



*Empowered lives.
Resilient nations.*

SUSTAINABLE URBANIZATION STRATEGY
**UNDP'S SUPPORT TO SUSTAINABLE, INCLUSIVE
AND RESILIENT CITIES IN THE DEVELOPING WORLD**

Copyright © 2016 United Nations Development Programme
All rights reserved.

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

United Nations Development Programme
One United Nations Plaza
New York, NY, 10017 USA

COVER: Fotolia/Hakki Arslan

DESIGN: Suazion, Inc. (suazion.com)

SUSTAINABLE URBANIZATION STRATEGY

UNDP'S SUPPORT TO SUSTAINABLE, INCLUSIVE AND RESILIENT CITIES IN THE DEVELOPING WORLD

Foreword	ii
1. Introduction	1
URBANIZATION TRENDS	1
PURPOSE AND OBJECTIVE	3
2. The Development Issue	4
3. Development Choices: Sustainable Development Trajectories for Rapidly Growing Cities	10
SUSTAINABILITY	10
INCLUSIVENESS	12
RESILIENCE	16
CONCLUSION	17
4. UNDP's Role	18
UNDP'S VISION OF SUSTAINABLE, INCLUSIVE AND RESILIENT CITIES	18
UNDP'S POSITION	18
UNDP'S COMPARATIVE ADVANTAGE	20
5. UNDP's Policy and Programme Support	22
UNDP SERVICES TO MUNICIPAL AUTHORITIES	22
PROGRAMMATIC AND THEMATIC SUPPORT	30
SUSTAINABILITY OFFER	31
INCLUSIVENESS OFFER	32
RESILIENCE OFFER	36
Conclusion and Way Forward	38
References	39
Annex 1: Key External Partner Initiatives and Tools	46
Annex 2: UNDP Support to SDG 11	51

FOREWORD

The world has urbanized rapidly in recent years, offering countries opportunities to improve the lives of people and enhance economic development in towns and cities. Poorly managed urban growth and development, however, can exacerbate inequalities, exclusion and vulnerability, especially among marginalized populations.

Two aspects of urbanisation in particular are directly relevant to UNDP's work and mandate. First, poverty in the developing world is becoming increasingly urbanized. Relative and multidimensional poverty in particular will become more concentrated in urban areas, and the drivers and characteristics of poverty will increasingly be influenced by urban conditions. Second, many of the other development challenges which UNDP addresses are issues in urban areas as much as in rural – access to energy, climate change impacts and disasters, diseases outbreaks, myriad forms of pollution, gender and social exclusion, and lack of access to basic services.

UNDP recognizes the nature, scale, and complexity of urban opportunities and challenges. We are able to work with urban development processes to identify priorities and maximize positive impacts on people's

lives. To support implementation of the 2030 Agenda for Sustainable Development, we must work alongside governments, businesses, and communities, using integrated approaches to achieve sustainability, inclusion, and resilience.

This Sustainable Urbanization Strategy outlines how UNDP is responding to rapid urbanization in developing countries and its consequences for sustainable development. It outlines how UNDP will support countries and cities, building upon its past and current work on urbanization. The strategy presents the complex and evolving urban challenges and the interrelated development choices which cities face as they strive to achieve the SDGs and implement the New Urban Agenda. It also sets out UNDP's comparative advantage and experience in core thematic areas which are relevant to achieving the SDGs in cities and urban areas.



Helen Clark, Administrator
United Nations Development Programme

1. INTRODUCTION

URBANIZATION TRENDS

For the first time in history, more than half the world's people are urban. Between now and 2030, the world's rural population is expected to remain largely static, while the urban population is projected to grow by 1.5 billion people.^{1,2} By 2030, 60 percent of the global population will live in cities. Over 90 percent of that urban growth will occur in cities and towns of the developing world, mostly in Africa and Asia.

The urbanization of the global population has fundamental ramifications for the economy, society and the environment. Urban centres currently cover only a small part of the world's land surface - 0.51 percent of the total land area. However, urban areas will expand significantly during the next two to three decades. Based on current trends, urban land cover will increase by 1.2 million km² by 2030, nearly tripling global urban land area between 2000 and 2030.

Cities cover a small part of the world, but their physical and ecological footprints are much larger. Cities accounted for 82 percent of global GDP in 2014³ and by 2025 this will rise to an estimated 88 percent. There will be

230 new cities by then, all in middle-income countries. One hundred cities in China alone may account for 30 percent of global GDP at that time.

Cities produce more than 70 percent of the world's greenhouse gas (GHG) emissions⁴ and use 80 percent of the world's energy.⁵ The International Energy Agency projects that urban energy-related GHG emissions will rise from around 67 percent today to 74 percent by 2030.⁶ Cities also host most of the world's critical infrastructure, key development assets, political institutions and major socio-economic activities. Global analyses of climate change and disaster impacts show that a high proportion of the people and economic

“The world is going through an unprecedented transition. The global balance of power is shifting, extreme poverty has dropped to historic lows, more people than ever before now live in cities, and new technologies are revolutionizing social behaviours and entire industries.”

UNDP Strategic Plan
2014-17

BOX 1: WHAT DOES 'URBAN' MEAN?

There is no universal definition of an urban area and countries use different criteria to define a place as urban. An urban area has been defined by one or more of the following: administrative or political boundary, a threshold population size (where the minimum for an urban settlement is typically in the region of 2,000 people, although this varies globally between 200 (Sweden) and 50,000 (Japan)), population density, economic function (e.g., where a significant majority of the population is not primarily engaged in agriculture) or the presence of urban characteristics (e.g., paved streets, electric lighting, water supply, etc.).

For the purposes of this document, UNDESA's definition of urban population is used. UNDESA has compiled a comprehensive list, gathering data from national censuses of 232 countries and territories. The UN World Urbanization Prospects 2014 report categorizes cities by level of population, where megacities are defined as urban agglomerations of 10 million inhabitants or more, large cities comprise between 5 and 10 million inhabitants, and medium-sized cities as those with between 1 and 5 million inhabitants. Small cities are categorized into two groupings: those that have between 500,000 and 1 million inhabitants and urban areas that comprise fewer than 500,000 inhabitants.

1 All demographic statistics used in this report, unless otherwise indicated, are derived or quoted from *World Urbanization Prospects: The 2014 revision*, prepared by the United Nations Department of Economic and Social Affairs (UNDESA).

2 UNDESA World Urbanization Prospects 2014 Data set <http://esa.un.org/unpd/wup/DataQuery/>.

3 A 2011 report by McKinsey and Company, *Urban world: Mapping the economic power of cities*, estimated that 600 urban centres accounted for 60 percent of the global GDP and that the population of these 600 cities, between 2007-2025, will grow 1.6 times faster than the population of the world as a whole.

4 UN-HABITAT (2011), *Cities and Climate Change: Global Report on Human Settlements 2011*. UNDP (2012), *Asia-Pacific Human Development Report 2012*. One Planet to Share: Sustaining Human Progress in a Changing Climate

5 KPMG (2012)

6 IEA's World Energy Outlook 2008

activity affected by extreme weather events is concentrated in urban centres.⁷

Cities' vulnerability goes beyond exposure to climate change impacts and extreme events. Violence and crime are pressing issues in many urban areas. The urbanization process in developing countries is often poorly managed, resulting in inequitable, exclusionary and fragmented cities and increased risk of violence, especially among disenfranchised sections of the urban population that cannot access the formal political system, including refugees and Internally Displaced People (IDPs).

While there are challenges to be addressed, there are also critical opportunities to be seized in making growth more sustainable, inclusive and equitable, cities more resilient and their inhabitants less vulnerable. Urban residents in well-planned cities enjoy better access to employment opportunities, health care, education and public services compared to their rural counterparts. Well-managed urban areas have lower per capita energy, climate and ecosystem footprints and lower costs per person for infrastructure and basic services. And the concentration of resources, ideas and energy in urban areas is fertile ground for the creativity and technological innovation needed to solve the many developmental challenges the world faces today.

Millennials in their 20s and 30s are moving into cities at an astounding rate, attracted by the concentration and density of people that they can connect with.⁸ At the same time, companies, including startups companies, are increasing moving into dense, dynamic and energetic urban centers where talent,

entrepreneurs, infrastructure, knowledge and capital are clustered.⁹ These two mutually reinforcing dynamics are shifting and shaping the way cities are developed, spurring innovation and revitalization, creating new relationships between local residents, companies and local governments, as well as exposing underlying challenges in cities.

Cities are also garnering greater attention in the global development system:

- **Agenda 2030 and the new Sustainable Development Goals** provide a powerful illustration of the challenges and opportunities to come for cities. Having been partially neglected by the MDG agenda,¹⁰ promoting sustainable cities is now clearly featured in the 2030 Agenda as one of the SDGs – Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable. (See Annex 2.) In fact, sustainable development in cities is critical to achieving most of Agenda 2030. For instance, cities have a clear role in 'ending poverty' (Goal 1); 'reducing inequality' (Goal 10); promoting inclusive and sustainable growth, and full and productive employment (Goal 8); and taking urgent action to combat climate change and its impacts (Goal 13). One analysis identified 11 of 17 SDGs where action in cities will be essential.¹¹
- Urbanization is the topic of the largest global development conference in 2016, 'The United Nations Conference

9 CityLab (2015) (accessed on 19 August 2016), <http://www.citylab.com/tech/2015/07/the-worlds-leading-startup-cities/399623/>

10 Urbanization as a development issue was partially captured under Environment MDG Targets 7c (improved access to sanitation among the urban population) and 7d (improvement in the lives of at least 100 million slum dwellers).

11 Misselwitz and Villaneuva (2015), The Urban Dimension of the SDGs: Implications for the New Urban Agenda

7 UNISDR Global Assessment Report 2013, 2011 and IFRC 2010, World Disaster Report 2010

8 Gizmodo (2016), Millennials will live in cities unlike anything we've seen (accessed on 19 August 2016) <http://gizmodo.com/millennials-will-live-in-cities-unlike-anything-weve-se-1716074100>

“Cities are not just a collection of individuals but complex, inter-related environments that foster the generation of new ideas and new ways of doing business.”

Enrico Moretti,
*Economist, The New
Geography of Jobs*

on Housing and Sustainable Urban Development' (Habitat-III). The Habitat III Conference aims "to secure renewed political commitment for sustainable urban development, assess accomplishments to date, address poverty and identify and address new and emerging challenges." These aims will be turned into an actionable **New Urban Agenda**, which will define a global approach to urbanization for the next 20 years.

PURPOSE AND OBJECTIVE

The Sustainable Urbanization Strategy outlines UNDP's response to the rapid urbanization of the developing world and its consequences for sustainable development. It is written for internal and external purposes. Externally, the strategy is targeted at local and national government and development partners who are responsible for urban development. It stands as UNDP's global offering, outlining the organization's intent, niche and particular areas of focus on this issue. Internally, the strategy is intended to frame discussions, to help assess urban issues through a multidimensional lens and to develop context-specific solutions to urban development challenges for country programming.

This Strategy Note is divided into four sections, including the introduction. The second section provides an overview of the key development issues generated by urbanization in the developing world and their relevance to UNDP. The third and fourth sections take up UNDP's role in addressing them and outline the policy and programme support UNDP will offer. Annex 1 points to resources and reference materials that have



been made available for further information. Annex 2 looks at the sort of support UNDP can offer towards achievement of SDG Goal 11.

This Strategy Note will be updated as the New Urban Agenda to be agreed at Habitat-III is operationalized and as UNDP's 'offer' to cities and urban partners is enriched by further engagement with urban stakeholders. As the New Urban Agenda takes shape, specific and targeted programming tools, evidence and resources will be developed and made available online to further elaborate UNDP's approach and offering.

Building on this strategy, UNDP will develop and offer integrated solutions combining its expertise across core thematic areas, build and work through a broad coalition of partners and deepen cross-country and regional networks of learning and exchange. The objective is to ensure the policy vision expressed in this document is translated into clear programmatic direction that is tangible and implementable to achieve results.

▲
Urban Partnership for Poverty Reduction initiative addresses urban poverty in Bangladesh (UNDP Bangladesh)

Many cities “are caught in a ‘perfect storm’ of population growth, escalating adaptation needs and substantial development deficits created by a shortage of human and financial resources, increasing levels of informality, poor governance, environmental degradation, biodiversity loss, poverty and growing inequality.”

IPCC, 2014

2. THE DEVELOPMENT ISSUE

Cities and urban centers are accelerators for social and economic progress. The economic dynamism of cities provides livelihood opportunities and social mobility possibilities not found in rural areas. Throughout history, cities have been hubs of innovation in technology, commerce, social organization and ideas. The concentration of people, resources and ideas allows innovation to occur at tremendous speed, generating economic activity and wealth at unprecedented rates. Cities also provide opportunities for social mobility that are unavailable in traditional rural environments. Throughout the world, migrants with ideas, entrepreneurial spirit and energy have been drawn to cities to achieve their dreams.

However, cities are also home to significant concentrations of the poor and marginalized. **Urban poverty is growing**¹² and the World Bank estimates that, by 2035, most of the world’s extreme poor will be found in urban areas.¹³

Urbanization has significant impacts on the environment and the well-being of urban dwellers. **Cities are key contributors to many environmental problems**, such as air and water pollution. Pervasive levels of air pollution has been seen recently in China, India and Mexico City. For many cities, municipal waste is a significant problem. Globally, 3 billion urban residents generate 1.2 kg of waste a day - 1.3 billion tonnes per year.¹⁴ This generates challenges such as GHG from transporting waste, marine pollution (including plastics) from coastal

cities, shortage of land for landfill sites and health hazards such as cholera outbreaks, from informal dumps and untreated waste.

Cities are highly vulnerable to climate change impacts. This is due to the fact that many cities are located in highly exposed coastal areas and riverbanks, which are prone to sea level rise, typhoons, storms, flash floods and landslides. Urbanization also displaces open space such as farmland, wetlands, parks and forests and reduces water supply as excessive ground water usage depletes water tables. These degradations significantly reduce the ability of natural ecosystems to filter air and water and provide other ecosystem services. The

▶
UNDP demonstrates integrated ground-water watershed management in the context of competing environmental and economic interests in Northern grand Baie district of Mauritius. (UNDP IWRM AIO SIDS)

12 Mitlin and Satterthwaite (2012), Urban Poverty in the Global South: Scale and Nature
13 <http://blogs.worldbank.org/governance/governance/more-voices-mean-smarter-cities>
14 World Bank (2012), What a Waste



BOX 2: URBANIZATION TRENDS

1. In 1950, only 30 percent of the world's population was urban. In 2014, 54 percent was urban, with the proportion being higher in developed countries. However, Africa and Asia are urbanizing faster than other regions and, together with Latin America, account for more than 90 percent of global urban growth. **By 2020, the majority of people in developing countries will live in cities and, by 2050, the urbanization rate in developing countries will reach 63.4 percent, not far off the global average of 66.4 percent.**
2. Just a few countries are home to half of the world's urban population. China has the largest urban population (758 million), followed by India (410 million). These two countries account for 30 percent of the world's urban population. Together with five other countries – the United States of America (263 million), Brazil (173 million), Indonesia (134 million), Japan (118 million) and the Russian Federation (105 million) – they account for more than half of the world's urban population.
3. The fastest growing urban areas are medium-sized cities and small cities with less than 1 million inhabitants located in Asia and Africa. Between 2000 and 2014, cities with over 0.5 million inhabitants grew at an average annual rate of 2.4 percent. Forty-three of these cities grew more than twice as fast, with average growth rates in excess of 6 percent per year. Of these rapid-growing cities, four are located in Africa, 38 in Asia (18 in China alone) and one in North America. In general, most of the world's fastest-growing urban agglomerations are smaller cities. In 2014, cities with 500,000 to 1 million inhabitants accounted for 26 of the 43 fastest-growing cities, while another 16 were medium-sized cities. **At present, about half of the global urban population is accounted for by settlements with fewer than 500,000 inhabitants.** While this proportion is projected to shrink, by 2030, these small cities and towns will still be home to around 45 percent of urban dwellers.
4. The growth of cities can be the result of several factors, including natural increase, migration from rural areas, annexation and reclassification of previously rural areas as urban. Identifying the relative contributions of each of these factors to urban growth has implications for policy and planning. For example, a city growing primarily as a result of rural migrants will require a different set of policy and planning solutions compared to a city where growth is primarily due to natural increase.

impacts of **climate change and disasters in cities disproportionately affect the poor**, who normally settle in compact settlements and slums, on riverbanks and steep slope areas where land is more affordable or settled illegally. These areas are often prone to floods, storms and landslides. In addition, people living in these areas tend to hold informal settlement status and thus receive inadequate or no basic infrastructure and social services support. About one in seven people in the world lives in deteriorated and overcrowded spaces in urban areas.¹⁵

By 2040, the **world's energy systems will need to serve 9 billion people**, with two thirds of them in urban areas. The urban poor in many developing countries who typically have access to some electricity face a number of challenges. They experience irregular supply, frequent blackouts and quality problems associated with the grid electricity such as low or fluctuating

voltage.¹⁶ Affordability is another barrier, due to high connection fees and tariffs. This can lead to continued use of unsustainable energy sources such as kerosene for lighting or solid fuels for cooking and heating, which cause indoor pollution and increased health and safety risks. Informal or illegal connections are also a common practice in many urban centres. As economies develop, energy demand also increases significantly for uses such as refrigeration, heating and cooling. In Mumbai, India, for example, 40 percent of total electricity consumption is for air-conditioning.¹⁷

Many cities remain strongly divided and segregated spatially and socially. High and extreme inequality in cities is a driver of

¹⁵ Mitlin, D. and Satterthwaite, D. (2013), Urban Poverty in the Global South: Scale and Nature

¹⁶ World Bank (2010), Addressing the electricity access gap <http://documents.worldbank.org/curated/en/2012/01/16320545/addressing-electricity-access-gap>

¹⁷ Times of India, 23 December 2009 (accessed 11 March 2016): <http://timesofindia.indiatimes.com/city/mumbai/ACs-eat-up-40-of-citys-total-power-consumption/articleshow/5368121.cms>

TABLE 1: TOP TEN MOST EXPENSIVE CITIES AND URBAN CENTRES IN THE WORLD

Rank	City	Country	Cost of living index compared to New York (%)
1	Singapore	Singapore	16%
2	Hong Kong	China	14%
3	Zurich	Switzerland	14%
4	Geneva	Switzerland	8%
5	Paris	France	7%
6	London	UK	1%
7	New York	US	0
8	Los Angeles	US	-1%
9	Seoul	South Korea	-1%
10	Copenhagen	Denmark	-1%

Source: WSJ (2016), The Most Expensive Cities in the World to Live (accessed on 23 Aug 2016), <http://blogs.wsj.com/economics/2016/03/10/the-most-expensive-cities-in-the-world-to-live/>

violence and unrest.¹⁸ In Latin America, UNDP's analysis points to a correlation between urbanization and rising crime where institutional capacities to include marginalized groups are inadequate.¹⁹ Conflict-affected countries such as Sudan, Somalia, Yemen, Lebanon and Iraq have cities characterized by an abundance of slums, comprising 50 percent to 90 percent of total urbanization.²⁰

Vulnerable groups such as youths, migrants and IDPs often experience marginalization and stigmatization. Amidst waves of conflict- and disaster-driven migration, the displaced are increasingly seeking refuge in urban areas, with over half of the **world's 38 million IDPs and 13 million refugees living in towns and cities**. Beyond displacement, economic migration continues to be a major factor in the growth of cities. In many global cities such as Sydney, London and New York, migrants make up more than one third of the

18 Stewart (2008), UN Habitat (2012b)

19 UNDP (2013), Latin America and Caribbean Regional Human Development Report 2013-2014 'Citizen Security with a Human Face: Evidence and Proposals for Latin America'

20 UN-HABITAT (2012c)

population. In Asia and Africa, fast-growing secondary and tertiary cities are expected to absorb much of the future population growth through migration, with many migrants moving to, from and amongst rural and urban areas in seasonal and circular flows.²¹

Inequality between cities is also growing.

The increasing concentration of wealth in a few attractive cities is driving up the cost of living, forcing lower-paid residents to migrate to distant suburbs or relocate entirely. Table 1 lists some of the most expensive cities in the world to live in, as estimated by the Economist Intelligence Unit in March 2016. At the same time, the demand for services in these cities attracts significant labor in-migration. Poor migrant workers (and particularly female domestic workers) often experience high degrees of exclusion and exploitation in multiple forms.

In many developing countries, **urban unemployment and underemployment** are now a rising concern, particularly for youth, women and marginalized groups. One major element of city economies that still generates less attention is the **informal economy**, yet it accounts for 50 percent to 80 percent of a city's GDP and provides livelihoods for the majority of poor and excluded groups in many developing countries.

Limited public space for city residents

to access and limited opportunities for the public to influence decision-making regarding public space or land use²² expose cities to the risk of future internal conflict (gang violence, riots, civil unrest) and social exclusion based on a population's immigration or socio-economic status. It also leads

21 International Organization for Migration (IOM) 2015; World Migration Report 2015: Migrants and Cities- New Partnerships to Manage Mobility.

22 In Berlin, for instance, there have been referenda on how to use the land of an old airport, to give citizens a voice in the urban development of the city.

to a range of other issues such as reduced physical and mental health and reduced adaptive capacity to cope with heat island effects and flooding.

In order to meet the SDGs by 2030, around 40 percent of the world's population will need **proper housing and access to basic infrastructure and services such as water and sanitation systems.**²³ This creates significant pressure on land and housing, particularly in urban areas where supply is limited and policy and regulatory frameworks to manage demand are poorly developed. The urban poor and other vulnerable groups (migrants, IDPs, female-headed households) fare worst, as they lack access to housing, tenure security and land ownership. In many developing countries, this often leads to the emergence of slum settlements.²⁴

Municipal administrations play a major role in ensuring proper urban planning, service delivery and creation of economic opportunities (e.g., the 14 million jobs that need to be created each year for young people). However, **urbanization is peaking where**

the capacity to govern is in short supply. Rapidly growing cities in developing countries are **struggling to provide the infrastructure, services and governance systems** needed by their increasing populations as they deal with competing priorities and demands.

The decentralization reforms that have occurred in many countries, such as in Latin America, have given local governments and local communities increased influence on policies in urban areas. Yet, **fiscal decentralization lags behind.** City leaders repeatedly point to the **lack of urban financing** as one of the primary barriers to long-term development. In many instances, the lack of financing options also drives cities towards unsustainable short-term solutions, for instance by selling land for commercial development as a means of financing municipal infrastructure, as has been common in many parts of China. Many municipal authorities, particularly in developing countries, continue to lack access to revenue and the autonomy to generate revenue.²⁵ Access to affordable finance and enhanced administrative capacities is still

Municipal administrations play a major role in ensuring proper urban planning, service delivery and creation of economic opportunities.

BOX 3: REGIONAL DIFFERENCES IN URBANIZATION CHALLENGES

Cities around the world will face different challenges unique to their regional characteristics. For example, in the Arab region, the main challenges cities face are lack of accountability and participation, overly-centralized planning, absence of civil society groups, conflict-related displacement and in-migration. In the Asia-Pacific, challenges include demographic pressures, multiplication of medium-sized and small urban centres, extreme poverty and inequality, frequent climate change impacts and disasters and resulting displacement. In Central Asia, they include the transition from autocratic to democratic systems, decentralization and lack of resources. In Africa, the population explosion, poverty and inequality, conflicts and disasters, disease and epidemic outbreaks, and tribal culture versus modernity are issues.

UNDP works in 170 countries and has a presence in five regions. This network has enabled us to develop long-term relationships with national and subnational government partners and to engage in meaningful and context-specific collaborations. The exposure to and submersion into local culture enables UNDP to tailor its support to the unique challenges that each country or region faces. Our global presence also allows us to tap into a wide range of expertise and share knowledge on innovative solutions between countries and cities.

23 UN-Habitat (n.d.), Housing and slum upgrading <http://unhabitat.org/urban-themes/housing-slum-upgrading/>

24 Ibid.

25 UCLG (2011), Financing Urban and Local Development: the Missing Link in Sustainable Development Finance, Working Paper <http://www.un.org/esa/ffd/wp-content/uploads/sites/2/2015/03/Background-Paper-of-LRGs-on-FFD3.pdf>



▲
UNDP support focuses on training, improving management and promoting inclusive business practices in the Historic Center of Quito (UNDP Ecuador)

needed at all subnational tiers of government – municipal, metropolitan and regional.

Public authorities face increasing difficulty in maintaining effective governance in large cities, due to corruption, the erosion of governance and institutional capabilities in the justice system, law enforcement and security institutions, and poorly managed public space. The degree of social integration and cohesion in a community also **affects the rates of crime, violence and peaceful coexistence**. Without strong participatory governance systems, the needs of the poor and marginalized, particularly of migrants, IDPs, women and minority groups, are often neglected. Developing countries will need efficient, multi-tiered policy and institutional mechanisms to address the complex and interconnected consequences of urbanization across all tiers of government and with non-state actors.

Urbanization is not a challenge exclusively for cities. The shift of populations to urban areas also has **economic, social and governance consequences for peri-urban and rural areas** that need to be addressed. These surrounding territories provide vital goods and services to cities such as labour and natural resources. In many developing countries, working-age rural dwellers migrate to cities in search of economic opportunities, leaving the very young and the aged behind in rural communities.

Rural-urban migration can also be highly gendered. In many regions, it is mainly the men who leave in search of work, leaving women to work the fields and manage the burden of care.²⁶ In other countries, women go to cities for employment in households,

²⁶ In Kenya in 2005 there were 145 men for every 100 women in areas classified as urban.

factories or service industries, which provide them with better incomes and greater economic and social empowerment, but also exposes migrant women to the risk of exploitation.²⁷ Declining populations in rural areas also pose challenges for agriculture and for continuing to maintain social service provision for smaller, scattered, aging populations. These challenges are already evident in Europe²⁸ and Japan,²⁹ presaging challenges that developing countries will face in years to come.

The **rise of the middle class** is becoming more apparent in many regions. In 2009, 1.8 billion people were considered to be middle class, with Europe (664 million), Asia (525 million) and North America (338 million) accounting for the highest number of people in this group. It is estimated that, by 2030, the middle class will account for nearly 5 billion out of the world's 8 billion people, with most of them living in urban areas. This will continue to drive up global demand for food, water, transport, energy and housing and contribute to GHG emissions, particularly in developing countries where most of this urban growth occurs.³⁰ All 10 of the fastest-growing cities in the world at present are found in developing countries in Asia and Africa.

The process of urbanization and the types of cities that emerge in the developing world will deeply affect outcomes of many devel-

opment challenges in the post-2015 era. The infrastructural and economic characteristics of these growing cities will help determine humanity's ecological and climate footprints and the degree to which societies are resilient to future climate, social and economic shocks. Success in poverty reduction will be influenced by the degree to which urban poverty is understood, identified and overcome in this urbanization process. Ensuring that these cities develop on sustainable development trajectories is therefore one of the biggest challenges and opportunities on the development landscape.

TABLE 2: TOP TEN FASTEST GROWING CITIES AND URBAN CENTRES IN THE WORLD

Rank	City	Country	Average annual growth rate 2006 to 2020 (%)
1	Beihai	China	10.58
2	Ghaziabad	India	5.20
3	Sana'a	Yemen	5.00
4	Surat	India	4.99
5	Kabul	Afghanistan	4.74
6	Bamako	Mali	4.45
7	Lagos	Nigeria	4.44
8	Faridabad	India	4.44
9	Dar es Salaam	Tanzania	4.39
10	Chittagong	Bangladesh	4.29

Source: City Mayors Statistics (n.d.), The world's fastest growing cities and urban areas from 2006 to 2020, http://www.citymayors.com/statistics/urban_growth1.html

27 Cecilia Tacoli, Gordon McGranahan and David Satterthwaite (2015), *Urbanisation, rural-urban migration and urban poverty*. IIED Working Paper, pp. 25-26

28 *Silent blight in a countryside of empty homes and shut shops* <http://www.theguardian.com/world/2015/aug/23/europe-rural-urban-migration-threat-countryside>

29 *In ageing Japanese village, dolls take place of dwindling population*. <http://www.theguardian.com/world/2015/jan/07/japanese-village-dolls-ageing-population-nagoro>

30 Pezzini, Mario (2012), *An emerging middle class* Director, OECD Development Centre - See more at: http://www.oecdobserver.org/news/fullstory.php/aid/3681/An_emerging_middle_class.html#sthash.Z3PmJxo7.dpuf



▲ Obandeños walk in the flooded streets of Obando, Bulacan, in the aftermath of Typhoon Ondoy (Ketsana). UNDP is working to decrease Filipinos' vulnerability to natural hazards and increase their resilience. (UNDP Philippines/Eliot Avena)

3. DEVELOPMENT CHOICES: SUSTAINABLE DEVELOPMENT TRAJECTORIES FOR RAPIDLY GROWING CITIES

“Cities are complex, adaptive systems with their own characteristic dynamics, and—if they are going to perform well from a human point of view—they need to be dealt with as such.”

CityLab, 2014³¹

Rapidly growing cities and towns are faced with a range of developmental choices that will shape their growth and long-term economic, social and environmental sustainability. Many of these are complex choices with differing short-term versus long-term cost and benefits. These choices are seldom determined by individual actors or agencies, but emerge out of the complex interplay of decisions made by a range of actors across national and local governments, investors and entrepreneurs in the private sector, and a range of local community and civil society voices. The outcome of one set of choices often influences outcomes in other dimensions also, further increasing the complexity of the decision processes and overall development pathways for cities. Some of the choices are briefly described below, categorized under UNDP’s sustainable urbanization approach – Sustainability, Inclusiveness and Resilience.

SUSTAINABILITY

Transportation and mobility systems

Traffic is one of the major development problems of any major city of the developing world and a major contributor to greenhouse gas emissions. The development options to ease traffic include mass transit public transport, increased car-centric road transportation or shared economy solutions. Mass transit public transport has higher up-front costs in terms of initial infrastructure investments and service integration

31 Mehaffy, Michael (2014), 5 Key Themes Emerging From the ‘New Science of Cities’, <http://www.citylab.com/design/2014/09/5-key-themes-emerging-from-the-new-science-of-cities/380233/>

with existing transport options, although these costs can be mitigated through innovative approaches such as bus rapid transit.³² Car-centric road transportation, on the other hand, has lower up-front costs, as roads can be constructed and improved incrementally, as exemplified by Dakar’s approach, which uses paving stones and small scale contractors for road construction.³³ Finally, there is a growing recognition of the potential benefits of shared economy solutions such as car-pooling and bike schemes in Amsterdam and Copenhagen, in helping cities save costs and protect the environment.

In many cities of the developing world, the default choice has been expansion of the road network for cars. However, in the longer term, investments in road building to reduce congestion induces more cars onto the road and creates a cycle of car dependency that spurs urban sprawl. The lack of an integrated and efficient public transport system, meanwhile, severely hampers mobility and accessibility to social and economic activities (particularly for those unable to afford private cars), while also increasing pollution, traffic hazards and costs to deliver public services. The lower short-term costs of focusing on car-centric road transportation rather than mass transit results in higher long-term

32 The rapid bus transport system in Curitiba is a mass transit transport system that has reduced pollution from cars and improved travel efficiency for its population, serving 2 million passengers a day. <http://www.sustainablecitiesnet.com/models/sustainable-city-curitiba-brazil/>

33 This is not only cost-effective but has generated employment for local communities and improved water absorption and resilience due to the use of semi-permeable materials. UCLG (n.d.), Dakar Initiative http://www.uclg.org/sites/default/files/Dakar_initiative.pdf

costs in gridlock, fossil fuel dependence and pollution with its increased costs related to health care, and consequently a decrease in productivity. The challenge for cities is to overcome the short-term infrastructure investment costs of efficient mass transit systems, which requires political will, effective planning and implementation and access to suitable financing.

Energy systems

Cities face a trade-off in energy generation systems between options that have lower up-front costs but are often polluting and inefficient (e.g., diesel generators and coal-fired plants) and investments in renewable sources (solar, wind or hydro) that may have higher capital costs but are less polluting, produce fewer GHG emissions and often have lower life-cycle costs. Energy efficiency measures in buildings, businesses and industries can provide additional benefits including cost-savings and increased income. Sustainable energy solutions can also contribute to other urban issues such as air quality, waste management, more efficient transport, better health and safety. Developing cities also face the choice to draw their energy production from a single energy source or to develop more diversified energy systems, making them more resilient to shocks such as natural disasters or sudden fuel price hikes.

These choices raise the question not just about the financial calculus of these investments in sustainable and resilient energy systems, but also about the added policy and technical complexity of planning for and instituting municipal codes for energy efficiency and incentive mechanisms or policies for renewable energy investments such as feed-in-tariffs. These complexities often lead capacity-constrained developing countries to opt for well-tested solutions such as grid



▲
Solar photovoltaic rooftop installations in Hanoi (UNDP/Jakub Jak)

systems and coal or diesel power plants, even when these have much higher total long-term costs. Yet, cities play a major role in transforming the current energy systems towards a more sustainable energy future, providing urban populations with access to affordable, reliable, zero-carbon and climate-resilient energy solutions.

Environmental protection and waste management

Many developing countries cite the need to modernize at the cost of environmental degradation. Pollution and water contamination and depletion may be seen as necessary side effects to rapid modernization, with the assumption that, once cities become more developed, the rate of pollution and environmental destruction will decrease and eventually recede.³⁴ Public officials may be tempted to allow pollution for immediate economic growth. However, this incurs long-term costs for clean-up and remediation, as many

34 Wheeler, D. (2000), Racing to the bottom? Foreign investment and air quality in developing countries, The World Bank <http://www.tandfonline.com/doi/pdf/10.1080/19463131003704213>

▶
Adequate school sanitation and community safety helps to keep girls in school (UNDP India)

developing countries are now facing.³⁵ Yet, cities also present unique opportunities for developing innovative waste management such as waste-to-energy technologies (e.g., methane from landfills), reusing and recycling as an economic opportunity and ecosystem-based sewage treatment. Solid waste management measures including composting and generating energy from methane combustion can also help reduce methane emissions in landfills, increase forest carbon sequestration and contribute to overall reduction of greenhouse gases.

INCLUSIVENESS

The geography of urbanization: compact cities vs. sprawl

The spatial growth of cities can vary, depending on the policy choices made by decision makers as well as variables such as the availability of cheap land in surrounding areas. Older cities that developed before the advent of car transportation tend to have more compact city centres. However, as cities have grown over the last century, car ownership and the availability of cheap land encouraged the development of car-dependent suburbs.

In the short term, such urban sprawl was an attractive option for municipal authorities due to the low costs of converting surrounding agricultural land; the availability of more affordable housing; affordability of automobile transportation due to low fuel costs; and the dispersion of concentrated poverty, crime and associated social problems. In many instances, however, these benefits mainly accrued to those who lived

35 China estimates that cleaning up water pollution in its seven major watersheds will cost US\$11 billion over the next five years. Source: <http://www.ibtimes.com/china-announces-ambitious-plan-clean-its-water-close-down-polluting-factories-1886320>



in those suburban communities, leading to crime and poverty being concentrated in core urban areas.³⁶ Yet, relocation of low-income groups away from inner city slums to the outskirts of the city can reduce their access to employment and livelihoods opportunities in the city centre, as has occurred in Mumbai. In other cases, poverty-ridden and sometime ghettoized suburbs tend to be hubs of social problems.

In other cities, the choice to invest in public transport rather than car-centric road networks encouraged the development of more compact cities, particularly when surrounding land was scarce. These compact cities are more energy-efficient (due to lower per capita transportation costs and to lower heating or cooling costs), encourage greater

36 The New Climate Economy, Analysis of Public Policies That Unintentionally Encourage and Subsidize Urban Sprawl, LSE Cities and the Victoria Transport Policy Institute, <http://static.newclimateeconomy.report/wp-content/uploads/2015/03/public-policies-encourage-sprawl-nce-report.pdf>

upward mobility as people from different economic strata mingle and associate, and provide greater access to social services and employment. Compact urban development also provides greater scope to maintain key ecosystem services in surrounding hinterlands, such as watersheds for water supply and agricultural land for food to be grown for these cities.

Spatial equality and social equality

Cities are confronted with increased spatial inequalities within cities and between cities. With rapidly growing populations and limited land, the spatial planning choices cities make can risk creating 'ghettos' of concentrated poverty, crime, unemployment and limited basic services. Consequently, developing well-off neighbourhoods can create gated communities that privatize the space they occupy and exacerbate the socio-economic gaps between communities and disparities in access to education, health and employment opportunities. Even where physically gated communities are not in use, more subtle forms of exclusion and inequality are evident.³⁷ A recent analysis demonstrated how poorer districts in Cairo receive proportionately lower per capita local development budgets, despite demonstrating greater need for service provision.³⁸ In many developing countries, the links between peri-urban and urban areas are important, where local landholders participate in subsistence activities but try to utilize proximity to markets and services. These peri-urban areas are often excluded from landuse planning and governance systems and present significant challenges for poverty reduction and contribute to inequality.

37 Grant, U. (2010), Spatial Inequality and Urban Poverty Traps, ODI Working Paper 326, <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/5502.pdf>

38 <http://www.tadamun.info/2015/12/15/investigating-spatial-inequality-cairo>

Public space and land development

Countries urbanize to accommodate a growing population by building sewage conduits, water pipes, optic fiber and electricity lines; increasing security and fire fighters; and building and staffing local clinics and primary schools. All of this is done in a much more extensive territory with a proportionally much smaller fiscal base. Public space therefore remains an important urban development choice in which officials must confront short-term gains in economic growth from land development with long-term losses in social inclusion of urban populations. Cities can be made more inclusive by choosing to provide greater access to public spaces that offer opportunities for interaction and would enhance the social and cultural development and integration for families of various cultures and diverse backgrounds. These long-term social development concerns are viewed with less importance when land is initially developed to house much needed residential, commercial or industrial properties.

Governance systems: openness and participation

Developing effective, accountable and transparent institutions has become a key target under SDG Goal 16, signalling the significance of a functioning public service. The urban governance approach focuses not only on the spatial boundaries ('where' governance systems are applied), but also on 'how' and 'by whom' governance and local development processes are promoted, such as supporting the role of elected mayors. Such an approach would need to be holistic and strongly risk-informed.³⁹

39 UNDP's assessment of its work related to disaster risk governance in 17 selected countries shows a growing recognition that governance of disaster risk cannot be separated from the governance of other types of risks, including those associated with climate change, environmental degradation, financial crises and conflict.

In many developing countries, the links between peri-urban and urban areas are important, where local landholders participate in subsistence activities but try to utilize proximity to markets and services.



▲
Cycling ride during UNDP's
European Mobility Week
from Banjica to Topcidarska
Zvezda square (UNDP Serbia)

It also needs to consider the long-term climate change and disaster risks that cities are likely to be exposed to and to envision a role for municipal authorities and mayors as champions and facilitators of action rather than as reactive administrators of change. Many forward-thinking city leaders around the world are already shifting to such forms of governance, as has been seen in cities as diverse as Medellin in Colombia,⁴⁰ Makassar in Indonesia⁴¹ and Seoul in South Korea.⁴²

The influence of economic actors such as outside investors and local economic elites is often disproportionately high in developing cities, where mechanisms for the countervailing voice of local communities and neighbourhoods are underdeveloped. Participatory governance systems are good

for long-term social cohesion and effective public service systems and challenge the capture, collusion and influence of the political system by elites. The compact size of cities makes the creation of mechanisms to promote collective action and to institutionalize negotiations between disparate societal interests easier than is possible at the national level. Cities offer the greatest potential for the development of inclusive institutions for managing political conflict rather than suppressing it. They are critical spaces for institutionalized forms of political debate and participation.

Effective urban governance requires better integration across the different levels of government policymaking processes. Greater decentralization and devolution of power using multilevel governance approaches also increase responsiveness and efficiency. Government agencies, in particular line ministries, and other national actors, public and private, are implementing their strategies and plans at local level, where policies

40 <http://www.pbs.org/newshour/bb/new-leadership-medellin-colombia-transforms-former-world-murder-capital/>
41 <https://govinsider.asia/innovation/interview-with-the-mayor-of-makassar/>
42 <http://www.citymayors.com/mayors/seoul-mayor-park.html>

meet people. Hence, government's choice of policies, programmes and plans should be based on people's demand and coordinated across the different levels of governance. It is also important to foster cooperation amongst actors that operate at the local level, based on local demand. This helps to prevent the risk of fragmentation and overlap of actions and to build complementarities among actors and coherence between local processes and national strategies.

Migration

Many developing cities continue to grapple with burgeoning migrant populations from rural areas and foreign countries who move to cities in the hope of finding greater opportunity and peaceful societies. Cities can integrate these migrants and other minority communities into the social fabric of a city or isolate them in camps, temporary settlements or other transient arrangements. Urban migrants can contribute greatly to the economic growth, cultural diversity, entrepreneurial culture and economic dynamism of a city, providing long-term benefits that will often outweigh the short-term costs of inclusion. Many major cities worldwide have benefited from waves of migration, including global capitals such as New York, Hong Kong, Berlin and Sydney.

Integration can pose huge challenges and opportunities. Inclusiveness is particularly difficult in the contexts of crises and sudden massive displacements, as seen with the Syrian crisis. Even where integration is attempted, cities need to consider the obstacles that migrants face in finding employment, learning the culture and language of their host country and navigating public service systems. Any interventions to address these obstacles need to be balanced by the sentiments of host communities, as they may feel threatened by increased competition for

social services and economic opportunity and might view migrants as draining social service programmes.⁴³

Job creation, informality and entrepreneurship

Cities actively promote local economic development by creating employment opportunities that build on the comparative advantages and unique qualities of their localities. Some cities are hubs of innovation and entrepreneurship, such as Bangalore, while others are centers of manufacturing, such as Dhaka. In all instances, the choices cities make to create an enabling environment for development and growth should depend on dialogue and partnership among local-level stakeholders (e.g., employers, workers' organizations, entrepreneur organization and informal workers), based on an understanding of business opportunities and the labour environment to target skills training, support local enterprises to thrive, and extend social security coverage to informal workers.

In many places, the informal economy provides financial services and social safety nets, for instance through moneylending, mutual savings groups and informal and indigenous health care. Yet, some cities perceive informal businesses such as street vendors, hawkers and streetside food stalls as nuisances that disrupt orderly environments needed to encourage tourists and businesses to invest. Others choose to recognize informal businesses as essential drivers of growth and providers of goods and services, particularly for poor and working-class residents. They also see these informal businesses as critical entry-points for the poor, migrants and other marginalized groups to

Cities actively promote local economic development by creating employment opportunities that build on the comparative advantages and unique qualities of their localities.

43 Cities of Migration (2015), International Labour Organization http://www.ilo.org/dyn/migpractice/migmmain.showPractice?p_lang=en&p_practice_id=171

earn livelihoods and assimilate into cities. The degree to which cities allow space for and encourage informality is important to consider when fostering a climate of entrepreneurship. Allowing space for informality encourages a business climate that drives job creation and innovation. Balancing the vibrancy and diversity of informal businesses against the need for structure and efficiency is a delicate choice that many growing cities grapple with.



▲ UNDP creates of solid waste removal and disposal jobs to help maintain a clean environment (UNDP Syria)

RESILIENCE

Managing risk and investing in resilience

Rapid growth often results in development on hazard-prone sites (coastlines, river beds, hill-slopes), which increases exposure and vulnerability to climate and disaster risk. Vulnerability to climate and disaster risks in urban areas is also shaped by socio-economic variables like poverty, security of tenure, access to social safety nets, livelihoods and ecosystem services, and other inequities. Decisions to integrate measures such as disaster risk management and climate change adaptation into national development planning are critical for cities to build sustainability and resilience against future climate and disaster risks.

Cities must institute effective planning and administrative systems to avoid continued development on these vulnerable and disaster-prone areas and the pressure for land for growing populations. Informal settlers often settle on these locations, causing other policy challenges related to relocation, compensation and the use of these informal settlements as political bargaining chips. Cities must also contend with the short-term vs. the longer-term disaster risk management strategies. The short-term responses such as better building codes and emergency action plans are most often not well integrated into long-term disaster risk strategies. Many local governments in developing cities are limited by financial or technical know-how in administering effective building codes and zoning regulations.⁴⁴

⁴⁴ Nepal Earthquake, Prelude to Bigger Disaster? (2015), <http://yaleglobal.yale.edu/content/nepal-earthquake-prelude-bigger-disaster>

Urban conflict, violence and crime

Political violence and civil wars increasingly ignite in cities, as they are the locus of political and economic power and social tensions and inequalities. Refugees and internally displaced persons (IDPs) are increasingly drawn to cities and towns, where they seek better access to basic services and livelihood opportunities.⁴⁵

In a context where national structures and authorities cease to operate or become too fragile and weak, local-level structures and municipal administrative systems can be the only means to reach out to local communities. In Bogota and Medellin, urban violence has been reduced due to better urban governance policy choices, in particular through their ability to establish inclusive coalitions between elites and popular groupings.⁴⁶ The choice to engage at this level, though, needs to be done in a risk-informed and conflict-sensitive manner so as to avoid doing harm to local communities.

CONCLUSION

The choices and dimensions above are complex in and of themselves. Adding to the complexity is the fact that these choices or development pathways are interconnected in multiple ways. For example, whether cities develop in smart, compact ways or through suburban sprawl depends in part on the availability of efficient public transport infrastructure (which encourages compact development around public transportation hubs) or on whether transportation is car-dependent, which allows for and encourages sprawl. This also links to the issue of spatial inequality, livability and hence potential to attract entrepreneurs and inbound investment. Hence, decisions around infrastructure drive the degree to which inequality and pockets of poverty may arise, affecting in turn outcomes in economic development, social cohesion, conflict and crime.

BOX 4: TACKLING VIOLENT EXTREMISM IN CITIES

In March 2016 alone, at least nine cities across three continents were hit by terrorist attacks. Cities are prime targets of violent extremism because of their concentration of people and interests. This requires cities to take essential security measures and to avoid future attacks. Cities are best positioned to understand the grievances in their communities, detect early signs of radicalisation and develop multi-stakeholder initiatives that can foster social cohesion and enhance trust between state and communities. They are also best placed to develop programmes targeting alienated youth and the reintegration of returning fighters. Yet, despite cities' comparative advantage, discussions tend to be dominated by a national discourse on intelligence, border security, strengthening law enforcement and cooperation with other countries.

The challenge is that cities and municipalities, in particular in countries most affected by violent extremism, are not always sufficiently empowered to take initiatives to prevent violent extremism from taking root in their communities. This is not unexpected, as national security and intelligence remain essentially matters of national interest and monopoly. But a growing number of cities and other local authorities are realizing that they also have an essential role to play in finding local solutions when countering and preventing violent extremism. For example, the City of Montreal has set up a non-profit organization in 2015, the Centre for the Prevention of Radicalization Leading to Violent Extremism (CPRLV).

45 See, for instance, The Guardian 30 October 2015, <http://www.theguardian.com/cities/2015/oct/30/cities-are-at-the-centre-of-the-syrian-refugee-crisis-so-why-are-they-being-ignored>

46 Crisis Research Center at LSE, <http://www.crisisstates.com>

By 2020, the majority of the developing world will be living in urban areas. As the population of the developing world moves to urban areas, their needs and priorities change. To remain relevant to the needs of the people it serves, UNDP will adapt its policy advice, strategies and programming approaches to an urbanized development context.

4. UNDP's ROLE

As an organization dedicated to poverty reduction – and one that recognizes that poverty is multidimensional – UNDP will help countries tackle urban poverty, inequality and exclusion to achieve sustainable urban development. We will adapt, contextualize and tailor our knowledge and expertise to an urban setting by applying an urban 'lens' to our existing thematic areas of work. We will identify innovative solutions based on the unique challenges and specific opportunities of individual cities.

This section describes how UNDP will help countries and cities address the development challenges and navigate through the development choices described above. It lays out UNDP's sustainable urbanization vision, relative position and comparative advantage as part of the UN System. It also outlines UNDP's offer, which consists of a range of services and development solutions to achieve sustainable urbanization in the developing world.

UNDP's VISION OF SUSTAINABLE, INCLUSIVE AND RESILIENT CITIES

UNDP's global mandate is to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion (UNDP, 2013c). This will remain the vision for UNDP's work in cities and on urbanization, set out under three broad areas of work: **sustainable development pathways, inclusive and effective democratic governance, and resilience-building.**

- **SUSTAINABILITY:** Sustainable cities are able to tackle the connected issues of poverty, inequality and exclusion while transforming productive capacities, avoiding the irreversible depletion of social and natural capital and lowering risks arising from shocks. The resource

endowments of the poor and their prospects for employment and livelihoods are improved.

- **INCLUSIVENESS:** An inclusive city enables all groups of people to contribute to creating opportunities, to share in the benefits of development (access to sustainable livelihoods, legal housing and affordable basic services) and to participate in decision-making. Following UNDP's human development principles of participation, non-discrimination and accountability, cities create productive capacities and employment for all and provide effective and efficient social safety nets to protect those who cannot work or who earn too little.
- **RESILIENCE:** Resilient cities offer a diverse range of employment and livelihood opportunities; more equitable access to resources; better protection against climate change, economic and environmental shocks; peaceful settlement of disputes; and democratic governance. They work to reduce risks, prevent crises (whether from man-made or natural causes), avert major development setbacks and promote human security, while helping address humanitarian, peacebuilding and longer-term development efforts globally.

UNDP's POSITION

As the population of the developing world becomes increasingly urban, their needs and priorities change in tandem with their economic, environmental and social footprints. UNDP will help cities **develop tailored solutions** that address the specific needs and context of each city, helping transform their development approaches and shift to more sustainable, inclusive and resilient development trajectories.

Each city is a complex emergent system⁴⁷ with a unique set of resources, constraints and developmental parameters. Seeing cities as complex emergent systems implies that interventions to address specific sectoral issues such as **urban poverty** needs to take into account the influence of direct factors such as costs of living, living environment, geography, transportation and health care, as well as underlying barriers such as land tenure and civil registration systems or the role of informal networks based on language, race or kinship in mediating access to power and resources.

Recognizing the complexity of cities and the dynamism and scale of urbanization, UNDP will work to **improve the systems that shape cities** (i.e., governance, environment, society, enterprise, finance) using our extensive development experience to develop multidimensional development solutions connecting different players across the global, regional, national and local levels.

UNDP will target its resources and expertise more explicitly at the city and municipal levels, with a particular **focus on supporting secondary and tertiary cities** that may have more limited institutional capacities and less access to technical and financial resources compared to megacities and urban capitals. Support to megacities and urban capitals will be undertaken only where there are specific issues or entry points on which UNDP's value-added is clear, for instance where an intervention in a megacity provides a platform from which to catalyze change in the secondary and tertiary cities within the same urban system. The intention is not to duplicate the efforts or replicate the expertise of existing actors, but to identify spaces where clear value can be added. UNDP will step

up support for locally led initiatives and join forces with other actors in strategic coalitions with clear objectives.

These solutions form an **overall package of integrated development planning services** for municipal authorities to address fundamental city development challenges such as sustainable energy and mobility systems, inclusive and equitable social service provision, inclusive growth and local economic development, modern urban governance approaches, disaster- and risk-resilient systems, and post-crisis or post-conflict recovery.

The solutions will draw upon UNDP's extensive technical expertise, national and global networks and in-country experience, combining these into city-specific programmes and strategies tailored through a suite of analytical approaches. These approaches include broad and inclusive consultations and coalition-building, long-term visioning and futures analysis, technical analysis and development planning, and capacity-building and financing packages that combine and sequence combinations of public and private funding. Descriptions of each of these follow in the 'Offer' section below.

UNDP helps cities to build back better and become more resilient. (UNDP Dominican Republic)



⁴⁷ Michael Batty (2011), *Cities, Complexity and Emergent Order*, Centre for Advanced Spatial Analysis (available at <http://www.complexcity.info/files/2011/09/BATTY-CITIES-ERA21.pdf>)

UNDP's comparative advantage

Integrated and multidimensional systems perspective

UNDP is well positioned to offer a truly integrated and multidimensional systems perspective on urban issues. UNDP has a role to play in strengthening fundamental concepts such as sustainability, inclusiveness and resilience in an urbanizing world. With our extensive experience of addressing the issues across the SDGs, UNDP can help develop an overall narrative that can be articulated to bring together the different strands of sustainable urbanization into a coherent package that resonates with city leaders and residents altogether.

National- and local-level engagement

Sustainable urbanization is affected by national and local policies; therefore, UNDP's engagement and presence at the national and subnational levels can help partner countries to bridge the gap between these two layers of policymaking. For example, the UNDP-UNEP Poverty-Environment Initiative has been supporting governments in over 25 countries to adopt an integrated and multidimensional approach to integrate pro-poor environmental management into national and local development planning and budgeting processes. UNDP in Latin America has extensive experience in promoting local government's

leadership role in development, participatory planning at the local level, inclusion of traditionally excluded groups into local processes, local economic development, strong partnerships with local governments and local governments associations at national and global levels and in strengthening linkages among local, intermediate and national levels.

Comprehensive UN development approach

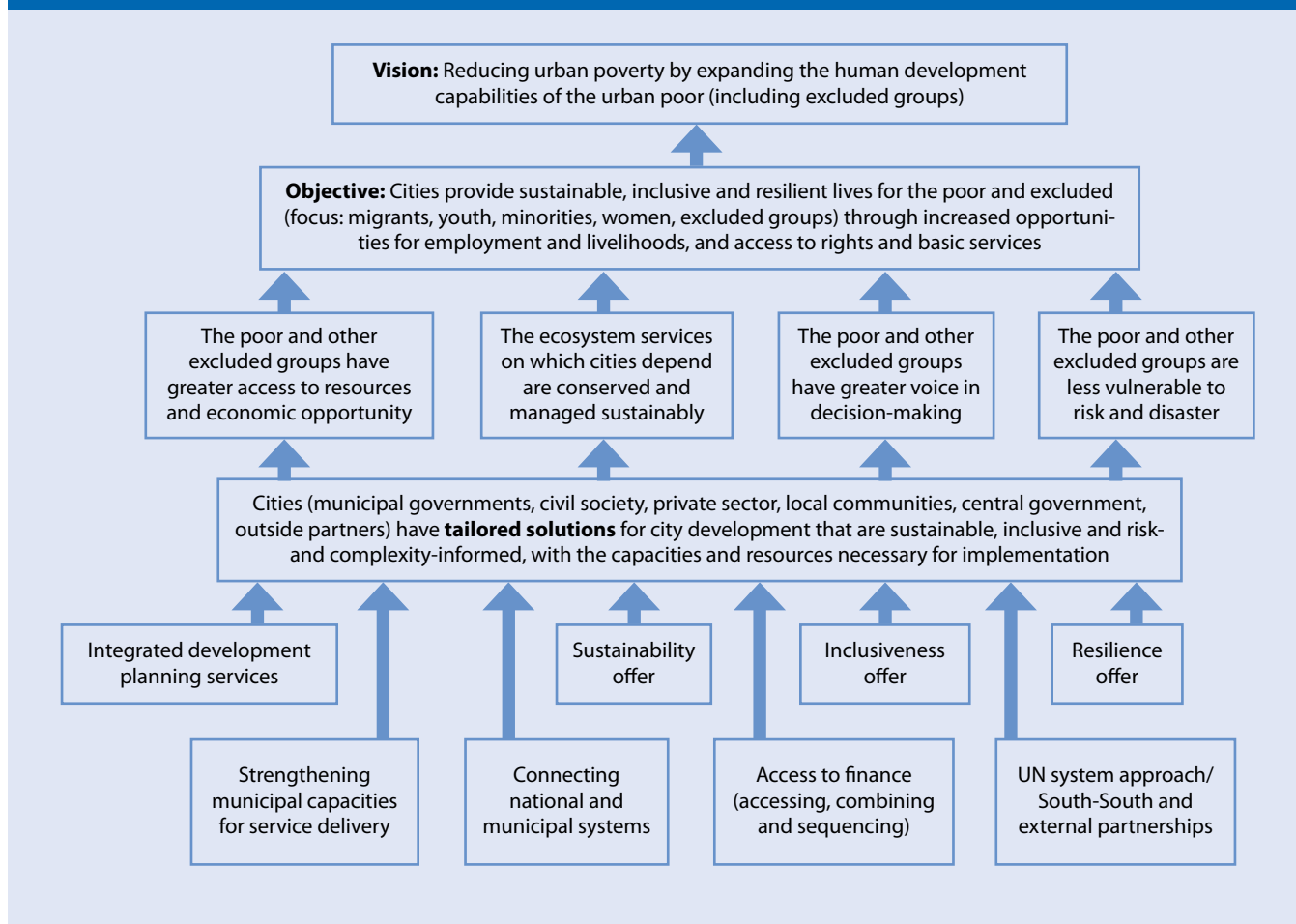
As chair of UNDG and host of the UN Resident Coordinator system at the country level, UNDP is uniquely positioned to help champion a comprehensive UN development approach to sustainable urbanization. Other resident and non-resident UN agencies will play important roles in the development and implementation of this vision, with UN-Habitat, in particular, playing a key technical role as the primary UN agency working on urban issues. UNDP has an existing Memorandum of Understanding on collaboration with UN-Habitat, which will be updated to reflect collaboration in supporting the Habitat-III New Urban Agenda. By working in partnership with UN sister agencies, UNDP can help offer local and national governments a UN development approach that pools the technical expertise and professional experience of the whole UN System to support the development of sustainable, inclusive and resilient cities.

BOX 5: COLLABORATION WITH UN-HABITAT

UN-Habitat and UNDP have enjoyed a longstanding partnership in normative and operational contexts. The focus of this collaboration ranges from improving the living conditions of refugees and peacebuilding in crisis zones, to strengthening local governance and decentralized service delivery and supporting low-carbon resilient development. The collaboration was framed by a Memorandum of Understanding agreed between the two organizations in 2008, which was subsequently reaffirmed in 2012. The areas of focus within this collaboration are reviewed periodically and are being updated in response to the 2030 Agenda and in anticipation of the adoption of the New Urban Agenda at the Habitat-III Conference in October 2016. The main areas of collaboration identified for coming years are:

1. **Strengthening National Institutional and Policy Frameworks for Sustainable Urbanization**
2. **Knowledge, Advocacy, and Research**
3. **Multi-Partner Implementation Mechanisms for Integrated Sustainable Urban Development**
4. **Integration of Sustainable Urbanization in UN Development Assistance Frameworks (UNDAFs)**

FIGURE 1: THEORY OF CHANGE



Leveraging external partnerships for urban solutions

As acknowledged internally and externally, UNDP’s role in complex systems is that of a partner and intermediary, which is a central role to galvanize, initiate and convene various stakeholders; advocate and advise; and build capacities so that partners can act more effectively on their own behalf. UNDP’s convening power for action and to advance thought leadership has been well documented at the global and national levels. As cities increasingly become the focus of development action, this convening power will be an essential asset at the local level also.

Using UNDP’s urban presence to deploy knowledge and expertise

UNDP has a significant global (urban) presence and is therefore in a position to capitalize on the simple fact that it has a presence in virtually every capital of the developing world and has networks and partnerships in many other urban areas. UNDP offices are a critical resource of knowledge, experience and technical expertise on the urban issues that surround them. Leveraging this network of on-the-ground knowledge and relationships will be an important asset to support sustainable urbanization in the developing world.

Figure 1 summarizes the theory of change underlying UNDP’s approach as described in this section.

5. UNDP'S POLICY AND PROGRAMME SUPPORT

To help countries adopt sustainable inclusive and resilient urbanization, UNDP will provide policy and programme support in two main thrusts:

1. By supporting **municipal authorities** to improve their systems, capacities and resources through tailored packages of technical assistance and access to financing, and;
2. By refocusing UNDP's programmatic experience and technical expertise to support sustainable urban development in programme countries through **programmatic 'offers' for sustainability, inclusiveness and resilience**.

UNDP SERVICES TO MUNICIPAL AUTHORITIES

1. Cities in global agendas and urban SDGs

Individual cities – particularly secondary and third-tier cities – are not often in a position to access and influence global processes such as

Agenda 2030/SDGs and the Paris Agreement, which are important platforms for cities to engage on emerging urban issues. Using its strategic position at the global level and its local presence in countries, UNDP will provide a channel for cities – individually and as joined forces – to take part in global discussions to shape development agendas that matter to them, as well as ensure that cities are able to access the knowledge and resources that come from these global processes.

As part of this, UNDP will work alongside partners at the global, regional, national and local levels to help countries achieve the SDGs. UNDP is currently working with governments and partners to roll out UNDP's country-level support package – Mainstreaming, Acceleration and Policy Support (MAPS) – for achieving the SDGs. UNDP will work with cities to undertake diagnostics/assessment to identify city-level issues that need to be addressed to achieve the SDGs and help city authorities develop a tailored road map for implementation. Annex 2 provides a preliminary

BOX 6: UNDP SERVICES TO MUNICIPAL AUTHORITIES

1. Improve the presence of **cities in global development processes** (such as Agenda 2030, Paris Agreement on Climate Change) and support the **design and implementation of urban SDGs**
2. Enhance linkages and coherence across and between **national and local planning and budgeting** instruments and processes
3. Provide technical expertise on adopting an **integrated and multidimensional systems approach** to achieve urban sustainability, inclusiveness and resilience
4. Build **capacity of municipal authorities** to address targeted urban development issues using tools such as poverty data analysis, vulnerability assessment, futures analysis and scenario-building, integrated urban development planning, participatory design thinking and coalition-building, reporting and measuring outcomes
5. Convene local, national and international **multi-stakeholder dialogues and South-South exchanges** and leverage **external partnerships** to develop solutions to complex urban development issues
6. Support municipal authorities to **cost urban development interventions and manage finance, especially climate finance**, from different local, national and international sources
7. Improve **monitoring and reporting of urban development progress** and of achieving the SDG targets
8. Build on existing UNDP urban development programmes and **distill and offer access to lessons learned and best fit solutions**

BOX 7: TOOLKIT ON THE LOCALIZATION OF THE SDGs

Local authorities and local actors in general should not be seen as mere implementers of the 2030 Agenda, but as policymakers, catalysts of change and the level of government best-placed to link the global goals with local communities. In the context of the 2030 Agenda, it is the local and regional governments that will be critical to ensuring that no one is left behind. In order to have a meaningful impact however, local and regional governments require autonomy, resources and support from all levels of government to ensure that decisions that can be taken locally or regionally are implemented effectively. The toolkit to facilitate the localization of the SDGs aims at supporting local governments to bring together all stakeholders in advancing the new global development 2030 Agenda within their territories, by identifying and proposing a set of mechanisms and instruments for an effective implementation of the SDGs at the local level, while in close coordination with the national efforts. The objective is to support, with practical examples, public managers and local actors to design development policies and efficiently implement them coherently with the SDGs.

description of the kind of support UNDP is in a position to provide toward the localization of the SDG agenda where cities are at the heart of the intervention.

II. Linking national and local planning and budgeting processes

UNDP will work with partners such as UN-Habitat, national planning agencies and line ministries and departments to help municipal authorities design the package of plans and programmes required to translate the urban SDG targets and related development strategies into concrete actions. This includes increasing its support to the development and refinement of national policies that directly impact sustainable urbanization, including the development of national urban policies; support related policy areas such as governance decentralization, fiscal decentralization and deconcentration; national policy frameworks for climate change, disaster risk reduction and resilience; and advising on planning, zoning, transparency and anti-corruption strategies linked to service delivery, utilities and procurement of infrastructure.

For example, UNDP has the expertise to support countries on the implementation of Nationally Determined Contributions (NDCs) to drive sustainable urbanization. We also support governments to access disaster and climate risk information to facilitate

risk-informed urban development at national and local levels, and mainstreaming disaster and climate risk management concerns into urban development and municipal planning and budgeting processes. UNDP is also at the forefront in supporting governments to improve national and local climate financial management, through the Climate Public Expenditures and Institutional Reviews (CPEIRs) flagship initiative. This has helped eight countries analyze climate-related policies and policymaking processes across a range of institutions and the importance of translating related policy objectives into budget allocations and expenditures. Through these exercises, countries have come to recognize that many activities that directly and indirectly address climate change adaptation and mitigation are already included in national and subnational budgets, but are rarely explicitly referenced or categorized as such.

To translate a long-term vision with a coalition of partners into tangible action, cities will need to adapt their planning and programming approaches for development. This includes integrating strategic foresight⁴⁸ into the development of spatial master plans and operational service delivery plans, as

UNDP will work with cities to undertake diagnostics/assessment to identify city-level issues that need to be addressed to achieve the SDGs and help city authorities develop a tailored road map for implementation.

48 See UNDP Global Centre for Public Service Excellence (2014), Foresight as a Strategic Long-Term Planning Tool for Developing Countries: <http://www.undp.org/content/undp/en/home/librarypage/capacity-building/global-centre-for-public-service-excellence/Foresight.html>

Through extensive experience of the different but interconnected thematic and sectoral development solutions and deep engagement with countries in the past 50 years, UNDP has adapted its strategies and programmes towards using an integrated systems approach to respond to such urban complexities and to remain relevant to the needs of the people it serves.

well as economic and social development sector plans. Such an approach will combine concrete targets, actions and implementation activities with an awareness of the emergent nature of alternative futures, making the plans and strategies more flexible and adaptive to change.⁴⁹ UNDP will work with municipal authorities to promote Whole-of-government approaches that combine forces to tackle cross-sectoral issues and identify a package of plans and programmes that ensure coherence, complementarity and a clear overall developmental vision amongst these sector-specific plans.

III. Integrated and multidimensional systems approach

A core insight driving UNDP's approach is that sustainable urban development is a *wicked problem*⁵⁰ consisting of a mix of interdependent issues. Solutions to such problems cannot be planned or directed, but emerge from a complex interplay of actions by a range of state and non-state actors at international, national, city and local levels. An example of this wicked problem is addressing how the interdependency of a city's economic, social, administrative and physical systems is affected, and magnified, by the impact of shocks: A health emergency (such as the Ebola outbreak in Africa) can cripple urban economic activities, municipal authority's functions and basic services delivery as key staff fall ill, populations flee elsewhere and shop owners close their doors. Ensuring that city systems are risk-informed and resilient

49 See UNDP Global Centre for Public Service Excellence, CLGF and CLC (2015), *Cities 2030 - Vision, leadership and public service excellence*: <https://www.unteamworks.org/node/521448>

50 A 'wicked problem' is a social or cultural problem that is difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden and the interconnected nature of these problems with other problems. Cf. Rittel & Webber (1973), "Dilemmas in a General Theory of Planning", in *Policy Sciences*, Vol. 4, pp. 155-169

will require a much broader, systems-based approach to resilience-building that can respond to the complexity and these subtle interdependencies.

UNDP is the partner of choice to address the wicked problem. Through extensive experience of the different but interconnected thematic and sectoral development solutions and deep engagement with countries in the past 50 years, UNDP has adapted its strategies and programmes towards using an integrated systems approach to respond to such urban complexities and to remain relevant to the needs of the people it serves. This shift in approach can be seen in our work to support countries to implement the NDCs and SDGs by how we change the way we conduct development planning and budgeting (mainstreaming key issues such as poverty-environment linkages into economic development planning through UNDP-UNEP PEI), adopt a longer time horizon and forge new partnerships with the private sector. UNDP will also adopt a multilevel and territorial partnership approach to address complex urban issues that often require integrated solutions that can also help drive climate action to reduce GHGs and build resilience of cities against climate and disaster risk, as already done effectively in Latin America to strongly engage subnational government in countries' sustainable development agenda.

IV. Capacity development of municipal authorities

Capacity-building for municipal authorities and other local and regional stakeholders underpins UNDP's strategy. Capacity development programmes in cities will build on UNDP's extensive experience in local governance, as reflected in the *Guidance Note on Urban Governance and Urban Development* produced by UNDP in 2014 and the *Integrated Framework to Support Local Governance and Local Development* produced in 2016.

This encompasses the identification of capacity needs and the development of capacity-building programmes at the policy, institutional and individual technical levels, focusing particularly on the various functions of municipal authorities, but also including capacity development for other actors, including collection and analysis of data and management of information systems to improve policy development and action in the context of urban fragility. UNDP will strengthen the capacities of civil society groups (including especially groups of the urban poor, representatives of marginalized and excluded groups, youth and women) to ensure that they continue to play an effective role in influencing the development trajectory of the cities along a sustainable, inclusive and resilient pathway.

One example of the capacity areas that UNDP can support is on long-term visioning. Successful city leaders have long recognized the value of a compelling long-term vision as a means to draw together diverse urban interests around a development agenda. Shared, long-term visions such as these can help in negotiating the changes and trade-offs required to shift cities off short-term development trajectories that have negative long-term consequences. For instance, a shared long-term vision for a greener and more sustainable city can motivate investments in sustainable transportation and energy networks, even if such infrastructure entails greater up-front costs in the short term. Similarly, a strongly shared vision of a sustainable, inclusive and resilient city can provide the policy space for municipal authorities to invest in poverty alleviation and slum upgrading programmes to enable all city residents to share in future prosperity. Box 5 presents other examples of the capacity development services that UNDP can offer.



V. Sustainable urban development financing

Cities potentially have access to a wide range of financial resources, ranging from more efficient collection of local taxes, levies and fees, to more effectively drawing upon national government fiscal transfers, to international sources of financing from climate, environment and ODA funds as well as a range of private sector financing and fund-raising options. Some of these finances, such as climate finance, can be catalytic and bring multiple benefits, such as improving urban resilience and reducing social and economic vulnerability of poor communities. The challenge that most cities face – particularly secondary and third-tier cities in developing countries – is a lack of knowledge and expertise in evaluating, accessing, combining and sequencing these sources of financing.

UNDP has an extensive range of expertise in development financing to assist cities in assessing their financing needs (investment and operational) and to evaluate the range of financing sources available to them. In most instances, a sustainable financing structure

▲
Poor solid waste management poses a challenge to urbanization work (UNDP Sierra Leone)

BOX 8: PLANNING TOOLS FOR URBAN SUSTAINABILITY

UNDP's Rio+ Centre has recently completed a study to identify the characteristics of the range of existing tools for municipal planning and the areas they cover and to explore the degree to which they are supporting cities to manage complexity and to integrate across the three dimensions of sustainable development. UNDP will also work with municipal authorities to ensure that key cross-cutting development priorities are reflected in these plans, including:

- Social and political inclusion of vulnerable populations across the city – developing ways and means for government to be more representative of the population and to improve the participation of all population groups in planning, budgeting and service delivery
- Building government capacities to improve local service delivery for poor and marginalized populations
- Building resilience to disasters and climate-related shocks, especially for marginalized groups, including facilitating risk-informed urban development, mainstreaming disaster and climate risk management into urban development and promoting innovative risk management solutions
- Reducing environmental pollution and degradation and ensuring sustainable consumption and production of resources
- Reducing GHG emissions and promoting zero-carbon urban development through de-risking investment for sustainable energy and climate change mitigation measures
- Building capacities to access, combine and sequence different sources of finance (public and private), including climate finance and financing for the SDGs and to project future investment flows
- Addressing data gaps on social and economic indicators (e.g., development of a poverty analysis tool currently being piloted in select Asia-Pacific countries)
- Along with partners, identifying future oriented investments that reduce spatial inequalities and improve livelihoods for urban poor (i.e., urban mobility, enterprise development, youth employment initiatives, affordable housing, etc.)
- Defining strategies to address HIV/AIDs issues at the local level, building on UNDP initiatives such as the Urban Health and Justice Initiative.

Source: UNDP (2016), Planning tools for urban sustainability: mapping of initiatives and methodologies, working paper series UNDP Rio+ Centre

for city development will require a combination of financing options from the public and private sectors alike. UNDP is one of the few global organizations with expertise in this area, but without a vested interest in specific financing options or sources. As a result, UNDP is well placed to be a trusted and credible advisor on financing strategies for cities.

UNDP will consolidate its expertise and resources across a range of programmes and technical areas in order to help cities form a comprehensive picture of their financing options. This includes:

- UNDP as the first accredited entity to mobilize the largest volume to date from the Green Climate Fund to support countries implement climate change adaptation and mitigation

programmes, totalling US\$159.5 million in 2015 and 2016⁵¹

- UNDP's extensive experience with environmental finance through the Global Environmental Finance programme and with health financing through the Global Fund
- Experience with public expenditure reviews in climate, health, biodiversity and disaster risk reduction

51 Green Climate Fund (2016), GCF Board approves projects worth \$250M and prepares for leadership transition http://www.greenclimate.fund/-/gcf-board-approves-projects-worth-250m-and-prepares-for-leadership-transition?inheritRedirect=true&redirect=%2Fmedia%2Fnewsroom%3Fp_p_id%3D122_INSTANCE_774DfpfuXjox%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-1%26p_p_col_count%3D1%26p_r_p_564233524_resetCur%3Dtrue%26p_r_p_564233524_categoryId%3D24004

- Development finance assessments and other similar methodologies such as the CPEIR
- Partnerships with bilateral and multilateral donor institutions
- Access to pools of private sector financing through its private sector partnerships and platforms such as the Climate Change Finance Leadership Alliance
- UNDP's De-risking Renewable Energy Investments as a quantitative methodology, with an accompanying suite of financial tools to assist policymakers to cost-effectively identify public instruments to promote energy investment

VI. Monitoring and reporting of urban development progress

UNDP has extensive experiences of supporting countries in all areas of M&E and reporting of development progress and results. This includes working jointly with UN-Habitat to support city governments, such as Makassar in Indonesia, to undertake a Vulnerability Assessment to develop a baseline for climate change adaptation measures. UNDP also supports government to develop context-specific indicators. Through the UNDP-UNEP Poverty-Environment Initiative, UNDP built the capacity of governments in Kenya, Lao PDR and Tanzania to develop poverty-environment indicators for its national monitoring and evaluation framework.⁵² Globally, UNDP has been at the forefront of supporting countries on the reporting of MDG progress and achievements, including developing guidance on reporting on MDG progress and challenges.⁵³ A similar approach is being developed for

measuring and reporting SDG progress and achievements. On climate change, UNDP, through the Low Emissions Capacity Building programme, has been supporting countries' emissions reduction efforts by building public sector capacity to develop GHG national inventory systems and monitoring, verification and reporting procedures on efforts to reduce GHG emissions.

VII. Leverage multi-stakeholder dialogues, South-South cooperation and external partnerships

UNDP is a strategic partner of choice for cities that are looking to engage with different actors to achieve sustainable urbanization. UNDP has a long history of engagement in South-South and Triangular Cooperation (SSTrC) as a knowledge broker, capacity development supporter and partnership facilitator with developing countries. As cities become more active players in development, UNDP's ability to identify and facilitate cooperative exchanges to solve urban challenges is becoming increasingly recognized and welcomed. Initial pilots on city-to-city SSTrC exchanges have been undertaken, through initiatives such as the China-Bangladesh Urban Solutions Lab. Innovative approaches such as these demonstrate UNDP's ability to provide clear added value to bilateral exchanges by applying technical expertise and the understanding of local context in partner locations to transfer lessons and approaches in ways that are relevant and applicable in each country context. For example, the UNDP-OECD Effective Institutions Platform has documented a range of experiences with peer-to-peer learning and is piloting Learning Alliances as a way to unearth the tacit knowledge and experiences of practitioners that speak to the importance of context. Our global and in-country position and network give us a comparative advantage at working at multiple levels,

UNDP is a strategic partner of choice for cities that are looking to engage with different actors to achieve sustainable urbanization.

⁵² UNDP-UNEP PEI (n.d.), <http://www.unpei.org/poverty-environment-indicators>

⁵³ UNDP (2013), UNDP UNDG MDG Country Report Guidelines <http://www.undp.org/content/undp/en/home/librarypage/mdg/mdg-reports.html>

UNDP has a long track record of helping build partnerships and fostering collaboration, particularly through South-South Cooperation.

across sectors and tiers and branches of government, and alongside and through a coalition of partners, including CSOs and the private sector. UNDP will help cities adopt innovative approaches and partnerships across sectors (e.g., youth, social enterprises, institutional investors, etc.), particularly as governments increasingly explore 'smart city' approaches to address urbanization challenges through use of new technologies.

City leaders have often made it clear that other city leaders facing similar development challenges provide the advice and guidance that they find most effective. UNDP has a long track record of helping build partnerships and fostering collaboration, particularly through South-South Cooperation (SSC). Going beyond the remit of study tours and general exchanges and dialogues, UNDP will help cities set clear goals and expectation of SSC initiative by engaging with end-users and beneficiaries and adapting products and services to suit the needs of recipient country's context.⁵⁴ UNDP will also capitalize on the decentralized cooperation, an innovative modality that has promoted horizontal partnerships and technical cooperation among governments and actors from development and partner countries, facilitating exchange of views and experiences between local and regional governments and promoting SSC.⁵⁵

UNDP's support to the development of the private sector dates back to the earliest years of its programmes, including, for instance, the support provided to the development of the airline industry in countries such as Brazil (Embraer), Ethiopia (Ethiopian Airlines,

now Africa's largest airline) and Indonesia (Garuda).⁵⁶ At the country level, UNDP is the custodian of the UN Global Compact and its local networks, which works cities and businesses to adopt sustainable and socially responsible policies, and to report on their implementation. UNDP's current strategy for partnerships with the private sector and foundations focuses on four areas of work:

- Creation of an enabling environment for sustainable and inclusive business and philanthropy including informing national and urban economic development policies and plans
- Facilitation of strategic alignment of the private sector and foundations with the SDGs
- Promotion of productive capacities, inclusive business and value chains
- Building of private-sector resilience and engagement of the private sector and foundations in recovery efforts

UNDP helps e-waste disposal through an unusual public-private partnership in Kazakhstan (UNDP Europe and the CIS)



54 See UNDP China and Bangladesh's experience: <http://www.cn.undp.org/content/china/en/home/presscenter/articles/2014/08/china-bangladesh-cooperation--using-design-thinking-for-urban-so.html>

55 UNDP Hub for Innovative Partnership, ART Initiative

All of these areas of work will have a clear focus on cities, due to the close two-way link between cities and firms. All major private sector companies are located in urban areas and their sustainability, resilience and profitability are directly dependent on the growth and sustainability of the cities in which they operate. At the same time, the growth of cities is heavily influenced by the activities and investments made by the private companies that operate within them, as is clearly demonstrated by the decline of cities such as Detroit, where the American automotive companies on which it depended moved production elsewhere. Building effective partnerships with private sector actors and identifying ways in which to align their business interests with the sustainable development of cities will be crucial to UNDP's urbanization approach.

Given the scope and complexity of urban challenges and the wide range of actors that influence the urbanization process, UNDP will work with a diverse set of partners and stakeholders, illustrated in Table 3, to leverage their extensive experience, resources and technical expertise.⁵⁷

VIII. Access to lessons learned and best fit solutions

One of UNDP's core advantages is the ability to codify knowledge, experiences and results emerging from our country- and city-level work. This body of knowledge and experience is made publicly available, particularly through online platforms. Regional and city-to-city exchanges of knowledge and experiences are facilitated with support from global and regional technical teams. We also use other relevant global, regional and country-level platforms to share lessons,

⁵⁷ A selection of key external platforms, partners and tools is given in Annex 1. A more extensive list of such resources will be made available online at undp4Urban.org as part of UNDP's programme offer.

TABLE 3: UNDP PARTNERS AND STAKEHOLDERS

<p>UN and development partners</p>	<p>Within the UN System, UN-Habitat is the lead agency on urban planning, housing policy and slum upgrading. Agencies such as UNFPA, UNICEF, ILO and UNEP also work on sectoral development issues in cities, offering extensive programme portfolios and experience. UNDP will help identify and document lessons and experiences as well as broker and facilitate suitable learning exchanges using design thinking and deconstruction methodologies. Development agencies and foundations such as the World Bank, the World Resources Institute, the Ford and Rockefeller Foundations and GIZ all have extensive urban programmes and valuable insight into the latest urban development thinking.</p>
<p>Global networks of cities and municipal governments</p>	<p>To draw on resources for peer learning and exchange, UNDP will assist cities to connect with relevant networks and associations such as the United Cities and Local Governments (UCLG), Local Governments for Sustainability (ICLEI) and the Commonwealth Local Government Forum (CLGF) and CityNet (CityNet). Newer global initiatives such as 100ResilientCities, C40 and the Compact of Mayors are mobilizing city leaders to work together on sustainability initiatives.</p>
<p>Private sector partners</p>	<p>UNDP will engage with private sector companies and enterprises, which are critical players investing in urban spaces and are directly shaping urbanization outcomes. It is often a supplier of green technologies (i.e., energy) and urban infrastructure (i.e., buildings, transport, housing, roads, sewage and water supply, etc.) and of everyday commodities. The private sector also has demonstrated potential to design mechanisms allowing for more citizen-driven solutions through vehicles such as the crowdsourcing of ideas and funding. UNDP will continue to make the 'development case' for inclusive and sustainable urban investments and develop new ways of working with the private sector, including facilitating public-private partnerships for innovation. Multinational companies such as IBM, Shell, General Electric and ABB have large units focused on solutions for city development. A large range of local groups, issue-based coalitions, start-ups and social enterprises are pioneering solutions that can be shared and adapted for use across the developing world.</p>
<p>Civil society organizations</p>	<p>Umbrella organizations of NGOs, CSOs and urban poor federations such as Shack and Slum Dwellers International (SDI), Women in Informal Employment: Globalizing and Organizing (WIEGO) and the Asian Coalition for Housing Rights (ACHR) provide an indispensable voice for the urban poor and marginalized. UNDP will work with these networks through established partnership platforms such as Cities Alliance, as well as in direct collaborations to support their work at the country and local level where possible.</p>



The UNDP cash-for-work project helps removing rubble from the streets (UNDP Haiti)

knowledge and experiences such as national local government associations and intermunicipal cooperation mechanisms to facilitate city-to-city exchanges and partnerships.

As an organization dedicated to sustainable human development and poverty alleviation, UNDP has played a lead role in developing and advocating new models to address development challenges, including in cities. There are critical lessons to be learned from UNDP's current and past work on urbanization, which has a direct bearing on UNDP's future role in this area of work. Initiatives such as the Urban Partnerships for Poverty Reduction in Bangladesh have achieved transformative change by working directly with communities, across tiers of government and with a diverse set of partners. UNDP also played a critical advocacy role in the area of urban governance through programmes such as the Urban Management Programme in Latin America and The Urban Governance Initiative (TUGI) – both multi-partner initiatives with a broad partnership base that aimed to affect change through city-level dialogues and advocacy.

UNDP launched a hub for territorial partnerships to support local governance and local development and SDGs implementation at the local level using a territorial and multi-level governance approach by tapping into the potential of local and regional governments and territorial actors.

UNDP has a large portfolio on energy-efficient building projects undertaken jointly with the International Energy Agency (IEA) primarily in urban areas. The approach of introducing minimum energy performance standards and building codes proved to be very effective in transforming the sector, with increasing focus on effective enforcement through legislation going forward.

Programmatic and Thematic Support

UNDP has over 50 years of programmatic experience and a wide range of thematic expertise to help countries urbanize in a more sustainable, inclusive and resilient way. UNDP's existing global portfolio contains a large array of programmes and thematic

areas that address urban development explicitly or implicitly. At the country level, UNDP works to integrate sustainable urbanization into UN Development Assistant Frameworks and Country Programme Documents. UNDP also works to better reflect urban realities in context analyses, identify entry points to support government and other city stakeholders to address capacity gaps and strengthen the policy, institutional, technical and financial systems that shape cities. To tailor our support to the needs of individual countries and cities, we will:

- Further **refine and refocus** our existing thematic national, regional and global programmes and capacities to respond to the urbanization of the developing world.
- Develop a **specific package of support and services for cities**, municipalities and territories in the developing world that applies UNDP's technical and organizational resources to help achieve transformative changes in the sustainable development trajectories of cities and towns, such as developing, formulating and implementing national strategies for urbanization.

Below are examples of our sustainable urbanization support based on our programmatic and thematic experiences and expertise in the areas of sustainability, inclusiveness and resilience.

SUSTAINABILITY OFFER

Climate change

Building on its 20-plus years of support in climate change mitigation and adaptation in over 140 countries, UNDP is well positioned to support cities in reaching their climate and development aspirations and has a longstanding portfolio of supporting subnational action, including in urban areas. UNDP's support in this area includes helping

national and subnational governments turn their climate targets into concrete actions. This work includes integrating climate change into national development policy and planning, including the design and implementation of Nationally Determined Contributions (NDCs), as well as support for development and delivery of climate strategies and plans through a range of mechanisms under the United Nations Framework Convention on Climate Change (UNFCCC). For example, UNDP is working with governments to develop Nationally Appropriate Mitigation Action activities in cities to develop innovative ways to adopt low-emission urban development such as in Vietnam and Kazakhstan. It also includes support for initiatives aimed at building resilience and adaptive capacities of cities, and reducing urban GHG emissions.

Environmental sustainability

UNDP's extensive global portfolio of environment programmes contains many lessons and experiences applicable to sustainable urbanization. These include long-running work on sustainable transportation, energy efficiency (particularly for buildings) and the application of renewable energy systems in built-up areas such as building-integrated solar photovoltaics. In addition, ecosystem-based adaptation initiatives have demonstrated how better management and restoration of ecosystem services such as mangrove coastal protection and watershed cover can reduce impacts from extreme weather events and reduce the costs of providing drinking water and preventing flooding. Within cities, UNDP can employ its portfolio of programme experience to advise on greening city spaces, creating and managing urban protected areas and implementing green infrastructure solutions such as green roofs and environmentally friendly rainwater management.

Building on its 20-plus years of support in climate change mitigation and adaptation in over 140 countries, UNDP is well positioned to support cities in reaching their climate and development aspirations and has a longstanding portfolio of supporting subnational action, including in urban areas.

UNDP's jobs and livelihoods support focuses on developing economic development policy, plans and strategies for job creation, vocational training and livelihood development.

Integrating perspectives like these into city development plans, particularly in cost-benefit assessments and investment plans for city infrastructure, can help make city development more cost-effective and sustainable. Furthermore, UNDP's experience in developing and agreeing conservation initiatives with upland communities (including indigenous communities) can prove valuable in brokering watershed and catchment management partnerships for city authorities.

UNDP also has a unique edge in implementing projects from vertical funds such as the Global Environment Facility (GEF) and its recent position as the first agency with a Green Climate Fund accreditation.

UNDP's more than two decades of experience in sustainable energy includes supporting national, subnational and local governments in increasing access to affordable, reliable and sustainable energy including through on- and off-grid electricity access, promoting energy efficiency and conservation and increasing the global share of renewable energy. Energy market transformation and de-risking investment to create an environment conducive to private sector investment underpin these efforts. Key areas of support include:⁵⁸

- Supporting national and local governments to design and adopt efficiency policies and legislation, building codes, energy rating systems and deploying energy management information systems and capacity-building for policy enforcement among authorities
 - Assisting cities and municipalities in transforming their renewable energy markets by identifying and implementing policy and financial de-risking instruments that catalyse public and private sector investment in renewable energy technologies
 - Promoting integrated solutions. An emerging area of focus, with an increasing number of projects, is sustainable cities initiatives that support cities and subnational and local municipalities to focus on more integrated energy, waste management and transport and mobility solutions.
- Promoting access to clean, affordable and reliable energy services for households, communities and businesses in urban and peri-urban settings
 - Promoting energy efficiency measures in households, public and municipal facilities, residential and commercial buildings, SMEs, industry and the transport sector

⁵⁸ Further details of UNDP's work on energy and sustainable development will be available in the forthcoming *UNDP Sustainable Energy Strategy Note 2016-2021: Bridging Energy and the Sustainable Development Goals*

INCLUSIVENESS OFFER

Poverty reduction

Poverty will increasingly become an urban issue in coming decades. In order to better address relative and multidimensional poverty in urban areas, UNDP will continue the pilot work that has been initiated to develop more accurate, city-specific multidimensional poverty measurements and to employ these measures to help cities and national governments better target social service delivery, infrastructure and economic development programmes. Building on these approaches, UNDP will help national and city governments develop and implement larger-scale urban poverty reduction programmes where needed, building on extensive experience already acquired through long-term programmes such as those underway in Bangladesh.

Jobs and livelihoods

UNDP has a long history of supporting large-scale rural employment and area-based development schemes. UNDP's jobs and livelihoods support focuses on developing economic development policy, plans and strategies for job creation, vocational training and livelihood development. In an urbanizing context, UNDP will put more focus on supporting entrepreneurship and market linkages (job matching, apprenticeship and graduate training programmes), business skills, access to finance and support to micro, small and medium-sized enterprises as sustainable employment generators. Through research and analytics, UNDP will also help countries develop fine-grained understanding of individual city economic systems to better identify potential growth sectors that can generate jobs, e.g., in service industries, retail trade, tourism or more niche sectors such as call centres or back office operations.

For example, UNDP has developed the "3x6 toolkit",⁵⁹ which aims to support communities affected by conflicts and natural disasters in transitioning from dependence on emergency employment interventions such as 'cash for work', to more sustainable livelihoods opportunities, while enhancing their resilience in this transition. UNDP will also develop more tailored instruments and initiatives that support sustainable job creation and service provision in the informal sector in urban areas, including by:

- Collaborating to develop and strengthen tools to fill data gaps and provide an accurate assessment of poverty and development deficits in informal urban contexts
- Applying local knowledge and solutions for informal sector development and

⁵⁹ UNDP (2016), UNDP toolkit on the 3x6 approach, building resilience through jobs and livelihoods



finding innovative ways to build on them, taking them to scale and, where appropriate, embedding them in municipal development and service delivery programmes and strengthening partnerships with informal sector groups such as WIEGO and SDI to better understand and connect with the needs and concerns of informal workers⁶⁰

▲
UNDP helps national and city governments develop inclusive urban poverty reduction programmes (UNDP Peru)

Migration

Conflict- and crisis-induced migration, from other countries and from internal displacement who end up in cities, has become one of the most visible and pressing development challenges in recent times, particularly in Europe, Northern Africa and West Asia. Underlying this has been the longer-term migration patterns driven by environmental/climate driven conditions in many parts of the world. UNDP's development approach to migration and displace-

⁶⁰ An overview of UNDP's approach to inclusive development, encompassing integrated economic planning, employment creation, building economic resilience and scaling up financing for economic transitions will be provided in the forthcoming *UNDP Strategy for Inclusive and Sustainable Growth*.



▲
Monrovia, Liberia, during Ebola quarantine (UNDP/Morgana Wingard)

ment⁶¹ recognizes that cities are the primary destination for most migrants and that a sustainable response to migration pressures therefore needs to focus on strengthening the municipal, economic and social capacities of cities to accept (and, where necessary, integrate) large numbers of migrants from different socio-cultural and economic backgrounds. This requires not just basic services (housing, health care, education, jobs), but also a broader approach that includes addressing inclusion and the risk of conflict, equity, voice and participation, fiscal planning and development financing systems, economic development, national and regional coordination, and joint action mechanisms.

Urban governance

The complexity of cities also calls for championing new forms of urban governance that better address the need to work in coalitions, including urban communities in local decision-making, mobilize diverse interests and adopt strategic foresight that allows them to leverage opportunities and deal with the sudden shocks and crises to which modern

61 <http://www.undp.org/content/undp/en/home/ourwork/sustainable-development/development-planning-and-inclusive-sustainable-growth/migration-refugees-and-displacement.html>

cities are prone. UNDP's urban governance approach is defined by a paradigm shift from urban public administration to urban democratic and participatory governance, with a focus on participation, inclusion, transparency and accountability, rule of law, subsidiarity, equity and risk management. UNDP has experiences of supporting risk governance in several countries, including through the Pacific Risk Resilience Programme (PRRP) for Vanuatu, Solomon Islands, Tonga and Fiji and the Integrated Climate Risk Management Programme (ICRMP) in Honduras, Armenia, Kenya, Uganda, Nepal and Indonesia.⁶²

UNDP has also provided countries, particularly in Latin America, with local governance and local economic development support, which adopts a multidimensional and human rights-based approach with a context-specific combination of area-based or territorial approaches, community support, especially for vulnerable groups and minorities, and local government support. The Integrated Framework for Local Governance and Local Development developed by UNDP, UN Capital Development Fund and UN Volunteer⁶³ recognizes cities as economic, social, political, ecological and cultural constructs that evolve over time. For example, the local economic development approach is focused on the key role of subnational authorities and actors in development and promotes dialogue and consensus-building platforms where the public and private sectors, civil society, academic and research institutions are

62 These two programmes highlight a number of building blocks for good climate change and disaster risk governance including: dedicated capacity within planning, finance and aid coordination functions; coordinating mechanisms that can facilitate integration of climate change and disaster risk through multi-stakeholder platforms; and development of policy and legislative frameworks to solidify climate change and disaster risk management plans and strategies at national and sectoral levels

63 UNDP (2016), *An Integrated Framework to Support Local Governance and Local Development*, p. ix

actively engaged in planning and using local resources in a sustainable manner. The six interlinked elements of the approach are:

- Effective multilevel governance for territorial development
- Equitable, effective and sustainable delivery of goods and services
- Inclusive decision-making processes involving women and men
- Secure, stable and peaceful environment for development where rule of law prevails
- The sustainable use and management of natural resources
- Increased economic opportunities and jobs for women and men
- Design of resilient, low-carbon economic activities to reduce emissions and adverse effects of climate change

Civic engagement

Recognizing the complexity of city development and the multiplicity of actors that determine urban development outcomes inevitably requires broad coalition-building and partnerships. City administrations will need to move beyond stakeholder consultation and public participation and embrace much more substantive engagement of stakeholders and beneficiaries throughout the design, implementation and governance of local development initiatives.

UNDP recognizes that development actions in cities will succeed or fail depending on our ability to adapt our actions to the political economy of an urban system. Elite capture, local power dynamics and other factors will have a significant impact. Being aware and sensitive to the environment is a challenge to development actors that are meant to be neutral partners to the powers that are in government. There is an increasing

awareness⁶⁴ that development policy needs to acknowledge politics in a greater way and adapt development actions to context more effectively.⁶⁵

UNDP's experience with approaches such as participatory design thinking and past experience in coalition-building around peace and development programmes can inform more substantive strategies for inclusion and coalition-building in city development. The convening power that UNDP has demonstrated at national and global levels provides a strong basis for a similar role in the city context. Where necessary, UNDP can act as a neutral broker to help bring diverse groups and competing interests together to find common ground and co-create solutions.

Gender equality

Rural-urban migration is highly gendered in many developing countries, with economic migrants to African cities being predominantly male, while, in some Southeast Asian nations, younger women migrate to cities in search of employment. Understanding the gender characteristics of rural-urban migration and the implications and consequences in rural and urban areas will require careful, country-specific analysis. At the same time, gendered migration patterns may provide opportunities to promote greater social, political and economic empowerment for women. Where men migrate to urban areas, opportunities may arise to mobilize and capacitate rural women to play greater roles in the rural economic and political spheres, e.g., through savings groups and other mobilization mechanisms. Where urban migrants are predominantly female, greater attention might be needed to ensure not only that they

City administrations will need to move beyond stakeholder consultation and public participation and embrace much more substantive engagement of stakeholders and beneficiaries throughout the design, implementation and governance of local development initiatives.

64 See Thinking and Working Politically (TWP) Community of Practice (CoP): <http://twpcommunity.org/>

65 <http://opendocs.ids.ac.uk/opendocs/handle/123456789/911#.Vv4Gz8tf3IU>

enjoy the economic and social opportunities migration may provide, but also that they are protected from abuse and exploitation in vulnerable forms of occupation in cities.

UNDP's Gender Equality Strategy 2014-2017 provides an overview of the support UNDP provides for strengthening institutional effectiveness for gender mainstreaming, and its various partnerships and coordination mechanisms that are in place to address gender equality issues at the global, national and local levels.

RESILIENCE OFFER

Risk-informed development

Risk-informed development has become a key component of UNDP's development vision. This approach is particularly relevant for cities, where the concentration of populations, infrastructure and economic assets makes the consequences of shocks and disasters significantly greater. This underscores the need to ensure that urban development and planning processes are duly informed by risk considerations. UNDP has experience of working with national and city authorities and urban planners to move away from a risk-agnostic to a risk-informed approach, by supporting access to and application of actionable risk information. This includes establishing disaster information systems and conducting comprehensive risk assessments as well as capacity development of nodal agencies to institute a risk-informed development paradigm.

UNDP existing tools and methodologies such as those for risk assessments, readiness-building initiatives and visioning and future analysis can be readily tailored and used in cities. As part of the partnership-based approach for urban disaster and crisis response, UNDP will also coordinate efforts with partners such as the IASC Reference

Group on Meeting Humanitarian Challenges, Solutions Alliance and the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) to implement risk-informed development interventions such as:

- Strengthening national, municipal and local governance systems for integrating climate/disaster risk management concerns in local and urban development plans and investments
- Supporting analysis of global and regional and local/urban risk context and generating an evidence base to inform policy, planning and investment decisions at the national and local levels
- Supporting the development of tools and methodologies for mainstreaming risk-based approaches into urban governance and planning processes
- Supporting capacity of city and national governments to access key global funding mechanisms for climate adaptation, mitigation and risk management
- Supporting the role of local governance structures in the prevention and mitigation of violent conflict and peace-building and stabilization processes

Disaster response and recovery

Urban disasters present a huge challenge in terms of providing humanitarian response and organizing recovery assistance.⁶⁶ UNDP has considerable experience of supporting governments at the national and municipal levels to strengthen their response and recovery efforts. Drawing upon its experience in urban disasters, UNDP will provide support in following ways:

⁶⁶ The Haiti and Nepal earthquakes and Typhoon Haiyan's impact on Tacloban City in the Philippines are examples of a disaster's impact on urban populations.

UNDP existing tools and methodologies such as those for risk assessments, readiness-building initiatives and visioning and future analysis can be readily tailored and used in cities.

- Provide coordination support to municipal governments for securing support from NGOs, civil society organizations and private sector for immediate humanitarian response;
- Train SURGE⁶⁷ staff in crisis response and post-disaster recovery for urban contexts and maintain a roster of consultants who have this experience;
- Improve information management and communications in an urban setting involving a large number of agencies with overlapping jurisdiction;
- Identify the most affected and vulnerable social groups and support effective outreach to these communities for providing humanitarian assistance to them;
- Develop national and local capacities in rapid assessment of humanitarian needs and detailed assessment of recovery needs through training officials in various assessment tools;
- Prepare recovery plans and frameworks involving different sectors and development partners and mobilize resources for the implementation;
- Develop institutional mechanisms for securing people's participation, particularly, women, elderly and people working in informal sectors, in recovery programmes;
- Promote building codes, land use plan and other risk reduction measures in recovery, and strengthen peoples' resilience;
- Support collaboration between city, humanitarian and development actors so that all are contributing to assessment and strategic frameworks for recovery;
- Work alongside partners to identify and address crucial service delivery bottlenecks to affected populations, especially more vulnerable urban groups such as undocumented migrants;
- Support the transition from immediate humanitarian needs to medium- to longer-term development and resilience-building in cities; and
- Facilitate knowledge development, innovation and exchange of experiences and learning in response and recovery processes.

Citizen security and rule of law

In conflict-affected areas, a risk-informed approach is needed to understand whom to work with, where to work and what to prioritize in order to remain conflict-sensitive. Investing in urban-level analysis mechanisms is a good way forward, also when addressing the complex unfolding of violent extremism. Contextualized understanding is also key in developing risk-informed responses. UNDP in Latin America uses urban transformation to deal with the underlying causes of urban violence and crime, such as in Bogotá and Medellín in Colombia. The assessment of different risk factors linked with urban violence and crime has informed successful strategies such as gun bans in critical territories and improved street lighting. UNDP has supported the local management of security with instruments such as organization of local actors and their capacity to assess requirements and needs, local planning and M&E of the interventions. We have also recently published a framing paper that puts forth our development response to addressing radicalization and violent extremism.⁶⁸

67 SURGE, an initiative launched by UNDP in 2006, aims to enhance UNDP's ability to respond quickly and effectively in the recovery phase following a conflict or natural disaster. It ensures that trained experts, with extensive experience in their technical field and in crisis situations, are deployed within days of a crisis to support affected countries.

68 UNDP (2016), Preventing violent extremism through inclusive development and the promotion of tolerance and respect for diversity, UNDP framing paper



▲
Providing access to opportunities for the young is vital to make cities more sustainable, inclusive and resilient (UNDP Afghanistan)

CONCLUSION AND WAY FORWARD

Cities in the developing world are growing and evolving at an unprecedented rate. The foregoing analysis and set of programming offers represent an initial proposal, based on which UNDP intends to have a broad conversation with national and city leaders, civil society and private sector stakeholders and development partners in the coming months. This conversation will promote understanding of how UNDP can best contribute in this critical area of development. The analysis and the array of programming options outlined above will be continuously refined as this conversation develops and as our engagement on the ground provides further feedback, lessons and experiences to draw from.

Underpinning this package of support will be an ongoing effort to better understand how development agencies can function more effectively in urban contexts. Development agencies have systems, approaches and planning processes that are better suited to working at national levels or with local communities as 'providers of assistance and technical solutions' rather than as one actor amongst many in a complex space. UNDP is currently working with a small group of partner agencies to assess how their institutional structures, systems and ways of working can be adapted to operate more effectively in the complex, networked and emergent development environment in cities. This work will inform and influence the further development of this strategy and the programmatic offerings to follow.

REFERENCES

A broad range of reference materials has informed the development of this strategy, as listed below. In addition, a core set of existing UNDP strategies and guidance materials provided much of the framing and initial thinking on which the strategy was developed. These are:

- **UNDP Strategic Plan 2014-2017** (2013) outlines UNDP's vision for the near future based on the existing and emerging development context. It provides an overall framing for UNDP's work across different thematic areas and touches upon the importance of urbanization as a critical area for development. It imbeds 'urban' as an indicator category in the results and resources framework.
- **The UNDG Guide for Integrating Urbanization into CCA and UNDAF** (2015) supports COs to include urban considerations in overall priorities that guide country programming. It provides guidance on strategies, policy entry points and monitoring indicators for governance, poverty reduction and employment, basic services, food and nutrition security, agricultural and urban-rural urban linkages, environment, climate change and disaster risk reduction.
- **Urban Governance for Sustainable Urban Development Guidance Note** (2014) synthesizes critical lessons from UNDP's experience supporting urban governance initiatives and provides a strategic conceptual framework and operational guidance for UNDP's ongoing work in this area. It underlines UNDP's "defined niche and focus" as "ensuring inclusion of the poor in urban governance and management processes, and supporting measures for facilitating equitable access to productive assets and services". It stresses the importance of supporting integrated approaches at multiple scales, working directly with the urban poor and other urban stakeholders, building capacity and supporting reform of urban institutions, and applying a governance lens to tackle a host of urban challenges.
- **The UNDP Strategy Paper on Urbanization in Asia and the Pacific** (2013) provides a vision for "an Asia-Pacific in which urbanization is managed in a more sustainable way resulting in continuous improvement to economic prosperity, equity, quality of life and well-being for people living and working in towns and cities." It outlines core urbanization challenges around systems of governance, economics and finance, urban development and management, social development and environment, and the need for UNDP to prioritize engagement at the national policy, in secondary cities, and across a range of partner organizations.
- **UNDP Guidance Note for Urban Programming Asia and the Pacific** (2015) provides a framework for designing new urban programmes and/or addressing urban challenges within existing programmes. It builds on key themes and approaches highlighted in the UNDP Strategy Paper on Urbanization in Asia and the Pacific and the Urban Governance for Sustainable Urban Development Guidance Note.

Other references

ADB and ILO (2014). ASEAN Community 2015: Managing Integration for better jobs and shared prosperity.

African Development Bank Group (2011). Urban Development Strategy: Transforming Africa's Cities and Towns into Engines of Economic Growth and Social Development. Available at <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Urban-Development%20Strategy-Rev%201.pdf>

Arthur D. Little Consulting (2013). The Future of Urban Mobility: Towards networked, multimodal cities of 2050. Available at <http://www.adlittle.com/future-of-urban-mobility.html>

- Arthur D. Little (2014b). The Future of Urban Mobility 2.0: Imperatives to shape extended mobility ecosystems of tomorrow. Available at <http://www.adlittle.com/future-of-urban-mobility.html>
- Batty, M. (2011). Cities, Complexity and Emergent Order. Available at <http://www.complexcity.info/files/2011/09/BATTY-CITIES-ERA21.pdf>.
- Batty, M., Barros, J. & Alves, S.J. (2006). "Cities: continuity, transformation and emergence" in Complexity and Co-evolution: Continuity and Change in Socioeconomic Systems. McGlade, J., Garnsey, E. (eds.). Cheltenham: Edward Elgar Publishing Limited.
- Becker, C.M. (2008). "Urbanization and Rural-Urban Migration" in International Handbook of Development Economics, A. Dutt, J. Ros (eds.). Northampton, MA: Edward Elgar Publishing.
- Bloom, D., Canning D. & Fink, G. (2008). "Urbanization and the Wealth of Nations". Science, vol. 319, p. 772.
- Chen, M. (2006). "Rethinking the Informal Economy: Linkages with the Formal Sector and the Formal Regulatory Environment" in Linking the Formal and Informal Economy: Concepts and Policies, Basudeb GuhaKhasnobis, Ravi Kanbur & Elinor Ostrom (eds.).
- CDIA (Cities Development Initiative for Asia) (2010). "PPP Guide for Municipalities." Metro Manila, Philippines. Available at <http://cdia.asia/wp-content/uploads/PPP-Guide-for-Municipalities-FINAL-100609.pdf>
- Citizen Council for Public Security and Criminal Justice (CCPS-JP) (2015). The 50 Most Violent Cities in the World. Available at <http://www.seguridadjusticiaypaz.org.mx/biblioteca/prensa/send/6-prensa/199-the-50-most-violent-cities-in-the-world-2014>
- Desmet, K., Rossi-Hansberg, E. (2013). Analyzing urban systems: have megacities become too large? Washington, DC: World Bank Group. Available at <http://documents.worldbank.org/curated/en/2013/11/18868989/analyzing-urban-systems-megacities-too-large>
- Dodman, D. (2009). Blaming Cities for Climate Change? An Analysis of Urban Greenhouse Gas Emissions Inventories. Environment & Urbanization, Vol 21, No. 1. Oxford, UK: Oxford University Press. Available at <http://eau.sagepub.com/content/21/1/185.full.pdf+html>
- Friend, R., Jarvie, J., Reed, S., Sutarto, R., Thinphanga, P. & Toan, V. (2013). "Mainstreaming urban climate resilience into policy and planning; reflections from Asia". Urban Climate, 7, 6–19.
- Fuller, B & Romer, P. (2012). Urbanization as Opportunity. New York, NY: NYU Stern Urbanization Project.
- Gale, S., Leonardo, T., Sato, M. & D’Cruz, J. (2015). "Asian Urbanization Futures: Nine Practitioner Recommendations" in Journal of Future Studies, June 2015, 19(4): 91-102
- Ghani, E. & Kanbur, R. (2012) Urbanization and (In) Formalization. Available at <http://www.worldbank.org/en/topic/urbandevelopment/publication/papers-sixth-urban-research-knowledge-symposium>
- Glazer, E.L. (2013). A World of Cities: The Causes and Consequences of Urbanization in Poorer Countries. Working Paper 19745, NBER.
- Global Environment Facility (2013). Investing in Sustainable Transport and Urban Systems. Available at http://www.thegef.org/sites/default/files/publications/26211_lowres_3.pdf
- Graham, S., Marvin, S. & Jacobson, C. D. (2002). Splintering Urbanism: Networked Infrastructures, Technological Mobilities and the Urban Condition.

- Haraguchi, M. & Lall, U. (2014). "Flood risks and impacts: A case study of Thailand's floods in 2011 and research questions for supply chain decision making". International Journal of Disaster Risk Reduction. Available at http://water.columbia.edu/files/2014/10/supply_chain_Thailand.pdf
- Harvey, D. (2008). "The right to the city". New Left Review Vol. 53, pp. 23–40. Available at <http://newleftreview.org/II/53/david-harvey-the-right-to-the-city>
- ILO (2012). The youth employment crisis: A call for action. Resolution and conclusions of the 101st Session of the International Labour Conference, Geneva.
- Institute of Housing and Urban Development (2002). Strategic Urban Planning in Latin America: Experiences of Building and Managing the Future. Available at http://www.ihs.nl/fileadmin/ASSETS/ihs/IHS_Publication/IHS_SINPA_Paper/SINPA_22_Steinberg_F_2002_Strategic_Urban_Planning_in_Latin_America.pdf
- International Federation of Surveyors (FIG) (2010). Rapid Urbanization and Mega Cities: The Need for Spatial Information Management. Research study by FIG Commission 3. Available at https://www.fig.net/resources/monthly_articles/2010/march_2010/march_2010_potsiou_et_al.pdf
- Jiang, Li, Deng, X. & Seto, Karen C. (2013). "The impact of urban expansion on agricultural land use intensity in China". Land Use Policy 35: 33-39.
- Kaganova, O. (2011). Guidebook on Capital Investing Planning for Local Governments. Washington, DC: World Bank.
- Kennedy, P. (1993). Preparing for the 21st Century. New York: Random House.
- KPMG (2012). Responding to the Urbanization Challenge. Available at <https://home.kpmg.com/content/dam/kpmg/pdf/2012/05/Cities-Infrastructure-a-report-on-sustainability.pdf>
- Leckcivilize, A. (2012). The Impact of Supply Chain Disruptions: Evidence from the Japanese Tsunami. Available at <http://personal.lse.ac.uk/leckcivi/JobMarketPaperA.Leckcivilize.pdf>
- Lerner, Josh (2013). Entrepreneurship, public policy, and cities. Washington DC: World Bank Group. <http://documents.worldbank.org/curated/en/2013/11/18862585/entrepreneurship-public-policy-cities>
- Lewis, W. Arthur (1954). "Economic Development with Unlimited Supplied of Labour". Manchester School of Economic and Social Studies 22: 139–91.
- Mather, C. (2012). Informal Workers' Organizing, WIEGO/SC Research Report, February 2012. Available at <http://www.solidaritycenter.org/wp-content/uploads/2014/11/WIEGO.Informal-Workers-Organizing.pdf>
- McCord, C., Freeman, H. P. (1990). "Excess Mortality in Harlem". New England Journal of Medicine 322 (3): 173–177.
- McGranahan, G. & Satterthwaite, D. (2014). Urbanisation concepts and trends, IIED Working Paper. Available at <http://pubs.iied.org/pdfs/10709IIED.pdf>
- McKinsey & Company (2015). *Urban mobility at a tipping*. Available at http://www.mckinsey.com/insights/sustainability/urban_mobility_at_a_tipping_point
- McKinsey & Company (2011). Urban world: Mapping the economic power of cities. Available at http://www.mckinsey.com/insights/urbanization/urban_world
- North, Douglass C. (2007). Limited access orders in the developing world: A new approach to the problems of development (Vol. 4359). World Bank Publications.
- OECD (2012). Redefining "Urban": A New Way to Measure Metropolitan Areas. Available at http://www.oecd-ilibrary.org/urban-rural-and-regional-development/defining-urban_9789264174108-en

- Ostrom, E. (2005). *Understanding Institutional Diversity*. Princeton: Princeton University Press.
- Oxfam (2014). *The New Urban: Towards progressive secondary cities*. Available at <http://policy-practice.oxfam.org.uk/publications/the-new-urban-towards-progressive-secondary-cities-336561>
- Collier, Paul, Venables, Anthony J. (2013). *Housing and urbanization in Africa: unleashing a formal market process*. Washington, DC: World Bank Group. <http://documents.worldbank.org/curated/en/2013/11/18869006/housing-urbanization-africa-unleashing-formal-market-process>
- Pejaranonda, C., Santipaporn, S. & Guest, P. (1995). *Rural-Urban migration in Thailand. Trends, Patterns and Implications of Rural-Urban Migration in India, Nepal and Thailand*. New York: United Nations.
- Pieterse, E. (2008). *City Futures: Confronting the Crisis of Urban Development*. Capetown: UCT Press. Available at http://www.uctpress.co.za/catalogue/itemdisplay.jsp?item_id=9293&addprint=true&vol_id=
- Sassen, S. (2012a). *Bridging Divides: Enabling Urban Capabilities*. Sixth Urban Research and Knowledge Symposium, October 2012. Available at <http://siteresources.worldbank.org/INTURBANDEVELOPMENT/Resources/336387-1369969101352/9207950-1389068443389/Sassen-URKS2012.pdf>
- Sassen, S. (2012b). "Locating cities on global circuits". *Globalization and Cities*. Available at <http://www.saskiasassen.com/PDFs/publications/Locating-Cities-on-Global-Circuits.pdf>
- Satterthwaite, D. (2004). "The under-estimation of urban poverty in low- and middle-income nations". *IIED Poverty Reduction in Urban Areas Series, Working Paper 14*. Available at <http://pubs.iied.org/pdfs/9322IIED.pdf>
- Seto, K.C., Fragkias, M., Güneralp, B. & Reilly, M.K. (2011) *A Meta-Analysis of Global Urban Land Expansion*. *PLoS ONE* 6(8): e23777. doi:10.1371/journal.pone.0023777
- Shatkin, G. (2008). "The city and the bottom line: urban megaprojects and the privatization of planning in Southeast Asia". *Environment and Planning A*, 40(2), 383.
- Singh et al. (2015). *Building Urban Climate Resilience: The Economics of Alternative Development Pathways*. Boulder, CO: Institute for Social and Environmental Transition-International.
- Snover, A.K., L. Whitely Binder, J. Lopez, E. Willmott, J. Kay, D. Howell & J. Simmonds (2007). *Preparing for Climate Change: A Guidebook for Local, Regional, and State Governments*. In association with and published by ICLEI – Local Governments for Sustainability, Oakland, CA.
- Stewart, F., ed. (2008). "Horizontal Inequalities and Conflict: Understanding Group Violence". *Multi-ethnic Societies*. London: Palgrave.
- Tacoli, Cecilia, Gordon McGranahan & David Satterthwaite (2015) "Urbanisation, rural-urban migration and urban poverty". *IIED Working Paper*. London: IIED.
- Taylor, M.C. (2014). *Speed Limits: Where time went and why we have so little left*. New Haven: Yale University Press.
- United Nations (2015). *Open Working Group proposal for Sustainable Development Goals*. Available at http://www.un.org/ga/search/view_doc.asp?symbol=A/68/970
- UNDESA (2015). *World Urbanization Prospects 2014*. Available at <https://esa.un.org/unpd/wup/Publications/Files/WUP2014-Highlights.pdf>
- UNDG (2015). *Guide for Integrating Urbanization into CCA and UNDAF*.

UNDP (2004). Decentralised Governance for Development: A Combined Practice Note on Decentralisation, Local Governance and Urban/Rural Development. Available at http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/local_governance/decentralised-governance-for-development-a-combined-practice-note-on-decentralisation-local-governance-and-urban-rural-development.html

UNDP (2012). Institutional and Context Analysis – Guidance Note. Available at http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/oslo_governance_centre/Institutional_and_Context_Analysis_Guidance_Note.html

UNDP, UPPR (2013a). Putting Communities First: Expanding Voice & Choice for Bangladesh's Urban Poor. Available at <http://www.upprbd.org/download.aspx?name=1-ATTPUB-18112013045658.pdf>

UNDP (2013b). Strategy Paper: Sustainable and Inclusive Urbanization in Asia Pacific

UNDP (2013c). UNDP Strategic Plan, 2014-17. Available at http://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17.html

UNDP Global Centre for Public Service Excellence (2014). The WOGA approach, illustrated through gamification. <https://www.youtube.com/watch?v=8SVWzTIAiXM>

UNDP Global Centre for Public Service Excellence (2014): Foresight as a Strategic Long-Term Planning Tool for Developing Countries: <http://www.undp.org/content/undp/en/home/librarypage/capacity-building/global-centre-for-public-service-excellence/Foresight.html>

UNDP Global Centre for Public Service Excellence (2015): Foresight – the Manual. <http://www.undp.org/content/undp/en/home/librarypage/capacity-building/global-centre-for-public-service-excellence/foresightmanual.html>

UNDP Global Centre for Public Service Excellence, Commonwealth Local Government Forum and Centre for Liveable Cities (2015): Cities 2030 - Vision, leadership and public service excellence. Conference Report. <https://www.unteamworks.org/node/521448>

UNDP (2014). Design thinking for Country to Country Learning – a Human-Centered Approach. Available at <http://www.slideshare.net/Taimur-Khilji/undp-design-thinking-toolkit-for-country-country-learning-47571820>

UNDP (2015). The poor by any other name. Available at <http://www.asia-pacific.undp.org/content/rbap/en/home/blog/2015/7/24/The-poor-by-any-other-name.html>

UNDP (2016) Planning tools for urban sustainability: mapping of initiatives and methodologies, working paper series, Rio+, January 2016

UNDP, UNCDF and UNV, (2016), Integrated Framework to Support Local Governance and Local development” http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/local_governance/integrated-framework-to-support-local-governance-and-local-devel.html

UNDP Global Centre for Public Service Excellence (2014). Design Thinking for Public Service Excellence. Available at http://www.undp.org/content/dam/uspc/docs/GPCSE_Design%20Thinking.pdf

UNDP and UNHABITAT (2014). Asia-Pacific Issue Brief Series, Urbanization and Climate Change

UNFPA (2007). State of World Population 2007: Unleashing the Potential of Urban Growth. Available at <http://www.unfpa.org/publications/state-world-population-2007>

UN-HABITAT (2003). The Challenge of Slums.

UN-Habitat (2007b). Inclusive and Sustainable Urban Development Planning: A Guide for Municipalities. Available at <http://mirror.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2664>

- UN-Habitat (2010). State of the world's cities 2010/2011: bridging the urban divide. Earthscan. Available at <http://mirror.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2917>
- UN-Habitat (2012a). In Partnership with Latin America and the Caribbean. Available at <http://unhabitat.org/un-habitat-in-partnership-with-latin-america-and-the-caribbean/>
- UN-Habitat (2012b). State of Latin American and Caribbean Cities: Towards a New Urban Transition. Available at <http://unhabitat.org/books/state-of-latin-american-and-caribbean-cities-2/>
- UN-Habitat (2012c). The State of Arab Cities 2012, Challenges of Urban Transition. Available at <http://unhabitat.org/books/the-state-of-arab-cities-2012-challenges-of-urban-transition/>
- UN-Habitat (2012d). The State of the World's Cities 2012/13, Prosperity of Cities. Available at <https://sustainabledevelopment.un.org/content/documents/745habitat.pdf>
- UN-Habitat (2013). Strategic Plan 2014-2019
- UN-Habitat and CAF (2014a). Construction of More Equitable Cities: Public Policies for Inclusion in America Latina, Nairobi and Caracas. Available at <http://unhabitat.org/books/construction-of-more-equitable-cities>
- UN-HABITAT (2014b). State of African Cities 2014: Re-imagining sustainable urban transitions. Available at <https://www.citiesalliance.org/sites/citiesalliance.org/files/SoAC2014.pdf>
- UN-Habitat E-Governance and urban policy design (2015). E-Governance and urban policy design. Nairobi, UN-Habitat. Available at <http://unhabitat.org/books/e-governance-and-urban-policy-design-in-developing-countries/>
- UN-Habitat & UNESCAP (2015). The State of Asian Cities 2015. Available at <http://unhabitat.org/books/the-state-of-asian-and-pacific-cities-2015/>
- UNISDR (2012). How to make cities more resilient: a handbook for local government leaders. Available at <http://www.unisdr.org/we/inform/publications/26462>
- UNODC (2014). Global Study on Homicide 2013. Available at https://www.unodc.org/documents/gsh/pdfs/2014_GLOBAL_HOMICIDE_BOOK_web.pdf
- Virilio, P. (2006). Speed and Politics. Semiotext(e) publishers/
- Virilio, P. (2010). The Furturism of the Instant: Stop Eject. Polity Press.
- Woetzel, J. & Pohl, H. (2013). *Infrastructure: doing more with less*. Washington, DC: World Bank Group.
- World Bank (2000). Cities in Transition: World Bank Urban and Local Government Strategy. Available at
- World Bank (2005). The Urban Poor in Latin America. Available at <http://siteresources.worldbank.org/INTLACREGTOPURBDEV/Home/20843636/UrbanPoorinLA.pdf>
- World Bank (2009). Systems of Cities: Harnessing Urbanization for Growth and Poverty Alleviation. Available at <http://documents.worldbank.org/curated/en/2009/11/11418942/systems-cities-harnessing-urbanization-growth-poverty-alleviation>
- World Bank (2009). Reshaping Economic Geography. Available at <http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/0,,contentMDK:23062295~pagePK:478093~piPK:477627~theSitePK:477624,00.html>
- World Bank (2010). Systems of Cities: Harnessing Urbanization for Growth and Poverty Alleviation. Available at <http://documents.worldbank.org/curated/en/2009/11/11418942/systems-cities-harnessing-urbanization-growth-poverty-alleviation>

World Bank (2011). Violence in the City: Understanding and Supporting Community Responses to Urban Violence. Available at <http://documents.worldbank.org/curated/en/2011/04/14831166/violence-city-understanding-supporting-community-responses-urban-violence>

World Bank (2012). What a Waste. Available at <https://openknowledge.worldbank.org/handle/10986/17388>

World Bank (2013a). Planning, Connecting and Financing Cities—Now: Priorities for City Leaders.

World Bank (2013b). World Development Report 2013: Moving Jobs Centre Stage. Available at http://econ.worldbank.org/external/default/main?contentMDK=23044836&theSitePK=8258025&piPK=8258412&pagePK=8258258&1534-D83A_1933715A=08fc98e812285854696f9ea636d0537ac8127b04

ANNEX 1: KEY EXTERNAL PARTNER INITIATIVES AND TOOLS

NAME	FLAGSHIP PROGRAMMES/INITIATIVES	TOOLS/KNOWLEDGE PRODUCTS
UN-Habitat	<p>Cities Resilience Profiling Programme: focuses on providing national and local governments with tools and guidelines for measuring and increasing resilience to multi-hazard impacts, including those associated with climate change. Ten cities: Balangoda (Sri Lanka), Barcelona (Spain), Beirut (Lebanon), Dagupan (Philippines), Dar es Salaam (Tanzania), Lokoja (Nigeria), Portmore (Jamaica), Concepcion/Talcahuano (Chile), Tehran (Iran) and Wellington (New Zealand). Key outputs:</p> <ol style="list-style-type: none"> 9. <i>Research on Operational Framework:</i> an adaptable urban systems model suitable for all human settlements 10. <i>Indexing and Profiling:</i> a set of indicators, standards and profiles to support cities for calibrating urban systems ability to withstand and recover from crisis 11. <i>Tools/software development:</i> software systems that produce city resilience profiles, from which Resilient Action Plans are derived 12. <i>Normative Guidance:</i> Global Standards sets on urban resilience <p>Cities and Climate Change Initiative: involves the participation of more than 40 cities worldwide. It targets medium-sized cities in developing and least-developed countries and emphasizes good governance and practical initiatives for the municipalities and their citizens. A complementary set of tools is being developed to support cities in raising awareness on the impact of climate change and support mitigation and adaptation activities.</p> <p>The Urban Low Emission Development Strategies (Urban-LEDS) project: funded by the European Commission and implemented by UN-Habitat and ICLEI. Has the objective of enhancing the transition to low-emission urban development in emerging economy countries by offering selected local governments in Brazil, India, Indonesia and South Africa a comprehensive methodological framework (the Green Climate Cities methodology) to integrate low-carbon strategies into all sectors of urban planning and development.</p>	<p>Climate Change Vulnerability Assessments for Cities: follows the IPCC's framework of vulnerability as a function of exposure, sensitivity and adaptive capacity. It uses a mix of quantitative and qualitative methods, including climate models and scenarios, geographic information system data and mapping, community consultations through focus groups and key informant interviews with local government officials.</p> <p>Flagship report: Global Report on Human Settlements</p> <p>2013: Planning and design for sustainable urban mobility</p> <p>2011: Cities and Climate Change</p> <p>2009: Planning Sustainable Cities</p> <p>2007: Enhancing Urban Safety and Security featuring a dedicated volume on Mitigating the impacts of disasters</p> <p>2005: Financing Urban Shelter</p> <p>2003: Challenge of Slums</p> <p>2001: Cities in A Globalizing World</p> <p>1996: An Urbanizing World</p>
UNISDR	<p>The making cities resilient: 'my city is getting ready!' campaign: launched in May 2010, addresses issues of local governance and urban risk. With the support and recommendation of many partners and participants and a Mayors' Statement made during the 2011 Global Platform for Disaster Risk Reduction, the Making Cities Resilient campaign will carry on beyond 2015. Campaign focus areas: 1. Sign up more local governments and national government support for resilient cities; 2. City-to-city learning and capacity building, handbooks and guidelines; 3. Local government self-assessment tool and resilient cities report; and 4. Emphasis on partnership and UNISDR capacity as a platform and knowledge management hub.</p>	<p>Flagship Report: Global Assessment Report</p> <p>City Disaster Resilience Scorecard (working document): This scorecard provides a set of assessments that will allow cities to understand how resilient they are to natural disasters. It is based on the UNISDR's "Ten Essentials" of disaster management and adds significant additional detail to the Local Government Self-Assessment Tool (LGSAT) by the ISDR Global Education and Training Institute (GETI)</p> <p>How to make city resilience: a handbook for local government leaders.</p> <p>RADIUS: risk assessment tools for diagnosis of urban areas against seismic disasters (rather old – published in 1999)</p>

NAME	FLAGSHIP PROGRAMMES/INITIATIVES	TOOLS/KNOWLEDGE PRODUCTS
World Bank/ GFDRR	<p>The WB has developed its Urban and Local Government Strategy anchoring in five areas, namely: 1. Core elements of city systems (management, finance and governance); 2. Pro-poor policies (reducing urban poverty and upgrading slums); 3. City economic growth support; 4. Urban land, housing and planning; and 5. Safe and sustainable urban (environment, climate change and disaster management).</p> <p>Resilient Cities Program: in collaboration with the WB's urban team, a multi-year initiative to help cities strengthen their ability to prepare for and adapt to changing conditions and to withstand and recover rapidly from disruptions related to climate change, natural disasters and other systemic shocks. The programme will develop common definitions and metrics of urban shocks and stresses, clarify the menu of services available to cities and catalyse cities' access to finance for resilience-enhancing investment. Key activities include: City Strength Diagnostic, Financing Resilience and Medellin Collaboration on Urban Resilience (harmonize approaches and tools, catalyse access to finance mechanisms, support capacity development).</p>	<p>CityStrength: a rapid diagnostic that aims to help cities enhance their resilience to a variety of shocks. It is a qualitative assessment (takes about 2-6 months to complete) that takes a holistic and integrated approach and encourages collaboration between sectors to more efficiently tackle issues and unlock opportunities within the city. The diagnostic is conducted in five stages and covers a broad range of topics, including modules on community and social protection, disaster risk management, education, energy, environment, health, information and communications technology, local economy, logistics, municipal finance, solid waste, transport, urban development, and water and sanitation.</p> <p>Urban risk assessments: is a flexible approach to assess a city's risks from disasters and climate change. The assessment methodology focuses on three reinforcing pillars that collectively contribute to understanding urban risk: a hazard impact assessment, an institutional assessment and a socio-economic assessment, where each pillar is associated with three levels of complexity (primary, secondary and tertiary).</p> <p>Key guidance documents have been developed:</p> <ol style="list-style-type: none"> 1. Open Data for Resilience Initiative: planning and open cities mapping project 13. Building urban resilience: principles, tools and practice 14. Rural Housing Reconstruction Program Post-2005 Earthquake Learning from the Pakistan Experience – A Manual for Post-Disaster Housing Program Managers 15. Cities and Flooding: a guide to integrated urban flood risk management for the 21st century

NAME	FLAGSHIP PROGRAMMES/INITIATIVES	TOOLS/KNOWLEDGE PRODUCTS
The Rockefeller Foundation	<p>100 Resilient Cities: dedicated to helping cities to become more resilient to physical, social and economic challenges. It offers the following services:</p> <ol style="list-style-type: none"> 1. Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer, who will lead the city's resilience efforts 16. Expert support for development of a robust resilience strategy 17. Access to solutions, service providers and partners from the private, public and NGO sectors that can help them develop and implement their resilience strategies 18. Membership of a global network of member cities that can learn from and help each other <p>Resilient Cities Acceleration Initiative: aims to accelerate the design and implementation of integrated strategies that strengthen urban system resilience, reduce the vulnerability of cities to climate and disaster risks, ensure sustainable and equitable urban development and double the Foundation's estimated annual investment in urban resilience by 2020. The initiative will manage an online marketplace as a 'one-stop shop' for cities to access resources that: aggregates and profiles support and services available from the private sector, partner institutions and others to help cities implement their resilience commitments; shares technologies and provides access to data, information and resilience assessments; helps cities connect to new partners; and introduces harmonized tools to support local efforts. The marketplace's development will be launched at the 3rd WCDRR in Sendai.</p> <p>Climate Change Resilience Strategy</p> <ul style="list-style-type: none"> • Pilot urban-based resilience strategies through the Asian Cities Climate Change Resilience Network • Adapt African agriculture for climate change resilience • Promote policies and funding to build climate change resilience for poor and vulnerable people • Build new constituencies for climate change resilience policies • Communicate with policymakers about climate change resilience-building tactics • Build capacity and networks and develop new funding streams for resilience strategies 	<p>City Resilience Framework: provides a lens through which the complexity of cities and the numerous factors that contribute to a city's resilience can be understood. It comprises 12 key indicators that describe the fundamental attributes of a resilient city:</p> <ol style="list-style-type: none"> 1. Minimal human vulnerability 19. Diverse livelihoods and employment 20. Adequate safeguards to human life and health 21. Collective identity and mutual support 22. Social stability and security 23. Availability of financial resources and contingency funds 24. Reduced physical exposure and vulnerability 25. Continuity of critical services 26. Reliable communications and mobility 27. Effective leadership and management 28. Empowered stakeholders 29. Integrated development planning <p>City Resilience Index: developed on the basis of the Framework and structured in four categories, 12 indicators, 48-54 sub-indicators and 130-150 variables</p>
ICLEI	<p>ICLEI – Local Governments for Sustainability is the world's leading association of more than 1,000 metropolises, cities, urban regions and towns representing over 570 million people in 86 countries committed to sustainable development. Key initiatives include:</p> <ol style="list-style-type: none"> 1. Green Climate Cities Programme: a comprehensive climate change mitigation programme for local governments 30. Urban-LEDS (in partnership with UN-Habitat – see above) 31. Resilient Cities Congress Series: the global platform for urban resilience and climate change adaptation, hosted every year in Bonn (started in 2010). The Asia-Pacific regional forum was first held in Bangkok in Feb. 2014. 32. Local Government Climate Roadmap: a broad coalition of local government networks in response to the Bali Action Plan, aims to ensure that a strong and ambitious global climate regime is designed and implemented in the post-2015 period. Under this regime, local and subnational governments are fully recognized, engaged and empowered. 	<p>Local Authorities Self Assessment of Local Agenda 21: a free, online self-assessment tool for local governments to evaluate processes and progress towards sustainable development</p> <p>Green Building Decision Tool: an Excel-based tool that helps cities explore green building options and decide which is most applicable for their communities</p> <p>HEAT+: ICLEI's multilingual web-based software tool that helps cities to account and report greenhouse gas emission</p> <p>Other tools can be found here.</p>

NAME	FLAGSHIP PROGRAMMES/INITIATIVES	TOOLS/KNOWLEDGE PRODUCTS
UCLG	<p>United Cities and Local Governments (UNCLG) is a global network of cities, local and regional governments. Its work programme mainly focuses on increasing the role and influence of local government and its representative organizations in global governance; becoming the main source of support for democratic, effective, innovative local government; and ensuring an effective and democratic global organization. It also works on Sustainable Urban Development agenda focusing on culture, DRR, social inclusion, urban strategic planning and water and sanitation. In the area of DRR, UCLG, with its partners, has carried out concrete actions related to disaster risk reduction, such as training sessions and raising awareness of elected officials and experts in Africa, as well as giving its support to the UNISDR Resilient Cities Campaign.</p> <p><i>Note:</i> UCLG is a long-time partner with the UNDP Global ART programme.</p>	
IFRC	<p>Urban DRR: As a major step in addressing this challenge, the World Disasters Report 2010, which focused on urban risk, echoed the global concerns over urban disaster risks. A number of major initiatives on urban DRR and management are now underway and the IFRC and the Iranian Red Crescent Society are together addressing a range of issues at the global level. Five city-level pilot studies are soon to be carried out in five selected cities in different regions. The pilot studies will involve a multi-stakeholder, multi-hazard, community- and people-centred approach. The five pilot cities are: Africa: Nairobi, Kenya; Americas: Tegucigalpa, Honduras; Asia-Pacific: Jakarta, Indonesia; Europe: Yerevan, Armenia; Middle East and North Africa: Tehran, Iran.</p>	<p>Flagship Report is the World Disasters Report. The 2010 Report focuses on Urban Risk.</p>
The C40 Cities Climate Leadership Group (C40)	<p>C40 is a network of the world's megacities committed to addressing climate change. C40's global network consists of 70 megacities. C40 has 15 networks in seven initiative areas (adaptation and water; energy; finance and economic development; measurement and planning; solid waste management; sustainable communities; transportation) that bring together small working groups of cities to address specific issues, such as transit development or green growth.</p>	<p>Global Protocol for Community-scale GHG Emission Inventories – an accounting and reporting standards for cities: The first global standard to measure greenhouse gas emissions from cities</p> <p>Working together: Global Aggregation of city climates commitments: Cities were selected from key global city sustainability network champions, including C40, UCLG and ICLEI, to assess the existing public commitments that cities have voluntarily made to reduce their GHG emissions in order to catalyse more ambitious climate commitments. GHG reduction commitments matter because they drive action and further investment in cities. City governments with emissions reduction targets report three times as many emissions reduction activities as cities without targets.</p>

NAME	FLAGSHIP PROGRAMMES/INITIATIVES	TOOLS/KNOWLEDGE PRODUCTS
RESURB Programme	<p>RESURBE programme operates through an interdisciplinary and international platform, including CRPP from UN HABITAT, UNESCO, UNISDR and RECNET, facilitating knowledge co-creation and exchange between local and regional governments, universities and research centres, international organizations and other stakeholders from private and public sectors.</p> <p>RESURBE is structured by seven thematic areas and Working Groups.</p> <p>WG 1. Risk management, adaptation and resilience</p> <p>WG 2. Methodologies and tools for resilience and systemic eco-innovation</p> <p>WG 3. Process design and strategic urban/regional planning</p> <p>WG 4. Intangible heritage and appropriate technologies</p> <p>WG 5. Circular economy and urban metabolism</p> <p>WG 6. Participatory processes, co-design and co-evolution</p> <p>WG 7. Climate change and healthy cities</p> <p>RESURBE, during the initial 2014-16 phase, is expecting to deliver, at least, the following basic outputs:</p> <ul style="list-style-type: none"> • A book series, one book for each working theme, summarizing best practices • An open database (wiki), a systematic collection of best practices on urban resilience • A series of research and policy briefs, summarizing key findings of the working groups • A series of international conferences to expand network and outreach • A series of side events organized within major international conferences and forums • A series of television programmes/talk shows to further disseminate key findings • An education programme dedicated to policymakers and technical officers • A series of capacity-building workshops and trainings courses 	

ANNEX 2: UNDP SUPPORT TO SDG 11

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums (linked to SDG 1.4)

Among UN agencies, funds and programmes, UNHABITAT has a lead role to play in terms of (i) 'ensuring access for all to adequate, safe and affordable housing' and (ii) 'upgrading slums'. Based on existing capacity (technical and otherwise), UNDP will support UNHABITAT's and other partners' efforts on this front.

UNDP cannot play a lead role in affordable housing and slum upgrading. However, based on its long-standing experience in provision local service delivery, UNDP can offer direct support to cities (especially to secondary and tertiary cities) in terms of 'ensuring access for all to [...] basic services'. Here, UNDP has technical expertise in developing evidence-based policies, launching advocacy campaigns and in directly implementing projects and initiatives, including the flagship Urban Health & Justice Initiative in collaboration with UNFPA.⁶⁹ UNDP will upgrade, strengthen and adapt existing tools, especially as they relate to strengthening the effectiveness of local service delivery.

This support would come under the purview of governance and sustainable development clusters as well as the Health and HIV team. UNDP will work with a coalition of partners including (but not limited to) Cities Alliance, United Cities and Local Governments (UCLG), UNHABITAT and the private sector.

Target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons (linked with SDG 3.6, 5.1 and 7.a)

UNDP has successfully spearheaded initiatives aimed at making transport more sustainable and accessible. Since 2001, UNDP GEF has been working to promote low-emission and climate-resilient urban and transport infrastructure. GEF has supported 50 projects across the developing world, focused on actions to reduce GHG emissions from the transport sector. Results achieved were direct CO₂ reduction of 66.9 megatonnes (Mt) CO₂ eq combined from all UNDP GEF transport projects, and an expected indirect CO₂ reduction of 124.7 Mt CO₂ eq. This experience needs to be shared and applied more widely. For instance, in China and Brazil, GEF partnered with UNDP to develop a portfolio of fuel cell bus (FCB) projects. Elsewhere, Egypt is testing hybrid buses. In GEF-funded projects, these technology demonstrations were supplemented with policy components, market development and public awareness campaigns to establish sustainable transport systems.

UNDP Bangladesh designed an innovative pilot project that successfully shaped people's perceptions about using public transportation more often, not only to save money, but also to reduce congestion in Dhaka and to prove the accessibility of public transportation.

Thus, UNDP has a clear role in supporting countries achieve target 11.2 and will forge linkages with SDG targets 3.6, 5.1 and 7.a.

⁶⁹ UNDP and UNFPA have supported 42 cities worldwide to improve social equality for people living with HIV and key populations while also working to increase access to HIV prevention, treatment, care and support services. Results achieved by the participating cities cover areas such as improving health service delivery, addressing stigma and establishing more favourable legal frameworks.

Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries (linked to SDG 16.6 and 16.7)

UNDP has a key role to play toward the achievement of this target alongside partners such as UNHABITAT, Cities Alliance and Shack and Slum Dwellers International. In addition to playing a convening role, UNDP's will provide city administrations and municipal authorities with tools for developing participatory and integrated approaches to planning and management. UNDP has developed engagement and outreach tools for youth and women such that beneficiaries are directly involved in the planning and decision-making processes. UNDP's experience in Bangladesh through its Urban Partnerships for Poverty Reduction initiative provides a useful illustration of UNDP's convening role and its ability to successfully implement participatory and sustainable approaches in improving the living conditions of the urban poor. Initiatives supporting target 11.3 will be led by the Sustainable Development Cluster, the Climate Change and Disaster Risk Reduction Cluster and the Effective Governance Cluster. SDG targets 16.6 and 16.7 emphasize participatory and fair decision-making at all levels and are relevant in the context of this target.

Target 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage

Protecting and safeguarding natural heritage is an important part of UNDP's work. National and municipal investments in the preservation, protection and conservation of natural heritage can bring multiple benefits to municipalities, such as improved water quality and availability through protection of watershed areas and income generating and livelihood opportunities from green tourism.

Target 11.5: By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations (linked to SDGs 1.5, 3.8, 13.1 and 14.2)

Alongside a strong set of partners, UNDP has a frontline role in supporting cities and urban settlements in "reducing the number of deaths, people affected, and decrease the direct economic losses relative to GDP caused by disasters". In line with the Strategic Plan and its mandate, UNDP will (i) strengthen local- and city-level governance systems' capacity for integrating climate/disaster risk management into (urban) development plans and investments; (ii) influence key global urban processes (Habitat III-NUA) toward risk-informed sustainable development pathways; (iii) conduct analyses, deploy tools and strengthen databases to inform policy, planning and investments decisions for disaster risk reduction at the city and national levels; (iv) facilitate and convene comprehensive resilient urban development planning using a human development lens across key sectors (i.e., water, energy, livelihoods, environment, poverty eradication); and (v) promote harmonization and strengthen linkages across stakeholders and partners by employing existing partnerships (and forging new ones) at the global, regional and country levels.

Target 11.5 also draws clear links with other SDG targets, especially 1.5, 3.8 and 14.2. Work toward achieving these targets should also inform the efforts toward target 11.5.

Within UNDP, this policy and programme support offering will be led by the Climate Change and Disaster Risk Reduction Cluster and, where applicable, support by other clusters (e.g., Sustainable Development and Governance), teams (Gender and GEF) and offices (HDRO).

Target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management (linked to SDGs 6.3, 12.4, 12.5, 12.6, 13.1, 14.1, and 14.5)

UNDP is actively supporting countries in this through its GEF and Montreal Protocol teams. Through the Montreal Protocol initiative, UNDP services include technology transfer and technical assistance, formulation and implementation of country and sector strategies, capacity-building, accessing funding from different sources and facilitating public/private partnerships. UNDP has assisted 120 partner countries to access US\$733.5 million in funding, helping to eliminate 67,870 tonnes of Ozone Depleting Substances (ODS) while also reducing 5.08 billion tonnes of CO₂-eq greenhouse gas emissions.

In addition, UNDP successfully partnered with Baidu to develop a successful app, Baidu Recycle, that links end-users to legally certified e-waste disposal companies for safe disposal and recycling. App version 1.0 was launched in August 2014, while version 2.0 was launched a year later. As of August 2015, 11,429 electronic items had been successfully collected and disposed of and the total number of searches for the Baidu Recycle App was hovering around the 50,000 per day.

UNDP has also developed a formidable portfolio in the area of access to energy. Over the past 20 years, it has supported over 120 developing and middle-income countries with comprehensive programmes focusing on energy access, renewable energy and energy efficiency. At the global and regional levels, UNDP has been advocating for sustainable energy in the context of broader development and poverty eradication efforts and is recognized as a senior partner of the Sustainable Energy for All (SE4ALL) initiative. In both – environment and energy – UNDP has readily deployable assessment and planning tools, which will be part of UNDP's offer to cities.

This target has strong linkages with several other SDG targets and UNDP will establish these cross-linkages to ensure that policy and programming are integrated. Other SDG targets of particular importance are 6.3, 12.4, 12.5, 12.6, 13.1, 14.1 and 14.5.

In terms of partners within the UN System, UNEP has also vigorously supported countries in reducing the environmental impact of cities. In collaboration with UNHABITAT, UNEP has developed the GEO Cities Assessments Methodology to help guide cities in conducting Integrated Environmental Assessments. The process is designed to analyse the state of the local environment and the impacts of cities on the local, national and global environment. UNEP and UN-HABITAT have been supporting GEO Cities Assessments in more than 10 Latin American cities. A similar initiative is being developed for the African region.

Target 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities (linked to SDGs 10.2, and 16.b)

UNDP will play a supportive role in achieving this target and will figure prominently in terms of UNDP's normative stance on urbanization. 'Green and public spaces' are often threatened by the migration to cities, especially as land becomes more precious and green and public spaces are converted to residential housing and businesses. Of course, green and public spaces contribute to other SDGs, particularly SDG 3 (by reducing the chance of NCDs by providing public spaces for people to be physically active) and SDG 7 (by lowering city temperature). This target is also linked to SDGs 10.2 and 16.b, which call for social inclusion for all and the promotion of non-discriminatory laws and policies.

Target 11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning (linked to SDGs 1.b, 13.2, 13.3, 17.9)

UNDP has a lead role to play in achieving this ‘means of implementation’ target. It lends itself readily to UNDP’s strategic advantage of providing a normative stance that bridges disciplines and straddles several dimensions of UNDP’s areas of work. UNDP has been working with countries on national and regional development planning since its inception. Therefore, UNDP is uniquely positioned to tie together the three critical dimensions of development – social, economic and environmental – and offer a multidimensional policy stance (based on evidence gathered) to municipal and local governments and development partners. In addition, UNDP’s Institutional and Context Analysis (ICA) tool can supplement UNDP’s offer to strengthen national and regional development planning. Evidence and lessons will also be distilled from UNDP’s experience in implementing Climate Expenditure and Institutional Reviews that have helped in clearing the path for a more integrated approach to national and regional planning, especially in terms of integrating the economic and environmental dimensions of national planning.

UNDP will also work with a set of partners and stakeholders in this area, especially those that have developed a nuanced grasp of the urban and peri-urban linkages and the associated governance and capacity constraints. UNDP will position itself as a key player in policy and agenda setting dialogues leading up to Habitat III.

This target is linked with SDGs 1.b, 13.2, 13.3 and 17.9 and this will be captured in the policy and programme support UNDP offers against SDG 11.a.

Target 11b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels (linked to SDGs 1.5, 8.3, 10.4, 10.7, 12.1, 12.2 and 13).

This ‘means of implementation’ target is partially linked to 11a. UNDP has direct experience in integrated planning and a trove of resources to draw from to strengthen its offering for secondary and tertiary cities. A number of UNDP global, regional and country policies and programmes reflect a shift away from sector-specific planning (and initiatives) and toward greater integration of development issues. UNDP is in a strong position to offer not only a normative stance on the benefits of integrated planning, but also tools and resources for city and municipal authorities. UNDP will offer a ‘whole-of-government’ approach to ensure greater integration. At the same time, UNDP must work with other UN agencies and development partners to develop a comprehensive and integrated offering.

This target covers a gamut of issues and therefore is quite strongly linked with the targets of many other SDGs, including 1.5, 8.3, 10.4, 10.7, 12.1, 12.2 and 13.

Target 11c: Support least-developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials (SDGs 9 and 17).

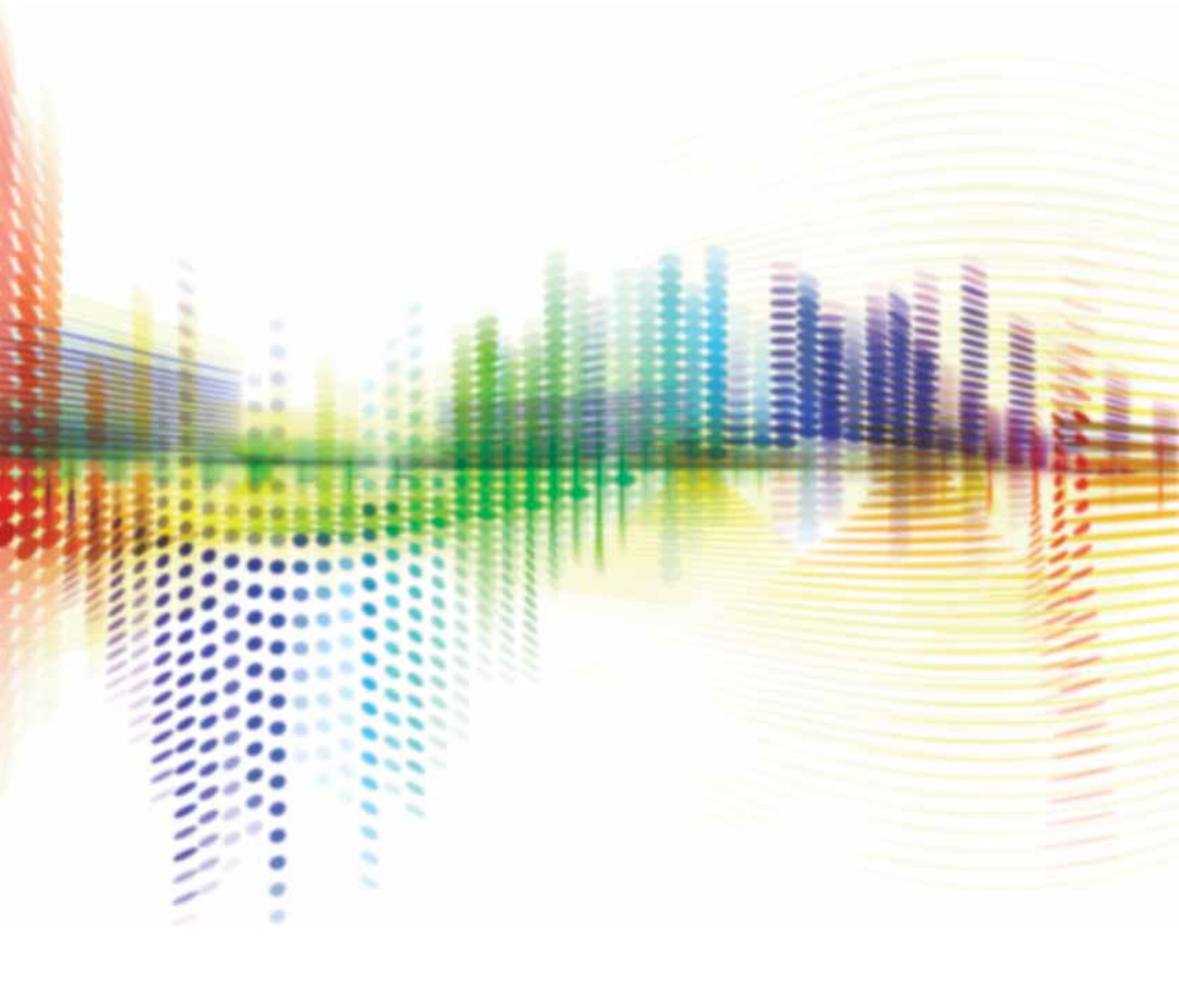
UNDP is a valued partner in LDCs and thus commands greater influence there.⁷⁰ Using this advantage, UNDP can work with partners and UN agencies to channel development financing and technical assistance where it is needed most. With partners such as cities alliance and UCLG, UNDP will also look at domestic measures for raising resources for development, e.g., the launching of municipal bonds.

SDG 9 on ‘building resilient infrastructure’ and SDG 17 on the ‘means of implementation’ are directly relevant for attaining target 11c.

⁷⁰ UNDP is often the chair of the ‘donor roundtable’ process in LDCs.



*Empowered lives.
Resilient nations.*



United Nations Development Programme
One United Nations Plaza
New York, NY 10017, USA

Email: undp4urban@undp.org
For more information: www.undp.org,
www.undp4urban.org