

FULL CYCLE REPORT

IMPLEMENTATION OF THE
STRATEGIC PLAN 2014-2019





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The Beit Lahia site was transformed into a colorful and inclusive community garden. ©UNHabitat

Message from the Executive Director



I am pleased to present the full cycle implementation report of UN-Habitat's strategic plan 2014–2019 which not only reflected the Organization's approach to sustainable urban development but was also aligned with the Sustainable Development Goals and the New Urban Agenda. The six-year implementation period focused on supporting member states to advance sustainable urban development while leaving no one and no place behind.

This report highlights results achieved over the six-year strategic plan period and analyses progress made in the seven programmatic areas addressed by the strategic plan. Seventy percent of indicator targets were reached, thanks to financial support from our donors who provided earmarked funding for programme level implementation. However, this funding was inconsistent across all subprogrammes over the six years. In addition, significant shortfalls in core funding for normative work constrained overall programme delivery in key areas.

Despite these constraints, UN-Habitat achieved important results and impacts through its transformative normative tools, technical advice and programmatic work. The report highlights the contribution of UN-Habitat's normative tools and knowledge products in setting important norms and standards that have strengthened the capacity of member states to make progress towards sustainable urbanization.

Through its programmatic work, UN-Habitat's technical support to local and national governments led to improved living conditions for urban dwellers. Using inclusive national urban policies, housing policies and supporting normative tools, cities are being planned and designed in more inclusive, compact, integrated and safer ways. Integrated and inclusive urban assessment and profiling tools have improved humanitarian and post-conflict recovery planning in several countries. By applying UN-Habitat's resilience profiling and action planning tools, partner cities in Africa, Asia and the Pacific regions have become more climate resilient.

Over the past six years, more than 5 million people have benefitted from participatory slum upgrading approaches resulting in improved policy formulation and service delivery in slums and informal settlements, while the integrated, build-back better approach has delivered more durable resettlement solutions for internally displaced persons and refugees. The Global Land Tools Network, which uses inclusive and gender sensitive land tools and approaches to enhance tenure security through the continuum of land rights, has improved security of tenure for over 300,000 households in 13 countries. More than 1.82 million people in 75 cities are enjoying safer access to 104 redesigned and upgraded public spaces, and another 2 million people have benefitted from UN-Habitat's interventions in sustainable urban reconstruction in post-crisis or protracted conflict environments.

We also achieved important institutional milestones. The adoption of a new governance architecture in December 2018, after 14 years, was a significant achievement in strengthening oversight, increasing visibility of the sustainable urbanization agenda, and supporting implementation of the New Urban Agenda. The new governance structure adopted by the General Assembly comprises of the UN-Habitat Assembly, the Executive Board, and the Committee of Permanent Representatives.

In February 2018, UN-Habitat embarked on a bold and ambitious internal change process to transform the organization into a fit-for-purpose Agency in line with United Nations System-wide reforms.

I would like to thank member states, donors and partners who supported and worked with UN-Habitat during this six-year strategic plan period. UN-Habitat focuses on delivering outcomes that contribute to implementation of

the New Urban Agenda as an accelerator for achievement of the SDGs. In this respect, and given that achieving the Sustainable Development Goals is intrinsically linked to the future of cities, UN-Habitat aims to strengthen the impact of its work further with its strategic plan 2020–2023.



Ms. Maimunah Mohd Sharif

Executive Director, United Nations Human Settlements Programme (UN-Habitat)

Executive Summary

Introduction

This is the final report on the full six-year cycle of the 2014–2019 strategic plan implemented through UN-Habitat's work programme and budgets. It has been prepared in accordance with Executive Board Decision 2019/1 para 2, requiring that the final report on the full cycle of the strategic plan for the period 2014–2019 be considered at its second session in 2020.

This report presents progress made towards achieving planned results as measured against indicator targets for the six-year period. Overall assessment of performance in implementation of the strategic plan shows that UN-Habitat made steady progress, with more than 70 per cent of the indicator targets set for the end of the six-year strategic plan having been achieved or surpassed by the end of 2019. The report outlines normative and operational results realized by UN-Habitat and its partners at local, national, regional and global levels. Key institutional milestones with a direct impact on implementation of the strategic plan have been presented.

The report comprises three sections.

- **Section I** presents the Executive Summary.
- **Section II** presents progress made and results achieved in each of the seven subprogrammes.
- **Section III** presents regional highlights.

Institutional Highlights

of the peer review and other reviews of the medium-term strategic and institutional plan for the period 2008–2013, for presentation to and approval by the Governing Council at its twenty-fourth session in early 2013. In April 2013, in its resolution 24/15, the Council approved the strategic plan for the period 2014–2019.

Implementation of the Strategic Plan 2014–2019

The six-year strategic plan 2014–2019 was implemented through three consecutive biennial work programmes and budgets. The Plan was designed to better position UN-Habitat within the United Nations system as the focal point in sustainable urban development within the context of Habitat III. The strategic plan was revised in 2016 following the midterm evaluation of its implementation and adoption of the *New Urban Agenda* by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III). The revised strategic plan adopted a more integrated approach to addressing the challenges and leveraging opportunities of 21st century cities and human settlements. The revision also considered, within the mandate of UN-Habitat, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Paris Agreement on climate change and the New York Declaration for Refugees and Migrants.

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