



UN HABITAT Executive Board
of the United Nations
Human Settlements
Programme

Distr.: General
27 October 2020
Original: English

Executive Board of the United Nations
Human Settlements Programme
Second session of 2020
Online, 27-29 October 2020
Item 8 of the provisional agenda¹
Development of the capacity-building strategy

UN-Habitat Capacity Building Strategy: Draft Implementation plan for the year 2021

I. Introduction

1. This draft implementation plan supports and operationalizes the draft UN-Habitat Capacity Building Strategy presented to UN-Habitat's Executive Board for approval at its resumed session of October 2020. It presents an overview for the first 4 years, while putting forward concrete priorities for 2021. It takes into account the changing context, including the impact of COVID-19, the currently available resources, UN-Habitat's priorities for 2021, as set out also in its workprogramme, and the demand from member states and urban stakeholders.
2. The purpose of the Strategy, which is used to structure this Implementation Plan, is two-fold as follows:
 - i. Fill the institutional and operational gap within UN-Habitat for greater coordination, coherence and results monitoring of capacity building activities;
 - ii. Improve the delivery of capacity building services to Member States and local governments and other key urban stakeholders for greater impact and resource efficiency (to address capacity gaps).
3. The Capacity Building Strategy furthermore puts forward *six specific objectives* to achieve the proposed results, which are the basis to define further action:
 - i. Adopt an agency-wide approach to capacity building as a cross-cutting issue, with actions to collate and manage the knowledge, expertise and technical tools generated in the different thematic areas of UN-Habitat's work, connecting and leveraging UN-Habitat's normative work at country level, while ensuring continuous learning from its operational work;
 - ii. Establish a harmonized approach to assessing the specific capacity building needs and demands of target groups, considering the institutional context and in view of maximizing the impact and sustainability of capacity building efforts;
 - iii. Enable more coordinated capacity building and institutional development efforts within the UN system, in support of the UN system-wide Strategy on Sustainable Urban Development;
 - iv. Build broad coalitions to mobilize the necessary capacities and resources to maximize impact, leverage and scale the capacity building efforts in line with the capacity needs to ensure sustainable urbanization and the achievement of the urban dimension of the SDGs;

¹ HSP/EB.2020/1.

- v. Build the in-house capacity to integrate capacity building and institutional development in UN-Habitat's operational and normative work;
- vi. Develop UN-Habitat learning and capacity building corporate methods and branding.

II. Prioritization 2021 – 2024

- 4. The Capacity Building Strategy provides a long-term framework beyond UN-Habitat's current Strategic Plan. The yearly implementation plan allows to prioritize, taking into account the changing context, the needs as expressed by national and local governments and urban stakeholders, and the resources that can be mobilized.

2.1 Changing context

- 5. The lack of progress towards the SDGs, the consequent call for a Decade of Action, and now the impact of COVID-19 have only heightened the need for the UN to further shift its focus towards capacity building to empower all actors to take the necessary action. COVID-19 has illustrated that the digitization of services and online learning are a necessity to help build resilience and maximize outreach.
- 6. At the same time, the socio-economic impact of COVID-19 and the reduction in available financial resources, including for UN-Habitat, call for a more strategic and efficient approach, which is guiding the elaboration of this first Implementation Plan for 2021.

2.2 Framing first steps

- 7. This first Implementation Plan sets out actions for the first four years, providing initial direction and allowing further prioritization for the first year 2021. Three action categories are indicated in the detailed *Table 1* below as follows:
 - 1- Green: for immediate action when resources permit
 - 2- Orange: for medium-term action when resources permit
 - 3- Red: additional action if capacity and resources exist
- 8. The Implementation Plan also indicates the status of some major actions and initiatives already led by UN-Habitat.

2.3 Three workstreams

- 9. The Implementation Plan considers three workstreams that are developed in parallel:

Workstream 1: Set up clear internal and external processes

- i. Create a community of practice and network across the agency and network of partners to strengthen internal capacities and competencies with regards to training and learning, share good practices and lessons learnt, and mainstream the Capacity Building Strategy throughout the organization's processes;
- ii. Ensure capacity building is integrated in the development and review of new operational and normative programmes (e.g. through the Programme Review Committee), leveraging existing funds;
- iii. Develop a 'one-stop-shop' approach to deal with requests related to capacity building and urban advisory services, with guaranteed response times from senior urban professionals;
- iv. Package, where appropriate, priority actions for resource mobilization, working closely with the External Relations Division, allowing internal strengthening of capacity to drive the implementation of the strategy.

Workstream 2: Implement catalytic priority actions both at global and country level

- i. Identify priority normative tools to be transformed into capacity building products, starting from key tools highlighted in the Catalogue of Services;

- ii. Develop digital learning tools on the urban dimension of the SDGs and the New Urban Agenda, and their integration in UN-supported planning processes at country level;
- iii. Monitor needs from countries and beneficiaries, and the impact of capacity building activities;
- iv. Prioritize support to catalytic projects at country level that have the potential to be scaled and replicated (e.g. training around urban profiling developed first through the Regional Office for Arab States).
- v. Focus on quick digital solutions for online capacity building, developing online platforms and online training tools, framed by the digital learning guidance under development;

Workstream 3: Strengthen strategic partnerships

- i. Develop strategic partnerships with key stakeholder groups, training institutions and university networks to increase synergies and benefit from expertise in capacity building and learning;
- ii. Ensure integration of capacity building in a coordinated manner with other UN agencies

2.4 Target groups

- 10. The focus of the Implementation Plan is on building the capacity of Member States and urban stakeholders more broadly. In addition, there is a need to boost the internal capacity of UN-Habitat, in particular to make sure that capacity building becomes a key instrument to multiply impact both through UN-Habitat's operational and normative work.

III. Coordination and follow-up

- 11. The role of the Capacity Development and Training Unit in the Programme Development Branch (Global Solutions Division) is to improve quality control, support coordination, the mainstreaming and monitoring of capacity building across the organization, encourage innovation for learning, facilitate new initiatives at country level with potential to be scaled and replicated, and be a well-organized efficient repository of both internal and external best practices.
- 12. The implementation of the strategy and detailed action plan as described below, will be an agency-wide responsibility and endeavor, piloted and monitored through the Capacity Development and Training Unit.
- 13. The Unit will build on existing human and financial resources, skills and tools available throughout the agency, and strengthen horizontal collaboration throughout all the Divisions of the organization, therefore consolidating a comprehensive approach to Capacity Building from the Strategic level to the implementation at the regional and country levels.
- 14. The Unit will need itself a minimum of sufficient human and financial resources for its core team. The current core capacity of the Capacity Development and Training Unit is only one P3 (RB) and two P2 (PB). The Coordinator of Subprogramme 4 (P5) is currently also OiC for the Unit. With the current capacity, the ongoing initiatives will be continued, however, the scope of the work can only be limited.
- 15. Additional efforts will be directed to strengthening the integration of capacity building as a cross-cutting function in UN-Habitat's operational and normative work and resource mobilization around the digitization and online learning connected to prioritized elements of the Catalogue of Services, the integration of urbanization in country level UN planning processes and further awareness raising around the New Urban Agenda.
- 16. It is urgent to recruit a full-time leader for the Capacity Development and Training Unit (P5-RB) and to seek extra-budgetary resources to add one P4 (2022) and two additional P2s (2021).
- 17. The Unit will also seek technical secondments to further strengthen its capacity in new areas of work.

IV. Budget for the year 2021

18. The estimated budget for the year 2021 is as follows:

- i. Recruitment of two P2 staff, dedicated to **support implementation and monitoring of the two key objectives**:
 - a. P2 staff dedicated to support objective 1, as per detailed table below: *Fill the institutional and operational gap within UN-Habitat for greater coordination, coherence and results monitoring of results capacity building activities.*
 - b. P2 staff dedicated to support objective 2, as per detailed table below: *Improve the delivery of capacity building services to Member States and local governments and other key urban stakeholders for greater impact and resource efficiency.*
 - c. $145\ 000 \times 2 = \mathbf{290\ 000\ USD}$
- ii. Consultant services to prepare:
 - a. Feasibility study to explore how the Capacity Building and Training Unit can further develop into a virtual center of excellence on the urban dimension of the SDGs and the New Urban agenda, known and recognized both internally as externally, scaled in line with the capacity building needs expressed by Member States;
 - b. Partnership and funding strategy;
 - c. **40 000 USD**
- iii. Specialized consultant services for the transformation of five key normative products into digital capacity building and learning tools;
 - a. **72 000 USD (12*6000)**
- iv. Services for translation of NUA Illustrated training toolkit (NUA Illustrated Handbook and online Crash Course) into UN official languages to support the Secretary General's next Quadrennial Report on the implementation of the New Urban Agenda (2022);
60 000 USD.
- v. Total cost for the year 2021: **462 000 USD**

TABLE 1: DETAILED IMPLEMENTATION PLAN 2021 - 2024 – UN-Habitat Capacity Development Strategy

1 Objective: Fill the institutional and operational gap within UN-Habitat for greater coordination, coherence, and monitoring of results

1.1 Institutional anchoring of capacity building as a cross-cutting function to enable effective horizontal and vertical coordination and collaboration and incrementally broaden of scope, outreach and quality of the capacity building services delivered by UN-Habitat

1.1.1 Coordinated corporate messaging, adapted approaches and skills that support mainstreaming of capacity building and learning throughout UN-Habitat's work

Actions for implementation:

- Refine and mainstream capacity building objectives and good practices throughout UN-Habitat's work: production of internal guidelines and organization of internal workshops
- Develop the capacity building component of an agency-wide knowledge management system to strengthen knowledge, create, adapt, and maintain capacity of UN-Habitat staff and their offices

1.1.2 Policy and guidance for the establishment of Capacity Building as a cross-cutting function in project development and implementation

Actions for implementation:

- Define the organizational division of roles and responsibilities and accountability for capacity building components within a programme and/or Project (through the RACI method)
- Designation of Capacity Building Focal Points in Sections/Units of UN-Habitat
- Set up processes and establish standards: assign clear functions, staffing, resources and protocols across the agency in order to ensure effective cross-sector and cross-branch collaboration
- Issuing of an instruction memo by ED pronouncing the adoption of capacity building as a cross-cutting function
- Identify an agency-wide capacity building portfolio and prepare a program of backstopping and engagement focusing on initiatives that can have a catalytic strategic value : map demand for capacity building and initiatives already earmarked/programmed under the yearly work program and sub-programs of UN-Habitat, as well as the Strategic Plan 2020-2023, specifying the specific thematic areas, targets and types of tools.

Status and ongoing related initiatives at UN-Habitat	Prioritization			
	Y1	Y2	Y3	Y4
To be initiated as an immediate follow-up to the adoption of the strategy				
To be linked to agency-wide efforts on knowledge management				
To be developed Successful country-level examples with a strengthened capacity-building approach: In Ethiopia, UN-Habitat Headquarters supported the Country Programme in implementing its capacity building component (2019-2020). As a result, a rapid Training Needs Assessment with 100 officials from all the regions was produced. Renowned training institutions were identified and hired to build and deliver six training companions on the identified priorities, in line with governments priority areas and policies. In Nigeria, UN-Habitat has had a long-term engagement with the state of Niger through the "Niger State Urban Support Programme", integrated programming approach that touches different parts of the urban development. The project has different components, including support urban				

- 1.1.3 Capacity building requirements to facilitate project assessment and approval and ensure coherence throughout the different activities of the agency
Action for implementation
- Integration of Capacity Building markers into programme development and Project Review Committee processes
- 1.1.4 Capacity Development and Training Unit fully operational and coordinates the effective implementation of the Strategy, with perspective for growth to support the "Center of excellence" function of the agency
Actions for implementation:
- Resource mobilization to expand the team of the CDTU in view of implementing all additional functions
 - Feasibility study to explore how the Capacity Building and Training Unit can further develop into a virtual center of excellence, known and recognized both internally as externally, scaled in line with the capacity building needs expressed by Member States

<p>transformation, National Urban Policies, Urban rural linkages, Integrated Development Plans, Public Space, etc. One component that cuts across, is training and capacity building.</p> <p>Example of solid capacity building programme that can be leveraged to benefit project and programme development through a strengthened UN-Habitat Capacity building strategy:</p> <p>The Global Land Tool Network capacity development initiatives include collaborative tool development and testing, learning exchanges, practical training in the in-country application of land tools, Master Classes, e-learning courses and the development of academic modules on responsible land administration.</p> <p>Many UN-Habitat units and offices are involved in this work, in a variety of countries and also at HQ. These include ROAF, e.g. Namibia, Zambia, Uganda, DRC; ROAS, e.g. Palestine, Syria, Sudan, Iraq; ROAP, e.g. Nepal, Laos, the Philippines; ROLAC, e.g. Colombia, Haiti, etc.</p> <p>Over the years hundreds of individuals from a variety of organizations and networks have benefited from the programme.</p>				
<p>Markers have been developed and presented to former PAG</p>				
<p>To be initiated</p>				
<p>To be initiated</p>				

1.2 Development and implementation of consistent, integrated and long-term capacity building programs that can be monitored on their results over time					
1.2.1 <u>Day to day support provided to the Capacity Building component of programme development agency-wide to implement a consistent and coordinated approach to capacity building</u> Actions for implementation:					
<ul style="list-style-type: none"> Support all requests from programme managers from headquarters, regional and country offices related to capacity building and keep track of needs and upcoming initiatives or projects Integrate efficient capacity building components into UN-Habitat flagships and other global programs to leverage and sustain activities and impact 	Ongoing, as time and resources permit				
1.2.2 <u>Consistent monitoring of capacity building objectives and activities set up at the programme development level</u> Actions for implementation:					
<ul style="list-style-type: none"> Organize internal training sessions on capacity-building with the support of specialized training institutions Set-up processes for systematic information sharing between project leads and CDTU Engage in discussions with relevant sections and focal points to identify areas of collaboration as well as capacity building needs according to the objectives of each programme Support coherent development of capacity building within the sub-programmes (ex. collaboration with Policy, Legislation and Governance Section on the Local Leadership Competencies e-learning modules, drawing on tested tools) 	To be initiated To be initiated To be initiated Year one and throughout				
1.2.3 <u>Corporate capacity building offering identified and easily accessible agency-wide to develop and deliver programs</u> Actions for implementation:	Ongoing				
<ul style="list-style-type: none"> Identify and promote good practices and methods in capacity building Review and assess the potential of normative products, for example tools and guidance notes, to support the needed capacity building activities Build and maintain a database of existing Capacity Building services and tools, and advise on the needs and opportunities for the development of new tools 	Initiated in preparation for the Strategy				
	Initiated through the Catalogue of Services developed in 2020				
	To be initiated				

2 Objective: Improve the delivery of capacity building services to Member States and local governments and other key urban stakeholders for greater impact and resource efficiency (to address capacity gaps)					
2.1 Capacity building "Suite of services" developed, widely disseminated and available to partners and beneficiaries					
2.1.1 <u>Keep capacity needs under constant review to focus on where the greatest impact can be achieved</u>					
Actions for implementation:					
<ul style="list-style-type: none"> • Increase collaboration with the regions including the Regional Economic Commissions • Set up a mechanism to keep track and map capacity building needs (Capacity building needs database) 	Initiated through the UNDA NUA synergies project which started in 2020				
2.1.2 <u>Optimize existing capacity building tools and leverage digital innovation for capacity building</u>					
Actions for implementation:					
<ul style="list-style-type: none"> • Take stock of existing and up-to-date capacity-building tools throughout the organization which can be enhanced and further disseminated 	Ongoing				
<ul style="list-style-type: none"> • Coordinate the development of e-learning products and integration to a broader agency-wide digital strategy • Prepare an internal Digital Learning Strategy to assess the potential of technology and innovation in the planning, design and implementation of online capacity building activities, Identify and align existing or ongoing e-learning products, map experiences, learn from their results, unfold technical viability, and ensure articulation with existing related initiatives at UN-Habitat 	Ongoing Ongoing, digital learning strategy currently being developed				
<ul style="list-style-type: none"> • Pilot different approaches to digital capacity building • Utilize the Digital Learning strategy to ensure a strategic approach to online capacity building. Utilizing similar tools and working towards an agency-wide digital learning platform enables the organization to create synergies between projects, be more cost efficient, build ownership over products, and strengthen the capacity to manage the development of future products 	Ongoing, first corporate level online course launched in October 2020 (NUA Crash Course)				
<ul style="list-style-type: none"> • Contribute to a task team to be set up for the elaboration of an agency-wide Digital Strategy to support and integrate the capacity building component (online learning and digitization of specific tools) and strengthen coordination throughout the agency to maximize knowledge management for capacity building and digital presence (ERSKID - GSD -MACS collaboration) 	Examples of existing digital platforms and tools that will benefit from a strengthened, coordinated and unified approach and be better disseminated to and used by countries:				
	<ul style="list-style-type: none"> - myPSUP e-learning platform: https://elearning.mypsup.org/home : E-learning platform for PSUP partners and more stakeholders to access contents on slum upgrading - GLTN E-learning platform: https://elearning.gltm.net/: 6 courses available as of 15 August 2020 - Online course: Practitioner’s Guide to Achieve Waste SDGs by 2030: Assessing and planning for enhanced municipal solid waste management 				

2.1.3 Adapt or complete capacity building and training packages to develop and maintain a full capacity building corporate package / suite of services

Actions for implementation:

- Coordinate with regional and country offices to identify priority areas for capacity building
- Match identified capacity gaps with priority development of capacity building tools at UN-Habitat
- Develop a global capacity building programme to seek funding for the development of new tools and update of existing tools: Preparation of a project document developed through a consultative and inclusive process which includes dialogue with the Executive Board and units and branches across UN-Habitat
- Organization of a pledging conference for fund-raising amongst key donors of UN-Habitat

<ul style="list-style-type: none"> - City Resilience Action Planning online course (City RAP): Developed in Africa, the initiative and related course could be disseminated and adapted further - Urban design governance toolbox: www.urbanmaestro.org The project website www.urbanmaestro.org offers a proposed typology of Urban Design Governance tools, complemented by a series of selected innovative practices in Europe, to illustrate them. The focus is on the use of soft-power in the governance of urban design. The toolbox will be developed until mid-2021. 				
<p>To be initiated</p> <p>Example: As part of a global programme funded by the UN Development Account, UN-Habitat is currently assessing the capacity building needs in five regions, in regard to the implementation of the New Urban Agenda and in close partnership with the five Regional Economic Commissions. Capacity-building is assessed from the global to the country level. Global capacity building tools on the implementation, monitoring and reporting on the NUA are being considered for further localization. The project has an inter-regional approach covering the following selected nine target countries across the globe and one city in each of these countries: Ecuador, Costa Rica, Cuba, Cambodia, Philippines, Jordan, Morocco, Kazakhstan and Lesotho."</p>				
<p>To be initiated</p>				
<p>Initiated: A draft global capacity building programme was developed and needs to be updated</p> <p>To be organized</p>				

2.2 Cross-cutting capacity-building approach implemented as outlined in the UN system-wide collaborative implementation framework					
<p>2.2.1 <u>As a core UN function, capacity building is further prioritized as part of (sub-) regional and country level programs and designed as sustained systemic efforts that accompany work in key thematic areas</u> Actions for implementation: The roll out of the UN system-wide Strategy on Sustainable Urban Development, Common Country Analysis and the elaboration of United Nations Sustainable Development Cooperation Frameworks offer concrete opportunities to ensure integration of capacity building in a coordinated manner with other UN agencies. Focus is needed on:</p> <ul style="list-style-type: none"> • Capacity building requirements related to urban data to provide a strong evidence base and understand the interrelations among global agendas, goals and targets • Support integrated policy formulation • Strengthen the domestic resource mobilization potential, the fiscal capacity and the development of strong and accountable institutions and mechanisms for participatory governance • Support the localization of the Sustainable Development Goals • Development an internal training package on UNSDCF and CCAs • Increase consultations and collaboration with regional and country offices to optimize UN-Habitat's contribution to country level strategic programming through capacity building 	<p>Ongoing: A first training for UN-Habitat staff is under development with the UN System Staff College, for implementation in March 2021</p>				
<p>2.2.2 <u>Capacity building for urban data to provide a strong evidence base and understand the interrelations among global agendas, goals and targets</u> Action for implementation:</p> <ul style="list-style-type: none"> • Strengthen corporate level capacity building efforts related to urban data 	<p>Strengthen collaboration between CDTU and Data and Analytics Unit</p>				
<p>2.2.3 <u>Strengthen partnerships with UN learning and training organizations</u> Actions for implementation:</p> <ul style="list-style-type: none"> • Establish long term cooperation programmes with UNSSC, UNITAR, UNU, etc... 	<p>Ongoing collaboration with UNSSC and UNITAR, to be strengthened and formalized</p>				
2.3 Strengthened engagement with training institutions and universities					
<p>2.3.1 <u>Expanded and coordinated collaboration with universities worldwide.</u> Action for implementation:</p> <ul style="list-style-type: none"> • Dissemination and utilization of UN-Habitat's normative and operational tools and instruments in curricular activities 	<p>Strengthen coordination with Universities and Research throughout the organization</p>				

- Collaboration with research, joint research ventures, technology and innovation hubs for capacity building, e-learning, webinars as well as UN-Habitat certified pedagogical products including Massive Open Online Courses (MOOCs).
- Design an open call for universities to express interest in specific thematic areas of capacity building where they fit and are able to provide strong services in thematic areas linked to the NUA, SDG11 and the Strategic Plan. This shall be followed by the design of a standard framework agreement with universities.
- Establishment of UN-Habitat Chairs Programme for Sustainable Urbanization to lead the development of regular learning, teaching and researching on relevant thematic issues related to global urbanization, including curriculum, modules, extra-curricular activities (seminars, internships, community-based projects, etc.). This is inspired on the UNESCO Chairs. The outcome of this initiative will support the normative and programmatic work of UN-Habitat, including in the regions and/or country-level. It will allow for the mobilization of funding and multiply opportunities for cooperation programs and synergies on the ground with both practical and capacity strengthening outcomes.

Ongoing but not coordinated yet				
<p>To be initiated</p> <p>A concept note has been developed and needs to be updated.</p>				

2.3.2 Support regional and sub-regional centers of excellence and UN-Habitat offices

Actions for implementation:

- Map training institutions, their profile, capabilities, strengths and areas of capacity building service provision and prepare an expert group meeting to define common agendas and develop joint projects. Conduct an in-house inventory of institutions that are or have worked with the different units of UN-Habitat, including Regional Offices. This includes but is not limited to engagement of national centers to create domestic capacity in the developing world, which should generate locally implemented processes to strengthen capacity of cities, local and national governments.
- Within the framework of the Global Programme (2.1.3), engage these institutions in a partnership agreement based on an open competitive call for expression of interest to develop, fund raise and implement national, regional, and global capacity building activities in support of the implementation of the NUA and SDG11.
- Continue direct implementation of projects of Center of Excellence:
 - Support to the establishment of a Center of Excellence on housing and urban sustainability in the WAEMU region (8 West African countries, starting 2020 together with the regional office for Africa), piloting a cross-cutting approach in the agency involving expertise on data, housing, land capacity building and learning, as well as and an innovative approach to building the institutional capacities of universities and developing institutional and strategic partnerships
 - Strengthen the partnership with the International Urban Training Center in Korea and build on this experience to further develop similar approaches in different regions
 - Continued partnership with the Center for Livable Cities (Singapore center of excellence)

To be initiated				
Ongoing on the basis of specific projects, but needs to be coordinated				
Ongoing in coordination between CDTU, the Regional Office for Africa and the Data and Analytics Units, as well as the Housing Section				
Ongoing under CDTU coordination				

2.4 Build broad coalitions to mobilize the necessary capacities and resources to maximize impact, leverage and scale the capacity building efforts in line with the capacity needs to ensure sustainable urbanization and the achievement of the urban dimension of the SDGs					
2.4.1 <u>Prioritize and leverage partnerships with global, regional and national city networks and institutions engaged in urban-related issues and capacity building</u> Actions for implementation: <ul style="list-style-type: none"> Stakeholders' engagement and partnership and funding strategy Produce a targeted and result-based capacity building process that would support countries and cities to align their local policies with the NUA and the SDG11, helping them to prepare their City Voluntary Review and Report Design a global coalition for capacity building focusing on city leaders e.g. mayors, city managers, senior executives to support the implementation of the NUA and the SDG11 which includes fund-raising and resource mobilization Creation of a NUA Champions initiative with an initial call for applications sent to networks identified, whereby selected interested cities, based on demonstrated commitment to urban sustainable practices, need for capacity building, geographical and income-level diversity, will receive a year-long capacity support from UN-Habitat. This may include invitations to exclusive tailored workshops for mayors and city leaders during major UN-Habitat convening events, access to webinars on emerging topics, 1-to-1 expert online sessions, as well as access to information sharing across cities through a dedicated platform that can be hosted on the NUA Platform. These cities will be expected to replicate the lessons learned through their departments and relevant networks as well as share positive practices and the propositions of the New Urban Agenda 	To be strengthened				
	To be developed				
2.4.2 <u>North-South, South-South and Triangular Cooperation</u> Actions for implementation: <ul style="list-style-type: none"> Promote North-South and South-South cooperation in education, research and capacity building through exchange of educational programs, secondment, dual-degree programs, joint research, and create centers of excellence and innovation at the regional or sub-regional levels. This can be part of the global program for capacity building 					
	To be initiated				

- 2.4.3 Increase private sector participation, mobilize their expertise, knowledge, human capital and additional funding for capacity building, establish forms of contractual relations for the design, plan, delivery, follow-up and monitor of capacity building programs.
Actions for implementation:
- Standardized guidelines to outline the ways of UN-Habitat engagement with private sector in capacity building, including but not limited to partnership models that can be used for expanding this strategic focus.
 - Undertake an inventory of private sector engagement within UN-Habitat, across the various units, branches and regional offices, assess potentials and limitations, including lessons learned and recommendations
 - Enlarge and consolidate ongoing partnership with Arcadis, now completing its 10th year anniversary and structure it as a role model that links capacity building and follow-up technical assistance jointly implemented
- 2.4.4 Engage with NGOs, people-centered institutions for capacity building, and community professional groups with experience in the provision of technical assistance
Actions for implementation:
- Create a database of capacity building partners and urban trainers from community groups and non-governmental organizations to facilitate exchange and partnerships in various stages of the project cycle, as well as response to capacity building needs at the local levels
 - Organize a global meeting to gather the community of non-governmental organizations that have a track-record of working with urban communities and with local and national governments in housing and urban development themes. This would help to unveil practices and create the foundations for a joint agenda and partnership initiatives for the localization of the NUA and the SDG11 through capacity building coupled with technical assistance
 - Development of standardized guidelines for UN-Habitat engagement with non-governmental and community sectors in capacity building, including both UN-Habitat accredited and not-accredited members. The guidelines should contain the respective procedures for establishing new partnerships in-house but also step-by-step checklists for maximization of the partnership opportunities in the full project cycle
- 2.4.5 Support Member States in their efforts to mobilize human and financial resources to develop and implement capacity-building programs (Cf. Resolution)
Actions for implementation:
- Support the definition of projects of urban focused training institutions (centers of excellence) upon demand of Member States
 - Scale the financing of capacity building, in particular in developing countries and fragile settings, reviewing different sources to finance and leverage capacity building efforts.

To be initiated				
To be initiated				
To be initiated				