



UN-Habitat Partnership Strategy – 2017-2022

*Promoting Strategic and Effective Partnerships towards Implementation of the
New Urban Agenda*

(April- 2017)

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Executive Summary

The importance of stakeholder participation and partnerships towards achieving sustainable development is expressed in the Sustainable Development Goals (SDG) 16 and 17, and in numerous paragraphs of the New Urban Agenda (NUA), (1, 4-6, 11, 15, 21, 91, 96, 126, 128, 149, 153-4, 162-3, 165, 168-9, 171, and 172), the outcome document of the third UN Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito, Ecuador in October 2016.. The Bussan partnership for effective development cooperation and the subsequent global partnership declarations offer principles and actions by governments and other stakeholders within the context of sustainable development, which are relevant to implementation of the NUA.

This partnership strategy responds to recommendations of the UN Joint Inspection Unit 2014, the OIOS 2015, and MOPAN evaluation of UN-Habitat in 2016. The strategy also builds on the UN system-wide collective actions in preparations for Habitat III and beyond, which led the Chief Executive Board to issue a paper and statement of commitment within the context of the “UN Delivering as One”.

Purpose

The purpose of this strategy is to advance the partnerships UN-Habitat needs to successfully coordinate and implement the New Urban Agenda (NUA) and urban related Sustainable Development Goals (SDGs), in light of its mandate and further to its focal point role assigned by Member States during the third UN Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito, Ecuador in October 2016.

In this way, the Partnerships Strategy aims to: serve as both a vehicle for strategic political engagement with member states and the UN System; mobilize stakeholder engagement at various levels; be adopted as a tool for effective implementation; and scale up UN-Habitat programmes and resource mobilization among existing and prospective donors.

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 implementation grounded in the principles of the NUA, particularly regarding the intersection between Agenda 2030 and the NUA and strengthening Habitat’s position post-Habitat III.
- Identify and prioritize those partners who can help the Agency achieve its normative and operational goals, ultimately becoming a \$1 billion organization.
- 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 (SUD) at global, regional, national and local levels.
- Support the implementation of the Agency’s Medium Strategic Plan 2014-2019 by catalyzing new resources.

Key components of the strategy

The Partnership Strategy starts with a brief introduction, purpose, objectives, scope and key pillars of the strategy under four components, namely: holistic approach, visibility, action and influence. This is followed by guiding principles and lessons learnt.

The strategy identifies eight key target partners and how to engage with them. The key target partners are as follows: (a) Governmental partners (member states, parliamentarians, intergovernmental agencies); (b) Local Authorities; (c) UN Agencies; (d) Development Banks and Financial entities; (e) Private Sector; (f) Civil Societies (other stakeholders e.g. GAP and its constituency groups, Philanthropist, Foundations, etc.); (g) Knowledge Partners (Academia, Researchers, Professionals and other stakeholders, etc.); and (h) Implementing Partners.

Next the strategy presents Institutional areas of action which identifies six action areas:

- a. The World Urban Forum as a critical avenue for stakeholder review and reporting on implementation of the New Urban Agenda and relevant SDGs
- b. UN system coordination in the NUA at global, regional, national and local levels.
- c. Placing people and communities at the center of SUD initiatives and their effective participation.
- d. Building knowledge and capacity of local actors to participate in policy dialogues, programme design, implementation and monitoring.
- e. Collaboration with Regional development banks, financial institutions, and Intergovernmental bodies.
- f. Institutional arrangements for partnership coordination and support at global, regional and country level.

Last but not least is assessment and duration of partnerships, monitoring and evaluation, conclusion and recommendations.

Actions that build on the New Urban Agenda within the framework of 2030 Agenda

Building on the gains of the Habitat III conference, the strategy will prioritize the following partnership actions to strengthen UN Habitat's role as a focal point agency for sustainable urbanization and human settlements:

1. Harness the convening power of the World Urban Forum (WUF) to play a catalytic role in mobilization of stakeholders for enhanced contributions to the monitoring and reporting of the New Urban Agenda.
2. Strengthen UN inter-agency collaboration in supporting countries in the implementation of the New Urban Agenda. This will be on the basis of a UN system collaboration framework for implementation of the NUA and a Sustainable Urbanization Fund/Facility to channel knowledge, expertise and funding to countries and local governments.
3. Strengthen private sector collaboration through a Private Sector Strategy, linking it to the above Facility for increased Investment in Sustainable Urbanization.
4. Strengthen multi-stakeholder engagement in advocacy, and monitoring of the New Urban Agenda, capitalizing on the strong General Assembly of Partners Platform.
5. Strengthen engagement of Local Authorities in UN system processes through an enhanced strategic framework of the United Nations Advisory Committee of Local Authorities (UNACLA.)
6. Strengthen stakeholder engagement in the design, implementation, monitoring and evaluation of UN-Habitat projects and programmes with emphasis on implementing partners.

The strategy presents a detailed action implementation framework in Annex 1.

Expected Results of Implementing the Partnership Strategy

Broadly, it is expected that this strategy will help the agency to promote an integrated approach to sustainable urban development, leave no one behind, improve efficiency and effectiveness, and achieve more with less.

The success of implementation of this strategy will depend on the support provided by Senior Management, UN-Habitat staff, creativity and innovation to expand partners, and the cooperation of all existing and future partners.

The corporate strategy will be accompanied by thematic strategies and regional and country level action plans. The accreditation system and the reporting process will be reviewed and recommendations tabled at the UN-Habitat Governing Council through a resolution. Furthermore, the current private sector strategy will be updated, and a public, private sector framework be developed.

Internally all branches and regions will continue to share information on new and existing partners that engage with the agency at different levels. This information will also ensure efficiency in managing communication on programmes, activities and accreditation processes, from a centralized database.

Furthermore, UN interagency coordination on SUD will be strengthened and supported by the inter-agency coordination framework. Through effective partnerships SUD profile will be raised at all levels with more national development plans incorporating urbanization as a key government priority. UN-Habitat impact will be deepened and expanded with significant contribution to improvement in peoples' lives. Specifically the partnership strategy will contribute towards:

- Raising the profile of urbanization at global, national and local level including incorporation of urbanization in national development plans and priorities through strategic partnerships with key policy and decision-makers.
- Fostering strong synergies amongst a wide range of partners, leveraging resources, increasing investment in SUD programmes, upscaling and deepening the impact of UN-Habitat interventions.

Strengthening partnerships governments and other stakeholders in the pursuit of sustainable urban development at all levels, and get politicians and high level officials engaged in the debate and support for SUD. Enhance UN interagency coordination and cooperation in sustainable urban development at all levels.

- **Catalyze investments in implementing the NUA:** Joint programming with UN partners account for a notable share of the Agency's income. One of UN-Habitat's Flagship Partnership initiatives, the *Implementation Facility for Sustainable Urban Development*, has brought together nine UN agencies, the World Bank, and a coalition of 38 global companies in establishing a trust fund for implementation of the New Urban Agenda.

Conclusions

There is a global consensus on the imperative nature of partnerships in realizing sustainable development. That the majority of the world's population lives in urban areas places a unique demand on all stakeholders to work together in support of harnessing the value of urbanization.

The New Urban Agenda has provided renewed impetus for how governments view the value of urban growth. It has provided an opportunity to bring along all actors in embracing the urban future they want.

Critically, UN-Habitat must leverage the relationships it has with other Agencies and non-UN partners to mobilize significant financial and technical resources to support transformative city-level actions to contribute to sustainable development. As the sole UN entity responsible for supporting local governments, it is incumbent upon us to build alliances that enable cities to access finance they need to service their populations, sustain peace and security, and transform lives and communities.

UN-Habitat's role in delivering the commitments made during Quito presents an opportunity to significantly increase the Agency's influence on future public and private sector decisions and investments affecting urban areas. As such, UN-Habitat should seek the support of the Governing Council to pursue specific, transformative city and human settlement level interventions in line with its Strategic Plan (2014-2019). This could include much scaled up support for building partnerships that are a core function of the agency's mandate.

Moving forward commitments and actions from each region and unit of UN-Habitat will form the basis for a concrete plan of action to guide the implementation of this strategy. In addition, improvement in processes of partner identification, monitoring, and information systems will be a crucial role of the External Relations Division.

UN-Habitat Partnership Strategy – 2017 - 2022

Promoting Strategic and Effective Partnerships towards the Implementation of the New Urban Agenda

April, 2017

Introduction

The importance of stakeholder participation and partnerships towards achieving sustainable development is expressed in the Sustainable Development Goals (SDG) 16 and 17, and in numerous paragraphs of the New Urban Agenda (NUA), (1, 4-6, 11, 15, 21, 91, 96, 126, 128, 149, 153-4, 162-3, 165, 168-9, 171, and 172). The Bussan partnership for effective development cooperation and the subsequent global partnership declarations offer principles and actions by governments and other stakeholders within the context of sustainable development, which are relevant to implementation of the NUA.

This Strategy takes stock of the progress to date in developing partnerships as a resource for knowledge, policy and political leadership, advocacy, capacity building, monitoring, reporting, and resource mobilization within the Agency, as well as observes the opportunities to elevate UN-Habitat’s public role and influence in connecting a New Urban Agenda with solutions and support to multiple partners on the ground. It provides an overarching guide to UN-Habitat and partners.

The strategy supports implementation of the agency’s Medium Strategic Plan 2014 - 2019, the New Urban Agenda, relevant SDGs, and other recently agreed international commitments. It responds to recommendations of the UN Joint Inspection Unit 2014, the OIOS 2015, and MOPAN evaluation of UN-Habitat in 2016. It builds on the Habitat III experience in partnerships mobilization and stakeholders participation led by the General Assembly of Partners as a component of the World Urban campaign. The strategy also builds on the UN system-wide collective actions in preparations for Habitat III and beyond, which led the Chief Executive Board to issue a paper and statement of commitment within the context of the “UN Delivering as One”.

The rationale for this Strategy is predicated on the basis that growing urban populations and the, mainly, unplanned expansion of the most populous cities—particularly those in developing nations—is prohibiting countries from realizing the value of urbanization and presents a significant threat to social, economic, and environmental stability to human settlements throughout the world. At the same time, this Strategy recognizes that cities--as hubs of economic, technological and intellectual innovation and growth--can be the primary contributors of solutions to the chief barriers to sustainable development, and that brokering the right partnerships is an essential ingredient in delivering these solutions. In this way, a particular emphasis of this Strategy is how UN-Habitat can help cities and member states – through strategic partnerships with national and local governments, donors, civil society, the private sectors and others, to devise and implement sustainable urbanization plans as part of their wider sustainable development objectives.

This Strategy further aims to highlight the rationale for UN-Habitat, through its mandate defined by the New Urban Agenda, to take a more active role in mobilizing partner-based solutions and investments in human settlements. The NUA provides a direct link between urbanization and sustainable development by offering a practical framework for the implementation of the 2030 Agenda at the local level.

Purpose

The purpose of this strategy is to advance the partnerships UN-Habitat needs to successfully coordinate and implement the New Urban Agenda (NUA), urban related Sustainable Development Goals (SDGs), and the Medium Strategic Plan in light of its mandate and further to its focal point role assigned by Member States during Habitat III.

Specific Objectives

The Strategy aims to achieve the following four objectives in support of the implementation of the NUA, by providing a platform to:

1. Strengthen advocacy, outreach and coordination mechanisms;
2. Leverage UN-Habitat's convening power and city-level experience to deliver a wider range of support to member states and local governments;
3. Build the knowledge and capacity of local actors to participate in sustainable urbanization platforms, policy dialogues, etc.
4. Mobilize all levels and layers of partners to unlock new resources.
5. Enhance UN system-wide cooperation on sustainable urban development.

Scope

Specifically, the Strategy concentrates on engagement of 7 key partner categories:

1. Governments (includes member states, donors, parliamentarians, ministers, inter-governmental bodies at global, regional, sub-regional and national levels)
2. UN Inter-Agency Partners (including the Office of the Secretary-General and Localizing the 2030 Agenda)
3. Local Government and their associations
4. Major Groups and Stakeholders¹
5. Private Sector
6. Financial Institutions and Development Banks
7. Foundations and Philanthropists

In all cases, the Strategy promotes a holistic approach to partnerships for sustainable urban development within and across sectors and issues at global, regional, national, sub-national and local levels. Emphasis is placed on utilization of a range of approaches that increase partners' voice and participation in normative and operational programmes. People and communities are at the center of effective participation in SUD activities, and the Peoples Process is a key pillar of this partner strategy. The strategy builds on existing good practices including the use of multi stakeholder partnerships.

The primary partners will be those organisations with adequate human and financial resources, experience in cooperating with other partners and, have the basic competences within their areas of expertise to influence decisions, execute and deliver programmes, projects and activities, and get results with or without UN-Habitat support. Capacity building will be offered to key partners that lack the capacity to

engage adequately in advocacy, and the delivery of normative and operational work, especially at the national and local level.

Key Pillars

Holistic

- Multi-stakeholder, multi-level, and cross-sectoral
- Facilitate Multi-stakeholder Groups' and Local Authorities' involvement/voice in inter-governmental processes and forums.
- Promote added-value and inclusiveness in UN-Habitat's projects and programmes by involving strategic partners and multiple stakeholders, especially youth, women, civil society, persons with disability etc., where possible.

Visible

- Support and expand advocacy and outreach and raise the profile of urbanization at all levels
- Provide a platform for participation, information exchange, strategy development, etc.
- Provide new platforms for national and local level strategic partnership engagement, and knowledge and information sharing on the NUA.
- Leveraging UN-Habitat's role as the UN's focal point for cities and local governments to mobilize participation in global, regional, country, and city-level policy dialogues, etc.

Actionable

- Leveraging high-capacity partners' resources to: build knowledge, and advocacy networks, up-scale implementation and; strengthen follow-up and review of the NUA;
- Strengthening low-capacity partners' ability to participate in driving SUD solutions
- Utilize existing networks to keep momentum of the Habitat III process and support monitoring and follow-up and review of the NUA.
- Leverage partnerships as a tool for resource mobilization and transformative change.

Influence

- Build on UN-Habitat's convening power and successful models such as the WUF to mobilize broad-based support for the NUA.
- Promote strategic partnerships at the national level, and the use of partnership agreements and Memorandum of Understanding (MOU) to reinforce UN-Habitat's mandate and influence actions and investments in urbanization.
- Identify new opportunities to strengthen advocacy, outreach and communication efforts (e.g. new WUC model, global urban advocates programme) towards greater impact.
- Extend reach in locations where UN-Habitat does not have a physical presence or has limited resources through inter agency cooperation making use of Regional Coordination Mechanisms and UNDG processes, Resident Coordinator's system, and UNCTs within the context of UNDAFs.

Principles for Engagement

The following principles will guide UN-Habitat partnerships:

1. Partnerships are based on national and local ownership, equality, transparency, accountability, innovation and delivery of results.
2. The need to accommodate different forms of stakeholder participation and engagement including multi-stakeholder issued based partnerships, cross-sectoral linkages, south-south cooperation, north-south cooperation, city to city cooperation, and triangular partnerships, partnerships with individuals and ambassadors, public/private partnerships, and cooperation between specific partner categories such as professionals and grassroots, etc.

3. Leave no one behind, and the need to give special attention to the poor, cross-cutting issues (gender equality and women empowerment, human rights, climate change, and youth) people with disabilities, migrants, elderly, refugees and others in vulnerable situations.
4. This Strategy is complemented by relevant UN-Habitat partner strategies including: Standard Operating Procedures for implementing partners, the Global Land Tool Network strategy, private sector strategy, resource mobilization strategy, knowledge management strategy, risk assessment policy, and communication strategy. The strategy also takes into account the guidelines for preparation of legal agreements, and Rules 61-66 of the Rules of Procedure of the UN-Habitat Governing Council, which spells out partners' participation and accreditation procedures.

Lessons Learned

The following are some lessons learned informed by independent evaluation reports, OIOS audits (2015) and the Joint Inspection Unit evaluation of implementing partners (2014), analysis of strength, weaknesses, opportunities and threats (SWOT analysis)¹, and other relevant reports. Annex 2 provides a review of UN-Habitat partnerships in action.

1. UN-Habitat vision of becoming a 1 billion dollar agency can only be realized through leveraging partnerships at various levels and across sectors.
2. Multi stakeholder partnerships encourage innovation, leverage and the sharing of resources (human and financial), risks, tools, joint programming, learning, replication and sustainability. Partnerships are good to enhance UN-Habitat's reach as a leader and partner of choice in SUD.
3. In some countries there are some critical actors to the promotion of SUD who are not yet sufficiently on board. For example, Ministries of Finance, Planning and Economic development, and intergovernmental bodies at regional and sub-regional levels, all of which are crucial in determining regional and national development priorities and budgets and need to mainstream SUD in their respective policies and programmes. The role of parliamentarians and respective legislative assemblies, as well as the private sector, philanthropists, ambassadors for sustainable urban development, and non-traditional sponsors at all levels has not been fully exploited.
4. Both issue-based multi-stakeholder partnerships and cross-sectoral linkages are necessary to promote a holistic approach to Sustainable Urban Development. Advocacy for sustainable urban development for example, is better done across-sectors involving diverse actors giving the same message.
5. UN interagency coordination needs to be strengthened at global, regional and national level with respect to both normative and operational programmes. First, some agencies have urban policies and others don't. Secondly, because UN-Habitat is a non-resident agency in most countries, it is not playing a full role in the UNDG, UNCT, and UNDAF processes. Yet some Resident Coordinators are not sufficiently aware of urbanization and human settlements issues to render

¹ The SWOT analysis is available upon request.

necessary support. Thirdly the UN-Habitat Liaison Offices are quite often overwhelmed with the demands on their time to cover all strategic partnerships.

6. A revised strategy for private sector engagement in advocacy, resource mobilization, and implementation of the new urban agenda is needed with clarity of UN-Habitat's role as facilitator of public private partnerships.

Key Target Partners

The target partners include but are not limited to the following categories. Annex 3 provides the partnership landscape at a glance.

1. Governments

Member States provide policy, political leadership and oversight, and also promote national ownership. Through the Governing Council and its subsidiary organs, the General Assembly and the Economic and Social Council member states will play a key role in monitoring the implementation of the new urban agenda. Member States support advocacy efforts and delivery of SUD programmes mainly as implementers and executing agencies. They are responsible for creating an enabling environment and building accountable and effective institutions. At the national level key relevant Ministries include: housing and urban development, foreign affairs, local governments and decentralization, finance, and economic planning, water, sanitation, transport, energy, public works and infrastructure, health, education, culture and community development, youth, women, environment, and disaster management, etc.

The regional Ministerial Meetings on Housing and Sustainable Urban Development will continue to play a key role in implementation and monitoring of the Medium Strategic Plan 2014-2019, the NUA, SDG 11 and other related SDG targets. They are key advocates for integration of SUD priorities into regional priorities and they serve as link with regional and sub-regional intergovernmental bodies. An effort will be made to facilitate the exchange of information between the Ministries of Housing and Sustainable Urban development with other relevant Ministries.

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 also respond to the new urban agenda, SDG 11 and other urban related targets. These include: the African Union, the Inter American Commission, the Asia and South East Asian Community (ASEAN), the Arab League, the Pacific Commission, the Caribbean Community Secretariat, the European Commission, and the Ocean Commission. Parliamentarians are also included in this category given their key role in advocacy, resource allocation and oversight, adoption of policies, rules and regulations at national, sub-regional and regional levels. Some governments and their institutions are also donors.

2. Local Authorities

Cities and local authorities 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 SUD. They are instrumental in localizing SDGs, the NUA and other international agreed commitments. In this regard,

United Cities and Local Governments and its regional and national associations, the United Nations Advisory Committee (UNACLA), and the Global Taskforce on Local Governments are instrumental.

3. Major groups and Stakeholders.

Major groups and stakeholders play an active role bringing people's voices to the fore through effective participation in policy dialogues and forums, in programme design and implementation. These include the following constituency groups of the General Assembly of Partners (local authorities, civil society, scientific community [researchers, academia, professionals,], women, youth and children, indigenous people, persons with disability, the elderly, trade unions, the media, and grassroots organisations including slum dwellers and informal sector workers. Major groups and stakeholders are key advocates, knowledge and implementing partners contributing to the delivery of UN-Habitat programmes. Quite often they share knowledge and resources, and are members of UN-Habitat thematic networks.

4. UN Agencies, funds and programmes

UN agencies, funds and programmes individually (based on their specific mandates) and collectively, as well as development banks and financial institutions at all levels will be instrumental in supporting Member States, cities and local authorities, and other stakeholders to implement the NUA and relevant SDGs and internationally agreed commitments including linking humanitarian action with development work. The Chief Executive Board (CEB) and its sub-committees - the UN Development Group (UNDG) on technical cooperation, and the High Level Committee on Programmes (HLCP), the Regional Economic Commissions and UNDP as leader of UNDG process will play a key role in bring the work of the UN system to bear at global, regional and national level taking into account the Regional Coordination Mechanism (RCM), the Regional UNDG Bureau, the Resident Coordinators System and UN country Teams within the context of the One UN and the UN Development Assistance Frameworks.

5. Financial Institutions and Development Banks

The related development banks, especially the World Bank and IFC, IMF, Africa 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 are also key partners to support Member States, cities and local authorities in implementation of SUD priorities and other internationally agreed commitments at the regional, national and local levels. Through partnership with these banks, UN-Habitat supports community mobilization, capacity building in a number of areas such as water, sanitation, transport, infrastructure, urban planning and design.

6. Private Sector

The private sector or business and industry including private finance and insurance companies, real estate companies is an important sector with the potential to leverage finance, give back to community through corporate social responsibility, and above all increase investment in cities and human settlements given availability of an enabling environment. For instance, it is estimated that the private sector is responsible for 70-85 per cent of worldwide investment in new buildings, industry and critical infrastructure, with an estimated US\$106 trillion of institutional capital currently available in the form of pension and sovereign-wealth funds. At present, though, only 1.6% of this is directed to infrastructure.

7. Foundations and philanthropists

Foundations and philanthropists play an important role in supporting governments and other stakeholders at all levels to implement SUD related policies and programmes. They can promote the sharing of experiences and good practices, peer to peer learning, and contribute to increased investment in SUD.

8. Knowledge partners

In order to increase the production, dissemination and use of evidence-based data and information there is need to identify a range of knowledge and innovation partners at all levels to ensure real time information is produced to support sustainable urban development policies and programmes, and design workable solutions to meet the challenges posed by rapid urbanization. In this regard emphasis will be placed on academia, researchers, practioners, and other organisations that produce information and document high impact programmes and best practices, with a likely influence on policy change and transformation in peoples' lives.

The strategy to engage target partners

	Target Partner	Objective	Strategies
1.	Governmental partners (member states, parliamentarians, intergovernmental agencies)	<ol style="list-style-type: none"> 1. Political support for the NUA and UN-Habitat, at all levels. 2. Policy change in support of sustainable urban development. 3. Increased investment in sustainable urban development 4. Promote national ownership 5. Integration of SUD into regional and national development priorities and frameworks. 6. Foster strong, voluntary and participatory national monitoring and reporting on implementation of the New Urban Agenda and the Medium Strategic Plan, and the NUA 	<ol style="list-style-type: none"> 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 SUD 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 OED's good offices to proclaim and support urbanization as a tool for development reach out to Presidents –and other leaders...
2.	Local Authorities	<ol style="list-style-type: none"> 1. Improved governance, planning 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. 5. Localization of the NUA and SDGs 	<ol style="list-style-type: none"> 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

	Target Partner	Objective	Strategies
			communication with targeted messages to local authorities.
3.	UN Agencies	<ol style="list-style-type: none"> 1. Strengthen coherence and coordination in support of member states, local authorities and other stakeholders in implementation of the NUA and relevant SDGs. 2. To strengthen UN-Habitat engagement in the work of the wider UN System at all levels. 	<ol style="list-style-type: none"> 1. Facilitate adoption of UN system-wide policy, action plan, and inter-agency framework with monitoring and reporting instruments. 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 undg processes at all levels, UNDAFs, the Regional Coordination Mechanisms and the UN Resident Coordinators system. 3. Promote joint programmes and programming at national level and incorporate SUD activities in UNDAFs including in countries where UN-Habitat is a non-resident agency.
4.	Development Banks and Financial Entities	<ol style="list-style-type: none"> 1. Increase financial investment in sustainable urban development. 2. Support urban planning and design as a prerequisite for infrastructure development. 	<ol style="list-style-type: none"> 1. Strengthen linkages with development banks and Bretton wood institutions specifically to increase investments in urban infrastructure and basic services with urban planning and design at the center of their lending policies and programmes.
5.	Private Sector	<ol style="list-style-type: none"> 1. Increase investments in sustainable urban development at National and local level. 2. Share expertise and knowledge 	<ol style="list-style-type: none"> 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.
6.	Civil Society (Multi-Stakeholder Partners e.g. GAP; Philanthropist, Foundations, etc.)	<ol style="list-style-type: none"> 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 stakeholders in the implementation of SUD related policies and programmes. 4. Promote NUA and SDGs at all levels. 5. Increase action and attention on sustainable urban development by national and regional bodies. 	<ol style="list-style-type: none"> 1. Establish coordination mechanisms at all levels to allow effective participation and contribution of the civil society and other stakeholders in policy dialogues, programme design, implementation, monitoring and evaluation of the NUA and SDGs, including as members of various UN-Habitat networks governing bodies, steering committees, advisory boards and National Habitat Committees. 2. Facilitate regular multi stakeholder regular meetings in conjunction with the governing council, 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 SUD policies and operational programmes.
7.	Knowledge Partners (Academia, Researchers, Professionals, think tankers, innovators (including ICT experts), practitioners and other stakeholders, etc.)	<ol style="list-style-type: none"> 1. Enhance knowledge innovation and sharing of information and data on SUD. 2. Increase knowledge, the evidence base and good practices on SUD. 3. Document and disseminate high impact programmes through policy 	<ol style="list-style-type: none"> 1. Involve knowledge based institutions in generating the evidence base, good practices, and advocating on SUD activities at all levels. 2. Establish think tankers, and utilise science and technology (ICTs) in finding solutions to SUD challenges. 3. Facilitate collaboration between knowledge and all

	Target Partner	Objective	Strategies
		dialogues and engagement of senior policy makers	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.
8.	Implementing Partners/Contractors	<ol style="list-style-type: none"> 1. Support UN-Habitat to deliver its normative and operational programmes. 2. Share knowledge and resources, as members of UN-Habitat thematic networks. 3. Upscale UN-Habitat programmes 	<ol style="list-style-type: none"> 1. Expand the pool of implementing partners in support of SUD activities, especially partners with knowledge and resources to share in the process. 2. Utilize implementing partners as ambassadors and advocates for SUD at all levels.

It is expected that all stakeholders will contribute towards implementation, monitoring and reporting on the NUA and the MSP making use of the Governing Council Sessions, WUF, the High Level Political Forum, etc.

Critical Institutional Areas for Action

Building on Habitat III preparatory process, UN-Habitat will collaborate with key stakeholders at all levels. UN-Habitat will explore innovative ways of partner identification and participation bearing in mind the criteria for selection of implementing partners, the need to address cross-cutting issues (gender, youth, human rights and climate change, and the guidelines for preparation of legal agreements with various partners. The deployment of adequate personnel with necessary skills will be a key to the success of this strategy. Next are areas for action:

1. *The World Urban Forum as a critical avenue for stakeholder participation*

WUF will play a catalytic role for mobilization of stakeholders (individually and collectively), especially non-governmental organisations and the UN system to report on progress in implementation of the MSP, NUA and relevant urban SDGs. Stakeholder's inputs will feed into the 4 Year Global report on the NUA. Specifically stakeholders will be encouraged to share their experience at local, national and regional levels through inter alia written reports, the Quito implementation plan, etc. The General Assembly of Partners in collaboration with the relevant UN-Habitat focal points will mobilise stakeholders to participate and report on implementation of the NUA and other global commitments at WUF.

2. *UN system Coordination in the NUA*

Building on the Habitat III practice during the preparatory process and at the Conference itself, and given the emphasis on UN system coordination in the NUA, UN-Habitat with the support of the Chief Executive Board and its Committees will put in place:

1.1 Global

- (a) A UN principals Group on Sustainable Urban Development.
- (b) A UN system-wide global coordination team or inter agency network taking into account the UN Task Teams for Habitat III.
- (c) Strengthen SUD integration into the UNDG processes and instruments.
- (d) Establish an implementation facility for sustainable urban development to support implementation of the MSP, NUA and other relevant SDG targets and global commitments at all levels. The facility will promote multi country and regional activities and joint programming at national and local levels.

2.1 Regional Level

- (a) In collaboration with the UN Regional Economic Commissions regional urban forums will be organized as avenues for sustained stakeholders' dialogues on SUD.
- (b) Participate in regional coordination mechanisms in support of regional priorities of intergovernmental bodies at the regional and sub-regional levels
- (c) Support stakeholders' coordination and collaboration with intergovernmental bodies on SUD.

3.1 National and local levels

- (a) Promote high level dialogues on SUD at the national level including inter-ministerial coordination, parliamentarian, development partners, and other stakeholders.
- (b) Encourage regular multi-stakeholder partners' forums and/or national urban forums to assess progress, share best practices, identify challenges, and critical areas for action.
- (c) Participate actively in UNDG/UNCTs processes within the context of the UNDAFs and promote joint programmes and programming in support of member states, local authorities and other stakeholders.

3. *People and communities will be at the center of SUD initiatives* and their effective participation will be encouraged. At the local level, partnerships will build on the people's process, and ensure access to information and participation of citizens, communities and their leaders as key partners. The peoples' process, as an approach will be documented and/or updated for adaptation and up-scaling in other regions of the world by relevant UN-Habitat programmes.

4. *Building knowledge and capacity of local actors* Capacity building for civil society and those in vulnerable situations will be undertaken to enhance capacity to engage in policy dialogues and programme delivery, particularly in developing countries. *Equally important is the need to dialogue with parliamentarians and other legislators at the local and or subnational level* to create awareness to SUD issues so they can serve as advocates and supporters of SUD as they make development decisions, policies, programmes, budgets, legislations, etc. at the national and/or regional and sub-regional levels and in their constituencies. Dialogues will also address partnerships for SUD.

Good practices on partnership coordination and engagement at all levels will be documented, peer to peer learning, city-to-city and south-south cooperation promoted.

5. *There will be increased collaboration with Regional development banks, financial institutions, and Intergovernmental bodies* such as the Inter American Commission, the Caribbean Community Secretariat, European Union, African Union and its sub-regional Economic

Commissions, ASEAN, SAARC, the Pacific Commission etc. in order to ensure SUD issues are aligned to regional development priorities. Using the 2030 Agenda for sustainable development, especially the urban related SDGs and target, the new urban agenda and other international agreed commitments, UN-Habitat will support these regional bodies as they implement and monitor these agreements.

6. *Institutional Arrangements for Partnership Coordination and Support at global, regional and country level.*

- (a) An internal and external partnership support structure will be established to allow multi stakeholder partnerships to coalesce around SUD policies and programmes from conceptualization through to design, implementation, monitoring and evaluation.
- (b) Coordination within UN-Habitat Branches, Regional and Liaison Offices will be enhanced. Both old and new actors will be encouraged to participate. ERD will be restructured and facilitated to effectively and efficiently support multi stakeholder issue-based partnerships, cross-sectoral linkages and UN interagency coordination. Annex 4 provides roles and responsibilities of ERD and other branches.
- (c) Internally a system of focal points will be established with representation of all Branches, regional offices and Liaison Offices, as well as country offices whenever possible. The rules of engagement will be clear with internal partnership agreements and a governance structure established. An internal Steering Committee on partnerships will be formed to provide policy advice and guidance. ERD will report on partnerships to the Senior Management Board and the Committee of Permanent Representatives at least once a year.
- (d) An integrated partner information management system (PIMS) to serve as a one stop center on UN-Habitat partners' information will be established for both internal and external uses. This system will allow partner registration, creation of profiles, applications for accreditation to GC Sessions and, and requests for engagements in UN-Habitat processes and programmes. The PIMS will facilitate identification of strategic partners and potential implementing partners. Using this system partners accredited to Governing Council Sessions would be able to report on their implementation of the new urban agenda through regular periodic reports.

Assessing partnerships

It is important to ensure that partnerships work for everyone. Central to partnerships are potent personal relationships vested in the personnel that drive partnerships with a clear understanding, values and beliefs in collaboration and team workⁱⁱ. This is to be supported by business processes, structures and strategies. .

Strategic partnerships require: mutual agreement of the need for partnerships; common vision and objectives; open communication and sharing of information; trust and respect; well-defined working arrangements and governance structure; and monitoring, measurement and learningⁱⁱⁱ. Prior to initiating and formalizing partnerships an assessment of each organization's mandates, comparative advantage, strengths, weaknesses, and how it responds to cross cutting issues of gender equality and women empowerment, human rights, youth and climate change should be carried out.

In the case of UN-Habitat, many staff is motivated to work with partners across the board. Second business processes are in place to facilitate partner identification and management through the PAAS system, guidelines for legal agreements, standard operating procedures for implementing partners, risk assessment etc. The different networks have set criteria for partnership engagement in addition to institutional procedures, but the criteria need to be harmonized.

Duration of partnerships

Partnership arrangements vary in duration – short term, medium term and long term. For many implementing partners, collaboration is to take place in a specific period of time based on the life of the project or programme. This type of arrangement allows for identification of new partners in different countries and regions. Some partnerships transition from short term to longer term beyond the project, but the majority don't.

Strategic partnerships can last for longer into medium and long term periods. However, guidelines on partnership disengagement will be provided to allow smooth transition or to stop partnerships that fail to deliver results.

Monitoring and Evaluation of the Partners Strategy

Monitoring will be carried out periodically by Senior Management, the Committee of Permanent Representatives and the Governing Council. Annual reports will be prepared. A mid-term and final evaluation will be prepared as appropriate. Partners' and UN-Habitat staff will participate in these evaluations at all times.

Conclusions and Recommendations

It is now widely recognized that none of the goals of any development agenda will be met without cementing partnerships. That the majority of the world's population lives in urban areas places a unique demand on those UN agencies, civil society actors, private sector and others to work together in support of harnessing the value of urbanization.

The New Urban Agenda has provided renewed impetus for how governments view the value of urban growth. It has provided not only a generational opportunity to 'switch gears' against historically unsuccessful patterns of urbanization, but also to bring along all actors in embracing the urban future they want. We cannot do this alone. As the Agency with the mandate for sustainable human settlements, it is incumbent upon us to draw together governments at all levels, civil society, academia, business, and others to plan, design, and implement the future cities of the world. Partnerships, therefore, are not only important, they are essential.

Within a rapidly urbanizing world, the success of the entirety of the post-2015 development agenda will inevitably be realized in cities and human settlements. From disaster risk reduction, to climate change, to delivering durable solutions to urban residents trapped in protracted humanitarian crises, UN-Habitat is engaging partners from all sectors, and levels of government. All our future efforts must be grounded in how partners interact in an urbanized world.

It is also critically important to consider how the outcomes of each element of the 2030 Agenda will influence the achievement of the others. Common indicators, shared frameworks, guidelines, and monitoring and reporting mechanisms need to be developed, disseminated and aligned. Consideration must also be given to how the outcomes of these various development targets – all of which have an urban dimension- will influence the implementation of the New Urban Agenda.

Critically, UN-Habitat must leverage the relationships it has with other Agencies and non-UN partners to mobilize significant financial and technical resources to support transformative city-level actions to contribute to sustainable development. This includes deepening our collaborations with existing partners, and forging new ones. In the latter regard, the private sector will be a key. Local authorities in particular must be supported to gain access to credit, unlock cities’ own revenue opportunities, and tap into innovations such as micro-finance and self-construction finance schemes. As the sole UN entity responsible for supporting local governments, it is incumbent upon us to build alliances that enable cities to access the transformational finance they need to service their populations and sustain peace and security.

UN-Habitat’s role in delivering the commitments made during Quito presents an opportunity to significantly increase the Agency’s influence on future public and private sector decisions and investments affecting urban areas. As such, UN-Habitat should seek the support of the Governing Council to pursue specific, transformative city-level interventions in line with its Strategic Plan (2014-2019). This could include much scaled up support for building partnerships that are a core function of our mandate.

By the time this Strategy is coming to an end, the vast majority of people will be living in urban areas. The impacts of further urbanization, migration, and climate change will have revealed themselves in ways that, perhaps even now, are unforeseeable. The NUA affords the possibility of realizing the ‘urban advantage’ —where cities provide critical services for urban and rural populations, reduce poverty levels, energize economic growth, foster innovation, and embrace low-carbon development. Our partners are now, and will remain, critical not only to our future as an Agency, but to all of those people and communities that rely on the services we deliver every day.

Annexes

Annex 1: Partnership Action Implementation Framework

ACTION AREA	TYPE OF PARTNERSHIPS	ACTIONS
Advocacy and outreach	UN-Habitat, Governments, NGOs, Local authorities, Ambassadors All Partners**	<ul style="list-style-type: none"> - Popularization of the New Urban Agenda in global, regional and national forums, including with local communities and key stakeholders through schools, trade unions, community and grassroots activists, thematic civil society networks etc. in order to create awareness and ensure effective involvement in the implementation process at all levels*; - Strengthen capacities, including jointly with other UN agencies, of civil society organizations, media and other strategic influencers for evidence-based advocacy and policy influence on SUD at regional and national levels, including through print, electronic and social media; - Strengthen local authorities' advocacy initiatives in the UN system, regional and national fora; - Establish 'UN-Habitat Ambassador' programme through identification and partnership-building with suitable persons acting as ambassadors of SUD at the global and regional levels; - Enhance impact of outreach and advocacy platforms (WUF, WUC, regional and national urban forums). - Use WUF as a platform to facilitate monitoring and reporting on implementation of the NUA, especially by non-governmental organisations. - Revisit the WUC in view of recent global commitments - Strengthen policy engagement among civil society, parliamentarians, national and local governments and private sector, as well as UN agencies
Policy and Programme design, and Resource mobilization	UN-Habitat, Governments, Local Authorities, Civil Society, Academia, Research, UN system. All Partners	<ul style="list-style-type: none"> - Ensure UN-Habitat programming protocol and practice effectively addresses and provides budget for partnership-building and strengthening; - Mobilize resources to facilitate multi-stakeholder engagement in key SUD processes at various levels; - Facilitate creation of an enabling environment to support implementation of the New Urban agenda through adoption of relevant regulatory framework by UN-Habitat Governing Council sessions, ECOSOC and GA; - Support dialogues between UN-Habitat Governing Council and its subsidiary organs and other partners in order to provide effective policy-based leadership and strategic planning; - Facilitate partner consultation and dialogue to identify global, regional, national and local level priorities and ensure effective incorporation of SUD into regional and national development frameworks and similar SUD-relevant frameworks such as regional UNDG, RCM, UNCTS and UNDAFs.
Implementation, Knowledge and Innovation.	UN-Habitat, Governments, Local Authorities, Academia, Researchers, NGOs	<ul style="list-style-type: none"> - Develop capacity of national and local government, and other partners to prepare national and local level implementation plans of the New Urban Agenda and monitor effective implementation; - Establish and maintain relationships with non-governmental organizations, as appropriate through capacity building, in order to develop implementation plans of action for the New Urban Agenda, including through GAP and other associations; - Increase effectiveness of private sector partnership strategy through strategic review and implementation of resulting

ACTION AREA	TYPE OF PARTNERSHIPS	ACTIONS
	All Partners	<ul style="list-style-type: none"> recommendations; - Utilize the Multi-Partner-Implementation Initiative to attract and facilitate diverse partner engagement in the implementation of the New Urban Agenda. - Review existing UN-Habitat networks to assess efficiency, effectiveness and impact, and clarify the roles of partners and UN-Habitat. - Improve documentation and sharing of good practices on partner participation and voices in follow-up and implementation of the New Urban Agenda, urban SDGs and the Medium Term Strategic Plan. - Partners to facilitate collaboration between researchers, academics, NGOs and grassroots organizations especially slum dwellers and informal sector.
Monitoring and Reporting	All Partners.	<ul style="list-style-type: none"> - Coordination of periodic reporting of Medium Strategic Plans, the New Urban Agenda by governments, intergovernmental bodies, UN system and non-governmental organizations to ECOSOC and GA. - Facilitation of citizens and NGO reporting on implementation of the New Urban Agenda through report cards. - Conduct capacity building initiatives on Sustainable Urban Development for citizens and NGOs for the reporting structure. - Establishment of partnership platforms to share on the New Urban Agenda by all partners. - Enhance documentation of good practices in Sustainable Urban Development.
<p>Institutional Mechanisms</p> <ul style="list-style-type: none"> -Inter-agency Coordination. -UN-Habitat internal coordination. - External Partnership structure. 	<p>UN agencies, funds and programmes</p> <p>UN System</p> <p>NGO and Citizens</p>	<ul style="list-style-type: none"> - Coordinate the development and adoption of a UN system wide policy on SUD. - Strengthen SUD activities in UNDG processes at global, regional and national level through dialogue with key actors including UN Resident Coordinators. - Initiate frequent SUD related dialogues with UN Resident Coordinators. - Produce a UN system newsletter and biennial reports on SUD with the UN system. - Facilitate coordinated reporting in the implementation of the New Urban Agenda by the UN system. - Develop UN system wide Action plan on implementation of the New Urban Agenda with indicators and baseline information. - Encourage effective and streamlined participation of the UN system on issues related to SUD. - Offer support to the UN-Habitat GC sessions, and participation of NGOs and citizens in regional and global level sessions that aim to assess progress on implementation of the New Urban Agenda, and make observations and recommendations at various GC, ECOSOC and GA sessions. - Support joint and multi country SUD programming at regional and national level. - Promote incorporation of SUD into National development policies and programmes.
Institutional Arrangements	<p>UN system</p> <p>Multi-stakeholders</p>	<ul style="list-style-type: none"> - Establish UN system SUD working Group at global, regional and national level. The working group should meet periodically to review implementation of the NUA and UN system wide Action Plan. - Establish partners SUD working groups at all levels* to make inputs into policy and programme design, monitoring and reporting. - Improve partner information management system and promote interaction between partners and UN-Habitat

ACTION AREA	TYPE OF PARTNERSHIPS	ACTIONS
		programmes and offices.
Institutional Framework and Guidelines	UN-Habitat, Governments, Partners, UN agencies	<ul style="list-style-type: none"> - The External Relations Division (as a lead of Partnership Coordination) to identify and work with focal points from branches, regional and liaison offices for multi-stakeholders and inter-agency coordination. - Establish National inter-ministerial Working Groups on Sustainable Urban Development to promote a holistic approach in countries with National Urban policies. - Develop a Public Private Partnership Framework on Sustainable Urban Development. - Prepare a partners' engagement guide which will also include minimum standards of working with UN-Habitat and guidelines for network formation as well as separation. - Support regional and country level partnership strategy development and implementation.

* Global, regional, national and local.

** This include Parliamentarians, National Governments, Local authorities, intergovernmental bodies at regional and sub-regional level, UN agencies, funds and programmes, UNDG, CEB, Non-Governmental Organizations, Academia, Researchers, Professionals, Civil Society, Women, Youth and people with disabilities.

Annex 2: Review of UN-Habitat partnerships in action

Since 1996 at Habitat II, UN-Habitat partner engagement has significantly evolved. UN-Habitat has established alliances, both general and specific issue-based multi stakeholders' networks and forums to enhance partners' participation in the design, delivery, monitoring and evaluation of normative and operational programmes. For example, support to the Urban SDG Campaign Group, the Global Taskforce on Local Governments and engagement with Friends of Cities and Member States *inter alia* contributed towards adoption of SDG 11-- Make cities inclusive, safe, resilient and sustainable and other urban related SDGs.

UN-Habitat Regional Strategies also put emphasis on partnerships. Additionally, UN-Habitat has supported some countries to develop *Habitat Country Programme Documents (HCPD)* as frameworks for sustainable urban development. HCPDs are a result of a consultation process which involves relevant government departments and institutions, cities and local governments, civil society and other stakeholders to determine national priority areas for action.

Below is a brief summary of UN-Habitat engagement of various partner categories.

1. Support for Local Governments

In recognition of the key role played by cities and local governments in sustainable urban and human settlements development, UN-Habitat has gone the extra mile to support cities and local governments' participation in policy-making, programme design and implementation. To this end, in 1999, UN-Habitat and the World Bank established the Cities Alliance primarily to support local authorities during implementation of the Habitat Agenda, hence its two primary objectives on cities without slums and support for city development strategies. UN-Habitat also established the UN Advisory Group on Local Authorities (UNACLA) in the same year to strengthen the interface between local authorities and the UN System at policy level.

UN-Habitat offers strong support to the United Cities and Local Governments (UCLG) and its regional entities. UN-Habitat continues to support the Global Taskforce on Local Governments established to ensure active participation of local governments in the Post 2015 development agenda negotiations, and the localization of the 2030 Agenda for Sustainable Development.

2. Establishment of Multi Stakeholder Issue-based Networks

UN-Habitat has created several multi-stakeholder issue-based networks as vehicles to allow partner's participation in normative and operational activities and programmes. Key networks include: the Global Water Operators Partnership (GWOPA), the Global Land Tool Network (GLTN), The Global Energy Network (GENUS), the Global Safer Cities Network, Cities and Climate Change Initiative, and Habitat UNi (previously Habitat Partner Universities). More recently the Youth Advisory Board and Advisory Group on Gender Equality, Urban Planning Labs, Urban Lex, City Resilience Profiling Programme, and alliance of organisations in support of National Urban Policies were established.

For most of the above networks, governments, civil society, UN agencies, professional organisations, academia and research institutions, local governments, grassroots organisations, the private sector, women and youth organisations work together on a given issue, be it land, energy, climate change, youth,

women and gender equality, transport, water and sanitation, etc. These networks have various governance structures and partners are members of advisory boards and steering committees. However, most of these networks operate independently without much connection with other networks despite of the linkages of the issues.

3. Partners' participation in UN-Habitat policy-making organs

The 2003 UN-Habitat Governing Council Rules of Procedures 61-66 provides for participation of non-members of the Governing Council as Observers at the Governing Council and its subsidiary organs. These include: States not members of the Governing Council, other UN bodies and specialized agencies, entities, intergovernmental organisations and other entities, local authorities, other Habitat Agenda Partners, and nongovernmental organisations. Non state actors upon invitation of the Presiding Officer of the body concerned and approval of that body can make oral statements on matters within the scope of their activities^{iv}.

Prior to that, in 2001, the Governing Council agreed to have at least a day during the Governing Council Sessions dedicated to a dialogue between Member States and non-members of the Governing Council on the special theme of the Governing Council. This is perhaps the most direct way that partners can influence the official goals, policies, structure and processes of UN-Habitat. These dialogues are interactive and much appreciated by both governments and non-state actors.

However, non-state actors have not fully utilized the provisions for making oral and/or written statements on agenda items under discussion by the Governing Council, which are within their areas of competence. Much more remains to be done to ensure partners contribute to the review of implementation of the Work Programme and budget, and the new urban agenda.

4. Habitat Global Advocacy Platforms for Multi-stakeholder participation

The **World Urban Forum (WUF)** as established pursuant to Resolution 18/5 of the Commission on Human Settlements purposely to promote coordination of international support for implementation of the Habitat Agenda. The General Assembly in its Resolution 56/205 declared WUF as a technical non-legislative assembly to allow experts to meet and exchange views in the years when the UN-Habitat Governing Council was not in Session. It is convened by and plays an advisory role to the Executive Director of UN-Habitat. It is held every two years and has become the world premier conference on sustainable urban development. It is a meeting where knowledge, innovation, policies, and best practices are shared, lessons are learned and partnerships are created through dialogues, networking and training events, parallel sessions and exhibitions. WUF was created as a partner's forum with national governments, civil society, grassroots organisations, slum dwellers, the private sector, and the UN system work together. WUF7 was the largest by far, attended by 22,048 people (including the workforce of 4008) from 142 countries. Participants from academia and research group were the highest, but other partner categories such as civil society, private sector, local authorities and foundations also saw a significant increase in the number of representatives.

At the regional level, UN-Habitat fully participates as a partner in the Asia Pacific Urban Forum (APUF) which is held once in four to five years. APUF is led by the United Nations Economic and Social

Commission for Asia and Pacific Regions (ESCAP). Other regions are yet to initiate regional urban forums.

Member states are encouraged to hold national urban forums to allow dialogues and debate on cities and human settlements involving both state and non-state actors. Indeed some countries have held national urban forums especially as part of the national preparations for Habitat III. However national urban forums are not regular and are not offered by the majority of countries.

The World Urban Campaign (WUC) was established in 2010, currently with membership of 171 partners and members, is a key “advocacy and partnership platform to raise awareness about positive urban change in order to achieve green, productive, safe, healthy, inclusive, and well planned cities. Its goal is to place the urban agenda at the highest level in development policies” www.worldurbancampaign.org. The through 26 urban campuses WUC mobilised its members and individual to contribute towards preparation of Habitat III. This resulted in the publication of “The City We Need”, a consensus document consisting of principles, drivers of change and solutions for developing cities that are inclusive, equitable, resilient, economically vibrant, safe and healthy, as well as cities with an identity that respect their culture and history.

In April 2015, the WUC launched a General Assembly of Partners (GAP) as a specific platform for stakeholder’s participation in the preparatory process for the Habitat III and the Conference itself. Consequently GAP enabled over 100 partner groups from 16 constituency groups to actively participate in the Habitat preparatory process and the Conference itself. GAP was applauded by the Secretary General for their contributions and continued engagement in the implementation of the NUA.

5. *Knowledge Management Platforms*

The Urban Gateway is a social media website - a global online community to promote knowledge exchange, collaboration and networking on urban issues. The platform was developed as the major recommendation of the Knowledge Management Strategy, and in response to partners’ request to for a knowledge exchange platform for stakeholders working in the area of sustainable urbanization. The Gateway is a platform for partners and by partners, hosted by UN-Habitat.

6. *National Habitat Committees*

At the national level UN-Habitat continues to encourage governments to establish or revive National Habitat Committees in preparation for Habitat III and beyond in support of the New Urban Agenda.

7. *The Peoples’ Process in Technical Cooperation*

Through the *Peoples’ Process* an approach which puts people and communities at the center of post disaster and post conflict recovery, UN-Habitat has made strides in getting beneficiaries, community leaders, policy-makers, service providers and technical people to work together to build back better. Through social mobilization, community action planning and formation of Community Development Councils (CDC) people and communities including women, men and youth access information, have a voice in decision-making, and take control of their own development.

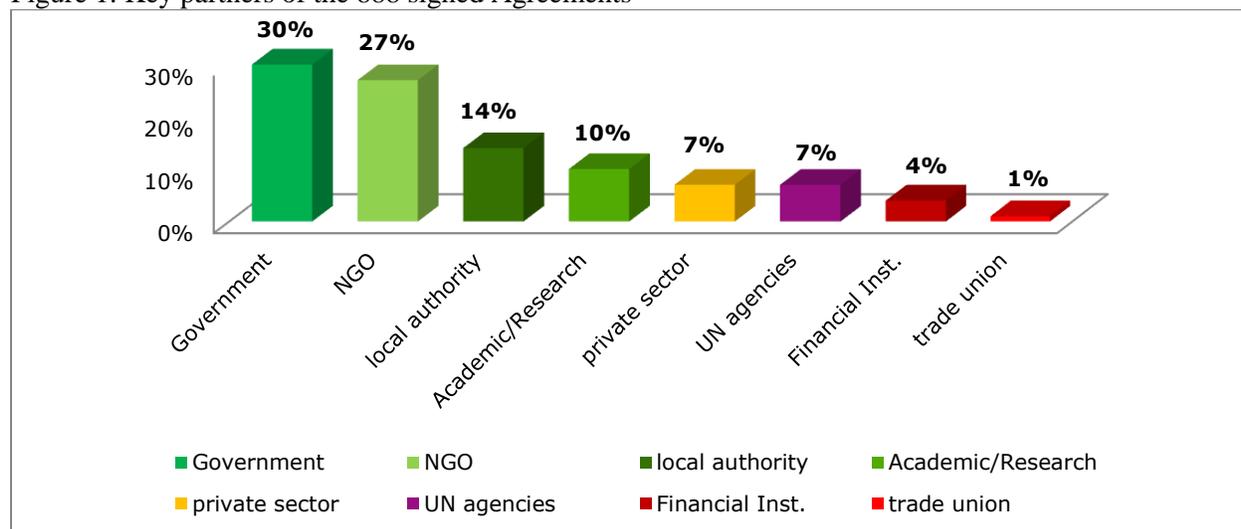
8. Donors and development Partners

Donors and development partners provide the funds for UN-Habitat programmes and monitor the use of these funds. There is potential to increase development partner's support to SUD activities and programmes at the country level, by increasing integration of SUD activities in national development priorities and the UNDAFs.

9. Implementing partners

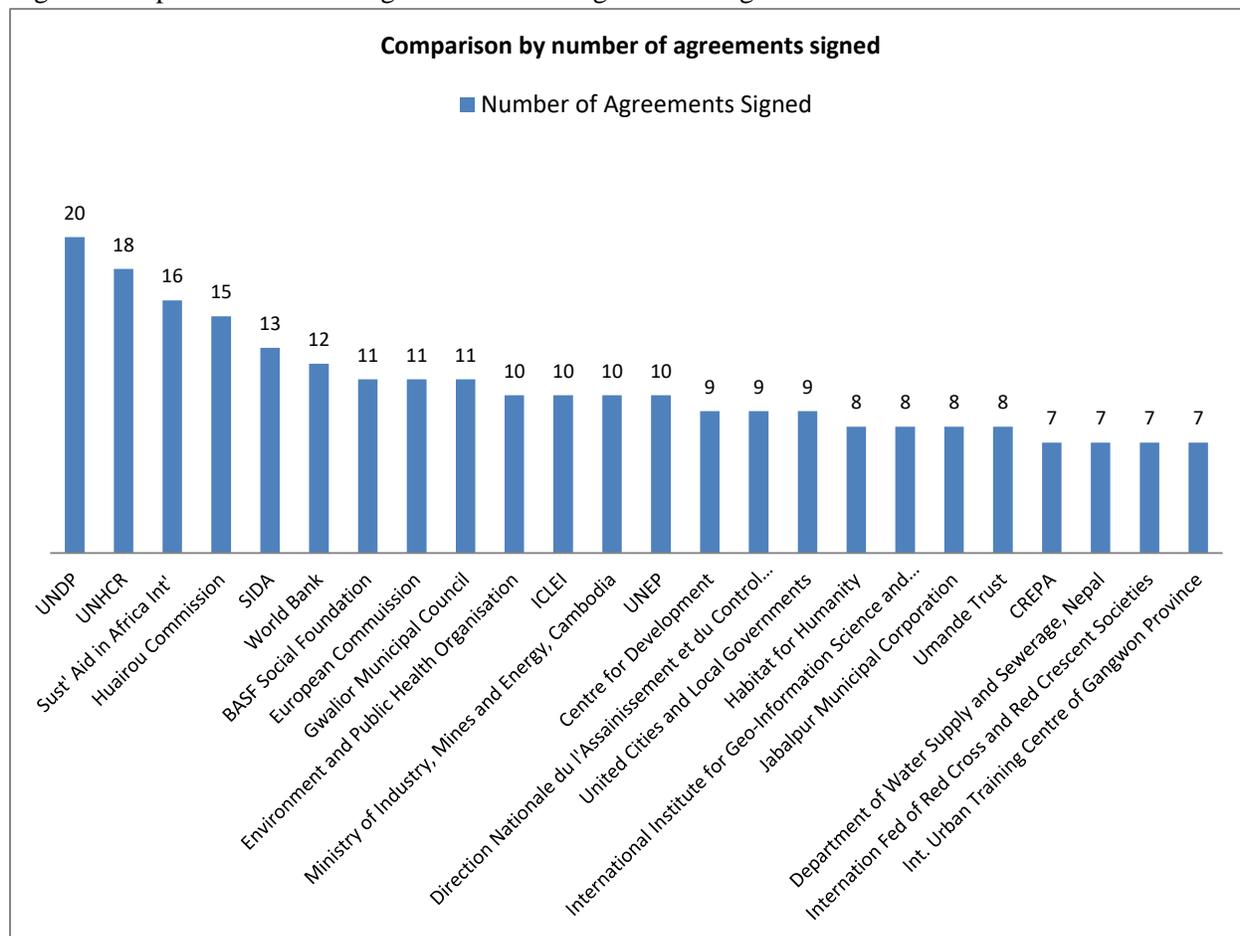
Implementing partners are instrumental in assisting UN-Habitat to deliver its normative and operational programmes at global, regional, national and local level through joint collaboration and oversight. For example, between 2007 and 2015, UN-Habitat signed 2700 agreements, with 888 agreements signed between 2013 and 2015 alone. Key partners include donors, contributing organisations and diverse implementing partners operating at different levels. Figure 1 and 2 below provide an analysis of these partnerships.

Figure 1: Key partners of the 888 signed Agreements



Source: UN-Habitat Legal data base

Figure 2: Top 25 out of 2700 organizations with agreements signed from 2007 to 2015



Source: UN-Habitat Legal data base

10. Engagement with the UN System

As focal point for cities and human settlements within the UN system, UN-Habitat works closely with various UN agencies, funds and programmes at global, regional, national and local level on both normative and operational programmes. UN-Habitat monitors and reports on the coordinated implementation of the Habitat Agenda, engages in the Chief Executive Board (CEB) and its three main arms – the United Nations Development Group (UNDG), the High Level Committee for Programmes (HLCP) and the High Level Committee for Management (HLCM). Under the auspices of the CEB and HLCP UN-Habitat coordinated the UN system preparation of a paper on *Urbanisation and Sustainable Urban Development – A UN system contribution to Habitat III*. The CEB also adopted a statement on Habitat III. UN-Habitat will continue to lead the UN system on SUD in support of implementation of the new urban agenda.

UN-Habitat at varying degrees is engaged in UNDG and the UN Regional Coordination Mechanisms in support of national and regional development priorities as respectively determined by Governments and regional intergovernmental bodies. UN-Habitat is also involved in the One UN country programmes, UNCTs and UNDAF in some countries, albeit with challenges arising from being a non-resident agency.

UN-Habitat also undertakes joint programmes with other UN agencies. A UN interagency framework has been developed to strengthen interagency collaboration in SUD and implementation of the new urban agenda.

11. Cooperation with Development Banks and Financial Institutions

UN-Habitat has worked with a number of development banks on both normative and operational programmes at global, regional and national level. Development banks are instrumental in supporting resilience and climate change adaptation, infrastructure development, – especially for water, sanitation, transport and mobility. In this partnership UN-Habitat supports capacity building, provides normative tools on policy and institutional strengthening, and mobilises stakeholders to participate in the respective sectors. UN-Habitat also collaborates with development banks in areas of land, housing finance, and knowledge management. The World Bank, Asia Development Bank, Africa Development Bank, European Reconstruction Bank, Inter-American Development Bank, etc. will continue to be key partners during implementation of the New Urban Agenda. Some of these banks have advanced urban programmes and strategies for UN-Habitat to learn from, while others need to do more urban thinking in order to adequately support urbanization and human settlements programmes. UN-Habitat can facilitate these banks to do so.

Annex 3: Partnership Landscape at a glance.

	STATE	UN SYSTEM	NON-STATE/ MULTISTAKEHOLDERS
GLOBAL LEVEL	GA, ECOSOC, CSW, Permanent forum on Indigenous Issues, Committee of experts on public administration, UN-Habitat GC sessions and CPR working groups	CEB, HLCP, HLCM, UNDG SUD inter-agency working group EC-ESA, IASC, IAEG-SDGs, Inter-Departmental Task Force on Africa	SUD Coalitions of Multi-stakeholders, Private sector, Civil society, women, youth other Thematic Advisory Boards, media, etc. SUD networks, advisory boards, and organizations e.g. Cities Alliance, GAP, UNACLA, etc.
World Urban Forum and World Urban Campaign			
REGIONAL LEVEL	<u>Regional Intergovernmental bodies</u> ASEAN, SAARC, AU, EU, Inter American Commission, CARICOM, Regional Development Banks, and Regional Ministerial Meetings etc.	UN regional Economic Commissions, UNDG, RCM, Regional SUD inter-agency working group, and Forums on sustainable development etc.	SUD Coalitions, Private sector, professionals, universities, Research institutions, Civil society, Financial institutions, government organizations (e.g. ICLEI; UCLG regional chapters/affiliates) etc.
Regional Urban Forums and Campaigns			
SUB-REGIONAL LEVEL	<u>Sub-regional intergovernmental bodies</u> ECOWAS, SADC, EAC, MAGREB, ECAS, CARICOM, Sub-regional Parliaments and institutions Development Banks	E.g. UNECA East, Central, West and North Africa Sub-regional offices UN-ESCAP and UN-ECLAC sub-regions	SUD Coalitions of regional and sub-regional urban and human settlements organisations, Private sector, Civil society, Academia, Philanthropists, Parliamentarians, Professionals, media, pro poor organizations etc.
NATIONAL LEVEL	National Governments Government departments, institutions, National Parliament, Judiciary, National Banks, National Insurance companies, Inter-ministerial SUD working group	UN Resident Coordinator system UNDP and resident agencies, UN country teams, UNDAFS, SUD inter-agency working group	SUD coalitions of national, subnational and local organisations, National level organizations of parliamentarians, local governments, CBO, financial institutions, Private sector, Faith based, grassroots etc.
National Urban Forums and Campaigns			
SUB-NATIONAL AND LOCAL	Sub-national governments (gubernatorial states etc.), Local authorities, Inter-departmental SUD working group, Community Assemblies, Community Development Councils, groups/ Peoples process etc.	UN Resident Coordinator system UNDP, resident agencies, UN country teams, UNDAFS	Sub-national and local level organizations of local governments, CBO, Private sector, financial institutions, Faith based, grassroots, women, youth, slum dwellers and other pro poor organizations, media, foundations, etc.

Annex 4: Roles and Responsibilities of UN-Habitat External Relations Division (ERD) and other Divisions

External Relations Division will:

- a) Lead, coordinate, monitor and report on partner participation across the Agency.
- b) Lead UN inter-agency coordination and support regional and country efforts.
- c) Serve as UN-Habitat focal point for partnerships and government relations, facilitate accreditation, voice and access to information.
- d) Promote strengthening partnerships between state and non-state actors and support implementation of regional and country partnership action plans.
- e) Guide on partner identification, engagement and sustainability
- f) Increase the voice of local actors and their access to information
- g) Enhance UN-Habitat capacity to deliver programmes and projects through strategic, inclusive and effective partnerships at global, regional, national and local levels.
- h) Coordinate the World Urban Forum, World Urban Campaigns and related dialogues.
- i) Service the Secretariat of the implementing facility for sustainable urban development.
- j) Promote donor coordination forums on SUD at the national level, and strengthen partnerships between state and non-state actors at all levels.
- k) Establish a Partners Information Management System (PIMS) for internal and external partners' use.

Other Divisions and Branches at Headquarters will:

- a) Identify and share partnership information in a systematic way.
- b) Promote inclusion of multiple stakeholders in policy dialogues, programme design and delivery.
- c) Support issue based and cross-sector partnerships, and incorporate projects into UNDAFs
- d) Promote multi-stakeholder partnerships that add value to UN-Habitat's mandate.
- e) Promote the peoples process and document good practice
- f) Capacity building for local actors

Regional Offices, Liaison and Country Offices

- a) UN inter-agency coordination at regional, country and local levels.
- b) Support strengthening partnerships between state and non-state actors at regional, country and local levels.
- c) Develop regional and country partnership implementation action plans
- d) Support high impact advocacy and strengthening National Urban Forums, and National Habitat Committees
- e) Build capacity of local actors to effectively engage in SUD activities
- f) Promote the peoples process and document good practice

ⁱ These are civil society, trade unions, academia, professional organizations, researchers, women, youth and children, grassroots organisations (including informal sector workers and slum dwellers), indigenous people, people with disabilities, and the media.

ⁱⁱ Adjunct Professor Alan McLennan and Professor Rod Troutbeck: Building Strategic Partnerships, 2002, p.2.

ⁱⁱⁱ Building Partnerships, 2001,

Assessing strategic partnerships, Strategic Partnering Taskforce, May 2003, Office of the Deputy Prime Minister, Canada

^{iv} UN-Habitat Governing Council Rules of Procedure, 2003 paragraphs 61-66.