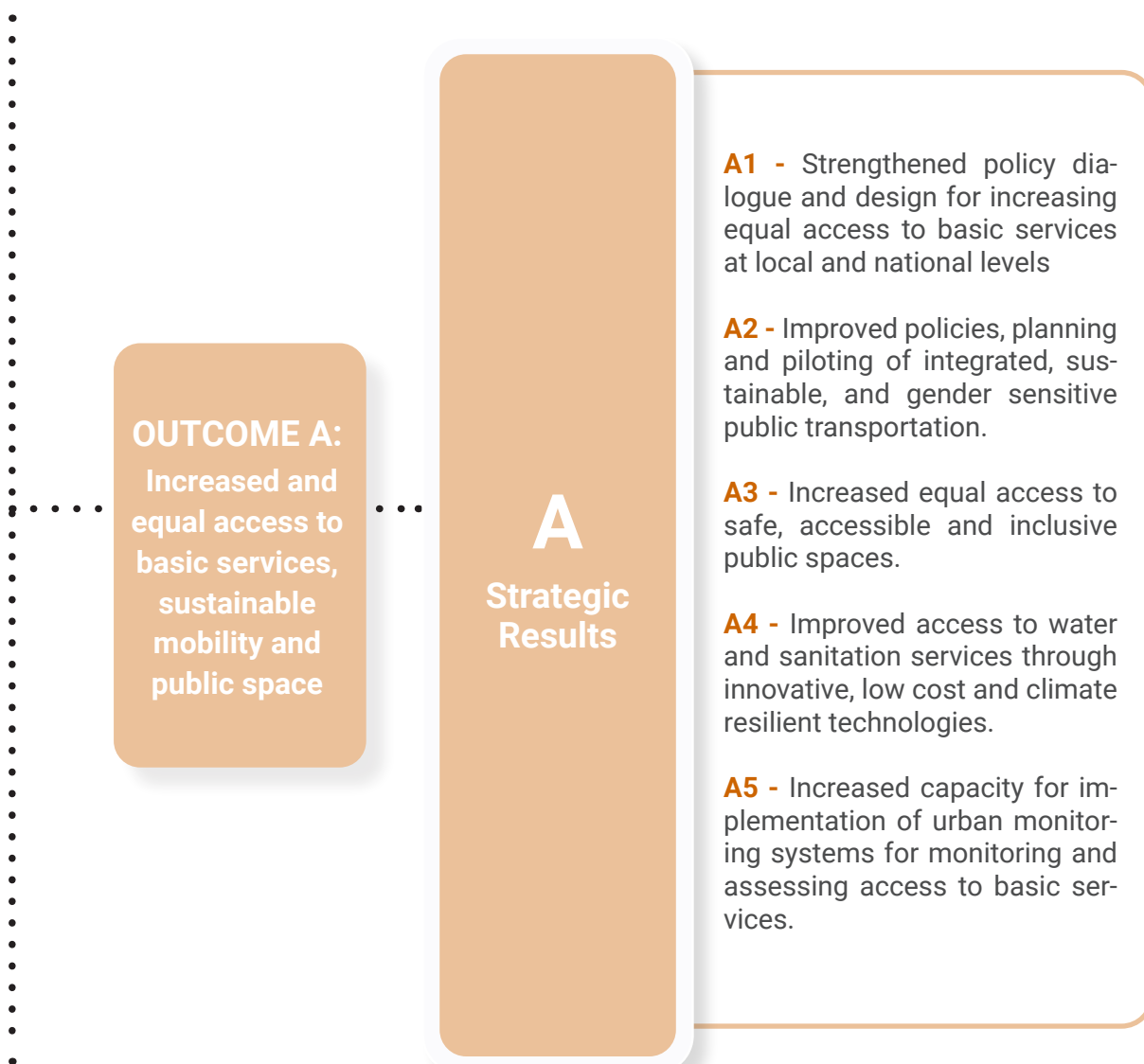
These domains of change are underpinned by the social inclusion dimensions of human rights; gender; children, youth and older persons; and persons with disability. They seek to redress long-standing discrimination against, and continued marginalization of, these and other excluded groups. At the same time, they harness the role of these groups, particularly women and youth, as key actors of social transformation.

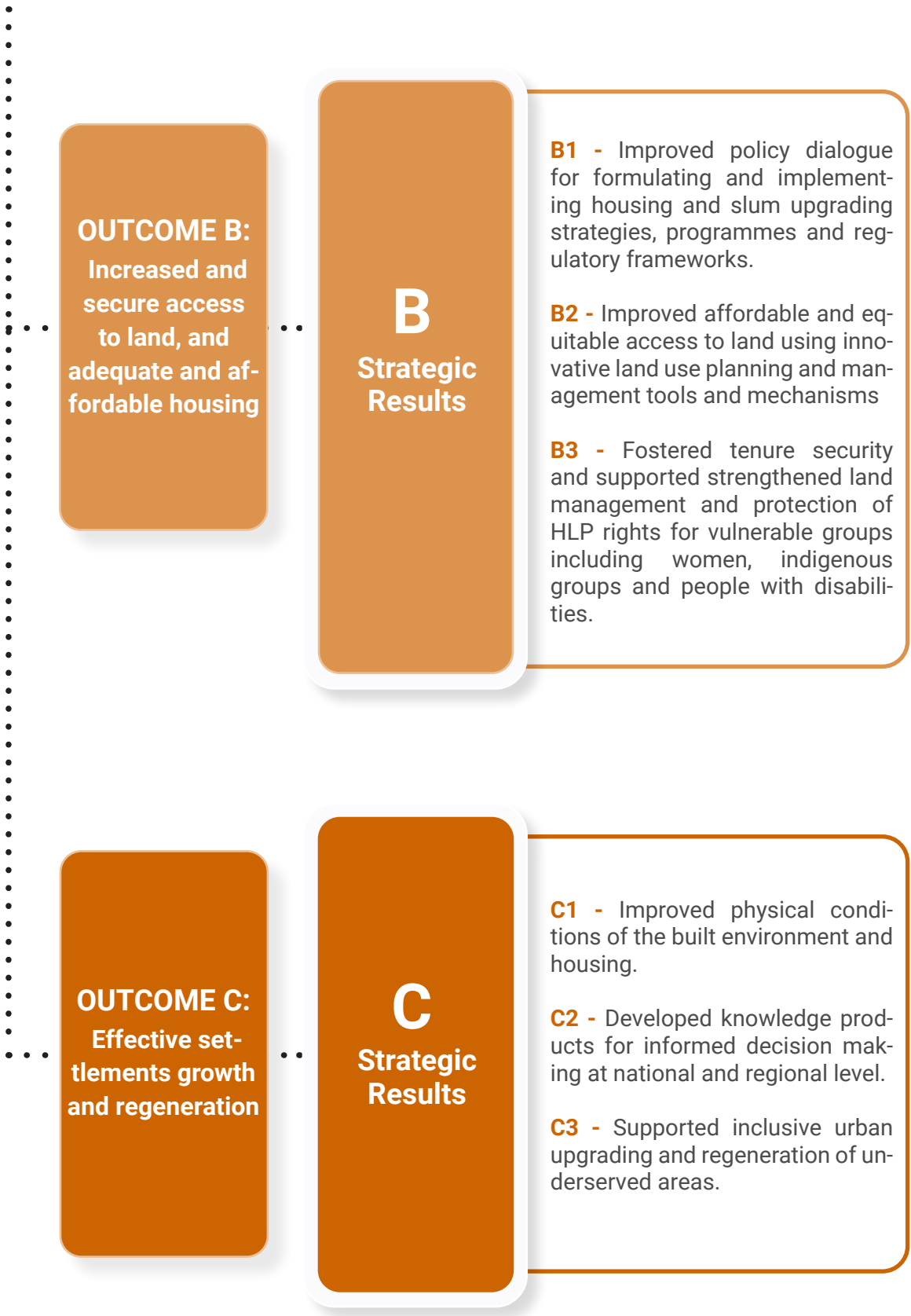
Domain of Change 1

Reduced spatial inequality and poverty in communities across the urban–rural continuum.

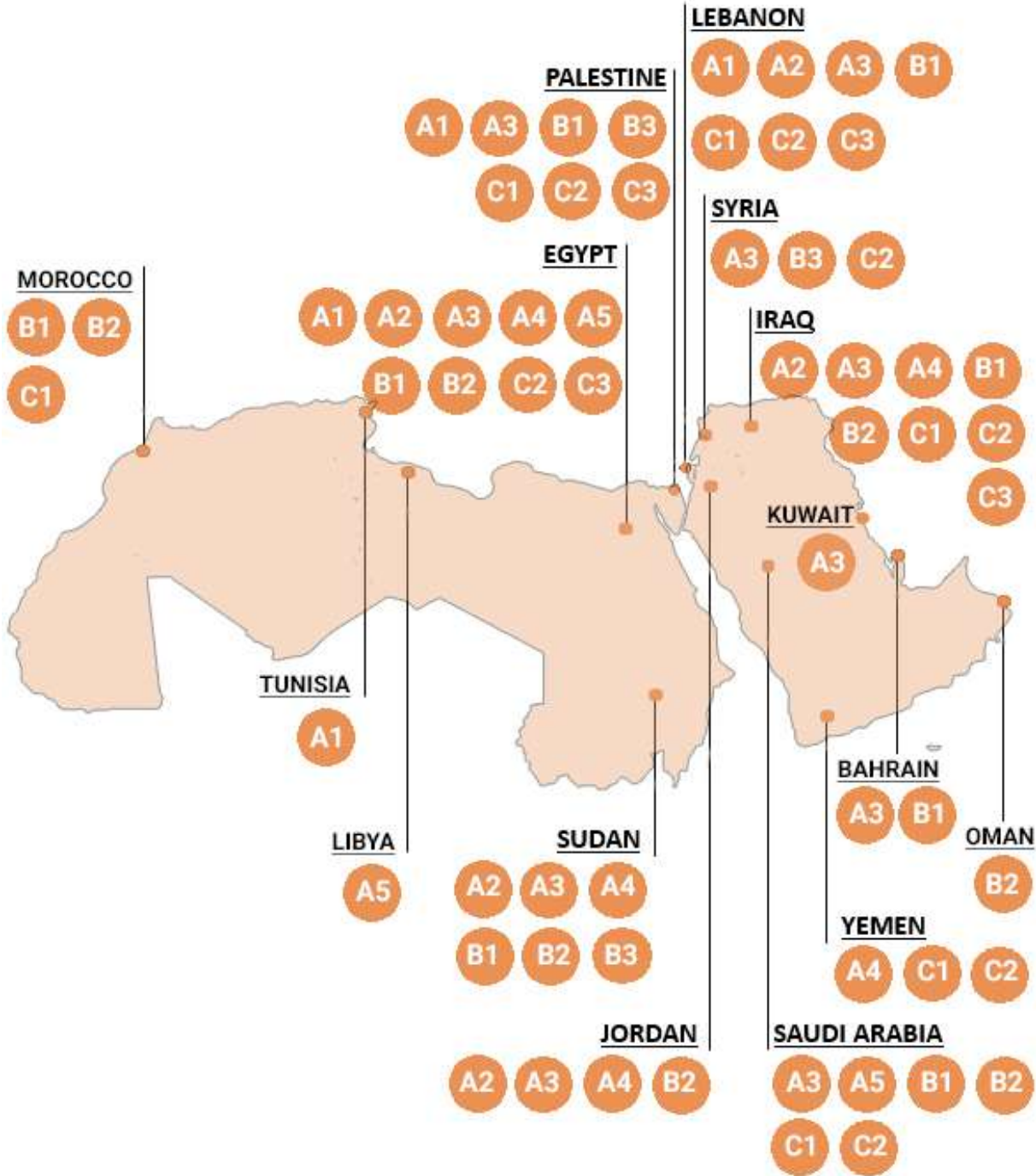
The Expected Accomplishments of the Regional Strategic Plan are derived from the Expected Accomplishments of UN-Habitat’s Strategic Plan 2020 - 2023 and reflect the main urbanization challenges and urban targets in the Arab region.

The following section lists the strategic results and key outputs and the accompanying narrative describing how they are achieved through UN-habitat’s work in the region and demonstrating how the principles of sustainable urbanization is translated into tangible actions through UN-Habitat’s technical cooperation with its partners in the region.





Implementation of Domain of Change 1 in the Arab region



Domain of Change 1: Normative Products and Knowledge Platforms

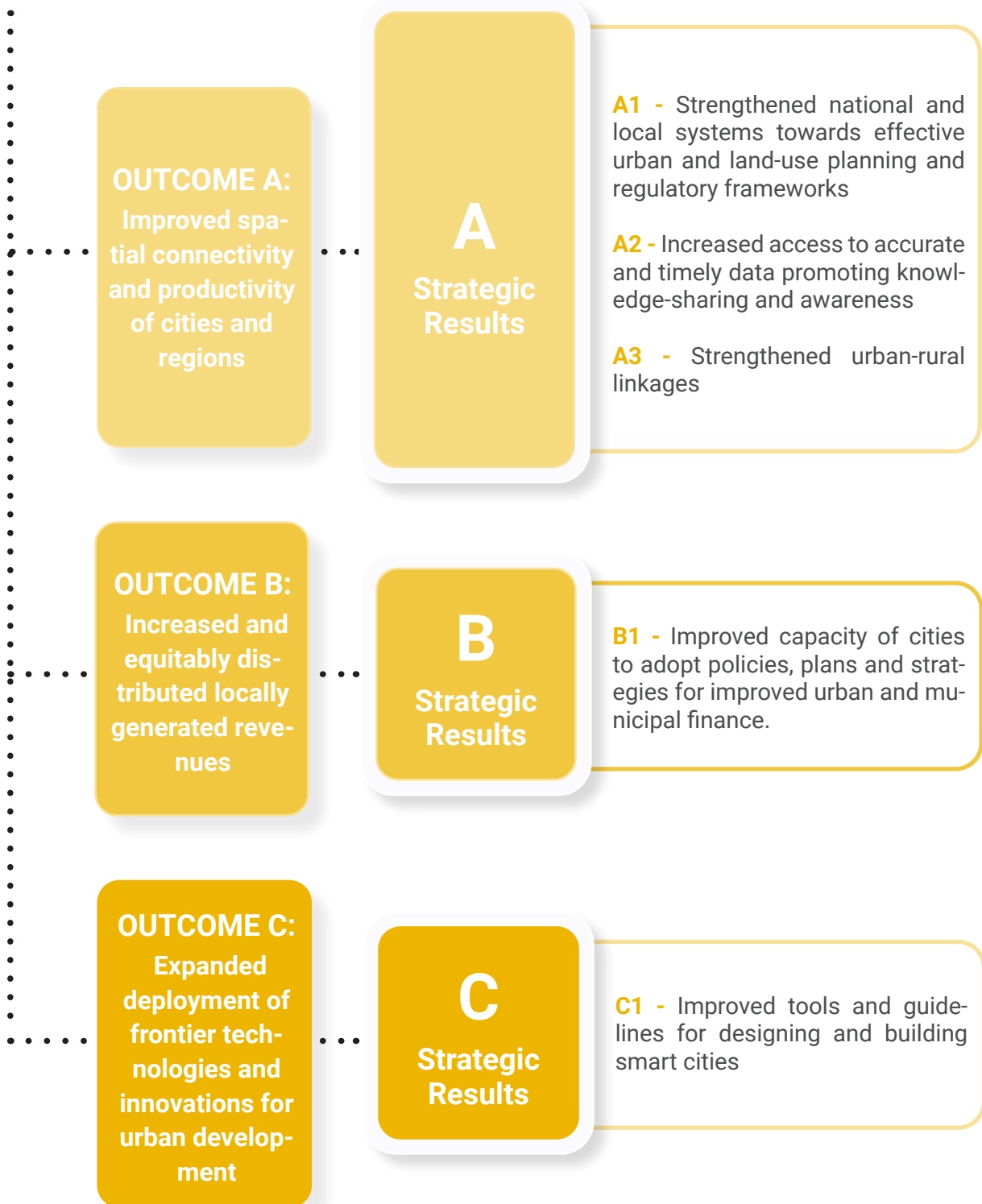
The normative work, including different forms of knowledge-building, research and capacity-building, enables UN-Habitat to set standards, propose norms and principles, share good practices and support evidence-based urban development policies. To support the effective implementation of Domain of Change 1 in the Arab region and work towards reducing spatial inequalities and eradicating urban poverty, UN-Habitat will expand its focus on creating normative products and enabling platforms for knowledge exchange and peer-to-peer learning. This will entail developing a number of normative products, including, but not limited to, the following:

- 01.** Women in Transportation Publication
- 02.** Public Space Design Methodology and Guidelines
- 03.** Place-making Toolkit: Designing People Places
- 04.** National Guidelines and manual for River-Bank filtration in Egypt
- 05.** Informal Settlement in the Arab Region: “Towards Arab Cities without Informal Settlements” Analysis and Prospects
- 06.** National Housing Strategy in Egypt
- 07.** Procedural and technical guideline and toolkit for land readjustment
- 08.** Manual and guidelines of land valuation assessment
- 09.** Manual and guidelines of land tenure validation
- 10.** Manual for enhancing local revenues and land-based finance
- 11.** Policy framework to foster tenure security and resilience for Bedouin communities in Area C, West Bank
- 12.** The Human Rights Impact Assessment Mechanism and Local Outline Plans in the So-called “Area C”, West Bank

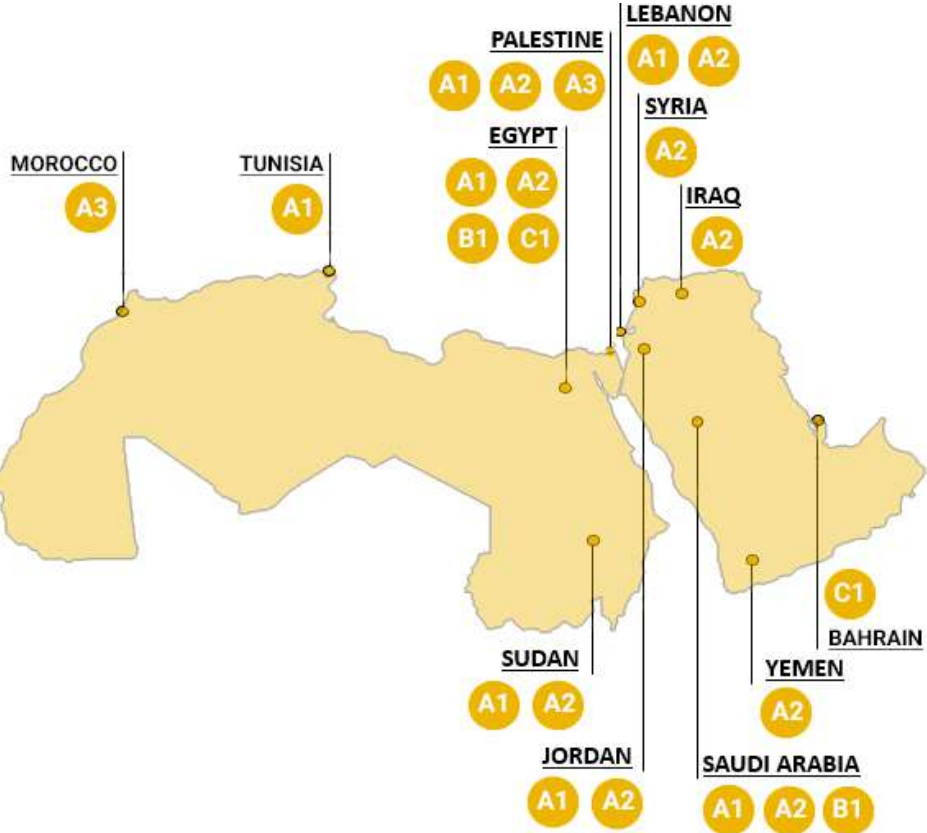
UN-Habitat will also continue to utilize its convening capacity to bring together partners and networks to support knowledge exchange and peer-to-peer learning. In this regard, UN-Habitat will organize key events in the Arab region, this includes the regional workshop on “Operationalization of the Housing Reconstruction and Housing Development Strategy in Iraq: Building Back Better and sharing experiences” and the “Second Arab Land Conference”.

Domain of Change 2

Enhanced shared prosperity of cities and regions



Implementation of Domain of Change 2 in the Arab region



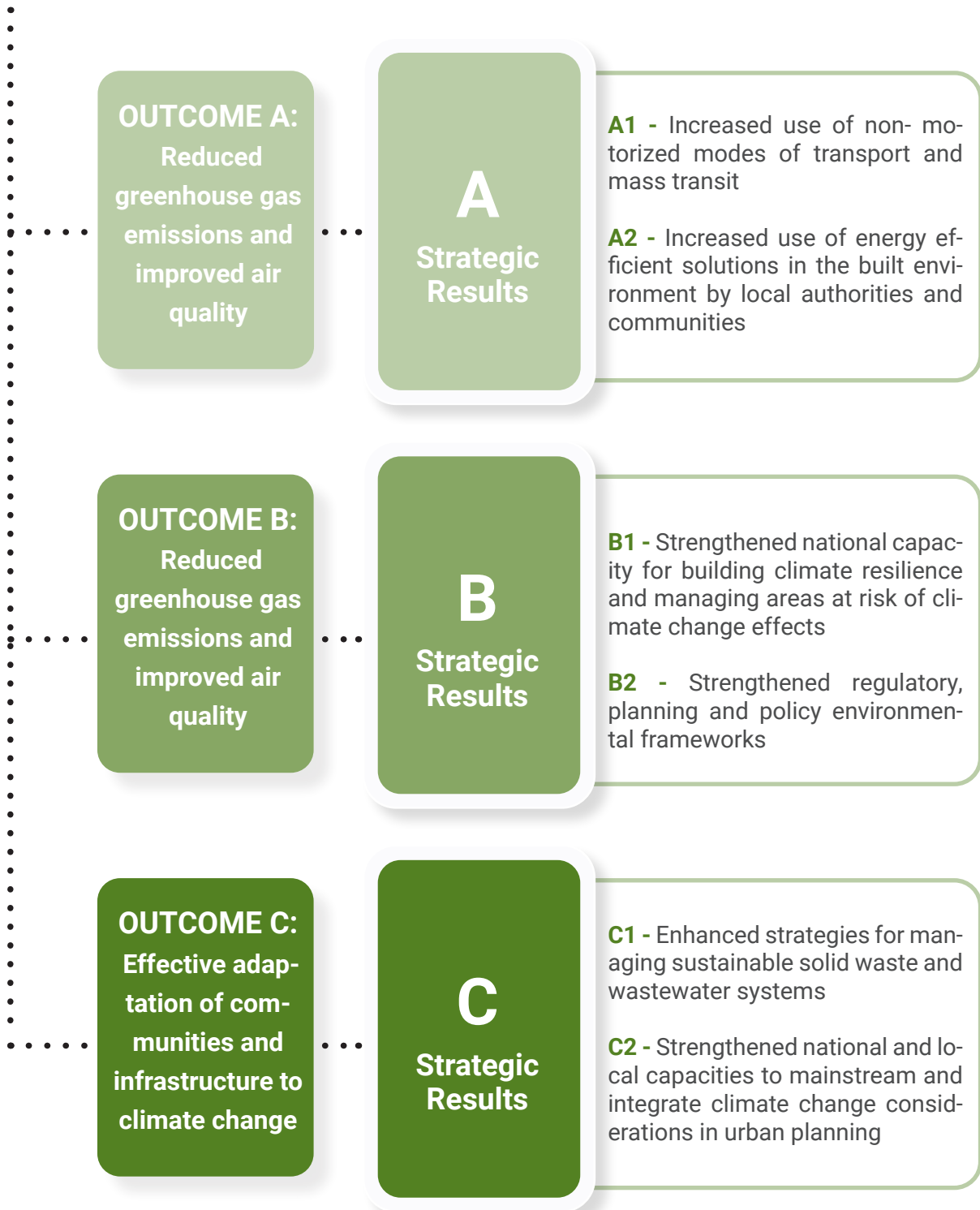
Domain of Change 2: Normative Products and Knowledge Platforms

In this domain of change, UN-Habitat will expand its focus on connectivity and regional planning by demonstrating the strong connection between urban and regional planning as a way to promote shared prosperity. UN-Habitat will also continue to work with its strategic partners to support efforts by government authorities at different levels to develop policies, frameworks and actions to boost the productivity of cities and regions through an integrated territorial development approach. To reflect UN-Habitat’s new vision and renewed focus on impact, several normative products will be developed, including:

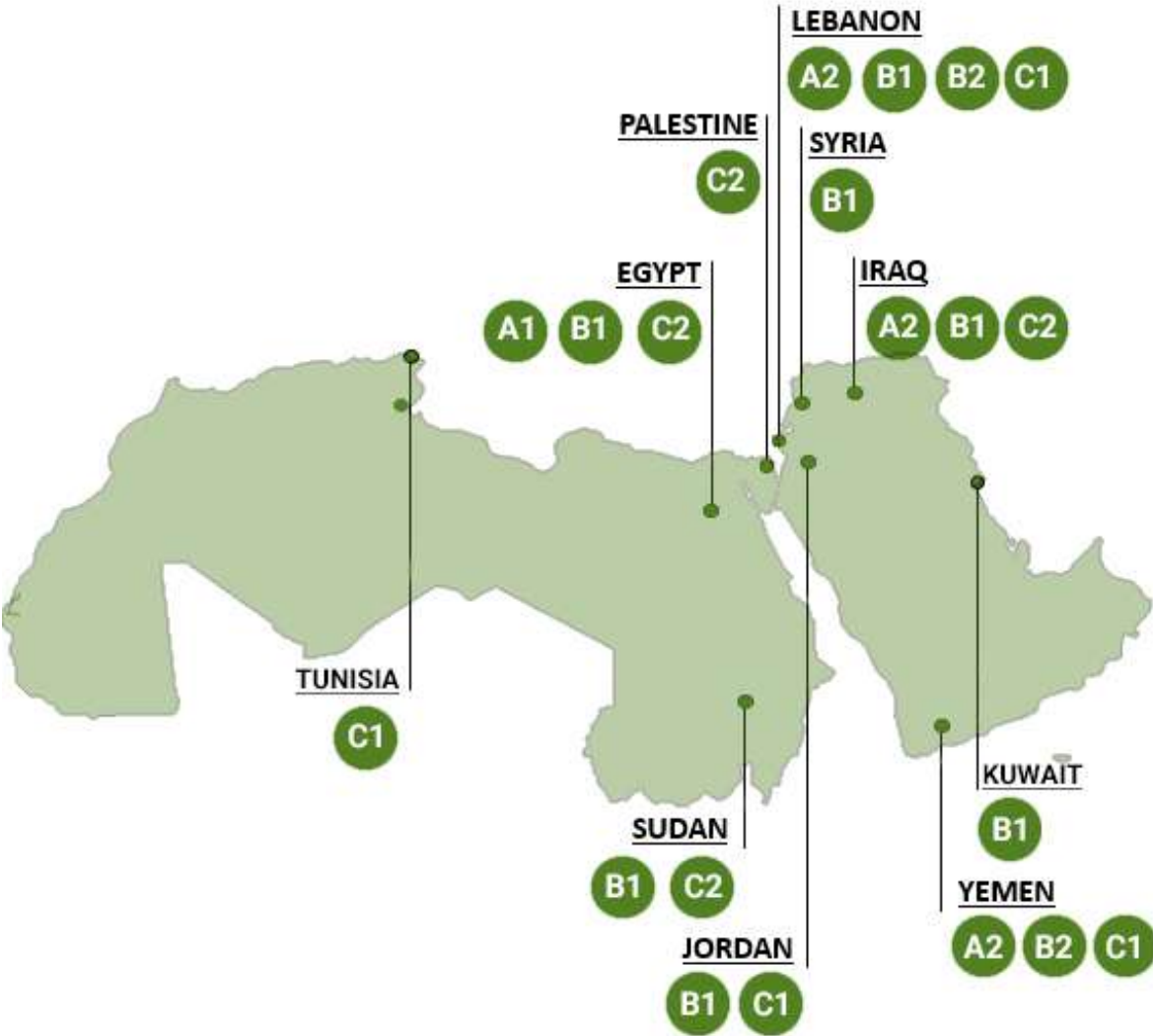
- 01. National Urban Policies
- 02. Strategic Urban Plans
- 03. Neighborhood Profile Portal in Lebanon
- 04. City and Neighbourhood Profiling for cities in Yemen
- 05. State of Yemen City Report
- 06. State of Saudi Cities Report
- 07. Spatial Development Strategic Frameworks for Hebron, Ramallah and Al-Bireh, and Jerusalem Governorates (2030)

Domain of Change 3

Strengthened climate action and improved urban environment



Implementation of Domain of Change 3 in the Arab region

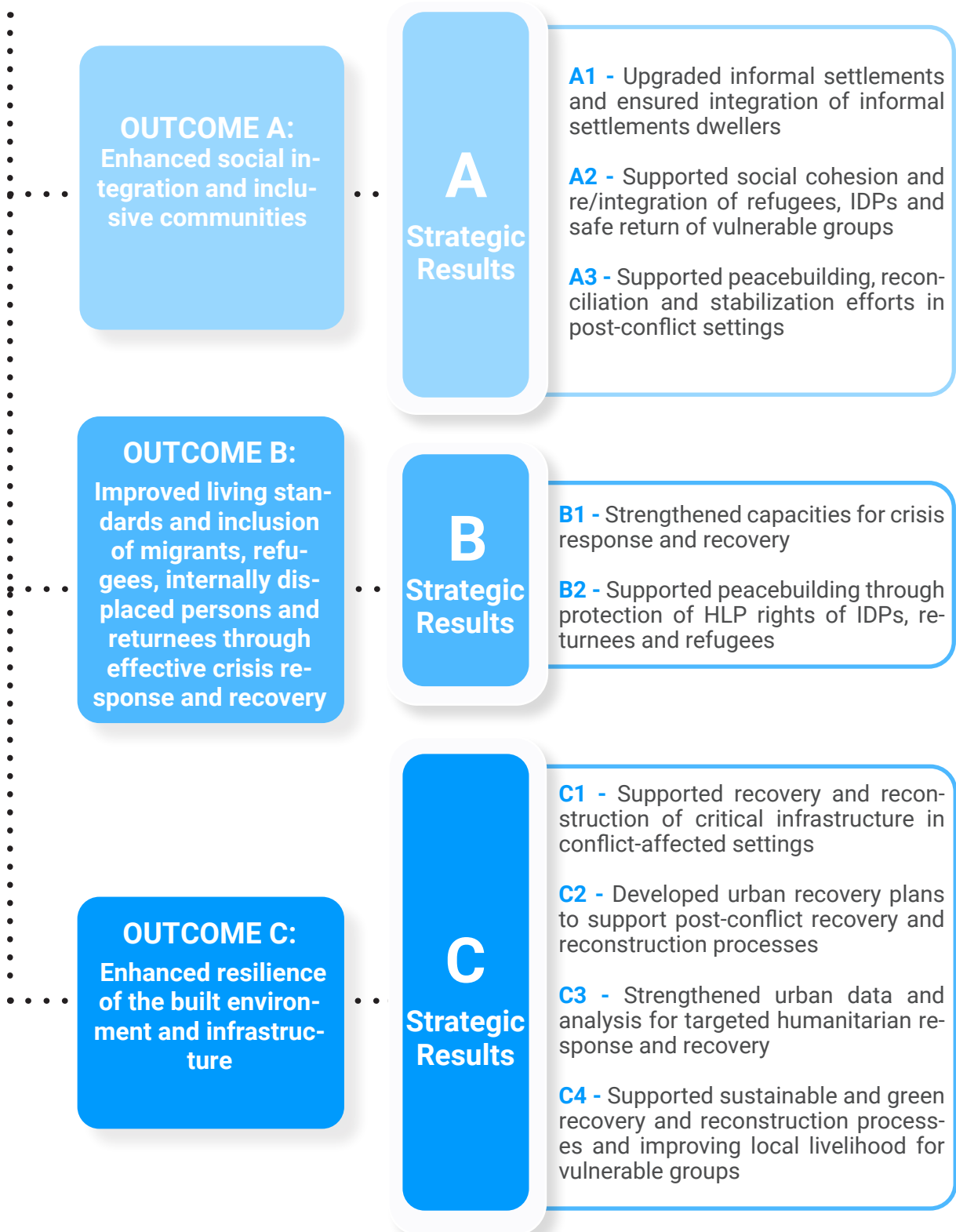


Domain of Change 3: Normative Products and Knowledge Platforms

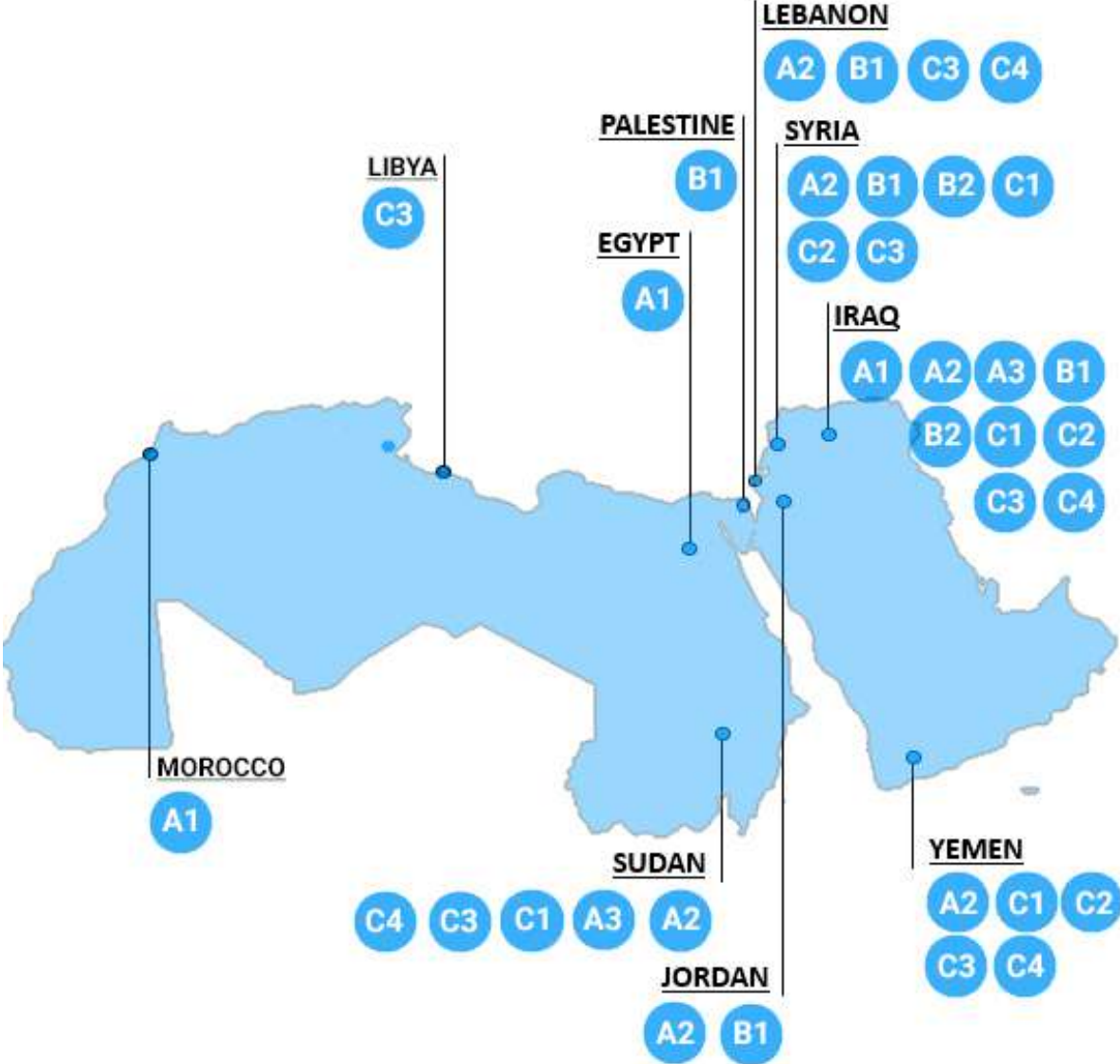
UN-Habitat will work together with its partners and major climate actors to mainstream environmental considerations into local and national urban policymaking and advance policy advice, technical support, advocacy, thematic expertise, knowledge production and sharing of best practice. Under Domain of Change 3, normative products will include the “Guidelines for mainstreaming climate resilience in recovery, reconstruction and regeneration processes in the Arab region” and adopting UN-Habitat’s City Resilience Action Planning Tool (CityRAP) on the city of Amman, Jordan to enable the municipality to plan and undertake practical actions to strengthen the resilience of the city against natural and other hazards emphasizing adaptation measures to climate change.

Domain of Change 4

Effective urban crisis prevention and response



Implementation of Domain of Change 4 in the Arab region



Domain of Change 4: Normative Products and Knowledge Platforms

Given the context of insecurity and instability in a number of cities in the Arab region, the implementation of Domain of Change 4 is crucial and urgent to support sustainable urbanization and stabilization efforts in the region. To advance this domain of change, UN-Habitat will continue to integrate normative and operational work, and will develop key normative products including urban and neighborhood profiles for conflict-affected cities and the National Approach for Urban Upgrading in Egypt and guideline manual.

Cross-cutting Themes

In line with the two tracks of the cross-cutting themes underpinning UN-Habitat’s Strategic Plan, namely: the social inclusion dimension, which encompasses human rights; gender; children, youth and older persons; and disability; and two cross-cutting thematic areas: resilience and safety, the regional strategy puts emphasis on mainstreaming and addressing the cross-cutting themes in the different projects and initiatives in the region.

Given the context of conflict and displacement in several countries in the region, the social inclusion approach also aims at addressing the needs of refugees, internally-displaced persons and migrants. The regional strategy also recognizes the relevance of safety in ensuring overall improved urban living conditions, social inclusion, reduction of inequality. Based on UN-Habitat experience in promoting urban safety, this work will be mainstreamed in partnership with local and national government.



The social inclusion dimension and cross-cutting thematic areas



Regional Programmes

Given the commonality of urban challenges across the Arab region, ROAS intends to regionalise key global UN-Habitat programmatic areas such as national urban policies, land and property rights, climate action, sustainable recovery and reconstruction, informal settlements and public spaces.

Implementation Mechanisms

The roadmap for implementing the Regional Strategic Plan (2020-2023) in light of UN-Habitat's new organizational change and structural reform, is structured around the six Organizational Performance Enablers of UN-Habitat's Strategic Plan:

1 - Monitoring and knowledge

Urban data and information are becoming increasingly important due to rapidly changing urban dynamics, access to reliable and timely urban information has become instrumental to driving sustainable urban development in the region and informing decision-making at the local and national levels.

Monitoring and tracking urban conditions and trends at the regional and country level are instrumental for reporting progress towards the implementation of Sustainable Development Goals and upporting evidence-based decisions to foster sustainable urbanization at every level.

In this regard, UN-Habitat intends to support efforts towards data harmonization, reliability and accessibility in the region and establish a regional urban data platform as an urban quantitative data National Approach for Urban Upgrading in Egypt and guideline manualhsifacility to support evidence-based policy and programming in the Arab Region. Throughout the period of the Strategic Plan, UN-Habitat will continue to support governments in implementing integrated and sustainable urban monitoring frameworks and making evidence-informed urban policies at the national and local levels through establishing urban observatories, conducting neighborhood and urban profiling, producing transformative normative tools and knowledge products (such as the State of Arab Cities Report 2020), and aligning with global and regional data platforms (such as the Global Covenant of Mayors Regions Platform and UN-Habitat's New Urban Agenda Platform).

2 - Innovation

The Strategic Plan repositions UN-Habitat as a major global entity, a centre of excellence and innovation. In that respect, UN-HABITAT will continue to mainstream innovation across its work in the region as well as continue to promote innovative solutions to complex urban challenges and tackle the growing focus on frontier technologies to address urban issues and build smart and sustainable cities.

3 - Advocacy, Communication and Outreach:

Advocacy and communication are key to maximize outreach and broaden and diversify the stakeholders working towards the implementation of the New Urban Agenda and the achievement of the urban-related goals and targets of the 2030 Agenda for Sustainable Development in the region. In this regards, UN-Habitat will continue to: avail regional platforms for knowledge exchange and policy dialogue on urban issues, this includes the Arab Ministerial Forum for Housing and Urban Development (AMFHUD) and the Arab Sustainable Development Week; promote south-south cooperation to facilitate the exchange of best practices; maximize participation and contributions from the Arab region in global platforms, such as the World Urban Forum and the World Urban Campaign; strengthen UN-HABITAT's role at the regional level as a convener of partners and stakeholders concerned with urban issues; and a knowledge hub on urban issues; conduct advocacy initiatives to raise awareness on challenges, support shifts in policies, and promote initiatives aimed at achieving sustainable urban development in the region; support urban research and development of knowledge products, both national and regional (including the State of Arab Cities Report) to document progress in the region, shed light on key urban challenges, highlight best practices and provide policy recommendations; and maximize outreach through social media and other channels of communication and advocacy.

4 - Partnerships

In line with SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development), the regional strategic plan aims at strengthening partnerships as essential vehicles for advocacy and resource mobilization to maximize the impact of UN-Habitat programmes at all levels. In this regard, UN-Habitat will further its engagement with the private sector in the region and build on its network of key regional partners, including: League of Arab States, UNESCWA, Arab Towns Organization, UCLG-MEWA, Gulf Cooperation Council (GCC), the Arab Maghrib Union, the Arab Urban Development Institute (AUDI), Green Building Council. UN-Habitat will also ensure its strong engagement at the country-level through UN country teams and promote joint programming at the country level. Furthermore, UN-Habitat will enhance partnerships with International Financial Institutions (IFIs) and Development Banks (ERBD, IsDB, AfDB...) at regional and country levels.

5 - Capacity-building

UN-Habitat will continue to expand its efforts in capacity building as a mean to ground its normative work in the region, assess and respond to the needs of Governments and partners, trigger innovations and support long-term institutional transformation at the country level. In this regard, the regional strategic plan places an emphasis on capacity building and knowledge transfer and exchange enriched by examples, practices and case studies to support finding creative and feasible solutions to local and national urban challenges.

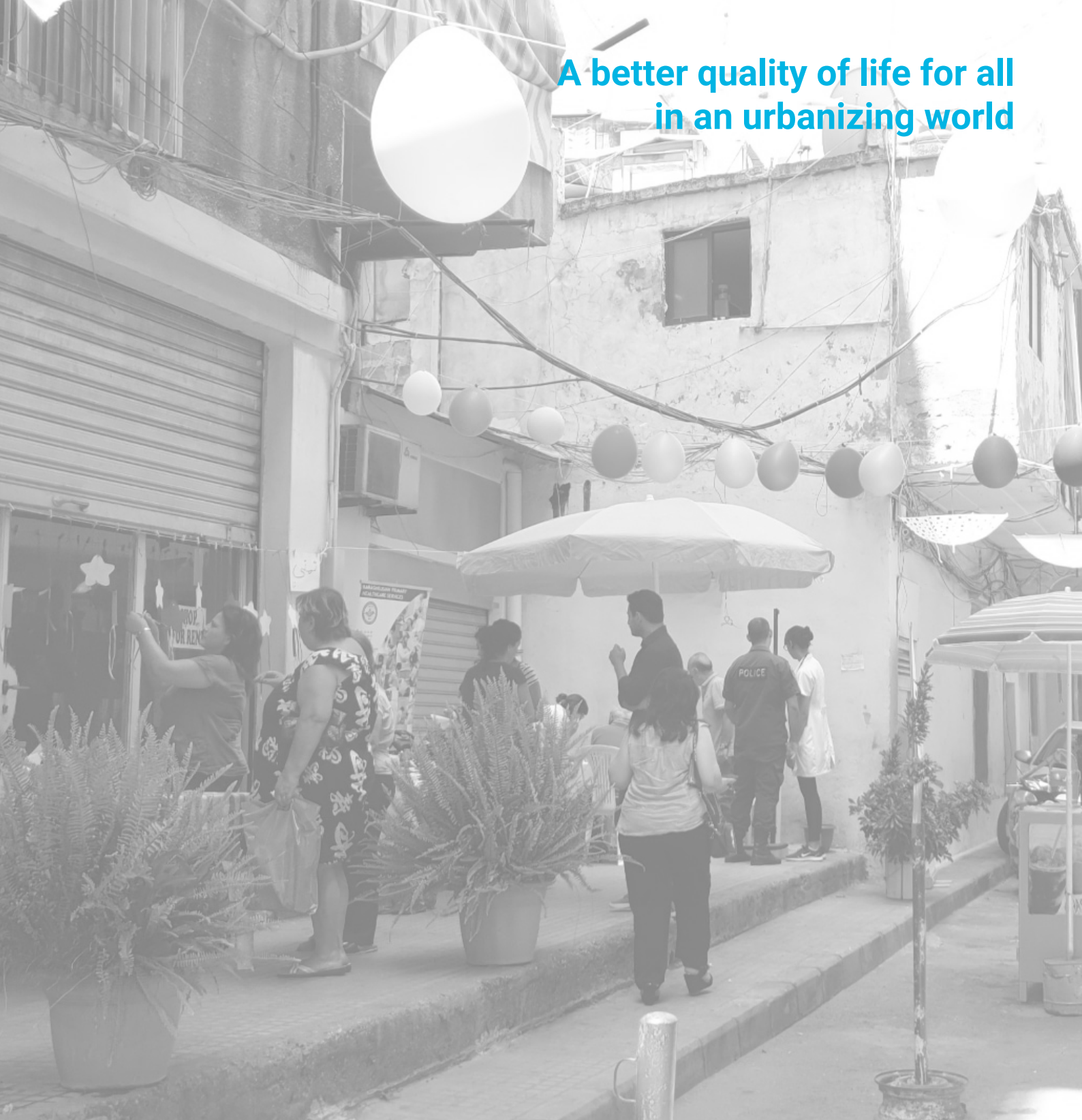
6 - Systems and processes

In line with UN-Habitat's strategic plan, the regional strategic plan embraces systems and process management as a fundamental enabler. Any change in institutions is confronted by resistance and inertia in their internal processes and systems.

Financing the implementation of the Regional Strategic Plan

- **Country Funding Windows (including Government Funding)**
- **Regional Funding Windows**
- **Thematic Trust Funds (including The New Migration Fund)**
- **Development Banks (including ERBD, IsDB, AfDB...) at Regional and Country Levels**
- **Innovative Financing Mechanisms (including blended finance) to leverage public and private funds towards the achievement of sustainable urban development**
- **Private Sector**

**A better quality of life for all
in an urbanizing world**



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