

Agenda item 2

Midterm review of the implementation of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023



Objectives of the midterm review

Objective of the Midterm Review

- To present achievements, challenges, gaps, and learning from the first 18 months of the implementation of the Strategic Plan 2020-2023 (SP20-23).
- To seek the guidance of the Member States on the strategic direction for the final two years of the SP 2022 -23.
- To seek guidance from Member States to define areas of UN-Habitat focus which will most effectively enable Member States and cities to recover from the crisis and accelerate progress towards the Sustainable Development Goals.

Legislative Authority:

- General Assembly resolution 73/239 pursuant of General Assembly 72 / 226
- Report of the Open-ended Working Group established by the Chair of the Committee of Permanent Representatives to UN-Habitat pursuant to General Assembly resolution 72/226 (A/73/726)
- UN-Habitat Assembly Resolution 1/1 on UN-Habitat Strategic Plan for the period 2020-2023, rules 23 and 29 of the rules of procedure of the UN-Habitat Assembly (HSP/HA.1/HLS.2)



| Agenda Item 2 - Supporting documents

- **HSP/HA.1/Res.1:** Resolution 1/1 on the United Nations Human Settlements Programme strategic plan for the period 2020–2023)
- **HSP/OECPR.2021/2** Report of the Executive Director on the midterm review of the implementation of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023
- **HSP/OECPR.2021/INF/2** Note by the secretariat on the summary of the annual progress report for 2020 on the implementation of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023
- **HS/004/21E** Annual progress report for 2020 on the implementation of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023



| Agenda Item 2 - Structure of Mid Term Review presentation

1. The Strategic Plan: background, annual report, and main results
2. Analysis of the integrated approach to implementation
3. Financial position and the implications for implementation
4. Proposals on recalibration of the Strategic Plan
5. Potential areas for further support and development



Section 1

The Strategic Plan: Background Annual report 2020 MTR report Main results



UN-Habitat's Strategic Plan 2020-2023

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. Planning
3. Governance
4. Financing Mechanisms

Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all



DOMAIN OF CHANGE

1

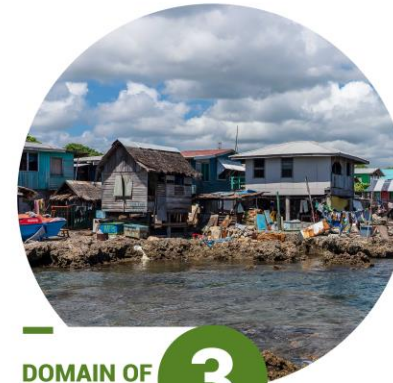
Reduced spatial inequality and poverty in communities across the urban - rural continuum



DOMAIN OF CHANGE

2

Enhanced shared prosperity of cities and regions



DOMAIN OF CHANGE

3

Strengthened climate action and improved urban environment



DOMAIN OF CHANGE

4

Effective urban crisis prevention and response

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

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



| Institutional changes to support delivery of the Strategic Plan

New organizational structure adopted to support institutional change

Catalytic function recognized and enhanced

Strategic partnership approach to mobilize and amplify outcomes with key partners

Global presence reviewed to guide regional adaptation and prioritization



| Annual Report 2020



Progress in first year of strategic plan implementation

Flagship Programmes to leverage integrated support and efficiency to deliver the strategic plan

Stress-testing the strategic plan during COVID-19

Financial performance



| Strategic Plan: 2020-2021 Key Results

Responding to the COVID-19 pandemic



We rolled out UN-Habitat's immediate response plan covering **75 projects** in **37 countries** with **USD 32 million** raised and reprogrammed to support the most marginalized most quickly.

Setting the global discourse on sustainable urban development



The City Prosperity Initiative was used to guide decision-making in around **50 cities** by establishing linkages between data, knowledge and policy actions.

Reaching those most in need



We provided support to **36 national governments** and more than **20 cities**, benefitting more than **300,000 people** by improving living conditions in informal settlements.*

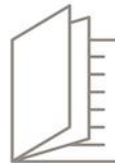
*As part of the Participatory Slum Upgrading Programme

Establishing new partnerships and funding



UN-Habitat's total income in 2020 was **USD 193.7 million**, representing **76.6 per cent** of its target.

Key publications



World Cities Report 2020: The Value of Sustainable Urbanization.

2020 Catalogue of Services.

United Nations System-wide Guidelines on Safer Cities and Human Settlements.

The New Urban Agenda Illustrated.





| Strategic Plan 2020-2021 Results

Close to **2 million people** benefitted from improved access to basic services

About **700,000 people** have gained or secured access to land and adequate and affordable housing

Urban regeneration has been advanced in 3 countries, 4 urban areas and 2 large refugee settlements

DOMAIN OF CHANGE 1

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





| Strategic Plan 2020-2021 Results

Policies, tools, and frameworks have enhanced spatial connectivity and productivity of urban areas in **56 countries** and about 2270 cities and regions

Local authorities in 4 countries have increased and equitably distributed locally generated revenues

27 cities have utilized innovative and digital technologies to advance inclusive and sustainable urban development

DOMAIN OF CHANGE 2

Enhanced shared prosperity
of cities and regions





Strategic Plan 2020-2021 Results

DOMAIN OF CHANGE 3

Strengthened climate action and improved urban environment

28 cities have advanced climate action and low-emission development plans and strategies and local government officials from **60 cities** have been trained on climate action planning

75 cities have joined the **Waste Wise Cities Challenge** and **10 city to city partnerships** have been established to improve solid waste management

Communities in **14 countries** have benefitted from initiatives to enhance the adaptation to climate change.





| Strategic Plan 2020-2021 Results

Participatory planning methodologies have enhanced social integration and inclusivity in communities in about **40 countries**

In **8 countries**, living standards and inclusion of migrants, refugees and internally displaced persons has improved.

Evidence-based local disaster risk reduction and resilience strategies and improved urban profiling and urban-specific recovery frameworks, tools and approaches have enhanced the **resilience of the built environment and infrastructure** in **10 countries**

DOMAIN OF CHANGE 4

Effective urban crisis
prevention and response



Strategic Plan 2020-2021 Results: showing impact through stories



Rehabilitating public space in Iraq



Access to land in Nepal



Inclusive and prosperous cities in Bolivia



Increasing tenure security in Afghanistan



Diverting rubble in Lebanon



Safer schools in Mozambique



Inclusive planning in Kosovo*



Inclusive urban planning in Somalia



The people's process in Cambodia

*Any reference to Kosovo in United Nations documents and United Nations websites, whether to the territory, institutions or population, is to be understood in full compliance with Security Council resolution 1244 (1999) and without prejudice to the status of Kosovo.

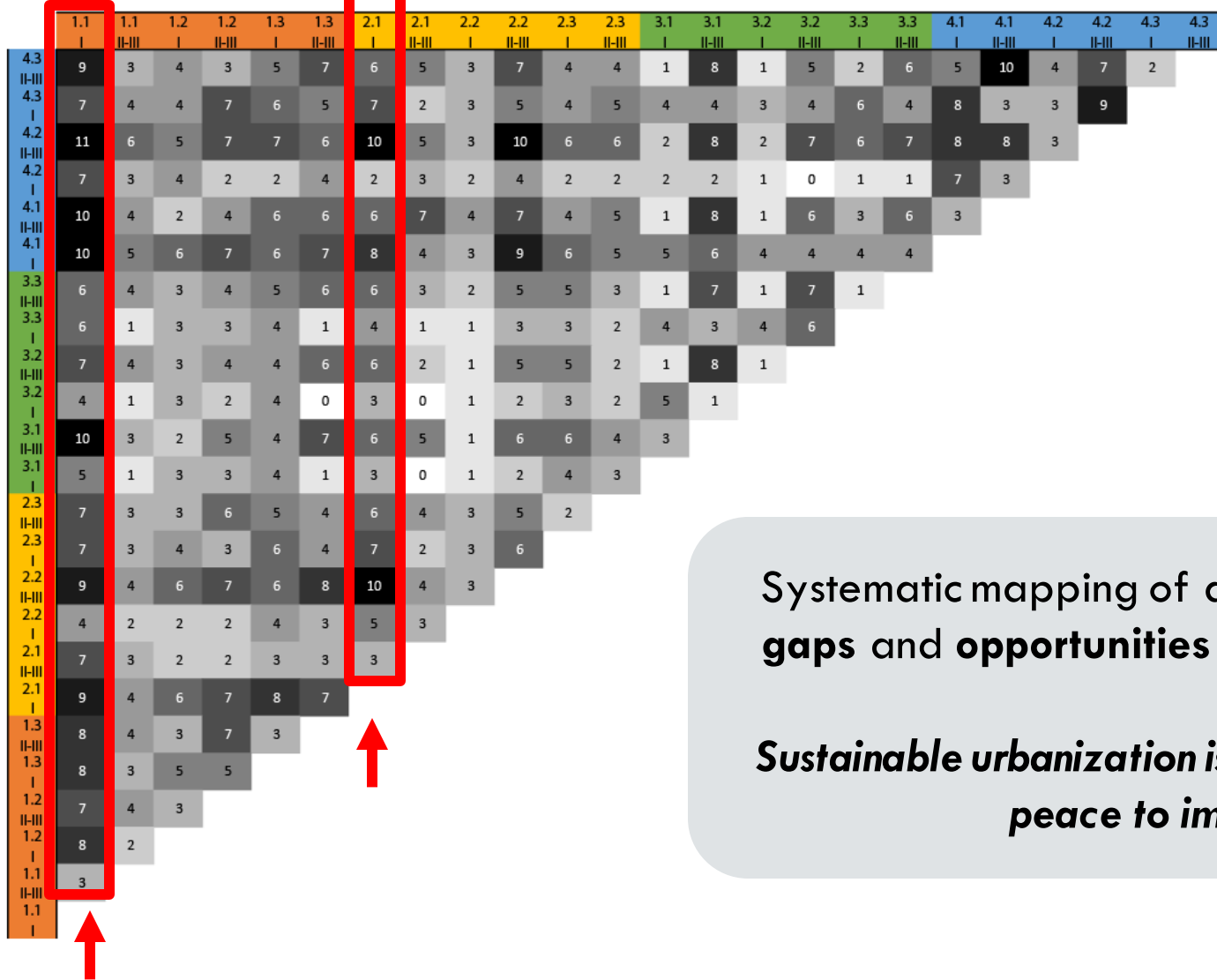
Section 2

Analysis of the integrated approach to implementation



An integrated way of working

Linkages between SP Outcomes by number of PRC 2021 Projects



Projects addressing outcomes across all 4 subprogrammes

49%

Systematic mapping of an increasingly integrated portfolio shows **gaps** and **opportunities** for even greater integration and impact.

↓

Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all

Comparing the normative and operational portfolios

Normative and operational portfolios are not well balanced



2020 CATALOGUE OF SERVICES

UN HABITAT
FOR A BETTER URBAN FUTURE



Ranking of SP Outcomes
UN-Habitat's Catalogue of Services

Ranking of SP Outcomes
PRC Projects 2021

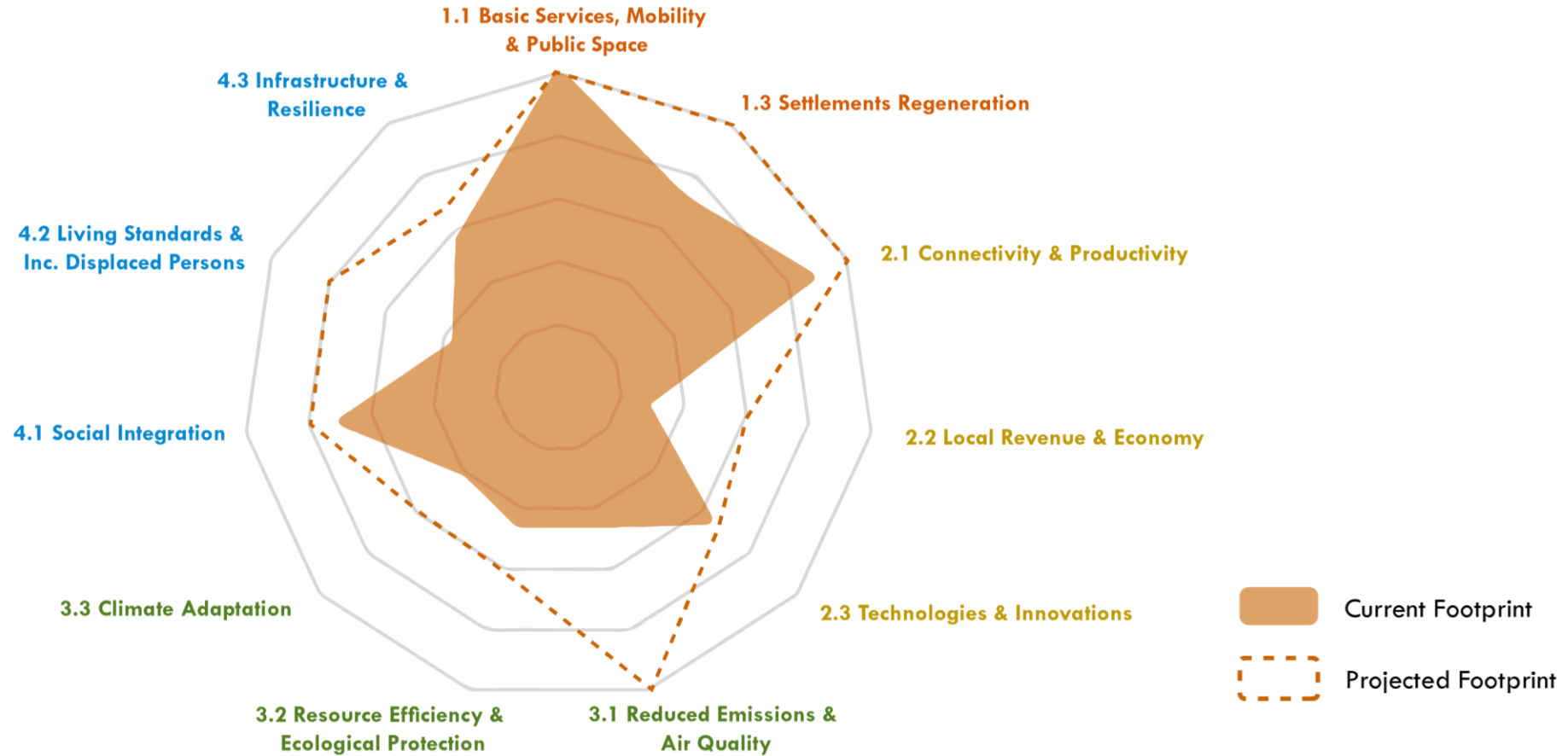
	Normative	Operational
1.1 Basic Services, Mobility & Public Space	High	High
1.2 Land & Housing	High	Low
2.1 Connectivity & Productivity	High	Medium
3.1 Reduced Emissions & Air Quality	Medium	Medium
1.3 Settlements Regeneration	Medium	Medium
3.3 Climate Adaptation	Medium	Medium
4.1 Social Integration	Medium	High
4.3 Infrastructure & Resilience	Low	High
4.2 Living Standards & Inc. Displaced Persons	Low	High
3.2 Resource Efficiency & Ecolog. Protection	Low	Medium
2.2 Local Revenue & Economy	Low	Low
2.3 Technologies & Innovations	Low	Low



| An integrated way of working: gap analysis



Inter-relation between SP Outcome 1.2 Land & Housing against the others



Innovation and Integration: Flagship Programmes



**FP1- URBAN
REGENERATION**



FP4- INCLUSIVE CITIES



FP3- RISE UP



FP2- SMART CITIES



FP5- SDG CITIES

- Designed in parallel with the Strategic Plan
- Launched at WUF 10
- Driving innovation
- New way of working to results and impact
- Transforming urban areas to improve outcomes for all



| An integrated way of working: Status of the flagship programmes

	Operations	Normative	Partners	Funding	Overall	
FS1 Urban Regeneration	Low	Low	Low	Low	Low	Recalibration needed
FS2 Smart Cities	Low	Medium	High	Medium	Medium	On track
FS3 Climate Resilience	Medium	Medium	High	Low	Medium	Acceleration important
FS4 Migration	High	Low	Medium	Low	Low	Normative role needed
FS5 SDG Cities	Low	Medium	High	Low	Medium	Acceleration important



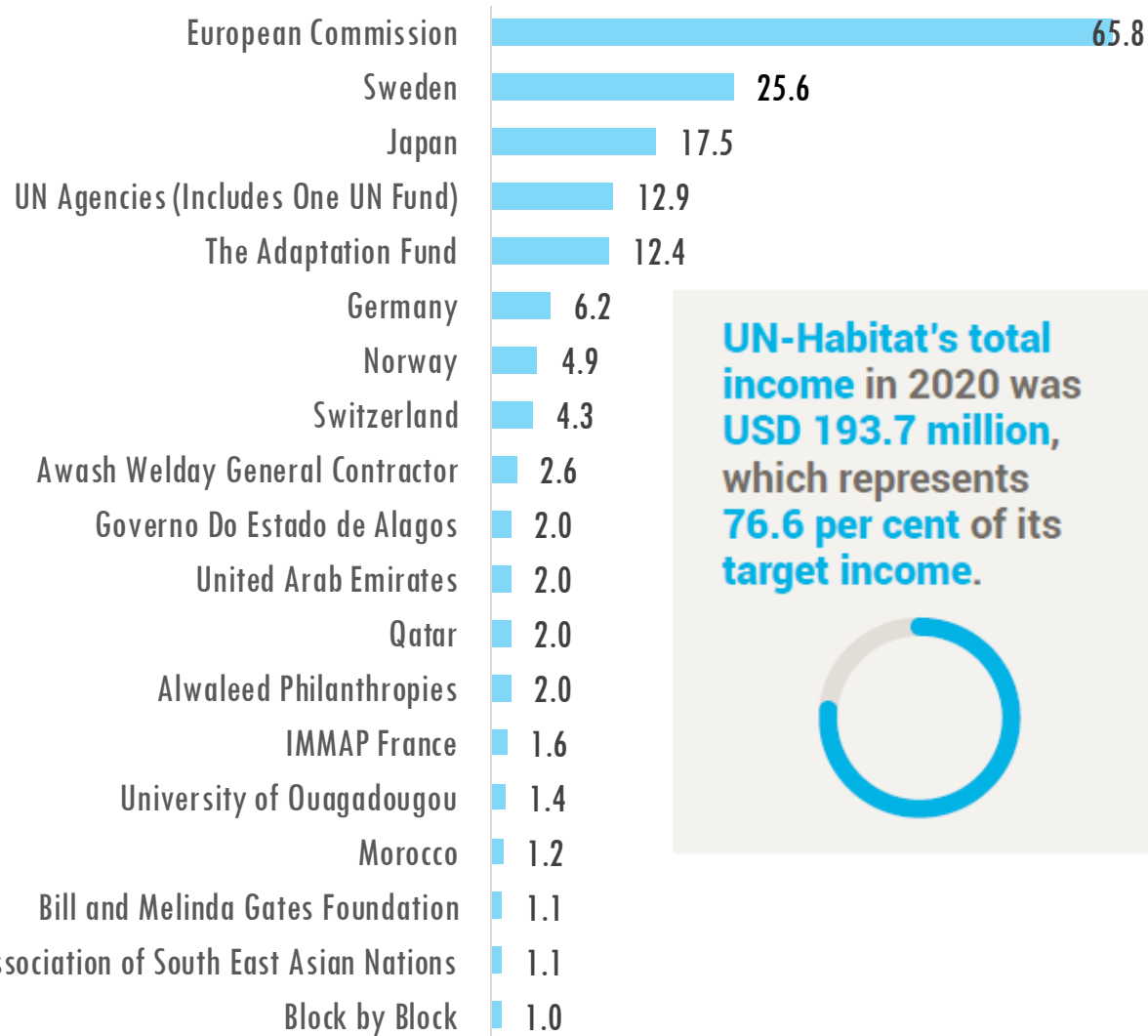
Section 3

Financial position and implications for implementation



| Financial position of UN-Habitat

Top donors and development partners in 2020 (USD millions)



UN-Habitat's total income in 2020 was USD 193.7 million, which represents 76.6 per cent of its target income.



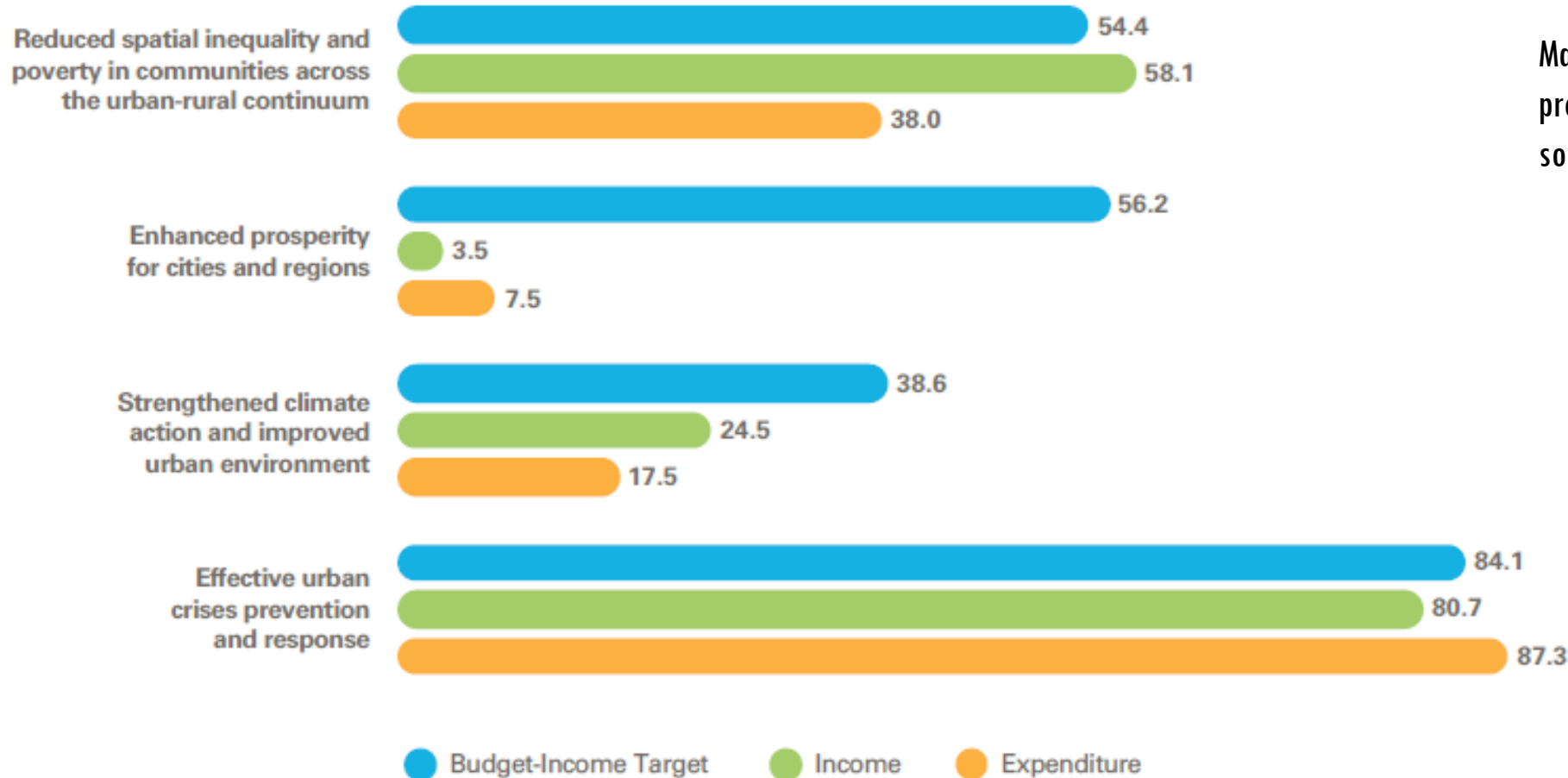
Contributions soft earmarked for the domains of change of the Strategic Plan and for global programmes increased by a significant 49.7 per cent to USD 50.6 million.



Non-earmarked contributions for core activities remained low at USD 4.9 million or 26 per cent of the target income.



Financial performance in 2020 by Sub-Programme



Major gaps in subprogrammes 2 and 3 present an opportunity for theme-based soft-earmarked funding

Financial Status as at 31 December 2020

Interim statement of financial performance for the period ended 31 December 2020 (by segment) (thousands of United States dollars)

Category	REGB	FNDN	FNDE	TECH	PRGS	Subtotal			EOSB		Total	Intersegment elimination	Grand total
TOTAL REVENUE	15,540	4,916	56,814	115,960	12,709	205,939			2,239		208,178	(14,071)	194,107
TOTAL EXPENDITURE	15,540	6,396	36,303	91,737	12,966	162,942			1,987		164,929	(14,071)	150,858
SURPLUS / (DEFICIT)	-	(1,480)	20,511	24,223	(257)	42,997			252		43,249	-	43,249

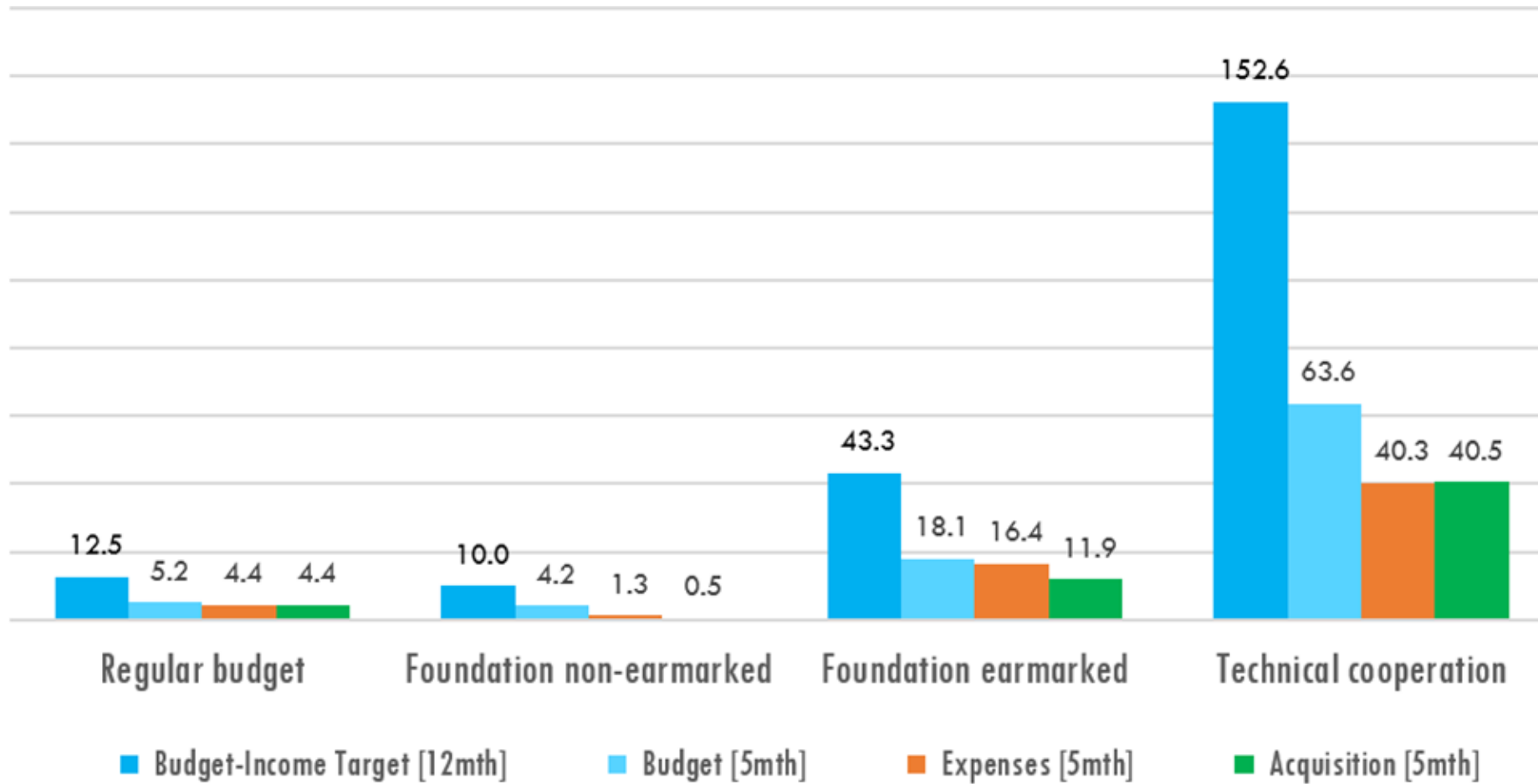
All funds — statement of financial performance for the period ended 31 December 2020, by segment (Thousands of United States dollars)

	Foundation non-earmarked	Regular budget	Foundation earmarked	Technical cooperation	Programme support	End-of-service and post-retirement benefits	Intersegment eliminations	Total as at 31 December 2020	Total as at 31 December 2019 ^a
Total revenue	4,916	15,540	56,814	115,960	12,709	2,239	(14,071)	194,107	172,332
Total expenses	6,396	15,400	36,303	91,737	12,966	1,987	(14,071)	150,858	178,412
Surplus / (deficit) for the period	(1,480)	-	20,511	24,223	(257)	252		43,249	(6,080)



Financial situation as of May 2021

Comparison of Budget and Expenditure (millions of US dollars)



UN-Habitat 2021 Expenditure Projections as at 31 May 2021

Funding Segment	2021 Projected Expenditures (USD millions)
Regular Budget	15.1
Foundation non-earmarked	3.2
Foundation Earmarked	34.0
Foundation Technical Cooperation	124.0
Programme Support Cost Fund	11.5
Total	188.0



UN-Habitat 2021 Organizational Chart

SUMMARY OF POSTS BY FUND

Foundation non-earmarked	58 14
Regular budget	73
Programme support	50
Total	181

SUMMARY OF POSTS BY STRATEGIC AREA

Policy making organs	6
Executive direction and management	28
Sub programme 1	27
Sub programme 2	29
Sub programme 3	29
Sub programme 4	24
Programme support	38
Total	181

**Frozen positions due to fiscal austerity:
44 of 58 foundation non-earmarked posts**



| Implications of underfunding

Delays in producing tools needed to roll-out part of Strategic Plan

Reduced engagement ability with UN Country Teams and UNSDCF's

Reduced catalytic role

Reduced learning cycle from projects and programmes

Limited impact as a knowledge-based organization

Possibility of leading global debate as center of excellence is limited



Section 4

Proposals on recalibration of the Strategic Plan



| Recalibrating the Strategic Plan

The Strategic Plan remains a vital and robust instrument to guide UN-Habitat in the next period but can be strengthened and must adapt to meet Member States' priorities over the next two years.

Based on experience and learning, and change in global context, UN-Habitat is seeking Member States' guidance to recalibrate areas within the Strategic Plan with the aim to provide support to Member States aligned with their priorities and challenges in this period of pandemic recovery and for long term sustainability.

PROPOSED LENSES TO INFORM CONSIDERATION BY MEMBER STATES RECALIBRATION OF THE UN-HABITAT STRATEGIC PLAN

Responding to new vulnerabilities and risks in cities, made visible during 2020-21

Preparing cities in terms of function and form to address potential risks and hazards, adapting to the future in terms of resilience and climate change.

Creating conditions for long-term social and economic city recovery



Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all

1- Responding to new vulnerabilities and risks

housing, place/location mobility type of work

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

Drivers of change

- 1. Policy & Legislation
- 2. Urban Planning and Design
- 3. Governance
- 4. Financing Mechanisms

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

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

Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all

2- Re-organizing the form and function of the city for resilient environment

housing, urban planning, connectivity in sustainable ecological neighborhoods

Reduced spatial inequality and poverty

Enhanced shared prosperity

Strengthened climate action and urban environment

Effective urban crisis prevention and response

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

Improved spatial connectivity and productivity

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Drivers of change

1. Policy & Legislation
2. Urban Planning and Design
3. Governance
4. Financing Mechanisms



Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all

3- Creating conditions for long-term socio-economic and resilient recovery

increased urban economic resilience

improved local and national governance mechanisms and national urban policies

Drivers of change

1. Policy & Legislation
2. Urban Planning and Design
3. Governance
4. Financing Mechanisms

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Section 5

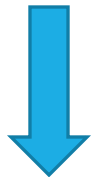
Potential areas for further support and development

2022-2023



| Opportunities to strengthen systems to support the Strategic Plan

IMPROVED PROCESSES AND SYSTEMS



Resolution 1/1



ENHANCED FINANCIAL SYSTEMS

Enhanced accountability and strategic alignment with the Programme Review Committee

Strategic management with the Results-based Management Policy

Functional risk management strategy and accountability framework in place

Improved funding for urban projects with the City Investment Facility

Diversified funds with the Resource Mobilization Strategy

Sustainable Human Settlements Foundation



| Opportunities to strengthen operations

Analytical capacity and evidence base

- ✓ Global Urban Monitoring Framework stood up
- ✓ Internal systematic reporting on key impact indicators

Implement regional strategy to provide more effective and efficient support to national and local governments, regional concerns.

- ✓ Partnership with MICs
- ✓ Priority support to LDCs and SIDS
- ✓ Normative global guidance

Strategic partnerships to support implementation and inform policy

- ✓ Complementarity, knowledge generation, advocacy, global mobilization

Refine the role of UN-Habitat as a centre of excellence

- ✓ Redefine and shape focus within constrained environment

Recalibration of the Strategic Plan

- ✓ Create conditions for long-term socio-economic recovery which is sustainable and inclusive



| System-wide opportunities to position “urban”

GA resolution 75/233, Quadrennial Comprehensive Policy Review

- Validates UN-Habitat’s domains of change (poverty eradication, climate change and sustainability, disaster risk reduction and the humanitarian/development nexus)
- Calls for system-wide strengthening at country level to support SDG achievements.
- Encourages joint programming to support core functions and mobilize additional resources

UN system-wide strategy on sustainable urban development

- Operationalization through strategic partnerships in data, integrated policy support, financing

Global Urban Monitoring Framework: Full endorsement and implementation

New Urban Agenda: visibility and renewed relevance

- High-level meeting to assess progress on the NUA; preparation of the SG’s Quadrennial Report.
- Regional forums for sustainable development, review of the NUA
- High Level Political Forum July 2022
- Co-chair UN Task Force on the future of Cities.
- World Urban Forum



Possible outcomes for consideration

- Review of the Strategic Plan as a document which remains relevant and valuable, providing a framework for recovery from the pandemic and roadmap to achieving the SDGs.
- Consideration of 3 proposed lenses on new vulnerabilities, resilience, and sustainable recovery to inform decisions and advise the Executive Board on any needed review of the strategic plan and its implementation.
- Consideration of the need for additional funding, both earmarked and flexible, to support implementation of priority areas identified by the Committee of Permanent Representatives.
- Support for initiatives to further strengthen an integrated approach to implementing the strategic plan and the systems to monitor progress.



THANK YOU

