UN⊛HABITAT

**Executive Board
of the United Nations
Human Settlements
Programme**

**Executive Board of the United Nations
Human Settlements Programme
Second session of 2021**
Online, 15 and 16 November 2021
Item 7 of the provisional agenda*
**Normative and operational activities of the
United Nations Human Settlements Programme,
including reporting on the programmatic activities of the
Programme in 2021 and the implementation of
subprogrammes, flagship programmes and technical
cooperation activities, and an update on the response of
the Programme to the coronavirus disease (COVID-19)
pandemic**

UN-Habitat capacity-building strategy: updated implementation plan for the period 2021–2024 with priorities for the year 2022

Report of the Executive Director

I.   Introduction

1.   The present report contains the updated implementation plan of the capacity-building strategy of the United Nations Human Settlements Programme (UN-Habitat) for the period 2021–2024, with priorities for the year 2022. The plan supports and implements the capacity-building strategy adopted by the Executive Board of UN-Habitat at its second session of the year 2020 in its decision 2020/5.

2.   It provides an update on the previous implementation plan, which was presented to the Executive Board at its second session of the year 2020 and was focused on the year 2021. The present version is based on the recommendations made by the first meeting of the Committee of Permanent Representatives to UN-Habitat for a high-level midterm review (HSP/OECPR.2021/8, in particular paragraphs 3 to 6 of recommendation 2021/1).

3.   The updated implementation plan provides a comprehensive, adaptable structure within which to plan and prioritize efforts and resources. It presents an overview of the four-year period from 2021 to 2024, while proposing concrete priorities for 2022. It takes into account changing contexts, including the impact of the coronavirus disease (COVID-19) pandemic, available resources, the priorities of UN-Habitat for 2022, as set out in its draft work programme for 2022, and demand from Member States and urban stakeholders. It also introduces an additional focus by taking into account the proposed recalibration of the strategic plan for the period 2020–2023, as submitted to the first meeting of the Committee of Permanent Representatives for a high-level midterm review.

---

* HSP/EB.2021/12.

4.   The expected outcomes and specific objectives of the capacity-building strategy remain unchanged. Its purpose, which is used to structure the implementation plan, is twofold:

(a)   To fill the institutional and operational gap within UN-Habitat for greater coordination, coherence and monitoring of the results of capacity-building activities;

(b)   To improve the delivery of capacity-building services to Member States, local governments and other key urban stakeholders for greater impact and resource efficiency with a view to addressing gaps in capacity.

II.   Prioritization for the period 2021–2024

5.   The capacity-building strategy provides a long-term framework for capacity-building beyond UN-Habitat's current strategic plan for the period 2020–2023. The yearly implementation plan allows the Programme to prioritize, taking into account changing contexts, the needs of local and national governments and urban stakeholders, and the resources that can be mobilized.

A.   Expected achievements, challenges and opportunities for the year 2021

6.   The first half of 2021 has seen an unprecedented increase in digital activity in response to the pandemic and the emerging post-pandemic environment. There has been an acceleration beyond digitization and into digitalization, with the conversion of paper products into digital versions and a constant march towards digital transformation. Such a transformation requires cultural change and a strategic approach, defined processes and new approaches that engage people and enable learning. In 2020, UN-Habitat sought ways to accelerate its digital capacity-building engagements, while noting that resource constraints prevented a number of initiatives from reaching their full potential.

7.   The principal achievements expected in 2021 are as follows:

(a)   Workstream 1 – Set up clear internal and external processes:

(i)   Systematic review of new projects to be undertaken through the Project Review Committee to improve alignment with the capacity-building strategy;

(ii)   Development of an internal digital capacity-building strategy and a guide to deliver capacity-building using digital tools for UN-Habitat staff and partners;

(b)   Workstream 2 – Implement catalytic priority actions at both the country and global levels:

(i)   Development and promotion of "New Urban Agenda Illustrated", a handbook that serves as a base for two innovative, self-paced online courses on the New Urban Agenda, developed in-house (January 2021). By August 2021, the webpage had received 18,000 views and 13,000 downloads for the English version alone, which made it the sixth most popular page on the UN-Habitat website and the second most downloaded publication for the period from January to August 2021. Translation into the five other official languages of the United Nations is being undertaken, including Arabic, through support from the Economic and Social Commission for Western Asia; French, through support from the French Government; and Spanish, through the Centro Urbano organization in Mexico and United Nations volunteers;

(ii)   Production of a guide to deliver capacity-building using digital tools, intended for UN-Habitat staff and partners to better implement blended and digital capacity-building approaches (planned release September 2021);

(iii)   Creation and maintenance of a pilot corporate learning platform ("UN-Habitat Learn", available at https://learn.urbanagendaplatform.org/). The platform was launched in April 2020 and has been further developed to host more online courses produced by UN-Habitat. Three courses are currently available on the platform on the following themes: basic services; housing; Sustainable Development Goal monitoring and reporting; and environmental and social safeguard standards; and four more courses are under development;

(iv)   Development of and collaboration on a broad range of blended learning initiatives, including virtual training, self-paced learning, webinars, digital products and "traditional" in-person training and capacity-building methods. UN-Habitat has actively contributed to a United Nations Department of

Economic and Social Affairs task team on blended learning, as part of the broader support to implementing agencies for United Nations Development Account projects;

(v) Participation in the Development Account project "Interregional cooperation for the implementation of the New Urban Agenda", involving coordination of the capacity-building component with significant engagement with the five regional economic commissions of the United Nations and UN-Habitat regional offices;

(vi) Involvement in "centres of excellence" projects to support the development of training institutions at the regional level (currently in Africa and Asia) to provide capacity-building at the country level;

(vii) Integration of innovative approaches and digitalization awareness has been started across UN-Habitat's four subprogrammes, five flagship programmes and the six communities of practice, initiated by the Global Solutions Division for broader understanding of digitalization of capacity-building within the Programme;

(viii) Development of a facilitated online training course for UN-Habitat staff on mainstreaming urbanization into common country assessments under the United Nations Sustainable Development Cooperation Framework (still at the concept phase);

(c) Workstream 3 – Strengthen strategic partnerships:

(i) Continued coordination of the University Network Initiative partnership and realignment of the Initiative with the new structure of UN-Habitat and the communities of practice to strengthen engagement and coordination of partnerships with universities worldwide;

(ii) Establishment or strengthening of strategic partnerships within the United Nations system with the Department of Economic and Social Affairs, the United Nations System Staff College and the five regional economic commissions;

(iii) Establishment and strengthening of strategic partnerships with the Swiss Federal Institute of Aquatic Science and Technology (https://www.eawag.ch/en/), the Eastern Regional Organization for Planning and Housing (https://earoph.org/) and Arcadis (https://www.arcadis.com/en/) through internal collaboration within UN-Habitat for the development of online courses.

8. The principal challenges and opportunities identified in 2021 are as follows:

(a) Workstream 1 – Set up clear internal and external processes:

(i) The staff of the Capacity Development and Training Unit (CDTU) have focused their efforts to a large extent on responding to requests from across UN-Habitat to support the development and implementation of capacity-building projects, partnerships, initiatives and tools supporting the mainstreaming of capacity-building throughout the Programme. That has had to be scaled back to prioritize more catalytic actions, limiting potential impact, and further prioritization is needed;

(ii) In parallel, the focus of CDTU has been on multilingual global capacity-building tools related to the New Urban Agenda that can support the integration of urbanization at the country level, including through United Nations planning. That is seen as time sensitive, but insufficient capacity is available to accelerate and scale up those efforts, despite the high potential of the tools produced;

(iii) There is almost no capacity to support in-depth analysis of capacity-building needs at the country and regional levels or the strategic collaborations needed, including with training institutions and universities globally;

(b)   Workstream 2 – Implement catalytic priority actions at both the country and global levels:

The work on digital capacity-building has been prioritized, not only by choice, but also from the necessity to innovate and respond to the new ways of working during the COVID-19 crisis. It requires internal skills to advise, deliver and coordinate digital capacity-building to ensure coherence, innovation and the transfer of skills to staff, to specifically support the transformation of tools into relevant digital products and to develop and maintain the online platforms needed. To date, those skills have only been available through a long-term consultant. Additional staff capacity needs to be built to take it forward;

(c)   Workstream 3 – Strengthen strategic partnerships:

To date, there has only been capacity to pursue the strengthening of strategic partnerships on an ad-hoc basis through projects and light support to the UN-Habitat University Network Initiative partnership. However, it is a critical workstream that requires more core resources to mobilize a wider network of strategic partners, in particular to scale capacity-building efforts related to the implementation of the New Urban Agenda at the country, regional and global levels.

B.   Changing context

9.   The lack of progress towards the Sustainable Development Goals, the consequent call for a decade of action and delivery for sustainable development, and more recently the impact of COVID-19 have only heightened the need for the United Nations to further shift its focus towards capacity-building to empower all actors to take whatever action is necessary. COVID-19 has shown that the digitization of services and online learning is necessary to help to build resilience and maximize outreach.

10.   At the same time, the socioeconomic impact of COVID-19 and the reduction in available financial resources, including for UN-Habitat, require a more strategic and efficient approach, also drawing on the recalibration of the strategic plan for the period 2020–2023, based on the proposed "three-lens approach":

(a)   Respond to new vulnerabilities and risks in cities;

(b)   Adapt the function and form of cities to respond to current and future crises in terms of resilience and climate change;

(c)   Create conditions to support long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency.

11.   UN-Habitat has initiated an analysis of the integrated nature of its work, including the outcomes of the strategic plan, new data and knowledge from its global database on COVID-19 (CitiIQ), the Secretary-General's policy brief entitled "COVID-19 in an Urban World" and the findings and recommendations of UN-Habitat's recent publication *Cities and pandemics: towards a more just, green and healthy future*, all of which constitute tools for UN-Habitat to further prioritize its capacity-building work.

C.   Framing the next steps

12.   In view of the changing context and the first meeting of the Committee of Permanent Representatives for a high-level midterm review and the recommendations therefrom, the primary adjustments are as follows:

(a)   To continue the integration of capacity-building into programming and quality assurance as a means to increase impact across the outcomes of the strategic plan, through the following:

(i)   Focusing on the review and co-creation of new projects in the Project Review Committee, ensuring quality and alignment with the capacity-building strategy;

(ii)   Using priority capacity-building packages to support the implementation of the New Urban Agenda and the Sustainable Development Goals in alignment with the UN-Habitat 2020 Catalogue of Services;

(b)   To increase the promotion of innovation and new technologies for capacity-building through the following:

(i)   Continuing to develop the UN-Habitat online learning platform, providing structured capacity-building training;

(ii)   Working with specialized training institutions, both within and outside the United Nations system, to disseminate UN-Habitat tools;

(c)   To strengthen stakeholder engagement and partnerships through the following:

(i)   Continuing to align the University Network Initiative partnership with the communities of practice;

(ii)   Developing and fostering innovative long-term collaborations with specialized institutions and private sector organizations;

(d)   To facilitate a dialogue with Member States and stakeholders on how best to scale the financing of capacity-building, in particular in developing countries and fragile settings, reviewing various sources of funding to finance and leverage capacity-building efforts, including through the following:

(i)   Mobilizing "champions" among Member States, global networks of professional associations and academics, and international organizations;

(ii)   Using the World Urban Forum and the high-level meeting on the implementation of the New Urban Agenda, to be convened during the seventy-sixth session of the General Assembly, in 2022, as opportunities to mobilize and shape new initiatives.

13.   The present version of the implementation plan for the period 2021–2024 updates the actions previously set out for that period, in line with the recalibration of the strategic plan for the period 2020–2023, specifying priorities for the year 2022 in particular and including new or revised actions where appropriate. The categories have been adjusted to clarify what is being done with existing core resources (regular budget for staff only) and what would be done if additional soft- or hard-earmarked resources were available.

14.   The following three action categories are indicated in the detailed table starting on page 8:

(a)   Green: priority for immediate action within existing core resources;

(b)   Orange: currently on hold, but priority for immediate action when soft- or hard-earmarked resources are available;

(c)   Red: currently on hold and secondary priority for medium-term action when additional soft- or hard-earmarked resources permit.

15.   The implementation plan also indicates the status of a number of major actions and initiatives already led by UN-Habitat.

D.   Development of three parallel workstreams

16.   The implementation plan for the period 2021–2024 considers three workstreams, which are to be developed in parallel. Taking the rapidly changing context into account, they are further refined and focused as follows:

(a)   Workstream 1 – Integration of capacity-building as a cross-cutting function in UN-Habitat's operational and normative work (previously "Set-up clear internal and external processes"):

(i)   Create a community of practice across UN-Habitat and a network of partners to strengthen internal capacity and competencies in training and learning, share good practices and lessons learned, and mainstream the capacity-building strategy throughout the processes of the Programme;

(ii)   Ensure capacity-building is fully integrated into the development and review of new operational and normative programmes (for example, 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 Office for External Relations, allowing internal strengthening of capacity to drive the implementation of the strategy;

(b) Workstream 2 – Promote innovation for capacity-building, in particular the use of digital capacity-building tools and approaches (previously "Implement catalytic priority actions at both the country and global levels"):

> (i) Identify priority normative tools to be transformed into capacity-building products;
>
> (ii) Develop digital learning tools on the urban dimension of the Sustainable Development Goals and the New Urban Agenda and their integration into United Nations-supported planning processes at the country level;
>
> (iii) Focus on accessible digital solutions for online capacity-building, developing online platforms and online training tools, framed by the guide to deliver capacity-building using digital tools, which was in the final stages of development in September 2021;

(c) Workstream 3 – Strengthen strategic partnerships:

> (i) Develop strategic partnerships with key stakeholder groups, training institutions and university networks to drive the necessary innovation and mobilize support for the review of capacity-building needs and the funding of high-impact initiatives for governments and urban stakeholders to support the implementation of the New Urban Agenda;
>
> (ii) Ensure integration of capacity-building in a coordinated manner with other United Nations entities to support the implementation of the United Nations system-wide strategy on sustainable urban development.

E. Target groups

17. The aim of the implementation plan remains the broad building of capacity of Member States and urban stakeholders. Efforts will, however, focus more deliberately on less-developed countries and fragile settings, where the need for immediate action and capacity-building support is high. In addition, there is a need to boost the internal capacity of UN-Habitat, in particular to ensure that capacity-building is systematically used as a key instrument to multiply impact in both the operational and normative work of the Programme.

III. Coordination and follow-up

18. The role of the CDTU in the Global Solutions Division of the Programme Development Branch is to improve quality control, support coordination and the mainstreaming and monitoring of capacity-building across UN-Habitat, encourage innovation for learning, facilitate new initiatives at the country level with the potential to be replicated and scaled up, and to be a well-organized, efficient repository of both internal and external best practices.

19. Whilst the UN-Habitat capacity-building strategy is mainstreamed throughout the Programme, CDTU operates as a "hinge" between normative and operational activities by overseeing and guiding capacity-building needs, methods, approaches and tools, in line with the primary role of the Programme Development Branch. The implementation plan identifies specific approaches, actions and activities to ensure the coherent institutional anchoring of capacity development as a cross-cutting function throughout the Programme.

20. The Unit builds on existing human and financial resources, skills and tools available within the Programme, and strengthens horizontal collaboration across all its divisions, consolidating a comprehensive approach to capacity-building from the strategic level to implementation at the country and regional levels.

21. The Unit requires a minimum set of human and financial resources for its core team. The current core capacity, funded from the regular budget, is two P-2 posts, one P-3 post and one P-5 post. The holder of the P-5 post (Head of Unit) also serves as Coordinator of subprogramme 4. The ongoing

initiatives of the Unit are able to continue with its current staffing capacity, but the scope of work is inevitably limited. To coordinate the implementation of the capacity-building strategy, support the transformation of capacity-building tools into relevant online services and provide proactive support across the Programme, the Unit needs two additional staff.

22.   The internalization of digital capacity-building skills will be essential to implement further digital support. A proposal for a sustainable corporate learning platform has been developed and such a platform would constitute the basis for digitalizing key normative tools and transforming them into a coordinated and relevant online offering, managed internally.

23.   To respond to the coordination, outreach and innovation efforts needed to implement the capacity-building strategy, it is urgent to seek extra-budgetary resources to recruit one P-4 staff member to coordinate the implementation plan and one additional P-2 digital capacity-building expert.

IV.   Additional budget required for the year 2022

24.   The estimated additional budget required for the year 2022 is as follows:

(a)   Recruitment of one P-4 staff member (as proposed initially for 2022) and one P-2 staff member, both dedicated to coordinating the implementation of the capacity-building strategy and sustaining the development of an online offering of capacity-building tools and products (extra-budgetary resources):

(i)   P-4 post for implementation and monitoring of the capacity-building strategy: $225,000;

(ii)   P-2 post for support for the digitalization of capacity-building tools: $145,000;

(b)   Consultancy services to prepare the following:

(i)   Feasibility study to explore how CDTU can further develop into a virtual centre of excellence on the urban dimension of the Sustainable Development Goals and the New Urban Agenda, known and recognized both internally and externally, and scaled in line with the capacity-building needs expressed by Member States;

(ii)   Partnership and funding strategy;

Total for consultancy services to prepare the feasibility study and the partnership and funding strategy: $40,000;

(c)   Specialized consultancy services for the transformation of five key normative products into digital capacity-building and learning tools: $72,000;

(d)   Total cost for the year 2022: $482,000.

Detailed implementation plan for the UN-Habitat capacity-building strategy for the period 2021–2024

		Prioritization				Examples of key activities planned for 2022
		Y1	*Y2*	*Y3*	*Y4*	
1	Objective: To fill the institutional and operational gaps within UN-Habitat to achieve greater coordination, coherence and improved 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 the scope, outreach and quality of capacity-building services delivered by UN-Habitat					
1.1.1	**Coordinated corporate messaging, adapted approaches and skills that support the mainstreaming of capacity-building and learning throughout the work of UN-Habitat** Actions for implementation					
	Refine and mainstream capacity-building objectives and good practices throughout the work of UN-Habitat, including the production of internal guidelines and the organization of internal workshops	🟩	🟩	🟩	🟩	⊞ Continued work on knowledge management across UN-Habitat and coordination of capacity-building through communities of practice
	Develop the capacity-building component of a Programme-wide knowledge management system to strengthen knowledge and to create, maintain and adapt the capacity of UN-Habitat staff and their offices		🟧	🟧	🟧	
1.1.2	**Policy and guidance to establish 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)~~ [DELETED] Designate focal points on capacity-building for each unit and section in UN-Habitat Set up processes and establish standards, including assigning clear functions, protocols, staffing and resources across UN-Habitat with a view to ensuring effective cross-sector and cross-branch collaboration The Executive Director to issue a memorandum announcing the adoption of capacity-building as a cross-cutting function across the Programme [DONE] Identify a Programme-wide capacity-building portfolio and prepare a programme of engagement, focusing on initiatives that can have a catalytic strategic value; map demand for capacity-building and initiatives already earmarked or programmed in the annual work programme, the Programme's subprogrammes and the strategic plan for the period 2020–2023, specifying the particular thematic areas, targets and types of tools identified as relevant	🟩	🟩	🟩	🟩	⊞ Further implementation of processes to establish capacity-building as a cross-cutting function in project development and implementation
1.1.3	**Capacity-building requirements to facilitate project assessment and approval, and ensure coherence throughout UN-Habitat's activities** Action for implementation Integrate capacity-building markers into programme development and Project Review Committee processes [REVISED]		🟩			⊞ Capacity-building markers to be integrated into the Project Review Committee process

		Prioritization				Examples of key activities planned for 2022
		Y1	Y2	Y3	Y4	
1.1.4	**Capacity Development and Training Unit (CDTU) fully operational, coordinating effective implementation of the UN-Habitat capacity-building strategy, yet with prospects for growth to support the Programme's "centre of excellence" function** Actions for implementation					
	Mobilizing resources to expand the CDTU team with a view to implementing additional functions	🟩	🟩	🟩	🟩	
	Undertaking a feasibility study to explore how CDTU can develop into a virtual centre of excellence, recognized both internally and externally, on a scale that is in line with the capacity-building needs expressed by Member States		🟥	🟧		⊟ The feasibility study will be initiated if additional resources are made available
1.2	Development and implementation of consistent, integrated and long-term capacity-building programmes that can be monitored on results over time					
1.2.1	**Day-to-day support to the capacity-building component of programme development across UN-Habitat to implement a consistent and coordinated approach to capacity-building** Actions for implementation					
	Support all capacity-building-related requests from programme managers from headquarters, country and regional offices; keep track of needs and forthcoming initiatives and projects	🟩	🟩	🟩	🟩	⊟ Engagement continues in 2022 as staff time permits, with a clear focus on corporate priorities in line with the recalibration of the strategic plan for the period 2020–2023
	Integrate efficient capacity-building components into UN-Habitat flagship programmes and other global programmes to leverage and sustain activities and impact					
1.2.2	**Consistent monitoring of capacity-building objectives and activities established at the programme development level** Actions for implementation					
	Organize internal training sessions on capacity-building with the support of specialized training institutions	🟩	🟧	🟧	🟧	⊟ Continued engagement in programme development on an on-demand basis; a more systematic, anticipatory and comprehensive engagement will require additional resources
	Set up processes for systematic information-sharing between project leads and CDTU					
	Engage in discussions with relevant focal points and sections to identify both capacity-building needs and areas of collaboration, according to the objectives of each programme					
	Support coherent development of capacity-building within subprogrammes, drawing on tested tools					
1.2.3	**Corporate capacity-building identified and made easily accessible across UN-Habitat to assist in the development and delivery of programmes** Actions for implementation					
	Identify and promote good practices and methods in capacity-building	🟩	🟩	🟩	🟩	⊟ Ongoing activities to continue, for example through digital capacity-building and strategic partnerships
	Review and assess the potential of normative products, such as tools and guidance notes, to support capacity-building activities	🟩	🟩	🟩	🟩	⊟ Tool identification and assessment to continue through communities of practice and the UN-Habitat 2020 Catalogue of Services
	Build and maintain a database of existing capacity-building services and tools, and advise on the need and opportunities for the development of new tools	🟩	🟩	🟩	🟩	

		Prioritization				Examples of key activities planned for 2022
		Y1	Y2	Y3	Y4	
2	Objective: Improve the delivery of capacity-building services to Member States, local governments and other key urban stakeholders in terms of addressing capacity gaps for greater impact and resource efficiency					
2.1	Capacity-building "suite of services" developed, widely disseminated and available to partners and beneficiaries					
2.1.1	**Capacity requirements kept under ongoing review to focus on areas of greatest potential impact** Actions for implementation					
	Increase collaboration with regional offices, including the United Nations regional economic and social commissions	🟧	🟧	🟧	🟧	⊟ Continued engagement with United Nations regional economic and social commissions and other key regional stakeholders, including on the implementation and monitoring of and reporting on the New Urban Agenda
	Establish a mechanism to map and keep track of capacity-building needs (a capacity-building needs database)		🟧	🟧	🟧	⊟ Survey on capacity-building needs in different regional contexts to be conducted with additional resources
2.1.2	**Existing capacity-building tools optimized and digital innovation for capacity-building leveraged** Actions for implementation					
	Identify existing and up-to-date capacity-building tools throughout the organization that can be enhanced and further disseminated [REVISED]	🟩	🟧	🟧	🟧	⊟ Dissemination and implementation of the guide to deliver capacity-building using digital tools (to be launched in late 2021 for UN-Habitat staff and partners)
	Coordinate the development of e-learning products for integration into a broader Programme-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 and ensure technical viability and coherence with other UN-Habitat initiatives Pilot a variety of approaches to digital capacity-building Use the digital learning strategy to ensure a strategic approach to online capacity-building. Utilizing similar tools and working towards a Programme-wide digital learning platform will enable the organization to create synergies between projects, be more cost efficient, build ownership of products and strengthen capacity to manage the development of future products Contribute to a task team to be established to develop a UN-Habitat digital strategy to support and integrate the capacity-building component (online learning and digitization of specific tools) and strengthen coordination throughout the Programme to maximize knowledge management for capacity-building and digital presence (collaboration between the External Relations, Strategy, Knowledge and Innovation Division, the Global Solutions Division and the Management, Advisory and Compliance Service)	🟩	🟧	🟧	🟧	⊟ Further development of online capacity-building tools ⊟ Maintenance and further development of the "UN-Habitat Learn" platform online management system, launched in 2021 (four self-paced online courses are already available and a further six are planned) ⊟ Continued innovation in the production of capacity-building tools ⊟ Development of the capacity-building component of UN-Habitat's digital transformation strategy

		Prioritization				Examples of key activities planned for 2022
		Y1	Y2	Y3	Y4	
		(green)	(orange)	(orange)	(orange)	⊟ Continued strategic partnerships with United Nations entities on digital capacity, as initiated in 2021 with the United Nations Department of Economic and Social Affairs
2.1.3	**Capacity-building and training packages adapted or completed to develop and maintain a full capacity-building corporate package/suite of services** <u>Actions for implementation</u>					
	Coordinate with country and regional offices to identify priority areas for capacity-building		(green)	(green)	(green)	
	Match identified gaps in capacity with priority development of capacity-building tools		(orange)	(orange)	(orange)	
	Develop a global capacity-building programme to seek funding for the development of new tools and the updating of existing tools		(green)			
	Prepare a project document for the global capacity-building programme, developed through a consultative and inclusive process, including dialogue across the units, branches and Executive Board of UN-Habitat		(green)			
2.2	Cross-cutting capacity-building approach implemented as outlined in the United Nations system-wide strategy on sustainable urban development					
2.2.1	**As a core function of the United Nations, capacity-building is further prioritized as part of programmes at the country, subregional and regional level and designed as a sustained systemic effort that accompanies work in key thematic areas** <u>Actions for implementation</u> Roll out the United Nations system-wide strategy on sustainable urban development and utilize common country analysis (CCA) and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) to provide concrete opportunities to ensure the coordinated integration of capacity-building with other United Nations entities. Particular focus is needed on the following: ▪ Compiling capacity-building requirements related to urban data to provide a strong evidence base for understanding the connections between global agendas, goals and targets ▪ Supporting integrated policy formulation ▪ Strengthening domestic resource mobilization potential, fiscal capacity and the development of strong and accountable institutions and mechanisms for participatory governance ▪ Supporting the achievement of the Sustainable Development Goals at the local level ▪ Developing an internal training package on UNSDCFs and CCAs ▪ Increasing consultations and collaboration with country and regional offices to optimize UN-Habitat's contribution to strategic programming at the country level through capacity-building	(green)	(orange)	(orange)	(orange)	⊟ Production of a guidance note for the integration of sustainable urban development into the CCA and UNSDCF process ⊟ Implementation of a facilitated online course for UN-Habitat staff on UNSDCFs and CCAs in partnership with the United Nations System Staff College (UNSSC) ⊟ Tailored support to countries and regions, depending on available resources

		Prioritization				Examples of key activities planned for 2022
		Y1	Y2	Y3	Y4	
2.2.2	**Capacity-building for urban data provides a strong evidence base and understands the interrelations between global agendas, goals and targets** Action for implementation Strengthen capacity-building efforts at the corporate level related to urban data					⊟ Further development of courses on the UN-Habitat online learning platform on monitoring Sustainable Development Goal 11 and its targets ⊟ Support capacity-building efforts related to the United Nations system-wide global urban monitoring framework
2.2.3	**Partnerships with United Nations learning and training organizations are strengthened** Actions for implementation					
	Establish long-term cooperation programmes with organizations including the UNSSC, the United Nations Institute for Training and Research (UNITAR) and the United Nations University					⊟ Continue and strengthen engagement with UNSSC, UNITAR and other relevant United Nations learning and training organizations
2.3	Strengthened engagement with training institutions and universities					
2.3.1	**Collaboration with universities worldwide is expanded and coordinated** Action for implementation Disseminate and utilize UN-Habitat's normative and operational tools and instruments in curricular activities Collaborate with researchers, joint research ventures, and technology and innovation hubs for capacity-building, e-learning, webinars and UN-Habitat-certified pedagogical products, including massive open online courses					⊟ Continued coordination of the University Network Initiative partnership ⊟ Implementation of a roadmap to coordinate engagement with universities in preparation for the World Urban Forum ⊟ Further engagement with researchers, joint research ventures, and technology and innovation hubs for capacity-building requires additional resources
	Design an open call for universities to express interest in specific thematic areas of capacity-building in which they are able to provide strong services in thematic areas linked to the New Urban Agenda, Sustainable Development Goal 11 and the UN-Habitat strategic plan for the period 2020–2023. That call will be followed by the design of a standard framework agreement with universities. Establish a "UN-Habitat Chairs" programme for sustainable urbanization, inspired by the UNESCO Chairs programme, to lead the development of the regular learning and teaching of and research into relevant thematic issues related to global urbanization, including curriculum, extracurricular activities (for example, seminars, internships or community-based projects). It is planned that the outcome of the initiative will support the normative and programmatic work of UN-Habitat, including at the country and regional levels. It will allow for					

			Prioritization				Examples of key activities planned for 2022
			Y1	Y2	Y3	Y4	
	the mobilization of funding and multiply opportunities for cooperation programmes and synergies on the ground with both practical and capacity-strengthening outcomes.			▇	▇	▇	
2.3.2	**Subregional and regional centres of excellence and UN-Habitat offices are supported** Actions for implementation						
	Map the profile, capabilities, strengths and areas of capacity-building service provision of training institutions and prepare an expert group meeting to define common agendas and develop joint projects. Conduct an in-house inventory of institutions that have worked with or are working with the various units of UN-Habitat, including the regional offices. That includes, but is not limited to, the engagement of national centres to create domestic capacity in the developing world, which should generate locally implemented processes to strengthen the capacity of cities and local and national governments. Within the framework of the global capacity-building programme (2.1.3), engage such institutions in a partnership agreement based on an open competitive call for expression of interest to develop, fundraise and implement national, regional and global capacity-building activities to support the implementation of the New Urban Agenda and Sustainable Development Goal 11. Continue the direct implementation of centre of excellence projects, including the following: ▪ Provide support for the establishment of a centre of excellence on housing and urban sustainability in the countries of the West African Economic and Monetary Union (WAEMU) region (Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, the Niger, Senegal and Togo), piloting a cross-cutting approach in UN-Habitat, involving expertise on data, housing, land management and capacity-building, through an innovative approach to building the institutional capacity of universities and developing institutional and strategic partnerships. ▪ Strengthen the partnership with the International Urban Training Centre, Republic of Korea, and build on that experience to further develop similar approaches in other regions ▪ Continue to foster the partnership between UN-Habitat and the Singapore Centre for Liveable Cities		▇	▇	▇	▇	⊟ Continued engagement in the implementation of existing projects, such as the WAEMU centre of excellence and the International Urban Training Centre ⊟ Further engagement with additional resources
2.4	Build broad coalitions to mobilize the capacity and resources necessary to maximize impact, leverage and scale capacity-building efforts in line with needs to ensure sustainable urbanization and the achievement of the urban dimension of the Sustainable Development Goals						
2.4.1	**Prioritize and leverage partnerships with national, regional and global city networks and institutions engaged in urban-related work and capacity-building** Actions for implementation						
	Increase stakeholder engagement through partnership and funding strategy Produce a targeted and results-based capacity-building process to support cities and countries in aligning their local policies with the New Urban Agenda and Sustainable Development Goal 11, helping them to prepare their voluntary local reviews and reports Design a global coalition for capacity-building, focusing on city leaders, including mayors, city managers and senior executives, to support the implementation of the New Urban Agenda and Sustainable Development Goal 11, extending to cover fund-raising and resource mobilization Create a "New Urban Agenda Champions" initiative, in which selected cities, based on demonstrated commitment to urban sustainable practices, capacity-building need, and income-level and geographical			▇	▇	▇	

13

		Prioritization				Examples of key activities planned for 2022
		Y1	Y2	Y3	Y4	
	diversity, will receive capacity support for one year from UN-Habitat. Such support may include invitations to exclusive tailored workshops for mayors and city leaders during major events convened by UN-Habitat, access to webinars on emerging topics, one-to-one expert online sessions and access to information-sharing across cities through a dedicated platform that could be hosted on the New Urban Agenda platform. An initial call for applications will be sent to cities in identified networks and the cities selected will be expected to replicate the lessons learned and share positive practices and the propositions of the New Urban Agenda through their departments and networks		🟧	🟧	🟧	
2.4.2	**North-South, South-South and triangular cooperation** Actions for implementation					
	Promote North-South, South-South and triangular cooperation in education, research and capacity-building through the exchange of educational programmes, secondment, dual-degree programmes and joint research; and create centres of excellence and innovation at the subregional and regional levels as part of the global programme for capacity-building		🟥	🟥	🟥	
2.4.3	**Increase private sector participation, mobilizing its expertise, knowledge, human capital and additional funding for capacity-building, and establish forms of contractual relations for the design, planning, delivery, monitoring and follow-up of capacity-building programmes** Actions for implementation					
	Produce standardized guidelines to outline the ways in which UN-Habitat can engage with the private sector in capacity-building, including but not limited to guidelines on partnership models Undertake an inventory of private sector engagement across the various units, branches and regional offices of UN-Habitat, assessing both potential and limitations, including lessons learned to date and recommendations Consolidate and further develop the ongoing partnership with Arcadis, now marking its tenth anniversary, and structure it as a role model for the joint implementation of capacity-building and follow-up technical assistance	🟩	🟧	🟥		
2.4.4	**Engage with non-governmental organizations, people-centred institutions 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 at various stages of the project cycle and to respond to capacity-building needs at the local level Organize a global meeting to bring together non-governmental organizations with a track record of working with urban communities and local and national governments in the area of housing and urban development with a view to opening up practices and laying the foundations for a joint agenda and partnership initiatives to achieve the objectives of the New Urban Agenda and Sustainable Development Goal 11 at the local level through capacity-building in combination with technical assistance Develop standardized guidelines for UN-Habitat to engage with the non-governmental and community sectors in capacity-building, including with both UN-Habitat accredited and non-accredited members. The guidelines should contain the procedures for establishing new partnerships in-house and step-by-step checklists to maximize partnership opportunities throughout the full project cycle		🟥	🟥	🟥	

		Prioritization				Examples of key activities planned for 2022
		Y1	*Y2*	*Y3*	*Y4*	
2.4.5	**Support Member States in their efforts to mobilize human and financial resources to develop and implement capacity-building programmes** Actions for implementation					
	Organize a "financing dialogue" at the World Urban Forum [ADDED]					
	Support the development of projects upon demand by Member States Scale the financing of capacity-building, in particular in developing countries and fragile settings, reviewing different sources of finance and leveraging capacity-building efforts.					⊟ Subregional or country-level capacity-building assessments and financing dialogues