Our New Urban Agenda

Shared Vision, Shared Responsibility

Welcome

Our New Urban Agenda Learning Series

Mobilizing Resources for Transformative Action

Presented by: Capacity Development and Training Unit and Knowledge and Innovation Branch

Date: 12/11/2025

Introduction

Raphaelle Vignol

OiC Chief

Capacity Development and Training Unit

UN-Habitat

Recap last session

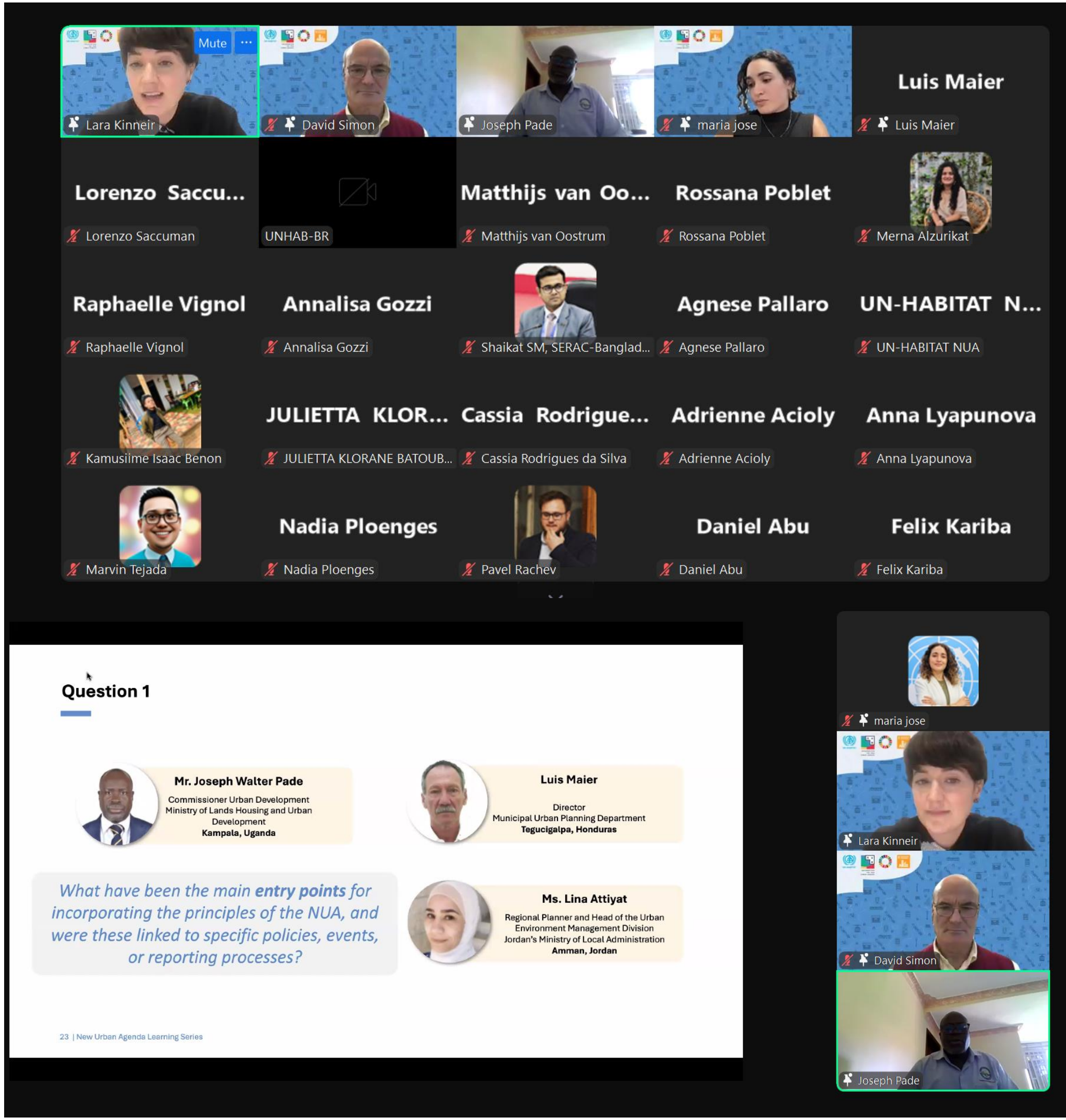
+100 connected!

- NUA Means of implementation overview, focus **National and Local urban policies**

- Key enablers to implement NUA in **National Urban Plans** aligned with the SDGs, decentralization, and multi-stakeholder collaboration

- Case studies panel
  Uganda, Honduras, Jordan, Academia

1. **Entry points for incorporating NUA into NUP**
2. **Examples of multi-stakeholders' collaboration**
3. **New approaches to create strongest impact between national and local levels**



Our NUA Learning Series

September 2025

NUA Components

- Implementation
- Monitoring
- Reporting

1 Open global kick-off webinar
Our NUA: Shared Vision, Shared Responsibility
29th September

2 Open global webinar
From Global Commitments to National Urban Plans
15th October

3 Open regional webinar 1
Mobilizing Resources for Transformative Action
12th November — Africa (English)
14th November — Africa (French)

4 Open regional webinar 2
Designing Inclusive and Resilient Cities
25th November — Africa (English)
27th November — Africa (French)

5 Open regional webinar 4
Powering Local Action Through Participation and Partnerships
9th December — Africa (English)
10th December — Africa (French)

6 Open regional webinar 3
Tracking Progress with Purpose: NUA Indicators in Practice
W1 February — Africa (English)
W2 February — Africa (French)

7 Open global webinar
From Action to Report: NUA for Better Urban Governance
W1 March

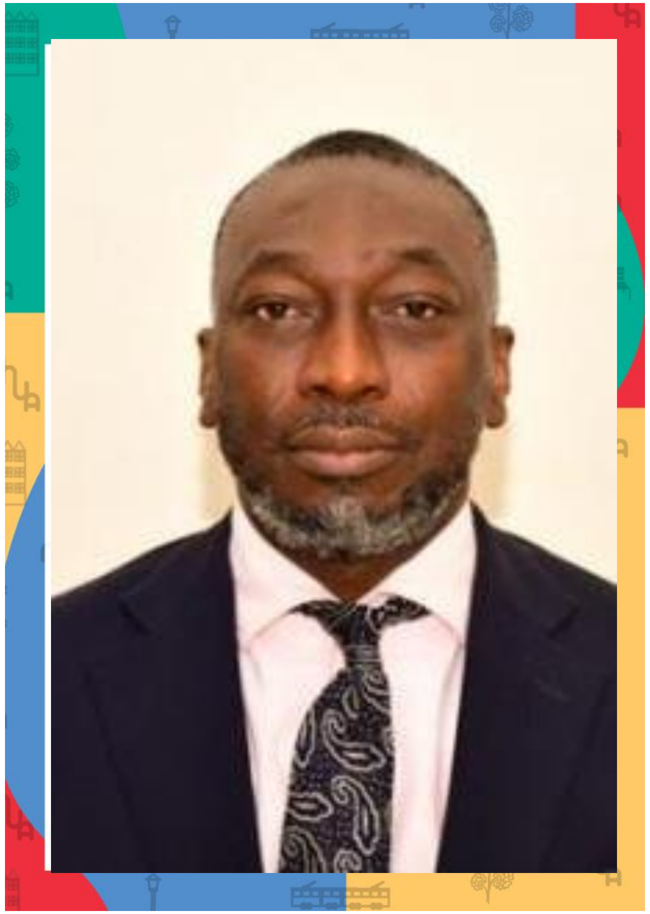
8 Open global wrap-up webinar
Our NUA: Shared Learnings and Next Steps
W2 March

March 2026

Urban Agenda Platform

Register here!

Opening Remarks



Ishaku Maitumbi

Head of East and Horn of Africa Sub-regional hub
Officer in Charge of the Regional Office for Africa
UN-Habitat

Facilitator

Maria Jose Palacio

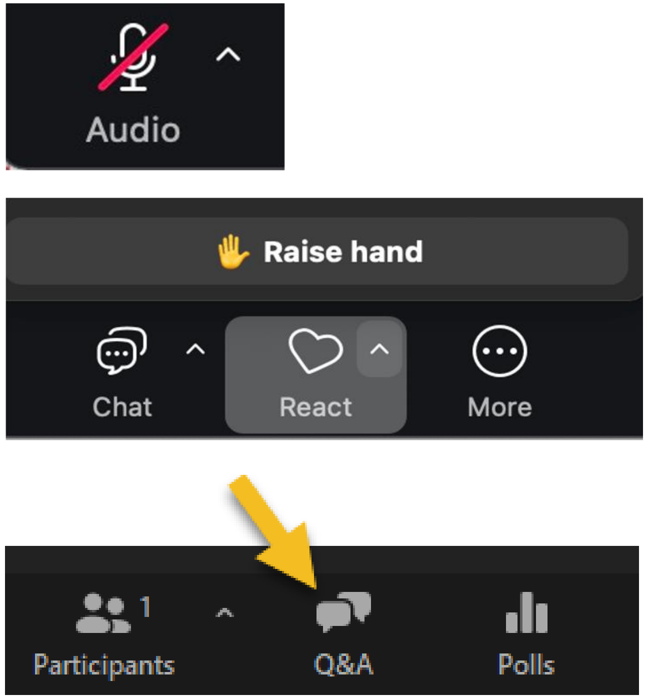
New Urban Agenda Capacity Development Coordinator

Capacity Development and Training Unit

UN-Habitat

Housekeeping Rules

1. Turn your camera on
2. Mute your microphone
3. Raise your hand to ask your questions
4. Write your questions in the Q&A box
5. This webinar is recorded
6. Keep your phone close by
7. Enjoy, participate and stay with us!



Our Audience Today

Introduce yourself!

39 responses submitted

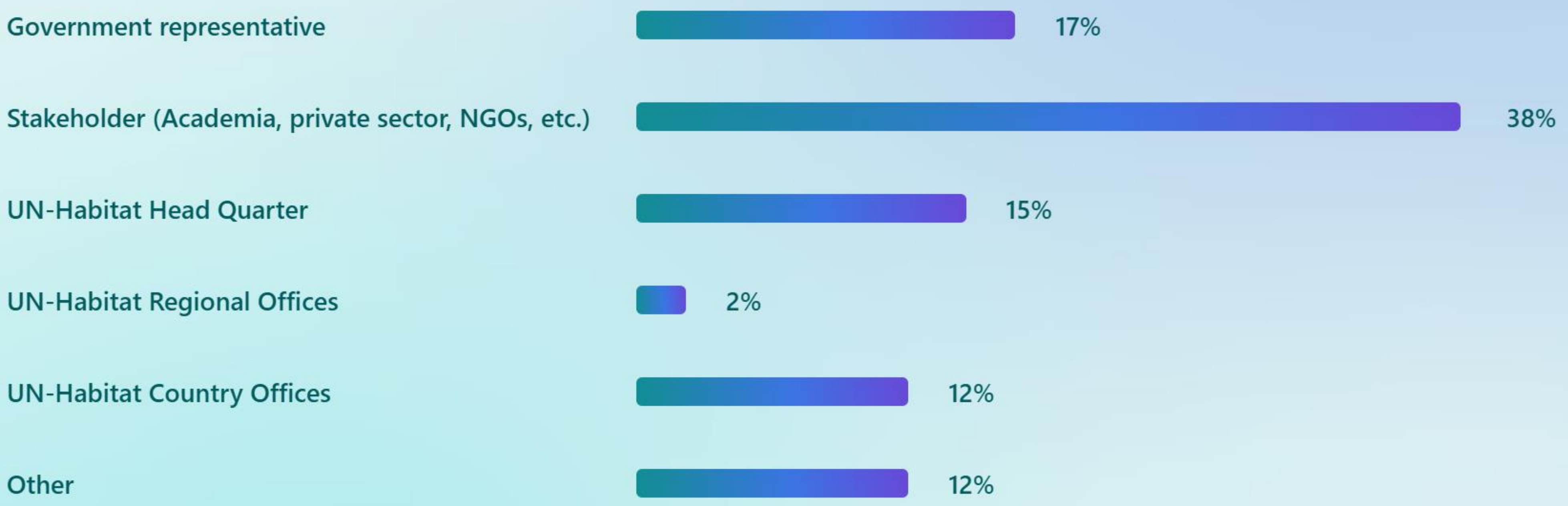
Where are you connecting from?

Ababa
NAKURU
Malaysia
NUA forum
España
Egypt
Addis
Nairobi
Kenya
Ethiopia
Ghana
City
Andorra
Lomé
Johannesburg
Eswatini
South Africa
Malawi
Brussels
Switzerland

Wordcloud | All responses

39 responses submitted

Tell us about yourself! You represent:



Treemap Bar

39 responses submitted

If other, please specify:

POINT/COORDINATOR member in university INDEPENDENT

PRIVATE ORGANISATION FOCAL POINT study

City of Johannesburg City African Union

YOUNG

Student national treasury

SUSTAINABLE DEVELOPMENT

PhD Candidate

Staff member spatial actor

MANAGER NAKURU

Wordcloud All responses

39 responses submitted

Have you or your organization ever used the NUA as a framework when designing or funding an urban project?

Treemap | Bar

39 responses submitted

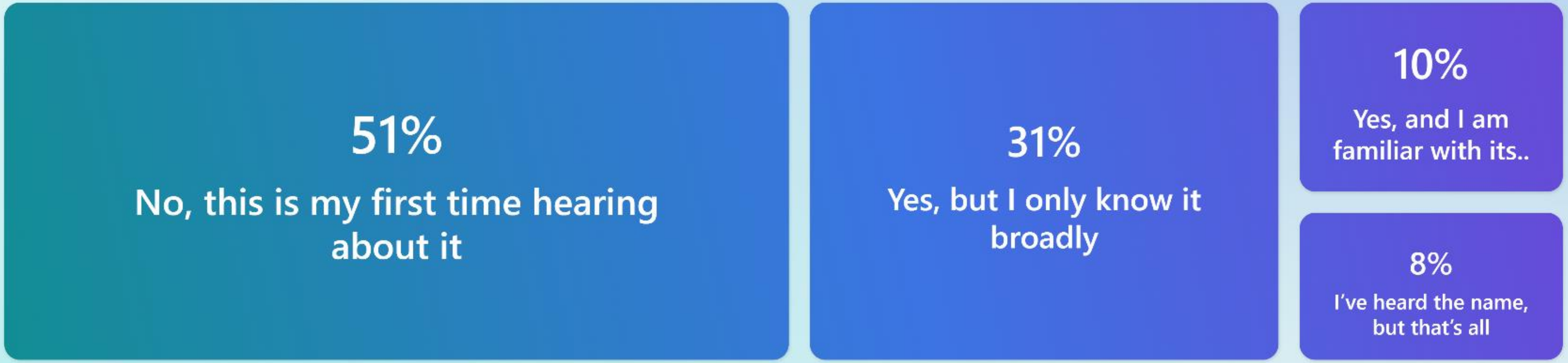
How confident do you feel in navigating urban financing concepts and tools (e.g., own source revenue, transfers, financial flows, PPPs, municipal budgeting)?

Treemap
Bar

5 of 6

39 responses submitted

Have you heard of the Harmonized Regional Framework for implementing the New Urban Agenda in Africa?



Treemap | Bar

Today’s session

Learning Objectives

1. **Explore** how to connect urban financing with the goals of the New Urban Agenda.

2. **Recognise** practical ways to fund and support better urban development.

3. **Spot** the main challenges and opportunities for raising local funds.

4. **Formulate** one action you can take to improve urban financing in your area.

Agenda

1. **Introduction** on NUA Implementation in Africa

2. **Deep dive:** Municipal finance and its linkages with the NUA

3. **Case study** Johannesburg

4. **Your city** reflections

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IMPLEMENTING THE NEW URBAN AGENDA

NUA Structure

IMPLEMENTING
THE NEW
URBAN AGENDA

It is an **action-oriented** implementation framework for the urban component of all SDGs, that provides principles and policies for planning, managing, and developing cities

WHAT

CORE DIMENSIONS OF THE NEW URBAN AGENDA

Social Sustainability
- Empowering Marginalized Groups
- Gender Equality
- Planning for Migrants, Ethnic Minorities and Persons with Disabilities
- Age-Responsive Planning

Economic Sustainability
- Job Creation and Livelihoods
- Productivity and Competitiveness

Environmental Sustainability
- Biodiversity & Ecosystem Conservation
- Resilience & Adaptation to Climate Change
- Climate Change Mitigation

Spatial Sustainability
- Spatial Sustainability and Equity
- Spatial Sustainability and Urban Density

HOW

MEANS OF IMPLEMENTATION

Intervention Mechanisms
- National Urban Policies
- Land Policies
- Housing & Slum Upgrading Policies
- Urban Legislation & Regulations
- Urban Design
- Municipal Finance
- Urban Governance

Hard Measures for Infrastructure & Services
- Transport & Mobility
- Energy
- Solid Waste
- Water & Sanitation

Soft Measures
- Culture
- Education
- Health
- Urban Safety

Technology & Innovation
- Technology
- Transportation
- Construction & Building Technology
- Mapping & Spatial Data

1. Introduction on NUA Implementation in Africa

Mr. Issaka Garba – Gaokgakala Sobatha
Head of Division Governance and Human Rights
Department of Political Affairs, Peace and Security
African Union Commission

A Harmonized Implementation Framework for the New Urban Agenda in Africa

- Aligns the NUA with Agenda 2063 and regional development goals for coordinated action.
- Developed by AUC, ECA, and UN-Habitat to guide implementation, monitoring, and reporting.
- Defines six transformative outcomes and seven systemic priorities for African urban contexts.
- Focuses on key levers: governance, planning, finance, legislation, and local action.
- Establishes a harmonized monitoring framework to track progress across all levels.

Municipal Finance and its linkages with the New Urban Agenda

Planning Finance and Economy Section (PFES)

November 2025

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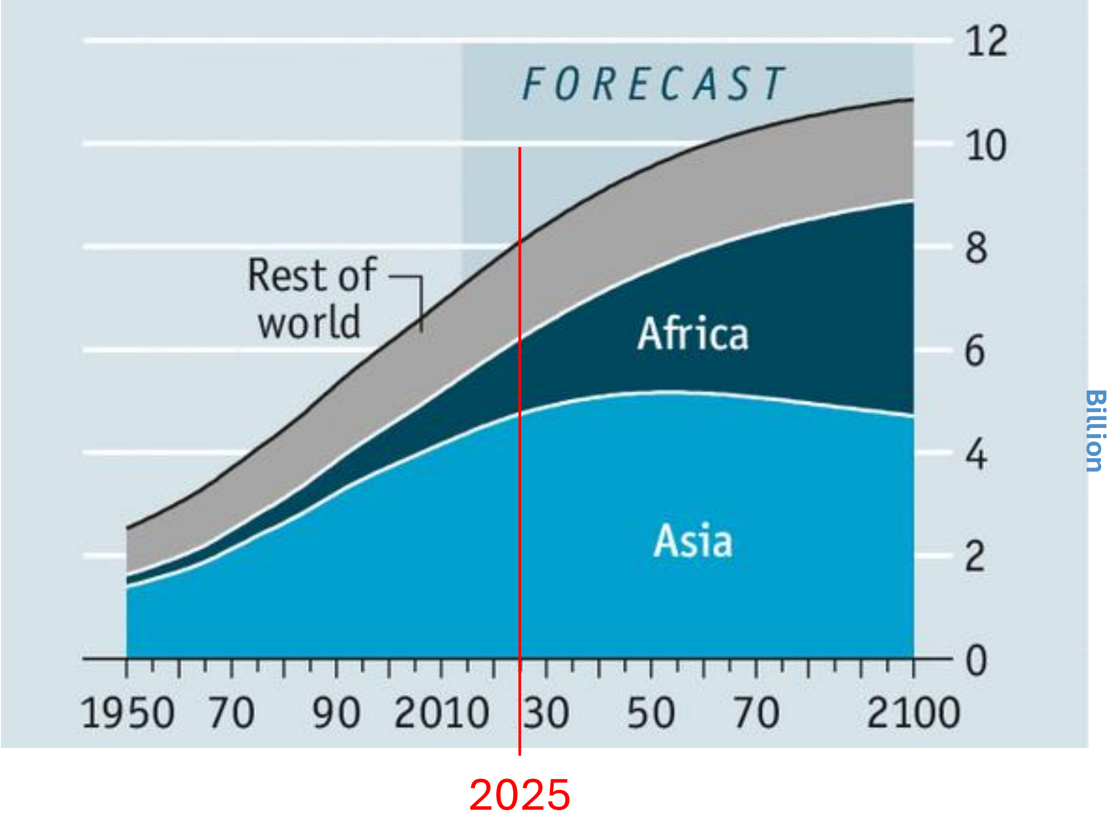
FOR A BETTER URBAN FUTURE

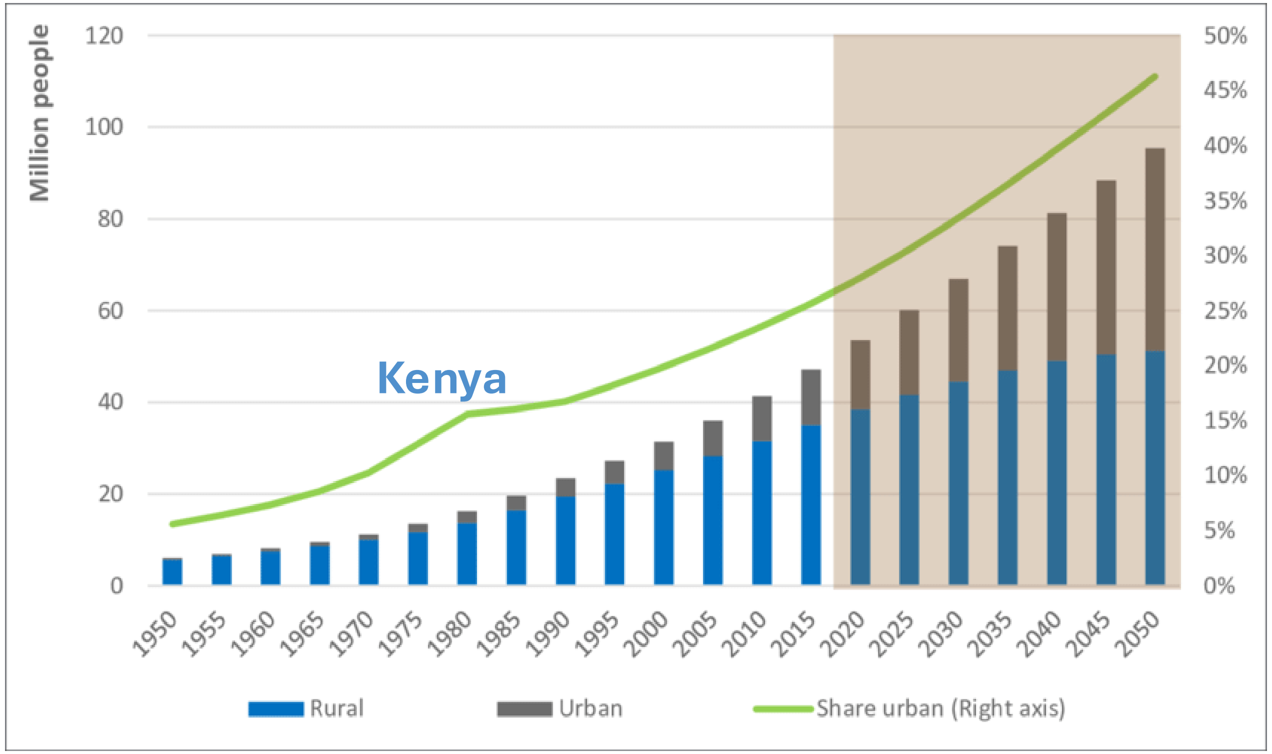
Why is Urban/Local Finance important for sustainable urbanization?

Low-income cities specifically in Africa are growing quickly

Africa's population is growing faster than any other continent



By 2050 Kenya's population is set to double with half living in cities

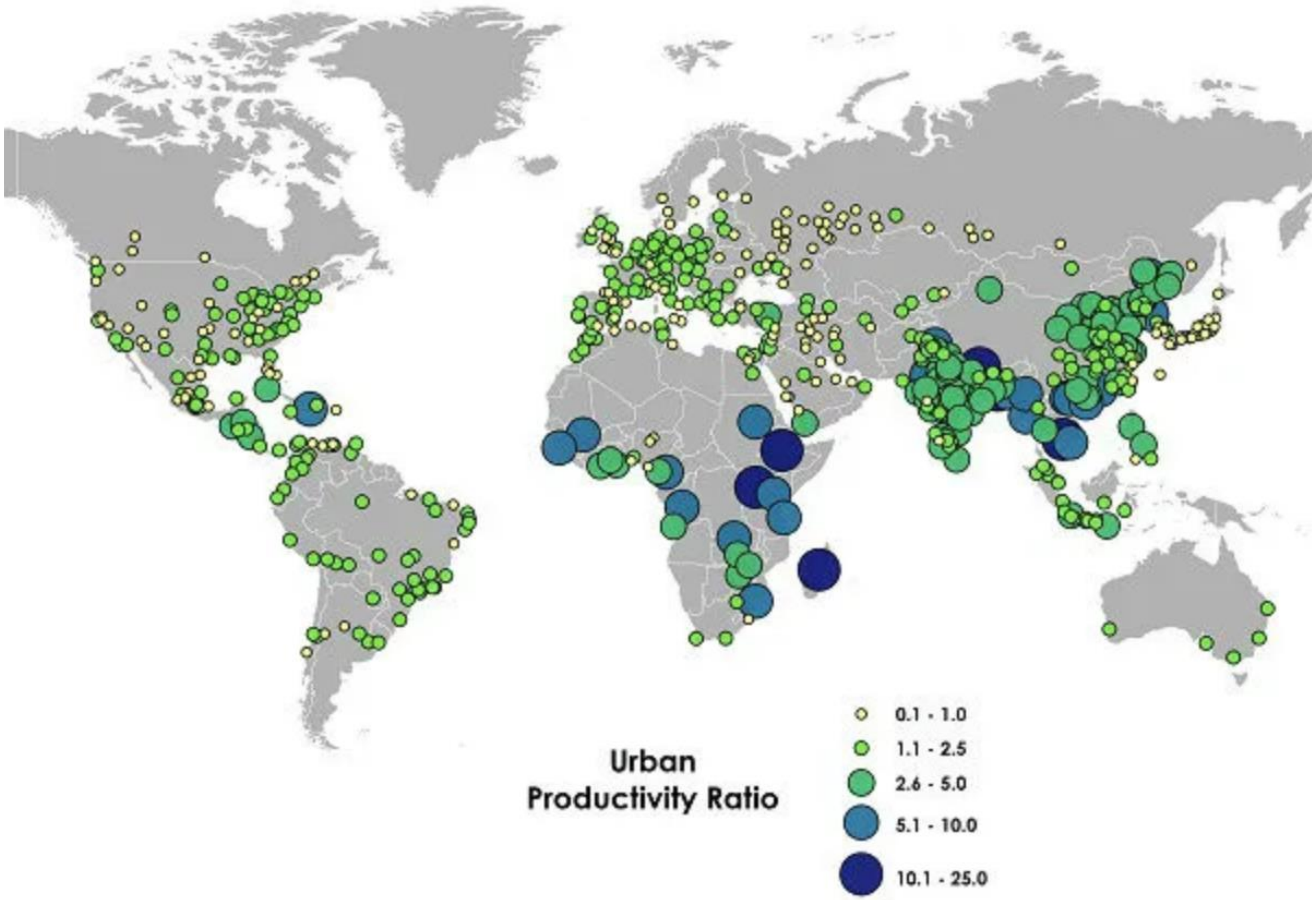


* https://www.economist.com/middle-east-and-africa/2014/08/23/can-it-survive-such-speedy-growth
** http://www.demographics.at/growth-decline.html

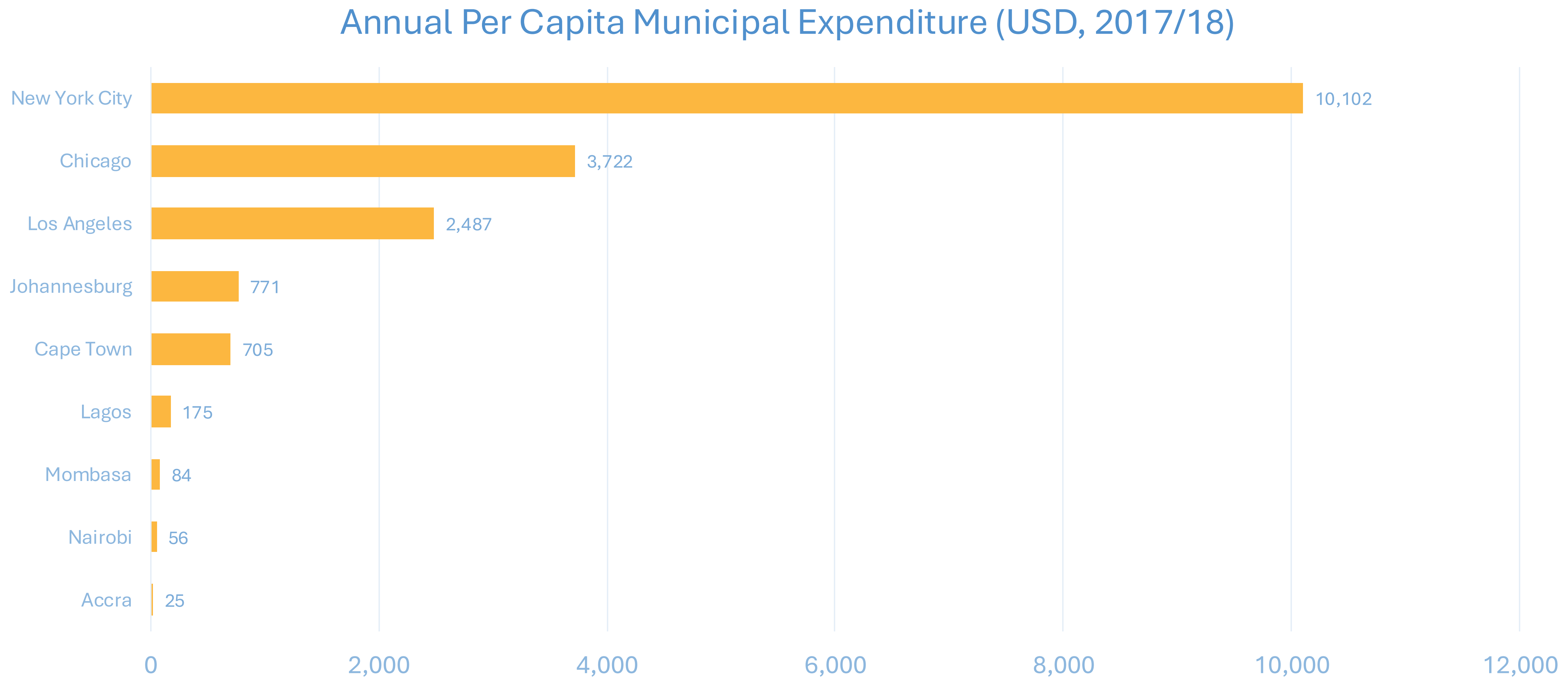
The growth of cities is an opportunity for economic growth

- 58% of the world's population lives in cities. Yet cities generate 80% of global GDP

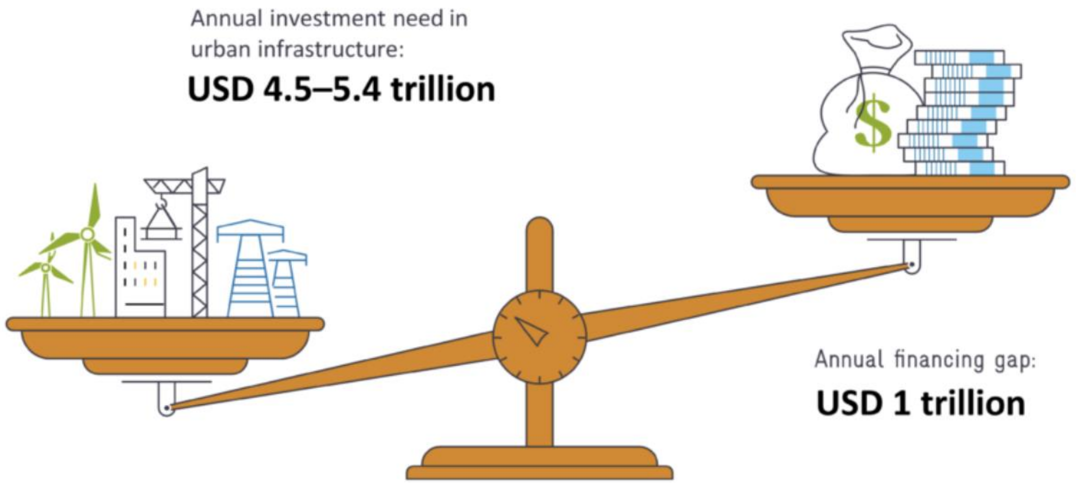
- The density of cities has economic advantages (economies of agglomeration). It
  - Facilitates knowledge exchange & innovation
  - Increases availability of workers
  - Reduces cost of supplies



Available resources don‘t match investment needs



Failure to close the financing gap is expensive



Lack of Investment is Expensive

- It is much more expensive to build infrastructure after-the-fact, once cities have already grown (some estimates suggest 3x as expensive)
- Annual cost of Nairobi traffic = $210M
- Only 1 African city amongst global 200 most competitive cities
- Urban transport is 42% more expensive in African cities than in cities in other low-income countries

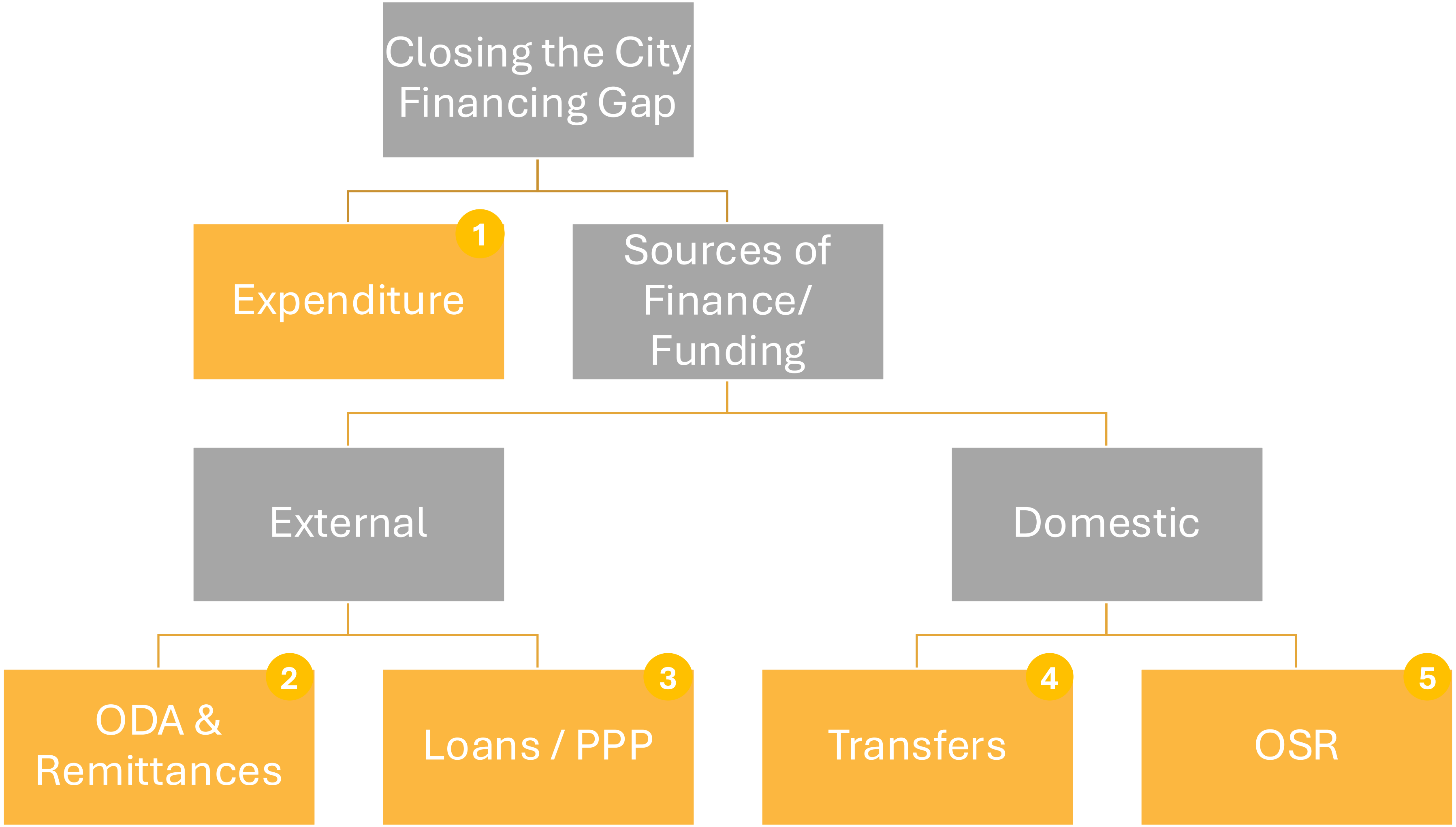
What does the New Urban Agenda say about Local Finance?

The NUA recognizes the need to address the financing gap

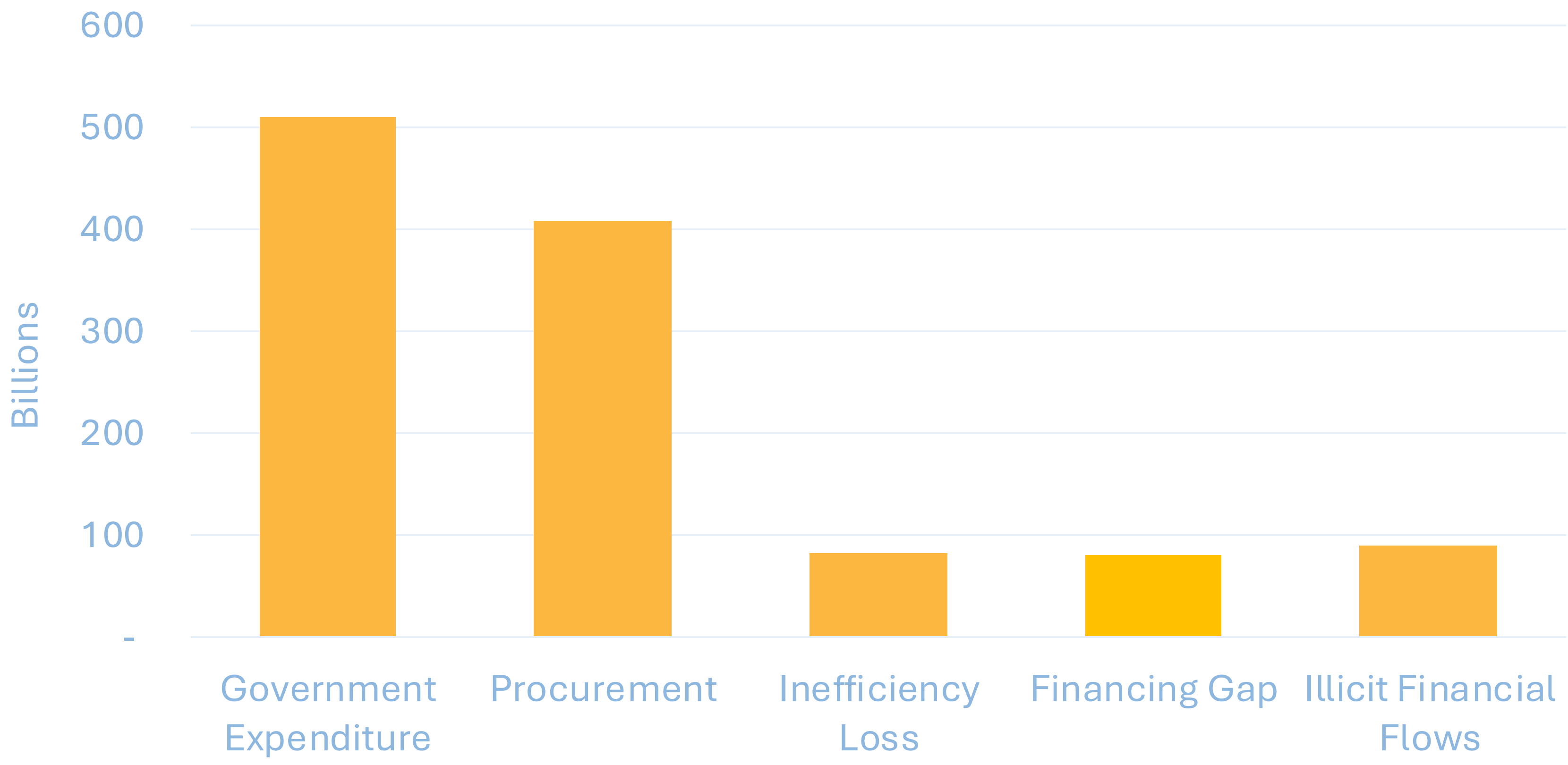
Strengthening endogenous/local resource mobilization:	Intergovernmental fiscal transfers and predictable funding	Access to long-term investment, debt, blended and innovative finance
• enabling sub-national authorities to increase own-source revenues, fees, land value capture, and benefit of decentralized revenues	• encouraging national governments to design transfer systems that provide stability, participation and alignment with urban planning.	• supporting cities to access credit, investment vehicles, PPPs, municipal development banks, pooled financing mechanisms and private sector engagement for infrastructure

How Can We Close the Financing Gap?

How can we close the financing gap?



If we fix expenditure we will not have a financing gap



Source: https://www.un.org/press/en/2018/sc13493.doc.htm

UN-Habitat helps cities plan their Capex

Cities struggle to plan effectively

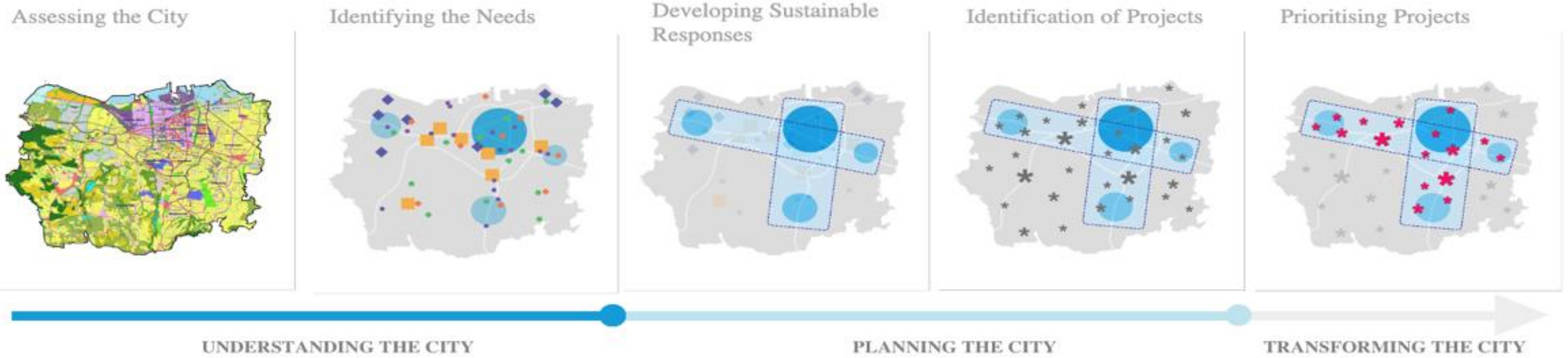
- Lack of integration of spatial planning with finance allocation
- Lack of intergovernmental multi-stakeholder coordination
- Lack of sectoral integration

Capital Investment Planning (CIP)

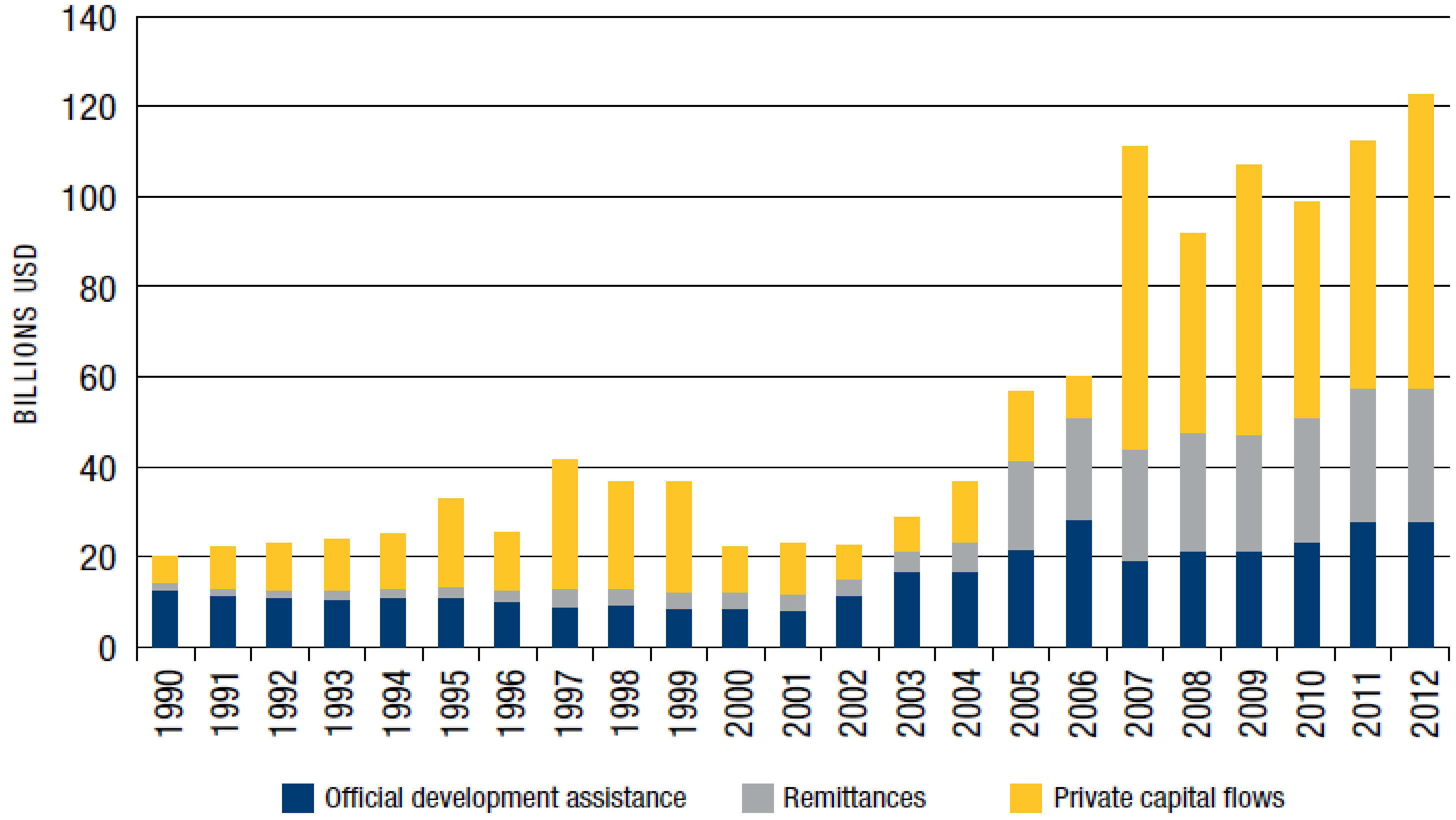
Khorog, Tajikistan –

Naryn, Kyrgystan –

Helping cities select projects based on a spatial analysis and community priorities



ODA is important but it is diminishing and can set wrong incentives



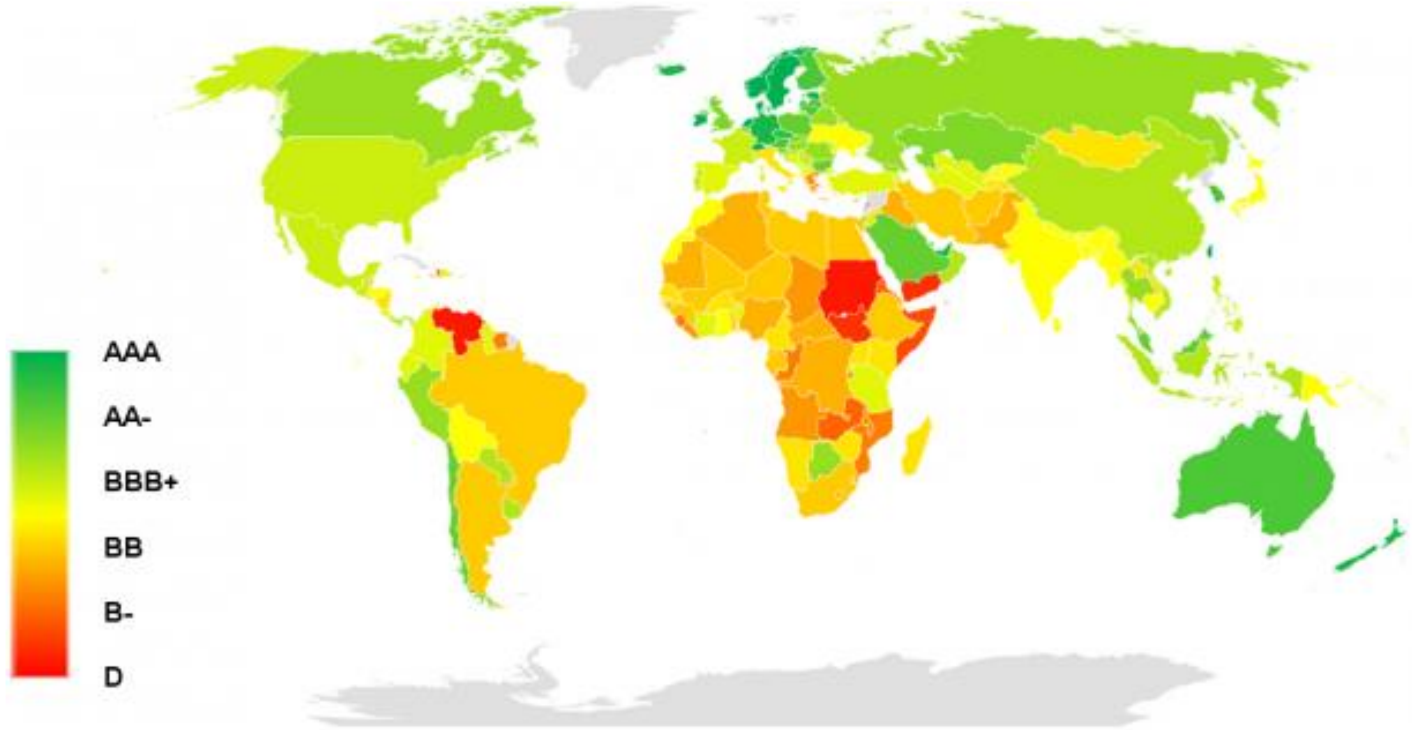
Sources: IMF, World Bank, and authors' calculations.

Incentive Problems of ODA

- Conditionality, upwards accountability to donors
- Lack of local ownership
- Aid shields states from the need for responsible governance (Brett, 2010)
- Even donors have false incentives to lend too much (Stiglitz, 2003)

Credit markets are often not accessible to low-income cities

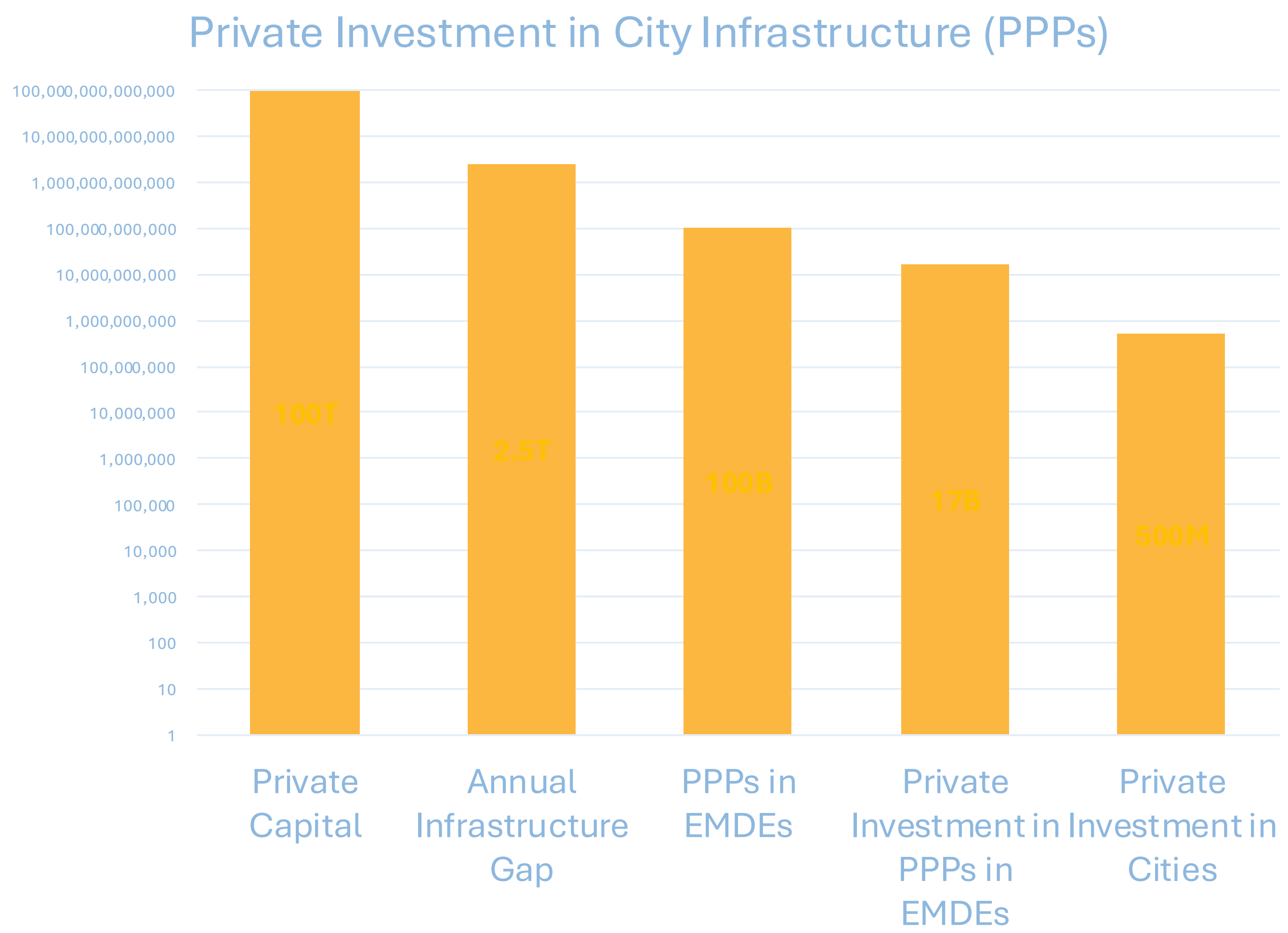
Credit Ratings, 2020



Creditworthiness in African Cities

- Most African countries struggle to attain favorable interest rates
- Cities are usually less creditworthy than sovereign states (smaller, less revenue, more dependent)
- Subnational borrowing regulation is often restricting
- Only 4% of 500 largest cities in low-income countries can borrow from international markets

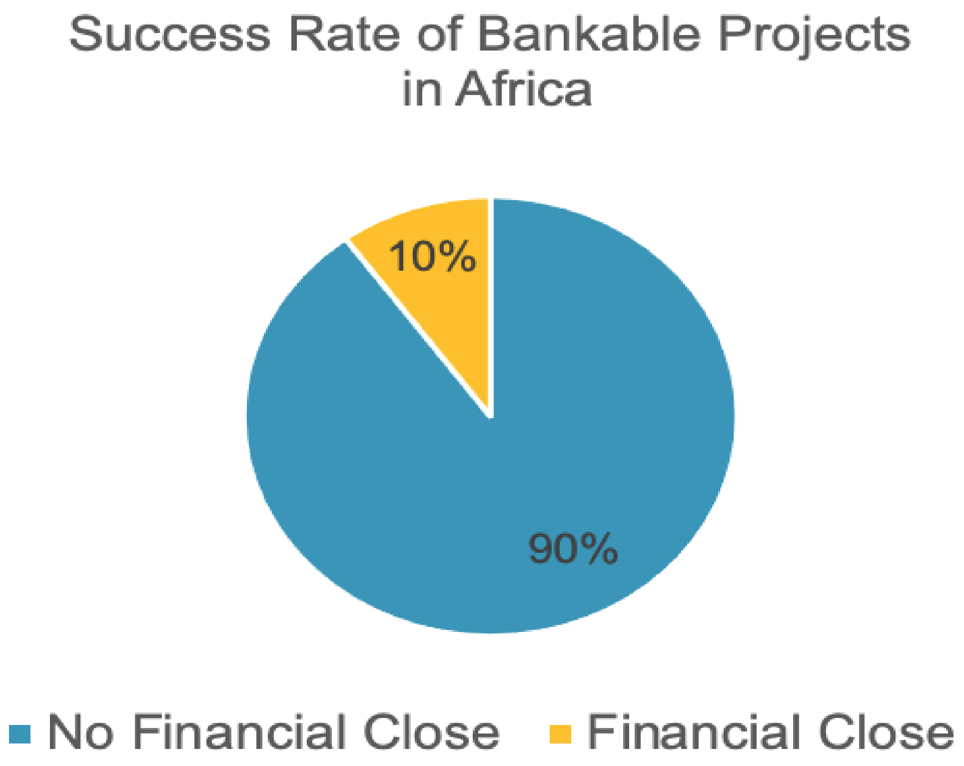
Private capital is abundant but subnational PPPs are rare

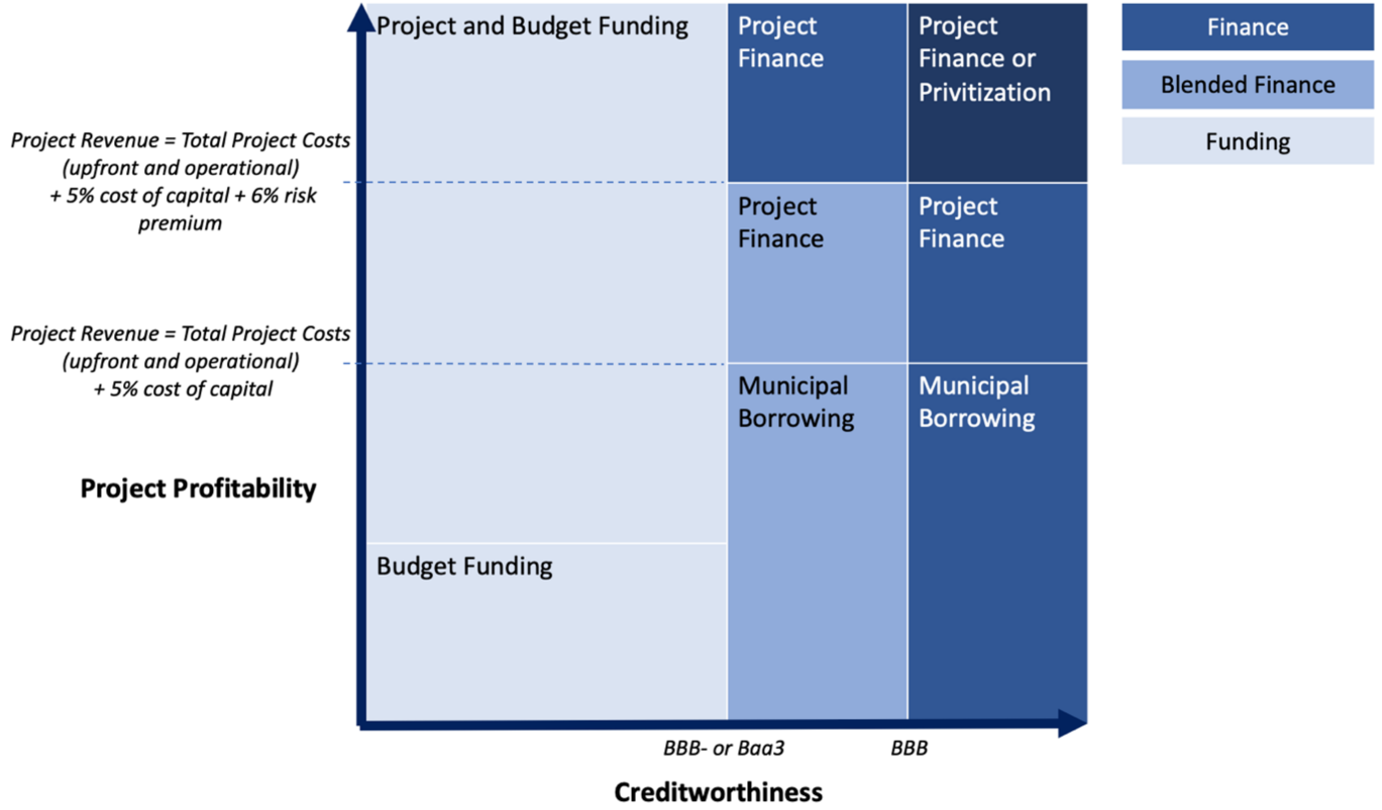


Subnational PPPs are rare

- The vast majority of cities in Africa have not managed to secure PPPs
- Only 720 Subnational PPPs in cities globally (most in India)
- Lack of financeable projects
- Most of PPPs in Energy (50%), followed by Transport (28%), SWM and Water/Sewerage

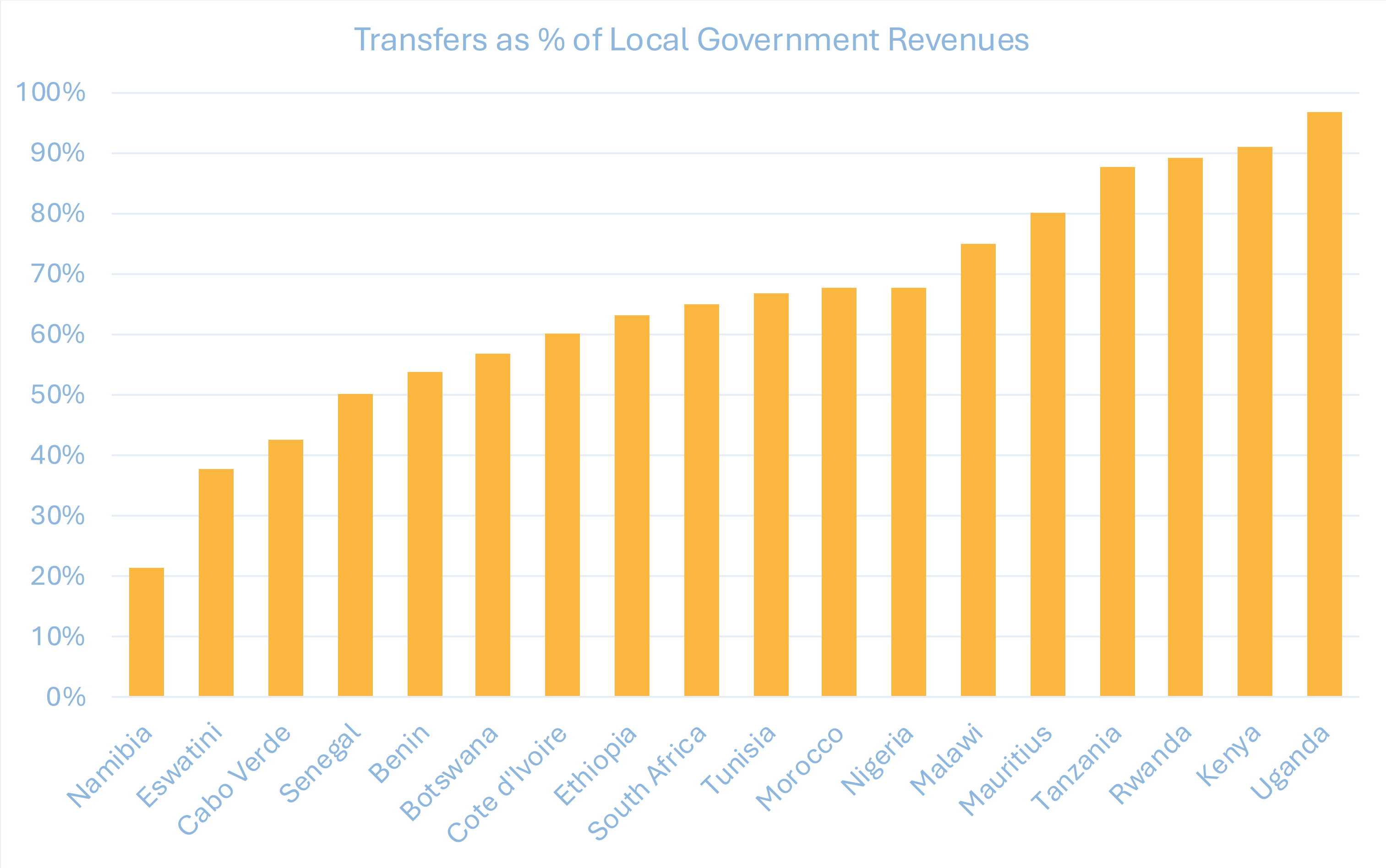
UN-Habitat works with cities to determine when PPPs are feasible





- The LFF tries to develop a simple, user-friendly method to guide decisions regarding which types of funding/financing mechanisms should be used to deliver public services/infrastructure in developing countries
- The LFF hopes to increase the efficiency of public resources at the city level
- The LFF calls for a narrative shift from a 'financing gap' to a 'funding gap'

IGTs are a key source of local government finance



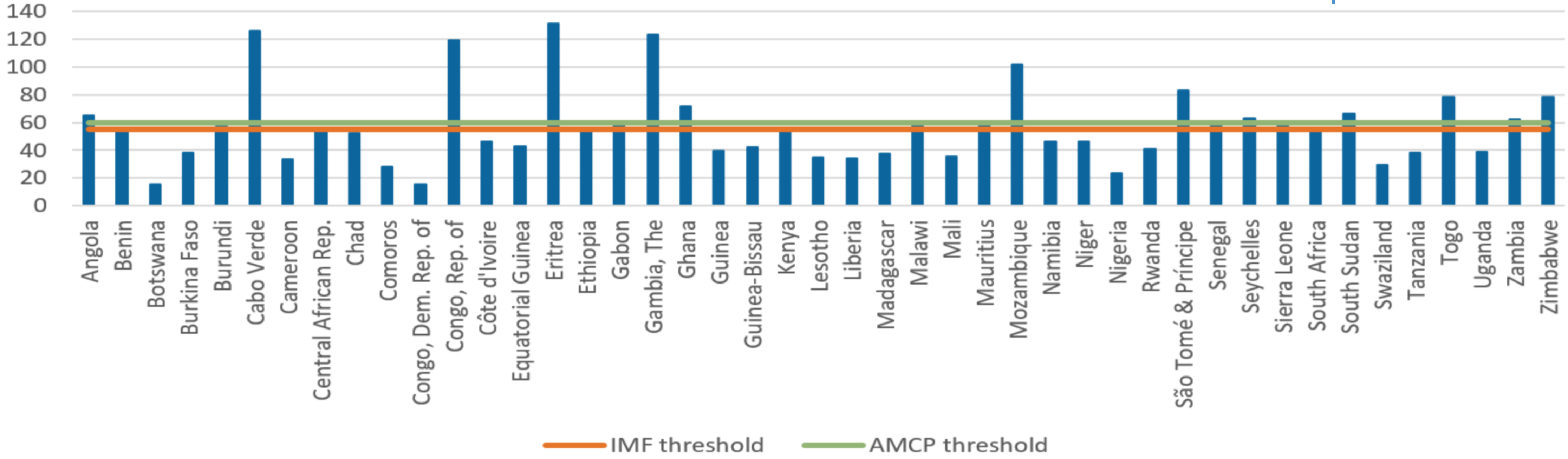
Takeaways

- Intergovernmental transfers often make up a majority of local revenue
- A relatively small increase in IGT could greatly increase local budgets
- Transfers require national level reform and usually take a long time to change

Source: UN-Habitat, (2009) *Guide to Municipal Finance*

Many national governments cannot increase IGTs

Source: April 2019*

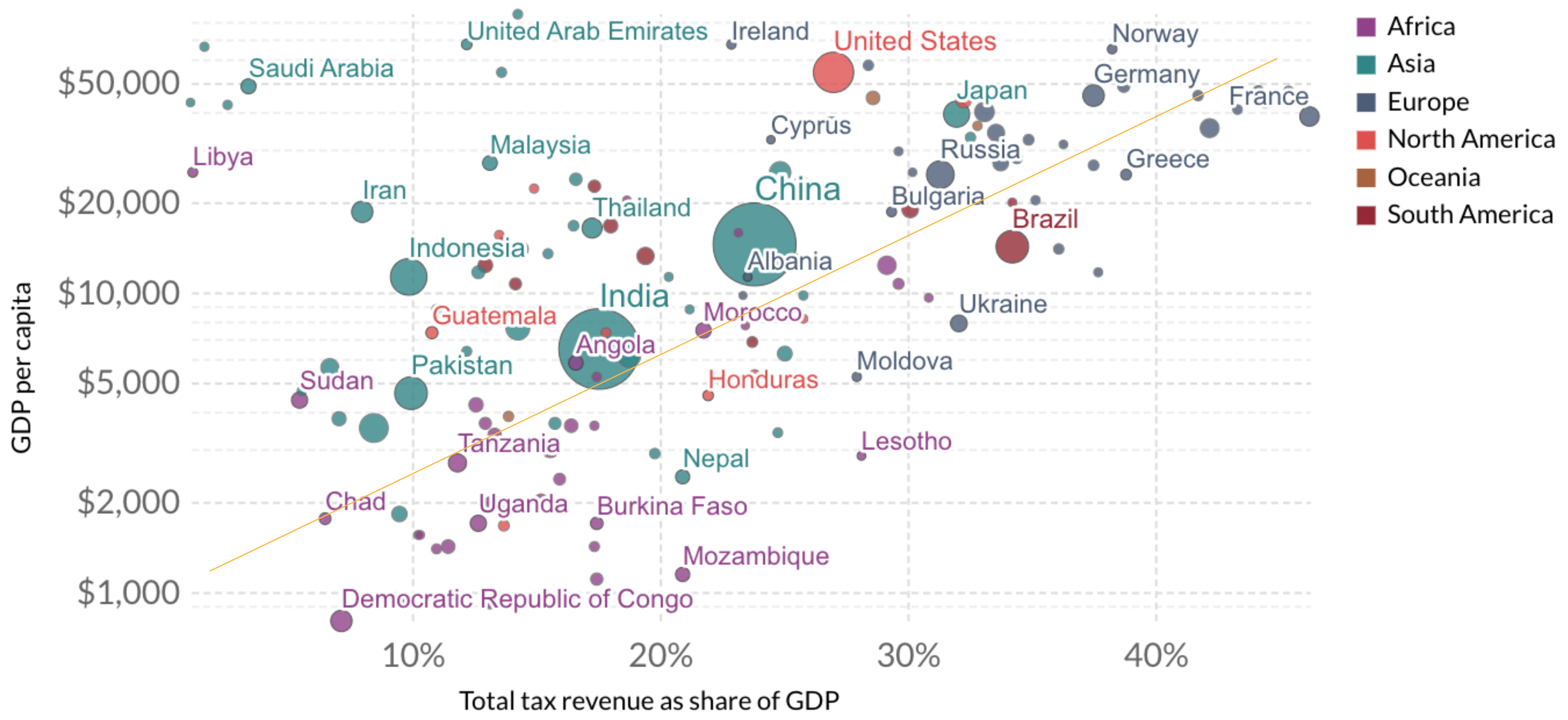


Takeaways

- The average debt ratio in sub-Saharan Africa has almost doubled in just a decade—from 30 percent of GDP at the end of 2013 to almost 60 percent of GDP by end-2022
- increasing public debt beyond 50 to 80 per cent of GDP adversely affects economic growth in Africa
- The ratio of interest payments to revenue has doubled in SSA since 2010
- Difficult for most countries to expand transfers to subnational/local governments

Source: https://www.brookings.edu/blog/africa-in-focus/2019/04/10/is-a-debt-crisis-looming-in-africa/

OSR and taxes more broadly strongly correlate with development



Optimizing OSR has many benefits

Stepping Stone

- OSR is a key component in any creditworthiness assessment
- Also key to attracting private investment

Significant Potential

- UN-Habitat's anecdotal evidence suggests LGs are leveraging around 10-20% of OSR potential
- In Kenya Counties are leveraging 20% of OSR potential

Regulatory Incentive

- Urban sprawl is expensive: higher commuting cost, more pollution, higher energy costs, higher cost of servicing average household
- Taxes on land can be used to incentivize densification

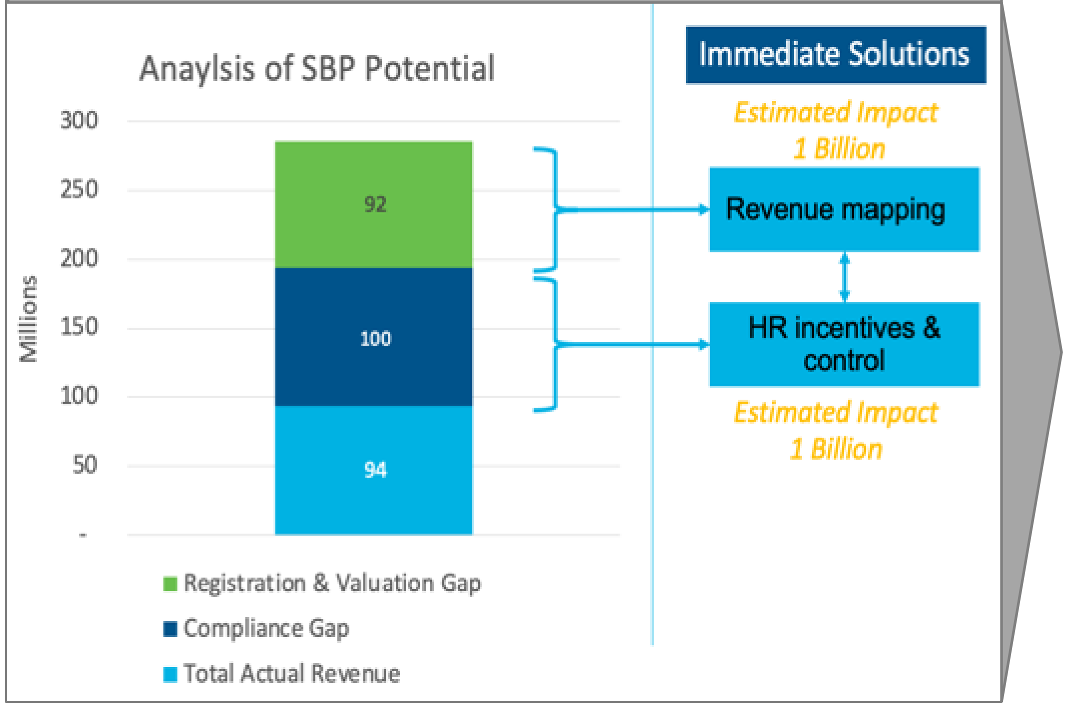
Governance Dividend

- As citizens pay local taxes/fees they expect services in return
- As reliance on OSR increases expenditure efficiency has been found to increase in LGs
- OSR creates flexibility in providing services and understanding local needs

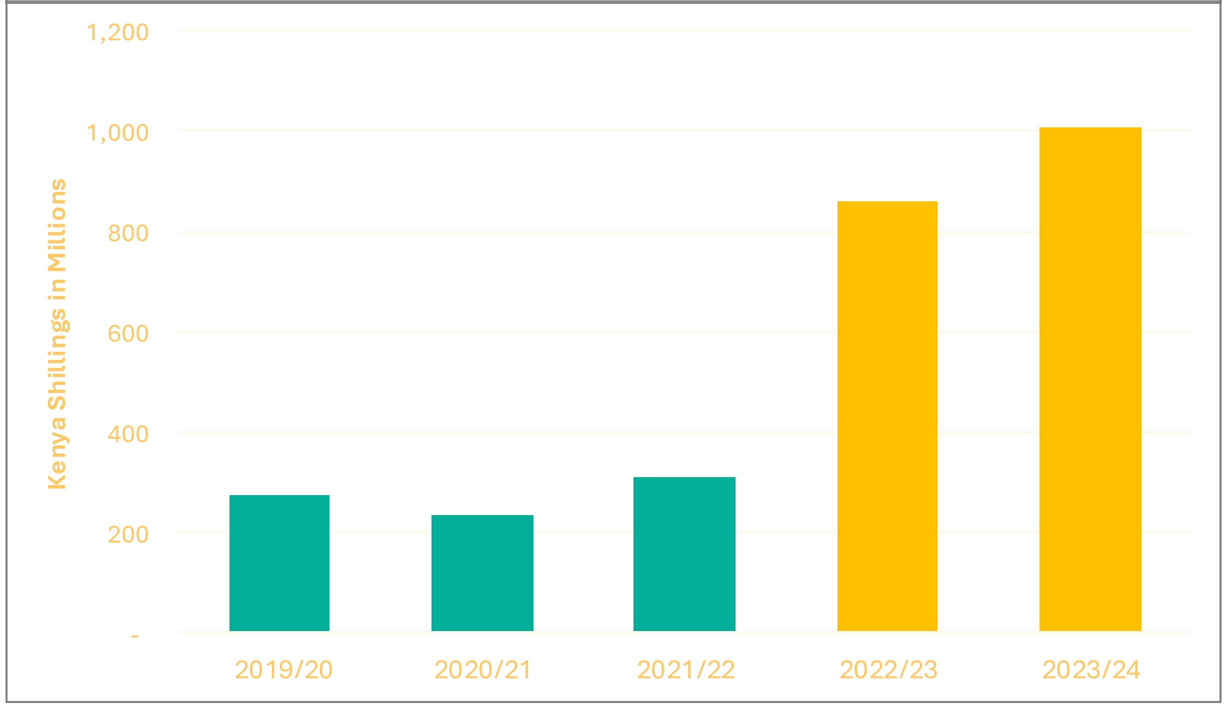
UN-Habitat helped to tripple OSR in Homa Bay (Kenya)

UN-Habitat has supported Homa Bay County with its Rapid Own Source Revenue Analysis (ROSRA) to tripple its revenue through local taxes, fees and charges in one year.

Rapid Own Source Revenue Analysis



Homa Bay OSR Performance

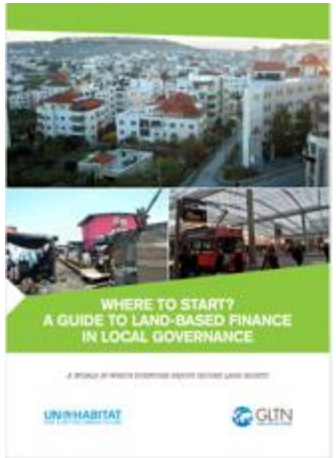


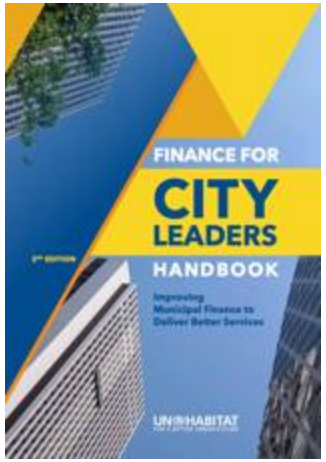
UN-Habitat works globally to encourage usage of Land Value Capture instruments

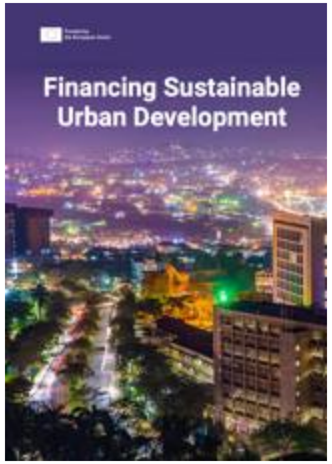
UN-Habitat partnered with the Government of Egypt to pilot land value capture as a means of funding local infrastructure improvements in three communities by providing capacity building support to national and local governments.

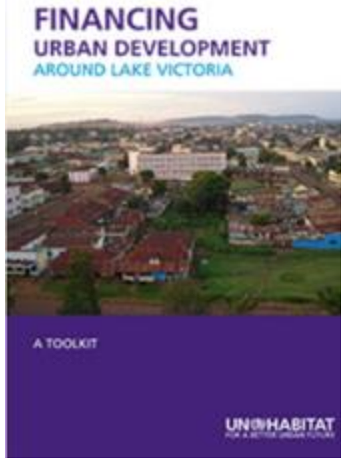
- Land is one of the most valuable resources of cities.
- In rapidly growing cities, increased demand for land and governments investments in infrastructure (e.g., water, sewerage and roads) increases the value of land.
- **Land value capture** enables cities to recover and reinvest land value increases that result from public investment and government actions.
- If done well, land value capture can form a virtuous revenue cycle for governments to reinvest in public infrastructure.

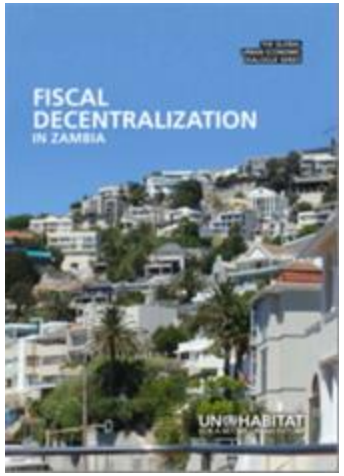
It leverages a history of Urban Finance work

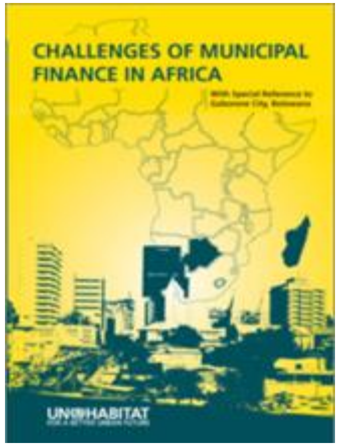


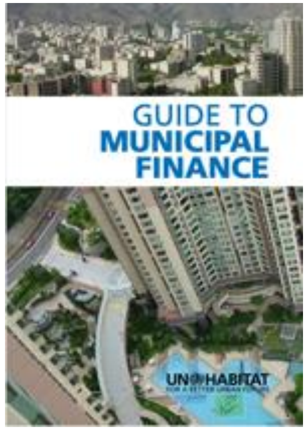


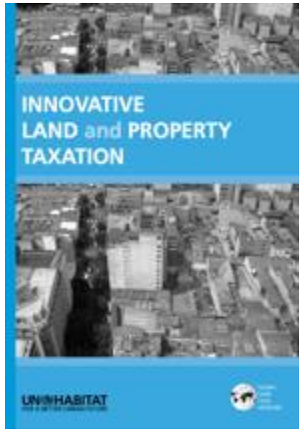


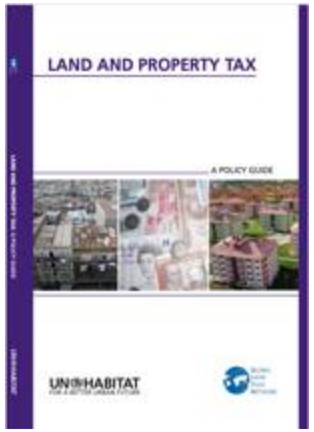


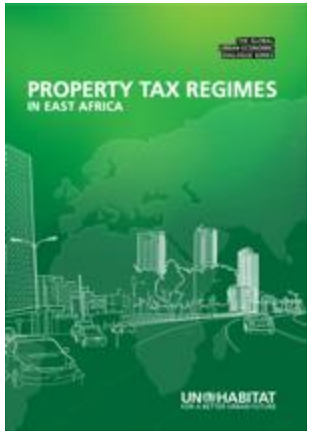


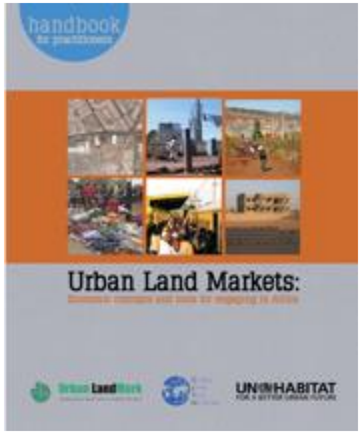












And a history of Urban Economy work

Thank you!

UN-HABITAT

We look forward to collaborating with you!

To connect further with our team, please don’t hesitate to reach out to the **Urban Lab Finance and Economy Thematic Focal Points:**

- Lennart Fleck: Lennart.Fleck@un.org
- Herman Pienaar: herman.pienaar@un.org

UN-HABITAT

IMPLEMENTING THE NEW URBAN AGENDA

Q & A

QUIZ 2!

37 responses submitted

Why do we need to close the urban financing gap?

To ensure cities can fund basic services, resilient infra-structure, and inclusive growth	97%
To reduce city size so services are cheaper	0%
To ensure that cities are able to service their credit	2%
Because private investors require it, even if services don't improve	0%

Treemap | Bar

1 of 3

Hide correct answer

37 responses submitted

What does the NUA say about local finance?

It encourages cities from borrowing and using land-based finance	5%
It encourages the usage of innovative financing mechanisms	13%
It calls for strengthening local fiscal systems, predictable intergovernmental transfers, and improve application o...	21%
All of the above ✓	59%

Treemap Bar

Hide correct answer

37 responses submitted

Why does UN-Habitat work on OSR?

To help national governments build sustainable, account-able revenue bases that improve services and...	83%
To replace all national transfers with local taxes	0%
To maximize fines and fees regardless of equity	0%
None of the above ✓	16%

Treemap | Bar

Hide correct answer

3. NUA in Action
Case Study

Mobilizing Resources for Transformative Action

Mobilizing Resources for Transformative Action

City of Johannesburg

Charity Wurayayi
Senior Finance Professional
City of Johannesburg

Mobilizing Resources for Transformative Action

City of Johannesburg

Participate

Our New Urban Agenda

Learning Series

Learning, Reflecting, Acting Together

African Development Bank (AfDB)

Key features of the programme
The AfDB launched the Urban & Municipal Development Fund (UMDF) in 2019 to support African cities and municipalities to improve governance, urban planning, and municipal finance.

The UMDF is structured around three main pillars: improved urban governance, including municipal finance, improved urban planning, and investment in urban infrastructure and essential services.

One specific initiative under the Bank is the Municipal CFO Initiative, launched in 2022 to build the capacity of municipal finance officers across the continent, enabling cities to tap financial markets and strengthen their financial management.

What the programme aims to achieve
Increase the creditworthiness and financial management capacity of municipalities so they can access broader financing sources (public, private, domestic and possibly capital markets).

Provide technical assistance and capacity building to cities to prepare investment projects, improve governance, enhance revenue systems, and strengthen solvency.

Support municipalities with project preparation and structuring — identifying investments, conducting feasibility and technical studies for infrastructure and services.

Why it matters
Cities in Africa are undergoing rapid urbanization with rising demand for infrastructure and services, but many struggle with weak fiscal bases, poor financial management, and limited access to investment.

The AfDB's municipal finance programme tackles this by strengthening city-level finance systems and aligning them with urban development.

City of Johannesburg, South Africa

1 What was the entry point to the municipal finance programme?

The city is able to generate over 70% of its own funding (OSR), 30% loans due to favourable regulations, diversified markets, bonds, local and international banks.

2 What were the challenges and opportunities faced during the process?

Challenges: In South Africa many of the DFIs are not allowed to participate in public procurement processes. There are different requirements from one DFI to another. There are also exchange control requirements. Conditions on the loan caused delay.

Opportunities: The city has gained an understanding of how to access and secure loans. Very supporting National Treasury, which assists the funding. Funding arrived at a critical moment for the city.

3 What are the lessons learned during the process and the way forward?

Need of a pipeline of projects to be able to better access future funding. Start early in the process, as there are lots of obstacles along the way (e.g. national and local requirements).

Project preparation is critical. Need further discussion with African Development Bank.

The city of Johannesburg could teach other African municipalities and share their learnings.

Your city

1 In your own country or city, which type of entry point is most likely to open the door for NUA-aligned financing?

- Support from an international coorporation
- grant ppp
- OSR

2 Which of the challenges presented is closer to your national context?

- poor insitutional set up poor coordination among sectots
- teams coordination
- PPP

3 After hearing these insights, what one change or action would you prioritize in your local urban financing framework over the next year?

- Involve continental financial institutions
- diversification of funding sources
- local engagement

6. Last Reflections

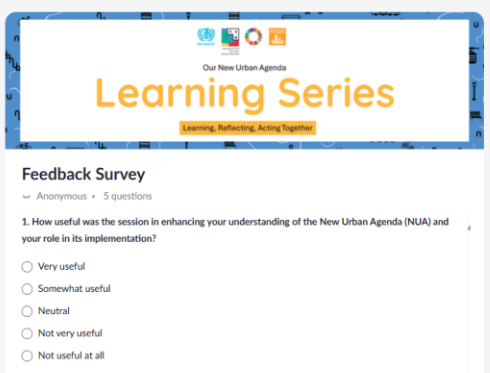
NUA Champions Campaign - Certification

Why Should you Join?

NUA Individual Champions	NUA Country Champions
Awarded to **active participants** who complete the learning series	Awarded to **country teams** (ROs, COs, ministries, local, national governments) that accomplish one of the following:
Attendance 6 out of 8 sessions Engagement 4-5 sessions Participation in discussions	Coordinated participation across sessions (3 representatives/ country, per session, 8 sessions in total. Demonstrate cross-level engagement (national + local voices). Share one case study or concrete NUA practice during the series (presentation or NR)

- Certificates will be delivered upon request
- Promotion of this achievement on the NUA platform and UN-Habitat social media
- Same registration email to enter the sessions

Register and share


Our New Urban Agenda
Learning Series
Learning, Reflecting, Acting Together
Feedback Survey
Anonymous • 5 questions
1. How useful was the session in enhancing your understanding of the New Urban Agenda (NUA) and your role in its implementation?
- Very useful
- Somewhat useful
- Neutral
- Not very useful
- Not useful at all

Our next NUA regional session

📅 Date: 25th November
⏰ Time: 15:00 EAT
📍 Topic: Integrated urban planning

Feedback form

Your feedback helps us to shape the next sessions

Urban Agenda Platform

Resources
Publications
Courses Catalogue

Sessions Package

Session package
Recording
Presentation
Session's material

Session's Resources

1. A Harmonized Implementation Framework for the New Urban Agenda in Africa

2. Urban Economy and Finance, UN-Habitat website

3. Unlocking the Potential of Cities: Financing Sustainable Urban Development

4. Finance for City Leaders Handbook -2nd Edition

5. Financing Sustainable Urban Development

6. Progress in the Implementation of the New Urban Agenda in Sub-Saharan Africa

UN-HABITAT

IMPLEMENTING THE NEW URBAN AGENDA

Thank you!

See you soon!

www.urbanagendaplatform.org

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