



**Normative and Operational  
Work and its Impact**

# MEMBERS STATES' INDUCTION SEMINAR

**RAF TUTS**, Director  
Global Solutions Division



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# WHAT IS THE DEFINITION OF NORMATIVE WORK?



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1. **Development of norms and standards;**
2. Support governments and others to **integrate** the norms and standards into legislation, policies and development plans;
3. Support governments and others to **implement** legislation, policies and development plans based on the international norms, standards and conventions.

UN Evaluation Group (2012)

# RESOLUTION ON NORMATIVE AND OPERATIONAL WORK




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## UN-Habitat should ensure that


- its normative and operational activities are **balanced**;
- its normative work guides and is **integrated** into its operational work; and that
- the experiences gathered in the operational field **feed into** its normative work.

- The UN General Assembly 72/226 (20 December 2017)



KNOWLEDGE and  
TOOLS TO SOLVE  
ISSUES and GUIDE  
FIELD OPERATIONS  
WITH CITIES

NEW EVIDENCE TO  
GUIDE  
KNOWLEDGE  
WORK



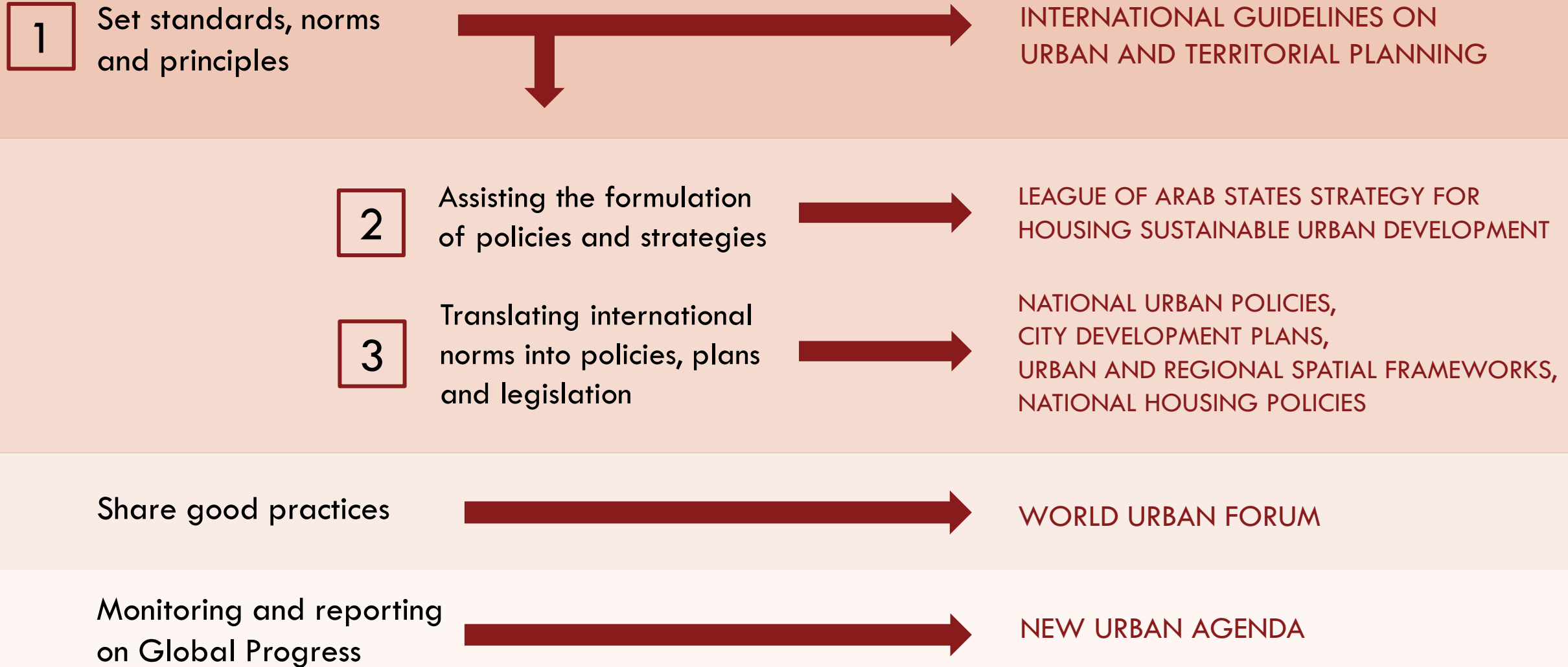
NORMATIVE  
RESEARCH



# IMPLEMENTATION OF NORMATIVE WORK 'ON THE GROUND'



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# IMPACT OF THE WORK OF UN-HABITAT



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*Khasikdu, dn, dxnvmx*

*Extensive rebuilding of the heritage settlement in Kathmandu valley is required after the massive earthquake of 2015*

## IMPACT

Community participation throughout the **reconstruction** of 20 green heritage infrastructure and amenities.

Equipped 600 home-based women and youths with **entrepreneurial skills** and created 59 tourism businesses to boost **local economies**.

Strengthened **institutional capacities** of the municipalities by training 150 municipal officials on traditional and green construction.

**DONOR** EU Switch Asia

**PARTNERS** Ministry of Urban Development, Lalitpur Metropolis, four Municipalities, Center for Integrated Urban Development, Lumanti, SABA, HIS Netherlands

# SOMALIA: INCREASING MUNICIPAL REVENUE, PLANNED CITY EXTENSION AND INTEGRATION OF THE DISPLACED



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## IMPACT

Registered 21,400 properties with an estimated **increase in local revenue** by USD500,000 per annum in the Baidoa Municipality.

New settlement that provided **secure tenure** for 2000 households in Baidoa-Barwaaqo.

Fostered **local reintegration and social cohesion** between IDPs and hosting communities.

**PARTNERS** Ministries of Interior, Federal Affairs and Reconciliation and Finance Southwest State; Peace Building Fund, Governments of Denmark and Norway, the Dutch Embassy, European Union, Swedish International Development Cooperation Agency, Swiss Development Cooperation, United States Agency for International Development, IOM, the UN Peacebuilding Fund

*Local governments have insufficient municipal revenues for the delivery of essential services for people in urban areas, including some 3 million IDPs.*





# LEBANON: MANAGING RUBBLE LEFT BY THE BEIRUT EXPLOSION



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*The explosion in Beirut created 400,000 tons of rubble and caused damage to properties of 77,000 households and to some 300,000 people within a 3 km radius.*

## IMPACT

Safer urban spaces by normative support to damage assessment of 14,000 buildings, followed by operational multi-sector urban recovery response:

- reconstruction of housing stock of heritage value and **revive critical creative and cultural sectors;**
- **safe public spaces and adequate housing;**
- 'Rubble to Mountain' model to **prevent an environmental crisis** by organising for re-use of the debris in infrastructure works, to provide opportunities for creation of a **circular economy model** for Lebanon, and for income generation.

**PARTNERS** Beirut Municipality, Beirut Governorate, European Union, Denmark, Canada, France, Germany, Japan, Italy, Kuwait, Sweden, Mayors Migration Council, International Rescue Committee, UN CERF, UNICEF, UNESCO

*Political and economic crisis in Venezuela since 2015 has pushed 7.1 million people to flee the country, with 5.98 million moving to cities of neighboring countries.*



# LATIN AMERICA AND THE CARIBBEAN: INCLUSIVE CITIES, COMMUNITIES OF SOLIDARITY



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## IMPACT

Participatory and place-based methodologies address both the **socio-economic and spatial determinants of inclusion**, while data tools and plans support strategic decision-making towards a more **inclusive city**.

Co-creation of Territorial Intervention Plans at the neighborhood and city scales **improves living conditions and community solidarity**.

Local authorities, institutions, and communities are supported to **transform migrant communities into a territorial asset**.

Vulnerable communities' access to fundamental rights, such as to adequate housing and local entrepreneurs' access to digital platforms, are strengthened to **improve the living** conditions and community prosperity.

**PARTNERS** European Commission, UNHCR, IOM

# GLOBAL WATER OPERATORS' PARTNERSHIP ALLIANCE (GWOPA)



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## CONNECTING WATER AND SANITATION SERVICE PROVIDERS TO SHARE KNOWLEDGE

*Water quality is declining.  
Water scarcity now affects  
40% of the global  
population.  
The freshwater ecosystems  
are under threat.*



### IMPACT

Water Operators' Partnerships in mentored cities have **strengthened their management, financial and technical skills**, and are better able to **access finance and implement improvements for more sustainable sanitation and water services**.

WOPs have helped 440 utilities improve their capacity and performance.

**DONORS** European Commission, Governments of Germany and the Netherlands, OFID, Abu Dhabi Department of Energy, Bill and Melinda Gates Foundation

**PARTNERS** GWOPA is a global network of public water and sanitation utilities from all continents

**GWOPA**  
Global Water Operators' Partnerships Alliance

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# GLOBAL URBAN LOW EMISSION DEVELOPMENT STRATEGIES (URBAN-LEDS)



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## IMPACT

'Urban-LEDS' defined a pathway to partner cities to initiate transition towards a **low emission, resilient, green, and inclusive urban economy and investments.**

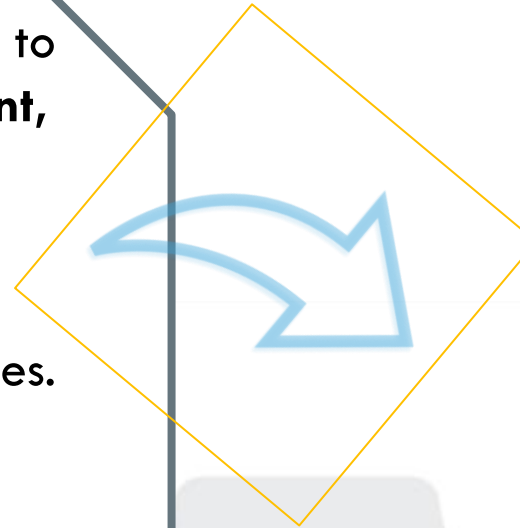
Produced **integrated low emission and resilient development strategies** with 60 cities in 8 countries.

**Vertically integrated climate efforts between levels of government** produced institutional strengths and local, national, and global impacts.

Guided the design of **SURGe** Initiative to accelerate urban climate action through multi-level governance and delivery on five integrated tracks.

**PARTNERS** European Commission, ICLEI,  
Global Covenant of Mayors

*The form, connection and function of cities has a significant impact on urban greenhouse gas emissions.*





## VOLUNTARY LOCAL REVIEWS



**IMPACT** VLRs are multilevel, integrated partnerships that can connect all nodes of the SDGs' implementation chain:

### Normative

- inclusive **data** collection
- **evidence-based** policy-making and priority-setting
- Strengthen **Voluntary National Reports**

### Operational

- project implementation support
- monitoring and reporting

UN-Habitat hosts the secretariat and co-chairs the **Local 2030 Coalition**, the UN-wide initiative to support scaling up of implementation of SDGs.

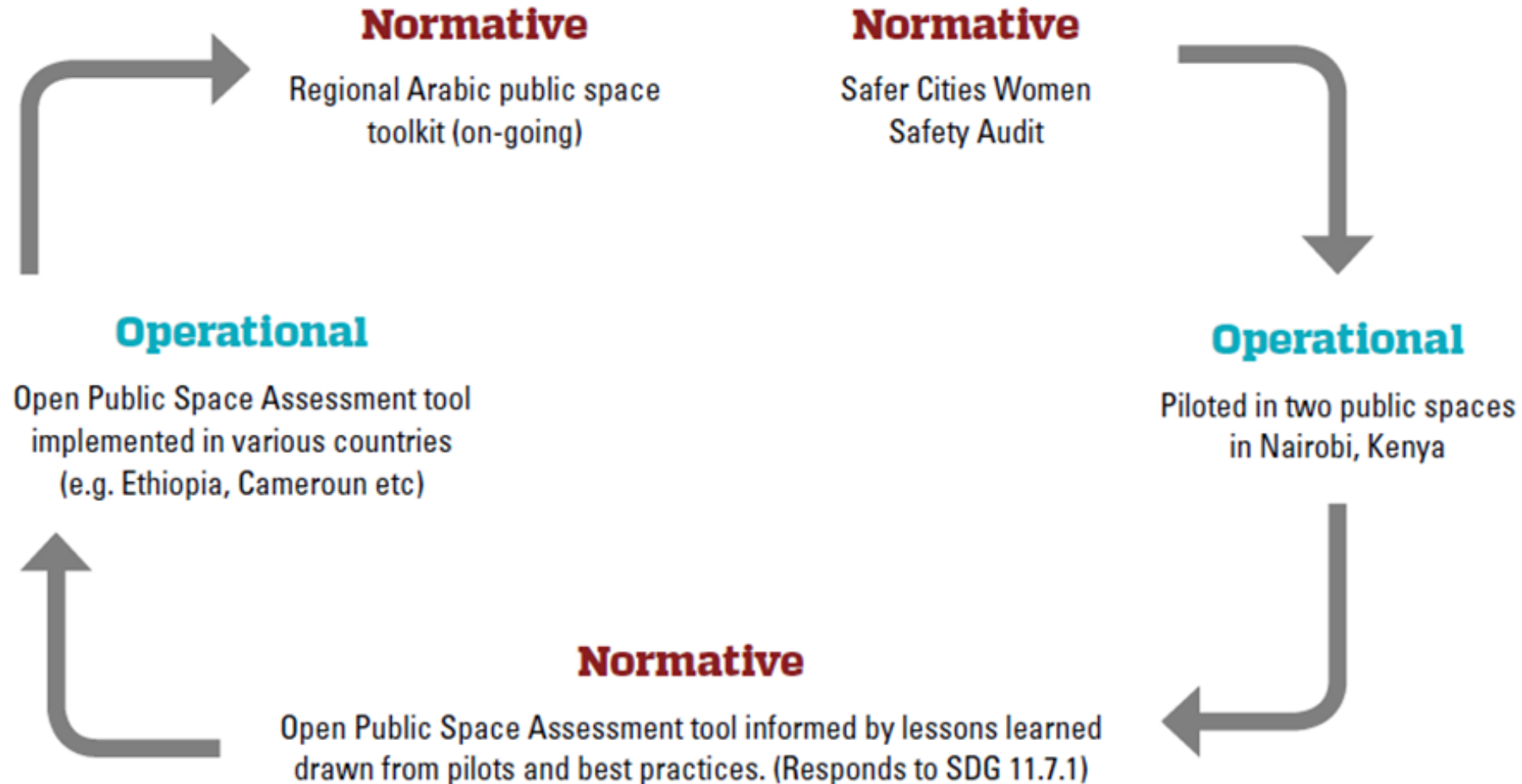
**PARTNERS** United Cities Local Governments (UCLG), UNDESA, the UN Regional Economic Commissions, UN Country Teams, UN Resident Coordinator System

# LINKING NORMATIVE AND OPERATIONAL WORK



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Operational model, using the example of safe, inclusive and accessible public space  
(supporting SDG 11.7)



Thank you!

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