**Strategic Plan 2020-2023**

**Annex 4: Partnership Strategy**

## Purpose

The purpose of this strategy is to advance the partnerships UN-Habitat needs to establish and maintain to successfully coordinate and implement the Strategic Plan 2020-2023.

The strategy aims to: (i) serve as both a vehicle for strategic political engagement with Member States and the UN System; (ii) mobilize stakeholder at various levels; (iii) implement UN-Habitat flagship programmes; and (iv) substantially strengthen the depth and breadth of the resource mobilization activities.

This strategy further aims to provide a roadmap to:

* Guide and leverage existing partnerships to deepen strategic collaboration opportunities.
* Provide a platform for partnership development and resource mobilization to advance the UN-Habitat’s work in the outcome areas outlined in the Strategic Plan 2020-2023.
* Identify and prioritize those partners who can help the agency transform lives in cities and communities along the domains of change of the Strategic Plan 2020-2023.
* Capitalize on the agency’s unique position within the UN System as the recognized focal point and interlocutor for Local Governments and Local Authorities’ Associations.
* Enhance and influence UN system-wide coordination and cooperation on Sustainable Urban Development at global, regional, national and local levels.

## Expected Results

The main expected results of this Partnership Strategy are outlined below:

* **Strengthen and Support UN-Habitat’s Mandate:** Ensure the SDGs and the outcome areas specified in the Strategic Plan 2020-2023 are interpreted well in local contexts through partnerships that recognize UN-Habitat’s role in implementing the NUA and the 2030 Agenda.
* **Demonstrate UN-Habitat’s ability to drive effective coordination across the UN system:** Strategic partnerships will enable UN-Habitat to achieve stronger synergies at the country and city levels; efficiently channel technical assistance, expertise, capacity development, and finance to national, sub-national, and local governments; foster integrated approaches and avoid duplication of efforts; and ensure systematic monitoring and follow-up and review of progress at the global, country, and local levels.
* **Consolidate Expertise:** The implementation of the Strategic Plan 2020-2023 and the achievement of the NUA requires joint efforts from UN-Habitat and its partners, who recognise the UN-Habitat’s strategic goals, adopt the principals outlined in the NUA. This will critically include consolidating the technical, social mobilisation and operational capacities of the UN System with the expertise and capital resources of development banks, civil society actors, and private sector to support national and local governments in achieving scalable, transformative development results.
* **Catalyze investments in implementing the Strategic Plan 2020-2023:** Joint programming with UN partners account for a notable share of the Agency’s budget acquisition. The successful implementation of the flagship programmes requires strengthened and robust partnership engagement that supports resource mobilisation.

## Foster UN-Habitat as a global center of excellence and innovation for sustainable urbanization: Leveraging and engaging new and existing partnerships is at the core of establishing UN-Habitat as the global center of excellence and innovation. By fostering the expertise and experience sharing, UN-Habitat can better lead the exchange of frontier research and solutions in sustainable urbanization and enhance its normative impact.

## Scope and Key Target Partners

The Strategy concentrates on engagement with 7 key partner categories:

1. Governments, including Member States, parliamentarians, ministers and inter-governmental entities;
2. Local authorities;
3. United Nations entities;
4. Financial Institutions and Development Banks;
5. Private sector;
6. Other stakeholders, including the civil society and academia; and
7. Foundations and philanthropists.

***Member States*** provide policy, political leadership and oversight, and also promote national ownership. Through the UN-Habitat Assembly and its subsidiary organs, Member States will play a key role in monitoring the implementation of the Strategic Plan 2020-2023.

The regional Ministerial Meetings on Housing and Sustainable Urban Development will continue to play a key role in implementation and monitoring of the Strategic Plan 2020-2023, the NUA, SDG 11 and other related SDG targets. These platforms play a key role in coordinating and advocating for an integration of sustainable urban development priorities into regional and national agendas.

At the regional and sub-regional levels are intergovernmental bodies which support Member States to set regional development priorities and strategies. It is imperative that these regional strategies respond to the NUA, SDG 11 and other urban related targets.

***Local authorities and cities*** are critical to the governance and management of cities and human settlements, provision of basic services, rules and regulations, promotion of local economic development, revenue collection and expenditures, etc. They constitute a direct link between the people and other levels of government. Cities and local authorities also serve as implementers and advocates of sustainable urban development. They are instrumental in localizing SDGs, the NUA, other international agreed commitments and implementing the 5 flagship programmes, which constitute the main operationalization modality of the Strategic Plan 2020-2023.

***UN agencies, funds and programmes*** individually (based on their specific mandates) and collectively, will be instrumental in supporting Member States, cities and local authorities, and other stakeholders to implement the NUA and relevant SDGs and consequently the Strategic Plan 2020-2023.

## *Financial Institutions and Development Banks,* especially the World Bank and IFC, IMF, African Development Bank, the Asian development Bank, the Inter-American Development Bank, the Islamic Development Bank, the European Bank for Reconstruction, European Investment Banks, the Asian Bank on Infrastructure Development must become key strategic partners of UN-Habitat, including in implementing the Strategic Plan 2020-2023. Important efforts are underway to rethink engagement with international and regional development banks to mobilise resources needed to carry out the work of the organization and leverage investments in sustainable urbanization. In this regard, as a prelude to the development of an action plan, UN-Habitat has developed a concept note (UN-Habitat Strategy with Development Banks), which explores avenues to strengthen collaboration with development banks in view of supporting cities as they implement the SDGs and the New Urban Agenda.

UN-Habitat has strengthened its engagement with ***private-sector organizations***, notably in the area of innovation and frontier technologies. These partnerships (e.g. Microsoft, Airbus, etc.) explore the role of urban intelligence (use of artificial intelligence in cities to help make informed decisions and deliver services such as water, transport, security, waste management, and clean energy to improve quality of life for all) in helping cities’ leaders make more informed decisions and in creating feedback loops between communities and the urban environment. A corporate private sector strategy is being developed (to be ready by 31 December 2019) to provide specific approaches and levels of engagement with the private sector in the implementation of the Strategic Plan 2020-2023.

With regard to ***other stakeholders***, UN-Habitat has established several mechanisms that have enhanced stakeholder participation in the agency’s work, including: the Stakeholder Collaborative Implementation Framework, an internal stakeholder steering committee and external stakeholder advisory board launched at the first session of the UN-Habitat Assembly. Stakeholders are always consulted during the preparation of corporate documents such as the Strategic Plan 2020–2023, especially on the key priority areas and methods of engagement with UN-Habitat. Stakeholders are also engaged in strategic dialogue sessions such as the Global Stakeholders’ Forum which takes place ahead of sessions of the UN-Habitat Assembly and the World Urban Forum. The Global Stakeholders’ Forum provides an opportunity for stakeholders to formulate coordinated contributions on the issues discussed by Member States.

***Foundations and philanthropists*** play an important role in supporting governments and other stakeholders at all levels to implement sustainable urban development related policies and programmes. Efforts are also underway to establish relevant strategic partnerships in support to the implementation the Strategic Plan 2020-2023.

## Table 1: Partner engagement strategies by partner types

| **Target Partner** | **Objective** | **Strategies**  |
| --- | --- | --- |
| 1. Governmental partners(member states, parliamentarians, intergovernmental entities) | 1. Political support for the NUA and UN-Habitat’s Strategic Plan, at all levels.
2. Policy change in support of sustainable urban development.
3. Increased investment in sustainable urban development and in support to the Strategic Plan.
4. Promote national ownership of initiatives carried out under the flagship programmes
5. Integration of sustainable urban development into regional and national development priorities and frameworks.
6. Contribute towards the implementation monitoring and reporting on the strategic plan for the period 2020-2023
 | 1. Identify and create strategic partnerships with key Member States, Permanent representatives as advocates, friends of cities and defenders of the institution.
2. Optimize the bureau of regional ministerial meetings and Secretariats of intergovernmental bodies to ensure incorporation of sustainable urban development in regional priorities.
3. Advocacy, technical advice, high level policy dialogues, cooperation and collaboration intergovernmental bodies and key government representatives, parliamentarians, etc.
4. Engage key Presidents and Prime Ministers through to proclaim and support urbanization as a tool for development reach out to Presidents – and other leaders.
5. Involvement in the development of flagship programmes.
 |
| 2. Local Authorities  | 1. Governance and management of cities and local governments.
2. Enhance the voice of local authorities in the UN system.
3. Promote training on urban development.
4. Improved environment for investment towards sustainable urban development, the Strategic Plan and the flagship programmes
5. Localization of the NUA and SDGs
 | 1. Engage local authorities and their associations in the localization of the NUA, and relevant SDGs, and tailor-make technical support to suit the needs local authorities.
2. Facilitate participation of local authorities in international and local processes through UNACLA, the Global Taskforce on Local authorities, and UCLG, and its regional and national associations to engage.
3. Create opportunities for engagement of local authorities at national level with the UN system and other stakeholders.
4. Capacity building, advocacy, outreach and communication with targeted messages to local authorities.
5. Involvement in the development of flagship programmes.
 |
| 3. UN entities | 1. Technical and financial support to all stakeholders on implementation of NUA and SDGs.
2. Actualization of the work of the UN system at all levels.
 | 1. Involvement in the development of flagship programmes.
2. Enhance UN-Habitat role within the UN system by creating strategic alliances to influence and participate effectively in both policy and operational programmes by following closely on global developments and with respect to follow-up with international commitments, especially recently agreed commitments, optimizing CEB, the Second Committee, the UNSDCFs and the UN Resident Coordinators system.
3. Promote joint programmes and programming at national level and incorporate sustainable urban development activities in UNSDCFs.
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| 4. Development Banks and Financial Entities | 1. Contribute in addressing sustainable urban development challenges, especially through advocacy and support for implementation of the new urban agenda.
 | 1. Strengthen linkages with development banks and Bretton wood institutions specifically, notably to support the implementation of the flagship programmes at country level.
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| 5. Private Sector | 1. Increase investment on sustainable urban development.
 | 1. Prepare a private sector strategy to support increased private sector investments in sustainable urban development including corporate social responsibility.
2. Strategic dialogues with private sector and business associations at all levels to develop synergies needed to support the implementation of the Strategic Plan.
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| 6. Civil Society(women, youth, grassroots, non-governmental organizations etc.) | 1. Representation of partners in policy dialogues, programme design and implementation.
2. Advocates and implementing partners of the NUA and SDGs.
3. Financial and technical support to all stakeholders in the implementation of sustainable urban development related policies and programmes.
4. Promote NUA and SDGs at all levels.
5. Increase action and attention on sustainable urban development.
 | 1. Establish coordination mechanisms at all levels to allow effective participation and contribution of the civil society and other stakeholders in the implementation of the Strategic Plan, including as members of various UN-Habitat networks, advisory boards and National Habitat Committees.
2. Facilitate regular multi stakeholder regular meetings in conjunction with the UN-Habitat Assembly, regional and national ministerial meetings and WUF.
3. Encourage people’s process at all levels
4. Mobilise and build knowledge and capacity of civil society and other actors to engage in sustainable urban development policies and operational programmes.
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| 7. Knowledge Partners (Academia, Researchers, Professionals and other stakeholders, etc.) | 1. Enhance knowledge innovation and sharing information and data on sustainable urban development.
2. Increase knowledge, the evidence base and good practices on sustainable urban development.
 | 1. Involve knowledge-based institutions in generating the evidence base, good practices, and advocating on sustainable urban development activities at all levels.
2. Establish think tankers, and utilise science and technology (ICTs) in finding solutions to sustainable urban development challenges.
3. Facilitate collaboration between knowledge and all other partner groups, and enhance dissemination of data and information and the sharing of good practices with other actors.
4. Contribute to policy and strategy development at all levels.
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| 8. Foundations and philanthropists | 1. Increase investment/grants on sustainable urban development.
 | 1. Establish coordination mechanisms to catalyze the interest on foundations and philanthropist in sustainable urbanization, notably in the implementation of the flagship programmes.
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# Monitoring and Evaluation

The monitoring and evaluation of this strategy will be carried out according to the results-framework of the Strategic Plan 2020-2023 and the performance measurement plan.

**Next steps**

UN-Habitat is developing detailed action plans for each category of partners described above. This will include the development and mainstreaming of standards operating procedures on engagement and collaboration, especially with private sector entities.