

GUIDELINES NATIONAL
URBAN
FORUM



UN HABITAT
FOR A BETTER URBAN FUTURE



IMPLEMENTING
THE NEW
URBAN AGENDA



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BACKGROUND

URBANIZATION AND SUSTAINABLE DEVELOPMENT

In the context of an ever-increasing urbanized world, the last decade has seen a growing understanding of the linkages between urbanization and sustainable development.

In particular since 2015, under the aegis of the United Nations, Member States have adopted the 2030 Agenda for Sustainable Development including a set of seventeen Sustainable Development Goals.

The Sustainable Development Goals, expressing a wide recognition of the spatial dimension of development, clearly asserted through the incorporation of Sustainable Development Goal 11 (SDG11) "Make cities and human settlement inclusive, safe, resilient and sustainable". With SDG11, Member States have not only recognized the scale of the phenomenon of urbanization and the fact that more than fifty per cent of the world population now live in urban areas, but also the key 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.

In addition to the adoption of the Agenda 2030 for Sustainable Development, other key international frameworks addressing global concerns were also agreed in 2015, such as the Paris Agreement on Climate Change and the Sendai Framework for Disaster Risk Reduction, both with strong inter-linkages with urban development and its dynamics.

With reference to all 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.

The New Urban Agenda, grounded on bold transformative commitments articulated across the three pillars of sustainability (social, economic and environmental), 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, while protecting the environment and addressing climate change.

In other words, localizing and scaling up the implementation of the New Urban Agenda will accelerate the achievement of the Sustainable Development Goals.

More than
50%
of the world population now live in urban areas. Cities contribute significantly to the global economy, climate change, consumption of natural resources, as well as social advancement and innovations



NATIONAL URBAN FORUMS

MULTI-STAKEHOLDER PLATFORMS FOR AN INCLUSIVE IMPLEMENTATION OF THE NEW URBAN AGENDA AT COUNTRY LEVEL

Building on the legacy and the momentum created by Habitat III and the commitments made in the New Urban Agenda, the policy debate on sustainable urban development has been revived with a strengthened element of participation and inclusivity.

Since its adoption, countries have embarked in realigning their development efforts, to the common vision and the provisions of the New Urban Agenda which integrate and complement the actions to achieve the Agenda 2030 and other internationally agreed development frameworks.

Based on paragraphs 41 and 92 of the New Urban Agenda, that reaffirm the importance of creating platforms and mechanisms for a wide meaningful participation at all stages of the urban decision making processes, a number of National Urban Forums and other multi-stakeholders platforms have been galvanized to facilitate these processes.

At the global level, the World Urban Forum (WUF), a non-legislative technical forum convened every second year by UN-Habitat since 2002, has strengthened its linkage with the New Urban Agenda facilitating partnerships and knowledge sharing, as well as mobilizing support for its implementation, follow up and review, contributing to maintain it firmly on the global agenda.

The WUF was recognized by Member States as a key platform to collect inputs for the quadrennial report on the implementation of the New Urban Agenda (paragraph 167), and provides a unique space to cyclically discuss and consolidate progress made among a wide range of stakeholders. This may include methodologies, plans, policy initiatives and tools as well as results and impacts.

Adding on to their national focus and scope, the National Urban Forums can seek their connection to the World Urban Forum as a UN global platform linked to the New Urban Agenda implementation, follow up and review process, facilitating a coordinated country participation and contribution to the WUF and benefitting of the networking and partnerships opportunities as well as learning from international experiences.



countries have embarked in realigning their development efforts, to the common vision and the provisions of the New Urban Agenda which integrate and complement the actions to achieve the Agenda 2030 and other internationally agreed development frameworks

For National Urban Forums engaging with the global equivalent convened by UN-Habitat will allow for a tangible connection with the global process and efforts towards a scaled up implementation of the New Urban Agenda and participation in a global network of similar multistakeholders platforms supported by UN-Habitat to achieve their national goals, learning and contributing to international frameworks.

The Forums will be monitored and supported by the WUF Secretariat of UN-Habitat to strengthen the country's substantive preparation and contribution to the World Urban Forum widening the debate and outreach of this global initiative as a way to accelerate an effective implementation of the New Urban Agenda.

The NUFs held in the lead up to the next WUF will be an excellent opportunity for stakeholders and policy makers to reflect on the country urbanization trends of the last years, identifying achievements and impacts as well as solutions for positive transformation.

Substantive outcomes from the various NUFs will be compiled and disseminated at every World Urban Forum session, constituting a robust contribution to the New Urban Agenda implementation, follow up and review.

Along with all categories of stakeholders, UN system agencies and programmes operating in the country should be invited to contribute to the debate. This will strengthen the linkages and understanding of the integration between the New Urban Agenda, the 2030 Agenda for Sustainable Development and the climate change initiatives.

Box 1

THE NINTH SESSION OF THE WORLD URBAN FORUM

The Ninth session of the World Urban Forum (WUF9) was held in Kuala Lumpur, Malaysia from 7 to 13 February 2018. The Forum drew more than 23,000 attendees from every walk of life, travelling from 164 different countries, making it the most attended and diverse WUF since its inception in 2002.

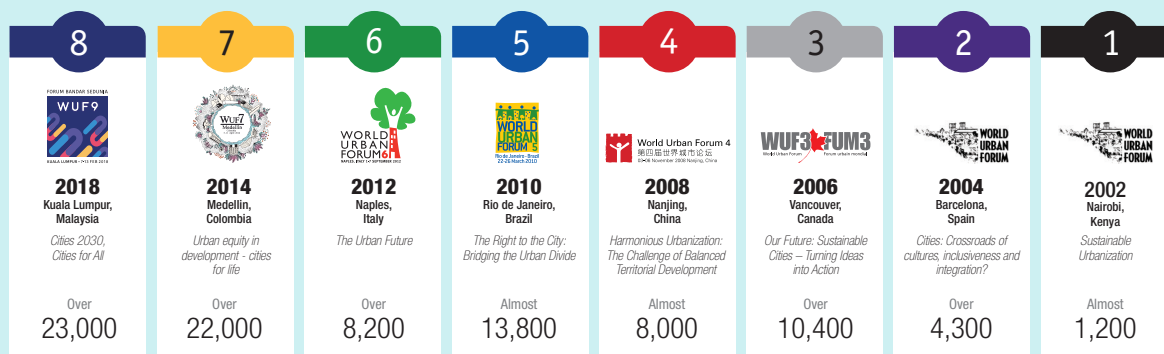
WUF9 was the first edition since the adoption of the 2030 Agenda and the New Urban Agenda, and a wide range of urban stakeholders and key actors gathered to debate around the main theme of the Forum “Cities 2030, Cities for All: Implementing the New Urban Agenda” bringing different perspectives through the more than 500 events of the programme. These were complemented by countless networking activities as well as formal and informal meetings taking place within the forum, resulting in new and stronger partnerships and more coordinated actions for an effective implementation of the New Urban Agenda at all levels by all actors.

The WUF9 Advisory Group, composed of representatives from all main partner constituency groups and co-chaired by the Minister of Housing and Urban Wellbeing of Malaysia and the President of the UN-Habitat Governing Council, issued the Kuala Lumpur Declaration that truly summarizes the essence of the recommendations coming from all participants, to localize and scale up the implementation of the New Urban Agenda as an accelerator to achieve the Sustainable Development Goals.

The Kuala Lumpur Declaration on Cities 2030 included actionable recommendations on key enablers capable to unlock positive transformations for the implementation frameworks of the New Urban Agenda and, together with the comprehensive report of the WUF9, will be presented in the next Governing Council in 2019 to inform the discussions and the approval of the next UN- Habitat Work Programme and Budget.

Before then, the WUF9 preliminary outcomes will constitute inputs to the preparation of the quadrennial report on the implementation of the New Urban Agenda to be submitted in July 2018 to ECOSOC, as mandated by member states.

Among other actionable recommendations, the Kuala Lumpur Declaration on Cities 2030 called for supporting “the creation and consolidation of inclusive platforms and agendas for dialogue among all levels of government, decision makers and stakeholders such as regional, national and local Urban Forums and committees that can strengthen policy review and assessment of impacts. These can also foster exchange of experiences and cooperation, as well as scaling up voluntary commitments and actions from all partners” [see the full Kuala Lumpur declaration at <http://wuf9.org/kuala-lumpur-declaration/>].



Box 2

FOSTERING THE IMPLEMENTATION OF THE NEW URBAN AGENDA

The following are some of the main elements that should be taken into consideration when organizing National Urban Forums to foster implementation and follow up of the New Urban Agenda:

NATIONAL URBAN FORUM PROGRAMME

The NUF can be organized around a specific central theme, identified as crucial to country's reality or have a wider discussion, fostering also Urban Policies' formulation and review in alignment with the New Urban Agenda.

// Specific sessions can be created in the programme to discuss National Action Plans on the implementation of the New Urban Agenda and linkages with other global development frameworks, including:

- > Discussion and/or dissemination of issues and trends raised in the Habitat III National Report and/or any other urbanization research and studies, and its linkages with the New Urban Agenda.
- > Discussion and/or dissemination of specific themes of the New Urban Agenda, collecting national voices and perspectives in different levels.
- > Workshops and roundtables aiming at drafting an Action Plan and a roadmap for implementation and monitoring of the New Urban Agenda.

// Urban Journalism Academies can be implemented for media practitioners on how to effectively communicate the New Urban Agenda and engage the public.



PARTICIPATION AND OUTCOMES PRODUCTION

// Ensure that a NUF final declaration is issued capturing any way forward and/or substantive contribution and the New Urban Agenda national and local implementation and monitoring, discussed and shared by participants.

// Ensure that a follow up linkage is kept between the proceedings of the previous session and the current one

// Foster country's preparations and engagement towards WUF sessions.

// Ensure that a Forum's Report is issued and shared with the WUF Secretariat of UN-Habitat.

MOBILIZATION AND PROMOTION

// Brand your activities and campaigns with the "Implementing the New Urban Agenda" logo; <http://habitat3.org/the-new-urban-agenda/implementing-branding-kit/>

// Create a NUF Communications Kit for media and stakeholders. The kit may contain the Forum's background documents, reports, statements, programme, etc.

// Create a NUF Social Media Kit for bloggers and stakeholders. Elaborate messages, pictures and select a hashtag.

// Establish partnerships with media and stakeholders for a wider dissemination of the Forum.

// Share your communications materials with the WUF Secretariat of UN-Habitat for further dissemination and visibility.

// Support the parallel implementation of national and local urban campaigns

The UN-Habitat WUF Secretariat should be contacted to request support and ensure that the NUF is connected to the global network of national platforms and make sure the NUF event and its outcomes are officially included and disseminated to regional/global audience, raising country voices and awareness towards subsequent WUF sessions. wuf@unhabitat.org

Box 3:

NATIONAL ACTION PLANS FOR THE IMPLEMENTATION OF THE NEW URBAN AGENDA

United Nations Member States unanimously adopted the New Urban Agenda in October 2016 during the Habitat III Conference in Quito with a call for action to its coordinated and inclusive implementation, taking into consideration different national contexts, policies and priorities, leveraging the key role of cities and human settlements as drivers of sustainable development.

Since its adoption, countries have embarked in National Action Planning exercises, realigning their development efforts, including legislations, policies and programs, to the common vision and provisions of the New Urban Agenda which integrate and complement the efforts to achieve the Agenda 2030 and other internationally agreed development frameworks.

In developing a National Action Plan for the implementation of the New Urban Agenda, countries have been applying a variety of different approaches conducive to identify, realign and work out their priorities, policies and actions including setting up of monitoring and reporting systems.

It is particularly important to link closely and align objectives with other national and regional strategies and internationally agreed development frameworks in order to maximize efforts and create synergies, avoiding overlapping and duplication as well as monitoring and reporting workloads.

The National Action Planning process will allow, among others, a more effective national programming, supporting interdepartmental cooperation and coordination, which may include pooling of resources from a variety of sources, maximizing the overall impacts.

It is suggested that, multi-stakeholders National Habitat Committees chaired by the Government take the lead in the monitoring and review process of the National Action Plans and that they make use of inclusive policy dialogue platforms¹ like the National Urban Forums regularly convened yearly or every two years to discuss progress and gather inputs for evaluations and reviews.

To this extent it would also be important that these National Action Planning initiatives are linked to the national reporting exercise on SDGs, carried out by National Governments in the framework of the High Level Political Forum, to ensure their meaningful inputs and results are adequately captured as a contribution to the review of SDG 11 and other goals and targets.

The advancement on formulation and the subsequent implementation of National Action Plans for the New Urban Agenda can be discussed and share in subsequent sessions of the World Urban Forum, where government representatives and a variety of stakeholders will present their initiatives, methodologies and approaches in taking forward the commitments made in Quito at the Habitat III Conference.

The National Action Plans for the implementation of the New Urban Agenda will be a key contribution to the realization of the collective global vision set forth by Member States in Habitat III as well as to the achievement of "Inclusive, safe, resilient and sustainable cities and human settlements" as stated in the Sustainable Development Goal 11.

¹ In line with the New Urban Agenda paragraph 92



1

WHAT IS A NATIONAL URBAN FORUM

The National Urban Forum (NUF) is a multi-stakeholder platform for policy dialogue to support sustainable urban development decision-making and review processes at all levels, including through advocacy, knowledge sharing, capacity development, partnership and networking at the country level.

National Urban Forums also provide a conducive space for inclusive national urban policies, strategies and action plans formulation and review. At the global level, National Urban Forums are best placed to support a coordinated national contribution and participation to international development processes and frameworks, like the New Urban Agenda and the 2030 Agenda, but also the Paris Agreement and the Sendai Framework on Disaster Risk Reduction.

The work of the National Urban Forum, which may include national, sub-national and local consultations, workshops and other capacity building and advocacy activities, is expected to culminate in a public national event held for two or more days, ideally every one or two years. The cyclical process will allow inclusive evaluation and review points based on updated progress and changing trends.

The advocacy and awareness efforts of a National Urban Forum can be integrated by the establishment of National Urban Campaigns and other ad-hoc campaigns focusing on specific themes and target audience, based on contexts and priorities.

In accordance to the increasing importance of the regional political dimensions and actual contexts, Urban Forums can also be established at regional level and periodic events held with involvement of multiple national and local governments as well as other national and regional stakeholders.

2

OBJECTIVES OF A NATIONAL URBAN FORUM

The overall objective of the NUF is to promote inclusive policy debate and engagement from a wide range of governmental and non-governmental actors on sustainable urban development at all levels.

The above overarching objective can be further elaborated according to the priorities determined by the NUF membership and based on country contexts and priorities.

Below are some proposed expected accomplishments grouped along four main dimensions, namely *Knowledge base building, Engagement, Awareness raising and Policy advice.*

KNOWLEDGE BASE BUILDING

This dimension of the NUF is essentially about increasing the understanding on the New Urban Agenda and sustainable urbanization issues as well as the production and sharing of evidence-base for policy making, implementation and review, relevant to the country context.

Expected Accomplishment

Knowledge, capacity and understanding on the New Urban Agenda and sustainable urban development issues is increased among all stakeholders.

Proposed areas of activities:

- // Facilitation of development, critical discussion and dissemination of urban sector studies and researches, including situation analyses for policy and programmes as well as benchmarking;
- // Promotion of monitoring and evaluation tools on urban issues including policies and programmes;
- // Furthering collection, analysis and dissemination of disaggregated urban data at national and local level, including community generated data, on key housing and urban development issues and trends;
- // Exchanges of international experiences and trainings to enhance capacity of stakeholders and policy makers on the New Urban Agenda;
- // Facilitation of increased understanding on sustainable urban development issues, including through monitoring of national trends;
- // Documentation and wide sharing of national and international good practices on urban development.





AWARENESS-RAISING

Awareness-raising, closely linked and synergetic with engagement, is oriented to ensure that stakeholders are increasingly made aware of the significance of the New Urban Agenda for the achievement of sustainable urban development, in order to increase their mobilization and ensure they play an informed role in support of decision-making.

Expected accomplishment

Awareness on the importance of implementing the New Urban Agenda for sustainable urban development to accelerate the achievement of sustainable development goals, is raised among different stakeholders.

Proposed areas of activities:

- // Preparation of a communication strategy targeting specific stakeholder groups including the general public;
- // Organization of national and local urban campaigns to spread messages on sustainable urban development to the general public;
- // Engagement of people across all disciplines (culture, art, music, sports etc.);
- // Organization of Urban Journalism Academies (UJA) to strengthen journalist and media capacity to analyze and objectively inform on urbanization issues [please, see UJA Guidelines];
- // Encouraging media to participate, disseminate and actively follow up the global discussions towards the implementation of the New Urban Agenda;
- // Promote the creation of urban media networks to engage towards the next WUF sessions;
- // Establish partnerships with communications groups and other entities to address urban issues on media (editorials, interviews, stories etc.);
- // Use digital and social media to foster inclusiveness and participation to the discussions;
- // Undertake field visits to urban development projects' sites, for policymakers and media among others;
- // Hold exhibitions and/or knowledge fairs to display latest concepts, methodologies, techniques and products.

ENGAGEMENT

This dimension assumes that only an active engagement of all relevant stakeholders in dialogues on sustainable urban development can produce the necessary consensus to support decision-making processes and an effective implementation of the New Urban Agenda in the country and at the global level.

Expected Accomplishment

Active engagement and consensus building on policies and programmes is increased among all relevant stakeholders towards an effective implementation of the New Urban Agenda at all levels by all actors.

Proposed areas of activities:

- // Ensuring that all main stakeholder groups are invited to participate in the discussions, including vulnerable groups;
- // Creation of a conducive space for an inclusive and open dialogue among all stakeholders;
- // Facilitation of consensus building among the parties;
- // Partnership facilitation and creation of networking opportunities for all stakeholders at national and international levels;
- // Development of urban stakeholders' national mapping and surveys.
- // Promotion of joint initiatives on the implementation of the New Urban Agenda

POLICY ADVICE

This dimension concerns the capacity of the NUF to substantively support and influence, through focused and consensus-based recommendations, policy-making and interventions at national and local levels, comprising the development and review of a National Urban Policy. This can include feeding national implementation of the New Urban Agenda and contributions to global development frameworks.

Expected accomplishment

The advisory role on urban policy making, review and programming is effectively exerted by the National Urban Forum from an evidence and consensus based perspective

Proposed areas of activities:

//Facilitating national and local consultations to gather inputs and recommendations to housing and urban sector policies, draft laws and guidelines, informed by sector's studies;

// Supporting National Action Plans for the implementation of the New Urban Agenda and policy alignment to international strategies and frameworks such as the Agenda 2030, the Paris Agreement on Climate Change and the Sendai Framework for Disaster Risk Reduction.

// Gathering substantive inputs to the local implementation of the New Urban Agenda, and facilitate their dissemination;

// Gather substantive inputs for the sessions of regional ministerial conferences on housing and urban development and other intergovernmental bodies and international events;

// Coordinate inputs towards enhanced country contribution and participation to the sessions of the World Urban Forum;

// Ensure that relevant national and local reports are presented and disseminated at international conferences and events;

// Promote debates on the SDGs and the New Urban Agenda vis-à-vis the country context;

// Targeted discussions and recommendations towards streamlining sustainable urbanization issues into poverty reduction strategies and national development plans as well as United Nations Development Assistance Frameworks (UNDAF) when appropriate.



A PROPOSAL FOR A RESULTS ORIENTED APPROACH

The set-up and organization of NUFs, either as permanent stakeholder platforms or stand-alone events, should be based on a clear identification of specific objectives and measurable indicators of achievements. To this aim a detailed logical framework should be designed and agreed by the stakeholders to facilitate planning, monitoring and evaluations. The Log-frame will allow a continued process of analysis of results and lessons learnt to improve the effectiveness of the Forum. In addition to that, results oriented planning and implementation of a National Urban Forum will ensure efficient utilization of resources and transparent accountability.

Once the general objectives are translated in a limited set of Expected Accomplishments, a simple table can be filled with Indicators of achievements, Baselines and Targets. In addition to that, Data sources, Collection methods and Monitoring frequency can also be indicated. [fig.1]

In the Results Based Management theory, indicators of achievement should be referred to the expected changes at the level of the beneficiaries. However, in many cases it is difficult to measure this since changes may happen later after the event and are may not completely be attributable to it. Hence it is common to resort to proxy indicators or process indicators to measure the good organization and implementation of the Forum, as well as the capacity of the NUF to involve all relevant actors and result in consensus based deliberations that can be subsequently measured in terms of their effective implementation and impact on policies and programmes. Here are some possible areas to consider: [fig.1]

Areas for process indicators

- // Level of participation (both qualitative and quantitative) // Level of inclusivity of the event
- // Level of diversity (both in terms of substantive contribution and attendance)
- // Level of media engagement
- Proxy indicators of change
- // Number of partnerships, networks or projects created at the Forum or as a result of participation
- // Adoption of a final declaration / final recommendations, including level of consensus
- // Participants satisfaction (based on surveys)

After the event or at the end of work plan cycle, once the actual results on the established indicators are collected, recommendations can be drawn depending on the qualitative and quantitative performance. Evaluations and impact assesments can also be implemented either internally or externally sourced making use of specific surveys and data collection analysis. [fig.2]

[fig.1]

Expected Accomplishments	Indicator of achievement	Baseline	Target	Data source for validating indicators	Data collection method	Monitoring frequency

[fig.2]

Expected Accomplishments	Indicator of achievement	Baseline	Target	Data source for validating indicators	Actual results	Recommendations

3

HOW TO SET UP A PERMANENT NATIONAL URBAN FORUM

GOVERNANCE AND MANAGEMENT

The Forum can be established through the initiative of the national government, spearheaded by the branch responsible for urban development and steered by a committee composed of governmental and other stakeholder representatives as appropriate.

For the NUF to become a sustainable platform to promote and advance the implementation of the New Urban Agenda in the country, it is important to mobilise all urban stakeholders and establish institutionalised coordination and support mechanisms.

Identification of partners

As a first step, the Government (i.e.: Ministry in charge of urban development) needs to identify and mobilise the partners that should participate in the NUF. If so required, this can be done through implementing a survey/census to identify the most relevant actors (the resulting database can be further improved and used for advocacy and communication purposes).

The Steering Committee

The Steering Committee is the body entitled to provide the Forum's governance structure and the mandate for preparation and organization of all activities. It is expected to include inter-ministerial representation as well as other stakeholder representatives as appropriate. The Steering Committee provides strategic guidance and substantive oversight to the work of the NUF Secretariat, including approval of the NUF Work Plan, calendar of activities and events as well as guidance on resource mobilisation.

A permanent NUF Secretariat

To properly function, the NUF needs a permanent secretariat right from the outset. The NUF Secretariat should be located within the government office responsible for urban development. Depending on the specific country arrangement, the NUF Secretariat could also be hosted by other institutions including national government agencies, municipalities, NGOs or academic institutions. The best institutional location of the NUF Secretariat should be decided by the Steering Committee in its preliminary meetings. The NUF Secretary serves as focal point for all NUF related matters.

The NUF Secretariat facilitates, on a day-to-day basis, the activities organized by the NUF, including meeting and event logistics, communications (preparation of advertising materials, press briefings, media stories, print materials, etc.) as well as preparation, publication and dissemination of NUF outputs based on the Work Plan.

The NUF Secretariat is also responsible for outreach activities, including working relationships with key actors intending to contribute, sponsor or host NUF events, as well as exhibitors.

It is also advisable to create an NUF website and ensure presence on social media for maximum visibility and to facilitate engagement and information sharing. The NUF Secretariat may delegate the organisation of particular NUF activities/events to specific partners. The Secretariat is also responsible for the preparation and publication of the report of each NUF sessions.

Report and Declaration

Following the World Urban Forum format, the report should be integrated by a Declaration to be issued by a "scientific committee or board" formed by representatives from the major stakeholders groups, reflecting the main issues which emerged during the NUF session.

The declaration should include an action oriented section with recommendations for decision-makers and to inform future steps including the subsequent NUF work plan.

ORGANISATION OF PREPARATORY MEETINGS TO SET THE NUF WORK PLAN

The Ministry in charge of urban development should call the identified partners to participate in preparatory meetings to discuss the objectives/expected accomplishments, activities and working modalities of the NUF, including proposals for other partners' inclusion. In these meetings, the priority themes/issues to be on the NUF agenda should be identified – informed by national priorities – and agreed upon. Moreover, clear working arrangements must be formulated and officially agreed.

It is important that these meetings provide a platform for genuine consultation and collaboration, based on the freedom of all partners to share their particular perspectives and expectations of the NUF. This will lay the foundation for meaningful deliberations, clear New Urban Agenda Action Plans and the preparation of targeted national policy recommendations, as well as common positions for the country's contributions to international policy dialogue. The open spirit of these preparatory meetings will be decisive in setting up a national forum that encourages all urban actors to pro-actively participate in this initiative and take 'ownership' of this important process.

The outputs of the preparatory meetings are the NUF Work Plan and the formation of a NUF Steering Committee which is supposed to provide for the set-up of a NUF Secretariat.

NUF Work Plan

The purpose of the NUF Work Plan is to:

- // Provide a summary of the main challenges related to housing and urban development;
- // Reflect on experiences and achievements of previous platforms for urban policy dialogue;
- // Present a calendar of NUF activities and events planned for the biennium (or any other agreed timeframe);
- // Outline the agreed NUF working arrangements; and
- // Develop an indicative budget for the biennium (or any other agreed timeframe) with funding sources, including in-kind contributions.

The drafting of the NUF Work Plan shall be initiated by the NUF Secretariat, based on the outcome of the preparatory meetings. The Secretariat will circulate the draft to all partners and incorporate their comments. The NUF Secretariat can be supported by UN-Habitat and invite the UN Country Team to discuss the planned activities and events seeking support and synergies while ensuring consistency in the UNDAF process.

NUF Steering Committee

The NUF Steering Committee is ideally composed of one representative of each of the stakeholder categories. To ensure some rotation, representation for each stakeholder group may change after some time.

The Steering Committee members can also consider the establishment of sub-committees and/or working groups to address specific thematic issues involving ad-hoc partners and expertise. The Steering Committee can also be an Inter-Ministerial Committee integrated by several thematic committees with representatives coming from different constituency groups.

The Steering Committee provides substantive oversight to the work of the NUF Secretariat, including the approval of the Work Plan and the calendar of NUF activities/events. It also provides strategic guidance on resource mobilisation.

WORKING ARRANGEMENTS

In each country, the NUF should choose the working arrangements that are most appropriate to the unique national context. Working arrangements should be kept flexible so that they can be adjusted to changing needs. If it is considered useful, a Memorandum of Understanding may be signed by participating organisations.

If similar forums already exist in the country, the NUF may partner with them and propose to organise additional activities in a complementary way, thus reinforcing existing initiatives and avoiding duplication.

4

HOLDING A SESSION OF THE NATIONAL URBAN FORUM

It is recommended that the NUF holds at least an anNew Urban Agendal meeting or biennial sessions over two to five days. One of the NUF sessions could coincide with the anNew Urban Agendal celebration of the Urban October, between World Habitat Day (first Monday in October) and World Cities Day (31 October) to create synergies and benefit from the higher international visibility provided during that month. NUF events should not be held only in the capital city but also in other secondary urban centres in order to engage different stakeholders and better bring different local dynamics and concerns to the fore.

Following the formats of the World Urban Forum, sessions may have thematic focus and could be organised in plenary, thematic dialogues and working groups, or any other format that the partners find most suitable to any of the specific objectives of the Forum.

If organised in dialogue format, selected panelists introduce and make short substantive presentations on specific issues followed by discussions among all participants. At the end of each dialogue session, the Chair/Moderator or a rapporteur, drawing from the deliberations, should prepare a summary of the main conclusions and recommendations. These summaries should be as inclusive as possible. Once endorsed by the plenary as an accurate reflection of what transpired in the dialogues, these summaries become the basis for final declarations and eventually policy recommendations.

The outputs of the NUF should be as concrete as possible. Policy notes and action plans, supported by proceedings for those who want to read the details of the discussions and their outcome, can be effective tools for promoting key messages to decision-makers and implementers.

A STRUCTURE FOR AN EFFECTIVE ORGANIZATION OF THE EVENT

The Steering Committee of the NUF should appoint specific sub-committees to coordinate the planning and management of key areas of the event such as:

- 1 Sub-committee on planning and substantive programme
- 2 Sub-committee on communication (including promotion and mobilization)
- 3 Sub-committee on logistics

BASIC TIPS

PLANNING AND PROGRAMME

- > Select the main theme of the Forum
- > Identify programme format, dates and schedule of meetings
- > Identify speakers and moderators based on inclusivity criteria, subjects and session's format
- > Organize session reporting including NUF final report
- > Organize the preparation of a final declaration with clear recommendations
- > Consider a call for application for side events and trainings
- > Consider the set-up of e-debates platforms to discuss the topics
- > Consider the enrichment of the event with a programme of cultural events and site visits
- > Consider set up of an exhibition space and open a call for applications

COMMUNICATION

- > Prepare a communication strategy and plan for promotion
- > Prepare a Communications Kit and Social Media Kit
- > Define the branding of the event
- > Prepare promotional material for dissemination
- > Set-up a webpage
- > Plan and implement social media activities
- > Prepare and send official invitations to key partners and stakeholders
- > Contact media and press to cover the event and keep them engaged
- > Plan for mobilization activities involving established networks of partners.
- > Consider preparing and sending of newsletters/email alerts to contact groups and interested people
- > Consider organizing of photography and video coverage of the event
- > Consider implementing targeted marketing and advertising campaigns
- > Consider organizing National and Local Urban Campaigns
- > Consider organizing the Urban Journalism Academies

LOGISTICS

Logistics of participants

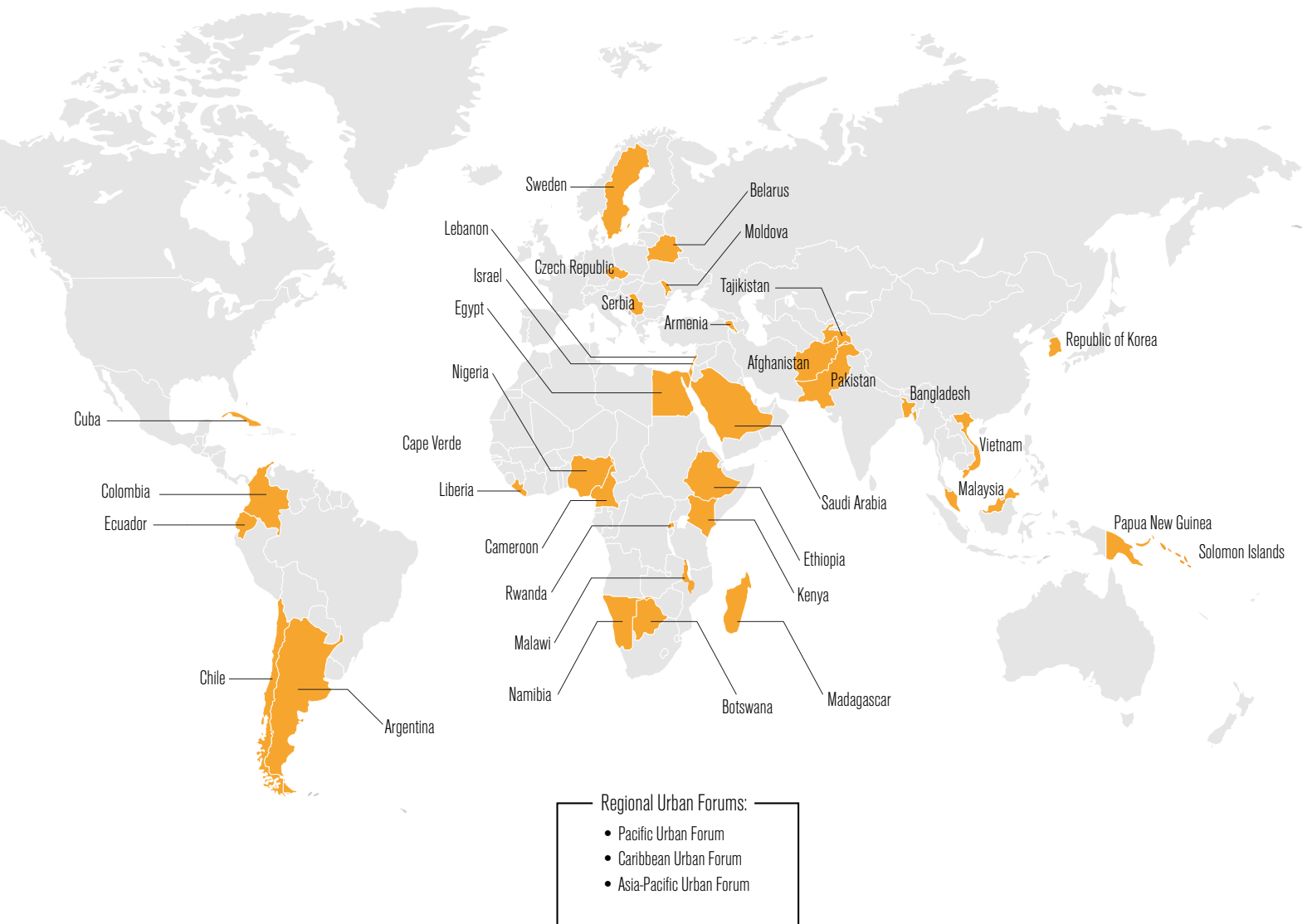
- > Organize on-line registration opened sufficiently in advance
- > Organize on-site accreditation and badging

Logistics of spaces

- > Ensure that effective signage and Information desks are arranged at the venue
- > Organize meeting rooms set up and equipment
- > Organize and manage a media centre and a press conference room
- > Organize office space for the organizers
- > Organize adequate space for internal meetings including for reporting teams
- > Consider the set-up of a speakers/moderators room
- > Consider the set-up of a VIP Area and/or a speakers' room
- > Consider arrangements to provide for catering, banking and communication facilities

National Urban Forums (NUFs) were established, with excellent results, in a number of countries creating the enabling environment to promote dialogue and consensus among stakeholders, including national government, local authorities, grass-root organizations, private sector and academia among others.

NATIONAL URBAN FORUMS HELD WORLDWIDE



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