Annex A: Project Terms of Reference

PROSPERITY FUND GLOBAL FUTURE CITIES PROGRAMME

Implementation Phase

UN-Habitat Programme Proposal

For the UK Foreign and Commonwealth Office

11.09.2019

UN HABITAT
FOR A BETTER URBAN FUTURE

Prosperity Fund - Global Future Cities Programme

Project Overview

The UK Foreign and Commonwealth Office (UK FCO) and the United Nations Human Settlements Programme (UN-Habitat), entered on April 6, 2018 into a collaboration within the Prosperity Fund's Global Future Cities Programme. A Memorandum of Understanding (MOU) outlined the roles and responsibilities for the collaboration within the Strategic Development Phase including transitional activities running in total from April 2018 to March 31, 2019.

This document outlines a proposal for the further collaboration between the UK FCO and UN-Habitat capturing the Implementation Phase, tentatively April 1, 2019 – March 31, 2021. The overall objective is to support the implementation of 30 interventions in 19 cities, positioning the Global Future Cities Programme in an international context and demonstrating the added value of bridging global and local development agendas through achieving the Sustainable Development Goals and implementing the New Urban Agenda.

Project Team

- **Lead Executing Agency** - UN-Habitat (United Nations Human Settlements Programme) Headquarters, Regional and Country offices (where relevant)
- **Professional Implementing Partner** - UK Built Environment Advisory Group (UKBEAG / RIBA)

Fig. 1 Cities of the Global Future Cities Programme, grouped by lots.

General Information

Programme Title	Prosperity Fund Global Future Cities Programme, Implementation Phase
Programme Objective (s)	The Global Future Cities Programme's primary objective is: "Sustainable urban environments that enhance inclusive economic growth, reduce poverty and gender inequality, increase mobility, are safer and more resilient to disasters." The secondary objective is: "Opportunities and mutually beneficial economic relationships are sustained in sectors where the UK has a comparative advantage, leading to an increase in UK future cities exports." UN-Habitat will (i) provide strategic advice and technical recommendations for quality control for the implementation of 30 transformative interventions in 19 cities and (ii) build capacity and knowledge about inclusive and sustainable urbanization. These activities aim to improve the way cities plan and manage interventions in the areas of urban planning, transport and resilience.
Donor (s)	The UK Foreign and Commonwealth Office (UK FCO)
Link to Existing Programme	Links to existing programme "Strategic Development Phase for the Global Future Cities Programme"
Total Project Budget	USD 7,977,542 (See Annex A.2)
Planned Start Date	12 September 2019
Planned Operational End Date	31 March 2022

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Introduction and Background

In 2015, the UK Government established the Prosperity Fund in order to help promote economic growth in developing countries. Its broad priorities include improving the business climate, competitiveness and operation of markets, energy and financial sector reform and in increasing the ability of Governments to tackle corruption. Although increasing numbers of developing countries and cities are able to finance their own development, many still face considerable challenges such as rapid urbanisation, climate change and high and persistent inequality which can lower long-term growth prospects, including in middle income countries where the majority of the urban poor reside.

The Global Future Cities Programme (GFCP) is a specific component of the Prosperity Fund, which aims to carry out technical assistance for a set of targeted interventions to encourage sustainable development and increase prosperity while alleviating high levels of urban poverty, in particular based on three thematic pillars: urban planning, transport and resilience.

The Programme will also create significant short and long-term business opportunities in growing markets.

The overall strategy is to deliver the Programme in two phases: a Strategic Development Phase, followed by an Implementation Phase. The Strategic Development Phase informs and shapes the Implementation Phase, and provides further evidence for the Programme. This project document is focused on the Implementation Phase, but will start by sharing the outcomes of the Strategic Development Phase.

Strategic Development Phase

The Strategic Development Phase of the GFCP was implemented with the support of UN-Habitat from April to December 2018. This phase aimed at supporting the UK Foreign and Commonwealth Office (UK FCO) in the identification and definition of a wide range of strategic interventions in 19 cities across 10 countries.

Several key milestones were achieved during the Strategic Development Phase including: stakeholder mapping and engagement; intervention definition, context analysis, viability assessment, assessment of the professional capacity and the market maturity of cities; a Transition Training, 20 Charrettes and 19 Validation Workshops.

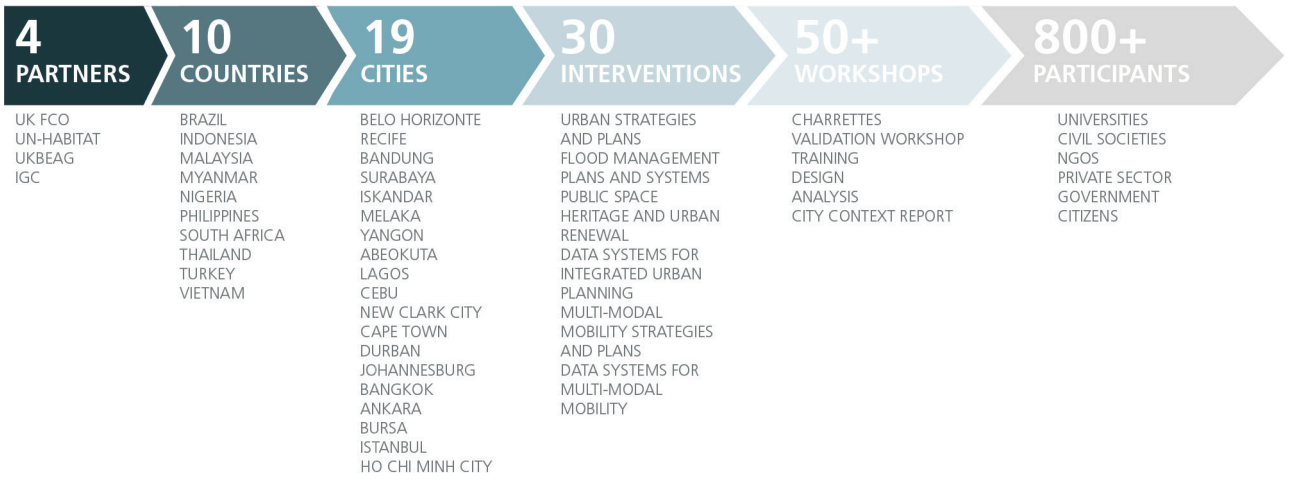


Fig. 2 Main figures of the Strategic Development Phase of the Global Future Cities Programme

The Strategic Development Phase resulted in Terms of References (ToRs) for 30 interventions, supported by 19 city context reports, eight thematic cluster papers, five policy papers and two normative reports, as input and basis for the Implementation Phase.

The Strategic Development Phase established the foundation for the Implementation Phase and brought added value to the Programme in numerous ways: i) It increased the Programme's alignment with the Sustainable Development Goals (SDGs) while ensuring the appropriateness of the interventions for each context; ii) It increased the strategic fit, technical fine tune, and subsequent long-term sustainability of urban interventions by laying a foundation to broaden the potential impact of the interventions on the overall urban system; iii) It enhanced the engagement and commitment of local stakeholders to the Programme and the specific interventions; iv) It promoted international dialogue between local and international actors as well as impartial and critical feedback throughout the decision making process through the presence of a neutral facilitator; and v) It resulted in the development of interlinked programme-specific tools for analysing, defining, and validating the interventions[1].

Interventions

The Programme supports the development of 30 strategic interventions in the main areas of urban planning, transport, and resilience. While the pillars identified cover three areas, there is a particular focus on the potential of embedding smart/ digital technology and data analysis platforms in urban governance and management processes (see Annex A.4)

The Strategic Development Phase provided a well-rounded definition of each intervention, including advice on how interventions need to be set up and which policy areas need to be addressed. By identifying key barriers to success from the spatial, financial, and legal points of view, the Strategic Development Phase points to which actors, mechanisms, and regulations need to be considered to improve the chances of intervention success in the medium and long term.

The ToRs of the interventions are thematically categorised in 1) Strategy & Planning, 2) Mobility, 3) Risk & Resilience and 4) Data Systems. The type of interventions vary within those categories from a Transport Oriented Development Plan in Bangkok to Earthquake Preparedness Strategy in Surabaya and a Data System for Governance in Recife, see a geographic mapping of the interventions per theme in Figure 3.

Transition Phase

A Transition Phase followed the Strategic Development Phase from January to September 2019, with the aim to support preparing the key local stakeholders for implementation, facilitating relevant governance structures and ensuring availability of information, data, expertise, etc. The main objective of the transitional activities is to bridge between the two phases and to facilitate a 'smooth landing' of the engaged Delivery Partners during the upcoming Implementation Phase.

Outputs that were developed are: Review and provide input into the development of the Theory of Change and Logical Framework on programme level, provide an outline for Theory of Change on intervention level, conduct review and provide technical advice to UK FCO on bids of the Delivery Partners, preparation of a preliminary SDG Assessment Tool on programme level including a corresponding draft tailor-made worksheet for each city, review and redevelopment of Terms of References where needed, continued support where necessary in preparing the cities for the Implementation Phase, support UK FCO in preparing for the side event during the 1st UN-Habitat Assembly, developing an approach for measuring Socio-Economic Impact of the Programme, continue developing and populating the Knowledge Management Platform and further development and outline of the collective capacity building components.

1 Laying the Foundations for Transformative Urban Interventions in Emerging Economies; The Value of the Strategic Development Phase in the Global Future Cities Programme, UN-Habitat, 2019.

UK FCO
London
Istanbul
Bursa
Lagos
Abeokuta
Recife
Belo Horizonte
Johannesburg
Cape Town

Fig. 3 The 30 interventions (ToRs) in the 19 cities of the Global Future Cities Programme

Strategic Considerations for the Implementation Phase

The Global Future Cities Programme presents unique opportunities to impact positively on sustainable urban development, both in the short and long term. The foundation and momentum created during previous phases of the Programme (as outlined previously) provide the basis for urban transformation that may go beyond the scope of the interventions themselves. To achieve this, it will be essential to build upon the political commitment and network of partners created, but also continue nurturing a joint understanding among all involved parties of the interventions identified.

Above all, a local buy-in and ownership of the processes will be instrumental for achieving the objectives, including alignment to local political and development agendas. This suggests a well-founded approach to inclusive and participatory processes, taking into account e.g. gender perspectives and potential language barriers. This will also influence in identifying the trajectory of addressing inclusive prosperity. While ensuring effective and efficient delivery models to obtain Programme objectives, the diverse range of cities and complex contexts require tailor-made approaches adapted to local conditions.

This collectively suggests close collaboration between cities, Delivery Partners and the UK FCO with support from the strategic advisor. Hence, establishing presence and support at a local level on a day-to-day basis will be critical to achieve set goals and targets.

Strategic considerations from the previous phase have informed the proposal for the Strategic Partner during the Implementation Phase:

- Through its set-up and scope, the Programme is positioned to spur development locally while exploring new, alternative ways to address emerging global issues. This can be enhanced through an approach **to encourage city authorities to adopt global frameworks, such as the Sustainable Development Goals and New Urban Agenda,** while contributing to the global discourse on inclusive and sustainable urbanization. The design and planning of the cities' interventions should take the level of viability into consideration in order to be realistically implemented. The 'SDG Project Assessment Tool' can capacitate city authorities to conduct quality control during the intervention development, and to enhance their ability for executing and sustaining the interventions beyond the Programme's timeframe.

- **Strengthening the capacity of city authorities** to empower them in their roles as "clients" of Delivery Partners is an important enabling condition that can improve the performance of the private sector and increase interventions' potential for impact on sustainable urban development. Cities will be equipped and capacitated through an integrated approach of local level learning-by-doing and programme level learning-by-training and sharing.

- Optimally, the Programme would bring added value for all involved parties but in particular for the UK FCO and the local authorities, by building upon the potential in each of the interventions, but also through harnessing development opportunities and identifying synergies between interventions across the Programme, other development initiatives locally as well as on global level. Such synergies may as well also contribute to identifying secondary benefits for involved Delivery Partners as well as the UK sector and beyond.

- **The knowledge creation and exchange** between the local and global levels, can enable the scalability and replicability of best practices as well as the integration of operational and normative work, and increase awareness about inclusive and sustainable urbanization. A knowledge management platform will be developed to share tools, methodologies, and resources, used throughout and beyond the Global Future Cities Programme.

A full presentation of the experiences and lessons learnt can be found in "Lessons learned & Key recommendations for Phase 2", as well as the Normative Output "Laying the Foundations for Transformative Urban Interventions in Emerging Economies" and the "Evaluation Report of the Strategic Development Phase for the Global Future Cities Programme".

Implementation Phase

This chapter presents the overall aim, objectives and expected accomplishments of the Global Future Cities Programme as well as UN-Habitat's role, the conceptual programme approach, the programme's theory of change, and the programme delivery and management structure proposed for UN-Habitat's support to the Programme. The GFCP presents a unique opportunity to demonstrate and showcase the implementation of specific transformative projects in cities that aim at improving the way cities are planned and managed. The Programme plays an instrumental role in bridging between global and national policies and development agendas, and, strategies and plans at a local level - in this case cities in emerging economies. Through its set-up and scope, the Programme is well positioned to spur development locally while at the same time be the catalyst for exploring new, alternative ways to address emerging global issues.

Objectives, Aim and Outcomes

The UK FCO divides the Global Future Cities Programme objectives into primary and secondary:

Primary Objective: "Sustainable urban environments that enhance inclusive economic growth, reduce poverty and gender inequality, increase mobility, are safer and more resilient to disasters."

Secondary Objective: "Opportunities and mutually beneficial economic relationships are sustained in sectors where the UK has a comparative advantage, leading to an increase in UK future cities exports."

UN-Habitat's continued support to the Programme, in collaboration with UK FCO and other partners, will help to ensure the overall Programme objectives and anticipated impact is achieved.

In line with the Programme's objectives, UN-Habitat aims 'to improve the way cities are planned and managed in the areas of urban planning, transport and resilience' through three expected accomplishments:

- **Expected Accomplishment 1**: Programme interventions in targeted cities are strengthened through strategic advice and technical recommendations for quality improvement.
- **Expected Accomplishment 2**: Strengthened capacity of targeted city authorities to plan and manage the implementation and sustainability of interventions in the areas of urban planning, transport and resilience.
- **Expected Accomplishment 3:** Increased local and global knowledge about inclusive and sustainable urbanization

The anticipated UN-Habitat support will contribute to the overall Programme objectives of the Global Future Cities Programme. Through strategic advice and technical recommendations for quality improvement, the developed interventions will be strengthened and the owner and stewardship of proposed interventions will be enhanced beyond the Programme period. Through capacity building, city authorities are expected to have increased their technical capacities and effectiveness to sustain the interventions on urban planning, transport and resilience. City authorities are also expected to be in a better position to finance interventions, for example through ordinary budget streams or by having identified external financing streams.

Through knowledge creation and management on a local and global level, awareness will be increased about inclusive and sustainable urbanization and lessons learned from the interventions and the Programme will contribute to the scalability and replicability of good practices.

UN-Habitat's role

During the Implementation Phase over the coming 3 years, Delivery Partners will provide technical assistance to city authorities to implement the 30 ToRs. As the Programme is classified as Official Development Assistance (ODA), the UK FCO will place importance on selecting Delivery Partners with international and national presence, expertise in cross-cutting issues such as gender and a solid understanding and commitment to the SDGs and the NUA. The Delivery Partners are anticipated to begin their work in autumn 2019. The UK FCO has divided the interventions into five procurement lots: one contract for South-East Asia (Indonesia, Malaysia, Myanmar/Burma, Philippines, Thailand, Vietnam), and one contract per country for Turkey, South Africa, Brazil and Nigeria. While UK FCO London and Singapore, together with in-country local posts are ultimately responsible for the delivery of the Implementation Phase, the Programme's 30 interventions will be carried out by the Delivery Partners with international and national presence, as well as expertise in cross-cutting issues, SDGs and the NUA.

The UK FCO has requested UN-Habitat's Urban Lab to provide strategic advice and knowledge management on programme and local levels during the Implementation Phase of the Programme. The services will be delivered by a multi-disciplinary team comprising UN-Habitat's Urban Lab, relevant thematic branches, and where possible Regional and Country Offices and Local Strategic Advisers. As during the Strategic Development Phase, the team will be supported by its strategic professional partner, the United Kingdom Built Environment Advisory Group (UKBEAG) and its international network of professionals, as requested by the UK FCO.

During the Strategic Development Phase, UN-Habitat recognised the need to ensure that city authorities are able to take owner- and stewardship of the interventions during implementation and beyond. UN-Habitat will work a neutral actor, supporting the UK FCO and city authorities, and together guide the work of the Delivery Partners.

Programme Conceptual Approach

UN-Habitat's integrated, interdisciplinary and impact-oriented approach is expected to enhance inclusive and sustainable urban development at different scales: local, regional and international levels. City authorities will be provided with strategic advice and capacity building based on evidence-based global knowledge, and therefore strengthened to undertake the role as 'clients' in relation to Delivery Partners. This section describes how this conceptual approach informed the design of the current project proposal.

At the local level, UN-Habitat offers a quality control function for the progress made through the capacity building to the city authorities. UN-Habitat recognises the varying degree to which participating GFCP cities are equipped to take on a role as clients in both receiving and guiding the technical assistance provided. Moreover, the draft Terms of References have been embedded with a diverse set of bespoke and intervention-specific capacity building components that are primarily provided by the selected Delivery Partners.

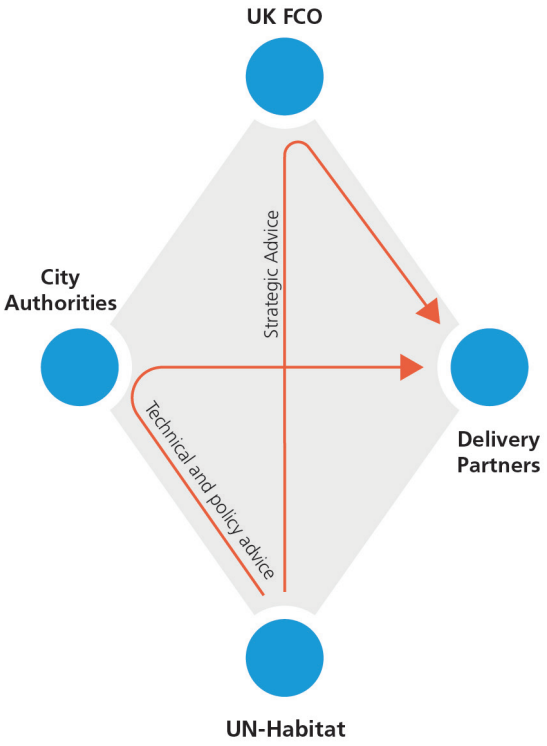


Fig. 4 Illustration of the engagement approach

At programme level, these embedded capacity building components are augmented and will inform a strategic capacity building component; facilitating peer-to-peer learning and exchange among cities to better contextualise the impact of the interventions in a broader context, primarily coordinated by UN-Habitat and executed by UK BEAG.

In order for the Implementation Phase to maximise its impact on a local, programme level, UN-Habitat therefore offers an approach to capacity building whereby the interventions are integrated within the broader context. Cities will be equipped and capacitated through a local level learning-by-doing and programme level learning-by-training and sharing, to undertake the necessary owner- and stewardship for the long-term sustainability of the interventions.

The global expertise of UN-Habitat and a broad group of professionals as part of the UK BEAG network, will provide activities addressing potential barriers through an interdisciplinary approach. Potential barriers for this phase relate to ensuring that the necessary institutional and governance frameworks are in place; availability of adequate technical capacity and skills; securing modalities for financing and sustaining the interventions beyond the Programme period; and preparedness to mitigate external contingencies that could influence the intervention during and beyond the Programme period. Through this proposal, UN-Habitat seeks to systematically address these potential barriers through both their early identification during the Implementation Phase and the delivery of related activities. In order to achieve this, it is of instrumental importance to develop and agree upon a programme-level Theory of Change, as well as a similar framework at city/intervention level that together will guide the implementation process. This is further elaborated below.

UN-Habitat recognises the importance of aligning the 2030 Agenda for Sustainable Development - primarily the Sustainable Development Goals and the New Urban Agenda - on the local level. The impact-oriented approach of this work is therefore to support local authorities in adapting such global frameworks to their local contexts and conditions. By bridging between the global and local levels, opportunities emerge to continuously safeguard and ensure progress in the achievement of these wider goals both at programme and local levels. In view of this, UN-Habitat will provide the necessary mechanisms and tools to support the GFCP cities in achieving the project, Programme and potentially contribute to the global objectives. In doing so it is of paramount importance that the technical assistance provided through the Programme also acknowledges these perspectives and consciously applies relevant measures and mechanisms to achieve this objective.

In maximising the potential impact of the Programme, UN-Habitat will support the alignment of the interventions to the SDGs. In view of the above, it is critical that the cities (in their role as clients of the Delivery Partner) are well positioned and have the capacity to inform and guide the implementation of the interventions. Furthermore, UK FCO programme managers will be receiving strategic advice and technical recommendations to monitor the Delivery Partners based on the alignment to the SDGs.

Programme Theory of Change

This approach assumes that the highest impact of the interventions and the Programme as whole could be achieved when the interventions are successfully executed and maintained in a 3-15 year timeframe. However, following the Theory of Change there is a significant scope during the Implementation Phase to enrich the interventions and to capacitate the cities to maximize the impact potential of the interventions in the long run.

In this sense, the Theory of Change has informed the current project proposal in order to enhance the achievement of the expected outcomes and potential impact. The Global Future Cities Programme will apply Theories of Change (ToCs) on two different levels. At the programme level, UN-Habitat will support the establishment of the GFCP's legacy by building knowledge on urban policy in emerging cities and contribute

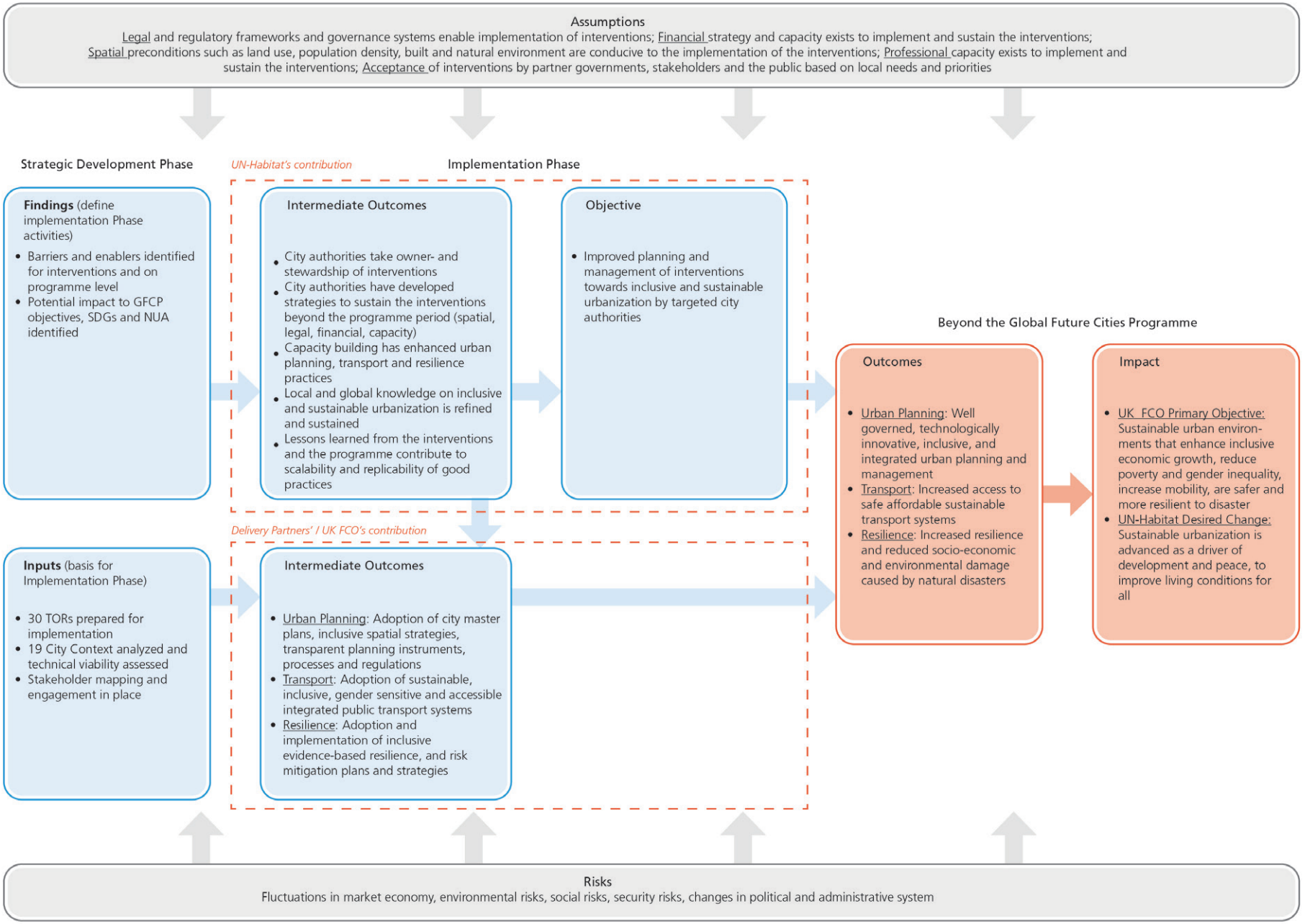


Fig. 5 UN-Habitat's Theory of change

to the global urbanisation debate. At city level, UN-Habitat will ensure that the planning and design of the interventions follows an SDG approach and that cities are capacitated to enhance the conditions for the interventions to be impactful in the long term.

Programme Delivery Model

Services will be delivered by a multi-disciplinary team comprising UN-Habitat's Urban Lab, relevant thematic branches, where possible Regional and Country Offices and where needed Local Strategic Advisers. As during the Strategic Development Phase, the team will be supported by its strategic professional partner, the United Kingdom Built Environment Advisory Group (UKBEAG) and its international network of professionals.

The Programme will be delivered on three interlinked levels and streams of activities, as illustrated below:

City and Local Level

- Strategic and policy advice for city authorities (and national governments and delivery partners by extension).
- Assessment of the interventions based on the SDGs, NUA and other relevant development frameworks.
- Capacity building for city authorities to be able to guide the development of the interventions and sustain them in the long-term.

Programme Level

- Strategic advice, and knowledge creation and management at the programme level.
- Facilitation of city-to-city knowledge exchange and strengthening of existing networks.
- Mutual knowledge sharing between local and programme level.

Global Level

- Global dialogue and peer review of lessons learned and experiences at local and programme level.
- Development and dissemination of normative outputs.

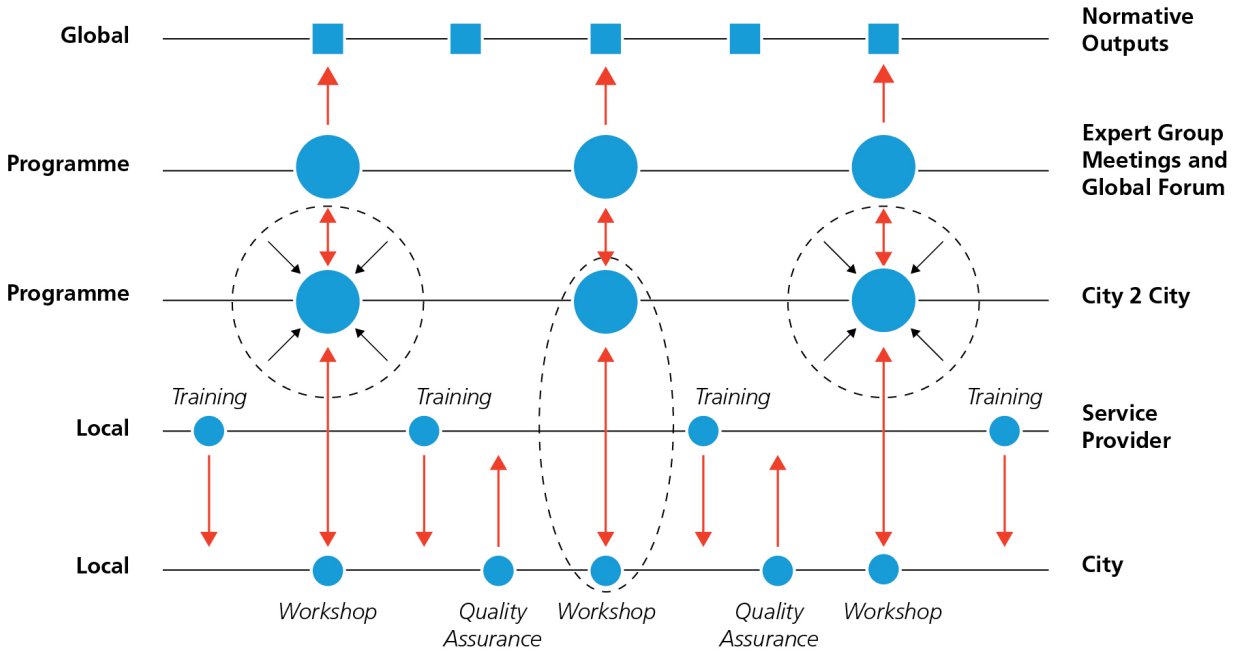


Fig. 6 Illustration of the interlinked levels and streams of activities

UN-Habitat Programme Management Structure

In its role as the strategic partner, UN-Habitat will provide independent expert advice on the Programme's implementation to the UK FCO London. In this sense, UN-Habitat will participate as a member of the 'Strategic Programme Board', the 'Programme Management Committee', and the 'In-country Steering Committees' as required.

During the Strategic Development Phase of the Global Future Cities Programme, the teams on the ground were composed of representatives from UK FCO posts, Local City Specialists and UN-Habitat's country and regional offices. In addition, UN-Habitat Headquarters built up a strong team including technical programme managers for each city, as well as, a pool of specific experts on urban planning, transport and resilience, and the cross-cutting issues of data, finance, the Sustainable Development Goals and the New Urban Agenda. This proposal builds upon a continued engagement of the same/or similar expertise.

The overall lead and coordination of the Implementation Phase of the Programme will be based in Nairobi, at the UN-Habitat Headquarters, where the global component and the programme-level activities will be developed and delivered. UN-Habitat Headquarters will also support and monitor the implementation progress of Turkey, Nigeria, Brazil and South Africa directly.

For the Implementation Phase, UN-Habitat proposes to enhance the engagement of the regional and country offices to strengthen the presence of local knowledge and expertise. The UN-Habitat team is therefore looking at opportunities to establish a local hub, where necessary expertise is embedded that easily can be availed on the ground in the cities.

A regional 'UN-Habitat Hub' could be embedded in the UN-Habitat Sub-Regional Office in Bangkok, to support coordination and implementation of activities in the South East Asian Region, i.e. Indonesia, Malaysia, Myanmar, Philippines, Thailand and Vietnam. UN-Habitat Headquarters will work with the Bangkok Office throughout this process.

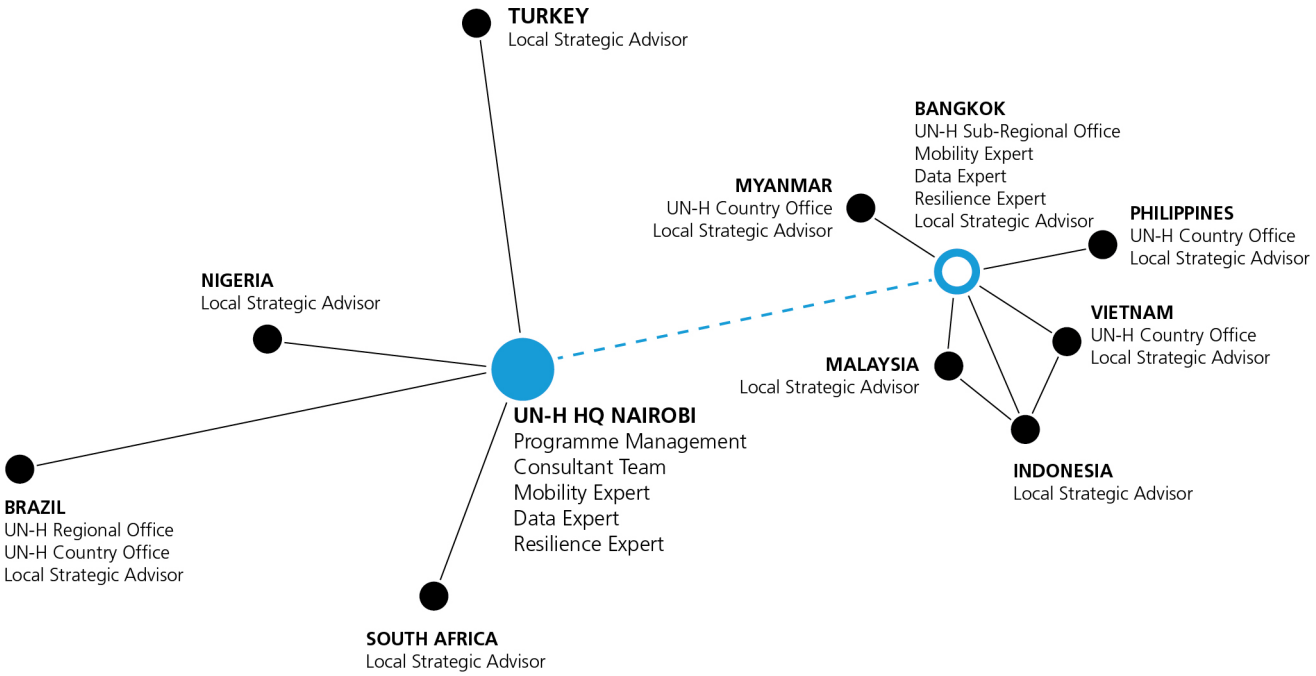


Fig. 7 Schematic illustration of UN-Habitat's organisational set-up, also respond the allotment of contracts

Finally, a network of Local Strategic Advisers, where possible integrated in UN-Habitat's existing Regional and Country Offices, will be based in each country. The role of the Local Strategic Advisers will be aligned to context-specific needs, taking into consideration feedback received from UK FCO local posts. Some of the key responsibilities of the Local Strategic Advisers are as follows:

- Support the UK FCO local posts with stakeholder engagement and communication.
- Provide expert advice during in-country Steering Committee meetings.
- Ensure alignment of UN-Habitat's and UKBEAG's activities with those of the Delivery Partners.
- Support city authorities with technical recommendations.
- Oversee the application of the SDG Assessment Tool.
- Organise, deliver and report on SDG Assessment Sessions.
- Promote city-to-city learning and knowledge exchange through network of Local Strategic Advisers.
- Contribute to programme-level/ global learning and advocacy by sharing city-specific experiences.

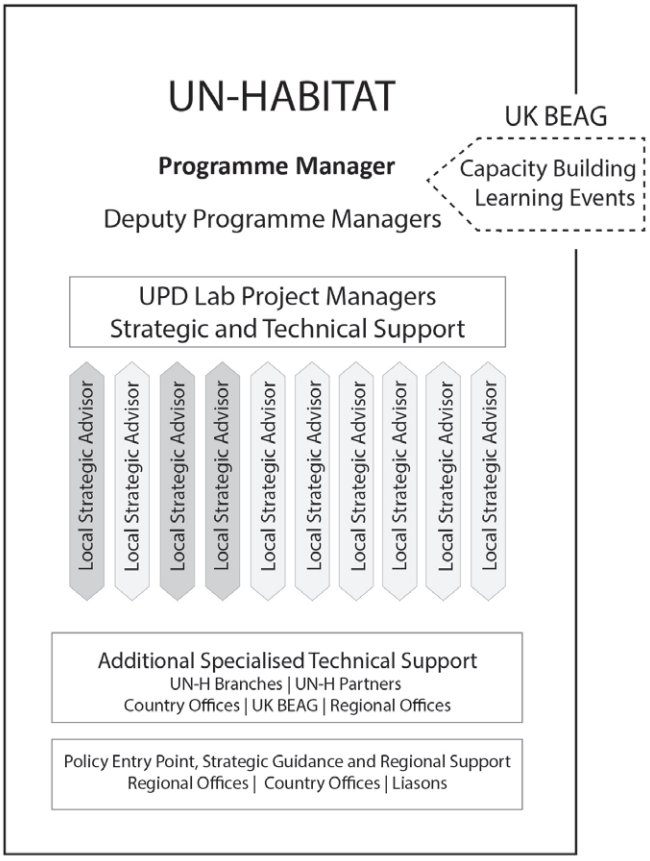


Fig. 8 Programme implementation structure

At intervention level, capacity building will be delivered by Local Strategic Advisers with support from UN-Habitat HQ and country offices. It is important for both streams to complement the capacity building activities as embedded in the technical assistance provided by Delivery Partners.

During the previous phase, the United Kingdom Built and Environment Advisory Group (UKBEAG) provided support and input on market maturity and assessment of professional capacities, while also hosting the Dialogue and Training week in London. The UKBEAG, with its network of UK based actors within the urban sector, will support implementation of the Programme primarily through direct trainings as part of the cross-cutting capacity building component of the Programme.

Additional implementing partners may be considered on need basis, for example related to the capacity building activities, the normative work, and/or for the technical review of the main milestones. They will be engaged for providing support and high-level advice especially on the themes of urban planning, transportation/mobility, and smart technologies.

All Implementing Partners will be engaged under UN-Habitat. UKBEAG, formally represented by RIBA, will sub-contract/ engage expertise within their network of professionals on a needs basis.

Roles and Responsibilities are clearly outlined in Annex D to the MOU, Output Register: 'Roles and Responsibilities'.

Programme outputs

This section describes the outputs to be delivered during the Implementation Phase of the Programme, summarised in the Logical Framework.

Strategic Advice and Technical Recommendations

Intervention Theory of Change

Theory of Change at intervention-level

UN-Habitat will support the Delivery Partners in the systemised development of Theories of Change (ToCs) for each intervention. The ToCs will outline potential barriers and drivers, and the preconditions for achieving the expected outcomes of each intervention. Consequently, the ToCs will contribute to the identification of potential capacity building and policy reform needs in each city to achieve the long-term sustainability of the interventions.

During the Strategic Development Phase, UN-Habitat identified barriers and enabling conditions that can influence the implementation of the interventions and their long-term impact. Initial assessments of these preconditions and recommendations for success have been captured in City Context Reports and Technical Viability Assessments. UN-Habitat will deliver a guidelines document to steer the development of the ToCs at intervention level, driven by the Delivery Partners. The definition of ToCs at intervention level will allow the establishment of strategies to improve interventions' viability and long-term impact in the city. It will

Fig. 9 UN-Habitat's main outputs for the Implementation Phase

also contribute to defining capacity building requirements as well as the possible need for broader policy reforms in the city. Once the ToC is developed by the delivery partners during the Inception Phase, UN-Habitat will review it considering the broader Programme objectives and programme-level ToC. In addition, the review will take into account the logical framework for each intervention and the indicators of performance presented by the delivery partners.

UN-Habitat will provide recommendations based on key barriers identified to the successful implementation of the Programme. Consequently, possible mitigation strategies will be identified, outlining how these barriers can be addressed through the activities of the Programme.

Even though the Delivery Partners will address some of the barriers through the implementation of the interventions, broader dynamics of the city context may be out of the scope of the ToRs. The Capacity Building component provided by UN-Habitat and UK BEAG and the continuous engagement with city authorities will fill this gap and account for the broader systemic challenges of each city context. In order to inform the interventions development and keep the city authorities updated on any changes, the ToC and the Logical Framework of each intervention will be periodically reviewed.

Theory of Change at programme-level

Based on the ToC at intervention-level, UN-Habitat will provide recommendations to increase the long-term impact across the 19 cities. This will include strategies on how to address systemic barriers for the execution and long-term sustainability of the interventions. Additionally, policy recommendations will be provided, describing which transformations need to occur from a broader city context perspective in order to achieve wider impact on improving transport, resilience and urban planning. If necessary, UN-Habitat will provide advice on the MREL developed by UK FCO for the programme-level in accordance with the ToC and the main Programme objectives.

SDG Project Assessment Tool

Each of the 30 proposed interventions has the potential to positively impact on economic development and quality of life in each of the respective cities. It is therefore essential that the design and implementation of each intervention captures this potential and directs it towards quantifiable prosperous and inclusive urban development initiatives.

The 'SDG Project Assessment Tool; Guidance for cities to develop interventions towards inclusive and sustainable urbanization' will be developed and apply to capacitate city authorities to conduct quality control during the intervention's development and to enhance their ability for executing and sustaining the interventions beyond the Programme's timeframe.

The SDG Project Assessment Tool's primary aim is to provide guidance for sustainable urbanization, and secondly, to steer participatory processes between city authorities, delivery partners and the UK FCO to develop strategies to optimize the inclusion of SDGs along the interventions' development. Moreover, as a result of this 2-3 year process, increased awareness of the SDGs will be achieved both among city authorities and delivery partners. During the Inception Phase, UN-Habitat will provide an internationally validated framework for the themes of urban planning, transport and resilience, covering a broad range of themes and norms. It will serve as the basis for intervention-specific versions that are 'simple to use' and 'tailor-made' for the cities of the Global Future Cities Programme.

UN-Habitat will conduct a participatory workshop in each city at the end of the inception phase, to engage with city authorities, the delivery partners and the UK FCO local managers to discuss and validate the framework for the application of the SDG Tool in each specific context. As a result, SDG Assessment Worksheets developed for each intervention will be presented to and validated by the city authorities, the UK FCO and the Delivery Partners.

SDG Project Assessment Sessions

Throughout the Programme period, the SDG Tool will be applied at periodic 'SDG Project Assessment Sessions' in each city. A qualitative assessment of relevant Terms of Reference (ToR) deliverables per intervention will be carried out and discussed in participatory sessions between city authorities, delivery partners and the UK FCO.

UN-Habitat's thematic and international experts will provide technical advice and support the city authorities to assess the main ToR deliverables throughout the Implementation Phase, against two main criteria:

- Level of alignment with the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA);
- Strategies in place to make interventions effective and sustainable beyond the Programme's timeframe.

After each SDG Project Assessment Session, a recommendations report for each intervention will be accessible to city authorities, the UK FCO and delivery partners. It will provide information about the main findings of the assessment and identify strengths and weaknesses of the project proposal in respect to its alignment to the SDGs. The reports will inform the GFCP Knowledge Management Platform and provide relevant data for knowledge exchange and sharing of best practices among cities and delivery partners within the Programme's implementation.

Socio-economic Impact Assessment (TBC)

This proposal outlines a Socio-Economic Impact Assessment (SEIA) as an integrated component of the implementation phase, though it is not yet costed in the budget. As discussed with UKFCO the SEIA is highly relevant for the Programme, but could potentially be funded by available M&E budget of the Programme.

The SEIA can demonstrate the impact of the GFCP at a global level, specifically in advancing the SDGs thereby directly informing UKFCO's GFCP monitoring and evaluation processes. This differs from the SDG Project Assessment Tool which will be

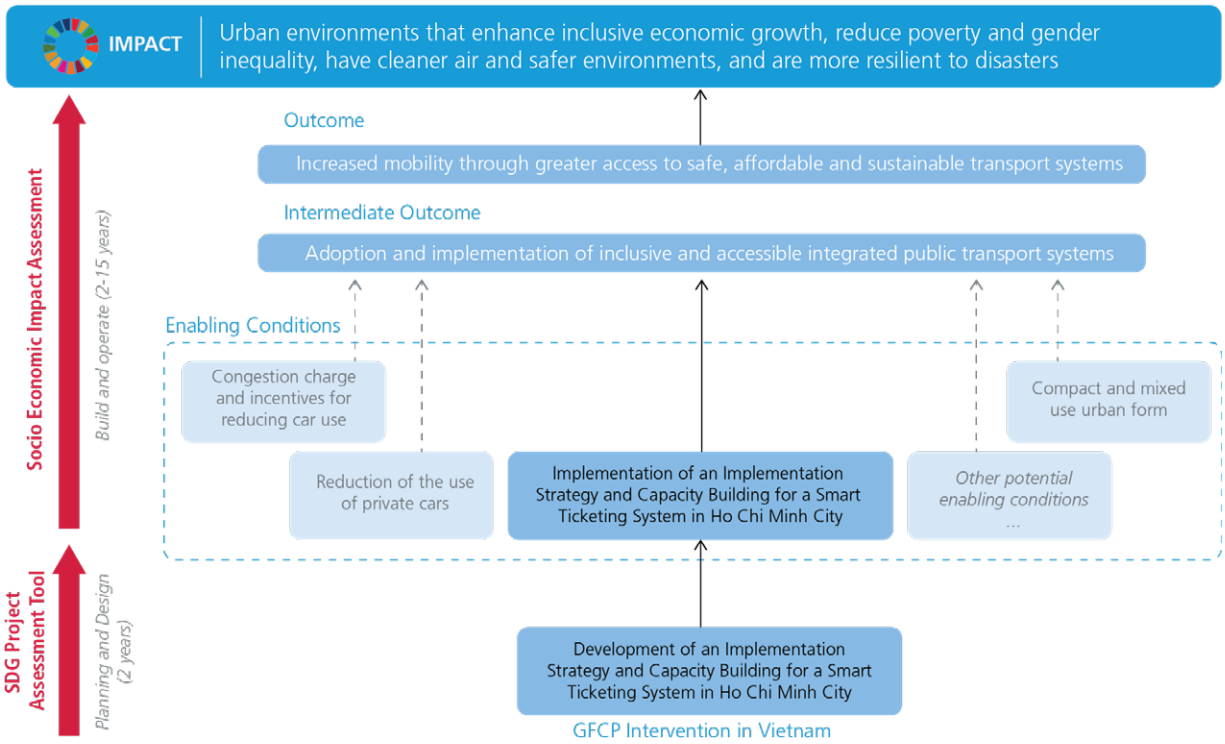


Fig. 10 Relation between the SDG Assessment Tool and the Socio-Economic Impact Assessment (Ho Chi Minh City as an example)

a tool to improve the interventions in the Planning and Design phase in order to safeguard an SDG approach. For each city, the SEIA will develop an impact estimation and will outline different policy trajectories that the cities could undertake. An initial baseline assessment across the 19 cities which will be developed will provide a 'dashboard' of the city's SDG performance with regards to transport, urban planning and resilience. This will inform the strategies that the cities can adopt to transform the city context and increase the interventions' long-term impact on the achievement of the SDGs.

On the programme level, the impact assessment per city will estimate the Programme's impact in a 15 years' timeframe thereby informing the monitoring and evaluation framework of UK FCO's Global Future Cities Programme while helping to demonstrate the legacy and potential impact of the GFCP.

Capacity Building

Capacity Building and Thematic Learning

City authorities will be provided with strategic advice and capacity building through an integrated approach. Technical assistance of the Delivery Partners will be complemented with learning-by-doing capacity building activities, (i.e. embedded in SDG project assessment process) and with a programme level capacity building and training component. This will contribute to a sustainable implementation of the interventions, and in the end, to position the cities in taking owner- and stewardship of the interventions in the long-term perspective and enhancing urban planning, transport and/or resilience practices.

Methodological and Thematic Approach

UN-Habitat will coordinate all activities in the Programme, including capacity building. UN-Habitat's coordinating role is to ensure an integrated approach. UKBEAG will be able to deliver the activities with its extended professional network. FCO Posts and UN-Habitat Local Strategic Advisors, complemented by Country Offices, will support the component by providing input and reviewing.

During the Inception Phase, the methodological and thematic approach of the capacity building programme will be defined to ensure a comprehensive strategy. This phase will consider the complex and diverse needs of the 19 cities, in the form of a capacity building needs assessment, whilst identifying general synergies and needs shared between cities, regions and countries engaged in the Global Future Cities Programme. This initial phase will define the alignment of the capacity building and training component with the work of the Delivery Partners, complementing the capacity building activities embedded in the technical assistance that they will provide to the cities.

Based on the Strategic Development Phase outputs (City Context Reports, Market and Profession Assessments, Market Maturity reports, Technical Viability Assessments) the following tentative themes have been identified for capacity building and normative work:

- Sectoral themes such as mobility, housing, resilience/ climate change, regeneration that build on existing UN-Habitat trainings, tools and expertise.
- Principles and practice of integrated and inclusive planning.
- Achieving impact through evidence-based design (i.e. the effective use of data).
- Implementation and enforcement.
- Project finance and procurement.
- Governance and collaboration.

Besides the outputs of the Strategic Development Phase, the outputs of the Implementation Phase will identify themes for capacity building and normative work.

The Theory of Change on intervention level will identify changes needed for sustainable implementation of the interventions through the outputs, outcomes and assumptions. The periodic assessments led through the SDG Tool will inform on key topics that need improvement in each intervention, on the one hand, while indicating the areas where the city can share best practices among the GFCP, on the other hand. The Thematic learning events could be used to exchange knowledge and discuss the key issues among a broader group of cities and stakeholders.

Thematic Learning Activities

The capacity building activities will be delivered to the cities at different levels through the lifecycle of the Programme. A series of peer-to-peer trainings will be organised and guided by topic experts in the form of thematic learning activities focused on specific key topics. These will consist of three different types of activities: thematic learning events at the country or regional level; online thematic webinars; and one programme-level event.

The different scales of the proposed activities aim to guarantee a comprehensive approach to the main thematic areas identified during the Inception Phase and to strengthen the top-down and bottom-up strategy of the Capacity Building component across the Programme: it will both promote a city-to-city exchange at several levels and provide the cities with trainings on specific and tailored technical themes.

Thematic learning events

The thematic learning events will provide an opportunity to engage a specific targeted group of key stakeholders, tentatively around 10-15 representatives per event, to ensure that the technical support is guided towards the most strategic thematic areas. The approach defined during the Inception phase will identify the targeted stakeholders, starting form a country-level dimension but exploring also the synergies and potential for exchange between countries of the same region. The events will be facilitated by selected experts who will guide the learning and interactive training of the city delegates, ensuring the sharing of experiences and lessons learned. These trainings have the potential to stimulate a discussion on country and regional-scale issues and promote a closer collaboration with the national governments and identify essential driving and limiting policy issues.

Thematic learning webinars

A series of webinars (tentatively 12), which align to the identified thematic areas and the content of the country thematic trainings. The events will provide a time and cost-effective training method with the potential to assemble stakeholders and focus on substantive capacities and expertise needed. Moreover, it will enhance the global dimension of the programme, providing an opportunity for city-to-city learning and knowledge sharing, together with demonstrations of best practices from the UN, the UK and other international experts.

International and programme level training and dialogue

The programme level event will include key stakeholders in a global event, potentially also inviting representatives from the Delivery Partners. This international event will be an opportunity for cities to share and discuss best practices, lessons learned and progress of the Programme implementation, address challenges and ensure a critical feedback mechanism is in place.

The guidance provided by moderators will ensure the engagement of all actors, while training given by international experts will consolidate outcomes the Programme's strategic and technical support.

Thematic Learning Reports

The Capacity Building and Training component has the potential to have a broad impact beyond its direct application. The knowledge produced through the definition and implementation of these thematic activities, combined with best practices and lessons learned shared by the cities, will represent a valuable resource to be used and shared throughout the Programme.

Thematic learning reports will capture this knowledge, reporting on main findings and conclusions of each event. The reports will be curated in a coherent and consistent layout and translated in each language of the Programme, to be globally shared through the Knowledge Management Platform. The reports will contribute directly to the Normative Output development providing firstly the evidence on the most relevant areas to focus on and secondly thematic contents discussed, elaborated and synthesized together with the cities.

Knowledge Management

Normative Outputs

Normative Outputs

As part of UN-Habitat's contribution to building the legacy of the Programme, 6-8 normative outputs will be developed. Normative outputs can be defined as the collection and analysis of local best practices in order to set trends. The aim is to use these outputs to generate or contribute to new global standards that can be derived from the Programme. The outputs will reflect on different relevant topics for the GFCP and for its contribution to a larger global debate on urban development in emerging economies.

Thereby, the normative work will build upon key findings from the Programme across the 19 cities on the main urbanisation trends in emerging economies. It will also reflect on key policy knowledge gaps in urban planning, transport and resilience and how barriers can be addressed to maximise long-term impacts and advance the SDGs. Based on the knowledge gathered during the Strategic Development Phase, some possible thematic areas could be: inclusive mobility, land-value capture mechanisms in emerging economies, data systems for improved decision making or new approaches to integrated urban planning.

The normative outputs will directly complement the thematic material developed for the capacity building output, as well as the lessons shared from city to city. It will also take into account the results of the assessments and technical advice provided across the 19 cities during the Implementation Phase. Finally, the outputs will build upon the normative work of the Strategic Development Phase, that outlined main results and key findings.

Advisory Group

An advisory group made up of UN-Habitat leading experts and international specialists is to be established in the beginning of the Implementation Phase, that will guide the development of the normative outputs. Moreover, the advisory group will oversee the selection of topics as well as the information gathering and analysis requirements across the 19 cities. The advisory group's advice will be aligned to the strategic guidance of the Programme including the recommendations from UN-Habitat's Expert Groups Meetings.

Expert Group Meetings (EGMs)

In order to bolster the normative outputs, three EGMs will be held. An EGM brings together globally leading external expertise around a certain topic area in order to explore relevant contemporary research and analysis, identify inspiring practices and lessons learned and develop independent recommendations on a particular issue.

In the context of the GFCP, the proposed EGMs will consist of a working meeting bringing together individual experts from a variety of fields, and focusing on tangible implementable outputs that can be scaled up and included in multiple contexts in the GFCP cities and beyond. These EGMs will range from a thematic to a context-specific approach. It is essential that the output of the meetings take key recommendations, and consolidate them through the development of the normative outputs, referencing upcoming trends and cutting-edge research that can be complimented by knowledge generated through the Programme. In addition, UN-Habitat EGMs provide a formal report that is delivered to the Secretary General of the United Nations. This forms the basis of a substantive and political anchor for the Programme within global multi-lateral processes focusing on sustainable development.

Knowledge Management Platform

The knowledge management platform is envisioned as a web-based tool for disseminating knowledge between the multiple partners and stakeholders of the Global Future Cities Programme, enabling knowledge exchange amongst them and particularly city-to-city learning.

The platform will facilitate the way information is collected, stored and accessed, and function as a repository of curated reports and background information that is relevant for the participating cities, donor and delivery partners. Depending on

the final set-up, the platform could potentially also be used for disseminating information to a wider, external target group, including the general public.

Essentially, the platform will:

1. Facilitate knowledge management during the Implementation Phase through gathering knowledge from all partners and facilitating knowledge sharing; and,
2. Sustain knowledge beyond the Implementation Phase, and disseminating the lessons learned to the general public.

The platform proposes multiple activities that facilitate exchange between cities, providing channels that allow cities and facilitators to share key documents, best practices and experiences. As a result of the city-level Theory of Change review and the Rapid Policy development, cities will be organised on the platform thematically or by geographic location whereby guiding documents and relevant materials can be shared accordingly.

The platform will host other activities such as Thematic Learning Webinars, providing a live tool that enables cities to share knowledge amongst themselves and with international experts. Case studies and lessons learned will form the basis of the information cities will capture in the areas of urbanisation and policy trends in emerging cities. Barriers and enablers to the implementation of the interventions will provide direct input to the normative outputs.

Relevant background materials will be consolidated and hosted on the Knowledge Management Platform to share with city leadership, providing them with relevant resources that can improve their capacity to overcome systemic challenges and implement sustainable urban interventions. Translation of key documents to official languages of the countries of the Programme is essential in order to overcome language barriers and avoid misunderstandings between the international team and local actors.

Global Visibility and Communications Strategy

A key component of knowledge management is establishing a strong communications strategy, one that increases the visibility of the Prosperity Fund to key external organisations, while ensuring the legacy of the Programme. The strategy should complement UK FCO's existing communications strategy and UN-Habitat's existing knowledge networks to disseminate real-time information on the progress of the GFCP Implementation Phase.

The communications strategy will include continuous documentation of the Programme, its main findings and achievements as well as the implementation process. The strategy will also include the development of dissemination material, videos and multimedia, as well as an outreach component including the continued use of social media and participation in global events.

It will include an advocacy component to promote policy changes, replication and upscaling at city, regional, national and potentially also global level. Outputs will include elements such as participation in international events to consolidate key messages and lessons learned, and to extend strategies based on the Programme to other regions. The communications strategy will inform the Knowledge Management Platform and include continuous documentation of the Programme, its main findings and achievements as well as the implementation process. The strategy will also include the development of dissemination material, videos and multimedia.

Global and regional events

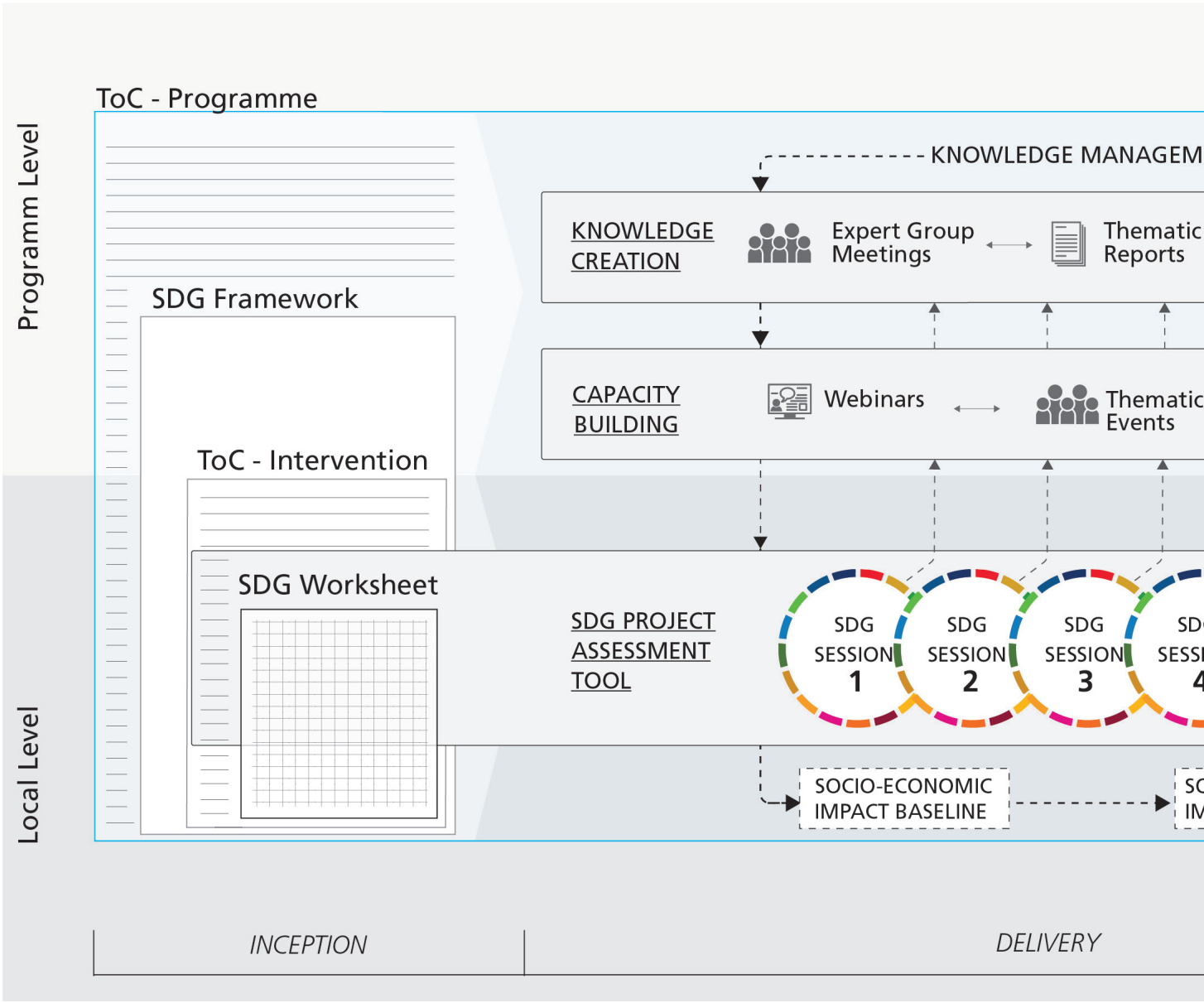
Global and regional fora can be an excellent avenue for the development of essential links with other programmes and disseminating the unique methodology of the GFCP to other actors. The proposed method to establish this is the creation of channels for peer-to-peer learning with other institutions and other external projects. As such, UN-Habitat will support the presentation and representation of the Programme at relevant international events such as the World Urban Forum

(Abu Dhabi, February 2020), the UN-Habitat Assembly in 2019 and 2021, as well as regional and national fora and platforms that can promote further visibility, and strengthen existing learning strategies (Malaysian Urban Forum, Asian Pacific Urban Forum, etc.)

There are also strong political elements to many of these fora, which often can require specific inputs. UN-Habitat's country offices can also contribute strongly to regional or country-specific dissemination, by providing culturally and linguistically responsive tools that bolster the advocacy and relevance of the normative outputs to UN-Habitat Member States.

World Urban Forum

This global event, held by UN-Habitat since 2002, will offer the possibility for cities to exchange learnings and take part in dialogues on international best practices with other countries beyond the Programme. As WUF is recognised as the foremost global arena for interaction among policymakers and local government leaders in the field of sustainable urban development, it could also be an opportunity for the city's political representatives to present the GFCP interventions to a larger audience.


Programm Level
Local Level
ToC - Programme
SDG Framework
ToC - Intervention
SDG Worksheet
KNOWLEDGE MANAGEM
KNOWLEDGE CREATION
Expert Group Meetings
Thematic Reports
CAPACITY BUILDING
Webinars
Thematic Events
SDG PROJECT ASSESSMENT TOOL
SDG SESSION 1
SDG SESSION 2
SDG SESSION 3
SOCIO-ECONOMIC IMPACT BASELINE
INCEPTION
DELIVERY

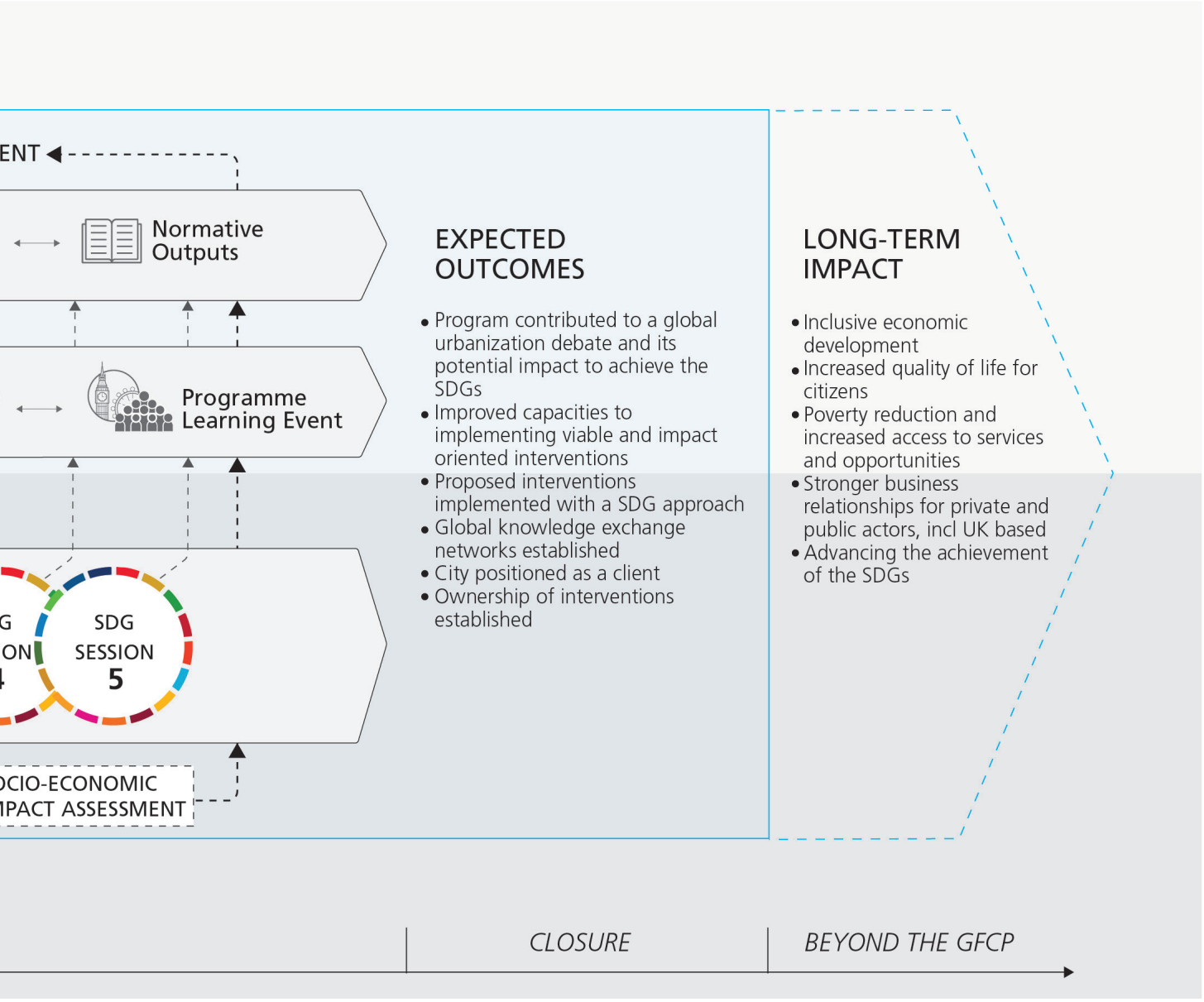


Fig. 11 Linkages within the different outputs and activities of the strategic and knowledge management partner

Critical Success Factors and Potential Risks

The critical success factors and potential risks for the Implementation Phase of the GFCP are based on the findings of the Strategic Development Phase and reflected in the design of the proposed outputs above. The main objective is to ensure the long-term sustainability of the city-level interventions, while taking into account potential risks beyond the Implementation Phase of the Programme.

Critical success factors and potential risks are further elaborated below.

Programme Management

Given the multiple partners for the delivery of Implementation Phase, a solid management structure that combines strategic, operational, technical and normative expertise needs to be in place. Strategic oversight of UN-Habitat HQ, country and regional offices will support the implementation of this phase. Considering the importance of supporting the stakeholder engagement at local level, UN-Habitat will deploy a limited number of local experts on the ground that will contribute to the stakeholder engagement and to keep building local knowledge.

The established broad network of partners in countries is an additional asset that the collaborating offices at UN-Habitat can bring forward. Technical support will be ensured through UPD-Lab's wide experience in providing advice in urban planning through a three-pronged approach that combines planning, legal and financial expertise. The UPD-Lab's work is based on the strong normative urban planning framework of UN-Habitat. Additional support will be provided by UN-Habitat's Branches and UN-Habitat's wide network of experts. UKBEAG will contribute with key technical support building on its professional network and experience in engineering, planning and architecture.

Support the overall goals and maximise the value of the Programme

Linked to ensuring impact in relation to sustainable development, there is a need to safeguard that the interventions' implementation follows a SDG approach and addresses the cross cutting issues. The definition of the GFCP interventions has been aligned with the 2030 Agenda for Sustainable Development, the New Urban Agenda and the Prosperity Fund objectives. Thereby the ToRs have set out adequate conditions to ensure that the interventions target those with the greatest needs, promote socially and environmentally sustainable cities and enhance more resilient, sustainable and prosperous cities. In order to implement impact-oriented interventions that address urban planning, transport and resilience in a sustainable way, UN-Habitat will support the cities in informing, guiding and asking the right questions to the Delivery Partners. In this regard, UN-Habitat will provide tools and guidance to city officials to ensure that the interventions are aligned to the Sustainable Development Goals and other relevant global development agendas.

Long-term sustainability and impact

Developing strategies to increase the long-term sustainability of the interventions is essential for implementing interventions that have a maximized impact beyond the GFCP Implementation Phase. In addition to mitigating possible spatial, financial and legal barriers for the implementation of the interventions, UN-Habitat will provide broader policy advice and recommendations to enhance the impact of the interventions in the long-run. UN-Habitat will base this work on the development of the Theory of Change at intervention and program level that looks beyond the immediate outputs from the Implementation Phase. Capacity development to the cities in the form of webinars, workshops and city to city exchanges, will contribute to establish stronger technical, managerial and governance structures in the cities that can increase the sustainability of the interventions in the long-run. UN-Habitat will additionally support the cities in identifying other programmes and relevant policy processes in order to establish linkages and synergies to the interventions, which can overall contribute to increase its impact in the long-run.

Process flexibility

In general, the process of the Programme is designed to be similar in each of the cities across ten countries, but the same approach might not work globally, as discovered during the Strategic Development Phase. There are cultural differences and political complexity (e.g. involvement of the national government) and some of the interventions are particularly challenging due to their multi-sectoral nature. When working in a dynamic environment with real-time variables, it is expected that events may occur during the process execution that were not foreseen during the process design. Therefore, it is crucial to have flexibility in process and ability to incorporate alternative execution paths.

Knowledge Management

The multi-disciplinary knowledge base brought by UN-Habitat, an extensive network of experts together with the Local and Regional Offices and UKBEAG makes UN-Habitat very well placed to assess and inform the technical, social and economic implications of each proposed interventions. UN-Habitat will bridge global knowledge and local expertise utilising this extensive technical knowledge of global tools, benchmarks and case studies to support the implementation of the proposed interventions within the context of the cities will help to distil the key challenges and opportunities. Technical, policy advice and the capacity building program will benefit from a solid pool of experts that will strengthen the evidence-based approach of the Program. Moreover, the knowledge exchanged and generated during the 2 years implementation will inform broader global debates and normative work on urbanization in emerging economies.

Stakeholders Engagement Strategy

Core of the primary objective of the Global Future Cities Programme is to enhance inclusive and sustainable urban development, which necessitates an inclusive and participatory process. The Programme therefore involves a diverse set of stakeholders and actors on both programme and local levels. For the successful implementation of the Programme, thorough coordination and alignment of activities is necessary.

The UK FCO will manage and coordinate the implementation and take the lead on communicating between stakeholders. There is an existing stakeholder strategy between UK FCO London, UK FCO local posts, partner governments and UN-Habitat, including its partner UKBEAG, based on the Strategic Development Phase.

The strategy was designed to ensure continuous communication in order to foresee challenges and be able to react flexibly to developments on programme and city level. Core to the communication were scheduled weekly calls (i) on programme level between the UK FCO London and UN-Habitat programme managers, and (ii) on city level between the UK FCO local posts, the UN-Habitat's country leads and Local City Specialists. The strategy also built on context-specific stakeholder mapping and coordinated engagement approaches including charrettes and validation workshops.

The existing strategy will be revised for the Implementation Phase as UN-Habitat's role has changed from executive lead to strategic adviser. The new strategy will have to include the Delivery Partners, who will be expected to develope intervention-specific Stakeholder and Community Engagement Plans. This should include meaningful engagement and feedback from relevant beneficiaries (including all genders, ages, abilities and marginalized groups), government partners, the private sector, and development partners. UK FCO, local steering committees, UN-Habitat Local Strategic Advisers will have to review the appropriateness of the plans.

The primary responsibility for inclusive stakeholder engagement related to the implementation of the interventions (such as planning workshops, public consultations etc.) will lie with the Delivery Partners. Inclusive engagement of stakeholders will be ensured in all activities delivered by UN-Habitat and its strategic professional partner UKBEAG. Continued stakeholder mapping and presence on the ground through Regional and Country Offices as well as Local Strategic Advisers, will be complemented by interactive engagement and outreach through the Knowledge Management Platform.

Stakeholder Engagement and Ownership

Ensuring political ownership is not only critical for the implementation of the interventions but also for establishing a commitment to further execute the interventions beyond the GFCP Implementation Phase. The aim is to build on the platform, momentum and buy-in established during the Strategic Development Phase by supporting a continuous stakeholder engagement process through UN-Habitat's local experts. This will include participatory processes, such as small-scale interactive workshops, dialogue and interviews and a close collaboration with the key stakeholders. A continuous evaluation using focus group discussions and one-on-one discussions should enable the exchange of vision, critique and recommendations throughout the Programme.

Moreover, UN-Habitat's experts' presence at city level will be essential to continually reassess possible risks and opportunities regarding stakeholder commitment that may influence the implementation of the intervention. The focal points established during the Strategic and Transition Phases across the cities will facilitate clear lines of communication for collaboration between the different partners of the Implementation Phase and the city officials. Moreover, it will enable the capacity building to the city officials to review and actively guide the work of the Delivery Partner.

City -to-City Learning

Political ownership and learning across the cities will be ensured through establishing networks across the selected cities to facilitate knowledge sharing and increase the likelihood of success of the interventions. During the Programme's Strategic Development Phase, an initial network was created between senior city officials and this should be strengthened to enhance the knowledge exchange and peer-to-peer learning. This network will be further strengthened through city to city learning that will be ensured through webinars and the organization of workshops and trainings. The knowledge management platform will offer a tool to manage the Programme globally, while at the same time ensuring a mechanism to facilitate continuous city-to-city knowledge exchange at local level.

Overcoming language barriers

In order to successfully implement the projects in non-English speaking countries, any necessary actions to overcome language barriers should be taken. The risk for misunderstanding between the international team and local stakeholders is higher due the lack of direct communication. The presence of highly qualified translators is crucial and should be taken into consideration for the participatory process of the Implementation Phase. The Delivery Partners for the Implementation Phase should have technical staff that are fluent in the local language and familiar with the local culture and sensitivities.

Table of Risks

Possible Risks Events	Consequences *(If risk materializes)*	Risk Factor *(likelihood x implication)*	Risk Mitigation Strategy
Operational			
Lack of political support	Incomplete success in delivering results	HIGH	• Ensure continuous dialogue and stakeholder engagement. • Work with designated focal points within city government. • Enhance ownership through engagements in the City to City learning and capacity building Program. • Enhance ownership through continuous knowledge sharing.
Lack of funding at the municipal scale to execute and maintain the project	Interventions are not executed and maintained beyond the 2 years Programme	HIGH	• Provide recommendations at project level to enhance and ensure funding beyond the 2 years implementation. • Provide advice on the exit strategy of the Program beyond the 2 years of implementation. • Capacitate cities on how municipal finance can be strengthened and bankable projects can be developed.
Absence of adequate legal framework to implement the intervention	Interventions are not executed and maintained beyond the 2 years Programme	MEDIUM	• Provide recommendations for ensuring the long-term impact and sustainability of the interventions. • Partially addressed in the strategic development phase by aligning the intervention to the policy and legal frameworks. • Capacitate the cities to address systemic issues related to the legal framework, governance and enforcement.
Interventions are not legally approved and adopted	Interventions are not executed and maintained beyond the 2 years Programme	HIGH	• Provide recommendations for ensuring the long-term impact and sustainability of the interventions. • Ensure continuous dialogue and stakeholder engagement.
Lack of adequate capacity at city level to implement and maintain the interventions	Interventions are not executed and maintained beyond the 2 years Programme	MEDIUM	• Providing a capacity building Program tailored to the needs of the cities. • Capacitate the city as a client to ask the right questions and guide the work of the Service Providers.
Delays in estimated interventions timeline	The results do not meet planned deadlines	MEDIUM	• Careful timeline planning • Plan for contingencies and allocate buffer time to absorb possible delays in negotiations and implementation of solutions

Technical			
Lack of enabling conditions for long-term impact and achievement of the Programme objectives	Interventions do not have an impact in improving the city's context in transport, resilience and urban planning	HIGH	• Provide policy recommendations for the wider city context. • Capacitate the cities to better plan for transport, resilience and urban planning.
Interventions do not adequately incorporate an SDG approach	Interventions do not contribute to address the cross cutting issues and advance the SDGs	HIGH	• Applying the SDG assessment tool to ensure that the service providers adopt an SDG approach. • Provide technical advice on how to integrate the cross cutting issues at project level.
Local context is not mature enough for implementation	Interventions do not have an impact in improving the city's context in transport, resilience or urban planning	MEDIUM	• UN-Habitat's three pronged-approach will help identify/mitigate barriers to support implementation. • Ensure that the interventions are aligned and supported by national and municipal priorities and legal frameworks. • Adapt interventions to the local context and ensure that they fulfil stakeholder expectations and needs.
Political			
Changes in local and/or national governments	Interventions are not implemented, and/or no long-term commitment	MEDIUM	• Ensuring continuous stakeholder commitment and elaborate short term action plans. • Work with designated focal points within city government.
Armed conflict/ Security	Incomplete success in delivering results	LOW	• Typically not conflict areas.
Changes in the political and administrative system	Incomplete success in delivering results	LOW	• Typically not regime volatile areas.
Financial			
Currency exchange losses are significant / Corruption	Unexpected budget reduction or increase	MEDIUM	• Careful financial planning. • Creation of contingency reserve. • Where possible, contract in EUR or USD. • Due diligence.
Resources allocated for implementation may be insufficient	Incomplete success in delivering results	LOW	• Ensure interventions are implementable within the allocated budge.t
Environmental			
Natural disasters	Incomplete success in delivering results	MEDIUM	• N/A

Global Framework for Development

Sustainable Development Goals

The primary purpose of the Prosperity Fund is to contribute to the Sustainable Development Goals (SDGs) through addressing barriers to growth. The Global Future Cities Programme, in particular, aims to contribute to the achievement of the SDGs, mobilising efforts to end all forms of poverty, fight inequality and tackle climate change, while ensuring that no one is left behind. Through improving the way cities are planned and managed, the GFCP addresses SDG 11, which is 'to make cities and human settlements inclusive, safe, resilient and sustainable', resulting in increased prosperity and quality of life. The Fund is particularly relevant to SDGs 1, 5, 9 and 13 through cross-cutting issues, focusing on: ending poverty in all its forms; achieving gender equality; building resilient infrastructure and promoting inclusive and sustainable industrialization, and; taking urgent action to combat climate change

UN-Habitat provides support to local and national governments to reflect the new global agenda in city and country development plans and policies, adapting global frameworks to local contexts and conditions. During the Strategic Development Phase, it was crucial to familiarise city officials with the SDGs, which allowed the cities to set a foundation that can assess, monitor and report on potential impact during the Implementation Phase and beyond.

During the Strategic Development Phase, all interventions within the Programme were assessed in regards to their alignment with the SDGs. This will be continued through the Implementation Phase, whereby an SDG Project Assessment Tool is to be developed to evaluate the potential contribution to the SDGs during the intervention implementation throughout the two-year period. As a part of this process, continuous engagement with city officials will be essential in order to sensitise them to their ability to address the intervention's potential impact on the achievement of the SDGs and the implementation of the New Urban Agenda. The SDG Tool, used periodically in the SDG Assessment Sessions ensures that long-term impact can be achieved by aligning them to the SDGs and NUA.

New Urban Agenda

In 2016, the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) held in Quito, Ecuador, adopted the New Urban Agenda, a framework that that lays a foundation for how cities should be planned and managed to best promote sustainable urbanisation. The New Urban Agenda encourages relevant stakeholders 'to generate evidence-based and practical guidance for the implementation and the urban dimension of the SDGs in close collaboration with Member States, local authorities, major groups and other relevant stakeholders, as well as through the mobilisation of experts.

The Global Future Cities Programme is directly related with the UN-Habitat's draft Action Framework for the Implementation of the New Urban Agenda (AFINUA). This framework is organised under five categories: (1) national urban policies, (2) urban legislation, rules and regulations, (3) urban planning and design, (4) urban economy and municipal finance, and (5) local implementation.

During the Strategic Development Phase, all interventions were assessed in regards to their alignment to implementing the New Urban Agenda, and success factors were identified to ensure that the interventions have a long-term impact. The SDG Project Assessment Tool, developed through the implementation phase, will support cities in evaluating the delivery of the ToRs through a monitoring framework that considers both alignment to the SDGs and the New Urban Agenda. Through the assessment tool, cities can align their own actions, policies and activities to ensure the long-term sustainability of the interventions beyond the scope of the Programme.

UN-Habitat Cross-Cutting Issues

The 2030 Agenda for Sustainable Development is aimed at 'leaving no one behind' and the NUA reinforces this vision of inclusive and sustainable cities. UN Habitat advocates for cities that work to provide equal opportunity for all residents – female or male, young or old, rich or poor, able-bodied or otherwise, citizen, migrant or refugee. As the global frontrunner in sustainable, inclusive and participatory urbanisation, UN-Habitat leads by example in engaging the community in its work and tackling climate change in cities.

UN-Habitat has four cross-cutting themes that are considered in every project: Climate Change, Gender Equality, Human Rights, and Youth. Our approach to cross-cutting themes is described in the following section.

Climate Change

One of the Programme's three integrated pillars is resilience. Specifically, this aspect aims to provide technical assistance towards building resilience to climate change (e.g. flooding, heat waves, water stress) and ensuring that development occurs in a sustainable manner. Many of the cities within the Programme are considered to be among the cities in the world with populations most likely to be severely affected by climate change, such as Ho Chi Minh City and Bangkok. During the Implementation Phase, the interventions are likely to increase the capacity of local governments, sensitising them to issues around climate change and allowing them to integrate climate strategies into the planning process.

Many of the Global Future Cities Programme interventions also include concrete measures related to Climate Change. Most transport interventions for example promote the use of public transport, which can reduce the use of private vehicles, and as a result reduce greenhouse gas emissions. Moreover, the Programme seeks to improve communication between institutions and promote an integrated approach to urban planning, leading to more sustainable, resilient and socially inclusive cities. Some of the selected cities of this project lack an integrated strategy to address the effects of Climate Change, therefore the interventions support the development of a low carbon strategy, leading to reduced traffic congestion, improvement in air quality, a more active business environment, better responses to climate change events, innovative urban design, and resource-efficient energy and mobility plans to improve adaptation of communities, in particular in vulnerable areas where the urban poor and marginalized groups are most affected by climate change.

Gender Equality

The Prosperity Fund places a strong focus on gender and inclusion, whereby gender equality and women's economic empowerment are acknowledged as key drivers for inclusive growth and poverty reduction. The Global Future Cities Programme must fully comply with the International (Gender Equality) Act (2014).

Gender inequality is a crucial aspect to understand in urban contexts. Urbanisation does not impact genders equally; women and youth continue to make up the majority of people living in poverty in urbanised areas and with limited control over assets. Women move to urban areas for a number of different reasons, including avoiding environmental degradation or escaping family and discrimination problems. While many of them hope to find economic stability in cities, a majority ends up in urban slums in which housing and living conditions are especially harsh.

As part of the Implementation Phase, UN-Habitat continues to promote gender sensitive approaches to urban planning as opposed to gender neutral approaches. Gender neutral approaches to urban planning often lead to unequal gender outcomes which systematically disadvantage poor people and therefore, women. Adopting a gender sensitive approach is key to address the systemic constraints that contribute to persistent gaps in women's economic opportunities.
UN-Habitat aims to achieve gender equality and the

empowerment of all women and girls in order to fully harness their vital contribution to sustainable development by readdressing the way cities and human settlements are planned, designed, financed, developed, governed and managed, as following the NUA. Urban planning can help mitigate negative effects and impacts of gender inequality. While urban planning cannot solve the root causes of gender inequality and misogyny, proper urban planning can support and mitigate the injustice that women and girls tend to be victims of.

In many of the cities the Global Future Cities Programme has been engaged in, women are often less represented in the urban planning and design process. The project aims to engage equally as many female as male planners throughout, particularly through the Evaluation and Monitoring Workshops at the local level, and Expert Group Meetings at the global level. This is crucial as different people, women and men, boys and girls, use the city differently.

For greater awareness and evidence-based approaches to gender strategies, the Delivery Partners will be required to acquire disaggregated data where possible. Different user groups, such as women and men, have different mobility needs, and women tend to have limited access to private motorisation due to cultural, social and economic reasons. Improvements to public transport, if designed based on gender specification, can bring disproportionate benefits to women. Similarly, certain services and urban functions are accessed by specific groups. Through the location of services (such as schools, markets, etc.) it is possible to influence the wellbeing and access for all to services.

Human Rights

The challenges of urbanisation, such as rising inequality and the prevalence of slums, are symptoms of a larger deficit to respecting human rights in cities, particularly the right to adequate housing and the right to safe drinking water and sanitation. The right to adequate housing is one of the main human rights UN-Habitat is mandated to respect, promote and protect. Sustainable urban planning is the base of securing adequate housing for all. Moreover, the right to safe water and sanitation can be secured through adequate urban planning. Planned cities and city extensions can reduce the scale of informal settlements and the lack of urban basic services. Urban planning can also secure land ownership rights and ensure that evictions or disruption of livelihoods are limited.

In many of the Global Future Cities Programme cities, the most impoverished members of society live in areas lacking adequate urban planning, leading to sprawl, inefficient land use and insufficient or absent urban basic services, such as drainage and waste management. This can intensify the impact of natural hazards, especially on poor and vulnerable areas, that are often high-risk areas. Improvements to public transport systems are expected to create more equal access to mobility for all - including those who have the financial means for private motorisation.

The Global Future Cities Programme provides technical advice for national and local governments to plan in advance and strengthen their capacity to be able to shift to a more sustainable development trajectory and therefore improve the livelihoods of the most vulnerable populations. Participatory urban planning methodologies will be applied during the Implementation Phase that will specifically promote the participation of vulnerable communities in the workshops and meetings.

UN-Habitat aims to carry out a human rights-based approach and to promote no lower than the international human rights standards in all its projects. While the Strategic Development Phase analysed inequalities of the development problems, the progress of the Delivery Partners through the Implementation Phase will also be reviewed through the Milestone Assessment Reports. The goal is to ensure that the Delivery Partner consider inclusive strategies that promote international human rights standards, especially in regards pro-poor and disability strategies.

Children, Youth and Older Persons

In many of the cities the Global Future Cities Programme is engaged in, children, youth and older persons make up a significant proportion of residents. Often, they do not, however, have equal representation in urban planning and management, leading to their needs and rights not being equally considered in decision-making processes. Even though these age groups are vital to the prosperity of cities, they still face many barriers—most notably unemployment and a lack of access to basic services—preventing them from reaching their full potential.

During the Strategic Development Phase, many of the interventions identified children, youth and older persons as vulnerable groups and have targeted actions set in place to increase the ability to access employment, public spaces and basic services.

Children, youth and older persons are often less represented in the urban planning and design process in many of the cities within the Programme. The project aims to engage equally many different age groups throughout to guarantee their voices are heard and their access to employment and basic services is ensured through inclusive strategies within transportation, housing, among others.

Reporting

UN-Habitat will report on the implementation progress, and provide strategic advice on the overall Programme's implementation to the UKFCO.

The lines for reporting will be based on weekly calls and reports on a quarterly basis:

- Weekly calls: weekly updates will take place via conference telephone or similar modes, to ensure that all parties are up to date on progress and to address emerging issues.
- Quarterly Narrative Reports: these will be prepared and submitted for comments by the end of every calendar month.
- Quarterly Financial Reports: these will be prepared reporting on expenditures

UN-Habitat also proposes that face-to-face meetings are held on regular basis with the UK FCO, where reporting on progress and emerging issues can be addressed more in-depth.

Finally, the Programme's Implementation Phase will be internally evaluated after 75% of the budget has been spent. This will allow for the findings to inform the final quarter of the Programme as well as recommendations beyond the Programme period. The evaluation analysis will be based on the Theory of Change and the Log Frame and shared with UN-Habitat, the UK FCO, the UKBEAG as well as any other relevant partners and key stakeholders, including governing bodies and Member States.

Annex A.1

Logical Framework

EA1: Programme interventions in targeted cities are strengthened through strategic advice and technical recommendations for quality improvement				
OUTPUTS	**Key Performance Indicators (KPI)**		**Targets (incl. time frame)**	**Activities**
OUTPUT 1.1 **30 Theories of Change (ToC) reviewed**	KPI1.1.1	Number of guidelines (manual/template) for development of intervention-level ToC	1 guideline (inception phase)	Provision of guidelines/ template to the Delivery Partners for the ToC development at the intervention level
	KPI1.1.2	Number of intervention- level ToCs developed	30 ToC reviews (inception phase) 30 ToC reviews (end of programme)	Review the ToC for each intervention
			30 reviews of set of indicators (inception phase)	*Review the set of indicators for each intervention if specifically requested (TBC)*
			30 ToC and Logframe reviews (mid-term)	*Review the ToC and logframe for each intervention, only if needed due to relevant changes during implementation*
	KPI1.1.3	Number of programme-level ToCs reviewed and updated	2 ToC reviews (inception phase, end of programme)	Review and update the Programme-level ToC
			1 MREL indicators review (inception phase)	*Review MREL indicators at Programme-level if specifically requested (TBC)*
	KPI1.1.4	Number of strategic recommendation papers on programme's long-term sustainability	1 paper (end of programme)	Identify potential barriers/enablers and risks/opportunities and draft recommendations for implementation of the ToRs.
OUTPUT 1.2 **1 SDG Project Assessment Tool developed**	KPI1.2.1	Number of SDG Project Assessment Tools (frameworks) developed and approved by UK FCO	1 tool (inception phase)	Develop SDGs Project Assessment Tool (framework)
	KPI1.2.2	Number of SDG Project Assessment Tools tailored to interventions and approved by UK FCO, delivery partners and targeted city authorities	30 logframe assessment (inception phase)	Assess the logframe for each intervention to inform the SDG tailor-made sheets
			30 tailor-made assessments (inception phase)	Develop SDG Project Assessment Tools tailored to each intervention
OUTPUT 1.3 **150 SDG Project Assessment Sessions completed**	KPI1.3.1	Number of SDG Project Assessment Sessions held	150 sessions held	Technical review of the ToR deliverables through the SDG Tool and provision of recommendations to support the delivery of the intervention in alignment to SDG and NUA
				Hold consultations with the city authorities to evaluate the ToR deliverables through the SDG Project Assessment Tool
				Host multistakeholder SDG Project Assessment Sessions in each city
	KPI1.3.2	Number of evolving SDG Project Assessment Reports, eventually adapted into roadmaps/ strategies to sustain the interventions beyond the programme period (considering financial strategies, legal frameworks, local capacity, governance)	- 30 inception phase reports - 90 draft reports - 30 final reports (end of programme)	Draft of SDG Project Assessment Reports, eventually adapted into roadmaps/ strategies to sustain the interventions beyond the programme period (considering financial strategies, legal frameworks, local capacity, governance)

	KPI1.3.3	Extent to which assessments were perceived as useful for the improvement of the interventions	at least 60% of participants agreed	Carry out surveys for city authorities
1 Socio-economic Impact Assessment methodology developed and completed	*KPI1.4.1*	*Number of Socio-economic Impact Assessment methodology developed*	*1 Socio-economic Impact Assessment*	*Develop the socio-economic impact assessment methodology and framework to be applied at city level*
	KPI1.4.2	*Number of cities in which the Socio-economic Impact Assessment was carried out*	*19 Socio-economic Impact Assessments carried out*	*Apply the Socio-economic impact assessment to the 19 cities of the Programme*

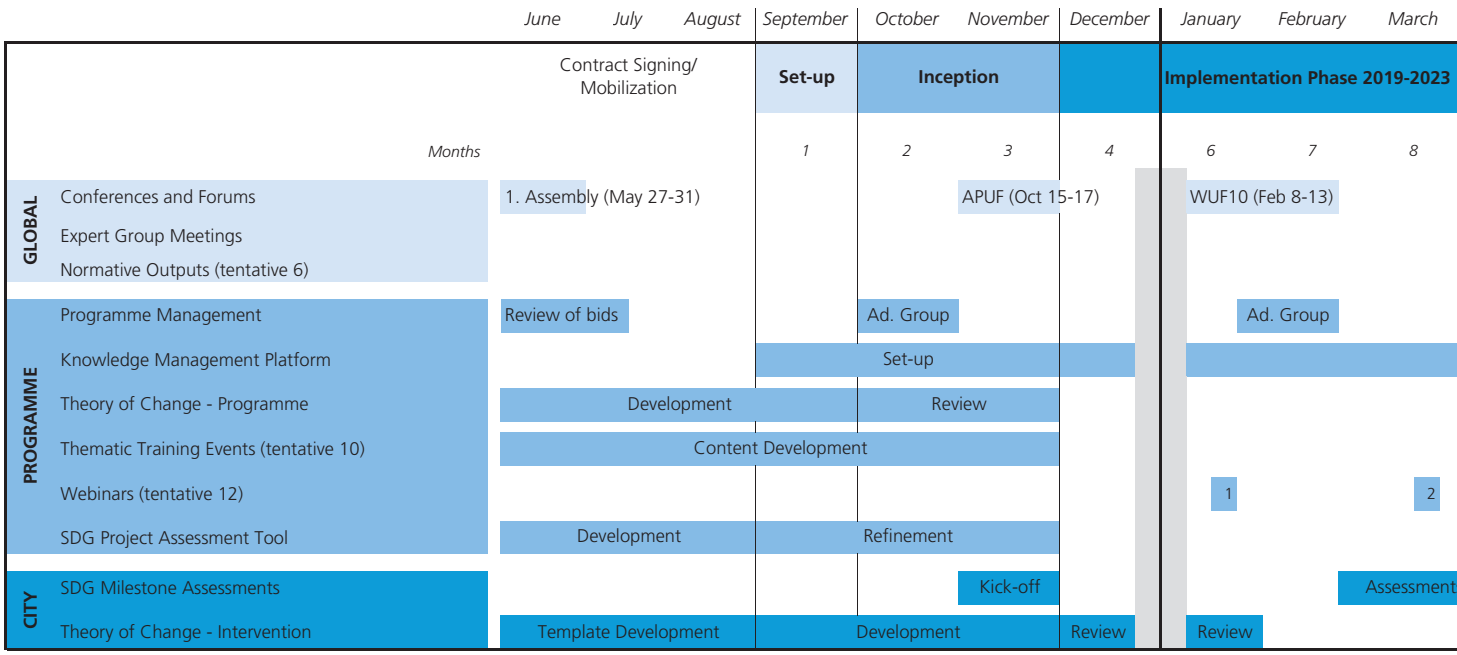
EA2: Strengthened capacity of targeted city authorities to plan and manage the implementation and sustainability of interventions in the areas of urban planning, transport and resilience				
OUTPUTS	**Key Performance Indicators (KPI)**		**Targets (incl. time frame)**	**Activities**
<u>OUTPUT 2.1</u> Capacity building of targeted city authorities completed	KPI2.1.1	Number of capacity building programmes and methodological approaches developed	1 programme (inception phase)	Identify main thematic areas (tentatively 6) for the city-to-city knowledge exchange as a result of the city-level ToC review
				Consolidate background material and input for the learning and knowledge exchange
				Define the specific timeframe and methodology for the C2C learning and knowledge exchange
				Development of methodology and content of the thematic learning events
				Development of methodology and content of the thematic learning webinars
	KPI2.1.2	Number of thematic learning events held	10 thematic learning events held	Hosting of tailor-made thematic learning events
	KPI2.1.3	Number of webinars held	12 webinars	Hosting of thematic learning webinars, supported by a professional trainer and language translators
	KPI2.1.4	Number of programme level events held	1 programme level event	Hosting of thematic Training and Dialogue event at the Programme-level
	KPI2.1.5	Number of participants engaged, disaggregated by (i) national, sub-national and local levels, and (ii) gender, age and ability	400 participants	Monitoring of attendance of participants to the events
	KPI2.1.6	Number of capacity building reports capturing main findings and conclusions of thematic learnings and programme level event	11 reports	Draft reports on the main findings and conclusions of the thematic training events
				Translate the thematic learning reports to the different languages of the GFCP countries

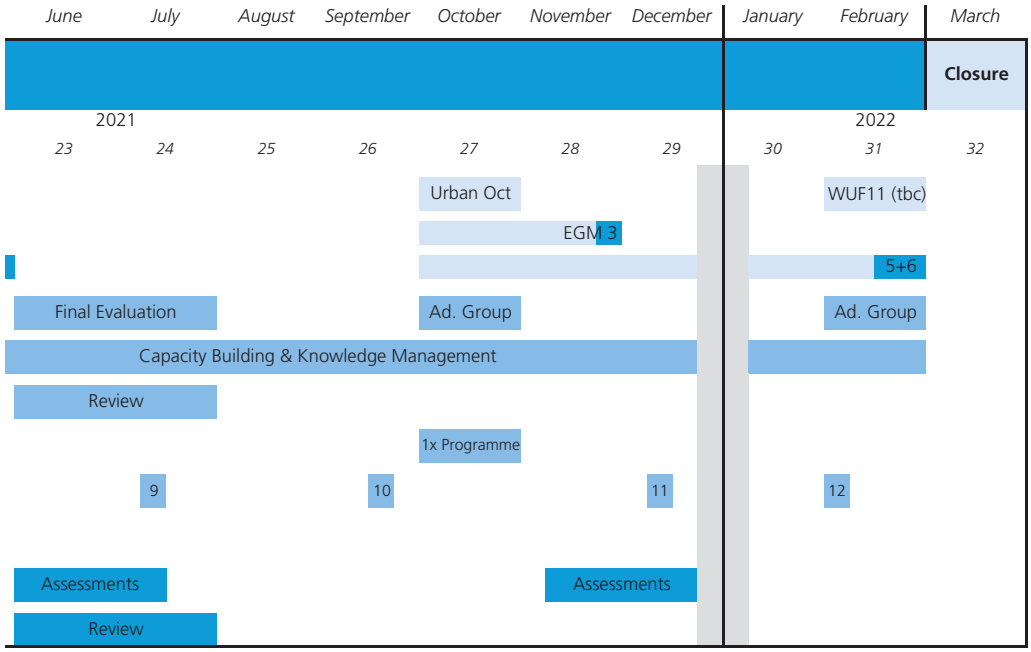
EA3: Increased local and global knowledge about inclusive and sustainable urbanization				
OUTPUTS	**Key Performance Indicators (KPI)**		**Targets (incl. time frame)**	**Activities**
<u>OUTPUT 3.1</u> 6 Normative Outputs completed	KPI3.1.1	Number of meetings/sessions of Advisory Group held	6 meetings	Establish an Advisory Group whose objective is to advise on strategic issues and normative outputs
				Provide advice on scope and content of the normative publications
	KPI3.1.2	Number of Normative Outputs completed and disseminated among programme partners and wider public	6 Normative Outputs	Extract reflections and conclusions on the Programmes' relevance for local and global communities
				Develop and dissemination of normative outputs
	KPI3.1.3	Number of Expert Group Meetings held	3 Expert Group Meetings	Hosting EGMs
				Draft and disseminate main findings and conclusions of EGMs

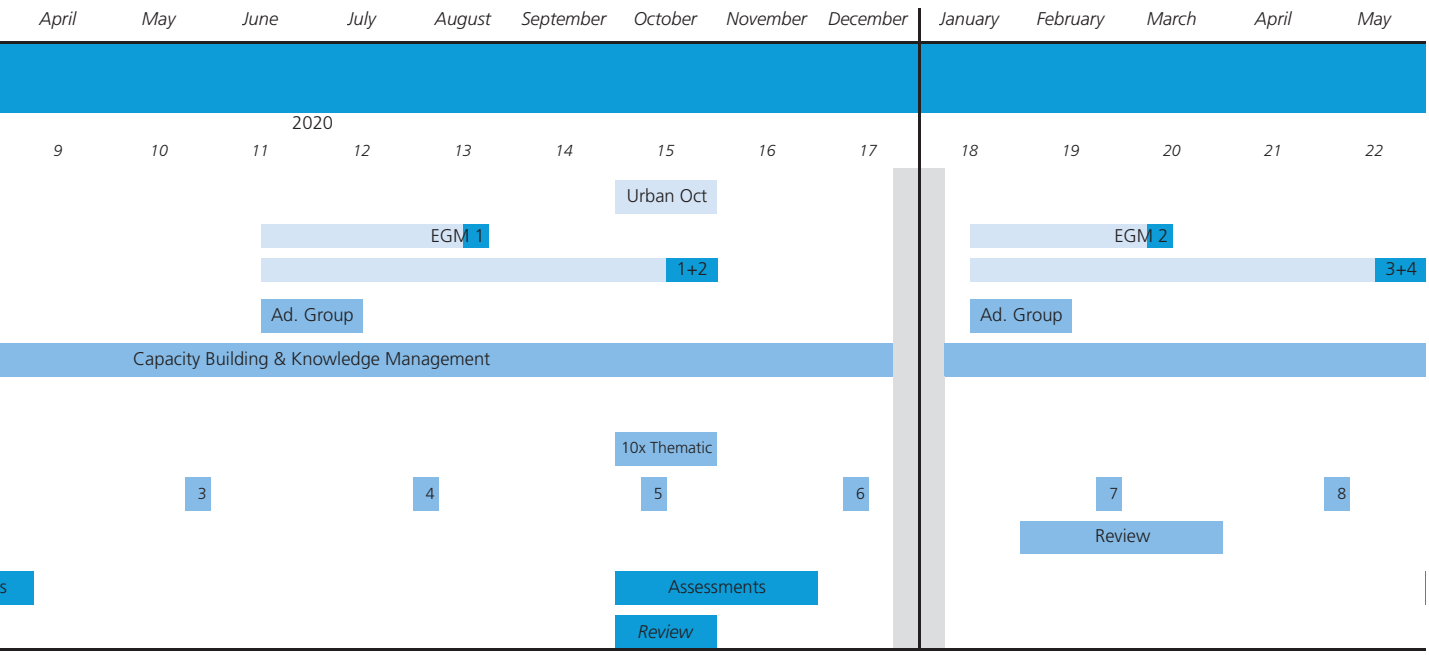
OUTPUT 3.2 **1 Knowledge management platform established**	KPI3.2.1	Number of knowledge management platforms established and in operation	1 (inception phase)	Set up of a knowledge management platform
	KPI3.2.2	Number of publications in the repository of resources	100 publications in the repository of resources	Facilitate exchange and disseminate the thematic documentation among the cities
	KPI3.2.3	Number of users	100 recurring users 800 visitors	Website traffic data monitoring
OUTPUT 3.3 **1 Global visibility and communications strategy developed**	KPI3.3.1	Number of communication strategies developed	1 (inception phase)	Establish effective communications and dissemination strategy for the Programme
	KPI3.3.2	Frequency of communication messages about programme activities	Bi-monthly communication messages	Document the programme and the implementation process
	KPI3.3.3	Number of events at external conferences (e.g. APUF-7, WUF)	4 events	Present and represent the programme at World Urban Forum
				Present and represent the programme at relevant regional forums and platforms

Annex A.3

Timeline



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Review

Annex A.4

List of Interventions

	Country	City	Intervention Pillar	Title of the intervention
1	Brazil	Recife	Planning	Data Eco-system for Urban Governance in Recife
2		Belo Horizonte	Transport	Intelligent Mobility in Expresso Amazonas
3	Nigeria	Abeokuta	Transport	Transport Policy for the City of Abeokuta
4		Abeokuta	Planning	Urban Masterplan for the City of Abeokuta
5		Lagos	Transport	Feasibility Studies for the development of public and freight water transportation in Lagos, Nigeria
6		Lagos	Planning	Urban Renewal Guidelines for Lagos
7	Turkey	Istanbul	Planning	Urban Planning Training and Capacity Development Programme for Resilient Istanbul
8		Istanbul	Transport	Sustainable Urban Mobility Planning for Istanbul
9		Bursa	Transport	Transforming Bursa into a Smart City
10		Bursa	Planning	Sustainable Urban Transformation Approach for Bursa
11		Ankara	Planning	Increasing Quality and Accessibility of Streets in Çankaya Neighborhoods in Ankara
12		Ankara	Transport	Bicycle Strategy, Master Plan and Pilot Implementation for Integrated Non-motorized Multimodal Transport in Ankara
13	South Africa	Cape Town	Planning	Supporting the Implementation of the City of Cape Town's Data Strategy
14		Johannesburg	Transport	A review of the Fourth Industrial Revolution (4IR) trends and effects on urban mobility in Johannesburg
15		Johannesburg	Planning	Strategic Area Framework and Associated Implementation Tools for Soweto "Triangle" in Johannesburg
16		Durban	Planning	Improved Data Integration, Collection and Analysis to Facilitate Collaborative Informal Settlement Action in Durban
17		Durban	Planning	Enhanced Institutional Governance Coordination for Supporting Alignment of Stakeholder Plans Working on Transit-Oriented Development on Durban
18	Philippines	Cebu	Planning	City Roadmap for the SDGs' Implementation and Evidence-based Planning in Cebu
19		NCC	Planning	Comprehensive Sustainability Plan for New Clark City (CSP-NCC)
20	Myanmar	Yangon	Resilience	Revitalizing Streetscapes-unlocking the potential for Yangon's city assets
21	Vietnam	Ho Chi Minh City	Transport	Development of a Smart Ticketing System for Public Transportation Network
22		Ho Chi Minh City	Resilience	Developing a Digitalised Inventory of the Drainage System in Ho Chi Minh City
23	Thailand	Bangkok	Planning	Data Hub Roadmap for Integrated Planning
24		Bangkok	Transport	Transit-Oriented Development (TOD) Plan for the Khlong Bang Luang area
25		Bangkok	Resilience	Decision Support System (DSS) for Flood Management

26	Indonesia	Surabaya	Planning	Urban Transformation Plan for Putat Jaya
27		Surabaya	Resilience	Earthquake Preparedness Strategy
28		Bandung	Transport	Development of an Integrated Public Transport system in Bandung
29	Malaysia	Iskandar	Transport	Intervention 1: Implementation Strategy for Smart Integrated Mobility Management System (SIMMS) Intervention 2: Enabling Data Utilisation and Data Management for Evidence-based Urban and Transport Planning
30		Melaka	Transport	Intervention 1: Green Transport Corridor Implementation Strategy Intervention 2: Heritage Area Integrated Mobility Plan

Annex A.6

UN-Habitat / Urban Planning and Design Lab

Introduction

UN-Habitat is present and works in more than 70 countries, with regional offices on four continents that support programme delivery at regional and country level. UN-Habitat is mandated by the UN General Assembly to promote socially and environmentally sustainable and resilient cities and towns. The agency is the focal point for all urbanisation and human settlement matters within the UN system. In this regard, UN-Habitat envisions well-planned, well-governed and efficient cities and towns, with adequate housing, infrastructure and universal access to employment and basic services such as water, energy and sanitation.

As the custodian agency for SDG 11 on sustainable cities and communities and as the mandate agency to monitor the implementation of the New Urban Agenda, UN-Habitat is well-positioned to oversee the implementation of the 2030 Agenda for Sustainable Development, in particular at a local level.

The Headquarters of the UN-Habitat secretariat is located in Nairobi, Kenya, where its programmatic work is divided among seven thematic branches:

- Urban Legislation, Land and Governance
- Urban Planning and Design (including the Urban Planning and Design Lab)
- Urban Economy
- Urban Basic Services
- Housing and Slum Upgrading
- Risk Reduction and Rehabilitation
- Urban Research and Capacity Building

The Agency's Strategic Plan for 2020-2023 aligns with the United Nations' reform agenda, including organizational changes and the revision of the existing thematic branches, to ensure alignment and impact towards sustainable urbanization with the overall notion of sustainable development. The Strategic Plan lays out a recalibrated vision and mission and a sharpened focus, embracing a solutions-oriented culture moving from a project-focused approach to a broader culture of supporting countries and cities in delivering systematized and locally-adapted solutions.

UN-Habitat's reform proposes a focus on achieving four interconnected and mutually reinforcing goals: spatial inequality and poverty; shared prosperity; climate action and urban environment; and crisis prevention and response (figure 13). UN-Habitat's value proposition to contribute to the global urban development agenda is derived from its knowledge and expertise, and its ability to provide innovative and evidence-based urban solutions that are both normative and operational.

The agency's convening power, its capacity to influence long-term change, and its ability to leverage partnerships contribute to its added value and implementation capabilities.

Fig. 12 UN-Habitat Domains of Change for the Strategic Plan 2020-2023

The Urban Planning and Design Lab (the UPD-Lab)

The UN-Habitat UPD-Lab is the integrative planning and design facility that supports member states and their local and regional governments in the implementation of policies, plans and projects. Since its establishment in 2014, the UPD-Lab has provided technical assistance to more than 60 cities in 40 countries, most often through the development of urban projects coupled with normative outputs, that can be delivered in order to influence and support political decision-making.

The UPD-Lab is composed by a multi-disciplinary team of urban planners, legal-, financial-, data- and climate change experts, applying a holistic, integrated and proactive approach to development. By utilising spatial planning as an integrative tool to incorporate the economic, legal, social and environmental aspects of urban development, opportunities can be identified and harnessed to generate value, prosperity and job creation. By translating UN-Habitat's principles of sustainable urban development—density, connectivity, mixed land use, diversity, and participation and proactive planning—into practice, the UPD-Lab provides a unique platform to integrate urban development and planning activities.

The UPD-Lab applies a hands-on, participatory and exploring-by-design approach to analyse urban issues. Through workshops and charrettes, multiple stakeholders are provided opportunities to contribute to identifying and solving problems and to develop plans that can be tested and improved. In essence, the UPD-Lab methodology can be described as an iterative design review process, where interaction and multi-stakeholder engagement supports the planning process to become the means of influencing and accomplishing complex governmental agendas, impacting economic prosperity, poverty reduction, social cohesion, inclusion, political stability and conflict prevention. Hereby, cross-cutting issues such as climate change, gender and human rights can be embedded in a unique approach to urban development.

Annex A.7

Selected Publications by UN-Habitat

Urban Planning

Urban Planning for City Leaders

Urban Planning for City Leaders is a valuable source of information, inspiration and ideas on urban planning that is designed for city leaders and decision makers at a critical moment in human history.

https://goo.gl/ZyGL4t

Urban Planning and Design Labs tools for integrated and participatory urban planning

The UN-Habitat´s Lab has been a response to a growing demand from cities, not only providing tools for their urbanization challenges, but also responding to urban planning in general. Within a complex set of actors and technical realities, the Planning Lab finds its existence and application to create, navigate and accelerate the urban strategies and transformative projects for implementation. This publication aims to present the Lab´s approach towards planning and design, management and implementation, as well as to introduce the trajectory of the UN-Habitat's Lab through its working years of experience.

https://goo.gl/uDtVRT

A New Strategy of Sustainable Neighbourhood Planning: Five principles – Urban Planning Discussion Note 3

UN-Habitat supports countries to develop urban planning methods and systems to address current urbanization challenges such as population growth, urban sprawl, poverty, inequality, pollution, congestion, as well as urban biodiversity, urban mobility and energy. The proposed approach is based on 5 principles that support the 3 key features of sustainable neighbourhoods and cities: compact, integrated, connected

https://goo.gl/aUXPnV

Spatial Development Framework 2040 City of Johannesburg Metropolitan Municipality

The Spatial Development Framework 2040 for Johannesburg is a city-wide spatial policy document developed by the City of Johannesburg in collaboration with The Urban Planning and Design Lab from UN-Habitat, Iyer Urban Design Studio and Urban the Morphology & Complex Systems Institute. The document identifies the main challenges and opportunities in the city, setting a spatial vision for the future city, and outlining a set of strategies that to realize that vision.

https://goo.gl/8yvF3t

Urban Mobility

Planning and Design for Sustainable Urban Mobility: Global Report on Human Settlements 2013

Planning and Design for Sustainable Urban Mobility argues that the development of sustainable urban transport systems requires a conceptual leap. Urban planning and design should focus on how to bring people and places together, by creating cities that focus on accessibility, rather than simply increasing the length of urban transport infrastructure or increasing the movement of people or gods. Urban form and the functionality of the city are therefore a major focus of this report, which highlights the importance of integrated land-use and transport planning.

https://goo.gl/hrHCLd

Sustainable Mobility in African Cities

This report is the summary of the seminar 'Sustainable Development of Public Transport in Africa', held in Nairobi, Kenya. The meeting assembled experts from around the world to share knowledge and expertise with a focus on urban passenger mobility in Africa in preparation for the United Nations Commission of Sustainable Development's 18th and 19th sessions in 2010 and 2011. The joint declaration and this report synthesise the key messages from the event

https://goo.gl/UBywae

Streets as Public Spaces and Drivers of Urban Prosperity

A key finding of this report is "prosperous cities are those that recognize the relevance of public spaces (with proper layouts) and those which have allocated sufficient land to street development, including sufficient crossings along an appropriate lengthy network. Those cities that have failed to integrate the multi-functionality of streets tend to have lesser infrastructure development, lower productivity and a poorer quality of life"

https://goo.gl/QG3fXt

Promoting Non-Motorized Transport in Asian Cities: Policymakers' Toolbox

Parallel to urbanization, Asia is undergoing rapid motorization. It has been estimated that by 2035, both the vehicle population and motorization index will at least double in the Association of Southeast Asian Nations (ASEAN) region, China and India from current levels (2012). In many countries, vehicle growth rates are higher than gross domestic product (GDP) growth rates. Despite projected high number of vehicles for 2035, the projected motorization index for Asia will still be considerably lower than the current motorization index of the developed world.

https://goo.gl/XfRRb5

Resilience

Sustainable Urbanization in the Paris Agreement

In this publication, UN-Habitat analyzes the Nationally Determined Contributions (NDCs) towards the Paris Agreement on Climate Change, with a special focus on the urban context, in order to understand better the roles of member states in urban climate action. The result is very encouraging: over two-thirds – 113 out of 164 – of the submitted NDCs show clear urban references and content, establishing the relationship between sustainable urbanization and climate action. Through the New Urban Agenda and the Paris Agreement on Climate Change, UN-Habitat stands ready to support member states to implement their Nationally Determined Contributions (NDCs).

https://goo.gl/ofuayo

Guidebook: Planning for Climate Change

This Guidebook is for city planners to better understand, assess and take action on climate change at the local level. Specifically targeted to the needs of planners and allied professionals in low and middle-income countries where the challenges of planning for climate change are particularly high. The guide's strategic, values based planning framework: – promotes a participatory planning process that integrates local participation and good decision-making. – provides practical tools for addressing climate change through different urban planning processes.

https://goo.gl/28K3gd

The Guiding Principles for City Climate Action Planning

The publication reviews typical steps in the city-level climate action planning process in light of a proposed set of globally applicable principles. These principles, developed through a robust and open multi-stakeholder process, support local officials, planners and stakeholders in climate action planning. Such plans aim to help cities to reduce greenhouse gas emissions and adopt low emission development trajectories, as well as adapt to the impacts of climate change and build local climate resilience.

https://goo.gl/CJg6EW

Integrating Climate Change into City Development Strategies

This guidebook on integrating climate change into city development strategies attempts to provide a modest input into the effort of unifying two key thematic areas, Climate Change and City Development Strategies. Developed by UN-Habitat together with The World Bank, United Nations Environment Programme (UNEP) and Cities Alliance, this guide helps cities and urban professionals address challenges related to climate change, aiming to facilitate a coordinated, focused effort targeting cities and climate change.

https://goo.gl/RohtHG

Final Evaluation: Promoting low emission urban development strategies in emerging economy countries' (Urban-LEDS), December 2016

The primary purpose of this Final Evaluation assesses the achievements of the overall Objective "Cities in emerging economy countries adopt Urban Low Emission Development Strategies," the Expected Accomplishment (EA), the two sub-EAs, and results. The evaluation will also focus on Project results to establish, by design, a vertically integrated project approach that addresses climate change issues between different levels of government. This includes advocacy and support activities at the global level.

https://unhabitat.org/books/final-evaluation-promoting-low-emission-urban-development-strategies-in-emerging-economy-countries-urban-leds/

Finance

Finance for City Leaders Handbook -2nd Edition

Cities are a driving force of the 21st century. Through bringing large numbers of people into close proximity, they spark economic growth, foster innovation, and generate prosperity. But they face the pressing challenges of creating a livable environment for their residents, enabling economic activity that benefits all citizens, and fostering urban development that is environmentally sustainable, equitable, and resilient to disruptive forces. Particularly urgent is the need to finance this development: To achieve the Sustainable Development Goals, an estimated $3 trillion to $4 trillion is needed annually. In an increasingly urban world, cities play a pivotal role in closing this financial gap.

https://goo.gl/awJqgT

Technical guidebook for financing planned city extension and planned city infill

UN-Habitat's planned city extensionPCE and planned city infill methodologies take an integrated approach to the drafting and subsequent implementation of plans for cities and are based on three complementary pillars: urban planning and design, regulatory framework, and urban finance. They recognize that for urban planning to be implemented successfully, it is necessary to analyse the prevailing regulatory framework and to accurately assess the plans' feasibility from the standpoint of both the private and public sectors.

https://goo.gl/JSUiWg

The State of Asian and Pacific Cities 2015. Urban transformations: Shifting from quantity to quality

https://goo.gl/sbFU4x

State of African Cities 2014 , Re-imagining sustainable urban transitions

https://goo.gl/8TJwvN

State of Latin American and Caribbean cities

https://goo.gl/MJRVPL

World Cities Report 2016: Urbanization and Development – Emerging Futures

https://goo.gl/bmrdvj