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**Implementation of UN-Habitat strategic plans:
implementation of the strategic plan for the period
2020–2023: results framework**

Progress in the implementation of the strategic plan for the period 2020–2023: draft results framework

Report of the Executive Director

I. Introduction

1. In its resolution 1/1, the United Nations Habitat Assembly of the United Nations Human Settlements Programme (UN-Habitat Assembly), at its first session, in May 2019, approved the strategic plan for the period 2020–2023.
2. The plan repositions UN-Habitat as a major global entity, a centre of excellence and innovation. In that regard, the organization is refocusing its niche position as the “thought leader” and “go-to” programme for issues pertaining to its work, setting the global discourse and agenda on sustainable urban development, driving political discussion, generating specialized and cutting-edge knowledge, shaping technical norms, principles and standards, and acting as a multiplier in the exchange of knowledge, experience and best practice in getting cities and other human settlements right.
3. A theory-of-change approach was used in the formulation of the strategic plan for the period 2020–2023, in line with results-based management principles.
4. The implementation of the plan must continue to reflect the UN-Habitat focus on outcomes and impacts. In that regard, building on existing efforts and initiatives on results-based management, UN-Habitat aims to establish a corporate-wide and institutionalized monitoring and evaluation system to: (a) track progress towards the implementation of the outcome areas, (b) take corrective measures, (c) enhance transparency and accountability, (d) strengthen reporting to Member States, donors and other stakeholders, including through an online interactive platform accessible to all partners, and (e) identify bottlenecks and unintended effects thereby providing the basis for more responsive programming and actions.
5. The development of a comprehensive results-framework, with specific, measurable, achievable, reliable and time-bound (SMART) indicators and associated baselines and targets, is the first step in the development of a more robust and institutionalized monitoring and evaluation system.
6. The results framework includes indicators for the following levels:
 - (a) Objective: Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all;

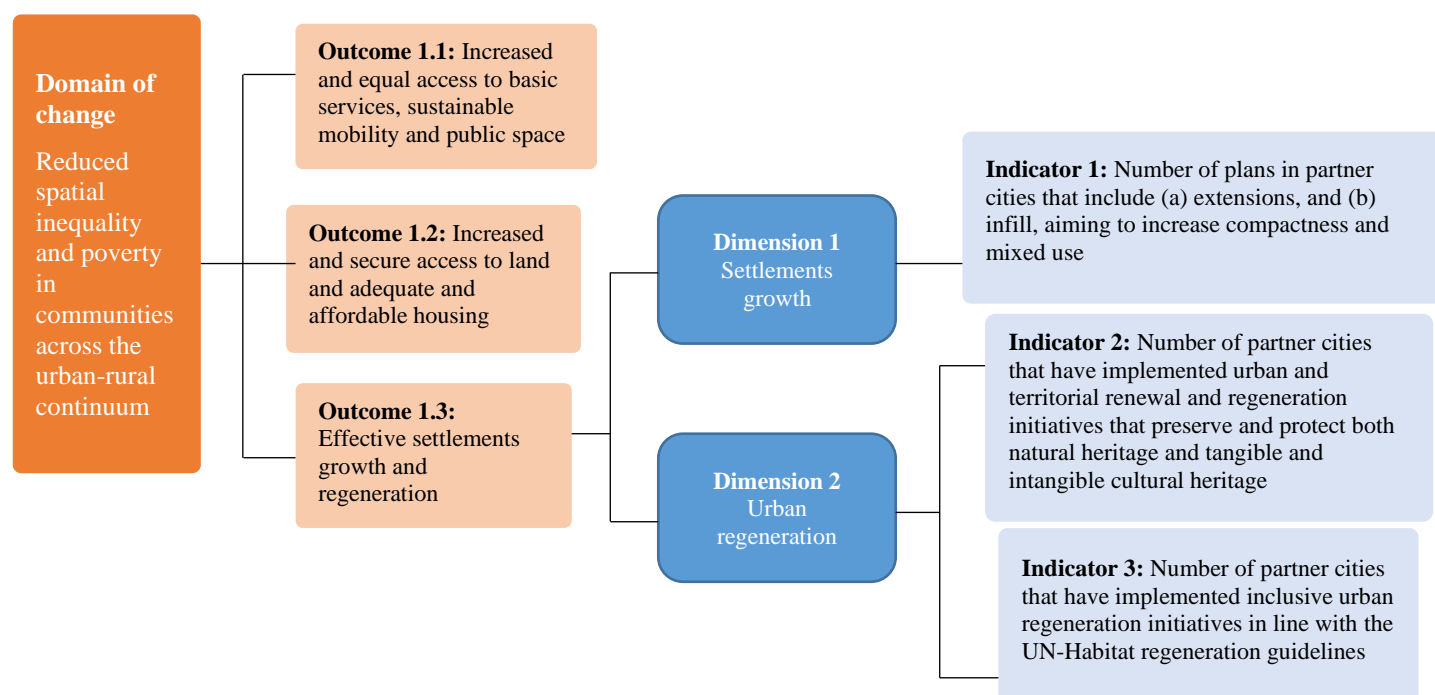
* HSP/EB.2020/19.

- (b) Domain of change 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum (indicators at domain level measure human impact);
 - (i) Outcome 1: Increased and equal access to basic services, sustainable mobility and public space (most indicators at outcome level measure institutional outcome);
 - (ii) Outcome 2: Increased and secure access to land and adequate and affordable housing;
 - (iii) Outcome 3: Effective settlements growth and regeneration.
- (c) Domain of change 2: Enhanced shared prosperity of cities and regions;
 - (i) Outcome 1: Improved spatial connectivity and productivity of cities and regions;
 - (ii) Outcome 2: Increased and equitably distributed locally generated revenues;
 - (iii) Outcome 3: Expanded deployment of frontier technologies and innovations for urban development.
- (d) Domain of change 3: Strengthened climate action and improved urban environment;
 - (i) Outcome 1: Reduced greenhouse emissions and improved air quality;
 - (ii) Outcome 2: Improved resource efficiency and protection of ecological assets;
 - (iii) Outcome 3: Effective adaptation of communities and infrastructure to climate change.
- (e) Domain of change 4: Effective urban crisis prevention and response;
 - (i) Outcome 1: Enhanced social integration and inclusive communities;
 - (ii) Outcome 2: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery;
 - (iii) Outcome 3: Enhanced resilience of the built environment and infrastructure.
- (f) Cross-cutting thematic areas:
 - (i) Resilience;
 - (ii) Safety.
- (g) Social inclusion issues:
 - (i) Human rights;
 - (ii) Gender-based discrimination;
 - (iii) Older persons, children and youth;
 - (iv) Disability.
- (h) UN-Habitat as a centre of excellence;
- (i) Organizational enablers:
 - (i) Resource mobilization;
 - (ii) Communication and advocacy;
 - (iii) Partnerships.

II. Results framework description and key

7. Each of the 12 outcomes listed above under the specific domains of change is broken down into its various dimensions, as applicable, in the tables below. Dimensions are the components of the outcomes which require distinct measurements in order to adequately capture the essence of each outcome.

Visual example



A. Scope of the indicators¹

8. All the indicators included in the tables below are aimed at tracking outcomes and impact occurring as a result of the work of UN-Habitat. Except for the indicators in the “centre of excellence” section, all the baselines and targets are assessed on the basis of results achieved in UN-Habitat partner countries/cities with which UN-Habitat collaborates directly, unless otherwise specified.

B. Types of indicators

9. The indicators are classified into three types:

(a) Human impact indicators, which measure the transformative effect of UN-Habitat work on people’s lives. Human impact indicators only capture the results of direct collaboration between UN-Habitat and its partner countries and cities. Theory-of-change approaches will be used to ascertain the impact of UN-Habitat work. Impact evaluations will be undertaken as a complementary measure;

(b) Institutional outcome indicators, which measure the influence of UN-Habitat on systems, institutional arrangements, policies and strategies at the national and subnational levels. These indicators only capture the results of direct collaboration between UN-Habitat and its partner countries and cities;

(c) Catalytic indicators (centre of excellence indicators), which measure the uptake of the work of UN-Habitat globally. The uptake of UN-Habitat work is defined as the adoption, utilization, adaptation or citation at subnational, national and global levels of UN-Habitat knowledge products (normative work) and pilot initiatives. These indicators do not only capture the results of direct collaboration between UN-Habitat and its partners, but also the use of UN-Habitat knowledge products and expertise without direct intervention by the organization. They measure the influence or catalytic role of UN-Habitat.

C. Quantity and quality dimensions of the indicators

10. The methodologies for collecting data and calculating the actual value of each indicator will capture qualitative dimensions, which include using content analysis methods and surveys to evaluate the quality dimension of a strategy or policy, the implementation of a plan, people’s perception of specific issues, among other things.

¹ Indicators describe verifiable changes that can be used to demonstrate success.

11. Indicators using qualitative analysis methods will be quantified into numbers or proportions/percentages at the end of the analysis process.

D. Assessment of baselines

12. An initial agency-wide exercise to assess baselines was carried out to identify the baselines for each indicator.

13. Baseline data were collected and computed as follows:

(a) Where the indicator existed in previous strategic plans, the baseline was taken from the annual reports of UN-Habitat.

(b) For indicators with a global-level reference, the baselines were benchmarked against the global figures.²

(c) For most indicators, baselines were assessed on the basis of UN-Habitat initiatives by taking into account the contribution of a given relevant initiative to a specific indicator.

(d) Data from the UN-Habitat Global Urban Observatory were also used.

E. Setting targets

14. Targets for each indicator were set based on the following factors:

(a) Past trends: the outcome or contribution of UN-Habitat in a particular area;

(b) Future programming: the projected value and number of UN-Habitat activities in a given area;

(c) The global recommendation: the globally recommended level for the indicator and how UN-Habitat aims to benchmark itself against the global level;³

(d) The nature of the work: how long it takes for certain initiatives, whether normative or operational, to lead to tangible results.

F. Data sources and means of verification⁴

15. A critical aspect in measuring progress towards achieving the objectives of the strategic plan for the period 2020–2023 is to make available high-quality official statistical information. UN-Habitat is working with stakeholders that are part of national or international statistical systems in partner cities and countries to identify, develop and/or maintain a variety of data sources to inform the results framework and related reports, including in the context of the New Urban Agenda monitoring platform.

16. In addition, international organizations, such as the Organization for Economic Cooperation and Development, the World Health Organization, the United Nations Environment Programme, the International Labour Organization, the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees and the World Bank Group, will be involved in the provision of data, in collaboration with national institutions, as relevant. Where possible, existing data sources will be used to avoid placing an additional burden on national statistical systems.

17. The UN-Habitat monitoring system will be complemented by independent and impartial evaluations, which will provide additional evidence on the cause-and-effect relationship of the work of UN-Habitat in transforming lives in cities and communities.

18. Data monitoring efforts will ensure the collection of disaggregated data (e.g., by sex, age, disability, income level) where applicable and possible.

² An example is the indicator “Average share of the built-up area of partner cities that is open space for public use for all.” For more information on this indicator, please see outcome 1.1.

³ An example is the indicator “Proportion of population that has convenient access to public transport in partner cities.” For more information on this indicator, please see domain of change 1.

⁴ The means of verification indicate where and how the information about the indicator will be obtained.

III. Results framework

A. Objective: Sustainable urbanization is advanced as a driver of development and peace to improve living conditions for all

<i>Indicators</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of partner national and subnational authorities that integrate sustainable urbanization in development plans and sectoral strategies	Institutional outcome	Document review (qualitative content analysis)	Number of subnational authorities	National	22	31	40	48	55
				Subnational	51	60	70	80	90
Number of partner national and subnational authorities that integrate sustainable urbanization in humanitarian, recovery and peacebuilding strategies and plans	Institutional outcome	Document review (qualitative content analysis)	Number of subnational authorities	National	0 ^a	5	6	7	9
				Subnational	0	5	10	15	20
Number of partner countries where sustainable urbanization is integrated in United Nations Sustainable Development Cooperation Frameworks (UNSDCFs)	Institutional outcome	Document review (qualitative content analysis)	Number of countries	–	0 ^b	7	17	22	27
Number of partner countries with UN-Habitat country programme documents (HPCDs)	Institutional outcome	Document review	Number of countries	–	0 ^c	7	17	22	27

^a Humanitarian work and peacebuilding are new areas of work explicitly outlined in the strategic plan for the period 2020–2023. The baselines for this indicator (at both the national and the subnational levels) are therefore zero.

^b Since UNSDCFs start in 2020, the baselines for 2019 are zero.

^c Although there are existing UN-Habitat country programmes, the new United Nations requirement is to have HPCDs aligned with UNSDCFs. Since UNSDCFs start in 2020, the baseline for the new HPCDs is zero.

B. Domain of change 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum

1. Domain level measurement

<i>Indicator</i>	<i>Type</i>	<i>Data Verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Total population with access to adequate housing ^a in partner cities	Human impact	UN-Habitat Global Urban Indicators Database	Number of people	–	22.5 million (2018)	26.6 million	27.7 million	28.8 million	30 million
Total population with access to public space ^b in partner cities	Human impact	UN-Habitat Global Urban Indicators Database	Number of people	–	1.5 million (2018) ^d	1.65 million	1.8 million	1.95 million	2.1 million
Total population with access to basic services ^c in partner cities	Human impact	UN-Habitat Global Urban Indicators Database	Number of people	–	3.25 million	3.55 million	3.85 million	4.15 million	4.45 million
Proportion of population in partner cities with access to (a) safe drinking water, (b) improved sanitation, (c) waste management services in partner cities	Human impact	UN-Habitat Global Urban Indicators Database	Number of people	(a) Safe drinking water	2.7 million ^e	2.95 million	3.2 million	3.45 million	3.7 million
				(b) Improved sanitation	2.7 million ^f	2.95 million	3.2 million	3.45 million	3.7 million
				(c) Waste management services	Global figure not available ^g	60%	62%	64%	66% ^h
Proportion of urban population with convenient access ⁱ to public transport in partner cities	Human impact	UN-Habitat Global Urban Indicators Database	Proportion of population	–	49% ^j	51.8%	53%	54%	55% ^k
Proportion of urban population living in slums, ^l informal settlements ^m or inadequate housing in partner cities	Human impact	UN-Habitat Global Urban Indicators Database	Proportion of population	–	23.5% (2018) ⁿ	23.3%	23%	22.8%	22.5%
Number of households with secure tenure rights to land with officially recognized documentation ^o in partner cities	Human impact	Direct observation in post-project evaluations	Number of households	–	12 043	15 000	19 000	24 000	30 000

<i>Indicator</i>	<i>Type</i>	<i>Data Verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Proportion of total adult population in partner cities who perceive their rights to land as secure ^p	Human impact	Survey	Proportion of population	–	The baseline and target of this indicator will be project- or location-specific. A survey will be used for the baseline assessment.				
Number of people in partner cities living in areas that have a statutory plan ^q	Human impact	Project portfolio and national/local census data	Number of people	–	99.4 million	125 million	150 million	175 million	200 million

^a For housing to be adequate, it must provide more than four walls and a roof and, at a minimum, meet the following criteria: (1) legal security of tenure, (2) availability of services, materials, facilities and infrastructure, (3) affordability, (4) habitability, (5) accessibility, (6) location and (7) cultural adequacy.

^b Public space is defined as places that are publicly owned or of public use, accessible and enjoyable by all, free and without a profit motive.

^c Basic services, in the context of the work of UN-Habitat, include the provision of safe drinking water, sanitation services, hygiene facilities, mobility and waste collection services.

^d This is the global baseline.

^e Global statistics from the Global Urban Observatory: of the urban population, 3.6 billion people used safely managed drinking water services in 2019, while, of the rural population, 1.8 billion people used safely managed drinking water services in 2019, meaning that, at the global level, 5.5 billion people used safely managed drinking water services in 2019.

^f Global statistics from the Global Urban Observatory: of the urban population, 4.1 billion people had access to improved sanitation in 2019, while, of the rural population, 2.4 billion people had access to improved sanitation in 2019, meaning that, at the global level, 6.5 billion people had access to improved sanitation in 2019.

^g Regional level: 94 per cent Australia and New Zealand (M49), 66.7 per cent Central Asia and Southern Asia, 72 per cent Eastern Asia and South-Eastern Asia, 89.6 per cent Northern America and Europe, 80.4 per cent Latin America and the Caribbean, 73.5 per cent Western Asia and Northern Africa, 43.4 per cent sub-Saharan Africa.

^h Estimated to be around 11.6 million people in UN-Habitat partner cities.

ⁱ Access to public transport is considered convenient when an officially recognized stop is accessible within a distance of 0.5 km from a reference point such as a home, school, workplace or market. Additional quality criteria of convenient access to public transport include its inclusivity, service at peak hours, safety and comfort, and affordability.

^j This is the global average baseline, while the targets are specific to UN-Habitat interventions. The average global population with access to convenient public transport is 49 per cent (measured as the share of the population who can walk 500m to a low-capacity or 1,000 m to a high-capacity public transport system (data based on 467 cities from 90 countries). Regional variations exist – Australia and New Zealand (80 per cent), Northern America and Europe (72 per cent), Latin America and the Caribbean (54 per cent), Western Asia and Northern Africa (48 per cent), sub-Saharan Africa (35 per cent), Central and Southern Asia (37 per cent), Eastern and South-Eastern Asia (41 per cent).

^k This is estimated to be 11.4 million people in UN-Habitat partner cities.

^l A slum household is one in which the inhabitants are subject to one or more of household deprivations, including (1) lack of access to an improved water source, (2) lack of access to improved sanitation facilities, (3) lack of sufficient living space, (4) lack of housing durability (5) lack of security of tenure.

^m Informal settlements are usually seen as synonymous with slums, with a particular focus on the formal status of land, structure and services.

ⁿ Global baseline. The number of people living in slums, informal settlements or inadequate housing is 1,033,545,519 globally.

^o Legal documentation of rights refers to the recording and publication of information on the nature and location of land, rights and right holders in a form that is recognized by government and is therefore official.

^p Perception of tenure security refers to an individual’s perception of the likelihood of involuntary loss of land, such as disagreement of the ownership rights over land or ability to use it, regardless of the formal status.

^q An urban plan that has been legally adopted.

2. Outcome 1.1: Increased and equal access to basic services, sustainable mobility and public space

(a) Contributes to the following targets of the Sustainable Development Goals: basic services: 1.4 (1.4.1), 3.b (3.b.2), 4.a (4.a.1), 6.b (6.b.1), 11.1, 11.5 (11.5.2), 11.6 (11.6.1), sustainable mobility: 9.1 (9.1.2), 11.2 (11.2.1), public space: 11.7.

(b) Contributes to the following paragraphs of the New Urban Agenda: 29, 30, 34, 37, 74.

Dimensions

(a) Increased and equal access to basic services;

Subdimensions: general basic services, water, sanitation, solid waste management, including disposal, modern energy, information and communication technology (ICT);

(b) Increased and equal access to sustainable mobility;

Subdimensions: sustainability of mobility, access to diversified transport/mobility mechanisms;

(c) Increased and equal access to public space;

Subdimensions: public space increase, equal access to public space, urban safety.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data Verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Basic services	Number of partner countries that have aligned their national policy documents to the International Guidelines on Decentralization and Access to Basic Services for All	Institutional outcome	Document review (qualitative content analysis)	Number of countries	International Guidelines on Decentralization and Access to Basic Services for All	36	38	40	42	44
Sustainable mobility	Road length of newly built or improved (a) dedicated bike lanes ^a and (b) dedicated sidewalks ^b in target locations	Institutional outcome	GIS data and public administrative data from transport department	Metres of road length	(a) Bike lanes (b) Sidewalks	The baseline and target of this indicator will be project- or location-specific.				
	Number of partner cities that are implementing policies that promote sustainable urban mobility ^c	Institutional outcome	Document review (qualitative content analysis)	Number of cities	–	10	13	17	21	25

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data Verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
	Number of partner cities that are implementing policies that promote safe and universally accessible bike lanes and sidewalks that are integrated with public transport	Institutional outcome	Document review (qualitative content analysis)	Number of cities	–	10	13	17	21	25
Public space	Average share of the built-up area of partner cities that is open space	Institutional outcome	GIS data and public administrative data	Size of area	–	35% ^d	36%	37%	38%	39%
	Number of partner local authorities that are implementing strategies and actions to increase social integration and safety in public spaces	Institutional outcome	Document review (qualitative content analysis)	Number of cities	–	70	74	80	87	95
	Number of partner cities that have plans for inclusive public spaces	Institutional outcome	Document review (qualitative content analysis)	Number of cities	–	70	90	110	130	150

^a bike lane is part of the road or a special path for the use of people riding bicycles. A bike lane is considered “dedicated” if it is not mixed with any other use, including for walking, motorbikes and other motorized vehicles. It also needs to be safe.

^b A sidewalk is a path with a hard surface on one or both sides of a road that people walk on. A sidewalk is considered “dedicated” if it is not mixed with any other use, including for bikes, motorbikes and other motorized vehicles. It also needs to be safe.

^c A policy promoting sustainable mobility should aim to enhance reliable, affordable, safe, universally accessible and environmentally sustainable public transport for all, especially for the poor and disadvantaged groups.

^d A total of 35 per cent of the global population has access to open public spaces (within 400m walking distance), based on data from 467 cities from 90 countries. Regional variations exist: Australia and New Zealand (67 per cent), Northern America and Europe (67 per cent), Latin America and the Caribbean (46 per cent), Western Asia and Northern Africa (40 per cent), sub-Saharan Africa (26 per cent), Central and Southern Asia (26 per cent), Eastern and South-Eastern Asia (22 per cent).

Abbreviation: GIS – Geographic Information System.

3. Outcome 1.2: Increased and secure access to land and adequate and affordable housing

- (a) Contributes to the following Sustainable Development Goals: 1, 2, 5, 11, and specifically to targets: 1.4 (1.4.2), 2.3, 5.a (5.a.1, 5.a.2), 11.1 (11.1.1);
- (b) Contributes to the following paragraph of the New Urban Agenda: 35.

Dimensions

- (a) Increased and secure access to land;
Subdimensions: Proportion of people who have land rights, legal institutions protecting/enabling those rights;

- (b) Increased and equal access to adequate and affordable housing;
Subdimensions: increased and equalized adequacy; increased and equalized affordability.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Land	Number of partner countries where legal framework (including customary law) guarantees women's equal rights to land ownership and/or control ^a	Institutional outcome	Document review (qualitative content analysis)	Number of countries	–	1	1	1	2	3
Adequate and affordable housing	Number of partner countries which have the right to adequate housing enshrined in national law and policies	Institutional outcome	Document review (qualitative content analysis)	Number of countries	–	3	3	4	4	5
	Number of partner countries that are implementing housing policies to provide adequate and affordable housing for all in line with target 11.1 of the Sustainable Development Goals and the right to adequate housing	Institutional outcome	Document review (qualitative content analysis)	Number of countries	–	40	42	44	46	48
	Number of partner countries that are implementing regulatory standards, building codes, measures and incentives ensuring the construction of sustainable housing ^b	Institutional outcome	Document review (qualitative content analysis)	Number of countries	–	39	41	43	47	51
	Number of partner cities with median housing affordability (median-price-to-income ratio) equal to or below 3.0 ^c	Institutional outcome	Census and household survey data	Number of cities	–	60	70	80	90	100
	Number of partner countries that are implementing frameworks or programmes preventing unlawful forced eviction	Institutional outcome	Document review and survey	Number of countries	–	28	30	32	34	36
	Number of partner cities that are implementing innovative financing partnerships ^d for slum upgrading and low-cost housing	Institutional outcome	Document review and survey	Number of cities	–	24	28	35	42	50
	Number of partner cities with community-led projects addressing poverty issues ^e and fostering community resilience ^f in slums and informal settlements	Institutional outcome	Survey	Number of cities	–	22	27	34	42	50

^a This indicator measures the level to which a country's legal framework supports women's land rights, by testing the framework against six proxies drawn from international law and internationally accepted good practices.

^b This indicator seeks to capture partner countries' efforts in implementing mandatory building energy efficiency codes, defined as codes that promote the development of greener buildings with lower carbon emissions for building materials and construction designs and technologies.

^c Median-price-to-income ratio is also called "Median multiple", which is widely used for evaluating urban markets and has been recommended by the World Bank and UN-Habitat. It is also used by the Harvard Joint Centre for Housing Studies and New York University's Atlas of Urban Expansion.

^d Innovative financing refers to a range of non-traditional mechanisms such as micro-contributions, taxes, public-private partnerships and market-based financial transactions.

^e Poverty issues in slums and informal settlements include commoditization, overcrowded living conditions, inadequate access to basic services, insecurity of tenure, inadequate housing, precarious livelihoods, lack of a voice to articulate needs and demands to the authorities, environmental hazards, social fragmentation, crime and violence, and natural disasters.

^f Community resilience in slums and informal settlements includes livelihood and economic security, climate change resilience of housing and livelihoods, inclusivity, local governance structures that ensure social accountability mechanisms, and social cohesion.

4. Outcome 1.3: Effective settlements growth and regeneration

(a) Contributes to the following Sustainable Development Goals: 4, 5, 6, 10, 11, 16, and specifically to targets: 4.a, 6.b (6.b.1), 11.1 (11.1.1), 11.3, 11.6, 11.7, 11.a, 16.7 (16.7.2);

(b) Contributes to the following paragraphs of the New Urban Agenda: 38, 49, 51, 52.

Dimensions

- (a) Effective settlements growth;
Subdimensions: planned growth, capacity of government to manage settlements growth;
- (b) Effective urban regeneration.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data Verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Settlement growth	Number of plans in partner cities that include (a) extensions ^a and (b) infill, ^b aiming to increase compactness and mixed use	Institutional outcome	Document review (qualitative content analysis)	Number of plans	(a) extensions	41	50	60	70	80
		Institutional outcome			(b) infill	44	55	67	78	90
Urban regeneration	Number of partner cities that have implemented urban and territorial renewal and regeneration ^c initiatives that preserve and protect both natural heritage and tangible and intangible cultural heritage	Institutional outcome	Document review and survey	Number of cities	–	9	11	14	17	20
	Number of partner cities that have implemented inclusive urban regeneration initiatives in line with the UN-Habitat regeneration guidelines	Institutional outcome	Document review and survey	Number of cities	–	8	10	14	17	20

^a Urban extension involves the planned expansion of a city or town and can contribute to creating more sustainable patterns of development when located in the right place, with well-planned infrastructure, including access to a range of facilities, and when developed at appropriate densities.

^b Urban infill is defined as new development that is sited on vacant or undeveloped land within an existing community.

^c Urban regeneration refers to a combination of physical and socioeconomic measures that can help to restore, integrate, redevelop and revive parts of the city and connect their transformation to the overall city.

C. Domain of change 2: Enhanced shared prosperity of cities and regions

1. Domain level measurement

19. In paragraph 61 of the New Urban Agenda, on shared prosperity, Heads of State and Government, Ministers and High Representatives stated:

We commit ourselves to harnessing the urban demographic dividend, where applicable, and to promoting access for youth to education, skills development and employment to achieve increased productivity and shared prosperity in cities and human settlements.

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Distribution of decent work ^a in partner countries across the urban-rural continuum	Human impact	Census data and spatial mapping	Decent work	–	Spatial indicator (mapping)				

^a According to the International Labour Organization, decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

2. Outcome 2.1: Improved spatial connectivity and productivity of cities and regions

- (a) Contributes to the following Sustainable Development Goals: 1, 2, 8, 11, and specifically to targets: 2.3, 2.4, 2.a, 8.2, 8.3, 8.5, 11.2, 11.a.;
- (b) Contributes to the following paragraphs of the New Urban Agenda: 67 and 75.

Dimensions

- (a) Improved spatial connectivity of cities and regions;
Subdimensions: cities, regions;
- (b) Improved productivity of cities and regions;
Subdimensions: cities, regions.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Improved spatial connectivity of cities and regions	Number of partner countries that are implementing regional development plans or mechanisms that foster collaboration across administrative boundaries	Institutional impact	Survey	Number of countries	–	0	2	3	4	5
	Number of partner countries that have a national urban policy or regional development plans that align with the UN-Habitat guidelines	Institutional outcome	Document review and survey	Number of countries	–	7	10	12	14	16
	Number of partner countries with urban and territorial plans that reflect at least 6 of the 12 principles of the International Guidelines on Urban and Territorial Planning	Institutional impact	Document review and survey	Number of countries	–	0	1	2	3	4
Connectivity of cities and regions	Number of partner countries that have governance structures and mechanisms advancing metropolitan development	Institutional impact	Survey and field observation	Number of countries	–	0	2	3	4	5
	Number of partner local authorities utilizing UN-Habitat financing strategies for infrastructure development across cities and territories	Institutional impact	Document review and survey	Number of local authorities	–	0	4	5	6	7
	Number of partner countries with regional development plans that reflect the guiding principles for urban-rural linkages ⁵	Institutional outcome	Document review	Number of countries	–	0	4	5	6	7

3. Outcome 2.2: Increased and equitably distributed locally generated revenues

- (a) Contributes to the following Sustainable Development Goals: 8, 11, 17, and specifically to target: 17.1;
- (b) Contributes to the following paragraphs of the New Urban Agenda: 67 and 75.

⁵ UN-Habitat, 2019, “Urban-rural linkages: guiding principles. Framework for action to advance integrated territorial development.”

Dimensions

- (a) Locally generated revenues;
- (b) Equitable distribution;
- (c) Increased access to finance.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Locally generated revenues	Number of partner countries that have strengthened the incentives for own-source revenue optimization in the fiscal decentralization framework	Institutional impact	Review of official legislation document(s) on government websites	Number of countries	–	0	2	4	6	8
	Number of partner subnational authorities with increased local per capita revenue generation	Institutional impact	Data from statistics department at the local level	Number of subnational authorities	–	50	60	70	100	150
	Number of subnational authorities with increased percentage of land and property tax revenue out of its total own-source revenue	Institutional impact	Review of budget documents from subnational authorities	Number of subnational authorities	–	5	10	15	20	25
	Number of partner subnational authorities that have increased cost-effectiveness of their respective revenue department	Institutional impact	Review of budget documents from subnational authorities	Number of subnational authorities	–	0	5	10	15	20
Equitable distribution of locally generated revenue	Number of partner subnational authorities that have increased the percentage spent on non-recurrent expenditure	Institutional outcome	Review of budget documents of subnational authorities	Number of subnational authorities	–	45	50	55	60	65
	Number of partner subnational authorities that have gender-responsive allocation of funds	Institutional outcome	Survey	Number of subnational authorities	–	20	30	40	50	60

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Increased access to finance	Number of partner subnational authorities with increased non-own-source revenue	Institutional outcome	Review of budget documents from subnational authorities	Number of subnational authorities	–	0	5	10	15	20
	Number of partner subnational authorities with increased overall value of public-private partnerships	Institutional outcome	Review of contracts signed from subnational authorities	Number of subnational authorities	–	0	5	10	15	20
	Number of partner subnational authorities with a creditworthiness score	Institutional outcome	Survey and desktop research	Number of subnational authorities	–	0	5	10	15	20

4. Outcome 2.3: Expanded deployment of frontier technologies and innovations for urban development

- (a) Contributes to the following Sustainable Development Goals: 5, 7, 8, 9, 11, 13, 17, and specifically to targets: 5.b, 7.1 (7.1.2), 7.a, 7.b (7.b.1), 8.2, 9.5, 9.b, 13.3 (13.3.2), 17.6, 17.8, 17.16;
- (b) Contributes to the following paragraphs of the New Urban Agenda: 36, 50, 66, 94, 116, 126, 150, 156.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Frontier technologies and innovations	Proportion of population that feels an improvement in their quality of life as a result of increased accessibility of frontier technologies and urban innovations in partner cities and human settlements	Human impact	Survey	Percentage of people	–	The baseline and target of this indicator will be project- or location-specific. A survey will be utilized.				
	Number of partner local authorities that are utilizing frontier technologies to improve the effectiveness of urban planning, governance, management and service delivery	Institutional outcome	Survey and field observation	Number of local authorities	–	44	55	65	85	140

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
	Number of partner national and local authorities that have adopted policies and strategies to make use of frontier technologies and urban innovations to improve social inclusion, urban environment, resilience and quality of life	Institutional outcome	Document analysis and survey	Number of national authorities Number of local authorities	(a) National authorities (b) Local authorities	13	23	33	45	60
	Number of partner local authorities with adequate financial resources to deploy frontier technologies and urban innovation to improve social inclusion, urban environment, resilience and quality of life	Institutional outcome	Survey	Number of local authorities	–	15	25	35	45	60

D. Domain of change 3: Strengthened climate action and improved urban environment

1. Domain level measurement

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of people living in partner cities and human settlements that are less vulnerable ^a to climate change impacts	Human impact	Portfolio analysis and survey	Number of people	–	15.2 million	20 million	30 million	45 million	75 million
Percentage of land within government boundaries occupied by green and blue space in each partner city	Human impact	GIS data	Size of area	–	The baseline and target of this indicator will be project- or location-specific. GIS will be used to assess the baselines.				
Number of people who have benefitted from ecological restoration ^b activities in partner cities	Human impact	GIS data and field observation	Number of people		10 million	11 million	13 million	15 million	17 million

^a Vulnerability to climate change impacts refers to the degree to which people or the things they value are susceptible to, or are unable to cope with, the adverse impacts of climate change, which include three main dimensions: (1) exposure, (2) sensitivity, and (3) adaptive capacity.

^b Ecological restoration refers to the upgrading of degraded ecosystems (green and blue) that are caused by unsustainable human activities, land use or urban development.

2. Outcome 3.1: Reduced greenhouse emissions and improved air quality

- (a) Contributes to the following Sustainable Development Goals: 3, 11, 13, and specifically to targets: 3.9 (3.9.1), 11.6, 13.2 (13.2.1);
- (b) Contributes to the following paragraphs of the New Urban Agenda: 67, 75.

Dimensions

- (a) Reduced greenhouse gasses;
Subdimensions: political commitment/effectiveness of United Nations advocacy;
- (b) Improved air quality;
Subdimensions: measurement of air quality (prerequisite for a reduction in emissions), concentration of particulate matter, effects on human health.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Reduced greenhouse gas emissions	Number of partner cities that have set an emissions reduction target	Institutional outcome	Survey	Number of cities	–	18	19	20	23	28
	Number of partner cities monitoring and reporting on urban climate change mitigation actions	Institutional outcome	Survey	Number of cities	–	4	5	7	9	12
	Amount of CO ₂ emissions ^a reduction in each partner city	Institutional outcome	Data from local carbon emissions monitoring department	Tons of CO ₂ emissions	–	The baseline and target of this indicator will be project- or location-specific.				
Air quality	Number of partner national and subnational authorities that have developed and are implementing clean air action plans	Institutional outcome	Document review and survey	Number of national authorities	National authorities	4	5	6	7	9
				Number of subnational authorities	Subnational authorities	17	18	19	20	22
	Number of partner cities whose annual mean concentrations of particulate matter ^b are lower than World Health Organization recommended limits ^c	Institutional outcome	Document review	Number of cities	–	0	0	0	0	1

^a CO₂ emissions avoided or reduced will be disaggregated by areas of work, such as building and transport, where possible.

^b Particulate matter (PM) is a common proxy for air pollution.

^c WHO standards here refer to the WHO air quality guidelines for particulate matter, ozone, nitrogen dioxide and sulfur dioxide, and any other guidelines that are being updated.

3. Outcome 3.2: Improved resource efficiency and protection of ecological assets

(a) Contributes to the following Sustainable Development Goals: 6, 7, 11, 12, and specifically to targets: 6.3, 6.a, 11.6, 11.c.1, 12.2, 12.3, 12.4, (12.4.1, 12.4.1.2), 12.5 and 12.c;

(b) Contributes to the following paragraphs of the New Urban Agenda: 68, 69,70, 71, 72, 73.

Dimensions

(a) Improved resource efficiency;

Subdimensions: renewable energy, material footprint efficiency/GDP, CO₂ efficiency/value, recycling, reduction in resource consumption;

(b) Protection of ecological assets;

Subdimensions: planning, change in green area size, water ecosystems, legislation on invasive species, biodiversity, official development assistance.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Improved resource efficiency	Number of partner cities that are implementing resource efficiency ^a policies, plans and standards in urban management	Institutional outcome	Document review and survey	Number of cities	–	35	41	47	53	60
Protection of ecological assets	Number of partner cities that are implementing urban nature-based solutions ^b	Institutional outcome	Portfolio analysis and survey	Number of cities	–	10	15	20	25	30
	Number of partner cities with increased proportion of municipal solid waste received by recovery facilities ^c out of the total municipal solid waste generated	Institutional outcome	Municipal administrative data analysis	Number of cities	–	14	15	16	18	20
	Number of partner cities that have advanced the control level of their recovery and disposal facilities ^d	Institutional outcome	Municipal administrative data analysis	Number of cities	–	14	15	16	18	20
	Number of partner cities that have implemented green-blue spatial networks or corridors	Institutional outcome	GIS mapping and survey	Number of cities	–	9	11	13	15	17
	Number of partner cities that are implementing actions aimed at expanding green infrastructure	Institutional outcome	Document review and survey	Number of cities	–	23	27	31	35	39
	Number of partner cities that integrate the conservation of land, water and biodiversity in their urban planning processes	Institutional outcome	Survey and field observation	Number of cities	–	12	15	18	21	24
	Ratio of land consumption rate to population growth rate in each partner city	Institutional outcome	Data from statistic departments of partner local authorities; census; open source maps	Ratio	–	The baseline and targets of this indicator are specific to each partner city.				

^a Resource efficiency, in the context of the work of UN-Habitat, includes urban planning, area of waste management, wastewater, water and sanitation, public transport, infrastructure, circular economy, energy in the building sector and life cycle perspective. Data will be disaggregated along the thematic areas of the resource efficiency policies where possible.

^b Urban nature-based solution refers to a solution that includes actions inspired by, supported by or copied from nature, that is designed to address a range of environmental challenges in cities.

^c Resource recovery is using wastes as an input material to create valuable products as new outputs.

^d UN-Habitat has set standards for rating the operational control level, which categorizes waste management facilities as follows: (1) no control, (2) limited control, (3) basic control, (4) improved control, and (5) full control, which provides an indication of the level of advancement of the municipal solid waste management system of the city.

4. Outcome 3.3: Effective adaptation of communities and infrastructure to climate change

- (a) Contributes to the following Sustainable Development Goals: 1, 9, 11, 13, and specifically to targets: 1.5, 11.b, 13.2, 13.3, 13.a;
 (b) Contributes to the following paragraphs of the New Urban Agenda: 77, 78, 79.

Dimension

Effective adaptation of communities and infrastructure to climate change.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Adaptation of communities and infrastructure to climate change	Number of partner countries with stronger urban content ^a in nationally determined contributions, national adaptation plans, nationally appropriate mitigation action and other global climate action frameworks and instruments	Institutional outcome	Document review	Number of countries	–	17	19	22	28	36
	Number of partner cities that are implementing strategies, policies, plans and standards aimed at achieving adaptation, mitigation and/or integrated adaptation and mitigation to climate change ^b	Institutional outcome	Document review and survey	Number of cities	–	63	70	80	95	120
	Number of partner cities that announce their pledges to globally recognized set of climate commitments and report on them periodically	Institutional outcome	Survey	Number of cities	–	25	28	31	36	46

^a The measurement of the degree of urban content uses a content analysis method, which will rate the document against the key dimensions of urban elements in the area of climate action.

^b Such policies and plans should place particular emphasis on specific measures to address the concerns of residents of informal settlements and slums and the urban poor.

E. Domain of change 4: Effective urban crises prevention and response

1. Domain level measurement

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Proportion of population in target locations that believe decision making is inclusive and responsive	Human impact	Survey	Percentage of people	–	The baseline and target of this indicator will be project- or location-specific. A survey will be used for the baseline assessment.				
Proportion increase of total adult population in each target crisis affected location who have officially recognized documents to support their rights to housing and land property (HLP) ^a	Human impact	Data from administrative records	Percentage of people	–	N/A	20%	20%	20%	20%
Proportion increase of target urban crisis affected population in each target location with adequate housing	Human impact	Global Urban Observatory data of target locations	Percentage of people	–	N/A	5%	5%	5%	5%
Proportion increase of target urban crisis affected population in each target location living in households with access to basic services	Human impact	Global Urban Observatory data of target locations	Percentage of people	–	N/A	5%	5%	5%	5%
Proportion increase of target urban crisis affected population in each target location with access to public space	Human impact	Global Urban Observatory data of target locations	Percentage of people	–	N/A	15%	15%	15%	15%
Number of partner cities where refugees, migrants, internally displaced persons (IDPs), returnees and host communities are progressively achieving access to (a) secure tenure, (b) decent work, (c) sustainable basic services and social services, (d) adequate housing, and (e) safety and security.	Human impact	Survey	Number of cities	(a) Secure tenure	35	39	43	47	52
				(b) Decent work	28	31	35	39	42
				(c) Sustainable basic services and social services	49	55	62	68	75
				(d) Adequate housing	36	40	44	48	53
				(e) Safety and security	49	55	62	68	75

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of host communities where migrants, refugees, IDPs and returnees communities are actively engaged in cultural, social and economic activities in partner cities	Human impact	Survey	Number of communities	–	50	60	65	70	75

^a The rights referred to collectively as HLP rights are interdependent and partially overlap. The right to housing is the right to obtain and occupy a safe and secure home in which to live in peace and dignity. The right to land affirms entitlements to land that are recognized socially or legally. Property rights refer to the right to own property and decide how it is used.

2. Outcome 4.1: Enhanced social integration and inclusive communities

- (a) Contributes to the following Sustainable Development Goals: 9, 10, 11, 16, and specifically to targets: 10.7, 11.3, 16.1, 16.a.;
- (b) Contributes to the following paragraphs of the New Urban Agenda: 33, 40, 77, 78.

Dimensions

- (a) Enhanced social integration;
- (b) Inclusive communities.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Social integration	Number of partner local authorities that are implementing strategies and actions to increase social integration and safety in public spaces	Institutional Impact	Document review and survey	Number of authorities	–	100	109	118	127	136
	Proportion of partner crisis-affected cities that are implementing inclusive, evidence-based, sustainable recovery approaches that foster social integration, inclusiveness and transition to sustainable development, in line with the principles of building back better ^a and ensuring that no one is left behind	Institutional outcome	Document review and survey	Number of cities	–	42%	60%	60%	65%	70%
	Number of partner competent authorities that are implementing fit-for-purpose land administration aimed at achieving tenure security for all	Institutional outcome	Survey and field observation	Number of authorities	–	57	60	63	66	69
	Proportion of partner crisis-affected cities that integrate conflict prevention and peace in their urban recovery processes	Institutional outcome	Survey	Number of cities	–	0%	50%	50%	60%	70%
Inclusive communities	Number of partner countries that are implementing national urban frameworks (policies, laws, spatial development plans) that adopt inclusive urban governance and planning approaches	Institutional outcome	Document review	Number of countries	–	22	24	26	28	30

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
	Number of partner cities with institutionalized mechanisms for inclusive participation of civil society in urban planning and management	Institutional outcome	Survey and field observation	Number of cities	–	44	49	54	59	64

^a Building back better is an approach to post-disaster recovery that reduces vulnerability to future disasters and builds community resilience to address physical, social, environmental and economic vulnerabilities and shocks.

3. Outcome 4.2: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery

- (a) Contributes to the following Sustainable Development Goals: 8, 10, 11, 16, and specifically to targets 10.7, 8.8;
- (b) Contributes to the following paragraphs of the New Urban Agenda: 29, 30, 35.

Dimensions

- (a) Improved living standards of migrants, refugees, IDPs and returnees;
Subdimensions: improved living standards of migrants, refugees, IDPs and returnees; improved living standards of returnees;
- (b) Improved inclusion of migrants, refugees, IDPs and returnees;
Subdimension: effective policies.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Inclusion of migrants, refugees, IDPs and returnees	Number of partner cities that integrate the concerns of migrants, refugees, IDPs, returnees and host communities into their urban planning and management processes	Institutional outcome	Survey and field observation	Number of cities	–	42	60	65	70	75

4. Outcome 4.3: Enhanced resilience of the built environment and infrastructure

- (a) Contributes to the following Sustainable Development Goals: 9, 11, 13, and specifically to targets: 9.1, 9.4, 9.a, 11.5, 13.2, 13.b.;
- (b) Contributes to the following paragraphs of the New Urban Agenda: 77, 78.

<i>Dimension</i>	<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Resilience of the built environment and infrastructure	Number of partner cities that are implementing evidence-based resilience strategies integrated in their urban planning and management processes, in line with Sendai Framework for Disaster Risk Reduction 2015–2030	Institutional outcome	Document review and survey	Number of cities	–	42	60	80	100	120
	Number of partner national and subnational authorities that are implementing sustainable building codes, regulations or certification tools	Institutional outcome	Document review and survey	Number of authorities	National authorities	39	41	43	47	51
					Subnational authorities	30	40	50	60	70
Number of partner cities that are implementing local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction	Institutional outcome	Document review and survey	Number of cities	–	42	60	80	100	120	

F. Cross-cutting thematic areas: Resilience and safety

1. Resilience

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
[If the project indicates that it has a resilience component] Percentage of the population addressed in the project that is considered to form part of a vulnerable group (including people who are marginalized and/or poor, from ethnic minorities, living with disabilities, children without parental care, lone and dependent, elderly)	Human impact	Project documents, household survey/ census, global human settlement population grid	Percentage of population	35%	40%	40%	45%	50%
[Number of effective] Resilience-building activities, recommendations and/or interventions incorporated into partner city plans, policies and initiatives.	Institutional outcome	Project documents, survey with partner cities	Number of interventions	42	60	80	100	120

2. Safety

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Proportion of population in partner cities that feel safe from violence and harassment in public spaces	Human impact	Perception survey	Proportion of population	The baseline and target of this indicator will be project- or location-specific. A survey will be used for the baseline assessment.				
Number of partner local authorities that are implementing sustainable and inclusive local safety strategies and approaches	Institutional outcome	Document review	Number of partner local authorities	70	74	80	87	95
Number of partner local authorities that are testing and implementing urban safety tools	Institutional outcome	Document review, survey with local authorities and field observation	Number of partner local authorities	70	74	80	87	95
Number of partner international and national training institutions with safety curricula for cities	Institutional outcome	Document review and survey with partner institutions	Number of institutions	70	74	80	87	95
Yearly proportional decrease of persons, in each partner city, who are victims of physical or sexual harassment in the previous 12 months	Human impact	Administrative record from competent local authorities	Percentage of population	N/A	2%	2%	2%	2%

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of partner countries that have aligned their national policy documents to the <i>United Nations System-Wide Guidelines on Safer Cities and Human Settlements</i>	Institutional Outcome	Document review	Number of countries	0	4	9	14	20

G. Social inclusion issues: human rights; gender-based discrimination; older persons, children and youth; disability

20. Social inclusion issues are mainstreamed and reflected in the indicators for other subjects across the results framework, in particular through the collection of disaggregated data. This section therefore only outlines the institutional indicators that underpin the mainstreaming efforts with regard to social inclusion issues.

1. Human rights

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of partner organizations that are promoting the progressive realization of the right to an adequate standard of living (including the right to housing, the right to clean and safe drinking water and sanitation) in line with UN-Habitat guidelines and approaches	Institutional outcome	Survey with partner organizations, document review, desktop research	Number of organizations	60	80	110	150	200
Number of partner cities with barrier-free access to information	Institutional outcome	Survey with partner cities	Number of cities	48	58	88	108	150
Number of partner cities that are implementing the principles of the Cities Coalition for Digital Rights	Institutional outcome	Data from the Cities Coalition for Digital Rights	Number of cities	0	10	2	30	40
Number of partner cities that are implementing participatory approaches that ensure the meaningful engagement of all segments of the population in urban management processes	Institutional outcome	Survey with partner cities; field research	Number of cities	62	90	120	150	200

2. Gender

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of partner local authorities that are implementing gender-responsive budgeting	Institutional outcome	Municipal budget documents and budget audits	Number of local authorities	71	75	80	90	100
Number of partner national and subnational authorities that are ensuring the equal participation of women and men in all joint initiatives	Institutional outcome	Survey with partner subnational authorities	Number of subnational authorities	80	100	120	150	170
Proportion of UN-Habitat initiatives that have a dedicated budget (minimum 10 per cent of total budget) for gender-specific activities	Institutional outcome	Umoja; UN-Habitat project documents	Proportion of UN-Habitat initiatives	30%	40%	50%	65%	80%

3. Children, youth and older persons

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of partner cities that are implementing initiatives aimed at child- and youth-friendly cities and spaces	Institutional outcome	Survey with partner cities, UN-Habitat project documents	Number of cities	35	50	70	90	120
Number of partner cities with public facilities and services that are accessible to older persons	Institutional outcome	Survey with partner cities, UN-Habitat project documents	Number of cities	0	15	30	55	80
Number of partner cities that are allocating municipal budgets in response to needs articulated by children and youth	Institutional outcome	Municipal budget documents and budget audits	Number of cities	15	17	19	21	23

4. Disability

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of partner cities with public facilities and services that are accessible to persons with disabilities	Institutional outcome	Survey with partner cities, UN-Habitat project documents	Number of cities	0	10	35	70	120
Proportion of persons with disabilities in partner cities who feel that they have equal access to public space, facilities and services	Human impact	Perception survey	Number of cities	The baseline and target of this indicator will be project- or location-specific.				

H. UN-Habitat as a centre of excellence

21. The following indicators measure the transition of UN-Habitat to becoming a thought leader and the “go-to” organization for issues pertaining to its work. These indicators also reflect the catalytic role of UN-Habitat in facilitating sustainable urbanization globally. It is assumed that for the organization to be a viable and credible centre of excellence, there must be uptake and replication of both its normative and its operational or demonstration work around the world, including within the United Nations system. The indicators in this section therefore aim to capture the uptake of the expertise and sustainable solutions of UN-Habitat, not only through direct collaboration, but also through indirect collaboration and knowledge dissemination and advocacy.

1. Uptake of UN-Habitat normative work⁶

22. Indicators in this section monitor the uptake of the key normative work of UN-Habitat. A list of key UN-Habitat guidelines and tools and key global reports will be defined, renewed and reviewed annually. The primary data of these indicators will be collected based on a voluntary reporting scheme by countries, cities and partner organisations.

<i>Indicator</i>	<i>Key normative work to be monitored</i>	<i>Data collection method</i>	<i>Data disaggregation</i>
Number of countries and cities that are implementing ^a key UN-Habitat guidelines and tools	The list of key guidelines and tools will be defined and reviewed annually	Survey of focal point institutions through the Urban Agenda Platform	<ul style="list-style-type: none"> – The outcome area(s) to which one guideline/tool is related – The type of entity that has implemented the guideline or tool – The country of the entity
Number of (a) downloads and (2) citations of publications and reports	All publications and formally published reports done between 2020 and 2023	Online tracking	<ul style="list-style-type: none"> – The outcome areas(s) to which one publication/report is related
Number of academic bodies that have integrated UN-Habitat guidelines, tools and the New Urban Agenda into their urban professional education	The list of key guidelines and tools will be defined and reviewed annually	Survey of focal point institutions through the Urban Agenda Platform	<ul style="list-style-type: none"> – The outcome area(s) to which one guideline/tool is related – The country of the entity
Number of citations of UN-Habitat in key global reports	The list of key global reports will be defined and reviewed annually	Document review	<ul style="list-style-type: none"> – The outcome area(s) to which the cited content is related

^a A guideline or a tool is considered as being implemented when it is integrated into policies and/or strategies that are in effect or when it is adopted in the implementation of government-led activities pertaining sustainable urbanization.

⁶ Normative work refers, but is not limited, to UN-Habitat knowledge products, including publications, tools, guidelines, reports, technical advice, best or good practices.

2. Scale-up of UN-Habitat operational or demonstration projects

<i>Indicator</i>	<i>Data collection method</i>	<i>Data disaggregation</i>
Percentage of UN-Habitat projects with a funded continuing phase, in which a demonstration, pilot and innovative operational project is scaled up or replicated	Reporting by project managers	<ul style="list-style-type: none"> – The outcome area(s) to which the original project is related – The location of the original project – The location of the scaled-up/replicated project(s)
Number of countries, cities and partner organizations that have replicated a UN-Habitat demonstration, pilot and innovative operational project	Survey of focal point institutions through the Urban Agenda Platform	<ul style="list-style-type: none"> – The outcome area(s) to which the original project is related – The location of the original project – The location of the scaled-up/replicated project(s)
Number of countries, cities and partner organizations that have replicated the best practices or successful solutions promoted by UN-Habitat	Survey of focal point institutions through the Urban Agenda Platform	<ul style="list-style-type: none"> – The outcome area(s) to which the original project is related – The location of the original project – The location of the scaled-up/replicated project(s)

3. Catalytic role and change in the context of the Secretary-General's vision

<i>Indicator</i>	<i>Data collection method</i>	<i>Data disaggregation</i>
Percentage of projects that are implemented jointly with other United Nations entities	UN-Habitat portfolio analysis	<ul style="list-style-type: none"> – The outcome area(s) to which the project is related
Percentage of projects that are implemented with other non-United Nations partners	UN-Habitat portfolio analysis	<ul style="list-style-type: none"> – The outcome area(s) to which the project is related – The type of partner

I. Organizational enablers: resource mobilization, communication and advocacy, partnerships

1. Resource mobilization

Outcome: Adequate, predictable, flexible funding to deliver results through the strategic plan for the period 2020–2023

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Total value of income agreements signed, as well as income from non-earmarked contributions and the regular budget appropriation to support the implementation of the UN-Habitat strategic plan for the period 2020–2023	Institutional outcome	Umoja, the UN-Habitat accounting system	Millions of United States dollars	–	\$188.9 million	\$240.5 million	\$493.2 million	\$755.3 million	\$1 027.6 million
Percentage of country programmes funded from United Nations pooled funds	Institutional outcome	Contribution agreements database	Percentage	–	36%	40%	44%	48%	50%
Percentage of funding from non-government sources or United Nations entities	Institutional outcome	Donor information system	Percentage	–	16.7%	18%	20%	22%	25%

2. Communication and advocacy

Outcome: The impact of UN-Habitat work and its knowledge leadership is widely recognized, the successful mobilization of its partners and the public facilitates policy change and supports resource mobilization and increased programme delivery

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Total number of social media followers on the UN-Habitat corporate Twitter, Facebook, YouTube, LinkedIn, Flickr and Instagram accounts	Institutional outcome	Social media Analytics	Number of followers	–	240 000	300 000	370 000	450 000	550 000
Number of views on the UN-Habitat public website	Institutional outcome	Website Analytics	Number of views	–	800 000	1 800 000	3 100 000	4 500 000	6 000 000
Total number of partners organizing events and supporting UN-Habitat campaigns and Urban Thinkers Campuses	Institutional outcome	Partner reports	Number of partner organizations	–	1 000 +	2 200 +	3 700 +	5 500 +	6 700 +

3. Partnerships

Outcome: Promote accelerated implementation of the strategic plan, the Sustainable Development Goals and the New Urban Agenda through multi-stakeholder partnerships and collaboration at all levels

<i>Indicator</i>	<i>Type</i>	<i>Data verification</i>	<i>Unit of measurement</i>	<i>Subset</i>	<i>Baseline (2019)</i>	<i>Target (2020)</i>	<i>Target (2021)</i>	<i>Target (2022)</i>	<i>Target (2023)</i>
Number of stakeholders participating in intergovernmental processes	Institutional outcome	Executive Board and UN-Habitat Assembly participant list	Number of partner organizations accredited to the UN-Habitat Assembly, Executive Board and related bodies	–	450	500	550	600	1,200
Number of stakeholders, by partner type, engaged in the design and delivery of programmes under the domains of change	Institutional outcome	UN-Habitat implementing database and survey data	Number of partner organizations	–	83	133	233	333	435
Number of partner countries and partner cities carrying out voluntary national reviews and voluntary national and local reviews on urban Sustainable Development Goals	Institutional outcome	Urban Agenda Platform	Number of cities	–	N/A	300	800	1,200	1,500
			Number of countries	–	54	96	122	155	193