



The operationalization of the Strategic Plan 2020-2023

UN HABITAT
FOR A BETTER URBAN FUTURE

UN HABITAT STRATEGIC PLAN 2020-2023

A better quality of life for all in an urbanizing world

Vision

UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind

Sustainable urbanization is advanced as a driver of development and peace, to improve living conditions for all in line with SDGs

Objective Mission
Domains of Change

- Org. performance enablers**
1. Monitoring and knowledge
 2. Innovation
 3. Advocacy, communication and outreach
 4. Partnerships
 5. Capacity building
 6. Systems and processes

- Drivers of change (How)**
1. Policy & Legislation
 2. Urban Planning and Design
 3. Governance
 4. Financing Mechanisms

<p>Reduced spatial inequality and poverty in communities across the urban - rural continuum</p>	<p>Enhanced shared prosperity of cities and regions</p>	<p>Strengthened climate action and improved urban environment</p>	<p>Effective urban crisis prevention and response</p>
<p>Increased and equal access to basic services, sustainable mobility and public space</p>	<p>Improved spatial connectivity and productivity</p>	<p>Reduced greenhouse gas emissions and improved air quality</p>	<p>Enhanced social integration and inclusive communities</p>
<p>Increased and secure access to land and adequate and affordable housing</p>	<p>Increased and equitably distributed locally generated revenues</p>	<p>Improved resource efficiency and protection of ecological assets</p>	<p>Improved living standards and inclusion of migrants, refugees and internally displaced persons</p>
<p>Effective settlements growth and regeneration</p>	<p>Expanded deployment of frontier technologies and innovations</p>	<p>Effective adaptation of communities and infrastructure to climate change</p>	<p>Enhanced resilience of the built environment and infrastructure</p>

Outcomes (What)

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

Crosscutting thematic areas: (1) Resilience; (2) Safety



Expected impact by 2030 in UN-Habitat partner countries and cities

- **30 million** people will have access to adequate housing
- **Almost 12 million** people will have access to waste management services
- **11 million** people will have convenient access to public transport
- **2 million** people will have access to public space
- **Almost 4 million** people will have access to safe drinking water
- **Close to 4 million** people will have access to improved sanitation
- **250,000** people living in partner cities and human settlements will be less vulnerable to climate change impacts
- More than **75 host communities** in cities around the world actively engage migrants, refugees, IDPs, returnees in cultural, social, economic activities

STRATEGIC PLAN 2020-2023

Annual Work Programme and Budget (2020, 2021, 2022, 2023)

- Normative deliverables, e.g. World Cities Report
- Operational deliverables, e.g. Participatory Slum Upgrading Programme
- Post resources, i.e. staff cost
- Non-post resource, i.e. non-staff cost

5 Flagship Programmes (2020-2027)

- FP1: Urban Regeneration
- FP2: Smart Cities
- FP3: Climate Resilience
- FP4: Urban Migration
- FP5: Urban 2030

• Normative work

• Pilot projects

• Scaled-up projects

Advocacy, Communication and Events

- World Urban Forum
- World Cities Day
- World Habitat Day
- Other major events
- Other thematic campaigns aligned with the flagship programmes
- Website
- Social media

Strategy

- Strategy
- Monitoring
- Resource mobilization and strategic partnerships
- Knowledge and innovation

Global Solutions

- Communities of practices
- Capacity building
- Programme development

Interagency Coordination

- UNCT
- UNSDCF
- UN reforms

Regional Affairs

- Multi-country offices
- Country offices
- Delivery

Management and Compliance

- Talent management
- Standard operating procedures
- Information and communication technology

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

Field and technical cooperation projects (total: 32 projects)

	<i>Number of projects</i>
Projects on urban basic services- mobility, water and sanitation, energy and solid waste management	13
Projects on urban basic services- mobility, water and sanitation, energy and solid waste management	1
Pilot projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	9
Projects for integrated urban and territorial planning developing and implementing effective planning laws	6
Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements	3

Publications (total: 2 publications)

	<i>Number of publications</i>
Publication on low carbon options for sustainable mobility	1
Global report: Transforming one billion lives – improved living conditions and sustainable urbanization – the challenge of slums and informal settlements in 2020 (follow-up of the publication from 2003)	1

Seminars, workshops and training events (total: 51 days)

	<i>Number of days</i>
Workshops and trainings on urban basic services - mobility, water and sanitation, energy and solid waste management	21
Workshops and trainings on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, Global Network of Urban Labs and crime prevention and urban safety	13
Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs.	5
Technical workshops on monitoring the Sustainable Development Goals and New Urban Agenda	4
Training on policy, planning and design, governance, legislation and finance and data collection	8

Technical materials (total: 13 materials)

	<i>Number of materials</i>
Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty	13
Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	1
Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility, and public space, including through law and human rights	9
Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children	6
Guide for land management and spatial plans for poverty reduction and spatial equality	3
Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups including migrants	6

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

Foundation financial resource requirements by subcategory of expenditure (thousands of United States dollars)

Post	Non-Post											Total
Post total	Non-post total	Other staff costs	Hospitality	Consultants	Travel of representatives	Travel of staff	Contractual services	General operating expenses	Supplies and materials	Furniture and equipment	Grants and contributions (Out)	-
2,792.50	156.9	13.1	7.3	33.5	-	23	13.7	10	7.4	5	43.9	2,949.4

Estimated distribution of posts by source of funding

Foundation Non-Earmarked	Regular Budget	Programme Support	Foundation Earmarked	Technical Cooperation	Total
20	13	4	-	-	37

Estimated distribution of posts by grade

USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Other Level	Local Level	National Officer	Total
-	-	2	2	10	5	7	3	-	8	-	37

Field and technical cooperation projects (total: 37 projects)	
	<i>Number of projects</i>
National, urban, regional and interregional projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	10
National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	11
National, urban, regional and interregional projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	16

Publications (total: 2 publications)	
	<i>Number of publications</i>
National Cities Report	1
World Cities Report	1

Seminars, workshops and training events (total: 74 days)	
	<i>Number of days</i>
Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, public space planning and national urban policies	41
Training events and workshops on use ICT, innovation, frontier technologies, best practices, legal and governance frameworks, and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	21
Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	12

Technical materials (total: 21 materials)	
	<i>Number of materials</i>
Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, public space planning and national urban policies	7
Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7
Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks, and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	7

Foundation financial resource requirements by subcategory of expenditure (*thousands of United States dollars*)

Post	Non-Post											Total
Post total	Non-post total	Other staff costs	Hospitality	Consultants	Travel of representatives	Travel of staff	Contractual services	General operating expenses	Supplies and materials	Furniture and equipment	Grants and contributions (Out)	-
2,140.60	136.4	16.3	4.4	33.5	-	20.6	12.6	9.8	5.7	5.3	28.2	2,277.00

Estimated distribution of posts by source of funding

Foundation Non-Earmarked	Regular Budget	Programme Support	Foundation Earmarked	Technical Cooperation	Total
16	16	3	-	-	35

Estimated distribution of posts by grade

USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Other Level	Local Level	National Officer	Total
-	-	-	3	8	5	5	2	-	12	-	35

Strengthened climate action and improved urban environment

Field and technical cooperation projects (total: 28 projects)

	<i>Number of projects</i>
Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings	4
Projects on policies, legal instruments, plans and strategies for urban air quality, the urban environment, and climate change mitigation and low-carbon basic services, and greener infrastructure and buildings	7
Demonstration projects on resilience building and adaptation of communities and infrastructure to climate change, and Disaster Risk Reduction	10
Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4
Projects on national, regional and local policies, plans and strategies for urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of renewable energy and energy efficiency	3

Publications (total: 2 publications)

	<i>Number of publications</i>
Publications on climate change mitigation and air quality	1
Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure to climate change	1

Seminars, workshops and training events (total: 93 days)

	<i>Number of days</i>
Seminars, workshops and training events on climate change mitigation, air quality and low-carbon basic services	30
Seminars, workshops and training events on effective adaptation of communities and infrastructure to climate change	5
Seminars, workshops and training on green city models and their application, green infrastructure and green-blue urban planning	4
Training on CPI Environment dimensions (air quality, water, sanitation, waste management) of SDGs monitoring in urban areas	4

Technical materials (total: 11 materials)

	<i>Number of materials</i>
Technical materials on resource efficiency and protection of ecological assets, including sectoral materials	2
Technical materials on climate change mitigation, air quality, climate change adaptation of communities and infrastructure	4
Case studies on climate action, basic services or environment in human settlements	2
Set of technical materials on national, regional and local policies, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and eco-system services	1
Technical materials on improved low-carbon urban services, resource efficiency and (electric) mobility solutions and infrastructure (incl. monitoring)	2

Strengthened climate action and improved urban environment

Foundation financial resource requirements by subcategory of expenditure *(thousands of United States dollars)*

Post	Non-Post											Total
Post total	Non-post total	Other staff costs	Hospitality	Consultants	Travel of representatives	Travel of staff	Contractual services	General operating expenses	Supplies and materials	Furniture and equipment	Grants and contributions (Out)	-
3,356.50	140.7	10.2	8	29.6	-	20.6	13.6	9.5	7.7	6.7	34.8	3,497.20

Estimated distribution of posts by source of funding

Foundation Non-Earmarked	Regular Budget	Programme Support	Foundation Earmarked	Technical Cooperation	Total
23	14	4	-	-	41

Estimated distribution of posts by grade

USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Other Level	Local Level	National Officer	Total
-	-	1	3	10	8	6	2	-	11	-	41

Field and technical cooperation projects (total: 28 projects)	
	<i>Number of projects</i>
Projects on enhanced social integration and cohesive communities	10
Projects on improved living standards and inclusion of migrants, refugees and internally displaced people	10
Projects on enhanced resilience of the built environment and infrastructure	8

Seminars, workshops and training events (total: 42 days)	
	<i>Number of days</i>
Seminars, workshops and training events on enhanced social integration and cohesive communities	16
Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people	13
Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	13

Publications (total: 2 publications)	
	<i>Number of publications</i>
Publication on improved living standards and inclusion of migrants, refugees and internally displaced people	1
Publication on enhanced resilience of the built environment and infrastructure	1

Technical materials (total: 9 materials)	
	<i>Number of materials</i>
Technical materials on enhanced social integration and cohesive communities	3
Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people	3
Technical materials on enhanced resilience of the built environment and infrastructure	3

	2020	2021	2022	2023	2024 - 2027
Annual Work Programmes and Budgets	Normative Operational	Normative Operational	Normative Operational	Normative Operational	Normative Operational
5 Flagship Programmes and phases					
Inclusive urban regeneration: Assets and opportunities for all	2020 & 2021: Strengthening urban regeneration strategies and frameworks for cities and countries		2022 & 2023: Enhancing local implementation of Urban Regeneration Action Plans		2024 & 2025: Establishing Global Sustainable Regeneration Knowledge Hub
Innovation for Sustainable Smart Cities	2020 & 2021: Developing standards, coordination mechanisms, multi-level smart city governance and resource mobilization		2022 & 2023: Facilitating financing facility, matching projects and technology tests		2024-2026: Providing strong technical support; financing facility fully up and running, and providing grants and investments
Building the Climate Resilience of the Urban Poor	2020 & 2021: Pilot projects in 12 cities in 12 countries		2022 & 2023: Initial roll out in 45 cities in 18 countries		2024 & 2025: Full roll out in 83 cities in 20 countries
Inclusive Cities: Enhancing the Positive Impacts of Urban Migration	2020 & 2021: Providing tailored interventions to support migrant inclusion and integration for at least 15 cities and their urban communities		2022 & 2023: Supporting 15 more cities through seed initiatives, and provide oversight and guidance for related governments		
Urban 2030 (SDG Cities)	2020: Building data capacity, undertaking urban diagnosis and Urban SDG Certification	2021 – 2023: Building frameworks and capacities in urban planning, governance and management, municipal finance, and implementing key infrastructure interventions			

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27 – 31 May 2019
1st UN-Habitat Assembly

June 2019

July 2019

August 2019

September 2019

October 2019

18 – 20
November 2019
Executive Board
Meeting *

December 2019

January 2020

February 2020
WUF10

Announcement of FIs

- Inclusive urban regeneration: Assets and opportunities for all
- Innovation for Sustainable Smart Cities
- Building the Climate Resilience of the Urban Poor
- Inclusive Cities: Enhancing the Positive Impacts of Urban Migration
- Urban 2030 (SDG Cities)

20 June 2019:
> Approaches for review of CNs
> Agreement on roadmap for preparation of ProDocs and launch
> Outlining and refining of overall roadmap
21 – 30 June 2019:
> Review of CNs to be shared with all FI leads
> Nomination from branches, ROs and COs to participate in drafting and review
> Mapping of ongoing/ planned projects and programmes at HQ, ROs and COs potentially contributing to FIs
> Meeting with Resource Mobilization team

1 July 2019:
> CNs to be shared with all FI leads
> Google sheet to be filled in for better coordination
> Establishment of Flex Teams and nomination of reviewers from branches, Ros/ COs
July 2019:
> Mapping of ongoing/ planned projects and programmes at HQ, ROs and COs potentially contributing to FIs
> Review of CNs by drafting teams incorporating funding sources; partnership arrangements; advocacy + communication; key events; ...
> **Final CNs**

REVIEW - internal 1 – 19 August 2019:
> Agency wide review of CNs (webex sessions)
> Feedback on CNs Notes by thematic branches, ROs and C)s
29 August 2019:
> **FINAL CONCEPT NOTE**
31 August 2019:
> **FINAL CONCEPT NOTE** for advocacy, connecting with partners, etc.

September 2019:
> Elaborating Draft ProDocs (including org. performance enablers, drivers of change, social inclusion and cross-cutting thematic areas)
Refinement: funding sources; partnership arrangements; advocacy and communication; key events ... > Anchor FIs at country level through link with CCA and UNSDCF processes at country level
> **0.Draft ProDoc**

REVIEW - internal 1 – 5 October 2010:
> Agency wide review of Draft ProDocs (webex sessions)
> Feedback on ProDocs by thematic branches, ROs and COs
6 – 31 October 2019:
> Refinement and finalization of ProDocs
> **Draft ProDoc**

> Sharing of documents with Executive Board

1 – 8 November 2019:
> ProDocs layout and printing
REVIEW - external 18 – 20 November 2019:
> Discussion with member states on ProDocs during Executive Board Meeting
21 November 2019 – 15 January 2020:
> Finalisation of ProDocs based on inputs by review team and member states
> Elaboration of resource mobilization, partnership, advocacy and communication strategies
> Preparation of WUF10 event to launch FIs
> **ProDocs**

16 – 31 January 2020:
> ProDocs layout and printing
> Preparation of WUF10 side event with partners, member states and donors

WUF10:
> Launch of FIs with partners, member states and donors (right event format still to be determined)

* The Flagship Initiatives are to align to the outputs requested by the Executive Board, and are to be presented for discussion by the Executive Board Members Meeting in November 2019.

UN-Habitat Strategic Plan 2020 - 23

