

**PROJECT DOCUMENT TEMPLATE  
12TH TRANCHE OF THE DEVELOPMENT ACCOUNT**

**EXECUTIVE SUMMARY**

Project Code and Title:	<i>2023P Inter-regional cooperation for the implementation of the New Urban Agenda</i>
Start date:	<i>January 2020</i>
End date:	<i>May 2023</i>
Budget:	\$1,500,000
UMOJA cost centre(s):	
UMOJA functional area(s):	
Target countries:	<i>Ecuador, Costa Rica, Cuba, 1 or 2 target country/city in the ECA region, 1 or 2 target country/city in the ESCWA region (Morocco/Rabat, Jordan/Amman, 1 or 2 target country/ city in the ESCAP region (Cambodia, Philippines) and 1 target country in the overlapping ESCAP/UNECE region</i>
Executing Entity/Entities:	ECLAC and UN-Habitat
Co-operating Entities within the UN Secretariat and System:	ECE, ECA, ESCAP, ESCWA

**Brief description:**

Cities are the epicenter of economic growth and are hot beds for innovation and change. They host the necessary political institutions to promote the changes needed to boost sustainable development. However, their potential may be easily lost in the absence of holistic and cross-sectoral integrated planning and decision-making processes and effective and efficient monitoring and evaluation systems at all levels to ensure that progress is tracked, and results are accounted for and reported as appropriate. The progressive potential of urbanization can equally be lost if the plans and policy decisions are not towards socially more inclusive processes and results that being about wellbeing and leave no one and no place behind. The extent to which the urban potential can be harnessed relies strongly on the capacity of national and local governments to develop strategies that include cross-sectoral, multi-stakeholder integration and operate on multiple levels and scales of intervention.

Through this project, UN RECs and UN-Habitat will support national governments and selected cities in consolidating their role in achieving sustainable development, increase policy coherence amongst member States across the regions and to promote improved capacities of institutions and “human agents of change” in the implementation of the New Urban Agenda. This requires a greater integration of various dimensions (regional, national, local) of the programme through a variety of activities including (i) building capacity of national and local level decision makers in the implementation, monitoring and reporting of the NUA and urban SDGs, (ii) establishing mechanisms for sharing of information and successful practices, (iii) facilitating an inclusive process of knowledge generation and dissemination through regional monitoring and reporting on sustainable urbanisation.

The project will be piloted in at least nine target countries across the globe and one city in each of these countries. The planned results of the project will be the 1. improved capacity among national and local policymakers and decision makers in selected countries to develop integrated urban plans and coherent urban policies for sustainable urban development in line with the implementation, monitoring and reporting requirements for the NUA and localization of the SDGs; and 2. increased inter-regional cooperation and sharing of best practices allowing for the regionalization and subsequent localization of globally set agendas and commitments.

## **BACKGROUND**

### **1.1 Context**

The focus on cities in recent international agreements such as the 2030 Agenda for Sustainable Development (with the inclusion of SDG 11 in particular) and the New Urban Agenda (NUA), has placed urban areas on the forefront of the developmental process. Cities are the epicenter of economic growth and are hot beds for innovation and change. They house the necessary political institutions to promote the changes needed to boost sustainable development. With over 50% of the world's population residing in urban areas, cities are in a pivotal position with regard to achieving the structural change required to move from the unsustainable production and consumption patterns that are prevalent in current development models, to a more sustainable form of development. It is through action at the city level that objectives set at the global level, such as those established through SDGs and NUA can be localized and translated into accelerated action. If well managed, cities have a tremendous catalyst capacity to facilitate setting up of redistribution mechanisms, controlling positive and negative externalities, ensuring equal access to benefits and opportunities, and thus reducing inequalities.

However, as suggested above, the potential of cities and urban areas may be easily lost in the absence of holistic and cross-sectoral integrated planning and decision-making processes. This also requires effective and efficient monitoring and evaluation systems at all levels to ensure that progress is tracked, and results are accounted for as appropriate. The extent to which the urban potential can be harnessed relies strongly on the capacity of national and local governments to develop strategies that include cross-sectoral, multi-stakeholder integration and operate on different levels and scales of intervention. There is a need for both horizontal and vertical integration within countries to strengthen the policy coherence both across sectors and between levels of government (national – sub-national – local). The development of cross-sectoral sub-regional urban action plans, national action plans and city or local action plans can address specific national or local opportunities and challenges, engaging all types of local actors in their development and implementation and thus building a sustainable development strategy that works both top-down and bottom-up.

Furthermore, great potential exists for decision makers to learn from the experiences of others across the globe and use successful cases as a basis for developing initiatives in their own countries. There is a great need for coordination and sharing of information, knowledge and experiences both within and between regions. During a meeting held during the HLPF in New York in July 2018 the Executive Secretaries of the 5 United Nations regional commissions and the Executive Director of UN-Habitat committed to promoting collaboration and coordination between their regions for a more effective global implementation of the NUA integrated with the 2030 Agenda for Sustainable Development. Parallel to this, the leaders agreed on implementing a project that would increase UN System support to the member States on the urban SDGs and NUA implementation, through deeper strategic collaboration on the UN regional State of Cities Report series and related capacity development initiatives at country and (sub)regional levels.

### **1.2 Mandates, comparative advantages and link to the Programme Budget**

Over the past two years, the demand of UN-Habitat's expertise by member States to support and help build their capacity in knowledge and formulation of policies promoting sustainable urbanization has been increasing. For over 40 years, UN-Habitat has been the focal point in the UN system for sustainable urbanization and human settlements knowledge, providing evidence and experience in this important development sector. UN-Habitat serves as the focal point for the implementation and monitoring of the New Urban Agenda and SDG 11 also known as the 'cities' goal. UN-Habitat is currently developing essential tools, guidelines and manuals for the implementation, monitoring and reporting on the NUA and urban SDGs, such as the New Urban Agenda Platform, the New Urban Agenda Reporting Guidelines, and 'the New Urban Agenda Illustrated' publication and training companion.

At the same time, UN RECs have been faced with similar demands from member States. ECLAC, for example, has received numerous requests for assistance from both national government and local level administrative units (including the government of Ecuador; the cities of La Paz, Bolivia; San Luis Potosí, Mexico; and Valparaíso, Chile, among others) asking for support in mainstreaming the New Urban Agenda into their national and local level plans and their monitoring frameworks. Additionally, ECLAC has been working closely with the Ministry of Housing and Human Settlements in Costa Rica in their current role in the presidency of the Forum of Ministers and High-Level Authorities of Housing Urbanism of Latin America and the Caribbean (MINURVI). Furthermore, in the Declarations of Asunción (2016) and Buenos Aires (2017), MINURVI called for the development of a mechanism to monitor progress towards the implementation of sustainable urban development agendas in Latin America and the Caribbean. The Executive Secretary of ECLAC has since reaffirmed the institutional commitment to support the development of such a mechanism.

ECLAC has a mandate to promote greater economic and social development, integration and cooperation among its 46 Member States through research, information management and dissemination, advisory services and technical cooperation. The ECLAC Sustainable Development and Human Settlements Unit has a history of providing technical support to the MINURVI presidency and in 2016 was mandated to lead the development of the Regional Action Plan for the Implementation of the New Urban Agenda in collaboration with UN-Habitat by MINURVI.

Further, UNECE has been interacting with partners requesting for support to national government agencies and to municipalities in the region (including Bulgaria, Ukraine, and Astana (Kazakhstan) engaged with the implementation of NUA and urban related SDGs, especially SDG 11 and its targets. In addition to the regional commitments, the Geneva United Nations Charter on Sustainable Housing, the Strategy for Sustainable Housing and Land Management in the ECE region for the period 2014-2020 and the Geneva Ministerial Declaration on Sustainable Housing and Urban Development adopted in 2017, reiterate the importance for governments at all levels and relevant stakeholders in the UNECE region to promote the implementation of these commitments. The Declaration underlines the importance of regularly monitoring and following up on the implementation of the 2030 Agenda for Sustainable Development and other agreements.

UNECE has a mandate to facilitate greater economic integration and cooperation among its 56 Member States. The committee on Housing and Land Management (CHLM) is the only intergovernmental body addressing the housing challenges of the UNECE region. Since its establishment in 1947, the Committee has served as a forum for exchange of best practices and provided a platform for policy formulation and implementation on sustainable housing development, land administration and spatial planning.

Currently, UNESCAP is working with a number of cities and member States in localizing and supporting the means of implementation for the SDGs at the local level, including in Cambodia, India, Nepal, Thailand and Malaysia. In Asia and the Pacific, the NUA is seen as a positive enabler to localize the SDGs in cities and towns with UNESCAP strategic value proposition as providing knowledge, platforms and technical assistance to member States and local authorities for an integrated coherent approach to the implementation, monitoring and reporting of multiple development agendas in cities.

UNESCAP's role as a regional development arm of the United Nations Secretariat is to support its membership, through its analytical, normative and technical cooperation, to respond to the development priorities and changing needs of the Asian and Pacific region.

In the Arab region, ESCWA has been mandated by its member countries to support them in the implementation of the New Urban Agenda and SDGs. These mandates were included in the Doha Declaration on the implementation of the 2030 Agenda for Sustainable Development adopted by ESCWA 29<sup>th</sup> Session (December 2016), the recommendations of the last session of the intergovernmental meeting of Social Development Committee (October 2017), and the report of the third meeting of the ESCWA Executive Committee (May 2017). In addition to this, the Arab Strategy for Housing and Urban Development 2030 stressed the importance

of developing integrated, inclusive and sustainable cities and human settlements capable of delivering a better quality of life for all citizens. ESCWA will benefit from its already established mandates, make use of its global and regional knowledge platforms and support its member countries in integrating urbanization into their national development planning that will contribute significantly to the implementation of the NUA and SDG 11 in cities. ESCWA is working with member States and UN-Habitat to improve the region's capacity to frame sustainable urbanisation opportunities and challenges, to feed into the next State of the Arab Cities Report 2020, for improved urban policy and planning decisions and plans.

Finally, ECA backstopped the development of the Harmonized Regional Implementation framework for the New Urban Agenda in Africa whose priority implementation areas were endorsed by the African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization (AU-STC No. 8) Sub Committee on Urban Development and Human Settlements (HUD SC), of the STC. No. 8, an organ of the African Union including all African Ministers responsible for Housing and Urban Development in Africa. Lesotho and Uganda have expressed interest in localizing the harmonized implementation and SDGs which is a core component of the Harmonized Regional Implementation Framework for the New Urban Agenda in Africa. In addition, ECA is supporting selected African countries in strengthening the integration of urbanization into national development plans and visions, through detailed policy guidelines and capacity building, leading to additional requests from several African countries for assistance.

UNECA's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development. Made up of 54 member States, and playing a dual role as a regional arm of the UN and as a key component of the African institutional landscape, ECA is well positioned to make unique contributions to address the Continent's urbanization and housing challenges

To address these requests and support national governments and selected cities in consolidating their role in achieving sustainable development, this project aims to increase policy coherence amongst member States across the regions and to promote improved capacities of institutions and "human agents of change" in the implementation of the New Urban Agenda. This requires a greater integration of various dimensions (regional, national, local) of the programme through a variety of activities including (i) building capacity of national and local level decision makers; (ii) establishing mechanisms for sharing of information and successful practices, (iii) facilitating an inclusive process of knowledge generation and dissemination through regional monitoring and reporting on sustainable urbanisation. The project will be piloted in at least nine target countries and one city in each of the countries. Should savings be generated, or additional complementary funds identified by each of the various implementing partners during the implementation of the project, additional countries and/or cities may be added.

The project will directly support subprogramme 7: Sustainable Development and Human Settlements of ECLAC's programme of work; Subprogramme 4: Environment and Development of ESCAP's programme of work; Subprogramme 8: Housing, Land Management and Population of ECE's programme of work; Subprogramme 2: Social Development of ESCWA's Strategic Framework; and Subprogramme 9: Social Policy Development of ECA's programme of work. The project further addresses the key drivers of change as defined in UN-Habitat's next Strategic Plan 2020-2025, and the coordination goals upon the Programme Division.

The project will be coordinated jointly by ECLAC (through the Human Settlements Unit of the Sustainable Development and Human Settlements Division) and UN-Habitat (through the Programme Division),

### **1.3 Country demand and target countries**

The project has an inter-regional approach covering the following selected nine target countries across the globe and one city in each of these countries: Ecuador, Costa Rica, Cuba, Cambodia, Philippines, Jordan, Morocco, Kazakhstan. In these increasingly urban countries, sustainable urban development is fundamental

for national development, the well-being of all residents and sustainable economic, social and environmental development. All these countries face significant challenges implementing and monitoring sustainable urbanization for all, including challenges that are representative of their regional contexts. This project will focus on strengthening policy coherence and planning and monitoring frameworks in the countries and their respective cities to improve urban transformations and access to the wide range of benefits these changes will bring for urban residents. Implementing partners will provide expertise and help countries and cities develop implementation and monitoring frameworks tailored to their unique contexts, and extract valuable lessons to share at the local, national, and regional level.

The selected countries have identified urban issues as priorities and requested technical assistance to support them in mainstreaming the NUA into their national and/or local planning mechanisms and improve their policy, implementation, and monitoring frameworks and coherence to achieve SDG11.

The three countries selected in Latin America and the Caribbean have an ongoing work plan with ECLAC to contribute to the 2030 Agenda. Ecuador's Ministry of Housing and Urban Development (MIDUVI) signed an MOU with ECLAC in June 2019 to help facilitate sustainable urban development and bring to life the commitments made during Habitat III in Quito. ECLAC has been working closely with the Ministry of Housing and Human Settlements in Costa Rica in their current role in the presidency of the Forum of Ministers and High-Level Authorities of Housing Urbanism of Latin America and the Caribbean (MINURVI) and has expressed interest in ECLAC's continued technical support. Aligned with ECLAC's "Caribbean First" strategy, there is interest in the project providing a test case for implementation of the Caribbean Subregional Action Plan for implementation of the NUA, where Cuba was selected as a target country. The fact that Cuba presides over the 37<sup>th</sup> Session of ECLAC strengthens the working relationship.

Within the Arab region, the project proposes pilots in Jordan (Amman) and Morocco (Rabat). These countries have requested support on monitoring and reporting on urban SDGs and NUA in addition to strengthening their National Urban Policy, which is the key process to move towards inclusive and sustainable urban development. In addition, both countries plan to submit their VNRs in 2020. In Morocco, UN-Habitat is part of a multi-UN initiative to support national monitoring and reporting on SDGs and as well as supporting intermediary cities development. In Jordan, this project can build on UN-Habitat's previous capacity building support to Amman's local urban observatory with focused aspects for NUA reporting.

In Asia and the Pacific, two countries, Cambodia and the Philippines, are selected based on their current engagement with partners in the region on SDG localization, data availability and integrated urban related policy work. These countries also hold relatively strong national and local institutional capacities to support the initial mobilisation of the project pilot and represent a LDC (Cambodia) and a MIC (the Philippines).

In Central Asia, Kazakhstan, namely the city of Almaty is proposed to work on the localization of the SDGs.

This collaboration project will provide direct support to several regional and global implementation and monitoring efforts on sustainable urbanisation. While the SDGs are a universal concept and action agenda, better standardized and comparable data is needed on urban trends between regions, within subregions and locally to track urban transformations as specific (sub)regional phenomena. Improved regional capacities resulting from this project support the incremental approach to urban-related SDGs and NUA monitoring and reporting, as defined by the NUA partners<sup>1</sup>. The regional knowledge collaboration of this project works as a means of stakeholder engagement in global urban data, monitoring and learning networks for the member States, the UN System and other stakeholders. The improved regional data will feed into urban policy

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<sup>1</sup> Progress on the implementation of the New Urban Agenda, Report of the S-G, GA, A/73/83-E/2018/62.

recommendations and implementation advise, together with capacity development tools and services on sustainable urbanization, to the benefit of the member States.

To strengthen collaboration between regions, the project will support the establishment of a coordination mechanism which will give way to the creation of spaces for sharing of knowledge and experiences at a global (inter-regional) level. Through virtual and in person meetings of the focal points of the five regional commissions and representatives from UN-Habitat regional offices, the project will support the development of a common, interregional knowledge-based strategy towards the implementation of the NUA and the Urban Dimension of the 2030 agenda for sustainable development. Virtual meetings, workshops and seminars will support the sharing of experiences between practitioners on a global level.

#### **1.4 Link to the SDGs**

The overall and specific objectives of the project are aligned with key strategic steps needed by partners to ensure a smooth and effective implementation of all urban related SDGs and targets and more specifically those directly related to SDG 11: 11.1, 11.2, 11.3, 11.4, 11.5, 11.6, 11.7, 11.A, 11.B, 11.C.

The primary SDG targets of the project include:

- 11.3 “By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.” One of the major anticipated results of the project is the improved capacity of decision makers at various levels to develop inclusive and integrated urban plans and policies. The project’s in person capacity development outputs, including the series of guidelines, workshops, and advisory missions, in addition to the virtual capacity development and knowledge exchange outputs (via the Urban and Cities Platform) will contribute to more inclusive, and integrated urban planning and management at the regional, national and local levels.
- 11.6 “By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management”
- 11.A “Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning” Indicator 11.A.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city
- 11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels”
- SDG 17.14 – Enhance policy coherence for sustainable development
- SDG 17.18 - By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
- SDG 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

The regional and global urban data and knowledge platforms, supported by the National NUA Reporting Guidelines for member States, that are under development, such as the Urban and Cities platform in Latin America and the Caribbean and the Penang Platform in Asia and the Pacific, will be a data resource for cities and countries to help collect and analyze data and report on progress.

## 1.5 Innovative aspects

The project will approach capacity building and knowledge sharing with an innovative combination of in-person and virtual spaces, facilitating enhanced learning and exchange. This will incorporate the application of technical and capacity support tools and methodologies developed by UN-Habitat where relevant and at the appropriate level. This includes, for example, the use of the New Urban Agenda Illustrated publication and training companion, which aims to build capacities of urban stakeholders to understand, implement and report on the NUA. This approach will facilitate better monitoring and reporting focus on the implementation of both the NUA and the urban dimension of the SDGs within regions and globally. Using project's broad stakeholder networks, this project will also bring in non-traditional sources of data (such as big data, community data) to feed into monitoring and reporting on NUA. This will complement national traditional data sources.

At the core of this approach are the development of the pioneering Latin American and Caribbean Urban and Cities Platform and the Asia-Pacific region's 'Penang Platform for Sustainable Urbanization' (see Annex X.). Together with the global NUA Platform (the evolved form of Quite Implementation Platform) being designed by UN-Habitat (see Annex X.) and the national SDG knowledge hubs to be rolled out by the UN System's 'Local2030' initiative, these will form a comprehensive global system of urban data collection and analysis of all stakeholders. The LAC platform already exists at a conceptual stage of development as a joint initiative of ECLAC, UN-Habitat and MINURVI. This will be boosted to serve as an information bank – e.g. a repository of administrative tools, initiatives, projects and plans – and thus shall be designed to provide a unique resource for decision making in the region to support sharing of successful experiences. The LAC Platform will serve as a model to be replicated in the other regions as a relevant tool that supports the harmonization of other existing platforms and databases. In Asia and the Pacific, a work plan for the establishment of Penang Platform has been agreed and conceptualized between the national and region partners in Asia-Pacific. The global NUA Platform is being developed as an online facility that brings together local/city and national urban knowledge (both qualitative and quantitative) from all stakeholders for shared learning, south-to-south exchange and global and regional progress and outcome reporting on NUA.

This cascading system of online all urban stakeholder knowledge platforms, together with the National NUA Reporting Guidelines for the member States and the focused capacity support actions on NUA implementation, forms an inclusive web for contributors from local to global level to ensure the NUA monitoring and reporting will leave no one behind.

Additionally, the project facilitates enhanced multi-actor, multi-sectoral and multi-level (regional, national, local) coordination and collaboration to better integrate knowledge exchange and collaboration within the complex and multi-faceted dimensions of sustainable urban planning and development and the holistic approach necessary to have the broadest impact possible. For example, the project will include ministers, city officials, civil society, citizens and individuals and private sector representatives from sectors that may not be traditionally associated with sustainable urban development and monitoring, bringing their important perspectives and ability to realize co-benefits and added value for city residents.

## ANALYSIS

### 1.6 Situation analysis

The adoption of the New Urban Agenda and the 2030 Agenda for Sustainable Development imply a concerted effort by countries in the target regions to rethink and strengthen the way they go about urban planning. Due to the traditionally siloed approach to urban development, there is a lack in the collation of and collaboration on information and limited mechanisms for sharing of experiences among decision-makers. Additionally,



countries face challenges with mainstreaming the NUA into their national and/or local planning mechanisms in order to meet the needs of their rapidly growing urban populations.

The underlying issue of traditionally working in sectoral silos and therefore approaching cross-cutting issues in parallel and not in coordination has led to disjointed and inefficient national and local urban planning. Additionally, the local level authorities, implementors and urban planners often have little influence in the policies and resource allocation for planning and implementation in part due to historical hierarchical relationships and inter-dependencies at the national and sub-national/local levels. Compounding this challenge, local level authorities struggle to effectively regulate and generate or access funds for urban upgrading, planning, and monitoring. Consequently, it is difficult for any level of decision maker to develop evidence-based policies and plans, not to mention monitor the implementation of any existing policies.

At a country and city level, there is a huge urban and territorial statistic and data void. The lack of spatially or territorially relevant data to track and address the SDGs makes effective reporting and follow-up difficult. Countries need the capacity and resources to generate information that permits them to know where they stand in relation to the SDG and NUA targets and how to best reach their goals.

Countries face the additional challenge of policy coherence across regions and a lack of adequate capacities of institutions and “human agents of change” to implement the New Urban Agenda. This requires a greater integration of various dimensions (regional, national, local) and sectors.

Furthermore, countries struggle to shift to the new paradigm of the city as a macro-level public good, where the economic, social, cultural and environmental rights of all are guaranteed<sup>2</sup>. Vulnerable urban groups are disproportionately affected by gaps in or insufficient city services, infrastructure and social development opportunities as well as the intensification of climate change related disasters. Today’s cities face the consequences of uncontrolled urban growth, changes in demographic patterns, increasing numbers of urban residents living in precarious and/or informal housing, along with persistent challenges relating to exclusion and inequality and growing insecurity. Additionally, there are significant urban challenges arising from increased international migration and the unequal distribution of the value created by urbanization.

## 1.7 Country level situation analysis

Country	Status of affairs	Realistic outcomes
Ecuador	<b>Situation:</b> In 2010, Ecuador had a total population of 14,483.499 inhabitants, of which 62.7% lived in cities and according to INEC projections will increase to 64% in 2020. Consequently, Ecuador will become a predominantly urban country, reversing the distribution between urban and rural	<b>Project achievement:</b> Cross- Sectoral Action Plan for implementing the National Territorial Strategy is reviewed and the Government is fit for the purpose of

<sup>2</sup> “cities and human settlements where all people can fully exercise all rights and freedoms, an indispensable condition to reduce structural gaps that plague the population of our countries and cities, such as poverty, insecurity and violence, social and territorial inequity, and vulnerability to the effects of climate change” as recognized in the Toluca Declaration, signed during the LAC regional preparatory meeting for Habitat III.

	<p>population distribution of only 50 years ago (39.5% and 60.5% respectively in 1970)<sup>3</sup>.</p> <p><b>Progress:</b> The National Development Plan is complemented by the <b>National Territorial Strategy</b>, which represents an opportunity to specify a future territorial model for Ecuador, considering its natural and cultural diversity. It seeks to be a framework that promotes unity and complementarity among the population, its human settlements, its activities and relations, its identity and culture, according to the physical environment that sustains them<sup>4</sup>.</p> <p>At the national level MIDUVI is constructing an urban agenda and implementation plan aligned with the PAR.</p> <p><b>Gaps:</b> The urban development model has not been sustainable in economic, social and environmental terms and has generated inequitable and exclusive cities, with a land market with strong speculative tendencies, because of the limited capacity of municipalities to regulate, manage and plan the land of the cantons, and the limited articulation between the different actors involved in the territory<sup>5</sup>.</p> <p><b>Assets:</b> National Territorial Strategy is in place and the political will to improve cross-sectoral urban planning and implementation of the NUA.</p> <p>MIDUVI has an MOU with ECLAC and is closely working with GIZ in the design of their national urban planning.</p> <p><b>VNR:</b> National Development Plan “Toda una Vida 2017-2020” is the road map for national planning and incorporate innovative elements to guarantee rights and development for all.</p> <p>Executive Decree N° 371 in April 2018 declares the adoption of the 2030 Agenda and commitment to aligning planning and national development to achieve the SDGs.</p>	<p>implementing and monitoring the NUA and SDG 11.</p> <p>Tangible outcomes: Share pioneering lessons and process in Workshops, webinars, and the Urban and Cities Platform. Use of improved planning tools and mechanisms.</p> <p>Real expected change: Government has led an inclusive process to review urban policies and monitoring at a national and local level and established an inclusive mechanism to produce data and reports on sustainable urbanization</p>
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<sup>3</sup> National Report, Habitat III, p. 5, parr. 1

<sup>4</sup> Toda una Vida 2017-2020, El Proceso de construcción del Plan, p. 37, párr. 3

<sup>5</sup> National Report Habitat III, p. 5, parr. 1

<p>Costa Rica</p>	<p><b>Situation:</b></p> <p><b>Progress:</b> The <a href="#">Política y Plan Nacional de Desarrollo Urbano</a> recently completed the phase of public consultation. The three approaches of this policy are: Human Rights Approach, Social Inclusion and Equity Approach and Urban Life and Health Approach.<sup>6</sup></p> <p>Decrees 38209-PLAN-MIVAH and N°37623-PLAN-MINAET-MIVAH formalized the 2012-2040 National Land Use Planning Policy (PNOT), the 2012-2040 Housing and Human Settlements Policy and their respective plans to achieve better urban development.<sup>7</sup></p> <p><a href="#">Política Nacional de Ordenamiento Territorial (PNOT)(2012 – 2040)</a></p> <p>Previous NUP: <a href="#">Plan de la Gran Área Metropolitana (Plan GAM 2013)</a></p> <p><b>Gaps:</b> Many local governments do not have updated land registries in addition to technical weaknesses in tax collection and the execution of local plans. The PNOT does not include an effective mechanism for its implementation.</p> <p><b>Assets:</b> National Urban Development Policy and Plan process has begun and there is political will to improve cross-sectoral urban planning and implementation of the NUA.</p> <p>Presidency of MINURVI and direct collaboration with ECLAC and UN-Habitat on MINURVI work plans and development of the Platform.</p> <p>VNR:</p>	<p>Project achievement: Cross-sectoral Action Plan for implementing the National Urban Policy is reviewed and the Government is fit for the purpose of implementing the NUA and SDG 11.</p> <p>Tangible outcomes: Share pioneering lessons and process in Workshops, webinars, and the Urban and Cities Platform.</p> <p>Real expected change: Government has led an inclusive process to review urban policies and monitoring at a national and local level established an inclusive mechanism to produce data and reports on sustainable urbanization</p>
<p>Cuba</p>	<p><b>Situation:</b> 76.8% (Census 2012) of the inhabitants of Cuba live in areas considered urban, reason why it also classifies as a country of advanced urban transition, with a significant growth in the last 50 years.<sup>8</sup></p> <p>Cuba has a high degree of urbanization. Urban planning is characterized by a well-defined order of instruments, but with difficulties in</p>	<p>Project achievement: Cross-Sectoral Action Plan for implementing the NUA is reviewed and the Government is fit for the purpose of implementing the NUA and SDG 11.</p> <p>Tangible outcomes: Share pioneering lessons and process in Workshops,</p>

<sup>6</sup> Política y Plan Nacional de Desarrollo Urbano (Enfoques y Ejes Transversales, p. 31, párr.1)

<sup>7</sup> Informe Nacional Habitat III, p. 1, párr. 3)

<sup>8</sup> Informe nacional Habitat III, p. 7, parr. 1)

	<p>putting them into practice. Cities have not been perceived as engines of the economy.<sup>9</sup></p> <p><b>Progress:</b> <a href="#">Plan de Acción nacional para la implementación de la NAU en Cuba 2017-2036</a></p> <p><a href="#">Herramienta para la implementación de la NAU</a></p> <p>The proposals of this Tool have a direct translation to the National Action Plan (PAN) of Cuba, developed in parallel by the Institute of Physical Planning. The NAP shows the nation's commitment to the implementation of the NAU, building its work proposal on the Regional Plan of Action for Latin America and the Caribbean<sup>10</sup></p> <p><a href="#">Alienación de la Vivienda en Cuba con la Nueva Agenda Urbana</a></p> <p><a href="#">Plan general de ordenamiento territorial y urbanismo</a></p> <p><a href="#">RÉGIMEN URBANÍSTICO DEL SUELO</a></p> <p><b>Gaps:</b></p> <p><b>Assets:</b></p> <p><b>VNR:</b></p>	<p>webinars, and the Urban and Cities Platform.</p> <p>Real expected change: Government has led an inclusive process to review urban policies and monitoring at a national and local level</p>
	<p><b>Situation:</b></p> <p><b>Progress:</b></p> <p><b>Gaps:</b></p> <p><b>Assets:</b></p> <p><b>VNR:</b></p>	...
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Country	Status of affairs	Realistic outcomes
Cambodia	<p><b>Situation:</b> Cambodia has one of the fastest urbanization rates in Southeast Asia and has ambitious goals to accelerate growth over the coming decades, so as to emerge as an upper-middle-income country by 2030 and a high-income country by 2050, while maintaining peace and stability. The 2030 Agenda supports Cambodia's vision and the</p>	<p><b>Project achievement:</b> Sectoral Action Plan prepared for institutional capacity development for the implementation for implementation of the National Urban Strategic Plan and the National</p>

<sup>9</sup> Herramienta para la implementación de la NAU en Cuba,3. Dónde estamos? p. 16

<sup>10</sup> Herramienta para la implementación de la NAU (1. Resumen Ejecutivo, p. 8, párr. 2)

	<p>Sustainable Development Goals (SDG) help orient further progress on reducing vulnerabilities and increasing sustainability.</p> <p><b>Progress:</b> Strategic Framework for Decentralization and Deconcentration Reforms of the government along with progressively adopting urban-related policies demonstrate the Cambodian government’s commitment to enhance the sub-national level governance structures which provides greater opportunity for city wide solutions including spatial planning.</p> <p><b>Gaps:</b> Current urban development approach has not been able to contribute to sustainable inclusive growth model both at national and sub-national levels and has generated inequitable and exclusive cities. Decentralization and Deconcentration Reforms process has been internally driven with lack of resources in terms of policy orientation which leads to slow down the sub-national level inclusive and equitable growth and creating social, economic and environmental vulnerabilities in some cities.</p> <p><b>Assets:</b> Government’s Rectangular Strategy-Phase IV (RS-IV) which articulates achieving the 2030 Agenda and urban related national policies such as National Housing Policy .</p> <p><b>VNR:</b> UNDAF 2019-23 which identifies “Managing urbanization” as a priority pillar is the road map for supporting the Cambodian government to implement urban sector decentralization process enabling subnational/city governance to improve urban planning and management guaranteeing rights and development for all.</p>	<p>Housing Policy for the purpose of implementing and monitoring the NUA and SDG 11.</p> <p>Tangible outcomes: formulate and share workshop lessons and proceedings and contribute to Cambodia Urban Forum as the Urban and Cities Platform.</p> <p>Real expected change: Government has led an inclusive process to develop Sectoral Action Plan and established and institutionalized monitoring mechanism to produce data and reports on sustainable urbanization.</p>
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Country	Status of affairs	Realistic outcomes
Philippines	<p><b>Situation:</b> The total population of the Philippines is 100,981,437 as of 2015 growing by 8.64 million between 2010 and 2015, and by 24.47 million between 2000 and 2015. The average annual growth rate for the period of 2010 to 2015 is 1.72</p>	<p><b>Project achievement:</b> Establishment of the Philippine Urban Forum to be led by the DHSUD and shall be participated in by</p>

percent, slower than the 1.90 percent growth rate for 2000 to 2010, but still one of the fastest in the world. Of the 18 administrative regions in the Philippines, Region IV-A (CALABARZON) has the biggest population at 14.41 million persons. The extended National Capital Region account for 38.1 percent of the Philippine population which accounts for its urban primacy. Sixteen of the 20 most populous cities in the Philippines can be classified as small cities of 500,000 to 1 million residents which evidence the emergence of secondary cities where much of the urban growth has happened in the last 10 years.

**Progress:**

The Philippine Development Plan 2017-2022 is the first phase of the long-term vision of the Philippines articulated in Ambisyon 2040. The country's New Urban Agenda (2017-2022) and the National Urban Development and Housing Framework (2018-2023) lay out the national urban policy and strategies to achieve "Better, Greener, Smarter Urban Systems in a More Inclusive Philippines." The Partnership Framework for Sustainable Development (2019-2023) between the Philippine Government and the UN System in the Philippines identifies as one of its three pillars Planet/Prosperity aiming at "Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities."

**Gaps:**

The fast urbanization and growth have not been directly translated into sustainable development and more so in urban areas where social, economic and environmental issues are exacerbated by climate change. The relatively new urban policies, while very progressive in nature, face significant implementation challenges at the national, local and community levels particularly in the areas of urban planning, design and implementation and evidence-based policy and decision-making, among many other capacity gaps. The inefficiencies and dysfunctions of the urban system are evident in the increasing informal settlers mostly in high-risk areas, urban sprawl and clogged transportation systems, among others.

**Assets:**

stakeholders from government, private sector, CSOs, academe, etc. Among its key objectives shall be a national action plan to implement the NUA and NUDHF, both anchored on the global NUA and SDG11, including a monitoring and reporting system.

**Tangible outcomes:**

Established platform for sharing good practices among cities and across sectoral agencies of government. Development and use of improved guidelines and tools for national and local application.

**Real expected change:**

Strengthened integration of urban policies across national government agencies. Increased participation of urban stakeholders (local governments, private sector, CSOs, communities, etc.) in policy formulation, programming, implementation and monitoring

Improved monitoring and reporting system on the NUA and SDG 11 at the national and local levels on sustainable urbanization including a feedback mechanism to improve urban

	<p>The newly-formed Department of Human Settlements and Urban Development (DHSUD), which will begin operating as a new department by July 2019, requires much-needed technical support in terms of strengthening its policy-making capacities and organizational efficiency as well as enhancing specific technical skills of the newly-reorganized personnel. The NUA and NUDHF, developed by the originating organizations forming the DHSUD with technical support from UN-Habitat, will be the policy anchors of the new organization. Ongoing partnerships with the former organizations and the incoming DHSUD are expected to continue and become even stronger in the transition phase.</p> <p><b>VNR:</b></p> <p>The Philippines will be submitting its second VNR on the SDGs integrating SDG 11 and other urban-related SDGs. The indicators are still very incomplete as the supporting information system to produce more robust urban information still have be established.</p>	<p>management.</p> <p>City cases showing concrete examples of the application of sustainable urban development policies, approaches and tools.</p>
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Jordan	<p><b>Situation:</b></p> <p><b>Progress:</b></p> <p><b>Gaps:</b></p> <p><b>Assets:</b></p> <p><b>VNR:</b></p>	...
Morocco	<p><b>Situation:</b></p> <p><b>Progress:</b></p> <p><b>Gaps:</b></p> <p><b>Assets:</b></p> <p><b>VNR:</b></p>	...

Kazakhstan	<p><b>Situation:</b> City of Almaty</p> <p><b>Progress:</b></p> <p><b>Gaps:</b></p> <p><b>Assets:</b></p>	...
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	<b>VNR:</b>	
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## 1.8 Stakeholder analysis and capacity assessment

The project involves the main stakeholder groups in sustainable urban development at a national level, in cities themselves and within regional and global development partner networks, such as local government associations and coalitions of city mayors. The project fosters both physical and virtual spaces for capacity development, collaboration, and knowledge exchange. It involves the national government, local government (both political and technical level), the private sector, civil society and academia. Each of these groups has unique expertise and perspectives that will help to cultivate a culture of evidence-based decision-making, planning and reporting for and urban development in the project cities, countries, and regions. These actors are key to the formulation of action plans and solutions that contain integrated approaches to address urban challenges at various levels of governance.

<b>Non UN Stakeholders listed in order of level of involvement in the project</b>	<b>Type and level of involvement in the project</b>	<b>Capacity assets</b>	<b>Capacity Gaps</b>	<b>Desired future outcomes</b>	<b>Incentives</b>
<i>MINURVI, National authority (at ministerial level e.g. urban, development, and cross-sectoral)</i>	<i>Ministers will take part in meetings, policy coherence workshops, advisory missions, webinars, side-events, EGMs and Online Urban Platform</i>	<i>Political influence, decision-making power, liaison with relevant government stakeholders and institutions, sustainable development mandates</i>	<i>Lack of collaboration across countries, sectors, and levels of government, varied capacity to implement and monitor SDG11 and NUA</i>	<i>Greater regional, inter-regional, cross-sectoral collaboration Increased technical knowledge in urban planning, monitoring &amp; reporting</i>	<i>Access to training, data, international and regional best practices to deliver SDG 11 and NUA  Potential to influence policy reforms</i>
<i>The Arab League etc. inter-gov</i>					
<i>The African Union etc.</i>					
<i>UNECE Committee on Urban Development,</i>					



<i>Housing and Land Management, the Urban Agenda for the EU (European Union)</i>					
<i>ASEAN etc.</i>					
<i>Local Authorities at metropolitan and municipal levels (e.g. mayors, govenors)</i>	<i>City authorities will take part in meetings, policy coherence workshops, advisory missions, webinars, side-events, EGMs and Online Urban Platform</i> <i>Key role in implementation of urban planning and policies</i>	<i>Has clearer understanding of local needs and priorities and access to local data and information</i> <i>Facilitator role for participatory policy making process</i>	<i>Lacks resources and empowerment to address planning and monitoring needs at local level;</i> <i>Weak coordination with and integration to national policy frameworks and other city actors</i>	<i>Greater collaboration among national and sub-national decision makers, strengthened capacity to implement cross-sectoral policies and plans at local level, Improved technical knowledge in urban planning, monitoring &amp; reporting</i>	<i>Space for dialogue and strengthened coordination with national authorities and other stakeholders regarding implementation and monitoring of SDG11 and NUA, access to training, data, international and regional best practices</i>
<i>City officials</i>	<i>City officials will take part in capacity development workshops, advisory missions, webinars, side-events, EGMs and Online Urban Platform</i>	<i>Has clearer understanding of local needs and priorities and access to local data and information</i>	<i>Lack of collaboration with other city actors, and national-level actors.</i> <i>Lack of capacity in holistic urban planning and monitoring</i>	<i>Strengthened capacity in integrated urban planning, monitoring &amp; reporting</i> <i>Greater collaboration among national and sub-national officials</i>	<i>Access to training and international and regional best practices</i> <i>Space for dialogue and strengthened coordination with national authorities and other stakeholders</i>
<i>NGOs, civil society, and not-for-profit</i>	<i>Representatives will contribute to meetings, capacity development workshops, advisory missions, webinars, side-</i>	<i>Knowledge of local needs and priorities</i>	<i>Limited coordination with other city actors and influence over decision making processes</i>	<i>Actively participate in decision making and monitoring</i> <i>Increased capacity to influence</i>	<i>Access to other city stakeholders at local, national, and regional levels and opportunity to influence decision making</i>

	<i>events, EGMs and Online Urban Platform</i>			<i>decision making</i>	<i>and monitoring initiatives</i>
<i>Academia</i>	<i>Will contribute with knowledge through meetings, workshops, webinars and Online Urban Platform</i>  <i>Generate information that may influence decision making and identify areas to begin implementation</i>	<i>Technical capacity and expertise</i>  <i>Produces independent assessments of urban needs and priorities</i>	<i>Limited participation and collaboration with other city actors</i>  <i>Limited application of research findings to improve implementation</i>	<i>Greater collaboration with other city and government actors</i>  <i>Enhanced understanding of policy goals and direct research accordingly</i>	<i>Strengthen dialogue with various levels of government and other city stakeholders</i>  <i>Improve application and impact of research</i>
<i>Private Sector</i>	<i>Participate in capacity development workshops, webinars, side-events, EGMs and Online Urban Platform</i>  <i>Will be consulted on policy coherence and monitoring</i>	<i>Investment and implementation capacity</i>  <i>Innovative solutions</i>	<i>Lacks coordination with other city actors and knowledge of local needs</i>	<i>Increased coordination with other city and government actors, commitment to taking part in sustainable urban initiatives</i>	<i>Can influence policy formulation and address current urban challenges</i>  <i>Increase collaboration and business opportunities</i>
<i>Vulnerable groups (youth, poor, homeless, migrants, minorities and women in these categories)</i>	<i>These groups are affected by the lack of effective policies or the implementation of urban plans</i>  <i>The project will engage organizations working with vulnerable groups through workshops, events, and the Platform</i>	<i>Have a right to city services and benefits</i>  <i>Can provide meaningful information on urban needs</i>	<i>Limited participation and collaboration with other city actors and in decision making processes and access to information</i>	<i>Enhanced inclusion in the development and management of the city</i>  <i>Increased participation with other city and government actors</i>	<i>Access to city actors</i>  <i>Access to local, national, and regional best practices</i>  <i>Can influence policy formulation and planning to better address their needs</i>

## PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, OUTPUTS

### 1.9 Project Strategy

The most significant expected results of the project will be the 1. improved capacity among policymakers and decision makers in selected countries, providing systemic integration of appropriate roles and functions of all levels of governance to develop integrated urban plans and coherent urban policies for sustainable urban development in line with the implementation, monitoring and reporting requirements for the New Urban Agenda and localization of the SDGs; and 2. increased inter-regional cooperation and sharing of best practices allowing for the regionalization and subsequent localization of global set agendas and commitments for accelerated implementation.

The expected result would be evidenced by beneficiary countries having developed cross-sectoral, inclusive development policies and action plans for their implementation, and by the development of new and/or strengthening of existing platforms that promote the exchange of best practices and initiatives.

The project's objective and expected outcomes will be pursued through a three-pronged strategy to address gaps and ownership of countries and cities to enhance the implementation, monitoring and reporting of the NUA and urban SDGs. The three elements of this strategy include:

- **Capacity building and training** designed specifically for each level of governance, and open to benefit other stakeholders and actors. The capacity building approach will target coherent and inclusive planning, evidence-based policy making, in addition to the monitoring, evaluating and reporting sustainable urban development with leave no one behind principle at its core. Regional methodologies or guides will be co-developed to support decision-makers in planning and policy making processes. Each capacity building engagement will be based on training needs assessments executed in participating countries/cities to tackle the gaps and needs of involved authorities. In addition to the in-person workshops and trainings to improve the capacity of authorities to implement the NUA and SDG 11, besides data collection and monitoring tools and mechanisms, the Urban and Cities Platform, the Penang Platform and the New Urban Agenda Platform will provide a virtual space to access information, best practices, national voluntary reports on the implementation of NUA and trainings. Furthermore, the 'New Urban Agenda Illustrated' publication as well as an accompanying training companion and toolkits, currently being developed by UN-Habitat, will provide a useful guidance to the involved stakeholders to increase their capacity to understand, implement and report on the NUA.
- **Data collection, Information generation, and knowledge exchange** will be the second cornerstone to this project. Enhancing capacities to collect information and monitor sustainable urbanization at all levels of governance will be a main thrust of Outcome 2, and vital for decision makers to make evidence-based policies and plans. Every outcome of the project will be captured and enhanced through the Urban and Cities Platform to encourage inter-regional cooperation and knowledge sharing.
- **Technical assistance from planning to implementation** for tailored sustainable urban policies, plans, programmes and initiatives in each of the selected countries. The advisory missions will help to ensure the achievement of each of the project outcomes. These missions will allow the project to gauge the effectiveness of the capacity development activities at various points in the project cycle and provide context-specific and strategic advisory services.

<u>Intervention logic</u>	<u>Indicators</u>	<u>Means of verification</u>
<b>Objective</b> Improved capacities of selected countries in the implementation, monitoring and reporting of the NUA and urban SDGs with strengthened inter-regional cooperation and knowledge sharing		
<b>Outcome – OC1</b> Strengthened capacities of national and city level policymakers and stakeholders in target countries and cities to develop coherent national/ city urban plans and evidenced based urban policies.	<b>IA 1.1</b> Action plans for the implementation of the cross-sectoral urban development policies, measures or actions developed in 5 out of 9 project target countries	<ul style="list-style-type: none"> <li>Plan documents that specify cross-sectoral policies</li> </ul>
	<b>IA 1.2</b> At least 1 cross sectoral urban development policy, measure or action is formulated in each target country	<ul style="list-style-type: none"> <li>Plan documents that specify cross-sectoral policies</li> </ul>
	<b>IA 1.3</b> At least 80% of the target cities have utilized improved urban planning tools, mechanisms and knowledge platforms in their strategies promote sustainable urban development.	<ul style="list-style-type: none"> <li>Questionnaire for target city officials after capacity building and advisor missions</li> <li>City Platform and/or planning documents</li> </ul>
<b>Output OP1.1</b> Carry out a kick off meetings in the regions covered by ECLAC, ECE/ESCAP, ECA, and ESCWA, with the selected countries to select target cities and identify priority areas for support based on rapid training needs assessments. Target countries will be selected taking into consideration needs, interest in the project and the presence of strong partner institutions.		
<b>OP1.2</b> Carry out rapid training needs assessments in each of the selected cities with relevant local and national stakeholders to identify priority areas for support and establish a work plan for technical assistance.		
<b>OP1.3</b> Develop regional methodologies/ guides to support policy-makers in developing vertically and horizontally integrated coherent policies to foster sustainable urban development. Each region will develop its own methodology/guide while ensuring coherence with those developed in the other regions. The methodologies will be tested through implementation of national/ local level activities and updated upon completion of the national/ city level activities.		
<b>OP1.4</b> Carry out a policy coherence workshop in each of the target countries and each of the target cities with policymakers and stakeholders (including representatives from all relevant sectors) to strengthen capacities in the design and development of sustainable national and city urban policies and plans, in line with the NUA. The Methodology/ guide developed in A1.3 will be presented during the national workshops.		
<b>OP1.5</b> Conduct two advisory missions to each of the countries and cities to support the design and if possible, the implementation, of the national level and local level sustainable urban policies, plans, projects, programmes and or initiatives developed in A1.4. It is expected that countries and cities will develop action plans to guide the implementation of the policies, plans, projects, programmes and or initiatives.		

<p><b>OP1.6</b> Carry out a regional meeting in each of the regions covered by ECLAC, ESCAP, ECE, ECA and ESCWA (with representatives from countries beyond the target countries) to share lessons learned from the project and share the methodologies/guides developed, with a view to promote further awareness and scale up of results. These meetings will be organized as a side event/ in conjunction with a larger regional meeting (ie. the sustainable development Forum or MINURVI general assembly in ECLAC and similar meetings in the other regions) so as to reduce costs. This activity also contributes to EA3.</p>		
<p><b>Outcome - OC2</b> Enhanced capacities of national and city level stakeholders to monitor, evaluate and report on the progress in implementing the NUA and achieving sustainable urban development</p>	<p><b>IA 2.1</b> In at least 80 % of the target countries city level data is used for national integrated planning for sustainable urbanization</p>	<ul style="list-style-type: none"> <li>National planning documents and statistics</li> <li>VLRs and other local data platforms of the UN System's 'Local2030'</li> </ul>
	<p><b>IA 2.2</b> At least 80 % of target countries have established inclusive<sup>11</sup> mechanisms to produce data and reports on sustainable urbanization</p>	<ul style="list-style-type: none"> <li>Country urbanization data and reports, VRNs</li> <li>Planning documents for data collection mechanisms</li> </ul>
<p><b>Output OP2.1</b> Carry out a training needs assessment and a workshop in each of the regions to present and review capacity development tools for national level monitoring and reporting on Sustainable Urban development. It is expected that these workshops will result in the identification of key themes and issues to be focused on in A2.2 and A2.3. This activity also contributes to OC3.</p>		
<p><b>OP2.2</b> Carry out workshops with national level and city level stakeholders to build capacities in data collection/ urban trends and issues identification for monitoring and reporting on sustainable urban development.</p>		
<p><b>OP2.3</b> Carry out advisory missions to target countries and cities to follow-up on the outcomes of A2.2 and support countries and cities in monitoring and reporting on sustainable urban development. It is expected that this will contribute to the production of city-level and national report on sustainable urban development which will then feed into regional reports such as the voluntary SDG11 report and 'State of Cities' reports.</p>		
<p><b>Outcome - OC3</b> Enhanced inter-regional cooperation south-south learning and sharing of implementation experiences related to the implementation of the NUA.</p>	<p><b>IA 3.1</b> A virtual platform to share experiences and practices within the LAC region is developed and functioning<sup>12</sup> with content provided by member states (national and city level) xxxxx</p>	<ul style="list-style-type: none"> <li>Virtual site for the platform</li> <li>Website traffic statistics and downloads</li> <li>Review of platform content</li> </ul>
	<p><b>IA 3.2</b> At least 80 % of the target</p>	

<sup>11</sup> For the purposes of this indicator the term "Inclusive" is defined as follows: i. involves actors representing a diverse range of sectors (eg. Health, education, environment, waste management etc...); ii. involves

<sup>12</sup> For the purposes of this indicator the term "functioning" is defined as follows: i. the Platform is accomplishing the objectives it is planned to have; ii. The virtual instrument exists; iii. the e-forum has active discussion groups; iv. online courses/seminars or lectures have been delivered

	countries or cities participate in inter-regional knowledge and practice platforms for global NUA and SDGs monitoring and reporting	<ul style="list-style-type: none"> <li>• Database of stakeholders and partners and platform participants; outcome of webinars, EGMs, Platform e-forum</li> </ul>
<p><b>Output 3.1</b> Develop an Online Urban Platform (virtual forum and learning center): In the LAC region, to house the collection of instruments, practices and initiatives implemented in line with the NAU and PAR and promote dialogue and sharing of experiences between stakeholders. These will be identified through a desk review of current national level practices and throughout the implementation of the project as a result of the LAC in-country and city level work. This platform will be a dynamic, interactive and user-friendly database designed to promote south-south exchanges and learning and to conduct follow-up to the implementation of the NUA and PAR in the LAC region. In Asia-Pacific, implementation of the Penang Platform based on the regional work plan 2019-2021 .</p>		
<p><b>Output 3.2</b> Inter-regional webinars and EGMs with project partners and expert stakeholders to analyse and exchange on regional and local data, trends and successes in implementation of NUA, using Voluntary National Review and other available means. This will provide for regional inputs to global reporting and monitoring, including the 2nd Quadrennial Report and SDG mid-term review. It will also serve as an exchange to harmonise between and enhance the use of regional knowledge platforms designed in the LAC and Asia-Pacific regions, possible other regions at a later stage and the global NUA Platform.</p>		
<p><b>Output 3.3</b> Carry out three side events during global level meetings (such as the HLPF and WUF) to present programme progress and ultimately results and findings to additional member states, and for each region to share experiences, and regional reports with one another, feeding to global reporting.</p>		

### 1.10 Risks and mitigation actions

Risks	Likelihoods of risks	Mitigating Actions
Capacity building activities do not effectively increase capacity of stakeholders	Low	<ul style="list-style-type: none"> <li>- The project will ensure that participants are selected based on their buy-in and capacity needs in addition to consulting them prior to capacity building activities and conducting surveys before and after capacity building activities to incorporate participant feedback</li> </ul>
National and City stakeholders do not sufficiently buy-in to the project or maintain commitment	Low	<ul style="list-style-type: none"> <li>- Project implementing partners will maintain a dialogue with strategic government actors at ministerial and municipal levels</li> <li>- Rigorous country and city selection will ensure prior buy-in</li> </ul>
Political instability and leadership changes	Low	<ul style="list-style-type: none"> <li>- The project will work with key actors to ensure the work becomes</li> </ul>

		<p>institutional over time and not based on individual leaders</p> <ul style="list-style-type: none"> <li>- The project focal points in the country will include technical staff who will likely remain in case of government leadership change</li> </ul>
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**1.11 Sustainability**

The project approach incorporates the element of sustainability as it helps create ownership of the beneficiary countries on NUA and urban SDGs, creates an innovative network and virtual space for support from national, regional and global partners and counterparts. Due to the inclusive and multi-stakeholder approach of the project, the networks, connections, and integrated plans that are established during the project will help to sustain and pave the way for additional the achievements beyond the project cycle.

The project outcomes provide for evidence-based decision making in the long term with the spaces created for dialogue and sharing knowledge and lessons-learned. The Urban and Cities Platform will provide a virtual space and consistency for this, including space for governments to report back their efforts through ‘good practices’. The Platform serves as a response to the needs of countries for information while at the same time, requires the commitment of cities to produce information and discuss important issues, and assume leadership in their areas. Additionally, the Platform will include all countries in the Latin America and Caribbean region and serve as an example for other regions. The project very much relies on different stages of launching that will provide live-feedback from all the actors involved. In this way, scaling-up and out is built into the project design.

All entities involved in project delivery will seek ways to leverage additional funding and synergies with parallel assistance throughout the course of implementation to be able to scale up activities to a wider number of countries and cities in each region.

**MONITORING AND EVALUATION**

**1.1 Monitoring**

Monitoring of the project will mainly be undertaken by ECLAC and UN-Habitat in collaboration with the Regional Commissions. The implementing partners will review the implementation strategy and progress in order to ensure the project creates outputs in accordance with its outcomes. This will include:

- Regular team progress meetings at least every two months among project management and implementation partners. This will provide a regular opportunity to gather performance information and compare plans with actual activities and budget execution.
- Project management information and communication system such as Slack or Asana will be used among all implementing partners to ensure all relevant information is shared in a timely fashion with all partners.

Implementing partners as well as beneficiary countries and cities will also share the progress of project implementation and the results of activities and events. Additionally, the Urban and Cities platform will serve as a source of information for the project indicators.

The annual progress reports will be submitted at the end of January 2021, 2022 and 2023 and report on the activities and outcomes of the previous year.

## **1.2 Final Report**

## **1.3 External Evaluation**

### **MANAGEMENT, PARTNERSHIP AND COORDINATION AGREEMENTS**

The project will be coordinated jointly by ECLAC (through the Human Settlements Unit of the Sustainable Development and Human Settlements Division) and UN-Habitat (through the Programme Division), While it is foreseen that all activities and outputs will involve the active participation of all project partners, the regional commissions will lead on the implementation of OC1, UN-Habitat will lead on the implementation of OC2, and OC3 will be co-led. UNECE will also participate in sharing of knowledge and replicable experiences from the pan-European region. In all such activities, UN-Habitat regional and HQ offices will be actively involved both in planning and implementation phases in each of the 5 regions to provide technical and substantive advice. In the LAC region, UN-Habitat, through ROLAC and Research and Capacity Development Branch (RCDB) will be closely involved in the development of the Online Platform in the context of the broader institutional collaboration agreements already in place.

UN ECLAC and UN-Habitat will work with the Resident Coordinator System and the UN Country teams in each participating country to ensure coherence and added-value, including with the 'Local 2030 – Localizing the SDGs' country and regional work plan roll-out by the UN System during 2020-2022. The project will make concerted effort to support UNCTs with urban situational and foresight assessments as part of common country analyses and support government capacities for the new UN Coordination Frameworks partnerships.



## ANNEXES

### ANNEX 1: RESULT-BASED WORK PLAN AND BUDGET DETAILS

**Table 1.1 – Results based work plan and budget**

Outcome	Output #	Timeframe by output		Budget class and Code <i>(Please use the budget classes listed in the table above.)</i>	Amount (USD)	
		Year <i>(2020, 2021, 2022, 2023)</i>	Quarter <i>(Q1, Q2, Q3, Q4)</i>			
OC1	OP1.1 country level kick off meetings	2020	Q2, Q3	Other Staff Costs (GTA)	015	\$ 1,500
				Consultants and Experts	105	\$ 36,000
				Travel of Staff	115	\$ 25,000
				Contractual Services	120	\$ 6,000
				General Operating Expenses	125	\$ 5,800
				Grants and Contributions (Workshops/Study Tours/EGMs)	145	\$ 129,600
	OP1.2 city kick offs	2020	Q2, Q3, Q4	Other Staff Costs (GTA)	115	\$ 1,500
				Consultants and Experts	105	\$ 44,000
				Travel of Staff	115	\$ 22,500
				General Operating Expenses	125	\$ 6,000
				Grants and Contributions	145	\$ 27,000
	OP1.3 regional guides	2020, 2021, 2023	Q3,Q4 Q1, Q2, Q3 Q1	Other Staff Costs (GTA)	115	\$ 3,000
				Consultants and Experts	105	\$ 20,000

				General Operating Expenses	<b>125</b>	\$ 4,800
	OP1.4 policy coherence workshop each city	2021	Q2, Q3, Q4	Consultants and Experts	<b>105</b>	\$ 118,000
				Travel of Staff	<b>115</b>	\$ 30,000
				General Operating Expenses	<b>125</b>	\$ 6,000
				Grants and Contributions	<b>145</b>	\$ 60,400
				OP1.5 advisory missions <sup>2</sup> per country	2021	Q2, Q3, Q4
		2022	Q2, Q3	Travel of Staff	<b>115</b>	\$45,000
	OP1.6 regional meetings lessons learned	2022 2023	Q2, Q3, Q4 Q1	Travel of Staff	<b>115</b>	\$ 25,000
				Contractual Services	<b>120</b>	\$ 6,000
				General Operating Expenses	<b>125</b>	\$ 1,000
				Grants and Contributions	<b>145</b>	\$ 96,000
OC 2	OP2.1 regional capacity tool workshops	2020 2021	Q3, Q4 Q1, Q2	Other Staff Costs (GTA)	<b>015</b>	\$ 12,000
				Consultants and Experts	<b>105</b>	\$ 76,500
				Travel of Staff	<b>115</b>	\$ 25,000
				Contractual Services	<b>120</b>	\$ 15,000
				General Operating Expenses	<b>125</b>	\$ 5,800
	OP2.2 capacity devt workshops	2021	Q1,Q2,Q3, Q4	Consultants and Experts	<b>105</b>	\$ 9,000
				Contractual Services	<b>120</b>	\$200,000
				General Operating Expenses	<b>125</b>	\$ 5,800

	OP2.3 advisory missions	2022	Q1, Q2	Consultants and Experts	<b>105</b>	\$ 6,000
				Travel of Staff	<b>115</b>	\$ 22,500
				Contractual Services	<b>120</b>	\$ 15,000
OC3	OP3.1 develop platform	2020	Q1,Q2,Q3, Q4	Other Staff Costs (GTA)	<b>015</b>	\$ 24,000
				Consultants and Experts	<b>105</b>	\$ 44,000
		2021	Q1, Q2	Contractual Services	<b>120</b>	\$ 20,000
				General Operating Expenses	<b>125</b>	\$ 5,800
	OP3.2 interregion al webinars EGMs	2021	Q2, Q3, Q4	Other Staff Costs (GTA)	<b>015</b>	\$ 20,000
				Consultants and Experts	<b>105</b>	\$ 44,500
		2022 2023	Q1 ,Q2, Q3 Q1, Q2	Travel of Staff	<b>115</b>	\$ 15,000
				General Operating Expenses	<b>125</b>	\$ 1,000
				Grants and Contributions	<b>145</b>	\$ 60,000
	OP3.3 3side events @global meetings	2021 2022	Q3 Q1 (WUF)	Other Staff Costs (GTA)	<b>015</b>	\$ 3,000
				Travel of Staff	<b>115</b>	\$ 40,000
		2023	Q1	General Operating Expenses	<b>125</b>	\$ 36,000
	External Evaluation				Consultants	<b>105</b>

**Table 1.2 – Planned annual budget expenditure and cumulative financial implementation rate.**

Year	Planned annual budget expenditure	Cumulative financial implementation rate
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2020	\$ X,XXX	XX%
2021	\$ X,XXX	XX%
2022	\$ X,XXX	XX%
2023	\$ X,XXX	100%
Total	\$ 1,500,000	

## **ANNEX 2: DETAILED JUSTIFICATION BY CODE**

### **1. Other staff costs - GTA (015) \$ 65,000 (Total)**

Temporary assistance to perform the tasks of supporting the organization of workshops and meetings, and populating the platform in LAC:

OP1.1, OP1.2, OP1.4, OP3.3 (3 work months) x ( \$3000 per work month) = \$9000\_\_\_\_\_.

OP3.1(6 work months) x ( \$4000 per work month) = \$24000.

Temporary assistance to perform the tasks of capacity building, monitoring and reporting results coordinator in support of activities OP2.2, OP3.2 (8 months) x \$4000 per month = \$32,000.

### **2. Consultants and Experts (105): \$ 463,000 (Total)**

(A separate breakdown by national/regional consultants and international consultants should be provided)

#### **(a) International consultant: \$40,000**

International consultants for the task(s) of inter-regional support to developing implementation tools and approaches for in support of, in support of outputs: OP2.1 (3 work-months) and OP3.2(1 work-month) x (\$8,000 per month) = \$32,000.

In support of the evaluation of the project: (1 work month) x (\$8,000 per work month) = \$8,000.

#### **(b) National / Regional consultants: \$360,000**

National consultants for task(s) of conducting the desk review, organizing and proving substantive support to workshops, developing the regional methodology/ guide, populating the Platform and moderating the forum in support of outputs OP1.1 (1 work-month), OP1.3 (5 work-months) and OP3.1. (11 work months) x (\$4000 per month) = \$68,000.

Regional consultant in each region (ECLAC, ECA, ESCWA, ESCAP and ESCAP/ECE) for tasks of supporting capacity development of the member States in support of outputs OP2.1 (6 months); OP3.2 (2 months) x \$8,000 per month = \$64 000

LAC National consultants for task(s) for organizing national and city workshops and carrying out advisory missions, in support of outputs OP1.2. (3 months), OP1.4 (4 months), OP1.5 (5 months) LAC: (total 12 months) x (\$4000 per month) = \$48000.

1 Regional consultant from each of the ECA, ESCWA, ESCAP and ESCAP/ECE regions to develop and finalize the methodology/ guide in OP1.: 4 regional consultants x (4 work months) x \$4000 average cost per month = \$64000

National consultants for task(s) for organizing national and city workshops in ECE, ECA, ESCAP, ESCWA in support of outputs OP1. 1, OP1.2 and OP1.4: (6months) x (\$4000 per month) x (4 regions) = \$96000.

In support of the evaluation of the project: (5 months) x (\$4000 per work month) = \$20000.

(c) *Consultant travel: \$72,000*

(14 missions) by consultants for the purpose of providing substantive inputs to the regional and national workshops, in support of outputs OP1.1 (5 missions), OP1.4 and OP2.2 (5 missions), 1.5 OP and OP2.3 (4 missions). (\$3000 average mission cost) x (14 missions) = \$42 000.

(5 missions) by international experts to support regional workshops in ECA, ESCWA and ESCAP regions for output OP2.1 (in parallel with OP1.6) and in the scoping for new trends and data to support member States in global monitoring and reporting in ECLAC and ECE regions for output OP3.2; Project Evaluator's travel, (2 missions). (7 missions) x (\$2500 per mission) = \$ 17 500.

(5 missions) by regional experts to provide policy and thematic advice to member States in EGMs and capacity building events in each region for outputs OP2.1 and OP3.2. (5 missions) x (\$2500 per mission) = \$12,500.

**3. Travel of Staff (115): \$ 250,000 (Total)**

(a) *UN Staff from the implementing entity: \$110,000*

(20 missions) by ECLAC staff for the purpose of facilitating and organizing workshops, technical assistance missions and a side event in three target countries and cities, in support of outputs OP1.1 (1 mission x 2 staff members), OP1.2 (1 mission x 1 staff members x 3 countries), OP1.4 (2 missions x 1 staff member x 3 countries), OP1.5 (2 mission x 1staff member x 3 countries), OP1.6 (1 staff x 1 mission), OP3.3 (1 staff x 3 mission)

(\$ 2500 average mission cost) x (21 missions) = \$ 52500.

(9 missions) by UN-Habitat staff to participate participating in the regional meetings OP1.1 (1 staff x 4 regions), OP1.6 (1 staff x 5 regions). (\$2500 average mission cost) x (9 missions) = \$22500.

(14 missions) by UN-Habitat staff for joint facilitation of regional workshops to advise and capacitate the member States in monitoring of SDGs and urban development in support of activity OP2.1 (5 missions); activity OP2.3 (5 missions), activity OP3.2 (3 missions) and in support of activity OP3.3 (1 mission). \$2500 average mission cost) x 14 missions = \$35 000.

(b) *Staff from other UN entities collaborating in project: \$140,000*

(32 missions) by other UN staff from ECA, ESCAP, ECE and ESCWA for the purpose of facilitating and organizing workshops, technical assistance missions in target countries and cities, in support of outputs OP1.1 (1 missions x 1 staff member x 4 regions), OP1.2 (1 mission x 1 staff members x 6 countries), OP1.4 (1 mission x 1 staff member x 6 countries) OP1.5 (2 missions x 1 staff member x 6 countries), OP1.6 (1 mission x 1staff member x 4 regions)  
( $\$ 2500$  average mission cost) x (32 missions) =  $\$ 80000$ .

12 missions by ECE, ESCAP, ESCWA, ECA and ECLAC staff for joint facilitation of regional workshops to advise and capacitate the member States in the monitoring of SDGs in support of output OP2.1 (5 missions); OP2.3 (4 missions), OP3.4, (3 missions), OP3.3 (12 missions) [There is a total of 16 missions budgeted for OP3.3.  $\$2500$  average mission cost) x (24 missions). =  $\$60 000$

#### **4. Contractual services (120): $\$ 262,000$ (Total)**

A provision of  $\$20000$  is required for web services in support of outputs OP3.1: to develop the online platform (including the virtual forum).

$\$12000$  is required for Translations services (interpretation and translation of documentation) for the regional meetings in outputs OP1.1 and OP1.6.

A provision of  $\$200 000$  is required for capacity building services in support of output OP2.2: building member state and other national and regional stakeholders' capacities in the key challenging areas of sustainable urbanisation, envisaged as two-day workshops in five regions (at average cost  $\$40 000$  per region) to develop concrete capacity support products and services which translate into useful tools for implementation and monitoring by the member States and cities.

A provision of  $\$30000$  is required for regional thematic research services in support of output OP2.1 and OP2.3 for improved regional data and knowledge products by the member States.

#### **5. General operating expenses (125): $\$ 78,000$ (Total)**

##### *(a) Communications*

In support of all outputs of ECLAC and UN-Habitat =  $\$8000$ .

##### *(b) Other general operating expenses*

In support of OP1.1, OP1.2, OP1.3, OP1.4, OP2.1., OP2.2 and OP3.1. =  $\$34000$ .

OP3.3 3 side events during global events such as HLPF or WUF (at average  $\$12 000$  per event for visibility and publicity materials, interpretation, catering and other relevant costs) x 3 events =  $\$36 000$

#### **6. Grants and Contributions (145): $\$ 373000$ (Total)**

##### *(a) Workshops, seminars & Expert Group Meetings\**

Seminar / Workshop in support of:

OP1.1: 2 day workshop, ( $\$1800$  per participant) x (18 participants) x 4 regions =  $\$129600$ ;

OP1.2: 2 day workshop in each city ( $\$200$  per participant) x 15 participants x 9 cities =  $\$27000$

OP1.4: 4-day National workshop ( $\$240$  per participant) x 15 participants x 9 countries =  $\$33400$ ;

OP1.4: 4-day workshop in each city ( $\$200$  per participant) x 15 participants x 9 cities =  $\$27000$

- OP1.6: Regional meeting (\$1800 per participant) x 6 participants x 5 regions = \$54000; participants from other countries in the region: (\$1200 per participant) x 5 participants x 7 countries = \$42 000
- OP3.2 Inter-regional EGMs with project partners and other urban experts for extracting trends and successes in sustainable urbanisation (2 x 2-day EGM (\$1200 per participant) x 25 participants = \$60000

**ANNEX 3: RELEVANT MOU**

**MOU MIDUVI, ECUADOR- ECLAC**

**ANNEX 4: PLATFORM PROJECT DOCUMENTATION**