

ANNUAL PROGRESS REPORT 2017



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Message from the Executive Director



It is with pleasure that I present the UN-Habitat 2017 Annual Progress Report. The 2017 Report marks the fourth year of tracking and reporting on our progress in the implementation of our Strategic Plan (2014-2019). The 2017 Report reflects the work of UN-Habitat in the year immediately following the adoption of the New Urban Agenda, in a process ably led by my predecessor, Dr. Joan Clos.

In the New Urban Agenda, Member States reaffirmed the role and expertise of UN-Habitat, within its mandate, as a focal point on sustainable urbanization and human settlements, in collaboration with other United Nations System entities. It also strengthened the coordination mandate of UN-Habitat, as did the General Assembly Resolution A/Res/72/226 on Strengthening UN-Habitat in the seventy-second Session of the General Assembly. The focus of our work in 2017, and in the years to come, will be on the implementation of the New Urban Agenda, in the context of Agenda 2030 for Sustainable Development. Against this backdrop, I believe that the demand for the specialized technical expertise of UN-Habitat will continue to grow.

The work of UN-Habitat in 2017 also reflects the anticipated changes to come, following the announcement by the United Nations Secretary-General of his reform agenda, of the peace and security architecture, development system and management. The Secretary-General aims to simplify procedures and decentralize decisions, with greater transparency, efficiency, agility and accountability. Equally, UN-Habitat will need to respond to Member States' requests for support in a flexible, dynamic,

efficient and innovative manner. There is a strong call to focus on the practical implementation of the New Urban Agenda, using a further developed Action Framework for the Implementation of the New Urban Agenda as a starting point, and clearly articulating how this will help achieve the Sustainable Development Goals overall, with a focus on SDG 11. Achieving impact is a major priority and this 2017 annual progress report puts an emphasis on demonstrating the impact of UN-Habitat's work through selected result or transformation cases.

Looking forward, the year 2019 will mark the completion of UN-Habitat's 6-year strategic plan for 2014-2019. In 2018, UN-Habitat will begin preparing for its next strategic plan for the period 2020-2025, which will then be approved by its Governing Council in April 2019. In the wider context of the Secretary-General's reform, this year also marks an important opportunity for UN-Habitat – to emerge from the strengthening exercise as mandated by the General Assembly Resolution A/RES/72/226, as an agency that is financially and administratively fit for purpose with a strong governance structure agreed upon by member states, fully enabling the delivery of our mandate. The formulation of the next strategic plan will integrate lessons learned in the implementation of the current plan, as reflected in various assessments and evaluations. It will also take into account, within the mandate of UN-Habitat, the 2030 Agenda and its Sustainable Development Goals, the New Urban Agenda, the Addis Ababa Action Agenda, the Sendai Framework, the Paris Agreement, the New York Declaration for Refugees and Migrants and other global mandates.

Ms. Maimunah Mohd Sharif
Under-Secretary-General and
Executive Director, UN-Habitat

Executive Summary

This is the fourth Annual Progress Report on the implementation of the six-year strategic plan (2014-2019). The annual report is meant to communicate, in a transparent and accountable manner, the impact of UN-Habitat's work as well as the use of resources by the Organization.

The report, which is also prepared in response to the Governing Council resolution 25/3 of April 2015, marks the end of the second of the three-consecutive biennial work programmes and budgets that implement the six-year strategic plan.

In response to feedback from a number of recent external evaluations and assessments on UN-Habitat, including the MOPAN evaluation and the mid-term evaluation of the strategic plan of 2017, which have pointed out evidence of outputs achieved, but a lack of consistently or systematically documented outcome-level performance, a new format of reporting has been introduced for the 2017 annual report. The report puts emphasis on the results or outcomes that UN-Habitat is influencing at national and subnational levels. In this respect, the 2017 annual report presents cases that demonstrate, in concrete terms, the transformation catalyzed by the organization and its partners through its normative and operational work. It reflects UN-Habitat's expertise and convening power in view of supporting the achievement of cities and human settlements that are inclusive, resilient, sustainable, safe and prosperous for all.

Several of the cases selected for this report highlight UN-Habitat's use of integration approaches to sustainable urbanization as well as the implementation through participatory methods to foster buy-in by institutions and beneficiary groups, and the sustainability of the results achieved.

This report is based on inputs from UN-Habitat branches as well as regional and country offices working collaboratively in an integrated and transformative manner through the matrix system

from 8 to 12 May 2017 in Nairobi, as well as a presentation of the new Executive Director of UN-Habitat, Ms. Maimunah Mohd Sharif.

- Section two, *Progress and Results Towards Achieving Sustainable Urbanization*, reviews progress made on the implementation of the strategic plan. For each focus area: (i) specific challenges of urbanization and human settlements are highlighted along with UN-Habitat's corresponding response strategy. The countries where UN-Habitat had active programmes in 2017 by thematic area is presented on the annex; (ii) key achievements are presented; and (iii) progress on indicators of achievement for each expected accomplishment by the end of 2017 has been presented. For each focus area, a brief analysis has been provided and the graphic presentations show progress on every indicator for each expected accomplishment in relation to the baseline at the start of the strategic plan in 2013 and shows indicator values for each year till 2017; targets at the end of the current six-year strategic plan have also been provided for each indicator. The first page of each subprogramme chapter has a chart of the financial performance for earmarked activities. It shows the 2016-2017 work programme budget representing resource requirements for the biennium, income or resources mobilised for activities under the subprogramme, and expenditure representing level of implementation. This section finally presents selected cases that provide evidence of positive results from diverse initiatives in 18 countries around the world. The cases are meant to be not only informative but also inspirational

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