STRATEGIC PLAN 2020-2025
CPR RETREAT

13 November 2020
UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
## Programme

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 09:30 – 09:40 | Welcome and Introduction  
  • Welcome and introduction by the Deputy Executive Director of UN Habitat |
| 09:40 – 09:50 | Repositioning UN-Habitat through SP 2020-2025 - Director of Programme Division |
| 09:50 – 10:00 | Icebreaker                                                                  |
| 10:00 – 10:45 | Proposed Theory of Change Presentation  
  • Outline of the proposed Theory of Change for UN Habitats Strategic Plan 2020 - 2025 |
| 10:45 – 11:00 | Clarification questions                                                   |
| 11:00 – 11:15 | Mid-Morning Tea/Coffee/Snacks                                             |
| 11:15 – 13:00 | Q&A  
  • Questions and feedback on proposed strategic focus of UN-Habitat       |
| 13:00 – 14:00 | Lunch Break                                                              |
| 14:00 – 15:30 | Q&A and next steps  
  • Questions and feedback on proposed strategic focus of UN-Habitat  
  • Next steps  
  • Closing remarks by DED                                           |
| 15:45-16:00 | Afternoon Tea                                                            |
What is a Strategic Plan?

- Aligning the work of different parts of the organization around common goals and strategies
- Reflecting UN-Habitat’s commitment to support the implementation of the SDGs, the NUA and the “no one left behind” pledge
- Assisting the organization to make strategic choices
- Creating a communication vehicle internally and externally on the change that UN-Habitat aims to bring about
- Creating an investment vehicle
- Strengthening UN-Habitat’s accountability framework
Journey so far

**Situation analysis**
(April & May)

**Survey on identity:**
vision, mission,
philosophy & values

**Retreat & consultations**
(May)

**Organizational structure review**

**Consultations with offices in NBO and away from HQ**

**Townhall and brainstorming meetings with groups**

**7 multidisciplinary and inclusive teams have submitted the results/outputs of the work**
(July)

**Workshop to “review strategic focus”**
(August)
Building Blocks

1. Situation analysis
2. Defining an identity
3. Defining the future
4. Results frameworks
5. Performance measurement Plan
6. Operationalizing the plan
7. Implementing the plan
Situation Analysis: Environmental Scan — Major Urban Challenges

- Urban crises
- Climate change
- Inequality
- Demographic changes and inclusivity (e.g. gender, youth, older people, persons with disabilities, LGBTIQ, etc.)
- Housing (affordability)

- Urban sprawl
- Financing (municipal finance)
- Data/monitoring
- Critical role of local authorities
- Emerging role of other stakeholders
- New World Order (e.g. emerging economies, shifting geopolitics, etc.)
## Situation Analysis: Environmental Scan — Areas of Reinforcement

### Demand

<table>
<thead>
<tr>
<th>Demand</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normative support</td>
<td>+</td>
</tr>
<tr>
<td>Policy advice</td>
<td>+</td>
</tr>
<tr>
<td>Thought leadership</td>
<td>-</td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td>-</td>
</tr>
<tr>
<td>Technical assistance / implementation</td>
<td>+</td>
</tr>
<tr>
<td>Capacity development</td>
<td>-</td>
</tr>
<tr>
<td>Partnerships</td>
<td>-</td>
</tr>
<tr>
<td>Leveraging financing</td>
<td>-</td>
</tr>
</tbody>
</table>
STRATEGIC PLAN 2020-2025

Situation Analysis: SWOT Analysis - **Strengths**

- **Strong mandate** and **focal point role on urbanization**
- **High recognition** of our technical advisory services
- **Mission-driven personnel** and high level competence and commitment to UN-Habitat’s mandate
- **Transformative change** with specific programmes and projects, in particular in protracted crisis (decades long presence)
- Mobilization of broad range of **partners**
Situation Analysis: SWOT Analysis — Weakness (1/2)

- Unclear vision and organizational mission both with staff and partners
- Unable to respond adequately to the immense challenges of urbanization
- Weak loop between normative-operational work
- Lack of integrated planning & Weak delivery capacity
- Poor understanding of big picture issues
- Knowledge Management not optimized in the Agency
Situation Analysis: SWOT Analysis — **Weakness (2/2)**

- **Communication** is weak, not strategic and need for stronger advocacy
- Resource mobilization and donor and **business intelligence** are weak
- Limited sense of how **partnerships** can be more effective
- Low profile in **UN Delivering as One**
- Low rating on **innovation**
- **Weak reporting** (financial, narrative, etc.) and weak focus on impact
Situation Analysis: SWOT Analysis - **Opportunities**

- **Catalytic role** and potential **leading authority** on urbanization issues
- Increased demand for **technical advisory services**
- Urban implications of the **global agendas**
- Expanded role of the Agency through **NUA/SDGs** and new commitments with partners
- Value for money of **normative** work
- Resolution on strengthening UN-Habitat
- **Humanitarian development nexus / sustained peace agenda**
Situation Analysis: SWOT Analysis — Threats

- **Reputational risks** associated to underperformance, perceptions of inefficiency and lack of accountability
- **Straying from normative work** and **poor attention to research and knowledge production**
- **Project portfolio poorly diversified**
- **Core funding is declining**, new resources are unpredictable, donors’ resources are changing and the **Agency is not adapting** as needed
- **Unclear contribution to global agendas**
situation analysis: stakeholder analysis - existing portfolio

local government stakeholders would include:
- local and regional governments
- national networks/ associations of local and regional governments
- international networks of local and regional governments

non-governmental stakeholders could include, for instance:
- women
- children and youth
- grassroots
- persons with disabilities
- business and industry
- philanthropies and foundations
- professionals
- research and academia
- indigenous people
- trade unions and workers
- farmers, etc.

stakeholders/ target groups within or associated with national governments could include, for instance:
- ministries of housing and urban development
- specialist institutions focusing on hud
- ministries of planning/ finance
- mofa/ cprs, etc.
- parliamentarians
SITUATION ANALYSIS: STAKEHOLDER ANALYSIS — TO BE STRENGTHENED

- International Financial Institutions
- UN agencies
- Intergovernmental bodies
Mandate

UN-Habitat Mandate

Sustainable Urbanization and Human Settlements

NEW URBAN AGENDA
- Focal Point Role
- Coordination of Reporting
- UN System Coordination
- Advocacy and Partnerships
- Guidance to countries

SUSTAINABLE DEVELOPMENT GOALS
- SDGs 11 and other urban related targets of SDGs;
- Custodians of 9 out of 15 indicators of SDG 11;
- Co-lead on indicators on land & water

URBAN DIMENSIONS AND LOCALIZATION

Sendai Framework

Addis Ababa Action Agenda

Paris Climate Agreement
VISION
“A better quality of life for all in an urbanizing world”

MISSION
“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”
The current strategic plan is centred around UN-Habitat functional competencies (what we do). As a result, our narrative vis-a-vis member states and other stakeholders is not very clear nor convincing sometimes...
New Narrative of the Strategic Plan 2020-2025

- From a means based approach to a ends-based approach
- From a process-oriented approach to a results-based approach
- We are connecting to the global agendas
- We are re-elaborating the narrative of sustainable urban development (rethinking the way the sustainable urban development agenda should be implemented)
- Introducing in a very clear and deliberate manner the drivers of change and enablers of change
- Introducing innovations to support our work
- Recognizing our focal point role (recognizing the importance of developing strategic partnerships)
Developing the Theory of Change [Work-In-Progress]
Drivers of change (How) – Support achievement of planned results:
1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

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

Objective or Desired Change

Domains of Change or Focus Areas

Outcomes (What)

Social inclusion issues: (1) Human rights; (2) Gender (3) Age & (4) Disability
Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication
Drivers of change (How) – Support achievement of planned results:

1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Drivers of change (How) – Support achievement of planned results:

- Policy
- Planning
- Legislation
- Governance and Institutions
- Financing Mechanisms
- Advocacy
- Capacity development

Reduced poverty and spatial inequality in urban and rural communities

- Increased and equal access to basic and social services, and sustainable mobility
- Increased and equal access to land, and adequate and affordable housing
- Increased and equal access to public space
- Enhanced social integration, inclusive communities and effective urban regeneration

Social inclusion issues: (1) Human rights; (2) Gender (3) Age & (4) Disability

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

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication

Proposed Theory of Change: Reducing Poverty and Spatial Inequality

Work in Progress
Drivers of change (How) – Support achievement of planned results:

1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity dev

Enhanced *shared prosperity* of cities and regions

**Outcomes (What)**

- Improved spatial connectivity and productivity of cities and regions
- Increased and equal access to decent jobs and livelihoods
- Increased and fairly distributed locally generated revenues
- Expanded deployment of frontier technologies and innovations for urban development

**Crosscutting thematic areas:** (1) Resilience & (2) Safety

**Social inclusion issues:** (1) Human rights; (2) Gender; (3) Age & (4) Disability

**Organizational enablers:** (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication
Drivers of change (How) – Support achievement of planned results:

1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity dev

Social inclusion issues: (1) Human rights; (2) Gender (3) Age & (4) Disability
Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication
Proposed Theory of Change: Addressing Urban Crisis

Drivers of change (How) – Support achievement of planned results:

1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Effective urban crisis prevention and response

- Secured Housing Land Property Rights
- Enhanced social cohesion and Inclusive planning for conflict prevention and recovery
- Improved living standards and inclusion of migrants, refugees and internally displaced persons
- Enhanced resilience of the built environment and infrastructure

Social inclusion issues: (1) Human rights; (2) Gender; (3) Age & (4) Disability
Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication
**Proposed Theory of Change: Overview**

**Reduced poverty and spatial inequality in urban and rural communities**
- Increased and equal access to basic and social services, and sustainable mobility
- Enhanced social integration, inclusive communities and effective urban regeneration
- Increased and equal access to public space

**Enhanced shared prosperity of cities and regions**
- Improved spatial connectivity and productivity of cities and regions
- Increased and equal access to decent jobs and livelihoods
- Expanded deployment of frontier technologies and innovations for urban development

**Strengthened climate action and improved urban environment**
- Improved protection of urban biodiversity and ecological assets
- Reduced greenhouse gas emissions and improved air quality
- Effective adaptation of communities and infrastructure to climate change

**Effective urban crisis prevention and response**
- Secured Housing Land Property Rights
- Improved living standards and inclusion of migrants, refugees and internally displaced persons
- Enhanced resilience of the built environment and infrastructure

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

- Effective urban crisis prevention and response
- Enhanced social cohesion and inclusive planning for conflict prevention and recovery
STRATEGIC PLAN 2020-2025

UN-Habitat Ambition Matrix (2020-2025)

4 Expected Outcomes and 16 Sub-Outcomes:

1. Reduced poverty and spatial inequality in urban and rural communities
   - Increased and equal access to basic and social services, and sustainable mobility
   - Increased and equal access to land, and adequate and affordable housing
   - Increased and equal access to public space
   - Enhanced social integration, inclusive communities and effective urban regeneration

2. Enhanced shared prosperity of cities and regions
   - Improved spatial connectivity and productivity of cities and regions
   - Increased and equal access to decent jobs and livelihoods
   - Increased and fairly distributed locally generated revenues
   - Expanded deployment of frontier technologies and innovations for urban development

3. Strengthened climate action and improved urban environment
   - Improved protection of urban biodiversity and ecological assets
   - Reduced greenhouse gas emissions and improved air quality
   - Improved resource efficiency and sustainable waste management
   - Effective adaptation of communities and infrastructure to climate change

4. Effective urban crisis prevention and response
   - Secured Housing Land Property Rights
   - Enhanced social cohesion and inclusive planning for conflict prevention and recovery
   - Improved living standards and inclusion of migrants, refugees and internally displaced persons
   - Enhanced resilience of the built environment and infrastructure
ED’s Initial Thoughts

STRATEGIC PLAN 2020-2025

Climate Change
Smart Cities
Housing
Mobility & Connectivity

Gender & Youth
Humanitarian Work

Integrated, holistic and sustainable urban development policies and plans
Typologies of Human Settlements

- Reduced poverty and spatial inequality in urban and rural communities
- Enhanced shared prosperity of cities and regions
- Strengthened climate action and improved urban environment
- Effective urban crisis prevention and response

UN-Habitat Strategic Plan

UNDAF Priorities

People
Prosperity
Planet
Peace

Partnership
Next Steps: Second Screening — Drivers of Change

Drivers of change (How) — Support achievement of planned results:

1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Typologies of Human Settlements

1. Where there is demand to establish drivers of sustainable urbanisation

2. Where there is demand for drivers of sustainable urbanization to be re-aligned to ensure development outcomes in line with the 2030 Agenda

3. Where drivers of sustainable urbanization are broadly aligned to development agendas, but there is demand for increased impact

4. Where drivers of sustainable urbanization appear to be effective in achieving sustainable development outcomes, but there is a demand to evaluate and measure progress

5. Where shocks, including conflict and natural events have disrupted progress towards the achievement of sustainable urban development.
Next Steps: Trajectories for Change

Typologies of Human Settlements

Where there is demand to establish drivers of sustainable urbanization

Drivers
- National policy and legislative frameworks
- Institutions and capacity to plan, manage and finance sustainable urbanization
- Strengthened local implementation

Interventions
- Community based slum upgrading programmes
- City-wide and National slum upgrading programmes
- Housing Policies
- Affordable Housing programmes
- Housing Finance
- Comprehensive Affordable Housing Delivery Systems
- Community based planning of public space and infrastructure
- Financing strategies
- Implementation of city wide public space and infrastructure programmes targeting most deprived communities
1. How can we improve the proposed strategic focus (in the spirit of doing less better)?

2. Have we articulated well issues relevant to UN-Habitat’s mandates and niche?

3. How can we turn the strategic plan into an investment plan?

4. How can we better leverage strategic partnerships?

5. How lessons learned from the current UN-Habitat’s strategic plan and others can be used for improvements?
Roadmap for Formulation of SP (Sep – Dec 2018)

- **SP Team & Groups**
  - **Zero draft SP**
  - **SMB reviews zero draft SP**
  - **Consultations with CPR sub-committee**
  - **Consultations with UNH staff**
  - **Consultations with UN entities, other**

- **SMB**
  - **Advanced draft**
  - **SMB review**
  - **Consultations with CPR subcommittee**
  - **CPR endorses final draft SP**

- **CPR**
  - **Retreat with CPR**
  - **Consultations with CPR**

- **Staff**
  - **Consultations with Regional Offices**

- **Other**

Drafting of annexes and companion documents, e.g., results frameworks, focus area action plans, costing of action plans & total cost of SP, risk matrix and accountability framework, impact-focused communication strategy, performance measurement plan, etc.