AFRICA REGIONAL STRATEGIC PLAN
2014 - 2019

UN-Habitat
Regional Office for Africa (ROAf)

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PART I: BRIDGING THE NORMATIVE-OPERATIONAL DIVIDE

1.0 Introduction

Effective implementation of UN-Habitat’s Strategic Plan 2014 – 2019 and the realization of the intended goals call also for a clear articulation of its operational implications in the various regional settings. Regional strategic plans, when appropriately formulated, bolster and enrich the broader global strategy by aligning the latter’s content to the concrete realities, dynamics, and aspirations of the regions. Regional strategies, provide a vehicle for further engagement on activities and partnership with stakeholders, taking into account common attributes as well diversities. They also facilitate the monitoring and measurement of aggregated results while enhancing the linkage of outputs and their progression into outcomes. At the level of execution, regional strategic plans provide guidance to staff in organizing country activities and in ensuring that intended objectives are achieved on the ground.

For the Africa Regional Office, the process of developing this strategic plan coincides with an intensification of profound changes taking place in the region. Effects of the socio-economic and political transformation the region is going through are opening new opportunities and presenting challenges that require strategic responses for harnessing and overcoming them. A new collective vision is being articulated at the regional level, a process which is replicated by national and local governments, where new long-term development frameworks are being adopted.

This ROAf’s strategic plan operationalizes UN-Habitat New Urban Agenda and provides a framework for realising the agency’s goals during the 2014 – 2019 period. The strategy repositions ROAf to participate effectively in transmuting the urban agenda into the broader African development vision that moves the countries and cities from a state of perennial risks and vulnerabilities; rural poor to prosperous cities, and from low to high-productivity into a path of long-term rapid development underpinned by sustainable urban urbanization.

The document is structured in four parts, following the guidelines provided on preparing the strategy. The first part presents an overview of major developments taking place in the region.
1.1 Demographic and Urban Trends

The period between 2009 and 2019, the second half within which this strategic plan is being developed, constitutes a defining decade for Africa’s demographic development and its impact on urbanization. Profound changes emerged during this decade, marked by an acceleration in the rate of population growth, changes in density and distribution patterns, as well as a shift in the ratio and composition of age structure. A new phase ushered in, by which population and urbanisation, as it was historically the case in other regions, became a dynamic force for development. An imperative which some analysts referred to as a ‘spatial fix’ became vividly manifest, calling for innovative policy and strategic responses.

It had taken almost 50 years to add 250 million people who brought the continent’s urban population to the 282 million level. However, from 2009 it will take only half of that period to add the same number of people in African urban centres. Demographically, as it will be demonstrated below, the region’s population began to exhibit a distinct youthful profile with profound developmental implications. Spatially, not only has the rural – urban relationship acquired a new dynamism, but also there has been a reconfiguration in the physical structure of urban and human settlements in general.

The ROAf strategy recognizes that such population trends constitute important developmental challenges and opportunities. They have direct implications not only in determining the scale and modality of catering to the needs and demands of a rising population, but they also have a bearing on the process of economic development. They impact on labor markets, income distribution, poverty, and they also influence environmental sustainability, as well as climate change.

Policy and strategic responses to the evolving situation entails taking measures that go beyond the usual preoccupation of trying to cope with increasing magnitudes and to find ways of overcoming challenges. Emphasis has now shifted to recognizing the transformative potential of population dynamics and urban development as well as anticipating and preparing for the advent of a new urban age in the decade of the 2030s. The period 2014 – 2019 therefore, marks a second half of a foundation decade at which African countries are consolidating initiatives they had launched half a decade earlier. For many, and within the specificity of each country, attention in this second half is now drawn towards building and enhancing modalities for harnessing the cumulative potential of population growth while also putting in place structures for ‘optimising the urban advantage.'
It became evident by 2010 that change was taking place in the absolute population increase between urban and rural areas. Whereas earlier, rural settlements exhibited a higher level of population growth in absolute numbers, the trend in the post-2010 period showed a remarkable change. The incremental increase of population growth from urban areas was significantly higher (65,370,000 between 2010-2015) than the same from rural settlements (49,332,000 between 2010-2015). This was an indication that the critical mass of urbanization was building up in the region, and that urban locations were no longer inert places where people simply live and activities are located. Rather they were gradually undergoing a transformation into becoming dynamic forces for development.

As shown in the Table xx, by 2014 in more than 55 percent of Sub-Saharan African countries the proportion of urban population was higher than the often-cited regional average of 37.9%. In fact, out of the 49 countries within the ROAf region, more than a third (17 countries) have reached a stage in which a majority of the population now reside in urban centres. The advent of an ‘urban age’ is clearly unfolding and the need to lay the foundation for optimizing its potential is becoming urgent.
A striking feature of Africa’s urbanization is the demographic as well as structural linkage with the rural sector. Unlike the experience of urbanization in the West where industrialization and agriculture productivity led to a rapid diminishing of the peasantry who moved to the cities, in the current situation of Africa the absolute decline of the rural population will not occur even by 2050! While the rate of rural population growth will continue to decline, the absolute number of people living in rural areas will keep rising to over a billion by 2050. Indeed, this has an implication not only for labour absorption capacity within the process of structural transformation, but it also emphasizes the need for a deeper understanding of the rural-urban linkage.

Coinciding with population growth and rapid urbanization is also a potential demographic dividend unfolding in the region, whose optimum harnessing calls for a dynamic linkage between human settlements, urbanization and economic development. Indeed, it is reckoned that the reduction in mortality rates and the gradual decline in fertility in Sub-Saharan Africa have led to the working-age share to start rising since the 1990s. The ‘youth bulge’ as it is sometimes referred to, signifies a potential for the ROAf region to have a lower proportion of dependents in the overall population, an opportunity which can be converted into a higher wealth generating dividend.
There are countries that are already on the path towards reaping the benefits of demographic dividend. As the above table shows, even for those whose actual onset of the dividend will be a little later, there will still be encumbered with a largely youthful population for many decades to come. This strategic plan takes into account the above evolving reality and its implications for sustainable urbanization and human settlement in the region. Also cognizance is taken in developing this strategy, of the fact that reduction in the youth dependency rate in itself does not automatically generate the anticipated benefits, including enhancing the full potential for economic growth.

It is in the manner in which urban development can contribute to improvement in the welfare of the youth, increasing their education and skill acquisition, to an enabling environment for entrepreneurship and job creation that this strategic plan directs attention. While doing so, lessons of experience from within the region, from the continent as a whole, and from the world at large are taken into account. The potential danger of failing to fully deploy the youths thus leading to political instability,
elevated crime, and a wastage in human capital has been so vividly revealed recently in many parts of the world.

(Africa's Multiple Challenges – Slide 12)

1.2 The Impetus for Sustained Growth

Considered to be a megatrend for the Africa region, the sustained upswing in the economic rate of growth for the past decade and a half has generated an impetus for taking the quantitative development to the next level. The remarkable turnaround in the overall growth of African economies during the past 15 years has opened possibilities for exploring modality of intensifying the rate of increase, enhancing resultant multiplier effects, building resilience to shocks and minimizing attendant negative externalities.

As the growth momentum intensifies, attention is now increasingly directed towards fostering and harnessing the transformational impetus associated with the on-going growth. Economic transformation and Structural change, jointly have become a prime agenda for Africa's development. On the basis of experience from other regions, such a process of structural transformation, among other attributes will entail major shifts and changes in the nature of urban development. This strategy is oriented towards contributing in managing that shift.

The urgency of giving due prominence to the economic dimension of urban development in the region is underlined by the critical choices and options which need to be made at this very initial stage of the desired transformation. Structural change will definitely trigger repercussions on sectoral flow of the labour force, enterprise incubation and technological changes, agglomeration economies and negative externalities, as well as income distribution and social protection. All these issues have an urban bearing and they have to be strategically managed. The framework of this strategy provides modalities for dealing with these issues. Central to this process is the harnessing of location, connectivity, density, scale and agglomeration, as well as developing enabling institutions – all of which being components associated with the process of urban planning.

One aspect of the region's urban economy to be addressed in this strategy is the pervasive informal sector, which not only serves as an indication of policy dysfunctionality, but it is also a revelation of structural distortion. As noted by the
Chief economist of the African Development Bank… in recent years, many African countries have experienced a growth revival, but this has not necessarily generated decent jobs. Unemployment remained high among youth and the adult African population. Little attention has been paid to the role of informal sector in fostering growth and creating jobs. In fact, the informal sector contributes about 55 per cent of Sub-Saharan Africa’s GDP and 80 per cent of the labour force. Nine in 10 rural and urban workers have informal jobs in Africa and most employees are women and youth.’

Information Employment: Percent of Non-Agricultural Employment


among other things, that labour is shifting from rural agricultural based activity not towards high productivity industrial or service occupation, but clustering in low income, low productivity and unregulated economic circuit. In this strategy consideration is given to the need for unlocking the potential of the informal sector and to harness its creative energies as well as consolidating the accumulated human and physical assets embedded within it; Habitat-III-Issue-Paper-14_Informal-Sector

1.3 SDG 11 and the Unfinished Business of Past Decades

A critical step in consolidating the accumulated human capital in the region pertains to dealing with the unfinished business of the Millennium Development Goals (MDGs) on slum as well as water and sanitation, components which have been reinserted in the newly agreed Sustainable Development Goals.

1 i:\UNECA Consultancy 2014\Recognising Africa’s informal sector.pdf
In this strategy consideration is given to the acute housing shortfall in the continent which some estimates put to be as high as over 60 million new dwellings, a figure which does not even include the replacement of inadequate and dilapidated housing units or construction of additional units to relieve overcrowding\(^2\).

\(^2\) Ibid
In the same connection, the strategy takes into account the region’s performance on achieving the MDG target on slums. While globally lives of 100 million people living in slum conditions were improved thus meeting the target, in the ROAf region the situation was different. Whereas in 1990 around 93 million people were living in slum settlements, by 2014 the number had risen to more than 200 million\(^3\). Similarly, with respect to water and sanitation, the Joint Monitoring Programme for the MDG revealed in the 2012 update that coverage of water services in the developing world overall stood at 86 percent, but it was only 63 percent in countries designated as ‘least developed’. According to the report, only 61 percent of the people in Sub-Saharan Africa had access to improved water supply sources compared with 90 percent or more in Latin America and the Caribbean, Northern Africa, and large parts of Asia.\(^4\) The report also revealed that while open defecation rates declined globally from 24 percent in 1990 to 15 percent in 2011, in the case of sub-Saharan Africa the number of people defecating in the open is still increasing\(^5\). Indeed, approaches to addressing this dual challenge of housing and basic services will be an important component of integrated implementation framework for this strategy.

\(^3\) UNHabitat figures - to be published.


\(^5\) Report to the CPR on MDG Implementation and Strategy UNHabitat related targets DRAFT 22_11_2013 p.4
All the above factors are considered within the permeating background of climate change and its impact on urban and human settlements in the ROAf region. Incorporated into this strategy are measures aimed at promoting adaptation and mitigation capacities that would enable stakeholders in the region to respond effectively to the climate change challenge. It is recognized that many of the region’s large and medium-sized urban centres are vulnerable to sea-level rises; prone to suffer heavily from the consequences of heavy precipitation such as floods and landslides; and in many instances they are subjected to extreme heat events and the associated drought.

In the political front, the strategy is framed with a positive recognition of a changing scenario in the region. With respect to peace and security, for example, the substantial reduction of violent conflicts that had wreaked havoc in the continent for many decades is taken account. While this strategy is launched, only less than handful of countries are considered to be in a pervasive state of conflict, compared to the situation a decade and a half earlier when close to half of the continent was in a state of war.
Violent conflict being a major cause of human-made disaster, leading to catastrophic destruction in urban and human settlements had necessitated a strong prioritization of response initiatives on the part of ROAf and UN-Habitat in general. However, the peaceful trend which is gradually emerging, point to the need for rearranging programmatic priorities, as it has been done in this strategy. While continuing to backstop on-going reconstruction initiatives in such countries as Somalia and the Democratic Republic of Congo, attention will now be directed to accelerating the transition of such interventions from relief and humanitarian endeavours towards more sustainable development.

Within the political front, it is acknowledged in this strategy that governments and key actors at all levels, including the support rendered by UN-Habitat, has led to substantial reforms being undertaken in the past two decades aimed at reinvigorating the role and effectiveness of local governance as well as deepening local democracy and enhancing citizen participation. Achievements have been made in reorienting local government function from largely maintaining law and order into a prominent institutions for steering local development. Gradually, platforms are being created for a partnership orientation to development management, by establishing functional linkages and governance collaboration between local authorities, national governments, private sector, as well as civil society. Nevertheless, success in this area has not been substantial.
Note is taken of a recent independent assessment made by the continental association of local governments (UCLG-A) which found that the institutional environment for local authorities in half of the 50 countries they surveyed requires major reform efforts. They also found that 36% of African countries maintain an institutional environment which is generally unfavourable to the functioning of cities and local authorities. The results show that local governments in only 7 countries, out of the 50 that were assessed, operate in an institutional arrangement which is favourable to their thriving. In this strategy, the issue of legislation and governance is given a higher prominence as a key component in building the foundation towards a new urban age in the region.

Exploring the Normative Underpinnings: Policy and Strategic Outlook

Synchronous with all the above developments, and largely in direct response to the unfolding changes, a distinctive normative outlook has been evolving in the region. With basic premises shared among the countries, the details of this outlook have differed with the specificity of the different countries and the development priorities opted for. Of particular relevance to this strategy is the manner in which the issue of urbanisation and human settlements is positioned and generally articulated in the prevailing outlook. The demands which this strategy is expected to respond to from governments and cities, as well as the partnership required for implementing the strategy necessitates taking due regard of the normative underpinnings of their origin.

At the regional level, for example, the African Union – a preeminent collective institution, central in forging and pursuing a shared development agenda – emphasized the strategic importance of urbanization as early as 2003. The Assembly of Heads of State and Government, at its 2nd ordinary session held in Maputo, Mozambique, adopted Decision 29 on promoting the development of sustainable cities and towns in Africa. Leaders expressed concern on what they described as ‘rapid urbanization’ which is” leading to the urbanization of poverty on the African continent with attendant problems that have condemned the majority of urban dwellers to unemployment, food insecurity, and life under squalid conditions in slums and other unplanned neighborhoods without basic services such as decent housing, water and sanitation, and the high risk this implies to their health and safety”. They expressed their “determination to reap the potential benefits of cities and towns as centers of

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economic growth and places of opportunity and prosperity for all African people in the course of economic development and structural transformation.”

More than a decade later, in 2014, while forging a Common African position on post-2015 Development Agenda, African Heads of State and Government reiterated their earlier stance. They took cognizance “of the rapid urbanization rates in Africa and the importance of having the necessary infrastructure and amenities for an improved quality of life.” They committed themselves “to expanding urban infrastructure and developing a planned approach to rapid urbanization and the emergence of new cities, as well as promoting urban and rural planning. This includes increasing decent and affordable housing; improving sanitation and hygiene services, promoting access to social and economic amenities in human settlements and increasing the efficiency of delivery and use of physical facilities and amenities, including waste management, transportation and energy.”

Adoption of Agenda 2063 Framework Document and Popular Version by the Assembly of the African Union at its 24th session in January 2015 further reaffirmed not only the strong commitment of the continent’s Heads of State and Government to the transformation agenda but also explicitly underlined the need for harnessing the potential of urbanization in the Continent’s development. In what is described as a ‘turning point’ African leaders surmise that…..

Thus Africa, over the last decade has experienced sustained levels of growth, greater peace and stability and positive movements on a number of human development indicators. We recognised that sustaining this path and pace, though positive, is not sufficient for Africa to catch up, and thus the need for radical transformation at all levels and in all spheres. Africa must therefore consolidate the positive turnaround, using the opportunities of demographics, natural resources, urbanization, technology and trade as a springboard to ensure its transformation and renaissance to meet the people’s aspirations.

A key aspiration enunciated in the Agenda document is that “...by 2063, Africa shall be a prosperous continent, with the means and resources to drive its own development, and where: Cities and other settlements are hubs of cultural and economic activities, with modernized infrastructure, and people have access to affordable and decent housing including housing finance together with all the basic necessities of life as, water, sanitation, energy, public transport and ICT.”

The urbanization agenda received a further impetus within the African Union with the incorporation of a previously standing Ministerial conference - AMCHUD into becoming a formal organ of the African Union. It was merged with two other

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10 Ibid. p.3)
11 African Ministerial Conference on Housing and Urban Development.
Ministerial conferences and formed one of the 14 Specialized Technical Committees (STC). The inaugural meeting of the new STC No.8 on Public Service, Local Government, Urban Development and Decentralization, was held in Brazzaville, Republic of Congo from 24th to 26th November 2014 with the overarching aim of considering modalities of operationalizing the STC and harmonizing the agreed programme and activities for the two years of 2015-2016. It is significant to note that the former AMCHUD’s specific programmes on investment in cities to avert chaotic urbanization, development of policies for sustainable housing, incorporation or urban policies into national development plans, urban planning and design, slum upgrading and prevention, spatial planning, land markets, housing finance and capacity development were wholly accommodated. Since January 2015, representatives of governments have been working jointly to develop a common position on the Third United Nations Conference on Housing and Sustainable Urban Development (HABITAT III) to be held, in Quito, Ecuador, October 2016.

At the level of member states, a rapid overview reveals that by 2015 around a dozen countries have already developed a coherent articulation on the role of urbanization in the overall development of their nations – either in the form of a component in the national development strategy or a separate urban development policy.

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### Countries with National Urban Development Strategies or Policies

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<tr>
<th>Country</th>
<th>Instrument</th>
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<tbody>
<tr>
<td>Burundi</td>
<td>Lettre de politique Nationale d’habitat et D’urbanisation, 2014</td>
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<tr>
<td>Cameroun</td>
<td>Vision 2035</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>Growth and Transformation Plan</td>
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<tr>
<td>Ghana</td>
<td>National Urban Framework</td>
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<tr>
<td>Kenya</td>
<td>draft National Urban Development Policy (??)</td>
</tr>
<tr>
<td>Mali</td>
<td>Politique Nationale de la Ville, 2014</td>
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<tr>
<td>Mauritius</td>
<td>National Development Strategy</td>
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<tr>
<td>Mozambique</td>
<td>Vision 2025</td>
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<tr>
<td>Nigeria</td>
<td>Vision 2020</td>
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<tr>
<td>Rwanda</td>
<td>Economic Development and Poverty Reduction Strategy 2013 - 2018</td>
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<tr>
<td>South Africa</td>
<td>National Development Plan-2030</td>
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<tr>
<td>Uganda</td>
<td>Uganda National Urban Policy</td>
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The small number of countries which have developed the above instruments exposes a major gap which this strategy will strive to support in filling it. A closer examination of the policies and strategies also confirm that more work needs to be done in elaborating and operationalizing them.

The above pronouncements, from regional to national levels, underline the fact that the issue of urbanization and human settlements is in currency and that it is a top priority agenda in the region. Equally significant is the fact that there is a distinct perspective, shared across the region, on the role of urbanization in the process of development. A common thread running through all the articulations is the quest for generating and harnessing the transformative potential of urbanisation. This strategy document pays attention to the implications of such a perspective, which tends also to be in sync with the main elements of the new urban agenda as espoused by UN-Habitat.

Part II, which follows, outlines the main elements of the strategic plan starting with a brief overview of existing modalities of programme implementation within UN-Habitat. By taking stock of available normative and operational tools and approach, which are mainly based in the sub-programmes, the viability of slightly reorienting and reinvigorating current priorities will be established. The underlying of the ROAf strategy, its underlying principles, as well as its essential components will be elaborated in some detail. In developing the content of the strategy in the next Part, strict adherence is maintained to the essence of its designated sub-title, ‘flexibility for regional ownership’ - which is translated to underscore the need for the strategy to be in sync with regional specificities, while remaining grounded to the broader strategic plan of the agency.

**PARTII: FLEXIBILITY FOR REGIONAL OWNERSHIP**
A key premise of ROAf’s strategic plan is to ensure the full realization of UNHabitat’s overall goal of:

Well-planned, well-governed and efficient cities and other human settlements with adequate infrastructure and universal access to employment, land and basic services, including housing, water, sanitation, energy and transport.\(^{13}\)

Taken in the context of Africa’s vision, emerging opportunities and prevailing challenges, the above goal provides ROAf’s strategy with sufficient dynamism and implementation scope for contributing meaningfully to the region’s development agenda. It is a goal encompassing key facets of a people-centered agenda bringing to prominence the key processes of planning, governance, urban efficiency as well as the critical tangible deliverables of land, infrastructure, housing, services and access to employment. The particular manner interventions in these areas are configured and linkages established between them to generate the driving momentum for implementation constitutes the main content of this ROAf strategy.

For ROAf, the anchor of its strategy is the partnership built over the past four decades working in the region as well as the cumulative portfolio of programmes and initiatives covering diverse geographical and sectoral areas. By 2014 the regional office and UNHabitat as a whole have been able to establish partnerships and to operate actively – at varying scales - in more than 42 countries covering all the sub-regions\(^{14}\). ROAf has been able also to win the confidence and to build working relationships with all major regional institutions, including the African Union, the United Nations Economic Commission for Africa (UNECA), as well as the African Development Bank. Collaboration with sub-regional bodies, such as Regional Economic Communities as well as standing bodies such as International Conference on the Great Lakes Region (ICGLR) is being consolidated. Within the UNDAF framework the regional office has maintained working relations with other UN agencies in the field, either through the remaining Habitat Programme Managers or through officers responsible for country programmes. ROAf is currently an active partner on ‘Delivering as One’ in xxx countries.

By 2014, the profile of portfolio distribution by thematic area appeared as in the figure below.

\(^{13}\) UN-Habitat’s Strategic Plan 2014-2019 p.8
\(^{14}\) Project List ROAf Office + PAAS Download 2015
It was heavily dominated by the three thematic areas of urban basic services; disaster and risk reduction; as well as legislation, land and governance, which made up of almost 90% of the total portfolio. In monetary terms the accumulated portfolio as of 2014 had a total value of US$49,581,046.

To a certain extent, the skewed appearance of portfolio distribution can be attributed to the presence of heavy construction activities in some thematic areas, and in some cases by the existence of one dominant programme. For example, the prominence of ‘urban basic services’ in the above table is largely contributed by the high cost of operational activities particularly when they involve physical works. Also, in the case of the above valuation, a single project in one urban
centre (C338 Hargesia Urban Water Supply upgrading) had a total budget of U.S Dollars 12,185,028, thus contributing to more than 70% of the total thematic area value.

Two features derived from the above profile are of particular relevance to the newly developed 2014 – 2019 regional strategy. First, is the dominance of the already mentioned three thematic areas and the corollary of urban planning and design, as well as urban economy having the lowest value aggregation. This aspect has significant implications in terms of adjusting programme prioritization and the modality of doing so. The second feature derived from the profile can be clearer when the actual composition of thematic categories is examined and the interventions undertaken within each reviewed.

Almost in all the above six thematic categories, the projects and activities being implemented tend to be multi-sectoral and even multi-dimensional. Components of urban economy can be found within the interventions categorized under basic urban services and those of the latter tend to be included in projects within legislation, land and governance. In this respect, there is a substantial degree of cross-linkages within the categories... a positive attribute which might not have been significant between them. For purposes of the new regional strategy this is an aspect which will be expanded, first, with a view to optimising the portfolio potential. Secondly, it is a potential feature that will facilitate the intended realignment of programme priorities.

Within each thematic category there are also distinct traits, which this new strategy deploys in developing an integrated approach to strategy implementation. Prominent among such qualities is the potential of urban planning and design to be the leading driver in implementing the strategy, obviously supported by other thematic areas. The current content of the thematic area with distinct qualities of being multi-scalar; spatial, programmatic, institutional, as well as least-cost; provides it with a flexibility and robustness of operationally and normatively connecting with other thematic areas. It is also more amenable to incorporating ‘cross-cutting issues’ of gender, youth, human rights and gender.

Whereas planning and urban design occupied a low position in the monetary based profile, its components tend to be widespread in several other categories, particularly when dealing with matters involving space organisation. Indeed, in the context of the prevailing development outlook among regional member states, a prominence given to planning and urban design will go a long way in backstopping the necessary steps needed in responding to rapid population growth and enhancing agglomeration economies for structural transformation.

A related important attribute of the current portfolio is found in the urban economy thematic area which has the lowest proportion of monetary value to the point of not being visible in the above pie-chart (0.09%). Within it, however, is a powerful potential
which the ROAf strategy endeavours to deploy to the fullest extent. The triple components of this focus area: policies and strategies supportive of inclusive economic growth; supporting increased employment, livelihoods and opportunities, and with focus on urban youth and women; are improved urban and municipal finance - are not only priority areas for the regions but they interface closely with planning and design while also reinforcing other focus areas.

Other traits of the existing portfolio reinforced in this ROAf strategy include: the extensive African involvement participatory slum upgrading programme providing entry points for linking with other interventions; as well as the niche capacity built within UNHabitat on providing sustainable settlement related solutions to risk reduction and rehabilitation interventions. The experience garnered by UNHabitat in promoting governance programmes is an important ingredients in supporting the promoting of ‘human agency’ in the development process. Equally important for the region is the legislative dimension whose enforcement capacity is severely lacking thus measures are inculded in this strategy to strengthen existing programmes.

All the above elements are deployed below in developing the strategy for Africa Regional Office.

PARTII: FLEXIBILITY FOR REGIONAL OWNERSHIP

As clarified in paragraph 55 (c) of the 2014 -2019 Strategic Plan, at the regional level the focus is on developing an ‘implementation strategy’ supporting the realization of strategic results already elaborated by the seven sub-programmes. Therefore, this strategic plan is crafted within an orientation of contributing to already approved expected accomplishments based on sub-programme activities. The strategy is premised on the agreed operational mode of a ‘matrix organisation’ through which the ROAf plan is directed at achieving the broader agency-wide strategic results as translated in accordance with the African context and evolving development aspirations.

During the plan period, ROAf will therefore aim at contributing towards the attainment of the overall UN-Habitat Strategic goal of:

Environmentally, economically and socially sustainable, gender-sensitive and inclusive urban development policies adopted and implemented at all levels in the Africa region, leading (i) to improved standard of living of the urban poor and enhancing their participation in the socio-economic life of the city;

In responding to the normative reality across the region, ROAf will, in addition, also strive to contribute towards the continental agenda of accelerating and enhancing structural transformation through urban and human settlements interventions.
The strategy seeks, on the normative side, to raise awareness and inform Governments and local authorities of changing urban conditions and trends, as well as effective policies, strategies and practices for optimising the evolving urban advantage in Africa and for realizing their national development aspirations. On the operational side, the strategy calls for assisting African Governments and local authorities to plan, govern and manage cities in accordance with the guiding principles of sustainable development; to deliver urban basic services to their citizens more efficiently and equitably;\(^\text{15}\) as well as to promote efficiency and productivity for prosperity and job creation.

Specifically, ROAf aims at ensuring that cities, regions and national authorities in Africa have achieved holistic and integrated sustainable urban development outcomes – particularly with respect to managing rapid urbanization; fostering economic transformation and; securing access for all to adequate, safe and affordable housing and basic services and upgrade slums –through effective linkages among the key focus areas identified by UN-Habitat.

The ROAf strategy remains guided by the programmatic prioritisation spelt out in UN-Habitat’s 2014-2019 strategic plan:

In the light of the factors shaping twenty-first century cities, and of the UN-Habitat current strengths, weaknesses, opportunities and threats presented above, four programme areas will be prioritized during 2014-2019, namely: (a) urban legislation, land and governance; (b) urban planning and design; (c) urban economy; (d) urban basic services.\(^\text{...}\) In the past, UN-Habitat has not paid sufficient attention to the first three areas, yet they provide important frameworks for more efficient and effective delivery of basic services, housing, and upgrading of slums, as well as for more effectively responding to both human-made and natural disasters. They may be seen as the levers for the transformation of cities towards greater environmental, economic and social sustainability.\(^\text{...}\) The reason for prioritizing the fourth area, urban basic services, is that large numbers of urban dwellers in developing countries still lack access to adequate basic services, especially water and sanitation, but also reliable waste management services, sustainable public transport and safe domestic energy.\(^\text{16}\)

In order to remain consistent with the above prioritisation, measures have been incorporated in this regional strategic plan for ROAf to gradually reorient itself and align its current thematic focus and normative as well as operational interventions to fit with the above thematic options. In the same regard, in responding to realities on the ground, the strategic plan underscores a necessity of taking into account major developments in the African continent which should underpin a determination of intended outputs and outcomes. These include:

(i) Demographic and spatial changes of unprecedented magnitude and profound impact in both rural and urban areas, a trend that is acquiring increased intensity during the plan period. The strategy

\(^{15}\) UN-Habitat’s Strategic Plan 2014-2019 paragraph 51

\(^{16}\) UN-Habitat’s Strategic Plan 2014-2019 paragraph para. 19 -21
focuses on improving policy development, programme management as well as implementation capacities in steering urban and human settlements development;

(ii) A rising quest across the region in pursuit of a new development agenda prioritizing structural transformation for inclusive and people-centred development in Africa. The strategy incorporates measures directed at optimizing the evolving urban advantage;

(iii) Congruence of the recently adopted Sustainable Development Goal 11 with the region’s state of urban and human settlements development, an imperative which reinforces an urgency of addressing the unfinished business of the previous development agenda. Included in the strategy are steps directed at assisting African countries at all levels in working towards achieving the 10 targets associated with this goal;
At the core of the strategy is the building of linkages among sectoral interventions at all levels, leading to the strengthening of spatial and programmatic planning that responds to the imperative of population growth and demographic change as well as increasing productive efficiency. Planning effectiveness in the strategy is enhanced by improving policy and management systems in urban economic development, a process which is also reinforced by robust legislative frameworks and compliance mechanisms together with improved governance.

The normative and operational linkage of urban basic services to housing and slum upgrading is restored, with both areas connected to planning as resultant people-centred but also as productive assets. For countries that are still engaged in recovery and reconstruction, the strategy outlines measures for accelerating the transition from humanitarian response to sustainable urban development. Within the inter-linkage and
integration of the various measures incorporated in this strategy, attention is also given to differentiated context and diversity among countries in the region.

To achieve all the above, the strategy is built upon one foundation and six pillars. It is anchored on the accumulated portfolio of programmes, projects and initiatives which are extensively spread across the region, diversely constituted thematically, and implemented at a broad range of scales and administrative levels. The portfolio provides a foundation upon which ROAf builds the confidence of member states, finds the intervention space, as well as the critical partnerships for achieving strategic results.

The six pillars holding together the strategy, are also the action points to be systematically applied in operationalizing the strategy. They take into account diversities within the region and also synchronize UN-Habitat programme prioritization with the choices and options already made by nations, regions and cities. The strategy implementation is essentially the activation of the pillars, establishing synergetic linkage between them, thus enabling ROAf to reposition itself in backstopping policy and operational responses to Africa’s urban and human settlement transformation in line with UNHabitat priority programmes.

**A. The Foundation - Harnessing the Thrust of Portfolio Build-up**

By 2014, ROAf was coordinating directly or providing backstopping support to sub-programmes in more than 45 countries of the region. As shown earlier, it was associated with an accumulated portfolio which is extensively spread across the region, diversely constituted thematically, and implemented at a broad range of scales and administrative levels.

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The primary thrust of this strategy entails using the portfolio is the basis of instigating positive change through fostering more integrated action on the ground, creating synergy, expanding scope and deploying the power of planning and urban design bolstered by other thematic intervention as the leading driver.

**B: Strategic Pillars**

1. Promoting urban spatial and programmatic planning as lead drivers in managing population and urban growth, promoting economic transformation, fostering environmental sustainability. Capitalizing on the increasing number of African countries which are adopting national urban policies and spatial framework, the strategy targets at increasing the number of countries with such policies and also improving the quality by backstopping the linkage with municipal finance and legislative development and enforcement.

The viability of urban planning and design being a leading thematic area is made possible – despite its current lower proportion of 3.66% in portfolio – by the already substantial planning component embedded in almost all the currently leading thematic areas – including Urban Basic Services as DRR. This, coupled with the attention given to appropriate response to population growth and human settlements in national strategic frameworks as they are being developed, as well as to the opening of new settlement areas within the context of urban expansion makes it possible to effect the turn-around.

Besides providing technical assistance to policy development and also backstopping metropolitan and city planning, ROAf intends to incorporate in its intervention the aspect of capacity development – both in terms of skills and organisational strengthening – and also the dissemination of innovations … as a way of improving efficiency and effectiveness in the planning process. It is anticipated that by 2019……

2. The strategic realignment is further enhanced by establishing a dynamic linkage between the process of urban planning and the management of urban economy, with a special emphasis on increasing employment, livelihoods and opportunities – as well as improving the generation of urban and municipal finance. Within spatial planning a greater emphasis will be given to promoting local economic development, optimising comparative advantages of urban and human settlements, enabling accessibility and connectivity. Support will be given to streamlining inter-governmental transfers and adopting appropriate value capture practices. Promoting connectivity between rural and urban areas to harness the full potential of the urban rural linkage. By way of transform the pervasive informal sector in African human settlements and increasing its productivity – spatial.
The strategy takes into account the ongoing infrastructural investments and the innovative financing arrangements that are emerging, and intends to work with governments in the region to optimize the agglomeration advantage generated therefrom.

Past lessons derived from within the region and outside on the utilization of Land based taxation, particularly property rates will be disseminated and used as key instruments for increasing urban and municipal finance for investment. Similarly, through proper asset management, particularly land; and applying innovative techniques and management instruments initiatives will be taken to boost municipal revenue;

3. Another key attribute in bolstering planning which is outcome oriented is enabling legislation, decentralised governance, and inclusive urban management. The strategy promotes initiatives – land-use demarcations, building standards, tenure arrangements, fiscal responsibilities and accountability. A continuation of UNHabitat’s work on improving urban governance is strongly underlined in this strategy both as a standalone intervention aimed supporting harnessing the potential of the rich ensemble of civil, private and public institutions operating in urban setting, but also as a key factor in achieving planning goals. As the continent enters a fifth generation of decentralization with new administrative arrangements emerging in various countries, need arises for developing measures that will ensure a more effective management of urban development. The increasing prominence of the private sector at the local level, the political quest to ensure that all social groups are engaged in the determining the destiny of their societies at all levels necessitate continuing reforms in the realms of subsidiarity, transparency, accountability, and participation.

A continuing challenge facing the continent has been the absence of enforceable statutes and rules which also remain respectful of human rights. Interventions will be directed towards analysis and technical support in drafting and enacting laws; capacity development related to building institutions corresponding to new laws; documentation and dissemination of good practices and institutional development including experiential learning through peer to peer exchange; local to national dialogue to secure supra-urban buy-in for legal reform (where cities don’t have law making power); urban legal knowledge database and networks.

4. The issue of urban basic services and its linkage to housing and slum formation remains a major challenge for the region. A stronger connection between the two spheres is established in the ROAf strategy, with a view to optimizing the impact of improved basic services to shelter delivery and also as a way of working towards SDG11 and the relevant targets. Furthermore, as important components of welfare and livelihoods improvement, urban basic services and slum improvement are treated as essential deliverables in plan implementation, rise of municipal revenue and the strengthening of legislative and government systems.
Through increased collaboration with partners such as the African Development Bank, Water Aid as well as innovative arrangement with national banks a new business model will be developed. The experience of municipalities which have been able to access private capital markets to obtain infrastructural financing, including the issuance of bonds, will be collated and widely disseminated.

5. It is acknowledged in the strategy that there is diminishing level of violent conflicts in the continent, although several communities are still in urgent need of reconstruction support. Using the wealth of experience so far accumulated, the strategy advocates for an acceleration of the transition from humanitarian response and relief to sustainable development and building resilience.

6. Cross-cutting Issues: The framework and normative value underlying the ROAf strategy are the United Nations principles and standards translated in the sphere of urban and human settlements adapted to the African setting. These principles provide the guidance for policy formulation and implementation as incorporated in the assessment and analysis, programme planning and design, implementation, as well as monitoring and evaluation. The human rights-based approach that will be used identifies rights-holders and their entitlements and corresponding duty-bearers and their obligations, and works towards strengthening the capacities of rights-holders to make their claims and of duty-bearers to meet their obligations. C:\Users\pc\Desktop\HD Recovery\FAQen -Human Rights Based Approach.pdf p.15

In the pursuit of sustainable urban development in Africa within a human rights based approach in Africa, and while enhancing the leading role of planning, emphasis will be given to coordinating a spatial design with a clear recognition of the political and social development that citizens can benefit from in the process of planning, thus serving as a creative vehicle towards genuine, inclusive and sustainable urban development.

Also underpinning the strategy and mainstreamed in its operationalization is the emphasis on fostering inclusiveness, particularly through contributing to eradicating structural barriers for all social groups to engage fully and to benefit in the region’s urban and human settlement development. A key component, in this regard, is the promotion of gender equality, full participation of youths.

Finally, cutting across all the above pillars is the permeating impact of climate change. Modalities of understanding its manifestation in each area will be developed with a view to mainstreaming adaptive and mitigation measures. Steps to be taken include: Strong public awareness and information access; Networking and sharing of regional and global best practices; Improving the governance of climate change; Strengthening the adaptive capacities of cities; Affordable and relevant technologies; Technological solutions suitable for climate change mitigation must be made affordable, especially in Involvement of Stakeholders, particularly the youths. [C:\Users\pc\Desktop\HD Recovery\Climate Change\Climate Change & African Cities.doc p.4]
PART III: PLANNING FOR SUCCESS

The successful implementation of this strategy depend in the manner in which the designed activities for attaining the expected accomplishment and realizing the strategic goals are organized. In this part of the strategy a log-frame is presented, showing the linkage between those critical components and particularly the programmatic details of implementation. As this strategy is being developed after the programmes for two biennium have been prepared and more or less approved, the activities included in the log-frame may have to be continuously adjusted on the ground to deliver the intended results. (See Annex)

PART IV: IMPLEMENTATION MECHANISM

7. Consolidates external partnerships and streamlines internal organisational relationships particularly the collaboration with sub-programmes for enabling efficient implementation. A major emphasis in this strategy is placed on consolidating external partnerships and optimizing internal synergy. The field experience in collaborating with other agencies within the United Nations system and also with international development agencies will provide useful insight in repositioning ROAf to harness new opportunities and to overcome the challenges. Similarly, partnership with African regional institutions as well as national governments, local authorities, non-governmental organizations, as well as with the private sector institutions will be deepened and extended through high level of specialization and innovation on urban and human settlement issues.

In the external front a key anchor will be the delivering as one approach that has now incorporated more than xxx African countries. Lessons obtained from the various reviews undertaken, both by the UN Secretariat as well as by UNHabitat itself will inform the appropriate measures to be taken to reposition ROAf to make a more effective contribution through the partnership. The positive experience from Somalia, Kenya, and Burkina Faso where joint programming has taken place with impressive outcomes will be extended. Furthermore, a more robust engagement in contributing towards UNDAF preparation will be promoted with more initiative taken to increase urban and human settlement components in UNDAFs of additional countries.
At the 2010 Hanoi Conference, a stark message was sent when the pilot countries asserted “... there is no going back to doing business in the manner prior to the “Delivering as One” initiative.” In her remarks, Helen Clark, the Chair of the UNDP writes, “In many countries where we operate, the UN development system is still too heavy on programme management and project implementation, and too light in its capacity for strategic and policy advice, technical assistance, and advocacy. This has to change in order for us to support the development aspirations of programme countries more effectively.” [Delivering as One Initiative - System-wide Coherence reform 2008 to present p.1]

By October 2015, the largest source of programme financing for ROAf originated from the United Nations system. This has been a continuing trend for the past several years.

b) Collaboration with international development agencies and bilateral institutions will be further enhanced through refining approaches to accessing earmarked funding from these agencies and also providing support to African member states in improving fundability of their potential projects. It is further anticipated that the integrated approach to programme delivery within the framework of UN Habitat’s reprioritized thematic focus areas fits well with the 2015 Addis Ababa Action Agenda of the Third International Conference on Financing for Development.17

17 .......... We therefore commit to scaling up international cooperation to strengthen capacities of municipalities and other local authorities. We will support cities and local authorities of developing countries, particularly in least developed countries and small island developing States, in implementing resilient and environmentally sound infrastructure, including energy, transport, water and sanitation, and sustainable and resilient buildings using local materials. We will strive to support local governments in their efforts to mobilize revenues as appropriate. We will enhance inclusive and sustainable urbanization and strengthen economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning, within the context of national sustainable development strategies.......... By 2020, we will increase the number of cities and human settlements adopting and implementing integrated policies and plans for sustainable urban development, including energy efficiency, provision of transport infrastructure, adaptation to climate change, and resilience to disasters. [para 34]
An important component of global level partnerships is the collaboration with the private sector. Cooperation with private sector organizations continues to engage private sector organizations on strategies for strengthening corporate commitment and contributions to urban development activities. A new normative framework established by UN-Habitat has provided opportunities to expand partnerships in technical activities such as urban planning and design (Siemens), urban basic services (Arcadis), youth and urban economy (Great North Korea Ltd.), housing and slum upgrading (Lafarge) and urban policy and legislation (Booyoung Co. Ltd.). This has also allowed UN-Habitat to strengthen collaboration on corporate social responsibility-related projects in the areas of slum upgrading, urban safety, postdisaster intervention and youth and women’s issues in human settlements (BASF Foundation).

Several private sector partners supported UN-Habitat urban development work from an information and communications technology perspective. A partnership agreement signed in March 2014 with Ericsson aims to implement a joint programme that will explore the role of information and communications technology in sustainable urbanization. The agency’s partnership with the gaming company Mojang focuses on development of a tool to enable communities to participate in designing public spaces. A memorandum of understanding signed with Microsoft in 2014 focuses on joint data visualization projects.

The full anchor of ROAf’s partnership lies with Governments and sub-national institutions of African member states, as well as regional and sub-regional bodies and associations. By the end of the first biennium of UN-Habitat’s strategic plan (2015) contributions from African member states together with the African Development Bank have become the third largest sources for financing programme activities in the region — the first being the cumulative total from the United Nations system followed by support from the European Union. In itself, this remarkable development during this first biennium of the 2014-2019 strategic plan is demonstrative of a dynamic potential that will be fully harnessed in the duration of the plan period. Indeed. It opens up a broad scope for ROAf and UN-Habitat as a whole in expanding engagement with actors in the region, thus consolidating the foundation for optimizing the rapidly accelerating advent of a continental urban age!

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18 HSP/GC/25/2/Add.5 Report of the Executive Director - Twenty-fifth session Nairobi, 17–23 April 2015 Item 5 of the provisional agenda * Activities of the United Nations Human Settlements Programme, including coordination matters Activities of the United Nations Human Settlements Programme Cooperation with agencies and organizations within the United Nations system, intergovernmental organizations outside the United Nations system, non-governmental organizations and other Habitat Agenda partners
A major undertaking is to consider the modalities of segmenting and prioritizing levels of engagement among the 49 countries of the region so as to ensure effectiveness of programme interventions. Higher concentration will be given to a set of countries – maximum a dozen (?) – where the linkage between planning, urban economic development as well as legislative and governance improvements has been established and positive outcome is demonstrated on the ground. In such countries appropriate policies, institutional frameworks and the requisite capacities will have been developed. A substantial part of UN-Habitat resources (50%?) will be devoted to this category of countries, belonging to the top-right quadrant in the diagram below in which integrated programme implementation takes place also characterized by advanced normative and operational development.

A second set of priority countries will be those which have succeeded to institutionalize normative principles of pilot operational interventions and are in the process of translating these principles into selective appropriate policy and institutional measures. The advisory and technical assistance to be offered to such countries will constitute a quarter of ROA’s time and resources. The top-left quadrant in the above diagram represents the engagement with these countries which have a higher normative activities derived from the selected operational interventions.

The third category of countries are strategically targeted for nurturing and partnership development. In these countries a critical mass – both in terms of project volume and diversity - has not sufficiently developed and where often single thematic
interventions are taking place. ROAf will essentially backstop and facilitate project management and implementation with a view to promoting the transition to a higher normative pay-off. The bottom-right quadrant in the above diagram represents this category which will be given relatively minimum concentration.

In the last category belongs countries in which ROAf’s engagement is very minimum, intermittent or needs to be revived. Direct operational activities may be few or non-existent while normative influence may be only indirect. While such countries are very few, they do possess a higher potential for successful attainment of ROAf goals in the region. Represented in the bottom-left quadrant of the diagram above, the emphasis for this countries will be to re-establish linkages and entry-points through reconnaissance initiatives, profile development, inputs to policy formulation and strategy development.

While it can be noted in the above categorization that neither levels of economic development nor degree of urbanization have featured prominently in the determination of levels of engagement, the two aspects remain critical components of this strategy. It is acknowledged that there are countries that have attained medium income status, also with a relatively high level of urbanization, that are still grappling with putting in place appropriate components of sustainable urban and human settlement development. However, in the ROAf strategy special attention will be given to such countries, particularly in building a sufficient normative base for investing in the direction of sustainable urban development.

There are countries in the region, which have already demonstrated the viability of implementing this ROAf strategy. The consistency, intensity, strategic direction, as well as national predisposition towards integrated sustainable urban development demonstrated in countries such as Mozambique, Rwanda, Burkina Faso and also Ethiopia provide important insight to this strategy. The progress attained in linking planning to urban economic development, and to legislative systems and governance leading to improvements in urban basis services as well as housing and slum formation is striking. Such living practices and others from within the region and outside will be utilized to inform the implementation process.

The strategic relationship ROAf will strive to develop with member states in all categories is that of a ‘catalytic partnership’ in which it will bring to bear, through mutual support and collaboration, UN-Habitat’s capabilities in supporting improved urban policies and spatial frameworks as well as increased capacities for achieving sustainable urban development. This will be done through increased policy dialogue and advocacy; enhanced technical assistance and capacity building; leveraging of financial resources to mobilize additional funding; knowledge management and the dissemination of innovations; as well as backstopping programme execution. ROAf
will continue to rely on UN-Habitat’s increased specialization in the priority thematic areas earlier identified within the field of urban and human settlement development.

An important component of partnership built into this strategy is the relationship with regional institutions. There are in the Africa region several bodies and platforms that are playing a leading role in shaping development agenda, formulating strategies, and also organizing joint activities. Such institutions include the African Union (AU), the African Development Bank (AfDB), and also the United Nations Economic Commission for Africa (UNECA) can be included in this category due to the responsibility it has been assigned in backstopping policy and strategy formulation as well as capacity building in economic management.

The long-standing partnership with these institutions will be reinforced by expanding on-going joint activities and further streamlining tasks and function by optimizing the comparative advantage of each institution. Special attention will be given to the African Union – a body which embodies the collective political will of any major regional initiative in the continent. The advantage and efficiency of accelerating advocacy and policy innovation to reach the highest level of decision-making in all countries – Heads of State and Ministers – places this body to be a strategic link for ROAf. Equally so, the opportunity to assist in propagating and implementing the continental vision as espoused by the leadership of this body consolidates a mutually supportive relationship.

For over a decade, ROAf has backstopped the development and mainstreaming of an urban and human settlement agenda in articulating a continental development agenda. It conceived, hosted and nurtured the transformation of standing Ministerial conference (AMCHUD)\(^\text{19}\) into becoming part of a Specialized Technical Committee of the African Union. In the implementation of this regional strategy attention will be devoted to supporting the African Union Commission in mainstreaming the sustainable urban development agenda in elaborating Africa’s long term vision. ROAf will also support strategy and programme development within the framework of regional development. Work that has been initiated on developing an African Common Position for Habitat III will continue even after the adoption of a New Urban Agenda when details of its operationalization will be the major preoccupation.

\textit{Internal}

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\(^{19}\) African Ministerial Conference on Housing and Urban Development.
ROAf’s effectiveness depends largely on a synergetic relationship with sub-programmes. In fact, ROAf’s entire work is directed at contributing to expected accomplishments and strategic results driven and mandated to the sub-programmes. However, the approach of optimizing inter-sectoral linkages in this strategic plan requires fundamentally strong cross-thematic collaboration and coordination. The prioritization of planning which is bolstered by urban economy and legislation with governance – as well as the embedment of basic services connected to housing necessitates working closely with all those sub-programs, including the disaster and risk reduction in the endeavour to foster its sustainable transition.

While ROAf does not have the capacity of contributing separately to all the 21 Expected Accomplishments identified in UN-Habitat’s strategic plan, it will focus its input to achieving the seven main strategic results at a higher proportion among UNHabitat’s four global regions. The choice and combination of expected accomplishments that will guide programme formulation, management and implementation will be dictated by the modality of integrating the focus areas within the differentiated interventions in the region.

A major challenge in the relationship between ROAf and the sub-programmes has been the issue of coordination, monitoring and reporting on field activities. To avoid overlaps and spread of disconnected activities, an arrangement has been established of ensuring full involvement by ROAf and responsible programmes right from project and programme formulation, review and approval. Subsequent programme implementation initiatives will be undertaken in a more coordinated and collaborative manner. Similarly, monitoring and reporting into the Integrated Monitoring & Documentation Information System (IMDIS) will be done by the sub-programme with the necessary inputs from ROAf.

A final important internal partner is the administrative services, including the United Nations Office in Nairobi (UNON). Field activities tend to be highly administrative dependent for effective delivery. In the past, a number of problems have been encountered with respect to delays in recruitment, procurement, approvals and allotment reviews. The creation of Management and Operations Division within UNHabitat with its concentration on improving business processes will alleviate these problems. Similarly, familiarity with the newly launched integrated administrative and support system – UMOJA – will also reduce some of the bottlenecks. Major training programmes will be undertaken in the course of implementing this strategy to ensure that all staff are fully acquainted with the workings of the new system.