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Update on the draft work programme of the United Nations
Human Settlements Programme and draft budget of the
United Nations Habitat and Human Settlements Foundation
for 2025

Draft work programme and budget for 2025

Report of the Executive Director

Contents

Part A. Proposed programme plan for 2025 and programme performance in 2023[1]

I. Overall orientation

A. Mandates and background

1. The United Nations Human Settlements Programme (UN-Habitat) is a focal point for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda (NUA) and Sustainable Development Goal 11. The mandate derives from priorities established by General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established UN-Habitat Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed it to UN-Habitat, effective 1 January 2002. The Assembly, through its resolution 73/239, established a new governance structure for the Programme, consisting of the universal United Nations Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives. The United Nations Habitat Assembly has adopted resolutions providing further guidance on UN-Habitat's work in its 1st (May 2019) and 2nd session (June 2023).

2. The Programme's support is aimed at developing the capacity at all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development. Such support is also provided through the implementation of projects under the regular programme of technical cooperation and the United Nations Development Account.

B. Strategy and external factors for 2025

3. We are witnessing a world that will continue to urbanize over the next three decades. Some 90 per cent of urban growth is taking place in less developed regions,[2] where unplanned growth is fuelling the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality and lack of adequate and affordable housing. In other parts of the world many cities are experiencing negative growth and shrinking populations. Globally, more than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements.[3] Of significance to the programme of work are the 281 million international migrants, most of whom live in urban areas, and the 55 million internally displaced persons.[4]

4. Climate change and biodiversity loss, conflicts, growing inequalities and other natural and human-made disasters often converge in cities. Being prepared for and overcoming these challenges is critical towards a better urban future. UN-Habitat will focus on pathways to transformative change and showcase examples of cities that reached a tipping point and turned the corner by instituting innovative policies and planning regimes.

5. Cities are hotspots for environmental challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global greenhouse gas emissions and more than 70 per cent of resource use.[5] The urban poor suffer the worst consequences of climate change-related disasters and natural and human-made crises. UN-Habitat will support cities in reshaping urban planning solutions that are more sustainable and integrated, that help overcome inequalities and are supported by innovation and technology.

6. The deterioration of progress towards the Sustainable Development Goals (SDGs) and the Paris Agreement in the context of interrelated global crises calls for more transformative multi-level action.

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[1] Part A is to be made available as part A of A/79/6 (Sect. 15). In the present document, Part A is provided as a preliminary draft as available at the date of publication.

[2] Ibid.

[3] UN-Habitat, Global Urban Indicators database (2022).

[4] M. McAuliffe and A. Triandafyllidou (eds.), *World Migration Report 2022* (International Organization for Migration (IOM), Geneva, 2021).

[5] International Energy Agency, Empowering Cities for a Net Zero Future: Unlocking Resilient, Smart, Sustainable Urban Energy Systems (2021).

UN-Habitat will continue to build on its experience of implementing large-scale programmes and projects at local, national and regional levels to guide technical cooperation work with a demonstrable impact. Through its flagship programmes, UN-Habitat will continue to fast-track integration between its normative and operational work, scaling up and accelerating the impact of the organization. In 2025, UN-Habitat will prepare a transition of the flagship programmes, as the new Strategic Plan 2026 – 2029 is being finalized:

(a)   "Sustainable Development Goals Cities", which is aimed at advancing the overall implementation of the Goals at the local level by supporting cities in developing reliable data, undertaking evidence-based planning and implementing transformative projects;

(b)   "RISE-UP: resilient settlements for the urban poor", which works to leverage large-scale investment to build climate resilience in hotspots of vulnerability and address issues of spatial inequality;

(c)   "Inclusive cities: enhancing the positive impacts of urban migration", which supports local and national authorities in creating inclusive and urban environments for all people;

(d)   "Inclusive, vibrant neighbourhoods and communities", which supports urban regeneration of towns and cities with a view to addressing spatial inequality;

(e)   "People-centred smart cities", which supports digital transformation for sustainable urbanization.

7.   To better meet the needs of Member States and to engage a wider audience, UN-Habitat will continue to strengthen capacity-building initiatives, the digitization of tools and virtual e-learning programmes. In line with its capacity-building strategy for the implementation of the SDGs and the NUA, UN-Habitat will focus on localizing the SDGs by identifying and addressing gaps in capacity.

8.   In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities and mobilize broad-based support for the implementation of NUA. It will continue to leverage advocacy and knowledge platforms, including the Urban Agenda Platform, the World Urban Campaign (WUC) and key global events such as the World Cleanup Day, International Day of Zero Waste, World Cities Day (WCD) and World Habitat Day (WHD), regional ministerial conferences, and the Ministerial Meeting on Urbanization and Climate Change. It will operationalize a framework for stronger collaboration with universities and centers of knowledge and research.

9.   As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global trends and provide evidence for policymaking, including through the enhanced use of technologies for data collection and analysis, visualization and management of information. It will expand the roll-out of the Global Urban Monitoring (GUM) Framework and continue to support Member States and stakeholders in monitoring and reporting on the implementation of the NUA, including as part of the reporting on the SDGs and towards other global agendas.

10.   With regard to cooperation with other entities at the global, regional, national and local levels, UN -Habitat will continue its close cooperation with international and regional organizations, such as the Organisation for Economic Co-operation and Development, the World Bank, the European Union and regional development banks. UN-Habitat will maintain its focus on partnerships with local authorities, their associations and city networks, on partnerships with grass-roots organizations, foundations, international financial institutions, the private sector and academia to support municipal efforts in the localization of the SDGs and it will continue to serve as the secretariat and co-Chair of the Local2030 coalition.

11.   With regard to inter-agency coordination and liaison, UN-Habitat will continue to collaborate with UN DESA, and the United Nations regional economic and social commissions and strengthen its strategic partnerships with other United Nations agencies, building on the United Nations system-wide strategy on sustainable urban development and agency-specific collaborative frameworks. UN-Habitat will also advance the goals of the United Nations reform. Regional focus will be articulated through the regional development cooperation platforms and issue-based coalitions. UN-Habitat will also deepen its collaboration with UN Development Coordination Office to strengthen its impact on sustainable urbanization through working with the resident coordinator system on the common country assessments and UN Sustainable Development Cooperation Frameworks.

12.   To pursue stronger integration of environmental sustainability and the protection of biodiversity into urban development, UN-Habitat will continue to strengthen its collaboration with the United Nations Environment Programme. Together with UNEP, it will continue to serve as the secretariat for

the UN Secretary General Advisory Board on Zero Waste. It will collaborate with the Office of the UN High Commissioner for Refugees, the UN Development Programme, the International Organization for Migration, the UN Office for Disaster Risk Reduction, the World Food Programme all relevant UN entities and international actors, to integrate sustainable urban development into resilience, humanitarian response and urban recovery. 15.13   With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

(a)   Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;

(b)   Countries remain committed to the NUA and the 2030 Agenda for Sustainable Development;

(c)   Ongoing requests are received from national and local governments for policy advice and technical assistance from UN-Habitat in the development and implementation of their urban legislation, policies, plans and strategies;

(d)   Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and performance assessments;

(e)   Countries in which UN-Habitat delivers large programmes will maintain political, economic and social conditions that allow for the implementation of programmes and projects.

13.   UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through its strategic results framework, gender policy and action plan. The Advisory Group on Gender Issues and Youth Advisory Board advises the Executive Director on how best to promote gender equality, women's and youth's empowerment in sustainable urban development. UN-Habitat, in collaboration with UN-Women, will continue to support Member States with policy, legislation, planning and financing instruments to achieve integrated, inclusive and participatory results. For example, UN-Habitat will continue to promote land and housing policies that incorporate a gender perspective, improve tenure security for all, in particular women, and address the intersecting areas of SDGs 5 and 11.

14.   In line with the United Nations Disability Inclusion Strategy, UN-Habitat will continue to work with its partners, including the World Blind Union and World Enabled, to integrate disability inclusion into its programmatic work. It will implement an action plan that ensures that disability inclusion is mainstreamed throughout the organization's work, highlight good practices and identify key areas that require capacity development, technical resources and assistance. The action plan will strengthen the established environmental and social safeguards framework that is applied to all projects, and disability inclusion will be further mainstreamed.

15.   UN-Habitat will continue to mainstream social inclusion to address cross-cutting issues relating to women and girls, older persons, persons with disabilities, children and young people. It will also continue to implement platforms and mechanisms to engage youth, such as the UN-Habitat Youth Advisory Board, and the One-stop Youth Resource Centres, and develop critical programmes in the areas of livelihoods, public space and climate change such as the Youth 2030 Cities programme and Young Gamechanger Initiative. UN-Habitat, will review and renew the UN-Habitat's Youth Strategy for Enhanced Engagement in advance of the UN General Assembly Summit of the Future. The Programme will continue to strengthen its approach to leaving no one behind by focusing on the spatial dimension of exclusion. This will include support to Member States with relevant UN-Habitat tools, mechanisms and normative materials.

C.   Legislative mandates

16.   The list below provides all mandates entrusted to the Programme.

1.   General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
42/146	Realization of the right to adequate housing
53/242	Report of the Secretary-General on environment and human settlements
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium

56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/256	New Urban Agenda
71/327	The United Nations in global economic governance
72/234	Women in development
74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
76/136	Promoting social integration through social inclusion
76/137	Policies and programmes involving youth
76/140	Improvement of the situation of women and girls in rural areas
76/141	Violence against women migrant workers
76/183	Integrating sport into youth crime prevention and criminal justice strategies
76/133	Inclusive policies and programmes to address homelessness including in the aftermath of the coronavirus disease (COVID-19)
77/161	Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development
77/170	Ensuring access to affordable, reliable, sustainable and modern energy for all
77/173	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
77/212	The right to development
77/286	World Sustainable Transport Day
78/122	World Cleanup Day
78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals and amendment contained in document
78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development

2.   UN-Habitat Assembly resolutions and decisions

1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023
1/2	United Nations System-Wide Guidelines on Safer Cities and Human Settlements
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development
1/4	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
2/1	International guidelines on people-centred smart cities
2/2	Accelerating the transformation of informal settlements and slums by 2030
2/3	World Cleanup Day
2/4	Biodiverse and resilient cities: mainstreaming biodiversity and ecosystem services into urban and territorial planning
2/5	Enhancing the interlinkage between urbanization and climate change resilience'
2/6	Localization of the Sustainable Development Goals
2/7	Adequate housing for all
2/8	Urban planning and sustainable infrastructure

2/9	Creation of a human settlements resilience framework for early warning, foresight, risk reduction, crisis response and post-crisis recovery and reconstruction
2/10	Equitable financing and effective monitoring of the implementation of resolutions adopted by the United Nations Habitat Assembly
Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme
Decision 2/1	Extension of the strategic plan for the period 2020–2023 until the year 2025
Decision 2/2	Dates of the resumed second session of the United Nations Habitat Assembly
Decision 2/3	Term of office of the members of the Executive Board and the Bureau of the United Nations Habitat Assembly
Decision 2/4	Stakeholder engagement policy of the United Nations Human Settlements Programme
Decision 2/5	Report of the Joint Inspection Unit on the review of management and administration in the United Nations Human Settlements Programme

3. Executive Board decisions

2021/6	Work programme and budget, implementation of the strategic plan for the period 2020–2023, and alignment of the planning cycles of the United Nations Human Settlements Programme with the quadrennial comprehensive policy review process
2022/1	Status of the draft work programme of the United Nations Human Settlements Programme and the draft budget of the United Nations Habitat and Human Settlements Foundation for 2023, and financial, budgetary and administrative matters of the United Nations Human Settlements Programme
2022/2	Implementation of the normative and operational activities of the United Nations Human Settlements Programme
2022/5	Implementation of the strategic plan for the period 2020–2023; financial, budgetary and administrative matters of the United Nations Human Settlements Programme (UN-Habitat); report of the Joint Inspection Unit on the findings of its review of the management and administration of UN Habitat; and draft work programme and budget for 2023
2023/1	Financial status of the United Nations Human Settlements Programme, update on the financial reserve, updated scalability model for the non-earmarked budget of the Habitat and Human Settlements Foundation, analysis of the risks related to the Sustainable Human Settlements Foundation and overview of earmarked private sector contribution agreements
2023/2	Normative and operational activities of the United Nations Human Settlements Programme, including reporting on the programmatic activities of the Programme in 2022 and the implementation of subprogrammes, flagship programmes and technical cooperation activities
2023/4	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme (UN-Habitat); Implementation of the recommendations of the Joint Inspection Unit based on the findings of its review of the management and administration of UN-Habitat; and draft work programme and budget for 2024
2023/5	Implementation of the normative and operational activities of UN-Habitat; reporting on the programmatic activities of the Programme in 2022; implementation of subprogrammes, flagship programmes and technical cooperation activities
2023/6	Implementation of the outcomes of the second session of the UN-Habitat Assembly including preparation of the Strategic Plan for the period 2026 to 2029

4. Committee of Permanent Representatives recommendations

1/1	Implementation of the resolutions adopted by the United Nations Habitat Assembly at its first session, in May 2019
1/2	Implementation of resolution 1/1 on the United Nations Human Settlements strategic plan for the period 2020–2023
1/3	Quadrennial report of the Secretary-General on the implementation of the New Urban Agenda, the high-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda, and the eleventh session of the World Urban Forum

5. **Governing Council resolutions**

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/16	Enhancing the involvement of civil society in local governance
21/3	Guidelines on decentralization and strengthening of local authorities
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/9	Women's land and property rights and access to finance
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/9	South-South cooperation in human settlements
23/3	Support for pro-poor housing
23/4	Sustainable urban development through access to quality urban public spaces
23/8	Third United Nations conference on housing and sustainable urban development
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services
24/5	Pursuing sustainable development through national urban policies
24/7	Making slums history: a worldwide challenge
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/13	Country activities by the United Nations Human Settlements Programme
25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
25/2	Strengthening national ownership and operational capacity
25/6	International guidelines on urban and territorial planning
25/7	United Nations Human Settlements Programme governance reform
26/4	Promoting safety in cities and human settlements
26/5	Regional technical support on sustainable housing and urban development by regional consultative structures
26/6	World Urban Forum
26/9	Human settlements development in the Occupied Palestinian Territory

6. **Economic and Social Council resolutions**

2003/62	Coordinated implementation of the Habitat Agenda
2017/24	Human settlements
2020/7	Affordable housing and social protection systems for all to address homelessness
2022/7	Inclusive and resilient recovery from COVID-19 for sustainable livelihoods, well-being and dignity for all: eradicating poverty and hunger in all its forms and dimensions to achieve the 2030 Agenda
2022/18	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

II.   Subprogramme 1

Reduced spatial inequality and poverty in communities across the urban-rural continuum.

General Assembly resolutions

67/291	Sanitation for All
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
74/299	Improving global road safety
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
78/172;	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
78/206	The human rights to safe drinking water and sanitation
76/255	Integration of mainstream bicycling into public transportation systems for sustainable development
77/183	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals

III.   Subprogramme 2

Enhanced shared prosperity of cities and regions

1.   General Assembly resolutions

78/132;	Information and communications technologies for sustainable development
78/160	Science, technology and innovation for sustainable development
77/211	The right to privacy in the digital age

2.   Governing Council resolutions

24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

3.   UN-Habitat Assembly resolutions

1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements

4.   Economic and Social Council resolutions

2021/29	Science, technology and innovation for development
2021/30	Open-source technologies for sustainable development

IV.   Subprogramme 3

Strengthened climate action and improved urban environment

1.   General Assembly resolutions

63/217	Natural disasters and vulnerability
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
69/225	Promotion of new and renewable sources of energy

	73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
	78/153	Protection of global climate for present and future generations of humankind
	75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
	77/162	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
	78/152	Disaster risk reduction
	77/165	Protection of global climate for present and future generations of humankind
	77/167	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

2. Governing Council resolutions

22/3	Cities and climate change

3. UNEA of the United Nations Environment Programme resolutions

5/5	Nature-based solutions for supporting sustainable development

V. Subprogramme 4

Effective urban crisis prevention and response

1. Governing Assembly resolutions

69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
73/230	Effective global response to address the impacts of the El Niño phenomenon
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
76/144	Assistance to refugees, returnees and displaced persons in Africa
78/205;	Protection of and assistance to internally displaced persons
76/214	Culture and sustainable development
77/176	International migration and development
78/185;	Assistance to refugees, returnees and displaced persons in Africa

2. Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development
26/2	Enhancing the role of UN-Habitat in urban crisis response

B. Deliverables

17. Table 1 lists all cross-cutting deliverables of the programme.

Table 1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**–**	**1**	**–**
1. Implementation of the outcome of the UN Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of UN-Habitat): report of the Secretary-General	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**29**	**34**	**15**	**30**
Meetings of:				
2. The governing bodies of UN-Habitat	26	30	12	26
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Fifth Committee	1	1	1	1
6. The General Assembly on the review of the implementation of the NUA	–	1	–	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**2**	**1**	**2**	**1**
7. World Cities Report	1	–	1	–
8. UN-Habitat annual report	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: consultations with all Member States on resolutions of the GA and of the ECOSOC; briefings to all Member States on sustainable development issues and processes.

Databases and substantive digital materials: Global Urban Indicators database with approximately 2,700 users updated with new data for 114 urban-related indicators; GUM Framework; indicator framework to monitor the implementation of the quadrennial comprehensive policy review and SDGs progress and the Housing indicators platform.

D. Communication deliverables

Outreach programmes, special events and information materials: materials and flyers about UN-Habitat and ministerial meetings at COP; materials and reports on WUC, Urban October, WHD, World Cleanup Day, International Day of Zero Waste, World Sustainable Transport Day, and WCD.

External and media relations: interviews and commentaries about UN-Habitat focus themes: housing, urban climate action, urban crisis response, SDG localization and financing; articles and blogs about SDG11 and local action to achieve sustainable cities and communities

Digital platforms and multimedia content: Urban Agenda Platform; materials on housing, urban climate action, urban crisis response, localization of SDGs and financing, social media materials for UN-Habitat annual report, online and social media materials for sustainable urban development topics at UNGA and Summit of the Future

C. Evaluation activities

18. The following evaluations completed in 2023 have guided the proposed programme plan for 2025:

    (a) OIOS Evaluation:

        (i) OIOS Thematic Evaluation of UN Secretariat support to the SDGs.

    (b) Evaluation conducted by UN-Habitat:

        (i) Final Evaluation of ASUS Project.

        (ii) Mid-term evaluation of the "Building Urban Climate Resilience in South-Eastern Africa".

        (iii) Evaluation of National Urban Policy Programme: (Phase 1).

(iv) Mid-Term Evaluation of the ICCS in Andean Countries.

(v) Mid-Term Evaluation of Land at Scale Project (2021-2023).

(vi) Endline Evaluation of the COVID-19 Project in Somalia.

(vii) Evaluation of Increased resilience of local authorities in Burkina Faso.

(viii) Evaluation of the UN-Habitat –IUTC Partnership (2011-2023).

(ix) Evaluation of Urgent Improvement of Solid Waste Management in Yangon

(x) Evaluation report for the URBAN PATHWAYS.

(xi) Mid-Term Review of the Hayenna 2018-2024.

(xii) Midterm Review of the GWOPA Strategy, 2020-2024

19. In response to the results of the evaluation(s) referenced above, UN-Habitat has taken the results and lessons into account for the proposed Programme plan for 2025. Based on the recommendations of the URBAN PATHWAYS evaluation, the project has been scaled up. The results and recommendations from the evaluation of outcomes and impacts of the World Urban Forum 2018-2023, have fed into the programming of the next six-year cycle of the Forum.

20. The following evaluations are planned for 2025:

(a) Final evaluation of UN-Habitat Strategic Plan 2020-2025

(b) 10 projects and programmes evaluations

(c) Two thematic evaluations on issues of gender equality and youth

(d) One country programme evaluation

VI. Programme of work

A. Subprogramme 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum

1. Objective

21. The objective, to which this subprogramme contributes, is to reduce inequality between and within communities and to reduce poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land, adequate and affordable housing and effective human settlements growth and regeneration.

2. Strategy

22. To contribute to the objective, the subprogramme will:

(a) Develop standards, tools, and guidelines for local and national governments, and engage in policy dialogues, learning, best practices, capacity-building on adequate housing, infrastructure, planning, water, sanitation, mobility, waste management and energy, localizing the SDGs, designing low-emission and climate-resilient actions;

(b) Provide technical support to Member States with policy, legislation, strategic planning and financing instruments to implement integrated, inclusive, low-emission, climate resilient and gender-sensitive land and housing policies, strategies and action plans; and provide technical support to an intergovernmental expert working group for accelerating progress towards the universal achievement of adequate housing.

(c) Advocate for adequate, safe and affordable housing, a more integrated, comprehensive and inclusive approach to housing, including the prevention of unlawful forced evictions, and the implementation of sustainable building codes, regulations and certification tools;

(d) Provide technical assistance to national and local governments seeking to implement sustainable and inclusive urban transformation, expansion and regeneration, and support partner cities in institutionalizing urban regeneration, and adequate housing through planning, policies, and equitable solutions in line with the International Guidelines on Urban and Territorial Planning and the principles of sustainable urbanization;

(e)   Support national and local governments in addressing structural inequalities and develop technical guidelines, scaling up access to basic and social services and infrastructure, sustainable mobility and safe public spaces, in transformative actions targeting homelessness, slums and informal settlements, and putting the most vulnerable people first, by co-producing programmes with a multi-level governance and partnership approach, initiating learning, innovations and long-term commitments towards inclusive and sustainable urbanization.

23.   In doing so, the subprogramme will assist Member States in making progress towards achieving SDGs 1, 2, 5, 6, 7, 10, 11 12, 14, 15 and 17.

24.   The above-mentioned work is expected to result in:

(a)   Safer, more accessible and inclusive public spaces integrated into national and local urban policies and sectorial plans, with diverse stakeholders supporting the localization of transformative actions , particularly for the most vulnerable;

(b)   Increased accessibility to low-emission, adequate and affordable housing, and strengthened capacities of policymakers, particularly local and regional governments to implement sustainable transformative actions leaving no one behind including land governance systems;

(c)   Sustainable, integrated transformation and regeneration of urban areas into socially and economically inclusive and climate resilient neighbourhoods that offer improved quality of life to all, including improved access to basic services.

3.   Programme performance in 2023

Participatory activities for the development of Integral Urban Operations in Central America

25.   In 2021, UN-Habitat launched the Mesoamerica Programme in Central America and the Dominican Republic, along with the Secretariat for Central American Social Integration (SISCA), as a contribution to post-pandemic recovery in the region. The subprogramme developed a series of activities within the framework of the Integral Urban Operations promoting a territorial approach for multi-sectoral interventions that enhance the quality of life of people in informal settlements. The intervention aimed to diagnose inequalities in the region, propose interventions with the objective of fighting multidimensional poverty and segregation, and identify potential funding to enhance infrastructure.

26.   The Program is currently developing Integrated Urban Operations in 7 slums in four countries in the region (Honduras, Guatemala, El Salvador, and Costa Rica) benefitting 29,500 people.

27.   This integral approach implemented through a participatory methodology has brought transformation to these precarious neighborhoods. The initiative involves local authorities, civil society (including vulnerable population), private sector and academia, which has allowed the participation of more than 2000 actors and over 30 workshops.

28.   Progress towards the objective is presented in the performance measure below (see figure 1).

Figure 1
Performance measure: Development of participatory activities and capacity building sessions in Central America and Dominican Republic
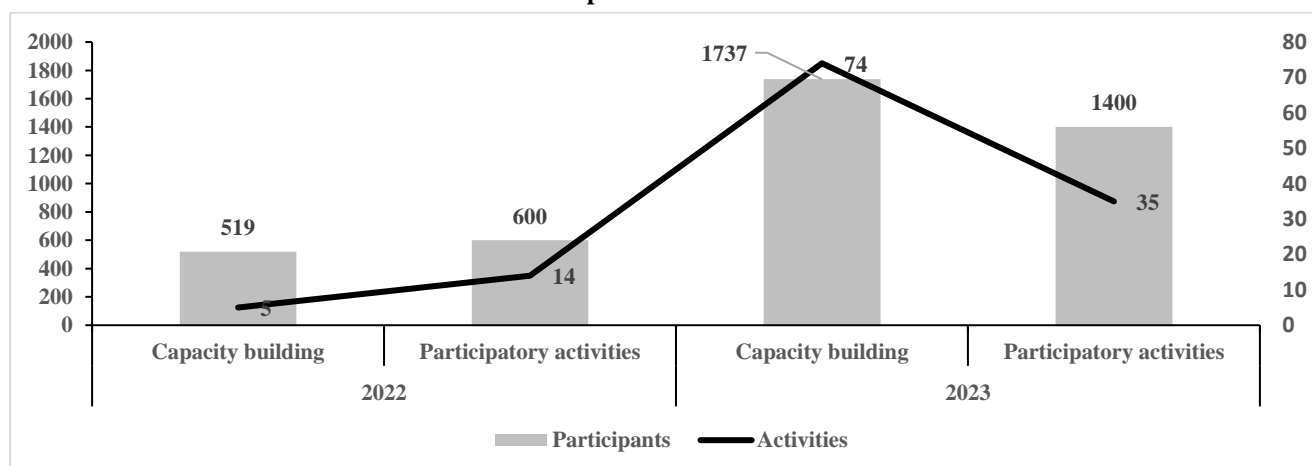
4. **Planned results for 2025**

A. Result 1: enhanced and expanded service delivery by local water and sanitation service providers

Programme performance in 2023 and target for 2025

29. The subprogramme's work contributed to supporting 50 local sanitation operators providing more inclusive sanitation services through water operator partnerships, trainings and enabling participation exposure events which exceeded the planned target of 40 local operators.

30. Progress towards the objective and the target for 2025 are presented in the performance measure below (see Figure 2).

Figure 2
Performance measure: number of local sanitation operators providing more inclusive sanitation services (cumulative)
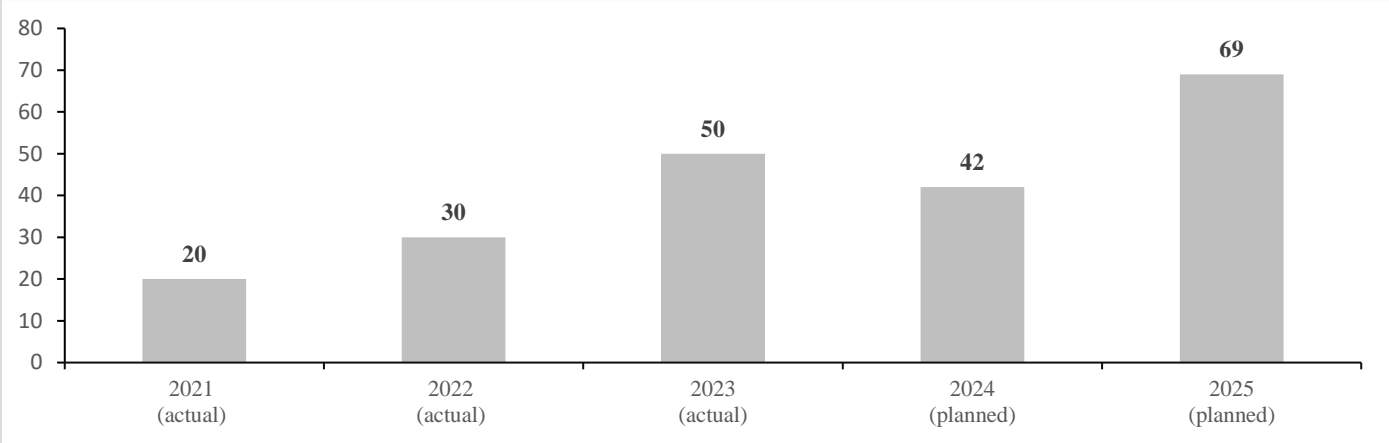
B. Result 2: inclusive cities and communities through urban regeneration

Programme performance in 2023 and target for 2025

31. The subprogramme's work contributed to the adoption and implementation of urban and territorial renewal and regeneration initiatives in 32 partnering cities, which met the planned target.

32. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3).

Figure 3
Performance measure: number of partner cities that have implemented urban and territorial regeneration initiatives (cumulative)
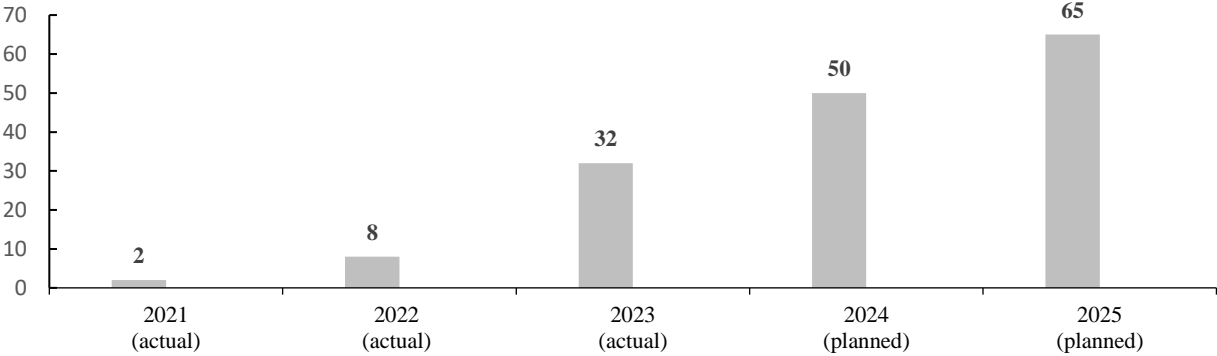
C. Result 3: Promoting adequate housing for all and addressing homelessness and housing exclusion

1. Proposed programme plan for 2025

33. With the rise of urbanisation , demand for adequate housing has increased exponentially. Adequate housing provides secure place to live, with safe and stable access to water and sanitation, transportation, employment, schools and other social services. The subprogramme has supported evidence-based frameworks, enhancing stakeholder engagement.

2. Lessons learned and planned change

34. The lesson for the subprogramme was the need for a more coordinated approach to human rights-based, inclusive, and sustainable housing systems, including strong implementation and monitoring mechanisms. In applying the lesson, the subprogramme will, in liaison with relevant stakeholders strengthen homelessness policies, advance transformative initiatives addressing global housing challenges through data collection, strengthened benchmarking, monitoring, capturing and translating success. The "Housing for All platform" will serve as a global hub for disseminating housing-related knowledge and informing stakeholders' actions. Operational normative work will focus on governance tools addressing inadequate housing for marginalised communities, prevent segregation and ensuring socioeconomic integration. Similarly, our work will equip cities to develop context-specific solutions promoting sustainable access to adequate housing for all.

35. Expected progress towards the objective is presented in the performance measure below (see Table 2

Table 2
Performance measure: number of partner cities and countries committed to end homelessness and housing exclusion by adopting human rights-based strategies, in line with UN-Habitat guidelines

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
			10 partner cities and countries	15 partner cities and countries

3. Deliverables

36. Table 3 lists all deliverables for the subprogramme.

Table 3
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	–	–
Report of the Secretary-General on inclusive social development policies and programmes to address homelessness	1	1	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**36**	**36**	**38**	**38**
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	12	12	14	15
2. Projects on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1
3. Projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	8	8	9	9
4. Projects on land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict	7	7	7	6

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
5. Projects on integrated urban and territorial planning and effective planning laws	6	6	5	6
6. Projects on urban monitoring, evidence-based policies for crime prevention and community safety and social cohesion in cities and human settlements	2	2	2	2
Seminars, workshops and training events (number of days)	**53**	**53**	**58**	**59**
7. Training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management	20	20	23	25
8. Training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety	12	12	13	14
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	5	5	6	6
10. Technical workshops on monitoring the SDGs and the NUA	5	5	5	5
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	8	8	7	7
12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance in the Arab States region	3	3	3	2
Publications (number of publications)	**1**	**1**	**3**	**6**
13. Publication on land tenure and land degradation	–	–	1	1
14. Publication on land governance, finance and territorial planning	–	–	1	2
15. Publication on affordable and sustainable housing, including homelessness and slum transformation	1	1	1	2
16. Global Report on Localizing SDGs and the State of Water and Sanitation Service Provider	–	–	–	1
Technical materials (number of materials)	**11**	**11**	**13**	**15**
16. Compendium of policies, plans and good practices on urban planning, regeneration, heritage conservation and extension	1	–	1	1
17. Best practices, guides and case studies on increased and equal access to basic services, sustainable mobility and public space	2		3	4
18. Guide for land management and spatial plans for poverty reduction and spatial equality	1	–	1	1
19. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants	1	–	1	1
20. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	1	1	1	1
21. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	2	2	2	3
22. Guides and tools to improve land management and tenure security	1	1	1	1
23. Guidelines and handbooks on slum upgrading solutions	2	2	2	2
24. Neighbourhood planning guidelines on participation and inclusive regeneration	–	–	1	1

C. **Substantive deliverables**

Consultation, advice and advocacy: technical advice to Member States on implementation, monitoring and implementation of the NUA and the SDGs, and UN-Habitat Assembly Resolutions; on urban basic services and integrated inclusive slum upgrading; inclusive and integrated urban planning; the right to housing and tenure security for all, urban law reform and effective urban regeneration and growth management and urban land administration and management.

Category and subcategory	*2023 planned*	*2023 actual*	*2024 planned*	*2025 planned*

Databases and substantive digital materials: UrbanLex database; Global knowledge platforms on adequate housing; digital materials on global commitments related to land, housing, urban basic services, mobility, energy, water and sanitation, solid waste management, air quality, climate change mitigation and adaptation and cultural heritage; African Clean Cities Platform and the Waste Wise Cities Platform.

D. Communication deliverables

Outreach programmes, special events and information materials: networks including Global Network of Public Space, dedicated housing campaign on the open-ended inter-governmental Expert Working Group on Adequate Housing for All ; Best Practices Awards; Global Initiative for transforming informal settlements and slums by 2030, brochures, leaflets and spotlights on slum upgrading, urban regeneration, public space and housing, urban land governance and management and urban basic services.

External and media relations: media kits, press releases, web stories and social media content on inclusive cities.

Digital platforms and multimedia content: video documentaries, infographics, and webinars and 2 open digital platforms on urban safety, heritage, regeneration and urban growth.

B.   Subprogramme 2: Enhanced shared prosperity of cities and regions

1.   Objective

37.   The objective, to which this subprogramme contributes, is to enhance the shared prosperity of cities and regions through improved spatial connectivity and productivity, increased and equitably distributed locally generated revenue and expanded deployment of frontier technologies and innovation.

2.   Strategy

38.   To contribute to the objective, the subprogramme will:

(a)   Support Member States and other partners through the formulation of national urban policies and related legal, financial and implementation frameworks integrated into whole-of-government planning, policy and financing frameworks; knowledge transfer; capacity-building; and the development of tools on urban and rural territorial planning and design;

(b)   Provide technical assistance, capacity-building and advisory services to cities with regard to:

(i)   Developing participatory and accountable budgeting approaches, optimizing local revenue systems through data collection, the development of municipal databases, and leveraging private sources of capital for sustainable urban development;

(ii)   Effectively procuring, testing and implementing people-centred frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data;

(c)   Build on the lessons learned from challenges to local revenue generation exposed by global risks to develop tailored policies and technical assistance, with a focus on effective local public financial management.

39.   In doing so, the subprogramme will assist Member States in making progress towards SDGs 1, 8, 9, 10 and 11.

40.   The above-mentioned work is expected to result in:

(a)   Balanced territorial development and better-connected human settlements, while contributing to improved social inclusion, poverty reduction and climate action;

(b)   Enactment by local authorities of institutional and legal reforms conducive to the generation of additional financial resources, including through public-private partnerships, land-based revenue and financing tools;

(c) Strengthened urban-level action to address inequalities and bridge social, spatial and digital divides.

3. Programme performance in 2023

Accelerating the capacity of Local Governments to finance the SDGs

41. UN-Habitat has driven initiatives aimed at assisting local governments to mobilize adequate financing for local actions to achieve the SDGs. The subprogramme continued supporting cities to generate their own source revenue (OSR), improve local expenditure efficiency, and optimization of financial management capacity. The subprogramme continued to foster partnerships to scale its impact and help distribute existing funding and finance to where it can deliver the greatest impact. For instance, the subprogramme started to digitalize and create courses on its tools, particularly the Rapid Own Source Revenue Analysis tool (ROSRA), making it openly available and accessible for cities. In collaboration with the World Economic Forum, it developed a Global Partnership for Local Investment that will establish a database of best practices relating to public-private collaboration in sustainable urban development.

42. Progress towards the objective is presented in the performance measure below (see Table 4).

Table 4
Performance measure: Number of cities supported to strengthen OSR collection.

2021 (actual)	*2022 (actual)*	*2023 (actual)*
• Supported over 10 local governments in over 5 countries to improve their financial position	• Supported over 20 local governments in over 7 countries to improve their financial position	• Supported over 30 local governments in over 10 countries to improve their financial position
• Over 5 national governments improved their financial position	• Over 15 national governments improved their financial position	• Over 7 national governments improved their financial position

4. Planned results for 2025

A. Result 1: regional spatial development plans in Ethiopia for improved prosperity and balanced socioeconomic development

Programme performance in 2023 and target for 2025

43. The subprogramme's work contributed to 9 regional authorities endorsing regional spatial development plans, which did not meet the planned target of 10. The target was not met due to delays resulting from the new governance structure creating two new regions in 2023 following the Southern Region referendum. This impacted accessibility to areas and caused delays in logistical arrangements.

44. The objective and the target for 2025 are presented in the performance measure below (see Table 5).

Table 5
Performance measure: Progress towards developing 12 regional spatial development plans in Ethiopia.

2021 (actual)	*2022 (actual)*	*2023 (actuals)*	*2024 (planned)*	*2025 (planned)*
Regional authorities in Ethiopia support the conduct of local economic and spatial studies in 10 regions	Enhanced capacity of planning and economic development institutions in 10 regional states in Ethiopia on formulating and implementing regional spatial development plans	Regional authorities endorse 9 regional spatial development plans. Enhanced capacity of planning and economic development institutions in 12 regional states in Ethiopia	Regional authorities endorse 10 regional spatial development plans	Enhanced capacity of planning and economic development institutions in 12 regional states in Ethiopia

B. Result 2: voluntary local reviews to enhance shared prosperity of cities and regions globally through SDG localization.

Programme performance 2023 and target for 2025

45. The subprogramme's work contributed to the development and publication of 12 Voluntary Local Reviews which exceeded the planned target of 10 for 2023.

46. The subprogramme's work contributed to the development of 29 Voluntary Local Reviews globally, which did not meet the planned target of 60 for 2023. The target was not met because the global uptake fell short of the envisioned requests.

47. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 4).

Figure 4

Performance measure: Number of voluntary local reviews prepared by local and regional governments (annual)

⬚ Number of voluntary local reviews developed with the subprogramme's direct support

▨ Number of voluntary local reviews developed globally
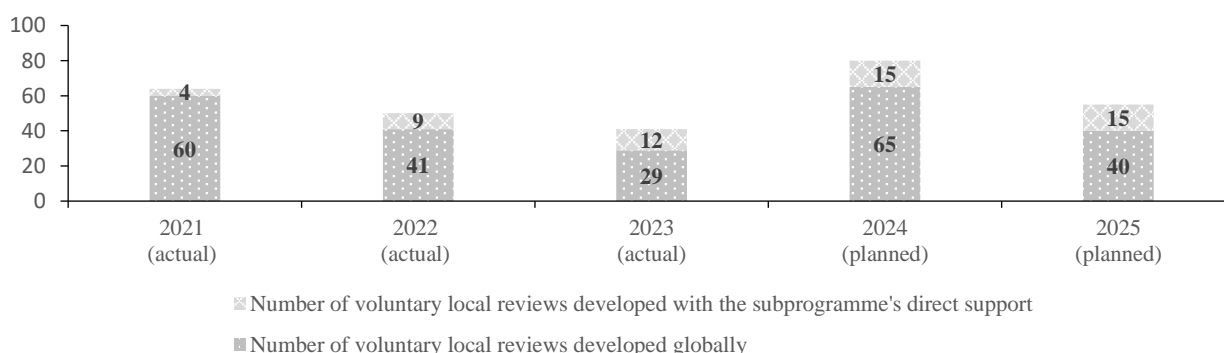
C. Result 3: People Centred Smart Cities: Digital Transformation for Sustainable Urban Development

1. Proposed programme plan for 2025

48. Digital transformation is critical to sustainable urban development demands. The subprogramme's people-centred smart cities pushes back on supply-oriented innovation, aiming to contextualize innovation in a demand-driven way to benefit all and bridge the digital divide.

49. The lesson for the subprogramme was recognizing the significance of digital transformation. Resolution HSP/HA.2/Res.1 mandates UN-Habitat to initiate development of International Guidelines on People-centred Smart Cities In applying the lesson, the subprogramme will develop the guidelines and pilot its application in selected cities. Through the guidelines and piloting, the subprogramme aims to provide a clear pathway on how cities can leverage smart solutions ensuring a focus on people-centered approaches.

50. Expected progress towards the objective is presented in the performance measure below (see Table 6)

Table 6

Performance measure: Progress on cities developing smart city strategies and tools, and digital transformation projects, using innovation in line international guidelines on people-centred smart

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Develop 2 people-centered smart cities playbooks 5 cities adopt people-centered smart city strategies	Develop 6 people-centered smart cities playbooks. 30 cities adopt people-centered	Approved HSP/HA.2/Res.1 to establish International Guidelines on People-centred Smart Cities. 15 cities develop people-centred smart	International Guidelines on People-centred Smart Cities drafted 25 cities develop strategies, plans and	International Guidelines on People-centred Smart Cities endorsed 25 cities develop strategies, plans and

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	smart city strategies.	city strategies and plans.	demonstration projects	demonstration projects

2. Deliverables

51. Table 7 lists all deliverables for the subprogramme.

Table 7

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**29**	**29**	**27**	**27**
1. Projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, and design	14	14	13	13
2. Projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7	7	6	6
3. Projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	8	8	8	8
Seminars, workshops and training events (number of days)	**39**	**39**	**41**	**40**
4. Training events and dialogues on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	25	25	26	26
5. Training events and workshops on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the NUA and the SDGs	6	6	6	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	8	8	9	8
Publications (number of publications)	**2**	**2**	**2**	**2**
7. National cities reports	2	2	2	2
Technical materials (number of materials)	**11**	**11**	**12**	**12**
8. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, national urban policies and people-centred smart cities.	5	5	6	6
9. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	3	3	3	3
10. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the NUA and the SDGs.	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to 20 Member States on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.

Databases and substantive digital materials: national urban policy database comprising approximately 160 countries; compendium of urban-rural linkages case studies; global municipal database, comprising 50 countries and approximately 110 cities.

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, leaflets, profiles and events on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.

Digital platforms and multi-media content: content for social media.

D. Subprogramme 3: Strengthened climate action and improved urban environment

1. Objective

52. The objective, to which this subprogramme contributes, is to strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improving air quality, improving resource efficiency and protecting ecological assets, and the effective adaptation of communities and infrastructure to climate change.

2. Strategy

53. To contribute to the objective, the subprogramme will:

(a) Provide technical support for the development of low-emission and climate resilient city development and the integration of climate change action into all domains of sustainable urban development;

(b) Provide assistance on sustainable approaches to urban climate action to requesting Member States through innovative technologies, knowledge transfer, capacity-building, data and development of an evidence base, policy advice and peer-to-peer engagement in global and regional networks;

(c) Provide assistance to Member States on the integration of the urban dimension in nationally determined contributions, national adaptation plans and other national climate changes policies, strategies and plans and support their implementation across all levels of governments;

(d) Promote solutions to environmental protection, renovation and restoration as well as integrated through the development of tools, guidelines and field projects;

(e) Provide assistance in the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments, including through its flagship programme entitled "RISE-UP: resilient settlements for the urban poor", which focuses on mobilizing investments to address climate resilience issues affecting urban communities in vulnerable situations;

(f) Support the implementation of global adaptation initiatives, such as the National Adaptation Plan Global Support Programme and the Nationally Determined Contributions Partnership;

54. 15.52 In doing so, the subprogramme will assist Member States in making progress towards achieving SDGs 1, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 and 15.

55. The above-mentioned work is expected to result in:

(a) Multidimensional climate action and urban environment planning by Member States and partner cities that reduces greenhouse gas emissions, builds climate resilience of urban systems and communities, preserves, regenerates and restores urban biodiversity and reduces air and water pollution;

(b) Mobilization of additional financial resources for adaptation to climate change at the national and subnational levels;

(c) Member States' nationally determined contributions and national climate adaptation plans incorporating urban dimensions;

(d) More climate- and pandemic-resilient cities, human settlements and communities.

3. Programme performance in 2023

Multilevel and Urban Climate Action firmly anchored in global climate frameworks

56. The subprogramme has received a strong endorsement at II UN-Habitat's Assembly. A resolution requests UN-Habitat to strengthen its climate change related work at the city and community level, to support multilevel climate action and to continue the Ministerial Meeting on Urbanization and Climate Change. The Subprogramme co-organized and co-chaired the first Local Climate Action Summit together with the COP28 Presidency and Bloomberg Philanthropies, attended by over 250 mayors and opened by the Secretary-General. The event highlighted the critical role of multilevel climate action. A notable outcome was the CHAMP (Coalition for High Ambition Multilevel Partnerships) pledge, signed by 71 national governments, committing to include multilevel action in COP28 outcomes and to collaborate with non-state actors for the 2025 revision of the Nationally Determined Contributions. The Second Ministerial Meeting on Urbanization and Climate Change, was the curtain raiser of the Multilevel Action, Urbanization and Built Environment / Transport day. The event was attended by over 1000 participants. 48 ministers and vice ministers, seven mayors as well as representatives of 11 international organizations, multilateral development banks and community organizations spoke. A highlight was the dialogue series between mayors and ministers that jointly pledged stronger collaboration in the spirit of multilevel climate action.

57. Progress towards the objective is presented in the performance measure below (see figure 5).

Figure 5
Performance measure: Recognition of sustainable urban development in climate change diplomacy
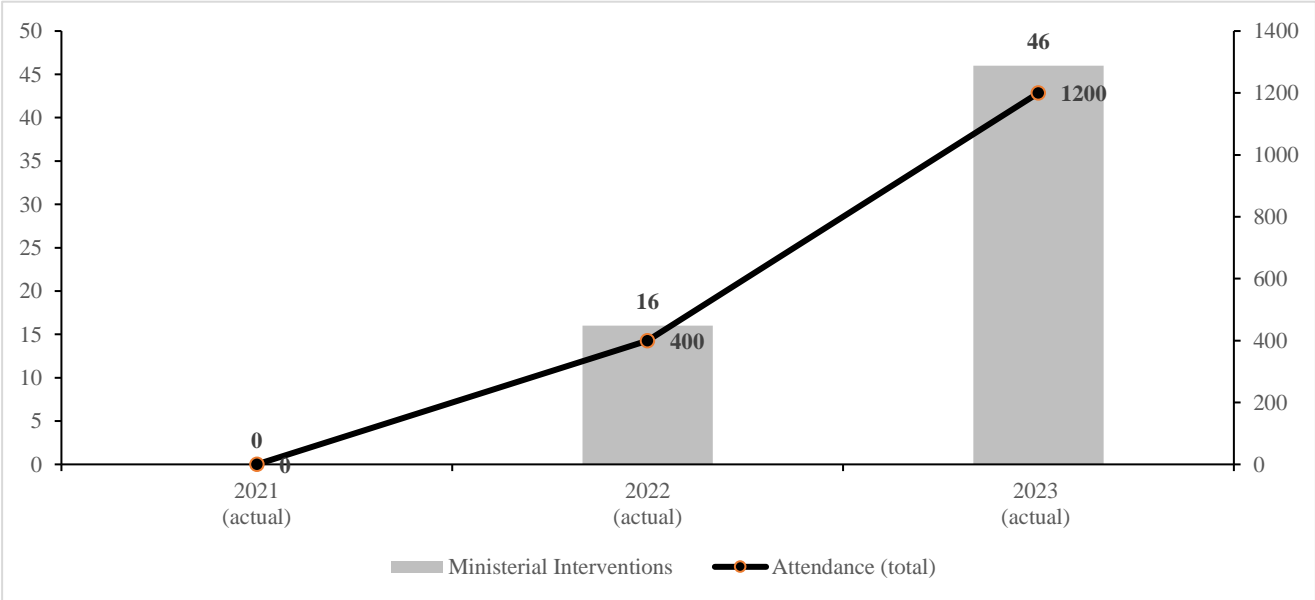
4. Planned results for 2025

A. Result 1: Increased climate resilience of urban communities in Jordan and Lebanon

Programme performance in 2023 and target for 2025

58. The subprogramme's work contributed to the increased climate resilience of 100,052 community members in Jordan and Lebanon, which did not meet the planned target of 430,000 for 2023. The target was not met due to the continuing financial crisis in Lebanon. Building materials continue to be higher than budgeted and project adjustments could only partially absorb higher costs.

59. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 6).

Figure 6
Performance measure: number of people in Jordan, Lebanon and the Syrian Arab Republic who have benefited from climate change adaptation actions identified through the master planning process (cumulative)
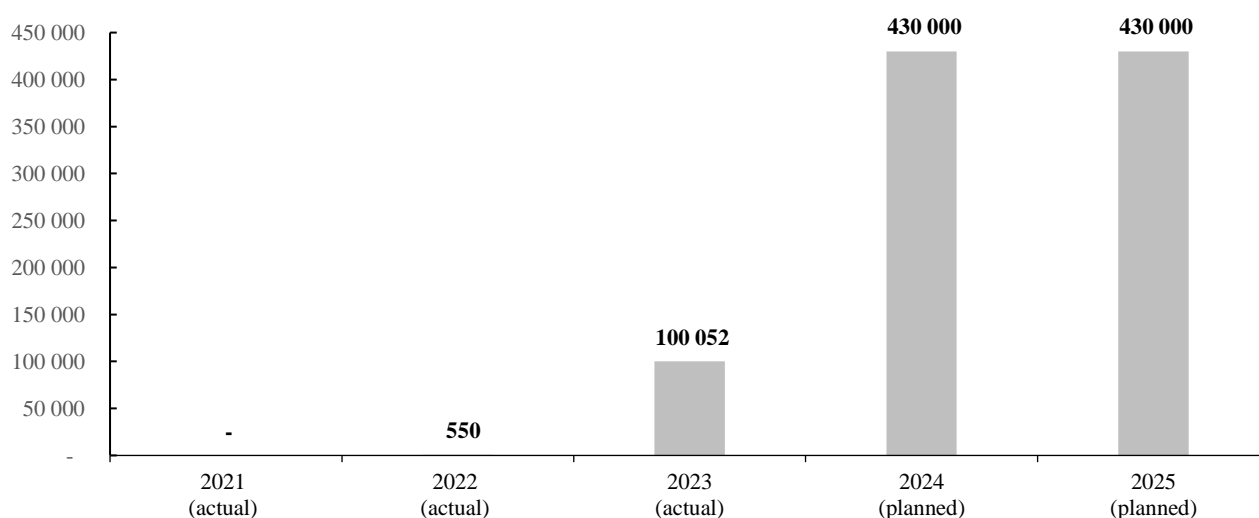
B. Result 2: Nature-based solutions to improve livelihoods and resilience of urban poor communities

Programme performance in 2023 and target for 2025

60. The subprogramme's work contributed to 32 nature-based solutions, which met the planned target for 2023.

61. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 7).

Figure 7
Performance measure: number of towns and cities implementing nature-based solutions (cumulative)
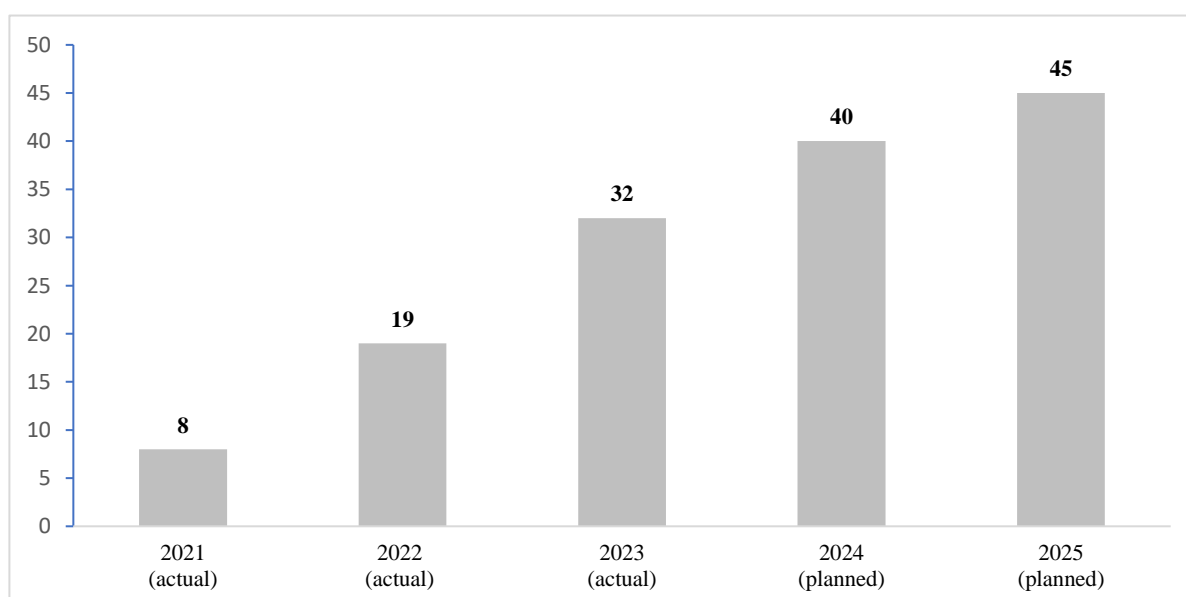
C. Result 3: Nationally Determined Contributions increasingly contain urban content

1. Proposed programme plan for 2025

62.   The subprogramme supports member states in the enhancement of the urban content of their NDCs as high-ambition urban action is critical to achieve the mitigation and adaptation goals of the Paris Agreement. As such, the Subprogramme monitors the urban content of the NDCs since 2016. In 2020, UN-Habitat issued a guide on "Enhancing Nationally Determined Contributions through urban climate action." Subsequent monitoring reports were presented at COP26, Glasgow 2021, COP27, Sharm-el-Sheikh, 2022 and COP28, Dubai, 2023.

2. Lessons learned and planned change

63.   The lesson for the subprogramme was that (i) urban policy makers at national and local levels need to engage in climate change policy development to shape NDCs, (ii) international monitoring of progress provides member states with a score card which can help improve policies, (iii) urban stakeholders need support in policy development and implementation. In applying the lesson, the subprogramme will (i) continue monitor the urban content of the NDCs, (ii) provide in-depth analysis of some NDCs, (iii) provide advisory support for development and implementation of the urban dimension of the NDCs with a particular emphasis on the mandated revision of the NDCs in 2025.

64.   Expected progress towards the objective is presented in the performance measure below (see figure 8)

Figure 8
Performance measure: Nationally Determined Contributions with urban content
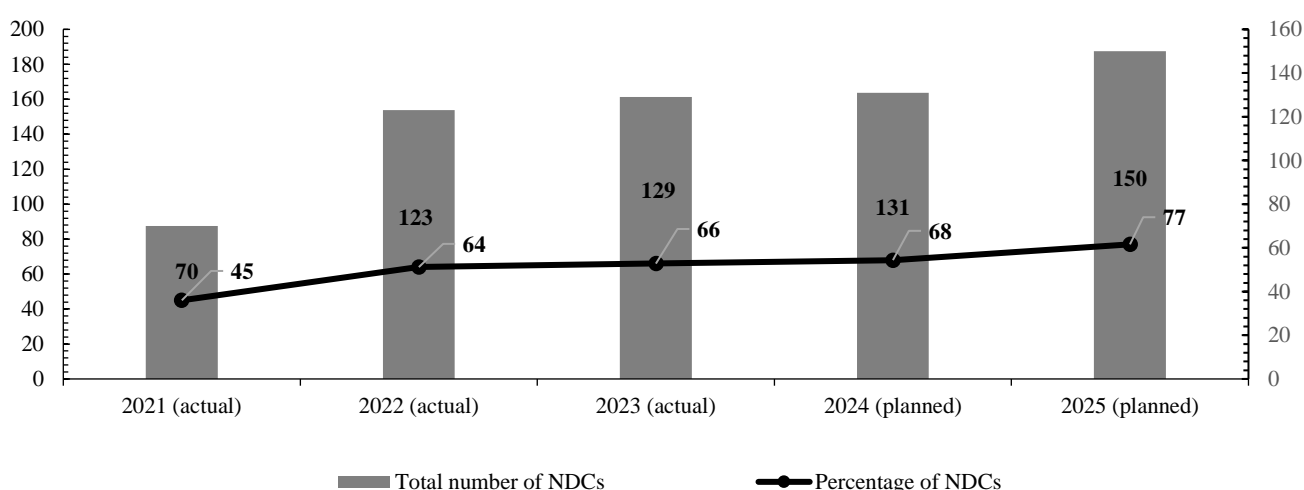
3. Deliverables

65.   Table 8 lists all deliverables of the subprogramme.

Table 8
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**22**	**22**	**28**	**37**
1. Projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-emission basic services, more sustainable infrastructure and buildings	2	2	4	5

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
2. Projects on policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-emission basic services and sustainable infrastructure and buildings	1	1	2	3
3. Projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	10	10	–	–
4. Projects on effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e., remote sensing) and processing	6	6	16	18
5. Projects on policies, legal instruments, plans and strategies for strengthened resilience and effective adaptation of communities and infrastructure to climate change	–	–	4	5
6. Projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	1	1	2	4
7. Projects on urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency	2	2	2	2
Seminars, workshops and training events (number of days)	**43**	**43**	**47**	**61**
8. Training events for partners and those in vulnerable situations (e.g., in informal settlements) on climate change mitigation, air quality and low-emission basic services	10	10	12	15
9. Training events on effective adaptation of communities and infrastructure to climate change	25	25	30	35
10. Training events on sustainable city models and their application, sustainable infrastructure and urban planning	5	5	–	**6**
11. Training on environment and climate dimensions and Sustainable Development Goal monitoring in urban areas	3	3	–	–
12. Training events for national and local government partners and other urban stakeholders on urban environmental management, restoration and renovation, biodiversity protection, circular economy and ecosystem services.	–	–	5	5
Publications (number of publications)	**3**	**3**	**4**	**6**
13. Publication on climate change mitigation and air quality	1	1	2	2
14. Publication on effective adaptation of communities of slums and other urban communities in vulnerable situations in urban neighbourhoods, and infrastructure, to climate change	1	1	1	2
15. Publication on improved low-emission urban services and resource efficiency (e.g. focusing on technological innovation)	1	1	1	2
Technical materials (number of materials)	**5**	**5**	**8**	**10**
16. Technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	1	1	2	2
17. Technical materials on climate change mitigation and air quality	1	1	2	2
18. Technical materials on climate action, basic services or environment in human settlements	1	1	2	2
19. Technical materials on national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, ecological assets and ecosystem services	1	1	1	2
20. Technical materials on improved low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	1	1	1	2

C. **Substantive deliverables**

Consultation, advice and advocacy: advisory services to 20 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-emission urban services, improving resource efficiency and protecting ecological assets.

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned

Databases and substantive digital materials: databases on urban climate or environment-relevant subjects, and simulations, including a global database on the urban dimension of Nationally Determined Contributions, urban climate resilience frameworks in Southern Africa, ecosystems-based adaptation solutions in Southeast Asia, the Arab Region and Latin America and the Caribbean as well as a toolbox for urban biodiversity solutions; e-mobility toolbox supporting the shift to electric mobility.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, campaign and events on greenhouse gas emissions and air quality, resource efficiency, protection of ecological assets and effective adaptation of communities and infrastructure to climate change.

External and media relations: press articles on climate action and the urban environment.

Digital platforms and multimedia content: websites and content for social media accounts; multimedia content on urban climate- or environment-relevant subjects.

D. Subprogramme 4: Effective urban crisis prevention and response

1. Objective

66. The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response and advance social integration and inclusive communities as well as improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees.

2. Strategy

67. To contribute to the objective, the subprogramme will:

(a) Engage in-country comprehensive, participatory and inclusive operational programmes responding to crises, establishing fit-for-purpose land administration to secure tenure for all in crisis-affected areas, while supporting measures for national urban frameworks;

(b) Support Member States in adopting evidence-based recovery approaches, area-based approaches and community participatory processes, while ensuring age, gender and diversity representation;

(c) Build the capacity of national, regional and local actors to increase social cohesion, reduce discrimination in urban crisis situations, and prevent disaster risk including foresight and early warning;

(d) Prioritize improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees by providing crisis-response expertise and supporting integrated urban development strategies for host communities and the displaced;

(e) Develop evidence-based local disaster risk reduction and resilience strategies and support implementation in target cities and territories..

68. In doing so, the subprogramme will assist Member States in making progress towards achieving SDGs 1, 5, 8, 9, 10, 11, 13 and 16.

69. The above-mentioned work is expected to result in:

(a) An increased community participation in crisis-affected areas in local decision-making for recovery, ensuring social inclusion and human rights;

(b) An increased number of cities offering secure tenure, sustainable basic services, adequate housing, safety and security for the displaced and host communities;

(c) The reduction of multidimensional risks and increased protection for vulnerable populations in cities;

(d) Strengthened city-level infrastructure analysis and decision-making with a focus on resilience, particularly in crisis settings.

3.   Programme performance in 2023

Building Urban Climate Resilience in South-Eastern Africa

70.   Cities in South-East Africa face heightened vulnerability to natural disasters, particularly severe tropical storms and cyclones, resulting in the destruction of numerous homes, significant causalities, and over 20,603 displaced people across Madagascar, Mozambique and Malawi. Despite the strong commitment of national and local authorities to reduce vulnerabilities and address immediate needs, challenges persist in implementing risk reduction measures. The subprogramme has been enhancing local communities' resilience and adaptability through early warning systems, nature-based solutions and emergency shelters and infrastructure reconstruction.

71.   In Madagascar, a safe haven in Morondava provided shelters for 200 people during severe tropical storm Cheneso. The subprogramme also constructed 1 km-long proof-elevated road, rebuilt three bridges and initiated urban greening spaces. Efforts are underway to promote and replicate successful resilience measures nationwide.

72.   In Malawi, the subprogramme has been implementing and promoting disaster-proof techniques for safer schools, hospitals and housing. Two evacuation centres were built in Zomba, along with pioneering urban nature-based solutions.

73.   In Mozambique, the subprogramme put in place early warning systems and provided 39,635 people in the city of Chokwe with resilient basic services and infrastructure. Capacity building initiatives were undertaken to empower local communities in assessing and addressing climate-related challanges.

74.   Progress towards the objective is presented in the performance measure below (see figure 9).

Figure 9
Performance measure: Number of interventions to enhance the resilience and adaptability of local communities in urban settings
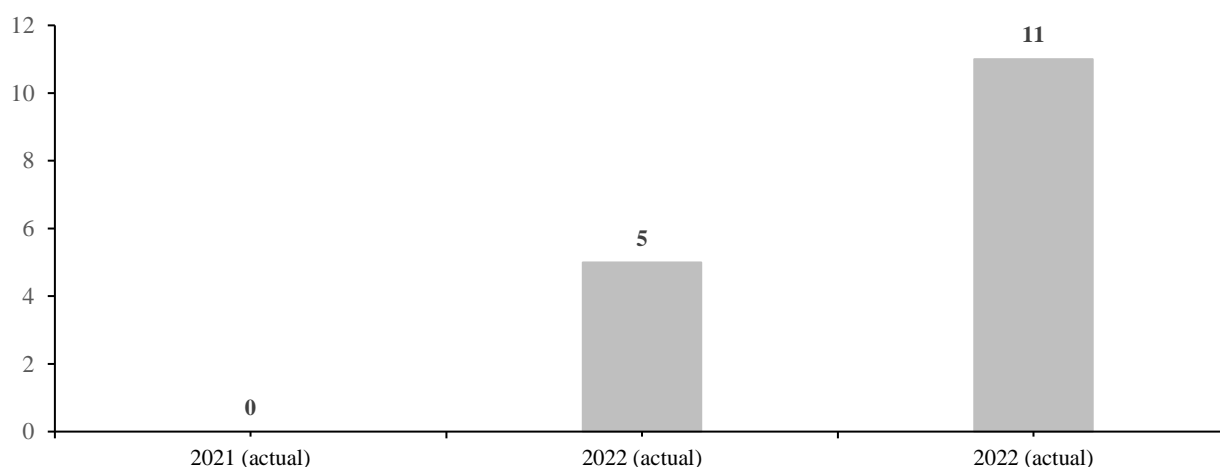
4.   Planned results for 2025

A.   Result 1: strengthened urban recovery and resilience and improved access to basic services in the Syrian Arab Republic

Programme performance in 2023 and target for 2025

75.   The subprogramme's work contributed to rehabilitation of Nine neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic, which /met the planned target.

76.   Progress towards the objective and the target for 2025 are presented in the performance measure below (see Table 9).

Table 9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Municipal authorities and local communities supported to develop neighbourhood action plans for nine neighbourhoods in two cities in the Syrian Arab Republic through joint participatory area-based planning	Improved physical access to seven neighbourhoods in four cities in the Syrian Arab Republic and 50 neighbourhood action plans developed by municipal authorities and local communities for the rehabilitation of water, sanitation and waste management services	Nine rehabilitated neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic	Neighbourhood action plans developed or updated in two cities. Five rehabilitated neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic	Neighbourhood action plans developed or updated in two cities in the Syrian Arab Republic; and five neighbourhoods rehabilitated and improved access to basic services in two cities in the Syrian Arab Republic

B. Result 2: enhanced sustainable solutions to migration

Programme performance in 2023 and target for 2025

77.   The subprogramme's work contributed to the development of context specific responses to urban migration in 5 countries, which met the planned target.

78.   Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 10).

Figure 10
Performance measure: number of countries adopting a context-specific response to urban migration and displacement (cumulative)
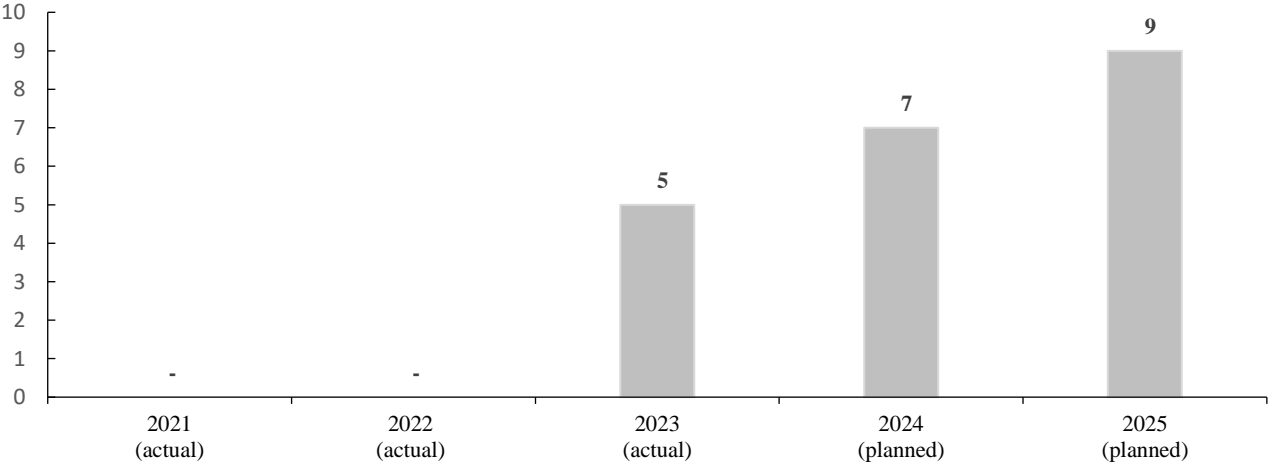
C. Result 3: Enhanced sustainable integration of displaced communities in urban areas

1. Proposed programme plan for 2025

79.   Around 2.6 million people in Somalia face displacement due to climate-change-induced drought, flooding and conflict, gravitating towards cities that struggle to manage the unprecedented influx. The subprogramme adopts an innovative approach to address Somalia's internal displacement challenges by seeking durable solutions. It targets systemic blockages, challenges, and opportunities through capacity building and support for local authorities, focusing on developing plans and land-related policies. The goal is to enhance tenure security, promote social inclusion, ensure security, and reduce eviction risks. By establishing a robust normative and institutional framework, the subprogramme aims to create an enabling environment for securing investments in social

infrastructure and basic services. These investments are crucial for fostering self-reliance and sustainable (re)integration of displaced communities.

2. Lessons learned and planned change

80. The lesson for the subprogramme was to bring a development lens to the discussion on durable solutions to displacement. In applying the lesson, the subprogramme will support local governments with tools and capacity required to manage rapid urban growth brought on by displacement, with a focus on urban planning, tenure security and land governance to build safe, inclusive and economically viable neighbourhoods.

81. Expected progress towards the objective is presented in the performance measure below (see figure 11)

Figure 11
Performance measure: Number of land title deeds issued in support of integrating displaced communities
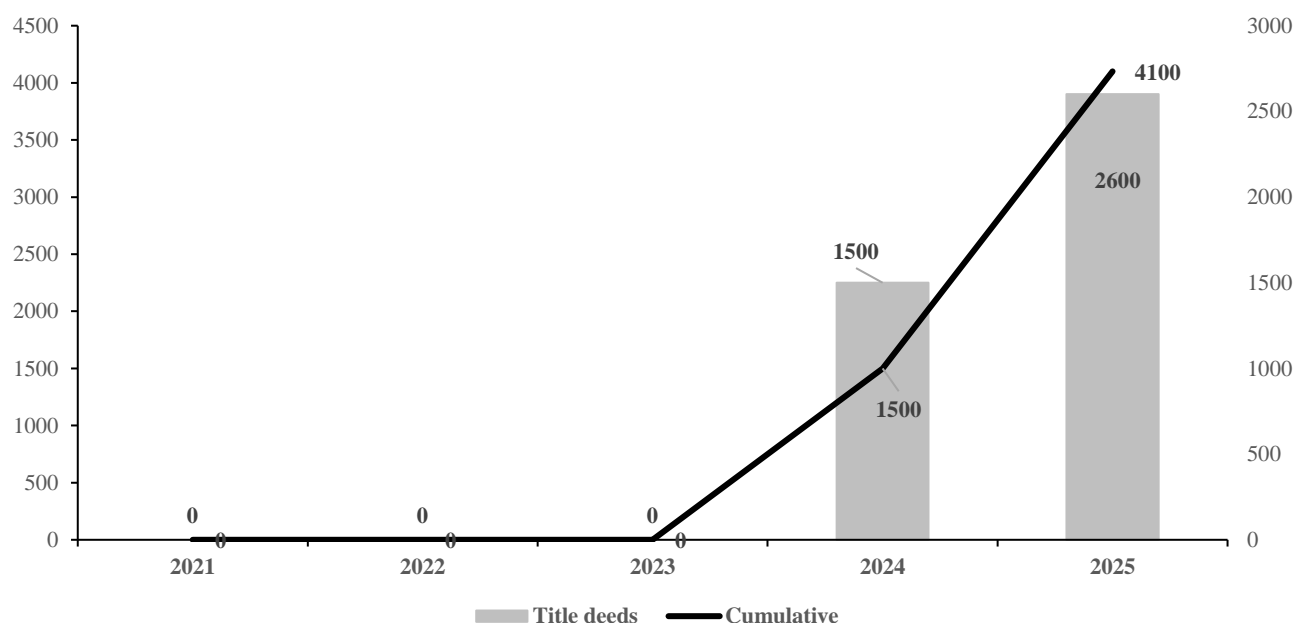
3. Deliverables

82. Table 10 lists all deliverables of the subprogramme.

Table 10
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**21**	**21**	**21**	**21**
1. Projects on enhanced social integration and cohesive communities	8	8	8	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced persons	7	7	8	8
3. Projects on enhanced resilience of the built environment and infrastructure	6	6	6	6
Seminars, workshops and training events (number of days)	**31**	**31**	**31**	**31**
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	12	12	10	10

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons	8	8	9	9
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	11	11	12	12
Publications (number of publications)	**2**	**2**	**–**	**1**
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced persons	1	1	–	1
8. Publication on enhanced resilience of the built environment and infrastructure	1	1	–	–
Technical materials (number of materials)	**6**	**6**	**7**	**7**
9. Technical materials on enhanced social integration and cohesive communities	2	2	2	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced persons	2	2	3	3
11. Technical materials on enhanced resilience of the built environment and infrastructure	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory services provided to five Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including impacts from ongoing conflicts, climate change and crises related to migration and displacement.

Databases and substantive digital materials: urban migration indicators in the UN-Habitat GUM Framework.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials, brochures, leaflets and online awareness-raising and digital learning materials on social inclusion and the response to migration and displacement, urban recovery and reconstruction, risk reduction, and early warning systems and foresight.

Digital platforms and multimedia content: content for social media accounts, blogs and websites related to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts; risk reduction and recovery in urban areas.

Part B: Proposed post and non-post resource requirements

I. Overall financial overview

83.   The financial framework of UN-Habitat comprises three broad sources of funding, namely:

(a)   United Nations regular-budget allocations, which are approved by the General Assembly;

(b)   United Nations Habitat and Human Settlements Foundation contributions, from which non-earmarked[1] budget allocations are approved by the Executive Board, and earmarked[2] budget allocations are approved by the Executive Director;

(c)   Technical cooperation contributions, from which the budget allocations are also approved by the Executive Director.

84.   Regular-budget appropriations are approved by the General Assembly and fall into four categories as below:

(a)   Section 15 (human settlements), which are direct allocations from assessed contributions to the United Nations Human Settlements Programme.

(b)   Section 23 (regular programme of technical cooperation), which are indirect allocations. The regular programme of technical cooperation is for sectoral advisory services in the field of human settlements and sustainable urban development.

(c)   Section 35 (development account) related to specified development projects administered through the Department of Economic and Social Affairs.

(d)   Other regular-budget resources allocated to UN-Habitat through section 2 (conference management) in support of UN-Habitat mandated components of conferences and a small training fund allocated through UNON for language courses.

85.   Technical cooperation contributions are earmarked voluntary resources from Governments and other non-government donors for the implementation of specific technical country-level activities consistent with the mandate of UN-Habitat and its programme of work and strategic plan.

86.   Programme support revenue is earned from the implementation of the earmarked funds, which is a percentage of total expenditures on direct programme costs in line with the administrative instruction on programme support accounts[3.]

87.   For management purposes, the Foundation non-earmarked account and the regular budget are the "core resources" of UN-Habitat.

88.   In line with General Assembly resolution 75/233, all efforts have been made to consolidate projected core and non-core resources within an integrated budgetary framework based on the priorities of the strategic plan for the period 2020–2025.

A. Resource plan

89.   The overall resource requirements for UN-Habitat for 2025 are projected at $175.2 million, reflecting a decrease of 3.2 per cent over the re-estimated $181.0 million of 2024. This projection represents a reflection of the real delivery levels based on the 2023 actuals. Programme activities account for $163.0 million (93.0 per cent), while $1.2 million (0.7 per cent) is dedicated to servicing of policymaking organs. Executive direction and management and programme support activities account for $4.3 million (2.4 per cent) and 6.7 million (3.8 per cent) respectively.

90.   The allocation of resources across the four subprogrammes is based on an analysis of resource requirements for each strategic area based on the deliverables for each subprogramme for the budget year and the strategic priorities of UN-Habitat.

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[1] In the present document, all regular budget figures are specific to section 15 only.

[2] Also known as special-purpose allocations.

[3] ST/AI/286

Table 11
Overview of resource requirements by source of funds
(Thousands of United States dollars)

	Resources					Posts		
Source of funds	Actual 2023	Revised Estimates 2024	Change amount	% change	Estimates 2025	2024	Changes	2025
1. Core funds								
Foundation non-earmarked								
Post	1 512.1	2 971.9	–	–	2 939.8	19	–	19
Non-post	1 425.1	1 002.5	–	–	1 034.6	–	–	–
Subtotal	**2 937.3**	**3 974.4**	**–**	**–**	**3 974.4**	**19**	**–**	**19**
Regular budget								
Post	11 252.9	11 511.8	–	–	11 511.8	82	–	82
Non-post	757.7	1 506.6	–	–	1 506.6	–	–	–
Subtotal	**12 010.7**	**13 018.4**	**–**	**–**	**13 018.4**	**82**	**–**	**82**
Subtotal, Core funds	**14 498.0**	**16 992.8**	**–**	**–**	**16 992.8**	**101**	**–**	**101**
2. Earmarked funds (including trust funds)								
Foundation earmarked								
Non-post	44 251.5	49 221.0	4 828.5	9.8	54 049.5	–	–	–
Subtotal	**44 251.5**	**49 221.0**	**4 828.5**	**9.8**	**54 049.5**	**–**	**–**	**–**
Technical cooperation								
Non-post	113 038.0	104 736.3	(10 453.2)	(10.0)	94 283.1	–	–	–
Subtotal	**113 038.0**	**104 736.3**	**(10 453.2)**	**(10.0)**	**94 283.1**	**–**	**–**	**–**
Subtotal, Earmarked funds	**157 289.5**	**153 957.6**	**(5 625.0)**	**(4.5)**	**148 332.6**	**–**	**–**	**–**
3. Programme support								
Post	3 712.7	7 012.0	(154.9)	(2.2)	6 807.0	56	(1)	55
Non-post	6 208.1	2 989.0	–	–	2 989.0	–	–	–
Subtotal	**9 920.8**	**10 001.0**	**(154.9)**	**(1.5)**	**9 846.1**	**56**	**(1)**	**55**
Total, all funds								
Post	16 477.7	21 495.7	(154.9)	(0.7)	21 495.7	157	(1)	156
Non-post	165 680.4	159 455.4	(5 624.7)	(3.5)	153 830.7	–	–	–
Total	**182 158.2**	**180 951.1**	**(5 779.6)**	**(3.2)**	**175 171.5**	**157**	**(1)**	**156**

Table 12
Overview of resource requirements by strategic area
(Thousands of United States dollars)

	Resources					Posts		
Strategic area	Actual 2023	Revised Estimates 2024	Change amount	% change	Estimates 2025	2024	Change	2025
Subprogramme 1								
Post	2 589.0	4 123.8	–	–	4 123.8	26	–	26
Non-post	53 824.2	50 637.3	906.9	1.8	51 544.2	–	–	–
Subtotal	**56 413.2**	**54 761.1**	**906.9**	**1.7**	**55 668.0**	**26**	**–**	**26**
Subprogramme 2								
Post	2 955.8	3 628.5	–	–	3 628.5	26	–	26
Non-post	16 840.8	17 080.5	280.6	1.6	17 361.1	–	–	–
Subtotal	**19 796.6**	**20 709.0**	**280.6**	**1.4**	**20 989.6**	**26**	**–**	**26**

	Resources					Posts		
Strategic area	*Actual 2023*	*Revised Estimates 2024*	*Change amount*	*% change*	*Estimates 2025*	*2024*	*Change*	*2025*
Subprogramme 3								
Post	2 329.8	3 006.8	–	–	3 006.8	23	–	23
Non-post	23 772.2	22 739.9	(1 478.3)	(6.5)	21 261.6	–	–	–
Subtotal	**26 102.0**	**25 746.7**	**(1 478.3)**	**(5.7)**	**24 268.4**	**23**	**–**	**23**
Subprogramme 4								
Post	2 694.6	3 016.0	(374.7)	(12.4)	2 641.3	24	(1)	23
Non-post	64 321.6	64 723.4	(5 335.5)	(8.2)	59 387.9	–	–	–
Subtotal	**67 016.2**	**67 739.4**	**(5 710.2)**	**(8.4)**	**62 029.2**	**24**	**(1)**	**23**
Policymaking organs								
Post	525.3	632.4	–	–	632.4	6	–	6
Non-post	877.9	605.7	–	–	605.7	–	–	–
Subtotal	**1 403.2**	**1 238.1**	**–**	**–**	**1 238.1**	**6**	**–**	**6**
Executive direction and management								
Post	3 261.7	3 204.1	–	–	3 204.1	20	–	20
Non-post	1 109.3	1 077.4	0.6	0.1	1 078.0	–	–	–
Subtotal	**4 371.0**	**4 281.5**	**0.6**	**0.0**	**4 282.1**	**20**	**–**	**20**
Programme support								
Post	2 121.5	3 884.1	219.8	5.7	4 103.9	32	–	32
Non-post	4 934.4	2 591.2	1.0	0.0	2 592.2	–	–	–
Subtotal	**7 055.9**	**6 475.3**	**22.08**	**3.4**	**6,696.1**	**32**	**–**	**32**
Total by category								
Post	16 477.7	21 495.7	(154.9)	(0.7)	21,340.8	157	(1)	156
Non-post	167 192.6	159 455.4	(5 624.7)	(3.5)	153 830.7	–	–	–
Total	**182 158.2**	**180 951.1**	**(5 779.6)**	**(3.2)**	**175 171.5**	**157**	**(1)**	**156**

Table 13
Revised estimates for 2024 and requirements for 2025 by source of funding and strategic area
(Thousands of United States dollars)

	Foundation non-earmarked	*Regular budget*	*Foundation earmarked*	*Technical cooperation*	*Programme support*	*Total*	*Post*	*Non-Post*
2024 revised estimates								
Subprogramme 1	630.7	2 117.6	29 483.9	20 463.9	2 065.5	54 761.1	4 123.8	50 637.3
Subprogramme 2	1 011.3	2 390.7	9 667.2	6 808.1	831.7	20 709.0	3 628.5	17 080.5
Subprogramme 3	401.7	2 291.2	3 706.0	18 437.4	910.4	25 746.7	3 006.8	22 739.9
Subprogramme 4	299.8	2 346.6	5 283.9	58 740.6	1 068.5	67 739.4	3 016.0	64 723.4
Policymaking organs	163.0	680.7	394.4	-	-	1 238.1	632.4	605.7
Executive direction and management	1 195.5	1 914.4	327.5	286.0	558.1	4 281.5	3 204.1	1 077.4
Programme support	272.4	1 277.2	358.1	0.3	4 567.3	6 475.3	3 884.1	2 591.2
2024 total	**3 974.4**	**13 018.4**	**49 221.0**	**104 736.3**	**10 001.0**	**180 951.1**	**21 495.7**	**159 455.4**
Post	2 971.9	11 511.8	-	-	7 012.0	21 495.7	21 495.7	–
Non-post	1 002.5	1 506.6	49 221.3	104 736.3	2 989.0	159 455.4	–	159 455.4
Total	**3 974.4**	**13 018.4**	**49 221.0**	**104 736.3**	**10 001.0**	**180 951.1**	**21 495.7**	**159 455.4**

	Foundation non-earmarked	Regular budget	Foundation earmarked	Technical cooperation	Programme support	Total	Post	Non-Post
2025 estimates								
Subprogramme 1	630.7	2 119.8	32 436.9	18 415.6	2 065.0	55 668.0	4 123.8	51 544.2
Subprogramme 2	1 011.3	2 383.9	10 637.5	6 125.2	831.7	20 989.6	3 628.5	17 361.1
Subprogramme 3	401.7	2 285.2	4 079.3	16 591.8	910.4	24 268.4	3 006.8	21 261.6
Subprogramme 4	299.8	2 355.9	5 815.5	52 864.2	693.8	62 029.2	2 641.3	59 387.9
Policymaking organs	163.0	680.7	394.4	–	–	1 238.1	632.4	605.7
Executive direction and management	1 195.5	1 914.7	327.8	286.0	558.1	4 282.1	3 204.1	1 078.0
Programme support	272.4	1 278.2	358.1	0.3	4 787.1	6 696.1	4 103.9	2 592.2
2025 Total	**3 974.4**	**13 018.4**	**54 049.5**	**94 283.1**	**9 846.1**	**175 171.5**	**21 340.8**	**153 830.7**
Post	2 971.9	11 511.8	–	–	6 857.1	21 340.8	21 340.8	–
Non-post	1 002.5	1 506.6	54 049.5	94 283.1	2 989.0	153 830.7	–	153 830.7
Total	**3 974.4**	**13 018.4**	**54 049.5**	**94 283.1**	**9 846.1**	**175 171.5**	**21 340.8**	**153 830.7**

Table 14
Resource breakdown by subcategory of expenditure

(Thousands of United States dollars)

Subcategory of expenditure	Approved 2023	Actual 2023	Revised Estimates 2024	Change amount	% change	Estimates 2025
Posts	21 048.1	16 477.7	21 495.7	(154.9)	(0.7)	21 340.8
Other staff costs	46 494.8	51 433.6	49 821.2	(456.6)	(0.9)	49 364.6
Hospitality	180.6	–	3.3	–	–	3.3
Experts	64.9	–	76.1	–	–	76.1
Consultants	352.0	496.6	339.0	–	–	339.0
Travel of representatives	5.1	–	11.6	–	–	11.6
Travel of staff	1 609.9	7 351.9	7 239.9	(0.6)	(0.0)	7 239.3
Contractual services	26 524.2	37 610.4	32 571.6	(4 013.9)	(12.3)	28 557.7
General operating expenses	13 576.1	6 180.1	12 047.9	(525.0)	(4.4)	11 522.9
Supplies and materials	1 166.5	2 343.4	2 159.3	(201.8)	(9.3)	1 957.5
Furniture and equipment	1 856.5	4 205.3	3 933.9	(323.3)	(8.2)	3 610.6
Improvement of premises	169.1	–	–	–	–	–
Grants and contributions	56 073.0	42 962.8	51 251.6	(103.5)	(0.2)	51 148.1
Other costs	(13 825.5)	–	–	–	–	–
Total	**162 374.0**	**182 158.2**	**180 951.9**	**(5 624.7)**	**(3.1)**	**175 171.5**

Table 15
Resource breakdown for 2025 by subcategory of expenditure and source of funding

(Thousands of United States dollars)

Subcategory of expenditure	Foundation non-earmarked	Regular budget	Foundation earmarked	Technical cooperation	Programme support	Total
Posts	2 971.9	11 511.8	–	–	6 857.1	21 340.8
Other staff costs	–	396.2	24 751.2	24 217.2	–	49 364.6
Hospitality	–	3.3	–	–	–	3.3
Experts	–	76.1	–	–	–	76.1
Consultants	–	139.4	–	–	199.6	339.0
Travel of representatives	–	11.6	–	–	–	11.6
Travel of staff	276.2	122.1	3 743.0	2 953.7	144.3	7 239.3

Subcategory of expenditure	Foundation non-earmarked	Regular budget	Foundation earmarked	Technical cooperation	Programme support	Total
Contractual services	405.6	417.7	2 643.2	23 066.5	2 024.7	28 557.7
General operating expenses	232.9	239.3	3 186.1	7 266.2	598.4	11 522.9
Supplies and materials	–	19.0	58.0	1 858.5	22.0	1 957.5
Furniture and equipment	37.8	81.9	317.7	3 173.2	–	3 610.6
Grants and contributions	50.0	–	19 350.3	31 737.8	–	51 148.4
Total	**3 974.4**	**13 018.4**	**53 049.5**	**94 283.1**	**10 001.0**	**175 171.5**

Table 16
Resource breakdown for 2025 by subcategory of expenditure and strategic area

(Thousands of United States dollars)

Subcategory of expenditure	SP1	SP2	SP3	SP4	PMO	EDM	PGS	Total
Posts	4 123.8	3 628.5	3 006.8	2 641.3	632.4	3 204.1	4 103.9	21 340.8
Other staff costs	21 746.8	7 024.6	5 883.1	13 825.3	138.3	424.4	322.1	49 364.6
Hospitality	–	–	–	–	3.3	–	–	3.3
Experts	19.3	19.6	18.6	18.6	–	–	–	76.1
Consultants	85.5	83.7	69.8	69.3	–	30.7	–	339.0
Travel of representatives	3.6	3.6	2.2	2.2	–	–	–	11.6
Travel of staff	3 269.7	1 618.8	642.0	1 394.9	141.4	144.0	28.5	7 239.3
Contractual services	5 389.3	2 007.0	1 260.1	17 785.2	175.5	64.4	1 876.2	28 557.7
General operating expenses	2 376.2	1 952.9	1 664.6	4 947.3	105.9	153.8	322.2	11 522.9
Supplies and materials	104.1	35.5	36.7	1 775.0	0.3	5.3	0.6	1 9575.5
Furniture and equipment	435.0	370.1	241.4	2 503.3	10.2	35.5	15.1	3 610.6
Grants and contributions	18 114.7	4 245.3	11 443.1	17 066.8	30.8	219.9	27.5	51 148.1
Total	**55 688.0**	**20 989.6**	**24 268.4**	**62 029.2**	**1 238.1**	**4 282.1**	**6 696.1**	**175 171.5**

Abbreviations: SP – subprogramme; PMO – policymaking organs; EDM – executive direction and management; PGS – programme support.

Table 17
Distribution of posts by source of funds

	Professional category and above									General service			
Source of funding	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	NPO	LL	OL	Grand total
Foundation non-earmarked	–	1	–	5	2	–	2	2	12	–	7	–	19
Regular budget	1	–	1	5	9	21	15	5	57	–	23	2	82
Programme support	–	–	–	–	7	13	5	2	27	2	27	–	56
2024 total	**1**	**1**	**1**	**10**	**18**	**34**	**22**	**9**	**96**	**2**	**57**	**2**	**157**
Changes: (decrease)/increase													
Foundation non-earmarked	–	–	–	–	–	–	–	–	–	–	–	–	–
Regular budget	–	–	–	–	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–	–	–	(1)	–	–	(1)
Net changes	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**–**	**(1)**
Foundation non-earmarked	–	1	–	5	2	–	2	2	12	–	7	–	19
Regular budget	1	–	1	5	9	21	15	5	57	–	23	2	82
Programme support	–	–	–	–	7	13	5	2	27	1	27	–	55
2025 total	**1**	**1**	**1**	**10**	**18**	**34**	**22**	**9**	**96**	**1**	**57**	**2**	**156**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NPO, National Professional Officer; LL, Local level; OL, Other level

Table 18
Distribution of posts by strategic area

| Object of expenditure | Professional category and above | | | | | | | | | NPO | General service | | Grand total |
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total		LL	OL	
Subprogramme 1	–	–	1	2	3	8	4	1	19	–	7	–	**26**
Subprogramme 2	–	–	–	2	4	5	3	3	17	–	9	–	**26**
Subprogramme 3	–	–	–	1	4	5	3	1	14	–	9	–	**23**
Subprogramme 4	–	–	–	1	3	4	5	1	14	–	9	–	**23**
Policymaking organs	–	–	–	1	–	–	2	–	3	–	3	–	**6**
Executive direction and management	1	1	–	2	3	3	–	1	11	1	6	2	**20**
Programme support	–	–	–	1	1	9	5	2	18	–	14	–	**32**
2025 total	**1**	**1**	**1**	**10**	**18**	**34**	**22**	**9**	**96**	**1**	**57**	**2**	**156**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NPO, National Professional Officer; LL, Local level; OL, Other level.

III. United Nations Habitat and Human Settlements Foundation

A. Introduction

91. Contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds.

92. Non-earmarked foundation contributions are voluntary contribution allocations from Governments towards the annual foundation non-earmarked budget approved by the Executive Board in accordance with agreed priorities to support the implementation of the approved UN-Habitat programme of work.

93. Earmarked foundation contributions are voluntary contributions from Governments and other donors for the implementation of specific activities. These contributions generally cover global, thematic and multi-country projects and include trust funds. Such contributions are project-based and are raised by the Executive Director through bilateral project proposals to donors.

Table 19
Resource breakdown by subcategory of expenditure in the non-earmarked foundation
(Thousands of United States dollars)

Subcategory of expenditure	SP1	SP2	SP3	SP4	PMO	EDM	PGS	Total
Post	536.1	888.3	305.3	170.0	–	1 032.4	39.8	2 971.9
Travel of staff	26.2	43.7	45.4	38.4	14.0	93.7	14.8	276.2
Contractual services	40.7	41.6	38.5	37.5	140.0	5.1	102.2	405.6
General operating expenses	24.7	33.8	9.5	–	3.0	48.3	113.6	232.9
Furniture and equipment	3.0	3.9	3.0	3.9	6.0	16.0	2.0	37.8
Grants and contributions	–	–	–	50.0	–	–	–	50.0
Total	**630.7**	**1 011.3**	**401.7**	**299.8**	**163.0**	**1 195.5**	**272.4**	**3 974.4**
Post	536.1	888.3	305.3	170.0	–	1 032.4	39.8	2 971.9
Non-post	94.6	123.0	96.4	129.8	163.0	163.1	232.6	1 002.5
Total	**630.7**	**1 011.3**	**401.7**	**299.8**	**163.0**	**1 195.5**	**272.4**	**3 974.4**

Abbreviations: SP, subprogramme; POW, programme of work; PMO, policymaking organs; EDM, executive direction and management; PGS, programme support.

Table 20
Distribution of posts by strategic area in the non-earmarked foundation

| | Professional category and above | | | | | | General service | |
	ASG	D-1	P-5	P-3	P-2/1	Subtotal	LL	Grand total
Subprogramme 1	–	1	–	1	–	2	2	4
Subprogramme 2	–	1	1	1	1	4	1	5
Subprogramme 3	–	1	–	–	–	1	1	2
Subprogramme 4	–	1	–	–	–	1	1	2
Executive direction and management	1	1	1	–	1	4	1	5
Programme support	–	–	–	–	–	–	1	1
2025 total	**1**	**5**	**2**	**2**	**2**	**12**	**7**	**19**

Abbreviations: ASG, Assistant Secretary-General; D, Director; P, Professional; LL, Local level.

Table 21
Summary of post changes by grade in the non-earmarked foundation

| | Professional category and above | | | | | | General service | |
Description	ASG	D-1	P-5	P-4	P-3	P-2/1	Total	LL	Grand total
2024	**1**	**5**	**2**	**–**	**2**	**2**	**12**	**7**	**19**
Increase/(decrease)	–	–	–	–	–	–	–	–	–
2025	**1**	**5**	**2**	**–**	**2**	**2**	**12**	**7**	**19**

Abbreviations: ASG, Assistant Secretary-General; D, Director; P, Professional; LL, Local level.

Table 22
Comparison of voluntary contributions and budget in the non-earmarked foundation

Description	2019	2020	2021	2022	2023
Voluntary contributions received	5 128	4 861	2 556	7 564	4 404
Approved budget	13 029	18 927	10 000	11 979	3 152
Variance	*(7 901)*	*(14 066)*	*(7 444)*	*(4 415)*	*1 252*

IV. General financial reserve

94.   In accordance with financial rule 304.2 (b)4, upon the recommendation of the Executive Director, the Executive Board determines the level of the general financial reserve. The reserve is to ensure liquidity of the Foundation non-earmarked fund, to compensate for uneven cash flows, and to meet other requirements for the prudent management of the fund.

95.   Pursuant to decision 2022/55 of the Executive Board, it is the policy of UN-Habitat to set the reserve for the foundation non-earmarked fund at a minimum level of $3.0 million or 20.0 per cent of the approved budget of the following financial year, whichever is higher. As 20.0 per cent of the proposed budget of $4.0 million ($800,000) is lower than $3.0 million, the reserves for 2025 will be $3.0 million.

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4 ST/SGB/2015/4
5 HSP/EB.2022/22

V. Subprogramme 1: Reduced spatial inequality and poverty in communities across the urban rural continuum

Table 23
Resource requirement by source of funds
(Thousands of United States dollars)

	Resources			Posts	
Category	*2024*	*Change*	*2025*	*2024*	*2025*
Foundation non-earmarked					
Post	536.1	–	536.1	4	4
Non-post	94.6	–	94.6	–	–
Subtotal	**630.7**	**–**	**630.7**	**4**	**4**
Regular budget					
Post	1 794.6	–	1 794.6	13	13
Non-post	323.0	2.2	325.5	–	–
Subtotal	**2 117.6**	**–**	**2 119.8**	**13**	**13**
Foundation earmarked					
Non-post	29 483.9	2 953.0	32 436.9	–	–
Subtotal	**29 483.9**	**2 953**	**29 483.9**	**–**	**–**
Technical cooperation					
Non-post	20 463.9	(2 048.3)	18 415.6	–	–
Subtotal	**20 463.9**	**(2 048.3)**	**18 415.6**	**–**	**–**
Programme support					
Post	1 793.1	–	1 793.1	9	9
Non-post	271.9	–	271.9	–	–
Subtotal	**2 065.0**	**–**	**2 065.0**	**9**	**9**
Total by category					
Post	4 123.8	–	4 123.8	26	26
Non-post	50 637.3	906.9	51 544.2	–	–
Subtotal	**54 761.1**	**906.9**	**55 688.0**	**26**	**2**

Table 24
Post requirement by source of funds

	Professional category and above							*General service*	
	D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	Total	LL	*Grand total*
2024									
Foundation non-earmarked	–	1	–	-	1	-	2	2	4
Regular budget	1	1	1	3	2	1	9	4	13
Programme support	–	–	2	5	1	-	8	1	9
2024 total	**1**	**2**	**3**	**8**	**4**	**1**	**19**	**7**	**26**
Changes: (decrease)/increase									
Foundation non earmarked	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–	–	–
Net changes	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
2025									
Foundation non-earmarked	–	1	–	–	1	–	2	2	4

	Professional category and above						General service	
	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	LL	Grand total
Regular budget	1	1	1	3	2	1	9	4	13
Programme support	–	–	2	5	1	–	8	1	9
2025 total	**1**	**2**	**3**	**8**	**4**	**1**	**19**	**7**	**26**

Abbreviations: D, Director; P, Professional; LL, Local level.

VI.   Subprogramme 2: Enhanced shared prosperity of cities and regions

Table 25
Resource requirement by source of funds
(Thousands of United States dollars)

	Resources			Posts	
Category	2024	Change	2025	2024	2025
Foundation non-earmarked					
Post	888.3	–	88.3	5	5
Non-post	123.0	–	123.0	–	–
Subtotal	**1 011.3**	**–**	**1 011.3**	**5**	**5**
Regular budget					
Post	2 123.7	–	2 123.7	16	16
Non-post	267.0	(6.8)	260.2	–	–
Subtotal	**2 390.7**	**(6.8)**	**2 383.9**	**16**	**16**
Foundation earmarked					
Non-post	9 667.2	970.3	10 637.5	–	–
Subtotal	**9 667.2**	**970.3**	**10 637.5**	**–**	**–**
Technical cooperation					
Non-post	6 808.1	(682.9)	6 125.2	–	–
Subtotal	**6 808.1**	**(682.9)**	**6 125.2**	**–**	**–**
Programme support					
Post	616.5	–	616.5	5	5
Non-post	215.2	–	215.2	–	–
Subtotal	**831.7**	**–**	**831.7**	**5**	**5**
Total by category					
Post	3 628.5	–	3 628.5	26	26
Non-post	17 080.5	280.6	17 361.1	–	–
Subtotal	**20 709.0**	**280.6**	**20 989.6**	**26**	**26**

Table 26
Post requirement by source of funds

	Professional category and above						General service	
	D–1	P–5	P–4	P–3	P–2/1	Total	LL	Grand total
2024								
Foundation non-earmarked	1	1	–	1	1	4	1	5
Regular budget	1	2	4	2	2	11	5	16
Programme support	–	1	1	-	-	2	3	5
2024 total	**2**	**4**	**5**	**3**	**3**	**17**	**9**	**26**
Changes: (decrease)/increase								
Foundation non-earmarked	–	–	–	–	–	–	–	–

	Professional category and above						General service	
	D–1	P–5	P–4	P–3	P–2/1	Total	LL	Grand total
Programme support	–	–	–	–	–	–	–	–
Net changes	–	–	–	–	–	–	–	–
2025								
Foundation non-earmarked	1	1	–	1	1	4	1	5
Regular budget	1	2	4	2	2	11	5	16
Programme support	–	1	1	-	-	2	3	5
2025 total	**2**	**4**	**5**	**3**	**3**	**17**	**9**	**26**

Abbreviations: D, Director; P, Professional; LL, Local level.

VII.   Subprogramme 3: Strengthened climate action and improved urban environment

Table 27
Resource requirement by source of funds

(Thousands of United States dollars)

	Resources			Posts	
Category	2024	Change	2025	2024	2025
Foundation non-earmarked					
Post	305.3	–	305.3	2	2
Non-post	96.4	–	96.4	–	–
Subtotal	**401.7**	**–**	**401.7**	**2**	**2**
Regular budget					
Post	2 026.1	–	2 026.1	14	14
Non-post	265.1	(6.0)	259.1	–	–
Subtotal	**2 291.2**	**(6.0)**	**2 285.2**	**14**	**14**
Foundation earmarked					
Non-post	3 706.0	373.3	4 079.3	–	–
Subtotal	**3 706.0**	**373.3**	**4 079.3**	**–**	**–**
Technical cooperation					
Non-post	18 437.4	(1 845.6)	16 591.8	–	–
Subtotal	**18 437.4**	**(1 845.6)**	**16 591.8**	**–**	**–**
Programme support					
Post	675.4	–	675.4	7	7
Non-post	235.0	–	235.0	–	–
Subtotal	**910.4**	**–**	**910.4**	**7**	**7**
Total by category					
Post	3006.8	–	3006.8	23	23
Non-post	22 739.8	(1 478.3)	21 261.6	–	–
Subtotal	**25 746.7**	**(1 478.3)**	**24 268.4**	**23**	**23**

Table 28
Post requirement by source of funds

	Professional category and above						General service	
Funding source	D-1	P-5	P-4	P-3	P-2/1	Total	LL	Grand total
2024								
Foundation non-earmarked	1	–	–	–	–	1	1	2
Regular budget	–	2	5	3	1	11	3	14

Programme support	–	2	–	–	–	2	5	7
2024 total	**1**	**4**	**5**	**3**	**1**	**14**	**9**	**23**
Changes: (decrease)/increase								
Foundation non-earmarked	–	–	–	–	–	–	–	–
Regular budget	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–	–
Net changes	–	–	–	–	–	–	–	–
2025								
Foundation non-earmarked	1	–	–	–	–	1	1	2
Regular budget	–	2	5	3	1	11	3	14
Programme support	–	2	–	–	–	2	5	7
2025 total	**1**	**4**	**5**	**3**	**1**	**14**	**9**	**23**

Abbreviations: D, Director; P, Professional; LL, Local level.

VIII. Subprogramme 4: Effective urban crisis prevention and response

Table 29
Resource requirement by source of funds
(Thousands of United States dollars)

	Resources			Posts	
Category	*2024*	*Change*	*2025*	*2024*	*2025*
Foundation non-earmarked					
Post	170.0	–	170.0	2	2
Non-post	129.8	–	129.8	–	–
Subtotal	**299.8**	**–**	**299.8**	**2**	**2**
Regular budget					
Post	2 002.6	–	2 002.6	15	15
Non-post	344.0	9.3	353.3	–	–
Subtotal	**2 346.6**	**9.3**	**2 355.9**	**15**	**15**
Foundation earmarked					
Non-post	5 283.9	531.6	5 815.5	–	–
Subtotal	**5 283.9**	**531.6**	**5 815.5**	**☐**	**–**
Technical cooperation					
Non-post	58 740.6	(5 876.4)	52 864.2	–	–
Subtotal	**58 740.6**	**(5 876.4)**	**52 864.2**	**☐**	**–**
Programme support					
Post	834.4	(374.7)	468.7	7	6
Non-post	225.1	–	225.1	–	–
Subtotal	**1 068.5**	**–**	**693.8**	**7**	**6**
Total by category					
Post	3 016.0	(374.7)	2 641.3	24	23
Non-post	64 723.4	(5 335.5)	59 387.9	–	–
Subtotal	**67 739.4**	**(5 710.2)**	**62 029.2**	**24**	**23**

Table 30
Post requirement by source of funds

	Professional category and above						General service		
Funding source	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*NPO*	*LL*	*Grand total*
2024									

Foundation non-earmarked	1	–	–	–	–	1	–	1	2
Regular budget	–	1	4	5	1	11	–	4	15
Programme support	–	2	1	–	–	3	–	4	7
2024 total	**1**	**3**	**5**	**5**	**1**	**15**	**–**	**9**	**24**
Changes: (decrease)/increase									
Foundation non-earmarked	–	–	–	–	–	–	–	–	–
Programme support	–	–	(1)	–	–	(1)	–	–	(1)
Net changes	**–**	**–**	**(1)**	**–**	**–**	**(1)**	**–**	**–**	**(1)**
2025									
Foundation non-earmarked	1	–	–	–	–	1	–	1	2
Regular budget	–	1	4	5	1	11	–	4	15
Programme support	–	2	–	–	–	2	–	4	6
2025 total	**1**	**3**	**4**	**5**	**1**	**14**	**–**	**9**	**23**

Abbreviations: D, Director; P, Professional; NPO, National Professional Officer; LL, Local level

IX. Policymaking organs

Table 31
Resource requirement by source of funds

(Thousands of United States dollars)

	Resources			Posts	
Category	*2024*	*Change*	*2025*	*2024*	*2025*
Foundation non-earmarked					
Non-post	163.0	–	163.0	–	–
Subtotal	**163.0**	**–**	**163.0**	☐	**–**
Regular budget					
Post	632.4	–	632.4	6	6
Non-post	48.3	–	48.3	–	–
Subtotal	**680.7**	**–**	**680.7**	**6**	**6**
Foundation earmarked					
Non-post	394.4	–	394.4	–	–
Subtotal	**394.4**	**–**	**394.4**	**–**	**–**
Total by category					
Post	632.4	–	632.4	6	6
Non-post	605.7	–	605.7	–	–
Subtotal	**1 238.1**	**–**	**1 238.1**	**6**	6

Table 32
Post requirement by source of funds

	Professional category and above			General service		
	D-1	*P-3*	*Total*	*LL*		*Grand total*
2024						
Regular budget	1	2	3	3		6
2024 total	**1**	**2**	**3**	**3**		**6**
Changes: (decrease)/increase						
Regular budget	–	–	–	–		–
Net Changes	**–**	**–**	**–**	**–**		**–**
2025						
Regular budget	1	2	3	3		6

| 2025 total | 1 | 2 | 3 | 3 | 6 |

Abbreviations: D, Director; P, Professional; LL, Local level

X.   Executive direction and management

Table 33
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources			Posts	
	2024	Change	2025	2024	2025
Foundation non-earmarked					
Post	1 032.4	–	1 032.4	5	5
Non-post	163.1	–	163.1	–	–
Subtotal	**1 195.5**	**–**	**1 195.5**	**5**	**5**
Regular budget					
Post	1 700.3	–	1 700.3	9	9
Non-post	214.1	0.3	214.4	–	–
Subtotal	**1 914.4**	**0.3**	**1 914.7**	**9**	**9**
Foundation earmarked					
Non-post	327.5	0.3	327.8	–	–
Subtotal	**327.5**	**0.3**	**327.8**	□	**–**
Technical cooperation					
Non-post	286.0	–	286.0	–	–
Subtotal	**286.0**	**–**	**286.0**	□	**–**
Programme support					
Post	471.4	–	471.4	6	6
Non-post	86.7	–	86.7	–	–
Subtotal	**558.1**	**–**	**558.1**	**6**	**6**
Total by category					
Post	3 204.1	–	3 204.1	20	20
Non-post	1 077.4	0.6	1 078.0	–	–
Subtotal	**4 281.5**	**0.6**	**4 282.1**	**20**	**20**

Table 34
Post requirement by source of funds

	Professional category and above								NPO	General service		Grand total
	USG	ASG	D-1	P-5	P-4	P-3	P-2/1	Total		LL	OL	
2024												
Foundation non-earmarked	–	1	1	1	–	–	1	4	–	1	–	5
Regular budget	1	–	1	2	2	–	–	6	–	1	2	9
Programme support	–	–	–	–	1	–	–	1	1	4	–	6
2024 total	**1**	**1**	**2**	**3**	**3**	**–**	**1**	**11**	**1**	**6**	**2**	**20**
Changes: (decrease)/increase												
Foundation non-earmarked	–	–	–	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–	–	–	–	–	–
Net changes	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
2025												
Foundation non-earmarked	–	1	1	1	–	–	1	4	–	1	–	5

| | *Professional category and above* | | | | | | | | *General service* | | *Grand total* |
	USG	ASG	D-1	P-5	P-4	P-3	P-2/1	Total	NPO	LL	OL	
Regular budget	1	–	1	2	2	–	–	6	–	1	2	9
Programme support	–	–	–	–	1	–	–	1	1	4	–	6
2025 total	**1**	**1**	**2**	**3**	**3**	**–**	**1**	**11**	**1**	**6**	**2**	**20**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NPO, National Professional Officer; LL, Local level; OL, Other level

XI. Programme support

Table 35
Resource requirement by source of funds

(Thousands of United States dollars)

| | *Resources* | | | *Posts* | |
Category	2024	Change	2025	2024	2025
Foundation non-earmarked					
Post	39.8	–	39.8	1	1
Non-post	232.6	–	232.6	–	–
Subtotal	**272.4**	**–**	**272.4**	**1**	**1**
Regular budget					
Post	1 232.1	–	1 232.1	9	9
Non-post	45.1	1.0	46.1	–	–
Subtotal	**1 277.2**	**1.0**	**1 278.2**	**9**	**9**
Foundation earmarked					
Non-post	358.1	–	358.1	–	–
Subtotal	**358.1**	**–**	**358.1**	**–**	**–**
Technical cooperation					
Non-post	0.3	–	0.3	–	–
Subtotal	**0.3**	**–**	**0.3**	**□**	**–**
Programme support					
Post	2 612.2	219.8	2 832.0	22	22
Non-post	1 955.1	–	1 955.1	–	–
Subtotal	**4 567.3**	**–**	**4 787.1**	**22**	**22**
Total by category					
Post	3 884.1	219.8	4 103.9	32	32
Non-post	2 591.2	1.0	2 592.2	–	–
Subtotal	**6 475.3**	**220.8**	**6 696.1**	**32**	**32**

Table 36
Post requirement by source of funds

| | *Professional category and above* | | | | | | *General service* | | *Grand total* |
	D-1	P-5	P-4	P-3	P-2/1	Total	NPO	LL	
2024									
Foundation non-earmarked	–	–	–	–	–	–	–	1	1
Regular budget	1	1	3	1	-	6	–	3	9
Programme support	–	–	5	4	2	11	1	10	22
2024 total	**1**	**1**	**8**	**5**	**2**	**17**	**1**	**14**	**32**

Changes: (decrease)/increase

| | Professional category and above | | | | | | General service | | |
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*NPO*	*LL*	*Grand total*
Foundation non-earmarked	–	–	–	–	–	–	–	–	–
Regular budget	–	–	–	–	–	–	–	–	–
Programme support	–	–	1	–	–	1	(1)	–	–
Net changes	–	–	**1**	–	–	**1**	**(1)**	–	–
2025									
Foundation non-earmarked	–	–	–	–	–	–	–	1	1
Regular budget	1	1	3	1	-	6	–	3	9
Programme support	–	–	6	4	2	12	–	10	22
2025 total	**1**	**1**	**9**	**5**	**2**	**18**	**–**	**14**	**32**

Abbreviations: D, Director; P, Professional; NPO, National Professional Officer; LL, Local level.

Annex I

Summary of follow-up action taken to implement relevant recommendations of advisory and oversight bodies

| *Brief description of the recommendation*	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions	
2023 AC/2277, para. 7	***Status***: Implemented
The Committee recommends that future reports include detailed information, by category of expenditure, on actual expenditure and level of contributions received for the prior and current periods as compared with the proposed budget, together with detailed explanations for variances.	As presented in tables 14 and 20 of the present document.
Board of Auditors	
2021 A/77/5/Add.9, para. 27	***Status***: Under implementation
The Board further recommends that UN-Habitat prepare a report based on surveys and communications with previous, present and potential core funds donors to identify the gap between donor expectations and current situations.	UN-Habitat has launched a survey targeting previous, present and potential donors and has had bilateral meetings with previous, present and potential donors. It will prepare and disseminate report that presents the findings of the survey and bilateral meetings to the donors.
2021 A/77/5/Add.9, para. 66	***Status***: Under implementation
The Board also recommends that UN-Habitat review the post distribution and human resources regularly to further analyse the employment priority and resources distribution, in order to facilitate selection process whenever the necessary funding is in place.	UN-Habitat will review the post distribution and human resources regularly to further analyze employment priorities.

Annex II

Organizational structure and post distribution for 2025

Executive direction and management

Executive Director

REG: 1 USG

Deputy Executive Director

FND: 1 ASG

Policymaking organs

Governing Bodies Secretariat

FND	REG	PGS
-	1 D-1	-
-	2 P-3	-
-	3 L-L	-

[6]

Office of the Executive Director

FND	REG	PGS
1 D-1	1 P-5	1 P-4
1 P-5	1 P-4	1 NO
1 P-2	1 L-L	4 L-L
1 L-L	-	-

[13]

New York Office

FND	REG	PGS
-	1 D-1	-
-	1 P-5	-
-	1 P-4	-
-	2 O-L	-

[5]

Programme support

Management Advisory and Compliance Service

FND	REG	PGS
1 L-L	1 D-1	6 P-4
-	1 P-5	3 P-3
-	3 P-4	2 P-2
-	1 P-3	9 L-L
-	3 L-L	-

[30]

Programme of work

Subprogramme 1	*Subprogramme 2*	*Subprogramme 3*	*Subprogramme 4*

Global Solutions Division

FND	REG	PGS		FND	REG	PGS		FND	REG	PGS		FND	REG	PGS
1 P-3	1 D-2	-		1 P-5	2 P-5	1 P-4		-	2 P-5	1 L-L		-	3 P-4	1 L-L
1 L-L	1 D-1	-		1 P-2	2 P-4	-		-	1 P-4	-		-	5 P-3	-
-	1 P-5	-		1 L-L	1 P-3	-		-	2 L-L	-				
-	1 P-4	-		-	2 P-2	-								
-	2 P-3	-		-	4 L-L	-								
-	1 P-2	-												
-	4 L-L	-												

| [13] | | | | [15] | | | | [6] | | | | [9] | | |

External Relations, Strategy, Knowledge and Innovation Division

FND	REG	PGS		FND	REG	PGS		FND	REG	PGS		FND	REG	PGS
-	2 P-4	2 P-4		1 P-3	1 D-1	2 L-L		-	3 P-4	3 L-L		-	1 P-5	3 L-L
				-	1 P-4	-		-	3 P-3	-		-	1 P-2	-
				-	1 P-3	-		-	1 P-2	-		-	4 L-L	-
				-	1 L-L	-		-	1 L-L	-				
[4]				[7]				[11]				[9]		

Regional Programmes Division

FND	REG	PGS		FND	REG	PGS		FND	REG	PGS		FND	REG	PGS
1 D-1	-	2 P-5		1 D-1	1 P-4	1 P-5		1 D-1	1 P-4	2 P-5		1 D-1	1 P-4	2 P-5
1 L-L	-	3 P-4		-	-	1 L-L		1 L-L	-	1 L-L		1 L-L	-	-
-	-	1 P-3												
-	-	1 L-L												
[9]				[4]				[6]				[5]		

Abbreviations: FND, Foundation non-earmarked; REG, regular budget; PGS, programme support; USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NO, *National* Professional Officer; O-L, Other level; L-L, Local level;

Annex III

Optional scalable proposal for post and non-post resources for 2025

1.   The present annex is provided as an optional budget proposal for 2025, in line with package 1 of the scalability model[1] of the non-earmarked Foundation, as endorsed by the Executive Board in its decision 2023/4[2]. This optional proposal may be considered by the Executive Board with reference to the revenue and net assets of the non-earmarked Foundation in 2024.

Table 19a
Resource breakdown by subcategory of expenditure

(Thousands of United States dollars)

Subcategory of expenditure	SP1	SP2	SP3	SP4	PMO	EDM	PGS	Total
Post	1 001.1	888.3	573.4	457.0	–	1 032.4	39.8	3 992.0
Travel of staff	26.2	43.7	45.4	38.4	14.0	93.7	14.8	276.2
Contractual services	42.7	41.6	39.5	38.5	140.0	5.1	115.2	422.6
General operating expenses	42.7	33.8	18.5	9.0	3.0	48.3	113.6	268.9
Furniture and equipment	3.0	3.9	3.0	3.9	6.0	16.0	2.0	37.8
Grants and contributions	–	–	–	50.0	–	–	–	50.0
Total	**1 115.7**	**1 011.3**	**679.8**	**696.8**	**163.0**	**1 195.5**	**285.4**	**5 047.5**
Post	1 001.1	888.3	573.4	457.0	–	1 032.4	39.8	3 992.0
Non-post	114.6	123.0	106.4	139.8	163.0	163.1	245.6	1 055.5
Total	**1 115.7**	**1 011.3**	**679.8**	**696.8**	**163.0**	**1 195.5**	**285.4**	**5 047.5**

Abbreviations: SP, subprogramme; PMO, policymaking organs; EDM, executive direction and management; PGS, programme support.

Table 20a
Distribution of posts by strategic area

	Professional category and above							General service	Grand total
	ASG	D-2	D-1	P-5	P-4 P-3	P-2/1	Subtotal	LL	
Subprogramme 1	–	1	1	–	– 2	–	4	2	6
Subprogramme 2	–	–	1	1	– 1	1	4	1	5
Subprogramme 3	–	–	2	–	– –	–	2	1	3
Subprogramme 4	–	1	1	–	– –	–	2	1	3
Executive direction and management	1	–	1	1	– –	1	4	1	5
Programme support	–	–	–	–	– –	–	–	1	1
2025 total	**1**	**2**	**6**	**2**	**– 3**	**2**	**16**	**7**	**23**

Abbreviations: ASG, Assistant Secretary-General; D, Director; P, Professional; LL, Local level.

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[1] HSP/EB.2023/11/Add.1.

[2] HSP/EB.2023/23.