

# THE STRATEGIC PLAN

2020-2023

Briefing the Working Group on Programmatic, Budgetary and Administrative Matters on the Recalibration of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023

*And*

Analysis of linkages between the operational and normative activities of the United Nations Human Settlements Programme to increase the impact of its work across the outcomes of the strategic plan in support of sustainable and inclusive recovery

Eduardo Lopez Moreno and  
Filiep Decorte  
13 October 2021

# | Recalibration of the Strategic Plan for the period 2022-2023

- The Committee of Permanent Representatives (CPR), at its first meeting for a high-level midterm review in June 2021, noted that the UN-Habitat Strategic Plan 2020–2023, with its 4 domains of change and 12 outcomes, has proven to be robust.
- At the current stage, however, a recalibration of UN-Habitat's normative and operational work is needed, while retaining the original structure of the plan.
- Recalibration will make the Agency more fit for purpose, relevant and efficient to support sustainable urbanization and new demands and needs of the world's cities.
- The Agency will be in a better position to support MS and cities in their efforts to recover from the pandemic, while building their ability to navigate future threats and prepare for long-term sustainability
- Better tackle the priorities of sustainable urbanization in the world of 2022 and beyond. Recalibration can form a tighter proposition to focus investment, mobilization, programming and policy in the integrated outcome areas.
- Document HSP/EB.2021/19 explains in detail what the three-lens approach to recalibrate the Strategic Plan 2020-2023 entails, and what are the implications for the way the organization works.



# | The Three-lens ~~Approach~~ Recalibration

- A three-lens approach to help UN-Habitat rebalance investment and establish a better connection to knowledge, assets and capacities through an integrated way of working.



- The approach will guide further analysis of the Programme's normative and operational portfolio and its contribution to the strategic plan.



# | Lens 1: Responding to new vulnerabilities and risks in cities

- New vulnerabilities:

- a) Vulnerabilities associated to place or location: inadequate housing, slums, lack of public space,

- b) Vulnerabilities associated to inadequate transport and mobility.

- c) Vulnerabilities associated to type of work

These factors can contribute to higher risks of COVID-19 contagion and death

- UN-Habitat has mapped such weak spots, describing a new geography of vulnerability and risk to ensure that all new programming responds to identified risks and hotspots.

How will UN-Habitat respond?

Ex.: Increasing focus on housing (outcome 1.2)

as part of sustainable ecological neighbourhoods (outcome 1.3 and 3.3)

to build climate and pandemic resilience (outcomes 3.2, 3.3 and 4.3)

and contribute to climate mitigation (outcome 3.1)



# | Lens 2: Adapting the function and form of cities to respond to current and future crises

- **Sustainable ecological neighbourhoods** are the optimal functional and formal response to both the COVID-19 pandemic and future threats, balancing sustainable urbanization with protection of biodiversity.
- With adequate public spaces, services and amenities, and well-established local or community organizations, neighborhoods appear to be the **most appropriate functional unit** for the structuring and scaling-up of responses at the city-level.
- To make cities more resilient, UN-Habitat will integrate interventions that reshape the urban morphology, supported by innovation, creativity, technology and nature-based solutions.

How will UN-Habitat respond?

Ex.: Ensuring that the work on increased and equal access to public spaces and mobility (outcome 1.1) links more effectively with adopting nature-based solutions, protecting ecosystem services and biodiversity, and reducing CO2 emissions and urban heat island-effect (outcome 3.1 and 3.2) – **urban planning responses.**



# | Lens 3: Supporting long-term socioeconomic urban recovery

- The pandemic has challenged the fiscal health of many local governments. Municipal revenues are shrinking as a result of reduced economic activity and tax policies. At the same time, local governments are expected to increase local expenditure to cope with both the current situation and future conditions.
- To **increase the economic resilience of cities**, overcome spatial inequality and addresses the climate emergency, UN-Habitat will refocus its work by adopting solid socio-economic approaches with a climate focus to infrastructure development, supply chains and productive upgrading.

How will UN-Habitat respond?

Ex.: Linking climate change planning (outcomes 3.1, 3.2 and 3.3) more explicitly to socioeconomic recovery, which also requires a review of how UN-Habitat can engage more strongly on urban economies (outcome 2.2).

Regional connectivity and territorial planning



# Proposed actions to realign the normative and operational work of UN-Habitat with the recalibrated strategic plan for the period 2020–2023

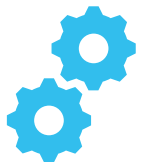
**Integrating new data and analysis with best practices**



**Prioritizing indicators in the results framework to help illustrate the impact of the Three-lens approach**



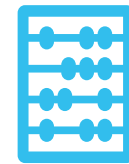
**Adjusting global programmes and flagship programmes**



**Leveraging UN-Habitat's capacity by making additional investment in strategic partnerships**



**Mapping priority linkages across the strategic plan outcomes**



**Identifying normative frameworks that needs to be adjusted**



**Identifying priorities for proactive integrated programme development**

To implement actions and ensure the alignment of UN-Habitat's normative and operational work, the following enabling actions need to be considered:



**Identification of capacity gaps in terms of core expertise**



**Organization of specialized outreach and training to build awareness and “ownership” of the Three-lens approach**



**Organization of an advocacy campaign**



# Annex 1: UN-Habitat Strategic Plan 2020-2023 – Portfolio Analysis – August 2021

## Linkages between SP Outcomes by number of PRC 2020 Projects

Outcomes divided into primary (1) vs. secondary (2)

Total number of projects analysed:

**88**

Total number of projects covering all 4 DoCs:

**11%**

Total number of projects focused on COVID-19 response:

**23%**

## Linkages between SP Outcomes by number of PRC 2021 Projects

Outcomes divided into primary (1) vs. secondary (2)

Total number of projects analysed:

**54**

Total number of projects covering all 4 DoCs:

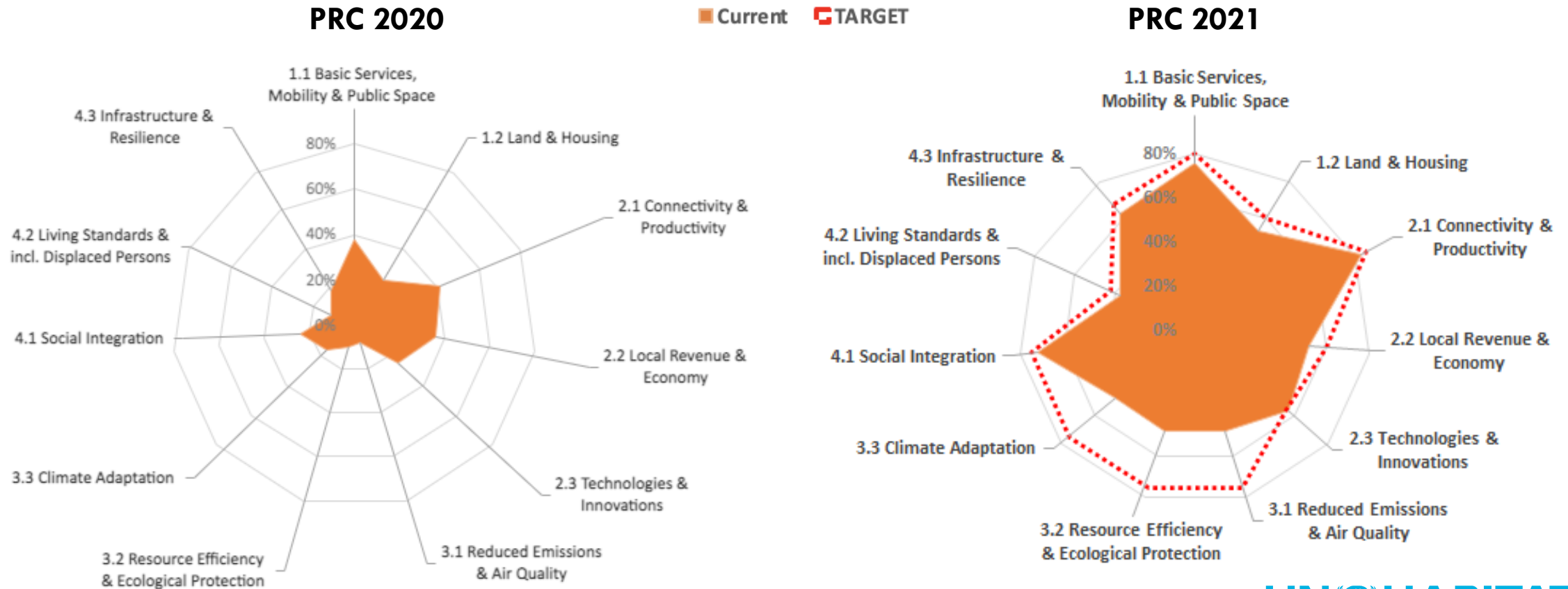
**41%**

Total number of projects focused on COVID-19 response:

**11%**

# Annex 1: UN-Habitat Strategic Plan 2020-2023 – Portfolio Analysis – August 2021

## Inter-relation between SP Outcome 1.3 Settlements Regeneration against the others





**UN HABITAT**  
FOR A BETTER URBAN FUTURE

**THANK  
YOU**



**UN HABITAT**  
FOR A BETTER URBAN FUTURE