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**Progress in the implementation of resolution 1/1 on the
UN-Habitat strategic plan for the period 2020–2023**

Report of the Executive Director

Summary

The present report provides the status of implementation of resolution 1/1 on the United Nations Human Settlements Programme strategic plan for the period 2020–2023, adopted by the first session of the United Nations Habitat Assembly of the United Nations Human Settlements Programme. In that resolution, Member States approved the strategic plan for the period 2020–2023, including its four mutually reinforcing domains of change: (a) reduced spatial inequality and poverty in communities across the urban-rural continuum; (b) enhanced shared prosperity of cities and regions; (c) strengthened climate action and improved urban environment; and (d) effective urban crisis prevention and response. In addition, Member States requested the Executive Director to submit for approval to the Executive Board, at its first resumed session, a results framework with concise performance indicators and a method for the corresponding collection of data for evaluation against the indicators; an impact communication strategy; a partnerships strategy; a typology of human settlement demands; an accountability framework and monitoring and evaluation mechanisms for assessing the implementation of the framework; a resource mobilization strategy; and a financial plan, all needed to support the implementation of the strategic plan for the period 2020–2023. Consequently, the secretariat has undertaken to develop (a) a results framework; (b) an impact communication strategy; (c) a typology of human settlement demands; and (d) a partnerships strategy. These are to be annexed to the strategic plan and are being presented to the Executive Board for approval. Additional annexes, notably the accountability framework, the resource mobilization strategy and a financial plan, will be presented to the Executive Board for its consideration at a later meeting.

* HSP/EB.1/1/Rev.1.

Introduction

1. At its first session, the United Nations Habitat Assembly of the United Nations Human Settlements Programme (UN-Habitat) adopted resolution 1/1 whereby it approved the UN-Habitat strategic plan for the period 2020–2023, in particular its four mutually reinforcing domains of change, namely: (a) reduced spatial inequality and poverty in communities across the urban-rural continuum; (b) enhanced shared prosperity of cities and regions; (c) strengthened climate action and improved urban environment; and (d) effective urban crisis prevention and response. In the same resolution, Member States requested the Executive Director to submit for approval to the Executive Board, at its first resumed session, a results framework with concise performance indicators and a method for the corresponding collection of data for evaluation against the indicators; an impact communication strategy; a partnerships strategy; a typology of human settlement demands; an accountability framework and monitoring and evaluation mechanisms for assessing the implementation of the framework; a resource mobilization strategy; and a financial plan, all needed to support the implementation of the strategic plan.
2. The present report presents the results framework, impact communication strategy, typology of human settlement demands and partnerships strategy developed by the secretariat in response to resolution 1/1. These are to be annexed to the strategic plan and are being presented to the Executive Board for approval. An overview of each element is presented in sections II to V of the progress report and the elements themselves are annexed to the report: annex I describes the proposed results framework, annex II the impact communication strategy, annex III the typology of human settlement demands and annex IV the partnerships strategy.
3. The remaining elements requested, namely the accountability framework, resource mobilization strategy and financial plan, will be presented to Executive Board for its consideration at a later session.

I. Results framework

4. The progress made in implementing the UN-Habitat strategic plan for the period 2020–2023 is assessed through results-based monitoring of programme performance. The results framework for the strategic plan defines “what to monitor”, including the indicator citations (formulations), baseline data for each indicator, methods for data collection and targets to be achieved for each of the four years of the strategic plan. The results framework forms the basis for the development of the performance measurement plan, which describes “how to monitor” the implementation and performance of the strategic plan, including accountability mechanisms. The two documents, together with the accompanying tools, constitute the main monitoring framework and system for tracking progress on implementation of the strategic plan for the period 2020–2023.
5. The results framework was developed through a participatory process similar to the one used to formulate the strategic plan for the period 2020–2023, including consultations with Member States and networks of stakeholders. Internally, groups (including staff from headquarters and in offices away from headquarters) were organized to develop indicators for each domain of change. The indicators proposed by each group were thoroughly reviewed by the strategic planning team through a dialectic process to ascertain whether they were specific, measurable, achievable, realistic and time-bound (SMART), relevant and adequate to form the foundation of the UN-Habitat results-based management system for at least the next four years.
6. The results framework includes the following categories of indicator:
 - (a) Catalytic indicators: These measure the extent of uptake of the work of UN-Habitat. For UN-Habitat to truly reposition itself as a centre of excellence, the knowledge it generates must be utilized globally. Normative products must be cited and referenced and innovative ideas and pilot projects must be replicated beyond the country or region of origin. Indeed, the implementation of the new strategic plan requires a catalytic approach in which UN-Habitat leverages its knowledge, technical cooperation, convening capacity, partnerships and advocacy for scaled-up impact to achieve sustainable urban development. These indicators will therefore measure how UN-Habitat transforms into a global centre of excellence and innovation. They will enable the organization to take corrective actions as necessary.
 - (b) Objective-level indicators: These measure progress towards the UN-Habitat goal, as set out in the strategic plan for the period 2020–2023, “to advance sustainable urbanization as a driver of development and peace, to improve living conditions for all”. They constitute impact indicators.

(c) Domain-of-change-level indicators: These consider a whole domain of change and measure overall progress and achievements. Along with objective-level indicators, they are impact indicators.

(d) Outcome-level indicators: These break down each domain of change outcome area into its various dimensions and then measure each dimension. This approach ensures that the outcome is comprehensively, sufficiently and adequately measured. For example, the outcome area “Increased and secure access to land, and adequate and affordable housing”, in the first domain of change, comprises the dimensions (i) increased and secure access to land and (ii) adequate and affordable housing, both of which must be adequately measured to capture the essence of the outcome area. The results framework articulates this approach in detail.

(e) Cross-cutting thematic area and social inclusion issue indicators: These follow the same approach as the outcome-level indicators.

Next steps

7. Once the results framework has been approved by the Executive Board of UN-Habitat, a detailed performance measurement plan will be developed, to:

(a) Clearly state the constituent elements and what must be measured to fully operationalize the indicators;

(b) Establish the units of measurement (e.g., countries, local authorities, cities, policies, people);

(c) Establish what each UN-Habitat office/unit is and will be doing for each indicator, for each unit of measurement and with which partners;

(d) Establish milestones, which are the key stages, scheduled events or benchmarks on the results continuum that enable the progress achieved towards the outcomes of the domains of change to be formulated in concrete terms;

(e) Confirm baselines and targets;

(f) Set coordination and collaboration among the various organizational units in UN-Habitat;

(g) Set methodologies, processes and tools for more efficient, cost-effective ways of tracking performance on indicators and ultimately outcomes and impacts, taking into account the organizational context and informed by best practices inside and outside the United Nations system.

8. The performance measurement plan will form the basis for the development of a UN-Habitat monitoring and reporting system, including on online interactive platforms accessible to Member States and other stakeholders.

Impact communication strategy

9. As a companion to the strategic plan for the period 2020–2023, the impact communication strategy (annex II to the present report) aims to bring into action the UN-Habitat vision of “a better quality of life for all in an urbanizing world”. It revolves around building, developing and operating an open network of information-driven platforms to promote integrated programming that engages Member States, local governments, private sector partners and the public through participatory activities associated with the UN-Habitat flagship programmes. It also supports the UN-Habitat mission, which is to “promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”.

10. The impact communication strategy, based upon the various global and local platforms of UN-Habitat, will ensure the widest possible dissemination, socialization and development of the comparative advantage of UN-Habitat to develop normative products, apply sustainable urban solutions on the ground and partner with Member States in the implementation and monitoring of the New Urban Agenda and the 2030 Agenda and its Sustainable Development Goals. The strategy will be implemented taking into account the four main roles of UN-Habitat, which can be summarized as: think, do, share and partner.

(a) Think: to best demonstrate the global nature of the UN-Habitat role as the centre of excellence providing best practices and cutting-edge knowledge about sustainable urbanization, a

global platform will be developed to highlight specific data and research, featuring leading thinkers associated with the five UN-Habitat flagship programmes.

(b) **Do:** as one of the few United Nations entities mandated to invest in development and humanitarian work across different types of human settlements, UN-Habitat must showcase and demonstrate a wide range of transformative positive change across time and the typology of human settlement demands. UN-Habitat initiatives, whether long-term or pilot, will serve as demonstrations of positive urbanization practices over time and across the world, serving to inspire the crucial shift in policy and urban practices and providing a feedback loop to channel ideas to Member States, local government partners and other important stakeholders.

(c) **Share:** as a United Nations entity, UN-Habitat has an obligation to share accurate, verified and cutting-edge information and best practices on sustainable urban solutions with Member States and other urban stakeholders. To be a “thought leader”, UN-Habitat must have the ability to convene key stakeholders, reach targeted audiences and, more importantly, utilize global platforms to galvanize partners and citizens around the world to translate awareness into actions on the ground.

(d) **Partner:** to be truly catalytic, UN-Habitat must provide wider opportunities globally to participate in its flagship programmes. Going beyond awareness, the flagship programmes can only be truly successful if they can bring in many partners to collaborate, share resources and devote time and effort in an integrated manner.

11. The impact communication strategy will be implemented through an action plan aligned with the five flagship programmes that underpin the strategic plan for the period 2020–2023. The five flagship programmes are:

(a) “Urban 2030 (SDG cities)”, aimed at supporting cities in identifying and undertaking actions needed to implement the New Urban Agenda and measure impacts in achieving Sustainable Development Goal targets;

(b) “Urban regeneration: reducing disadvantages in the poorest areas”, whose ultimate outcome is the reduction of spatial inequality through the inclusion and integration of disadvantaged socioeconomic groups, diversification of the local economy and housing, infrastructure and service investments along the urban-rural continuum;

(c) “Innovation for sustainable smart cities”, to ensure that the smart cities field is focused on sustainable development outcomes, including human rights;

(d) “Building the climate resilience of the urban poor”, working towards improving livelihoods by building adaptive capacities, providing risk-reducing infrastructure and an improved policy environment at the local and national level to slowly but steadily support poverty alleviation;

(e) “Inclusive cities: enhancing the positive impacts of urban migration”, to help make cities socially inclusive and economically vibrant while addressing urban rural dynamics.

Next steps

12. An action plan that includes consolidation of existing communication platforms is being developed.

II. UN-Habitat typology of human settlement demands

13. UN-Habitat has developed a typology of human settlement demands (annex III to the present report). While the four domains of change and their respective outcome areas provide a basis for UN-Habitat to understand the substantive priorities for countries and cities in working toward the urban dimensions of the Sustainable Development Goals (outcome and impact), a “typology of human settlement demands” is envisioned to understand broadly the abilities of countries and cities to act on these priorities, through understanding the extent to which they have in place the requisite drivers of change¹ and performance enablers.² The typology also takes into account the fact that regardless of the

¹ The New Urban Agenda and the strategic plan for the period 2020–2023 describe how sustainable urbanization can be achieved and identify four fundamental drivers of change: policy and legislation; urban planning and design; governance; and financing mechanisms.

² The strategic plan for the period 2020–2023 defines the following as performance enablers: monitoring and knowledge; innovation; advocacy, communication and outreach; partnerships; capacity-building; and systems and processes.

effectiveness of drivers of change and performance enablers, cities may require additional tailored support to recover from shocks (whether natural or human-induced).

14. The typology enables UN-Habitat to categorize countries in relation to their human settlement support requirements, ranging from overhauling of policies and institutions to strengthening of institutions and targeted support to address specific sectoral challenges. The five categories of the typology are:

(a) Category 1: Demand to develop or realign drivers of change to deliver the urban dimensions of the sustainable development agendas.³ Category 1 relates to countries that lack policy, legislative, governance and planning frameworks that are conducive to implementing the New Urban Agenda and achieving the Sustainable Development Goals;

(b) Category 2: Demand for institutional capacity at all levels to transform policies and plans into transformative action. Category 2 relates to countries where policy, legislative, governance and planning frameworks somewhat inadequate yet the main challenge is insufficient institutional capacity (national and local) to implement the frameworks and achieve a significant impact. This category, while focusing on institutional capacity, may also involve strengthening above-mentioned frameworks;

(c) Category 3: Demand for improved efficiency, effectiveness and impact through strengthened performance enablers. Category 3 would normally apply where policy, legislative, governance and planning frameworks are adequate and institutions are functional but could be rendered more effective through strengthening capacity on the performance enablers;

(d) Category 4: Demand for technical and capacity development support to address specific urban sectoral challenges. Category 4 assumes that frameworks and institutions that guide sustainable urban development are functioning well but that specific expertise is needed in a particular sector. For instance, a country may have cities that perform well but have a challenge of homelessness;

(e) Category 5: Demand for support to address risks and impacts of shocks in cities and human settlements. Category 5 applies where cities and human settlements face significant risks or are in a situation of crisis.

Next steps

15. Domain of change and typology assessments are being piloted in one country in each region, namely: India (Asia-Pacific), Kenya (Africa), Egypt (Arab States) and Colombia (Latin America and the Caribbean). Lessons learned will be reflected in an updated assessment tool. The assessment will be carried out in all UN-Habitat country offices between September and October 2019 and compiled and analysed for presentation to the Executive Board in November 2019. Thereafter, the typology will be used as a programming tool to support decision-making on country presence, normative development, knowledge exchange and inter-country/city cooperation.

III. Partnerships strategy

16. To support the implementation of the strategic plan for the period 2020–2023, UN-Habitat has developed a partnerships strategy as a companion to the strategic plan (see annex IV to the present report).

17. Within the framework of the strategic plan, UN-Habitat, in its role as a focal point for sustainable urban development in the United Nations system, will call upon all development actors and stakeholders, including local and regional governments, civil society, the private sector, multilateral and regional development banks and academia at every scale, to work in concert to implement its strategic plan, including its five flagship programmes.

18. UN-Habitat will take the lead in some partnerships. In other cases, it will bring its expertise to efforts led by others, providing support while adding value. Within the framework of the United Nations system-wide strategy on sustainable urban development (spearhead by UN-Habitat and adopted by the United Nations System Chief Executives Board for Coordination in May 2019⁴),

³ Particularly the 2030 Agenda for Sustainable Development and the New Urban Agenda.

⁴ The United Nations System Chief Executives Board for Coordination is the longest-standing and highest-level coordination forum of the United Nations system. It meets biannually and is chaired by the United Nations Secretary-General. It consists of 31 executive heads of the United Nations and its funds and programmes, specialized agencies, including the Bretton Woods institutions (World Bank and the International Monetary Fund)

emphasis has already been placed on relationships with other United Nations entities at the global, regional and country levels, including the United Nations Regional Economic Commissions. The latter are key partners in reaching out to Member States, cities and local governments, civil society, the private sector and other urban stakeholders working towards the effective implementation and monitoring of the New Urban Agenda and the urban and human settlements dimensions of the 2030 Agenda in each region.

19. Given that cities play a vital role in achieving the sustainable urban development agenda, UN-Habitat will reenergize its partnership with local authorities and their associations and city networks and fully support their efforts to implement the 2030 Agenda, monitor progress toward the achievement of the Sustainable Development Goals and implement the New Urban Agenda through work on policy, legislation, governance, planning and design, and financing mechanisms.

20. In the light of the above, the implementation of the partnerships strategy focuses on (a) governments and intergovernmental entities, (b) the United Nations system; (c) the private sector; (d) development banks; and (e) other stakeholders. These partners support the work of UN-Habitat.

(a) Member States: Member States provide policy, political leadership and oversight, and also promote national ownership of sustainable urban development initiatives. Through sessions of the UN-Habitat Assembly, the Executive Board, the Committee of Permanent Representatives, the General Assembly and the Economic and Social Council, Member States play a key role in monitoring the implementation of the New Urban Agenda.

(b) Member States support advocacy efforts and the delivery of sustainable development programmes, mainly as implementers. Member States also create policy change in support of sustainable urban development and increase investment in urbanization. UN-Habitat will provide Member States with regular progress reporting, as mandated, on the partnerships in the context of the implementation of the strategic plan for the period 2020–2023, including the flagship programmes.

(c) The United Nations system: As the focal point for cities and human settlements within the United Nations system, UN-Habitat works closely with various United Nations entities at all levels in its normative and operational programmes. UN-Habitat will engage with other United Nations entities in the context of the United Nations system-wide strategy on sustainable urban development at the global, regional, country and local levels. More importantly, in the context of the reform of the United Nations development system, participation in the formulation of common country analyses and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) will provide an avenue for UN-Habitat to not only collaborate with other United Nations entities but also to ensure that sustainable urban issues are prioritized in countries and regions where urbanization is a challenge and an opportunity.

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

(e) Development banks: Important efforts are underway to rethink engagement with international and regional development banks so as to mobilize the resources needed to carry out the work of UN-Habitat and leverage investments in sustainable urbanization. In that regard, as a prelude to the development of an action plan, UN-Habitat has developed a concept note, called UN-Habitat Strategy with Development Banks, that explores avenues for strengthening collaboration with development banks in view of supporting cities as they implement the 2030 Agenda and the New Urban Agenda.

(f) Stakeholders: UN-Habitat has established several mechanisms that have enhanced stakeholder participation in its work, including the Stakeholder Collaborative Implementation Framework, an internal stakeholder steering committee and an external stakeholder advisory board launched at the first session of the UN-Habitat Assembly. Stakeholders are always consulted during the preparation of corporate documents such as the strategic plan for the period 2020–2023, especially

and related organizations (the World Trade Organization, the United Nations Office for Project Services and the International Atomic Energy Agency).

on the key priority areas and methods of engagement with UN-Habitat. Stakeholders are also engaged in strategic dialogue sessions such as the Global Stakeholders' Forum, which takes place ahead of sessions of the UN-Habitat Assembly and the World Urban Forum. The Global Stakeholders' Forum provides an opportunity for stakeholders to formulate coordinated contributions on issues discussed by Member States.

Next steps

21. UN-Habitat is developing detailed action plans for each category of partner described above, which will include the development and mainstreaming of standard operating procedures on engagement and collaboration, especially with private sector entities.

IV. Conclusion

22. The implementation of the strategic plan for the period 2020–2023 requires the development and integration of a number of platforms, systems, initiatives and tools. It is an endeavour that is bringing the organization together and that will be consolidated with the deployment of a new organizational structure with a clear accountability framework and clear performance metrics.

Annex I

UN-Habitat strategic plan for the period 2020–2023: results framework

1. By its resolution 1/1 of 31 May 2019 (HSP/HA.1/Res.1), the governing body of UN-Habitat, the UN-Habitat Assembly, approved the strategic plan for the period 2020–2023.
2. The plan repositions UN-Habitat as a major global entity, and as a centre of excellence and innovation. In that respect, the organization is refocusing its niche position as the “thought leader” and “go-to” programme for issues pertaining to human settlements on: setting the global discourse and agenda on sustainable urban development; driving political discussion; generating specialized and cutting-edge knowledge; shaping technical norms, principles and standards; and acting as a multiplier in the exchange of knowledge, experience and best practice in “getting cities and other human settlements right.”
3. The formulation of the strategic plan for the period 2020–2023 used a theory-of-change approach extensively in line with results-based management principles.
4. The implementation of the strategic plan must continue to reflect the renewed focus of UN-Habitat on outcomes and impacts. In that regard, UN-Habitat aims to establish a state-of-the-art monitoring and evaluation system to: (a) track progress towards the implementation of the outcome areas; (b) take corrective measures; (c) enhance transparency and accountability; and (d) strengthen reporting, including through an online interactive platform accessible to all partners.
5. The development of a comprehensive results-framework, with specific, measurable, achievable, realistic and time-bound (SMART) indicators and associated baselines and targets, is the first step toward the development of a monitoring and evaluation system. That phase will be followed by the development of a much more detailed performance measurement plan.
6. The draft results framework is set out in document HSP/EB.1/7/Add.1.

Annex II

UN-Habitat strategic plan for the period 2020–2023: impact communication strategy

Introduction

1. The present communication strategy accompanies the implementation of the UN-Habitat strategic plan for the period 2020–2023, which will be delivered through five flagship programmes (see table 1 below), with visible demonstrations of positive transformation along four domains of change:
 - (a) Reduced spatial inequality and poverty in communities across the urban-rural continuum;
 - (b) Enhanced shared prosperity of cities and regions;
 - (c) Strengthened climate action and improved urban environment;
 - (d) Effective urban crisis prevention and response.
2. The communication strategy builds on and amplifies the recognized strengths of UN-Habitat – its mandate, its global presence, the impact of its field work, its knowledge leadership and its powerful convening role to mobilize action and resources for sustainable urbanization.
3. It will widen opportunities for participation through global platforms where partners' progress in sustainable urbanization is recognized (especially best practices) and where Member States can track their performance in advancing the implementation of the 2030 Agenda for Sustainable Development, particularly the urban dimensions of the Sustainable Development Goals, and the New Urban Agenda. Communication and advocacy will be a force to bring about change by promoting sustainable urban policies and legislation through targeted campaigns, events and messages.

I. UN-Habitat vision and mission

4. The communication strategy aims to bring into action the UN-Habitat vision of “a better quality of life for all in an urbanizing world”. The strategy revolves around building, developing and operating an open network of information-driven platforms engaging Member States, local governments, private sector partners, non-governmental organizations and the public in the flagship programmes. The strategy is also designed to contribute to the UN-Habitat mission to “promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”.
5. The communication strategy, based upon the various global and local platforms of UN-Habitat, will ensure the widest possible dissemination, socialization and development of the Programme's unique mandate to develop normative products, apply urban solutions on the ground and partner with Member States in the implementation and monitoring of the New Urban Agenda within four main areas:
 - (a) **Think:** The communication function will ensure wide dissemination and recognition of the role of UN-Habitat as a centre of excellence and innovation that provides best practices and cutting-edge thinking about sustainable urbanization. This will be achieved through use of data, infographics and the flagship reports. A global platform will be developed to highlight specific data and research, featuring leading thinkers associated with the five flagship programmes.
 - (b) **Do:** As one of the few United Nations entities focusing on development and humanitarian work, UN-Habitat must showcase and demonstrate a wide range of transformative positive change. UN-Habitat initiatives, whether long-term or pilot, will serve as demonstrations of positive urbanization practices over time and across the world, serving to inspire the crucial shift in policy and urban practices and providing a feedback loop to channel ideas to Member States, local governmental and other important stakeholders.
 - (c) **Share:** The communication function will ensure the sharing of accurate, verified and cutting-edge information and best practices on sustainable urban solutions with Member States and other urban stakeholders through a wide variety of outlets, including international and local media, social media, the website, publications, campaigns and events.

(d) Partner: To be truly catalytic, UN-Habitat must provide wider opportunities globally for participation in its flagship programmes. The communication function will help the flagship programmes to bring in key partners to collaborate, share resources and devote time and effort in an integrated matter.

6. In addition, the communication strategy builds on four key UN-Habitat strengths:

(a) Mandate: UN-Habitat has a strong mandate through the Sustainable Development Goals, the New Urban Agenda and other platforms, and is the United Nations focal point for urbanization, widely recognized as the key to achieving the 2030 Agenda. The global campaigns and global platforms of UN-Habitat, such as the World Urban Forum, are widely recognized. The ability of UN-Habitat to deliver impact on the ground reinforces the mandate. The hybrid approach to operational/normative work is a key feature, allowing UN-Habitat to develop policies and then implement with impact.

(b) Networks: UN-Habitat has well-recognized convening power around urban issues. It has several networks of partners, including grassroots and local authorities, often developed through field offices.

(c) Centre of excellence: The high quality and ground-breaking nature of UN-Habitat research, data, normative products and work is widely recognized, as are its publications, particularly the flagship reports.

(d) People and organization - UN-Habitat has a wide range of highly competent, qualified professionals with a variety of skills, from research to strategy, programme management and implementation, in 90 offices globally.

7. A, action plan has been prepared to support the implementation of the impact communication strategy and thus of the UN-Habitat strategic plan for the period 2020–2023. The action plan is organized around the five flagship programmes, with action points involving the entire Programme and its partners, within the United Nations family and farther afield, to ensure cohesiveness with United Nations country teams. The five flagship programmes and their related action points are set out in table 1, below.

Table 1

Action plan for the implementation of the impact communication strategy

	Flagship programme	Think	Do	Share	Partner
1	SDG Cities	Use research and reports for the high-level political forum on sustainable development, etc. to produce compelling material and infographics on national development and the City Prosperity Index. Use voluntary national reviews for data.	Produce stories, videos, slide shows and social media packages on SDG Cities implemented in 100 cities worldwide	Work with local and national media, social media and websites to publicize work and maximize publicity at events such as the high-level political forum on sustainable development	Work with other United Nations entities, Member States and cities to develop campaigns and material
2	Spatial inequalities, urban regeneration and renewal	Publication and dissemination of key data, reports and research, use of infographics and social media	Human interest stories, photos and videos on the website and in the media to show the impact of projects in the field	Use media, websites, partner platforms, social media, publications and events to publicize normative and operational work on the programme, as well as op-eds	Work with media, social media and platforms of Member States, cities, development banks, United Nations country teams and non-governmental organizations to

	Flagship programme	Think	Do	Share	Partner
				and interviews with the Executive Director	develop campaigns, messages, videos and stories
3	Frontier technologies and urban innovation	Ensure cutting-edge research by UN-Habitat on innovation and smart cities is packaged in an easily understood way, including infographics	Find examples of transformative projects	Use media, social media, events and key moments to produce op-eds, stories and messages	Work with United Nations entities, development banks, private sector actors and Member States to develop campaigns and events and share messaging
4	Climate action for the urban poor	Adapt research and reports into easily understood data and infographics	Write human interest stories on work in hotspot cities, focusing on the effects of climate change and UN-Habitat work	Work with local and national media, social media and websites to publicize work and use events such as sessions of conferences of the parties to multilateral environmental agreements	Develop campaigns and themes with members of the Infrastructure, Cities and Local Action network, United Cities and Local Governments, the United Nations Environment Programme, the United Nations Office for Disaster Risk Reduction and United Nations country teams
5	Migration and inclusive cities	Use key reports and facts for social media	Work with branches and stakeholders to produce positive stories	Planning and emergency response protocols	Develop positive campaigns and messaging with partners

8. The communications team will work closely with both internal and external subject experts to offer the appropriate platforms and media to communicate cutting-edge ideas and highlight urban solutions on the ground, opportunities to link up with partners and a global platform to share normative products and financing opportunities to scale pilot initiatives into global programmes, all of which relates to UN-Habitat flagship programmes as shown in the table above.

II. UN-Habitat communication: key roles

A. Inform and engage

9. UN-Habitat plays the main role in the United Nations in terms of raising awareness of, stimulating interest in, informing and educating the public on and stimulating participation in urban issues, sustainable development and best practices. The public, as well as local, regional and national authorities, need to be informed about the challenges and opportunities.

B. Tools

(a) **Effective storytelling:** Compelling stories centred on people have an impact on everyone, from the general public to donors and Member States. Such stories, whether written in clear, jargon-free language or told through photographs or video, incorporate important information on urbanization and UN-Habitat work;

(b) **Timely, ground-breaking research:** Communication will help ensure that UN-Habitat is recognized as a knowledge leader and centre of excellence. Themes of flagship reports and other key research materials and data will be synchronized with themes of key events such as the World Urban Forum and campaigns to ensure real change;

(c) **Messaging:** Communication will work across the organization to ensure agreed cohesive messaging aimed at relevant audiences in a timely manner, forming the basis of speeches, question-and-answer sessions, briefs and social media messaging;

(d) **Creative materials:** Communication's production unit will produce high-quality creative materials for campaigns, including publications, booklets, infographics, presentations, videos, exhibitions and events. This includes guidance and services, including translation, maps and infographics. The production unit produces eye-catching, informative exhibitions and organizes interesting, dynamic exhibitors and performers;

(e) **Media engagement:** Communication will continue to target the most influential or relevant media, whether traditional or social media, for stories on projects, op-eds or interviews, ensuring regular interaction with the Executive Director and training for media;

(f) **Social engagement:** Outreach and engagement with the public can be expanded through social media, discussions on radio or television, forums with the Executive Director and campaigns. Urban October is a prime opportunity for engaging with members of the public who organize a wide range of events, and could be expanded;

(g) **Authoritative voice:** UN-Habitat should be ready to provide timely, authoritative comments and quotes on current relevant events to raise the entity's profile in the media. This is preferably done through the Executive Director and Deputy Executive Director but can also be through a spokesperson, if available, or technical staff or the Office of External Relations. This will ensure that UN-Habitat is the "go to" entity for urbanization.

C. Expected results

10. This enhanced engagement in the role of leading voice on urbanization will lead to a better educated and informed public who can engage on urban issues, inform others and put pressure on their leaders for change. It will enhance the reputation of UN-Habitat as a knowledge leader and centre of excellence and raise the profile of sustainable urbanization, leading to increased donor, public and partner trust and facilitating resource mobilization, allowing UN-Habitat to more effectively pursue its mandate.

D. Inspire change

11. Public advocacy and communication work together to bring about changes in attitudes and then in actions on urban issues. When audiences are well informed, they are more likely to take action to put sustainable urbanization and the rights of all at the heart of the social, political and economic agenda. Advocacy can work to support changes in public policy but also at an individual level, in social behaviour, social attitudes and beliefs.

E. Key areas

(a) **Campaigns and themes:** The Advocacy and Communication branches will be closely involved when days are organized on themes linked to research and reports. Associated campaigns will have clear aims, indicators, timeframes and themes. Advocacy can also be aimed at increased national funding for key urban issues;

(b) **Flagship meetings:** In addition to the UN-Habitat platforms described in table 2 below there are key meetings, events and moments for UN-Habitat to maximize its messaging, such as the high-level political forum on sustainable development, the United Nations General Assembly, sessions of the conferences of the parties to various multilateral environmental agreements and regional and national urban forums;

(c) Partnerships: UN-Habitat has a vast range of partners to help it to amplify and drive its campaigns and messages. Relevant United Nations entities, including the United Nations Children’s Fund, the United Nations Development Programme and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), can work with UN-Habitat on specific issues, while United Nations Headquarters’ Division of Global Communication provides essential support. Non-governmental organizations and community and youth groups often have a dynamic social media presence, as do networks such as United Cities and Local Governments, the C40 Cities Climate Leadership Group, the private sector and other leading actors, many of whom are part of the World Urban Campaign.

F. Expected results

12. The UN-Habitat mission statement refers to promoting transformational change. Advocacy is the driver for enhanced knowledge, policy advice and technical assistance for change in policies and legislation.

G. Position UN-Habitat

13. The UN-Habitat role and the impact of its work should be recognized at every level, from the public and beneficiaries in countries where UN-Habitat works to donors, permanent representatives and leaders. This ensures that UN-Habitat is seen as a programme that partners want to work with, donors want to fund and the media want to cover. The UN-Habitat role as a centre of excellence and innovation and its new vision and mission statements will be widely publicized through work in the following areas:

(a) Branding: UN-Habitat, through its strategic plan for the period 2020–2023, has a stronger sense of identity, with a vision and a mission for everyone to promote. While every activity carried out by UN-Habitat contributes to the brand, proper use of the brand, meaning the name and logo, would lead to UN-Habitat becoming widely recognized as a leader in urbanization;

(b) Fundraising: Communication of UN-Habitat work, impact, transparency and expertise is critical to fundraising. In addition, visibility is extremely important for donors and will enhance funding of the strategic plan for the period 2020–2023 in general, and of the five flagship programmes in particular. Visibility guidelines have been produced by External Relations Division;

(c) Monitoring of transformative change: The communication strategy will also provide opportunities for donors and champions to track the implementation of the strategic plan and its contribution to the wider achievement of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals. As UN-Habitat is the custodian for the Sustainable Development Goal 11 indicators, the communications platforms described in table 2 below will also provide opportunities for local and district-level governments to participate in the various flagship programmes by contributing data to measure the effectiveness of the normative products being implemented at the local level;

(d) Existing and future platforms: UN-Habitat currently has a set of platforms that have been designed to support the implementation of the New Urban Agenda and to advocate, promote and support the localization of the Sustainable Development Goals. In addition, a monitoring system will be developed for the strategic plan. These platforms are summarized in table 2, below.

Table 2

Existing and future communication and advocacy platforms

		Type of platform	Target audience	Estimated reach	Status
1	World Urban Forum	Global Premier platform – non-decision-making. One-week meeting with broad array of events	Government, the private sector, civil society, the United Nations, subject experts, the general public	Direct participation – 20,000 people; indirect participation – over 5 million people	Every two years in selected locations
2	UN-Habitat Assembly	Universal assembly – the largest decision-making body on urbanization	Member States, local governments, policymakers	Direct participation – 4,000 people; indirect participation – over 1 million people	Every four years in Nairobi

		Type of platform	Target audience	Estimated reach	Status
3	World Habitat Day	Global awareness campaign focusing on a specific theme	National and city governments, civil society, the general public	Direct participation – 500 people; indirect participation – over 1 million people	Every year, worldwide, with global observance
4	World Cities Day	Global advocacy campaign focusing on a specific theme	City governments, experts, the general public	Direct participation – 500 people; indirect participation – over 1 million people	Every year, worldwide with global observance
5	World Urban Campaign	Global advocacy	Development partners	n.a.	
6	Urban City Campus Programme	Global advocacy	Cities and communities (in 2019, some 120 “communities” applied to host urban city campuses)	n.a.	Talks available on the UN-Habitat website
7	UN-Habitat Scroll of Honour	Global (leadership)	Award for thought leaders, city managers given at UN-Habitat Day	n.a.	Every two years
8	State of the World Cities Report and regional flagship reports	Global (knowledge leadership)	Experts, governments, media, public	n.a.	Every two years
9	City Prosperity Initiative	Global (rating of sustainable development)	500 cities worldwide	n.a.	Every year
10	UN-Habitat global website	Global	Governments, stakeholders, donors, Non-governmental organizations, experts, public	n.a.	Ongoing
11	New Urban Agenda platform	Global (monitoring tool)	Member States, city governments	n.a.	To be launched at the tenth session of the World Urban Forum
12	Sustainable Development Goal 11 indicators	Global (monitoring platform for human settlements)	National and local authorities	n.a.	To be launched at the tenth session of the World Urban Forum

H. Engage the public

14. A key factor in the success of this communication strategy will be the involvement of Member States, local governments, the private sector and local communities in the processes of the development of the flagship programmes. The communication strategy will provide information and opportunities for people to be involved in decision-making, as UN-Habitat already does through its “Cities for All”, “Safer Cities” and “Public Spaces” programmes. The engagement strategy here is to transform the process whereby the community has ideas imposed upon it into one where the community is leading the transformation.

I. Expected results

15. The impact of this communication strategy will involve all three key dimensions where positive change can be seen, felt and quantified, as follows:

(a) Heightened awareness of Sustainable Development Goal 11, the New Urban Agenda and sustainable urbanization among the general public and all levels of government.

(b) Increased knowledge about the work of UN-Habitat, its role as a centre of excellence, its impact in the field and the issues tackled by the flagship programmes.

(c) Increased participation, with specific reference to selected targeted stakeholders, including Member States, local governments, the civil service, the private sector, civil society and special interest groups. The level of participation can be measured against the number of policy changes, the level of co-investments catalysed and changes in attitudes and commitment.

Annex III

UN-Habitat strategic plan for the period 2020–2023: Typology of human settlement demands

Introduction

1. As well as providing an urban goal (Sustainable Development Goal 11, “Make cities and human settlements inclusive, safe, resilient, and sustainable”), the 2030 Agenda for Sustainable Development includes, among its 169 targets, 62 targets with a specific urban focus. The New Urban Agenda recognizes the importance of sustainable urbanization as a driver of sustainable development and describes how sustainable urban development can achieve three broad “transformative commitments”. The urban dimensions of the Sustainable Development Goals and their targets can be clustered within these three transformative commitments, which are:

2. Transformative commitment 1: Sustainable urban development for social inclusion and ending poverty. This commitment supports the achievement of Sustainable Development Goals 1, “No poverty”; 5, “Gender equality”; 10, “Reduced inequalities”; and 11, “Sustainable cities and communities”.

(a) Transformative commitment 2: Sustainable and inclusive urban prosperity and opportunities for all. This commitment supports the achievement of Sustainable Development Goals 8, “Decent work and economic growth” and 11, “Sustainable cities and communities”.

(b) Transformative commitment 3: Environmentally sustainable and resilient urban development. This commitment supports the achievement of Sustainable Development Goals 11, “Sustainable cities and communities”; 12, “Sustainable consumption and production”; 13, “Climate action”; and 15, “Life on land”.

3. The UN-Habitat strategic plan for the period 2020–2023 directly reflects these three transformative commitments in three of its domains of change:

(a) Reduced spatial inequality and poverty in communities across the urban-rural continuum

(b) Enhanced shared prosperity of cities and regions

(c) Strengthened climate action and improved urban environment

4. The fourth domain of change, “Effective urban crises prevention and response”, utilizes elements of the three transformative commitments to reduce causes of crisis in urban areas while promoting approaches to urban crisis response in a way that lays the ground for achieving the three transformative commitments. Within these four domains of change are 12 outcome areas that identify the specific Sustainable Development Goal targets on which UN-Habitat intends to have an impact, which is further elaborated on in the strategic plan results framework and the annual work programmes.

5. The New Urban Agenda also describes how sustainable urbanization can be achieved and identifies four fundamental drivers of change, which are echoed in the strategic plan for the period 2020–2023 as (i) policy and legislation, (ii) urban planning and design, (iii) governance and (iv) financing mechanisms. These are key to enabling well-planned, efficient and equitably distributed urban infrastructure and services and good governance that allows cities and human settlements to function effectively, improve well-being for all and ultimately achieve the urban dimensions of the Sustainable Development Goals. The strategic plan requires UN-Habitat to support Member States and subnational authorities in making progress in the four domains of change through improving the effectiveness of their drivers of change.

6. The strategic plan also articulates the following performance enablers, which allow for greater efficiency, effectiveness and impact, to influence and leverage the actions of other stakeholders and initiate and sustain transformative actions: (i) monitoring and knowledge, (ii) innovation, (iii) advocacy, communication and outreach, (iv) partnerships, (v) capacity-building and (vi) systems and processes. For UN-Habitat, the performance enablers improve organizational effectiveness in making progress towards the strategic plan outcome areas. While building internal capacity in the performance enablers, UN-Habitat stands ready to strengthen the capacities of its counterpart institutions and partners in the same areas to help improve their effectiveness.

I. Typology of human settlement demands

7. While the four domains of change and their respective outcome areas provide a basis for UN-Habitat to understand the substantive priorities for countries and cities in working toward the urban dimensions of the Sustainable Development Goals (outcome and impact), a “typology of human settlement demands” is envisioned to understand broadly the abilities of countries and cities to act on these priorities, through understanding the extent to which they have in place the requisite drivers of change and performance enablers. The typology also takes into account the fact that regardless of the effectiveness of drivers of change and performance enablers, cities may require additional tailored support to recover from shocks (whether natural or human-induced).

8. The typology enables UN-Habitat to categorize countries in relation to their human settlement support requirements, ranging from overhauling of policies and institutions to strengthening of institutions and targeted support to address specific sectoral challenges. The five categories of the typology are:

(a) Category 1: Demand to develop or realign drivers of change to deliver the urban dimensions of the sustainable development agendas.¹ Category 1 relates to countries that lack policy, legislative, governance and planning frameworks that are conducive to implementing the New Urban Agenda and achieving the Sustainable Development Goals.

(b) Category 2: Demand for institutional capacity at all levels to transform policies and plans into transformative action. Category 2 relates to countries where policy, legislative, governance and planning frameworks somewhat inadequate yet the main challenge is insufficient institutional capacity (national and local) to implement the frameworks and achieve a significant impact. This category, while focusing on institutional capacity, may also involve strengthening above-mentioned frameworks.

(c) Category 3: Demand for improved efficiency, effectiveness and impact through strengthened performance enablers. Category 3 would normally apply where policy, legislative, governance and planning frameworks are adequate and institutions are functional but could be rendered more effective through strengthening capacity on the performance enablers.

(d) Category 4: Demand for technical and capacity development support to address specific urban sectoral challenges. Category 4 assumes that frameworks and institutions that guide sustainable urban development are functioning well but that specific expertise is needed in a particular sector. For instance, a country may have cities that perform well but have a challenge of homelessness.

(e) Category 5: Demand for support to address risks and impacts of shocks in cities and human settlements. Category 5 applies where cities and human settlements face significant risks or are in a situation of crisis.

9. In all categories, adequate attention must be paid to social inclusion issues as described in the strategic plan (human rights, gender, children, young people, older people and people living with disability).

A. How the typology will be used

10. UN-Habitat will map countries in the regions where it is active, according to the priority domains of change and the human settlement typology. The map will allow UN-Habitat to understand the types of priorities and the types of interventions needed. This in turn will:

(a) Guide United Nations system-wide priorities for achieving sustainable urban development.

(b) Guide how UN-Habitat provides its services to countries, whether through establishing a country presence or providing support remotely.

(c) Guide the establishment of multi-country offices/hubs and identify the capacities needed in each.

(e) Identify groups of countries in accordance with the substantive priorities and the support interventions needed, which in turn will:

¹ Particularly the 2030 Agenda for Sustainable Development and the New Urban Agenda.

(f) Define areas for normative technical assistance and capacity-building packages tailored to these groups.

(g) Provide for structured knowledge exchange and cooperation within these groups through the National Urban Forum, the New Urban Agenda platform and regional and thematic events.

B. Next steps

11. Domain of change and typology assessments are being piloted in one country in each region, namely: India (Asia-Pacific), Kenya (Africa), Egypt (Arab States) and Colombia (Latin America and the Caribbean). Lessons learned will be reflected in an updated assessment tool. The assessment will be carried out in all UN-Habitat country offices between September and October 2019 and compiled and analysed for presentation to the Executive Board in November 2019. Thereafter, the typology will be used as a programming tool to support decision-making on country presence, normative development, knowledge exchange and inter-country/city cooperation.

Annex IV

UN-Habitat strategic plan for the period 2020–2023: partnerships strategy

I. Purpose

1. The purpose of the partnerships strategy is to advance the partnerships UN-Habitat needs to establish and maintain in order to successfully coordinate and implement the strategic plan for the period 2020–2023.
2. The partnerships strategy aims to (i) serve as a vehicle for strategic political engagement, both with Member States and within the United Nations system; (ii) mobilize stakeholders at various levels; (iii) implement UN-Habitat flagship programmes; and (iv) substantially strengthen the depth and breadth of resource mobilization activities.
3. The strategy further aims to provide a roadmap to:
 - (a) Guide and leverage existing partnerships to deepen strategic collaboration opportunities;
 - (b) Provide a platform for partnership development and resource mobilization to advance UN-Habitat work in the outcome areas outlined in the strategic plan for the period 2020–2023;
 - (c) Identify and prioritize those partners who can help UN-Habitat transform lives in cities and communities along the domains of change of the strategic plan for the period 2020–2023;
 - (d) Capitalize on UN-Habitat’s unique position within the United Nations system as the recognized focal point and interlocutor for local government and local authority associations;
 - (e) Enhance and influence United Nations system-wide coordination and cooperation on sustainable urban development at the global, regional, national and local levels.

A. Expected results

4. The main expected results of the partnerships strategy are:
 - (a) Strengthen and support the UN-Habitat mandate: Ensure that the Sustainable Development Goals and the domains of change outcome areas specified in the strategic plan for the period 2020–2023 are interpreted properly in local contexts through partnerships that recognize the role of UN-Habitat role in implementing the New Urban Agenda and the 2030 Agenda.
 - (b) Demonstrate the ability of UN-Habitat to drive effective coordination across the United Nations system: Strategic partnerships will enable UN-Habitat to achieve stronger synergies at the country and city levels; efficiently channel technical assistance, expertise, capacity development and finance to national, subnational and local governments; foster integrated approaches and avoid duplication of efforts; and ensure systematic monitoring and follow-up and review of progress at the global, national and local levels.
 - (c) Consolidate expertise: The implementation of the strategic plan for the period 2020–2023 and the New Urban Agenda requires joint efforts by UN-Habitat and partners who recognize the UN-Habitat strategic goals and adopt the principals outlined in the New Urban Agenda. This will critically include combining the technical and social mobilization and operational capacities of the United Nations system with the expertise and capital resources of development banks, civil society actors and the private sector to support national and local governments in achieving scalable, transformative development results.
 - (d) Catalyse investments in implementing the strategic plan for the period 2020–2023: Joint programming with United Nations partners accounts for a notable share of the UN-Habitat budget. The successful implementation of the flagship programmes requires strengthened and robust partnership engagement that supports resource mobilization.
 - (e) Develop the role of UN-Habitat as a global centre of excellence and innovation for sustainable urbanization: Leveraging existing partnerships and creating new ones is central to establishing UN-Habitat as the global centre of excellence and innovation. The resulting sharing of

expertise and experience helps UN-Habitat to lead research into sustainable urbanization, develop solutions and enhance its normative impact.

B. Scope and key target partners

5. The partnerships strategy concentrates on engagement with partners in seven categories:

- (a) Governments, including Member States, parliamentarians, ministers and intergovernmental entities
- (b) Local authorities
- (c) United Nations entities
- (d) Development banks and financial institutions
- (e) The private sector
- (f) Civil society, including women, young people, grassroots organizations and Non-governmental organizations
- (g) Knowledge partners, including academia, researchers, professionals and other stakeholders
- (h) Foundations and philanthropists

6. Member States provide policy, political leadership and oversight, and also promote national ownership of sustainable urban development initiatives. Through the UN-Habitat Assembly and its subsidiary organs, Member States will play a key role in monitoring the implementation of the strategic plan for the period 2020–2023.

7. The regional ministerial meetings on housing and sustainable urban development will continue to play a key role in implementing the strategic plan for the period 2020–2023 and the New Urban Agenda and monitoring progress toward the achievement of Sustainable Development Goal 11 and the urban-related Sustainable Development Goal targets. These meetings are important for coordinating and supporting the incorporation of sustainable urban development priorities into regional and national agendas.

8. At the regional and subregional levels are intergovernmental bodies that support Member States in setting regional development priorities and strategies. It is imperative that these regional strategies reflect the New Urban Agenda, Sustainable Development Goal 11 and the urban-related Sustainable Development Goal targets.

9. Local authorities and cities are critical to the governance and management of cities and human settlements, provision of basic services, rules and regulations, promotion of local economic development and revenue collection and expenditures, among other things. They constitute a direct link between the people and other levels of government. Cities and local authorities also serve as implementers and advocates of sustainable urban development. They are instrumental in localizing the Sustainable Development Goals, the New Urban Agenda and other international agreed commitments and in implementing the five flagship programmes, which constitute the main operationalization modality of the strategic plan for the period 2020–2023.

10. United Nations agencies, funds, programmes and other entities, both individually (based on their specific mandates) and collectively, will be instrumental in supporting Member States, cities and local authorities and other stakeholders in implementing the New Urban Agenda and the urban aspects of the 2030 Agenda and consequently the strategic plan for the period 2020–2023.

11. UN-Habitat must develop strategic partnerships with financial institutions and development banks, especially the World Bank, International Finance Corporation, International Monetary Fund, African Development Bank, Asian Development Bank, Inter-American Development Bank, Islamic Development Bank, European Bank for Reconstruction, European Investment Bank and Asian Infrastructure Investment Bank, including in implementing the strategic plan for the period 2020–2023. Important efforts are underway to rethink engagement with international and regional development banks so as to mobilize the resources needed to carry out the work of the Programme and leverage investments in sustainable urbanization. In this regard, as a prelude to the development of an action plan, UN-Habitat has developed a concept note, called “UN-Habitat Strategy with Development Banks”, that explores avenues for strengthening collaboration with development banks in view of supporting cities as they implement the 2030 Agenda and the New Urban Agenda.

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

13. With regard to stakeholders, UN-Habitat has established several mechanisms that have enhanced stakeholder participation in the Programme’s work, including the Stakeholder Collaborative Implementation Framework, an internal stakeholder steering committee and an external stakeholder advisory board launched at the first session of the UN-Habitat Assembly. Stakeholders are always consulted during the preparation of corporate documents such as the strategic plan for the period 2020–2023, especially on the key priority areas and methods of engagement with UN-Habitat. Stakeholders are also engaged in strategic dialogue sessions such as the Global Stakeholders’ Forum, the meetings of which take place prior to sessions of the UN-Habitat Assembly and the World Urban Forum. The Global Stakeholders’ Forum provides an opportunity for stakeholders to formulate coordinated contributions on issues discussed by Member States.

14. Foundations and philanthropists play an important role in supporting Governments and other stakeholders at all levels to implement policies and programmes related to sustainable urban development. Efforts are also under way to establish relevant strategic partnerships to support the implementation of the strategic plan for the period 2020–2023.

15. The strategies for engaging various types of partners are set out in table 1, below.

Table 1

Partner engagement strategies by partner type

Target partner type	Objective	Strategies
1. Governmental partners (Member States, parliamentarians, intergovernmental entities)	<ol style="list-style-type: none"> 1. Political support for the New Urban Agenda and the UN-Habitat strategic plan, at all levels. 2. Policy change in support of sustainable urban development. 3. Increased investment in sustainable urban development and in support to the strategic plan. 4. Promotion of national ownership of initiatives carried out under the flagship programmes. 5. Incorporation of sustainable urban development into regional and national development priorities and frameworks. 6. Contributions to the implementation and monitoring of and reporting on the strategic plan for the period 2020–2023 	<ol style="list-style-type: none"> 1. Identify and create strategic partnerships with key Member States and permanent representatives as advocates, friends of cities and defenders of the institution. 2. Optimize the bureau of regional ministerial meetings and secretariats of intergovernmental bodies to ensure inclusion of sustainable urban development in regional priorities. 3. Develop advocacy, technical advice, high-level policy dialogues and cooperation and collaboration with intergovernmental bodies and key government representatives, parliamentarians, etc. 4. Engage key presidents and prime ministers to proclaim and support urbanization as a tool for development. 5. Involve governmental partners in the development of flagship programmes.
2. Local authorities	<ol style="list-style-type: none"> 1. Improved governance and management of cities and local governments. 2. An enhanced voice of local authorities in the United Nations system. 3. Promotion of training on urban development. 	<ol style="list-style-type: none"> 1. Engage local authorities and their associations in the localization of the New Urban Agenda and relevant Sustainable Development Goals and create technical support tailored to the needs local authorities. 2. Facilitate the participation of local authorities in international and local processes through the United Nations Advisory Committee of Local Authorities, the Global Taskforce on Local Authorities and United Cities and Local

Target partner type	Objective	Strategies
	<ol style="list-style-type: none"> 4. An improved environment for investment in sustainable urban development, the strategic plan and the flagship programmes. 5. Localization of the New Urban Agenda and the Sustainable Development Goals 	<p>Governments and its regional and national associations-</p> <ol style="list-style-type: none"> 3. Create opportunities for engagement of local authorities at the national level with the United Nations system and other stakeholders. 4. Provide capacity-building, advocacy, outreach and communication with targeted messages to local authorities. 5. Involve local authorities in the development of flagship programmes.
3. United Nations entities	<ol style="list-style-type: none"> 1. Technical and financial support for all stakeholders for the implementation of the New Urban Agenda and the 2030 Agenda. 2. Actualization of the work of the United Nations system at all levels. 	<ol style="list-style-type: none"> 1. Involve United Nations entities in the development of flagship programmes. 2. Enhance the role of UN-Habitat within the United Nations system by creating strategic alliances to influence policy and operational programmes and participate effectively in both, by following up closely on global developments and international commitments, especially recently agreed commitments, optimizing CEB, the Second Committee, the UNSDCF's and the United Nations resident coordinator system. 3. Promote joint programmes and programming at the national level and incorporate sustainable urban development activities into UNSDCF's.
4. Development banks and financial institutions	<ol style="list-style-type: none"> 1. Investment in addressing sustainable urban development challenges, especially through advocacy and support for implementation of the New Urban Agenda. 	<ol style="list-style-type: none"> 1. Strengthen linkages with development banks and the Bretton Woods institutions specifically (World Bank and the International Monetary Fund), notably to support the implementation of the flagship programmes at the country level.
5. The private sector	<ol style="list-style-type: none"> 1. Increased investment in sustainable urban development. 	<ol style="list-style-type: none"> 1. Prepare a private sector strategy to support increased private sector investments in sustainable urban development, including corporate social responsibility. 2. Strategic dialogues with private sector and business associations at all levels to develop the synergies needed to support the implementation of the strategic plan.
6. Civil society (women, young people, grassroots organizations, Non-governmental organizations, etc.)	<ol style="list-style-type: none"> 1. Representation of partners in policy dialogues and programme design and implementation. 2. Development of advocates and implementing partners for the New Urban Agenda and the 2030 Agenda. 3. Financial and technical support for all stakeholders in the implementation of policies and programmes related to sustainable urban development. 4. Promotion of the New Urban Agenda and the Sustainable Development Goals at all levels. 5. Increased action on and attention paid to sustainable urban development. 	<ol style="list-style-type: none"> 1. Establish coordination mechanisms at all levels to allow effective participation and contribution of the civil society and other stakeholders in the implementation of the strategic plan, including as members of various UN-Habitat networks, advisory boards and national Habitat committees. 2. Facilitate regular multi-stakeholder meetings in conjunction with the UN-Habitat Assembly, regional and national ministerial meetings and the World Urban Forum. 3. Encourage people's processes at all levels. 4. Mobilize and build the knowledge and capacity of civil society and other actors to engage in sustainable urban development policies and operational programmes.

Target partner type	Objective	Strategies
7. Knowledge partners (academia, researchers, professionals and other stakeholders, etc.)	<ol style="list-style-type: none"> Enhanced knowledge, innovation and sharing of information and data on sustainable urban development. Increased knowledge, evidence base and good practices on sustainable urban development. 	<ol style="list-style-type: none"> Involve knowledge-based institutions in generating the evidence base and good practices and advocating on sustainable urban development activities at all levels. Establish think tanks and use science and technology, including ICTs, to find solutions to sustainable urban development challenges. Facilitate collaboration between knowledge and all other partner groups and enhance dissemination of data and information and the sharing of good practices with other actors. Contribute to policy and strategy development at all levels.
8. Foundations and philanthropists	<ol style="list-style-type: none"> Increased investment/grants for sustainable urban development. 	<ol style="list-style-type: none"> Establish coordination mechanisms to catalyse the interest of foundations and philanthropists in sustainable urbanization, notably in the implementation of the flagship programmes.

Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; ICTs, information and communications technology; UNSDCF, United Nations Sustainable Development Cooperation Frameworks.

C. Monitoring and evaluation

16. The monitoring and evaluation of the partnership strategy will be carried out in accordance with the results framework of the strategic plan for the period 2020–2023 and the performance measurement plan.

D. Next steps

17. UN-Habitat is developing detailed action plans for each category of partners described above. This will include the development and mainstreaming of standard operating procedures on engagement and collaboration, especially with private sector entities.