Preliminary elements for a Regional Strategic Plan of UN-Habitat in

Latin America and the Caribbean

(work in progress)

Introduction

Latin America and the Caribbean is in average a middle-income region, with the majority of its 33 countries belonging to that category. Within this heterogeneous region are countries that range from the Western Hemisphere’s only low income country, Haiti, and some emerging economies: Chile and Mexico belong to the OECD, the developed nations organization; Argentina, Brazil and Mexico are G20 members and Brazil is the world’s seventh largest economy.

This region is among the most urbanized in the world. Eight out of ten citizens in LAC were located in urban areas in 2014. By 2050, 86% of LAC population will be in cities of different sizes. Urban areas in the region are known for some problems (spatial segregation, congestion, crime) but also, there is an increasing consciousness about the transformative power of urbanization, and that thanks to different reasons: an increased influence of mayors and cities in social, political and economic changes and debates, the facts showing that very relevant poverty reduction has been associated to urbanization and that social innovation (even if limited) has been mainly associated to cities. In addition to that, recent reference experiences on democratization, strengthening of citizenship and participation as well as gender and youth inclusion, has happened in cities. CELAC (Latin American and Caribbean State Summit) has recently (2015) recognized the relevance of cities and urban sustainable development as a key factor for LAC development.

With a compact portfolio, and mainly articulated to ODA channeled through intergovernmental Agencies, until the beginning of 2010’s, UN-Habitat was acting in LAC from it wide global portfolio proposal on human settlements. From areas related to safety, gender empowerment, reconstruction, local authorities strengthening and training to areas related to housing, water and sanitation, land and climate change. Most recently UN-Habitat has been oriented more to responding to a new generation of demands for projects on urban and territorial planning, urban economy and urban prosperity, all paid directly by counterparts (local authorities, development banks and foundations), and somehow preempting a future adaptation of specialized UN agencies to technical cooperation business environment in Latin American and Caribbean MIC.
Internally, UN-Habitat is undertaken a new effort to regionalize its portfolio and this also based on normal evolution of business and orientations from recent evaluations, in an attempt to increase its relevance, efficiency and proximity to demand.

This document is a first ever opportunity in which UN-Habitat articulate a planned regional proposal building on its regional capacities, on a new set of opportunities in a changing environment and on new demands in the region. All this in articulation with member states and with the commitment of regional teams to develop a better response to citizens, local authorities and member states.

**Building the process for the Regional Strategic Plan**

The approval of the Strategic Plan (SP)/2014-2019 by the Governing Council through its resolution 24/15 of 19 April 2013 provides a supply oriented framework for UN-Habitat to start developing Regional Strategic Plans (RSPs) that can find an articulation with actual demand in regions. Moreover, the OIOS evaluation of UN-Habitat (E/AC 51/2014) in paragraphs 24-26 requests that UN Habitat completes Regional Strategic Plans (RSPs) in all regional offices and resumes the development of Habitat Country Programme Documents (HCPD) in priority country programmes. Additionally, recent OIOS audit to ROLAC resulted in recommendations oriented to adapt business model of UN-Habitat to LAC specificities. And recent MINURVI Declaration in Jamaica 2015, established this forum as a consultative group to the Regional Strategic Plan for UN-Habitat.

From the orientations provided by the above documents and taking into consideration urban, social, political and financial situation in LAC 2014, Regional Office for Latin America and the Caribbean started pulling together the key necessary elements for both, focusing the offer of UN-Habitat in key areas of the New Urban Agenda, and articulating the organization of work at regional level according to evolving specificity of operations in LAC. As a result, and as agreed in board meetings, a road map was established so as to have validated final draft version of ROLAC RSP by end 2015. The process to build the RSP was undertaken with some principles in mind:

- Awareness of the technical cooperation business environment
- Enabling better coordination
- Geographical focus according to regional dynamics
- Thematic focus according to New Urban Agenda priorities
- Zero budgeting exercise
- Organisation of work according to regional operational needs for optimisation
- Appropriated coordination between HQ and regional/national action and representation
- Interagency work based on fit for purpose and strategic articulation
- Planning based on specific realistic investment targets

The roadmap to formulate the regional plan went through the following steps:
- October 2014: Presentation of key elements of UN-Habitat Strategy in LAC at Global Retreat
- October 2014: Global Work Plan by subprogramme elaborated at Global Retreat
- October 2014: Definition of key New Urban Agenda UN-Habitat products and areas of work at Global retreat
- December 2014: Definition of preliminary ROLAC RSP road map at Board meeting. Deadline established for end 2015 as per OIOS evaluation
- February 2015: Regional strategic meeting in Rio de Janeiro with Senior ROLAC Staff to define key elements of LAC strategy.
- January-March 2015: Four strategic meetings with teams in each regional hub (Bogotá, end January; Port-au-Prince, beginning February; Mexico City, end February; Rio de Janeiro, beginning March) to discuss key strategic elements in the hub and the subregion.
- April-June 2015: Development of selected inputs for UN-Habitat LAC RSP
- April-August 2015: Specific strategic discussions regarding selected areas of the RSP (with key staff in some countries – Cuba, Ecuador, Panama, Anglophone Caribbean; with key staff for selected main areas of work in LAC Three Legged Approach, City Prosperity Initiative)
- August 2015: First commented outline UN-Habitat LAC RSP for internal feedback
- August 2015: MINURVI becomes a consultative body for UN-Habitat LAC RSP
- September-December 2015: Exchanges with selected areas of work in HQ colleagues related with main areas of UN-Habitat value offer in LAC
- November 2015: Proposal to MERCOCIUDADES for consultation on LAC RSP
- November 2015: Draft version of UN-Habitat LAC RSP
- December 2015 Final draft Version of UN-Habitat LAC RSP
- January-February 2016 – Corrections and new versions if necessary
PART I: TECHNICAL COOPERATION BUSINESS ENVIRONMENT IN LAC

1.1. A perspective of urban development situation in LAC

Over the past decade, Latin America and the Caribbean went through its highest economic growth period since the 1960s. This economic boom, along with job creation and some of the world’s most innovative social policies lifted over 90 million people into an emerging middle class. Today, 34.3% of the population is in the middle class (with incomes between $10 a day and $50 a day), and 25.3% are still under the moderate poverty line of PPP $4 a day, according to the most recent data released by the Socio-Economic Database for Latin America and the Caribbean SEDLAC.

LAC was also well on the way to achieving the MDGs. Several countries achieved targets comfortably and before the deadline, including target on slum reduction, as it was defined. Poverty has been reduced to the lowest levels in three decades. More girls are in school. Child mortality has dropped and we are fighting diseases, with some countries spearheading global innovation in universal access to HIV/AIDS prevention, treatment and care.

But too many women still die in childbirth. And more needs to be done to boost gender parity in employment and national parliaments as well as access to education and reproductive health services. Sanitation must also be improved and more needs to be done to reverse forest loss, according to a recent joint assessment from the Economic Commission for Latin America and the Caribbean, UNDP and other UN agencies.

Challenges

In spite the progress seen in the last decade, about 216 million Latin Americans (38 percent of the total population) are still vulnerable and risk sliding back into poverty, given that economies have strongly slowed down after 2013. Therefore, one of the main future challenges in the region is the construction of a universal social protection floor to protect households from a wide variety of risks—including impoverishment and that ask the question of urban vulnerability and on how to finance urban development.

Urban inequality remains a key problem as it was showed by recent report from UN-Habitat and CAF. Even though a UNDP study shows that income inequality diminished in 14 of 17 countries —thanks to the impact of education on labor incomes and the spread of conditional cash transfer programs— 10 of the 15 most unequal countries in the world are in Latin America.

As a middle-income region, Latin America and the Caribbean will also be facing new challenges like the end of its demographic dividend and the onset of an ageing population. Another major challenge are the unequal opportunities for young people in cities: one in every four Latin Americans aged 15-29 is poor or extremely poor, only 35 percent have access to education and 20 million young Latin Americans aged 15-18 neither work nor study. That’s nearly one in every five, 54 percent of them female and 46 percent male.

Violence, crime, and insecurity hinder development of cities in the region. From 2000-2010, homicide rates rose by 11 percent while declining in most regions worldwide. And
on a typical day in Latin America, 460 people are victims of sexual violence, usually women.

Moreover, disaster-risk resilience is a crucial challenge, with natural disasters hitting the poorest hardest. In particular, Central America and the Caribbean face greater vulnerability due to frequent natural disasters and subsequent food shocks.

**Key dilemmas of sustainable urban development**

Latin American and Caribbean urban context has given place to vibrant forms of LAC society organization. This in itself can be considered as an achievement which has come with substantial improvement in living standards, but also with diverse conditions and contradictions.

LAC has high percentage of urban populations (currently around 80%), which makes it one of the most urbanized regions among developing countries (United Nations, 2014), and it is expected that levels of regional urbanization will continue to rise until levels of 86% by 2050, albeit at a slower rate that has been gradually declining since the 1990s. Indeed, LAC is not anymore a fast urbanizing region. This contrasts with urban growth rates currently observed in other regions of the world, particularly Asia and Africa.

The development of the region is and will continue to be strongly tied to urbanization. McKinsey Global Institute estimated that in the next ten years 65% of total growth in LAC will come from 198 major cities of the region (McKinsey Global Institute, 2011). Nonetheless, informal employment remains high. At the close of the first decade of the 21st century, 93 million informal workers were registered in LAC, with levels of informality in non-agricultural sectors between 38% and 76% (OIT, 2012). Despite these figures, urbanization does promote economic and social development. In general, LAC development indicators have improved as a result of urbanization, demonstrating a correlation between access to basic services and the level of urbanization in LAC countries. There is also correlation between HDI and urbanisation in LAC. (Rodríguez Vignoli & da Cunha, 2009).

Throughout the twentieth century, social problems associated with urban dynamics were a central theme in LAC. The housing and infrastructure deficit captured the attention of state authorities since the early decades, yet urban development was relegated to the background, regardless of its complexity, global reach and focus on long-term sustainability (Sabatini & Soler, 1995). The 1980s and 1990s ushered in a profound transformation in economic, social and urban areas in LAC. As a result, the region is now faced with the task of upgrading its urban policies as it is proposed often from regional associations of local authorities. Twenty to thirty years ago, urban strategies focused mainly on housing and on financing and public construction, aimed to improving the housing stock.

A variety of policies and programs for urban slums have been implemented in LAC over the last twenty years, achieving significant reductions in the percentage of populations living in informal settlements (from 33.7% in 1990 to 23.5% in 2010). There has even been referenced pilot cases in the region. Nonetheless, nearly 110 million people continue to live in such settlements (UN Habitat, 2012) which have been the result of a complete reduction of urban planning practices at the end of 20th Century.

Another particular challenge in LAC cities are natural disasters. A study of 16 LAC countries between 1990 and 2011 registered approximately 42,000 fatalities, approximately 1 million destroyed homes and nearly 6 million damaged homes (UNISDR, 2013). High levels of risk specific to cities are primarily due to urban planning problems. This situation, however, presents an opportunity for countries to reduce vulnerabilities and strengthen resilience. On one hand, cities concentrate negative externalities such as pollution, energy expenditure and natural resource consumption. Yet on the other hand, urban agglomerations allow for more efficient energy use in both housing and transportation.
And this is important when it comes to develop positive programmes on climate change adaptation and mitigation.

During the VI International Economic Forum on Latin America and the Caribbean held in Paris in July 2014, five major problems were proposed which are set to directly impact the economies of LAC countries, and which are connected to urban sustainability: inequality, informal employment, low productivity, low fiscal capacity, and low investment in infrastructure.

The first of these problems is inequality. While LAC has managed to fight extreme poverty and strengthen economic prosperity and purchasing power in countries throughout the region, unequal income distribution is still a pressing problem. Indeed, as showed by UN-Habitat and CAF, LAC cities show high levels of inequality in income and opportunities, and as a result, socio-spatial segregation. Urban policy responses in the form of a new paradigm for urban sustainable development supporting neighborhood development initiatives, inclusive growth strategies and housing programs should be seen as a significant contribution to fighting inequality.

A second problem is informal employment, as the productive structure of cities as well as the institutional framework of LAC countries favors informal employment and self-employment. These circumstances often result in poor working conditions and lack of social protection, which in turn cause high levels of vulnerability, instability and low labor productivity. There are certain economic activities such as domestic work and construction which are concentrated in cities, and which show a significant level of informal employment. It is worth noting that urban-level institutions can be key players in reversing this trend, both nationally and internationally. This is especially relevant to urban policy, as inequality, exclusion and tax revenues negatively impact local development.

Another major challenge facing LAC is low productivity when compared to other regions of the world, despite rising economic growth until the early 2010’s given the favorable situation of international markets and commodity prices (ECLAC, 2007). Addressing this problem requires diversifying productive activities, creating innovative urban environments, enabling multiple utilization of the city by diversity of social groups, improving functional integration and increasing added value. In this sense, urban policies can promote agglomeration economies based on knowledge and innovation, enabled by inclusive urbanism, and bolster “green” growth from an urban strategic standpoint and strengthen planning and urban design. Overall, this requires reduced-carbon distribution systems and a more conscious consumption of urban goods and services.

The fourth issue that stands out in LAC is low fiscal capacity. Increasing levels of informality coupled with institutional deficiencies result in low levels of tax collection in several LAC countries, which substantially limits the scope of action of public bodies.

Strengthening local and urban governmental bodies by endowing them with greater responsibilities has led to decentralized budgeting. This should be reflected by a larger share of tax revenues, incorporating fiscal instruments designed specifically for urban policy (with attention to land-use plusvalues, real estate activity or the internalization of externalities).

The last major problem affecting LAC is an underinvestment in infrastructure when compared to other regions, such as Asia. This limits progress both in terms of accessibility and social inclusion, as well as environmental protection and economic competitiveness. In addition to the relative low levels of investment on infrastructure, when that investment comes, it usually does not take into consideration the creation of urban value in the areas of influence through the design of strategic and inclusive urban interventions. In this sense, involving cities in integrated infrastructure planning and strategic coordination would promote sustainable urban development.
Responding to the previous challenges, comes with the idea that vibrant urban economic areas generate employment opportunities and contribute to rising incomes, with a positive multiplier effect in various areas of development, especially when distributive mechanisms take effect and proper urban design supports the policy.

Also, while there is a strong positive correlation between economic growth and urbanization, this potential relationship is neither spontaneous nor automatic. Agglomeration economies are strengthened when investment is made as a result of integrated urban operations based on good urban design, on innovative endogenous and well-structured financial strategies and on smart utilisation of land use management instruments. When it is done properly, it can result on the promotion of economic density, well located social housing and resilient infrastructure.

It is important to identify and analyze possible means by which to improve the local urban economy through urban planning and spatial interventions. In this way, more inclusive growth, a systematic redistribution of the benefits of development, appropriate legal frameworks to ensure spatial justice, equality, institutions that protect the rights to the city for the poor and the inclusion of minorities and vulnerable groups in urban innovation are considered essential for promoting equity in the development agenda.

1.2. A demand for a new urban agenda and how it can provide responses to LAC development challenges

Urbanisation and urban sustainable development generate value if they are well conceived. The new approach presented by UN-Habitat (the Three Legged Approach) is increasingly being demanded when it comes to provide new solutions to old problems. It focuses on smart integration of three axes that are key to the design and implementation of urban public policy and the creation of a new urban development paradigm: the planning and urban design; the funding mechanisms necessary to implement changes, and the institutional and legal framework and instruments supporting an urban specific intervention.

Planning and Urban Design
The evolution of urban housing policy and planning in LAC shows a number of similarities between countries. For example, many countries in the region have sought out housing solutions (public and private) financed through a variety of mechanisms—from state involvement in subsidizing demand and access to credit to private sector procurement and construction. The implementation of these models, however, did not foresee the current severe qualitative housing deficit in the region.

An important goal for LAC is to thus ensure that urban issues are reflected in a national urban policy. And ideally this NUP should influence and orient national development strategies, strategies for urban poverty reduction and Development Assistance Framework of the United Nations. A policy framework for human settlements and urbanization, if well promoted, can support stakeholders in order to coordinate and harmonize national and regional policies, as well as develop a general set of normative criteria to guide planning and urban development.

Financing
In general, LAC has experienced low levels of financial deepening (loans and bank deposits relative to GDP) compared to industrialized countries. Main source of funding claimed by cities has been transfersences from central levels, hence urban leaders have been very inclined to a very reclaiming/revindicative approach in trying to get more resources from national/federal governments. There has been the age of “municipalism”.

On the other hand, a common reflex has been assimilating urban development with housing development. But even in that regard, the market share of mortgages for home financing is underdeveloped in the
region, excluding some Central American countries and Chile. And also, from 1990 there has been a marked increase in housing policies in most LAC countries, which seek to create financial mechanisms for private/bank financing (Jordan & Martinez, 2009).

Therefore, there is a big opportunity to promote endogenous financial mechanism in the region, based on good urban development strategies creating space for generation of plusvalue and other form of valu associated to economies of agglomeration.

**Institutional and Legal Framework**

Institutions to lead creation of urban value through good city development are very rear in the region. Also, despite recent efforts by some regional institutions (Lincoln Institute, UN-Habitat, IDB) to promote creation of land use legal frameworks and land appropriated instruments, and the emergence of a new demand in that regard, this remain an important area of development and consolidation.

On another direction, given the strong tendency to continue working through sectorial policies, it is necessary to review the relevance of legal, institutional and governmental frameworks facilitating mechanisms to correct high institutional and policy fragmentation. There a need for new area based approach perspective to support institutions behind urban policy as well as appropriated balances between different levels of government. As a result, resolving problems of cross-sectorial and multilevel governance is a central challenge.

ECLAC and UN-Habitat (2014) have discussed these three axes around five major issues or dilemmas that represent internal tensions, though not necessarily opposites or incompatible alternatives currently present in LAC cities. These dilemmas as framed in such a way that can articulate with the main development emerging challenges presented above. An adapted version of the dilemmas are:

- **Expansion versus density**: The expansion of cities in terms of surface area is a dominant trend in LAC. It is necessary to analyze this phenomenon with attention to transportation and housing and utilities, and with consideration to the "compact city."

- **Value generation versus externalities**: Cities build value by generating agglomeration economies but also generate negative externalities. When there is critical lack of planning and when urban operations are not well structured, the appearance of externalities like informality, job insecurity, low productivity, congestion, crime, can make incomes unsustainable.

- **Crisis versus resilience**: Cities are exposed to various factors, ranging from the impacts of climate change and natural disasters to financial and economic crises, often provoked by a lack of planning, poor response management and/or resource shortages.

- **Inequality versus security**: Inequality is a principal characteristic and challenge of LAC, and is associated with urban segregation and fragmentation. The conflation of insecurity and exclusion also results in stigmatization—a situation which requires both national policy-level responses that promote equity, as well as urban policies that foster inclusion and integration.

- **Urban efficiency versus environmental services**: Both urban and traditional territorial planning view environmental concerns from the perspective of resource conservation; that is, minimizing the impact of urban development on the environment and understanding the adjoining territory as a service provider for the city. This should be complemented by an urban ecology approach, which by creating more efficient urban systems, emphasizes a positive systemic relationship between a city and its environment.
The following matrix, adapted from the one presented by ECLAC and UN-Habitat to Ministers of Urban Development and Housing of the Region in 2014, presents the articulation between axes and five themes (or dilemmas) in an attempt to both qualify the demand and understand how the New urban Agenda can provide responses to LAC development problems.

Table: Thematic Matrix and Structural Axes (adapted from ECLAC & UN-Habitat 2014)

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<th>Expansion vs. density</th>
<th>Planning and Design</th>
<th>Financing</th>
<th>Institutions and Legal Framework</th>
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<td>City Planned Extensions</td>
<td>Land value sharing</td>
<td>National Urban Policy</td>
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<td>City Planned In-fill</td>
<td>Public and private infrastructure investment with urban added value</td>
<td>Land policy</td>
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<td>Urban redevelopment</td>
<td>Government funding for housing</td>
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<td>Intensification Government housing programs</td>
<td>Decentralization of public finances</td>
<td>Regulatory plans for sustainable growth</td>
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<td>The “compact city”</td>
<td>Economies of agglomeration</td>
<td>Public transportation and the right to mobility</td>
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<td>Building management</td>
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<td>New generation of national urban policies</td>
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<td>Mobility management and logistics</td>
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<td>Demographic changes and household composition</td>
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<th>Value generation vs. externalities</th>
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<td>City Planned In-fill</td>
<td>Promotion of surplus value</td>
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<td>Mixed urban land-use</td>
<td>Tax programs informed by externalities</td>
<td>Housing policy</td>
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<td>Urban strategic operations</td>
<td>‘Green’ economy</td>
<td>Buildability instruments</td>
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<td>Transformations of the urban economic structure</td>
<td>Generation of endogenous resources</td>
<td>Control of speculation with urban land prices</td>
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<td>Employment and migration</td>
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<td>Land management instruments</td>
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<td>Urban competitiveness and efficiency</td>
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<td>Strategic plans and industrial parks</td>
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<td>Informality in the urban labor market</td>
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<td>Neighborhood upgrade</td>
<td>Spatial balancing of investment and application of financial instruments</td>
<td>National Urban Policy</td>
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<td>Neighborhoods with diverse social groups</td>
<td>Financing for social housing</td>
<td>Ability to apply an urban standard</td>
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<td>Inclusive city planning</td>
<td>Financing public spaces and public goods (quantity and quality)</td>
<td>Mandatory CPTED measures</td>
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<td>Integration vis-à-vis accessibility</td>
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<td>Connectivity and resilient pathways</td>
<td>Reconstruction funding</td>
<td>National Urban Policy</td>
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<td>Spatially resilient design</td>
<td>Neighborhood improvement</td>
<td>Protection against economic crisis</td>
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<td>Self-management</td>
<td>Community initiatives</td>
<td>Reduced vulnerability</td>
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<td>Reconstruction as prevention</td>
<td>Guaranteed financing for risk management</td>
<td>Institutional de-fragmentation (which limits risk management)</td>
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<td>Risk adaptation</td>
<td>Climate change led urban financing</td>
<td>Institutionalization of recovery and resilience</td>
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| Urban Efficiency vs. environmental services | TOD  
New model of Sustainable Urban Development  
Guaranteed long-term access to natural resources  
Food security  
Planning for green areas and urban ecology  
Protected areas  
City-regional planning  
Urban-rural linkages | Funding for eco-efficiency  
Social criteria to ensure the right to water  
‘Green’ fiscal policy | National Urban Policy  
Land-use regulation to avoid segregation and reduce zoning  
Institutionalization of the relationship between city and environment  
Recognition and implementation of environmental services  
The right to ‘clean’ water and air  
Environmental justice |
1.3. Analysis of Un-Habitat investment in LAC

See analysis of portfolio sent to Alioune
1.4. **LAC environment in regards to financing Sustainable Urban Development Agendas and UN-Habitat RSP**

Number of discussions have been held recently on the way to finance the new development agenda 2030. A recent report from ECLAC established that for LAC, the possibilities to finance the development agenda should rely on the combination of three sources of funds:

- Resources from National/Subnational/Local governments
- Resources from Regional/National Development Banks
- Resources from Private Sector

All this is on the evidence that ODA flows have decreased in the region after both the economic growth that elevated most of LAC countries to the MIC category and the financial crisis that affected developed economies few years ago.

All this is also valid for the financing of urban sustainable development and, for an international organization as UN-Habitat, it comes also with some implications given the business model and the internal processes that are shaped to receive and implement ODA funds from traditional donors destined to intergovernmental agencies.

Among the implications of this new model of getting resources from new sources are several emerging needs to better participate in a new way of doing technical cooperation in LAC:

- The need to adapt the delivery systems to a general situation whereby the new normal is that local governments, banks and private sector will pay directly for products and will behave more as clients.
- The need for more thematic focus in order to increase the added value of the organization through specialization and thus creating a critical factor of differentiation.
- The need to work closer to the client in time and space in order to be more efficient.
- The need to integrate that the organization will be increasingly compared with other service providers (from private sector, from UN, from NGOs, from academy, etc) in a competitive market and in terms of the quality of products and the quality of the service.
- The need for increased in-house and well contextualized to the region expertise.

This Strategic Plan will aim to integrate this new perspective for a UN specialized agency better serve member states and its counterparts.
PART II: UN-HABITAT VALUE OFFER IN LAC

2.1. Strategic value offer of UN-Habitat in LAC

The fundamentals

- **Mandate**: The mandate of UN-Habitat derives from the Habitat Agenda, General Assembly resolutions and internationally agreed goals such as the MDGs and now the SDGs. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world.

- **UN-Habitat Vision**

  **Globally**: UN-Habitat promotes the stronger commitment of national and local governments as well as other relevant stakeholders to work towards the realization of a world with economically productive, socially inclusive and environmentally sustainable cities and other human settlements.

  **Regionally**: Further, UN-Habitat wants to be the natural choice of partners in the search for expert solutions on urban sustainable development challenges in the LAC region

- **ROLAC goal**: Satisfy expectations of partners through UN-Habitat specific value offer for the region, based on the City Prosperity Initiative and three-legged approach for sustainable urbanization.

A reference definition of Sustainable Urban Development

The New Urban Agenda is about Integrated and Inclusive Sustainable Definition.

It is integrated as it needs good articulation and synchronization of three factors: Spatial, Financial and Legal. Each factor might be an entry point and it is critical to understand local political economy in order to define best way to go from design to implementation.

It is inclusive as it has to impact positively on human rights, gender, youth, pro-poor. It also has to be oriented to avoid ghettos and phenomena like gated communities. It has to have the end to create conviviality through for instance spatial social mix.

It is sustainable as economically it has to enable the development of land mixed uses and compactness, while making easier access to jobs, especially for the youngest. It is also sustainable as socially it has to create a city for all, where affordability is also conceived for all.
It is also sustainable as from environmental perspective it has to promote preventive planning and adaptation to climate change.

**A concrete UN-Habitat value offer for LAC**

Based on the demand and the analysis made on how key axes can contribute with new integrated solutions to sustainable development and particularly to the present dilemmas of urbanization in LAC, a value offer has in progressive configuration and consolidation. It consist on the Three Legged Approach which constitutes the backbone of UN-habitat NUA based work. It also includes a fresh tool for measuring the impact of TLA interventions, which is the City Prosperity Index. And in specific cases, it integrates specific sectorial work, based on traditional UN-Habitat programmes, which are to be designed under the framework of CPI and TLA.

**Main products of UN-Habitat in ROLAC**

The value offer of UN-Habitat in LAC is materialized through concrete products and model projects. The most important of them are:

1. NUP - National Urban Policies
2. PCE – Planned City expansions
3. PCI – Planned City In-fills
4. Three Legged Approach studies (urban Planning studies, urban economy, urban legislation)
5. City Prosperity studies

In addition to this, and through area based integrated programmes, other products can be articulated including Housing at the Center strategies, Mobility, Resilience Profile, Climate Change, Land.

2.2. Regional UN-Habitat value offer in LAC and the internal focus areas

2.2.1 The global Focus Areas and the LAC Region context

Given the nature of the demand in LAC, UN-Habitat ROLAC shall prioritize normative high added value work (policy and expertise support kind of work) over operative/low added value work (construction oriented, low added value consultants intensive, recurrent meetings intensive kind of work). Based on this and taking into consideration the value offer for LAC explained above, the relation of ROLACs plan and the FA, allow for a classification of internal themes in three groups: Core and orienting, enabling and integrated themes. Also, when situation and context of exception arises (natural disasters, conflict and other singular events), rehabilitation or post conflict themes will be prioritized.

a) Core and orienting Focus Areas and Themes:

The orienting FAs and themes are those with the responsibility to lead the promotion of better cities, good governance and legislation in line with the New Urban Agenda (and the three-legged approach). They are:

- FA1 Urban Legislation, land and governance – Urban legislation; local government and decentralization
- FA2 Urban Planning and Design – Regional and metropolitan planning; city planning, extension and design; Public spaces;
- FA3 Urban Economy – Finance; local economic development;

All projects in the LAC region should plan their activities towards continued improvement of normative practices and development, aiming at the promotion of the well-functioning of the relevant (governmental) practices and institutions.

The core and orienting areas shall be prioritized in the LAC region and will lead the contribution to the global Strategic Framework and Biennium Work Programmes. Whenever possible, all projects should contribute to the WP Expected Outputs through at least one project Expected Accomplishment.

b) Enabling Focus Area and Themes:
This Focus Area and themes will focus on strengthening available human, knowledge resources and tools, enabling informed decision making and policy development through knowledge, tools and practices sharing and transfer. They are expected to act as transversal themes, as well as the other mainstreaming ones (gender, climate change, youth and human rights).

- FA7 Research and capacity development – Global urban observatories; Research; Capacity Development (and Best Practices)

The Enabling Focus Area and themes will also contribute to the global Strategic Framework and Biennium Work Programmes through Expected Accomplishments, outputs or activities, as a transversal component.

c) Integrating Focus Areas and exception sectorial Themes:

This group of focus areas and themes will articulate partners’ identified needs, context and area situation analysis, always integrating through them through the lenses of the orienting themes.

- FA1 Urban Legislation, land and governance – Land and GLTN; Security;
- FA2 Urban Planning and Design – climate change planning;
- FA3 Urban Economy – youth and job creation;
- FA4 Urban Basic Services – Water and sanitation; Urban energy; Urban mobility; Waster management;
- FA5 Housing and slum upgrading – Housing; Slum upgrading; Community engagement;
- FA 6 Risk reduction, rehabilitation and resilience – Urban risk reduction; Settlements recovery; Shelter rehabilitation;

While ROLAC shall plan and implement strategically per priority Focus Area, the particular global goals and expected accomplishments of each Branch and unit will be maintained and reflected in the annual regional and country work plans. All projects shall be carefully aligned to the Strategic Framework and the Work Programme, both core and integrated themes.

Furthermore, ROLAC will continuously support global strategies, initiatives, events and messages to be spread through its projects within the region, contributing to the strengthening the corporate image and position of UN-Habitat. Among others, the biennial World Urban Forum, the World Urban Campaign, World Habitat and the City Days, award events, as well as national urban forums, national urban campaigns and regional Networks or Platforms shall enhance awareness and sensitization on urban issues.

In 2016, the region will open doors to key sustainable urban development actors and stakeholders. Habitat III will offer an important space for dialogue and debate towards a global common New Urban Agenda. ROLAC expects to take this important event as a great opportunity to consolidate UN-Habitat as the lead UN organization and partner

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1 Annex 1 resumes main goals and expected accomplishments from each Focus Area.
for achieving commitments related to the urban sustainable development goal in the Region.

### 2.2.2 Cross-cutting issues and its articulation to area based approach

Cross-cutting themes are part of the common UN programming principles, included in the UNDAF Guidelines by the UNDG: Human rights-based approach (HRBA), Gender equality, Environmental sustainability, Capacity development and Results-based management (RBM). These should be cascaded through the country programming and aligned to the agency’s mandate. The implementation of cross-cutting themes in UN-Habitat has been discussed, reviewed and strengthened in the last years through new policies and the development of specific guidelines. While RBM and Gender have been promoted and consolidated for several years now, HRBA and Environmental sustainability have been adjusted, mandate related human rights have been identified and environmental sustainability integrated as climate change mainstreaming. Youth has been another mainstreaming theme, identified by UN-Habitat as a concern group, whose exclusion and vulnerability need to be addressed.

The LAC region benefits from relative stable positive political and economic situation, widespread democracy, developed technical capacity and sympathy towards human rights achievements. On the other hand, strong inequality, perception of insecurity, lack of justice, corruption and other shared hurdles still require attention and solidarity. Even so, several countries have chosen to be agents in development cooperation and some LAC countries strive for a leading strong position, having showed good advancements in MDGs achievements. The region is a rich source of practices, knowledge and instruments, and a fertile soil for a successful application of the mainstreaming policy, particularly in relation to human rights and gender.

Since 2015, the project based policy analyses all initiatives through the mainstreaming markers, a tool to monitor and assure a progressive implementation of the crosscutting guidelines. In order to achieve a positive result through the markers’ grades, a regional strategy is required. The next couple of years will be devoted to piloting, learning and identifying the best and most adequate way of implementing the crosscutting in the LAC context. Some points maybe be taken into account as next steps:

- Identifying regional human rights instruments and particularities that guide a singular regional approach;
- Analysis and documentation of country position and commitments concerning international instruments, treaties, declarations and standards;
- Analysis of recommendations of human rights bodies and mechanisms that may inform programming;
- Identification of national and subnational legislation, policies and programmes related to UN-Habitat’s mandate that contribute to building the desired strategy: right-holders and duty bearers actors, possible capacity and knowledge needs or gaps, ongoing practices and processes that may illustrate good practices, lessons learned and relevant outcomes;
- Selection of pilot initiatives to apply informed HRB indicators baselines and goals;
- Identification and systematization of good programming practices;
• Identification of related stakeholders and possible partners;
• Focus on internal capacity and knowledge building;
• Development of specific mainstreaming internal strategy that integrates the existing one on gender\(^2\);
• Development of a mainstreaming implementation monitoring and evaluation framework.

Whenever possible, an integrated approach to mainstreaming should be applied. This means that instead of separate strategies and indicators, project documents should integrate whenever possible human rights, gender, youth and other vulnerable groups.

2.2.3 Services for common focuses in the LAC region

The main areas where technical cooperation services from UN-Habitat will support partners in addressing the human settlements and urbanization challenges include advocacy efforts to raise awareness on sustainable urbanization issues; providing evidence-based policy advice; building capacities; developing tools, norms and standards based on best practices; implementing demonstration projects; and providing assistance to Governments, local authorities and other public institutions responsible for urban issues. Through its outreach and communications strategy, UN-Habitat expects also to complement those efforts in order to increase public knowledge and strengthen existing partnerships.

\(^2\) Annex II – Regional Gender Strategy.
PART III: PLANNING FOR SUCCESS

3.1. Situation Analysis

ROLAC SWOT

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Strengths)</td>
<td>(Weaknesses)</td>
</tr>
<tr>
<td>(a) Proved impact on national policies (El Salvador, Mexico, Colombia, Brasil, Ecuador) Differentiation and specificity in the LAC region.</td>
<td>(a) Management operation systems induce inefficiency;</td>
</tr>
<tr>
<td>(b) Good legacy of big programmes (El Salvador, Haiti, Brazil)</td>
<td>(b) Reduced productivity due to transactional costs;</td>
</tr>
<tr>
<td>(c) Organisation of work in the region as a Network of 4 regional hubs (Mexico City, Port-au-Prince, Bogota, Rio de Janeiro) as opposed to traditional pyramidal organisation of work and increasing flexibility to deploy in the region</td>
<td>(c) Untimely delivery due to lack of predictability of internal administrative process</td>
</tr>
<tr>
<td>(d) Resourceful and effective operations team;</td>
<td>(d) Heavy programme development cycle</td>
</tr>
<tr>
<td>(e) An increasingly recognised and accepted corporate narrative about what Urban Sustainable Development means.</td>
<td>(e) Core knowledge and lessons learned is not systematically available, internally and externally;</td>
</tr>
<tr>
<td>(f) Strong focus on concrete value offer to the region based on New Urban Agenda methods (CPI + Three Legged Approach)</td>
<td>(f) Unrealistic global strategic planning system;</td>
</tr>
<tr>
<td>(g) New methodologies; differentiated and innovative approaches. Flagship products: Urban Operations Strategies, State of Cities report, Urban Equity in LAC, CPI, etc.</td>
<td>(g) Difficulty to achieve effective coordination with some units and silo structure;</td>
</tr>
<tr>
<td>(h) Strategic understanding of needs in the region and the potential difference to make with UN-Habitat methodologies.</td>
<td>(h) Difficulty to work on proper consultants oriented delivery strategies;</td>
</tr>
<tr>
<td>(i) Strong political positioning in some countries;</td>
<td>(i) Lack of flexibility to adapt to fluctuations in funding in LAC MIC;</td>
</tr>
<tr>
<td>(j) Internal willingness to focus on New urban Agenda matters;</td>
<td>(k) Lengthy and burdensome procurement and recruitment procedures</td>
</tr>
<tr>
<td>(k) Strong HQ backstopping in selected areas of interest in the region;</td>
<td>(l) Rigidity in geographical location/rotation of staff in order to adapt to demand</td>
</tr>
<tr>
<td>(l) Strong willingness to achieve coordination with Global Programmes</td>
<td>(m) Consolidate regional technical team in line with the value offer of the region (and experts roster)</td>
</tr>
<tr>
<td>(m) Regional ministerial platform as Consultative Body (MINURVI) for UN-Habitat Regional Strategic Plan;</td>
<td>(n) Lack of pre investment resources</td>
</tr>
<tr>
<td>(n) Strong UN brand</td>
<td>(o) Inefficient matricial work</td>
</tr>
<tr>
<td>(o) Relative flexibility to deploy in the region</td>
<td>(p) Ineffective internal coordination</td>
</tr>
<tr>
<td></td>
<td>(q) Lack of relevance in the system to measure performance</td>
</tr>
<tr>
<td></td>
<td>(r) Misconception of system of institutional incentives for performance</td>
</tr>
</tbody>
</table>
(Opportunities) | (Threats)
---|---
(a) Integrate urban issues in regional development agenda;  
(b) Investing in cities and urban transformative programmes can respond to the need for innovative solutions to reduce de-acceleration of economic growth in the region;  
(c) Availability of new models to show and explain impact of urbanisation in economic growth and in the reduction of inequalities;  
(d) Continued demand for technical cooperation services on key areas of New Urban Agenda in LAC  
(e) Increasing awareness of connection between work in cities and climate change adaptation; mitigation and energy efficiency;  
(f) Multiplication of urban programmes in LAC, led by other agencies and international organisations  
(g) Lack of traditional donors  
(h) Political will to concentrate investment in infrastructure (it creates possibility to add urban value with UN-Habitat methodologies)  
(i) Need for validated references and good practices to inspire mayors  
(j) SDGs framework including urban goal  
(k) Habitat III process momentum;  
(l) Request from member states to UN agencies to fit for purpose to work with a value for money perspective in mind, and to work more integrated  
(m) New UN Standard Operating Procedures  
(n) Existance of UN relevant operational capacity in majority of countries in LAC  
(o) Development of multiple offers in urban development in the region;  
(p) Urban development remains a niche for specialized agencies given the fact that there is no donors (hence no opportunity for flexible resources for UN agencies).  

(a) Loosing reputation due to imperfect delivery, and internal unwillingness to report  
(b) Internal lack of willingness to build the connection between the NUA products and the actual demand;  
(d) Inability of UN-Habitat to fully respond in a timely manner to increasing demand for its services at the national and local levels if the current lengthy recruitment and procurement processes are not improved.  
(e) Not being able to adapt to MIC specific technical cooperation environment  
(f) Not improving in delivery and in cost efficiency and value for money, criteria. Not adapting to value for money and cost efficiency way of doing operations (expected for in the region)  
(g) Urban seen as a crosscutting not as a specialized field  
(h) Not having enough results to show to international community  
(i) Attractiveness of intensive low added value programmes  
(j) Attractiveness of resources in projects out of the core business (for instance infrastructure)  
(k) Barriers to technical cooperation in some MICs (for example: limits to overheads and cost recovery for international staff)
3.2. **UN-Habitat technical cooperation investment scenarios in LAC**

- **Resource mobilization modalities**
  - **Global support**

LAC can become a field for deployment of global resources on piloting activities. If this is coordinated with the regional plan it might also contribute to development of the Regional Plan.

  - Consolidating extra-budgetary finaniciation by country/subregion

A specific technical cooperation and financial business plan is to be defined for priority countries (Colombia, México, Brazil, Haiti) and as an option as well for other countries and subregions. Strategic financial targets are also defined by country/subregion.

  - **New Financing approach for MIC**

Particular attention is to be given to work with regional/national development banks. In this case the approach will be to inoculate UN-Habitat approaches into the structuring process for infrastructure loans. The preliminary estimation is that if a loan for infrastructure dedicates 2-4% of the total to apply Three Legged Approach methodologies in the areas of influence of the infrastructure, there will be an important medium term increase in the return to investment. UN-Habitat shall develop modeling in that regards in order to be more accurate in proposals. Target banks will be: IADB, CAF, BCIE.

Regarding Private sector, the strategy will be reoriented to providing technical services rather than looking for filantropic contributions. The approach of developing very focalized expertise and preparing for increased competitiveness, open this alternative as it is being tested in Brazil, around big investments in particular geographic areas.

  - **Opportunities for traditional cooperation mechanisms**

Traditional way of resource mobilization before donors remains open and very relevant for Haiti. Strategy in Haiti will integrate as well important substantive support from Nairobi. Cuba will also continue looking for donors to support the work. In addition to this, a window of opportunity is opening in Colombia with the peace process. A programme on Cities and postconflict is being developed. Finally, interagency cooperation will be privileged to work with UNEP at the regional level and with UNDP in some countries.

- **Financial and thematic targets for LAC**
  - **Thematic analysis and targets**
    - **A) Include graphs from ongoing Biennium**
    - **B) Present graphs with ongoing and expected performance/profile**
  - **General log-frame by internal 7 focus areas:**
    - **Goals, Activities, Outputs, Time lines**

  Excel annexed...
Analysis of uncertainty

There are internal and external uncertainties that might impact the development of this Regional Plan. In the external front, it is related much more to the change in political conditions in different countries. This might affect possibilities for Programme Development. In that regard, permanent monitoring will be developed in the identified countries. On the internal front, uncertainty will emerge from the central decisions on regional matters. In fact, whether HQ decides to integrate the particularities of LAC cooperation business and to develop specific process in some aspects, or not, will define the possibility to bring this plan to reality.

Considerations on pre-investment and feasibility studies

Particular conditions of work in MIC without traditional donors and in a competitive environment call for additional efforts in programme development. A preliminary estimation for ROLAC, based on the analysis of pipeline for the last two years shows that 1 out of 5 proposals arrives to the end of negotiation with counterparts, i.e., becomes an actual project. And all this has to happen in a condition of zero budget exercise and financially self sustainable exercise, which implies unavailability of human resources to undertake the pre-investment work.

A necessary element to give sustainability to the business model transformation in LAC is resolving the question of financing this phase. Alternatives are: counting on one specific allocation of resources to that effect from HQ or building the support from hosting countries of one of the regional hubs. In the case of México, which has been conceived as the model for a hub in MIC, it has been possible to include small core resources dedicated to programme development and to providing specific and targeted assistance to national urban policy efforts. This goes in the direction of giving the operation sustainability.

The following is the situation for pre-investment funds for programme development in host countries:

<table>
<thead>
<tr>
<th>Specific Financial Targets</th>
<th>2016-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MAX</td>
</tr>
<tr>
<td>HAI</td>
<td>12</td>
</tr>
<tr>
<td>MEX</td>
<td>10</td>
</tr>
<tr>
<td>BRA</td>
<td>6</td>
</tr>
<tr>
<td>COL</td>
<td>8</td>
</tr>
<tr>
<td>Anglophone Caribbean</td>
<td>4</td>
</tr>
<tr>
<td>SICA (Central America +Rep Dom)</td>
<td>4</td>
</tr>
<tr>
<td>Andean countries (ECU, PER, VEN, BOL)</td>
<td>4</td>
</tr>
<tr>
<td>Mercosur (ARG, PARA, URL, CHI)</td>
<td>2</td>
</tr>
<tr>
<td>REG (Best Practices, Big Investments, Safer Cities, Public Spaces, etc)</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>54</td>
</tr>
</tbody>
</table>
## Regional hubs/HQ support

<table>
<thead>
<tr>
<th>Regional hubs/HQ support</th>
<th>Amount</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific allocation from HQ for Programme Development purposes</td>
<td>-</td>
<td>Necessary to support consolidation of new business model in LAC. In kind support is made available randomly and on depending on availability of human resources</td>
</tr>
<tr>
<td>Mexico City</td>
<td>150 k USD</td>
<td>Resources to support pre-investment programme development and specific support to national urban policies</td>
</tr>
<tr>
<td>Port-au-Prince</td>
<td>-</td>
<td>No specific resources for pre-investment exist at the moment. Pre-investment activities assured by staff of current projects</td>
</tr>
<tr>
<td>Panama City</td>
<td>-</td>
<td>No specific resources for pre-investment exist at the moment. Pre-investment activities assured by staff of current projects</td>
</tr>
<tr>
<td>Bogotá</td>
<td>-</td>
<td>No specific resources for pre-investment exist at the moment. Pre-investment activities assured by staff of current projects</td>
</tr>
<tr>
<td>Rio de Janeiro</td>
<td>-</td>
<td>No specific resources for pre-investment exist at the moment. Pre-investment activities assured by staff of current projects, administrative staff and general core resources.</td>
</tr>
</tbody>
</table>

### 3.2 Implementation mechanisms and orientations

- Adaptation to LAC technical cooperation business environment and its implications for an UN non-resident Programme

Regional Programme of UN-Habitat in LAC has to run based on a new way of doing things. The particular business model for technical cooperation in LAC is based at least in the following points, including adapting to the status of Non Resident Agency:

- As specialised Agency making decisions towards specializing the regional teams to be more competitive, and this through new recruitments and re-training
- Consolidating teams of experts to be proposed directly to counterparts. Teams are composed by: Regional experts staff, HQ experts familiar with the region, specific roasters of experts in selected areas.
- Organisation of RO around macro processes: Programme Development and Project Implementation:
  - National/subregional/regional specific programmes have to become technical-cooperation-business plans build on an analysis of “technical cooperation market”
- Promoting interagency work for technical complementarity and increased competitiveness according to fit-for-purpose arrangements and presence type in the country (see table on country presence type)
- Promoting interagency work for administrative complementarity in order to increase efficiency in process and delivery

- Enabling better coordination modalities both thematic and managerial for success in MIC environment

Technical cooperation in LAC needs strong internal coordination both cross-branch and RO-HQ, and when operating in the field for better coherence in delivery and service to counterparts. Coordination will follow different modalities according to project type (see table below)

- Specialisation for differentiation and better synergies: Thematic focus according to New Urban Agenda priorities

Focused value offer in NUA specific areas and products as discussed in previous chapter for cost efficient and high impact operation.

- Geographical strategy according to regional and subregional dynamics

Intervention in countries and evolution will be based on demand behavior and country operation type as per the table below.

- Regional organisation of work according to regional needs and agency strengths

Regional work is organized by macroprocesses: Programme Development and Project Implementation. This will allow for to go from country silo programme development to cross regional programme development, with regional added value to projects, increase of expertise offer in particular countries and economies of scale in project implementation.

- Promotion of interagency fit for purpose and strategic articulation

- Planning based on specific realistic investment targets at country and thematic level
• Implementation mechanisms (National and Regional)

Implementing High added value programmes and projects implies for UN-Habitat to consolidate its expertise and roaster of consultants. The following are the mechanisms to do so.

• Partnership development

UN-Habitat ROLAC is partnering with number of institutions in every country in order to facilitate mainstreaming of its value offer.

As general rule ROLAC is cooperating with within the United Nations, with the regional economic commission, UNEP, UNDP, PAHO. There are also agreements with other international organisations like IOM, and development banks (IADB, CAF, BCIE). With Academia, foundations and private sector are also important for programme development as well as some local authorities in the region.

• Monitoring efficiency, investment and technical focus

➢ Evaluation

Following HQs efforts to enhance monitoring and evaluation; ROLAC will monitor and assess its advancements through two different frameworks:

a) A project M&E framework (Excel file) - The framework lists several project desired traits. Each project is assessed through the framework and a baseline is built. During its implementation and by the end of the project, baseline advancements are monitored and used as indicators for improvement. By the end of the project, the framework shall provide the reference for the project management and expected results performance.

b) A Regional M&E framework (Excel file) - The framework depicts expected regional achievements (also per hub) in the following areas: partners satisfaction (partners’ profile, number, amount); UN-Habitat positioning (visibility, usage of assets by partners; availability of a communication strategy); effectiveness in achieved results (improvement of project M&E results; ); alignment to global strategy (achievement of at least x% of proposed outputs; reports; usage of systems such as PAAS; alignment to policies) efficiency in internal processes (transactions?); organizational capacity development (trainings; human resources skills improvement); infrastructure development (information and data security and management policy available); financial goals (total portfolio; % of overhead; office sustainability)
Knowledge management and communications

In process.
Annex 1 – Parts of Strategic Framework and Work Programme relevant for LAC technical cooperation environment by Focus Area (extracts).

In process

15.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

15.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.

15.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, the creation of decent and productive urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.

15.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

15.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums.

15.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response.
15.17 Subprogramme 7, Research and capacity development, will report the results of global monitoring and assessment to Governments and Habitat Agenda partners through the *State of the World’s Cities Report*. It will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge. The subprogramme will provide expertise in developing institutional and individual capacities.

15.18 In implementing the subprogrammes, UN-Habitat will continue to use the matrix structure in which each branch works closely with the four regional offices that play a critical role in implementing programmes and projects at the country and regional levels, under the Programme Division, which also integrates the operational and normative work. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. Regional offices will operate, where possible, within the United Nations Development Assistance Framework.

Subprogramme 1

**Urban legislation, land and governance (strategic theme)**

To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery.

The Branch comprises the Urban Legislation Unit, the Land and Global Land Tool Network Unit and the Local Governance and Decentralization Unit.

The subprogramme will provide policy and operational support to Governments and cities on urban legislation, land and governance issues. It will support the development of urban legislation and governance models that are gender-responsive and address land problems equitably. Human rights will be a key focus of urban legislation initiatives, while climate change will be a focus of land and governance projects.

(i) Non-recurrent publications: publication on urban law tools for the implementation of the sustainable development goals, with a focus on vulnerable groups, women and youth (1); publication on the rule of law and human rights in urban law, with a focus on vulnerable groups, women and youth (1); publications on tools and approaches for tenure security improvement, particularly for vulnerable groups, women, youth, internally displaced people and indigenous people (3); land-related research, good practices and other knowledge management materials to promote tenure security improvement, particularly for vulnerable groups (3); publication on metropolitan governance (1); publication on Safer Cities +20 (1);

(ii) Technical material: tools and guidelines on improving security of tenure for vulnerable groups, women, youth, internally displaced people and indigenous people (9); guidelines on participatory and inclusive land readjustment towards integrated and inclusive cities and human settlements (1); guidelines for more inclusive and participatory public-private partnerships in the design and delivery of urban basic services with a specific focus on youth and women (2); essential law: a. planning and development control; b. topical issue on essential law (2); further development of the UrbanLex database to widen coverage of urban
laws, provide user interfaces in United Nations languages and increase the development of thematic digests and studies (1); guidelines on safer cities (1); integrated toolkit on safer cities for the New Urban Agenda (1); monitoring system for citywide plans for safety in 10 cities (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services provided to regional, national and local authorities, Habitat Agenda partners, other UN-Habitat projects on land initiatives and programmes aiming at improving the security of tenure for vulnerable groups, women, youth, internally displaced people and indigenous people (22); strengthening city-to-city cooperation in the area of urban governance and inclusive management for all, with a specific focus on youth and women, where relevant (20); strengthening the capacity of local government associations to support the implementation and monitoring of the post-2015 development agenda (20); e-governance and urban policy design in developing countries to support financial sustainability, inclusive urban planning and basic service delivery (10); advisory services on governance and conflict in fragile States, with a specific focus on youth and women, where relevant (15); advisory services on local crime prevention strategies (8);

(ii) Training courses, seminars and workshops: professional training for senior technical officials on core urban law themes and the design and implementation of functionally effective law (2); professional training in legislative interpretation, enforcement and impact assessment for effective urban law (8); training courses and learning programmes to support governments and key Habitat Agenda partners in adopting and implementing pro-poor and gender-sensitive land tools and approaches (9); training courses, seminars and workshops to improve knowledge and awareness of governments and key Habitat Agenda partners on land-related issues and potential tools and approaches for improving the security of tenure (15); seminars on improved inter-institutional dialogue for accountability and transparency in urban governance and planning (4); training courses, seminars and forums on urban safety (3);

(iii) Field projects: review and reform of national legal frameworks for long-term spatial and physical planning, finance, housing and related issues (15); review and reform of municipal and regional legal frameworks for long-term vulnerable groups sensitive to spatial and physical planning, finance, housing and related issues (11); tools and approaches that improve the security of tenure for all, including for vulnerable groups, women, youth, internally displaced people and indigenous people, are piloted and implemented at the regional, country and city/municipal levels (21); strengthening local government capacities in harnessing the potential of urbanization through improved decentralized urban governance and management (15); strengthening local government capacity to promote and provide the conditions for peaceful coexistence at the city and community levels (7); local crime prevention strategies (10).

Subprogramme 2

Urban planning and design (strategic theme)

The Branch comprises the Regional and Metropolitan Planning Unit, the City Planning Extension and Design Unit and the Climate Change Planning Unit.
Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

The subprogramme will support the improvement of policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change. It will further support Governments and cities with tested approaches, guidelines and tools to support urban growth and improved sustainability, efficiency and equity through planning and design at all levels and scales.

(b) Other substantive activities (extrabudgetary):

(i) Non-recurrent publications: report on the International Guidelines on Urban and Territorial Planning (1); documenting and sharing of good practices and experiences on national urban policies and spatial frameworks (1); documenting and sharing of good practices and experiences on regional and metropolitan planning (1); report on metropolitan planning and green economy (1); guidelines on city climate change plans (1); flagship report from the Cities Climate Finance Leadership Alliance (1); report on UN-Habitat planning experiences (1); report on international planning best practices (1); compilation of UN-Habitat tools related to cities and climate change (1);

(ii) Technical material: toolkits on national urban policies (2); training packages on regional and metropolitan planning and green economy (2); guidance notes on national urban policies (1); set of leaflets on planning documentation (1); policy notes on urban planning principles and approaches (9); framework on building urban safety through public spaces (1); evaluations of the planning and public space programmes (2); urban planning toolkit for the New Urban Agenda, including on public space: indicators and legislation (1); curriculum on planning and design (1); training modules on urban planning for the New Urban Agenda (1 on city extension; 2 online, on urban planning for city leaders and public space) (3); policy note on cities and climate change thematic topics (1); inputs to the guidelines of the United Nations Framework Convention on Climate Change and assessments of the Intergovernmental Panel on Climate Change (2); training materials and tools on cities and climate change (2);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: technical support for reviewing and developing metropolitan planning, frameworks and policies (15); technical support for developing inclusive and participatory national urban policies and spatial development frameworks (10); technical support on regional planning and green economy (9); technical support for the implementation of the International Guidelines on Urban and Territorial Planning (5); technical inputs to regional and global urban planning events of partners (4); adoption of innovations in urban planning (9); national/subnational planning legislation reviews (5); advisory services for the establishment of regional networks on inclusive, safe and accessible public space (4); special task force on planning skills established under the urban planning laboratories and accessible to partners (1); inputs on planned cities extensions, infills (15 on extensions and 15 on infills) (30); inputs on citywide urban planning and design (9); inputs on citywide and site-specific
public space plans (10); technical support for the urban green economy (8); inputs on integrating climate change into urban policies (10); inputs on city compliance with the compact of mayors (4); inputs on the development of low-emissions projects (4); inputs on climate change adaptation, resilience (20);

(ii) Training courses, seminars and workshops: training and capacity development of senior government authorities to develop national policies and spatial frameworks for compact, socially inclusive, integrated, connected and climate resilient system of cities (4); training and capacity development of senior government authorities on regional and metropolitan planning and green economy (3); training and capacity development of senior government authorities on the adaptation and implementation of the International Guidelines (1); training programmes on urban planning for the New Urban Agenda (rapid planning studios for planned city extensions/planned city infill, public space, urban planning for city leaders, sustainable urban planning and management and the participatory process in Asia) (total of 39 training events planned under 4 topics) (4); seminars at the country level, on enhanced climate action at the local level (4); training on the urban dimension of national adaptation planning (2); training on the urban green economy and cities and climate change (3);

(iii) Field projects: support to the development of national urban policies and spatial frameworks in selected countries (includes countries of the achieving sustainable urban development programme) (10); support to the adaptation and implementation of the International Guidelines on Urban and Territorial Planning (2); support to metropolitan planning in selected countries (5); support to regional planning and green economy in selected countries (2); citywide planning/city development strategies (3); planned city infill and extension plans: land use detailed plan for extension, infill and regeneration projects (7); participatory, community-led urban planning at the neighbourhood level (9); public space programmes in the various regions (site design in 40 sites), citywide public space strategies (5).

Subprogramme 3

Urban economy (strategic theme)

The Branch comprises the Local Economic Development Unit, the Municipal Finance Unit and the Youth Unit.

Objective of the Organization: To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

The subprogramme will focus its efforts on promoting urban strategies and policies that strengthen the capacity of cities to realize their full potential as drivers of economic development, and of wealth and employment creation. Special attention will be paid to the formulation and implementation of urban strategies and policies that will promote and boost the participation of both men and women, enhance municipal finance and contribute to the creation of decent urban jobs and livelihoods that will increase economic empowerment, in particular for youth and women.

(b) Other substantive activities (extrabudgetary): non-recurrent publications: publication on the economic and social benefits for women and men of improved urban mobility: evidence-
based research and strategies linking urban mobility and urban economic efficiency, in the Arab region, Asia Pacific, Latin America and the Caribbean, Africa and Eastern Europe, including a case study on the Arab region (1); series of “State of the Urban Youth Reports: Global report” and a report each on the Arab region, Asia Pacific, Latin America and the Caribbean and India (1); publication on best practices on youth access to urban space in three regions (1); publication on case studies on innovative and gender-aware solutions to enhance local revenue, including a case study from the Arab region (Jordan) (1); publication on the role of key economic sectors in job creation and livelihoods for young men and women, with a particular focus on construction, service and knowledge sectors (1); publication on implementing urban sustainable development goals: a local finance perspective (1); publication on urban regulations and policies that improve the productivity of women and men urban informal sector operators (1); publication on job creation for women, men and young people through housing, infrastructure and basic urban services: study of successful housing and urban slum upgrading programmes in Africa, Latin America and the Caribbean and Asia Pacific, through and with the participatory slum upgrading programme (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services provided on: mainstreaming youth and promoting the engagement of young women and men in local, regional and national governance in the Arab region, Asia Pacific and Latin America (3); promoting urban youth integration into national urban policies in Africa, the Arab region and Latin America (3); skills and entrepreneurship development for young women and men using One Stop Youth Centre model in Africa, the Arab region (Palestine), Asia and Latin America (4); the creation of youth-inclusive public space for young women and men in Africa, the Arab region, Asia Pacific and Latin America (4); the preparation of business plans to support financing of planned city extensions/infills in the Achieving Sustainable Urban Development Programme, phase I and II countries (3); the promotion of creditworthiness using credit rating and capacity-building in the Arab region (1); public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Afghanistan, Bangladesh, Mongolia, Pakistan and Sri Lanka (1); public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Iraq, the State of Palestine and the Syrian Arab Republic (1); public-private partnerships and community partnerships for financing urban development including in post-conflict countries and other countries in Latin America (1); financing city development strategies in Viet Nam (8), Pakistan (1) and Myanmar (2) (11); financing city development strategies in four countries (Brazil, Colombia, Haiti and Mexico) (1); set of services to support scoping, preparation of local revenue enhancement plans and road maps to enhance local revenue in Africa, the Arab region (Jordan) and Latin America (3); developing innovative urban strategies and regulations to promote green, service sector and information and communications technology (ICT)-based jobs for women, men and youth in five cities in Africa, the Middle East, Latin America and the Caribbean, and Asia Pacific (1); supporting cities in preparing urban economy profiles, local economic development strategies and investment packages to benefit women, men and youth (4); economic development approaches for urban regeneration in the Achieving Sustainable Urban Development Programme, phase I and II countries (3);

(ii) Training courses, seminars and workshops: capacity-building for Youth Fund grant recipients on project management, financial literacy, reporting, communications and monitoring and evaluation in Africa, Asia, Latin America and the Caribbean and the Arab
region (4); training academy on urban financing approaches with focus on land-based financing; municipal creditworthiness; and public-private partnerships in Africa, the Arab region (Jordan) and Latin America and the Caribbean (3); trainings for local economic development practitioners on spatial economic analysis using tools developed through scenario planning work in the cities of the Achieving Sustainable Urban Development Programme, phases I and II (1);

(iii) Field projects: expanding Youth Fund scope for young women and men by supporting Youth Fund projects in new cities in Africa, the Arab region, Asia Pacific and Latin America (4); supporting sustainable livelihoods and employment for young women and men, including in post-conflict countries (Rwanda, Somalia and South Africa) (1); supporting sustainable livelihoods and employment for young women and men, including in post-conflict countries (Jordan, Lebanon, State of Palestine and Syrian Arab Republic) (1); youth empowerment in Myanmar (1); promoting improvement of municipal revenue generation through property registration in post-conflict and other countries (Afghanistan, Bangladesh, Myanmar and Pakistan) (1); promoting improvement of municipal revenue generation through property registration in post-conflict and other countries (Iraq and State of Palestine) (1); strengthening capacity of cities for revenue enhancement, including in post-conflict and other countries (Mozambique and Somalia) (1); preparing cities for investment: pilot collaboration with the Inter-American Development Bank and other partners in selected cities of the Sustainable Cities Programme (1); improving creditworthiness in two countries in the Arab region, including Jordan (1); promoting job creation and livelihoods for women, men and youth through local economic development (2); inclusive local economic development for women, men and youth in Bangladesh and Pakistan (1); building partnerships in support of job creation for the urban poor, youth and women in Afghanistan, Bangladesh, Myanmar and Pakistan (1); building partnerships in support of job creation for the urban poor, youth and women in Lebanon, Iraq, the State of Palestine and the Syrian Arab Republic (1); building partnerships in support of improved incomes and livelihoods, and access to financial services for women, men and youth in Myanmar, Mongolia and Pakistan (1); supporting local livelihoods and employment for the urban poor and women in Bangladesh, Mongolia, Myanmar and Pakistan (1); enhancing access to credit for livelihoods in post-conflict and other countries (Afghanistan, Bangladesh, Myanmar and Pakistan) (1); supporting the development of local economic development plans and strategies in targeted cities in Mozambique and Nigeria to benefit women, men and youth (1); supporting local economic development for women, men and youth in cities in Brazil, Colombia and Haiti (1); spatial-economic and finance components of city infill projects in Brazil, Colombia, Haiti, Mexico and Panama (1); enhancing supply chains by promoting implementation of spatial and transport-related solutions to address mobility bottlenecks for women and men in two pilot cities in Latin America and the Caribbean and one in the Arab region (2).

Subprogramme 4

Urban basic services (non-strategic theme)

The Branch comprises the Solid Waste Unit, the Urban Energy Unit, the Urban Mobility Unit and the Water and Sanitation Unit.

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor
Emphasis will be placed on strengthening policies and institutional frameworks for expanding equitable access to urban basic services, and improving the standard of living of the urban poor. In this regard, support will be provided to the local, regional and national authorities responsible for urban and human settlements issues in developing and implementing adequate policies. Environmental pollution, including air pollution from the industrial sector, will be addressed as part of activities under urban mobility and energy.

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: biennial report on the state of urban basic services in UN-Habitat (2);

(ii) Non-recurrent publications: publication on the Urban Electric Mobility Initiative, with an emphasis on its contribution to improved air quality (1); energy and resource efficiency building code for tropical countries, with emphasis on its contribution to improved air quality (1); publication on building urban safety through urban mobility (1);

(iii) Technical materials: policy guidance notes on integrated, inclusive and sustainable urban basic services to support the implementation of actions to achieve the sustainable development goals (4);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on improving urban planning and legislation for urban water and sanitation, including support to the Global Wastewater Initiative and the UN-Water Work Programme (14); urban sanitation services, including waste management services (3); sustainable energy services (3); advisory services on supporting local authorities and national and regional institutions to increase access to urban basic services through urban planning, legislation and finance services (4); the preparation of urban basic services programmes within the framework of integrated, inclusive, safe and sustainable urban development (7); advisory services on mainstreaming safer cities principles and practices into urban mobility (3);

(ii) Training courses, seminars and workshops: training and workshops on orientation for policymakers on urban planning, legislation and finance for improved urban water and sanitation (6); regional workshops on legislation for sustainable building design and energy-efficient building code development, with an emphasis on its contribution to improved air quality (1); workshops on urban legislation for sustainable building design for tropical countries (2); the development of local level water, sanitation and hygiene (WASH) strategy and capacity-building workshops and other events focusing on urban planning and legislation for improved water and environmental sanitation, including waste management services (6); seminar on sustainable urban water management and drainage with a focus on urban planning, legislation and finance (3); training programmes on sustainable mobility solutions within the framework of integrated, inclusive and sustainable urban development, with an emphasis on its contribution to improved air quality (4); workshops on energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development (8); training workshops on safety audit profiling for women and girls in public transport using mobile technology (3);
(iii) Field projects: demonstration field projects for sustainable access to urban basic services with a focus on planning, legislation and finance (6); pre-investment capacity development support, with development partners, with a focus on financing of urban basic services within the framework of integrated, inclusive and sustainable urban development (6); demonstration field projects on integrated, inclusive and sustainable urban water supply services (12); energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development, with an emphasis on its contribution to improved air quality (4); field projects on sustainable urban mobility (bus, rapid transit, urban electric mobility initiative, non-motorized transportation), with an emphasis on its contribution to improved air quality (8); improved access to sanitation, including waste management services, in selected urban communities within the framework of integrated, inclusive and sustainable urban development (5).

Subprogramme 5

Housing and slum upgrading (non-strategic theme)

The Housing and Slum Upgrading Branch comprises the Slum Upgrading Unit and the Housing Unit.

Objective of the Organization: To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner.

The subprogramme will assist Member States to analyse their housing policies and formulate housing strategies and interventions that are gender responsive. In this effect, the improvement of housing policies, strategies and programmes will be done through the provision of policy advice, technical support and capacity development to national and local authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. The subprogramme will also support the implementation of slum upgrading and prevention policies, strategies or programmes through the participatory slum upgrading programme, in African, Caribbean and Pacific countries.

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: series of thematic papers to support country-level implementation of the Global Housing Strategy (1); global trends on slum upgrading and prevention following recommendations from Habitat III and the sustainable development goals (1); publication documenting inclusive sustainable slum upgrading and prevention policies, strategies and programmes (1); publication on the impact of the participation of slum dwellers in slum upgrading and prevention programmes, strategies and policies (1);

(ii) Technical material: methodological guidelines to support key framework issues of the Global Housing Strategy at the country level (7); technical guide for slum upgrading and prevention approaches and monitoring systems (1); technical guide on lessons for upscaled slum upgrading (1); technical guide for street-led citywide slum upgrading and prevention (1); policy guide on financing models and resource mobilization strategies for slum upgrading and prevention (1); training package for community-led project implementation (1); tool on
e-participation and e-governance for slum upgrading and prevention (1); policy guidance note on participatory decision-making and the use of the human rights-based approach in participatory project design (1); series of policy guides formulated on key framework issues of the Global Housing Strategy (1); training package for national and local authorities for a strengthened institutional set-up for community managed funds (8);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: assistance to national Governments and cities in preparing housing profiles and strategies at the national and city levels that include the key framework issues of the Global Housing Strategy (15); assistance to the development of an operational South-South Cooperation framework in the four regions through regional workshops, study trips and the documentation of best practices (4); assistance to Arab States and to the African, Latin American and the Caribbean and Asia-Pacific regions on the formulation of regional and subregional strategies for slum upgrading and prevention (4); assistance to national Governments and other relevant stakeholders in the production of national urban profiles assessing slum upgrading and prevention needs linked to the themes of the New Urban Agenda (4); assistance to the establishment of regional platforms for exchange on slum upgrading and prevention promoting South-South Cooperation (4); assistance to country teams for policy and regulatory review and formulation of slum upgrading and prevention strategies (4); assistance to country teams in the implementation of slum upgrading and prevention strategies (4); assistance to Habitat Agenda partners on data collection and evaluation on active coordination bodies with increased community participation and case studies on successful diverse community participation and its impact at the national and local levels (9);

(ii) Training courses, seminars and workshops: hands-on workshops, in collaboration with relevant partners at the national and local levels, on key framework issues of the Global Housing Strategy (2); workshops on key framework issues of the Global Housing Strategy (7); capacity-building of senior government officials on slum upgrading and prevention principles, including the prevention of forced evictions, policy and regulatory review, financing models and formulation of slum prevention and slum upgrading strategies in line with the New Urban Agenda (4); workshops on effective and inclusive participation tools for diverse community participation in national Habitat committees (2); trainings of community representatives and community organizations to strengthen the capacity of slum dwellers (3);

(iii) Field projects: pilot projects to demonstrate key framework issues of the Global Housing Strategy (7); demonstration projects to strengthen capacities of national authorities to formulate national housing strategies (7); implementation of slum upgrading and prevention pilot projects (4); establishment of slum dwellers’ residents committees and community-managed funds (4); project design and formulation of pilot projects priorities with communities (13); providing services and housing to diverse vulnerable communities (4).

Subprogramme 6
**Risk reduction and rehabilitation (non-strategic theme)**

The Branch comprises the Settlements Recovery Unit, the Shelter Rehabilitation Unit and the Urban Risk Reduction Unit.

**Objective of the Organization:** To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development.

The subprogramme will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development. Emphasis will be put on facilitating coordination and supporting implementation of urban risk reduction, settlements recovery and shelter rehabilitation, as well as on providing substantive inputs to promote sustainable settlement recovery and reconstruction.

(a) Other substantive activities (extrabudgetary):

(i) Non-recurrent publications: publication on guidance on developing inclusive resilience action plans in urban areas focusing on sustainable urban planning, legislation and economy (1); publications/guidelines on urban disaster risk reduction, highlighting urban planning, legislation and economy (2); report on building urban resilience in fragile States: trends and best practices, highlighting the role of urban planning, legislation and economy (1); biennial report/review of trends in settlement recovery (1); publication on 20 years of UN-Habitat humanitarian interventions (1);

(ii) Technical materials: standards and certification for resilience assessments, highlighting the significance of urban planning, legislation and economy for inclusive preparedness (1); standard operating procedures for efficient and timely humanitarian urban response (1); emergency activities, namely a menu of options and a “how to” guide on sustainable settlements recovery, addressing housing reconstruction (planning), housing/land/property rights (legislation) and urban livelihoods (economy) (1); city and neighbourhood profiles (1);

(b) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on mainstreaming resilience principles and practices into urban planning, legislation and economy (6); response for early recovery advisory and coordination services for urban crises (4); emergency advisory and coordination services on sustainable settlements recovery, addressing urban housing reconstruction (4);

(ii) Training courses, seminars and workshops: training course on the urban resilience profile, highlighting urban planning, legislation and economy (3); training for policymakers and crisis responders on sustainable settlements recovery, housing reconstruction, with a focus on the legislative area of housing/land/property and urban livelihoods (1); training course on sustainable settlements recovery, addressing urban housing reconstruction (1);

(iii) Field projects: national urban resilience initiatives as part of national urban policies (7); field projects on city resilience profiling, disaster risk reduction demonstrating inclusive (rights-based), integrated and sustainable approaches (4); regional project on urban resilience
(3); response project to improve the living conditions of communities affected by crisis (10); early recovery field projects demonstrating the application of sustainable settlements recovery, addressing urban housing reconstruction (4);

(iv) Inter-agency meetings and activities and contribution to joint outputs: Inter-Agency Standing Committee meetings (12); Inter-Agency Standing Committee cluster meetings (4); donor coordination through the Emergency Director Group; inter-agency coordination through the Emergency Director Group; support to the Humanitarian Coordinator, humanitarian country teams, United Nations country teams; coordination of donor staff secondment; coordination of the Inter-Agency Standing Committee principals meeting (1).

Subprogramme 7  Research and capacity development  (strategic theme)

The Branch comprises the Research Unit, the Capacity Development Unit and the Global Urban Observatories Unit.

The subprogramme will specialize in a number of projects on data and information, including the city prosperity index, streets and public space data, security of tenure, slums and income inequalities, to improve the monitoring of urban conditions and trends. The subprogramme will analyse available data and information to generate knowledge and insights that can form a basis for improved policy formulation and implementation, in view of improving knowledge on sustainable urbanization issues. To improve the capacity of national and local authorities and partners to formulate evidence-based policies or programmes, the subprogramme will work with Habitat Agenda partners and establish a UN-Habitat urban institute of excellence.

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: *State of the World’s Cities Report*, UN-Habitat flagship report (1); abridged edition of the report (1);

(ii) Non-recurrent publications: atlas on city growth (1); publication on slum reports updates, including city data (1); report on 300 cities joining the city prosperity index, with analysis and results (1); regional report on the new urban agenda (1); regional reports on sustainable urbanization issues (2); state of country cities report (1); report on the state of inequalities in cities, goals 10 and 11 of the sustainable development goals (1);

(iii) Special events: side event linked to Habitat III on the city prosperity index and best practices (1); side event linked to Habitat III on urban expansion (1);

(iv) Technical material: guidelines on city monitoring using the city prosperity index (1); open data on urban indicators (1); training guidelines on monitoring and reporting sustainable cities as part of the sustainable development goals (accountability systems) (2); training of trainers’ resources and knowledge products on New Urban Agenda themes and the City Prosperity Initiative (8); formalization of the Urban Centre of Excellence to support the New Urban Agenda (1); atlas of urban expansion (1); City Prosperity Initiative action plans and policy recommendations (1); monitoring urban form reports on street connectivity, public space and urban agglomerations: analysis and results (1); monitoring income inequalities in cities: the equity dimension of the city prosperity index and the connection to goal 10 of the
sustainable development goals (1); global database for the New Urban Agenda and the sustainable development goals (1); development of new curricula on thematic areas of the New Urban Agenda (2); Habitat country programme documents, in collaboration with regional offices and thematic branches (25);

(c) Technical cooperation (regular budget/extrabudgetary): training courses, seminars and workshops: South to South cooperation and city-to-city problem solving training programmes (4); seminars and workshops to improve the knowledge and awareness of governments on urban sprawl and low densities on sustainable urban growth (4); executive training on the Mayor’s city laboratory in Habitat III (2); global events with universities and training institutions on capacity-building for the New Urban Agenda during Habitat III (10); global lectures on key development areas (46).