

ACTION FRAMEWORK FOR IMPLEMENTATION OF THE NEW URBAN AGENDA (AFINUA) TOWARDS SUSTAINABLE URBAN DEVELOPMENT AND COMMUNITY WELLBEING

by

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Abstract

The world is experiencing an unprecedented transition from predominantly rural to mainly urban living, with more than 55 percent of the world's population already living in urban areas and this figure is set to rise to 70 percent by the middle of 21st century. Cities are synonyms of progress and growth, but some have become niches of poverty and inequality presenting city authorities with complex challenges. Cities are constantly evolving and are transitioning faster than at any point in history and managing this change is becoming a difficult proposition. City authorities are closest to the citizens and ground level realities and therefore play a key role in providing the impetus for progress. It is fundamental that city authorities are empowered, to enable them to meet their obligations and reach the objectives to realize sustainable urban development. The Sustainable Development Goals (SDGs) recognize the importance of urban development in providing a better quality of life to people across the globe. SDG 11 provides guidance to city authorities to renew cities and human settlements that promote community cohesion, employment, sense of security, well-being for all and better environment management. It has close relevance to the New Urban Agenda and presents an opportunity to complement and integrate efforts to make cities and human settlements inclusive, safe, resilient and sustainable. The participation of city authorities is vital in evaluating the results, the outcomes and the implementation of the New Urban Agenda. The New Urban Agenda is an ambitious agenda which aims at paving the way towards making cities and human settlements more inclusive and ensuring that everyone can benefit from urbanization. The strategies embodied in the New Urban Agenda comprise national urban policies, rules and regulations, urban planning and design, financing urbanization and of course, their local implementation. These five strategies are the key principles for achieving sustainable development and growth. Now is the time for transformational urbanization to be promoted as a centrepiece of development policy at the international, national and local level.

Keywords: New Urban Agenda, Sustainable Development Goals, Urbanisation, Stakeholders

INTRODUCTION: URBANISATION TRENDS

As more than 70 percent of the world's energy consumption and GDP are generated in the world's fast-growing cities, urban development has become crucial for global sustainable development. It is primarily in cities that poverty can be fought and climate change mitigated. The SDG11 "Cities and settlements should be inclusive, safe, resilient and sustainable" will therefore be key for implementation and accomplishment of the global sustainability agendas. The global agendas are therefore local. More than half of the world's population lives in cities. In the next generation, the urban population is expected to increase to over 70 percent. This means that we will have to build the equivalent number of new urban settlements as has been built throughout the history of humanity. Already today, one billion people live in informal settlements and slums; that is one-seventh of the

world's population. Cities' increasingly important role as drivers for sustainable development can be a catalyst if we capture and disseminate systemic solutions. These are often developed in collaboration between politics, research, business and civil society in cities around the world. It highlights the importance of leadership in the shift towards sustainable urban development. Therefore, not only local but also national responsibility is needed. The integrative nature of the implementation of the New Urban Agenda across the five key action areas will take into consideration national and local priorities and specificities. This will allow addressing cross-cutting contexts that can be the ground for the identification of new research areas, ad-hoc evidence based policies and urban solutions, innovative approaches and new action oriented partnerships. This context-specific approach will deepen consensus based on the vision and

provisions of the New Urban Agenda as a political commitment, breaking the sectorial, constituency and geographical silos, looking for cross-cutting linkages that can trigger new issues with better partnerships, synergies and coordination. Multi-stakeholder partnerships and other cooperative arrangements are important to support the implementation of global agendas. They can foster inclusiveness, mobilise and share knowledge, expertise, technology and financial resources. Follow-up and review is an important means of creating and reinforcing such partnerships. Many partnerships and other cooperative initiatives focusing on urban sustainability issues have already been launched to support the implementation of the global agendas. However, it is often difficult to ascertain what, exactly, such partnerships are contributing to implementation, and whether they are making progress.

SUSTAINABLE DEVELOPMENT GOALS

In 2015 the United Nations Member States adopted a comprehensive Development Agenda, incorporating universal aspirations that go beyond what were the traditional areas of development. It establishes new sets of goals and targets addressing emerging concerns including elements that are today fundamental part of everyone's lives while focusing on the root causes of poverty and inequality which undermine the achievement of the full human potential in harmony with a healthy environment. The Agenda 2030 for Sustainable Development, aiming at ending poverty, protecting the planet, and ensuring prosperity for all, for the first time is truly universal and stresses the point that everyone needs to do their part: governments, the private sector and the civil society; putting the people at the center. The Sustainable Development Goals express a wide recognition of the spatial dimension of development. This is clearly translated in the incorporation of Sustainable Development Goal 11 (SDG11) "Make cities and human settlement inclusive, safe, resilient and sustainable".

Other Goals, SDG1 End Poverty; SDG5 Gender Equality; SDG8 Sustained Economic Growth and Employment; SDG10 Reduced Inequalities; SDG12 Sustainable Consumption and Production; SDG13 Combat Climate Change and its impacts, and SDG15 Protect Terrestrial Ecosystems and Biodiversity, also have important urban dimensions to be considered and addressed to ensure and sustain their achievement. With the

adoption of Agenda 2030 for Sustainable Development, Member States have not only taken stock of the scale of the phenomenon of urbanization which now affects more than fifty per cent of the world population, but also the role of cities in the global economy, the climate change agenda, the use and consumption of natural resources, as well as their contribution to social advancement and innovations. Other international frameworks addressing global concerns, such as the Paris Agreement on Climate Change and the Sendai Framework for Disaster Risk Reduction, are strongly interlinked with the dynamics of urban development. With reference to these milestone commitments, the recognition of the key contribution of sustainable urbanization to achieve development culminated with the historical adoption of the New Urban Agenda in the United Nations Conference on Housing and Sustainable Urban Development - Habitat III in Quito, Ecuador, in October 2016. Table 1 shown an overview of some initiatives and multi-stakeholder partnerships that support the follow-up and review of the 2030 Agenda.

THE NEW URBAN AGENDA

The New Urban Agenda is an action oriented 24-page document that provides the global principles, policies and standards required to achieve sustainable urban development, to transform the way we construct, manage, operate and live in our cities. It will guide the efforts around urbanization for a wide range of actors including nation states, city and regional leaders, funders of international development, the private sector, the United Nations programmes and civil society for the next 20 years. The New Urban Agenda takes into account the synergies that exists with other global agreements to provide a holistic transformation approach for addressing urbanisation namely

- a. The Sustainable Development Goals (SDGs),
- b. The global climate agreement reached at COP21 in Paris,
- c. Addis Ababa Action Agenda,
- d. Sendai Framework for Disaster Risk Reduction 2015-2030,
- e. The Vienna Programme of Action for Landlocked Developing Countries,
- f. SAMOA and the Istanbul Programme of Action for the Least Developed Countries

The New Urban Agenda, grounded on bold transformative commitments articulated across the

Table 1 : An Overview of Some Initiatives and Multi-Stakeholder Partnerships That Support The Follow-Up and Review of The 2030 Agenda

NAME	LEVEL	KEY ACTORS	DESCRIPTION
Global Partnership for Sustainable Development Data (GPSDD)	International	More than 150 partners from government, business, civil society, academia, statistical agencies, academia, etc.	Network of state and non-state actors that aims to support improvements in data availability (GPSDD 2018).
Global Taskforce of Local and Regional Governments (GTF)	International	Multiple local and regional government associations.	The GTF has participated in the 2017 HLPF, preparing a report on the involvement of local and regional governments in follow-up and review and presenting it at the HLPF (GTF 2018b).
Implementing the New Urban Agenda and The Sustainable Development Goals: Comparative Urban Perspectives	International	Mistra Urban Futures, Observatory on Latin America, The New School, Nagrika.	Research project to test targets and indicators for SDG 11 in four cities around the world (Mistra Urban Futures 2018).
Know Your City	Local	SDI and UCLG Africa.	Initiative to collect citywide data on informal settlements (SDI 2018).
Local Authorities Major Group (LAMG)	International	ICLEI-Local Governments for Sustainability, nrg4SD, UCLG.	The LAMG is local and regional governments' legitimate institutionalised channel for engagement in UN processes related to sustainable development – including the HLPF (GTF 2018a).
Monitoring and Reporting on Human Settlement Indicators in Africa and Latin America	National	UN-Habitat, government agencies from partner countries.	UN-Habitat project that supports measurement, monitoring and reporting on urban SDG indicators in Botswana, Tunisia, Ecuador and Colombia (UN- Habitat 2018a)
Partners for Review (P4R)	Transnational	German Federal Ministry for Economic Cooperation, German Federal Environment Ministry, giz (as secretariat).	Network to support peer learning amongst states and stakeholders (P4R 2018).
Reference Framework for Sustainable European Cities	Regional	Platform 31, Council of European Municipalities and Regions, ICLEI-Local Governments for Sustainability.	Includes indicators to help cities monitor progress on the various European agendas (Leipzig Charta, EU Urban Agenda), the SDGs, etc. (RFSC 2018).

Source: Cities Alliance : Local and Regional Governments in the Follow-up and Review of Global Sustainability Agendas 2018

three pillars of sustainability, provides a blue-print towards the achievement of sustainable urbanization and a qualitative roadmap for its effective implementation. It reasserts a positive notion of cities, demonstrating that if well planned and managed, urbanization can be a transformative force for inclusive prosperity and well-being, addressing climate change. It also provides implementation tools for resilience building and the while protecting the environment and operationalization of the humanitarian-development nexus. Table 2 shown core elements and key issues of the New Urban Agenda.

The shifts of paradigm provided by the New Urban Agenda, when translated into policies and integrated actions at all levels, is expected to contribute to the realization of the Agenda 2030 including the achievement of SDG11 as well as other goals and targets. Using the impetus and compass of the New Urban Agenda, the cities of the future can be epicentres of an integrated territorial approach towards sustainability, where urbanization and high concentrations of people provide large efficiency benefits and generate jobs and opportunities for all, while serving as centers of production, services, knowledge and innovation. The New Urban Agenda embodies three key guiding principles as shown in Table 3.

The New Urban Agenda adopted at Habitat III aligns with many of the SDGs, including SDG 11 on making cities inclusive, safe, resilient and sustainable. In preambular text, the New Urban Agenda also sets out aims to end poverty and hunger (SDG 1 and 2), reduce inequalities (SDG 10), promote sustained, inclusive and sustainable economic growth (SDG 8), achieve gender equality (SDG 5), improve human health and wellbeing (SDG 4), foster resilience (SDGs 11 and 13), and protect the environment (SDG 6, 9, 13, 14 and 15). The Agenda promotes a vision for cities that is grounded in human rights, and recognizes the need to give particular attention to addressing multiple forms of discrimination, including discrimination against people in slum settlements, homeless people, internally displaced persons and migrants, regardless of their migration status. The “Quito Implementation Plan for the New Urban Agenda” comprises the major part of the outcome document. The Plan includes three sections: transformative commitments for sustainable urban development, effective implementation; and follow-up and review. The section on implementation emphasizes the need

for establishing strong urban governance structures, planning and managing urban spatial development, and accessing means of implementation.

The UN Secretary-General reports on implementation of the NUA every four years, with the first report to be submitted during UNGA’s 72nd session (2017-2018). Habitat III proposed to hold the fourth UN Conference on Housing and Sustainable Urban Development (Habitat IV) in 2036. The NUA also calls for an independent assessment of UN-Habitat, which will consider the possibility of establishing universal membership of its governing body. The assessment is expected to come up with recommendations to enhance the UN-Habitat’s effectiveness, efficiency, accountability and oversight. However, good urbanisation is does not happen by chance. It requires building a robust urban governance structure by establishing supportive legal and policy frameworks and ensuring effective planning and management of the urban spatial development. Only the deployment of supportive rules and regulations, sound planning and design assisted by viable financial plans, will ensure that cities function as transformational drivers of sustainable development. To this end, UN-Habitat has identified five key action areas as entry points for implementing the New Urban Agenda:

a. National Urban Policies

Inclusive formulation and implementation of National Urban Policies help to frame and guide the development of integrated national systems of cities and human settlements, towards the achievement of national visions and priorities for a balanced territorial development.

b. Urban Legislation and Governance

Urbanization, as a complex social and collective project, must be governed by the principle of the rule of law and supported by legal and regulatory frameworks that are adequate to implement urban plans, policies and strategies, including regulating land use and development. Urbanization should be governed through a democratic, long-term and integrated, multilevel, proficient governance system that takes full advantage of the digital age.

c. Urban Planning and Design

Long-term and integrated urban and territorial planning and design is required to optimize the spatial dimension of the urban form and to

Table 2 : The Core Elements and Key Issues of The New Urban Agenda

Key Elements	Key Issues
Social Cohesion & Equity	1. Inclusive cities 2. Migration and refugees in urban areas 3. Safer Cities 4. Urban Culture & Heritage
Urban Frameworks	5. Urban Rules and Legislation 6. Urban Governance 7. Municipal Finance
Spatial Development	8. Urban and Spatial Planning and Design 9. Urban Land 10. Urban-rural linkages 11. Public Space
Urban Economy	12. Local Economic Development 13. Jobs and Livelihoods 14. Informal Sector
Urban Ecology & Environment	15. Urban Resilience 16. Urban Ecosystems and Resource Management 17. Cities and Climate Change; Disaster Risk Management
Urban Housing and Basic Services	18. Urban Infrastructure and Basic Services, including energy 19. Transport and Mobility 20. Housing 21. Smart Cities 22. Informal Settlements

Source: UN-Habitat, *Issue Papers and Policy Units Matrix*, 2016

Table 3: The New Urban Agenda Embodies Three Key Guiding Principles

Leave no one behind, ensure urban equity and eradicate poverty	Achieve sustainable and inclusive urban prosperity and opportunities for all	Foster ecological and resilient cities and human settlements
a. Providing equitable access – for all to physical and social infrastructure <ul style="list-style-type: none"> i. Adequate housing and shelter at the centre of the agenda ii. Public spaces as an enabler of the city’s socio-economic function b. Recognizing and leveraging culture, diversity and safety in cities c. Strengthening participation and enhancing liveability and quality of life	a. Enhancing agglomeration benefits of urbanization and avoiding land speculation b. Fair and equitable employment creation, productivity, competitiveness, diversification c. Innovation through a sustainable economic development	a. Driving sustainable patterns of consumption and production b. Protecting and valuing ecosystems and biodiversity c. Adapting to and mitigating the impact of climate change while increasing urban systems’ resilience to physical, economic and social shocks and stresses

Source: *Harnessing Public-Private Cooperation to Deliver the New Urban Agenda Executive Summary* by World Economic Forum. 2016

deliver the positive outcomes of urbanization. This should be context-based, though grounded on key principles of connectivity and proximity, appropriate density incorporating a mix of uses, inclusivity and resilience, promoting high quality urban spaces that attain economies of agglomerations and provide equal opportunities for all.

d. Urban Economy and Municipal Finance

Major efforts should be made to create sustainable and inclusive urban economies by leveraging the agglomeration benefits of well-planned urbanization, including high productivity, competitiveness and innovation, by promoting full and productive employment and decent work for all. Value generated by the urban economy needs to be equally shared through innovative, integrated financial mechanisms to ensure a sustainable flow of finance necessary for cities to meet the needs of, and provide opportunities for all.

e. Local implementation

Through engaging local communities and considering local knowledge as an important asset, local implementation brings together local stakeholders to approach targeted, place-based, project-oriented urban development in a way that is sustainable, people-centered, responsive and integrated. It will allow urban extensions for new areas to be developed and existing areas to be retrofitted or regenerated in accordance with the principles of the New Urban Agenda.

Table 4 shown an overview of some multi-stakeholder partnerships and initiatives that support the follow-up and review of the New Urban Agenda.

ACTION FRAMEWORK FOR IMPLEMENTATION OF THE NEW URBAN AGENDA (AFINUA)

The New Urban Agenda is an action-oriented and forward looking document that provides the global principles, policies and standards required to achieve sustainable urban development while recognizing distinct global trends, regional specificity, transformative potential, realities and contexts, cultures, and historical urban and human settlement landscapes. The New Urban Agenda is universal and is being developed under a long-term and people-centred vision to:

- a. Build an inclusive and non-discriminatory society in which all inhabitants, whether permanent or transitional, are granted equal rights and opportunities
- b. Ensure the impartial access of land, public goods and services, livelihoods and work, prioritizing the collectively defined public interest
- c. Encourage, protect and ensure the realization of the right to adequate housing
- d. Prioritize quality and accessibility to public spaces and cultural diversity, enhancing social interactions and political participation, promoting socio-cultural expressions, embracing diversity, and fostering safety and social cohesion, while meeting the needs of all people
- e. Develop resilience to natural and man-made hazards, protect and value their ecosystems, natural habitats and biodiversity, and reduce the global environmental and carbon footprint
- f. Promote inclusiveness and a sense of belonging and ownership among people, practise civic engagement and enhance participation in the formulation, implementation, monitoring and budgeting of urban policies and plans, strengthen effectiveness, transparency and accountability
- g. Empower women, especially through participation in decision-making, equal employment opportunities and equal pay
- h. Transform urban economies and create high productivity, identify opportunities for future growth and address the challenges, connect with and leverage the formal and informal sectors
- i. Promote the planning of and investment in sustainable urban mobility systems that link people and places and provide economic opportunities
- j. Achieve sustainable development through the cross- sectoral management of resources and cooperation among cities and towns within and across territories, and choose options to enhance the needed capacities continuously; realize territorial functions beyond the administrative boundaries, building urban–rural linkages

The integrative nature of the implementation of the New Urban Agenda across the five key action areas will take into consideration national and local priorities and specificities. This will

Table 4: An Overview of Some Multi-Stakeholder Partnerships and Initiatives That Support the Follow-Up and Review of the New Urban Agenda

NAME	LEVEL	KEY ACTORS	DESCRIPTION
Action Framework for Implementation of the New Urban Agenda (AFINUA)	International	UN-Habitat	The AFINUA sets out 35 essential ingredients for implementation of the New Urban Agenda. For each of these essential elements, it outlines who should be responsible for its implementation and how it should be monitored (UN-Habitat 2018b).
City Prosperity Initiative	International	UN-Habitat	Global index to measure urban prosperity across different dimensions (UN-Habitat 2017).
General Assembly of Partners (GAP)	International	The GAP is composed of 16 Partner Constituent Groups.	The GAP had an important role in the pre- Habitat III process. It is currently in a process of reorienting itself and its role in follow-up and review remains to be seen (GAP 2018).
Global Taskforce of Local and Regional Governments	International	Multiple local and regional government associations.	Among many other functions: Convenor of the World Assembly of Local and Regional Governments, which is recognised as an actor to engage in follow-up and review (GTF 2018b).
Quito Implementation Platform (QIP)	International	UN-Habitat	The QIP is an online platform that gathers commitments to contribute that the implementation of the New Urban Agenda (Habitat III Secretariat 2018).

Source : *Cities Alliance : Local and Regional Governments in the Follow-up and Review of Global Sustainability Agendas 2018*

allow addressing cross-cutting contexts that can be the ground for the identification of new research areas, ad-hoc evidence based policies and urban solutions, innovative approaches and new action oriented partnerships. This context-specific approach will deepen consensus based on the vision and provisions of the New Urban Agenda as a political commitment, breaking the sectorial, constituency and geographical silos, looking for cross-cutting linkages that can trigger new issues with better partnerships, synergies and coordination. The brief description of AFINUA shown in table 5.

NATIONAL URBAN POLICIES

UN-Habitat (2014) defines a national urban policy as “a coherent set of decisions derived through a deliberate government-led process of coordinating and brings together the diverse actors for a common vision and goal that will promote more

transformative, productive, inclusive and resilient urban development in the long term”. A national urban policy should be understood as processes as well as outcomes that maximize the potential of cities and urbanization. A national urban policy seeks “to structure a more integrated framework through holistic systems that create an enabling environment for the establishment, institutionalization and improvement of urban development and its corresponding country agenda” (United Nations, 2016b). National urban policies are both technical and political processes, which in order to be successful and transformative, demand not just technical quality but also sustained political support and commitment from stakeholders (United Nations, 2016b).

The promotion of national urban policies as national strategies for sustainable development is an innovative approach. In much of the region, as

Table 5 : The Brief Description of AFINUA

NATIONAL URBAN POLICIES	URBAN LEGISLATION RULES AND REGULATIONS	URBAN PLANNING AND DESIGN	URBAN ECONOMY MUNICIPAL FINANCE	LOCAL IMPLEMENTATION
1.1 Formulate medium and long term demographic projections, with geographic disaggregation	2.1 Define urban land vis-à-vis non-urban land, rights and responsibilities inherent to urban land	3.1 Set up a planning and design process that is evidence based, integrated and participatory.	4.1 Financial capacity of local governments	5.1 Planned city extensions at appropriate scale
1.2 Structure basic classification of land	2.2 Establish a legal basis for the urban plan and distinguish public space from buildable urban land	3.2 Plan and define the urban area as well as agricultural and natural protection areas.	4.2 Revenue generation and financial management	5.2 Urban infills and retrofitting to counter segregation and dereliction
1.3 Define the roles and jurisdictional responsibilities of subnational governments and local authorities	2.3 Strengthening the capacity and ensure appropriate fiscal, political and administrative decentralization based on the principle of subsidiarity	3.3 Define connectivity and the quantity and quality of urban space including the structuring layout of streets, blocks and plots.	4.3 Inclusive Local Economic Development	5.3 Instruments for capturing public benefit of public investment
1.4 Integrate national development plans with urban plans (e.g. energy, water, transportation and other infrastructural corridors)	2.4 Develop equitable legal instruments to capture and share increased land and property value	3.4 Promote sustainable density and mixed use to attain the economies of agglomeration.	4.4 Proper access and affordability to basic services	5.4 Support to community- led groups
1.5 Adopt a framework to reduce urban and territorial disparities within and among lagging regions	2.5 Establish national standards for sustainable, universal access to basic services	3.5 Make effective use of urban design to provide livable spaces, walkability and a sense of place.	Normative: Costs benefit analysis of planned city extension, finance for city leaders, rapid planning assessment, Economic Foundations for Urbanization.	
1.6 Promote jurisdictional coordination and coherence	2.6 Establish impact assessment, monitoring, inspection, correction and enforcement tools	3.6 Protect and preserve natural resources and cultural heritage.	Results: Bankable projects with costs benefit analysis, realistic urban planning projects, improved technical capacity.	
	2.7- Recognize and regulate urban development, i.e. buildability rights	3.7 Promote housing as an integrating element of urban planning.		
	2.8 Enact effective law for the definition, acquisition and protection of public space	3.8 Promote adequate amounts of urban space for a variety of economic activities.		
	2.9 Establish effective and appropriate housing and building codes			

Source: Action Framework for Implementation of the New Urban Agenda, UN-Habitat, 19 April 2017

in the world, policy responses to urbanization processes have generally been coordinated at the urban scale (ECn and UN-Habitat, 2016a). It should be highlighted that national urban policies do not replace local urban policies, but rather complement and reinforce them in order to facilitate the enabling conditions necessary for sustainable urban development, maximizing the benefits of urbanization, mitigating inequalities and potential negative externalities (OECD, 2017, United Nations, 2016b). In addition, national urban policies provide an opportunity to align national and local actions with global priorities, especially with the New Urban Agenda and the 2030 Agenda and the SDGs. UN-Habitat has widely acknowledged the capacity of national urban policies to address all aspects of the New Urban Agenda. OECD and UN-Habitat (OECD, 2017; OECD and UN-Habitat*, 2017) highlight the importance of considerations for: economic development, spatial structure, human development, environmental sustainability, and climate resilience in the national urban policy. Their evaluations of existing national urban policies are based on the following key criteria for guiding sustainable urban development:

- a. Responsiveness to demographic dynamics;
- b. Promotion of a territorial approach (urban-rural links);
- c. Addressing urban systems (for large, medium and small cities) and connectivity between cities;
- d. Preparing cities with infrastructure and services (includes public space);
- e. Promotion of efficient urban land use;
- f. Fostering environmental sustainability and resilience to climate change;
- g. Developing urban governance systems (horizontal coordination and vertical alignment);
- h. Supporting partnerships and cooperation between urban actors;
- i. Safeguarding inclusion and participation in the process and outcomes (inequity, segregation, security, etc.); and
- j. Ensuring robust and comparable urban data (OECD, 2017).

National governments often set the rules of the game for cities. In the New Urban Agenda Member States committed to developing and implementing national urban policies and building

integrated national systems of cities and human settlements, toward the achievement of national development targets. In fact, the New Urban Agenda states that its effective implementation will be anchored in inclusive, implementable and participatory urban policies, to be developed and implemented at the appropriate level. It recognizes the leading role of national governments in this regard, as well as the equally important contributions of sub-national and local governments, civil society and other relevant stakeholders. Therefore, it is crucial that governments ensure the development—and adaptation, where required—of national urban policies so that they form the basis for the implementation of the New Urban Agenda. Without adequate national urban policies, cities face multiple risks: inadequate, overloaded infrastructure, which can result in overcrowding and delays; vacancy, which can lead to vandalism and exacerbate maintenance costs; and competition between metropolitan areas, which can aggravate inequalities.

Sub-national and local governments, civil society and the private sector should be involved in the design of national urban policies. Furthermore, the creation of local-national, public-private and multi-stakeholder partnerships that promote cooperation at all levels will also support the implementation of national urban policies and the integration of all relevant policies and plans. In line with the New Urban Agenda requirements, effective multi-level governance will ensure the involvement of sub-national and local governments in the development and implementation of national urban policies and avoid a top-down approach in national urban policy-making. National urban policies link strongly with at least two other thematic areas in the AFINUA: (1) Theme 2, urban legislation, rules and regulations, without which national urban policies cannot be implemented; and (2) Theme 5, local implementation, which relies on the integration of policies and plans at all levels that national urban policies can provide. Specific references to national urban policies can be found in the New Urban Agenda in paragraphs 15(b), 15(c)i, 21, 87, 89, 130 and 149. Table 6 shown the key items of national urban policy related to SDGs indicators and New Urban Agenda.

Table 6: The Key Items of National Urban Policy Related to SDGs Indicators and New Urban Agenda

	Key Items	Descriptions	Link to SDGs Indicators	Link to NUA
1.1	Formulate medium and long term urban demographic projections and trends, with geographic disaggregation, taking into consideration the interplay of economic, social and environmental forces	A national urban policy takes into account current and future trends related to population composition and distribution, demographic projections, economic assessment and environmental conditions taking into account gender, age, income, educational level, employment and economic sectors.	SDG-11.a.1 (direct)	Paras 2, 13(c), 13(g), 15(c), 16, 19, 61, 62, 63, 72, 77, 80, 94, 95, 101, 123, 156, 157, 158, 159
1.2	To establish national rules to determine land suitability for urbanization and for environmental and cultural heritage protection and disaster risk reduction and sustainable and resilient development while taking into account its equitable distribution and accessibility	The supply of urbanized land must be sufficient to accommodate urban growth while protecting sensitive areas and avoiding uncontrolled sprawl. NUPs must balance the need for equitable access to land and respect for property rights against sustainability concerns and the use of land as a productive resource, while avoiding regulatory constraints on land supply that limit urban productivity and affordable housing supply.	SDG-11.3.1 SDG-15.1.1 (indirect)	Paras 49, 51, 69, 88, 98, 105, 106
1.3	Define the roles and jurisdictional responsibilities of all levels of government and local authorities regarding urbanization and urban planning and management	A national urban policy sets out the roles and responsibilities for all spheres of government based on the principle of subsidiarity and for public participation as applied to urban planning and management (though their legal basis needs to be accounted for)	SDG-11.a.1 (direct)	Paras 1, 13(b), 14(a), 15(c)i, 41, 89, 135, 148, 149, 160
1.4	Align national urban policies with national and sectoral development plans and policies at all territorial levels to harness the transformative	A national urban policy brings the spatial dimension to development and contributes to the alignment and integration		Paras 13(e), 13(g), 14(c), 15(c)i, 15(c)ii, 50, 63, 64, 86, 96, 136

	power of urbanization with urban plans (e.g. energy, water, transportation and other infrastructural corridors)	of national and sectoral development plans and policies at different territorial levels		
1.5	Adopt a framework to reduce urban and territorial disparities	A national urban policy contributes to reducing territorial disparities and inequalities, promoting an inclusive and productive system of cities and human settlements, and strengthening urban-rural linkages. A NUP should also ensure the equitable provision and access to infrastructure, public goods and services, national and regional economic development, resilience and environmental protection, and adequate housing.	SDG-11.a.1 CPI-ES-3.1 (direct); SDG-11.3.2 SDG-11.b.1 SDG-11.b.2 (indirect)	Paras 4, 13(e), 13(g), 13(h), 15(c)ii, 49, 50, 71, 72, 80, 95, 96, 101, 119
1.6	Promote jurisdictional coordination and coherence	A national urban policy promotes the horizontal coordination of policies and plans across jurisdictions for the efficient, equitable and affordable delivery of basic services and infrastructure, according to an agreed set of standards.	SDG-6.1.1 SDG-6.1.2 SDG-6.3.1 SDG-7.1.1 SDG-7.1.2 SDG-9.c.1 SDG-11.1.1 SDG-11.2.1 SDG-11.6.1 SDG-11.7.1 SDG-12.5.1	Paras 13(e), 14(a), 15(c)ii, 87, 88, 90, 91, 96, 99, 105, 117

Source: Action Framework for Implementation of the New Urban Agenda, UN-Habitat, 19 April 2017

URBAN LEGISLATION, RULES AND REGULATIONS

Urban legal frameworks include all legislation and regulations related to the management and development of the urban environment. Despite some progress, the main elements of urban legislation in Latin America and the Caribbean, as well as at the global level, have not undergone significant changes over the last 20 years and in some cases in the last 40 years (UN-Habitat, 2016b). These circumstances have implications which limit access to the right to housing, affect the social function of land and the recognition of diversity in forms of production of the city, among others. An example of this is the limited number of legal initiatives aimed at promoting innovative and locally relevant urban legal frameworks in

areas such as physical planning and urban development control, particularly in contexts with weak institutional structures and limited financial resources. The development of urban legislation and regulations in Latin America and the Caribbean has been highly complex, with limited public participation, and based on a technical segmentation that has seen the technical objectives of certain fields considered in isolation of other relevant objectives. As a result, it has produced urban legislation that is disconnected with local territorial contexts and realities. Additionally, while academic perspectives on legislation and urban development have evolved since Habitat II, their incorporation into existing legislation is almost null (United Nations, 2015c). Lastly, highly cumbersome and rigid urban legislation

processes are common in developing and transition countries, which result in non-compliance (UN-Habitat, 2016b).

Legal mechanisms are fundamental for the acquisition and maintenance of public space, provision of equity and financial stability. Urbanization, as a complex social and collective project, is governed by the principle of the rule of law, but the laws governing such urban outcomes are often ineffective. Therefore, they must be clear, precise and cost effective, and support a framework of good governance relevant to diverse urban contexts and inclusive outcomes, including the establishment of the rights and duties of the urban developer. Legal frameworks are required to implement urban plans, policies and strategies and to guide urbanization, including regulating land use and development. It is necessary to develop such frameworks where they do not exist or to adapt them where they do to align with the principles of the New Urban Agenda. Without adequate legal urban frameworks, cities face multiple risks: uncontrolled urban sprawl, the loss of valuable natural protected areas, deepening social inequalities, inappropriate and/or unaccountable land management, conflicting land uses and inadequate public space.

As for Theme 1 of the AFINUA, the New Urban Agenda recognizes the leading role of national governments in the definition and implementation of legislation for sustainable and inclusive urban development, whilst calling for the participation of other relevant stakeholders, including local governments and civil society. Strengthening partnerships and enhancing coordination will also be critical to the successful development and revision of urban legislation and legal mechanisms. This implicitly requires a balance between public and private interests, the participation of a diversity of actors and an economy- and capacity-based contextual fit. Transparency in the process and outputs of planning is important in promoting equality in outcomes and as part of a citizen's right to contribute to the making of decisions that affect them and their property.

Urban legislation, rules and regulations link strongly with three other thematic areas in the AFINUA: (1) Theme 1, national urban policies, which require urban legal frameworks to be implementable and enforceable;(2) Theme 3, urban planning and design, which require precise regulations and that action be taken when they are

not enforced; and (3) Theme 4, urban finance and local economic development, which require rules and regulations to achieve fiscal devolution. Specific references to urban legislation, rules and regulations can be found in the NUA in paragraphs 15(c)ii, 21, 35, 76-77, 81, 85-86, 91, 104 and 111. Table 7 shown the key items of urban legislation, rules and regulations related to SDGs indicators and New Urban Agenda.

URBAN PLANNING AND DESIGN

The results of urbanization without proper planning have produced a series of negative externalities both in the cities themselves and in their institutional frameworks and governance structures. The urban governance of cities and metropolitan systems in the region has been among the main challenges of the last decades. Weak urban governance has weakened the scope of urban planning in the region, as implementation depends on the effectiveness of institutional frameworks. Today, there is a need for complex governance and urban and territorial planning tools "capable of coordinating the different levels of government of the territories that make up large cities and their relationship with civil society and the private sector" (ECLAC and UN- Habitat, 2016). Effective planning and design depend on the principles of connectedness, inclusivity and resilience to deliver integrated results across activity sectors including land use, housing and transportation. All too often, however, the basic elements of planning are not clearly defined in the planning system nor reflected in its ultimate products (plans), making planning ineffective in shaping cities and achieving results.

Planning and design are also often seen as purely aesthetic and context-derived. Yet we already know enough about what works and what does not to begin to empirically quantify the formal parameters within which most successful cities operate. The NUA states that long-term and integrated urban and territorial planning and design is required to optimize the spatial dimension of the urban form and to deliver the positive outcomes of urbanization. It is therefore important to provide guidance to local governments so they can develop or revise their planning and design processes in line with the NUA requirements. Without the above, cities face multiple risks, including lack of livability and walkability, poorly articulated interfaces, disconnectivity, low densities, unbalanced private

Table 7 : The key items of Urban Legislation, Rules and Regulations related to SDGs Indicators and New Urban Agenda

	Key Item	Descriptions	Link to SDGs Indicators	Link to NUA
2.1	Define urban land vis-à-vis non-urban land as well as the rights and responsibilities inherent to urban land	Define urban land vis-à-vis non-urban land as well as the rights and responsibilities inherent to urban land	SDG-1.4.2 SDG-10.3.1 SDG-11.a.1 SDG-11.3.1 SDG-11.3.2 SDG-15.1.2 SDG-16.6.2 (indirect)	Paras 14(b), 15(c)ii, 15(c)iii, 28, 35, 51, 69, 86, 89, 104, 109, 111
2.2	Establish a legal basis for the urban plan and distinguish public space from buildable urban land	Establish a legal basis for the urban plan and distinguish public space from buildable urban land	SDG-11.3.2 (direct) SDG-1.4.2 SDG-5.a.2 SDG-11.a.1 CPI-UGL-2.2 (indirect)	Paras 31, 41, 72, 90, 114, 138, 155, 156
2.3	Enact effective law for the definition, acquisition and protection of public space	Public space, including green space, roads, streets and intersections, transport rights-of-way and other corridors, is central to livability, efficiency and equity in urban areas. It must be adequately provided for but not rely exclusively on expropriation for its acquisition —rather also on tools such as land readjustment. Clear public space protection responsibilities must also be established.	SDG-11.1.1 SDG-11.2.1 SDG-11.3.1 SDG-11.7.1	Paras 13(b), 15(c)iii, 37, 53, 54, 67, 99, 100, 109, 113, 114, 116, 118
2.4	Recognize and regulate urban development, i.e. buildability rights	The area and proportion of a plot that may be built upon and the permitted building height and floor space are fundamental to value and have a significant impact on street dynamics and service demands. These elements should be effectively regulated and actively managed to fairly balance burdens and benefits.	SDG-11.3.1 SDG-17.1.1	Paras 15(c)ii, 86, 104
2.5	Adopt an effective legal	Supporting local	SDG-11.3.2	Paras 15(c)ii, 87,

	framework that supports strengthening the capacity of national, subnational and local governments and ensures appropriate fiscal, political and administrative decentralization based on the principle of subsidiarity	governments in determining their own administrative and management structures Legal and accountable basis for functional and fiscal devolution to sub-national and local governments according to national policy. This must link powers and responsibilities to policy objectives and adequate resources.	(indirect) SDG-16.6.1 SDG-16.7.1	89, 90, 130, 135
2.6	Develop equitable and legal instruments to capture and share the increase in land and property value generated as a result of urban development processes, infrastructure projects and public investments, ensuring that these do not result in unsustainable land use and consumption.	Capturing and sharing the increase in land and property value	SDG-9.a.1 SDG-11.3.1 SDG-12.1.1 SDG-12.2.2 (indirect)	Paras 53, 69, 132, 137, 152
2.7	Develop inclusive, adequate and enforceable regulations in the housing and economic sectors, including resilient building codes, standards, development permits, land use by-laws and ordinances, and planning regulations, combating and preventing speculation, displacement, homelessness and arbitrary forced evictions	generated as a result of urban development processes, infrastructure projects and public investments. Gains-related fiscal policies can be adopted to prevent solely private capture, land and real estate speculation. Ultimately the generation of land-based finance must not result in unsustainable land use and consumption patterns.	SDG-11.1.1 SDG-11.c.1 CPI-ID-1.1 CPI-ID-1.	Paras 13(a), 14(b), 105, 111, 121, 124
2.8	Establish national minimum standards for universal access to basic services reflecting the right to an adequate livelihood and above and beyond these minimum standards allowing for subnational variation according to need and situation	Housing and building codes can have fundamental impacts on street dynamics and urban equity, as well as their more traditional role in risk management. Inappropriate codes may be exclusionary, encourage informality and undermine the rule of law. Codes must balance their various impacts to	SDG-6.1.1 SDG-6.2.1 SDG-6.3.1 SDG-7.1.1 SDG-10.3.1 SDG-11.1.1 SDG-11.2.1 SDG-11.6.1	Paras 13(a), 14(a), 29, 34, 55, 74, 75, 86, 99, 111, 113, 115, 116, 118, 119, 120, 121, 122

		maximize their effectiveness and, where necessary, they should recognize the varying contexts that may exist within a jurisdiction. The overall aim is to ensure sustainability, quality, affordability, health, safety, accessibility, energy and resource efficiency and resilience.		
2.9	Establish impact assessment, monitoring, inspection, correction and enforcement tools	Law must clearly support basic services policy and be regularly scrutinized. Benchmarks should be based on equitable access to water, public transport, energy, waste management, digital infrastructure and ICT.	SDG-17.16.1 (indirect)	Paras 111, 113, 117, 151, 159, 161

Source: Action Framework for Implementation of the New Urban Agenda, UN-Habitat, 19 April 2017

and public spaces, exacerbated socio-economic segregation and long and expensive commuting patterns.

Appropriate planning and design processes will contribute to the definition of compact urban footprint, preventing unwanted urban sprawl and identifying zones to be exempt from urbanization. These processes will also allow the development or reshaping of formal and informal urban spaces to create socially just, sustainable, inclusive, well-connected, appropriately dense, disaster resilient and adapted to climate change spaces. Adequate planning and design processes will shape high quality urban spaces with a sense of place, that will provide equal opportunities for all, protect local cultural heritage and environment, foster social interaction whilst including safe and affordable housing, an appropriate mix of uses, quality green public space, adequate services and sufficient transport infrastructure. These territorial urban design and planning processes should be led by sub-national and local governments, but their implementation will require coordination with all spheres of governments as well as participation of the civil society, the public sector and other relevant stakeholders. Appropriate planning and design processes should be participatory, as required by the NUA.

Urban planning and design link strongly with three other areas in the NUA: (1) Theme 1,

national urban policies, within which stakeholders involved in urban planning and design operate; (2) Theme 2, urban legislation, rules and regulations, which guide urban planning and design and ensure that action be taken when there is a breach of law; and (3) Theme 5, local implementation, particularly key items 5.2 and 5.3, which depend on qualitatively strong urban planning and design. Specific references to urban planning and design can be found in the NUA in paragraphs 15a, 72, 88, 92-94, 96, 98-100, 123-124, 129 and 156. Table 8 shown the key items of urban planning and design related to SDGs indicators and New Urban Agenda.

URBAN ECONOMY AND MUNICIPAL FINANCES

The transformative and ambitious goals of the New Urban Agenda will not be achieved without adequate, context-sensitive and integrated financing frameworks and instruments. These include financial and economic mechanisms to address inequality and exclusion, especially where local finance mechanisms and national fiscalism are regressive. It is therefore necessary to help local governments to develop and implement the financing tools that will equip them with the funding streams they need to adapt to the shift of paradigm associated urbanization. Moreover, local authorities often need to develop or reinforce their

Table 8: The Key Items of Urban Planning and Design Related to SDGs Indicators and New Urban Agenda

	Key Item	Descriptions	Link to SDGs Indicators	Link to NUA
3.1	Set up a planning and design process that is evidence based, integrated and participatory	Define the scope of the plan and the process. Consider the participation of all the stakeholders, the vertical and horizontal integration across territories, systems and sectors. Promote collaboration across jurisdictions and actors. Establish clear collaboration across disciplines (planning, finance and legislation) to orient the process towards implementation.	SDG-11.3.1 SDG-11.3.2	
3.2	Plan and define the urban area as well as agricultural and natural protection areas	Translate locally the national urban policy/ies that may be in place. Project population needs and demographic changes, economic and job opportunities and natural constraints. Define urbanizable land, agricultural land and areas for natural protection, including the green and blue systems, taking into account disaster risk management. Ensure green corridors and environmental protection of fragile areas, as well as adequate urban expansion areas. Define within the urban area, the areas for expansion, regulation, transformation. Link the local plan to regional and national plans. Locate key strategic functions and define large scale connectivity	SDG-2.4.1 SDG-11.3.1 SDG-15.1.2 SDG-15.2.1	Paras 13(a), 13(f), 14(c), 49, 51, 69, 88, 95-98, 101, 113, 114, 115, 117
3.3	Define connectivity and the quantity and quality of urban space including the structuring layout of	Reserve public space in adequate quantity and ensure equitable distribution in its layout.	SDG-11.7.1 CPI-ID-5.1 CPI-ID-5.2 CPI-ID-5.3	Paras 37, 50, 54, 99, 100, 114(c), 118

	streets, blocks and plots	Design and define streets, blocks and plots, creating blocks and plots in sufficient quantity and that support denser fabrics.		
3.4	Promote sustainable density and mixed use to attain the economies of agglomeration	Encourage co-located home, work and services and multimodal transport viz. public transport integrated with walking and cycling options that lowers the time cost and environmental impact of travel and promotes livability, compactness, mobility and accessibility, social cohesion and economic productivity and can help balance public and private domains. Consider multiple uses of buildings as well as transport-oriented development.	CPI-ID-5.1 CPI-ID-5.2 CPI-ID-5.3 (direct) SDG-3.6.1 SDG-6.1.1 SDG-6.2.1 SDG-6.3.1 SDG-7.1.1 SDG-11.1.1 SDG-11.2.1 SDG-11.3.1 SDG-11.7.1 CPI-ID-4.4 CPI-ESI-4.1 (indirect)	Paras 13(a), 13(b), 13(c), 13(d), 13(f), 13(h), 14(b), 15(c)iii, 32, 37, 44, 51, 52, 67, 69, 70, 97, 98, 99, 100, 112, 113, 114, 115, 118
3.5	Make effective use of urban design to provide livable spaces, walkability and a sense of place	Pay attention to plot-building interface and quality of public space (e.g. accessibility, safety, inclusivity and distribution). Provide good neighbourhood design to promote livability, sense of place, safety, walkability and access for all.	SDG-3.6.1 SDG-11.1.1 SDG-11.2.1 SDG-11.7.1	Paras 37, 100, 102, 103, 113, 114(a)
3.6	Protect and preserve natural resources and cultural heritage	Planning and design at all scales should protect natural resources and land features, control pollution, minimize vulnerability, prioritize the use of renewable energy resources, adopt energy and resource efficiency measures, provide adequate space for parks, wildlife habitat and biodiversity hotspots. It should also preserve cultural heritage and local identity reflected in material culture and other formal elements of the urban landscape.	SDG-11.4.1 SDG-11.2.1 SDG-11.6.1 SDG-11.6.2	Paras 13(a), 13(g), 13(h), 14(c), 15(c)iii, 19, 49, 51, 63, 65, 67, 68, 69, 71, 77, 95, 101, 123, 124, 125
3.7	Promote housing as an integrating element of	Implementing the principles of	SDG-11.1.1 SDG-11.2.1	Paras 13(a), 13(f), 14(b), 25, 31, 32,

	urban planning		SDG-11.3.1 CPI-ID-4.2 CPI-ID-4.5	33, 35, 104, 105, 106, 107, 109, 111, 112, 114, 119
3.8	Promote adequate amounts of urban space for a variety of economic activities	Housing at the Centre of the New Urban Agenda can help relate adequate and affordable housing strategies and interventions with diverse land/ tenure options, achieve inclusive land use that supports integrated socioeconomic groups, promote investments in infrastructure, and provide proximity and equitable access to employment, services, facilities and transport.	SDG-11.3.1 SDG-11.7.1	Paras 13(d), 15(c)iii, 15(c)iv, 58, 59, 95, 100

Source: Action Framework for Implementation of the New Urban Agenda, UN-Habitat, 19 April 2017

ability to capture increased land values, foster investments, create innovative financial partnerships, generate income, access credits and manage their budgets. Fiscal devolution is a critical component of much of this. Additionally, leaders need to be more aware of their options and to have help designing ad hoc systems and thinking outside of the box. Without adequate financing tools, cities are at multiple risks, including increased inequality, housing affordability crises, bankruptcy, insufficient maintenance and failing infrastructure and services.

The objective and reach of local government finances is fiscal health and efficient markets, as well as creditworthiness. This means that cities need to look both upstream and downstream of municipal finance, including at rules of the game around finance, revenues and expenditures. Building capacities of governments to finance urbanization will contribute to make cities sustainable, inclusive, socially just and economically successful. Implementing the actions listed under theme 4 will allow governments to shift from existing practices reinforcing inequalities to new practices that address social exclusion and inequalities whilst stimulating economic development. Develop local governments' capacities and knowledge of municipal finance can promote the creation, sustainment and sharing of the value generated by urban development. Innovative practices, such as

land value sharing or land readjustment, need to be encouraged. It will also be necessary to leverage more investments from the private sector to compensate the decreasing investment capacities of the public sector in many countries and cities.

Notwithstanding the fact that local governments are acquiring more and more responsibilities in relation with urbanization, national governments' support will be key to the successful financing of urbanization. Effective fiscal devolution is for example key to ensure that local authorities are provided with the funds they need to manage urbanization. Creating innovative partnerships, such as public-private and multi-stakeholder ones, will also be required to find efficient ways to finance urbanization. The involvement of the civil society will ensure transparency, accountability and integrity of processes relating to the financing of urbanization, which is necessary to ensure that public funds are dedicated to improve quality of life. Coupled with the strengthening of innovative partnerships, capacity building will create an enabling environment allowing all stakeholders to engage in sustainable and inclusive urban development. This is crucial in a context of decreasing public spending and increased needs for maintenance of aging infrastructure. Measures described under Theme 5 (and notably Item 5.5) will complement actions of Theme 4.

Urban economy and municipal finance link strongly with at least two other areas of the

AFINUA: (1) Theme 2, urban legislation, rules and regulations, which along with finance form the basis of fiscal devolution; and (2) Theme 3, urban planning and design, for which municipal finance is a prerequisite. Specific references to urban economy and municipal finance can be found in the NUA in paragraphs 14, 15(c)iv, 43, 45, 47, 60, 118, 119, 130-132, 134, 136-141, 143, 145 and 152. Table 9 shown the key items of urban economy and municipal finances related to SDGs indicators and New Urban Agenda.

LOCAL IMPLEMENTATION

Cities are the engines and nodes of the region's economies. The overarching challenge is to increase economic performance in a way that is sustainable and promotes equality. National policies and regulations have a significant effect on the economic performance that occurs in cities. The management of the physical environment of urban centres is also important for economic development. Local regulations for land use and infrastructure development, as well as effective collaboration and cooperation between the public and private sectors and civil society are key for promoting investment and sustainable growth (MGI, 2011). The New Urban Agenda calls for an integrated approach to urban development based on actions at all levels, from national to local. It recognizes that the realization of its transformative commitments will require a similarly multilevel means of implementation. While a number of the key items and actions in this thematic area correspond to items in Theme 3, Urban Planning and Design, they differ in spatial and temporal scales.

Local implementation comprises actions to be undertaken at a finer, more granular spatial scale, based on decisions made predominantly at the local level. It has been conceived to guide local stakeholders so they can approach targeted, place-based, project-oriented urban development in a sustainable, people-centered, responsive and integrated way. The actions listed under this theme are the finest-scale, most detailed steps required to achieve the transformative goals of the New Urban Agenda. If the actions listed under this theme are not taken, cities will be facing most of the risks listed under the other themes of the AFINUA, since not taking these very local steps will prevent the benefits associated with the other themes from being delivered. Other risks of badly-managed local implementation include poorly- located

communities that are isolated from places of employment and services, displacement of residents through unmitigated gentrification, skewed consumption of resources (particularly between planned low-density areas and unplanned high-density ones) and an inequitable distribution of urban services, particularly in unplanned informal neighbourhoods.

The competitiveness of the urban productive base depends on economic variables that characterize the production in local businesses, where some of the most relevant factors are the quality of the factors of production (including the labour force), the endowment of natural resources and available technology, entry barriers for new investments and substitutes for local products, and the dynamism of target markets. The improvement of this base is one of the key axes of intervention for public policy. In the region, these policies focus on improving the competitiveness of urban economies, and enhancing the development of agglomeration and scale economies. Horizontal coordination will be critical for successful local implementation of the New Urban Agenda. Smaller-scale actions and projects need to cohere with one another as much as they need to be integrated with sub-national and national policies, plans and guidance. The involvement of local communities and groups—whether community-led design, community-based management, or some other form—will also be key to this theme. Local knowledge is a particular asset for implementation.

Effective and transparent mechanisms will however be needed to ensure that processes can be participatory without creating risks of lobbying and/or dogmatic and categorical rejection of urban (re)development (e.g. 'NIMBYism'). Local implementation links strongly to at least two other areas in the AFINUA: (1) Theme 3, urban planning and design, which cannot be put into practice without appropriate local implementation; and (2) Theme 4, municipal finance and local economic development, which are 'sine qua non' for local implementation. Specific references to local implementation can be found in the New Urban Agenda in paragraphs 8, 17, 29, 52, 87, 90, 91, 95, 97, 101, 123, 135 and 149. Table 10 shown the key items of local implementation related to SDGs indicators and New Urban Agenda.

Table 9: The Key Items of Urban Economy and Municipal Finances Related to SDGs Indicators and New Urban Agenda

NO	Key Item	Descriptions	Link to SDGs Indicators	Link to NUA
4.1	Establish principles for enhancing the role of local government in fostering inclusive, equitable and sustainable urban development and strengthen local leadership capacity for inclusive municipal finance	Principles for municipal finance, may include a cadastral register as basis for urban assets, property taxes, expenditures and local infrastructure, and transfers, etc, and must create an enabling environment and support mechanisms for local revenue generation. They must create enabling conditions for access to credit by local authorities. And they must be based on a human rights approach.	CPI-UGL-3.1 CPI-UGL-3.2 (direct) SDG-17.1.2 (indirect)	Paras 5, 15(a), 15(c)iv, 86, 134, 135, 138
4.2	Help local authorities design and implement a more inclusive, sustainable, equitable local financial and economic framework to operationalize municipal finance principles	Such a framework should consider the entire budgetary cycle including income, expenditures, current capital, capital investment plans, etc, link to the local financial management system and be anchored in local economic development potential including the role of local government to provide and distribute public goods and services and enhance local economic productivity.	CPI-P-1.1 CPI-UGL-3.1 CPI-UGL-3.2 (indirect)	Paras 15(c)iv, 53, 58, 132, 133, 134, 135, 138, 139
4.3	Improve the equitable and progressive tax policy and revenue generation along with the requisite mechanisms and legal underpinnings	Increasing local revenue by improving the efficiency, transparency and accountability of revenue-generating tools, mechanisms and legal and regulatory frameworks. This can include innovative, endogenous financing instruments (such as congestions finance that can cross subsidize), land value sharing and borrowing and own-source revenue generation strategies from taxes and charges/fees.	CPI-UGL-3.2 (direct) SDG- 11.3.2 CPI-P-1.1 CPI-P-2.1 CPI-UGL-3.1 (indirect)	Paras 14(b), 15(c)iv, 45, 90, 104, 126, 132, 133, 134, 135, 139, 152

4.4	Design and implement tools for fostering inclusive local economic development (e.g. job creation, entrepreneurship, microfinance, etc)	Helping local authorities design and implement programmes and tools that improve, inter alia, value chains/supply chains, and their links with physical landscape and layout, with a particular focus on SMEs, gender- and age-sensitive employment opportunities, etc.	SDG-8.3.1 SDG-9.3.1 (indirect)	Paras 40, 47, 49, 58, 77, 95
4.5	Help local authorities design and implement systems that ensure social, economic and safe physical access to quality basic services by all, and local economic development platforms that support community-led initiatives in service delivery	Investments are important for municipal own-source revenue. Multi- year capital planning— including comprehensive infrastructure assessments—can help ensure productive and efficient basic services (including ICT) and networks and their maintenance and meet backlogs and anticipated demands. Such investments must be structured to encompass total economic value, including land value appreciation and all other economic, social and environmental impacts and benefits.	SDG-9.a.1 CPI-ID-4.3 CPI-UGL-3.2 (indirect)	Paras 15(c)iv, 90, 104, 132, 133, 135, 137, 145, 151, 152
4.6	Help local authorities understand and adapt their respective economic development policies, mechanisms and financing models to help promote access to a wide range of affordable housing options including rental and cooperative and forms of tenure as well as incremental building and upgrading	Using innovative means to make housing more affordable including dynamic affordability (e.g. housing as a source of rental income) and home-based income-generating activities and reduced operating costs including energy efficiency. Housing finance options for all levels of income. Where possible, also providing sustainable finance for cross- subsidies, mortgages and financing for social and rental housing, non-collateral credit mechanisms for owner-builders and credit for developers, contractors and	SDG-11.c.1 (direct) SDG- 11.1.1 CPI-P- 1.3 CPI-ID-1.1 (indirect)	Paras 13(a), 15(c)iv, 46, 56, 57, 106, 107, 139, 140, 142

		building materials producers. Developing a licensing environment and rental policies that support community cooperative configurations and residency status.		
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Source: Action Framework for Implementation of the New Urban Agenda, UN-Habitat, 19 April 2017

Table 10: The Key Items of Local Implementation Related to SDGs Indicators and New Urban Agenda

NO	Key Item	Descriptions	Link to SDGs Indicators	Link to NUA
5.1	Use tools that proactively address as-yet-unbuilt urban growth at the local scale (e.g. planned city extensions)	Preparedness to make room for growth where needed at multiple scales, including through planned city extensions, can ensure a sufficient supply of buildable plots and integration and connection to existing urban fabric and access to jobs and services, avoiding the development of isolated ‘bedroom’ communities and fragmentation of the landscape, particularly in the peri-urban continuum.	SDG-11.3.1 SDG-11.7.1 SDG-11.a.1 CPI-ID-5.1 CPI-ID-5.2 CPI-ID-5.3 CPI-QOL-4.2 (direct) SDG-11.3.2 (indirect)	Paras 2, 15(b), 15(c)iii, 51, 52, 69, 97, 98
5.2	Use tools for urban regeneration of derelict and/or obsolete areas (e.g. brownfield redevelopment)	Regeneration and upgrading of existing urban fabric including vacant urban lots, derelict land and brownfield sites, adoption of gentrification prevention measures and provision of fair compensation for relocation.	SDG-7.1.1 SDG-11.3.1 SDG-11.7.1 (direct) SDG-11.2.1 SDG-11.c.1 (indirect)	Paras 13(a), 15(c)iii, 38, 97, 103, 107, 109, 110, 119, 120
5.3	Plan for urban infill of planned, built areas and control of urban land price speculation	Retrofitting existing urban fabric, including by infilling, particularly of planned, low-density, sprawling areas with high per-capita rates of energy use and emissions, bringing into convergence and improving the equity of rates of consumption across the urban spatial continuum.	SDG-7.1.1 SDG-11.2.1 SDG-11.3.1 SDG-12.2.1 SDG-12.5.1 CPI-ID-1.6 CPI-ESI-4.1 (direct) CPI-P-2.1 (indirect)	Paras 13(a), 14(b), 15(c)iii, 52, 54, 97, 98
5.4	Provide integrated, efficient and equitable urban service frameworks,	Redistributive policies and in-situ improvements—including incremental implementation—that	SDG-1.4.1 SDG-11.1.1 CPI-ESI-2.1 (direct)	Paras 14(a), 55, 70, 99, 107

	particularly in unplanned, built urban areas	ensure that urban services (e.g. water, sanitation, electricity as well as food, ICT and education and health facilities) are delivered as an integrated, intersectional package go to under serviced and marginalized groups. Provision of common space for rights- of-way and improved access to open and green space.	SDG-6.1.1 SDG-6.2.1 SDG-11.3.2 SDG-11.7.2 CPI-ID-1.2 CPI-ID-1.3 CPI-ID-1.4 CPI-ID-3.1 CPI-ID-4.3 CPI-ID-5.2 CPI-ID-5.3 CPI-ES-2.1 CPI-ES-2.2 (indirect)	
5.5	Employ instruments for public benefit from public investment, particularly land value capture and sharing, ecosystem services assessment and valuation, etc	Creating and sharing urban value by establishing and using planning, legal and fiscal mechanisms that incentivize the use value of land and the extended socioeconomic and cultural function of ecosystems (e.g. capturing and sharing increased value of land resulting from public and private investment, factoring the value of ecosystem services into the municipal bottom line, etc). Concretization of the principles of circular economy, the commons, closed-loop metabolism and urban mining.	CPI-P-1.1 CPI-P-2.1 CPI-ID-1.6 (indirect)	Paras 13(a), 15(c)iv, 53, 90, 91, 107, 132, 137, 152
5.6	Establish and support community-led groups that liaise between citizens and government	Community-led groups play an indispensable role in ensuring liveable neighbourhoods by providing a vital connection between residents and the local and higher levels of government. Particularly in urban planning and management processes, such groups operate through both formal and informal means.	SDG-11.3.2 SDG-16.1.4 SDG-16.6.2 SDG-16.7.2 CPI-P-1.1 CPI-P-2.1 CPI-ID-1.6 CPI-UGL-2.2	Paras 13(a), 15(c)iv, 90, 91, 100, 159

Source: Action Framework for Implementation of the New Urban Agenda, UN-Habitat, 19 April 2017

ROLE OF STAKEHOLDERS IN IMPLEMENTING NEW URBAN AGENDA

Paragraphs 166 – 168 of the New Urban Agenda, request the development of reports on the progress of the implementation of the New Urban Agenda (United Nations, 2016a, p. 41). These reports will be the key milestones for the follow up and review of the implementation of the New Urban Agenda on a global scale. The reports are to be submitted to the General Assembly through the Economic and Social Council every four years (United Nations, 2016a, p. 41). Additionally, the report will be incorporated into the high-level political forum on sustainable development in order to ensure “coherence, coordination, and collaborative linkages with the follow up and review of the 2030 Agenda” (United Nations, 2016a, p. 53). UN-Habitat oversees the coordination of the report, in close collaboration with other relevant UN entities (United Nations, 2016a, p. 53), such as ECLAC. As stated in the New Urban Agenda, these reports will be prepared based on “voluntary inputs from countries and relevant regional and international organizations”. These reports will offer a qualitative and quantitative analysis of the progress made towards the implementation of the New Urban Agenda and the internationally agreed goals and targets of the 2030 Agenda relevant to sustainable urbanization and human settlements, at the national, subnational, and local levels (United Nations, 2016a, p. 53).

The effective, efficient and sustainable implementation of the New Urban Agenda will depend on the commitment of diverse actors from multiple sectors and intervention scales. The responsibilities of national and subnational governments, civil society, NGOs, the academic sector, the private sector, development banks, other international cooperation institutions and UN-Habitat and other United Nations agencies as key players in Regional Action Plan implementation will need to be made explicit. Coordination and learning networks among actors from different sectors and at different levels need to be built and strengthened as an integral and cross cutting element to the different action areas of the Regional Action Plan. The region has a significant body of knowledge and experiences in sustainable urban development, as well as diverse groups of actors committed to sustainable urban development, all of which should be invested in collective learning processes to strengthen the implementation of the Regional Action Plan at the

sub regional, and national levels, above all, in each city and urban territory. Table 11 shown the role of stakeholders in implementation the New Urban Agenda.

Strengthening synergies in follow-up and review across the New Urban Agenda is important due to resource and time constraints and to ascertain that interconnections are adequately considered. While the scope for adjusting the global follow-up and review architectures of the New Urban Agenda to more strongly emphasise synergies is limited, strengthening the participation of local and regional governments and their partners in the established forums, platforms and other processes can already make an important contribution to harnessing synergies. This is because these actors will be able to emphasise the connections across the New Urban Agenda, and promote the discussion of urban sustainability issues.

- a. Consider addressing synergies across in the quadrennial New Urban Agenda implementation report. The New Urban Agenda mentions that its implementation report should address not only the New Urban Agenda itself, but also other internationally agreed goals and targets relevant to sustainable urbanisation and human settlements. This is an opportunity to also highlight the urban dimension of the 2030 Agenda, the Paris Agreement and other UN agendas.
- b. Emphasise local synergies and interlinkages across the SDGs and the different global agendas during the Thematic Reviews. This should go beyond merely highlighting that a particular SDG is connected to other SDGs, towards identifying specific manners in which SDGs and/or agendas reinforce or undermine each other. During the Thematic Review of SDG 11, synergies and interlinkages could also be strengthened by reflecting on the New Urban Agenda implementation report.
- c. National governments should directly and explicitly address urban sustainability issues and synergies between the three agendas in all relevant national reports and inputs for global follow-up and review processes. The relevant reporting guidelines should be updated to encourage this. For example, the United Nations Department of Economic and Social Affairs (UNDESA) has recently updated the reporting guidelines for national governments to explicitly encourage UN member states to

Table 11: The Role of Stakeholders in Implementation the New Urban Agenda

STAKEHOLDER GROUP	AGENDA FOR ACTIONS
Public Sector	<ul style="list-style-type: none"> i. Conduct performance assessment around the city key areas basis the priorities and targets as set out in New Urban Agenda, Sustainable Development Goals, COP 21, Sendai agreement and Addis Ababa Action Agenda. ii. Identify the areas to focus and prioritise based on the value, impact and time to execute iii. Develop city transformation agenda on robust evidence and analysis of the city's performance and infrastructure, supported by modelling of the total impacts (economic, social, environmental and scale) of targeted investments and interventions to improve outcomes iv. Engage with the private sector early in the process to strengthen the agenda to identify synergies. Build integrated consultation processes to engage civil society leading businesses in developing policy and designing social services. v. Establish the enabling environment for leveraging the potential of Public private cooperation across the urban value chain and Initiate execution of recommended actions as suggested in the report vi. Build trust and confidence of private sector, civil societies, academia and communities in the city agendas and initiatives vii. Develop and implement integrated programmes of urban development and service
Private Sector	<ul style="list-style-type: none"> i. Perform assessment in term of the preparedness required to support public sector in implementing new global frameworks. Assess the level of capabilities, competencies, business and operating models, and solution and innovation that are in place or required to be augmented to best support public sector ii. Work collaboratively and proactively with city authorities to identify city focus areas and building initiative pipeline to better shape the outcomes of transformation agendas iii. Bring new ideas and business models to local decision-makers leveraging iv. digital and data which serves both to deliver growth and to improve local public service outcomes. Put societal issues at the heart of business models v. Share the expectations and motivation required from the city authorities and public sector at large to commit long term investment, time, skills and solutions vi. Share best practices and experiences to improve city policies, regulations, initiatives and outcomes
City Society	<ul style="list-style-type: none"> i. Embrace the roles of enabler, facilitator and constructive challenger. Think about how you can bring others to the table in bi-sector and multisector coalitions, and help co design and co-produce, while also reframing your view of what your role could and should be basis the new global priorities ii. Create platforms that enable public and private sector leaders to participate effectively in decision-making and building transformation agendas iii. Build value and illuminate aspects that need to be seen, understood and acted upon by standing apart from commercial or political interests and

	<p>keeping societal interest at the core</p> <ul style="list-style-type: none"> iv. Act as watchdogs and ethical guardians for the marginalized or under-represented section of the society and ensure the interests are safeguarded and valued v. Hold all stakeholders to the highest levels of accountability vi. Identify innovative trends and build research efforts to societal problems and sustainable urban development. vii. Support shaping future technology by being the testbeds for innovation and educating future generations
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Source: Harnessing Public-Private Cooperation to Deliver the New Urban Agenda Executive Summary by World Economic Forum. 2016

- d. explain how their flagship national sustainable development policies (and other relevant policies) support the integrated implementation of the SDGs as well as other agendas. National governments should be encouraged to use these voluntary guidelines in preparing for the Voluntary National Reviews.
- e. Encourage local and regional governments to develop their own synergistic implementation plans for the three agendas – that include mechanisms for follow-up and review. Each local government should strive to develop a single plan that addresses all three agendas. For example, local governments can develop local implementation plans that identify how all three agendas discussed in this report, as well as any other contextually relevant agendas, can be localised in their jurisdiction. Such local commitments should from the onset include indicators as well as concrete timeframes and responsibilities for follow-up and review, as better policy decisions and better outcomes at the local level are dependent on a better evidence base and more sophisticated evaluation and reflection.

CONCLUSION

Cities need the right values and strategies to thrive in the new normal of uncertainty and constant change in urban dynamics. Faced with recurrent budget cuts and a relentless focus on value for money, city authorities must seek and adopt a new set of core competencies required to address society’s needs. For the cities of tomorrow, collaboration as well as co-creation and co-design capabilities are the new “must-have” competences, while city leaders need such characteristics and skills as agility, innovation, connectedness and transparency. Urbanization dynamics have evolved over time and call for a transition from a business-as-usual approach to one that is highly

collaborative, enabling the private sector and civil society to participate and build sustainable urban transformation agendas. As highlighted in this report, city authorities must take into consideration value created by all the stakeholders along the urban value chain. They must develop progressive agendas and establish the recommended enabling environment for effective public- private cooperation in order to meet the global priorities and targets set out in the Habitat III New Urban Agenda, the Sustainable Development Goals, COP 21, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Addis Ababa Action Agenda 2015.

The recommended actions in this report appear simple to adopt but are challenging to implement. Cities, the private sector and civil society must work together and proactively play their part to make it happen. The agenda for action for these stakeholders is provided in subsequent table. Every nation is different, with varying needs and requirements, scenarios, political structures, government capabilities and readiness. Not all the identified actions can be addressed simultaneously or applied equally, so priorities will depend on a city’s unique context and values. Complementing the prioritization, cities must initiate pilots for proof of feasibility to validate the proposed urban frameworks and to gain more experience to better shape outcomes and enable proper scaling. Prioritizing the recommendations that are most relevant and feasible, governments can do much to attract private-sector investment and build confidence and trust, setting the foundations for long-term, successful public-private cooperation for sustainable urban development.

Multi-stakeholder partnerships and other cooperative arrangements are considered important to support the implementation of global agendas. For example, the New Urban Agenda recognises international cooperation and

partnerships among governments at all levels, the private sector, civil society, the United Nations system and other actors (Res. 71/256, para. 126). Similarly, the 2030 Agenda recognises the importance of partnership amongst different actors (Res. 70/1, para. 39). SDG target 17.16 in particular calls for multi-stakeholder partnerships that mobilise and share knowledge, expertise,

technology and financial resources to support the achievement of the SDGs. Partnerships are also crucial for sustainable urban development, and in this context, should involve both local and regional governments, local actors, and global urban actors.

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