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Executive Board of the United Nations Human Settlements Programme
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administrative matters

Report of the Executive Director on the Work Programme
of the United Nations Human Settlements Programme and the Budget
of the United Nations Habitat and Human Settlements Foundation for 2022

Work Programme and Budget for the year 2022

Report of the Executive Director

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Working Draft

Foreword

The United Nations Human Settlements Programme (UN-Habitat) is entrusted with supporting Member States and other key stakeholders in addressing the many challenges of sustainable urbanization. This includes the achievement of the Sustainable Development Goals and the implementation of the New Urban Agenda to ensure the widest possible participation in the social, economic and environmental benefits brought by sustainable urban development. COVID-19 has laid bare – and indeed heightened – both the challenges and the opportunities associated with the remarkable growth of cities. More than ever, a human rights approach is needed to protect people, prosperity and planet.

This document presents the Work Programme for UN-Habitat for 2022 demonstrating the capacity of the agency to adjust to these evolving conditions and the related economic crisis. It also responds to the guidance provided by the Executive Board sessions in June and October 2020 to refocus some priorities and scale down others to ensure higher efficiency and greater impact on the Programme's mandate.

The 2020 UN-Habitat flagship report, *The Value of Sustainable Urbanization*, clarifies the intrinsic value of cities to generate economic prosperity, mitigate against environmental degradation, reduce social inequality and build stronger institutions. This supports the UN Secretary-General's Policy Brief on COVID-19 in an Urban World (July 2020). As such, this 2022 Work Programme prioritises much needed strategic support and guidance to countries and cities recovering from COVID-19. It provides evidence-based support to prepare urban development plans and actions for greater institutional coherence and effectiveness, with better coordination mechanisms and appropriate monitoring tools. The Work Programme is therefore a guide and a roadmap to respond to the most pressing challenges and allow recipient communities to participate fully and benefit from the social, economic and environmental gains of the sustainable urban agenda.

The strategic areas of intervention are aligned to the Strategic Plan's four domains of change and represent four subprogrammes. Each of the four is designed to connect strategically and generate mutually complementary support. Building on recent changes in the organisational structure, it is possible to better contribute to: address issues of poverty, social exclusion and spatial inequality (subprogramme 1); promote urbanisation that contributes to productivity, shared prosperity and inclusive economic growth (subprogramme 2); respond to pressing issues regarding climate change and the need to improve the urban environment (subprogramme 3); and prepare and respond to different forms of urban crises that force thousands to leave their homes in search of peace and work (subprogramme 4).

Based on the first year of implementation of the Strategic Plan 2020-2023, UN-Habitat has been able to refine its catalytic functions, advance in the creation of innovative urban solutions and ideas, strengthen strategic partnerships and deliver more focused interventions. Having to adapt to COVID-19 and locked down economies, not all targets were reached last year. The Programme received only a quarter of the approved USD 18.9 million planned core resources, partly due to the impact of COVID, causing delays in implementation; as a result, some key targets were missed. UN-Habitat has produced publications and technical materials through its earmarked funding and in line with donor intent, at country and regional level. This work will form a good basis to strengthen the global normative work, once adequate core resources are available. UN-Habitat has also initiated the implementation of flagship programmes that aim to strengthen the delivery capacity and efficiency of the Strategic Plan and the current portfolio. These programmes consolidate and refine existing initiatives with targeted interventions and mechanisms to engage with governments and partners, resulting in effective vehicles to reinforce integration of our normative and operational work for higher efficiency and impact.

The Work Programme for 2022 is key to coordinate these actions and achieve the best results. Financial resources commensurate with the ambition and deliverables proposed by this Programme are needed to adequately respond to multiple urbanisation challenges. It is only in this way that UN-Habitat will fulfil the objective to become a centre of excellence and innovation with the capacity to set the global discourse and agenda on sustainable urban development, generate specialised cutting-edge knowledge, shape technical norms, principles and standards, and propose innovative solutions to build a sustainable future for all.

The implementation of the strategic plan for the period 2020–2023 will continue to reflect our renewed vision, focusing on impact and the achievement of the Sustainable Development Goals. In this regard, I am pleased to present our 2022 programme plan as part of our commitment to accelerate progress in the Decade of Action.

(Signed) Maimunah **Mohd Sharif**
Executive Director, United Nations Human Settlements Programme

Working Draft

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 15.1 The United Nations Human Settlements Programme (UN-Habitat) is responsible 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 also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda 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 the United Nations Habitat and Human Settlements 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 the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly, through its resolution 73/239, established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.
- 15.2 UN-Habitat support aims at developing the capacity of all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

Strategy and external factors for 2022

- 15.3 Globally, 56 per cent of the population live in cities, and this share is expected to rise to 70 per cent by 2050, continuing to make urbanization one of the most significant trends of the twenty-first century. Regional and socio-political disparities continue to influence who benefits from urbanization, however. Some 90 per cent of urban growth is taking place in less developed regions, where it is largely unplanned and capacities and resources are most constrained, while in other parts of the world, many cities are experiencing negative growth and shrinking populations. Unplanned urban growth fuels the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality and lack of adequate and affordable housing. Globally, more than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements. Of significance to the work programme are the estimated 763 million internal migrants and 224 million international migrants in 2019, most of whom live in urban areas, often under difficult conditions.
- 15.4 Levels of inequality and exclusion are persistent trends in urban areas, noting that income inequality has increased in urban areas for more than two-thirds of the world's population since 1980. This widening gap means that some 2.9 billion people are living in cities, both in the developed and the developing world, where income inequalities are more pronounced than they were a generation ago. Cities are also hot spots for environmental and energy challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions and more than 70 per cent of resource use. The urban poor, living in risk-prone and underserved areas, suffer the worst consequences of climate change-related disasters and natural and human-made crises and conflicts. The COVID-19 pandemic has exacerbated the systemic inequalities that exist across territories and urban areas, where the urban poor are disproportionately affected due to crowded and under-served environments. While COVID-19 has highlighted that urban areas are the epicentre of the pandemic, it has equally demonstrated that cities as hubs of resilience and innovation. UN-Habitat will prioritize tailored approaches to fight the pandemic and support cities to build back better. Through technical cooperation, cities will be assisted to design and implement action plans to protect vulnerable

populations and strengthen participatory community engagement. Local governments will continue to be supported to accelerate the digital transformation in local governance as part of dedicated COVID-19 responses. Supporting city-wide and spatially targeted approaches will contribute to improve living conditions in all settlements and reduce disadvantages in specific locations. Support will be provided to local governments to invest in social, economic and institutional financial innovations for a sustained socio-economic recovery. Partnerships will catalyse support to cities in building more resilient budgets and fiscal frameworks in support of local service delivery and local economic development. Priority will be given to support cities to reshape urban planning solutions that are more sustainable and integrated, supported by innovation and technology to become healthier and more resilient.

- 15.5 UN-Habitat’s strategy for delivering the programme plan in 2022 continues to be driven by the strategic plan for the period 2020–2023, which has proven robust in responding to COVID-19. The plan enables the organization to advance its innovative, delivery-focused, and partnership-oriented model of operation. Its recently developed organizational structure makes UN-Habitat a dynamic, fit-for-purpose organization for delivering the four interconnected subprogrammes of the Strategic Plan 2020-2023, approved by the UN-Habitat Assembly at its first session in May 2019:
- (a) Reduced spatial inequality and poverty in communities across the urban-rural continuum;
 - (b) Enhanced shared prosperity of cities and regions;
 - (c) Strengthened climate action and improved urban environment;
 - (d) Effective urban crisis prevention and response.

- 15.6 In addition, UN-Habitat’s flagship programmes are proving to be vehicles to fast-track integration between UN-Habitat’s normative and operational work, scaling the impact of the organization. In 2022, UN-Habitat will primarily focus on the following flagship programmes:

- (a) “Sustainable Development Goals Cities” (SDG Cities). Achieving the SDGs is the main objective for all four subprogrammes. This flagship is designed to advance the overall implementation of the Goals at local level by supporting cities to develop and implement transformative projects designed to maximize impact against the SDGs.
- (b) “RISE-UP: Resilient settlements for the urban poor”. The flagship will contribute mainly to subprogrammes 1 and 3 by leveraging large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and also address issues of spatial inequality.
- (c) “Inclusive cities: enhancing the positive impacts of urban migration”. This flagship programme will mainly respond to subprogrammes 1 and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people.

Two other flagship programmes, on “inclusive, vibrant neighbourhoods and communities” and “people-centred smart cities”, will be mainstreamed across the four subprogrammes, strengthening links across the outcomes of the Strategic Plan. In addition, a normative and capacity-building approach to strengthen the agency-wide operationalization of digital transformation in sustainable urbanization contexts will be implemented.

- 15.7 The 2022 work programme will continue to streamline social inclusion as a process and outcome to address cross-cutting issues relating to older persons, children, people with disabilities, gender, and youth. This directly strengthens UN-Habitat’s programming to leave no one behind by focusing on the spatial dimension of exclusion and the self-reinforcing mechanisms of marginalization by assisting governments to provide basic services, housing, and public goods in the most deprived areas of the city. UN-Habitat’s thematic areas of resilience and urban safety will be cross-cutting in guiding frameworks, tools and capacity-building materials, setting standards, proposing norms and principles, and sharing good practices on social inclusion issues. Global networks such as the Global Land Tool Network, Global Water Operators’ Partnerships Alliance, Resilient Cities Network, Global Network on Safer Cities, Global Network of Urban Planning and Design Labs, and Global Network of Public Space will be systematically engaged to develop and test these tools.

- 15.8 To better meet the needs of Member States and to engage a wider audience, UN-Habitat will strengthen capacity-building initiatives, digitization of tools and virtual E-Learning programmes. UN-Habitat's Capacity Building Strategy, adopted by its Executive Board in 2020, provides a clear framework to fill the institutional and operational gap within UN-Habitat for greater coordination, coherence and monitoring of results and to improve the delivery of capacity building services to Member States and local governments as well as other key urban stakeholders for greater impact and resource efficiency. Some of the first results, including an illustrated handbook on the New Urban Agenda along with an online course, can be tools to expand its implementation.
- 15.9 UN-Habitat will continue to build on its experience of implementing programmes and projects at the local, national and regional levels to guide technical cooperation work and ensure that it has a demonstrable impact on the lives of beneficiaries. Over the years, UN-Habitat has developed a wide range of diverse projects, focused in large part on integrated programming for sustainable urbanization, as well as activities ranging from crisis response to post-disaster and post-conflict reconstruction and rehabilitation.
- 15.10 Given that cities play a vital role in realizing the sustainable urban development agenda, UN-Habitat will reenergize its partnerships with local authorities and their associations and city networks in the context of national policies. Furthermore, UN-Habitat will fully support municipal efforts for local achievement and monitoring of the Sustainable Development Goals and the implementation of the New Urban Agenda through work on policy, legislation, governance, planning and design, and financing mechanisms.
- 15.11 In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities across the four subprogramme themes and mobilize public and political support. It will continue to make maximum use of advocacy and knowledge platforms, including its own website, the Urban Agenda Platform, and key global meetings such as the World Urban Forum, World Cities Day and World Habitat Day, Ministerial regional conferences, and the 2022 High-Level Meeting of the General Assembly on the Implementation of the New Urban Agenda.
- 15.12 As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global conditions and trends and provide evidence for policy making. For 2022, UN-Habitat will prepare the second Quadrennial Report on the progress made in the implementation of the New Urban Agenda, in close collaboration with other United Nations entities and development partners. The programme will also prepare the second synthesis report for Goal 11 and other urban SDGs to be presented at the High-Level Political Forum. These reports will be supported by reporting guidelines for Member States and other stakeholders, a dedicated global online Urban Agenda Platform, a new Global Urban Monitoring Framework, an agreed operational definition of urban areas, specialized tools for spatial analysis, and the reestablishment of the Urban Indicators Programme. Progress will be made in 2022 in the deployment of technologies for data collection and analysis, visualization, and management of information. The use of the City Prosperity Index (CPI), and its adaptation to a Global Monitoring Framework, will serve in the implementation of the SDG Cities Flagship Programme to assist in the realization of SDGs in cities and the preparation of Voluntary Local Reviews.
- 15.13 For 2022, while the prolonged impact of the coronavirus disease (COVID-19) on UN-Habitat's programme of work and associated deliverables remains unclear, UN-Habitat will assist governments in supporting increased access to water and sanitation and adequate housing, advocating for the prevention of evictions, measuring and reducing spatial vulnerability, and preparing urban planning strategies and local resilience programmes. Specific examples of such planned deliverables and activities are provided under the four subprogrammes. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under the four subprogrammes. The global database produced by UN-Habitat in partnership with CitiIQ provides data on 1,500 cities, and analyzes the initial conditions of the city, their capacity of response and the incidence of infection and death. The Spatial Vulnerability Index of COVID-19 and a global report on the state of cities with dedicated policy

recommendations will serve to support technical interventions. This data and knowledge, combined with normative and operational work adjusted to respond to the pandemic from a short- and long-term perspective, provides opportunities for cities and Member States to address structural inequalities and prepare for social and economic recovery. UN-Habitat's Work Programme 2022 will focus all efforts of the different subprogrammes and deploy advisory services, innovative solutions, and knowledge packages to support Member States in the fight against COVID-19 and other pandemics.

- 15.14 With regard to the cooperation with other entities at the global, regional, national and local level, UN-Habitat will support efforts by Member States to develop policies, frameworks and actions that enhance the transformative value of urbanization and maximizes city responses to the COVID-19 pandemic. This will be done through collaboration with local and regional governments and their associations and city networks, the World Bank, the European Union, regional development banks, the Department of Economic and Social Affairs, the UN regional social and economic commissions, Cities Alliance, and partnerships and coalitions with grassroots organizations, foundations, international financial institutions (IFIs) and the private sector, foundations and academia. Achieving the objective of the 2022 programme plan will continue to strengthen its strategic partnerships with UN sister agencies. To support Member States in developing innovative policies and actions that promote inclusive and sustainable economic growth, employment and decent work for all, particularly women and young people, UN-Habitat will collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the International Labour Organization, the International Organization for Migration (IOM), the United Nations Industrial Development Organization (UNIDO), International Telecommunication Union (ITU), the United Nations Office of Information and Communications Technology (OICT), the United Nations Capital Development Fund (UNCDF); United Nations Conference on Trade and Development, The Organization for Economic Cooperation and Development, the United Nations Innovation Network, technology companies, "smart city" associations, innovation hubs, academia and other organizations. To mainstream environmental sustainability into urban development, UN-Habitat will collaborate with the United Nations Environment Programme (UNEP), climate funds, the urban climate knowledge and innovation communities, organizations focusing on resilience, such as the United Cities and Local Government (UCLG) and the International Council for Local Environmental Initiatives (ICLEI), and to implement the Greener Cities Partnership, with the United Nations Framework Convention on Climate Change to develop national climate actions plans and with the United Nations Office for Disaster Risk Reduction, the World Bank, the European Union and UNDP to develop frameworks for joint financing mechanisms and to harmonize the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. UN--Habitat will collaborate with the Office of the United Nations High Commissioner for Refugees (UNHCR), the United National Development Programme (UNDP), the International Organization for Migration (IOM), the United Nations Office for Disaster Risk Reduction (UNDRR), and the World Food Programme (WFP), the Mayors Migration Council and the Resilient Cities Network to integrate sustainable urban development into resilience and humanitarian response, and with the United Nations Office on Drugs and Crime to promote safety in public spaces. UN--Habitat will collaborate with the World Health Organization and the United Nations Children's Fund on the monitoring of water and sanitation and on mainstreaming the New Urban Agenda into UN-Water and UN-Energy. UN-Habitat will also collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote gender equality and ensure that projects benefit women and girls.
- 15.15 With regard to inter-agency coordination and liaison, UN--Habitat will continue to roll out the UN system-wide sustainable urbanization strategy approved by the Chief Executive Board on 2019, and the action framework for the implementation of the New Urban Agenda and regional action plans in subsequent years. UN-Habitat will continue to work closely with the Department of Economic and Social Affairs and the regional economic commissions to serve as a knowledge platform and the global first port of call for data and knowledge on cities, towns and rural settlements. UN-Habitat will collaborate with the Resident Coordinator system to improve the efficiency and effectiveness

of operational activities at the country level, supporting Common Country Assessments and the formulation of the UN Sustainable Development Cooperation Framework.

- 15.16 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:
- (d) Positive developments in addressing the ongoing pandemic of COVID-19 with adequate treatments to reduce negative social and economic effects, as well as save lives and livelihoods.
 - (e) Adequate unearmarked extrabudgetary resources available to implement the planned work and produce the deliverables.
 - (f) Country commitments to the New Urban Agenda and the 2030 Agenda for Sustainable Development, with the political will to address structural inequalities, exclusion and discrimination through necessary policy reforms, plans and strategic actions.
 - (g) Ongoing requests are received from national and local governments for policy advice and technical support from UN-Habitat in the development and implementation of their urban policies, plans and strategies.
 - (h) Use of urban indicators, data and information to formulate policies, with adequate mechanisms for impact monitoring and the assessment of city performance.
 - (i) Social, political and macroeconomic stability continues in the areas in which UN-Habitat and partners will be implementing programmes and projects.
- 15.17 With regard, to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 are implementable. However, if the pandemic were to continue to impact the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 15.18 UN-Habitat integrates a gender perspective in its operational activities, deliverables and results as appropriate with guidance from its Advisory Group on Gender (AGGI). For example, one of the 2022 planned results for subprogramme 1 demonstrates the aim of UN-Habitat interventions to support Member States with policy, legislation, planning and financing instruments to implement integrated, inclusive and gender-responsive land and housing policies that improve tenure security for all, and continue the work related to the strengthened land rights for men and women in the Arab world. In addition, effective participation is key to addressing different forms of gender-based discrimination in both decision-making and programme implementation.

Impact of COVID-19 on programme delivery in 2020

- 15.19 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UN-Habitat. The impact included adjusting support of national and local authorities as well as local communities by shifting from face-to-face meetings and technical advisory mission support to virtual and/or hybrid meetings. UN-Habitat progressively moved towards alternative forms of gatherings and consultations, using virtual meeting platforms, and towards remote technical support, combining local consultants with remote virtual advisory services. One positive example is the Expert Group Meeting on the Global Urban Monitoring Framework which, in a three day webinar format, allowed for the participation of 100 urban experts from the United Nations system, academia, city leaders, private sector entities, international organizations, national and local governments, which was a wider and more representative participation than if the meeting would have been in person. Specific activities related to technical cooperation projects were delayed or postponed due to severe international travel restrictions as a result of COVID-19. Specific examples of the impact are provided under all four subprogrammes. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under the four subprogrammes.

15.20 At the same time, however, some planned deliverables and activities were modified, and some new activities were identified during 2020 within the overall scope of the objectives of the subprogrammes in order to support Member States on issues related to the COVID-19 pandemic. Those include modifications and new activities at the normative level: contributions to the Secretary-General’s Policy Brief on COVID-19 in an Urban World and to the “UN framework for the immediate socio-economic response to COVID-19”, the preparation of the report “Cities and Pandemics: Towards a more just, green and healthy future” and several technical guidelines to support the response to COVID-19. At the operational level, UN-Habitat adjusted its programming to help respond to the pandemic through a UN-Habitat COVID-19 Response Plan and partnered with the United Cities and Local Government (UCLG) to facilitate a series of live learning sessions, facilitating north-south, and south-south exchange on COVID response. Specific examples of the modified and new activities are provided under all four subprogrammes. The modified and new deliverables and activities contributed to results in 2020 as described in the programme performance under the four subprogrammes.

15.21 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will consider and mainstream lessons learned and best practices related to the adjustments and adaption of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the continuation of virtual meeting modalities where possible for expert group meetings which allow a wider participation and complementing UN-Habitat’s existing tools with online digital learning companions to expand its outreach.

Liquidity constraints

15.22 Liquidity constraints had an impact on the planned deliverables and activities of the programme. The impact included delayed implementation of projects on enhanced social integration, provision of housing, for those most in need, and delays in land and property rights projects in Afghanistan, Somalia and Iraq. The regular budget hiring freeze exacerbated the problem further. Some of the planned technical cooperation projects experienced implementation delays due to administrative issues related to the freezing of a regular budget finance posts. Similarly, the freezing of a strategic regular budget post in the Land Housing Shelter Section has limited the coordination capacity of the Arab Land Initiative related to housing, land and property (HLP) rights. It also delayed the completion of 4 field projects, 3 technical materials on the right to adequate housing, and finalization of studies on urban air quality in Latin America and Asia. Specific examples of the impact are provided under all four subprogrammes.

Legislative mandates

15.23 The list below provides all mandates entrusted to the programme.

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
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
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
72/146	Policies and programmes involving youth
72/234	Women in development
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
75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all

75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the
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	United Nations Human Settlements Programme (UN-Habitat)
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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
1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

Executive Board Decisions

2019/1	Implementation of the strategic plan for the period 2014–2019 and the strategic plan for the period 2020–2023, and approval of the work programme and budget for 2020
2019/2	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme
2019/3	Implementation of normative and operational activities of the United Nations Human Settlements Programme, including the resolutions and decisions of the United Nations Human Settlements Assembly
2020/3	Implementation of the Strategic Plan for the period 2014-2019, the Strategic Plan for the period 2020-2023, approval of the draft annual work programme and draft budget for

	the year 2021, implementation by UN-Habitat of the reform of the development system and management of the United Nations and alignment of the planning cycles of UN-Habitat with the quadrennial comprehensive policy review process
2020/4	Financial, budgetary and administrative matters of UN-Habitat
2020/5	Implementation of normative and operational activities of UN-Habitat including resolutions and decisions of the UN-Habitat Assembly and reporting on the programmatic activities of UN-Habitat in 2020 and the implementation of subprogrammes, flagship programmes and technical cooperation activities

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
22/9	South-South cooperation in human settlements
23/3	Support for pro-poor housing
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
24/5	Pursuing sustainable development through national urban policies
24/7	Making slums history: a worldwide challenge
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

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda
2017/24	Human settlements
2020/L.3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

2020/7	Affordable housing and social protection systems for all to address homelessness
2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Deliverables

15.24 Table 15.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 15.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 planned (EB version)	2022 planned
A. Facilitation of the intergovernmental process and expert bodies					
Parliamentary documentation (number of documents)			2		2
1. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents			1		1
2. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General			1		1
Substantive services for meetings (number of three-hour meetings)	6	12	7	7	17
3. Meetings of the Governing Bodies (UN-Habitat Assembly, Executive Board and CPR)	3	9	4	4	12
4. Meeting of the Committee for Programme and Coordination	1	1	1	1	1
5. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1	1
6. Meeting of the Fifth Committee	1	1	1	1	1
7. General Assembly High-Level Meeting on the review of the Implementation of the New Urban Agenda	-	-	-	-	2
B. Generation and transfer of knowledge					
Publications (number of publications)	5	2	6	2	3
9. UN-Habitat flagship reports	4	1	5	1	2
10. UN-Habitat annual report	1	1	1	1	1

D. Communication deliverables:

Outreach programmes, special events and information materials: Information material including newsletters, concept notes, brochures, key messages, material for corporate platforms and social media aimed at the general public, donors, governments and partners will be produced. These will focus on urban monitoring and reporting, advocacy for national and regional fora, and key events with a particular focus on the theme and organization of the World Urban Forum in June. Other special events will include World Habitat Day, World Cities Day, and a focus on the General Assembly, HLPF, COP, the High-Level meeting on the New Urban Agenda, and other events at UNHQ. There will be increased outreach to private donors as well as continued liaison with Permanent Representatives and donor governments including stepped up visibility for contributions to projects.

External and media relations: For the first half of the year media relations will focus on the World Urban Forum to include press releases, press conferences, high quality stories, photos and videos, a campaign on the theme, interviews, visits to projects, and placing Op Eds and articles. This will culminate in the week of the World Urban Forum with international media attending the meeting and following online. International media will be closely engaged for Urban October and media training organized.

Evaluation activities

15.25 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:

- (j) Self-evaluation: Impact Evaluation of UN-Habitat Housing Approach on Adequate, Affordable Housing and Poverty Reduction;
- (k) Self-evaluation: Final Evaluation of the Implementation of United Nations Human Settlements Programme Strategic Plan 2014-2019;
- (l) Self-evaluation: Mid-term Evaluation of the Municipal Governance Support Programme 2015-2021;
- (m) Self-evaluation: Mid-term Evaluation Accelerating Climate Action through the Promotion of Urban Low Emission Development Strategies (Urban-LEDS II);
- (n) Self-evaluation: End Project Evaluation of Fostering Tenure and Resilience of Palestine Communities through Spatial Economic Planning Intervention in Area C;
- (o) Self-evaluation: End Project Evaluation of Making Cities Sustainable and Resilient 2016-2020.

15.26 The findings, lessons and recommendation of evaluations and the self-evaluations referenced above have been taken into account for the programme plan for 2022 and informed the implementation of the Strategic Plan 2020-2023. For example, on the basis of recommendations from the final evaluation of the Strategic Plan 2014-2019, an inventory of normative tools is in development to facilitate costing of methods used and strengthen linkages between normative and operation programming and learning within the organization. This is supported by the UMOJA Integrated Planning, Management and Reporting tool (IPMR), which is to be rolled out in 2021, and will contribute to strengthening processes and systems for integrated outcome-focused design, monitoring and reporting by tracking project outputs and outcomes, tools and linkages to the Strategic Plan. Further, UN-Habitat has built a network of focal points at country level to strengthen its engagement in the Common Country Analysis (CCA) process in 15 selected countries and promote sustainable urbanization in relation to the UN Reform process.

15.27 Based on recommendations stemming from the Impact Evaluation of UN-Habitat's Housing Approach, concerted efforts were made to advance the role of housing in the UN-Habitat portfolio. For example, housing was a theme of the Urban October 2020 campaign (#Housing4All) strengthening linkages with other UN-Habitat programmes and national and international partners. Moving forward, UN-Habitat is reviewing the operationalization of the Right to Adequate Housing, including developing a monitoring and reporting framework, and revising UN-Habitat's position and

methods on the governance and management of adequate housing. This has become all the more important in light of the COVID-19 pandemic.

15.28 The following evaluations and self-evaluations are planned for 2022:

- (p) Self-evaluation: Evaluation of Impact and Outcomes of the Eleventh Session of the World Urban Forum;
- (q) Self-evaluation: Evaluation of two Country Programmes;
- (r) Six Evaluations of projects that close in 2022;
- (s) Self-evaluation: Two thematic self-evaluations.

Working Draft

Programme of work

Subprogramme 1

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

Objective

- 15.29 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 a) increased and equal access to basic services, sustainable mobility, accessible and safe public space, b) increased and secure access to land, adequate and affordable housing and c) effective human settlements growth and regeneration.

Strategy

Planned activities

- 15.30 To contribute to the objective, the subprogramme will develop and disseminate toolkits, standards and technical guidelines to Member States, and engage partner cities in policy dialogues, peer-to-peer support, the sharing of best practices, training sessions and other capacity-building initiatives to strengthen institutional and managerial capacity towards improved access to and the efficiency, quality, reliability and sustainability of basic services (water, sanitation, energy, etc.), and the provision of sustainable mobility and public space in order to mitigate and adapt to climate change and reduce environmental impacts, such as air and water pollution. In the area of waste management, the subprogramme will continue to expand its Waste Wise Cities campaign, which focuses on mobilizing national and local governments to commit to improving their waste management practices and resource efficiency through rethinking, reducing, reusing and recycling materials and waste before and after UN-Habitat will also support national and local authorities in building capacity to use frontier technologies to improve the provision and management of basic services for all. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goals 1, 6, 7, 11, 12 and 14.
- 15.31 The subprogramme will provide Member States with policy, legislation, planning and financing instruments to implement integrated and inclusive and gender-responsive land and housing policies that improve tenure security for all, provide adequate, affordable housing and prevent unlawful forced evictions. The subprogramme will advocate for the implementation of sustainable building codes, regulations and sustainability certification tools for the housing sector while contributing to an urban energy transition. This work helps Member States make progress towards achieving the Sustainable Development Goals, primarily Goals 1, 2, 5, 11 and 15.
- 15.32 The subprogramme will provide technical assistance to national and local governments to develop specific integrated plans, policies, technical guidelines and toolkits in line with the International Guidelines on Urban and Territorial Planning and principles of sustainable urbanization. The subprogramme will provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and priority urban interventions. The subprogramme will support partner cities in institutionalizing different approaches on urban regeneration through the development of specific plans, policies, technical guidelines and toolkits. The subprogramme will provide guidance on how planning for urban expansion and regeneration can contribute to climate mitigation and adaptation and make urban growth more inclusive. This work helps Member States make progress towards achieving Goal 11.
- 15.33 The subprogramme will continue to support Member States on issues related to COVID-19 by supporting national and local governments on recovering from COVID-19 in cities and human settlements by disseminating toolkits, best practices, and technical guidelines for addressing the

structural inequalities exposed by the pandemic. The subprogramme will scale access to basic and social services, sustainable mobility, and safe public space in particular in urban slums and informal settlements and for people in vulnerable situations, focus more on the need for adequate and affordable housing and the prevention of unlawful evictions and develop more integrated and inclusive urban development programming, integrating, for instance, health in urban and territorial planning and ensuring proximity to jobs and basic services and infrastructure.

Expected results

- 15.34 The above-mentioned work is expected to result in: (a) improved quality, accessibility, inclusion and safety of public spaces for all in urban areas; (b) an increased number of people living in adequate and affordable housing and strengthened capacities of policymakers to implement sustainable land governance systems; and (c) the transformation and regeneration of dilapidated urban areas into social and economically inclusive areas that offer improved quality of life to inhabitants.
- 15.35 The planned support on issues related to COVID-19 is expected to result in reduced inequality between and within communities, and reduced 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 and adequate and affordable housing, and effective human.

Impact of COVID-19 on subprogramme delivery in 2020

- 15.36 Owing to the impact of COVID-19 during 2020, the subprogramme changed the planned approach. As of the second quarter of 2020, the impact included the cancellation of planned in-person events, including seminars, training sessions, workshops and conferences. In some occasions, these events were postponed until further notice or conducted remotely utilizing the application of online conferencing tools. Considerable progress in the utilization of ICT tools for the organization of urban planning session with stakeholder's engagement processes was achieved. The adjustment to new working modalities has had an impact on the programme performance of the subprogramme in 2020, as specified under results and number of deliverables presented below.
- 15.37 At the same time, however, the subprogramme identified new and modified activities in support of Member States on issues related to COVID-19, within the overall scope of objectives, namely, technical advisory services and infrastructure solutions in order to enhance the access to hygiene facilities, including access to safe drinking water and extension of water supply to the most vulnerable communities particularly in urban slums and informal areas. A particular emphasis was on expanding livelihood opportunities, particularly for women headed households and introduce sustainable management modalities for newly introduced infrastructure and service provision. Particularly, the subprogramme supported the mainstreaming of housing and basic urban services as priority interventions in socio-economic impact assessments and recovery strategies at country and city level as well as advised ongoing programme activities in this regard to adapt to COVID-19 response and recovery. The modified deliverables contributed to results in 2020, as specified under Result 1 and number of deliverables presented below.

Result 1: Transforming cities and communities through safe, inclusive and accessible public spaces [new result 2020]

Programme performance in 2020

- 15.38 Public Space represents a vital element of urban efficiency, mobility and social interaction. Public spaces are diminishing and unequally distributed due to unplanned development, inadequate street networks, overcrowding, encroachment, poor maintenance and privatization. These factors contribute to public space often being inaccessible to large sections of society. The challenge of inadequate public space compounds spatial inequalities and specifically harms the urban poor and most vulnerable and marginalized communities. Cities and towns struggle to identify relevant, locally based approaches to co-create and implement public space interventions at different scales and to maintain those spaces.

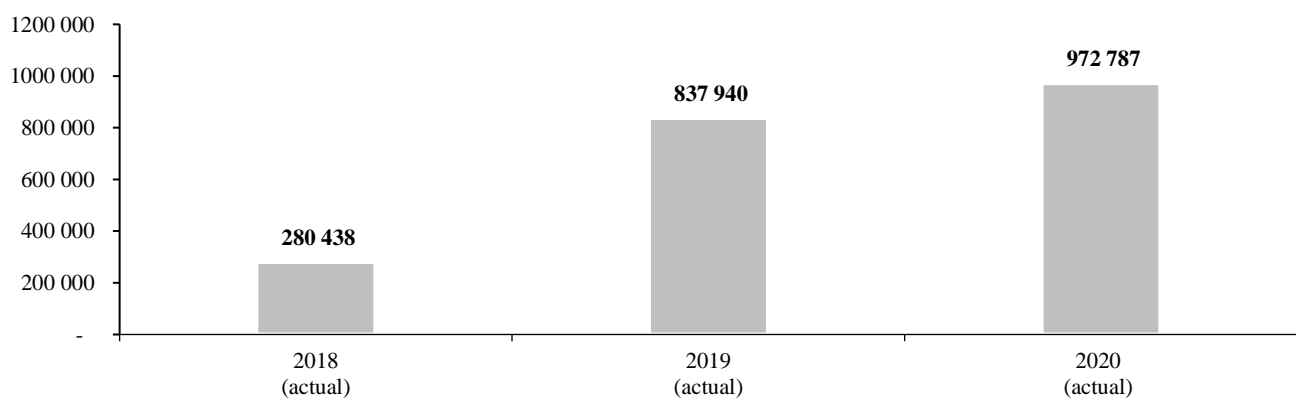
The COVID-19 crisis has also highlighted how public spaces represent a key lifeline for marginalised populations and an important asset for deploying emergency measures, facilitating the delivery of essential services and hosting well-spaced activities to enable recreation. The subprogramme provided advice and technical support to cities and local governments worldwide on all dimensions of public space enhancement from assessment to creation and management. Active in over 88 cities, UN-Habitat has developed tools and partnerships to undertake city-wide public space assessments, as well as site specific assessments, implemented in over 41 cities in 2020, and worked on both individual sites (26 in 2020) and city-wide strategies (11 in 2020). Through this process, the programme engaged 6,750 citizens in participatory planning, 470 citizens in digital workshops and trained 560 people on public space assessments. By 2020, more than 1.8 million¹ people enjoyed access to 134 upgraded and revitalised safe and inclusive public spaces.

15.39 The subprogramme also supported 10 cities in their COVID-19 recovery through capitalising on public spaces as opportune places to restore livelihoods, increase accessibility to essential services and improve the wellbeing for the most vulnerable groups. These projects addressed a variety of challenges such as decongestion and digitization of local markets, increasing hygiene and sanitation in slums, creating livelihood opportunities and raising awareness through culture and art. The project engaged 6,230 people in 88 workshops and resulted in 40,000 people having access to safe and inclusive public spaces. The implementation of these small interventions enabled cities to slowly reopen and allowed communities to regain confidence in being out in the public realm and using public spaces safely for economic and social purposes. Furthermore, the subprogramme enabled local and national governments to embrace the potential of public spaces as flexible and resilient spaces during emergencies and crisis and understood the need to adopt policies and regulations and invest in scaling up interventions at the city level.

Progress towards the attainment of the objective, and performance measure

15.40 The above-mentioned work contributed to the objective, as demonstrated by increased access to safe and inclusive public spaces for 134,847 people in 2020. (see figure 15.1)

Figure 15.1
Performance measure: [Number of beneficiaries who have access to safe and inclusive public spaces through public space interventions]
 [(Unit of measurement)]



¹ Note: 1,8 million people (2012 to 2020) - calculated as an estimated average area of influence of 400 meters and densities surrounding each of the 134 public spaces that have been upgraded.

Result 2: Strengthened land rights for men and women in the Arab world (result carried over from 2020) – A/74/6 (Sect. 15)

Programme performance in 2020

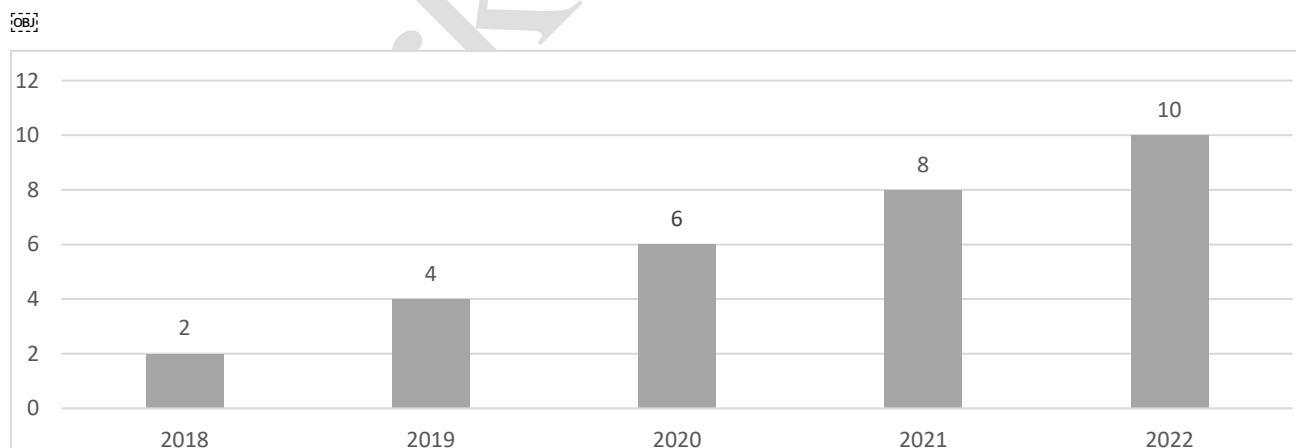
- 15.41 The subprogramme has continued to support the work done by partners and other land actors in the Arab region by establishing partnerships and formalising collaboration with eight organisations in the region. The subprogramme also held one partnership building event with champions based in the region. Furthermore, the subprogramme component conducted two capacity development events: monitoring land governance and land tenure security in the Arab region (Middle East sub-region) and the role of Civil Society Organizations on Land Governance in the Arab region.
- 15.42 The above-mentioned work contributed to improved capacity and empowerment of regional and national stakeholders to manage and administer urban, peri-urban and rural land in the Arab states, to achieve inclusive social and economic development and to foster peace and stability. Alignment, coordination and collaboration on land-related matters in the region has increased, new knowledge created, and existing knowledge shared. With eight institutions using UN-Habitat's normative products as tools to develop their research and curriculum, this exceeded the planned target of six institutions implementing inclusive and gender-appropriate land tools and approaches, as reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 15.43 The subprogramme will continue the work related to strengthening land rights for men and women in the Arab region, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue the capacity development, knowledge and partnership building in the region, which will result in more collaborative and effective efforts towards influencing land governance and tenure security practices. The expected progress is presented in the updated performance measure below (see Figure 15.2).

Figure 15.2

Performance measure: total number of institutions involved in land administration in the Arab States implementing inclusive and gender-appropriate land tools and approaches with support from the United Nations Human Settlements Programme



Result 3: Inclusive, vibrant neighbourhoods and communities (reflected in programme plan for 2021) – A/75/6 (Sect. 15)

Programme performance in 2020

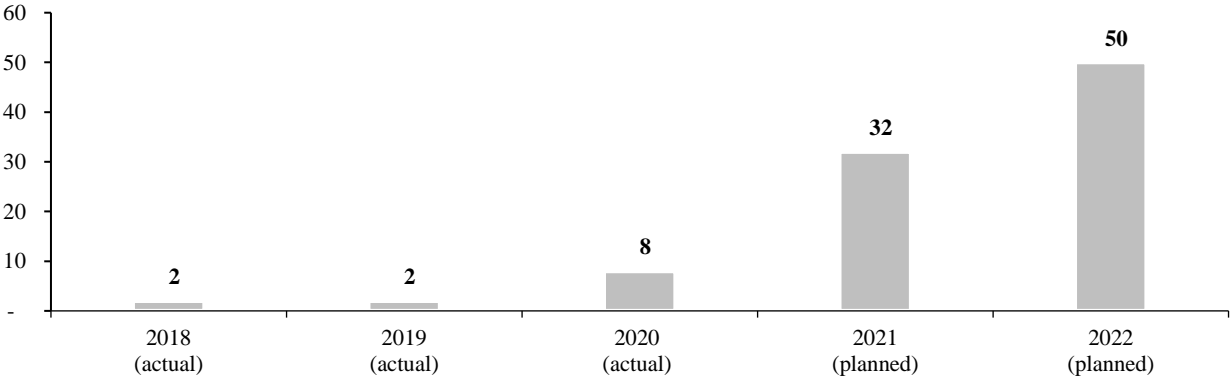
15.44 The subprogramme has worked in the areas of spatial inequality reduction, urban regeneration, participatory planning and socio-economic recovery. By working in these areas and creating new partnerships the subprogramme has mobilised resources to start the development of the comprehensive guidelines and tools to support Member States. The subprogramme also has identified critical partners and started /established legal agreements to advance the work in the areas of spatial inequality, urban regeneration and socio-economic recovery. Furthermore, the subprogramme has acted as an umbrella programme to provide technical assistance to ongoing urban regeneration and socio-economic projects in Asia, Arab States, Latin America and the Caribbean and Africa regions.

15.45 The above-mentioned work contributed to reach a number of 8 cities supported and 7 in progress, which did not meet the target of 15 cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme, as reflected in the proposed programme budget for 2021. Several more cities seeking support could not be assisted. The reason this target was not met was due to the slowdown in activities and reprioritization of local governments in their effort to respond to the COVID-19 pandemic, causing a delay in the roll-out of activities and establishment of partnerships of the subprogramme. Also, the lack of specific funding for the subprogramme made the implementation dependent on the successful resource mobilization from national and local governments on a one to one basis. It is expected that socio-economic recovery post-COVID could result in an increased uptake of urban regeneration activities to increase local resilience and improve overall local socio-economic conditions.

Proposed programme plan for 2022

15.46 The subprogramme will continue the work related to the reduction of spatial inequality through the development of inclusive regeneration projects and initiatives, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will expand the number of governments and cities supported as part of this result, develop normative outputs related to urban regeneration and socio-economic recovery and mobilize additional resources from a larger pool of stakeholders to develop concrete urban regeneration projects based on the normative knowledge and lessons developed from UN-Habitat’s expertise. The expected progress is presented in the performance measure below (see figure 15.2).

Figure 15.2
Performance measure: total number of cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme



Result 4: Increase access to basic services, sustainable mobility and slum upgrading programmes to strengthen community resilience to pandemics such as COVID-19 in slums and informal settlements [new 2022 result]

Proposed programme plan for 2022

15.47 Increasing access to water, sanitation, mobility, waste management and energy services for the 700 million urban dwellers currently unserved will play a key role in making cities and human settlements inclusive, safe, resilient and sustainable as envisioned in SDG 11. The COVID-19 pandemic highlighted the essential role of basic services in strengthening community preparedness, response and recovery in slums and informal settlements where lack of such services makes simple public health interventions such as regular washing of hands extremely difficult. By 2020, the subprogramme had supported member states to increase access to 2.7 million people in slums and informal settlements in 39 countries, strengthening community resilience to pandemics such as COVID-19. In 2022, the subprogramme will support slum upgrading and urban basic services projects to “build back better” and a promote healthy living environment. Assessments will be undertaken in selected cities to highlight inequities in access to water and sanitation, energy, mobility and solid waste management services. Priority will be given to extend adequate water, sanitation, clean energy, public transport and waste management services in slums and informal settlements. Focus will be on those left behind, including the needs of women, youth and other vulnerable groups such as the elderly and people with disabilities, highlighting for example, the principles of “inclusive design” to ensure access to basic services. Focus will also be in strengthening governance and building the capacity of local governments and service providers for effective delivery of urban basic services.

Lessons learned and planned change

15.48 The lesson for the subprogramme was the need to focus more on the development, field testing and dissemination of slum upgrading and urban basic services-related tools and technical guidelines that may be used by various actors and players to implement slum upgrading and basic services programmes. There is also need for continuous monitoring, learning and documentation of subprogramme outcomes and impact. In response, the subprogramme will strengthen global advocacy, networking and preparation of tools and technical guidelines on slum upgrading and urban basic services. Focus will also be on systematic analysis and documentation of experience and lessons learned.

Expected progress towards the attainment of the objective, and performance measure

15.49 This work is expected to contribute to the objective, as demonstrated by increased access to basic services in slums and informal settlements. By 2022, 3.1 million people in slums and informal settlements in 45 countries will have access to basic services, strengthening community resilience to pandemics such as COVID-19 (table 15.3).

Table 15.3

Performance measure:

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Not applicable	Not applicable	2.7 million people in slums and informal settlements in 39 countries have access to basic services, strengthening community resilience to pandemics such as COVID-19.	2.9 million people in slums and informal settlements in 42 countries have access to basic services, strengthening community resilience to pandemics such as COVID-19.	3.1 million people in slums and informal settlements in 45 countries have access to basic services, strengthening community resilience to pandemics such as COVID-19.

Legislative mandates

15.50 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

42/146	Realization of the right to adequate housing	74/299	Improving global road safety
67/291	Sanitation for All	74/141	The human rights to safe drinking water and sanitation
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development

Governing Council resolutions

21/8	Africa fund/financing mechanism on slum prevention and upgrading	23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
21/9	Women's land and property rights and access to finance	24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure	24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
23/4	Sustainable urban development through access to quality urban public spaces		
23/8	Third United Nations conference on housing and sustainable urban development		

Deliverables

15.51 Table 15.4 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.4

Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 Exec board approved</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	32	22	50	34	36
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	13	9	15	10	12
2. Project on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1	1
3. Pilot projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	9	6	12	8	8
4. Projects on land tenure security, land-based financing, implementation of the Secretary-General's guidance note on land and conflict	–	–	10	7	7
5. Projects for integrated urban and territorial planning, developing and implementing effective planning laws	6	4	9	6	6
6. Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements	3	2	3	2	2
Seminars, workshops and training events (number of days)	51	37	79	49	49
7. Workshops and trainings on urban basic services: mobility, water and sanitation, energy and solid waste management	21	15	29	20	20
8. Workshops and trainings 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	13	9	20	12	12
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	5	4	7	5	5
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	4	3	2	1	1
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	8	6	14	8	8
12. Training sessions on land and conflict; land tenure, governance and financing; expert group meetings on urban land governance in the Arab States region	–	–	7	3	3
Publications (number of publications)	2	2	3	3	3
13. Publication on low carbon options for sustainable mobility	1	1	–	–	–
14. Global report: Transforming one billion lives – improved living conditions and sustainable urbanization – the challenge of slums and informal settlements in 2020 (follow-up to publication from 2003)	1	1	–	–	–
15. Land tenure and land degradation	–	–	1	1	1
16. Global report on land governance	–	–	1	1	1
17. Publication on affordable and sustainable housing	–	–	1	1	1
Technical materials (number of materials)	13	8	19	11	11
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty	2	2	–	–	–
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	4	2	2	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 Exec board approved</i>	<i>2022 planned</i>
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space.	2	2	2	2	2
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children	1	1	–	–	–
22. Guide for land management and spatial plans for poverty reduction and spatial equality	1	0	2	1	1
23. Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups, including migrants	3	1	2	1	1
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	–	–	1	1	1
25. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	–	–	4	2	2
26. Series of guides and tools to improve land management and tenure security	–	–	2	1	1
27. Guidelines and handbooks on slum upgrading solutions	–	–	3	2	2
28. Neighbourhood planning guidelines on participation and inclusive regeneration	–	–	1	–	–

C. Substantive deliverables

Consultation, advice and advocacy: based on request, advice to Member States on reporting, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals, including advisory services on Goal reporting, data collection, analysis and monitoring of indicators, namely on Goal targets and indicators 11.1, 11.3.1, 11.3.2 and 11.7.1, leveraging the New Urban Agenda online platform and incorporating best practices; advisory services on the right to adequate housing and tenure security for vulnerable groups, housing policies, urban law reform and compliance for regeneration and urban growth as well as effective regeneration and growth management through: inclusive territorial and urban planning and design, inclusive and participatory governance, public space design and management, design labs, planned city extensions, city infill and heritage preservation; technical advice on urban regeneration and heritage conservation, urban land administration and management to different stakeholders (UN-Habitat regional and country offices, other United Nations agencies, national and local governments, non-governmental organizations, grassroots organizations); activities to strengthen partnerships and existing networks.

Databases and substantive digital materials: based on request, data collection on land-related global commitments along the rural-urban nexus and online solutions to tackle issues on urban basic services, sustainable mobility, energy, water and sanitation, solid waste management, housing, urban air quality and climate change mitigation; integrated and open digital platforms on urban safety, heritage, regeneration, urban growth; awareness-raising materials and information databases on cultural heritage and identity for urban dwellers, the Global Urban Indicators database and UrbanLex – Urban Law database used by number; the New Urban Agenda online platform.

D. Communication deliverables

Outreach programmes, special events and information materials: 14 advocacy materials, brochures, leaflets and profiles featuring the work of the subprogramme; networks to disseminate information, including the Global Network of Public Space with some 100 members; in partnership with the municipality of Dubai, United Arab Emirates, sponsorship of Best Practices Award in Urban Regeneration and Public Spaces (case studies published/articles); social media advocacy provided on women's empowerment, youth empowerment and disability-friendly cities, especially with regard to urban regeneration and public space; communication materials on urban land governance and management; partnerships and cross-learning activities (the Global Land Tool Network) for achieving sustainable urbanization.

External and media relations: media kits, press releases, web stories and social media updates, and based on request, events on slum upgrading, urban renewal, public space and affordable and adequate housing, urban land governance and management, partnerships and cross-learning activities with partner organizations.

Digital platforms and multimedia content: maintenance of social media accounts for the subprogramme to enhance information on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; multimedia content, including video documentaries, infographics, presentations and webinars; start-up version of a global database of urban plans.

Subprogramme 2

Enhanced shared prosperity of cities and regions

Objective

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

Strategy

Planned activities

- 15.53 To contribute to the objective, the subprogramme will support Member States and other partners to enhance the contribution made by urbanization to productivity and inclusive economic development, 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. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goal 1 and Goal 11. The subprogramme will provide technical assistance and capacity-building and advisory services to cities to develop participatory budgeting approaches and optimize local revenue systems through data collection and the development of municipal databases, sharing case studies on revenue optimization and participatory approaches and developing guidelines on local revenue generation. It will also explore and realise increased opportunities to leverage private sources of capital to achieve sustainable urban development. Emphasis will be placed on using frontier technology to increase urban management efficiency and digitizing revenue systems and performance monitoring. This work will help Member States make progress towards achieving Sustainable Development Goal 8 on decent work and economic growth. The subprogramme will strengthen the capacity of national and local governments to effectively procure, test and implement 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 processing and visualization while supporting their digital transition. This work has helped Member States make progress towards achieving Sustainable Development Goal 9 on industry, innovation and infrastructure, as well as contributed to the New Urban Agenda, which has specific sections on smart cities, digital platforms, innovation and information and communications technologies.
- 15.54 The subprogramme plans to support Member States on issues related to COVID-19 by providing a territorial framework for the socio-economic recovery from COVID-19, climate action, and safeguarding the environment and biodiversity; ensuring that economic recovery measures, supports green urban recovery that helps drive climate action and impact against the SDGs and focusing stronger on recovery of locally generated revenue (including land-based financing), as a way to help alleviate the socio-economic impact of COVID-19.

Expected results

- 15.55 The above-mentioned work is expected to result in: (a) balanced territorial development and better-connected and human settlements, while contributing to improved social inclusivity, poverty reduction and climate action; (b) local authorities enacting the institutional and legal reforms necessary to generate additional financial resources, including through public-private partnerships and land-based revenue and financing tools; and (c) the strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides. The planned support on issues related to

COVID-19 is expected to result in improved data on COVID-19 urban hotspots and local responses and improved living standards of the most vulnerable through providing clean water supply, handwashing stations, education and communication materials and protective equipment, which is specified in more detail under Result 1 and 2 below.

Impact of COVID-19 on subprogramme delivery in 2020

- 15.56 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled several planned in-person events, including seminars, training sessions, workshops and conferences, and in some cases implemented these remotely. These changes had an impact on the programme performance in 2020, as specified under Result 1 and 2 and numbers of deliverables presented below.
- 15.57 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, including: deploying its Data and Analytics unit, previously focussing on the implementation of the City Prosperity Initiative, to develop a methodology for rapid mapping of COVID-19 vulnerability, impact and responses in cities and implementing this in over 1500 cities; and tailoring its National Urban Policy Demonstration Projects to COVID-19 response and recovery. The modified deliverables contributed to results in 2020, as specified under Results 1 and 2 below.

Result 1: National Urban Policy as a Driver for Sustainable Urban Development

Programme performance in 2020

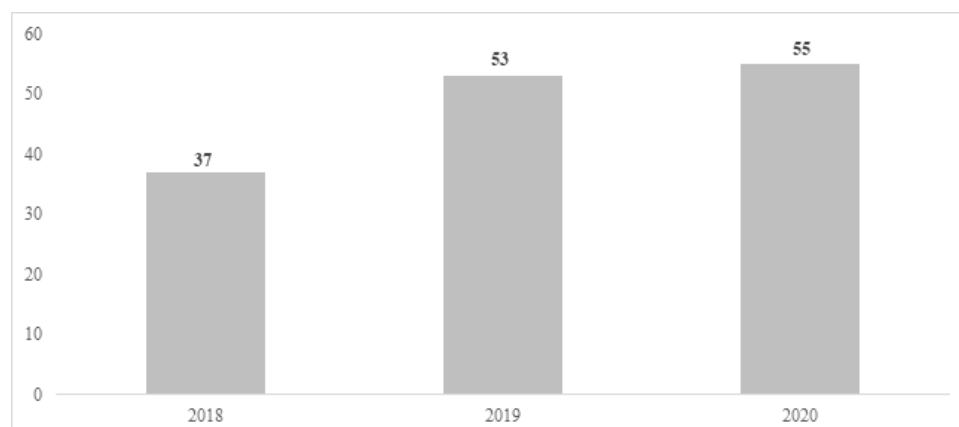
- 15.58 As the world continues to rapidly urbanize, harness urbanization, mitigate its negative externalities and promote an “urban paradigm shift”, there is need for a coordinated approach and clear policy directions. National Urban Policy (NUP) has been identified as one of the key tools for governments to promote sustainable development that cuts across urban, peri-urban, and rural areas and support the achievement of the New Urban Agenda and SDGs; it was adopted by the United Nations Statistical Commission as an indicator for SDG target 11.a in 2020. The subprogramme has supported 55 countries to develop National Urban Policies since 2014.
- 15.59 The subprogramme has also been developing normative tools to accompany urban policy development to better address priority issues including urban-rural linkages, climate change, sustainable mobility, migration, public spaces, green and smart cities and housing. These include the following technical materials: Mainstreaming Urban Rural Linkages in Urban Policies; Mainstreaming Transportation in National Urban Policies; Mainstreaming Housing in National Urban Policies; Mainstreaming Migration in National Urban Policies; Guideline on Monitoring and Evaluating National Urban Policies; National Urban Policy - Driving Public Space Led Urban Development; Developing National Urban Policies: Ways forward to Green Smart Cities.

Progress towards the attainment of the objective, and performance measure

- 15.60 The above-mentioned work contributed to the objective, as demonstrated by the increasing uptake of national urban policies by countries, resulting in improved drivers of sustainable urbanisation such as: multilevel and multisector/stakeholder governance frameworks, urban and territorial planning and inclusive budgeting. (see figure 15.3 on uptake of national urban policies).

Figure 15.3

Performance measure – Number of countries supported in national urban policy development (cumulative)



Result 2: Innovation driving city transformation and sustainable development: The City Prosperity Initiative/ Global Urban Monitoring Framework (reflected in programme plan for 2020) – A/74/6 (Sect. 15)

Programme performance in 2020

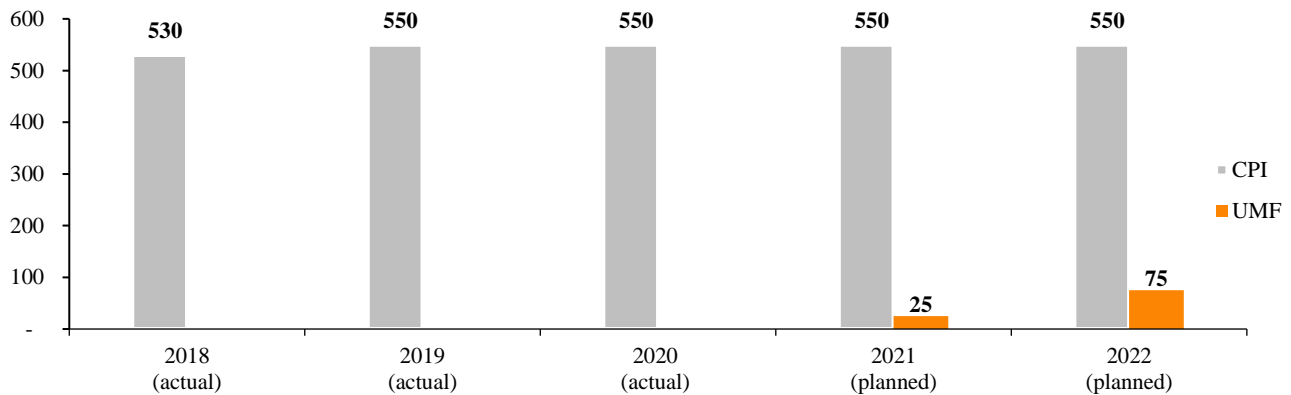
- 15.61 The subprogramme has utilised the capacity of the City Prosperity Initiative (CPI) to guide decision making in 550 cities by establishing linkages between data, knowledge and policy actions. The CPI achieved recognition as global good practice for cities to achieve SDGs (UNDESA, 2020). The subprogramme also developed a Global Urban Monitoring Framework to track changes on urban SDGs and support Voluntary Local Reporting with 60 UN and development partners, for adoption by the UN Statistical Commission and Inter-agency Expert group on monitoring SDGs. Furthermore, the subprogramme adapted CPI to provide rapid spatial analysis of urban vulnerability and city responses to COVID-19, having developed methodology to integrate intra-urban inequality analysis for tracking pandemics.
- 15.62 The above-mentioned work contributed to the development of Voluntary Local Reviews and spatial analyses of COVID vulnerability and responses that were tracked in over 1500 cities. However, this shift of emphasis led to the planned target of 700 cities using the City Prosperity Initiative not being met, as reflected in the proposed programme budget for 2020, since the CPI team capacity was deployed to respond to newly emerging COVID-19 crisis.

Proposed programme plan for 2022

- 15.63 The subprogramme will continue the work related to innovation driving city transformation and sustainable development through urban monitoring in line with its mandate and the evolution of City Prosperity Initiative. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include the implementation of the Global Urban Monitoring (UMF) in the context of the SDG Cities Initiative and to support Voluntary Local Reviews. The expected progress is presented in the updated performance measure below (see figure 15.4).

Figure 15.4

Performance measure: Total number of cities applying City Prosperity Initiative and Global Urban Monitoring Framework



Result 3: Strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments (reflected in programme plan for 2021) – A/75/6 (Sect. 15)

Programme performance in 2020

15.64 The subprogramme launched the SDG Cities Global Flagship programme during the World Urban Forum in 2020. The subprogramme also mobilised collaboration with international local government institutions, academic institutions, private entities and investors committed to SDG implementation. Furthermore, the subprogramme developed approaches and tools to enable a large-scale impact.

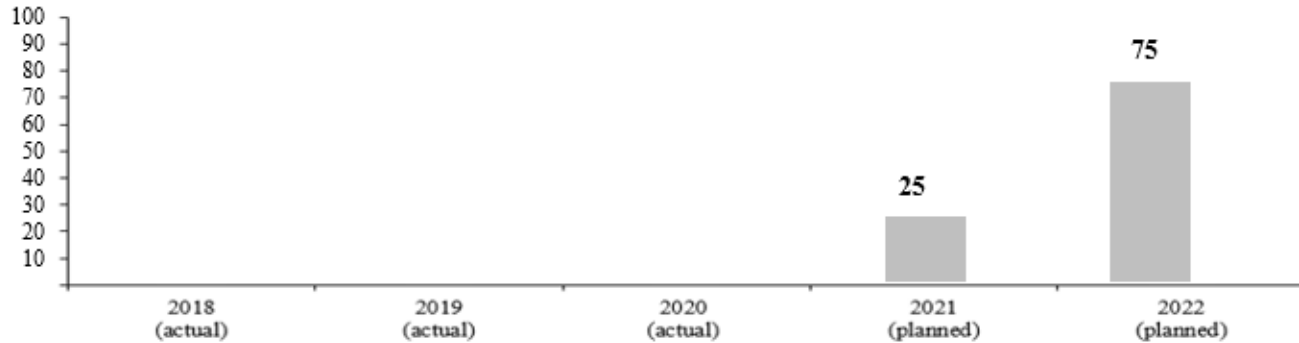
15.65 The above-mentioned work contributed to the early stages of onboarding more than 200 cities in 11 countries in five regions into the programme, which did not meet the target of 425 cities using the Sustainable Development Goal Cities initiative, as reflected in the proposed programme budget for 2021. This was due to inadequate financial resources to develop the programme, its tools, outreach and partnerships.

Proposed programme plan for 2022

15.66 The subprogramme will continue the work related to strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to develop digitalised data, capacity diagnostic and training tools, and build a Cities Investment Facility as key components of a systematized backbone for large scale implementation, advance partnerships with key global stakeholders, implement a far-reaching communications and advocacy effort, and onboard national groupings of cities. The expected progress is presented in the performance measure below (see figure 15.5).

Figure 15.5

Performance measure: total number of cities using the Sustainable Development Goal Cities Initiative urban indicator and monitoring platform



Result 4: Advancing a people-centred approach to urban innovation, digital technologies, smart cities and urbanization processes

Proposed programme plan for 2022

- 15.67 Cities are hubs for open technological and social innovation. Smart cities play an increasing role in urban development (World Cities Report 2020). This is recognised in the UN-Habitat Assembly Ministerial Declaration on Innovation for Better Quality of Life (2019) which sees the opportunity for smart technologies to accelerate the achievement of urban SDGs and quality of life for all. To do this, cities need to shift from a supply-driven to a needs-based approach to smart technologies and innovations, founded on the 2030 Sustainable Development Agenda, and to strengthen digital rights and inclusion in order to leave no-one behind. The subprogramme will continue advancing a people-centred approach to urban innovation and digital transformation for resilient, safe, inclusive and sustainable urbanization processes.

Lessons learned and planned change

- 15.68 The lesson for the subprogramme was that innovation, digital technologies and smart cities can be effectively harnessed to advance sustainable urban development through the strategic and proactive role of local and national governments. This may include establishing appropriate multi-level governance frameworks and ensuring that technologies and innovation directly contribute to improved urban environments and quality of life, including in marginalized communities. In applying the lesson, the subprogramme will support cities to develop people-centred smart city strategies aligned to the implementation of the New Urban Agenda and the achievement of the Sustainable Development Goals. Additionally, the subprogramme will support challenge-driven innovation to generate innovative solutions to new and pre-existing challenges faced in urban areas, including in the context of COVID-19 recovery and pandemic preparedness.

Expected progress towards the attainment of the objective, and performance measure

- 15.69 This work is expected to contribute to the objective, as demonstrated by the implementation of people-centred digital transformation and smart city strategies, addressing the digital divide in cities, and implementing challenge-driven, needs-based innovations that improve quality of life and reduce environmental impact, through the provision of normative guidance on the governance of people-centred smart cities, smart cities tools and challenge funds. This work contributes to the local

implementation of the Secretary General’s Roadmap on Digital Cooperation; the expected progress is highlighted below (table 15.5).

Table 15.5
Performance measure

2018	2019	2020	2021	2022
UN-Habitat pilots frontier technologies in Africa, Asia and Latin America, carries out global research into challenge-driven innovation and produces a smart cities masterplan for Rwanda.	The potential of frontier technologies and innovation for sustainable urban development is demonstrated to Member States at the UN-Habitat Assembly.	UN-Habitat's Strategic Plan highlights the importance of innovation and frontier technologies and the restructure creates an Innovation Unit. A Flagship Programme on People-centred Smart Cities is launched. Key partnerships are established with ITU and UN OICT.	The UN Innovation Technology Accelerator in Hamburg and Innovation Pavilions are set up in Mexico and Toronto; UN-Habitat scales up its technical advice support to Member States and local governments in people-centred digital transformation and smart city strategies, addressing the digital divide. Urban innovation challenges are launched and implemented	UN-Habitat field experience, normative guidance and the development of a global community of practice leads to the emergence of a global approach to people-centred smart cities. emerges. Global Guidance, tools and knowledge products to local governments empowers the expansion of digital transformation and smart cities strategies and challenge-driven innovation to promote sustainable urban development and address the digital divide.

Legislative mandates

15.70 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolution

71/327	The United Nations in global economic governance		GA Third Committee Resolution on the Right to Privacy in the Digital Age
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Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning
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UN-Habitat Assembly resolution

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

15.71 Table 15.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.6

Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 exec. board planned</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	37	28	50	24	29
1. National, urban, regional and interregional projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	10	10	15	7	14
2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	11	9	15	7	7
3. National, urban, regional and interregional 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	16	9	20	10	8
Seminars, workshops and training events (number of days)	74	50	66	39	39
4. Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	41	41	44	25	25
5. Training events and workshops on use of information and communications technology, innovation, frontier technologies, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	21	3	21	13	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	12	6	1	1	8
Publications (number of publications)	2	2	4	3	3
7. National cities report	1	1	2	2	2
8. World Cities Report	1	1	2	1	1
Technical materials (number of materials)	21	22	30	11	11
9. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	7	9	10	6	5
10. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7	7	10	5	3
11. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	7	6	10	-	3

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 exec. board planned</i>	<i>2022 planned</i>
C. Substantive deliverables					
Consultation, advice and advocacy: advisory services and technical assistance to 20 Member States on: national urban policy, territorial development, urban-rural linkages, metropolitan development, preparation of local economic development plans and strategies and on improving local revenue generation; use of frontier technologies, innovations and development of solutions; urban law reform, compliance and community contracting, urban prosperity including the use of the Global Urban Monitoring Framework and monitoring of the Sustainable Development Goals.					
Databases and substantive digital materials: national urban policy database, compendium of urban-rural linkages case studies, global municipal database; used by 20 from the following regions: Africa, Asia, Latin America					
D. Communication deliverables					
Outreach programmes, special events and information materials: www.urbanpolicyplatform.org; content for social media coverage, brochures, leaflets and profiles on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring and reporting, basic services, mobility and public space; third International Conference on National Urban Policy, first International Forum on Urban-Rural Linkages; private-sector focused engagement frameworks reaching an audience of 2000.					

Subprogramme 3

Strengthened climate action and improved urban environment

Objective

- 15.72 The objective, to which this subprogramme contributes, is 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.

Strategy

Planned activities

- 15.73 To contribute to the objective, the subprogramme will provide technical support for the development of low-emission and low-carbon city development that addresses emerging climate risks, adaptation investments and basic service provision and the integration of low-emission development and air quality strategies into urban mobility, public space and urban development strategies. The subprogramme will provide assistance to selected Member States through knowledge transfer, capacity-building, policy advice and peer-to-peer engagement in regional initiatives on sustainable approaches to urban climate action. Broader engagement is needed to scale up the urban dimension of Nationally Determined Contributions and National Adaptations Plans, while strengthening the evidence base. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 11 and 13.
- 15.74 The subprogramme will promote nature-based solutions to climate action, urban and peri-urban environmental protection, restoration and green public spaces. The subprogramme will also strengthen resource efficiency by promoting integrated solid waste management and by addressing marine plastic litter reduction, the development of energy and resource efficient codes for buildings and the integration of energy and resource efficiency principles into country-specific codes. This work helps Member States make progress towards achieving Sustainable Development Goals 6, 7, 8, 11, 12, 13, 14 and 15.
- 15.75 The subprogramme will also provide assistance with regard to the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments through its flagship programme entitled “RISEUP: resilient settlements for the urban poor”, which focuses on mobilizing investments to address climate resilience issues affecting the poor and marginalized settlements in cities. The subprogramme will support the implementation of global adaptation initiatives aimed at improving the enabling environment for adaptation investments in urban infrastructure and communities, such as the National Adaptation Plan Global Support Programme, the Nationally Determined Contributions Partnership and the Least Developed Countries Expert Group. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 13.
- 15.76 The subprogramme plans to support Member States on issues related to COVID-19 by highlighting technologies, processes and investment opportunities which will support green recovery opportunities and an integrated approach to climate and health resilience.

Expected results

- 15.77 The above-mentioned work is expected to result in: (a) strengthened capacities of partner cities and Member States to plan for, invest in and monitor city-level climate action; (b) multidimensional climate action and urban environment planning that preserves, regenerates and restores urban biodiversity and reduces air and water pollution; and (c) the mobilization of investments for adaptation to climate change at national and sub-national level.

- 15.78 The planned support on issues related to COVID-19 is expected to result in (a) increased capacities of partner cities and Member States to develop green COVID-19 recovery plans which can attract funding; and (b) more climate and pandemic resilient cities, human settlements and communities, which is specified in more detail under Result 4 below, if applicable.

Impact of COVID-19 on subprogramme delivery in 2020

- 15.79 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach. Numerous large-scale climate change programmes started up to six months late and at a slower implementation rate due to lockdowns or other movement restrictions; examples are projects in Madagascar, Malawi, Mozambique and the Union of Comoros as well as Lao PDR. In countries with very severe international travel restrictions, project implementation all but halted; in Solomon Islands project advisors have not been allowed to travel to the country since March 2020 and some project components cannot be implemented with local capacities only. These changes had an impact on the programme performance in 2020, as specified under Results 2 and 3 below.
- 15.80 At the same time, however, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely supporting green recovery and addressing socioeconomic vulnerabilities affected by climate change and COVID-19. This included socioeconomic response plans at the city and national level as well as seminars and workshops with mayors and local government officials. The modified deliverables contributed to results in 2020, as specified under Result 1 below.

Result 1: Integrated Climate and COVID-19 response [new result 2020]

Programme performance in 2020

- 15.81 Cities and local governments are at the forefront of the COVID-19 response whilst for many local governments, climate change remains the most pressing long-term challenge. In line with the Secretary General’s Policy Brief “COVID-19 in an Urban World”, cities have started to develop integrated climate change and COVID-19 response plans.
- 15.82 The subprogramme supported five cities in the Philippines to update their climate change action plans to align climate change mitigation measures with green recovery opportunities and climate resilience actions with a COVID-19 response that ensures that the most vulnerable community members are supported. Furthermore, the subprogramme has disseminated early results through an investment forum to attract funding for the initiatives and through a series of webinars attended by officials from nearly 100 local governments.

Progress towards the attainment of the objective, and performance measure

- 15.83 The above-mentioned work contributed to the objective, as demonstrated by the development of strategies for an integrated approach to climate change and COVID-19 (see table 15.7).

Table 15.7
Performance measure: Integrated climate change and resilience plans,

2018	2019	2020
Development of city-wide climate change action plans in five cities.	Prioritized climate projects developed and prepared for finance.	Integration of COVID-19 response into the plans and priority projects.

Result 2: Strengthened adaptation to climate change and other shocks: Solomon Islands (reflected in programme plan for 2020) – A/75/6 (Sect.15)

Programme performance in 2020

15.84 The subprogramme has continued to support the government of Solomon Islands, Honiara City Council and communities in five informal settlements areas in the development and implementation of community climate change action plans. The subprogramme also supported the national and local government in the analysis of the socioeconomic impact of COVID-19 on these five communities. Furthermore, the subprogramme supported the national government in its spatial and institutional analysis of COVID-19 and the compounded impacts of climate change.

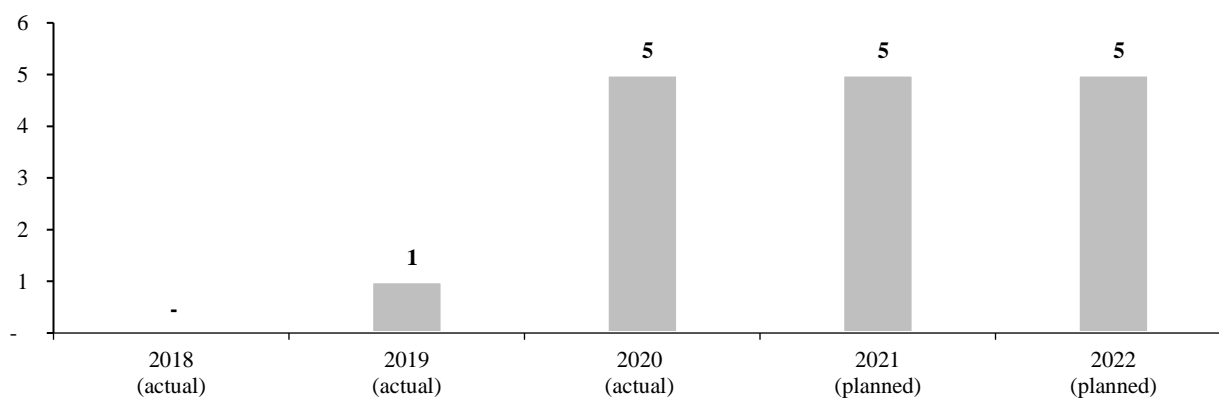
15.85 The work above contributed to the development of community action plans and initiated the support of their implementation, which did not fully meet the target of 5 informal settlements that have implemented community-level resilience action, as reflected in the proposed programme budget for 2020. The planned target for 2020 could not be fully met as infrastructure projects have not yet commenced as international expertise needed to conduct engineering work was not able to travel due to the COVID-19 induced complete border closing.

Proposed programme plan for 2022

15.86 The subprogramme will continue the work related to strengthened adaptation to climate change and other shocks in Small Islands States in line with its mandate. To contribute to further progress towards the objective, the subprogramme will accelerate implementation once the COVID-19 situation allows and in the meantime with increased national expertise that will be built through virtual support. The expected progress is presented in the performance measure below (see figure 15.6).

Figure 15.6

Performance measure: number of informal settlements that have implemented community-level resilience action (not cumulative)



Abbreviation: N/A, not applicable.

Result 3: Accelerated climate action in 16 cities and eight countries around the world (reflected in programme plan for 2021) – A/75/6 (Sect.15)

Programme performance in 2020

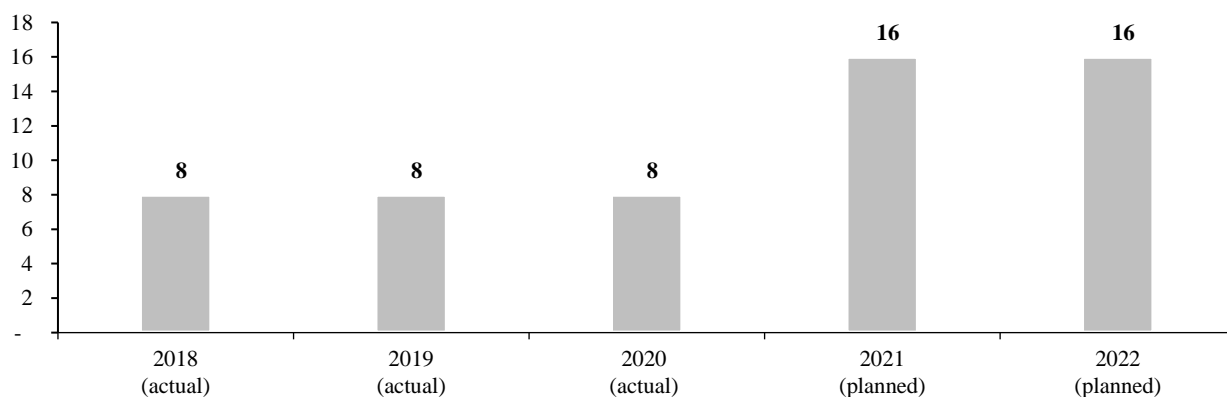
- 15.87 The subprogramme has supported 16 cities in Bangladesh, Brazil, Colombia, Indonesia, India, Lao PDR, Rwanda and South Africa to progress through their city climate action planning steps, including the development of 15 new or updated greenhouse gas inventories, 13 new or updated climate risk and vulnerability assessments. The subprogramme also supported capacity building and training efforts including peer-to-peer exchange between cities in Rwanda/South Africa and Indonesia/Lao PDR. Furthermore, the subprogramme further supported the vertical integration and enhanced multi-level governance of these local efforts through the release of a guide entitled Enhancing Nationally Determined Contributions through urban climate action, as well as country-level advisory services for improved multi-level governance.
- 15.88 The work above contributed to eight cities strengthening the evidence base for their low emission development strategies, which are partially in draft form and not yet passed by local governments, and therefore did not meet the target of 10 cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme, as reflected in the proposed programme budget for 2020. COVID-19 lockdowns disrupted the participatory process to draft the climate strategies and action plans, A project extension agreed by the donor reflects this reality and allows for the draft legal frameworks to be completed before September 2021.

Proposed programme plan for 2022

- 15.89 The subprogramme will continue the work related to accelerated climate action in 16 cities and eight countries around the world, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme’s work will evolve to include continuation of the support to Lao PDR, and the planned identification of a new set of cities in Mexico. Other opportunities to deliver city-level climate action support will be explored. The expected progress is presented in the performance measure below (see figure 15.7).

Figure 15.7

Performance measure: total number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme (



Result 4: Participatory urban resilience action in Southern Africa

Proposed programme plan for 2022

- 15.90 In sub-Saharan Africa, the critical situation arising from increasingly extreme multiple weather-related hazards caused by climate change, combined with extraordinarily rapid urbanisation and the lack of adequate infrastructure and the risks associated with health emergencies including pandemics requires an urgent response. The hazards and vulnerabilities faced by urban areas transcend national boundaries and are shared by cities in multiple countries. Capacity building activities were carried out to promote cooperation and a sustainable and resilient urbanisation in Southern, East, and West Africa. Participatory urban resilience planning using the CityRAP methodology was implemented in 10 cities across six countries. From the normative side, a regional assessment on urban vulnerability and resilience was conducted in the 16 SADC Member States. The subprogramme has been supporting the affected urban settlements in the region at different levels to foster better community-led participatory climate resilience planning, coordination, response, preparedness, and adaptation to climate change. Regional and sub-regional exchange of knowledge was facilitated among national and local authorities and involving academic institutions from different countries of the Southern African Development Community (SADC). In 2022 the subprogramme will expand the support to Member States to implement climate and pandemic resilience plans in two additional cities. The subprogramme will further support regional efforts across the 16 SADC countries to build capacity on local-level DRR and climate change adaptation policies.

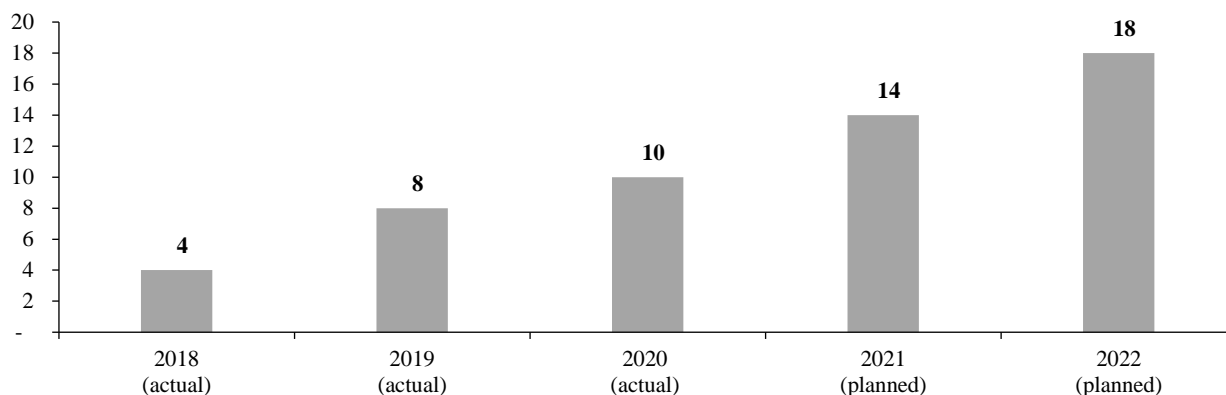
Lessons learned and planned change

- 15.91 The lesson for the subprogramme was that the linkages between the regional, national, and city-level are critical and must be coordinated properly as answers to the region's needs are often embedded in coordinated multi-country approaches that go beyond local, national and sectoral boundaries. In addition, the trend in Southern Africa is that of expanding secondary cities of smaller size; these cities hold the key to building urban resilience in the region. In applying the lesson, the subprogramme will take a dual approach, improving the regional coordination for an effective trickle-down effect of policies and regulations, and promoting a bottom-up approach in which participatory resilience and climate adaptation planning at the city-level in secondary cities also informs the national- and regional-levels through cross-fertilisation and exchange of best practices, including on the design and implementation of resilient infrastructure.

Expected progress towards the attainment of the objective, and performance measure

- 15.92 This work is expected to contribute to the objective, as demonstrated by the number of cities in the region executing resilience action plans developed through CityRAP and exchanging best practices with at least one other city in one other country (see table 15.8).

Figure 15.8
Number of distinct Resilience Frameworks for Action (RFA) developed



Legislative mandates

15.93 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

63/217	Natural disasters and vulnerability	74/219	Protection of global climate for present and future generations of humankind
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	75/216	Disaster risk reduction
69/225	Promotion of new and renewable sources of energy	75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
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	75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
		75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	22/3	Cities and climate change
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Deliverables

15.94 Table 15.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above (see table 15.8).

Table 15.8

Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 exec board approved</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	28	24	32	15	15
1. Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings	4	4	4	2	2
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-carbon basic services and greener infrastructure and buildings	2	2	3	1	1
3. Demonstration projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	10	10	11	6	6
4. Improved policies, legal instruments, plans and strategies for 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	5	5	6	3	3
5. Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4	2	4	1	1
6. National, regional and local policies, plans and strategies for improved urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of renewable energy and energy efficiency	3	1	4	2	2
Seminars, workshops and training events (number of days)	89	56.5	100	38	38
7. Seminars, workshops and training events leading to enhanced awareness and capacity of partners and vulnerable groups (e.g., in informal settlements) to plan for, manage and act on climate change mitigation, air quality and low-carbon basic services	30	15.5	35	10	10
8. Seminars, workshops and training events leading to strengthened capacities of UN-Habitat partners to plan for, manage and act on effective adaptation of communities and infrastructure to climate change	55	33	55	25	25
9. Seminars, workshops and training events leading to enhanced understanding of green city models and their application, green infrastructure and green-blue urban planning	4	4	5	-	-
10. Training on environment and climate dimensions (air quality, water, sanitation, waste management) and Sustainable Development Goal monitoring in urban areas	0	4	5	3	3
Publications (number of publications)	2	2	3	3	3
11. Publication on climate change mitigation and air quality	1	1	1	1	1
12. Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure, to climate change	1	1	1	1	1
13. Publication on improved low-carbon urban services and resource efficiency (e.g., focusing on technological innovation)	-	-	1	1	1
Technical materials (number of materials)	9	9	12	5	5

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 exec board approved</i>	<i>2022 planned</i>
14. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	2	1	1
15. Series of technical materials on climate change mitigation and air quality	2	2	3	1	1
16. Series or set of non-recurrent case studies on climate action, basic services or environment in human settlements	2	2	3	1	1
17. Series of non-recurrent compilations of national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and eco-system services	1	1	2	1	1
18. Series of technical materials on improved low-carbon urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	2	2	2	1	1

C. Substantive deliverables
Consultation, advice and advocacy: advisory services to 16 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-carbon urban services, improving resource efficiency and protecting ecological assets.
Databases and substantive digital materials: databases on urban climate- or environment-relevant subjects, and substantive digital materials (i.e., simulations) on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change used by 15 member states and local authorities from the Africa and Asia-Pacific regions.
D. Communication deliverables
Outreach programmes, special events and information materials: on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets; effective adaptation of communities and infrastructure to climate change with an aim to reaching an audience of 6 million.
External and media relations: articles on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change.
Digital platforms and multimedia content: websites and social media and multimedia content on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change with annual visitors of 10 million.

Subprogramme 4

Effective urban crisis prevention and response

Objective

- 15.95 The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response. This is done through promoting social integration and inclusive communities as well as improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees, and enhancing resilience of the built environment and infrastructure.

Strategy

Planned activities

- 15.96 To contribute to the objective, the subprogramme will support Member States in implementing strategies and actions to increase social integration and safety in public spaces through in-country comprehensive, participatory and inclusive operational programmes responding to crises affecting all members of the community, including the most vulnerable; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. The subprogramme also plans to support implementation by Member States of inclusive, evidence-based, sustainable recovery approaches such as the UN-Habitat “People’s Process”, a community-based planning and management process that fosters social integration, inclusiveness and transition to sustainable development, in line with the principles of “building back better” and “leaving no one behind”. Focus will be on elements that have a catalytic impact when integrated into broader efforts of the UN community in promoting stability and sustaining peace, strengthening social cohesion and building resilient cities and communities which will help Member States to make progress towards SDG11b. The subprogramme will continue to focus on supporting local actors as key players for increasing social cohesion between communities, reducing discrimination and xenophobia and advancing human-rights-based approaches in urban crisis situations. In addition, the subprogramme will complement efforts made under subprogramme 2 to increase local revenue by improving tenure security and ensuring that increased local revenue is also managed locally in a way that strengthens social integration and inclusive communities. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 16.
- 15.97 The subprogramme also plans to prioritise improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees. The sub programme will provide urban-crisis-response expertise and support integrated urban development strategies that address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. It will also provide expertise regarding the planning of camps as future urban extensions, in prioritized crises, and incorporate “adequate” urban planning standards and tenure arrangements that are suitable for the eventual transformation of camps into neighbourhoods. Increasing the focus of UN-Habitat on overcoming land-related challenges as a driver of conflict, including support to housing, land and property rights in the humanitarian and development contexts and advancing fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. This will be done through further mobilising UN efforts as set out by the Secretary-General Guidance Note on Land and Conflict. Tailoring UN-Habitat’s normative guidance and operational support in urban displacement contexts, framed by flagship 4 on migration, in coordination and close cooperation with other key actors and sister UN agencies and advancing the humanitarian-development-peace nexus. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 5, 8, 10 and 11.
- 15.98 The subprogramme will continue to develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction and implement

disaster risk reduction and resilience strategies. The subprogramme will further develop and improve urban profiling and urban-specific recovery frameworks, tools and approaches, supporting local implementation and mobilizing networks of urban stakeholders and complementing work led by the World Bank, the European Union and UNDP at the national level. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11, 13 and 16.

- 15.99 The subprogramme plans to support Member States on issues related to COVID-19 by continuing to engage with UN mechanisms, national and local governments and lead on urban issues in crisis contexts and working towards inclusion of urban recovery into national COVID-19 recovery strategies.

Expected results

- 15.100 The above-mentioned work is expected to result in: (a) an increased proportion of the population in crisis-affected communities engaged in local decision-making with regard to reconstruction projects and improved social inclusion, strengthened land tenure and improved access to adequate housing and basic services in fragile situations; (b) increased numbers of cities where refugees, migrants, internally displaced persons, returnees and host communities are progressively achieving access to: secure tenure, sustainable basic services and social services, adequate housing, safety, security; and (c) the reduction of multidimensional risks and increased protection for the most vulnerable in cities, who are often disproportionately affected by disasters, through enhanced urban resilience, which is a city that has the systems, mechanism, structures to absorb shocks, reduce stresses, recover faster, adapt to challenges, sustain progress and improve the lives and liveability for all its inhabitants.
- 15.101 The planned support on issues related to COVID-19 is expected to result in the systems for analysis and decision making, at city level, on resilient infrastructure to be strengthened, particularly in crisis settings, where an increasing number of cities and informal settlements within cities will be targeted, through both normative and operational activity, to increase their resilience from a broad range of threats, including health emergencies which is specified in more detail under Result 4 below.

Impact of COVID-19 on subprogramme delivery in 2020

- 15.102 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to capacity building and training activities for local communities as well to national and local authorities, changing from face-to-face to virtual / hybrid meetings. Global travel restrictions effectively stopped all planned capacity development missions, field trips, fact finding as well as deployment of staff to duty stations.
- 15.103 At the same time, however, the sub subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives: namely the subprogramme contributed urban expertise in the development of the to the Global Humanitarian Response Plan; the UN Framework for immediate Socio-Economic response to Covid-19 and the Secretary General's Policy Brief Covid-19 in an Urban World. Further, UN-Habitat developed its 'Covid-19 Policy and Programme Framework', identifying global regional and country-level action plans, focussing on support to local governments; urban profiling and data mapping; improvements to water and sanitation in informal settlements, and awareness raising of the Covid-19 threat. UN-Habitat's internal emergency funds of USD1.3 million supported projects in 13 countries across 145 cities, benefitting five million people including in Brazil, Mexico, Syria, Lebanon, Iraq, Myanmar, Philippines, Mozambique, Ghana and Kenya. In Mosul, Iraq, in collaboration with WHO, UN-Habitat developed guidelines for "Managing COVID-19 risks at construction sites" in order to get people back to work on reconstruction projects. The guidelines were disseminated to contractors and partners, and the resumption of UN-Habitat's activities in Mosul resulted in shelter provision and livelihood opportunities for disadvantaged communities. The new deliverables contributed to results in 2020, as specified under Result 1 below.

Result 1: Strengthening urban response to COVID- 19

Programme performance in 2020

15.104 COVID-19 has presented a global existential threat and the threat posed in densely populated urban areas has proven most complex. It has been necessary to note that density is not the problem or cause of this threat, but rather that the threat results from a wide range of historic and current socio-economic deprivations and a basic lack of appropriate access to urban services. The subprogramme's response aligned and contributed to the three pillars of the UN System response. *Health Response:* In coordination with WHO, based on experience gained in the Ebola crisis in West Africa, UN-Habitat brought expertise on data/analysis, urban analysis and health guidance in urban settings. *Humanitarian Response:* UN-Habitat actively participated in the Inter-Agency Standing Committee (IASC) mechanisms especially raising visibility of urban COVID-19 threats and response priorities. UN-Habitat joined the United Nations coordinated inter-agency appeal in its Global Humanitarian Response Plan (GHRP) and provided country-level contributions in shaping global narrative on the impact of the pandemic in urban areas. *Socio-Economic Response:* UN-Habitat contributed actively to the UN framework for the immediate socio-economic response to COVID-19 by co-leading on Pillar 5 (Social Cohesion and Community Resilience). In addition, UN-Habitat took a lead role in contributing to the UN Secretary-General's Policy Brief on COVID-19 in an Urban World in collaboration with UNDP, UNDESA, UNEP, UNICEF, UNODC, ILO, WHO, OHCHR, all Regional Economic Commissions.

15.105 The subprogramme also developed a Policy and Programming framework to define the priority areas and the thematic scope of the COVID-19 response. This framework was used by Headquarters and Regional offices to ensure strategic alignment and complementarity of urban response programmes and projects. It focused on four areas: 1) Support local governments and community driven solutions 2) Profiling of urban contexts: data, mapping and knowledge 3) Mitigate economic impact and initiate recovery and 4) Promote active learning on policy measures and practices. From rapid response to longer- term recovery, UN-Habitat has supported the overall response in 37 countries and more than 250 cities, benefiting 6.8 million people. UN-Habitat has highlighted its work in slums and informal settlements as a key priority in response to the COVID-19. Furthermore, the subprogramme prepared a Response Plan to support 64 countries with over 100 projects and raised or reprogrammed USD25 million, mainly for informal settlements, examples in Somaliland where UN-Habitat facilitated access to water to vulnerable communities to prevent the spread of COVID-19, supplying clean water to internally displaced people in two settlements on the outskirts of Hargeisa; in Myanmar National Urban Policy Programme in the informal settlements in Yangon, UN-Habitat developed an emergency response project to combat COVID-19 in informal settlements project; in Philippines, UN-Habitat opened two satellite markets and several mobile stores around Marawi City to improve access to food, engage communities in small business and inform communities on recovery strategies.

Progress towards the attainment of the objective, and performance measure

15.106 This above-mentioned work contributed to the objective, as demonstrated by the development and adaptation of projects and programmes to address COVID-19 in urban environments and informal settlements in 37 countries with 262 beneficiary cities reaching 6.8 million beneficiaries through 71 Projects with more than 250 partners (see table 15.9).

Table 15.9

Performance measure – Table

2018	2019	2020
Continuing extensive programmes in Slum upgrading provides foundation for community engagement in crisis context	Development of urban profiling, urban data collection analysis and planning provides tools and methodologies to support community, city and national level engagement, particularly in informal settlements, and supports resilience building objective.	Development and adaptation of projects and programmes to address COVID-19 in urban environments and informal settlements, in 37 countries with 262 beneficiary cities reaching 6.8 million beneficiaries through 71 Projects with more than 250 partners.

Result 2: Rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq (reflected in programme plan for 2020) – A/74/6 (Sect. 15)

Programme performance in 2020

- 15.107 The subprogramme addressed the urban crisis in Iraq by scaling up its housing rehabilitation efforts in three liberated governorates, and in particular in the city of Mosul. Shelter interventions in 2020 have contributed to the sustainable returns of some 2,500 Mosul residents displaced and affected by the conflict with ISIL. The subprogramme also embarked in the participatory redesign and rehabilitation of Al Yarmouk Park, the largest public open space of west Mosul, as an integral component of its ongoing area-based urban recovery programming. The newly built multipurpose sports grounds offer a powerful tool to strengthen social ties and networks, overcome mistrust, and reach across political divides and ethnic/religious differences, particularly among disenfranchised youth that have grown up in an environment of intolerance and conflict. Furthermore, the subprogramme has been promoting a “build back better” approach that embraces the adoption of greener technologies including renewable energy, passive design, recycling of debris, and the use of materials sourced and produced in Iraq, all of which have contributed to environmental sustainability and resilience.
- 15.108 The above-mentioned work contributed to the rehabilitation of 356 war-damaged houses in the target neighbourhoods of Al Shifaa, Sikak, Matahin and Maghreb, in parallel to the upgrading of WASH infrastructure in Al Shifaa, and the creation of sport facilities and greening in Al Yarmouk Park, which met the planned target of returnees and vulnerable populations having improved access to basic services, affordable housing with security of tenure as well as enhanced social reconciliation, as reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 15.109 The subprogramme will continue the work related to rehabilitation of houses, improved basic services, protection of HLP rights, community-based flood response, and enhanced open spaces targeting disenfranchised and vulnerable households in Mosul, Iraq, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will lead the drafting of a participatory recovery plan for the Old City of Mosul in partnership with UNESCO. The expected progress is presented in the performance measure below (see table 15.10).

Table 15.10
Performance measure

2018	2019	2020	2021	2022
Absence of nationally owned coordination mechanism and lack of large humanitarian response for the reconstruction of Mosul in order to guide recovery and rehabilitation work of beneficiary returnees for the 600 rehabilitated houses	Establishment of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work; rehabilitation of damaged houses and construction of new homes undertaken simultaneously	Returnees have improved access to basic services, affordable housing and dignified shelter with security of tenure	Improved access to adequate housing and basic services by returnees and vulnerable community members; long-term development and peacebuilding challenges are addressed through measures such as protection of housing, land and property rights and facilitation of mediation to resolve disputes among community members	The subprogramme will lead the drafting of a participatory recovery plan for the Old City of Mosul in partnership with UNESCO

Result 3: Inclusive cities: enhancing the positive impacts of urban migration (reflected in programme plan for 2021) – A/75/6 (Sect.15)

Programme performance in 2020

- 15.110 The subprogramme has worked in multiple regions to support Member States facing major migration or displacement related challenges. Migrants and displaced people (including internally displaced persons) are increasingly residing and moving to urban areas. The rapid influx of additional population to cities due to human-made or natural hazards puts stress on urban systems and affects service provision as well as the availability of adequate housing, infrastructure and livelihood opportunities. The subprogramme also contributed to strengthening the humanitarian-development-peace nexus as UN-Habitat’s objective is to improve the lives of urban refugees, migrants and internally displaced persons, while also supporting host communities through the promotion of area-based, whole-of-government and whole-of-society approaches. Furthermore, the subprogramme’s work in urban crises contexts ranged from spatial and participatory data collection (urban profiling) for evidence-based decision-making to policy recommendations, capacity-building and (pilot project) implementation. Building upon experiences from countries such as Iraq, Lebanon and Somalia, master plans and regeneration projects, including planned city extensions and the upgrading of underserved neighbourhoods inhabited by the urban poor and other vulnerable groups, have been developed in selected priority regions such as West Africa (Burkina Faso, Cote d’Ivoire, Cameroon), Latin American countries impacted by the Venezuela crisis and in Asia (Bangladesh).
- 15.111 The above-mentioned work contributed to participatory data collection and increased social cohesion between migrant, displaced and host communities. Interventions aimed at improving the living standard of all people in cities and communities, e.g. through increased access to basic, social and urban services, land tenure security, housing were based on participatory processes and a

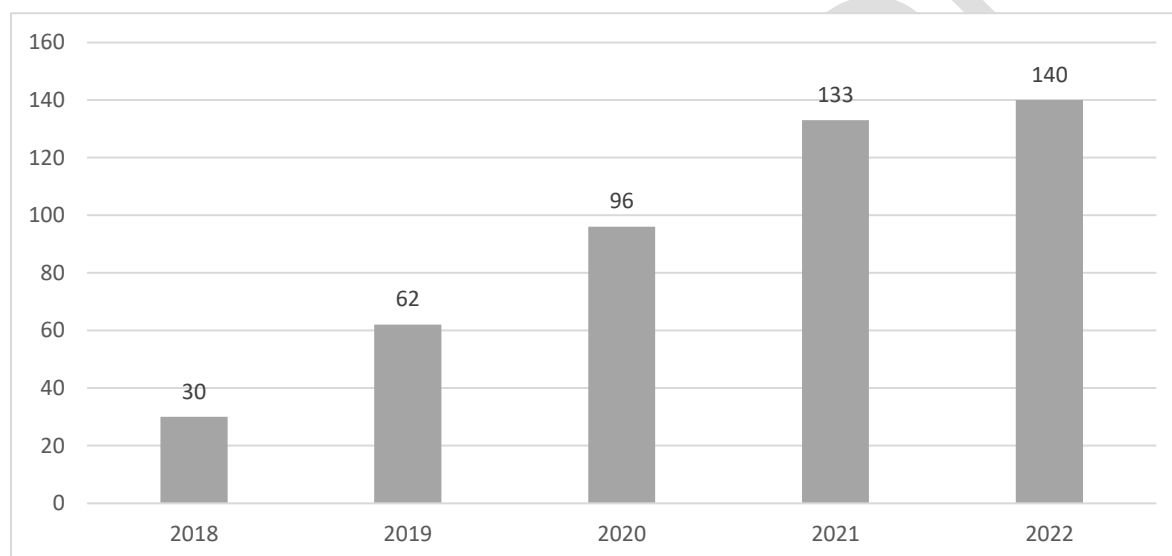
verifiable urban data. 96 participatory profiles were developed which met the planned target of 96 cities applying participatory planning methodologies, as reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 15.112 The subprogramme will continue the work related to inclusive cities, enhancing the positive impacts of urban migration, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to work on supporting governments at all levels for advancing human-rights based approaches for the inclusion of migrants and displaced people in cities. Work will be undertaken to focus its activities on developing integrated and inclusive projects (including research, spatial data collection and analysis, review and recommendations for policy environments, trainings, guidance and advisory services and advocacy at global level) that support improving living conditions of people in vulnerable situations. The expected progress is presented in the performance measure below (see figure 15.9).

Figure 15.9

Performance measure: total number of cities applying participatory planning methodologies



Result 4: A new approach to strengthening city resilience

Proposed programme plan for 2022

- 15.113 With more than 50 per cent of the world's population living in urban areas, and a projected 70 per cent by 2050, challenges in cities are increasing daily. It is more important than ever to build resilient cities. UN-Habitat's City Resilience programmes believe it is imperative to work in a multi-hazard, multi-stakeholder and multi-sectoral approach that builds resilient cities by considering complexities of urban systems. A recent example of the success of the CRGP approach has been the response of cities to the COVID-19 pandemic. The subprogramme will address the issue of resilience through UN-Habitat's City Resilience Global Programme (CRGP), which provides mayors with data for evidence-based decision making. The approach is city-based data collection, information, analysis, diagnosis and technically actionable recommendations. While the methodology has been calibrated in a broad range of completely different city settings, its applicability has demonstrated that the main

urban elements are similar city to city, and 2022 will see larger upscaling of operations in more cities.

Lessons learned and planned change

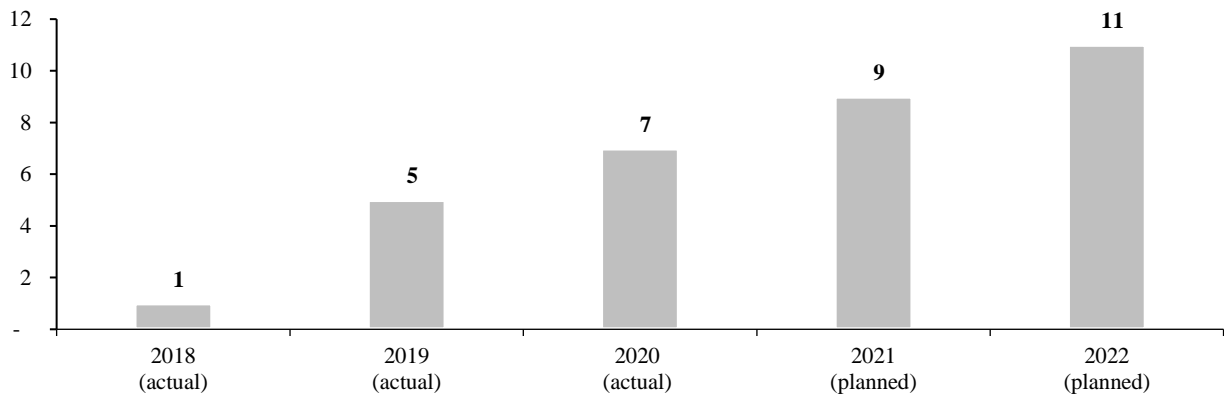
15.114 The lesson for the subprogramme was that regardless of context and diversity of challenges in any given city, the main urban systems/elements and basic infrastructure needed are similar. Therefore, the need for a flexible conceptual framework such as CRGP, that maps out challenges, shocks, stresses and includes relevant actors across the urban landscape is of critical importance. In applying the lesson, the subprogramme will automatize urban systems data analytics while contextualising to different stakeholders and specific challenges or shocks. Building resilient infrastructure that responds to the social needs is clearly an imperative for all cities.

Expected progress towards the attainment of the objective, and performance measure

15.115 This work is expected to contribute to the objective, as demonstrated by the growing number of cities adopting and investing in the CRGP’s methodology (see figure 15.10). This will increase by two cities in the programme period, while developing tools in parallel that will allow increased upscaling capacity and support the production of policies and guidelines for national and local authorities.

Figure 15.10

Performance measure: Number of cities where the CRGP implemented



Legislative mandates

15.116 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

64/292	The human right to water and sanitation	73/150	Assistance to refugees, returnees and displaced persons in Africa
67/291	Sanitation for All		
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal	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
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
73/139	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	74/160	Protection of and assistance to internally displaced persons

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

Deliverables

15.117 Table 15.11 below lists all deliverables, by category and subcategory, for the period 2020–2022 that are expected to contribute to the attainment of the objective stated above.

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Table 15.11

Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 Exec Board Approved</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	28	23	31	18	19
1. Projects on enhanced social integration and cohesive communities	10	8	10	7	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced people	10	8	11	5	5
3. Projects on enhanced resilience of the built environment and infrastructure	8	7	10	6	6
Seminars, workshops and training events (number of days)	42	27	45	31	31
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	16	10	18	12	12
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people	13	9	13	8	8
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	13	8	14	11	11
Publications (number of publications)	2	1	2	2	2
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced people	1	1	1	1	1
8. Publication on enhanced resilience of the built environment and infrastructure	1	0	1	1	1
Technical materials (number of materials)	9	6	9	6	6
9. Technical materials on enhanced social integration and cohesive communities	3	2	3	2	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people	3	2	3	2	2
11. Technical materials on enhanced resilience of the built environment and infrastructure	3	2	3	2	2

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to 15 Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats including crisis related to migration and displacement

D. Communication deliverables

Outreach programmes, special events and information materials: 9 brochures, campaigns and events on inclusion in cities, social cohesion, resilience building, access to adequate housing, land tenure security, basic urban services and economic opportunities for all in urban crisis contexts.

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2021 Exec Board Approved</i>	<i>2022 planned</i>
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Digital platforms and multimedia content: Spreading of content and maintenance of social media accounts (blogs, twitter, Facebook, Instagram, Trello, LinkedIn, YouTube or similar), websites and visual presentation means for the subprogramme will support advancing messaging and communication and knowledge sharing on social and economic inclusion of migrants, refugees, IDPs and returnees in urban crisis contexts. Additionally, messages and multi-media content will be shared via partners, including Cities Alliance, CMI or global networks for the implementation of the Global Compacts on Refugees (GCR) and for Migration (GCM) or the KNOMAD knowledge network.

Executive direction and management

- 15.118 Objective of the organization: The Office of the Executive Director provides overall direction, translating the vision of the Executive Director and the guidance from the Executive Board into the organisation's work priorities. The Office of the Executive Director creates a cohesive team to ensure the implementation of the organisation's mandate.
- 15.119 The Office of the Executive Director is also tasked with ensuring the overall effectiveness of the UN-Habitat organisational structure, which is two years in the making. In this, it provides direction and alignment through the Executive Committee, which is chaired by the Executive Director and assists the Executive Director provide policy direction to ensure the effectiveness of the organisation.
- 15.120 The Office of the Executive Director supports the Executive Director and the Deputy Executive Director through its oversight role of the implementation of the UN-Habitat Strategic Plan 2020-2023. It also coordinates with all division directors to set the work programme and budget for the organisation. Through a start year, mid-year and end year Senior Managers' Retreat, Office of the Executive Director helps to ensure overall alignment at work plan level for the organisation.
- 15.121 The Office of the Executive Director also ensures efficiency in the implementation of programmatic and management issues through the Programme Management Committee, which is headed by the Deputy Executive Director. Working with division directors, the Office of the Executive Director helps to ensure targets are set, monitored and reported effectively. The Deputy Executive Director also chairs the Project Review Committee (PRC) to ensure overall alignment between the organisation's work programme, budgetary requirements and that the projects contribute effectively to the set impact targets according to the Strategic Plan.
- 15.122 The Office of the Executive Director also provides strategic direction to the various divisions to ensure compliance with United Nations policies and procedures. Through its Legal Office and Evaluation Unit, both of which report directly to the Executive Director, the Office of the Executive Director strives to ensure transparent and ethical management of the organisation. The Office of the Executive Director is also the focal point to OIOS and other UN investigative functions.
- 15.123 The Office of the Executive Director coordinates with the Director of External Relations, Communications and Knowledge Innovation (ERSKI), to establish the overall position of the organisation on selected key issues related to UN-Habitat's mandate. This role provides cohesiveness and alignment with wider Secretariat positions, strengthening the overall position of the United Nations in the urban and human settlements context.
- 15.124 The Office of the Executive Director is also tasked with ensuring an equitable and safe work environment. It is the secretariat for the Staff Management Consultative Committee (SMCC) and the Chief of Staff is the main focal point with the Staff Union. This provides an open channel to address any grievances and also conciliate to ensure a positive work environment for all staff and personnel.

- 15.125 On a more general perspective, the OFFICE OF THE EXECUTIVE DIRECTOR also manages internal communications comprising organisation Town Halls, publishing a fortnightly internal newsletter and issuing weekly broadcasts to all staff to keep them updated.

Policymaking organs

- 15.126 From January 2002 to December 2018, UN-Habitat was governed by a 58-member Governing Council. In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reported to the Assembly through the Economic and Social Council and provided overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council were set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.
- 15.127 Following General Assembly resolution 72/226 of December 2017, the Chair of the Committee of Permanent Representatives established an open-ended Working Group in Nairobi to examine options for strengthening Member States' oversight of UN-Habitat for consideration of the General Assembly during the seventy-third session. The findings and recommendations called for a three-tier governance structure, namely a universal Assembly, an Executive Board of representational membership and a universal Committee of Permanent Representatives. The structure was subsequently adopted by the General Assembly in December 2018.
- 15.128 Through General Assembly resolution 73/307, the Governing Council was dissolved as a subsidiary organ of the General Assembly and replaced with a universal UN-Habitat Assembly which meets every four years for five days and is responsible for approving UN-Habitat's four-year strategic plan. The General Assembly also established a 36-member Executive Board whose members are elected by the UN-Habitat Assembly. The Executive Board strengthens oversight over UN-Habitat's operations and enhances accountability, transparency, efficiency and effectiveness of the Programme. It oversees preparation of the draft Strategic Plan before its approval by the UN-Habitat Assembly and is also responsible for the review and approval of the Annual Work Programme and Budget. In addition, the Executive Board has the responsibility of reviewing financial rules and regulations and matters associated with running of the Programme.
- 15.129 The Committee of Permanent Representatives will convene in Nairobi twice every four years, once prior to the UN-Habitat Assembly, to prepare for that meeting and the second time, for a high-level mid-term review meeting.

Programme support

- 15.130 In carrying out its programme support functions, the Management, Advisory and Compliance Services will ensure efficient operational support, oversight and compliance as explained in the ensuing paragraphs.
- (a) **Finance:** Ensure the efficient, effective and transparent allocation of the human and financial resources of the organization and other assets to meet its strategic and operational priorities, as well as promote transparent financial management, effective reporting, strong financial accountability and governance. This will include the development of key performance indicators

and benchmarks related to monitoring of contributions and implementing agreements, ensuring that anti-corruption measures are incorporated into the agreements. In addition, financial procedures will be updated and training given to ensure a common understanding and implementation of the International Public Sector Accounting Standards (IPSAS), and effective utilization of the enterprise resource planning system Umoja; coordinate and manage project administrative functions across the organization to ensure consistent, effective support for the financial and programmatic requirements of all projects; and monitor the quality and delivery of services by third parties, including the United Nations Office at Nairobi, to ensure that they meet agreed levels of service and are delivered in a cost-effective manner;

(b) **Human Resource:** Formulate strategic HR needs for UN-Habitat in the areas of talent management, service delivery and organizational culture. In doing this UN-Habitat will also consider the human resources needs at the regional and field levels. HR will work together with substantive offices to articulate HR needs for the organization, both in terms of recruitment and in terms of staff development and training and work in close collaboration with the United Nations Office at Nairobi. This will be done through enhance planning activities in order to provide substantive offices with the required expertise in a timely manner. Staff development activities will be implemented through effective training programmes in substantive programme areas, leadership and management skills, ethics. UN-Habitat will continue interactive work on improving labour relations, motivation, giving career advice and prevention of workplace conflicts, including administration of prohibited conducts (harassment, abuse of authority sexual harassment and sexual exploitation and abuse. The HR Unit will work closely with the United Nations Office Nairobi to realize the HR needs for UN-Habitat by supporting the practical implementation of entitlement administration, HR resource acquisition, and staff welfare;

(c) **Audit:** Support internal and external audit processes; ensure effective follow-up and implementation of all audit recommendations; promote and enforce sound risk management systems and practices aimed at improving the overall performance and accountability of the organization; develop, update and streamline operational policies and procedures in critical business areas, including areas with administrative bottlenecks; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; and improve control systems;

(d) Enhance staff capacity through effective training in ethics to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

(e) **ICT:** Enhance the ICT infrastructure strategy, action plan and governance to ensure ICT solutions support strategic and operational needs, including the upgrade of infrastructure in outposted offices to facilitate their easy access to mission-critical applications, including Umoja and PAAS; and develop and enhance current applications, including in the areas business intelligence tools and knowledge management;

(f) **Standard Operating Procedures:** Develop, update and streamline operational policies and procedures in critical business areas; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; improve control systems; enhance staff capacity through effective training in results-based management, leadership and management skills, including ethics training, to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

Part B: Proposed post and non-post resources for 2022

Overall financial overview

- 15.131 The financial framework of UN-Habitat comprises three broad sources of funding namely (i) the United Nations regular budget allocations, which are approved by the General Assembly; (ii) United Nations Habitat and Human Settlements Foundation contributions, from which non-earmarked² budget allocations are approved by the Executive Board, and earmarked³ budget allocations are approved by the Executive Director and (iii) technical cooperation contributions, from which the budget allocations are also approved by the Executive Director. For management purposes, the Foundation non-earmarked account and the regular budget are the “core resources” of UN-Habitat.
- 15.132 Regular budget appropriations are approved by the General Assembly and fall into two main categories: Section 15 (human settlements) and Section 23 (regular programme of technical cooperation). The regular programme of technical cooperation is for sectoral advisory services in the field of human settlements and sustainable urban development. Other regular budget resources allocated to UN-Habitat through other agencies include: Section 2 (department of conference services) which are allocations in support of UN-Habitat mandated components of conferences; and Section 35 (development account related to specified development projects).
- 15.133 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 administrative instructions ST/AI/286.
- 15.134 Contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds: non-earmarked and earmarked. Non-earmarked foundation contributions are voluntary contribution allocations from Governments which are approved by the Executive Board in accordance with agreed priorities to support the implementation of the approved UN-Habitat programme of work. Earmarked foundation contributions are voluntary contributions from Governments and other donors for the implementation of specific activities that are included in the programme of work. These contributions generally cover global, thematic and multi-country projects and include trust funds.

² These are also known as general purpose allocations

³ Also known as special purpose allocations

- 15.135 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.
- 15.136 The consolidated work programme and budget for the year 2021 has been prepared following an analysis of the targeted income from the three sources of funding for the biennium based on the resource requirements for the implementation of the proposed annual programme of work. In line with General Assembly resolution 67/226, all efforts have been made to consolidate projected core and non-core resources within an integrated budgetary framework, on the basis of the priorities of the new strategic plan for the period 2020–2023.

Resource plan

- 15.137 UN-Habitat foresees to make considerable progress in its earmarked funding comprising foundation earmarked and technical cooperation funds. The organisation's business model also relies on the support of its core budget made up of the regular budget allocations and foundation non-earmarked accounts. In this area, over a period of many years, contributions from Member States to the Foundation non-earmarked fund have fallen far short of the budget approved by member States. In the biennium 2012–2013, member states approved \$70.2 million but contribute cash amounting to only \$22.7 million (32 per cent). Following the experiences of 2012–2013, the UN-Habitat approved budget was adjusted downwards to \$45.6 million in 2014–2015 and 2016–2017. The budget was further reduced to \$26.0 million in the 2018–2019 biennium. The total amount received was only \$10.1 million (22 per cent) in 2014–2015, and \$5.0 million in the 2016–2017 biennium (11 per cent). The actual receipts for non-earmarked contributions through the Foundation general purpose fund in 2018–2019 amounted to \$8.7 million (33.3 per cent). The total budget for the year 2020 amounted to \$18.9 million of which a total of \$4.0 million was received. The approved level of budget for 2021 amounted to \$10 million.
- 15.138 The overall resource requirements for UN-Habitat for the year 2022 are projected at \$255.4 million, reflecting an increase of 11.9 per cent over the \$228.2 million estimated for the year 2021. This projection represents continued demand for normative activities and other activities within the technical cooperation budget, in the areas of UN-Habitat advisory services, and support for capacity-building and operational activities at the local, subnational and national levels.
- 15.139 Tables 15.14 to 15.43 show financial and human resource requirements for the year 2022 which is the third year of the four year strategic plan 2020–2023.

Table 15.14
Overview of resource requirements by source of funds
(thousands of United States dollars)

Source of funds	Resources				Posts			
	Actual 2020	Approved appropriations 2021	Change amount	% change	Estimates 2022	2021	Changes	2022
Foundation non-earmarked								
Post	5,267.4	8,177.4	1,546.4	18.9	9,723.8	58	11	69
Non-post	396.0	1,822.6	452.5	24.8	2,275.1			
Subtotal	5,663.4	10,000.0	1,998.9	20.0	11,998.9	58	11	69
Regular budget								
Post	10,558.1	11,169.6	312.1	2.8	11,481.7	73	2	75
Non-post	767.2	1,338.8	468.5	35.0	1,807.3			
Subtotal	11,325.3	12,508.4	780.6	6.2	13,289.0	73	2	75

<i>Source of funds</i>	<i>Resources</i>				<i>Estimates 2022</i>	<i>Posts</i>		
	<i>Actual 2020</i>	<i>Approved appropriations 2021</i>	<i>Change amount</i>	<i>% change</i>		<i>2021</i>	<i>Changes</i>	<i>2022</i>
Programme support								
Post	4,009.4	6,448.1	184.1	2.9	6,632.2	50	11	61
Non-post	5,823.5	3,330.7	1,773.7	53.3	5,104.4			
Subtotal	9,832.9	9,778.8	1,957.8	20.0	11,736.6	50	11	61
Foundation earmarked								
Post	-	-	-	-	-	-	-	-
Non-post	36,363.0	43,330.8	25,791.2	59.5	69,122.0			
Subtotal	36,363.0	43,330.8	25,791.2	59.5	69,122.0	-	-	-
Technical cooperation								
Post	-	-	-	-	-	-	-	-
Non-post	96,685.1	152,573.1	(3,355.3)	(2.2)	149,217.8			
Subtotal	96,685.1	152,573.1	(3,355.3)	(2.2)	149,217.8	-	-	-
Total by category								
Post	19,834.9	25,795.1	2,042.6	7.9	27,837.7	181	24	205
Non-post	140,034.8	202,396.0	25,130.6	12.4	227,526.6			
Total	159,869.7	228,191.1	27,173.2	11.9	255,364.3	181	24	205

Table 15.15
Overview of resource requirements by funding category
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>				<i>Estimates 2022</i>
	<i>Actual 2020</i>	<i>Approved budget 2021</i>	<i>Change amount</i>	<i>% change</i>	
Core resources					
Foundation non-earmarked	5,663.4	10,000.0	1,998.9	20.0	11,998.9
Regular budget	11,325.3	12,508.4	780.6	6.2	13,289.0
Subtotal	16,988.7	22,508.4	2,779.5	12.3	25,287.9
Earmarked resources (including trust funds)					
Foundation earmarked	36,363.0	43,330.8	25,791.2	59.5	69,122.0
Technical cooperation	96,685.1	152,573.1	(3,355.3)	(2.2)	149,217.8
Subtotal	133,048.1	195,903.9	22,435.9	11.5	218,339.8
Total, I	150,036.8	218,412.3	25,215.4	11.5	243,627.7
Programme support					
Programme support	9,832.9	9,778.8	1,957.8	20.0	11,736.6
Total, II	9,832.9	9,778.8	1,957.8	20.0	11,736.6
Total (I + II)	159,869.7	228,191.1	27,173.2	11.9	255,364.3

Table 15.16
Overview of resource requirements by strategic area
(thousands of United States dollars)

Strategic priority	Resources				Estimates 2022	Posts		
	Actual 2020	Approved budget 2021	Change amount	% change		2021	Changes	2022
Subprogramme 1								
Post	3,347.0	4,163.4	2.8	0.0	4,166.2	27	(1)	26
Non-post	33,242.8	59,103.5	(194.6)	(0.0)	58,908.9			
Subtotal	36,589.8	63,266.9	(191.8)	(0.0)	63,075.1	27	(1)	26
Subprogramme 2								
Post	3,162.1	4,256.1	(84.0)	(0.0)	4,172.1	29	(1)	28
Non-post	4,276.6	44,861.6	(8,463.6)	(0.2)	36,398.0			
Subtotal	7,438.7	49,117.7	(8,547.6)	(0.2)	40,570.1	29	(1)	28
Subprogramme 3								
Post	3,711.3	3,928.1	(217.5)	(0.1)	3,710.6	29	3	32
Non-post	2,966.8	35,921.4	31,867.8	0.9	67,789.2			
Subtotal	6,678.1	39,849.5	31,650.3	0.8	71,499.8	29	3	32
Subprogramme 4								
Post	3,889.3	3,230.5	1,498.5	0.5	4,729.0	24	11	35
Non-post	93,509.9	57,990.2	(291.0)	(0.0)	57,699.2			
Subtotal	97,399.2	61,220.7	1,207.5	0.0	62,428.2	24	11	35
Policy making organs								
Post	676.1	703.0	8.9	0.0	711.9	6	-	6
Non-post	185.3	1,397.8	(608.6)	(0.4)	789.2			
Subtotal	861.4	2,100.8	(599.7)	(0.3)	1,501.1	6	-	6
Executive direction and management								
Post	3,122.7	4,477.6	745.8	0.2	5,223.4	28	7	35
Non-post	1,340.0	709.1	1,154.2	1.6	1,863.3			
Subtotal	4,462.7	5,186.7	1,900.0	0.4	7,086.7	28	7	35
Programme support								
Post	1,926.4	5,036.4	88.1	0.0	5,124.5	38	5	43
Non-post	4,513.4	2,412.4	1,666.4	0.7	4,078.8			
Subtotal	6,439.8	7,448.8	1,754.5	0.2	9,203.3	38	5	43
Total by category								
Post	19,834.9	25,795.1	2,042.6	0.1	27,837.7	181	24	205
Non-post	140,034.8	202,396.0	25,130.6	0.1	227,526.6			
Total	159,869.7	228,191.1	27,173.2	0.1	255,364.3	181	24	205

15.140 The resource estimates of the organization for the year 2022 are organized according to the four strategic areas of the 2020–2023 strategic plan. Table 15.16 restates the estimated resources for the year 2021 according to the four strategic areas and presents resource requirements for the year 2022. Resources are categorized by source of funding and category of expenditure. 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 year 2022, and the strategic

Table 15.17
Appropriations / Allocations for the year 2021 and resource requirements for the year 2022 by source of funding and
expenditure category across the 2022 strategic priorities
(thousands of United States dollars)

<i>Strategic priority</i>	<i>Foundation non-earmarked</i>	<i>Regular budget</i>	<i>Programme support</i>	<i>Foundation earmarked</i>	<i>Technical cooperation</i>	<i>Total</i>	<i>Post</i>	<i>Non-Post</i>
2020 appropriation								
Subprogramme 1	1,298.7	2,289.7	1,084.5	18,961.2	39,632.8	63,266.9	4,163.4	59,103.5
Subprogramme 2	942.3	2,586.4	1,236.8	12,742.1	31,610.1	49,117.7	4,256.1	44,854.2
Subprogramme 3	966.8	2,287.1	1,111.9	5,108.2	30,375.5	39,849.5	3,928.1	35,917.4
Subprogramme 4	1,027.4	1,951.2	768.1	6,519.3	50,954.7	61,220.7	3,230.5	57,986.2
Policy making organs	829.2	596.6	675.0	-	-	2,100.8	703.0	1,379.3
Executive direction and management	2,770.3	1,663.2	753.2	-	-	5,186.7	4,477.6	707.5
Programme support	2,165.3	1,134.2	4,149.3	-	-	7,448.8	5,036.4	2,398.4
Total	10,000.0	12,508.4	9,778.8	43,330.8	152,573.1	228,191.1	25,795.1	202,346.5
Post	8,177.4	11,169.6	6,448.1	-	-	25,795.1	25,795.1	-
Non-Post	1,769.1	1,338.8	3,330.7	43,330.8	152,573.1	202,342.5	-	202,342.5
Total	9,946.5	12,508.4	9,778.8	43,330.8	152,573.1	228,137.6	25,795.1	202,342.5
2021 estimates								
Subprogramme 1	1,388.2	2,653.7	1,003.9	30,760.4	27,268.9	63,075.1	4,166.2	58,908.9
Subprogramme 2	1,594.8	2,763.3	576.8	9,543.1	26,092.1	40,570.1	4,172.1	44,854.2
Subprogramme 3	1,157.4	2,490.3	895.4	23,048.5	43,908.2	71,499.8	3,710.6	35,917.4
Subprogramme 4	1,598.5	2,153.9	1,940.4	4,786.8	51,948.6	62,428.2	4,729.0	57,986.2
Policy making organs	636.4	590.2	274.5	-	-	1,501.1	711.9	1,379.3
Executive direction and management	3,241.8	1,515.6	1,346.1	983.2	-	7,086.7	5,223.4	707.5
Programme support	2,381.8	1,122.0	5,699.5	-	-	9,203.3	5,124.5	2,398.4
Total	11,998.9	13,289.0	11,736.6	69,122.0	149,217.8	255,364.3	27,837.7	202,151.9
Post	9,723.8	11,481.7	6,632.2	-	-	27,837.7	27,837.7	-
Non-Post	2,275.1	1,807.3	5,104.4	69,122.0	149,217.8	227,526.6	-	227,526.6
Total	11,998.9	13,289.0	11,736.6	69,122.0	149,217.8	255,364.3	27,837.7	227,526.6

15.141 UN-Habitat will continue to focus on working with Member States to achieve more predictable multi-year funding for the normative work of the organization, by expanding the donor base, and mobilizing support from new initiatives to be carried out in support of the implementation the Sustainable Development Goals and the New Urban Agenda. The programme will continue to work with member states expand the number of countries contributing to core resources for its programme of work.

15.142 Table 15.16 shows a comparison of expenditure for the years 2020, 2021 and projections for 2022. Table 15.17 shows expenditure by category for each funding source and table 7 shows the breakdown of expenditure by subcategory for each strategic area.

Table 15.18
Resource breakdown by subcategory of expenditure from 2020–2022

(thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Actual 2020</i>	<i>Approved appropriations 2021</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2022</i>
Posts	14,567.5	25,795.1	2,042.6	7.9	27,837.7
Other staff costs	58,835.2	52,829.5	27,304.8	51.7	80,134.3
Hospitality	-	7.8	(4.7)	(60.3)	3.1
Consultants	507.2	14,394.3	(13,759.7)	(95.6)	634.6
Travel of representatives	-	-	-	-	-
Travel of staff	2,690.0	9,337.5	1,967.3	21.1	11,304.8
Contractual services	21,745.1	24,048.3	5,235.0	21.8	29,283.3
General operating expenses	12,469.9	94,045.8	(78,336.5)	(83.3)	15,709.3
Supplies and materials	398.4	3,606.7	307.9	8.5	3,914.6
Furniture and equipment	1,927.1	4,126.1	247.1	6.0	4,373.2
Grants and contributions (out)	46,729.3	-	82,169.4	-	82,169.4
Total	159,869.7	228,191.1	27,173.2	11.9	255,364.3

Table 15.19
Resource breakdown by subcategory of expenditure and source of funding

(thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Foundation non- earmarked</i>	<i>Regular budget</i>	<i>Programme support</i>	<i>Foundation earmarked</i>	<i>Technical cooperation</i>	<i>Total</i>
Posts	9,723.8	11,481.7	6,632.2	-	-	27,837.7
Other staff costs	-	293.4	620.2	32,358.2	46,862.5	80,134.3
Hospitality	-	3.1	-	-	-	3.1
Consultants	331.1	160.4	143.1	-	-	634.6
Travel of staff	343.9	94.3	251.0	5,664.0	4,951.6	11,304.8
Contractual services	1,024.1	848.6	2,442.8	5,889.6	19,078.2	29,283.3
General operating expenses	486.1	346.8	1,538.4	3,154.2	10,183.8	15,709.3
Supplies and materials	89.9	32.7	9.4	812.9	2,969.7	3,914.6
Furniture and equipment	-	28.0	99.5	1,420.7	2,825.0	4,373.2
Grants and contributions (out)	-	-	-	19,822.4	62,347.0	82,169.4
Total	11,998.9	13,289.0	11,736.6	69,122.0	149,217.8	255,364.3

Table 15.20
Resource breakdown by subcategory of expenditure and strategic priority

(thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>SP1</i>	<i>SP1</i>	<i>SP3</i>	<i>SP4</i>	<i>PMO</i>	<i>EDM</i>	<i>PGS</i>	<i>Total</i>
Posts	4,166.2	4,172.1	3,710.6	4,729.0	711.9	5,223.4	5,124.5	27,837.7
Other staff costs	22,845.9	13,074.2	23,652.1	19,920.3	28.6	417.4	195.8	80,134.3
Hospitality	-	-	-	-	3.1	-	-	3.1
Consultants	109.2	57.8	48.8	54.8	46.8	200.4	116.8	634.6
Travel of staff	2,897.3	2,254.8	2,878.1	2,736.9	251.6	255.3	30.8	11,304.8
Contractual services	6,153.0	4,897.7	6,152.7	8,895.7	410.4	382.5	2,391.3	29,283.3
General operating expenses	3,543.1	2,176.2	4,530.3	3,882.6	48.7	369.9	1,158.5	15,709.3
Supplies and materials	969.9	701.0	1,199.1	950.0	-	8.5	86.1	3,914.6

Furniture and equipment	1,177.3	678.3	1,397.3	1,014.3	-	6.5	99.5	4,373.2
Grants and contributions	21,213.2	12,558.0	27,930.8	20,244.6	-	222.8	-	82,169.4
Total	63,075.1	40,570.1	71,499.8	62,428.2	1,501.1	7,086.7	9,203.3	255,364.3

Abbreviations: SP, Subprogramme; PMO, Policymaking organs; EDM, Executive direction and management; PGS, Programme support

Foundation non-earmarked budget

- 15.143 The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from non-earmarked contributions for the year 2022 is \$12.0 million, an increase of 20.0 per cent from the 2021 Executive Board approved budget. This budget level will entail an ambitious approach to resource mobilization, requiring a strong and focused resource mobilization effort aimed at increasing non-earmarked contributions while maintaining a conservative approach to what it might be possible to mobilize. It also updates the programme of work mandated activities, assuming that funds are available. Posts will be utilized according to the availability of funds, and all Member States are requested to play their part in ensuring that the approved budget is fully funded.

Regular budget

- 15.144 The amount of regular budget allocations for 2021 is projected at \$13.3 million (before recosting), which represents a growth of about 6.2 per cent to cover the 2022 Quadrennial report and the cost of two additional positions. Support to policy making bodies accounts for \$0.6 million (8.0 per cent). Programme activities account for \$10.1 million (76.0 per cent), while \$1.1 million (8.0 per cent) is for programme support services and \$1.5 million (11.0 per cent) for executive direction and management. Since the United Nations regular budget is subject to the approval of the General Assembly, the amounts quoted for 2021 are only indicative. Accordingly, any cost adjustments to this part of the resource plan will be affected at the United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

Foundation earmarked budget

- 15.145 The estimated budget for the year 2022 is \$69.1 million, most of which is for programme activities (see table 15.17). This represents a projected increase of 60% per cent over the \$43.3 million estimated for the year 2021.
- 15.146 As reflected in table 15.21, the United Nations Habitat and Human Settlements Foundation earmarked component incorporates the corresponding programme support cost (overhead) element of \$5.2 million estimated at an average of 8.2% of the total cost of foundation earmarked programme costs. This amount represents the contribution of the foundation earmarked portfolio to the programme support cost revenue account for 2022. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 15.21
Foundation earmarked resources composition

(thousands of United States dollars)

Category	Actual 2020	Approved appropriations 2021	Change amount	% change	Estimates 2022
Direct programme costs	33,287.4	59,321.0	4,560.0	7.7	63,881.0
Programme support costs	3,075.6	4,152.5	1,088.5	26.2	5,241.0
Total	36,363.0	63,473.5	5,648.5	8.9	69,122.0

Technical cooperation budget

- 15.147 The proposed budget for technical cooperation activities is projected at \$149.2 million for the year 2022, representing an increase of \$3.3 million on the estimated budget for the year 2022.
- 15.148 As reflected in table 15.22, the technical cooperation component includes the corresponding programme support cost (overhead) element of \$9.5 million estimated at an average of 7.0% of the total cost of technical cooperation programme costs. This amount represents the contribution of the technical cooperation portfolio to the programme support cost revenue account for 2022. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 15.22
Technical cooperation resources composition
(thousands of United States dollars)

<i>Category</i>	<i>Actual 2020</i>	<i>Approved appropriations 2021</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2022</i>
Direct programme costs	89,464.3	137,755.0	1,972.5	1.4	139,727.5
Programme support costs	7,220.8	9,642.7	(152.4)	(1.6)	9,490.3
Total	96,685.1	147,397.7	1,820.1	1.2	149,217.8

Programme support activities budget

- 15.149 UN-Habitat projects that a total of \$11.7 million will be expended to support the 2022 programme using programme support revenue earned from the earmarked resources. Table 15.17 shows the distribution of the strategic areas that will be supported. Estimated revenue to be earned from earmarked projects in 2022 amounts to \$14.7 million of which \$9.5 million is expected from technical cooperation and \$5.2 million is expected from foundation earmarked funds.

Overall human resources overview

- 15.150 The new organizational structure of UN-Habitat was designed to be flexible and aligns the posts of the organization with the four strategic areas and objectives of the strategic orientation. The human resources requirements are in line with the 2020-2023 strategic plan.
- 15.151 The annual work programme provides for 2022 a total of 204 posts comprising 75 posts from regular budget, 66 posts from foundation unearmarked and 63 posts from programme support fund.
- 15.152 Under the new organizational structure, the External Relations, Strategy, Knowledge and Innovation Division and the Global Solutions Division work closely with the Regional Programmes Division to support the implementation of the New Urban Agenda at the regional and country level. The Management, Advisory and Compliance Service provides support to all UN-Habitat operations.
- 15.153 Table 15.23 shows the staffing levels for the year 2022 compared to the 2021 levels. Table 15.24 shows resource requirements by strategic area.

Table 15.23
Estimated distribution of posts by source of funds

	Professional category and above									General service			Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	National	Local level	Other level	
2021													
Foundation non-earmarked	-	1	2	7	5	8	8	1	32	-	26	-	58
Regular budget	1	-	1	4	9	15	14	5	49	-	22	2	73
Programme support	-	-	-	-	5	12	11	2	30	-	20	-	50
2021 total	1	1	3	11	19	35	33	8	111	-	68	2	181
Changes: (decrease)/increase													
Foundation non-earmarked	-	-	1	-	1	5	4	-	11	-	-	-	11
Regular budget	-	-	-	-	-	2	-	-	2	-	-	-	2
Programme support	-	-	-	4	2	-	(5)	(1)	-	3	8	-	11
Net changes	-	-	1	4	3	7	(1)	(1)	13	3	8	-	24
2022													
Foundation non-earmarked	-	1	3	7	6	13	12	1	43	-	26	-	69
Regular budget	1	-	1	4	9	17	14	5	51	-	22	2	75
Programme support	-	-	-	4	7	12	6	1	30	3	28	-	61
2022 total	1	1	4	15	22	42	32	7	124	3	76	2	205

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Table 15.24
Estimated distribution of posts by strategic priority

	Professional category and above									General service			Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	National	Other level	
2022													
Subprogramme 1	-	-	2	3	4	4	3	1	17	-	9	-	26
Subprogramme 2	-	-	-	3	4	7	6	2	22	-	6	-	28
Subprogramme 3	-	-	-	1	5	7	5	1	19	-	13	-	32
Subprogramme 4	-	-	1	4	3	5	4	1	18	1	16	-	35
Policy making organs	-	-	-	1	-	-	2	-	3	-	3	-	6
Executive direction and management	1	1	1	2	5	8	3	1	22	1	10	2	35
Programme support	-	-	-	1	1	11	9	1	23	1	19	-	43
2022 total	1	1	4	15	22	42	32	7	124	3	76	2	205

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Foundation non-earmarked resources

15.154 Table 15.13 below presents the actual financial trend of UN-Habitat in the five-year period from 2016 to 2020 and shows the approved position for 2020 presented alongside the proposed amounts for the year 2022.

15.155 The financial trend of the non-earmarked account of the United Nations Habitat and Human Settlements Foundation for the period 2016 to 2022 is presented in Table 15.25 below. Table 15.26 and Table 15.27 show the resource requirements by broad strategic area and by expenditure subcategory respectively.

Table 15.25**Financial trend of the UN-Habitat Human Settlements Foundation***(thousands of United States dollars)*

Item/Year	2017	2018	2019	2020	2021*	2022*
1.0. Funding						
1.1. Fund and reserve balances at year start	6 088.0	2 279.0	1 280.0	3,491.0	1,098.9	1,098.9
Total [1.1]	6 088.0	2 279.0	1 280.0	3,491.0	1,098.9	1,098.9
1.2. Income						
Contributions towards budget for the year	2 693.0	3 594.0	5 128.0	4,353.6	10,000.0	11,998.9
Contributions towards reserve stabilisation	-	-	-	-	-	-
Investment revenue	52.0	13.0	94.0	-	10.0	-
Cost recovery	2 628.0	-	-	-	-	-
Other revenue	-	92.0	17.0	-	-	-
Total [1.2]	5 373.0	3 699.0	5 239.0	4,353.6	10,010.0	11,998.9
Total [1.0]	11 461.0	5 978.0	6 519.0	7,844.6	11,108.9	13,097.8
2.0. Expenditure						
Employee Salaries and Benefits	7 927.0	4 419.0	5 490.0	6,220.0	8,177.4	9,723.8
Non-Employees compensation & allow.	334.0	27.0	(1.0)	56.0	158.5	331.1
Grants and transfers	442.0	-	-	-	55.0	425.0
Supplies and consumables	4.0	-	-	-	36.7	89.9
Travel	287.0	43.0	7.0	-	83.5	343.9
Other Operating expenses	171.0	18.0	20.0	718.0	1,488.9	1,085.2
Other Expenses	17.0	12.0	2.0	64.0	-	-
Total [2.0]	9 182.0	4 519.0	5 518.0	7,058.0	10,000.0	11,998.9
3.0. Fund, reserve balances at year end (I-II)	2 279.0	1 459.0	1 001.0	786.6	1,108.9	1,098.9
Adjustment	-	(179.0)	2 490.0	312.3	-	-
Subtotal	2 279.0	1 280.0	3 491.0	1,098.9	1,108.9	1,098.9
Operational reserve**	2 606.0	1 303.0	1 303.0	2,000.0	2,000.0	2,399.8
Loan repayment	-	-	-	-	-	-
4.0. Fund balances at end of year	(327.0)	(23.0)	2 188.0	(901.1)	(891.1)	(1,300.9)

Table 15.26**United Nations Habitat and Human Settlements Foundation resource requirements for the year 2022****(Non-earmarked funds only)***(thousands of United States dollars)*

Category	Actual 2020	Approved appropriations 2021	Change amount	% Change	Estimates 2022	2021	Changes	2022
A. Programme of work								
Post	4,052.7	3,718.4	1,164.4	31.3	4,882.8	27	8	35
Non-post	213.8	516.8	339.3	65.7	856.1			
Subtotal	4,266.5	4,235.2	1,503.7	35.5	5,738.9	27	8	35
B. Policy making organs								
Post	63.6	147.5	5.9	4.0	153.4	1	-	1
Non-post	12.3	681.7	(198.7)	(29.1)	483.0			
Subtotal	75.9	829.2	(192.8)	(23.3)	636.4	1	-	1
C. Executive direction and management								
Post	1,151.1	2,530.4	225.5	8.9	2,755.9	15	1	16

Non-post	169.6	239.9	246.0	102.5	485.9			
Subtotal	1,320.7	2,770.3	471.5	17.0	3,241.8	15	1	16
D. Programme support								
Post	-	1,781.1	150.6	8.5	1,931.7	15	2	17
Non-post	0.3	384.2	65.9	17.2	450.1			
Subtotal	0.3	2,165.3	216.5	10.0	2,381.8	15	2	17
Total by category								
Post	5,267.4	8,177.4	1,546.4	18.9	9,723.8	58	11	69
Non-post	396.0	1,822.6	452.5	24.8	2,275.1			
Total	5,663.4	10,000.0	1,998.9	20.0	11,998.9	58	11	69

Table 15.27
Resource breakdown by subcategory of expenditure and strategic priority
(thousands of United States dollars)

Subcategory of expenditure	SP1	SP2	SP3	SP4	PMO	EDM	PGS	Total
Post	1,217.2	1,381.2	940.7	1,343.7	153.4	2,755.9	1,931.7	9,723.8
Consultants and experts	-	-	-	-	-	-	-	-
Travel of staff	-	-	-	-	-	-	-	-
Contractual services	-	27.0	18.0	24.0	46.8	146.2	69.1	331.1
General operating expenses	10.0	8.0	13.2	11.8	251.6	21.2	28.1	343.9
Supplies and materials	93.7	93.8	112.0	101.5	160.4	214.4	248.3	1,024.1
Furniture and equipment	67.3	83.3	67.5	117.5	24.2	102.6	23.7	486.1
Grants and contributions	-	1.5	6.0	-	-	1.5	80.9	89.9
Total	-	-	-	-	-	-	-	-
Post	-	-	-	-	-	-	-	-
Non-post	1,388.2	1,594.8	1,157.4	1,598.5	636.4	3,241.8	2,381.8	11,998.9
Total	1,217.2	1,381.2	940.7	1,343.7	153.4	2,755.9	1,931.7	9,723.8

Abbreviations: SP, Subprogramme; PMO, Policymaking organs; EDM, Executive direction and management; PGS, Programme support

15.156 Table 15.28 shows the allocation of foundation non-earmarked posts to subprogrammes and strategic areas. On the other hand, table 15.17 shows the changes in foundation non-earmarked post from 2020 to 2021.

Table 15.28
United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority

	Professional category and above							Total	General service		Grand total
	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	
Subprogramme 1	-	1	1	2	-	1	-	5	3	-	8
Subprogramme 2	-	-	2	1	2	2	-	7	1	-	8
Subprogramme 3	-	-	1	-	2	1	-	4	6	-	10
Subprogramme 4	-	1	1	1	1	1	-	5	4	-	9
Policy making organs	-	-	-	-	-	1	-	1	-	-	1
Executive direction and management	1	1	1	2	5	1	1	12	4	-	16
Programme support	-	-	1	-	3	5	-	9	8	-	17
2022 total	1	3	7	6	13	12	1	43	26	-	69

Table 15.29
United Nations Habitat and Human Settlements Foundation summary of post changes

	<i>Professional category and above</i>							<i>General service</i>			
	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>	<i>Local level</i>	<i>Other level</i>	<i>Grand total</i>
2020	1	2	7	5	8	8	1	32	26	-	58
Increase/(Decrease)	-	1	-	1	5	4	-	11	-	-	11
2021	1	3	7	6	13	12	1	43	26	-	69

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

General financial reserve

15.157 In accordance with ST/SGB/2015/4 financial rule 304.2 (b), upon the recommendation of the Executive Director, the Executive Board determines the level of the general financial reserve from time to time. This is to ensure liquidity of the Foundation non-earmarked fund, compensate for uneven cash flows and meet other requirements for the prudent management of the fund.

15.158 In view of the expected level of expenditure in the year 2022, a general financial reserve of \$2.4 million is recommended, which is equivalent to 20 per cent of the Foundation non-earmarked budget of \$12.0 million as presented in table 15.25. The recommended amount is based on the historical timing of Foundation unearmarked fund payments. This financial reserve will be recorded upon approval by the Executive Board of the 2022 programme of work and budget proposal in the financial statement of 2020.

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

Table 15.30
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2021</i>	<i>Change</i>	<i>2022</i>	<i>2021</i>	<i>2022</i>
Foundation non-earmarked					
Post	1,160.4	56.8	1,217.2	7	8
Non-post	138.3	32.7	171.0		
Subtotal	1,298.7	89.5	1,388.2	7	8
Regular budget					
Post	2,054.7	194.2	2,248.9	13	13
Non-post	235.0	169.8	404.8		
Subtotal	2,289.7	364.0	2,653.7	13	13
Programme support					
Post	948.3	(248.2)	700.1	7	5
Non-post	136.2	167.6	303.8		
Subtotal	1,084.5	(80.6)	1,003.9	7	5
Foundation earmarked					

Post	-	-	-	-	-
Non-post	18,961.2	11,799.2	30,760.4	-	-
Subtotal	18,961.2	11,799.2	30,760.4	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	39,632.8	(12,363.9)	27,268.9	-	-
Subtotal	39,632.8	(12,363.9)	27,268.9	-	-
Total by category					
Post	4,163.4	2.8	4,166.2	27	26
Non-post	59,103.5	(194.6)	58,908.9	-	-
Subtotal	63,266.9	(191.8)	63,075.1	27	26

Table 15.31
Estimated distribution of posts by source of funds

	<i>Professional category and above</i>						<i>Total</i>	<i>General service</i>		<i>Grand total</i>
	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>		<i>Local level</i>	<i>Other level</i>	
2020										
Foundation non-earmarked	1	1	2	-	-	-	4	3	-	7
Regular budget	1	1	1	3	2	1	9	4	-	13
Programme support	-	-	2	1	1	-	4	3	-	7
2020 total	2	2	5	4	3	1	17	10	-	27
Changes: (decrease)/increase										
Foundation non-earmarked	-	-	-	-	1	-	1	-	-	1
Programme support	-	-	-	-	-	-	-	-	-	-
Net changes	-	1	(1)	-	(1)	-	(1)	(1)	-	(2)
2021	-	1	(1)	-	-	-	-	(1)	-	(1)
Foundation non-earmarked										
Regular budget	1	1	2	-	1	-	5	3	-	8
Programme support	1	1	1	3	2	1	9	4	-	13
2021 total	-	1	1	1	-	-	3	2	-	5

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Subprogramme 2: Enhanced shared prosperity of cities and regions

Table 15.32
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	835.5	545.7	1,381.2	5	8
Non-post	106.8	106.8	213.6		
Subtotal	942.3	652.5	1,594.8	5	8
Regular budget					
Post	2,351.2	50.6	2,401.8	16	17
Non-post	235.2	126.3	361.5		
Subtotal	2,586.4	176.9	2,763.3	16	17
Programme support					
Post	1,069.4	(680.3)	389.1	8	3
Non-post	167.4	20.3	187.7		
Subtotal	1,236.8	(660.0)	576.8	8	3
Foundation earmarked					
Post	-	-	-	-	-
Non-post	12,742.1	(3,199.0)	9,543.1		
Subtotal	12,742.1	(3,199.0)	9,543.1	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	31,610.1	(5,518.0)	26,092.1		
Subtotal	31,610.1	(5,518.0)	26,092.1	-	-
Total by category					
Post	4,256.1	(84.0)	4,172.1	29	28
Non-post	44,861.6	(8,463.6)	36,398.0		
Subtotal	49,117.7	(8,547.6)	40,570.1	29	28

Table 15.33
Estimated distribution of posts by source of funds

	Professional category and above					Total	General service		Other level	Grand total
	D-1	P-5	P-4	P-3	P-2/1		Local level			
2020										
Foundation non-earmarked	2	-	1	1	-	4	1	-	-	5
Regular budget	1	2	3	3	2	11	5	-	-	16
Programme support	-	1	3	1	-	5	3	-	-	8
2020 total	3	3	7	5	2	20	9	-	-	29
Changes: (decrease)/increase										
Foundation non-earmarked	-	1	1	1	-	3	-	-	-	3
Regular budget	-	-	1	-	-	1	-	-	-	1
Programme support	-	-	(2)	-	-	(2)	(3)	-	-	(5)
Net changes	-	1	-	1	-	2	(3)	-	-	(1)
2021										
Foundation non-earmarked	2	1	2	2	-	7	1	-	-	8
Regular budget	1	2	4	3	2	12	5	-	-	17
Programme support	-	1	1	1	-	3	-	-	-	3

2021 total	3	4	7	6	2	22	6	-	28
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Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Subprogramme 3: Strengthened climate action and improved urban environment

Table 15.34
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	867.3	73.4	940.7	8	10
Non-post	99.5	117.2	216.7		
Subtotal	966.8	190.6	1,157.4	8	10
Regular budget					
Post	2,051.9	76.8	2,128.7	14	14
Non-post	235.2	126.4	361.6		
Subtotal	2,287.1	203.2	2,490.3	14	14
Programme support					
Post	1,008.9	(367.7)	641.2	7	8
Non-post	103.0	151.2	254.2		
Subtotal	1,111.9	(216.5)	895.4	7	8
Foundation earmarked					
Post	-	-	-	-	-
Non-post	5,108.2	17,940.3	23,048.5		
Subtotal	5,108.2	17,940.3	23,048.5	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	30,375.5	13,532.7	43,908.2		
Subtotal	30,375.5	13,532.7	43,908.2	-	-
Total by category					
Post	3,928.1	(217.5)	3,710.6	29	32
Non-post	35,921.4	31,867.8	67,789.2		
Subtotal	39,849.5	31,650.3	71,499.8	29	32

Table 15.35
Estimated distribution of posts by source of funds

	Professional category and above						Total	General service		Grand total
	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	
2020										
Foundation non-earmarked	-	1	-	1	-	-	2	6	-	8
Regular budget	-	-	2	4	4	1	11	3	-	14
Programme support	-	-	1	2	2	-	5	2	-	7

2020 total	-	1	3	7	6	1	18	11	-	29
Changes: (decrease)/increase										
Foundation non-earmarked	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	2	(1)	(2)	-	(1)	2	-	(1)
Net changes	-	-	2	(1)	(2)	-	(1)	2	-	(1)
2021										
Foundation non-earmarked	-	1	-	2	1	-	4	6	-	10
Regular budget	-	-	2	4	4	1	11	3	-	14
Programme support	-	-	3	1	-	-	4	4	-	8
2021 total	-	1	5	7	5	1	19	13	-	32

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Subprogramme 4: Effective urban crisis prevention and response

Table 15.36
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	855.2	488.5	1,343.7	7	9
Non-post	172.2	82.6	254.8		
Subtotal	1,027.4	571.1	1,598.5	7	9
Regular budget					
Post	1,717.0	(5.8)	1,711.2	11	12
Non-post	234.2	208.5	442.7		
Subtotal	1,951.2	202.7	2,153.9	11	12
Programme support					
Post	658.3	1,015.8	1,674.1	6	14
Non-post	109.8	156.5	266.3		
Subtotal	768.1	1,172.3	1,940.4	6	14
Foundation earmarked					
Post	-	-	-	-	-
Non-post	6,519.3	(1,732.5)	4,786.8		
Subtotal	6,519.3	(1,732.5)	4,786.8	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	50,954.7	993.9	51,948.6		
Subtotal	50,954.7	993.9	51,948.6	-	-
Total by category					
Post	3,230.5	1,498.5	4,729.0	25	35
Non-post	57,990.2	(291.0)	57,699.2	-	-
Subtotal	61,220.7	1,207.5	62,428.2	25	35

Table 15.37
Estimated distribution of posts by source of funds

	Professional category and above						General service		Grand total	
	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level		Other level
2020										
Foundation non-earmarked	-	1	1	1	-	-	3	-	4	7
Regular budget	-	-	1	2	3	1	7	-	4	11
Programme support	-	-	1	-	1	-	2	-	4	6
2020 total	-	1	3	3	4	1	12	-	12	24
Changes: (decrease)/increase										
Foundation non-earmarked	1	-	-	-	1	-	2	-	-	2
Regular budget	-	-	-	1	-	-	1	-	-	1
Programme support	-	-	3	1	(1)	-	3	1	4	4
Net changes	1	3	-	2	-	-	6	1	4	7
2021										
Foundation non-earmarked	1	1	1	1	1	-	5	-	4	9
Regular budget	-	-	1	3	3	1	8	-	4	12
Programme support	-	-	4	1	-	-	5	1	8	14
2021 total	1	1	6	5	4	1	18	1	16	35

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Executive direction and management

Table 15.38
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	2,530.4	225.5	2,755.9	15	16
Non-post	239.9	246.0	485.9		
Subtotal	2,770.3	471.5	3,241.8	15	16
Regular budget					
Post	1,326.4	3.3	1,329.7	7	7
Non-post	336.8	(150.9)	185.9		
Subtotal	1,663.2	(147.6)	1,515.6	7	7
Programme support					
Post	620.8	517.0	1,137.8	6	12
Non-post	132.4	75.9	208.3		
Subtotal	753.2	592.9	1,346.1	6	12
Foundation earmarked					
Post	-	-	-	-	-
Non-post	-	983.2	983.2		
Subtotal	-	983.2	983.2	-	-
Total by category					
Post	4,477.6	745.8	5,223.4	28	35
Non-post	709.1	1,154.2	1,863.3	-	-
Subtotal	5,186.7	1,900.0	7,086.7	28	35

Table 15.39
Estimated distribution of posts by source of funds

	<i>Professional category and above</i>								<i>General service</i>		<i>Grand total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>	<i>Local level</i>		<i>Other level</i>
202												
Foundation non-earmarked	-	1	1	1	2	4	1	1	11	-	4	15
Regular budget	1	-	-	1	2	-	-	-	4	-	1	5
Programme support	-	-	-	-	-	1	1	-	2	-	4	6
2020 total	1	1	1	2	4	5	2	1	17	-	9	26
Changes: (decrease)/increase	-	-	-	-	-	-	-	-	-	-	-	-
Foundation non-earmarked	-	-	-	-	-	1	-	-	1	-	-	1
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	1	2	1	-	4	1	1	6
Net changes	-	-	-	-	1	3	1	-	5	1	1	7
2021												
Foundation non-earmarked	-	1	1	1	2	5	1	1	12	-	4	16
Regular budget	1	-	-	1	2	-	-	-	4	-	1	5
Programme support	-	-	-	-	1	3	2	-	6	1	5	12
2021 total	1	1	1	2	5	8	3	1	22	1	10	33

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Policy making organs

Table 15.40
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2021</i>	<i>Change</i>	<i>2022</i>	<i>2021</i>	<i>2022</i>
Foundation non-earmarked					
Post	147.5	5.9	153.4	1	1
Non-post	681.7	(198.7)	483.0		
Subtotal	829.2	(192.8)	636.4	1	1
Regular budget					
Post	555.5	3.0	558.5	5	5
Non-post	41.1	(9.4)	31.7		
Subtotal	596.6	(6.4)	590.2	5	5
Programme support					
Post	-	-	-	-	-
Non-post	675.0	(400.5)	274.5		
Subtotal	675.0	(400.5)	274.5	-	-
Total by category					
Post	703.0	8.9	711.9	6	6
Non-post	1,397.8	(608.6)	789.2		
Subtotal	2,100.8	(599.7)	1,501.1	6	6

Table 15.41
Estimated distribution of posts by source of funds

	<i>Professional category and above</i>				<i>Local level</i>	<i>Other level</i>	<i>Grand total</i>
	<i>D-1</i>	<i>P-4</i>	<i>P-3</i>	<i>Total</i>			
2021							
Foundation non-earmarked	-	-	1	1	-	-	1
Regular budget	1	-	1	2	3	-	5
Programme support	-	-	-	-	-	-	-
2021 total	1	-	2	3	3	-	6
Changes: (decrease)/increase							
Foundation non-earmarked	-	-	-	-	-	-	-
Regular budget	-	-	-	-	-	-	-
Programme support	-	-	-	-	-	-	-
Net changes	-	-	-	-	-	-	-
2022							
Foundation non-earmarked	-	-	1	1	-	-	1
Regular budget	1	-	1	2	3	-	5
Programme support	-	-	-	-	-	-	-
2022 total	1	-	2	3	3	-	6

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Programme support
Table 15.42
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2021</i>	<i>Change</i>	<i>2022</i>	<i>2021</i>	<i>2022</i>
Foundation non-earmarked					
Post	1,781.1	150.6	1,931.7	15	17
Non-post	384.2	65.9	450.1		
Subtotal	2,165.3	216.5	2,381.8	15	17
Regular budget					
Post	1,112.9	(10.0)	1,102.9	7	7
Non-post	21.3	(2.2)	19.1		
Subtotal	1,134.2	(12.2)	1,122.0	7	7
Programme support					
Post	2,142.4	(52.5)	2,089.9	16	19
Non-post	2,006.9	1,602.7	3,609.6		
Subtotal	4,149.3	1,550.2	5,699.5	16	19
Total by category					
Post	5,036.4	88.1	5,124.5	38	43
Non-post	2,412.4	1,666.4	4,078.8	-	-
Subtotal	7,448.8	1,754.5	9,203.3	38	43

Table 15.43**Estimated distribution of posts by source of funds**

	<i>Professional category and above</i>						<i>National</i>	<i>Local level</i>	<i>Grand total</i>
	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>			
2020									
Foundation non-earmarked	1	-	1	5	-	7	-	8	15
Regular budget	-	1	3	1	-	5	-	2	7
Programme support	-	-	5	5	2	12	-	4	16
2020 total	1	1	9	11	2	24	-	14	38
Changes: (decrease)/increase	-	-	-	-	-	-	-	-	-
Foundation non-earmarked	-	-	2	-	-	2	-	-	2
Regular budget	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	(2)	(1)	(3)	1	5	3
Net changes	-	-	2	(2)	(1)	(1)	1	5	5
2021									
Foundation non-earmarked	1	-	3	5	-	9	-	8	17
Regular budget	-	1	3	1	-	5	-	2	7
Programme support	-	-	5	3	1	9	1	9	19
2021 total	1	1	11	9	1	23	1	19	43

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional

Annex II Organizational structure and post distribution for the year 2022

