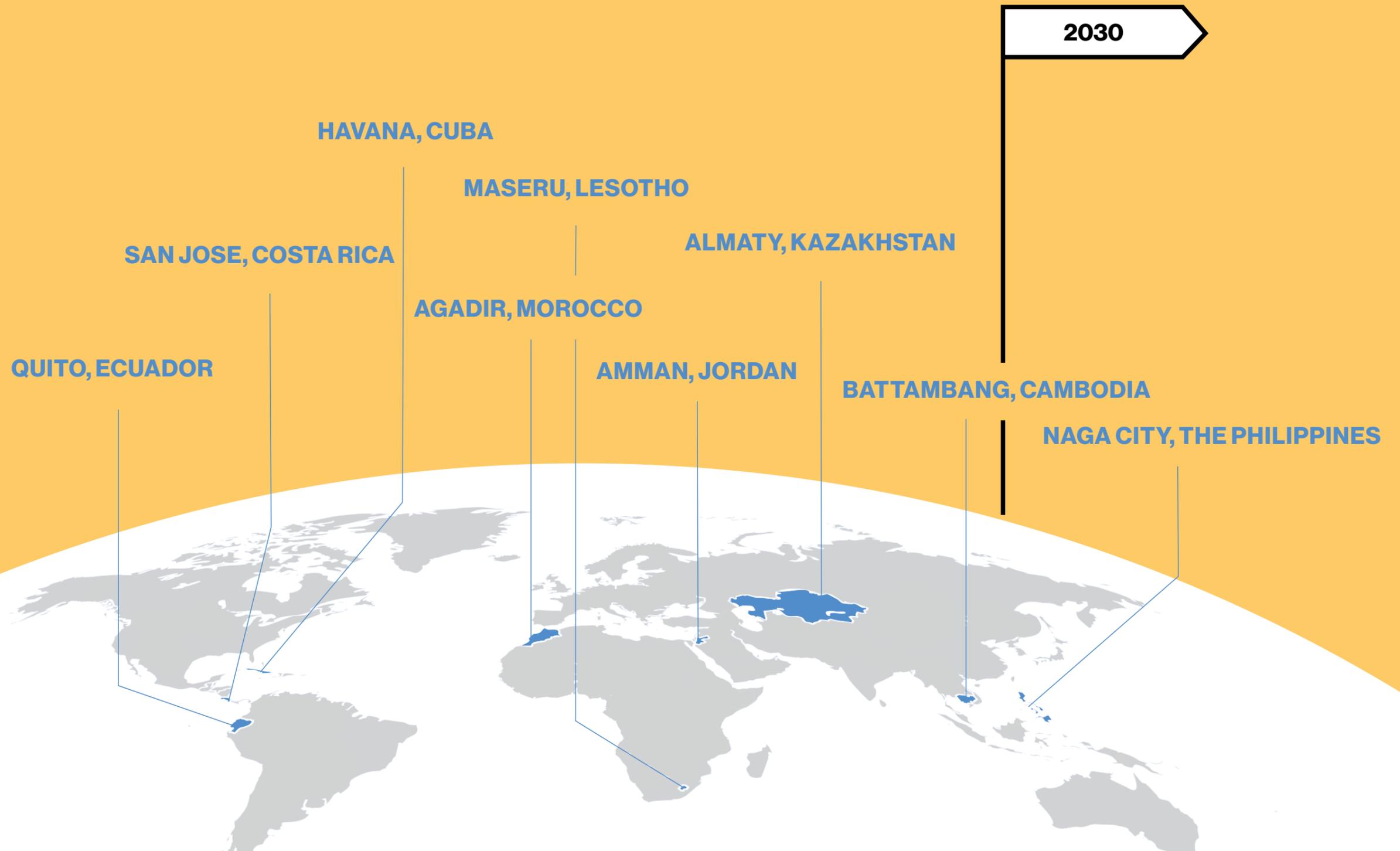




AGENDA TO ACTION

Implementation of the New Urban Agenda in Nine Cities Across the Globe





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FOREWORD

“Agenda to Action: Implementation of the New Urban Agenda in Nine Cities across the Globe” comes at a pivotal moment. As we reach the midpoint of the New Urban Agenda’s 20-year horizon (2016–2036), this is the time to ask: Are we on track to deliver real change in cities?

This report answers with evidence. Across nine diverse cities, working with UN-Habitat, the UN Regional Economic Commissions, and partners, local actors have turned global commitments into tangible action. From scaled integration to game-changing reforms and capacity building, these cities show what it takes to drive systemic urban transformation.

In May 2025, the United Nations Habitat Assembly placed housing, land, basic services, and slum upgrading at the heart of our collective agenda, responding to a global housing crisis affecting over 2.8 billion people. There is no one-size-fits-all solution. Local context matters. And this report proves that local action, when backed by strong partnerships and bold leadership, can deliver lasting impact.

These findings also feed into the global processes shaping our shared future—preparations for the Secretary-General’s 2026 Quadrennial Report and the high-level ministerial meeting ahead of WUF13 in Baku.

I extend my sincere appreciation to the cities of Agadir, Almaty, Amman, Battambang, Havana, Maseru, Naga City, Quito, and San José, and to the Regional Economic Commissions, whose leadership and insights power this report.

Their stories reaffirm that the New Urban Agenda is more than a vision, it’s a practical roadmap for equity, collaboration, and transformative urban action. I hope this publication inspires bold, locally grounded leadership and reaffirms our collective commitment to building cities of dignity, opportunity, and adequate housing for all.



Ms. Anacláudia Rossbach
Executive Director, United Nations Human Settlements Programme (UN-Habitat)

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Executive Summary

Overview of the Report

From Framework to Impact: The Local Implementation of the NUA

The Agenda to Action report offers a unique view on the systemic changes that the cities of Agadir, Almaty, Amman, Battambang, Havana, Maseru, Naga City, Quito and San Jose have advanced through the application of the New Urban Agenda.

By using a holistic systemic lens, the report demonstrates how the New Urban Agenda (NUA) can be operationalised and localised in cities to accelerate urban sustainability and the SDGs.

The report builds on the work undertaken during the Inter-regional Cooperation for the Implementation of the NUA initiative (project implemented throughout 2020–2023), which provided an integrated and collaborative approach to capacity-building, knowledge sharing, and policy alignment at the global, regional, country and city levels.

The nine city case studies present diverse strategies to implement NUA principles into local urban planning and governance processes. The case studies also demonstrate how the application of the New Urban Agenda also supports the identification of challenges such as housing inadequacies, fragmented governance, climate risks, and limited access to basic services, thus providing a compass for further enhanced collective action.

A Mid-Term Milestone: Context for Accelerated Action

The New Urban Agenda, supported by the Reporting Guidelines updated by UN-Habitat in 2024, provides the strategic architecture needed to integrate local action for impact with global development pathways.

As we reach a critical midpoint in the NUA's implementation period (2016–2026), this report serves as both a stocktaking and a forward-looking contribution. It provides key lessons and presents inspiring transformations that can guide action across the world's cities.

The newly adopted UN-Habitat Strategic Plan 2026–2029 places access to adequate housing, secure land tenure, and basic services at the centre of efforts to build inclusive, climate-resilient, and sustainable cities. These elements, as reaffirmed by Member States in May 2025 during the UN-Habitat Assembly, are foundational to delivering the NUA and addressing the global housing crisis that affects 2.8 billion people.

As cities face increased pressures from urbanization, inequalities, climate impacts, and displacement, the NUA offers a rights-based framework to tackle interconnected social, environmental, economic and spatial challenges.

Lessons from Practice: Consolidating Change through Systems Approaches

Systems Thinking, encouraged by the UN 2.0 global framework for change, helps address the complex, interconnected challenges of urbanization, such as housing, infrastructure, climate resilience, and social equity—by encouraging cross-sectoral collaboration and data-driven decision-making. This approach supports the New Urban Agenda's goal of creating cities that are more inclusive, safe, resilient, and sustainable, reinforcing the need for coordinated efforts across all levels of governance and society.

Through this lens, the report documents how city-level stakeholders have advanced the NUA by:

- Enhancing policy coherence between national and local levels.
- Establishing urban monitoring frameworks for data-informed governance.
- Driving sustainable regeneration through inclusive planning.
- Strengthening institutional capacity to manage complexity and scale solutions.
- The nine city case studies demonstrate that the NUA's principles are flexible and adaptable to a range of local contexts, from fragile environments to rapidly urbanizing cities. This adaptability, combined with peer learning and cross-regional collaboration, presents a powerful lever for scaling impact.

From Learning to Action: Enablers of Urban Transformation

The report identifies a set of enablers that are essential to moving from pilot initiatives to systemic change:

- **Equity-Centred Urban Policies:** Prioritising access to affordable housing, secure land tenure, and quality services.
- **Robust Local Data Ecosystems:** Strengthening monitoring and accountability frameworks.
- **Horizontal and Vertical Integration:** Linking city actions to national and global policy commitments.
- **Peer-to-Peer Knowledge Platforms:** Supporting mutual learning through city networks and regional hubs.

A Call to Accelerate and Align

As cities stand at the forefront of delivering the NUA, this report highlights the importance of local action as the cornerstone of global progress. It serves as both a stocktaking exercise and a strategic contribution to upcoming global reviews, Global and National Urban Forums. The tools, approaches, and city-led innovations captured here can inform not only high-level discussions, but also tangible changes on the ground.

Now is the time to align national and local actions, invest in enabling systems, and amplify local voices to deliver inclusive, climate-resilient, and sustainable cities by 2030 and beyond.



The Al-Husseini Mosque, Amman, Jordan
© Maurizio De Mattei/ SHUTTERSTOCK

Critical Role of Cities

Cities play a critical role in addressing pressing global challenges, including the climate crisis, global conflict, and socio-economic well-being. Despite only occupying 3% of the earth's land, they produce 60% of greenhouse gas emissions and 50% of waste (UNEP and UN-Habitat, 2018). Addressing these complex behaviours is challenging but essential for the sustainable future of both people and the planet.

No problem can be solved from the same level of consciousness that created it.

— Albert Einstein

To create sustainable cities that meet the needs of future generations, we need innovative problem-solving approaches that are flexible, creative, and interconnected across social, economic, environmental, spatial, cultural, and political domains.

The New Urban Agenda (NUA), launched at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) on October 20, 2016, is a catalyst for enabling transformative change in cities. It is an action-oriented agenda that provides a roadmap for sustainable urban development over the next two decades. The NUA enables us to address a range of challenges in diverse global locations with specific, strategic, and sustainable actions through inclusive collaboration between urban stakeholders.

The COVID-19 pandemic highlighted cities' remarkable ability to respond to rapidly changing circumstances.

With nimble reallocations of financing and essential service redesigns, cities provided swift and effective urban solutions during the crisis.

Cities remain vital to delivering meaningful impact that is strategically interconnected and aligned across city structures and regional, national, and global agendas.

Cities also serve as unique places for government, private, and civic sectors to convene and collaborate. To ensure sustainable urban governance and practice that improves the health and well-being of the people and our planet, strong working relationships across all scales of urban structures are imperative.

"Inter-regional Cooperation for the Implementation of the New Urban Agenda" was a global initiative that sought to unite regions and countries in their efforts to implement the New Urban Agenda (NUA) over the period of 2020 to 2023. Its main objective was to promote knowledge-sharing, collaboration, and capacity-building among different regions and countries, to achieve the goals of the NUA, and as a result, the 2030 Agenda and SDGs.

Cities face numerous challenges that require collaboration across siloed structures to create a roadmap for action. To address these challenges, this project was launched in response to requests from various global locations. It provided support and knowledge to participating middle- and low-income countries, including Cambodia, Costa Rica, Cuba, Ecuador, Jordan, Kazakhstan, Lesotho, Morocco, and the Philippines, to mainstream the NUA into their national and local planning mechanisms.

The project aimed to support participating countries in designing policies, implementation tools, and monitoring and reporting frameworks to achieve the NUA and 2030 Agenda. Often this was in line with other urban initiatives and existing workstreams that addressed NUA principles, complementing ongoing work and connecting across regions. This project strategy both enhanced local and national ownership and suited the project's budget scope that was defined as normative and operational piloting of NUA implementation capacity support through cooperation between regions.²



Market in Manila, Philippines.
© Phuong D. Nguyen/ SHUTTERSTOCK

As the targets we strive to achieve today may differ from those of tomorrow, a paradigm shift towards a new sustainable urban mindset is crucial to address the necessary evolution to a just urban future.

Approach to this report

The purpose of this report was to catalogue and assess the implementation of the NUA across nine projects supported by the global initiative, “Inter-regional Cooperation for the Implementation of the New Urban Agenda”, and upon reflection of these experiences, provide recommendations to accelerate implementation.

A common template was applied across the nine projects to gather existing material, extract new content, and construct a coherent picture of NUA implementation documenting the cause and effect of the actions taken. From this overview, **the report identifies NUA ‘mind-shifts’ that mark a significant change or development of approach that have been demonstrated in the case study.** Once identified and further adopted, mind-shifts can foster further acceleration and sustainment of NUA implementation. As the targets we strive to achieve today may differ from those of tomorrow, a paradigm shift towards a new sustainable urban mindset is crucial to address the necessary evolution to a just urban future.

The template also provides a baseline for the consolidation and identification of linkages across the NUA resource portfolio – namely, the correlation of NUA principles and actions, NUA illustrated core dimensions, AFINUA principles and values, and the SDGs that were applied to each project. Other relevant global agendas were also recorded, which suggests a future potential for their components to be mapped against the NUA.

Key takeaways of the inter-regional initiative findings

Interpretation and application:
An opportunity to catalogue and reflect on what is understood of the NUA through its application in nine different contexts.

Demonstration of implementation:
A critical global convening across diverse locations and contexts to determine different forms and outputs of the NUA.

Opportunity for consolidation:
A valuable opportunity to gather evidence of implementation in a format to allow for comparison across contexts, and determine (potential or realized) impact, reflecting on what has been achieved and what requires further acceleration and with what means.

Necessity for strong collaborations:
Provides evidence of the impact of good working relationships across governance structures, from local to regional to national, and benefit of including breadth and depth of urban stakeholders, as well as a reminder of what cannot be achieved without strong and diverse relationships.

Further NUA implementation support and resourcing: The uniqueness and outcomes of this global initiative highlights the need for further global networks, resources and evidence bases to document promising practice in tangible and comparable formats.

Key take-aways from this report and its demonstration of NUA implementation

➔ A Common Cause

The NUA serves as a common cause and catalyst for sustainable urban development across diverse contexts, enhancing activity and connection across sectors and governance structures.

It can create a roadmap across local, national and regional orientated initiatives, creating mutually beneficial impact and an economic use of available resources.

➔ Connected Relationships

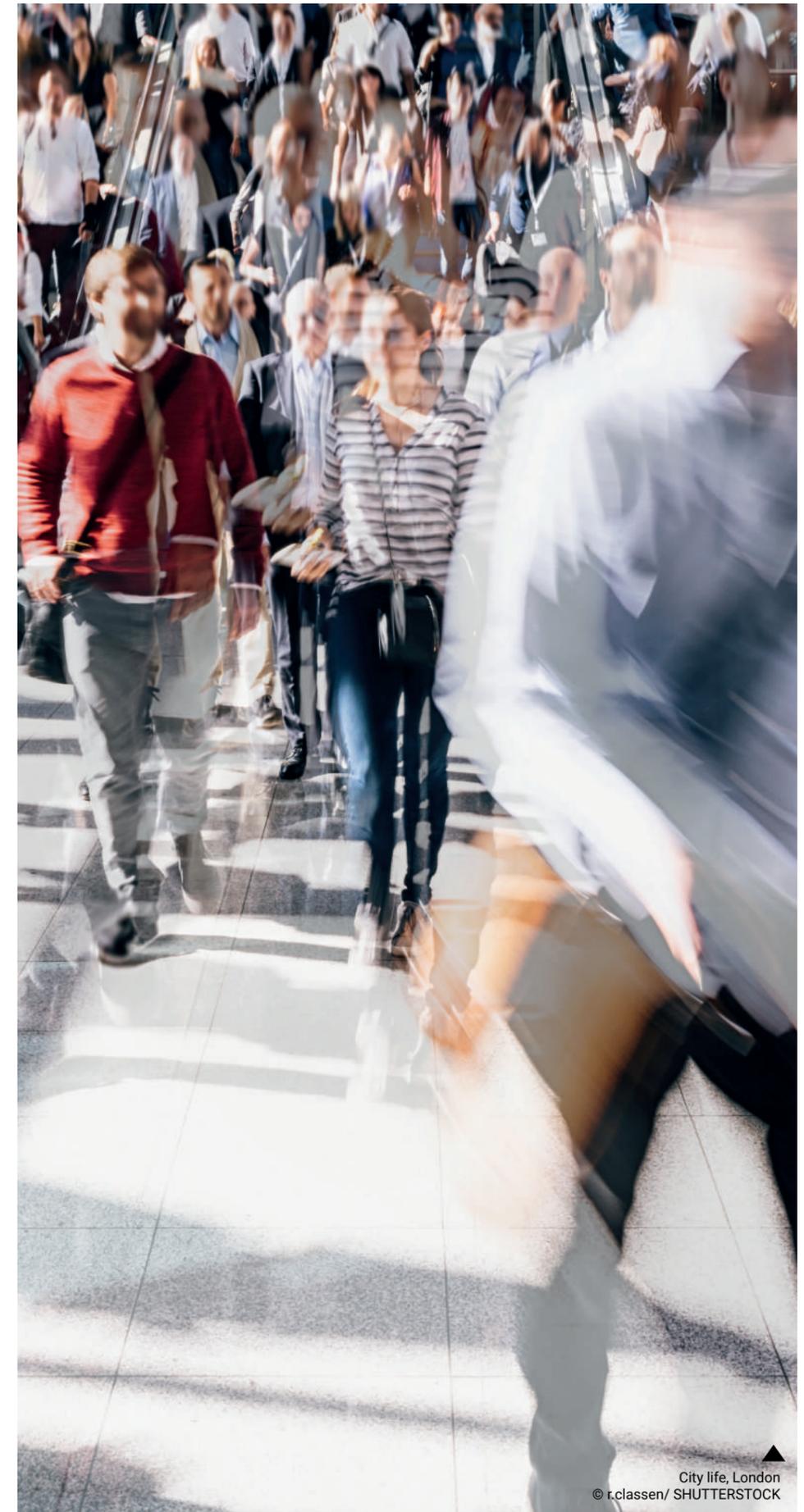
Inter-governmental, inter-sectional, and cross disciplinary relationships are critical ingredients for success in NUA implementation.

The NUA requires multi-level relationships to be effectively implemented. As evidenced through its application in these cities, it serves as a vehicle to create the needed collaborative relationships, in contrast to the norm of siloed and/or limiting governance structures.

Collaborative with long term and agile commitment to sustain conducive working relations can be achieved across diversity of contexts as demonstrated in these highlighted case studies:



Agadir, Morocco formed new local to national relations to produce the first VLRs in the country and the second in the Arab Region.



City life, London
© r.classen/ SHUTTERSTOCK

Almaty City improved their urban monitoring framework through workshops, roundtables, consultations, and research periods that convened diverse stakeholders and facilitated knowledge sharing

The **Kazakh** government established a “Listening State” that actively involved citizens in decision-making, including launching the “Citizen’s Questionnaire” in Almaty to gather ideas and proposals from citizens on how to improve urban infrastructure

Maseru’s project in Lesotho generated data to monitor priority areas and localise the SDGs in the city, creating statistical tables and annexes on city-level data indicators related to housing, transportation, and environmental sustainability. The project has generated interest from various national Ministers and will be implemented in the National Strategic Spatial Development Framework

In **Costa Rica**, a ministerial team and 103 stakeholders created the country’s first NUA National Report, which included responses gathered for 76 NUA indicators to enable sustainable urban development.

Naga City’s project facilitated a two-way communication process with national stakeholders on the integration and implementation of the NUA into the city’s planning processes, leading to positive outcomes.

Ownership of NUA within organisations was instrumental to its adoption, integration, and implementation in Naga City

The **Philippine** government has incorporated the Naga approach into other national policies, such as the National Housing and Urban Development Sector Plan 2040 (NHUDSP), Urban Development and Design Guide (UDDG), and Resilient and Green Human Settlements Framework (RGHSF)

The project in **Cuba** aimed to improve decision-makers’ capacities to develop effective intersectoral urban action plans, resulting in the approval of the State Plan and Action Plan as legislative documents, as well as the creation of the Land Use Law.

The project in **Quito** aimed to strengthen decision-makers’ capacities at national and sub-national levels to develop cross-sectoral urban action plans, producing Progress Reports and VLRs to showcase national and local progress in implementing the NUA, and creating the Local Governments Network of International Cooperation in Ecuador.

➔ Shared Resources

Access to accurate and timely data is a critical component of implementation, with any data limitation limiting evidence-based decision making and policy implementation.

- 11 urban indicators were created in Almaty to monitor the implementation of the NUA, strengthening the capacity of the city to produce and utilise disaggregated SDG data and new urban agenda data to inform policy.

➔ Multi-modal workstreams

Parallel processes of NUA and non-NUA agenda building and application have enhanced innovation and application, allowing resources to be shared for stronger outcomes.

In **Battambang**, the aim was to integrate the NUA into Cambodia’s existing Smart City plans and build stakeholder capacities for coherent vertical and horizontal integrated urban policies.

The connection between the NUA and the Smart City vision of Battambang and Cambodia highlighted the positive opportunity for collaboration and catalytic action across agendas.

The experience of NUA implementation in one location can often positively inform other locations in the region, and globally, allowing for adaptation and application of tested methodologies to support other contexts.

- Precedents from other cities, such as Helsinki, Amman, and Izmir, were used to inform early stages of VLR implementation in Agadir, Morocco.



Urban scene in Havana
© Kamira / SHUTTERSTOCK

Concluding comments

A call to action for future capacity building requirements and implementation accelerators.

We are halfway to achieving the 2030 Agenda since the launch of the New Urban Agenda (NUA) in 2016. This report presents inspiring case studies of progress made in the implementation of the NUA. However, the report also reminds us of the urgent need to further develop and galvanize a wider range of tools to create a coherent evidence base, promote shared knowledge, and accelerate NUA implementation.

To achieve this, there are a number of key resources and approaches that can be further promoted, enhanced and delivered. Collectively they can catalyze the actions required across local and global contexts.



Plaza Grande in old town Quito, Ecuador
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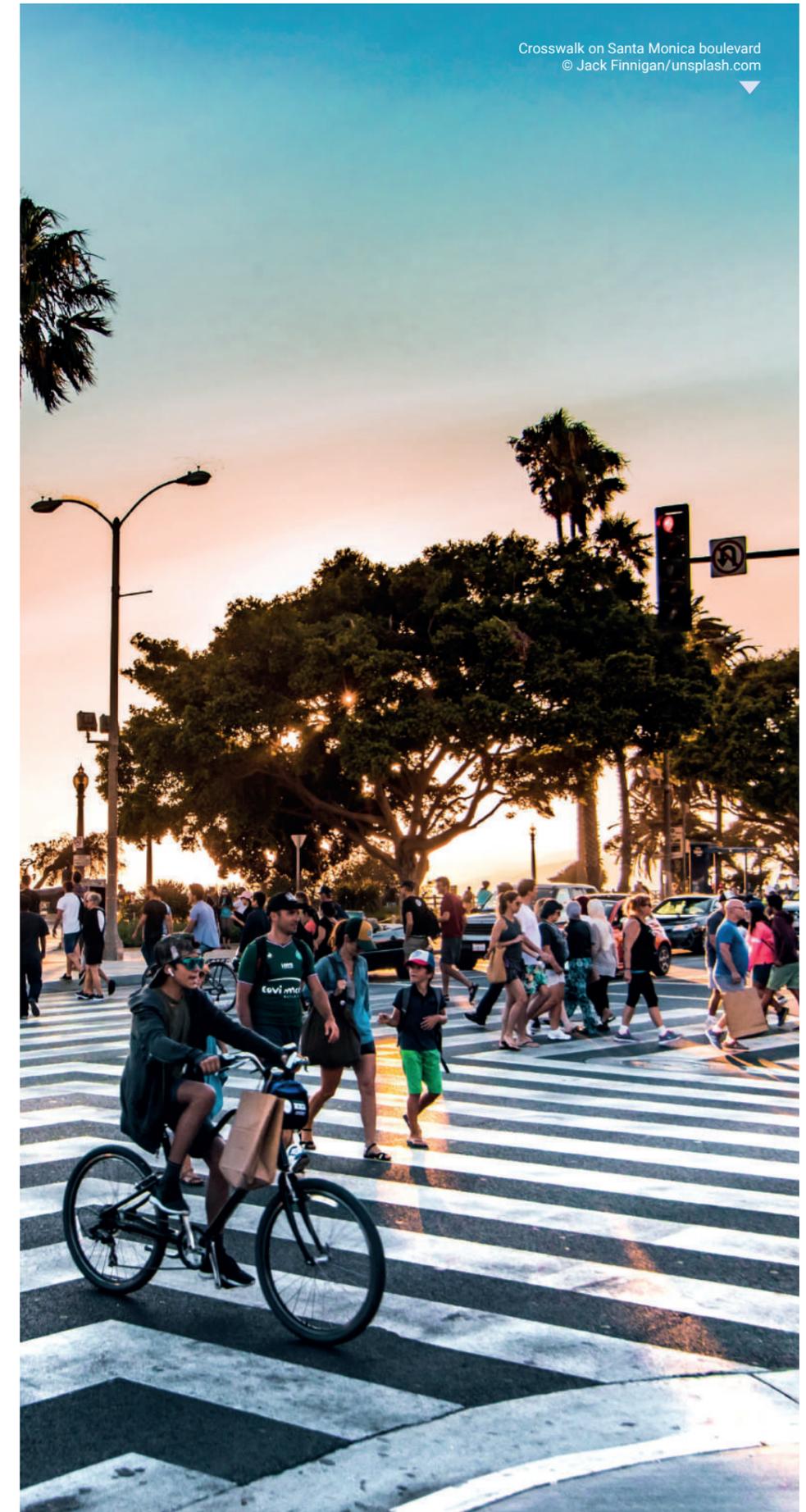
Catalysts for Change for NUA

NUA – A common agenda with a common record of implementation for accelerated and innovative impact. Its implementation requires the following enhanced resources:

- **An online knowledge base –** The existing Urban Agenda Platform is a critical resource that provides multiple examples of NUA implementation. It has huge potential to fuel NUA implementation through greater visibility, promotion and through aligning content with implementation, and in defining impact.
- **A common catalogue of implementation –** A common template to collate, demonstrate and compare agendas to actions can facilitate continuous learning, provide access to urban best practice, enable connections across stakeholders and geographies, and facilitate the dissemination of local to global activities. The cataloguing of actions can provide a significant contribution to the Urban Agenda Platform to evidence implementation and record the mind-shifts that have taken place to achieve the ‘NUA mindset’.
- **Capacity building initiatives –** including online courses and new workshop courses that provide methods for relationship-building, collaborative participatory processes, cross-sectorial application of approaches, and citizen engagement, would enhance a broader diversity of stakeholder engagement and

accelerate implementation, in addition to translating key tools into local languages. This would facilitate the dissemination of best practices and promote shared knowledge, creating a more cohesive and globally reaching evidence base for the successful implementation of the New Urban Agenda.

- **Dynamic Data –** The development of data at local, sub-national, national, and regional level is essential to inform the various forms of implementation that are required across the diversity of global contexts, with access and coordination of data catalysing actions when provided across all scales of urban activators.
- **Championing the NUA –** Creating NUA Advocates or Ambassadors in each city, in line with the current Advocate programme for the UNECE Forum of Mayors and building on the success of the UNICEF’s Goodwill Ambassador programme, would unlock further leadership, impact, and investment in the links between NUA implementation and the future of the next generation’s quality of life, which is currently of critical concern.



Crosswalk on Santa Monica boulevard
© Jack Finnigan/unsplash.com

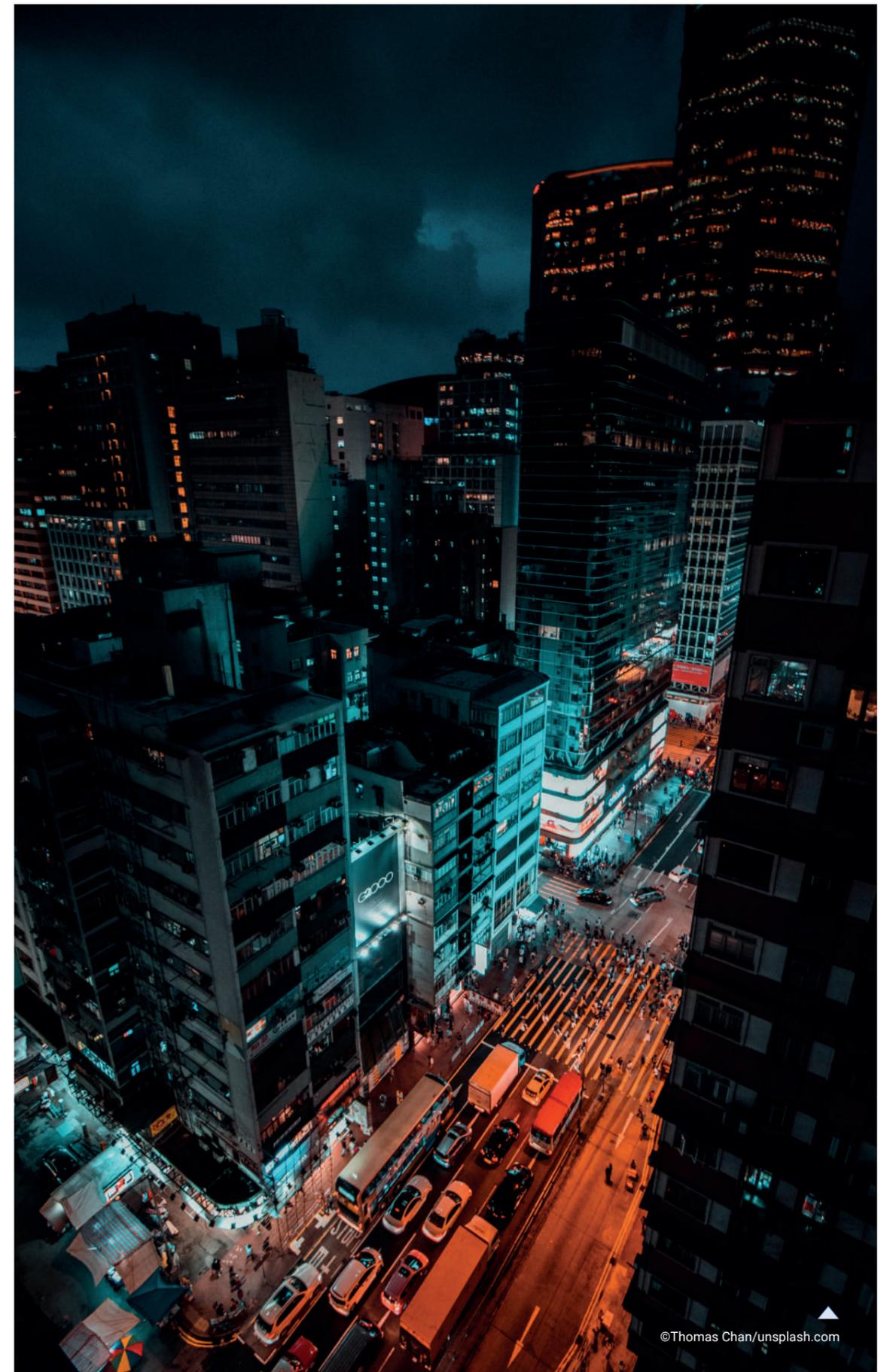
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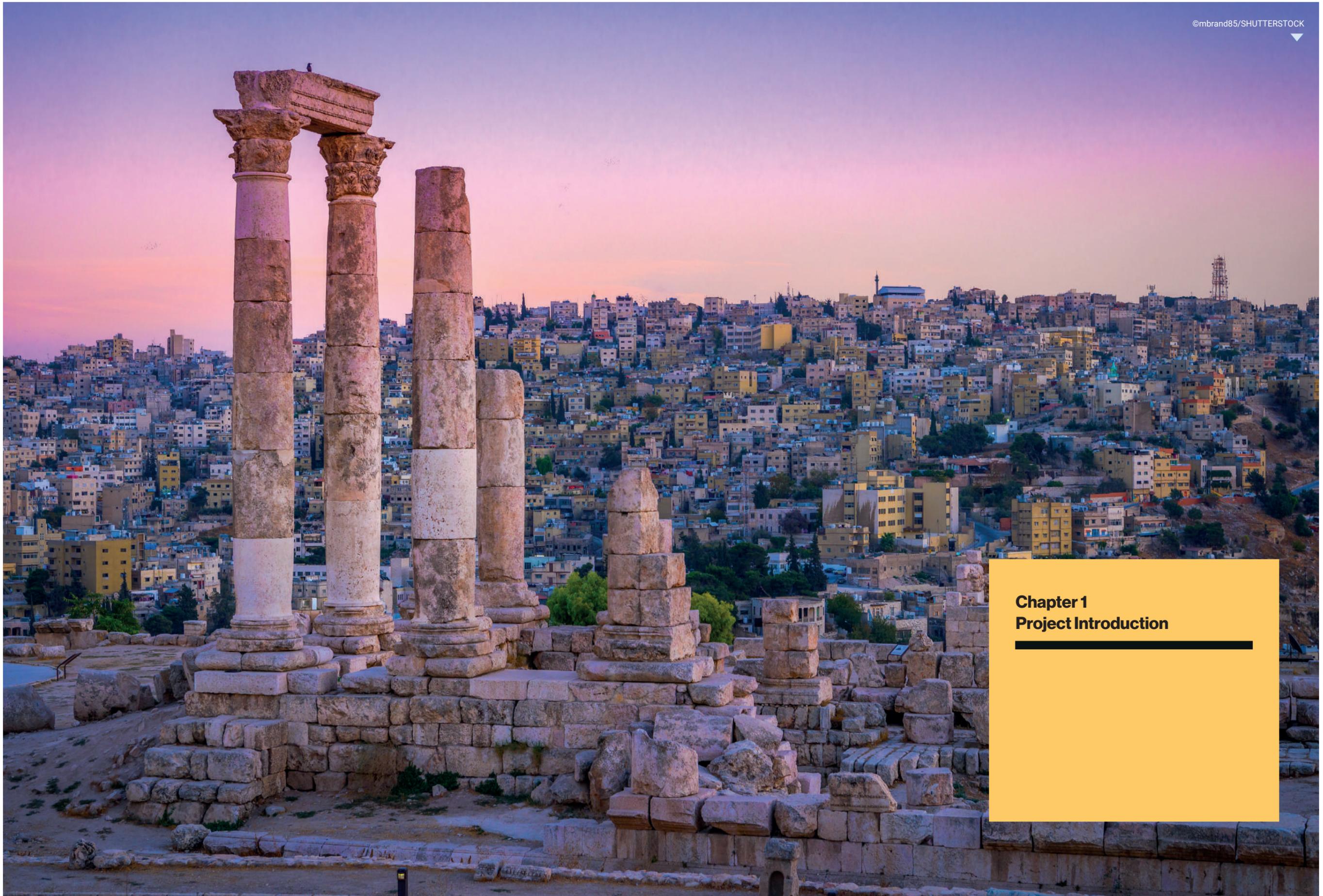
Implementation of the New Urban Agenda

VOICE FROM A GLOBAL PERSPECTIVE

Amina J. Mohammed, Deputy Secretary-General of the United Nations, 2020

“We must heed the call to work together with all stakeholders to make cities more inclusive, safe, prosperous, green and resilient.”





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Chapter 1
Project Introduction

From Agenda to Action

This report showcases the delivery of nine projects between 2020 and 2023, which implement the New Urban Agenda (NUA) in diverse geographical, social, economic, environmental, and spatial settings across the five regions of the United Nations. These projects are part of the “Inter-regional Cooperation for the Implementation of the New Urban Agenda,” a global initiative aimed at facilitating collaboration among countries and regions to implement the NUA through knowledge-sharing and capacity-building to achieve more sustainable and resilient cities for the future.

The participating countries, including Ecuador, Costa Rica, Cuba, Cambodia, the Philippines, Jordan, Morocco, Kazakhstan, and Lesotho, have demonstrated their commitment to sustainable urban futures by seeking assistance to integrate NUA across scales of governance through national and local planning mechanisms, urban policies, and implementation and monitoring frameworks to address Sustainable Development Goal 11 whilst aligning with other relevant urban goals and targets.

UN-Habitat, through its Capacity Development and Training Unit, Data and Analytics Unit (DAU), Global Solutions Division (GSD), Regional Offices, and the five UN Regional Economic Commissions, have been implementing the project as part of efforts to support monitoring and reporting on the 2030 Sustainable Development Agenda and the Sustainable Development Goals (SDGs).

By consolidating and comparing the content of the nine projects, the report showcases how the New Urban Agenda (NUA) can achieve action-oriented change and sustainable urban societies. Despite the progress made, the report acknowledges the persistent challenges to NUA implementation, such as limited national to local collaborations, financial constraints, and insubstantial capacity building. As we approach the 2030 milestone for the Sustainable Development Goals, unlocking these challenges and accelerating implementation becomes even more critical for the sustainability of urban livelihoods, both now and in the future.

Why now?

A moment to reflect, and then accelerate action.

Reflecting on the four years since its inception in 2016, the New Urban Agenda (NUA) has tackled and provided solutions for the mounting challenges in urban contexts. However, we know that the urban challenges that many parts of the world face are increasing in number, severity, and complexity.

United Nations Secretary General, António Guterres

“The battle for our planet will be lost or won in cities.”

High Level Meeting of the General Assembly to assess the implementation of the New Urban Agenda Thursday, 28 April 2022

“The COVID-19 pandemic only exacerbated the challenges that cities were already facing – from rising numbers of slum dwellers, worsening air pollution, limited open public spaces, and limited convenient access to public transport. While more than 90% of COVID-19 cases occurred in cities, the pandemic has also demonstrated the crucial role of cities in leading the frontline response, in delivering essential services, and spearheading long-term recovery.”



As we move beyond the pandemic, where we saw great need, we also saw great innovation in the form of adaptive governance, funding, delivery, access to data, online solutions, and impact models – even in the face of crisis. How can we continue to evolve and apply creative, nimble short- and long-term progressive actions to deliver sustainable urban futures, without the catalyst of a crisis but instead to address urban crisis?

The NUA serves as a critical tool in this endeavor, helping to provide a coordinated approach to addressing the myriad of interconnected socio-economic, environmental, and spatial challenges facing the world. With its focus on urban contexts where six out of every 10 people are expected to reside by 2030, it provides a road map for accelerating the Paris Agreement and the Decade of Action for Sustainable Development, alongside other global urban agendas.

Cities play a pivotal role in enabling structural change towards more sustainable development, and quality of life, already generating a significant portion of GDP in most countries. However, to harness their potential, holistic and cross-sectoral integrated planning and decision-making processes are crucial.

Cross-sectoral sub-regional, national, and local action plans can engage all types of local actors in their design and implementation, ensuring a sustainable development strategy that works from multiple perspectives. Successful case studies from across the globe can serve as a basis for developing initiatives in respective countries, leading to effective knowledge exchange.

The cities that are included in this report document successful implementation of the NUA across city, national and regional governance, operations, financial systems, and other urban-critical components. They provide evidence of positive changes which can only incentivize and catalyze belief in the possibility of change elsewhere, no matter the complexity of circumstances.

Cities have a tremendous capacity to facilitate the redistribution of approaches and resources to address socio-economic and environmental externalities, ensuring equal access to benefits and opportunities and reducing poverty and inequalities. By implementing NUA effectively, we can progress towards sustainable urban growth processes that include participants as reflective as the communities they serve.

About the New Urban Agenda

The New Urban Agenda (NUA), a global agreement that charts a course for sustainable urban development over the next two decades, was launched during the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito, Ecuador on October 20, 2016.³

As an action-oriented document, the NUA sets global standards for achieving sustainable urban development by rethinking the way we build, manage, and live in cities. It is therefore an essential reference for city stakeholders, including policymakers, urban planners, and governance officials as they work towards delivering sustainable and resilient urban development.

Unique in terms of its emphasis on spatial tools for generating sustainable development, it provides an integrated strategy for addressing multiple challenges simultaneously. This approach is necessary to introduce the level of change required to progress towards peaceful, healthy, just, and sustainable urban futures.

The adoption of the NUA marked a significant milestone in global efforts to promote sustainable urbanization and address the complex challenges facing cities around the world. It recognises the critical role of cities in achieving sustainable development and outlines principles and commitments to guide urban planning, management, and development. These include promoting inclusive and equitable economic growth, protecting the environment, improving access to affordable housing, promoting sustainable transportation and infrastructure, and enhancing cities' resilience to natural and human-made disasters.

New Urban Agenda in numbers

Launched 2016

1,862,064
document downloads from UN Habitat website, 2016 – 2025

134,799 users and **314,998 page views** of the Urban Agenda Platform, 2021 – July 2025

54,455 views and **28,546 downloads** of New Urban Agenda Illustrated, 2020 – July 2025

48,161 views of NUA videos on UN-Habitat's YouTube Channel, 2016 – July 2025

8,977 views of New Urban Agenda – An Introduction, 2021 – July 2025

9,900 course participants in the NUA crash courses, 2020 – July 2025



IMPLEMENTING
THE NEW
URBAN AGENDA

For more information on the New Urban Agenda, please refer to the Annex and visit the Urban Agenda Platform.



Arbat avenue, Almaty
© Minar Aslanova/ SHUTTERSTOCK

About the project: 'Inter-regional cooperation for the implementation of the New Urban Agenda'

As a focal point for sustainable urbanization and human settlements matters within the UN system, UN-Habitat plays a crucial role in implementing and monitoring SDG 11 and the New Urban Agenda. To support national governments and cities in achieving sustainable development, UN-Habitat has developed essential tools and manuals, including the New Urban Agenda Illustrated, the Urban Agenda Platform and the Action Framework for the New Urban Agenda.

To address the growing demand for support and capacity building from Member States, UN Regional Economic Commissions have partnered with UN-Habitat in the "Inter-regional cooperation for the implementation of the New Urban Agenda" project. This global initiative sought to support, encourage and facilitate cooperation among different regions, countries and cities to achieve the goals of the New Urban Agenda. By creating a network for exchanging best practices, identifying common challenges, and developing joint solutions to urban development issues, participants can learn from each other, despite a diversity across their contexts, to build more sustainable and resilient cities for the future.



- Africa
- Asia-Pacific
- Eastern Europe
- Latin American and Caribbean
- Western Europe and other States

Figure 2: The five UN Regions

Project Aims

The project aimed to enhance capacity for sustainable urbanization in target countries and cities by encouraging the integration of sustainable urban development methodologies at all levels of government. Integration could take a variety of forms including the development of strategic frameworks for cross-sectoral urban governance, territorial planning and design, municipal financing, and inclusive policies in alignment with the New Urban Agenda and SDG 11.

In addition, it sought to support and complement other initiatives already underway in participating cities, promoting collaboration between policymakers, decision-makers, and urban development experts to address the siloed approach to urban development with objectives and strategies to deliver combined social, spatial, economic, and environmental outcomes.

By creating a network of NUA implementors across the five UN regions and Regional Economic Commission areas, the project aimed to provide a knowledge base comprising of the experiences, challenges and achievements delivered across diverse urban conditions.

Country Demand

The countries that participated in this project had identified urban issues as a priority and requested technical assistance to mainstream the NUA into their national and/or local planning mechanisms. With middle- and low-income economic situations, they were committed to implementing the NUA to support the design of policy, implementation, and monitoring frameworks to achieve the 2030 Development Agenda. Countries were identified as follows:

- In the Latin America and the Caribbean Region, the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and UN-Habitat chose Ecuador, Costa Rica, and Cuba. Ecuador and Costa Rica were already working with ECLAC, while Cuba was selected as a target country for the Caribbean sub-regional action plan.
- In the Arab region, Jordan and Morocco requested support for monitoring and reporting on urban SDGs and the NUA in addition to strengthening their National Urban Policies.
- In Asia and the Pacific, Cambodia and the Philippines were identified based on their current engagement with partners in the region on SDG localization, data availability, and integrated urban-related policy work.
- In Africa, Lesotho had requested support in the operationalization of the New Urban Agenda and related priorities. The Economic Commission for Africa (UNECA) worked with the Government to develop an action plan that connects the priorities of the new National Development Plan with the National Urban Policy to be formulated.
- Kazakhstan is an active partner for the Economic Commission for Europe (UNECE) and the Economic Commission for Asia and the Pacific (UNESCAP). The UNECE Housing and Land Management Unit is working with partners to promote sustainable urban development in Astana and Almaty.

Project Outcomes

The project directly supported regional and global efforts on sustainable urbanization and complemented other initiatives to accelerate SDG achievements. Throughout its evolution, it aligned with the New Urban Agenda's three transformative commitments: Leave no one behind, ensure sustainable and inclusive urban economies, and ensure environmental sustainability by promoting clean energy and sustainable use of land and resources.

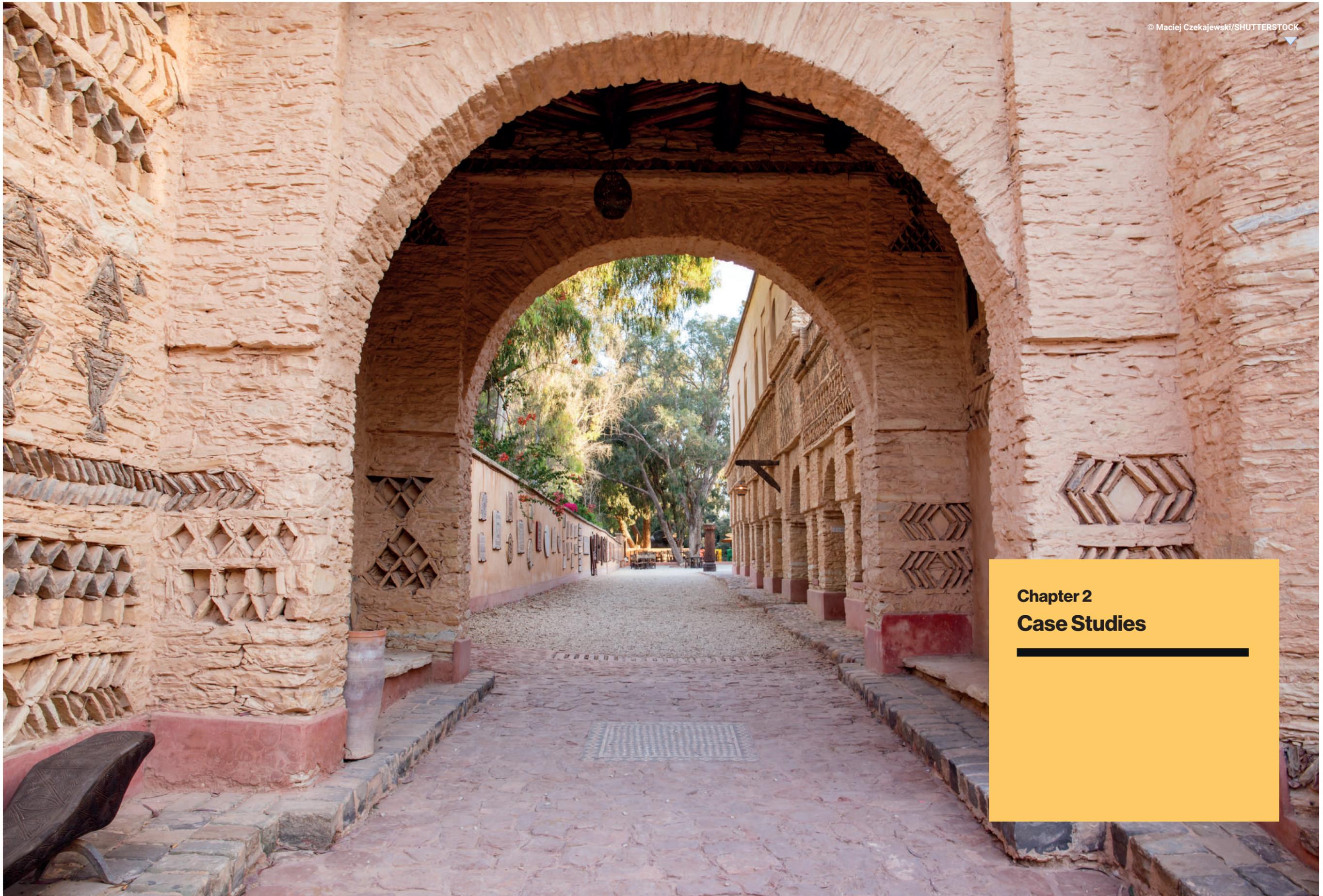
To address the traditionally siloed approach to urban development, the initiative established a network of practitioners and experts, encouraging policymakers and decision-makers from national and local levels, urban planning and development experts, and other relevant stakeholders to collaborate through workshops, training sessions, and knowledge-sharing platforms.

This facilitated inter-regional exchange and learning and addressed the lack of dialogue, collation, and collaboration of information.

Through multi-stakeholder working across the UN system in partnership with the target countries' governments, the project created an opportunity to improve national and local policymakers' ability to develop cross-sectoral and integrated urban plans and policies for sustainable urban development. Priority was given to providing capacity to strengthen policy coherence, planning, and monitoring frameworks to improve urban development and access to its benefits for urban residents.

Connecting across the five UN regions, the project also facilitated valuable collaborative practices between the Regional Economic Commissions and UN-Habitat Regional Offices, enhancing policy coherence within the UN system. In some regions, such as Arab States and Asia and the Pacific, parallel support to national and local governments was fully or partly merged into one coordinated work stream, streamlining NUA support to partners.

Collaboration between urban stakeholders from the nine case studies showed that one of the most valuable contributions to local level capacities to implement the New Urban Agenda were the regional and global interactive meetings organised during events such as Urban October 2022, the 10th and 11th sessions World Urban Forum, and the Regional SDG Forum for Asia and the Pacific 2023. These events catalysed the sharing of concrete information, best practices, and results from the NUA monitoring and indicator frameworks, evidencing a variety of ways to address NUA, SDG 11, and the urban components of other SDGs.



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Chapter 2 Case Studies

Introduction

The purpose of this document is twofold: to catalogue and assess the experiences of NUA implementation across the nine cities that participated in the global initiative, 'Inter-regional Cooperation for the Implementation of the New Urban Agenda', and upon reflection of these experiences, provide recommendations for accelerating implementation.

To achieve this, the report uses a common template to record NUA implementation to gather existing material, extract new content, and construct a coherent picture of implementation by documenting the cause and effect of the actions taken.

From this overview, the report identifies NUA 'mind-shifts' that mark a significant change or development of approach that have been demonstrated in the case study. Through their identification and further adoption for future modus operandi, they can foster accelerated and sustainable further actions to implement the NUA.

As the targets we strive to achieve today may differ from those of tomorrow, a paradigm shift towards a new sustainable urban mindset is crucial to address the necessary evolution to a just urban future.

By consolidating and connecting the structures, resources, relationships, methodologies, and outcomes from these diverse projects, alongside identifying NUA principles and SDG targets that have been addressed, the report offers a unique overview and collection of critical insights into what has been achieved and how. The work reflects the achievements during the three-year project duration from 2020-2023, and in some cases includes additional connected work that is ongoing or has resulted from previous workstreams.

Case studies methodology and structure

Approach: Combining methods, practice, and mind-shifts to document implementation.

The common template was conceived to record in detail, the city context and project participants, the development and delivery approach and its impact, and the NUA principles and connections that were implemented.

The order of content was structured to reflect the problem-solving process typically followed when applying design thinking to an urban context, and thus the context of NUA implementation.

Building on this context – approach – impact – connections, further sub-categories were added to the template to record greater detail. The consortium of people and organisations involved in the delivering of NUA implementation is a vital component to record, reflecting the critical nature of understanding and implementing conducive relationships and partnerships to fuel and sustain effective multi-stakeholder implementation.

A timeline of key stages in the projects' evolution, alongside the outcomes that were realized or were intended to be realized in the coming years, was a key new body of information to gather across the nine projects to allow for the understanding of process and the potential adaption and application in other contexts.

The template also provided a baseline for the consolidation and identification of linkages across the NUA resource portfolio – namely, the correlation of NUA principles and actions, NUA illustrated core dimensions, AFINUA principles and values, and the SDGs that were addressed. Other relevant global agendas were also recorded, suggesting a future potential for their components to be mapped against the NUA.

The common template to record the implementation and mind-shifts they demonstrate which are presented in this report, can go beyond the nine different approaches of NUA implementation. They are, in themselves, a new capacity building tool, which can be applied to other contexts that require encouragement and structure to address urban challenges with the NUA framework.

Through its application, a coherent body of implementation case studies can continue to evolve, equip and inspire a diversity of urban stakeholders to take action enabling us to holistically expedite sustainable urban development to create more livable and equitable cities worldwide.



Camel caravan at the beach of Essaouira, Morocco,
© Matej Kastelic/ SHUTTERSTOCK

Case study categories

Multi-level Integration - Connections across and between local, sub-national, national and regional structures, tools and outputs.

Capacity Building – Skills and knowledge-based training to enable NUA understanding and implementation.

Thematic Catalysts – Initiatives and/or specific urban challenges that encourage, complement, and catalyze NUA application.

Application

The common template used to record NUA implementation provided a structured framework to conduct interviews with relevant regional project coordinators, stakeholders, and project teams across UN-Habitat. This was supplemented by desktop research, UN-wide correspondence, and close collaboration with stakeholders and regional coordinators. These efforts were complemented by reviews of other relevant UN reports, including the 2020 Quadrennial Report on Implementing the New Urban Agenda.

Following an initial analysis of interview data and online correspondence, two additional elements were added to the common template to reflect emerging findings:

- Categories that catalysed NUA Implementation.
- Mind-shifts that resulted from NUA implementation.

Across the nine projects studied, three categories were identified. While each case study wasn't always exclusive to one category, most had a dominant catalyst with overlapping connections to the others. It is anticipated that more categories will emerge with the review of additional case studies beyond those included in this report.

In addition to identifying categories, it became clear that NUA implementation required shifts in governance structures and fundamental changes in perspective—commonly referred to as mind-shifts. These mind-shifts contributed to the successful implementation of the projects and revealed potential new shifts that could drive even greater impact in future efforts to implement the New Urban Agenda (NUA).

Urban development is inherently complex and diverse. Addressing contemporary challenges—such as climate change, social inequality, and economic instability—requires several critical mind-shifts. These involve adopting integrated approaches that consider social, economic, environmental, and political dimensions of sustainable urban development, rather than relying on siloed or fragmented strategies. A mind-shift prioritises long-term, strategic solutions across various scales, emphasising sustainability, equity, and resilience. Without such a shift, urban development will remain short-sighted and fragmented, lacking the coherent and catalytic actions necessary for meaningful progress.

In this context, transitioning from traditional top-down planning to participatory and collaborative approaches is essential. This includes engaging local communities, civil society, and the private sector. Embracing a new mindset can lead to more sustainable, inclusive urban futures that improve the quality of life for all residents and future generations.

The importance of mind-shifts in shaping new mindsets cannot be overstated. They are foundational to our collective commitment to implementing urban development policies and practices that support a sustainable and equitable future.

Within the NUA framework, mind-shifts are explicitly referenced as essential to achieving sustainable urbanisation that promotes social, economic, and environmental well-being. The NUA calls for a paradigm shift in how cities are planned, designed, managed, and governed (UN-Habitat, 2016).

A study by the United Nations Development Programme (UNDP) on NUA implementation in six African countries underscores this, stating: "Changing the mindset of stakeholders toward a new way of thinking about urban development is crucial for achieving sustainable urbanisation" (UNDP, 2019).

Similarly, the International Institute for Environment and Development (IIED) reports that mind-shifts are vital to tackling the root causes of poverty and inequality in urban areas. It argues that: "Mindsets need to shift from the idea that the poor are the problem to recognising that they are part of the solution" (IIED, 2018).

By identifying and embracing the mind-shifts demonstrated across these projects, we can catalyse more urgent, holistic, and meaningful implementation of the New Urban Agenda. This is critical to ensuring urban development is sustainable, resilient, and inclusive—meeting the needs of both current and future generations.



“Changing the mindset of stakeholders towards a new way of thinking about urban development is crucial for achieving sustainable urbanization.”

(UNDP, 2019)

Children play in the streets of Havana, Cuba © George Barker/stocksnap.io

Emerging NUA mind-shifts

Systems Thinking: Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems and scales of operation, and considering the long-term impacts of decisions on the environment, society, and economy.

Resilience and Adaptability: Recognising that urban development is an ongoing and evolving process that requires flexibility and adaptability to changing circumstances and future uncertainties.

Collaboration and Partnerships: Building effective partnerships with a breadth, depth, and diversity of stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes.

Evidence-based Decision Making: Making decisions based on sound quantitative and qualitative evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.

Innovation and Creativity: Embracing innovative and creative solutions that challenge conventional thinking and offer new interdisciplinary ways to address urban challenges. Employing dynamic, adaptive, and collaborative approaches

such as co-creation and co-design and encouraging experimentation, risk-taking, and learning from failure.

Continuous Learning and Improvement: Embracing a culture of Continuous Learning and Improvement, especially in the urban context where post occupancy analysis of places and spaces is often lacking, and where lessons are learned from past experiences and feedback is used to improve future actions.

Whilst not yet demonstrated in the nine projects in this report due to their development stage, it is worth noting that there could be other outcome-orientated mind-shifts identified at later stages of NUA implementation and aligning with the SDGs, including:

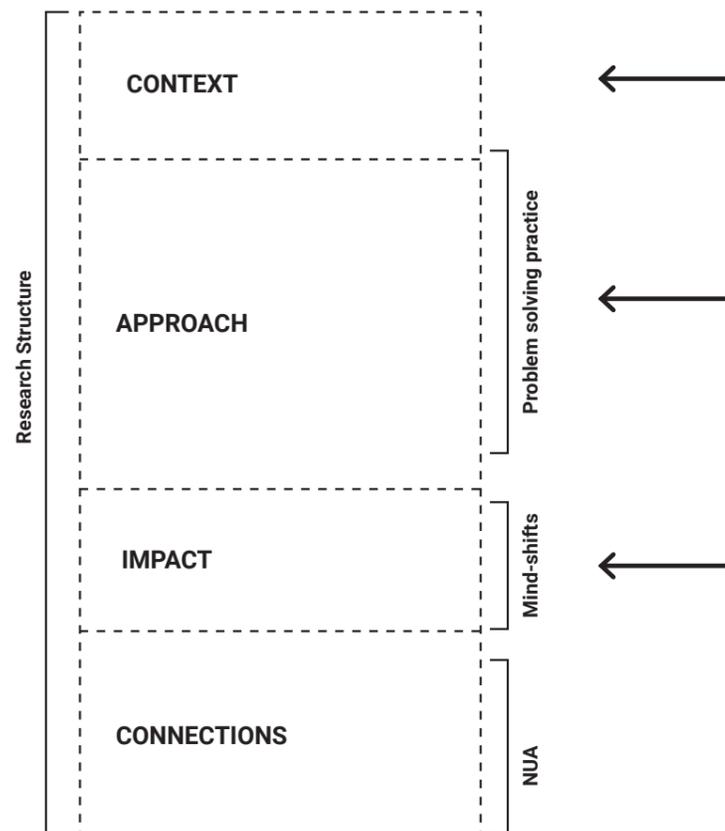
- **Equity and Social Justice:** Ensuring that urban development is inclusive, equitable, and promotes social justice by addressing the needs of all members of society, including marginalized and vulnerable communities.
- **Resource Efficiency and Circularity:** Prioritising resource efficiency, reducing waste and pollution, and promoting circularity in urban systems to ensure the sustainable use of resources and minimize environmental impacts.
- **Futures Focused:** Oriented towards creating a better future by anticipating, imagining, and planning for it in the present. This involves thinking beyond the immediate present and considering the long-term consequences of our actions, decisions, and policies.

Prototyping the recording of NUA Implementation and Impact

The common template for recording NUA implementation serves as a prototype with the potential to be tested across other New Urban Agenda (NUA) reporting mechanisms and knowledge bases, such as the Urban Agenda Platform, itself a critical NUA communication tool and resource.

In collaboration with existing UN-Habitat work towards the preparation of the next Quadrennial Report in 2026, a further set of variables for the template were reviewed, adapted, and incorporated from the 'Catalogue of Common Categories of Analysis for NUA reporting.' UN-Habitat aims to interconnect various reporting efforts for the NUA and elevate reporting from enumerating practices to a more insightful analysis of trends.

To achieve this goal, UN-Habitat has been working on a common conceptual language, an analytical lens, to evaluate documented trends and determine the relevance of best practices. The presented diagram provides an evolving synthesis of this analytical lens, using sustainable transition theory as a guiding framework. The adaption and application of this analytical lens in this report is a pilot for this approach.



Problem-solving process in urban conditions

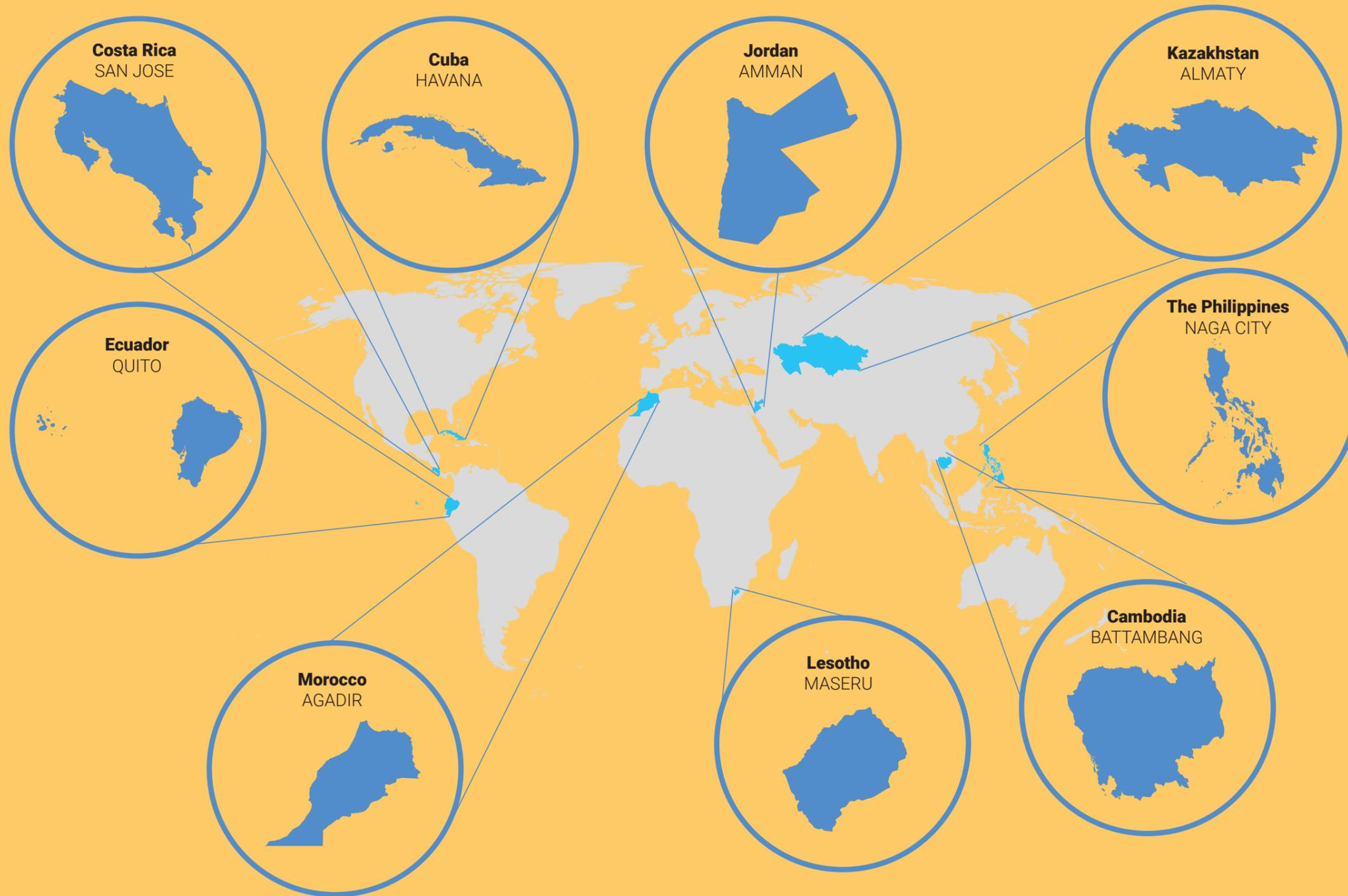
- Identify the problem
- Understand the conditions of the problem
- Identify the opportunities to address the problem
- Identify the intended resultant impact
- Identify the tools for implementation
- Create the process of implementation
- Seek to prevent recurrence of the problem and sustain problem-solving mindset.



NUA implementation context and common template structure

- Conditions to Change
- Mode of Action
- Strategy of Implementation
- Type of trend
- Means of Implementation
- Rate of Change and Outputs
- Mind- shifts

Geographical Locations



MULTILEVEL INTEGRATION

Agadir | Morocco

Arab States

Creating National - Local Working Relations to Produce Local Voluntary Reports

Introduction to Agadir

As of 2024

Population: 504,768

Land area: 108.2 square kilometres

Population density: 4,665 people per square kilometre

Gross Regional Domestic Product (GRDP): 5 billion US dollars

Agadir is a coastal city located in the southwestern region of Morocco. Popular with tourists, it faces a number of challenges, including urban sprawl, traffic congestion, and waste management. However, there are opportunities to promote sustainable growth and development in the city, including green transport and sustainable tourism.

An example of this is the Agadir Green City Plan, which aims to reduce the city's carbon footprint and improve its resilience to climate change.⁴ The plan includes measures such as promoting renewable energy, improving waste management, and enhancing green spaces in the city.



View of Marina in Agadir city, Morocco
©Elena Odareeva/ SHUTTERSTOCK

Creating National - Local Working Relations to Produce Local Voluntary Reports



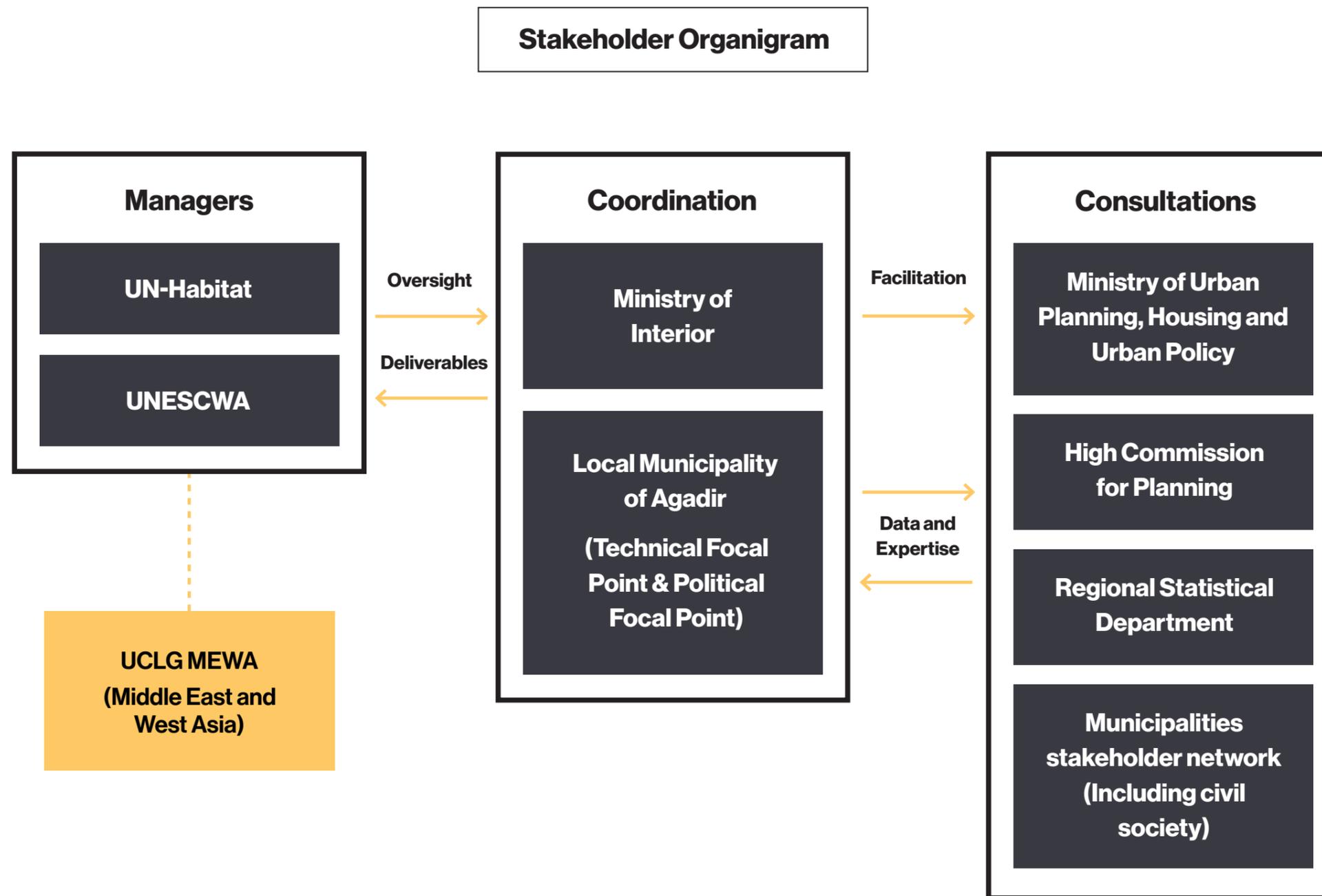
Project Overview

The project in Agadir aimed to produce the first Local Voluntary Report (VLR) in Morocco, developed alongside the city's new local development plan. Throughout the process, it aimed to strengthen national-local dialogue, align plans and strategies, alongside generating coherence and greater synergies across scales of implementation.

A strong and diverse collaboration was fostered among various stakeholders and agencies spanning from governmental and international organisations to other sectors. Through enhanced and collaborative dialogue and working methods, the Voluntary Local Reviews in Agadir and Amman were produced, becoming the first VLRs in the Arab Region. A methodical guide for other cities in the region to produce VLRs based on the experiences of Agadir and Amman was also produced as an additional output.

For the VLR preparation process, both UN-Habitat and United Nations Economic and Social Commission for Western Asia (ESCWA) conducted extensive research on how the VLR was executed in other countries (primarily in Madrid and Helsinki), as it was the primary experience in the Arab Region. From this, it was clear that the VLR interlinkages with the national level were paramount.

This approach in the Arab Region emphasized the need for linkages across all scales of government wherever possible, as was highlighted in most activities undertaken in these VLR processes.



Agadir | Morocco

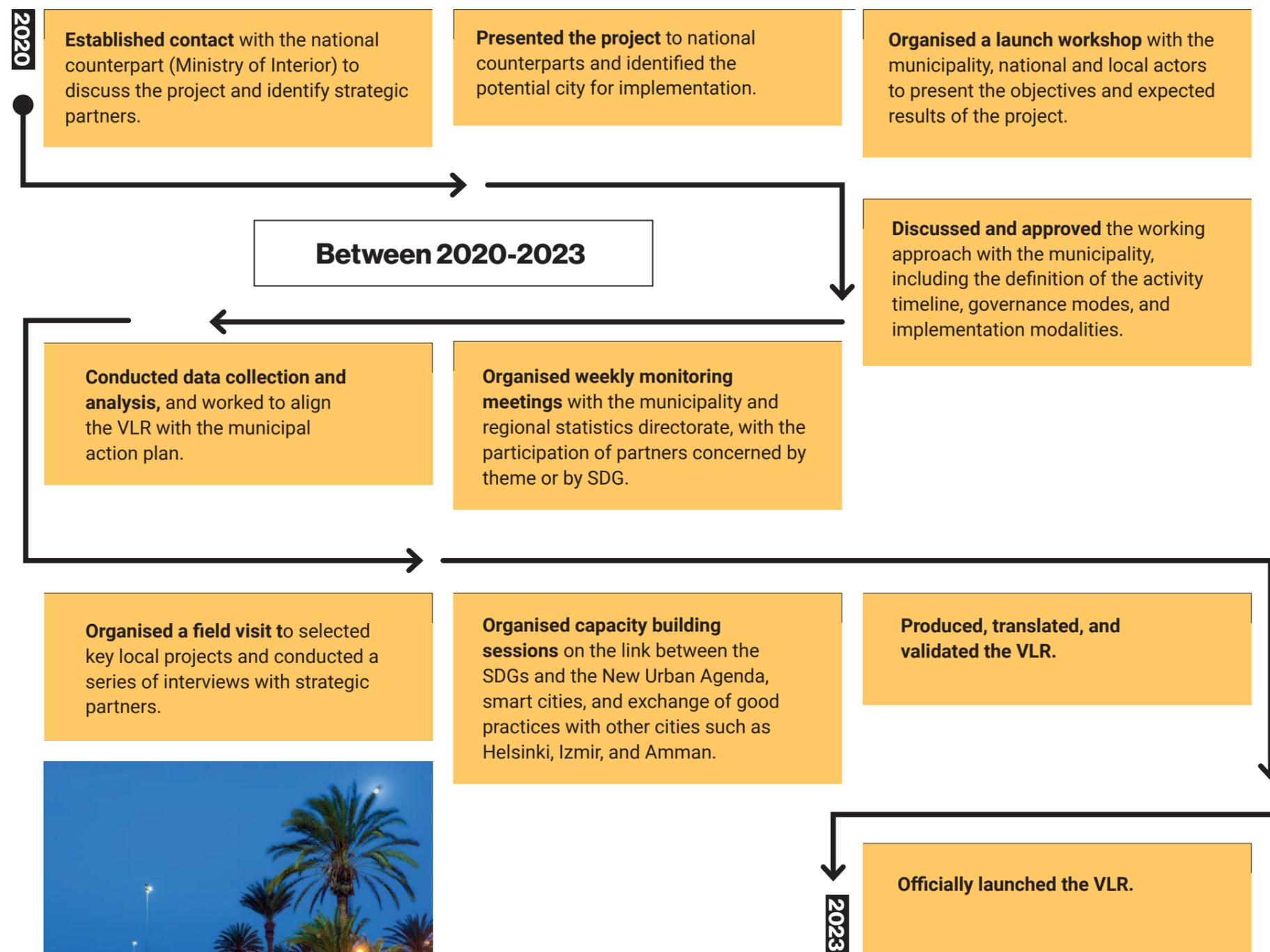
Arab States

Creating National - Local Working Relations to Produce Local Voluntary Reports



Roadmap of activities

The project involved various activities focused on building strong working relationships with national and local actors, alongside the collection and analysis of data. In particular, a strong relationship was established with the Ministry of Interior, with the presentation of the project to national counterparts. Workshops, weekly monitoring meetings and capacity-building sessions were common practice. The project also involved a field visit, interviews with strategic partners, and the production, translation, and official launch of the VLR.



Creating National - Local Working Relations to Produce Local Voluntary Reports



Mindshifts and Core Outputs

Systems Thinking

- Integrated SDGs into spatial planning and prioritised actions by the municipality, which provided a unique opportunity to align the SDGs with the municipality's future goals, guiding their work over the next six years.
- Developed a methodological guide for other cities in the region on VLR production based on Agadir's experiences.

Collaboration and Partnerships

- Successfully developed the first Voluntary Local Report (VLR) in Morocco.
- Collaborated with the Statistical Institution in Morocco to produce the VLR, ensuring project success in Agadir and paving the way for other cities in Morocco to benefit from the experiences and lessons learned. This partnership also ensured alignment between the VLR and the VNR, which the Statistical Institution also produced.
- Strengthened national-local dialogue and alignment and coherence across plans.
- Fostered strong collaborations among various stakeholders and agencies, from governmental to international cooperation and other sectors.

Evidence-based Decision Making

- Involvement and ongoing commitment to collaborate with the Statistical Institution in Morocco to produce the VLR and VNR, and continue to monitor NUA implementation.

Key Challenges

- Delayed project implementation due to the prolonged selection process of the city, resulting in a loss of time and resources.
- Recent elections brought about new administrative procedures and personnel changes, leading to unavoidable delays. Building new working relationships and explaining past actions were essential tasks to ensure continuation of the project.
- Staff lacked capacities to monitor and report on SDGs effectively.
- Limited awareness among stakeholders about SDGs and the importance of VLR and local reporting, requiring capacity-building efforts to enhance their understanding.
- Data collection remains a challenge as data is readily available at the national and regional levels but scarce at the local level, making it difficult to assess the project's impact.
- The use of French and Arabic as the primary working languages in Morocco poses a challenge for accessing tools that support the implementation, monitoring, and reporting of global frameworks that require proficiency in English. While most data and information are available in French, the requirement for some work to be conducted in English further complicates the task and limits access to relevant resources.

Lessons Learned

- Having a strong and coherent team from the beginning is necessary for productive project implementation.
- Considering travel budgets for the project team and stakeholder partners is crucial.
- Time should be dedicated to make the effective selection of the territory to work in, with initial meetings with the relevant authorities and stakeholders.
- Making use of available tools, such as the NUA online Crash Course, as a pre-requisite for workshops and meeting attendees to ensure baseline knowledge of the themes can be addressed and further developed in discussions.

Future Development

- Effectively promoting VLR development, training trainers, and establishing a region-wide team with expertise in relevant methodologies is essential.
- Utilizing tools such as the Urban Monitoring Framework at the local level to monitor SDG progress and track data collection by local authorities would be a valuable exercise to ensure the effectiveness of the VLR and promote transparency and accountability in localizing and monitoring the SDGs.

Agadir | Morocco

Arab States

VOICE FROM THE CITY

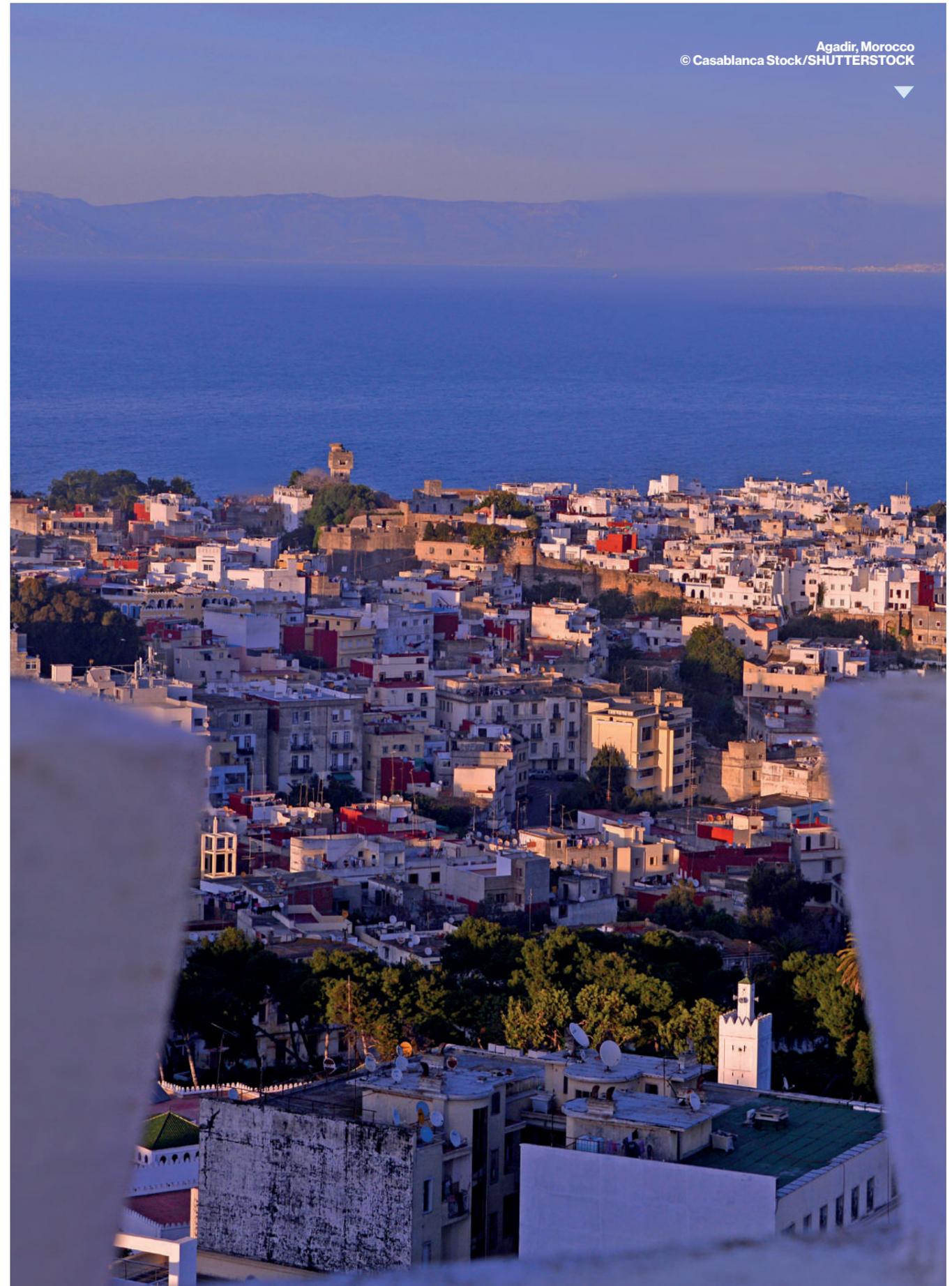
Jamal Laziz, Head of the Finance, Budget and Programme Committee, Municipality of Agadir

“The selection of the city of Agadir is welcomed international recognition that testifies to the importance we put on urban development issues as a priority to achieve sustainable development.

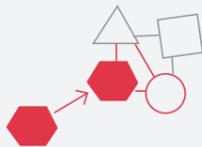
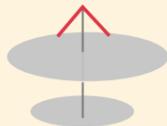
Agadir Voluntary Local Review was developed in parallel with Agadir’s Municipal Action Plan, so we made sure that achieving the SDGs and implementing the NUA was central to the work.

The drafting process was very interactive and participatory, with input from local stakeholders and the community to ensure that their concerns and needs were reflected in the final report.

I am proud to have contributed to this process and hope it will serve as a basis for broader discussions on sustainable urban development and citizen participation.”



Agadir, Morocco
© Casablanca Stock/SHUTTERSTOCK

 <p>Regional Context UN and other organisational regions</p>	<p>United Nations Economic and Social Commission for Western Asia (UNESCWA) UN Region: Africa</p>
 <p>Key Agencies Project leaders and managers</p>	<ul style="list-style-type: none"> UN HABITAT UNESCWA UCLG MEWA (Middle East and West Africa)
 <p>Contributors Contributing organisations and collaborators</p>	<ul style="list-style-type: none"> Ministry of Interior Local Municipality of Agadir Ministry of Urban Planning, Housing and Urban Policy High Commission for Planning Regional Statistical Department Municipality stakeholders network
 <p>Conditions to Change</p>	<p>Connect across national and local government to produce Local Voluntary Reports</p>
 <p>Mode of Action Understanding conditions of the problem</p>	 <p>Proactive Responding to a present issue</p>
 <p>Strategy of Implementation Choosing process that will successfully affect the problem</p>	 <p>Symbiotic Fits into existing practices to improve functionality/efficiency</p>
 <p>Type of Trend Identifying the intended resultant impact to inform process and assure success</p>	 <p>Scaling Up and/or Institutionalization of Existing Practice</p>
 <p>Means of Implementation Identifying and applying tools to ensure success</p>	<ul style="list-style-type: none"> Collaborative working practices Government workshops Connected working methods

 <p>Rate of Change Creating the process of change and resultant impact</p>	 <p>Disruptive Change Radical transformative change "Game changer"</p>
 <p>Output Project leaders and managers</p>	<p>Local Voluntary Reports</p>
 <p>Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset</p>	<ul style="list-style-type: none">  Systems Thinking  Collaboration and Partnerships  Evidence-based Decision Making
 <p>SDG Connection Specify the problem to address</p>	 <p>SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically</p> <p>SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>
 <p>NUA Core Dimensions Core dimensions of urban sustainability</p>	<ul style="list-style-type: none">  Social Sustainability  Economic Sustainability  Environmental Sustainability  Spatial Sustainability
 <p>NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability</p>	<ul style="list-style-type: none">  Intervention Mechanisms  Hard Measures for Infrastructure and Services  Soft Measures  Technology and Innovation
 <p>NUA Principles and Actions Guiding principles and actions to support NUA implementation</p>	<ul style="list-style-type: none">  Participation  Knowledge  Local government  Cooperation and efficiency  Coordination  Stakeholders  Capacity building  Stakeholder engagement

MULTILEVEL INTEGRATION

Almaty, Kazakhstan

Central Asia

Strategies for NUA Implementation

Introduction to Almaty

As of 2025

Population: 2,314,929⁵

Land area: 223.911 square kilometres⁶

Population density: 3,163 people per square kilometre⁷

Gross Regional Domestic Product (GRDP): 27,8 thousand US dollars⁸

Almaty, a city of significance and the former capital of Kazakhstan, is located in the centre of the Eurasian continent at the foot of the Zailiysky Alatau mountains. The city is a centre of business, economic, and cultural life, playing a significant role in the development of Kazakhstan and Central Asia. However, the pace of city development has brought challenges such as growing human and traffic flows, which exacerbate infrastructure, ecology, economy, and security issues. Despite this, Almaty's strong service economy contributes nearly a fifth of Kazakhstan's GDP, over a quarter of government revenues, and a third of Kazakhstan's trade.



Strategies for NUA Implementation



Project Overview

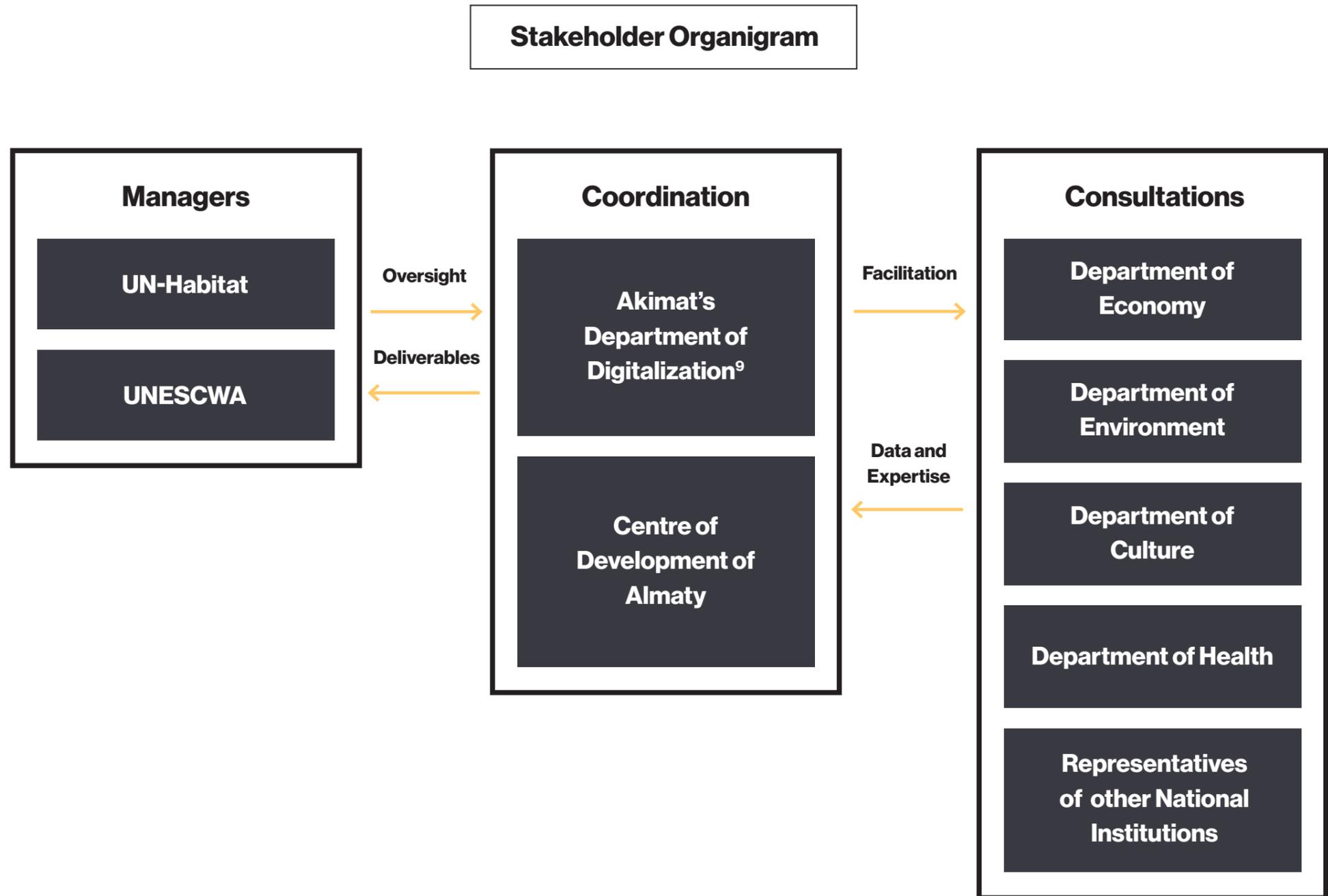
The aim of the project was to enhance the urban monitoring framework of Almaty City through a series of workshops, round tables, consultations, and research periods, both online and in-person. These activities effectively brought together a diverse range of stakeholders and facilitated knowledge sharing.

This case study demonstrates the process of producing a strategic monitoring framework that aligns with SDG indicators, captures emission data, and supports sustainable urban development in Almaty in order to inform policy. The project strengthened data capacity, assessing the city's data collection, and establishing a shared understanding of the monitoring framework, methodology, and data collection process to enhance the exchange of data and information among stakeholders in Almaty City.

The project consisted of two main components:

- **Outcome 1:** Production of a Smart Cities profile in Almaty.
- **Outcome 2:** Development of a monitoring framework that includes indicators of the New Urban Agenda and localised SDGs.

In implementing the 2030 Agenda for Sustainable Development, Kazakhstan has focused on integrating the SDGs into its national strategic planning. Approximately 80% of the SDGs are integrated into the strategic state documents and programmes of Kazakhstan. Since 2016, a national architecture for the implementation of the SDGs has been formed and a permanent mechanism for monitoring its implementation has been created.



Almaty, Kazakhstan

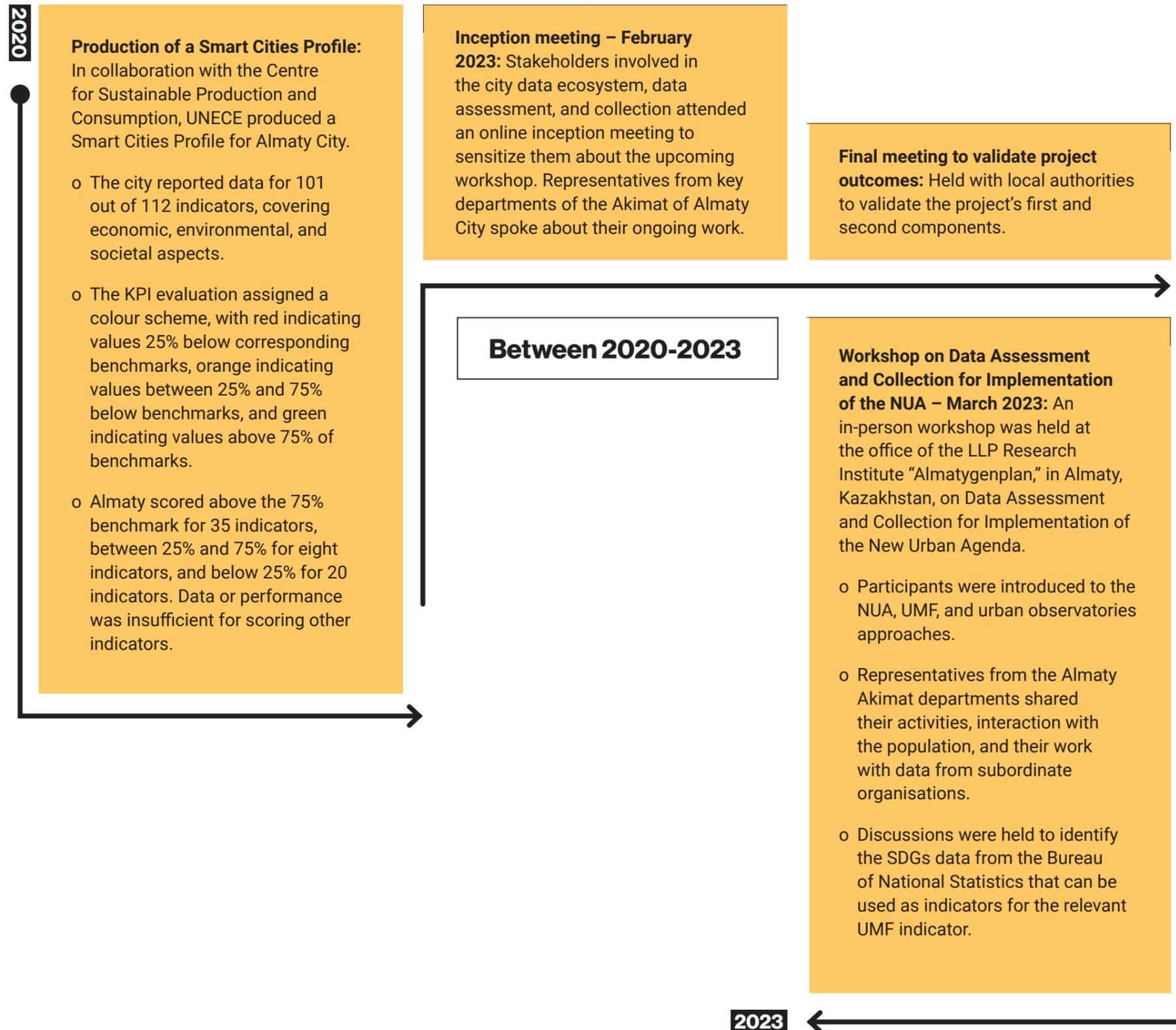
Central Asia

Strategies for NUA Implementation



The Coordinating Council for SDGs was formed under the leadership of the Deputy Prime Minister, which includes not only representatives of state bodies, but also non-governmental and international organisations and consists of 5 interdepartmental working groups: People, Planet, Prosperity, Peace, and Partnership.

Kazakhstan adopted the Country Development Strategy until 2050. Its main goal is to create a prosperous society based on a strong state, a developed economy and Kazakhstan's entry into the top thirty most developed countries in the world. The regions of Kazakhstan have also developed development strategies until 2050, taking into account local characteristics. The development strategy of the city of Almaty until 2050 defines the creation of a highly efficient economy, the formation of a high-quality urban environment, the development of human capital, as well as the effective management of the city and suburban areas as priority areas.¹⁰



Strategies for NUA Implementation



Overall outcomes

The programme outlined seven primary development goals, including creating five new play centres to ensure more equitable urban distribution, promoting cycling and walking, and reducing reliance on cars while maintaining an efficient population density.

In addition, it sought to diversify the economy by fostering high-tech and “clean” industries, creative industries, and tourism potential to attract investment and improve the economic conditions.

The plan also emphasizes the implementation of “smart city” principles by digitizing urban infrastructure and services, making them available online, and creating a unified dispatching service for more efficient assistance.

To encourage citizen engagement, the Kazakh government has established a “Listening State” that actively involves citizens in decision-making. As part of this initiative, an urban study called the “Citizen’s Questionnaire” was launched in Almaty in 2022 to gather ideas and proposals from citizens on how to improve urban infrastructure. The questionnaire includes 43 questions covering commuting time, city comfort criteria, missing facilities, and sources of information about the city. It can be completed online, in public service centres, and on public transport.

To reinforce the institutional framework and mechanisms in place, the project aimed to identify stakeholders responsible for collecting data and generating data regularly stored in a centralized database to ensure the city’s sustainable development. Mechanisms for data storage and management were worked out to ensure that information would be available to all stakeholders.

Mindshifts and Core Outputs

Systems Thinking

(Prior to this project but integral to its outcomes)

Since 2016, a national architecture for the implementation of the SDGs has been formed and a permanent mechanism for monitoring its implementation has been created. The Coordinating Council for SDGs was formed under the leadership of the Deputy Prime Minister, which includes not only representatives of state bodies, but also non-governmental and international organisations and consists of 5 interdepartmental working groups: People, Planet, Prosperity, Peace, and Partnership.

Collaboration and Partnerships

- A Working Group (WG) was created, which included representatives from key departments of the Almaty Akimat, ADC, CSPC, and other stakeholders. The WG regularly analyses the available data, and the existing gaps and discusses the best solutions.
- Established new inter-agency collaborations in Almaty and with UN-Habitat to continue monitoring and data work.

Evidence-based Decision Making

Development and consolidation of city-level data indicators to connect across the Urban Monitoring Framework, the Sustainable Development Goals (SDGs) and the implementation of the NUA.

Key Challenges

- Encountered language barriers because some team members did not speak Russian. However, a translator was available to help facilitate communication. Several documents and methodologies could not be translated, which complicated their understanding and application.
- Encountered lack of awareness about SDG implementation and monitoring on the local level.
- Experienced constant changes in the people engaged in the project, which caused delays and disruptions.
- Encountered issues with coherence between the project’s components due to misaligned starting of the project and consultancy contracts.
- Continued challenges in accessing city-level data: Kazakhstan has made significant strides in SDGs reporting, with a dedicated section available on the Bureau of National Statistics website¹⁰. While data for some SDGs are aggregated, regional disaggregation is available for others, including the Almaty region. However, there is a lack of monitoring for many UMF indicators in Almaty City, which the working group is currently addressing. The group is discussing how to establish monitoring and address issues related to weak stakeholder interaction, particularly with regard to obtaining data on some UMF indicators that require close cooperation from the city Akimat departments. The UN-Habitat’s recommended level of disaggregation for some indicators by sex, age, and other factors may be challenging to achieve in the short term.

Lessons Learned

- The value of comprehensive and intricate statistical data.

- The need to continue to develop data application to solve urban challenges e.g. addressing the issue of air pollution in Almaty presented a significant challenge. It required a cohesive approach to align with the goals of smart cities and the New Urban Agenda. To address this issue, qualitative data on the environment and air pollution were showcased on a smart city map, generating a visual representation of the problem. This enabled the identification of polluted areas as red zones requiring attention and action from the Akimat at both the department and Akim levels. The use of visual aids proved to be a powerful tool in demonstrating the severity of the problem.
- Application and evolution of urban agendas e.g. smart city development is not a new concept in Kazakhstan, with the first smart city profile developed in Astana.¹¹ The development of Almaty as a Smart City was built upon the lessons learned from the development of Astana’s smart city. As a result, the document produced in Almaty was improved and differed from those produced in other cities.

Future Development

- Almaty will implement the Urban Monitoring Framework to improve its existing monitoring system and effectively gather information in a clear and accessible format.
- Cooperation with the Centre of Development of Almaty City to enhance its capacity to utilise timely, accurate, reliable, and disaggregated SDGs and NUA data for informed policy-making decisions.
- An online platform will be established to inform the public about the city’s plans and actions concerning SDGs.

Almaty, Kazakhstan

Central Asia

Implementation of the New Urban Agenda



Arbat avenue in Almaty, Zhibek Zholy Street.
©Minar Aslanova/ SHUTTERSTOCK

 Regional Context UN and other organisational regions	United Nations Economic Commission for Europe (UNECE) UN Region: Europe and Central Asia
 Key Agencies Project leaders and managers	<ul style="list-style-type: none"> UN-Habitat UNECE Akimat Centre for Sustainable Production and Consumption (CSPC)
 Contributors Contributing organisations and collaborators	<ul style="list-style-type: none"> Department of Economy Department of Environment Department of Culture Department of Health Representatives of other National Institutions
 Conditions to Change	Connection and enhance separate monitoring processes
 Mode of Action Understanding conditions of the problem	 Proactive Responding to a present issue
 Strategy of Implementation Choosing process that will successfully affect the problem	 Symbiotic Fits into existing practices to improve functionality/efficiency
 Type of Trend Identifying the intended resultant impact to inform process and assure success	 Scaling Up and/or Institutionalization of Existing Practice
 Means of Implementation Identifying and applying tools to ensure success	<ul style="list-style-type: none"> Policy and Legislation Data

 Rate of Change Creating the process of change and resultant impact	 Emerging Gradual Trend Newly emerging trend that is slowly picking up pace
 Output Project leaders and managers	<ul style="list-style-type: none"> Smart City Profile Adoption of the Urban Monitoring Framework
 Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset	<ul style="list-style-type: none">  Systems Thinking  Collaboration and Partnerships  Continuous Learning and Improvement
 SDG Connection Specify the problem to address	 SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
 NUA Core Dimensions Core dimensions of urban sustainability	<ul style="list-style-type: none">  Social Sustainability  Economic Sustainability  Environmental Sustainability  Spatial Sustainability
 NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability	<ul style="list-style-type: none">  Intervention Mechanisms  Hard Measures for Infrastructure and Services  Soft Measures  Technology and Innovation
 NUA Principles and Actions Guiding principles and actions to support NUA implementation	<ul style="list-style-type: none">  Participation  Knowledge  Local government  Cooperation and efficiency  Coordination  Stakeholders  Capacity building  Stakeholder engagement

MULTILEVEL INTEGRATION

Maseru, Lesotho

Africa

Data Generation to Implement NUA at a Local Level, with National Impact

Introduction to Maseru

As of 2020

Population: 330,000¹²

Land area: 138.2 square kilometres¹³

Population density: 2,386 people per square kilometre¹⁴

Gross Regional Domestic Product (GRDP): 2.5 billion US dollars¹⁵

Maseru is the capital and largest city of Lesotho, a landlocked country in southern Africa. From the perspective of sustainable urban development, Maseru faces a number of challenges, including rapid urbanization, environmental degradation, and inadequate infrastructure.

However, there are also opportunities to promote sustainable growth and development in the city, including investments in renewable energy, green transport, and sustainable agriculture.

These efforts are being made through projects such as the Lesotho Lowlands Water Development Project, which aims to improve water supply and sanitation in the city and surrounding areas.¹⁶ The city is also working to implement a Green City Action Plan, which will focus on reducing greenhouse gas emissions, promoting energy efficiency, and improving waste management.¹⁷



Data Generation to Implement NUA at a Local Level, with National Impact

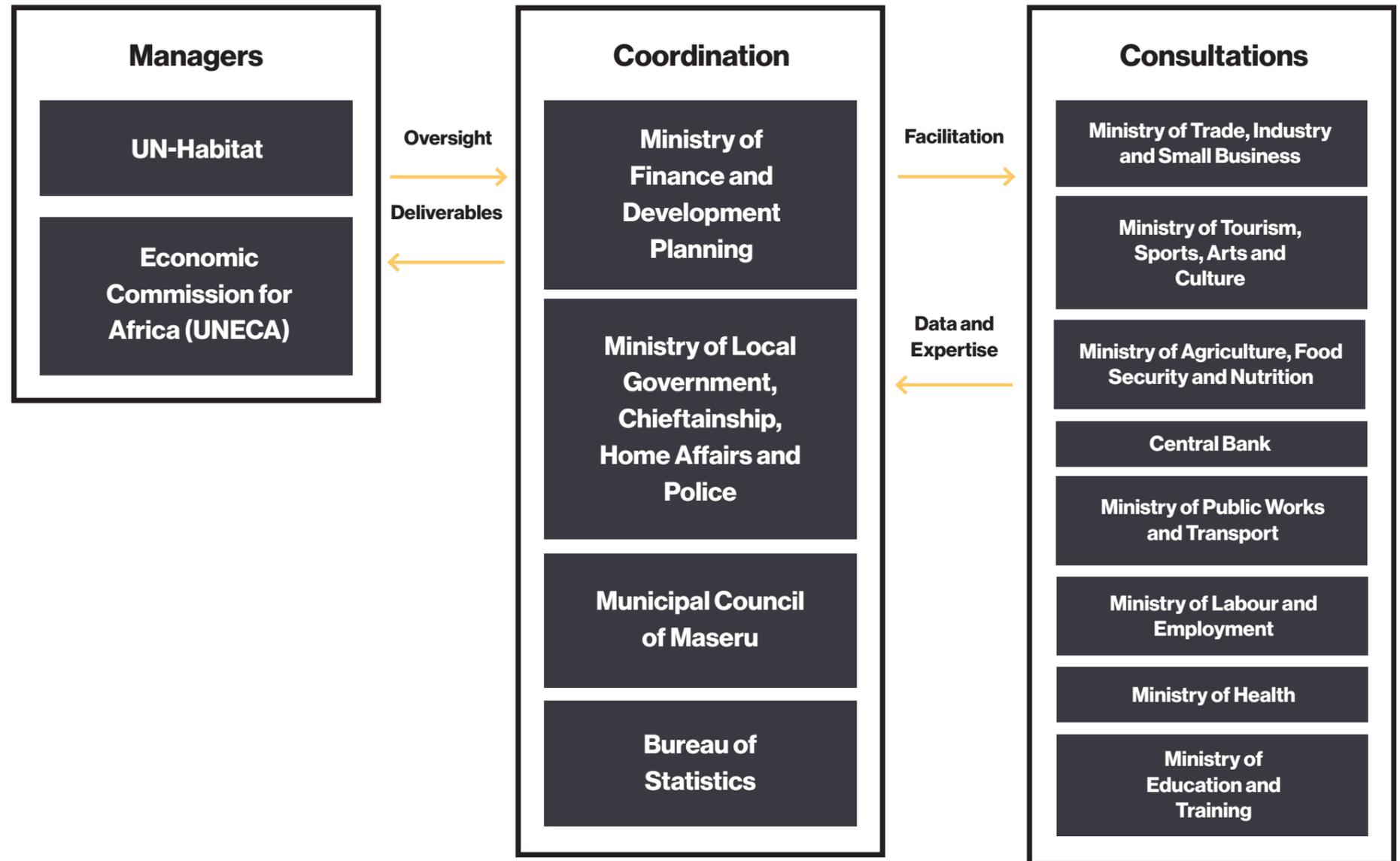


Project Overview

The project aimed to support national and city-level stakeholders in monitoring and evaluating progress towards implementing the New Urban Agenda in Lesotho, particularly in Maseru. The first objective was to assess the readiness of Lesotho to implement the Agenda and to strengthen the existing national implementation team.

The second objective was to assist city stakeholders in generating data to monitor their priority areas and to use the Urban Monitoring Framework to localise the Sustainable Development Goals (SDGs) and implement the New Urban Agenda. This involved developing a shared understanding of concepts and definitions for statistical indicators, strengthening local capacities to produce statistics, and refining the assessment of urban inequalities.

Stakeholder Organigram



Maseru, Lesotho

Africa

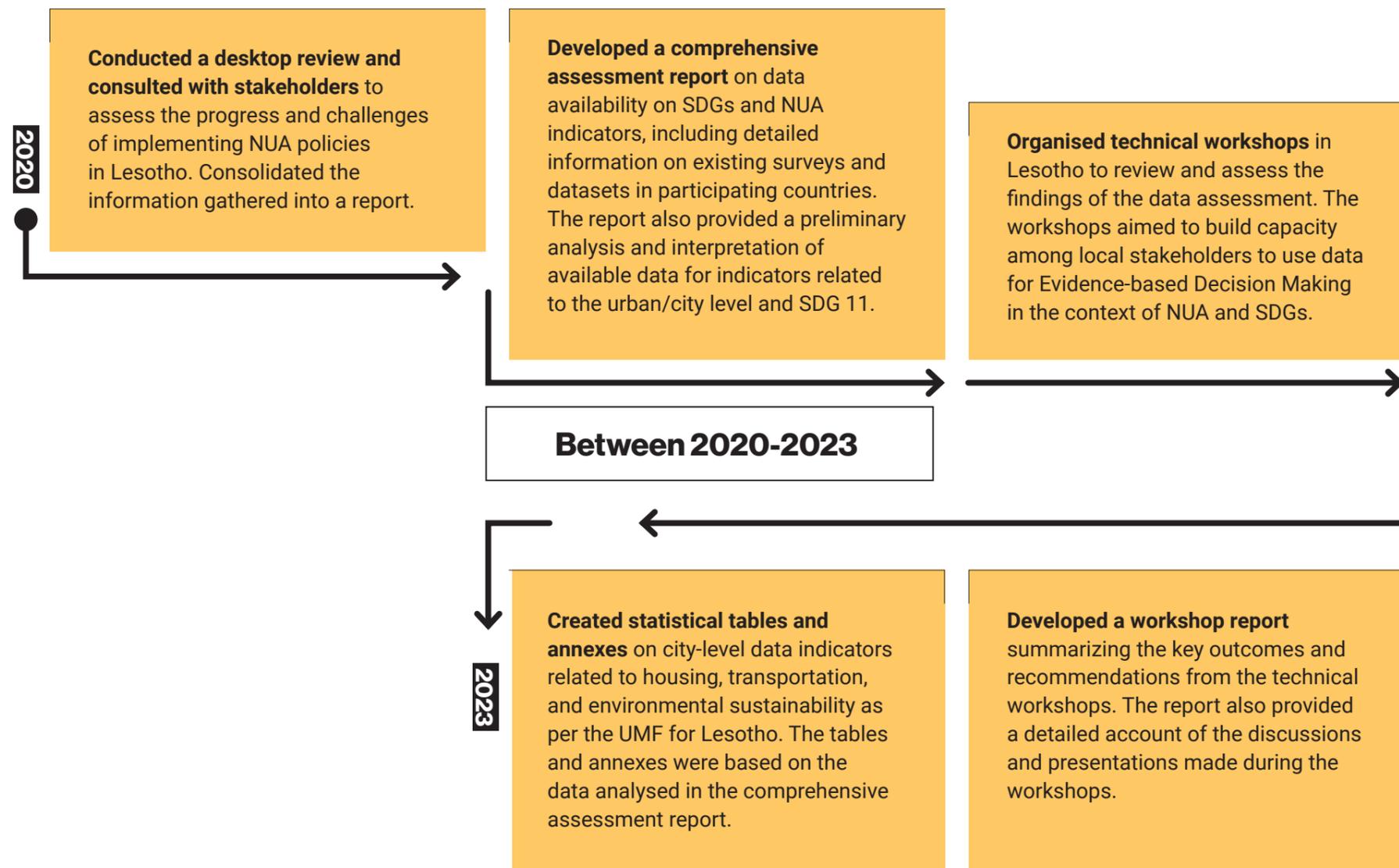
Data Generation to Implement NUA at a Local Level, with National Impact



Overall outcomes

Mind-shifts demonstrated

- o **Systems Thinking:** Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems, and considering the long-term impacts of decisions on the environment, society, and economy.
- o **Collaboration and Partnerships:** Building effective partnerships with various stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes.
- o **Evidence-based Decision Making:** Making decisions based on sound evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.



Data Generation to Implement NUA at a Local Level, with National Impact



Mindshifts and Core Outputs

Systems Thinking

- Engagement and interest from across government, including the Minister of Local Government and the Department of Housing, including the Director of Housing, who will work alongside the Minister of Development Planning for future implementation.
- A new initiative has been devised by the Director of Housing to educate the people of Lesotho about the New Urban Agenda. This will lead to further engagement and progress.

Collaboration and Partnerships

The project strengthened cooperation between data producers, co-producers, data compilers, and users. This style of working together created a more collaborative and effective approach to data collection and analysis.

Evidence-based Decision Making

Development and consolidation of city-level data indicators to connect across the Urban Monitoring Framework, the Sustainable Development Goals (SDGs) and the implementation of the NUA.

Key Challenges

- Initially, some stakeholders were hesitant to adopt the project. However, a city implementation team was established promptly once the project's relevance and the roles of each stakeholder were clearly understood. This team, consisting of officials from various municipal departments, was critical in driving the project forward.

- The project faced financial constraints, which made it challenging to collect and allocate resources effectively.
- Coordinating stakeholders vertically and horizontally was occasionally challenging, resulting in suboptimal utilisation of resources and duplication of efforts at times.
- A lack of understanding and awareness among officials and local communities regarding the Sustainable Development Goals and the New Urban Agenda hindered the effective localization and implementation of related projects.
- Although officials understood the concept and material, a lack of available data within departments hindered the effective application of the urban monitoring framework.
- Implementing the New Urban Agenda was challenging due to a lack of time and the associated burden, despite localizing the SDGs within sectoral departments. However, highlighting the added value of using the Urban Monitoring Framework to generate information for Lesotho could help mitigate these challenges and support effective implementation.
- Many ministries lacked advanced administrative data systems, affecting their ability to process data quickly and generate statistics.

Lessons Learned

- Continued advocating and communication of the NUA to ensure that all stakeholders thoroughly comprehend its intent and potential impact.
- It is essential to link the different outcomes of a project closely. In the case of this project, it would have been advisable to work on the second outcome simultaneously with the first.

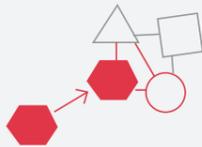
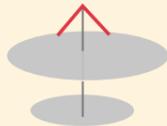
- Generating baseline information on a city, especially one like Maseru, which has never developed its data and information, is essential. This information is necessary to understand where the most vulnerable people are and the inequalities they face.
- Data is essential to inform the action plan. It is essential to have a shared understanding of where the priorities lie.
- All sectoral agencies would benefit from collaborating to create a knowledge repository with databases linking data producers and sources. This would facilitate a better understanding of all the work accomplished, thereby preventing duplication.

Future Development

- In Lesotho, the Minister of Local Government is working on taking components from the project, including the development of the National Strategic Spatial Development framework, into their budget for the next fiscal year starting in April 2023. This is a positive step as the current National Strategic Development Plan has been observed to focus mainly on the economic side and neglected the spatial elements. Without proper spatial planning, economic projects would not be as effective. The development of the National Spatial Development framework would help address this shortcoming and improve the development of Maseru and other areas in Lesotho.
- Translating the New Urban Agenda for Lesotho officials and society is necessary to ensure they fully understand and appreciate its importance. Capacity building is crucial.
- This aligns with the National Strategic Development Plan II (NSDP II), which has been extended to 2027 and now explicitly prioritises the built environment as a strategic domain, integrating spatial planning across multiple development objectives.

Maseru, Lesotho

Africa

 <p>Regional Context UN and other organisational regions</p>	<p>United Nations Economic Commission for Africa (UNECA) UN Region: Africa</p>
 <p>Key Agencies Project leaders and managers</p>	<ul style="list-style-type: none"> UN-Habitat UNECA Ministry of Development and Planning and Finance Ministry of Local Government and Citizenship Municipal Council of Maseru Bureau of Statistics
 <p>Contributors Contributing organisations and collaborators</p>	<ul style="list-style-type: none"> Ministry of Trade and Industry Ministry of Tourism, Environment and Culture Ministry of Agriculture, Food and Security Central Bank Ministry of Transport Ministry of Police and Public Safety Ministry of Labour and Employment Ministry of Finance Ministry of Health Ministry of Home Affairs Ministry of Education and Training
 <p>Conditions to Change</p>	<p>Connection across national and local governments, and access to data for monitoring</p>
 <p>Mode of Action Understanding conditions of the problem</p>	 <p>Reactive Responding to a known issue</p>
 <p>Strategy of Implementation Choosing process that will successfully affect the problem</p>	 <p>Substitution Seeks to replace an existing practice</p>
 <p>Type of Trend Identifying the intended resultant impact to inform process and assure success</p>	 <p>Scaling Up and/or Institutionalization of Existing Practice</p>
 <p>Means of Implementation Identifying and applying tools to ensure success</p>	<ul style="list-style-type: none"> Capacity Building Data

 <p>Rate of Change Creating the process of change and resultant impact</p>	 <p>Emerging Gradual Trend Newly emerging trend that is slowly picking up pace</p>
 <p>Output Project leaders and managers</p>	<p>Awareness and strengthening of cooperation between data producers, co-producers, data compilers, and users.</p>
 <p>Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset</p>	<ul style="list-style-type: none"> Systems Thinking Collaboration and partnerships Innovation and entrepreneurial Evidence-based decision making Resilience and adaptability
 <p>SDG Connection Specify the problem to address</p>	 <p>SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically</p> <p>SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>
 <p>NUA Core Dimensions Core dimensions of urban sustainability</p>	<ul style="list-style-type: none"> Social Sustainability Economic Sustainability Environmental Sustainability Spatial Sustainability
 <p>NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability</p>	<ul style="list-style-type: none"> Intervention Mechanisms Hard Measures for Infrastructure and Services Soft Measures Technology and Innovation
 <p>NUA Principles and Actions Guiding principles and actions to support NUA implementation</p>	<ul style="list-style-type: none"> Coordination Knowledge Capacity building Participation and inclusivity Accountable decision-making Awareness Context Stakeholder mapping

Naga City, Philippines

Asia and the Pacific

Long Term Relationships for Local Application and National Integration

Introduction to Naga City

As of 2020

Population: 206,971¹⁸

Land area: 84.48 square kilometres¹⁹

Population density: 2,449 people per square kilometre²⁰

Gross Regional Domestic Product (GRDP): 32.6 million US dollars²¹

Naga City is a highly urbanized city located in the Bicol Region of the Philippines. It has gained recognition for its successful implementation of sustainable urban development practices, as it tries to balance economic growth with social and environmental sustainability.

It has introduced participatory governance and community involvement in decision-making processes, implemented several sustainable transportation initiatives, including the use of electric tricycles and the development of bike lanes and pedestrian walkways, in order to reduce carbon emissions and improve the overall livability of the city.²² The city has also implemented various programmes and policies to preserve and rehabilitate its natural resources from pollution and degradation, such as the Naga River and Mount Isarog, whilst also promoting eco-tourism and sustainable livelihoods for local communities.²³



Mabolo Bridge in Naga City, Philippines
©MDV Edwards/SHUTTERSTOCK

Naga City, Philippines

Asia and the Pacific

Long term relationships for local application and national integration



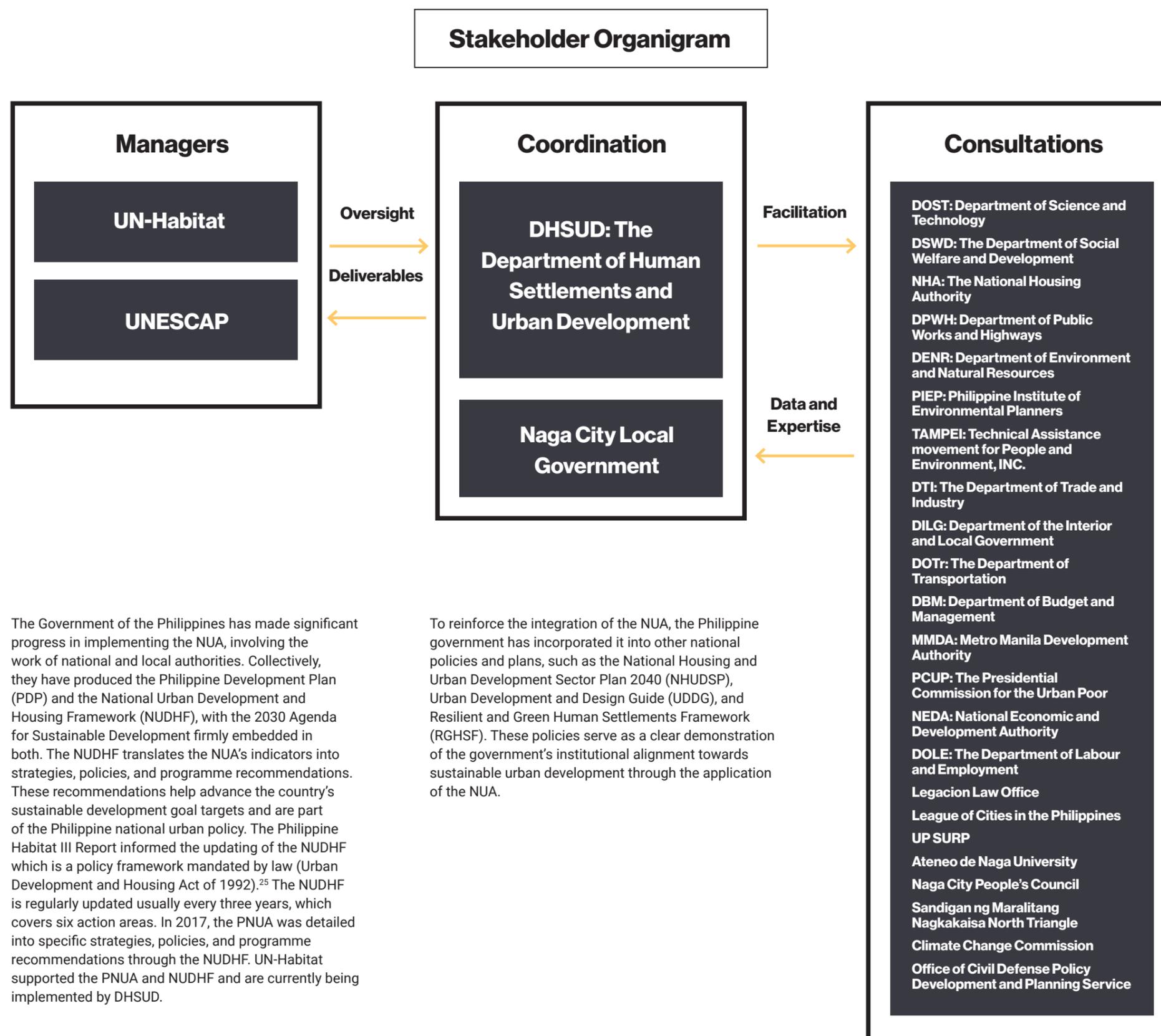
Project Overview

This project aimed to contribute to and demonstrate the process of localizing, integrating, and implementing local and national urban policies to deliver the New Urban Agenda (NUA) in the Philippines from 2020-2023. Building upon previous commitments to localise global frameworks, such as the Millennium Development Goals, it anchored the 2030 Agenda for Sustainable Development and the NUA with other ongoing endeavors.

The project faced two key challenges: 1) ensuring government stakeholders' buy-in for the NUA and 2) embedding the NUA into different work streams between various national and local government institutions.

Focusing on the local government perspective, the project showcased the impact of local involvement in national government processes. It facilitated two-way communication processes with national stakeholders who received regular updates on Naga City's implementation and integration of the NUA into the city's planning processes, and in how it could connect 'upwards' into national policy areas. Naga City integrated the SDGs & the Philippine NUA in their Comprehensive Development Plan (CDP), which their Voluntary Local Review (VLR) is an annex to.

During the project implementation period, opportunities emerged to align the NUA with the newly established Department of Human Settlements and Urban Development (DHSUD) and the Naga City Government. This alignment increased ownership of the NUA led to a more robust engagement process during the evolution of this project.



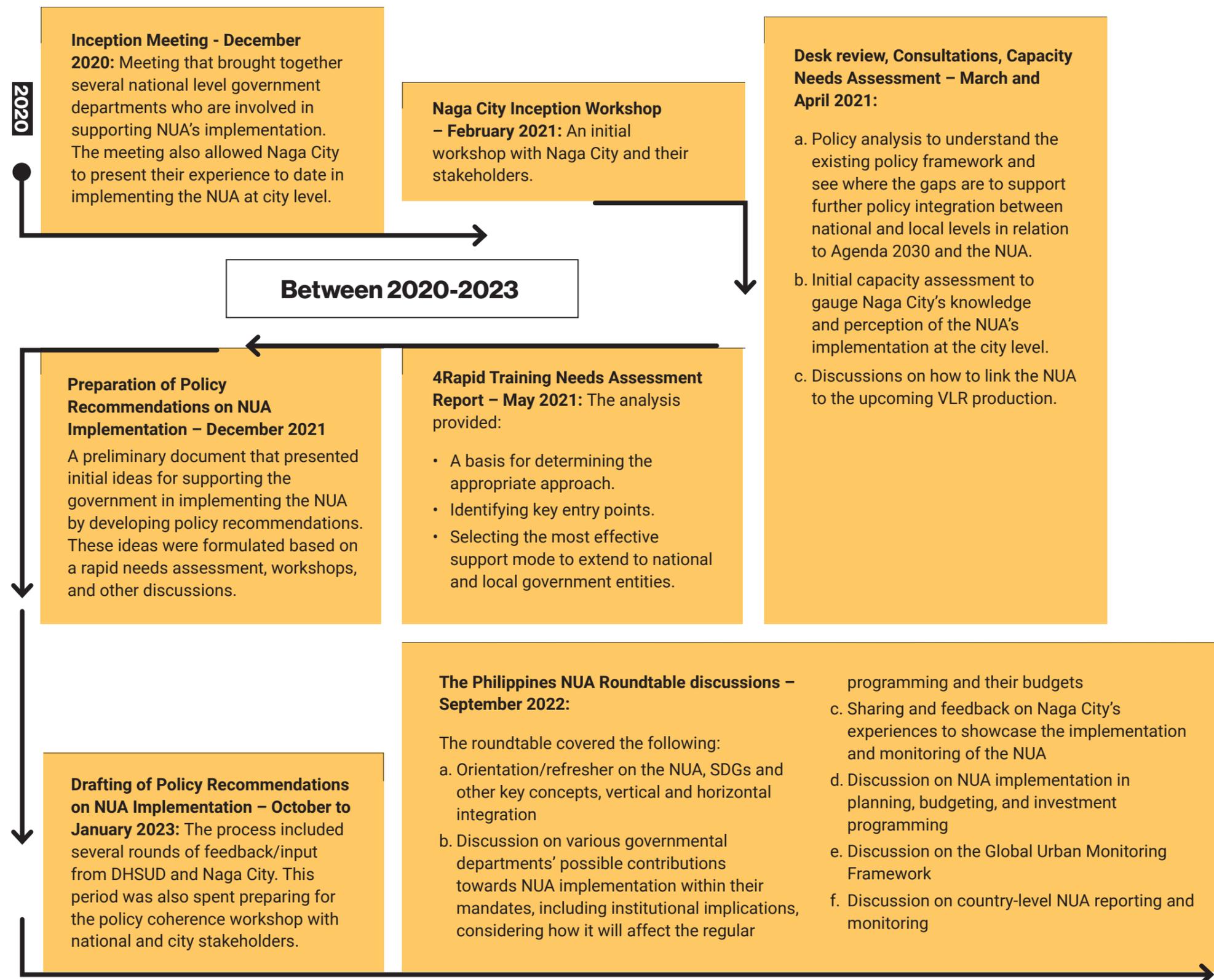
Long Term Relationships for Local Application and National Integration



Roadmap of activities

The project comprised of a series of online and in-person workshops, roundtables and consultations and research periods. The workshops and roundtables were effective in convening many diverse stakeholders, building relationships, and enabling the sharing of knowledge that could then be furthered through consultations and research.

UN-Habitat and The Economic and Social Commission for Asia and the Pacific (UNESCAP) agreed on the project's methodology and work streams. These were shared with DHSUD and Naga City Local Government for their input and feedback. The four institutions jointly planned and implemented the activities mentioned below.



Naga City, Philippines

Asia and the Pacific

Long Term Relationships for Local Application and National Integration



Stakeholder and Policy Framework Analysis – August 2022:

Desk work review in preparation for the roundtable discussions in September.

Policy Coherence Workshop – January 2023: The workshop aimed to ensure that the draft policy recommendations for national NUA reporting are people-centred, relevant, and understandable to policymakers and communities by presenting and subjecting them to feedback and validation from stakeholders, along with discussing the initial indicators.

The Philippines Urban Forum – February 2023

The Philippine Urban Forum (PhUF) was launched on February 2023 but the actual conduct of the PhUF was done on November 2023. PhUF is an open and inclusive platform, is designed to discuss the challenges and opportunities of rapid urbanization in the Philippines, aligning with the World Urban Forum's theme "Road to Better, Greener, Smarter Human Settlements and Urban Systems in a more Inclusive Philippines." Envisioned as an open-ended technical think tank, the event aims to cross-fertilize insights, share effective policies, and advance collective knowledge on sustainable urbanization while including major stakeholders, such as the urban poor sector. The Urban Expo is one of the activities to look forward to. While not part of DA12, PhUF 2023 is a welcome development in accelerating NUA implementation, with the launch event held in February and the main event scheduled for October.

Regional Workshop – March 2023:

This Regional Learning Exchange hosted jointly by the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the United Nations Human Settlements Programme (UN-Habitat) provided a platform for sharing lessons and ideas among policymakers, implementers, and technical experts towards improving the localization, integration, and implementation of the NUA and the Sustainable Development Goals in the region.

2023

Long Term Relationships for Local Application and National Integration



Mindshifts and Core Outputs

Systems Thinking

- The Philippines programmatically leveraged new project opportunities to provide continuity and synergies with other initiatives. In all projects, it strongly emphasized the horizontal-vertical integration of government, resulting in integrated national-local urban policies to support the implementation of the New Urban Agenda (NUA).
- Facilitated stakeholder engagement and a platform for government to demonstrate contributions to the implementation of the NUA.
- Through the workshops and discussions, delivered governmental stakeholders realized the interlinkages between their workstreams towards NUA implementation. Thus, there was a conversation on aligning the programmes with the NUA indicators and tagging existing programmes and projects so that it enhances the existing programming of each agency towards both facilitating, reporting, and monitoring, as well as actual improvement of their programmes from the national to the local perspective.
- Developed policy recommendations to further support the horizontal and vertical integration of national and sub-national urban plans.
- Naga City has finalised its VLR, which will feature SDG 11. This makes Naga City the first city in the Philippines to include SDG 11 in its VLR. Naga City has also linked the SDGs and the Philippine NUA in its Comprehensive Development Plan.

Collaboration and Partnerships

- The Department of Human Settlements and Urban Development (DHSUD) is the lead government agency responsible for the development of Philippines NUA Country Report processes and leveraged the project to generate greater

awareness, solicit inputs and develop the NUA indicators. Its engagement consciously focused on the monitoring framework and reporting on NUA using global indicators, creating a structure to ensure that everybody was informed. Furthermore, the policy recommendations resulting from this project fed into the NUA Country Report.

- Naga City collaborated with the national government on the indicators for measuring the NUA at the local level, ensuring effective implementation on the ground.

Evidence-based Decision Making

The project re-energized government ownership with the NUA as a development framework. The NUA became a focal point for the various systems and processes within the government. The Philippines government expressed how this project strengthened their sense of being part of a global community of nations committed to achieving the NUA.

Key Challenges

- Prioritising the NUA on stakeholders' agendas, especially with other pressing issues competing for their attention, was challenging. The project overcame this by showing the vertical alignment and linkages between the NUA at different levels of government, raising awareness and interest in sub-national reviews, leading to greater coherence in urban policies.
- The pandemic forced a shift to remote engagement, hindering participation and making it more challenging to conduct in-person consultations. Furthermore, key stakeholders falling ill due to the pandemic led to delays in some processes.
- Implementing international and national frameworks like the NUA and National Urban Development and Housing Framework (NUDHF) at the local level

can be challenging due to technical language and jargon that all stakeholders do not easily understand.

- Some stakeholders may not fully understand the relationship between the NUA and the Sustainable Development Goals (SDGs) and how they should be integrated.

Lessons Learned

- Showing vertical alignment and linkages between the NUA at different levels of government can raise awareness and interest in sub-national reviews, leading to greater coherence in urban policies.
- Defining clear roles and responsibilities, especially for projects involving multiple stakeholders and sectors, can prevent delays and misunderstandings during implementation.
- Establishing good links between national and local offices and promoting dialogue and learning opportunities can ensure the NUA is applicable and relevant to local realities.
- Maintaining continuity among decision-makers is essential for better outcomes and informed processes. Having a focal point within the government, like the one in Naga City that has collaborated since the localization of the MDGs, can facilitate this stability.
- Collaboration among different government agencies, including those not traditionally linked to urban development, is prevalent in the Philippines and can significantly impact implementation.
- Aligning projects with government processes and priorities can lead to a more significant impact, as seen in successful alignment with the NUA.
- Government counterparts express satisfaction with the process and feel assured about their proficiency and capabilities regarding the NUA

Future Development

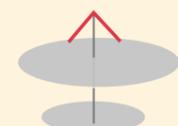
- The significant increase in urban areas in Asia and the Pacific highlights the ongoing importance of the NUA, making it essential to ensure greater awareness and support for its implementation.
- While knowledge of integrating the NUA into plans and programmes within various departments and government bodies exists, there is still a long way to go for its full implementation compared to the SDGs.
- Establishing a sub-national analysis model that links Voluntary National Reviews with Local Reviews could lead to stronger city and local government.
- In the next five years, the Philippines will use the NUA as an anchor and guide for conceptualizing, developing, implementing, and monitoring programmes and projects.
- The VLR, currently being developed, follows the same structure and indicators as the VNR and NUA reporting.
- The developed guidelines and recommendations will strengthen the identification of how the NUA fits into existing policies and national and sub-national plans. Sharing experiences with other regional territories will also be facilitated by insights from the guidelines/recommendations.

Naga City, Philippines

Asia and the Pacific



Peñafrancia Minor Basilica. Naga City
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 Regional Context UN and other organisational regions	United Nations Economic Commission for Africa (UNECA) UN Region: Africa
 Key Agencies Project leaders and managers	<ul style="list-style-type: none"> UN-Habitat UNESCAP The Department of Human Settlements and Urban Development (DHSUD) Naga City Local Government
 Contributors Contributing organisations and collaborators	<ul style="list-style-type: none"> Department of Science and Technology The Department of Social Welfare and Development The National Housing Authority Department of Public Works and Highways Department of Environment and Natural Resources Philippine Institute of Environmental Planners Technical Assistance Movement for People and Environment The Department of Trade and Industry Department of the Interior and Local Government The Department of Transportation Department of Budget and Management Metro Manila Development Authority The Presidential Commission for the Urban Poor National Economic and Development Authority The Department of Labour and Employment Legacion Law Office League of Cities in the Philippines UP SURP Ateneo de Naga University Naga City People's Council Sandigan ng Maralitang Nagkakaisa North Triangle Climate Change Commission Office of Civil Defense Policy Development and Planning Service
 Conditions to Change	Build relations between national and local governments
 Mode of Action Understanding conditions of the problem	 Reactive Responding to a known issue
 Strategy of Implementation Choosing process that will successfully affect the problem	 Symbiotic Fits into existing practices to improve functionality/efficiency
 Type of Trend Identifying the intended resultant impact to inform process and assure success	 Scaling Up and/or Institutionalization of Existing Practice
 Means of Implementation Identifying and applying tools to ensure success	<ul style="list-style-type: none"> Policy and Legislation Long term existing working relationships

 Rate of Change Creating the process of change and resultant impact	 Positive Continuing Trend Following the same trajectory as previous decades
 Output Project leaders and managers	<ul style="list-style-type: none"> Policy Recommendations for NUA Implementation National-Local policy integration
 Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset	<ul style="list-style-type: none"> Systems Thinking Collaboration and Partnerships Continuous Learning and Improvement
 SDG Connection Specify the problem to address	 SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
 NUA Core Dimensions Core dimensions of urban sustainability	<ul style="list-style-type: none"> Social Sustainability Economic Sustainability Environmental Sustainability Spatial Sustainability
 NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability	<ul style="list-style-type: none"> Intervention Mechanisms Hard Measures for Infrastructure and Services Soft Measures Technology and Innovation
 NUA Principles and Actions Guiding principles and actions to support NUA implementation	<ul style="list-style-type: none"> Context Capacity Building Accountable decision-making Compliance Process Participation and inclusivity Awareness Knowledge Coordination Holistic planning Participation Multi-sector planning Local government Advisory committees Urban law Multi-level governance Accountability Cooperation and efficiency Networks Institutional capacity Policy design Stakeholders

MULTILEVEL INTEGRATION

San Jose, Costa Rica

Latin America and the Caribbean

Addressing Urban Sprawl through
NUA-aligned Urban Policies

Introduction to San Jose

As of 2021

Population: 1,485,236²⁶

Land area: 44.62 square kilometres²⁷

Population density: 33,297 people per square kilometre²⁸

Gross Regional Domestic Product (GRDP): 13,7 thousand US dollars²⁹

San Jose, the capital city of Costa Rica, has been implementing sustainable urban regeneration for a number of years, with a focus on transforming underutilised areas and revitalizing urban landscapes.³⁰

Its sustainable urban regeneration efforts include improving its public transportation systems, promoting eco-friendly transportation options such as cycling and walking, and developing green public spaces. The city has also implemented measures to reduce waste generation and improve waste management practices, such as recycling and composting.

San Jose has also implemented measures to reduce waste generation and improve waste management practices, such as recycling and composting.³¹



Addressing Urban Sprawl through NUA-aligned Urban Policies

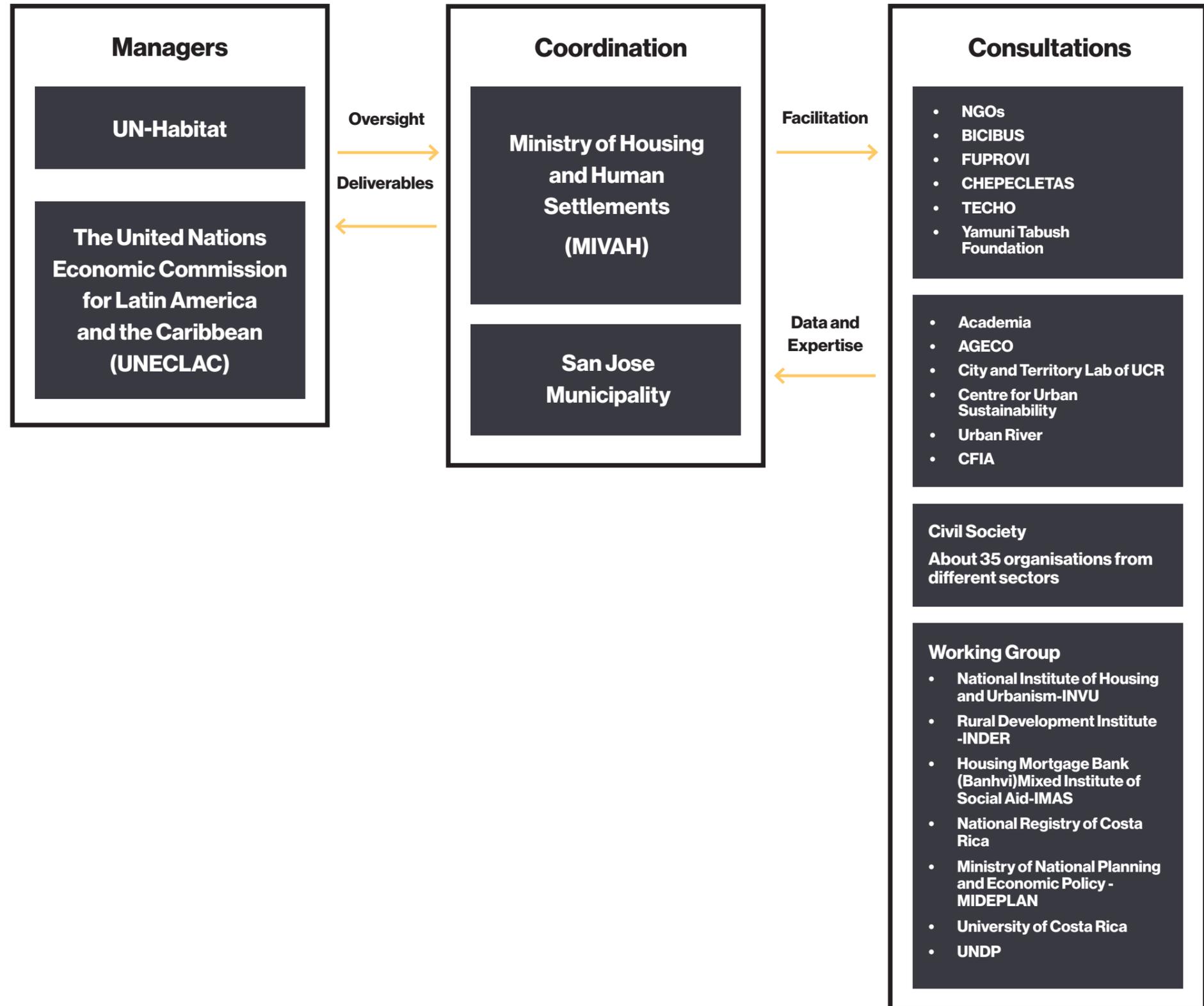


Project Overview

This project aimed to promote sustainable urban development in Costa Rica through the production of the country's first Voluntary National Report on the progress of the New Urban Agenda (NUA) between 2016-2021. The report was created with a ministerial team and various stakeholders, including public entities, academic institutions, NGOs, and civil society organisations. Throughout the process, 103 organisations were consulted and responses gathered for 76 NUA indicators to create a comprehensive and accurate report.

Two projects have been initiated in light of the methodology developed to identify gaps in urban policy. The first project focuses on the need for a national land bank in Costa Rica to facilitate sustainable land use practices and curb urban sprawl, complementing efforts towards implementing the NUA. The second project involves capacity-building initiatives that entail participation in a diploma programme on NUA and conducting training workshops.

Stakeholder Organigram



San Jose, Costa Rica

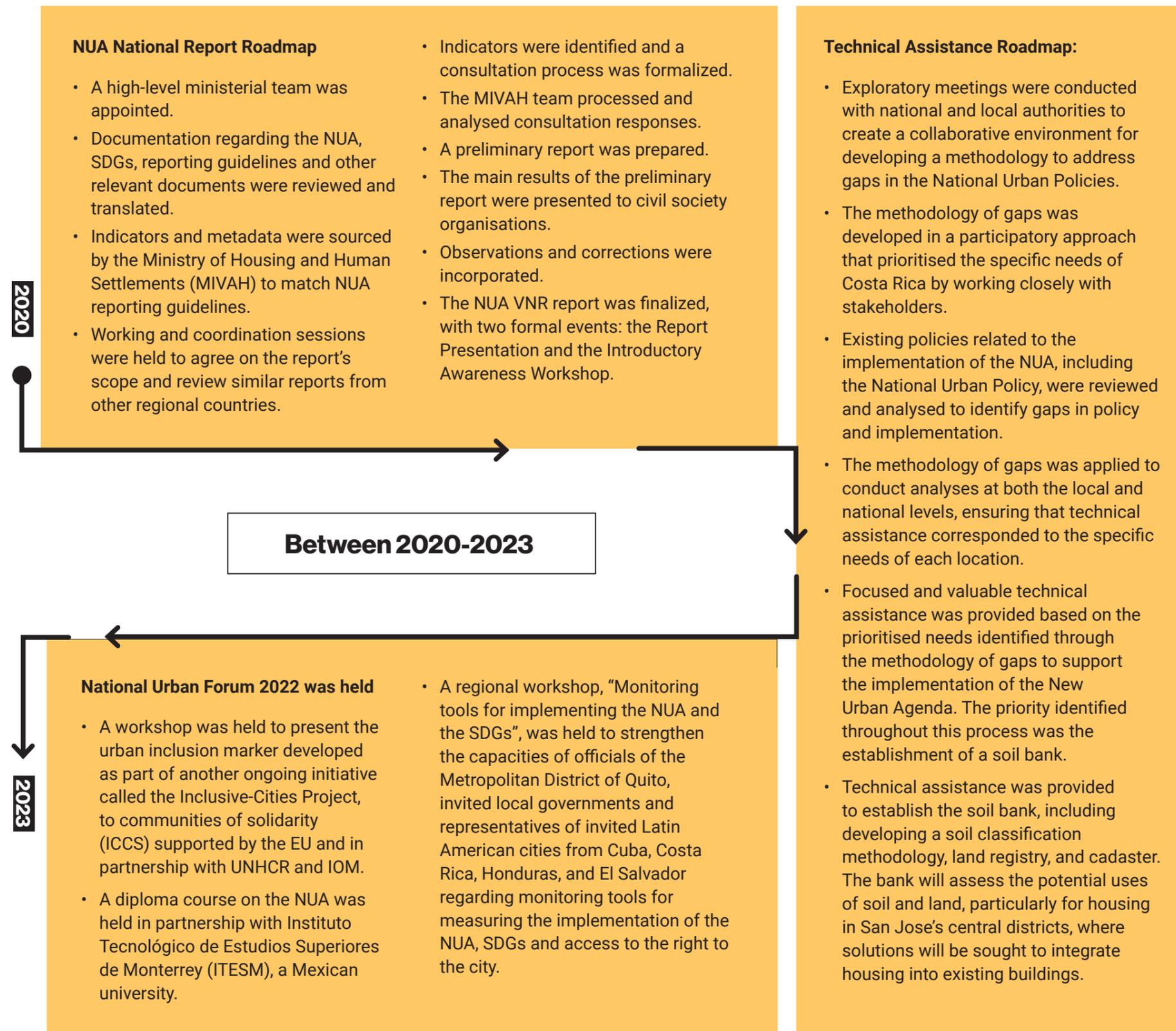
Latin America and the Caribbean

Addressing Urban Sprawl through NUA-aligned Urban Policies



Roadmap of activities

The project involved three aligned processes of delivery for the NUA National Report, a technical output and a capacity building output. It required the appointment of a high-level ministerial team, the review and translation of crucial documentation, the adaptation of indicators and meta-data, coordination and working sessions, and the finalizing of the NUA National report. In addition to the technical assistance and capacity-building processes, there were two main events – the Introductory Awareness Workshop and the Report Presentation – both of which served as key milestones in the project's timeline.



Addressing Urban Sprawl through NUA-aligned Urban Policies



Overall outcomes

Systems Thinking: Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems, and considering the long-term impacts of decisions on the environment, society, and economy.

- **Collaboration and Partnerships:** Building effective partnerships with various stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes.
- **Resource Efficiency and Circularity:** Prioritising resource efficiency, reducing waste and pollution, and promoting circularity in urban systems to ensure sustainable use of resources and minimize environmental impacts.
- **Evidence-based Decision Making:** Making decisions based on sound evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.
- **Continuous Learning and Improvement:** Embracing a culture of Continuous Learning and Improvement, especially in the urban context where post occupancy analysis of places and spaces is often lacking, and where lessons are learned from past experiences and feedback is used to improve future actions.

Mindshifts and Core Outputs

Systems Thinking

- The area of focus to apply this objective was at the local level in San José, where the pilot land bank was being developed, with the intent of addressing the need to better integrate housing within the city and reduce urban sprawl by reusing empty buildings.
- Given the complexity of the issues involved, the project is still in the formulation phase, and there is an understanding that the process will take several more years to develop. However, progress has been made in terms of legal analysis and institutional change.

Collaboration and Partnerships

- A robust exchange of experiences and knowledge was created between countries in the region on NUA national reporting, Voluntary Local Reports (VLRs) about the NUA, and the Urban Monitoring Framework.
- Technical assistance was provided by ECLAC to create the first land bank in the country, which not only included the creation of a land registry but also aimed to help Costa Ricans understand the potential uses of land.

Resource Efficiency and Circularity

The main objective identified through the National Urban Policy gap analysis was to establish a land bank in Costa Rica to address and act upon multiple principles of the NUA.

Continuous Learning and Improvement

- Improved accessibility (both in language and local contexts) of the NUA Illustrated

handbook and NUA online Crash Course was enabled through this work.

- Development of the Urban and Cities Platform, which includes e-learning courses, presentations, and exchange of experiences and data at the national and local level from various countries in the Latin American and the Caribbean Region.
- Upgraded land planning and monitoring capacities of MIVAH officials and the Municipality of Quito through courses on “Planning for Urban Transformation” and the New Urban Agenda Diploma with TEC Monterrey.
- Delivery of a regional workshop titled, “Monitoring tools for implementing the NUA and the SDGs”.

Key Challenges

- At times, the collaboration between the different actors involved was challenging.
- Many tools, such as the Urban Monitoring Framework, are unavailable in the local language and context, thus making them challenging to understand and apply them.
- The resources, both financial and human, in the projects were sometimes limited compared to the desired scope or the needs of the context to work with.
- Developing new working methodologies often requires trial and error during their implementation phases. This process can lead to an increased preparation time and, at times, may decrease the likelihood of widespread adoption in the short term. However, it is important to persevere through these challenges, as the potential benefits of the new methodology are likely to outweigh the initial costs and time of its preparation.

Lessons Learned

- To ensure coherence between the activities undertaken by different bodies involved in projects, it is essential to involve the countries and main implementing stakeholders from their inception onwards. By doing so, they can provide valuable input and help ensure that the project aligns with their objectives and priorities.
- Municipalities willing to apply the monitoring of the New Urban Agenda (NUA) may have gaps in technology and personnel. As a result, it is crucial to be flexible in the methodologies used for following up on the NUA and to adapt to the local reality by providing materials in the regional language, and apply innovation in evolving existing indicators and meta data to measure new forms of implementation.
- A well-established methodology based on verifiable data and qualitative analysis makes it easier to ensure continuity of efforts, even if there are changes in administration or personnel. This is important in ensuring sustained progress towards achieving the goals of the New Urban Agenda (NUA) and Sustainable Development Goals (SDGs).

Future Development

- Readjustment and simplification of the methodology used to identify gaps and prioritise actions will make it easier for other countries and stakeholders to adopt and refine the methodology in their context. Thus, it is intended to share the methodology and action plans through publications and courses developed by ECLAC with Cuba, Costa Rica and Ecuador, the three countries that collaborated on the project, alongside other countries in the region.

San Jose, Costa Rica

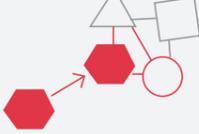
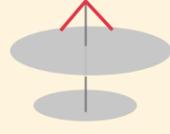
Latin America and the Caribbean



National Theatre of Costa Rica.
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San Jose, Costa Rica

Latin America and the Caribbean

 Regional Context UN and other organisational regions	United Nations Economic Commission for Latin America and the Caribbean (UNECLAC) UN Region: Latin America and the Caribbean
 Key Agencies Project leaders and managers	<ul style="list-style-type: none"> UN-Habitat UNECLAC Ministry of Housing and Human Settlements San Jose Municipality
 Contributors Contributing organisations and collaborators	<ul style="list-style-type: none"> NGOs Civil Society Academia Working Group comprised of national institutes, academia and other international bodies
 Conditions to Change Specify the problem to address	Improve sustainable urban development plans
 Mode of Action Understanding conditions of the problem	 Reactive Responding to a known issue
 Strategy of Implementation Choosing process that will successfully affect the problem	 Symbiotic Fits into existing practices to improve functionality/efficiency
 Type of Trend Identifying the intended resultant impact to inform process and assure success	 Scaling Up and/or Institutionalization of Existing Practice
 Means of Implementation Identifying and applying tools to ensure success	<ul style="list-style-type: none"> Capacity Building

 Rate of Change Creating the process of change and resultant impact	 Emerging Gradual Trend Newly emerging trend that is slowly picking up pace
 Output Project leaders and managers	<ul style="list-style-type: none"> NUA Voluntary National Report Pilot land bank in San Jose
 Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset	<ul style="list-style-type: none"> Systems Thinking Evidence-based Decision Making Collaboration and Partnerships Continuous Learning and Improvement Resource Efficiency and Circularity
 SDG Connection Specify the problem to address	 SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
 NUA Core Dimensions Core dimensions of urban sustainability	   
 NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability	   
 NUA Principles and Actions Guiding principles and actions to support NUA implementation	          

MULTILEVEL INTEGRATION

Battambang, Cambodia

Asia and the Pacific

Aligning the NUA with the Smart City Agenda to Create Integrated Urban Policies

Introduction to Battambang

As of 2020

Population: 1,312,051³²

Land area: 11,748 square kilometres³³

Population density: 98.8 people per square kilometre³⁴

Gross Regional Domestic Product (GRDP): 2,716 million US dollars (as of 2020)³⁵

Battambang is a province in the northwest region of Cambodia, with the city of Battambang as its capital. The province has a rich history and cultural heritage, with ancient temples, French colonial architecture, and traditional Khmer houses. In recent years, Battambang has been undergoing a transformation towards sustainable urban development, with initiatives aimed at improving the quality of life for its citizens while also protecting the environment and preserving its cultural heritage.³⁶

Battambang's sustainable urban development efforts include investments in green infrastructure, such as parks and bicycle lanes, as well as initiatives to improve waste management and promote sustainable tourism. The city has also been working towards becoming a more livable and walkable city, with pedestrian-friendly streets and public spaces. In addition, Battambang is home to social enterprises and community-based organisations that are working towards sustainable development.³⁷



Battambang, Cambodia.
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Aligning the NUA with the Smart City Agenda to Create Integrated Urban Policies



Project Overview

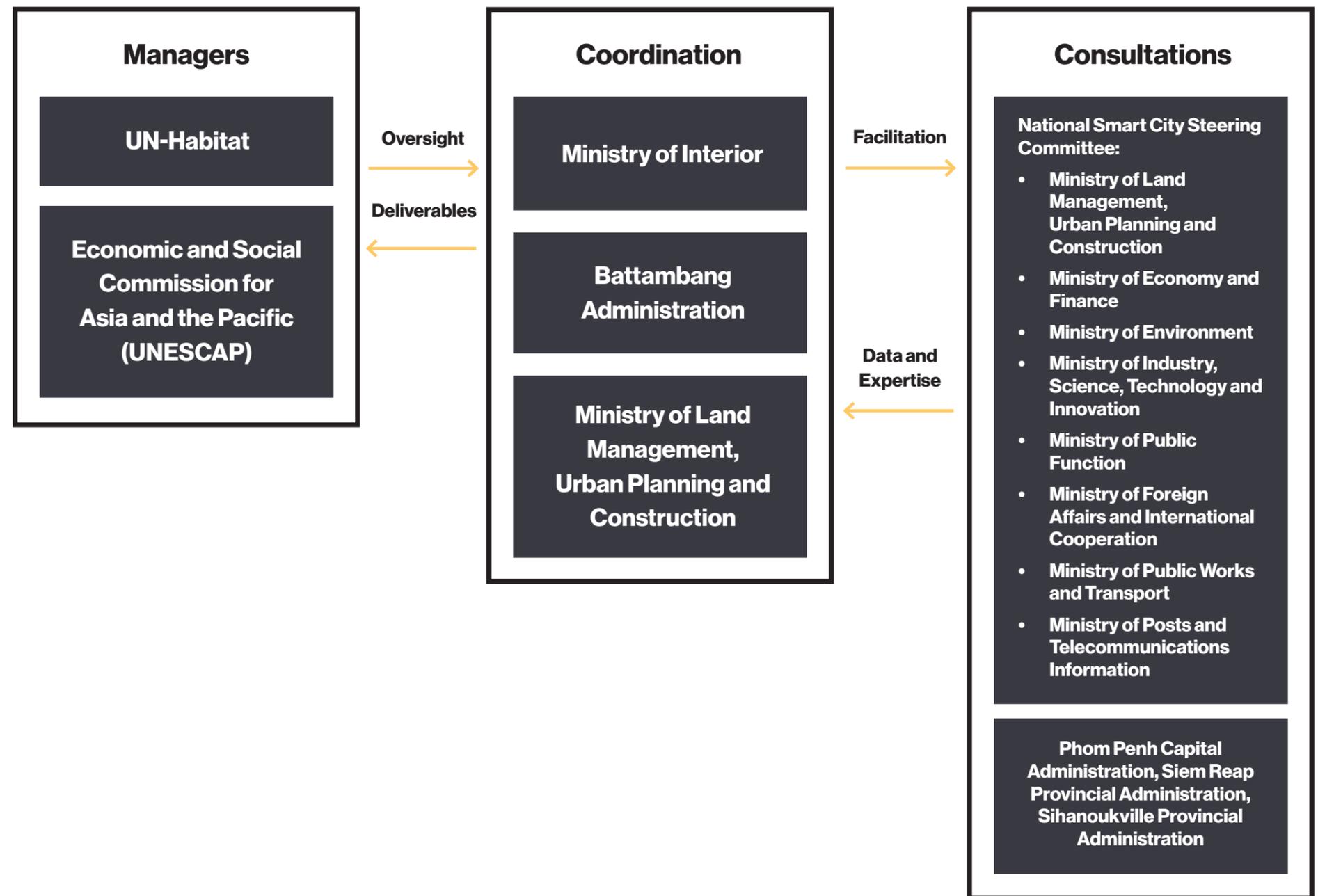
The focus of this project was to support the implementation of the New Urban Agenda in Cambodia, with a focus on smart cities as an enabler for urban sustainable development. The overall objective of the project was to support the horizontal and vertical integration of urban policies and facilitate national and local capacity building and awareness creation around the NUA and smart cities.

A key output for the project is the development of policy recommendations to support the better alignment and integration of national and sub-national smart city strategies and plans that support the implementation of the National Road Map on Smart Cities.

Since joining the ASEAN Smart Cities Network in 2018, Battambang has been working towards implementing policy frameworks and strategic plans to transform into a smart city. In February 2021, a National Smart City Steering Committee was formed to create a national vision and policies for smart cities in the medium and long term.

The Cambodian government has made efforts to improve urban planning and management, focusing on sustainable and inclusive development. It has also implemented policies and programmes to promote affordable housing, upgrade informal settlements, and improve public transport. These efforts align with the 'National Rectangular Strategy IV Growth, Employment, Equity and Efficiency: Building the Foundation Toward Realizing the Cambodia Vision 2050'.

Stakeholder Organigram



Battambang, Cambodia

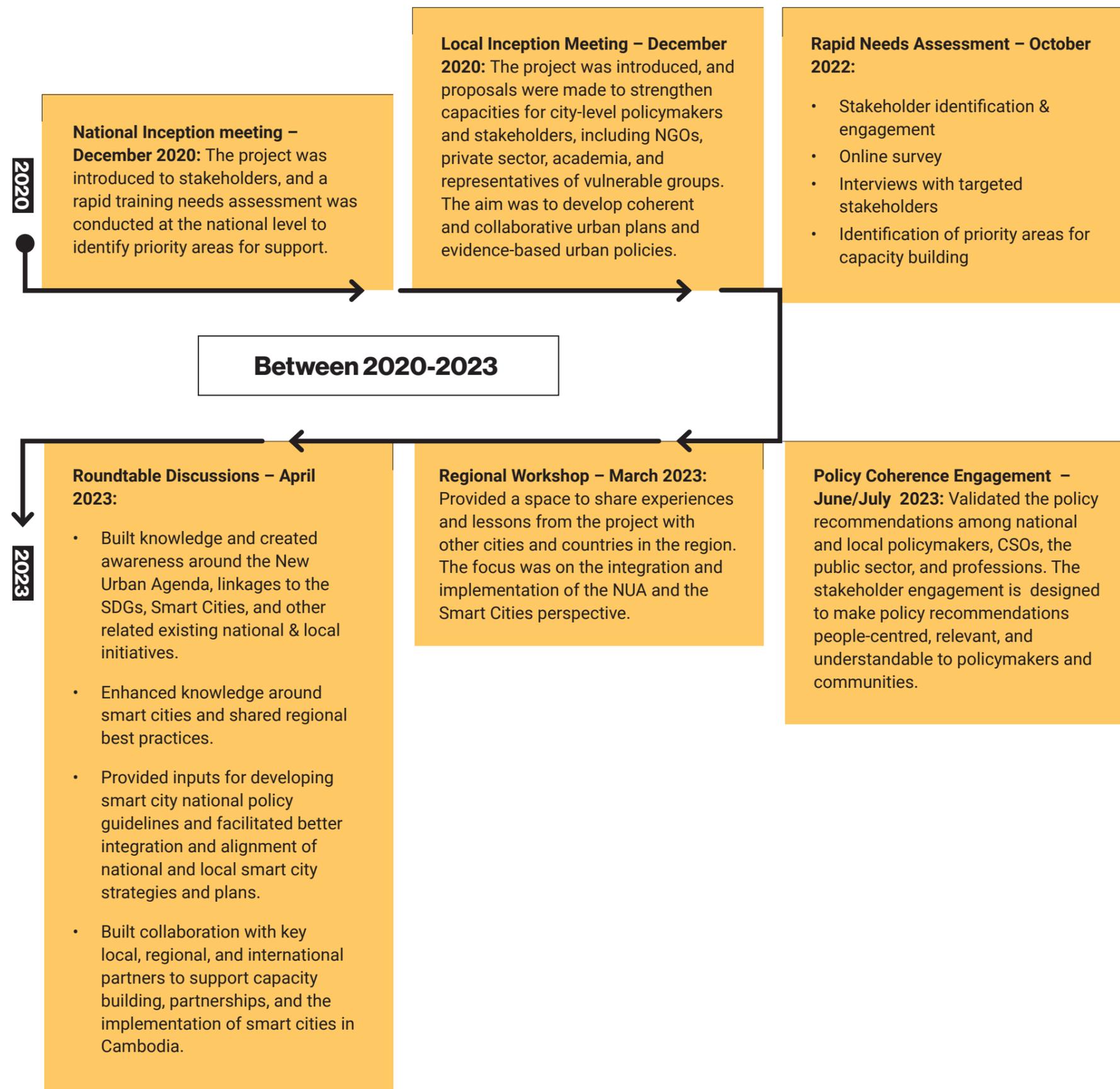
Asia and the Pacific

Aligning the NUA with the Smart City Agenda to Create Integrated Urban Policies



Roadmap of activities

The project included workshops, consultations, and research periods involving diverse stakeholders, from policymakers and civil society organisations to private sector representatives and vulnerable groups. The activities aimed to build collaboration, knowledge sharing, and policy coherence among stakeholders to support the implementation of smart cities in Cambodia.



Aligning the NUA with the Smart City Agenda to Create Integrated Urban Policies



Overall outcomes

Mind-shifts demonstrated

- o **Systems Thinking:** Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems, and considering the long-term impacts of decisions on the environment, society, and economy.
- o **Collaboration and Partnerships:** Building effective partnerships with various stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes.
- o **Innovation and Creativity:** Embracing innovative and creative solutions that challenge conventional thinking and offer new ways of addressing urban challenges.
- o **Evidence-based Decision Making:** Making decisions based on sound evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.

Mindshifts and Core Outputs

Systems Thinking

- Policy guidelines developed to enable the smart cities agenda to be integrated within national and local city strategies and plans.

Collaboration and Partnerships

- Links established and capacity building provided to combine the New Urban Agenda and Smart Cities Agenda through:
 - Multi-stakeholder consultations and roundtable discussions.
 - A study trip to South Korea for national and local officials to learn about regional best practices in smart cities.
 - Unification of the different definitions of smart cities to better understand the concept and its implementation.
- Greater understanding and promotion of the scope of the Cambodian Urban Forum through policy coherency workshops and the validation of new integrated policy guidelines by the Smart City Steering Committee.
- Contribution to regional workshops and the promotion and exchange of experiences and city-to-city level.

Evidence-based Decision Making

Integration of Smart Cities and NUA to build data and knowledge base to inform policy and practice.

Key Challenges

- There were challenges in recruiting and retaining local personnel to assist with the work and with solid knowledge and expertise of the local context, the New Urban Agenda, and its connection to local priorities.
- Limited understanding of the New Urban Agenda and the connections between different agencies for its implementation.
- At the sub-national/local level, awareness and understanding of global development frameworks and national urban policies are generally not as strong as at the national level.
- There appears to be the need to enhance the coordination and communication between policy developers at the national level and implementers at the sub-national level, as there are challenges in ensuring alignment between these two levels.
- Working in English is a barrier for many local actors. The materials and support team are often only available in English, and not all actors are proficient in the language.
- The COVID-19 pandemic posed a major challenge for the project implementation. The government had to prioritise their efforts towards tackling the pandemic, resulting in a limited capacity to support the project and significant delays. In addition, the transition to virtual meetings due to COVID-19 also posed some logistical challenges. It was not until 2022 that the government could re-prioritise and allocate resources towards the project.

Lessons Learned

- In this context, it is critical to align a newly established project with existing government processes and priorities to ensure stakeholder buy-in, ownership, acceptance, and sustainability of its actions.

- Local institutions should be leveraged as partners to spread knowledge and grow capacity.
- The methodology of rapid needs assessment, roundtable discussions, policy coherency workshops, and regional workshops have successfully created a platform for capacity building and policy guideline development.
- Providing specialized technical support benefits governments with limited capacity and resources.

Future Development

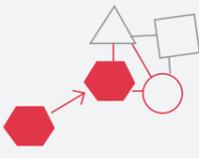
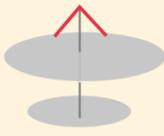
- Integration of national and local urban policies will have been significantly enhanced, with a specific focus on smart cities.
- Policy guidelines will have been endorsed and seamlessly integrated into the national roadmap, facilitating the development of smart city policies and action plans at the local level. As a pilot city showcasing this integration, Battambang will have set an example for other Cambodian cities prioritising smart cities.
- Overall, it is hoped that a conducive environment will have been created, one that promotes the formulation of smart city policies alongside global urban agendas such as the NUA, with action plans at the local level.

Battambang, Cambodia

Asia and the Pacific



Bamboo Railway, Battambang, Cambodia
© Charlotte Robinson/ SHUTTERSTOCK

 Regional Context UN and other organisational regions	United Nations Economic Commission for Asia and the Pacific (UNESCAP) UN Region: Asia and the Pacific
 Key Agencies Project leaders and managers	<ul style="list-style-type: none"> UN-Habitat UNESCAP Ministry of Interior Battambang Administration Ministry of Land Management, Urban Planning and Construction
 Contributors Contributing organisations and collaborators	National Smart City Steering Committee, Phom Penh Capital Administration, Siem Reap Provincial Administration, Sihanoukville Provincial Administration.
 Conditions to Change Specify the problem to address	Lack of connection across plans for smart cities and linkages to NUA
 Mode of Action Understanding conditions of the problem	 Reactive Responding to a known issue
 Strategy of Implementation Choosing process that will successfully affect the problem	 Symbiotic Fits into existing practices to improve functionality/efficiency
 Type of Trend Identifying the intended resultant impact to inform process and assure success	 Scaling Up and/or Institutionalization of Existing Practice
 Means of Implementation Identifying and applying tools to ensure success	<ul style="list-style-type: none"> Capacity Building

 Rate of Change Creating the process of change and resultant impact	 Emerging Gradual Trend Newly emerging trend that is slowly picking up pace
 Output Project leaders and managers	Policy Recommendations for NUA Implementation with a focus on Smart Cities
 Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset	 Systems Thinking  Collaboration and Partnerships  Evidence-based Decision Making
 SDG Connection Specify the problem to address	 SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
 NUA Core Dimensions Core dimensions of urban sustainability	 Social Sustainability  Economic Sustainability  Environmental Sustainability  Spatial Sustainability
 NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability	 Intervention Mechanisms  Hard Measures for Infrastructure and Services  Soft Measures  Technology and Innovation
 NUA Principles and Actions Guiding principles and actions to support NUA implementation	 Context  Awareness  Coordination  Stakeholders  Participation  Capacity building  Legal frameworks  Cooperation and efficiency  Knowledge  Local government  Advisory committees

MULTILEVEL INTEGRATION

Amman, Jordan

Arab States

Capacity Building through
Catalyzing Voluntary Local Review
Production

Introduction to Amman

As of 2020

Population: 4.3 million³⁸

Land area: 1,680 square kilometres³⁹

Population density: 2,560 people per square kilometre⁴⁰

Gross Regional Domestic Product (GRDP): 19.8 billion US dollars⁴¹

Amman is the capital and largest city of Jordan, located in the northwestern part of the country. It is facing a number of sustainability challenges, such as air pollution, water scarcity, and waste management. However, the city is taking steps towards becoming more sustainable, such as improving public transportation, promoting renewable energy, and enhancing green spaces.

The Amman Green Growth Plan, launched in 2019, is a comprehensive strategy that aims to address these sustainability challenges and promote economic growth while reducing the city's carbon footprint.⁴² The plan includes measures such as expanding the public transportation system, promoting renewable energy sources, improving waste management, and enhancing green spaces in the city.⁴³

The plan is part of the city's commitment to achieving the United Nations' Sustainable Development Goals and transitioning to a more sustainable future.



The Al-Husseini Mosque, Amman, Jordan
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Capacity Building through Catalyzing Voluntary Local Review Production

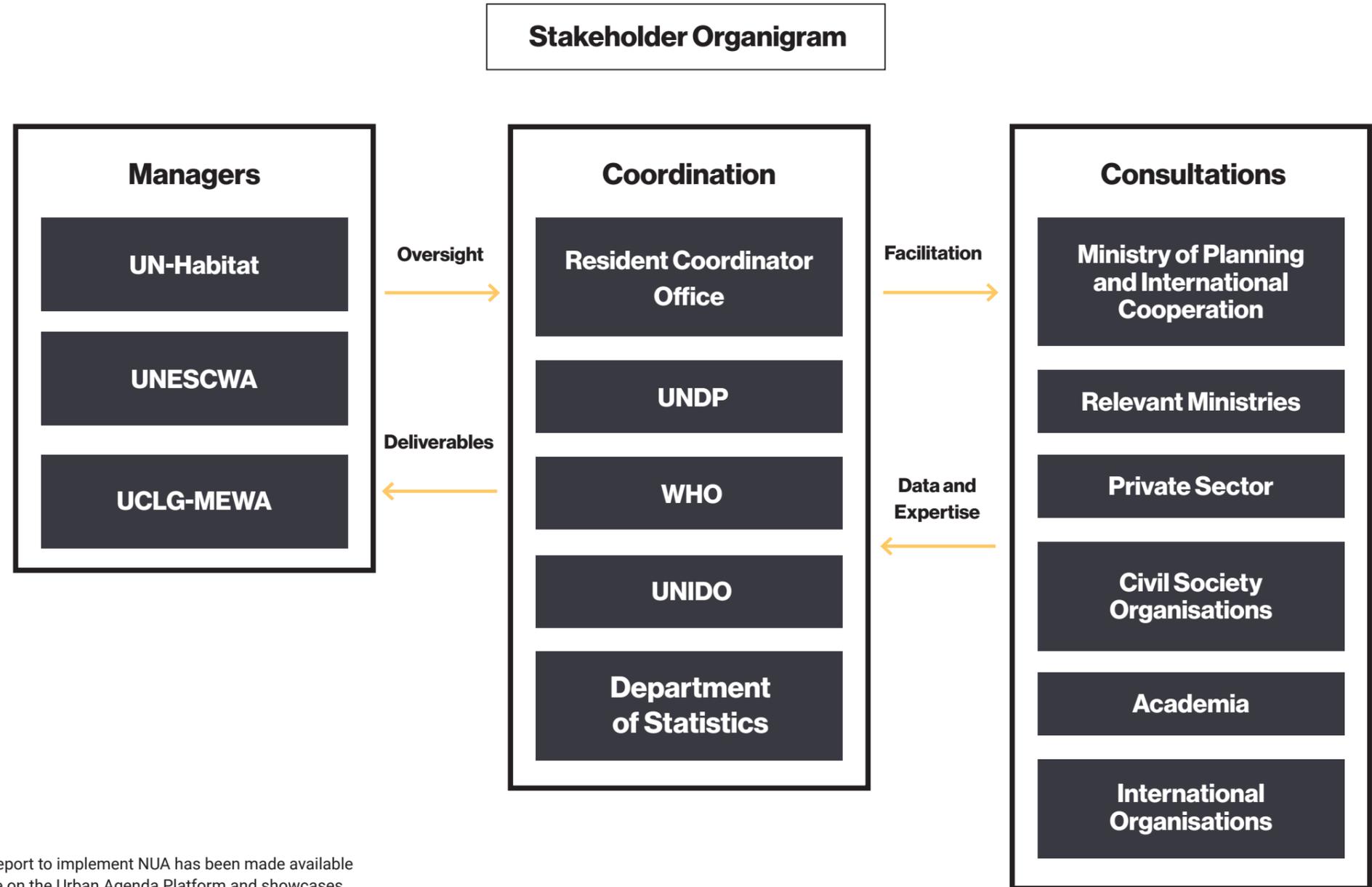


Project Overview

The project's primary aim was to create a Voluntary Local Review (VLR) in Amman, generated through discussions on national and local development. To achieve this, the VLR report was developed in conjunction with Jordan's second Voluntary National Review, which presented an opportunity to strengthen the coherence between national and local policies. Through the promotion of capacity building and cross governance dialogue, the project was able to produce the Arab Region's initial Voluntary Local Reviews successfully. This accomplishment marked a significant milestone in sustainable development and stimulated the creation of a regional manual to support other cities in generating VLRs based on Amman's experiences.

The Housing and Urban Development Cooperation prepared the initial report on implementing the New Urban Agenda (NUA) in Jordan. This initiative enhanced the capacity of government officials to effectively monitor, evaluate, and report on the progress of the NUA while also offering valuable insights on Jordan's development based indicators.

The report to implement NUA has been made available online on the Urban Agenda Platform and showcases the achievements from 2018-2022. It examines the obstacles faced during the implementation process, the proposed mechanisms to address them, and highlights best practices for Jordan to learn from. The report emphasized that successful NUA implementation requires national and international efforts to recognize and define the significance of integrated and sustainable urban development. Furthermore, it stresses the importance of raising awareness and gaining support for contributions to SDG 11, which can be viewed as a spatial representation of all other sustainable development goals.



Amman, Jordan

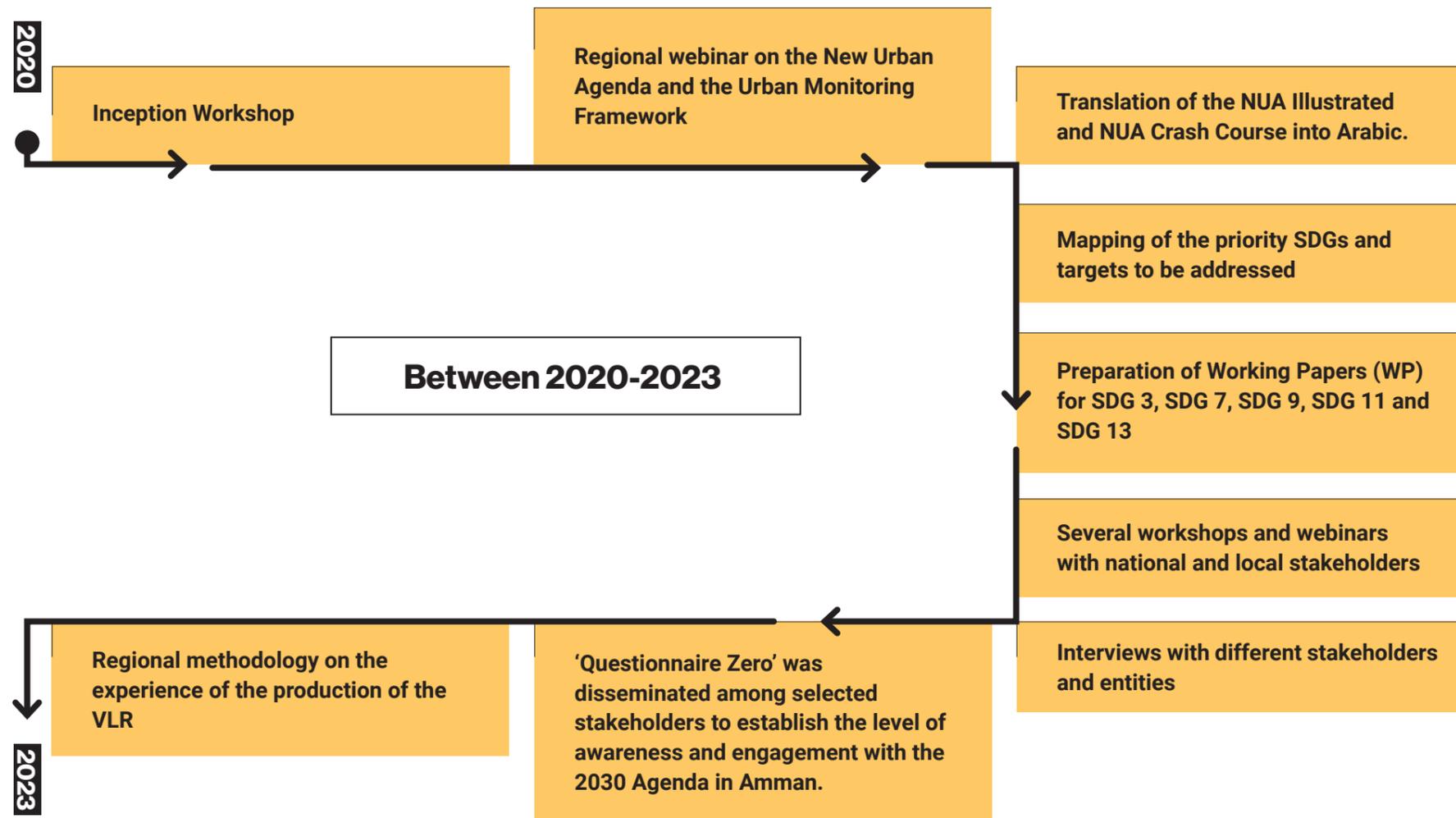
Arab States

Capacity Building through Catalyzing Voluntary Local Review Production



Roadmap of activities

The project was a comprehensive effort to develop a local Voluntary Local Review (VLR) for Amman. The project involved various activities, including workshops, webinars, translations, mapping, and stakeholder interviews. The aim was to build awareness, engagement, and capacity among stakeholders and to produce a high-quality VLR that would serve as a valuable resource for urban development in Amman and the wider region.



Umayyad Palace, Amman Citadel, Amman, Jordan ©Maurizio De Mattei / SHUTTERSTOCK

Capacity Building through Catalyzing Voluntary Local Review Production



Overall outcomes

Mind-shifts demonstrated

- o **Systems Thinking:** Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems, and considering the long-term impacts of decisions on the environment, society, and economy.
- o **Collaboration and Partnerships:** Building effective partnerships with various stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes.
- o **Evidence-based Decision Making:** Making decisions based on sound quantitative and qualitative evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.
- o **Continuous Learning and Improvement:** Embracing a culture of Continuous Learning and Improvement, where lessons are learned from past experiences and feedback is used to improve future actions.

Mindshifts and Core Outputs

Systems Thinking

- First national progress report on implementing the New Urban Agenda in Jordan produced.
- First Voluntary Local Review (VLR) in the Arab region for Amman, which can serve as a model for other cities in the region based on the development of a regional methodological guide.
- Strategic plans for the city were developed and linked to the Sustainable Development Goals (SDGs), serving as a tool for reporting on their implementation
- The development of Jordan's second Voluntary National Review (VNR) highlighted the importance of strengthening national-local dialogue and aligning plans and strategies for coherence and greater synergy. The consistency between national and local policies showcased in both the VNR and VLR of Amman further emphasized this point.

Collaboration and Partnerships

The development of the VLR of Amman and the VNR of Jordan demonstrated strong collaboration and engagement among various stakeholders and agencies, including governmental, international, and other sectors. The Resident Coordinator's office played a prominent role in both reports. Many UN agencies led and contributed to different stages of the process, such as kick-off meetings, training, stakeholder workshops, and launch events.

Evidence-based Decision Making

- Amman's Voluntary Local Review (VLR) production was significantly aided by a spatial profile of the greater

municipality, which was developed within an existing project framework. This profile served as a critical data source.

- The VLR's accuracy and comprehensiveness were further enhanced by incorporating information from reliable sources, including the Amman Urban Observatory and the National Department of Statistics.

Key Challenges

- There was limited awareness of the SDGs and the importance of VLR and local reporting.
- Challenges in data collection, efficient management, and processing of disaggregated data which impacts the monitoring and inclusive implementation of sustainable development goals (one of the main messages conveyed in the VLR).
- Limited accessibility to tools that support global frameworks' implementation, monitoring, and reporting.
- Overly ambitious projects with short implementation time frames can lead to suboptimal results or lower-than-expected quality.

Lessons Learned

- To ensure comprehensive data collection and analysis, it is essential to identify and collaborate with key data sources and partners, such as the Amman Urban Observatory, which served as a critical data partner in the production of the VLR.
- The importance of building a strong and cohesive team from the outset is crucial to project success. Changes in talent during project implementation can lead to delays and disruptions in work, which can significantly impact the final output.

- Adequate time should be dedicated to selecting the territory to work in and enabling initial meetings with relevant authorities and stakeholders to ensure the project is aligned with local priorities and needs.

- Utilizing tools like the NUA online Crash Course can help ensure that workshop and meeting attendees have a baseline knowledge of the themes being addressed, leading to more productive and focused discussions.

- As a country, Jordan is committed to implementing the sustainable development agenda. But smaller municipalities lack awareness of SDGs and their implementation. The lack of disaggregated data at the local level is a critical barrier that needs to be addressed. The Amman Urban Observatory, which produces many urban indicators, must make the data accessible to the public and link it to policy development. The linkage between SDGs and the strategic plans of municipalities is crucial and helps mobilise resources for the city.

- The VLRs allow technical people working in municipalities to exchange information and engage in dialogue.

- It is beneficial for municipalities to work on SDGs since it helps them implement their projects, become smarter, and leave no one behind. The global framework helps local governments, and the generated data provides more insight into opportunities for development.

- Guidelines should follow the regional methodology, and a network of cities in the region that work on the VLRs should be established, realizing that it impacts national policies. Local-level data generation is crucial, and the VLR could be an excellent tool to jump-start that.

Future Development

- Provide training to trainers in the region who understand methodologies for VLR development.
- Implement the key messages and recommendations included in the VLR, such as improving the Amman Urban Observatory and enhancing local data quality.
- Integrate SDGs into local strategic plans, policies, and budgeting, and build local VLR development and reporting capacity.
- Enhance the role of Amman Urban Observatory as a leading hub for data and strengthen its role as a strategic driver for the city's sustainability transformation by supporting evidence-based policy processes and international cooperation initiatives, enhancing internal capacity, establishing partnerships with diverse data providers, including the National Statistics Office, academia, and utility providers, adhering to international urban data collection standards, and building the capacity of other municipalities to develop and prepare their VLRs.

Amman, Jordan

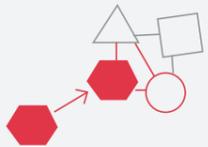
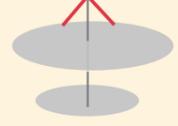
Arab States

VOICE FROM THE CITY

Eng. Akram Khraisat, Director of Amman Urban Observatory,
Greater Amman Municipality (GAM)

“We have worked hard to make the first Voluntary Local Review in the Arab Region comprehensive, applicable, synchronized, and complementary with the second Voluntary National Review of Jordan. We recognise the importance of thinking, acting collectively, and carrying out evidence-based work. The preparation of the Voluntary Local Review increased the enthusiasm and pride in the city’s achievement, with the belief that the report is an ongoing process and a tool to communicate with all. We will make steady strides towards continuous improvements and developments in the services provided to the city’s citizens and improving the quality of life.”



 <p>Regional Context UN and other organisational regions</p>	<p>United Nations Economic Commission for Western Asia (UNESCWA) UN Region: Asia and the Pacific</p>
 <p>Key Agencies Project leaders and managers</p>	<ul style="list-style-type: none"> UN-Habitat UNESCWA Greater Amman Municipality UCLG-MEWA
 <p>Contributors Contributing organisations and collaborators</p>	<ul style="list-style-type: none"> Resident Coordinator Office UNDP WHO UNIDO Department of Statistics Ministry of Planning and International Cooperation Relevant Ministries Private Sector Civil Society Organisations Academia International Organisations
 <p>Conditions to Change Specify the problem to address</p>	<p>Enhance and connect capacity building across national and local governments</p>
 <p>Mode of Action Understanding conditions of the problem</p>	 <p>Reactive Responding to a known issue</p>
 <p>Strategy of Implementation Choosing process that will successfully affect the problem</p>	 <p>Symbiotic Fits into existing practices to improve functionality/efficiency</p>
 <p>Type of Trend Identifying the intended resultant impact to inform process and assure success</p>	 <p>Scaling Up and/or Institutionalization of Existing Practice</p>
 <p>Means of Implementation Identifying and applying tools to ensure success</p>	<ul style="list-style-type: none"> Policy and Legislation

 <p>Rate of Change Creating the process of change and resultant impact</p>	 <p>Emerging Gradual Trend Newly emerging trend that is slowly picking up pace</p>
 <p>Output Project leaders and managers</p>	<p>First Voluntary Local Review in the Arab Region Guidelines for future cities to implement VLRs</p>
 <p>Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset</p>	<ul style="list-style-type: none"> Systems Thinking Collaboration and Partnerships Continuous Learning and Improvement
 <p>SDG Connection Specify the problem to address</p>	 <p>SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>
 <p>NUA Core Dimensions Core dimensions of urban sustainability</p>	<ul style="list-style-type: none"> Social Sustainability Economic Sustainability Environmental Sustainability Spatial Sustainability
 <p>NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability</p>	<ul style="list-style-type: none"> Intervention Mechanisms Hard Measures for Infrastructure and Services Soft Measures Technology and Innovation
 <p>NUA Principles and Actions Guiding principles and actions to support NUA implementation</p>	<ul style="list-style-type: none"> Coordination Context Capacity building Awareness Legal frameworks Local government Cooperation and efficiency Accountable decision-making Reporting Knowledge Stakeholder mapping Participation and inclusivity Multi-level governance

MULTILEVEL INTEGRATION

Havana, Cuba

Latin America and the Caribbean

State to City Implementation and Stakeholder Engagement to Deliver Urban Action Plans

Introduction to Havana

As of 2020

Population: 2,124,804⁴⁵

Land area: 728.3 square kilometres⁴⁶

Population density: 2,916 people per square kilometre⁴⁷

Gross Regional Domestic Product (GRDP): 780 million US dollars⁴⁸

Havana has been actively promoting sustainable urban development initiatives in recent years. With a population of over 2 million people, the city has been focusing on improving its liveability and sustainability while preserving its cultural heritage.

Havana's sustainable urban development efforts include improving its waste management systems, promoting eco-friendly transportation options such as cycling and public transport, and developing green public spaces.⁴⁹ The city has also launched initiatives to support sustainable tourism, such as promoting cultural tours and eco-tourism activities.

The city has been at the forefront of Cuba's efforts to become more climate-resilient, with measures to adapt to the impacts of climate change, such as rising sea levels, by improving its drainage systems and water supply infrastructure.⁵⁰



State to City Implementation and Stakeholder Engagement to Deliver Urban Action Plans



Project Overview

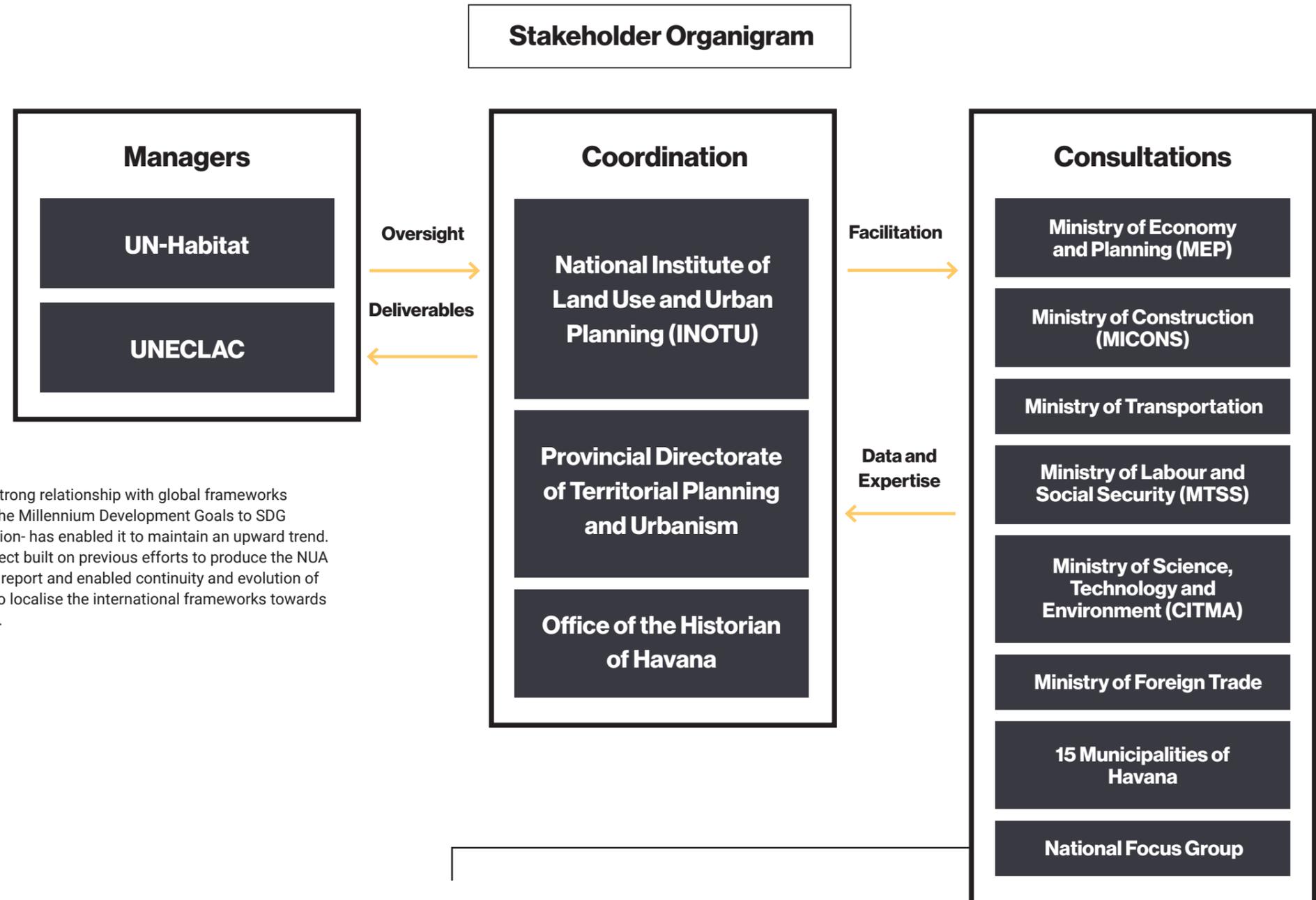
The project in Cuba aimed to improve decision-makers' capacities at both national and sub-national levels to develop effective urban action plans. It focused on aligning municipal development strategies and urban planning tools with the State Plan for implementing the New Urban Agenda. The project aimed to foster interest in data collection and reporting, centred on global agendas, and build on Cuba's strong relationship with global frameworks.

One of the project's key objectives was to align the Municipal Development Strategy and the territorial and urban planning tools of the Municipal and Human Settlement Strategy with the priorities identified at the local level of the State Plan.

Cuba has eight strategic ministries involved in sustainable development, each with its own action plan to respond to the State Plan. The National Institute of Land Use and Urban Planning (INOTU) played a pivotal role in coordinating the project and has provided guidelines and training to the Havana Provincial Directorate.

The implementation of the NUA in Cuba has been achieved in partnership with academia and civil society, including non-governmental societies like the National Union of Architects and Civil Engineers of Cuba and the Antonio Núñez Jiménez Foundation for Man and Nature. The Council of Ministers instituted the NUA in the form of a State Plan, incorporating a comprehensive approach to urban development with eight strategic axis, 24 lines of work, and 74 preliminary actions covering diverse areas.⁵¹

Cuba's strong relationship with global frameworks – from the Millennium Development Goals to SDG localization- has enabled it to maintain an upward trend. The project built on previous efforts to produce the NUA national report and enabled continuity and evolution of efforts to localise the international frameworks towards the NUA.



National Focus Group

- Ministry of Construction - MICONS and the General Directorate of Housing
- Ministry of Finance and Price - MFP
- Ministry of Economy - MEP
- Ministry of Justice - MINJUS
- National Bank of Cuba - BNC
- Ministry of Foreign Trade - MINCEX
- National Institute of Hygiene and Epidemiology - INHEM
- National Bank of Cuba - BNC
- National Organisation of Information and Statistics - ONEI
- Ministry of Transport - MITRANS
- National Institute of Hydraulic Resources - INRH
- University of Havana
- University of Technical Sciences - CUJAE
- National Union of Architects and Construction Engineers of Cuba - UNAICC
- Federation of Cuban Women - FMC
- Office of the Historian of Havana

Havana, Cuba

Latin America and the Caribbean

State to City Implementation and Stakeholder Engagement to Deliver Urban Action Plans



Roadmap of activities

The project to advance the New Urban Agenda in Cuba involved various activities designed to build capacity and ensure effective implementation of the agenda. This included establishing national and local working groups, developing a methodology of gaps, and conducting workshops and conferences to exchange experiences and provide training. Technical assistance was tailored to the specific needs of each location, with a focus on land management, capital gain value, and economic sustainability.

The high level of urbanization in Cuba makes it essential to focus on cities, in their planning and management, as they serve as engines of economic and social development across the country. Prior to this work stream, the National Action Plan for implementing the New Urban Agenda in Cuba, from 2017 to 2036, has had significant impact. Its eight strategic components are aligned with the SDGs, with a particular emphasis on SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable, especially targets 11.1.1, 11.7.1, 11.a.1, and 11.3.2.

Civil society has also played a vital role in mainstreaming the NUA in Cuba. The National Union of Architects and Civil Engineers of Cuba and the Antonio Núñez Jiménez Foundation for Man and Nature are two non-governmental societies that contributed to the implementation of the NUA through their projects and influence on decision-making. In addition, The National Habitat Committee, a technical advisory council, has been involved in implementing the NUA. It comprises members from national institutions, academia including university professors, and urban planning experts. The private sector in Cuba is in its early stages of being involved in the implementation of the NUA, while the construction sector is in the early stages of linking to this process.

Advancing the New Urban Agenda in Cuba – Before the project:

1. May 2017: Established a national working group to ensure implementation, monitoring, and control of the NUA.
2. June 2017: Set up working groups at provincial and municipal levels.
3. June 2017: Committed to having a National Action Plan (NAP) by 2018.
4. December 2019: Approved NAP as a State Plan.
5. January-October 2020: Prepared the National Progress Report on NUA Implementation Progress in Cuba 2016-2020.
6. November 2020: Approved the report.

2020

Technical assistance and Capacity Building. – Within the project's framework:

1. Conduct exploratory meetings with national and local authorities to present the project and create a collaborative environment for developing the methodology of gaps.
2. Develop the methodology of gaps in a participatory approach that prioritises the specific needs of each country by working closely with stakeholders. Due to the pandemic, the activities started with a deep desk study covering the entire National Urban Policy, the National Action Plan of the New Urban Agenda, and the legislative calendars for the Urban Land Use and Land Management Law, General Housing Law, and Tax Law.

3. Apply the methodology of gaps to conduct analyses at both the local and national levels, ensuring that technical assistance corresponds to the specific needs of each location. All participating organisations made studies and mapped of actors to implement the New Urban Agenda. Once the analysis was approved, a proposal was made to mainstream the study of land with housing, to taking advantage of the value of the land.
4. Create a national focal group and hold virtual workshops and conferences to discuss the importance of land management, capital gain value, and the economic variable for the sustainability of urban policy. Conduct a face-to-face course with a legal and practical approach, focusing on developing the culture of land

Between 2020-2023

2023

management. Conduct a course on urban economics, with direct regional examples and a focus on Cuba. The government of Havana decided to focus on the municipality of Old Havana and the master plan of the Office of the Historian.

5. Hold a workshop to exchange experiences for preparing the voluntary national report of the New Urban Agenda on October 25, 2021. Cuba, Colombia, and Mexico shared their experiences in drafting their reports.

6. Conduct a regional training programme to draft the report with Ecuador, Mexico, Colombia, and Costa Rica. The training was led by Cubans and involved the voices of other countries and their experiences in drafting their reports.

7. Hold a municipal workshop with the 15 municipalities of Havana and the provincial directorate of Havana to provide training on implementing the New Urban Agenda. The training emphasized the inclusion marker, which measures vulnerability and training

on monitoring, indicators, and the strengthening of measurements. The municipalities of Havana presented their General Plan for Spatial Planning and Town Planning (PGOTU) and development plan.

8. Conduct a diploma course on the New Urban Agenda with Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM), a Mexican university.

State to City Implementation and Stakeholder Engagement to Deliver Urban Action Plans



Overall outcomes

Mind-shifts demonstrated

Systems Thinking: Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems and scales of operation, and considering the long-term impacts of decisions on the environment, society, and economy.

Collaboration and Partnerships: Building effective partnerships with a breadth, depth, and diversity of stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes

Evidence-based Decision Making: Making decisions based on sound quantitative and qualitative evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.

Continuous Learning and Improvement: Embracing a culture of Continuous Learning and Improvement, especially in the urban context where post occupancy analysis of places and spaces is often lacking, and where lessons are learned from past experiences and feedback is used to improve future actions.

Mindshifts and Core Outputs

Systems Thinking

- Adopted a National Action Plan (converted into a State Plan) for implementing the NUA in Cuba 2017-2036, involving different governmental bodies to implement the strategic axes and lines of work.
- The implementation of the New Urban Agenda in Cuba has had a significant impact on legislation. Specifically, the State Plan was approved as a Plan of the Council of Ministers, and the Action Plan was approved as a State Plan. This has led to a review of tasks by the National Assembly twice a year and increased obligation for ministries to execute their responsibilities. Additionally, implementing the New Urban Agenda has led to the creation of the Land Use Law, which did not exist in Cuba previously
- The guidelines and commitments of the New Urban Agenda (NUA), which were adopted before and during the implementation of the project, have been localised to suit the Cuban Economic and Social Model of Socialist Development. They are being implemented through policies that covering land, housing, production, and the environment.
- The project has been the significantly strengthened of crucial urban areas that were previously weakened in Cuba. The project focused on addressing issues related to the urban economy, urban financing, and adequate housing, - all essential components of the urban environment. The project's efforts were instrumental in addressing critical weaknesses that had previously hindered the implementation of the New Urban Agenda in Cuba.
- A vertically and horizontally integrated urban policy was successfully implemented. The approach was effective despite the challenges of incorporating various institutions and sectors, especially in countries

like Cuba. Technical assistance was provided at different levels of government, including representation from the national, provincial, and local levels, such as the government of Havana and the Office of the Historian.

- The government is currently developing the General Housing Law and the Housing Policy. The project has started conversations to assemble the two fundamental parts of housing development to create a coherent plan with proper financing and instruments.

Collaboration and Partnerships

- Consolidation of NUA working groups at national, state, and provincial levels.
- National Report prepared with the participation of Central State Administration Agencies (OACE), national entities, state agencies and local governments, academia and civil society. All have been involved since 2016.

Evidence-based Decision Making

- The various interventions have played a vital role in raising the authorities' understanding of land value capture and promoting the Land Use Law and Land Management with value capture for the public's benefit.
- The National Assembly of People's Power unanimously approved the Draft Law on Territorial and Urban Planning and Land Management. The Draft Law was developed as part of the State Plan for implementing the New Urban Agenda (NUA). It contains several strategic lines, such as legislation and financing, to guide urban and territorial development. To ensure the law's effectiveness, it underwent an extensive consultation process that sought feedback and input from various stakeholders, including parliamentarians, academia,

organisations, entities, and the general public.

- The city is increasingly viewed as a driving force for urban development and the economy. Cuba is starting to recognise the significance of cities as independent information entities and generators of urban economic growth- a crucial development that was not previously envisioned. Through the desk studies, it became clear that visualizing the indicators and variables requested by the NUA and those specific to Cuba is essential to implementing this idea.

Continuous Learning and Improvement

The study of gaps is an essential component of urban policy, which has been integrated into the law. The regulations and implementation procedures have been updated to include this component, making it an internalized and integral part of the policy.

Key Challenges

- Given the unique circumstances of Cuba, significant adjustments have been necessary, including studying relevant cases from Asia that are more comparable to the Cuban context. Despite the challenges involved in this process, a plan of action has been developed and is being implemented.
- At times, the collaboration between the different actors involved was challenging.
- Many tools, such as the Urban Monitoring Framework, are unavailable in the local language and context, thus making it challenging to understand and apply them.
- The resources, both financial and human, in the project were sometimes limited compared to the desired scope

or the needs of the context to work with.

- Developing new working methodologies often requires trial and error during their implementation. This process can lead to an increased preparation time and, at times, may decrease the likelihood of widespread adoption in the short term. However, it is important to persevere through these challenges, as the potential benefits of the new methodology may outweigh the initial costs and time of its preparation.

Lessons Learned

- Regarding Cuba's plan of action, a proposal has been developed to establish deadlines for implementing the New Urban Agenda in Cuba's state plan. The goal is to evaluate both aspects using the same time frame, resulting in a coherent and convergent strategy.
- It became evident during the process that some actors were more important than initially thought. For example, the government was crucial in supporting urban development and assisting the population and the state. Moreover, the public property registry, which intersects with the cadaster regulation raised by INOTU, was another key player overlooked. Nonetheless, the project managed to include it.
- To ensure coherence between the activities undertaken by different bodies involved in projects, it is essential to involve the countries and main implementing stakeholders from their inception onwards. By doing so, they can provide valuable input and help ensure that the project aligns with their objectives and priorities.

Havana, Cuba

Latin America and the Caribbean

VOICE FROM THE CITY

MsC. Arq. Lisandra Hurtado Bataille, Senior Specialist in Territorial and Urban Policies, Municipal Delegation.

“In Cuba, the work carried out in the local NUA workshops has been excellent. The process established determinations, actions, and priorities based on socio-demographic, economic, political, and environmental characteristics, consolidating cities as drivers of sustainable development. Practical results include implementing and managing Urban Planning Plans, evaluating good practices in urban development, and establishing synergies between NUA in Cuba (NAUC) and other projects that intervene and articulate for development. The workshops also had a gender focus, taking into account the needs of women in all stages of planning and implementation.

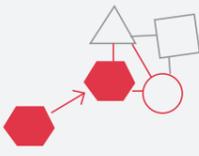
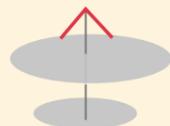
Furthermore, the workshops provided an excellent opportunity to enhance institutional capacity while fostering national and international collaborations. These exchanges offered a fresh perspective on the approaches used to achieve equality and equity, particularly on managing vulnerable communities. This recent and direct experience highlighted the importance of providing social services and technical infrastructure to local neighbourhoods, including creating recreational spaces that facilitate self-employment, improve mobility and accessibility for women, and enhance the quality of life for all community members.”

Enio Miguel Villa Pérez, Urban Policy Expert of INOTU

“The methodology developed and socialized in workshops within the framework of the project has allowed for the collection of data from the BPDIs of the municipalities of Havana. Its discussion and the results of its application have contributed to updating the management plans of these municipalities considering neighbourhood-transforming activities that contribute to the well-being of all people.”

Marta Fernández Martínez, Associate Professor at the Faculty of Law of the University of Havana

“The interregional cooperation project for the implementation of the New Urban Agenda in Cuba has been crucial for academic studies in the country. The technical assistance provided by CEPAL has led to a deepening understanding of land management, financing, and urban economics, precisely at a time when the country has approved and enacted its first law regulating land and its management. The multidisciplinary aspects involved in the right to the city have been masterfully addressed. The speakers, organisers, and participants have successfully unravelled the elements that we need to work on to achieve legal norms and public policies that serve the development of a sustainable and healthy habitat.”

 <p>Regional Context UN and other organisational regions</p>	<p>United Nations Economic Commission for Latin America and the Caribbean (UNECLAC)</p> <p>UN Region: Latin America and the Caribbean</p>
 <p>Key Agencies Project leaders and managers</p>	<ul style="list-style-type: none"> UN-Habitat UNECLAC National Institute of Land Use and Urban Planning Provincial Directorate of Territorial Planning and Urbanism Office of the Historian of Havana
 <p>Contributors Contributing organisations and collaborators</p>	<ul style="list-style-type: none"> Ministry of Economy and Planning Ministry of Construction Ministry of Transportation Ministry of Labour and Social Security Ministry of Science, Technology and Environment Ministry of Foreign Trade 15 Municipalities of Havana National Focus Group
 <p>Conditions to Change Specify the problem to address</p>	<p>Need to connect the Municipal Development Strategy and the territorial and urban planning tools of the Municipal and Human Settlement Strategy</p>
 <p>Mode of Action Understanding conditions of the problem</p>	 <p>Reactive Responding to a known issue</p>
 <p>Strategy of Implementation Choosing process that will successfully affect the problem</p>	 <p>Symbiotic Fits into existing practices to improve functionality/efficiency</p>
 <p>Type of Trend Identifying the intended resultant impact to inform process and assure success</p>	 <p>Scaling Up and/or Institutionalization of Existing Practice</p>
 <p>Means of Implementation Identifying and applying tools to ensure success</p>	<ul style="list-style-type: none"> Capacity Building Policy and Legislation

 <p>Rate of Change Creating the process of change and resultant impact</p>	 <p>Emerging Gradual Trend Newly emerging trend that is slowly picking up pace</p>
 <p>Output Project leaders and managers</p>	<p>The Land Use Law's creation and the Draft Law's approval on Territorial and Urban Planning and Land Management. NUA integrated into legislation</p>
 <p>Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset</p>	<ul style="list-style-type: none"> Systems Thinking Collaboration and Partnerships Evidence-based Decision Making
 <p>SDG Connection Specify the problem to address</p>	 <p>SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically</p> <p>SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>
 <p>NUA Core Dimensions Core dimensions of urban sustainability</p>	<ul style="list-style-type: none"> Social Sustainability Economic Sustainability Environmental Sustainability Spatial Sustainability
 <p>NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability</p>	<ul style="list-style-type: none"> Intervention Mechanisms Hard Measures for Infrastructure and Services Soft Measures Technology and Innovation
 <p>NUA Principles and Actions Guiding principles and actions to support NUA implementation</p>	<ul style="list-style-type: none"> Cooperation and efficiency Institutional capacity Urban law Accountable decision-making Context Participation and inclusivity Integrated solutions Legal frameworks Policy design Coordination Stakeholder engagement Advisory committees Networks Multi-level governance Accountability

MULTILEVEL INTEGRATION**Quito, Ecuador****Latin America and the Caribbean****NUA Integrated Urban Action Plans
for National and Sub-National
contexts****Introduction to Quito****As of 2022****Population:** 2,679,722⁵²**Land area:** 4,213 square kilometres⁵³**Population density:** 7,569 people per square kilometre⁵⁴**Gross Regional Domestic Product (GRDP):** 52.8 billion US dollars⁵⁵

With a population of nearly 3 million people, Quito's sustainable urban development efforts include improving its public transportation systems, promoting eco-friendly transportation options such as cycling and walking, and developing green public spaces.⁵⁶ The city has also implemented measures to reduce waste generation and improve waste management practices, such as recycling and composting. It has also been working towards becoming more energy-efficient and reducing its greenhouse gas emissions. The city has implemented a number of energy-saving measures, including the installation of solar panels and the use of energy-efficient lighting.⁵⁷



Historic center of Quito, Ecuador
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NUA Integrated Urban Action Plans for National and Sub-National contexts



Project Overview

Quito, the capital city of Ecuador, has played a leading role in sponsoring the Local Governments Network of Ecuador, alongside other municipalities who have worked together to enhance their skills in response to the NUA and Sustainable Development Goals (SDGs). This has been aided through efficient data management.

The project's objective in Ecuador was to strengthen decision-makers' capacity at national and sub-national levels to develop cross-sectoral urban action plans. These plans aimed to implement, monitor, and report the New Urban Agenda (NUA) and the Sustainable Development Goals (SDGs) at a local level.

Since building strong relationships through hosting the Habitat III conference in 2016, the implementing team in Ecuador have had ongoing projects with UN-Habitat and ECLAC, allowing for activities to be anchored in across different government processes, and generating synergies between projects and their resources.

Post Habitat III, it was essential for the city to lead the way in promoting the implementation of the NUA.

As a result, Quito sponsored the creation of the Local Governments Network of International Cooperation in Ecuador. This network aims to facilitate the localization of the SDGs, promote the building of Voluntary Local Reviews (VLR) in local governments, and improve the monitoring of the NUA through best practices and peer learning among local governments.

During the project's development, the Municipality of Quito contributed technical inputs and key information through its personnel. This contribution

was instrumental in preparing the national progress report and constructing the national urban policy within the Ministry of Urban Development and Housing of Ecuador (MIDUVI).

The national committee, consisting of delegates from various national institutions, civil society, academia, NGOs, the private sector, and international cooperation, contributed valuably to formulating and validating Ecuador's Sustainable Habitat Agenda proposal. The recent changes in the government following the elections led to modifications within the group, resulting in decreased participation as a committee. Despite this, a few members remain actively engaged, albeit as individual actors or representatives of their respective institutions. The academic members, in particular, played a pivotal role in shaping the agenda and formulating policies. The Ministry of Urban Development and Housing (MIDUVI) worked tirelessly to mobilise and bring together different stakeholders, including municipalities and academia.

In Parallel, ECLAC developed and applied a Methodology for the Identification of Gaps in National and Local Urban Policies where priorities areas were identified to work at the national and local levels:

- i) At the National level technical assistance was provided for MIDUVI to carry out studies,

lineaments, and recommendations to support the development of the Right to Adequate House strategy - dimension on the Law Project for a National Urban Policy.

- ii) At the local level in Quito, training and capacity building were held to review and study financing instruments for local urban development. Further, technical assistance with the Metropolitan Public Company for Habitat and Housing was done to support its role as a new urban operator in the city. In this case, a regional exchange of experiences was created with urban and housing operators of different cities such as Medellín, Bogotá, Sao Paulo, and Havana with an emphasis on development and interventions for social housing.

This technical assistance aims to reestablish the role of housing in sustainable urban development in national and local agendas following the "Housing at the Centre of the New Urban Agenda" approach promoted by UN-Habitat - Habitat III.

Mapping NUA Implementation in Ecuador

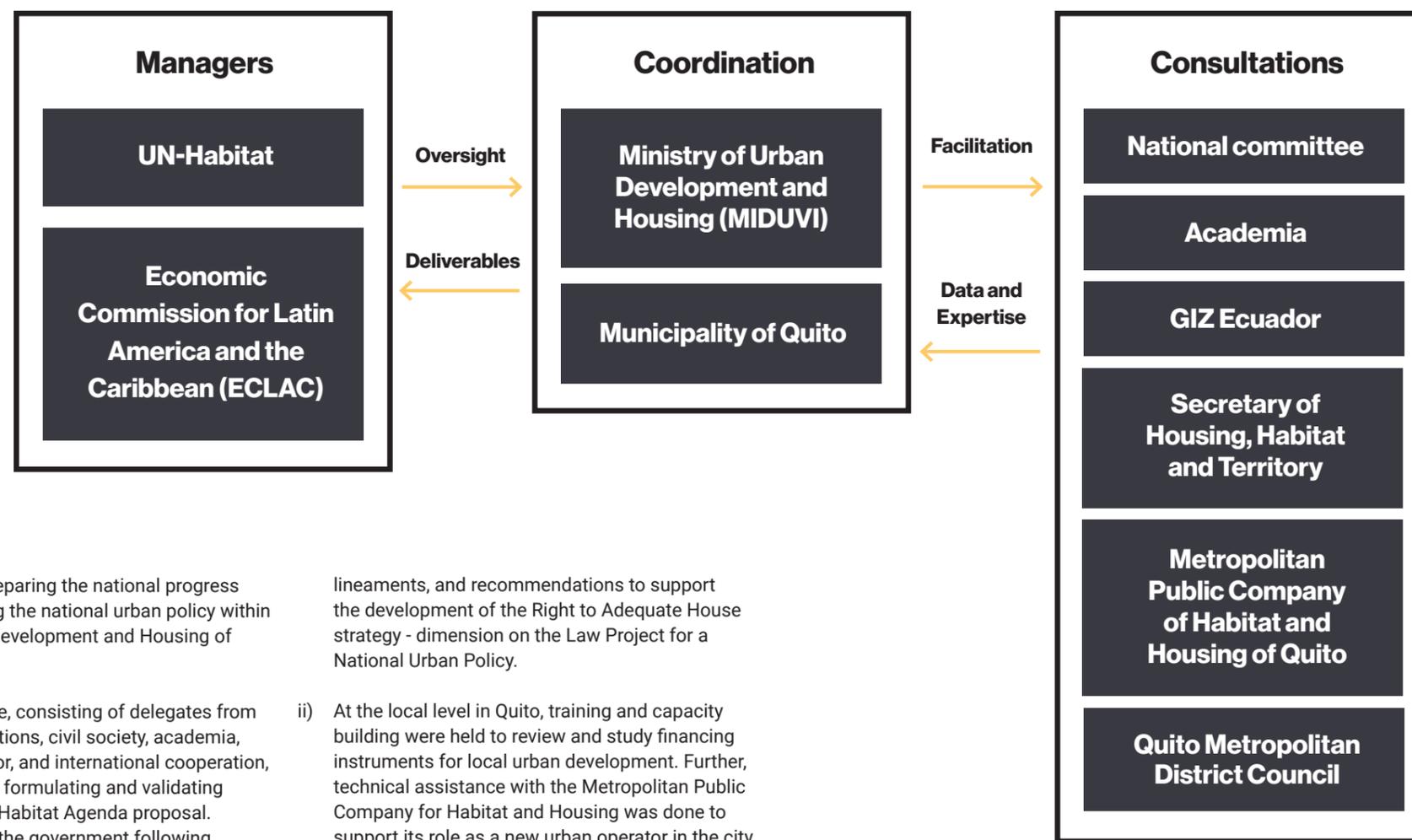
The Ministry of Urban Development and Housing of Ecuador (MIDUVI) launched the Sustainable Habitat Agenda of Ecuador in October 2020. The formulation process, which spanned from 2017 to 2020, underwent

a transition of authorities within the institution. Following the change in national government authorities in May 2021, UN-Habitat initiated virtual dialogues with the leaders of MIDUVI and its task force to enhance their understanding of the importance of the New Urban Agenda (NUA) and its submission process. The Vice-Minister of MIDUVI assumed the process's leadership after clearly understanding the initiative.

Since May 2021, the Minister has worked tirelessly to integrate the NUA into its planning tools, initiating the definition process for

creating the National Urban Policy. This national policy, which is aligned with the NUA, will guide the formulation of local development plans. New local authorities will take office by May 2023. As per national regulations, they will update or formulate local development plans, aligning with the global agendas, including the 2030 Agenda, NUA, national development plans, National Urban Policy, and other national instruments.

Stakeholder Organigram



NUA Integrated Urban Action Plans for National and Sub-National contexts



Roadmap of activities

The project provided technical assistance, capacity building, and policy integration to support the implementation of the New Urban Agenda in Ecuador. The Technical Assistance focused on identifying gaps in policy and implementation and providing technical assistance to address them. The Capacity Building assistance offered online courses, workshops, and diploma programmes to enhance the capacity of officials at the national and local levels. The Policy Integration Assistance supported preparing Progress Reports and Voluntary Local Reviews to showcase national and local progress in implementing the NUA.

Technical Assistance Roadmap:

1. Conducted exploratory meetings with national and local authorities to present the project and create a collaborative environment for developing the methodology of gaps.
2. Developed the methodology of gaps in a participatory approach that prioritises the specific needs of countries by working closely with stakeholders.
3. Reviewed and analysed existing policies related to implementing the New Urban Agenda, including the National Urban Policy, to identify gaps in policy and implementation.
4. Applied the methodology of gaps to conduct analyses at both the local and national levels, ensuring that technical assistance corresponds to the specific needs of each location.
5. Provided focused and valuable technical assistance based on the prioritised needs identified through the methodology of gaps to support the implementation of the New Urban Agenda.

Capacity Building Roadmap:

1. Regional workshop on "Preparation of the National Voluntary Report on NUA", October 2021, developed with the participation of delegates of Costa Rica, Ecuador, Cuba, as the main beneficiaries of the process.
2. A second Regional Workshop for the "Monitoring and Reporting of the New Urban Agenda for the region of Latin America and the Caribbean", November 2021, with the leadership of MINURVI and UN-Habitat HQ, to motivate the preparation of the NVR.
3. Online course on "Planning for urban transformation" – May to August 2022: The course aimed to enhance their NUA implementation, monitoring, and reporting knowledge. The participants were awarded certification
4. A workshop was held to present the urban inclusion marker developed as part of another ongoing initiative called the Inclusive-Cities Project, Communities of Solidarity (ICCS) supported by the EU and in partnership with UNHCR and IOM.
5. Diploma course on NUA – November to February 2023: A diploma course on NUA was offered in partnership with Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM), a Mexican university.
6. Regional workshop on the Urban Monitoring Framework – February 2023: A regional workshop, "Monitoring tools for implementing the NUA and the SDGs", was held

upon successful completion of the course. 34 Ecuadorian officials attended.

to strengthen the capacities of officials of the Metropolitan District of Quito, as well as local governments. Representatives of Latin American cities from Cuba, Costa Rica, Honduras, and El Salvador were also invited. The workshop focused on monitoring tools for measuring the implementation of the NUA, SDGs and access to the right to the city.

7. Workshops on Technical and political experience exchange on land use planning, management, and land value capture strategies - June and July 2021: Training for officials and councilors of the Metropolitan and District of Quito.
8. Regional Workshop on Urban Operators Experiences for the Public Company for Habitat and Housing and the Metropolitan District of Quito (April 2022).
9. Workshop on policy coherence and adequate housing approach for officials of MIDUVI (June 2022).

Between 2020-2023

Policy integration assistance roadmap:

1. Assisted in the Progress Report on the Implementation of the NUA (2016 - 2021) submitted to the Urban Agenda Platform. The Minister and Deputy Minister of Ecuador and the Quito City Mayor participated at the High Level Meeting Side Events on the Implementation of the NUA in April 2022, in an EGM to showcase

the NUA's national and local progress.

2. Provided support to Ecuador's municipalities in preparing Voluntary Local Reviews (VLR) by presenting the experience of local governments, such as Rio de Janeiro (Brazil), La Paz (Bolivia), Santa Cruz (Bolivia) and Antioquia (Colombia). Thirty-eight officials from Costa Rica, Cuba and Ecuador attended the webinar.

3. Provided support to MIDUVI's authorities and officials in preparing an integrated national urban policy that includes adequate housing at the centre through studies, policy evidence and technical assistance, from May to October 2022.

4. Launch and presentation of the National Urban Policy of Ecuador during the National Urban Forum "Encontrémonos por el Hábitat"

in October 2022, with the participation of the President of Ecuador. This presentation was developed by Mrs. Gabriela Aguilera, as the Minister of Urban Development and Housing.

5. Ministerial meeting to present the National Urban Policy project of Ecuador and ECLAC'S technical assistance results and findings. April 2023.

NUA Integrated Urban Action Plans for National and Sub-National contexts



Overall outcomes

Mind-shifts demonstrated

- o **Systems Thinking:** Adopting a holistic and integrated approach to urban development, understanding the interconnections between various systems, and considering the long-term impacts of decisions on the environment, society, and economy.
- o **Collaboration and Partnerships:** Building effective partnerships with various stakeholders, including government, private sector, civil society, and communities, and engaging them in decision-making processes.
- o **Evidence-based Decision Making:** Making decisions based on sound evidence, data, and analysis to ensure that urban development is based on a strong understanding of the local context and needs.
- o **Continuous Learning and Improvement:** Embracing a culture of Continuous Learning and Improvement, where lessons are learned from past experiences and feedback is used to improve future actions.

Mindshifts and Core Outputs

Systems Thinking

Mainstreamed the principles of the NUA in public policies, such as the National Plan of Habitat and Housing (2021) and the National Urban Policy. The first draft of the National Urban Policy was launched during the National Urban Forum of 2022.

Collaboration and Partnerships

- A robust exchange of experiences and knowledge between countries in the region on NUA national reporting, Voluntary Local Reports (VLRs) about the NUA, and the Urban Monitoring Framework.
- Provided specific technical assistance and financing through an “onerous concession of rights” to the Quito Council and the Assembly to help with land use planning and legislation. This created a synergy with other cities and countries in the region to exchange experiences on urban operations and focused on providing technical assistance.

Evidence-based Decision Making

- Improved accessibility (both in language and local contexts) of the NUA Illustrated and NUA Crash Course.
- Development of the Urban and Cities Platform, which includes e-learning courses, presentations, and exchange of experiences and data at the national and local level from various countries in the Latin American and the Caribbean Region.
- Upgraded land planning and monitoring capacities of MIDUVI officials and the Municipality of Quito through courses on “Planning for

Urban Transformation” and the New Urban Agenda Diploma with TEC Monterrey.

Key Challenges

- There were instances when coordination among the involved stakeholders presented significant difficulties, impeding seamless collaboration.
- Tools, like the Urban Monitoring Framework, aren’t adapted to the local language or context, which makes them hard to interpret and use effectively.
- At times, the project lacked sufficient financial and human resources to match its intended scope or adequately address the demands of the context.
- In the context of Ecuador and the broader Latin American region, a change of government can often result in significant changes to administrative structures, which can cause delays and disruptions to ongoing processes. However, despite these challenges, it was possible to maintain continuity in the work and strategic objectives, allowing progress to continue even in the face of political transitions.
- Developing new working methodologies often requires trial and error during their implementation. This process can lead to an increased preparation time and, at times, may decrease the likelihood of widespread adoption in the short term. However, it is important to persevere through these challenges, as the potential benefits of the new methodology may outweigh the initial costs and time of its preparation.
- Strengthening of the Urban Observatory of Quito, through staff training and technical assistance in the management of geographic and statistical information.

Lessons Learned

- To ensure coherence between the activities undertaken by different bodies involved in projects, it is essential to involve the countries and main implementing stakeholders from their inception onwards. By doing so, they can provide valuable input and help ensure that the project aligns with their objectives and priorities.
- Municipalities willing to improve the monitoring of the New Urban Agenda (NUA) may have gaps in technology and personnel. As a result, it is crucial to be flexible in the methodologies used for following up on the NUA and to adapt to the local reality by providing materials in the language spoken in the region.
- The participation of organised citizens is essential to give sustainability and legitimacy to the monitoring process of the NUA. The city of Quito is working to foster the creation of the Urban Observatory as a space to integrate academic and civil society collaborations in data analysis and production of NUA progress reports, as well as the implementation of its local development plan and to measure its impact at every dimension (social, environmental, economic, territorial).
- Given that, local governments are the key actors in implementing the New Urban Agenda (NUA) and the Sustainable Development Goals (SDGs), it is imperative to provide financial support to middle-income countries to develop technical and specialized assistance at the local level.
- Having a well-established methodology based on verifiable data and qualitative analysis makes it easier to ensure continuity of

efforts, even if there are changes in administration or personnel. This is important in ensuring sustained progress towards achieving the goals of the New Urban Agenda (NUA) and Sustainable Development Goals (SDGs).

Future Development

- Improved mechanisms for monitoring and reporting on actions in Ecuador.
- Increased data generation to measure the impact of actions in Ecuador.
- Sustained cooperation efforts to strengthen monitoring capacities of the New Urban Agenda (NUA) and promote the exchange of experiences between municipalities.
- Scaling of efforts to more municipalities across the country.
- Provision of technical and methodological assistance to initiatives like the Local Government Network (LGN) in Quito to build indicators and improve urban data visualization.
- Systematization of the experience of the Quito urban observatory to motivate other municipalities in Ecuador to implement follow-up mechanisms to the NUA, SDGs as well its own development and territorial plans.
- Finalization of the integrated national urban policy that includes adequate housing.

Quito, Ecuador

Latin America and the Caribbean

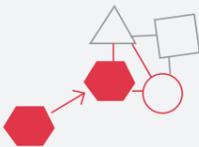
VOICE FROM THE CITY

Estefanía Vega Erazo, Habitat and Public Space Specialist,
Undersecretariat of Habitat and Public Space, MIDUVI

“The Planning for Urban Transformation course was enriching; it broadened my knowledge of land use and urban planning instruments, focusing on rights and sustainable development. It also allowed me to recognise the role of the different levels of government, specifically of the central government, in the leadership and formulation of national public policies to promote sustainable urban development from an integral vision of the territory. At the professional level, I can apply what I have learned in my work.”



Quito, capital city of Ecuador
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 Regional Context UN and other organisational regions	United Nations Economic Commission for Latin America and the Caribbean (UNECLAC) UN Region: Latin America and the Caribbean
 Key Agencies Project leaders and managers	<ul style="list-style-type: none"> UN-Habitat UNECLAC Ministry of Urban Development and Housing Municipality of Quito
 Contributors Contributing organisations and collaborators	<ul style="list-style-type: none"> National Committee Academia GIZ Ecuador Secretary of Housing, Habitat and Territory Metropolitan Public Company of Habitat and Housing of Quito Quito Metropolitan District Council
 Conditions to Change Specify the problem to address	Strengthen decision-makers' capacity at national and sub-national levels to develop cross-sectoral urban action plans.
 Mode of Action Understanding conditions of the problem	 Reactive Responding to a known issue
 Strategy of Implementation Choosing process that will successfully affect the problem	 Symbiotic Fits into existing practices to improve functionality/efficiency
 Type of Trend Identifying the intended resultant impact to inform process and assure success	 Scaling Up and/or Institutionalization of Existing Practice
 Means of Implementation Identifying and applying tools to ensure success	Capacity Building

 Rate of Change Creating the process of change and resultant impact	 Positive continuing Trend Following the same trajectory as decades
 Output Project leaders and managers	<ul style="list-style-type: none"> Mainstreaming of NUA Principles in public policies such as the National Plan of Habitat and Housing and the National Urban Policy. Financing instruments for local development and urban operators.
 Resultant Mind-shift Prevent recurrence of problem and continue problem-solving mindset	 Systems Thinking  Evidence-based Decision Making  Collaboration and Partnerships
 SDG Connection Specify the problem to address	 SDG Indicator 11.3.2 - Proportion of cities with a direct participation structure of civil society in urban planning and management that operates regularly and democratically SDG Target 11.a - Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
 NUA Core Dimensions Core dimensions of urban sustainability	 Social Sustainability  Economic Sustainability  Environmental Sustainability  Spatial Sustainability
 NUA Means of Implementation Mechanisms to achieve core dimensions of urban sustainability	 Intervention Mechanisms  Hard Measures for Infrastructure and Services  Soft Measures  Technology and Innovation
 NUA Principles and Actions Guiding principles and actions to support NUA implementation	 Holistic planning  Multi-level governance  Policy design  Context  Capacity Building  Coordination  Cooperation and efficiency  Local government  Reporting  Knowledge  Awareness  Urban services



Naga City, Philippines
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Chapter 3
Comparative Analysis and
Conclusions

Reflections on case studies - Delivery and impact

The 'Inter-regional Cooperation for the Implementation of the New Urban Agenda' has convened a range of geographical, economic, social and operational contexts upon which to assess and reflect on the implementation of the NUA. It is worth noting from the outset, the value of this coming together of information, and its evidencing of the ability of the NUA to be applied across such diversity of circumstances, yet focused on the impetus to enable sustainable urban development no matter the context.

The diversity of these nine case studies therefore provides a critical insight into the realities of translating agendas into action that can be specific yet globally connected. Collectively they enable an assessment of implementation that can inform future growth and expansion of the tools to support and enhance NUA application around the globe.

Whilst three overarching categories that catalysed NUA implementation; Experiences of Multi-level Integration, Specific Thematic Catalysts and Processes for Capacity Building, were used to structure the comparison across these nine projects, there were several other common and overlapping themes across all case studies.



Busy city street, Maseru, Lesotho.
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Common findings across all case studies

➔ Common cause and catalyst

The NUA has provided a common focus and purpose for sustainable urban development across a diversity of contexts and challenges. Whilst cities often already hold the mechanisms to convene and deliver urban development, the NUA serves as a catalyst to enhance activity and connect across scales of governance and sectors of society to ensure outputs are as affective as possible in delivering sustainable urban development.

Having the NUA as a common cause ensures continued focus as circumstances and personal change, particularly in relation to political cycles.

Whilst focused on collective aims, the NUA is not a blueprint for any one form of implementation, therefore the translation across contexts to deliver actions and impact that are 'place' specific is critical, and possible, through collaborative working relationships, routes and resources as evidenced in this report.

An example of the NUA being a common platform for catalyzing urban changes can be seen in Naga City, where the NUA became a focal point for the various systems and processes within the government. The Philippines government expressed how their connection with the NUA has strengthened their sense of being part of a global community of nations committed to achieving sustainable urban development.

In addition, the implementation of the NUA in Cuba has had a significant impact across urban legislation. Specifically, the NUA Action Plan was approved as a State Plan. This has led to a review of tasks by the National Assembly twice a year and increased obligation for ministries to execute their responsibilities. Additionally, implementing the New Urban Agenda has led to the creation of the Land Use Law, which did not previously exist in Cuba.

➔ Connected relationships

Inter-governmental, inter-sectoral and cross-disciplinary relationships were a consistent ingredient for success across all categories and regions. Working in situations where established working relationships already existed thanks to previous global agenda workstreams provided an advantage to the timely adoption and implementation of the NUA.

The NUA requires multi-level relationships to be effectively implemented. It therefore serves as a vehicle to create these collaborative relationships, in contrast to the norm of siloed and/or limiting governance structures. Whether existing, or newly formed, commitments have been made across the case studies for these working relationships and new connections to continue as further NUA implementation evolves.

Inherited multilevel relationships from the delivery of previous agendas such as the Millennium Development Goals, or in relation to other global urban agendas such as Smart Cities, allowed for effective and accelerated project implementation for these case studies.

Despite this project occurring during several COVID-19 Pandemic lock downs and when working across regions was required, most work was possible to undertake online - an indicator that significant progress can be achieved no matter the geographical challenge.

However, in a number of case studies, in-person meetings at strategic points of the project were beneficial, especially when new relationships were being forged. Whilst it is difficult to predict these strategic points from the outset, budgets should be allocated in early planning to allow for these in-person collaborations at local, sub-national, national, regional and sometimes global level to further enhance and connect across implementation.

➔ Shared/accessible resources

Strategic and detailed information for NUA implementation is the fuel to ensure that the individual and collaborative working relationships are aligned and sustained. Across all case studies there was the need for capacity building in various forms. The NUA online crash courses proved hugely beneficial for participants to undertake at the start of the project to allow for alignment and detailed development to commence in project inception meetings. This led to more informed and progressive project plans being established from the start.

Importantly, this also allowed for the identification of different personnel at opportune times, ensuring participatory processes were scheduled effectively and collaboration across diverse sectors was enabled.

It was very evident how important data is to the implementation of NUA. Overall, access to accurate and timely data was raised as a critical component in almost all the case studies. When collaborations with data organisation was possible, it had an instrumental impact on the project, with collaborations continuing beyond the conclusion of a project. When data was limited or unavailable, it limited the evidence base, effective decision making process, policy implementation and action. In particular, the availability of data at a local and city level was limited in several contexts, and needed addressing through innovative and collaborate approaches across government and industry. Data access is crucial to enable and inform sustainable urban development decisions and action.

An example of data development, application and collaboration can be seen in Agadir, where collaboration with the Statistical Institution in Morocco, ensured the production of the city's VLR was a success and paved the way for other cities in Morocco to benefit from the experiences and lessons learned. This partnership also ensured alignment between the VLR and the VNR, which the Statistical Institution also produced.

Maseru also demonstrated this through the creation of statistical tables and annexes on city-level data indicators related to housing, transportation, and environmental sustainability as per the UMF for Lesotho.

🔄 Multi modal work streams

In several of the case studies, there have been parallel processes of agenda building and application. The NUA has served as a roadmap across national, regional and local action orientated initiatives, and supported other separate agendas, such as Local Plans, in their implementation. This has created mutually beneficial impact and an economical use of resources.

In several case studies, the production of Voluntary National Reviews (VNR's) and Voluntary Local Review (VLR's) was a complementary two-way process of knowledge exchange and action.

Other specific agendas, such as Smart Cities, when paralleled with NUA application, created enhanced and two-way impetus for innovation and application. This also allowed for resources to be pulled together and shared to deliver stronger and more developed outcomes. There is more potential for shared resources to deliver multiple direct and indirect NUA outputs, and great need to do so with challenging circumstances across the globe such as rapid climate change and scarce resources.

Many case studies reported that their experience in delivering NUA implementation within their city has resulted in the production of a 'city guide' to enable other cities in the region and beyond to adapt and apply the tested methodology to another context. This 'ripple effect' from one output to deliver further impact in another context is rewarding, leading to further knowledge sharing across regions.

Almaty has adopted this multi-modal approach since the launch on the NUA in 2016, where a national structure for the implementation of the SDGs was formed and a permanent mechanism for monitoring its implementation created. The Coordinating Council for SDGs was formed under the leadership of the Deputy Prime Minister, which includes not only representatives of state bodies, but also non-governmental and international organisations and consists of 5 interdepartmental working groups: People, Planet, Prosperity, Peace, and Partnership

In recent years, Battambang has demonstrated the Integration of Smart Cities and NUA to build data and knowledge base to inform policy and practice with great success.

Another example can be found in Quito, where the Capacity Building assistance offered online courses, workshops, and diploma programmes to enhance the capacity of officials at the national and local levels.

The importance of citizen participation in Almaty encouraged the Kazakh government to establish a “Listening State” that actively involves citizens in decision-making, and led to significant contributions to the implementation of the NUA in this city.



Multi-level Integration

Under this category, we repeatedly saw the impact of local to regional and national government relations leading to integrated policies across these scales. The integration ensured that implementation at one scale contributed to another scale, and often a two-way process of dialogue, implementation and impact was experienced, only leading to an even stronger urban output.

 In **Agadir, Morocco**, new local to national relations formed to produce the first VLRs in the country and second in the Arab Region, with the VLR interlinkages to the national level paramount to the successful and thorough implementation of the NUA agenda into effective reporting. In particular, a strong relationship between the city and other ministerial departments has strengthened and will be sustained through ongoing collaboration and knowledge sharing.

Alongside desktop research, data analysis and investigation, Agadir also included field visits in their evidence gathering, ensuring a thorough understanding of 'place' was imbedded in the VLR, beyond what was held in reports and datasets.

 The project in **Almaty City** aimed to improve their urban monitoring framework by organising a series of online and in-person workshops, roundtables, consultations, and research periods. These activities effectively convened diverse stakeholders, built relationships, and facilitated knowledge sharing across different scales of government.

Notably, to encourage citizen engagement, the Kazakh government has established a "Listening State" that actively involved citizens in decision-making. As part of this initiative, an urban study called the "Citizen's Questionnaire" was launched in Almaty in 2022 to gather ideas and proposals from citizens on how to improve urban infrastructure. The questionnaire included 43 questions covering commuting time, city comfort criteria, missing facilities, and sources of information about the city. It could be completed online, in public service centres, and on public transport.

Through the city workshops and citizen engagement, 11 urban indicators were created to help monitor the implementation of the NUA in Almaty. In turn, this has strengthened the capacity of Almaty City to produce and

utilise disaggregated SDG data and new urban agenda data to inform policy.

 **Maseru's** project in **Lesotho**, assisted city stakeholders in generating data to monitor their priority areas and to use the Urban Monitoring Framework to localise the SDGs in the city. Statistical tables were created with annexes on city-level data indicators related to housing, transportation, and environmental sustainability, thus aligning and complementing other urban agendas in Lesotho and making dual use of available resources.

The project in Maseru has generated much interest from various national Ministers, particularly the Minister for Local Government and the Department of Housing, including the Director of Housing, who will work alongside the Minister of Development Planning to implement the Framework. The Minister of Local Government is working to extract components from the project, including the development of the National Strategic Spatial Development Framework, into their budget portfolio for the next fiscal year starting in April 2023. The Director of Housing has taken the initiative to educate the people of Lesotho about the New Urban Agenda which will lead to further engagement and progress.

Furthering the impact from this project, an identified next target for Maseru is to establish a local lab and observatory to enable the city to generate information within the urban observatory and monitor progress. Training would be provided to the city on how to do this, and advisory missions would be provided to share the model with other local contexts to ensure the continuation of monitoring and generation of local statistics for cities.

 Relations between **Naga City** and **The Philippine** government were also instrumental in NUA implementation.

Whilst the case study presenting a focus on the local government perspective, it went much further in demonstrating the impact of local involvement in national government processes. The Naga City project facilitated a two-way communication process with national stakeholders who received regular updates on

Naga City's implementation and integrated of the NUA into the city's planning processes, and in how it could connect 'upwards' into national policy areas.

Naga City made a notable observation, where ownership of NUA within organisations was instrumental to its adoption, integration, and implementation. Their ambition to become a champion and custodian to carry it through the various (sometimes challenging) processes, challenges and changes also led to very positive outcomes.

As a result, ownership was sought and adopted and the Philippine government has now incorporated the Naga approach in other national policies, such as the National Housing and Urban Development Sector Plan 2040 (NHUDSP), Urban Development and Design Guide (UDDG), and Resilient and Green Human Settlements Framework (RGHSF). This work will feature in the Philippine Urban Forum 2023, established as part of this project, to continue the dialogue, knowledge sharing and opportunities for integrated implementation.



La Ronda Street, Old Town, Quito, Ecuador
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Thematic Catalysts

The opportunity for an additional specific agenda to align with the NUA, or an already identified problem to be addressed and further catalysed through the NUA served as 'thematic catalyst' category in two of the report case studies.



In **Costa Rica**, they sought to enable sustainable urban development through the production of the country's first NUA National Report. The report was created with a ministerial team and various stakeholders, including public entities, academic institutions, NGOs, and civil society organisations. Throughout the process, 103 organisations were consulted, and responses gathered for 76 NUA indicators to create a comprehensive and accurate report. A commendable breadth of stakeholders to include, and one that should serve as a mainstream stakeholder approach across all NUA development and implementation processes.

There were two other consequential projects from the production of the report; the identification of need for a national soil bank, based in San Jose, Costa Rica, to help promote sustainable land use practices and reduce urban sprawl, and capacity building initiatives including the creation of a NUA diploma programme and training workshops.

A key reflection from San Jose was regarding the methodologies applied to the various NUA processes - developing new working methodologies often requires trial and error during their implementation phases. This process can lead to an increased preparation time and, at times, may decrease the likelihood of widespread adoption in the short term. However, it is important to persevere through these challenges, as the potential benefits of the new methodology and its application, are likely to outweigh the initial costs and time commitment that has been required. A well-established methodology based on verifiable data and qualitative analysis makes it easier to ensure continuity of efforts, even if there are changes in administration or personnel. This is important in ensuring sustained progress towards achieving the goals of the NUA and SDGs that can last far beyond the personal that originally created them.



In **Battambang**, the aim of the case study was to integrate the New Urban Agenda into Cambodia's existing Smart City plans and to build stakeholder capacities to promote coherent vertical and horizontal integrated urban policies. The project highlighted the connection between the New Urban Agenda and the Smart City vision of Battambang and Cambodia. The correlation across global agendas was also noted in other case studies and served as a positive opportunity for collaboration and catalytic action across agendas whilst utilizing limited resources.

The project team noted that there appeared to be a need to enhance the coordination and communication between policy developers at the national level and implementers at the subnational level, due to current challenges in ensuring alignment between these two levels.



Cathedral in Quito, Ecuador
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Capacity Building

The project's primary aim in **Amman** was to create a VLR, generated through discussions on national and local development. To achieve this, the VLR report was developed in conjunction with Jordan's second VNR, which presented an opportunity to strengthen the coherence between national and local policies.

The report emphasized that successful NUA implementation requires national and international efforts to recognise and define the significance of integrated and sustainable urban development. Furthermore, it stresses the importance of raising awareness and gaining support for contributions to SDG11, which can be viewed as a spatial representation of all other sustainable development goals.

The development of the VLR of Amman and the VNR of Jordan demonstrated strong collaboration and engagement among various stakeholders and agencies, including governmental, international, and other sectors.

Their findings pointed to the vital need for comprehensive data collection and analysis, and the essential identification and collaboration with key data sources and partners, such as the Amman Urban Observatory, which served as a critical data partner in the production of the VLR.

They also noted the value of the NUA online Crash Course to help ensure that workshop and meeting attendees have a baseline knowledge of the themes being addressed prior to meeting, leading to more productive and focused discussions.

The project in **Cuba** was initiated to improve the capacities of decision-makers at both national and sub-national levels to develop effective intersectoral urban action plans. The project focused on training specialists in the activities of the "State Plan to implement the New Urban Agenda" whilst also strengthening the municipal development strategies and the Urban Planning Plan of the city.

The implementation of the NUA in Cuba has been catalysed by their commitment prior to this workstream but further enhanced by it. It has had a significant impact on legislation, specifically, the State Plan was approved as a Plan of the Council of Ministers, and

the Action Plan was approved as a State Plan. This has led to a review of tasks by the National Assembly twice a year and increased obligation for ministries to execute their responsibilities. Additionally, implementing the New Urban Agenda has led to the creation of the Land Use Law, which did not exist in Cuba previously.

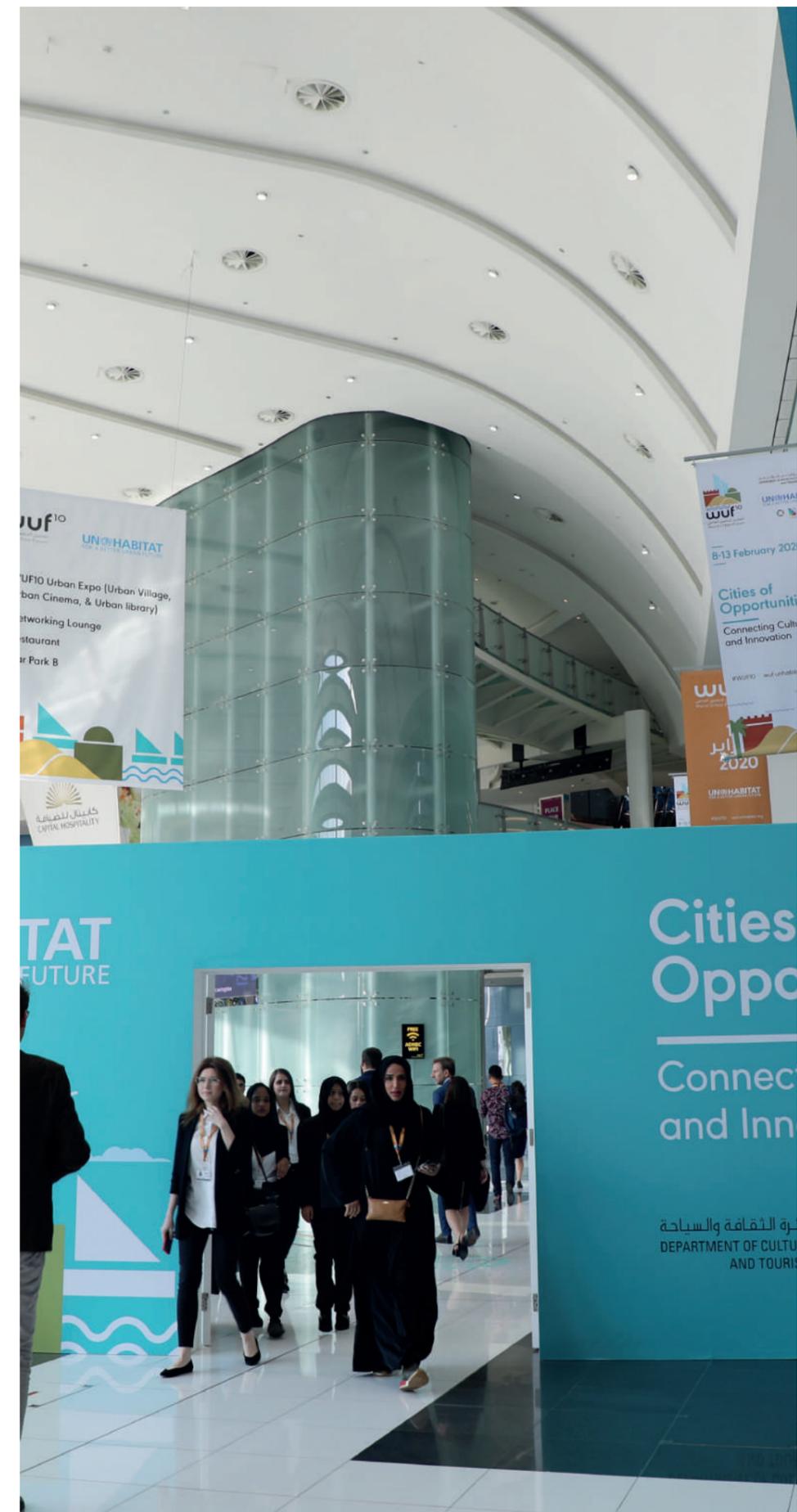
During the project it became evident that some actors were more important than initially thought. For example, the Central Bank of Cuba was crucial in supporting urban development and assisting the population and the state. As a result, the project incorporated the bank's role.

In the context of **Quito, Ecuador**, the project's objective was to strengthen decision-makers' capacity at national and sub-national levels to develop cross-sectoral urban action plans. Their mission was fueled by the strong local and national relationships that were created through hosting the UN Habitat III conference in 2016. The project provided technical assistance, capacity building, and policy integration to support the implementation of the New Urban Agenda in Ecuador through identifying gaps in policy and implementation and providing technical assistance to address them. Through capacity building in the form of online courses, workshops, and diploma programmes to enhance the capacity of officials at the national and local levels, Progress Reports and Voluntary Local Reviews have been produced to showcase national and local progress in implementing the NUA.

In addition, Quito sponsored the creation of the Local Governments Network of International Cooperation in Ecuador. This network aims to facilitate the localization of the SDGs, promote the building of Voluntary Local Reviews (VLR) in local governments, and improve the monitoring of the NUA through best practices and peer learning among local governments.

A key learning outcome for Quito is that given that local governments are the key actors in implementing the New Urban Agenda (NUA) and the Sustainable Development Goals (SDGs), it is imperative to provide financial support to middle-income countries to develop technical and specialized assistance at the local level.

It is notable that other cities that had implemented VLR's were used as precedent to inform early stages of implementation elsewhere. This occurred in Agadir, Morocco (under the Multi-level Integration category above) where extensive research on how the VLR was executed in Madrid and Helsinki informed plans.



Takeaways from the inter-regional cooperation for the implementation of the New Urban Agenda project

The initiative served to build global relationships and new communication channels to share understanding and application of the NUA, alongside recording and communicating different approaches to implementation and impact.

- It has provided an opportunity to reflect on what is understood of the NUA through its application in nine different contexts, and helped to identify areas that require further communication.
- It has proven to be a critical process to gather evidence of implementation and determine impact, reflecting on what has been achieved and what requires further acceleration.
- It has enabled relationship building across the globe and across governance structures, from local to regional to national, and in some situations included wider stakeholders.

One of the most valuable pieces of this cross regional project was the opportunity to catalyze and record change at a regional and local level, whilst convening and comparing the experiences in the round. This demonstrates the multifaceted and multi-scaled ingredients of the NUA, critical to any sort of meaningful urban change.

To have further aided this process and ensure the process was fully recorded, project templates for recording working methods, timelines of activity, deliverables and impact assessment could have been provided from the start.

Requesting the close analysis of data sets applied to demonstrated NUA implementation, or to orchestrate VLR and VNR production would have been another useful request from the outset.

The template that was created to analyse activity in this project allows for alignment across NUA Illustrated, AFINUA, SDG's, thus positioning NUA at the heart of needed global change and demonstrating its function as an action orientated agenda.

The template in its capacity to catalogue change in a variety of contexts and connect across the suite of NUA documents, could provide the NUA platform with a model to compare across different circumstances whilst ensuring impacts are effectively recorded and further demonstrated.

Furthering the implementation and reporting of the NUA for greater impact

These case studies have demonstrated the need to further the application and variety of tools to activate and promote shared knowledge to accelerate the implementation of the NUA.

Knowledge

In relation to existing tools, the Urban Agenda Platform is an accessible online knowledge source that can provide multiple examples of NUA implementation, aligned across the NUA suite of documents and other urban agendas. Further visibility and promotion of this resource should be supported.

There is scope for further development and application of the common template for recording implementation and determining impact, such as on the Urban Agenda Platform and in reporting VLR and VNR for Quadrennial Review. This can encourage learning, connection across stakeholders and facilitate the dissemination of local to global activities.

Capacity building

To enhance stakeholder engagement in urban implementation, communication and promotion of available online courses should be considered.

It is recommended to create new workshop courses that provide opportunities for relationship-building, collaborative participatory processes and cross-sectorial application of approached. Workshops can

be designed to demonstrate the application of the NUA across diverse urban geographies, including small islands with unique governance structures, such as the absence of local governments. In time-sensitive contexts, driven by climate change, conflict, or other crises, specialised workshops using 'agenda to action' methodologies can accelerate both knowledge sharing and on-the-ground implementation.

Furthering models to involve citizens in urban policy, planning and monitoring frameworks so that those shaping an urban future are reflective and inclusive of those that live there would also increase success rates in the impact of NUA implementation.

Ensuring that guidance material and frameworks are translated accurately and are culturally appropriate is essential for NUA adoption across regions.

Data

The development of data at local, sub-national, national, and regional level is essential, with innovative and creative mind-shifts that can encourage greater development in this area.

Access and coordination of data used to evidence NUA impact should be facilitated at the global, national, and local levels.

Advocacy

To enable the promotion, understanding and training for NUA implementation, a NUA Advocates or Ambassadors programme could be established, with an advocate in each city, paralleling the model of the

current Advocate programme for the UNECE Forum of Mayors and adopting the success of the UNICEF's Goodwill Ambassador programme.

The Advocate programme for the UNECE Forum of Mayors and UNICEF's Goodwill Ambassadors are initiatives aimed at raising awareness and advocating for global issues and policies related to sustainable urban development and children's rights, respectively. The Advocate programme for the UNECE Forum of Mayors selects mayors from around the world to serve as advocates and promote the implementation of the New Urban Agenda, while UNICEF's Goodwill Ambassadors are celebrities or public figures who use their platform to promote the rights and well-being of children around the world. These programmes help to mobilise support and resources for important global initiatives and raise awareness about pressing social and environmental issues. Considering a combination of these initiatives or collaborations with UNICEF could highlight the link between NUA implementation and the future of the next generation's quality of life which is currently of critical concern.

VOICE FROM THE CITY

María Daniela Villota Dáger, Technical Analyst,
Ministry of Urban Development and Housing, Ecuador

“The course “Planning for Urban Transformation”, issued by the United Nations Human Settlements Programme (UN-Habitat), has been a great tool to expand knowledge in the development of urban planning projects, addressing clearly and precisely each of the steps to follow from conceptualization, formulation, implementation, to evaluation; from the hand of top-level specialists, who have contributed their contingent in major projects in the region and the world. Likewise, great prominence was given to essential issues for urban development management, showing the wide variety of instruments available for this discipline in the framework of the New Urban Agenda, such as environmental protection, social inclusion and local economic growth.”



How the UN system can contribute and beyond

1

Launch the Advisory Group on Local and Regional Governments and announce a commitment to work with the Government of Poland, HCR, PBSO, and UN-Habitat to hold a day-long segment of the World Urban Forum on urban displacement and post-conflict reconstruction.

2

Elevate the Local2030 Coalition's 2024 Work Plan, and shape future priorities through the 2025 Steering Committee meeting.

3

Announce our commitment at country level to engage UN Resident Coordinators to assist countries implement the New Urban Agenda, announcing a series of structured engagements during the World Urban Forum.

4

Utilise the UN Global Accelerator for Job Creation and Social Systems to integrate housing together with health, income, education, and digital access as an integrated social protection system that can inform efforts by countries to establish New Social Contracts.



Quito, capital city of Ecuador
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Chapter 4
Future Milestones and
Opportunities for Action

Whilst many of the case studies included and referenced in this report continue to be implemented and evolved, the future reporting of their impact requires attention. Many promising practices continue around the world in some of the most challenging contexts. How we continue to learn from these processes of implementation and assessments of impact with a much-needed acceleration of the data driven evidence base behind them, is paramount to the furthering of the NUA and the framework that it provides to create and deliver sustainable, vibrant, flourishing, resilient and healthy environments for people and planetary life.

Here are some milestones that we can collectively work towards. These opportunities for change are ready and waiting for our contribution. The events below are annual or recurring meetings where the NUA and sustainable urban development are discussed, among other global agendas.

Many promising practices continue around the world in some of the most challenging contexts. How we continue to learn from these processes of implementation and assessments of impact with a much-needed acceleration of the data driven evidence base behind them, is paramount to the furthering of the NUA and the framework that it provides to create and deliver sustainable, vibrant, flourishing, resilient and healthy environments for people and planetary life.

Regular Meetings

➔ The High-Level Political Forum (HLPF)

Recurrence: Yearly

The United Nations Conference on Sustainable Development, also known as Rio+20, played a significant role in establishing the United Nations High-level Political Forum on Sustainable Development (HLPF) in 2012. Through its outcome document titled “The Future We Want,” the HLPF was created to serve as the primary platform for reviewing and monitoring the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) globally.

The HLPF is responsible for adopting intergovernmentally negotiated political declarations that provide political leadership, guidance, and recommendations for sustainable development. As a universal intergovernmental platform, the HLPF aims to enhance the integration of the three dimensions of sustainable development in a holistic and cross-sectoral manner at all levels. The Forum is also a dynamic platform for regular dialogue and facilitates stocktaking and agenda-setting to advance sustainable development.

To address new and emerging sustainable development challenges, the HLPF has a focused, dynamic, and action-oriented agenda that ensures appropriate consideration of these issues. Finally, the HLPF follows up and reviews the progress in implementing sustainable development commitments to ensure accountability and drive progress towards achieving the SDGs.

➔ The UN General Assembly (UNGA)

Recurrence: Yearly

The UN General Assembly (UNGA) serves as the primary decision-making body of the United Nations. Consisting of all Member States, it provides an unparalleled platform for exchanging ideas and discussing global concerns encompassed within the Charter of the United Nations.

The Assembly convenes annually from September to December and on an as-needed basis. It deliberates on various topics, addressed through designated agenda items or sub-items, culminating in adopting resolutions.

➔ World Urban Forum (WUF)

Recurrence: Every two years

The World Urban Forum (WUF) was established in 2001 by the United Nations to address the urgent issue of rapid urbanization and its impact on communities, cities, economies, climate change, and policies. The first WUF was held in Nairobi, Kenya, in 2002 and has since been held in various locations worldwide.

Assembled by UN-Habitat, the WUF provides a platform for openly and inclusively addressing sustainable urbanization’s challenges. The Forum’s goals are threefold:

1. To raise awareness of sustainable urbanization among stakeholders and the general public.
2. To foster collective knowledge on sustainable urban development through open and inclusive debate, exchange of best practices and policies, and sharing lessons learnt.
3. To promote collaboration and cooperation between stakeholders and constituencies in advancing and implementing sustainable urbanization.

➔ UN-Habitat Assembly:

Recurrence: Every four years

The UN-Habitat Assembly is a universal body that convenes every four years and comprises all 193 member states.

The Assembly's primary objective is to identify key issues and areas of focus for UN-Habitat's normative and policy work. It also reviews major trends related to human settlements and urbanization and examines global norms and standards in sustainable urbanization.

To fulfil its mandate, the Assembly adopts various documents, including resolutions, declarations, recommendations, formal decisions, and reports, to provide strategic vision and political guidance. It also recommends strategies for coherent implementation of the urban and human settlements dimensions of the 2030 Agenda, the New Urban Agenda, and other global agendas, including the work of the United Nations System.

Moreover, the Assembly reviews and approves UN-Habitat's strategic plan, which the Executive Board prepares. It also scrutinizes the Secretary-General's quadrennial report on implementing the New Urban Agenda. Finally, the Assembly seeks to ensure the active participation of local authorities and other stakeholders in its sessions, subsidiary bodies, and inter-sessional meetings.

➔ The United Nations Framework Convention on Climate Change Conference of Parties (UNFCCC COP)

Recurrence: Yearly

The United Nations Framework Convention on Climate Change Conference of Parties (UNFCCC COP) is an annual meeting where the parties to the United Nations Framework Convention on Climate Change (UNFCCC) come together to discuss and negotiate global efforts to combat climate change. The first COP was held in Berlin in 1995, and since then, it has been held annually in different countries worldwide.

During the COP, representatives from over 190 countries come together to negotiate and agree on addressing climate change to keep global warming below 2 degrees Celsius above pre-industrial levels. The meetings are also an opportunity for countries to share their progress on reducing greenhouse gas emissions and discuss financial and technological support for developing countries to help them mitigate and adapt to the impacts of climate change.

➔ High-Level Meeting on the Implementation of the New Urban Agenda

The High-Level Event on the implementation of the New Urban Agenda is a dynamic and results-driven forum where Member States, local and regional governments, and other stakeholders come together to advance the implementation of the Agenda. This includes professional associations, grassroots organisations, and business leaders, who all share a common goal of achieving sustainable urban development.

The platform serves as an opportunity for stakeholders to showcase their policy orientations and programmatic initiatives and present concrete commitments for the next two years. By sharing best practices and lessons learned, participants can collaborate and build partnerships to accelerate progress towards achieving the Agenda's goals.

The High-Level Meeting focuses on critical action areas identified in the progress reports on implementing the New Urban Agenda. These reports are submitted by Member States, the UN system, and various partner networks and are used to prepare the Secretary-General's quadrennial report. The meeting aims to drive meaningful action and create tangible outcomes that contribute to sustainable urban development by focusing on these key areas.

➔ SDG Summit – the High-level Political Forum on Sustainable Development under the auspices of the General Assembly

In September 2019, the first SDG Summit took place in New York. It resulted in adopting the Political Declaration, "Preparing for a decade of action and results for sustainable development." Leaders worldwide called for a decade of action to meet the SDGs by 2030 and announced measures to advance the Agenda. The General Assembly adopted the Declaration on 15 October 2019.

The second SDG Summit was held on 18–19 September 2023 at UN Headquarters in New York. It marked the midpoint of the 2030 Agenda and aimed to reignite global commitment to the Sustainable Development Goals amid stalled progress. Heads of State and Government adopted a new Political Declaration recognizing that only about 15% of SDG targets were on track and calling for urgent, coordinated action to course-correct. The Summit also featured multi-stakeholder engagements to accelerate financing, innovation, and partnerships across all sectors.

➔ **Summit of the Future**

The Summit of the Future marked a pivotal moment for global cooperation, culminating in the adoption of the Pact for the Future—a bold, action-oriented agreement endorsed by Heads of State and Government.

The Pact reinforces existing commitments, including the Sustainable Development Goals (SDGs) and the United Nations Charter, while charting a clear path toward a more inclusive, effective, and responsive multilateral system.

Building on the momentum of the 2023 SDG Summit, Member States committed to concrete steps aimed at closing gaps in global governance and addressing both present and emerging global challenges.

The Pact for the Future embodies a renewed spirit of solidarity and shared responsibility, outlining commitments to accelerate SDG progress, promote sustainable development, and ensure long-term well-being for current and future generations.

Through this historic outcome, the Summit catalyzed transformative action and reaffirmed the international community's resolve to shape a better future for all.

➔ **Mayor's Forum – UNECE**

Recurrence: Annually in October in Geneva

The UNECE organises the Mayor's Forum as a platform for mayors and city leaders to share best practices and discuss common challenges related to sustainable urban development in the UNECE region. The Mayors Forum takes place biennially, providing a unique opportunity for mayors to exchange knowledge, learn from each other, and identify ways to collaborate on issues such as urban planning, sustainable mobility, public services, and social inclusion.

The Mayors Forum features high-level panel discussions, expert presentations, and interactive workshops that allow mayors to engage with each other, stakeholders from the public and private sectors, and civil society organisations. The forum aims to strengthen the capacity of mayors and city leaders to implement sustainable urban development strategies, promote innovative solutions to urban challenges, and foster greater collaboration between cities in the UNECE region.

➔ **The African Ministerial Conference on Housing and Urban Development (AMCHUD) – UNECA**

Recurrence: Biennially

The African Ministerial Conference on Housing and Urban Development (AMCHUD) is a biennial conference that brings together African ministers responsible for urban development. Its objective is to promote sustainable urbanization in Africa by addressing the housing deficit, improving access to basic services, enhancing the capacity of African governments to manage urbanization, and advocating for the role of cities and human settlements in achieving the United Nations Sustainable Development Goals in Africa.

AMCHUD was established in 2005 and is convened by the African Union Commission in collaboration with UNECA and other partners. The conference provides a forum for ministers to share experiences, and good practices, develop strategies and policies, and mobilise resources for sustainable urban development.

➔ **The Asia-Pacific Urban Forum – UNESCAP:**

Recurrence: Biennially

The Asia-Pacific Urban Forum (APUF) is a biennial conference that aims to address the urbanization challenges in the Asia-Pacific region. The forum brings together representatives from governments, international organisations, civil society, and academia to promote sustainable urban development by sharing knowledge, experiences, and best practices. APUF is organised by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in collaboration with regional partners.

Its objectives include promoting sustainable urban development, enhancing the capacity of stakeholders, strengthening partnerships, and advocating for the role of cities and human settlements in achieving the region's United Nations Sustainable Development Goals.

➔ Arab Forum for Sustainable Development – UNESCWA

Recurrence: Yearly

The Arab Forum for Sustainable Development is an annual regional forum organised by the United Nations Economic and Social Commission for Western Asia (UNESCWA). Its primary aim is facilitating discussions and assessing progress on sustainable development in the Arab region. The forum is a platform that brings together government representatives, civil society organisations, academia, and the private sector to exchange knowledge, share experiences, and develop policies, strategies, and partnerships to promote sustainable development. The forum focuses on implementing the 2030 Agenda for Sustainable Development in the Arab region.

➔ The Regional Conference on Social Development – UNECLAC

Recurrence:

The Regional Conference on Social Development is a biennial event organised by the Economic Commission for Latin America and the Caribbean (ECLAC) that addresses social development issues in the region. The conference aims to bring together various stakeholders, including government officials, civil society representatives, and academics, to discuss and exchange knowledge and experiences related to social development policies and strategies. The conference emphasizes promoting regional cooperation and partnerships to address social inequality and promote inclusive and sustainable social development in the Latin American and Caribbean region.





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URBAN PLAYGROUND

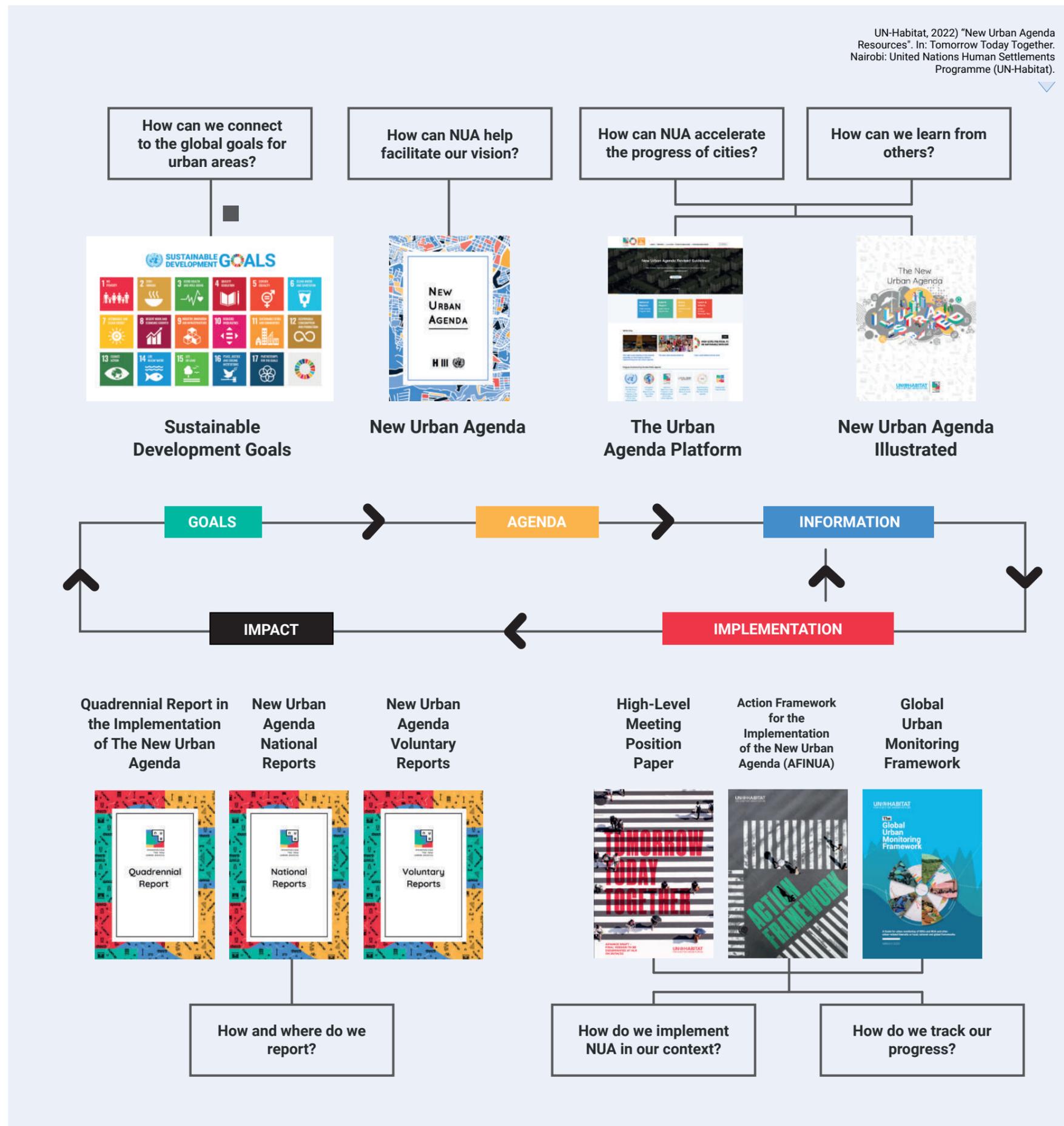
TRANSFORMING
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Chapter 5
The New Urban Agenda
Resources

An Evolving Toolkit

UN Habitat is continually developing its suite of resources to support the implementation of the New Urban Agenda. Currently there are a collection of resources to provide information and training, support implementation and report impact.

The NUA requires many actors, various means of implementation, and an enabling environment at the national, subnational and local levels. The following diagram presents the cycle of localization, implementation, monitoring and reporting of the New Urban Agenda. At each cycle stage, various resources are offered to facilitate the understanding and application of the NUA. These resources guide the implementation process and report on its progress and impact.



The 2030 Sustainable Development Goals



The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The 17 SDGs are integrated—they recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Countries have committed to prioritise progress for those who're furthest behind. The SDGs are designed to end poverty, hunger, AIDS, and discrimination against women and girls.

The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context.



The New Urban Agenda



The New Urban Agenda was agreed upon during the United Nations Conference on Housing and Sustainable Urbanization (Habitat III) held in Quito, Ecuador, in 2016. The Agenda is a comprehensive, action-oriented framework to guide and track global urbanization. It has been designed as a driver to achieve the objectives set out in Sustainable Development Goal 11, which strives to make cities and human settlements inclusive, safe, resilient, and sustainable. Furthermore, it operates strategically to attain the rest of the Sustainable Development Goals through local action, as 65% of the SDG targets hinge on the actions taken in cities.

The NUA is subdivided into:

- Core dimensions
- Means of implementation
- Governance, Follow-up and Review

The core dimensions are the overarching and cross-cutting goals that must be met for sustainable urban development. To accomplish these goals, specific strategies, methods, and actions must be taken by cities and their national, sub-national, and local stakeholders – these are called means of implementation.

Comprehension of the relationship between these means of implementation enables the effective use of specific measures to achieve sustainable urbanization outcomes and assess the progress and impact of the NUA. Finally, governance, monitoring and review mechanisms guide the collection and analysis of urban data and recognition of actions and results achieved by all levels of government and stakeholders.

Information



The Urban Agenda Platform:

[The Urban Agenda Platform](#) was launched in response to a recommendation in the 2018 Quadrennial Report to support Member States and partners in adopting universal norms and global frameworks for sustainable urban development. It is an online repository facilitated by UN-Habitat where Member States and stakeholders can provide updates on their progress in implementing the New Urban Agenda.

Implementing the Agenda requires a coordinated effort among national and local governments, civil society organisations, the private sector, and other stakeholders. Thus, the Platform provides a space for these stakeholders to exchange knowledge and experiences and develop implementation strategies. The Platform hosts a portal for voluntary national reports on NUA's performance, stakeholder case studies, a tracking feature for declared actions, an urban best practice repository and learning resources.

The engagement of urban stakeholders with the Urban Agenda Platform varies depending on the context and the specific stakeholders involved. However, overall, the Platform has seen significant attention from various stakeholders involved in urban development.

One of the key strengths of the Urban Agenda Platform is that it provides a space for stakeholders to engage with each other in a collaborative

and participatory manner. The platform facilitates stakeholder engagement through various tools and mechanisms. These provide opportunities for stakeholders to connect and engage with each other, even when they are geographically dispersed.

Additionally, the Platform has been designed to be inclusive and accessible, ensuring that the voices and perspectives of marginalized and underrepresented groups are heard. This has helped to ensure that a wide range of stakeholders, including those from historically excluded communities, can engage with the Platform and contribute to implementing the New Urban Agenda.

New Urban Agenda Illustrated:

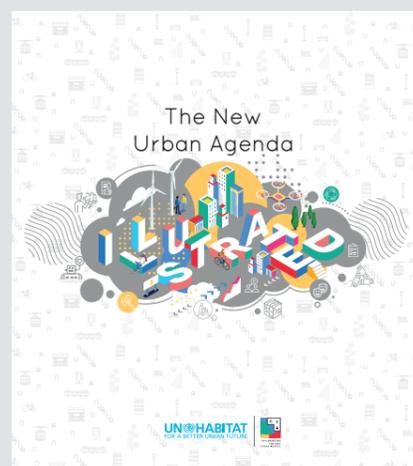
[The New Urban Agenda Illustrated \(NUA Illustrated\)](#) is a visual guide that provides a simplified and accessible overview of the NUA, making it easier for stakeholders to understand and engage with the Agenda. The illustrated guide is designed to be user-friendly and inclusive, using a range of graphics and images to convey complex concepts and ideas clearly and concisely. The guide can be used by a wide range of stakeholders, including urban planners, policymakers, and civil society organisations, to support the implementation of the NUA at the local level.

As part of the efforts to illustrate and unpack the New Urban Agenda, the New Urban Agenda Illustrated Toolkit also features the [NUA Crash Course](#). The course is a digital resource that provides an overview of the NUA in a concise and accessible format. The course is designed to be completed

in just a few hours, making it ideal for busy professionals or individuals who are new to the topic.

The course covers essential topics related to the NUA, such as urbanization trends, sustainable urban development, and the role of stakeholders in implementing the Agenda. It also includes case studies and examples of good practices, providing practical guidance for stakeholders looking to implement the NUA in their local context.

The New Urban Agenda Illustrated and the NUA Crash Course are essential for the NUA implementation as they help build awareness and understanding of the Agenda among a wide range of stakeholders. By making the NUA more accessible and easier to understand, these resources can help to increase engagement and support for the Agenda, which is essential for its successful implementation. Furthermore, they can help to build capacity and provide practical guidance for stakeholders looking to implement the Agenda in their local context, supporting the development of more sustainable and equitable cities.



Implementation



Urban Monitoring Framework:

The [Global Urban Monitoring Framework](#) (UMF) was established by UN-Habitat in 2020, with support from Regional Economic Commissions, other United Nations entities, local governments, the private sector, grass-roots and professional organisations, and academia. This framework aims to use trackers that reduce duplication with national and local data production efforts. It serves to quantify, rate, or rank city-level performance, track progress, and monitor the alignment of the implementation of the New Urban Agenda with the attainment of the Sustainable Development Goals and the targets of other global goals.

The main objective of the Global Monitoring Framework is to provide a streamlined set of urban indicators that are efficient, effective and standardised to aid cities in monitoring their progress towards fulfilling their commitments to the New Urban Agenda, achieving the targets of the Sustainable Development Goals, and ensuring that data can be compared across different cities. This approach aims to avoid placing an excessive burden on cities.

The UMF typically consists of the following components:

- **Goals and Objectives:** The UMF sets the goals and objectives of monitoring the urban area's performance, which could be to assess progress in sustainable development, identify areas for improvement, or evaluate the impact of policies and programmes.

- **Indicators:** The UMF uses a set of indicators to measure and track the performance of the urban area. These indicators can be quantitative or qualitative and may cover various dimensions of urban life. The specific indicators may vary depending on the goals and objectives, the characteristics of the monitored urban area, and the available data sources.
 - a) **Demographic Indicators:** These indicators measure the population size, composition, and distribution of the urban area, including age, gender, ethnicity, and migration patterns.
 - b) **Economic Indicators:** These indicators measure the economic activity of the urban area, including employment rates, income levels, economic growth, and poverty rates.
 - c) **Social Indicators:** These indicators measure the social conditions of the urban area, including health, education, housing, and crime rates.
 - d) **Environmental Indicators:** These indicators measure the environmental quality of the urban area, including air and water quality, waste management, and greenhouse gas emissions.
 - e) **Governance Indicators:** These indicators measure the quality of governance and public services in the urban area, including political stability, transparency, accountability, and access to justice.
 - f) **Infrastructure and Services Indicators:** These indicators

measure the availability and quality of urban infrastructure and services, including transportation, water supply, energy, and communication.

- g) **Land Use and Spatial Indicators:** These indicators measure the spatial structure and development of the urban area, including land use patterns, density, and urban sprawl.

- **Data Sources:** The UMF specifies the data sources for the indicators, which could be obtained from administrative records, surveys, censuses, satellite imagery, or other sources.
- **Data Management:** The UMF defines the procedures for collecting, processing, analyzing, and reporting data. This includes data quality control, data storage, and data dissemination.
- **Reporting and Communication:** The UMF outlines the process for reporting and communicating the monitoring results to various stakeholders, such as government officials, urban planners, researchers, and the public. This may involve producing reports, dashboards, or interactive platforms.
- **Feedback and Learning:** The UMF includes mechanisms for feedback and learning, allowing for the continuous improvement of the monitoring system. This could involve soliciting input from stakeholders, evaluating the effectiveness of the UMF, and adjusting the indicators or data sources as needed.

There are several ways in which the Urban Monitoring Framework is significant for the implementation of the New Urban Agenda, such as:



Indicators and metrics: The framework provides a standardised and harmonized set of urban indicators that can be used to measure and track progress towards achieving the goals of the New Urban Agenda and the Sustainable Development Goals. This helps to ensure that progress can be compared across different cities, regions, and countries and provides a common language for reporting progress.



Data collection and analysis: The framework helps to reduce duplication of efforts in data production and collection, as it is designed to work in partnership with existing national and local data collection efforts. This makes monitoring progress towards achieving the New Urban Agenda goals more efficient and cost-effective.



Partnerships and collaborations: The framework provides a platform for partnerships and alliances between different stakeholders, including governments, civil society organisations, the private sector, and international organisations. This supports the multi-stakeholder approach emphasized in the New Urban Agenda and helps ensure that data is collected and analysed collaboratively.



Reporting: The framework is closely linked to the reporting requirements of the New Urban Agenda, producing regular reports on implementation status at the global, regional, and national levels. These reports provide valuable information on progress towards achieving the New Urban Agenda and help to identify areas where additional efforts are needed.

New Urban Agenda National Progress Reports:

[The New Urban Agenda National Progress Reports](#) are submitted by countries outlining their progress in implementing the New Urban Agenda. The reports are submitted to UN-Habitat and published on the Urban Agenda Platform. They provide a comprehensive overview of the country's urban development policies and initiatives, including challenges, opportunities, and plans for future action.

The reports provide a mechanism for monitoring progress and identifying opportunities and challenges in implementing the NUA at the national level. Moreover, the reports help to ensure that the commitments made in the NUA are translated into action. They provide a means of assessing the impact of policies and programmes related to urban development. The reports can also help identify gaps and areas for improvement in the NUA implementation and provide recommendations for addressing these issues.

The national reports also provide a means of sharing knowledge and best practices among countries. They can help promote dialogue and cooperation between stakeholders, including national and local governments, civil society organisations, and the private sector. Countries can learn from each other's experiences through national reports and adapt successful approaches to their contexts.

There are guidelines for producing the New Urban Agenda National Reports that the United Nations have developed to ensure consistency and comparability between the reports submitted by different countries. The guidelines provide a framework for reporting on the progress towards achieving the goals and targets of the New Urban Agenda and cover a range of issues, including urban planning and design, governance and finance, housing, basic services, resilience, and inclusion. The guidelines also use indicators to measure progress and suggestions for engaging stakeholders in the reporting process.

It's important to note that the guidelines are intended to be flexible and adaptable to each country's specific context and needs. Countries are encouraged to tailor their reports to reflect their unique circumstances, priorities, and challenges. The following is a general outline of the main sections that the New Urban Agenda National Reports should have:

- 1. Introduction:** This section should provide an overview of the context and background of the national report, including the country's urbanization challenges and priorities.
- 2. National Urban Policy:** This section should describe the country's National Urban Policy, including its vision, objectives, and strategies for achieving sustainable urban development.
- 3. Urban Governance and Legislation:** This section should describe the country's urban governance and legislative framework, including the roles and responsibilities of different levels of government, civil society, and the private sector.
- 4. Financing Urban Development:** This section should describe the country's financial mechanisms and strategies for supporting sustainable urban development.

The Quadrennial Report for the New Urban Agenda:

The Quadrennial Report for the New Urban Agenda is a report that is produced every four years by the United Nations and is intended to provide an overview of the progress made in implementing the NUA and make recommendations to accelerate its implementation. The report is based on data and information from Member States and stakeholders. It shows the state of urbanization, progress towards the NUA's goals, and challenges encountered in implementation.

The report promotes accountability and transparency and allows stakeholders to track progress against agreed-upon targets, identify areas needing additional effort, and share best practices and lessons learned. The report provides a basis for further dialogue and action among member states, stakeholders and other interested parties on implementing the NUA.

Based on the report's findings, member states and stakeholders may identify areas where additional effort is needed and take steps to address any gaps or challenges hindering progress. The report can also inform the development of new policies or the revision of existing ones to better align with the NUA's goals and objectives.

In addition, the Quadrennial Report can also raise awareness of the importance of sustainable urbanization and the NUA's objectives among a wider audience.

The 1st QR (2018)

Assessment of the systems and resources in place to implement and monitor the NUA

Presentation of recommended steps for the production of subsequent reports

The 2nd QR (2022)

Assessment of quantitative and qualitative data from:

- Information monitoring systems
- Voluntary inputs from countries
- Contributions from the UN systems and key stakeholders

The 3rd QR (2026)

Mid-term review of the NUA implementation and progress and challenges (NUA paragraph 175);

Identification of clear actions for improving the implementation of the NUA

The 4th QR (2030)

Assessment of quantitative and qualitative data from:

- Information monitoring systems
- Voluntary inputs from countries
- Contributions from the UN systems and key stakeholders

The 5th QR (2034)

Final review of the NUA implementation

Concluding review of the implementation of the NUA with prospective recommendations

UN-Habitat. UN SG Quadrennial Reports. <https://www.urbanagendaplatform.org/about-quadrennial-report>

Key messages of the QR 2022

- To support countries in implementing the New Urban Agenda, it is crucial to establish innovative development partnerships among multiple parties, providing technical expertise, policy advisory services, capacity development, and regional platforms for knowledge exchange. Such partnerships should include north-south, south-south, and triangular cooperation.
- Rapid urbanization must be sustainable and inclusive, which requires securing funding mechanisms urgently. Only 30 countries have submitted progress reports on implementing the NUA, and Member States have pledged to work with the United Nations to report on progress for the 2026 Quadrennial Report. National reports should be prepared in 2022 and 2023 to establish baselines, identify lagging aspects of the NUA, and determine what extra support Member States and local governments require to get back on track.
- Urban planning is vital in providing serviced land for housing, guiding urbanization, and ensuring it happens equitably and sustainably. National Urban Policies, inclusive urban planning practices, and local legislation help countries guide urbanization and reduce spatial inequality.
- It is crucial to prioritise the means of implementation outlined in the NUA, including enhancing endogenous resources and revenues, decentralization, and land value capture, to promote urban economic growth and ensure that no one and no place is left behind.
- New technologies can enhance transparency, basic service provision, data collection, citizen participation in decision-making, urban management, and resilience.

Global Agendas and the NUA

In addition to the resources that endorse the New Urban Agenda, the NUA also builds on and aligns with global frameworks in pursuit of a shared goal. These global agendas are mainly the Addis Ababa Action Agenda, the Sendai Framework for Disaster Risk Reduction and the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC). Together and under the 2030 Agenda for Sustainable Development umbrella, these documents provide the most comprehensive blueprint with a global framework to inspire national strategies, policies and plans for achieving prosperity for all, eliminating inequality and protecting the planet.



(UN-Habitat, 2018) Key Global Agendas post-2015. In: New Urban Agenda Illustrated. Nairobi: United Nations Human Settlements Programme (UN-Habitat).

NUA and the Addis Ababa Action Agenda

The New Urban Agenda and the Addis Ababa Action Agenda are complementary frameworks promoting sustainable urban development. They provide a comprehensive approach to sustainable development that addresses urbanization's economic, social, and environmental dimensions. The prominent links between both Agendas are:

Financing for sustainable urban development: The NUA and the Addis Agenda share the recognition that financing is crucial for achieving sustainable urban development and provide frameworks for mobilizing resources towards this goal.

Public-private partnerships: Both agendas emphasize the importance of public-private partnerships and leverage private-sector investments for sustainable urban development.

Sustainable infrastructure: The NUA and the Addis Agenda promote sustainable infrastructure development, including transport, energy, and water systems, as critical to achieving sustainable urban development.

Data and statistics: Both Agendas emphasize the importance of data and statistics for Evidence-based Decision Making and monitoring progress towards sustainable urban development.

NUA and the Paris Agreement

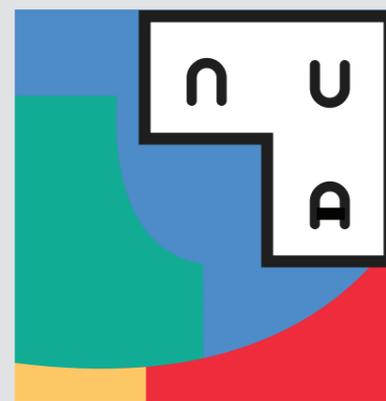
The New Urban Agenda and the Paris Agreement on Climate Change address sustainable development, including the need to mitigate and adapt to climate change. While they are distinct agreements, they can help promote sustainable, low-carbon, and climate-resilient urban development if they work together. There are several linkages between the two, among which are:

Shared goals: The NUA and the Paris Agreement aim to promote sustainable development and address climate change.

Co-benefits: Implementing the NUA and the Paris Agreement can provide co-benefits for sustainable development and climate change mitigation and adaptation. For example, increasing renewable energy and improving energy efficiency in buildings can also help reduce greenhouse gas emissions and mitigate climate change.

Collaboration: The NUA and the Paris Agreement both recognise the importance of collaboration and cooperation among different stakeholders and levels of government. The NUA calls for multi-level and multi-stakeholder partnerships to achieve sustainable urban development, while the Paris Agreement encourages collaboration among countries to address climate change.

Integration: The NUA and the Paris Agreement both promote the integration of sustainability and climate change considerations into planning and decision-making.



IMPLEMENTING THE NEW URBAN AGENDA

NUA and the Sendai Framework for Disaster Risk Reduction

Although the New Urban Agenda and the Sendai Framework for Disaster Risk Reduction focus on distinct elements of sustainable development and disaster risk reduction, they share similar objectives and methods and can collaborate to encourage urban growth that is durable and adaptable, able to withstand the effects of calamities and environmental shifts and feature a range of connections:

Common goals: The NUA and the Sendai Framework share the goal of promoting sustainable development, enhancing resilience, and reducing disaster risk. The NUA focuses on sustainable and resilient urban development, and the Sendai Framework targets disaster risk reduction and resilience at the national and local levels.

Focus on risk reduction: Both the NUA and the Sendai Framework emphasize the importance of risk reduction and building resilience in the face of disasters and climate change. The NUA promotes integrating disaster risk reduction and climate change adaptation into urban planning and management. At the same time, the Sendai Framework calls for a comprehensive approach to disaster risk reduction, including measures to address underlying risk factors.

Collaborative approach: The NUA and the Sendai Framework recognise the importance of collaboration and cooperation among different stakeholders, including local communities, governments, and the private sector, to achieve their goals.

Integration: The NUA and the Sendai Framework promote the integration of disaster risk reduction and resilience considerations into planning and decision-making.

This section highlights national and local resources that aim to enhance the localization of the New Urban Agenda and facilitate effective actions within territories, contributing to fulfilling the Agenda's principles.

National and Local Urban Policies and Plans

National Urban Policies (NUPs) are comprehensive frameworks that provide guidance for the development and management of urban areas within a country, typically encompassing strategies, policies, and institutional arrangements that address a range of urban challenges, including urbanization, social inclusion, economic development, environmental sustainability, and good governance.

NUPs are designed to consider rural and urban areas' requirements and interdependencies. They are typically developed through a participatory and multi-stakeholder process involving diverse actors such as various levels of government, civil society, the private sector, and academia.

Some standard components of NUPs include:



Urban planning and design: development of comprehensive urban plans and strategies that guide the physical development of urban areas. This includes zoning regulations, land-use policies, and urban design standards.



Infrastructure development: addresses infrastructure needs, including transportation, water supply, sanitation, energy, and communication systems, to support urban development and improve the quality of life for urban residents.



Social inclusion and equity: ensure that all urban residents, regardless of their socioeconomic status, have access to basic services, infrastructure, and opportunities for social and economic mobility.



Environmental sustainability: recognises the importance of environmental sustainability in urban development and includes strategies for promoting green infrastructure, reducing carbon emissions, and improving air and water quality.



Governance and institutional arrangements: includes measures to improve governance and institutional arrangements for urban management, including decentralization of power, strengthening of local government capacities, and engagement of civil society in decision-making processes.

A Local Urban Policy is a set of plans, strategies, and actions to guide urban development in a specific local government area, such as a city or

town. It typically involves identifying the local urban challenges and opportunities, setting priorities, and developing strategies and actions to address them. Local urban policies may cover various issues, such as land use, housing, transportation, infrastructure, social services, environmental sustainability, and economic development. They may also involve multiple stakeholders, including local government officials, community groups, businesses, and residents, and often require a participatory and collaborative approach to development and implementation.

The main difference between a national and a local urban policy is its scope and level of governance. While a national urban policy provides guidance and direction for the development of urban areas across the country, a local urban policy is focused on addressing the specific needs and challenges of a particular city or municipality. NUPs are more comprehensive and provide a broader framework for sustainable urban development, while local urban policies tend to be more focused and context-specific. However, it's important to note that national and local urban policies should be complementary. The successful implementation of a local urban policy may depend on the existence of a supportive national urban policy.



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Voluntary National Reviews

Voluntary National Reviews (VNRs) are country-led, voluntary and involve a review of progress on implementing the Sustainable Development Goals (SDGs) at the national level. In consultation with their stakeholders, including civil society and the private sector, governments prepare VNRs to assess progress in implementing the 2030 Agenda in their respective countries. The reviews allow countries to share experiences, including successes, challenges, and lessons learned, and exchange best practices.

The VNRs aim to promote accountability and transparency and to help countries identify and address gaps in their implementation of the SDGs. They also allow governments to showcase their progress and success in achieving sustainable development. Every year, the High-Level Political Forum on Sustainable Development (HLPF) serves as the United Nations' primary venue for monitoring and evaluating progress towards the 2030 Agenda and the SDGs, where VNRs are showcased.⁵⁸

While it may be difficult to quantify their impact, some of the most relevant results are:

- Raising awareness and building political will:** The VNRs have helped to raise awareness among government officials and other stakeholders about the importance of the SDGs and the need for action to achieve them. This has helped to build political will for implementing the SDGs and has led to increased attention and resources being directed towards achieving the goals.
- Identifying best practices and lessons learned:** Through the VNR process, countries can share best practices and lessons learned with other countries. This has helped to promote the adoption of successful strategies and has enabled countries to learn from the experiences of others.
- Improving national policies and plans:** The VNR process has encouraged countries to review and assess their national policies and plans concerning the SDGs. This has led to policies and programme improvements, including aligning national strategies with the SDGs.
- Strengthening partnerships:** The VNR process has helped to strengthen partnerships between countries, international organisations, and other stakeholders. This has enabled better coordination and collaboration in the implementation of the SDGs.

The VNRs aim to promote accountability and transparency and to help countries identify and address gaps in their implementation of the SDGs.

Voluntary Local Reviews

Voluntary Local Reviews (VLRs) focus on showcasing progress at the local level and are a tool employed by local governments. They allow cities and municipalities to self-assess their progress, challenges, and opportunities related to sustainable development.

The review process typically involves the following:

- Gathering data and evidence on local SDG progress.
- Conducting consultations and engaging with stakeholders.
- Producing a report that summarizes the findings and highlights areas for improvement.

Integrated sustainable urban development strategies that follow a participatory and place-based approach are critical to achieving the United Nations' Sustainable Development Goals, with cities playing a crucial role in this endeavor. Through collaboration with local actors, researchers, and scientific innovations, cities can transform into innovative and equitable spaces that promote liveability. Likewise, the international community has recognised the importance of cities in addressing global challenges, which has increased their credibility on the global stage. By acknowledging regional priorities, implementing the New Urban Agenda can be expedited to meet specific contextual needs.

VLRs feed into VNRs by providing a bottom-up perspective on progress towards the SDGs, which complements the top-down perspective provided by national-level data and reports.

VNRs can use VLR findings and recommendations to identify areas where national-level policies and actions can support local governments in achieving the SDGs. VLRs can also ensure that local-level perspectives and experiences are integrated into national-level decision-making and planning processes.



The New Urban Agenda's execution and engagement across different countries and cities vary significantly. Many urban areas still lack adequate multilevel governance, unclear responsibilities, weak cooperative mechanisms, and limited participation of local governments in national coordination mechanisms.

To address these challenges, **there is a need for a dedicated effort to promote comprehensive and inclusive legislation and processes, strengthen capacity and knowledge transfer, and establish sub-national data collection and monitoring systems.** Furthermore, empowering non-state actors and encouraging multi-stakeholder partnerships can accelerate sustainable and equitable urban transformations.

The NUA's principles must be simplified into areas of action and capacities. A holistic and place-based approach through integrated, coherent, and inclusive policies and planning processes can help meet the demands of complex urban systems and societies.

The implementation of the NUA is an ongoing process that requires continuous efforts to ensure that its principles and recommendations are fully adopted and implemented by all countries and cities towards achieving sustainable urban development and the Sustainable Development Goals.

Market in Agadir, Morocco
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Sunset photo, Agadir, Morocco
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ANNEXES

Methodologies for Formulating Integrated Urban Policies and Identifying Gaps in National and Local Urban Policies

Main Theme: Sustainable and Equitable Urban Development through Coordinated and Integrated Urban Policies.

Introduction:

The methodologies for formulating Integrated Urban Policies (IUP) and the Identification of Gaps in National and Local Urban Policies have been developed in response to the pressing global urban challenges. These methodologies foster coordination, articulation, and vertical and horizontal synergy between urban policies, ensuring sustainable and fair urban development.

Purpose:

The purpose of this guide is to provide policymakers, public observers, the private sector, collegiate bodies, unions, representatives of the third sector, and academia, among others, with a comprehensive set of methodologies to formulate integrated urban policies and identify gaps in urban policy instruments and city production.

Scope:

The guide proposes an iterative process that includes identifying gaps, planning, coordination, execution, monitoring, systematization, and action plans and recommendations. The methodologies are subject to refinement and improvement through the recommendations, conclusions, and lessons learned from pilot countries and cities (Cuba - La Habana, Costa Rica - San José, Ecuador - Quito), as well as through joint reflections between ECLAC, consultants, counterparts, and a group of experts.

Key Characteristics:

The methodologies aim to evaluate urban policies' external and internal coherence with the country's development goals, national sectoral policies, foreign policy, international scenarios, the NUA, the 2030 Agenda, and the SDGs. The iterative process includes identifying gaps and priorities, planning, coordination, execution, monitoring, systematization, and action plans and recommendations.

Benefits:

The guide's proposed methodologies aim to ensure sustainable and equitable urban development by fostering coordination, articulation, and vertical and horizontal synergy between urban policies.

BPDI Methodology for Managing Degraded, Precarious, and Informal Neighbourhoods in Cuba

Main Theme: Urban Planning and Improvement of Informal Settlements in Cuba

Introduction:

The BPDI methodology is a tool for managing degraded, precarious, and informal neighbourhoods in Cuba, developed by INOTU. This methodology addresses the Cuban government's priority to improve informal, degraded, or precarious neighbourhoods over new urbanization. The methodology is framed within the Sustainable Development Goals, the New Cuban Urban Agenda, and the 2030 Agenda.

Purpose:

The BPDI methodology serves three purposes:

1. To provide tools for urban planning of slums and to enhance local capacities for implementing the New Urban Agenda.
2. To guide the updating of information on slums and informal settlements.
3. To propose planning, destination, and interventions of the IDBs to improve the community's quality of life, with a vision of adequate housing and a safe and healthy habitat

Scope:

The methodology proposes solutions to eradicate the urban precariousness phenomenon. It takes one of the identified neighbourhoods in Havana as a case study and uses it as a reference for planning other neighbourhoods built throughout the country.

Key Characteristics:

The following qualities characterize the methodology:

- It strengthens the steering capacity of processes by their physical-spatial connotation and State and public function.
- It integrates environmental, economic, and socio-cultural policies from a physical-spatial perspective.
- It has a binding character for natural and legal persons, and its determinations are mandatory.
- It facilitates better problem understanding and use of local potentialities in horizontal integration, increasing the effectiveness of solutions.
- It incorporates institutions, sectoral bodies, economic entities, and the population as agents for identifying problems and proposals for solutions.
- It defines the financial, material, institutional, technological, and human resources for its implementation.
- It allows for the assimilation of opportunities and constitutes a continuous process of planning and updating, oriented but flexible.
- It regulates the land development regime for planned and unplanned investments and provides for development conditions and procedures from urbanization to building.
- It measures its effectiveness through evaluation and monitoring tools, ensuring systematic implementation evaluation and required corrective measures with corresponding indicators.

Benefits:

The BPDI methodology provides several benefits, including:

- Improving the quality of life of the population.
- Aligned with the Sustainable Development Goals and the New Cuban Urban Agenda principles.
- High potential for impacting performance.

Methodology for Assessing and Enhancing Capacity for Implementing the New Urban Agenda in Ecuador

Main Theme: Capacity Building

Introduction:

The methodology was developed to evaluate the readiness of institutions and individuals in implementing the New Urban Agenda (NUA) and identify gaps to formulate targeted interventions to address them while customizing them to meet Ecuador's specific needs and contexts.

Purpose:

The methodology aims to enhance the capacity of institutions and individuals in implementing the NUA by offering a comprehensive and structured framework for evaluating readiness, identifying gaps, and formulating targeted interventions.

Scope:

The methodology's scope includes the following:

- Selecting priorities.
- Prioritising content for technical assistance.
- Selecting officials.
- Coordinating the schedule.
- Monitoring the process.
- Jointly systematizing the process to ensure knowledge and lessons learned are shared and sustained.

Key Characteristics:

The methodology follows an iterative process of identifying gaps, prioritization, planning, coordination, execution, monitoring, systematization, and developing action plans and recommendations. The methodology's key features are applied transversally to ensure the training process is effective and meets the needs of the participating cities or countries.

Benefits:

The methodology offers advantages in that it can be tailored to meet specific needs and expectations of the national counterpart, potentially resulting in more effective implementation of the NUA. Adopting this methodology has the potential to positively impact future interventions' performance by prioritising capacity-building needs and coordinating with the counterpart to tailor technical assistance and training content. The participants also receive additional resources to enhance their understanding and application of the NUA, such as the translated NUA Crash Course and the NUA Illustrated toolkit translation into Spanish.

Links from key project activity to SDGs, NUA, NUA Illustrated, and Action Framework for the Implementation of the New Urban Agenda

Agadir Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
Presentation of the project to the national counterparts, and identification of the potential city for implementation.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. 	<ul style="list-style-type: none"> We commit ourselves to taking appropriate steps to strengthen national, subnational and local institutions to support local economic development. (Page 15, Para 47). 	 Awareness  Stakeholder engagement  Stakeholder mapping	1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.
Data collection and analysis, efforts to align the VLR with the municipal action plan.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. 	<ul style="list-style-type: none"> We will strengthen data and statistical capacities at national, subnational and local levels to effectively monitor progress achieved in the implementation of sustainable urban development policies and strategies. (Page 39, Para 158). We will encourage UN-Habitat, other United Nations programmes and agencies, and other relevant stakeholders to generate evidence-based and practical guidance for the implementation of the New Urban Agenda. (Page 33, Para 128). 	 Indicators  Digitalization and knowledge management  Knowledge  Stakeholder engagement  Reporting  Integrated solutions	3.1: Set up a planning and design process that is evidence-based, integrated, and participatory.
Through parallel work on the production of the VLR and the new municipal action plan, the project has successfully integrated SDGs into spatial planning and prioritised actions by the municipality. This approach has provided a unique opportunity to align the SDGs with the municipality's future goals.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. 	<ul style="list-style-type: none"> We will encourage UN-Habitat, other United Nations programmes and agencies, and other relevant stakeholders to generate evidence-based and practical guidance for the implementation of the New Urban Agenda. (Page 33, Para 128). 	 Cooperation and efficiency  Coordination  Integrated solutions	1.5: Adopt a framework to reduce urban and territorial disparities.
Strengthening national-local dialogue and aligning plans and strategies for coherence and greater synergies	11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 	<ul style="list-style-type: none"> We commit ourselves to taking appropriate steps to strengthen national, subnational and local institutions to support local economic development. (Page 15, Para 47). 	 Stakeholder engagement  Knowledge  Participation and inclusivity  Coordination  Stakeholders  Cooperation and efficiency	4.2: Help local authorities design and implement a more inclusive, sustainable, equitable local financial and economic framework to operationalize municipal finance principles.
Strong collaboration among various stakeholders and agencies, from governmental to international cooperation and other sectors.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. 	<ul style="list-style-type: none"> We encourage effective participation and collaboration among all relevant stakeholders, including local governments, the private sector and civil society. (Page 15, Para 48). 	 Cooperation and efficiency  Stakeholders  Participation and inclusivity	4.6: Help local authorities understand and adapt their respective economic development policies, mechanisms, and financing models.

Almaty Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
<p>Kick-off online meeting – February 2023:</p> <p>A kick-off online meeting was held with stakeholders involved in the city data ecosystem, the data assessment, and collection. The meeting sensitized the stakeholders about the upcoming workshop, and representatives from key departments of the Akimat of Almaty City spoke about their ongoing work.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically.</p> 	<ul style="list-style-type: none"> • Strengthening urban governance with sound institutions and mechanisms that empower and include urban stakeholders. (Page 8, Para 15, ii). 		<p>3.1: Set up a planning and design process that is evidence based, integrated and participatory. Consider the participation of all the stakeholders.</p>
<p>Workshop on Data Assessment and Collection for Implementation of the NUA – March 2023:</p> <p>An in-person workshop on Data Assessment and Collection for Implementation of the New Urban Agenda was held in the office of the LLP Research Institute "Almatygenplan," Almaty, Kazakhstan. The participants got acquainted with the NUA, UMF, and urban observatories approaches.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> • Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151). 		<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>
<p>Identified 11 indicators to help monitor the implementation of the NUA in Almaty. Produced a Smart City Profile that strengthened one of the seven thematic axes of Almaty (axis six, Smart City).</p>	<p>SDG 11.a.1</p> <p>Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city.</p> 	<ul style="list-style-type: none"> • We will anchor the effective implementation of the New Urban Agenda in inclusive, implementable and participatory urban policies. (Page 23, Para 86). • We will work to implement the New Urban Agenda in our own countries and at the regional and global levels, taking into account different national realities, capacities and levels of development and respecting national legislation and practices, as well as policies and priorities. (Page 9, Para 17). • - We resolve to implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). • We will strengthen data and statistical capacities at national, subnational and local levels to effectively monitor progress achieved in the implementation of sustainable urban development policies and strategies. (Page 39, Para 158). 		<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>Established a common understanding of the monitoring framework, methodology, and data collection process and increased the exchange of data and information between stakeholders in Almaty City.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically.</p> 	<ul style="list-style-type: none"> • Strengthening urban governance with sound institutions and mechanisms that empower and include urban stakeholders. (Page 8, Para 15, ii) • We encourage effective participation and collaboration among all relevant stakeholders to identify opportunities for urban economic development and identify and address existing and emerging challenges. (Page 15, Para 48). • The importance of ensuring that all financial means of implementation are firmly embedded in coherent policy frameworks. (Page 33, Para 130). • Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151). 		<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.</p> <p>1.5: Adopt a framework to reduce urban and territorial disparities.</p>

Lesotho Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
Conduct a desktop review and consult with stakeholders to assess the progress and challenges of implementing NUA policies in Lesotho. Consolidate the information gathered into a report.	11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 	We recognise that the realization of the transformative commitments set out in the New Urban Agenda will require enabling policy frameworks at the national, subnational and local levels, integrated by participatory planning and management of urban spatial development and effective means of implementation, complemented by international cooperation as well as efforts in capacity development, including the sharing of best practices, policies and programmes among Governments at all levels. (Page 22, Para 81).	 Stakeholders  Stakeholder mapping  Context	1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans. 3.1: Set up a planning and design process that is evidence based, integrated and participatory. Consider the participation of all the stakeholders.
Organise technical workshops in Lesotho to review and assess the findings of the data assessment. The workshops should aim to build capacity among local stakeholders to use data for Evidence-based Decision Making in the context of NUA and SDGs.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically 	Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151).	 Stakeholder engagement  Knowledge  Capacity Building	1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.
The project has generated much interest from various ministries, particularly the Minister of Local Government and the Department of Housing, including the Director of Housing, who will work alongside the Minister of Development Planning. The Director has taken the initiative to educate the people of Lesotho about the New Urban Agenda. This will lead to further engagement and progress.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. 	Strengthening urban governance with sound institutions and mechanisms that empower and include urban stakeholders. (Page 8, Para 15, ii).	 Accountable decision-making  Participation and inclusivity  Awareness	5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.
Naga City Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
2. Naga City Inception Workshop – February 2021: An initial workshop with Naga City and their stakeholders.	11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. 11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 	<ul style="list-style-type: none"> • Strengthening urban governance with sound institutions and mechanisms that empower and include urban stakeholders. (Page 8, Para 15). • Urge all national, subnational and local governments, in line with national policies and legislation, to revitalize, strengthen and create partnerships. (Page 9, Para 21). • Implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). • We support subnational and local governments, as appropriate, in fulfilling their key role in strengthening the interface among all relevant stakeholders, offering opportunities for dialogue. (Page 14, Para 42). • We encourage effective participation and collaboration among all relevant stakeholders to identify opportunities for urban economic development and identify and address existing and emerging challenges. (Page 15, Para 48). 	 Participation  Local government  Knowledge  Cooperation and efficiency  Institutional capacity  Stakeholder engagement  Coordination  Stakeholder mapping  Stakeholders	1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.
3. Desk review, Consultations, Capacity Needs Assessment – March and April 2021: A) Policy analysis to understand the existing policy framework and see where the gaps are to support further policy integration between national and local levels.	11.3.2: Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically. 	<ul style="list-style-type: none"> • Leave no one behind. (Page 7, Para 14A). • Promoting access to adequate, inclusive and quality public services, a clean environment, and social infrastructure and facilities. (Page 17, Para 55). • Supporting the local provision of goods and basic services and leveraging the proximity of resources. (Page 19, Para 70). • Support the implementation of urban planning strategies. (Page 25, Para 99). 	 Context  Legal frameworks  Institutional capacity  Capacity Building	5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.

<p>The Philippines strongly emphasizes the horizontal-vertical integration of government, resulting in integrated national-local urban policies to support the NUA's implementation.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • Recognise the leading role of national Governments, as appropriate, in the definition and implementation of inclusive and effective urban policies and legislation for sustainable urban development (Page 8, Paragraph 15b). • Developing and implementing urban policies at the appropriate level. (Para 15, C, I). • We urge all national, subnational and local governments, as well as all relevant stakeholders, to revitalize, strengthen and create partnerships. (Para 21). • Foster stronger coordination and cooperation among national, subnational and local governments, including through multilevel consultation mechanisms. (Para 87). • Take measures to establish legal and policy frameworks based on the principles of equality and non-discrimination to enhance the ability of governments to effectively implement national urban policies. (Para 89). • The importance of ensuring that all financial means of implementation are firmly embedded in coherent policy frameworks. (Para 130). • Support local government associations as promoters and providers of capacity development. (Para 149). 	 Multi-sector planning  Accountability  Coordination  Legal frameworks  Cooperation and efficiency  Participation and inclusivity  Networks  Accountable decision-making  Multi-level governance	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.</p> <p>1.5: Adopt a framework to reduce urban and territorial disparities.</p>
<p>Policy Coherence Workshop – January 2023: The workshop ensures the recommendations are people-centred, relevant, and understandable to policymakers and communities.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • Adopt sustainable, people-centred, age- and gender-responsive and integrated approaches to urban and territorial development by implementing policies, strategies, capacity development and actions at all levels based on fundamental drivers of change. (Page 8, 15C). 	 Policy design  Coordination  Holistic planning  Advisory committees  Legal frameworks	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.</p>
<p>Inception Meeting - December 2020: Workshops that brought together several government departments at a national level that are involved in supporting NUA's implementation. The workshop also allowed Naga City to present their experience in implementing the NUA.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • We recognise the significant contribution of voluntary collaborative initiatives, partnerships and coalitions to initiate and enhance the implementation of the New Urban Agenda. (Page 39, 154). • We stress that the follow-up to and review of the New Urban Agenda must have effective linkages with the follow-up to and review of the 2030 Agenda for Sustainable Development to ensure coordination and coherence in their implementation. (Page 40, 164). • We will anchor the effective implementation of the New Urban Agenda in inclusive, implementable and participatory urban policies. (Page 23, Para 86). • We will work to implement the New Urban Agenda in our own countries and at the regional and global levels, taking into account different national realities, capacities and levels of development and respecting national legislation and practices, as well as policies and priorities. (Page 9, Para 17). • implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). 	 Multi-level governance  Participation  Cooperation and efficiency  Coordination  Knowledge  Institutional capacity  Stakeholder engagement	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>Endorsement on Developing Policy Recommendations on NUA Implementation – December 2021: Roundtables to prepare the guidelines/recommendations on NUA's reporting.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • Promote the systematic use of multi-stakeholder partnerships in urban development processes. (Page 39, Para 153). • Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151). 	 Compliance Process  Stakeholder engagement  Accountable decision-making	<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>

<p>Stakeholder and Policy Framework Analysis – August 2022: Desk work review in preparation for the round-table discussions in September.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically.</p> 	<ul style="list-style-type: none"> We will promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Para 151, Page 37). 		<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>
<p>Drafting of Policy Recommendations on NUA Implementation – October to January 2023: Preparation for the validation of guidelines by national and local governments and the policy coherence workshop with national and city stakeholders.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> Promote the systematic use of multi-stakeholder partnerships in urban development processes. (Para 153, Page 39). the realization of the transformative commitments set out in the New Urban Agenda will require enabling policy frameworks at the national, subnational and local levels, integrated by participatory planning and management of urban spatial development and effective means of implementation, complemented by international cooperation as well as efforts in capacity development, including the sharing of best practices, policies and programmes among Governments at all levels. (Page 72, Para 81). 		<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>

San José Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
<p>Working and coordination sessions to agree on the report's scope and review similar reports from other regional countries.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> We will encourage UN-Habitat, other United Nations programmes and agencies, and other relevant stakeholders to generate evidence-based and practical guidance for the implementation of the New Urban Agenda. (Page 33, Para 128). Promoting evidence-based governance, building on a shared knowledge base using both globally comparable as well as locally generated data. (Page 40, Page 159). 		<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>
<p>Conduct exploratory meetings with national and local authorities to present the project and create a collaborative environment for developing the methodology of gaps.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> We will anchor the effective implementation of the New Urban Agenda in inclusive, implementable and participatory urban policies, as appropriate, to mainstream sustainable urban and territorial development. (Page 23, Para 86). We will support appropriate policies and capacities that enable subnational and local governments to register and expand their potential revenue base. (Para 134, Page 34). We will support subnational and local governments in their efforts to implement transparent and accountable expenditure control instruments for assessing the necessity and impact of local investment and projects. (Para 138, Page 34) 		<p>4.1: Establish principles for enhancing the role of local government in fostering inclusive, equitable, and sustainable urban development and strengthen local leadership.</p>
<p>Apply the methodology of gaps to conduct analyses at both the local and national levels, ensuring that technical assistance corresponds to the specific needs of each location.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> We commit ourselves to supporting territorial systems that integrate urban and rural functions into the national and subnational spatial frameworks. (Page 15, Para 49). 		<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>
<p>Develop national and local capacities to generate evidence-based guidance aligned with the NUA and SDGs.</p>	<p>11.a.1: Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city</p> 	<ul style="list-style-type: none"> We will encourage UN-Habitat, other United Nations programmes and agencies, and other relevant stakeholders to generate evidence-based and practical guidance for the implementation of the New Urban Agenda". (Page 33, Para 128). 		<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>

Battambang Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
<p>Local kick-off meeting – December 2020: Introduction to the project and strengthening capacities of city-level policymakers and stakeholders - including NGOs, private sector, academia, and representatives of vulnerable groups - to develop coherent urban plans and evidence-based urban policies.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically.</p> 	<ul style="list-style-type: none"> • Strengthening urban governance with sound institutions and mechanisms that empower and include urban stakeholders (Page 8, Para 15, ii). 	 <p>Participation Stakeholders</p> <p>Cooperation and efficiency</p>	<p>3.1: Set up a planning and design process that is evidence based, integrated and participatory. Consider the participation of all the stakeholders.</p>
<p>Roundtable discussions – March 2023</p> <p>a. Provide inputs for developing smart city policy guidelines and facilitate better integration and alignment of national and local smart city strategies and plans.</p> <p>b. Build collaboration with key local, regional, and international partners to support capacity building, partnerships, and the implementation of smart cities in Cambodia.</p>	<p>11.3.2: Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically.</p> 	<ul style="list-style-type: none"> • Support the implementation of urban planning strategies (Page 25, Para 99). 	 <p>Multi-sector planning Awareness Advisory committees</p> <p>Participation Cooperation and efficiency Context</p>	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas</p>
<p>Regional workshop – March 2023: Space to share experiences and lessons from the project with other cities and countries in the region. The focus will be on the integration and implementation of the NUA and the Smart Cities perspective.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • Support the implementation of urban planning strategies. (Page 25, Para 99). 	 <p>Capacity Building Knowledge Legal frameworks</p> <p>Accountable decision-making</p>	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas</p>
<p>Contribute to regional workshops and promote the exchange of experiences and city-to-city exchange.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • Implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). 	 <p>Knowledge Awareness</p>	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>

Amman Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
<p>Several workshops and webinars with national and local stakeholders.</p> <p>Interviews with different stakeholders and entities.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically.</p> 	<ul style="list-style-type: none"> Urge all national, subnational and local governments, in line with national policies and legislation, to revitalize, strengthen and create partnerships. (Page 9, Para 21). 	 Stakeholder mapping  Stakeholder engagement  Context  Capacity Building  Awareness	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>First Voluntary Local Review (VLR) in the Arab region for Amman, which can serve as a model for other cities in the region based on the development of a regional methodological guide.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> The New Urban Agenda reaffirms our global commitment to sustainable urban development as a critical step for realizing sustainable development in an integrated and coordinated manner at the global, regional, national, subnational and local levels, with the participation of all relevant actors. (Page 4, Para 9). 	 Coordination  Reporting  Knowledge  Local government	<p>5.6: Establish and support community-led groups that liaise between citizens and government.</p>
<p>Amman's Voluntary Local Review (VLR) production was significantly aided by a spatial profile of the greater municipality, which was developed within an existing project framework. This profile served as a critical data source. The VLR's accuracy and comprehensiveness were further enhanced by incorporating information from reliable sources, including the Amman Urban Observatory and the National Department of Statistics. Establishing robust linkages between these sources resulted in a more efficient and effective VLR process and helped prevent unnecessary duplication of efforts.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> Urge all national, subnational and local governments, in line with national policies and legislation, to revitalize, strengthen and create partnerships. (Page 9, Para 21). 	 Accountable decision-making  Coordination  Legal frameworks  Local government	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas</p>
<p>The development of Jordan's second Voluntary National Review (VNR) highlighted the importance of strengthening national-local dialogue and aligning plans and strategies for coherence and greater synergies.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> We support subnational and local governments, as appropriate, in fulfilling their key role in strengthening the interface among all relevant stakeholders, offering opportunities for dialogue. (Page 14, Para 42). Implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). 	 Cooperation and efficiency  Coordination  Multi-level governance	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>The development of the VLR of Amman and the VNR of Jordan demonstrated strong collaboration and engagement among various stakeholders and agencies, including governmental, international, and other sectors.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.</p> 	<ul style="list-style-type: none"> Implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). 	 Stakeholder engagement  Participation and inclusivity  Multi-level governance	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
Havana Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
<p>Established a national working group to ensure implementation, monitoring, and control of the NUA.</p> <p>Set up working groups at provincial and municipal levels.</p>	<p>11.3.2: Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically.</p> <p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.</p> 	<ul style="list-style-type: none"> Implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development. (Page 11, Para 23). 	 Stakeholder engagement  Coordination  Advisory committees  Accountability  Networks	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>

<p>Develop the methodology of gaps in a participatory approach that prioritises the specific needs of each country by working closely with stakeholders.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> • Strengthening urban governance with sound institutions and mechanisms that empower and include urban stakeholders. (Page 8, Para 15, ii). • urge all national, subnational and local governments, in line with national policies and legislation, to revitalize, strengthen and create partnerships. (Page 9, Para 21). • We support subnational and local governments, as appropriate, in fulfilling their key role in strengthening the interface among all relevant stakeholders, offering opportunities for dialogue. (Page 14, Para 42). • We encourage effective participation and collaboration among all relevant stakeholders to identify opportunities for urban economic development and identify and address existing and emerging challenges. (Page 15, Para 48) 	    	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>Create a national focal group and hold virtual workshops and conferences to discuss the importance of land management, capital gain value, and the economic variable for the sustainability of urban policy. Conduct a face-to-face course with a legal and practical approach, focusing on developing the culture of land management. Conduct a course on urban economics, with direct regional examples and a focus on Cuba. The government of Havana decided to focus on the municipality of Old Havana and the master plan of the Office of the Historian.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • We will foster the creation, promotion and enhancement of open, user-friendly and participatory data platforms using technological and social tools available to transfer and share knowledge among national, subnational and local governments and relevant stakeholders. (Para 160, Page 40). • Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151). 	   	<p>5.5: Employ instruments for public benefit from public investment, particularly land value capture and sharing, ecosystem services assessment and valuation, etc.</p> <p>5.6: Establish and support community-led groups that liaise between citizens and government.</p>
<p>A vertically and horizontally integrated urban policy was successfully implemented. The approach was effective despite the challenges of incorporating various institutions and sectors, especially in countries like Cuba. Technical assistance was provided at different levels of government, including representation from the national, provincial, and local levels, such as the government of Havana and the Office of the Historian.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • We will foster the creation, promotion and enhancement of open, user-friendly and participatory data platforms using technological and social tools available to transfer and share knowledge among national, subnational and local governments and relevant stakeholders. (Page 40, Para 160). • Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151). 	     	<p>5.5: Employ instruments for public benefit from public investment, particularly land value capture and sharing, ecosystem services assessment and valuation, etc.</p> <p>5.6: Establish and support community-led groups that liaise between citizens and government.</p>

Quito Action	SDGs	Links to NUA	Links to NUA Illustrated	'Item Description' in AFINUA
<p>Develop the methodology of gaps in a participatory approach that prioritises the specific needs of countries by working closely with stakeholders.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> • We recognise that the realization of the transformative commitments set out in the New Urban Agenda will require enabling policy frameworks at the national, subnational and local levels, integrated by participatory planning and management of urban spatial development and effective means of implementation, complemented by international cooperation as well as efforts in capacity development, including the sharing of best practices, policies and programmes among Governments at all levels. (Page 22, Para 81). 	    	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>Mainstreamed the principles of the NUA in public policies, such as the National Plan of Habitat and Housing (2021) and the National Urban Policy (2022).</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> • We will anchor the effective implementation of the New Urban Agenda in inclusive, implementable and participatory urban policies, as appropriate, to mainstream sustainable urban and territorial development as part of integrated development strategies and plans, supported, as appropriate, by national, subnational and local institutional and regulatory frameworks. (Page 23, Para 86). • The New Urban Agenda promotes compliance with legal requirements through strong, inclusive management frameworks and accountable institutions. (Page 128, Para 4). 	  	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.</p>

<p>Review and analyse existing policies related to implementing the New Urban Agenda, including the National Urban Policy, to identify gaps in policy and implementation.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> The New Urban Agenda reaffirms our global commitment to sustainable urban development as a critical step for realizing sustainable development in an integrated and coordinated manner at the global, regional, national, subnational and local levels, with the participation of all relevant actors. (Page 4, Para 9). 	 Knowledge  Awareness	<p>1.5: Adopt a framework to reduce urban and territorial disparities. A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages.</p>
<p>Provide support to Ecuador's municipalities in preparing Voluntary Local Reviews (VLR) by presenting the experience of local governments, such as Rio de Janeiro (Brazil), La Paz (Bolivia), Santa Cruz (Bolivia) and Antioquia (Colombia). Thirty-eight officials from Costa Rica, Cuba and Ecuador attended the webinar.</p>	<p>11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> 	<ul style="list-style-type: none"> We recognise the significant contribution of voluntary collaborative initiatives, partnerships and coalitions to initiate and enhance the implementation of the New Urban Agenda (Page 39, Para 154) We stress that the follow-up to and review of the New Urban Agenda must have effective linkages with the follow-up to and review of the 2030 Agenda for Sustainable Development to ensure coordination and coherence in their implementation. (Page 40, Para 164). We will anchor the effective implementation of the New Urban Agenda in inclusive, implementable and participatory urban policies (Page 23, Para 86). We will work to implement the New Urban Agenda in our own countries and at the regional and global levels, taking into account different national realities, capacities and levels of development and respecting national legislation and practices, as well as policies and priorities. (Page 9, Para 17). We resolve to implement the New Urban Agenda as a key instrument for enabling national, subnational and local governments and all relevant stakeholders to achieve sustainable urban development (Page 11, Para 23). 	 Knowledge  Context  Reporting  Capacity Building  Cooperation and efficiency  Local government	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>
<p>Development by ECLAC of the Urban and Cities Platform, which includes e-learning courses, presentations, and exchange of experiences and data at the national and local level from various countries in the Latin American and the Caribbean Region.</p>	<p>11.3.2: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically</p> 	<ul style="list-style-type: none"> We will foster the creation, promotion and enhancement of open, user-friendly and participatory data platforms using technological and social tools available to transfer and share knowledge among national, subnational and local governments and relevant stakeholders. (Page 40, Para 160). Promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels. (Page 37, Para 151). 	 Capacity Building  Coordination  Knowledge  Awareness	<p>5.4: Provide integrated, efficient and equitable urban service frameworks, particularly in unplanned, built urban areas.</p>
<p>A regional workshop, "Monitoring tools for implementing the NUA and the SDGs", to strengthen the capacities of officials of the Metropolitan District of Quito.</p>	<p>11.a.1: Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city</p> 	<ul style="list-style-type: none"> We will encourage UN-Habitat, other United Nations programmes and agencies, and other relevant stakeholders to generate evidence-based and practical guidance for the implementation of the New Urban Agenda". (Page 33, Para 128). 	 Participation  Stakeholders  Capacity Building	<p>1.4: Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative power of urbanization with urban plans.</p>

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