

"A BETTER QUALITY OF LIFE FOR ALL IN AN URBANIZING WORLD"

THE STRATEGIC PLAN

2020-2023

UN HABITAT



TITLE





UN HABITAT
FOR A BETTER URBAN FUTURE

Agenda item 6a)

Annual report for 2020 on the strategic plan for the period 2020-2023



FOR A BETTER URBAN FUTURE

| Agenda Item 6a) – Supporting documents

- **HSP/EB.2021/19** Recalibration of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023 following the first meeting of the Committee of Permanent Representatives to the United Nations Human Settlements Programme for a high-level midterm review
- **HSP/EB.2020/9** Progress report of the Executive Director on the implementation of UN-Habitat Strategic Plan for the period 2020 -2023: the draft Results Framework
- **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

- 1. UN Habitat's Annual Report for 2020, Strategic Plan for the period 2020-2023, Results Framework**
- 2. Recalibration of the Strategic Plan for the period 2020-2023**
- 3. Linkages between UN-Habitat's operational and normative activities**
- 4. Possible outcomes for consideration**

Supporting 6.8
million people

to adapt to the
pandemic



Streamlining results monitoring and reporting requirement, bolstering the Results Framework

Enhancing accountability and strategic alignment with the Strategic Plan 2020-2023

Recalibrating the Strategic Plan 2020-2023 to rebalance investment and establish a better connection to knowledge, assets and capacities

Preparing for the last two years of the Strategic Plan

Utilising the Annual Report to increase transparency and to call for action



DOMAIN OF CHANGE

1

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

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

Increased and secure access to land and adequate and affordable **housing**

Effective settlements growth and **regeneration**



DOMAIN OF CHANGE

2

Enhanced shared prosperity of cities and regions

Improved spatial **connectivity** and **productivity**

Increased and equitably distributed **locally generated revenues**

Expanded deployment of frontier **technologies** and **innovations**



DOMAIN OF CHANGE

3

Strengthened climate action and improved urban environment

Reduced greenhouse gas **emissions** and improved **air quality**

Improved **resource efficiency** and protection of **ecological assets**

Effective adaptation of **communities** and **infrastructure** to climate change



DOMAIN OF CHANGE

4

Effective urban crisis prevention and response

Enhanced **social integration** and **inclusive communities**

Improved **living standards** and inclusion of migrants, refugees and internally **displaced persons**

Enhanced **resilience** of the built environment and infrastructure



DOMAIN OF CHANGE **1**

Total of 27 Indicators
17 core indicators



DOMAIN OF CHANGE **2**

Total of 20 Indicators
5 core indicators



DOMAIN OF CHANGE **3**

Total of 19 Indicators
14 core indicators



DOMAIN OF CHANGE **4**

Total of 17 Indicators
8 core indicators

Cross-cutting thematic areas and Social Inclusion Issues -
20 Indicators

64 core indicators have been selected through in-house analysis and consultations, taking into account the **recalibration of the Strategic Plan 2020-2023**

The core indicators

reflect and capture the influence of UN-Habitat's normative work

are representative of planned results and capture the contribution of UN-Habitat's focus in areas over the last 20 years

are practical, i.e. data is available and capacity and budget for surveys, studies and routine monitoring exists



1b. Structure of the Results Framework

1. Indicators at DOMAIN and OUTCOME level

Domain level indicators

Indicator 1.a:

Total population having access to adequate housing in partner cities

Outcome level indicators

Dimension 1:

Increased and secure access to land

Dimension 2:

Increased and equal access to adequate and affordable housing

Indicator 1.2.a:

Number of partners countries where legal framework (including customary law) guarantees women's equal rights to land ownership and/or control

2. Break down by DIMENSIONS

3. Social inclusion & Crosscutting indicators

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

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

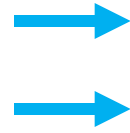
1
DOMAIN OF CHANGE
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Effective settlements growth and **regeneration**

UN-Habitat
Strategic Plan 2020-2023



a solid framework for recovery from the coronavirus disease (COVID-19) pandemic
a roadmap for achieving the Sustainable Development Goals

A recalibration of UN-Habitat's normative and operational work through 3 lenses



Lens 1: Responding to new vulnerabilities and risks in cities

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

Lens 3: Supporting long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency

to rebalance investment

establish a better connection to knowledge, assets and capacities

advance sustainable and just urbanization in a world after COVID

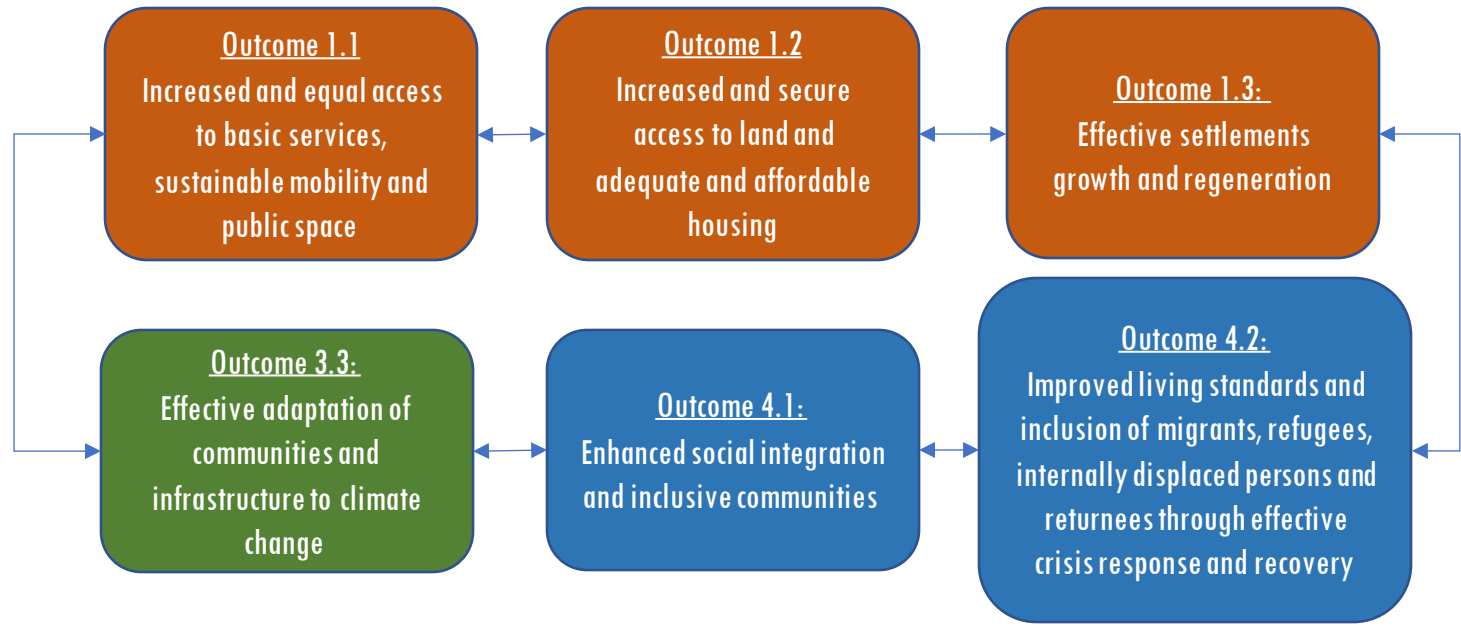


Lens 1: Ensuring that all new programming responds to new vulnerabilities and risks in cities

- Inadequate housing, higher deprivation and spatial inequalities, inadequate public transport, as well as type and location of work 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

Example of recalibration:

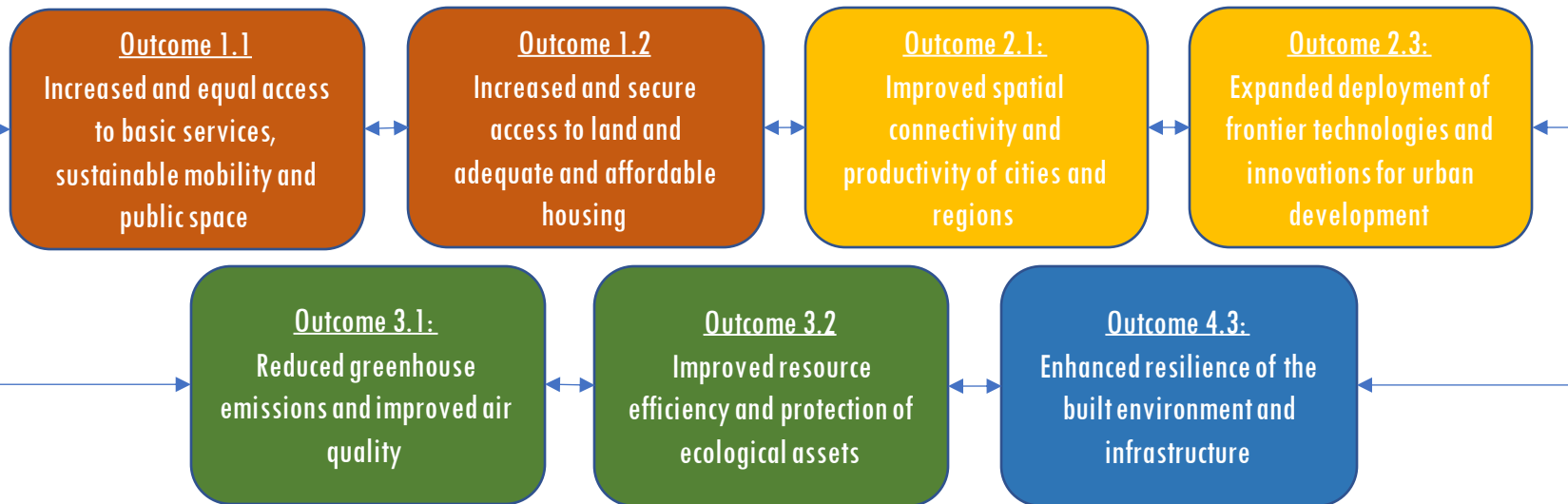
Increasing focus on housing as part of sustainable ecological neighbourhoods to build climate and pandemic resilience and contribute to climate mitigation





Lens 2: Pursuing more integrated programming to adapt the function and form of cities to respond to current and future crises in terms of resilience and climate change

- 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



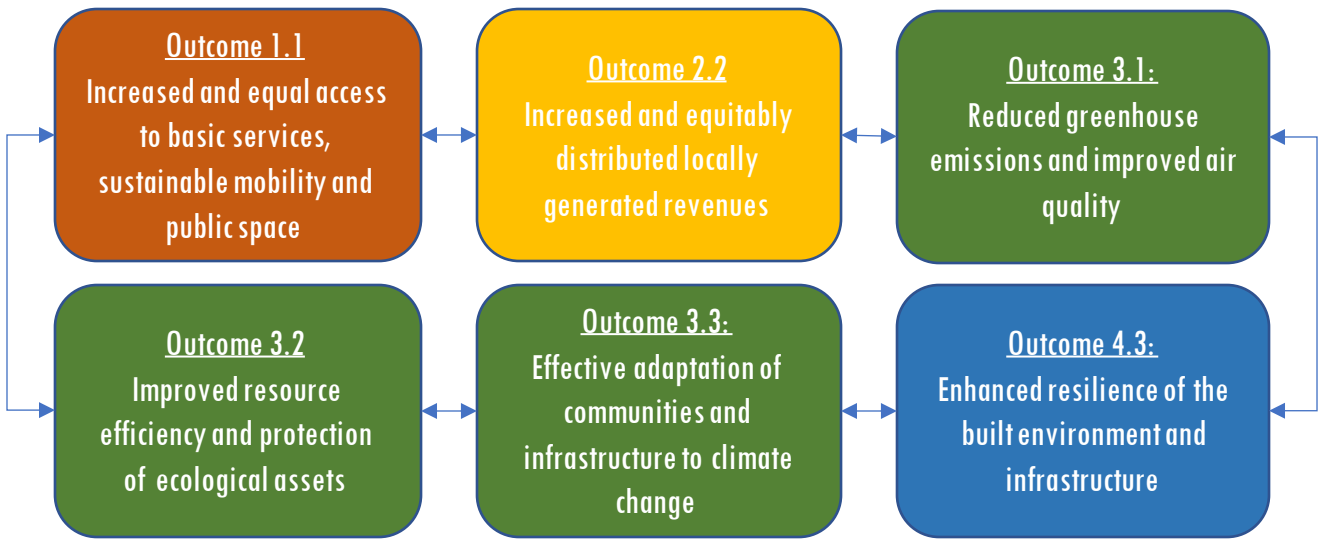
Example of recalibration:

Ensuring that the work on increased and equal access to public spaces and mobility links more effectively with adopting nature-based solutions, protecting ecosystem services and biodiversity, and reducing CO2 emissions and urban heat island-effect



Creating conditions for all programmes to support long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency

- 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



Example of recalibration:

Linking climate change planning more explicitly to socioeconomic recovery, which also requires a review of how UN-Habitat can engage more strongly on urban economies



Actions to realign the normative and operational work of UN-Habitat:

1. Integrating new data and analysis with best practices to define strategic interventions
2. Mapping priority linkages across the strategic plan outcomes that are critical for recalibrating the strategic plan, based on the three-lens approach
3. Prioritizing indicators in the results framework that can help to illustrate the impact of the three-lens approach
4. Identifying normative frameworks, including policy guidance and tools, that need to be adjusted and normative gaps that need to be addressed, starting with the catalogue of services
5. Adjusting global programmes and flagship programmes
6. Identifying priorities for proactive integrated programme development
7. Leveraging UN-Habitat's capacity by making additional investment in strategic partnerships with other United Nations entities

Rolling out the use of core indicators across UN-Habitat to ensure a more effective mechanism of monitoring and reporting progress

Implementation of the three lenses through specialised outreach and training to build awareness and “ownership” of the recalibrated strategic plan for the period 2020-2023

Realigning UN-Habitat’s normative and operational work with the recalibrated strategic plan for the period 2020-2023 and reprioritising the use of core resources

Identifying capacity gaps in terms of core expertise, and where possible, repositioning core capacity or prioritising the mobilisation of soft- or hard-earmarked resources