

## 1. EXECUTIVE SUMMARY

Please complete the table below.

<b>Project Code and Title:</b>	2427F - Urban Economic Resilience for inclusive responses and recovery from crises
<b>Budget:</b>	\$ 750,000.00
<b>Target countries:</b>	Ecuador (Quito), India (Coimbatore), Lebanon (Beirut), Montenegro (Podgorica), Zimbabwe (Harare)
<b>Lead Entity/Entities:</b>	ECE and ESCAP
<b>Jointly Implementing DA Entities</b>	ECA, ECE, ECLAC, ESCAP, ESCWA, UN-Habitat CRGP
<b>Collaborating DA Entities</b>	UN DESA
<b>Other Collaborating Entities:</b>	UN Resident Coordinators Offices (RCOs) in all the pilot countries, Geneva Cities Hub, Geneva, Switzerland (International NGO), UNCDF

<b>Brief description</b>
<p>The world is facing a series of interconnected crises, including the COVID-19 pandemic, climate change, natural disasters, and conflicts, which collectively form the "triple planetary crisis." These crises have severe socio-economic impacts on cities, particularly vulnerable communities, and hinder progress towards the Sustainable Development Goals (SDGs). Local governments are facing fiscal constraints, making it challenging to build urban resilience and access funds for response and recovery plans.</p> <p>The project aims to address these challenges by strengthening the capacity of selected cities to design and implement inclusive and resilient economic and financial responses to crises. This project builds upon a <a href="#">previous initiative</a> that developed knowledge resources and action plans for 16 pilot cities worldwide. The new project will support five pilot cities from different regions, focusing on implementing existing action plans to address the triple planetary crisis and accessing financing for sustainable urban responses.</p> <p>The project will enhance the cities' capacity to engage with donors and international financial institutions, resulting in concrete projects and programs supporting urban resilience. By the project's end, the target cities are expected to have the capacity to prepare project pipelines and engage directly with financial institutions. Activities will include capacity-building, identification of financing sources for the cities' projects and support with those projects' development. It also emphasizes continued support and knowledge exchange among the pilot cities globally.</p> <p>The project will be implemented by the United Nations Regional Economic Commissions, in collaboration with UN-HABITAT CRGP as well as with UN DESA, UNCDF, and UN resident coordinators' offices. In addition, the Geneva Cities Hub, an international NGO in Geneva, Switzerland, will be engaged in the project activities. Its goal is to strengthen the economic and financial capacity of cities to mitigate, recover, and transform towards sustainability in the face of shocks and stresses caused by the triple planetary crisis.</p>

## 2. DEMAND, CONTEXT AND ANALYSIS

### 2.1 COUNTRY DEMAND AND TARGET COUNTRIES

After careful consideration and drawing from lessons learned, the project has identified the following pilot cities:

- Beirut (Lebanon)
- Coimbatore (India)
- Harare (Zimbabwe)
- Quito (Ecuador)
- Podgorica (Montenegro).

The project adheres to the recommended range of targeting between 3 to 6 countries, focusing on those that will receive targeted capacity development support.

- **Selection Criteria and Methodology:**

The selection of target countries followed a comprehensive methodology designed to ensure strategic alignment. The criteria considered during the selection process included:

- a) **Special Needs:** Priority was given to countries with special needs, including Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs), and Small Island Developing States (SIDS). These countries often face unique challenges and require focused support to enhance their resilience initiatives.
- b) **Country-Level Impact:** The potential for country-level impact was a crucial factor in the selection process. Countries with a higher probability of achieving significant progress in urban resilience and economic development were prioritized.
- c) **Inter-regional Approach:** In certain cases, an inter-regional approach was adopted to maximize the benefits for the participating countries. This approach facilitates the exchange of knowledge, experiences, and best practices across regions, fostering collaboration and synergies.

- **Specific Requests for Assistance:**

To ensure the project's services are tailored to the specific needs of each target country, an assessment was conducted to determine the degree to which Member States would benefit. Countries that stood to gain the most from the project were encouraged to submit their requests for assistance. All the above-mentioned cities have expressed specific requests for support in the context of this project in developing their capacities for financing specific city level activities, including programmes and projects, which promote urban resilience. These requests from the cities provide a clear indication of the areas where the project's support will be channeled, ensuring alignment with the needs and priorities of each target country.

By targeting these cities, the project aims to facilitate city-level capacity development in urban resilience, foster sustainable development, and enable effective implementation of financing packages tailored to each country's context.

To demonstrate how the selection criteria apply to the project's cities, let's consider the cases of Podgorica and Beirut.

Podgorica, the capital of Montenegro, has been selected as a pilot city due to its alignment with the project's criteria. While not an LDC, LLDC, or SIDS, Montenegro's EU integration journey has created distinct development needs. As a pivotal urban center, progress in Podgorica could catalyze nationwide resilience. Its regional position also supports the project's inter-regional approach.

Podgorica's specific requests for capacity development harmonize with the project's goals. By aiding the city in

financing urban resilience initiatives, the project ensures a targeted approach. Inclusion of Podgorica exemplifies the project's strategy: leveraging contextual relevance to drive impactful urban resilience and contribute to Montenegro's broader development within the EU framework.

Beirut, a chosen pilot city, embodies the project's criteria within the Lebanese context. Lebanon's unique challenges, though not typical LDCs, LLDCs, or SIDS, demand focused attention. The city's role as an economic and cultural hub underscores its potential for country-wide impact. Beirut's inclusion aligns with the project's aim of concentrated progress.

Lebanon's complex geopolitical situation supports the project's inter-regional approach. As Beirut advances in urban resilience, lessons can resonate regionally. This approach of shared knowledge is a key project feature. Additionally, Beirut's specific requests to strengthen financing mechanisms for urban resilience mirror the project's core objectives.

## 2.2 CONTEXT AND SITUATION ANALYSIS

### a. Background

The project aims to address a series of multiple and interlinked crises that are currently testing the limits of current development paradigms. The world is grappling with the socio-economic impact of the COVID-19 pandemic, compounded by the ongoing climate crisis. Cities have been severely affected, with the pandemic amplifying the impact of climate change and natural disasters such as floods, heatwaves, and droughts. Moreover, cities have also faced man-made disasters, conflicts, and wars, further exacerbating the challenges they face. These crises are interconnected and contribute to what is known as the "triple planetary crisis," which includes climate change, environmental pollution, and biodiversity loss.

### b. Problem Statement

The main problem is the lack of capacity of cities to recover and build resilience in the face of multiple crises. The socio-economic downturn caused by the COVID-19 pandemic, coupled with the escalating costs of the recovery from climate change, environmental pollution, natural disasters and the loss of biodiversity have hindered progress towards achieving the Sustainable Development Goals (SDGs) and achieving the New urban Agenda. This is particularly evident in cities with high levels of informal economies and informal settlements, where vulnerable populations already face significant challenges. The current crises have the potential to threaten the livelihoods of the poor and vulnerable groups, exacerbating poverty, informality, homelessness, and inequalities.

Adding to this challenge is the difficulty these cities have in getting the money they need. Regular funding methods often can't cover the large and urgent needs of these issues. As a result, cities struggle to gather enough funds to carry out proper recovery and resilience projects. This problem hits harder in cities with many informal jobs and settlements, where vulnerable groups are already dealing with tough situations.

### c. Impact on Women, Girls, and Vulnerable Populations

These crises disproportionately affect women, girls, and other vulnerable populations, including youth, older people, refugees, migrants, and people with disabilities. Women and girls often face specific vulnerabilities and risks during crises, such as increased gender-based violence, limited access to healthcare and education, and limited economic opportunities. Similarly, vulnerable populations face unique challenges that require tailored responses. Understanding and addressing the differential impacts on these groups is crucial for building inclusive and resilient cities.

### d. Inter-Governmental Processes

The need for capacity development action in relation to the project's topic has been widely recognized in various intergovernmental processes. International forums and conferences have emphasized the importance

of addressing the challenges posed by the triple planetary crisis and building urban resilience. These discussions have highlighted the necessity of empowering local governments and enhancing their capacity to respond effectively to crises and promote sustainable development.

For example, the United Nations Framework Convention on Climate Change (UNFCCC) has stressed the significance of climate change adaptation and mitigation measures at the local level. The Sendai Framework for Disaster Risk Reduction has called for strengthening urban resilience and disaster preparedness. Additionally, the New Urban Agenda, adopted during the Habitat III conference, emphasizes the need to build sustainable and inclusive cities that can withstand environmental and socio-economic shocks.

These intergovernmental processes and agreements provide a strong foundation for the project's objectives and align with the global efforts to address the challenges posed by the triple planetary crisis. By building upon these resolutions and outcomes, the project aims to contribute to the implementation of these commitments at the local level and advance the sustainable development agenda.

### 2.3 COUNTRY-LEVEL SITUATION ANALYSIS

Once the key issues have been presented in section 2.2, this section should explain the status of affairs in each target country and the realistic outcomes sought. If there are *more than six* target countries, this section can be completed for six target countries that are most representative.

#### **Podgorica, Montenegro (UNECE Region)**

##### **Status of Affairs**

1. In Montenegro, particularly in the city of Podgorica, there is a pressing need to enhance the economic and financial capacities of local governments to design, implement, and monitor sustainable, resilient, and inclusive urban projects. The city faces challenges related to economic shocks, climate change, and the need to achieve the Sustainable Development Goals (SDGs) in a comprehensive manner. Vulnerable groups, such as marginalized communities, low-income households, and elderly residents, are particularly impacted by these challenges. The lack of economic opportunities and financial resources disproportionately affects these vulnerable groups, exacerbating existing inequalities and hindering their access to essential services and opportunities for social and economic mobility.
2. The problem identified in Section 2.2, which focuses on the capacity gaps of local governments, is manifested in Podgorica, Montenegro. The lack of adequate capacity and resources hinders the ability of local governments in Podgorica to effectively respond to internal and external shocks, implement sustainable urban projects, and promote inclusive development. Vulnerable groups such as women, girls, youth, and persons with disabilities are disproportionately affected by these challenges, exacerbating social inequalities. For instance, women and girls may face limited access to education and employment opportunities, while persons with disabilities may encounter barriers in accessing public infrastructure and services. Additionally, youth from marginalized backgrounds may experience limited resources and support for their personal and professional development, further perpetuating social disparities.

Within Montenegro, the United Nations Economic Commission for Europe (UNECE) is actively engaged in the field of Smart Sustainable Cities through its project titled "United for Smart Sustainable Cities" (U4SSC). This initiative, coordinated by UNECE, ITU, and UN-Habitat, aims to foster collaboration among various stakeholders and advocate for public policies that promote the use of Information and Communication Technology (ICT) for the transition to smart sustainable cities. The U4SSC initiative, with the support of fourteen other UN agencies and programs,

contributes to the broader efforts of building smart and sustainable urban environments in Montenegro, including the city of Podgorica. It is crucial to ensure that the benefits of smart sustainable cities reach all segments of society, particularly vulnerable groups such as elderly residents, low-income communities, and migrants. Adequate provisions should be made to address the specific needs and challenges faced by these groups, including considerations for accessibility, affordability, and digital inclusion. By adopting an inclusive approach, the U4SSC initiative can contribute to reducing inequalities and enhancing the quality of life for all residents of Podgorica.

### **Realistic Outcomes**

1. Enhanced capacity of local governments in Podgorica to design and implement urban resilience projects, resulting in the development of comprehensive urban economic resilience action plans.
2. Improved technical capacities of local governments in Podgorica for financing, implementation, and monitoring of urban projects, enabling effective implementation of urban economic resilience action plans.
3. Development of bankable and sustainable projects in Podgorica, facilitated through guidance and support in identifying potential sources of financing and exploring innovative financing mechanisms.
4. Strengthened collaboration and partnership between local governments in Podgorica and regional financing institutions, fostering opportunities for financing urban resilience projects.

By achieving these outcomes, the project aims to contribute to the economic and financial resilience of local governments in Podgorica, aligning with the goals of the U4SSC initiative and the broader sustainable development agenda.

### *Coimbatore (India) ESCAP region*

### **Status of Affairs**

1. In the state of Tamil Nadu in southern India, the city of Coimbatore is the third largest urban agglomeration. Comparatively industrialized and known as a textile hub and the "Manchester of the South," it is situated in flat plains with a population of around 1.5 million. One of the major concerns is the rise in temperatures, leading to heatwaves and increased energy demand for cooling systems. This not only impacts the well-being of the city's residents but also strains the city's electricity infrastructure. Moreover, Coimbatore faces erratic rainfall patterns, with longer dry spells and intense rainfall events, which adversely affect agriculture, water availability, and the overall ecosystem. The changing climate also poses a threat to the region's biodiversity, as habitats are disrupted, and species struggle to adapt. These challenges highlight the urgent need for adaptation measures, sustainable development practices, and proactive policies to mitigate the impacts of climate change in Coimbatore. Vulnerable groups, including low-income communities, informal settlers, and marginalized populations, are particularly susceptible to the adverse effects of rising temperatures and disrupted rainfall patterns. They often lack access to adequate resources, infrastructure, and healthcare, further exacerbating their vulnerability to climate change impacts. Therefore, it is crucial to prioritize the inclusion of vulnerable groups in climate resilience strategies, ensuring their access to essential services, social safety nets, and equitable opportunities for adaptation and mitigation.
2. As one of the fastest-growing cities in the region, Coimbatore encounters multiple hurdles in mobilizing adequate financial resources to tackle climate change. The city's infrastructure development and environmental protection initiatives require substantial investments, ranging from enhancing water management to building climate-resilient structures. However, limited fiscal capabilities, competing priorities, and a lack of specialized expertise pose significant obstacles to

securing the necessary funding for comprehensive climate action in Coimbatore. Vulnerable groups, including low-income households, informal workers, and marginalized communities, face additional challenges in accessing financial resources for climate resilience. They often lack the collateral, documentation, and financial literacy necessary to engage with formal financial institutions. Addressing these financial barriers requires targeted interventions that support vulnerable groups in accessing climate finance, such as microfinance programs, community-based financing mechanisms, and capacity-building initiatives to enhance financial literacy and entrepreneurship among vulnerable communities. Moreover, inclusive decision-making processes that involve the participation of vulnerable groups in climate finance planning and allocation are essential to ensure that their specific needs and priorities are adequately addressed.

ESCAP, in partnership with Coimbatore through a new four-year project entitled Urban-Act: Integrated Urban Climate Action for low-carbon & resilient cities, funded by Germany's International Climate Initiative, aims to address these challenges. Urban-Act is implemented with GIZ and UCLG ASPAC and follows a whole-of-government approach, strengthening the enabling national frameworks for collaborative climate action, as well as the capacities of cities to engage in climate dialogue and climate action. While implementing climate actions in Coimbatore, Urban-Act recognizes the importance of prioritizing vulnerable groups. The project supports the development of climate-sensitive Integrated Urban Development Plans (IUDP) and facilitates innovative climate measures in priority sectors for Coimbatore, namely stormwater drainage systems, solid waste management, urban green cover, and green buildings. Moreover, policy frameworks are enhanced with a specific focus on coordination and financial incentives for climate-sensitive urban development that benefits vulnerable groups. By integrating inclusive approaches and empowering vulnerable groups, Urban-Act aims to ensure that climate action in Coimbatore is equitable, resilient, and benefits all segments of the population.

#### **Realistic Outcomes**

1. The city of Coimbatore uses the technical support provided by the project to develop climate-sensitive investment planning, capacities for project preparation and access to finance as well as inclusive action planning (considering the needs of vulnerable communities) to develop viable project ideas with robust climate rationales and aligned to identified funding instruments.
2. Coimbatore makes recommendations for the integration of climate change considerations into the urban investment or municipal budget plans, such as for climate proofing project pipelines and measures or local climate change expenditure tagging, have been presented to decision-makers at city level for endorsement.
3. Coimbatore city administration, project promoters or other key actors submit a project concept for urban climate actions to domestic or international financing institutions/facilities to apply for early project preparation (medium- to large-scale) or implementation (small-scale) funding, which specifically addresses the needs of women and marginalized or vulnerable groups.

By achieving the above outcomes, Coimbatore would strengthen enabling conditions for planning, financing and implementation of evidence-based and inclusive urban climate actions in line with Sustainable Development Goals and India's Nationally Determined Contribution.

#### ***Beirut, Lebanon (ESCWA)***

##### **Status of Affairs**

Beirut, although a small city in terms of surface area, is the economic, political, and financial center of Lebanon. More than 50% of the residents of Lebanon live in greater Beirut, which includes the city and its southern and eastern suburbs. However, Beirut's ability to recover and strengthen itself has been hampered by various challenges, including limited access to funds for financing projects related to urban resilience.

Several political factors affected Lebanon's fiscal situation, which was worsened by the COVID-19 pandemic. Vulnerable groups in Beirut, such as low-income households, refugees, and migrant workers, have been disproportionately impacted by these challenges, further exacerbated by the difficulty in accessing financial resources to address their specific needs. The economic downturn and the devastating blast of August 2020 further deepened the vulnerabilities of these groups, exacerbating poverty, unemployment, and food insecurity. Displaced individuals who lost their homes due to the blast faced additional difficulties in accessing adequate shelter, basic services, and livelihood opportunities, made even more challenging by the struggle to secure necessary funds for recovery and rebuilding. The compounding effects of the political, economic, and humanitarian crises have significantly strained the capacity of vulnerable groups in Beirut to meet their basic needs and recover from the adversities they have faced.

The city of Beirut went through a man-made disaster, a large blast which hit its seaport and neighbourhoods close to it on 4 August 2020. More than 200 people were killed, and close to 3,000 were injured. The blast damaged many buildings – including those that were 12 miles away – and 300,000 people's homes were damaged or destroyed. It also put lots of businesses out of service, many of which have been unable to recover. The impact of the blast was particularly severe for vulnerable groups in Beirut. Marginalized communities, including refugees, informal settlers, and low-income households, bore the brunt of the devastation. Their already precarious living conditions were further exacerbated as they faced homelessness, loss of livelihoods, and limited access to essential services. Moreover, vulnerable groups often face challenges in receiving adequate support and assistance in post-disaster situations, which can further perpetuate their marginalization and deepen existing inequalities. Efforts to rebuild and recover from the blast must prioritize the needs and well-being of vulnerable groups, ensuring their active participation in decision-making processes and equitable access to resources and services, including financing for urban resilience projects.

In 2020-2021, ESCWA engaged with the city government and the Ministry of Interior and Municipalities in the diagnostic analysis of the urban economic resilience, as outlined in the publication "Performance Diagnosis of Urban Economic Recovery and Resilience in Beirut." This inclusive process aimed to assess the economic impact of the crisis, identify key challenges, and develop an action plan for post-COVID-19 recovery. It is crucial that the action plan takes into account the specific needs and vulnerabilities of vulnerable groups in Beirut, addressing their challenges in accessing funds for projects that could enhance the city's resilience. Efforts should focus on providing targeted support to affected communities, including access to affordable housing, job opportunities, and social protection measures, while exploring innovative financing tools to ensure that the necessary resources are available for effective recovery and resilience-building initiatives. Additionally, ensuring the active participation of vulnerable groups in the planning and implementation of recovery initiatives can empower them and contribute to more inclusive and sustainable urban development, bolstered by increased access to financing solutions. By prioritizing the needs of vulnerable groups, the action plan can play a vital role in fostering resilience, social cohesion, and equitable recovery in Beirut.

### **Realistic Outcomes**

The project will support implementation of the recommendations stemming from the diagnostic analysis, taking into account the additional challenge of accessing funds for financing projects related to urban resilience. The diagnostic analysis, captured in the policy brief on the topic for the city of Beirut ( available [here](#)), serves as a crucial foundation. It will also build on the urban economic resilience action plan developed for Beirut (available in Arabic [here](#)) which includes concrete proposals for promoting sustainable local development and developing synergies between different activities by the city government.

In recognition of the financial constraints faced by the city, the detailed actions outlined in the action plan will be selected through collaborative efforts with the city government, focusing on addressing the challenges of accessing funds for crucial projects aimed at enhancing urban resilience. These actions will not

only be identified based on their potential to foster sustainable development but also with a keen understanding of the need for innovative financing mechanisms to bridge the funding gap. Through a cooperative approach, the selected actions will be strategically supported to secure the necessary support and funding for successful implementation.

Efforts will be directed towards finding innovative solutions to the problem of accessing funds, particularly for projects targeting urban resilience. This includes exploring funding sources beyond traditional avenues and leveraging partnerships with relevant stakeholders, both locally and internationally. By addressing the financing challenges head-on, the project seeks to enable the city of Beirut to effectively execute its resilience-focused initiatives, thereby fostering a more sustainable, inclusive, and resilient urban environment.

### ***Quito, Ecuador (ECLAC)***

#### **Status of Affairs**

Quito, the capital city of Ecuador, faces a range of natural hazards, including earthquakes, volcanic eruptions, and landslides, which make resilience strategies crucial. With a population of 2.6 million, the Metropolitan District of Quito is particularly vulnerable to these acute shocks, especially residents in unsuitable settlements. The Quito Resilience Strategy, adopted by the city government, provides a framework to address these challenges and achieve the 2040 vision. Efforts led by the Economic Commission for Latin America and the Caribbean (ECLAC) and Capital Cities of the Americas against Climate Change (CC35) have supported Quito in analyzing climate action plans, enhancing climate mitigation and adaptation actions, and implementing sustainable urban development projects. Inclusive planning processes and targeted support for vulnerable groups, such as low-income communities, are vital for building a more resilient and inclusive Quito that prioritizes the well-being and needs of all residents.

#### **Realistic Outcomes**

Project activities will build capacities in issues related to the urban economy and tools to support financing of plans and projects particularly related to housing and infrastructure. As a result of the project, Quito city government will develop a project proposal addressing urban climate adaptation, strengthening resilience of urban infrastructure, building resilience of housing options, to be presented to domestic or international financing institutions/facilities to apply for early project preparation (medium- to large-scale) or implementation (small-scale) funding. The proposal will adopt a human rights approach addressing issues related to gender and marginalized or vulnerable groups. By achieving the above outcomes, Quito would strengthen enabling conditions for planning, financing and implementation of evidence-based and inclusive urban climate actions in line with Sustainable Development Goals and the New Urban Agenda.

### ***Harare, Zimbabwe (ECA)***

#### **Status of Affairs**

Harare, the capital city of Zimbabwe, faces various challenges in urban and peri-urban areas, including climate change, environmental pollution, inadequate provision of basic social services, illegal settlements, and informality. These challenges have a significant impact on vulnerable groups within the city. Low-income communities, informal settlers, and marginalized populations bear the brunt of these difficulties, as they often lack access to essential services, proper housing, and economic opportunities. The inadequate provision of basic social services further exacerbates inequalities and hinders the well-being and livelihoods of vulnerable groups. It is essential to prioritize the needs of these communities in the development of



strategies and plans, ensuring their active participation in decision-making processes and providing targeted support to improve their living conditions.

In 2021, the Economic Commission for Africa (ECA) supported the development of the Harare new economic resilience plan, which aimed to overcome the challenges posed by the COVID-19 pandemic and address other disasters. The plan, developed through extensive consultations and a diagnostic study, focuses on improving Harare's labor market, financial system, infrastructure and connectivity, economic governance, and business environment. In addition to this, the ECA has been supporting Harare Metropolitan city in estimating its GDP, assessing its financial performance, and enhancing innovative and resilient municipal financing. These initiatives are crucial for improving the city's ability to raise and mobilize domestic resources, which can contribute to addressing the fiscal challenges faced by urban local authorities and ensure the provision of essential services to all residents, including vulnerable groups. By prioritizing the well-being and inclusion of vulnerable communities, Harare can work towards a more equitable and resilient city.

### Realistic Outcomes

The project will support on strengthen existing initiatives to build capacity of the city/local authorities to develop developing local fiscal space action planning, based on the findings and recommendations of the fiscal performance assessment report of the city and also institutionalize fiscal performance assessment tools and platforms for regular assessment as well as development of informed innovative financing mechanisms for building resilient fiscal space and recovery from multiple crises.

By achieving the above outcomes, Harare would strengthen enabling conditions for planning, financing and implementation of evidence-based and inclusive urban planning in line with Sustainable Development Goals and the New Urban Agenda.

## 2.4 STAKEHOLDER ANALYSIS AND CAPACITY ASSESSMENT (OPTIONAL)

Non-UN Stakeholder	Involvement	Capacity Assets	Capacity Gaps and Desired Outcomes	Incentives
Local Governments	Key beneficiaries and partners will be actively engaged through the whole project.	Increased capacity to develop and implement plans for recovery. Established cooperation with other cities in the project network. Increased revenues of local government based on project results.	Strengthening capacity in urban resilience planning and implementation. Building partnerships and knowledge sharing among cities. Enhancing revenue generation strategies.	Access to UN know-how and expertise in developing resilience plans. Exchange of good practices with cities around the world. Economic benefits through increased revenues and employment. Improved protection of vulnerable groups and quality of life in the city.
National Governments	Support with data collection, ensuring political support to the	Increased capacity to support local governments in the development and implementation of	Strengthening coordination and collaboration between national and local	Political capital through collaboration with the UN and implementation of effective resilience plans. Improved governance

	project, providing a legal framework for cities' activities.	local plans for recovery.	governments. Enhancing policy frameworks to promote urban resilience.	and policy frameworks for urban resilience.
Academia	Promoting participatory methods in decision making.	Increased participation of relevant stakeholders in decision making.	Opportunities to conduct research and contribute knowledge to inform urban resilience initiatives.	Contribution to evidence-based decision making. Opportunities for research and academic collaboration.
Civil Society	Promoting participatory methods in decision making.	Increased participation of relevant stakeholders in decision making.	Opportunities to collaborate in implementing urban resilience initiatives.	Engagement in decision-making processes. Collaboration opportunities to drive positive change.
Private Sector	Involvement divided into two phases: Phase 1 - Serve as a source for data collection. Phase 2 - Active role in engaging on innovative financing schemes to support implementation of project strategies.	Contribution of resources, expertise, and innovative financing solutions.	Supporting the implementation of project strategies through financing mechanisms.	Opportunities for business growth and market expansion. Contribution to sustainable and resilient urban development.

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

#### 3.1 PROJECT STRATEGY

The project's strategy is founded on a comprehensive theory of change that outlines the underlying rationale and progression within the results framework. The strategy centers on fortifying the economic and financial capacities of local governments in five global cities to enable them to effectively respond to internal and external shocks, while fostering sustainable, resilient, and inclusive economic and financial measures aligned with the Sustainable Development Goals (SDGs).

**Ultimate Goal:** The ultimate goal of the project is to enhance the economic and financial capacity of local governments in the selected cities to mitigate the impacts of shocks and stresses while positively adapting and transforming towards sustainability.

**Outcomes:**

1. **Enhanced capacity of local governments to design and implement urban resilience projects:** The first outcome hinges on empowering pilot cities to ideate, structure, and carry out urban resilience projects. Through targeted support and technical guidance, the project aims to cultivate an enhanced understanding of best practices, urban dynamics, and stakeholder engagement. This augmented capacity will enable cities to define and implement tailored action plans that holistically address their unique challenges.
2. **Enhanced capacity of local governments to identify financing sources for urban resilience projects and initiatives:** The second outcome focuses on equipping pilot cities with the skills and knowledge to effectively identify and secure diverse funding sources for urban resilience endeavors. By engaging in capacity-building activities, cities will gain insights into innovative financing mechanisms, forging partnerships with regional institutions, and developing sustainable funding strategies. This outcome fosters self-reliance, reducing dependency on traditional funding routes.

**Assumptions and Context:** The project acknowledges certain assumptions about the process of change and the specificities of the context that may influence the effectiveness of the outputs in achieving the desired outcomes. These assumptions include:

- **Commitment and interest of the pilot cities:** The project assumes that the pilot cities have a genuine interest and commitment to participate in the project. This assumption is based on the requirement for cities to submit letters of expression of interest, demonstrating their willingness to actively engage in capacity-building and accessing funds for urban response and recovery plans.
- **Relevance of the previous UNDA project:** The project builds on the knowledge and lessons learned from the previous UNDA project, including the cities' urban economic resilience action plans, financing briefs, and e-learning course. It assumes that the insights gained from the previous project will provide a strong foundation for the capacity-building measures and activities in the proposed project.
- **Availability of regional financing institutions:** The project assumes the availability of regional financing institutions willing to engage and collaborate with the pilot cities. Engaging these institutions will provide an opportunity to identify potential sources of financing and establish partnerships for funding urban resilience projects.

The project's approach to achieving its outcomes is intricately designed to ensure a direct and meaningful progression from outputs to outcomes, thereby contributing to the overarching objective. The outcomes of enhanced capacity of local governments to design and implement urban resilience projects and to identify financing sources for such initiatives are purposefully crafted to align with the larger goal of bolstering adaptive and transformative capacities.

In the case of the first outcome, the increased capacity of pilot cities to design and execute urban resilience projects directly feeds into the project's objective by empowering these cities to anticipate and navigate shocks. By providing targeted support and technical guidance, the project cultivates a sophisticated understanding of urban dynamics and best practices. This, in turn, equips cities to formulate tailored action plans that holistically address their distinct challenges. The resulting resilience projects not only enhance the city's preparedness but also actively contribute to sustainable development, aligning with the broader objective of achieving the SDGs. Similarly, the second outcome, which focuses on enhancing local governments' capacity to identify financing sources, feeds into the project's objective through a self-reliance approach. By imparting skills related to innovative financing mechanisms and partnership building, the project empowers cities to secure diverse funding avenues

for resilience initiatives. This reduction in dependency on traditional funding routes aligns with the project's ultimate aim of fostering adaptive capacities. The strengthened financial footing not only aids in immediate responses to shocks but also contributes to the transformative resilience that supports sustainable development pathways.

The outputs of enhanced capacity work in tandem to create a ripple effect that directly advances the outcomes. These outcomes, in turn, form integral building blocks toward achieving the broader project objective of fortifying adaptive and transformative capacities. By strategically aligning the progression from outputs to outcomes to objectives, the project strategy tries to ensure a comprehensive pathway toward resilient and inclusive urban development, even amidst challenges.

### 3.2 RESULTS FRAMEWORK

#### Objective

*To strengthen the capacity of local governments in selected countries to design, implement and monitor sustainable, resilient and inclusive economic and financial responses to crisis*



#### Outcomes

**Outcome 1 (OC1): Enhanced capacity of local governments to design and implement urban resilience projects**

Indicators of Achievement for OC1	Means of verification
<b>IA1.1:</b> At least 70% workshop participants, reporting increased capacity in designing and implementing urban resilience projects as a result of project activities. <b>Baseline: 0</b>	Workshop attendance registers, workshop reports in English and local languages, photographs/videos of workshops, feedback forms from participants
<b>IA1.2:</b> At least 1 bankable project developed per city <b>Baseline: 0</b>	Compilation of project documentation, including project proposals, feasibility studies, funding agreements, and implementation reports, indicating the number of bankable projects that have been developed by local governments.

**OC2: Enhanced capacity of local governments to identify financing sources for urban resilience project and initiatives**

Indicators of Achievement for OC2	Means of verification
<b>IA2.1:</b> At least 70% of participants from local governments confirmed increased knowledge of financing sources through participating in the capacity building workshops <b>Baseline: 0%</b>	Pre and post-workshop assessment surveys or interviews with local government officials to gauge their understanding and knowledge of various financing sources for urban resilience projects.
<b>IA2.2:</b> At least 5 financial sources Identified by local governments per target city Baseline: 0	Documentation of the identification of new financing sources, such as grants, loans, public-private partnerships, crowdfunding, or innovative financial instruments, in the funding of urban resilience projects by local governments.
<b>IA2.3:</b> All target cities have submitted a	Documentation showing bankable

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	<p>bankable project to a potential funding source for at least 1 urban resilience project per city.</p> <p><b>Baseline: 0%</b></p>	<p>project submissions from all target cities to a potential funding source for a minimum of 1 urban resilience project per city.</p>	
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Outputs that will collectively <i>achieve</i> OC1	Outputs that will collectively <i>achieve</i> OC2	
<p><b>OP1.1:</b> One stakeholder participation workshop in each city, led and organized by the regional commission that covers the specific city in collaboration with the local government units, to promote stakeholder and community engagement in the development of local projects. The workshops aim to encourage active involvement and input from local government officials, ensuring their engagement in the process. This output also aims to achieve a clarification on the capacity building needs and target groups for the capacity building activities.</p>	<p><b>OP2.1:</b> One stakeholder participation workshop in each city, led and organized by the regional commission that covers the specific city in collaboration with the local government unit, to promote stakeholder and community engagement in the development of local projects and financing programs through multi-stakeholder participation. The local government will actively engage in these workshops to enhance their involvement. The aim of this output is to create a clear picture of the capacity building needs in regards to innovative financing mechanisms and financing needs of the target cities.</p>	
<p><b>OP1.2:</b> One local expert group meeting in each city, led and organized by the regional commission that covers the specific city in collaboration with the local government unit, to support building capacity for the use of digital, smart, climate-responsive, and inclusive solutions in the development and planning of the cities. The engagement of the local government will be ensured to maximize their involvement in these meetings. The outcome of these meetings will be recommendations for models/templates and guidance to develop at least one bankable project per project city.</p>	<p><b>OP2.2:</b> One interregional workshop, led and organized by the regional commissions, to increase knowledge on the sources of finance and potential financiers, and to explore the application of innovative financing models and financial instruments such as PPP (Public Private Partnership), land value capture, and gender budgeting in the development of projects. The workshops, designed to accommodate the different time zones of the pilot cities, aim to engage the local government officials and enhance their capacity in project financing. One workshop will be dedicated to Africa, Latin America, and Arab States, while the second workshop will focus on Europe, Asia, and the Pacific region. These workshops foster knowledge</p>	

	sharing and collaboration across global regions, enabling effective project financing and strengthening the capacity of the local government in the process.	
	<b>OP2.3:</b> One study tour to each city to strengthen the local government’s knowledge of domestic (DFIs) and international financial institutions (IFIs), project preparation facilities and other relevant institutions about urban resilience investments and foster partnerships with them. This output aims at strengthening the results of the capacity building exercises by a physical meetings with the relevant project stakeholders.	
	<b>OP2.4:</b> One local expert group meeting in each city, organized by regional commissions in collaboration with local government units. These meetings aim to facilitate matchmaking with regional financing institutions and support the submission of project concept notes to investors/financiers. They also aid with pre-feasibility financing, investment negotiations, and capacity building for local governments. The pre-feasibility stage includes comprehensive exercises such as pre-feasibility studies, technology assessments, financial analysis, and climate assessments. Once completed, there is a financing gap that requires a third party to conduct Environmental and Social Impact Assessments (ESIA) to meet financial institution standards.	
	<b>OP2.5</b> One workshop in each city which focus on matchmaking support and assistance for project preparation facilities. They help project developers connect with potential partners and investors. The workshops play a crucial role in successfully completing the project stages. They provide guidance on navigating the project development process, accessing funding opportunities, and meeting financial institution requirements. Additionally, they serve as a collaborative platform for knowledge sharing and	

	relationship building to ensure successful project outcomes.	
	<b>OP2.6.</b> Update with additional materials and when possible, translation into UN official languages of the e-learning platform produced in the “Building Economic Resilience during and after COVID-19” project. This aims to enrich the already existing platform and making it more accessible to a new target audience that will be identified in the project.	
	<b>OP2.7:</b> One interregional “Trainer of Trainers” workshop to promote use of the e-learning platform. The participants and beneficiaries of these workshops will include local and national government officials, representatives of civil society, students, and other relevant stakeholders. The workshop will empower participants to effectively utilize the e-learning resources and facilitate knowledge dissemination in their local contexts.	



### 3.3 RESULTS-BASED WORKPLAN

Expected start date of the project is 1 August 2023.

Outcome	Output#	Expected Time To Complete Outputs											
		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OC1	OP1.1												
	OP1.2												
OC2	OP2.1												
	OP2.2												
	OP2.3												
	OP2.4												
	OP2.5												
	OP2.6												
	OP2.7												

### 3.4 RISKS AND MITIGATING ACTIONS

<b>Risks</b> <i>What conditions may hinder the achievement of the project objective and outcomes?</i>	<b>Likelihood</b> <i>The likelihood of the risks to occur</i>	<b>Impact</b> <i>The impact on the project if the risks occur</i>	<b>Mitigating Actions</b> <i>What will be done to mitigate these risks?</i>
R5. Difficulty in accessing funding for bankable projects in the target cities due to stringent eligibility criteria or competition from other projects	Medium	Medium	<ul style="list-style-type: none"> <li>Conduct a detailed analysis of eligibility criteria and requirements for potential funding sources.</li> <li>Develop competitive project proposals that highlight the unique aspects and benefits of the urban resilience initiatives.</li> <li>Seek guidance and support from experienced professionals or consultants to enhance the competitiveness of the funding applications.</li> <li>Explore collaborations and partnerships with other organizations to increase the project's attractiveness to donors and funding agencies.</li> </ul>

### 3.5 SUSTAINABILITY AND SCALING-UP

The sustainability of the project is crucial to ensure that its achievements and impacts are maintained beyond its completion. National ownership is a key element in fostering sustainability, and therefore, it has been integrated into the design of the project from the outset. The following measures will be undertaken to promote sustainability and institutionalization of the capacity development provided:

- Institutional Capacity Building:** The project will focus on strengthening the capacities of local governments in the selected cities. This approach aims to enhance the skills and knowledge of a broad range of local government officials, rather than relying solely on a select number of individuals. By providing capacity-building measures, such as workshops, training sessions, and advisory missions, the project will contribute

to the development of sustainable institutional capacities within the local governments. This approach ensures that the project's outcomes and knowledge are embedded within the local government structures and can be sustained even in the face of staff turnover.

- **Knowledge Transfer and Documentation:** The project will emphasize knowledge sharing and documentation of best practices, lessons learned, and successful strategies. This knowledge will be captured through various means, such as reports, case studies, and the translation and expansion of the e-learning platform. By documenting and disseminating this knowledge within and beyond the participating cities, the project aims to create a lasting impact and enable replication in other contexts. This knowledge transfer will contribute to the institutionalization of urban resilience practices and ensure the longevity of the project's outcomes.
- **Stakeholder Engagement and Collaboration:** Sustainable project outcomes rely on strong partnerships and collaborations with various stakeholders. The project will actively engage with domestic and international financial institutions, development banks, philanthropic organizations, and other relevant stakeholders. These collaborations will help leverage additional financial and in-kind resources to support the implementation and scaling-up of urban resilience initiatives. By fostering ongoing partnerships and collaboration, the project aims to ensure the continuity of funding, technical assistance, and knowledge exchange even after the project's completion.
- **Scaling-Up and Replication:** The project design and implementation will be structured in a way that facilitates scaling-up and replication of successful strategies and approaches. Lessons learned from the pilot cities will be shared through interregional workshops, global forums, and platforms such as the Making Cities Resilient 2030 network. These dissemination efforts will encourage other cities and regions to adopt and adapt the project's approaches, thereby expanding the reach and impact of sustainable urban economic and financial responses to shocks. The project team will actively seek opportunities to support the scaling-up and replication of successful interventions by providing technical assistance and guidance to interested cities.

In summary, sustainability is an integral part of the project's design. By focusing on institutional capacity building, knowledge transfer, stakeholder engagement, and scaling-up strategies, the project aims to ensure the long-term sustainability of its achievements. The goal is to foster national ownership, institutionalize capacity development efforts, and leverage additional resources to ensure the continued implementation and expansion of sustainable, resilient, and inclusive economic and financial responses to internal and external shocks in pursuit of the SDGs.

## 4. KEY ASPECTS

### 4.1 MANDATES, COMPARATIVE ADVANTAGES AND LINK TO THE PROGRAMME BUDGET

The **ECE** Committee on Urban Development, Housing and Land Management is the sole intergovernmental body addressing urban challenges in the UNECE region. Established in 1947, it serves as a platform for exchanging best practices and formulating policies on sustainable housing, land administration, and spatial planning. The ECE Housing and Land Management Unit (HLMU) supports the committee's work by implementing housing and land management initiatives, promoting decent and affordable housing, sustainable land management, and evidence-based population policies. HLMU also assists cities in conducting Voluntary Local Reviews of SDG implementation and developing Smart Sustainable City Profiles using Key Performance Indicators (KPIs). Additionally, HLMU serves as the secretariat to the Forum of Mayors, facilitating knowledge exchange among city representatives. The ECE region, responsible for economic integration and sustainable development, faces challenges in achieving the SDGs. ECE provides a regional platform for addressing these challenges by promoting economic growth, sustainable

mobility, trade, environmental protection, energy efficiency, and addressing demographic trends. The commission's conventions, norms, and best practices offer sustainable solutions and technical assistance to member states. The UNECE Nexus on "Sustainable and smart cities for all ages" brings together experts from various subprograms to address urban and housing issues collaboratively. The proposed project directly contributes to the objective of the Subprogramme 8 "Housing, land management and population" "to strengthen member State-owned and city-level programmes and policies promoting decent, adequate, affordable, energy-efficient and healthy housing for all, smart sustainable cities, sustainable urban development and land management, and to advance evidence-based population and social cohesion policies" of the UNECE Programme budget for 2023. The project contributes to the Programme of Work of the Housing and Land Management Component of the Housing, Land Management and Population Subprogramme for 2023 (ECE/HBP/2022/9, para 8).

**ECA** plays a crucial role in integrating urbanization into national development plans, sector policies, and regional integration in Africa. Through policy guidelines and capacity building, ECA supports selected African countries in strengthening the integration of urbanization into their plans and strategies. ECA has developed the Harmonized Regional Framework for the New Urban Agenda, endorsed by African Union Heads of State, and provides technical support to member states in localizing and implementing it. The commission focuses on leveraging urbanization for job creation, urban productivity, and regional integration. ECA also provides technical support to mitigate the economic impacts of COVID-19, offering policy analysis, consultations, and guidance to member states. Its urbanization program generates policy analysis and recommendations on COVID-19 responses and recovery in urban settings, contributing to continental dialogue and action. ECA collaborates with UN-Habitat, UNCDF, and United Cities and Local Governments of Africa to inform initiatives by the African Union and regional bodies regarding the effects of COVID-19 on African urban areas.

**Subprogramme 9 - Poverty, inequality and social policy** The objective, to which this subprogramme contributes, is to eradicate extreme poverty and reduce inequality through member States having improved policies and strategies for social investment and productive urban job creation. Strategy 18.185 To contribute to the objective, the subprogramme will: (a) Develop analytical knowledge, provide technical assistance and promote regional dialogue and learning for member States on designing national policies and strategies for eradication of extreme poverty, reduction of inequality, and mitigating vulnerability in these areas; (b) Generate knowledge, provide technical assistance to member States and organize regional dialogue and learning on strategies that leverage migration for inclusive development in Africa; (c) Develop analytical knowledge and provide technical assistance to member States in the regional implementation and appraisal of global agreements including the Global Compact for Safe, Orderly and Regular Migration, the Madrid International Plan of Action on Ageing, 2002, the Programme of Action of the International Conference on Population and Development, the Addis Ababa Declaration on Population and Development in Africa beyond 2014 and the New Urban Agenda; (d) Enhance knowledge and skills of member States through technical assistance and facilitating regional policy learning and dialogue to promote sustainable urbanization that enhances job creation, revenues and economic growth, helping member States to make progress towards Goal 11; The above-mentioned work is expected to result in: (a) Enhanced, evidence-based policy options for poverty eradication, reduction in inequality and protection of the economically vulnerable;

**ESCWA** collaborates with member states and UN-Habitat to enhance the region's capacity in framing sustainable urbanization opportunities and challenges. This effort aims to improve urban policy and planning decisions, feeding into the State of the Arab Cities Report 2020. ESCWA is also developing an online tracker analyzing national social protection measures to mitigate the socioeconomic impact of COVID-19, with plans to expand its coverage beyond COVID-19-related measures. The commission produces policy briefs on the impact of COVID-19 on various development issues and supports member countries in implementing the New Urban Agenda and SDGs. These mandates are aligned with the Doha Declaration, recommendations of the Social Development Committee, and

the Arab Strategy for Housing and Urban Development 2030. By integrating urbanization into national development planning, ESCWA contributes to the implementation of the NUA and SDG 11, utilizing its established mandates and knowledge platforms.

**Subprogramme 2 - Gender justice, population and inclusive development** The objective, to which this subprogramme contributes, is to achieve equitable and inclusive social development and reduced inequality, poverty and unemployment in line with the principle of leaving no one behind. To contribute to the objective, the subprogramme will: (a) Develop knowledge products and policy recommendations, underpinned by an analysis of trends, challenges and opportunities, as well as international norms and standards, on a wide range of issues pertaining, but not limited, to the following: social inclusion and protection; social and gender justice; reduction of multidimensional poverty and unemployment; and socioeconomic participation and the empowerment of women, young people, the elderly, persons with disabilities and other groups in vulnerable situations, as a key pillar of inclusive and sustainable development; (b) Provide technical and policy advice and expertise to member States and build national and local, human and institutional capacities to assess existing policy frameworks and social protection systems, to identify and operationalize viable legislation and solutions and to mainstream into national development plans and budgets considerations related to the greater inclusion and equal participation, the protection and the specific needs of those in vulnerable situations; (c) Enhance the existing methodology for analysis of multidimensional poverty and of the impact of shocks on inclusive development trajectories; and further develop interactive, intelligent, data-driven tools to facilitate policymaking, in particular with respect to unemployment and labour markets; (d) Engage member States and relevant stakeholders and development partners in dialogue and exchange of good practices, including by promoting South-South collaboration and peer learning, on issues such as migration, social protection and inclusion, and rights and social and economic empowerment of women, young people and persons with disabilities. The above-mentioned work is expected to result in: (a) National policy frameworks developed and implemented by member States on various topics, including social protection systems, poverty alleviation, employment and labour markets, aimed at reduced structural inequalities and greater inclusion and socioeconomic empowerment and participation, while addressing the specific needs of women, young people, the elderly, persons with disabilities, migrants and other groups in vulnerable situations;

**ECLAC** has launched a COVID-19 Observatory 1 to support review and follow-up over the medium and long terms. The Observatory tracks the public policies that the 33 countries of the Latin America and Caribbean region are implementing to limit the impact of the COVID-19 pandemic and offers analyses of the economic and social impacts that these policies will have at the national and sectoral levels. The Commission is producing economic projections and quantifying the economic impact of the pandemic and publishing a series of relevant policy recommendations on various issues. A focus on a green recovery is being maintained. ECLAC has a mandate to promote greater economic and social development, integration and cooperation among Latin American and Caribbean countries through research, information management and dissemination, advisory services and technical cooperation. The ECLAC Sustainable Development and Human Settlements Division has a history of providing technical support to the MINURVI presidency and, in 2016, was mandated by MINURVI to lead the development of the Regional Action Plan for the Implementation of the New Urban Agenda in collaboration with UN-Habitat.

**Subprogramme 7 Sustainable development and human settlements. Objective 21.101** The objective, to which this subprogramme contributes, is to ensure the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, with a rights-based approach and ensuring that no one is left behind. **Strategy 21.102** To contribute to the objective, the subprogramme will: (a) Enhance knowledge of the region's economic, social and environmental profiles and continue to convene and involve national and subnational governments, academic institutions, civil society and other stakeholders to foster participatory decision-making; (b) Assess the advances made by countries in integrating sustainability criteria into public policies, including monitoring the implementation of principle 10 of

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1 COVID-19 Observatory in Latin America and the Caribbean - Economic and Social Impact. Available at <https://www.cepal.org/en/topics/COVID-19>

the Rio Declaration on Environment and Development, as established in the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement), and providing support to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development; (c) Strengthen national capacities to design and implement public policies for the sustainability of human settlements and the implementation of the 2030 Agenda, the New Urban Agenda, the nationally determined contributions under the Paris Agreement and the decisions taken within the framework of the Conference of the Parties to the United Nations Framework Convention on Climate Change

**ESCAP** is developing the "Socio-Economic Response to COVID-19: ESCAP Framework" with a focus on 'Building Back Better.' It conducts analytical work to understand the socio-economic and environmental impacts of policy packages at different levels, provides policy guidance, webinars, and capacity building initiatives. These efforts align with the priorities outlined in "The Future of Asian and Pacific Cities 2019" report, aiming for a sustainable urban future in the region. As the regional development arm of the United Nations Secretariat, ESCAP supports sustainable urban development in Asia and the Pacific through its analytical, normative, and technical cooperation functions. The Environment and Development Division facilitates regional dialogue, promotes inclusive urban development, enhances the capacities of small cities, supports climate financing instruments, and fosters collaborative frameworks.

**Subprogramme 4 Environment and development** The objective, to which this subprogramme contributes, is to reduce the negative impacts of growth on the natural environment and to improve human well-being in urban and rural environments through building the capacity of member States to strengthen climate action and sustainable resource use, realize sustainable urban development and eliminate pollution and waste. ESCAP/79/21 35/91 B23-00324 Strategy 74. To contribute to the objective, the subprogramme will: (a) Support member States in the development of ambitious climate action policies and plans aligned with the Paris Agreement and the decisions to be adopted at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, as well as the seventh Committee on Environment and Development and the Commission, and support the implementation of these policies and plans at the regional, national, subnational and local levels.

## 4.2 LINK TO THE SDG TARGETS

### **SDG 1.5: Achieve full and productive employment and decent work for all**

- This goal aims to promote inclusive economic growth and ensure that everyone has access to decent work opportunities. It focuses on eradicating poverty by creating sustainable livelihoods and fostering productive employment for all individuals.

### **SDG 5.1: End all forms of discrimination against all women and girls everywhere**

- This goal aims to eliminate gender-based discrimination in all its forms and ensure gender equality worldwide. It emphasizes the need to remove barriers that hinder women's and girls' empowerment and participation in all spheres of life.

### **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**

- This goal seeks to empower women by promoting their active involvement in decision-making processes at various levels, including political, economic, and public spheres. It emphasizes the importance of equal opportunities for women's leadership and their meaningful participation in shaping policies and strategies.

### **SDG 8.2: Promote inclusive and sustainable economic growth, employment, and decent work for all**

- This goal focuses on fostering sustainable economic growth that benefits everyone. It aims to create decent work opportunities, enhance productivity, and ensure fair and inclusive economic systems that promote social well-being and provide decent livelihoods for all individuals.

**SDG 10.2: Empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status**

- This goal emphasizes the importance of inclusion and equality by promoting the empowerment of all individuals, regardless of their age, sex, disability, race, ethnicity, origin, religion, or economic status. It seeks to remove systemic barriers and create an enabling environment for equal opportunities and participation for all.

**SDG 11.1: Ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums**

- This goal focuses on providing adequate housing and basic services to all individuals, with particular attention to those living in slums and informal settlements. It aims to ensure that everyone has access to safe, affordable, and sustainable housing and essential services like water, sanitation, and electricity.

**SDG 11.3: Enhance inclusive and sustainable urbanization and capacity for participatory, integrated, and sustainable human settlement planning and management in all countries**

- This goal aims to promote sustainable urban development by focusing on inclusive planning and management of human settlements. It emphasizes the need for participatory approaches, integrated policies, and sustainable practices to ensure that cities and human settlements are inclusive, safe, resilient, and sustainable.

**SDG 11.8: Support positive economic, social, and environmental links between urban, peri-urban, and rural areas by strengthening national and regional development planning**

- This goal seeks to foster balanced development and connectivity between urban, peri-urban, and rural areas. It emphasizes the importance of robust national and regional planning strategies that promote economic, social, and environmental linkages, ensuring sustainable development across different geographic regions.

### 4.3 LESSONS LEARNED

The following are key lessons learned as highlighted in the independent evaluation report for the DA13 project, "Building Urban Economic Resilience during and after COVID-19." The evaluation report underscores valuable insights gained from the project implementation. It is worth noting that the project team remains largely intact, albeit with the absence of UNCDF in the current project.

1. **A multidimensional approach is needed to build urban economic resilience.** The project adopted a comprehensive approach encompassing five key areas: labor market, business environment, financial environment, economic governance, and basic infrastructure and connectivity. This approach provided a holistic understanding of economic resilience at the city level. Furthermore, it emphasizes the importance of integrating opportunities for green recovery and targeted measures to strengthen the economic resilience of marginalized groups, including women, persons with disabilities, and vulnerable populations. By adopting this broader perspective, the project contributes to the achievement of the Sustainable Development Goals (SDGs).
2. **Building local government capacities to access funding is crucial for urban economic resilience projects.** Simply providing information on potential funding sources is insufficient, particularly for local governments in developing countries that face limited capacities and rely heavily on public budgets. Capacity building for local

governments to access funding should be a key component of such projects. This includes enhancing their revenue generation, facilitating the formulation of project proposals, and establishing Public-Private Partnerships. Early engagement with national governments is vital, as they play a significant role in supporting local governments. Regional Commissions also have a pivotal role in linking planned actions with ongoing or future projects, involving other UN agencies and multilateral development banks.

3. **A unified yet adaptable implementation strategy is key for multi-partner projects across multiple regions and cities.** The project's efficiency and effectiveness can be attributed to its implementation strategy, which established a clear division of labor among project partners and defined specific deliverables and milestones. However, these contents were adaptable to diverse local needs, capacities, and opportunities. The project's governance arrangements demonstrated clear leadership from two lead agencies, supported by a project manager and regular interaction among partners through weekly meetings. Decentralized management at the regional level, along with local consultants present in each city, ensured effective project implementation. Continuous capacity building was facilitated through virtual meetings, training sessions, and the use of online tools for efficient communication, information flows, and knowledge management. These elements played a crucial role in achieving project results, as well as monitoring and reporting progress throughout the project's duration.

#### 4.4 E-LEARNING

This section highlights the utilization of an existing e-learning course developed as part of the DA13 project "Building Urban Economic Resilience during and after COVID-19." The course serves as a capacity-building resource and has been designed to continuously support the project's objectives. It offers self-paced learning, automated enrolment, certifications, and access to course materials. Additionally, the course is hosted on a dedicated platform and can be further enhanced and enriched throughout the new project.

##### 1. Establishment of the E-Learning Course:

- Part of the DA13 Project: The e-learning course was established as part of the DA13 project "Building Urban Economic Resilience during and after COVID-19." Its development aimed to address the knowledge and capacity-building needs related to urban economic resilience in the context of the project.

##### 2. Course Features and Accessibility:

- Self-Paced Learning: The e-learning course provides participants with the flexibility of self-paced learning, allowing them to progress through the materials at their own convenience and according to their individual schedules.
- Automated Enrolment and Certification: Course enrolment, certifications, and access to materials are fully automated, ensuring a seamless and user-friendly experience for participants.
- Dedicated Platform: The course is hosted on a dedicated platform that was specifically designed for this purpose. The platform provides a stable and reliable environment for hosting the course and supporting its functionalities.

##### 3. Enrichment and Expansion:

- Building on the Existing Course: The current project recognizes the value of the existing e-learning course and aims to build on its foundation. The course will be enriched and expanded throughout the new project to incorporate additional knowledge, resources, and case studies.
- Continuous Improvement: Efforts will be made to continuously improve the e-learning course based on feedback from participants and emerging best practices in the field of urban economic resilience. This

iterative process ensures that the course remains up-to-date and relevant.

#### 4. Integration with the New Project:

- **Alignment with Project Objectives:** The e-learning course aligns closely with the objectives of the new project, serving as a key component in capacity-building efforts related to urban economic resilience and recovery.
- **Leveraging Existing Resources:** The course leverages the knowledge and resources already developed in the previous project, ensuring continuity and maximizing the value of previous investments.
- **Enrichment and Expansion:** The enhanced e-learning course will play a crucial role in facilitating the new project's objectives, improving stakeholder engagement, and enhancing sustainability. By incorporating new insights, case studies, and tools, the course will provide project stakeholders with comprehensive and up-to-date knowledge on urban economic resilience and recovery. The expanded course will enable stakeholders to gain a deeper understanding of the subject matter and apply the acquired knowledge to their specific contexts and challenges. It will serve as a platform for exchanging ideas, sharing best practices, and building networks, fostering collaboration and enhancing stakeholder engagement. Additionally, the online accessibility of the course will extend its impact beyond the project's timeframe, reaching a broader audience and contributing to its sustainability. By disseminating knowledge and practical tools, the course empowers individuals and organizations to continue implementing sustainable practices and resilience strategies in their respective urban contexts.

#### 4.5 GENDER EQUALITY AND LEAVING NO ONE BEHIND

The project aims to contribute to gender equality and enhance human rights, with particular emphasis on "leaving no one behind," including women and other diverse groups. By adopting a comprehensive approach, the project recognizes the importance of promoting social inclusion and equality for various vulnerable groups, such as youth, persons with disabilities, older people, refugees, migrants, and the poor. It strives to ensure that all individuals, irrespective of their gender, age, ability, socio-economic status, or migratory status, are included in the project's activities and benefit from the resilience-building efforts.

To ensure gender equality and human rights, the project will employ several approaches and mechanisms:

- **Inclusive and Participatory Processes:** The project will prioritize inclusive and participatory processes that engage diverse stakeholders, including marginalized groups. It will actively involve women, youth, persons with disabilities, and other vulnerable groups in decision-making processes, ensuring their voices are heard and their specific needs are considered. This will be achieved through various means, such as:
  1. Participation in project events: Women, youth, and persons with disabilities will be invited to actively participate in project workshops, seminars, and consultations. Their valuable perspectives and experiences will be sought to shape project strategies and actions.
  2. Communication and outreach: The project will employ inclusive communication strategies to reach out to women, youth, and persons with disabilities. Information and updates about project activities will be disseminated through accessible channels, taking into account different communication preferences and needs.
  3. Capacity-building and empowerment: The project will provide capacity-building opportunities and training sessions specifically tailored for women, youth, and persons with disabilities. These initiatives will enhance their knowledge, skills, and confidence to actively engage in decision-making processes and contribute effectively to urban economic resilience and recovery efforts.
  4. Supportive mechanisms: The project will establish supportive mechanisms to ensure the meaningful participation of women, youth, and persons with disabilities. This may include



providing accessible venues, sign language interpreters, assistive technologies, and other necessary accommodations to enable their full and equal participation.

- **Mainstreaming Gender in Actions:** The project will mainstream gender considerations across all project actions and interventions. It will ensure that gender equality is integrated into the design of resilience measures, financial mechanisms, and capacity-building initiatives. This will promote equal access and opportunities for all genders, addressing existing disparities and empowering women and marginalized groups.
- **Collaboration and Partnerships:** The project will foster collaboration and partnerships with relevant actors, including civil society organizations, women's groups, disability organizations, and local community leaders. By working together, these stakeholders can contribute to the design and implementation of inclusive initiatives and advocate for the rights and needs of marginalized groups.

By employing these approaches and mechanisms, the project will strive to promote social inclusion and equality, ensuring that all individuals, irrespective of their gender, age, ability, socio-economic status, or migratory status, are included in the project's activities and benefit from the resilience-building efforts.

## 5. MONITORING, REPORTING AND EVALUATION

Monitoring and evaluation (M&E) of the project will be carried out through a collaborative effort involving UNECE, ESCAP, ECLAC, ESCWA, ECA, and UN-Habitat. This collective approach ensures a comprehensive and coordinated monitoring process to track progress and ensure alignment with the project's intended outcomes.

To facilitate effective monitoring, regular team progress meetings will be conducted at least every month, bringing together project management and implementing partners. These meetings will serve as an opportunity to review performance information, assess the alignment of plans with actual activities, and monitor budget execution. This iterative process allows for timely adjustments and ensures that the project stays on track.

To enhance communication and information sharing, a project management information and communication system, such as Microsoft Teams, will be employed. This platform will enable seamless collaboration among all implementing partners, ensuring that relevant information is shared in a timely manner and facilitating effective coordination throughout the project duration.

Additionally, the project team utilizes a central SharePoint database specifically designed for the project. This database serves as a comprehensive repository where all relevant information, documentation, and data from all partners are securely stored. By centralizing this information, the SharePoint database ensures easy access, efficient data management, and seamless collaboration among the project team and implementing partners. This centralized system contributes to a smooth evaluation process, as the evaluators can easily retrieve the necessary information and data for their assessments, thereby enhancing the accuracy and effectiveness of the evaluation activities.

Implementing partners, beneficiary countries, and cities involved in the project will actively participate in sharing progress updates and reporting on the results of various activities and events. This transparent reporting mechanism ensures accountability and provides valuable insights into the project's implementation and outcomes.

All evaluations will adhere to the guidelines set forth by the DA Evaluation Guidelines. An internal Evaluation Committee will be established to oversee the evaluation process, ensuring its integrity and effectiveness. Consideration will also be given to the formation of an Evaluation Reference Group (ERG) during the project's initial stages to provide additional expertise and guidance for the evaluation process. By following rigorous evaluation

practices, the project aims to assess its performance, learn from experiences, and make informed decisions for continuous improvement.

## 5.1 PROACTIVE MONITORING

To assess the project's performance in relation to its expected outcomes in each target country, a proactive monitoring approach will be adopted.

Data collection will be an ongoing process throughout the project implementation, with regular intervals established to ensure timely monitoring. The following documents and information will be developed and retained to support this monitoring process:

- **List of Workshop Participants:** A comprehensive list of workshop participants will be maintained, including their names, gender, and email addresses.
- **Workshop Survey Results:** Surveys conducted during workshops will capture valuable feedback and insights from participants, contributing to the monitoring process.
- **Workshop Agendas:** Agendas outlining the topics, discussions, and activities conducted during workshops will be documented.
- **Activity Reports:** Detailed reports documenting project activities, progress, and outcomes will be generated at regular intervals.
- **Publications, Research, and Studies:** Any publications, research findings, or studies developed by the project will be documented and archived.
- **Policies Created:** Policies formulated during the project's implementation will be recorded and stored for reference.
- **List of Project Focal Points and Counterparts:** A comprehensive list of project focal points, counterparts in target countries, partner organizations, and donors will be maintained.
- **Steering Committee Minutes:** Minutes from steering committee meetings, where applicable, will be documented to capture decisions, discussions, and key recommendations.
- **Estimates of Staff Time:** An estimation of staff time dedicated to the project will be recorded to track resource allocation.
- **User Feedback:** Feedback received from project users, including feedback on guidelines and advisory services, will be collected and stored.

All the documentation will be stored centrally to ensure easy access and retrieval. These documents and information will be crucial for the preparation of the final report and, if the project is selected for evaluation, they will be made available to the evaluator to facilitate the evaluation process.

## 5.2 EVALUATION

If a project is selected for evaluation, the evaluation will be conducted by an independent evaluator or evaluation team, separate from the project implementation team. This will help ensure an objective and impartial assessment of the project's performance, outcomes, and impact. The evaluation process will adhere to all UN guidelines and standards for evaluation.

While the detailed evaluation plan will be developed if the project is selected for evaluation, the project team will ensure that data collection against the indicators of achievement continues throughout the project implementation. This ongoing monitoring and data collection will enable the project team to track progress, identify challenges, and make informed decisions to improve project outcomes.

The project team will ensure that the data collected is stored centrally and made available for the evaluation, if required. The evaluator will have access to the necessary documentation, information, and data to conduct a comprehensive evaluation.

By adhering to the UN guidelines and standards, the project will conduct the evaluation process with transparency, objectivity, and accountability. The findings and recommendations of the evaluation will provide valuable insights for project improvement, learning, and future programming.

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

The project steering committee is composed of representatives of each of the project partners and technical collaboration partners. The steering committee will meet every Wednesday between 15:00 – 16:00 CEST. An agenda for the upcoming meeting will be provided after each meeting to give some direction to the preparation of work from each partner. This practice ensures the alignment of activities and the monitoring of each process that it includes. This weekly meeting was seen as necessary also due to the complex geographical scope of the project. The meeting is hosted by UNECE or ESCAP and moderated by Ms. Gulnara Roll (UNECE) or Mr. Curt Garrigan (ESCAP).

The lead entities of the project are: UNECE and ESCAP.

The lead entities, in addition to their dedicated project work in each city within their respective regions, will also assume responsibility for globally coordinating the project. This entails:

- Guiding the development and execution of the project's global communication strategy.
- Ensuring project progress aligns with the provided project document and timeline.
- Taking proactive measures in response to abnormal situations in the regions that require guidance or deviations from the project plan.
- Facilitating regular progress updates and reports to stakeholders, both within the organizations and externally.
- Coordinating resource allocation and ensuring equitable distribution of funds, manpower, and other resources among project activities.
- Identifying and mitigating potential risks that could impact the project's overall success or its regional implementations.
- Developing and maintaining a database in SharePoint of all the project documents, lessons learned, and knowledge-sharing mechanisms among project partners.
- Project monitoring and evaluation.
- Project reporting.

Implementing partners are: ECLAC, ESCWA, UNECA

Implementing partners responsible for executing the project within cities in their respective regions. This entails:

- Developing detailed implementation plans and strategies tailored to the unique needs and challenges of each city in their region.
- Coordinating with local authorities, community leaders, and organizations to gain support and alignment for project goals.
- Identifying and addressing potential barriers to successful implementation at the local level and proposing solutions.
- Ensuring that the project's activities adhere to relevant regulatory frameworks and local laws.
- Managing project resources at the local level, including budget allocation, manpower, and materials.
- Developing and maintaining a comprehensive database of local project activities, outcomes, and lessons learned.
- Ensuring that local project initiatives are aligned with the broader global project objectives and guidelines.

- Overseeing timely and accurate reporting of local activities and progress to the central/global project management team.

Technical Collaboration Partners: UN-Habitat

UN-Habitat will be responsible to :

- Keep e-learning platform updated with additional materials and translated into UN official languages.
- Ensure platform's functionality, accessibility, and accuracy of content, collaborating with experts.
- Organize interregional workshop, empowering participants to effectively use e-learning platform.
- Tailor curriculum to diverse needs, creating interactive learning environment for knowledge dissemination.

Collaboration DA entities : UN DESA

Focal points of the partner organizations:

- ECE – Gulnara Roll
- ECA - Gebremedhin Tadesse Gebrezgiher
- ESCAP – Curt Garrigan
- ECLAC – Fiona Littlejohn-Carillo
- ESCWA – Sukaina Al Nasrawi
- UN-Habitat – Esteban Leon

The project will be built upon previous collaboration with United Nations Country Team (UNCT) and will be integrated in the United Nations Sustainable Cooperation Framework (UNSDCF). UN Regional Commissions will send the Project Document to the target countries upon completion, followed by a launching briefing, and will establish close cooperation with RCO offices, will organize regular updates on the project activities at UN Country Teams meetings in the countries where the project will be implemented and will establish cooperation with resident UN agencies and establish synergies when possible. The project activities will be integrating the Regional Coordinator Officers.

## 7. BUDGET ANNEXES

Completed using the regular template

### ANNEX 1: BUDGET DETAILS AND EXPENDITURE PLAN

**Table 1.1 – Breakdown of budget by output and outcome**

Outcome	Output #	Budget class and Code		Amount (USD)
		<i>(Please use the budget classes as listed above in section 7.)</i>		
OC1	OP1.1	Other Staff Costs (GTA)	15	6 300,00
		Consultants	105	40 000,00
		Travel of Staff	115	10 000,00
		Contractual Services	120	5 000,00
		General Operating Expenses	125	3 125,00

		Grants and Contributions (Workshops/ Study Tours/EGMs)	145	
	<b>SUB TOTAL</b>			<b>64 425,00</b>
	OP1.2	Other Staff Costs (GTA)	15	6 300,00
		Consultants	105	40 000,00
		Travel of Staff	115	5 000,00
		Contractual Services	120	5 000,00
		General Operating Expenses	125	3 125,00
		Grants and Contributions (Workshops/ Study Tours/EGMs)	145	
	<b>SUB TOTAL</b>			<b>59 425,00</b>
OC2	OP2.1	Other Staff Costs (GTA)	15	6 300,00
		Consultants	105	70 000,00
		Travel of Staff	115	10 000,00
		Contractual Services	120	5 000,00
		General Operating Expenses	125	3 125,00
		Grants and Contributions (Workshops/ Study Tours/EGMs)	145	
	<b>SUB TOTAL</b>			<b>94 425,00</b>
	OP2.2	Other Staff Costs (GTA)	15	6 300,00
		Consultants	105	60 000,00
		Travel of Staff	115	15 000,00
		Contractual Services	120	10 000,00
		General Operating Expenses	125	3 125,00
		Grants and Contributions (Workshops/ Study Tours/EGMs)	145	19 985,00
	<b>SUB TOTAL</b>			<b>114 410,00</b>
	OP2.3	Other Staff Costs (GTA)	15	6 300,00
		Consultants	105	40 000,00
		Travel of Staff	115	45 000,00
		Contractual Services	120	5 000,00
		General Operating Expenses	125	3 125,00
		Grants and Contributions (Workshops/ Study Tours/EGMs)	145	24 030,00
	<b>SUB TOTAL</b>			<b>123 455,00</b>
	OP2.4	Other Staff Costs (GTA)	15	3 150,00
		Consultants	105	30 000,00
		Travel of Staff	115	10 000,00
		Contractual Services	120	10 000,00
		General Operating Expenses	125	1 562,50
Grants and Contributions (Workshops/ Study Tours/EGMs)		145		
<b>SUB TOTAL</b>			<b>54 712,5</b>	
OP2.5	Other Staff Costs (GTA)	15	3 150,00	
	Consultants	105	30 000,00	
	Travel of Staff	115	10 000,00	
	Contractual Services	120	5 000,00	

	General Operating Expenses	125	1 562,50
	Grants and Contributions (Workshops/ Study Tours/EGMs)	145	
<b>SUB TOTAL</b>			<b>46 857,50</b>
OP2.6	Other Staff Costs (GTA)	15	6 300,00
	Consultants	105	45 000,00
	Travel of Staff	115	0,00
	Contractual Services	120	15 600,00
	General Operating Expenses	125	3 125,00
	Grants and Contributions (Workshops/ Study Tours/EGMs)	145	
<b>SUB TOTAL</b>			<b>70,025</b>
OP2.7	Other Staff Costs (GTA)	15	6 300,00
	Consultants	105	65 000,00
	Travel of Staff	115	20 000,00
	Contractual Services	120	5 000,00
	General Operating Expenses	125	3 125,00
	Grants and Contributions (Workshops/ Study Tours/EGMs)	145	19 985,00
<b>SUB TOTAL</b>			<b>122,265</b>
<b>TOTAL</b>			<b>750 000,00</b>

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

Budget Class	Y1	Y2	Y3	Y4	Total	%
Other Staff Costs (GTA) (015)	33,264.00	10,080.00	7,056.00	0	50,400.00	6,7%
Consultants (105)	277,200.00	84,000.00	58,800.00	0	420,000.00	56,0%
Travel of staff (115)	82,500.00	25,000.00	17,500.00	0	125,000.00	16,7%
Contractual Services (120)	43,300.00	13,000.00	9,300.00	0	65,600.00	8.8%
General operating expenses (125)	12,500.00	7,500.00	5,000.00	0	25,000.00	3.3%
Grants and contributions (145)	42,200.00	12,800.00	9,000.00	0	64,000.00	8,5%
<b>Total project cost</b>	<b>\$ 500,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 100,000.00</b>	<b>\$ 0</b>	<b>\$ 750,000.00</b>	<b>100,0%</b>
Percentage of the total budget (cumulative)	66%	86%	100%	0%		

**ANNEX 2: BREAKDOWN OF EXPENSES BY ENTITY AND COST CENTERS**

PROPOSED BUDGET									
Entity	Cost center	Functional area	Other Staff costs (15)	Consultants (105)	Travel of staff (115)	Contractual services (120)	General Operating Expenses (125)	Grants (145)	Total Budget
UNECE	13831	20AC0008	25200	90000	25000	18800	5000	14000	<b>178000</b>
ESCAP	11509	19AC0004	25200	90000	25000	18800	5000	14000	<b>178000</b>
ECLAC	13923	21AC0008	0	60000	25000	6000	5000	12000	<b>108000</b>
ESCWA	17011	22AC0006	0	60000	25000	6000	5000	12000	<b>108000</b>
ECA	13674	18AC0009	0	60000	25000	6000	5000	12000	<b>108000</b>
UN-Habitat	11348	45AC0011	0	60000	0	10000	0	0	<b>70000</b>
<b>TOTAL</b>			<b>50,400</b>	<b>420,000</b>	<b>125,000</b>	<b>65,600</b>	<b>25,000</b>	<b>64000</b>	<b>750,000</b>

### ANNEX 3: DETAILED JUSTIFICATION BY CODE

#### 1. Other staff costs - GTA (015) \$50,400 (Total)

Temporary assistance to perform the tasks of project reporting and financial control, in support of all outputs: (4) x (\$12,700 per work month) = 50,400 \$. GTA will be used to hire support staff during the heavy load of activities. The level of positions will be defined during the course of implementation.

#### 2. Consultants (105): \$420,000 (Total)

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

##### (a) Regional consultants

Total cost of international consultants: \$270,000

Total number of work months for regional consultants: 54

11 International consultants for the tasks of providing substantive inputs in the design and implementation of the stakeholder engagement workshops, local expert group meetings, and the interregional workshops, in support of outputs: OP1.1 (6 work-months), OP2.1(10 work-months) and OP1.2 (4 work months), OP2.2(10 work-months) , OP 2.3 (6 work-months), OP2.4(2 work-months) , OP2.5(2 work-months) , 2.6(9 work-months), OP2.7(9 work-months) x (\$ 5,000 per month) = \$290,000. International or regional consultants will be used for substantive input to related outputs.

##### (b) National consultants

Total cost of national consultants: \$100,000

Total number of work months for national consultants: 50

5 National consultants for task(s) of providing inputs in the identification and engagement of local stakeholders, organization of the workshops, organization of the local expert group meetings, organization of the advisory group meetings in each project city, in support of outputs OP1.1 (5 work-months), OP1.2 (5 work-months), OP2.1 (10 work-months), OP2.4 (5 of work-months) and OP2.5. (5 work months), OP2.7 (5 work-months) x (\$2,000 per month) = \$70,000.

##### (c) Consultant travel

25 missions by consultants for the purpose of providing inputs in the design and implementation of the local expert group meetings, and the interregional workshops, in all project cities, in support of outputs OP1.2 (5 missions), OP2.2 (5 missions), OP2.3 (5 missions), OP2.4 (5 missions) and OP2.5 (5 missions), OP2.7 (5 missions). (\$2,000 average mission cost) x (25 missions) = \$60,000.

#### 3. Travel of Staff (115): \$125,000 (Total)

##### (a) UN Staff from the lead entity/entities

16 travels by UN staff for the purpose of providing inputs in the design and implementation of the

stakeholder engagement workshops, local expert group meetings, and the interregional workshops, in support of outputs, OP1.1 (2 travels), OP2.1(2 travels) and OP1.2 (1 travels), OP2.2(3 travels) , OP2.3 (10 travels), OP2.4(2 travels) , OP2.5(2 travels) , OP2.7(4 travels).

(\$2,500 average mission cost) x (26 travels) = \$65,000.

**(b) Staff from other UN DA implementing entities and collaborating entities within the UN Secretariat and System partnering on the project**

24 travels by UN staff for the purpose of providing inputs in the design and implementation of the stakeholder engagement workshops, local expert group meetings, and the interregional workshops, in support of outputs, OP1.1 (2 travels), OP2.1(2 travels) and OP1.2 (1 travels), OP2.2(3 travels) , OP2.3 (8 travels), OP2.4(2 travels) , OP2.5(2 travels) , OP2.7(4 travels).

(\$2,500 average mission cost) x (24 travels) = \$60,000.

**4. Contractual services (120): \$ 65,600(Total)**

A provision of \$65,600 is required for translation and interpretation, venue rental, printing, and technical support services in support of outputs OP1.1, OP1.2, OP 2.1, OP2.2, OP 2.3, OP2.4, OP2.5, OP 2.6, OP2.7. The services including translation and interpretation, catering, printing, and technical support will remain consistent across all events conducted in each project city, with an anticipated cost of around 2000 USD per event for these services.

**5. General operating expenses (125): \$25,000 (Total)**

**(a) Communications**

In support of all outputs = \$15,000.

**(b) Other general operating expenses**

In support of all outputs = \$10,000.

(Conference related costs, including venue rental for trainings/workshops/EGMs should be listed in this budget class)

**6. Grants and Contributions (145): \$64,000 (Total)**

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

Seminar / Workshop to increase knowledge on the sources of finance and potential financiers, and to explore the application of innovative financing models and financial instruments such as PPP (Public Private Partnership), land value capture, and gender budgeting in the development of projects, in support of OP2.2. Duration of workshop: 1day; (\$999.25 per participant) x (20 participants) x (1 workshop)

Seminar / Workshop to promote use of the e-learning platform to be located in one of the headquarters of the regional commissions, in support of OP2.7. Duration of workshop: 1day; (\$999.25 per participant) x (20 participants) x (1 workshop)

**(b) Study Tours\***

Study tours for the purpose to strengthen the local government's knowledge of domestic (DFIs) and international financial institutions (IFIs), project preparation facilities and other relevant institutions about urban resilience investments and foster partnerships with them in each project city, in support of OP2.3.

Study tour duration:

2 days; (\$4,806 per study tour) x (5 participants) x (1 study tour) = \$24,030.