

Draft Work Programme and Budget of UN-Habitat for the year 2021 for consideration of the Ad-Hoc working group on programmatic, budgetary and administrative matters of the Executive Board at its seventh meeting to be held on 24 July 2020

(Scenario with Foundation Non-Earmarked Budget at USD 10 million)

Report of the Executive Director

Summary

The present document sets out the proposed work programme of the United Nations Habitat and Human Settlements Foundation for the year 2020, which is based on the four-years strategic plan 2020–2023 as approved pursuant to Resolution 1/1 adopted by the first session of the UN-Habitat Assembly on United Nations Human Settlements Programme Strategic Plan for the period 2020-2023. The work programme was prepared in accordance with the support guide issued on 31 December 2019 by the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts of the Secretariat.

The Executive Director recommends that the Executive Board of the United Nations Human Settlements Programme approve the work programme and budget of the United Nations Habitat and Human Settlements Foundation for the year 2020, as proposed in the present report.

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. In this regard, UN-Habitat is resolutely committed to supporting the implementation of the Sustainable Development Goals and the goal of the New Urban Agenda to ensure the widest possible participation in the “urban advantage”.

This document presents the programme plan for UN-Habitat for 2021 and demonstrates the concrete ways in which the Programme will continue, alongside all its valued partners, to support and drive the delivery of sustainable urbanization. Responding to the guidance provided by the Executive Board on 29 June 2020, this programme plan adopts a pragmatic scaling down of the original ambitions of 2019 owing to the COVID-19 pandemic and the subsequent economic impact. Nonetheless, the document also argues for the need to revise ambition upwards as the pandemic has shown how important it is to plan, build capacity and build back better as cities and communities will be at the frontline of the socio-economic recovery to ensure no one and no place is left behind.

In May 2019, at its first session, the UN-Habitat Assembly approved the Strategic Plan for the period 2020–2023. The basis of the plan is the Programme’s new vision of “a better quality of life for all in an urbanizing world”, which encapsulates four subprogrammes designed to drive and focus the Programme’s approach and delivery for more inclusive and integrated human settlements. This programme plan builds on the results and achievements of the 2020 programme plan and capitalizes on the Programme’s experiences, lessons learned and extensive network of committed partners. More importantly, the subprogrammes address the key sustainability dimensions of inclusion (social, economic, cultural and environmental) and gender equality. The subprogrammes will be tested and showcased through five flagship programmes designed to galvanize an integrated approach and impact-oriented focus. This will allow us to explore the lessons and interactions between the normative and operational components of the organisation’s mandate.

UN-Habitat has a significant presence in Asia and Africa where 90 per cent of that urban growth is most likely to happen in the next 30 years. Yet the agency needs to lay the foundation and strengthen the agency to play a leading role in supporting sustainable urbanization worldwide. Whilst the COVID-19 pandemic has demonstrated the importance UN-Habitat’s core mandate activities - planning, housing & basic services - other less well-funded social inclusion dimensions and new flagships around urban regeneration are expected to be negatively impacted without adequate funding. Reforms towards a more field-based delivery of services may also be de-prioritized.

With the strong support of existing and new partners, the 2021 programme plan reflects the intent of UN-Habitat to effectively and efficiently deliver results. This impact-oriented approach will help to positively transform lives in cities and communities around the world. Over the past years, UN-Habitat has been able to carry out its work thanks to the support of Member States and other donors. However, since 2009, voluntary general-purpose contributions have declined by more than 75 per cent. Without the full support of Member States and other donors in funding the approved programme of work there remains a risk that the deliverables may not be fully achieved.

More than ever, well-planned and well-governed cities are a key part of the world’s future sustainability. The structures, designs and activities undertaken in towns and cities will help us all address issues related to ongoing poverty, social exclusion and spatial inequality. Inclusive and innovative approaches will support cities and towns in addressing pressing issues with regard to climate change and the environment and prepare for and respond to crises that force thousands to leave their homes in search of peace and work. Despite these challenges, human settlement offers hope. It provides the spaces and places for positive engagement, productive livelihoods, diverse communities and, ultimately, shared prosperity. This “urban advantage” was reinforced in Quito in 2016 at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), when Member States adopted the dynamic New Urban Agenda, a framework that contributes to the implementation of the Sustainable Development Goals.

We must now intensify our actions. The implementation of the strategic plan for the period 2020–2023 must 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 2021 programme plan as another example of our commitment to leave no one behind.

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

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

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.
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 2021

3. By 2050, almost 70 per cent of the world's urban population is expected to live in cities, making urbanization one of the most significant trends of the twenty-first century. Urbanization is now a global phenomenon, but there are considerable regional and socio-political disparities as to who benefits from it. Some 90 per cent of urban growth takes place in less developed regions, where it is mostly unplanned and capacities and resources are most constrained. Unplanned urban growth fuels the expansion of informal settlements and slums and the resultant 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. People living in slums and informal settlements often experience additional forms of exclusion and poverty-inducing factors, such as a lack of land rights and tenure security, a reduced capacity to engage in decent livelihood-generating activities and social exclusion and marginalization, which disproportionately affect women, young people, older persons, migrants and other marginalized groups. In addition, 1.2 billion people lack access to clean drinking water, 2.5 billion lack access to safe sanitation and fewer than 35 per cent of cities in developing countries treat their wastewater. In some parts of the world, urban areas are increasingly becoming epicentres of crises, insecurity and violence, sometimes contributing to displacement and forced migration. Currently, there are 763 million internal migrants and 224 million international migrants globally, most of whom live in urban areas, often under difficult conditions. 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 suffer the worst consequences of climate change-related disasters and natural and human-made crises and conflicts.
4. While urbanization brings challenges, it also presents huge opportunities to bring benefits to all levels of human settlements through the "urban advantage". Indeed, if planned in an inclusive and integrated manner, this urban advantage can be realized through the effective concentration of resources, jobs and the structures and services necessary to promote a decent quality of life and inclusive communities.
5. The UN-Habitat strategy for delivering the programme plan in 2021 is driven by the strategic plan for the period 2020–2023. As part of its strategic plan process, UN-Habitat reviewed its strengths, weaknesses, opportunities and threats and recalibrated its vision, mission and strategic focus.

6. Overall, the strategic plan gives the clear message that UN-Habitat is strengthening and moving towards a more innovative, delivery-focused, partnership-oriented model of operation with a view to mainstreaming impacts towards sustainable urbanization. In addition, the plan makes clear that UN-Habitat aims to be a dynamic, fit-for-purpose organization. More specifically, the plan outlines the mode of delivery of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals, especially Goal 11.
7. The vision of UN-Habitat, as contained in the strategic plan, focuses on impact and improving people's lives – “a better quality of life for all in an urbanizing world”. The mission is to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one behind. There are four interconnected and mutually reinforcing domains of change against which the subprogramme structure of the programme of work is aligned. These are:
 - (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.
8. The four subprogrammes were approved in the strategic plan for the period 2020–2023 by the first session of the UN-Habitat Assembly, which met in May 2019 in Nairobi.
9. As part of the strategic plan for the period 2020–2023, UN-Habitat is positioning itself in the following ways:
 - (a) It will conclude the operationalization of these subprogramme areas, which are being delivered through a combination of the traditional programme and activity areas of UN-Habitat as well as through five integrated and catalytic flagship programmes. In addition, UN-Habitat will continue to deliver its initiatives by leveraging integrated, partnership-driven work practices underpinned by more systematic interrelations between the normative and operational work of UN-Habitat. The flagship programmes signal a paradigm shift in the way UN-Habitat works and can help bring about transformative change in cities and human settlements. The flagship programmes deepen the programming coherence in view of achieving transformative results and leaving no one behind;
 - (b) The flagship programme entitled “Inclusive, vibrant neighbourhoods and communities” responds with spatial interventions to all four subprogrammes. It employs urban regeneration as a tool to reduce spatial inequalities and poverty. Supporting the social, economic and environmental transformation of deprived areas and strategic locations within a city will result in connected, dynamic, diverse and vibrant neighbourhoods. This transformation of urban areas will increase the equality of outcomes for all;
 - (c) The flagship programme entitled “People-focused smart cities” addresses all four subprogrammes by promoting the deployment of technological innovations to realize sustainability, inclusivity, prosperity and the right to adequate housing. This will make the urban digital transformation work for the benefit of all;
 - (d) The flagship programme entitled “RISE-UP: resilient settlements for the urban poor” contributes to all subprogrammes by leveraging large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and also address issues of spatial inequality;
 - (e) The flagship programme entitled “Inclusive cities: enhancing the positive impacts of urban migration” responds to subprogrammes 1, 2 and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people. This programme will foster social cohesion among host and migrant communities, increase inclusive access to urban services and improve living conditions while promoting human rights;
 - (f) The flagship programme entitled “Sustainable Development Goals cities” addresses all four subprogrammes, improving the overall implementation of the Goals by supporting cities with regard to connecting evidence to policies and finding sources of finance.
10. For 2021, UN-Habitat will prioritize and focus its efforts on “RISE-UP: resilient settlements for the urban poor”, “Inclusive cities: enhancing the positive impacts of urban migration” and “Sustainable Development

Goals cities”. These flagship programmes drive the delivery of the strategic plan for the period 2020–2023 and the annual programme of work. They will reduce fragmentation through geographical convergence and greater thematic connectivity of activities to achieve impact everywhere the organization is present. They will strengthen coherence among initiatives implemented in multiple locations, facilitating the cross-fertilization of ideas, experiences and lessons within the Programme as well as with partners. The flagship programmes will enable the establishment of long-term partnerships and commitments from national and local governments, donors and other relevant organizations. The flagship programmes will build on and bring together several past and ongoing initiatives of UN-Habitat.

11. The 2021 programme of work will continue to streamline social inclusion as a process and outcome to address key cross-cutting issues (relating to older persons, children and people with disabilities, as well as gender and youth), which will strengthen the programming of UN-Habitat towards leaving no one behind.
12. Through its normative work and research, which focuses on the “how to” component of sustainable urbanization, UN-Habitat will develop, when possible, new guiding frameworks, tools and capacity-building materials, set standards, propose norms and principles and share good practices. It will also monitor global progress and support intergovernmental, regional, national and subnational bodies in their formulation of policies related to sustainable cities and human settlements. In so doing, UN-Habitat will build on its experience of evidence-based normative work, such as the global flagship reports (the Global Report on Human Settlements and the State of the World’s Cities report, now combined into the periodic World Cities Report, and various themed reports) and the Global Urban Indicators database. More systematic engagement will occur with global networks to develop and test these tools, such as the Global Land Tool Network, the Global Water Operators’ Partnerships Alliance and the Global Network on Safer Cities. UN-Habitat will use its globally recognized guides, including the International Guidelines on Decentralization and Access to Basic Services for All, the International Guidelines on Urban and Territorial Planning and the United Nations System-wide Guidelines on Safer Cities and Human Settlements.
13. In addition, technical cooperation work will build upon the UN-Habitat experience of implementing programmes and projects at the local, national and regional levels to guide the work and ensure that there is 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.
14. Given that cities play a vital role in achieving the sustainable urban development agenda, UN-Habitat will reenergize its partnerships with local authorities and their associations and city networks within the context of national policies. Furthermore, UN-Habitat will fully support municipal efforts in the 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. In its catalytic role as a knowledge hub and partner convener, 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 and key global meetings such as the World Urban Forum (which now also serves as one of the platforms on the reporting processes of the New Urban Agenda), World Cities Day and World Habitat Day.
16. As a focal point for sustainable urbanization and human settlements, UN-Habitat will monitor and report on global conditions and trends and lead and coordinate the implementation of the New Urban Agenda in the United Nations system, in collaboration with other United Nations agencies. It will rely on the use of technological innovative and smart solutions for basic services (water, sanitation, energy and waste management) as well as transport and mobility, and on robust data and analysis generated through tools such as the Global Urban Observatory and the City Prosperity Initiative (which began as the City Prosperity Index), to support the global monitoring of the Sustainable Development Goals related to urban development.
17. With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
 - (a) Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;

- (b) 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;
 - (c) Robust disaggregated urban data is available to support the research and advocacy work of UN-Habitat;
 - (d) Social, political and macroeconomic stability continue in the areas in which UN-Habitat and partners will be implementing programmes and projects.
18. UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the highlighted planned result for 2021 for subprogramme 1 demonstrates the aim of UN-Habitat interventions to enhance tenure security for women in the Arab world. For subprogramme 4, the deliverables include advice on women's access to land in order to consolidate peace in post-conflict countries.
19. With regard to cooperation with other entities, UN-Habitat will support efforts by Member States to develop policies, frameworks and actions that boost the productivity of cities and regions through an integrated territorial development approach. This will be done through collaboration with local and regional governments and their associations, the World Bank, regional development banks, the Department of Economic and Social Affairs, the United Nations Economists' Network, the regional economic commissions, the United Nations Conference on Trade and Development, the United Nations Industrial Development Organization (UNIDO), the United Nations Development Programme (UNDP), the European Union, the Organization for Economic Cooperation and Development, financial institutions, foundations and academia. 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 youth, 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), UNIDO, 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 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. UN-Habitat will collaborate with the Office of the United Nations High Commissioner for Refugees, UNDP, IOM and the World Food Programme to integrate sustainable urban development into the 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 women and girls are both beneficiaries of projects and integral in their design and implementation.
20. With regard to inter-agency coordination and liaison, UN-Habitat will collaborate with other United Nations agencies to mainstream Sustainable Development Goal achievements and further develop an action framework on the implementation of the New Urban Agenda and regional action plans, and a system-wide strategy on sustainable urbanization. UN-Habitat, within the context of its normative role, 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 in all regions and countries of the world, and also collaborate with the resident coordinator system to improve the efficiency and effectiveness of operational activities at the country level.
- Legislative mandates
21. 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		Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements	71/256	New Urban Agenda
53/242	Report of the Secretary-General on environment and human settlements	72/146	Policies and programmes involving youth
55/2	United Nations Millennium Declaration	72/234	Women in development
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium	73/170	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
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)	73/239	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/242	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
71/235	Implementation of the outcome of the United Nations Conference on Housing and		

UN-Habitat Assembly resolutions and decisions

1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023		Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
½	United Nations System-Wide Guidelines on Safer Cities and Human Settlements	1/5	Enhancing urban-rural linkages for sustainable urbanization 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	1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme
¼	Achieving gender equality through the work of the United Nations Human		

Governing Council resolutions

18/8	Youth	24/7	Making slums history: a worldwide challenge
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation	24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
20/1	Youth and human settlements		Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals	24/11	Youth and sustainable urban development
20/7	Gender equality in human settlements development	24/12	Country activities by the United Nations Human Settlements Programme
20/16	Enhancing the involvement of civil society in local governance	24/13	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
21/3	Guidelines on decentralization and strengthening of local authorities	25/1	Strengthening national ownership and operational capacity
21/6	Urban youth development		International guidelines on urban and territorial planning
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing	25/2	United Nations Human Settlements Programme governance reform
22/9	South-South cooperation in human settlements	25/6	Promoting safety in cities and human settlements
23/3	Support for pro-poor housing	25/7	Regional technical support on sustainable housing and urban development by regional consultative structures
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	26/4	World Urban Forum
23/14	Sustainable urban development through policies for safer cities and urban crime prevention	26/5	Promoting the effective implementation, follow-up to and review of the New Urban Agenda
24/4	Gender equality and women's empowerment to contribute to sustainable urban development	26/6	Human settlements development in the Occupied Palestinian Territory
24/5	Pursuing sustainable development through national urban policies	26/8	
24/6	Supporting action for the creation of safer cities	26/9	

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2017/24	Human settlements		
2018/11	Strengthening of the coordination of emergency humanitarian assistance of the United Nations		

Deliverables

22. Table 15.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 15.1

Cross-cutting deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	–	2
1. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents	–	–	–	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
Substantive services for meetings (number of three-hour meetings)	3	3	6	7
3. Meetings of the governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	–	–	3	4
4. Meeting of the Committee for Programme and Coordination	1	1	1	1
5. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meeting of the Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	–	–	5	6
7. UN-Habitat flagship reports	–	–	4	1
8. UN-Habitat annual report	–	–	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, leaflets and profiles on urban monitoring and reporting, public information materials and advocacy for national and regional forums and key events, including the World Urban Forum, World Habitat Day and World Cities Day; private sector-focused engagement frameworks; approximately 5 events, 2 on empowerment of women, youth and vulnerable groups, 1 on the Commission on the Status of Women, 1 on the World Urban Forum and 1 at the UN-Habitat Assembly.				
Digital platforms and multimedia content: mobile phone-based app content for national and citywide citizen consultation on the realization of Sustainable Development Goal 11.				

Evaluation activities

23. The following evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Self-evaluation: evaluation of impact, outcomes of the ninth session of the World Urban Forum;
- (b) Self-evaluation: evaluation of World Cities Day;
- (c) Self-evaluation: evaluation of the project on strengthening national capacities for formulate and adopt housing and slum upgrading strategies;
- (d) Self-evaluation: mid-term programme evaluation of the Kabul Strengthening Municipal Nahias Program;
- (e) Self-evaluation: evaluation of the strategic development phase for the Global Future Cities Programme;

- (f) Self-evaluation: evaluation of the Project for City Resilience in Afghanistan;
 - (g) Self-evaluation: evaluation of the Future Saudi Cities programme;
 - (h) Self-evaluation: evaluation of the UN-Habitat country programme in Lebanon;
 - (i) Self-evaluation: Evaluation of the Clean and Green Cities programme.
24. The findings of the evaluations referenced in paragraph 15.23 above have been considered for the programme plan for 2021. Evaluation recommendations have informed the development of the strategic plan for the period 2020–2023 and the reorganization of UN-Habitat to strengthen accountability, effectiveness and efficiency. For example, based on recommendations of the evaluation on World Cities Day, UN-Habitat has taken action to strengthen the facilitation and integration of World Cities Day events and knowledge products into its own work and with other United Nations entities.
25. The findings of the evaluations referenced above have been considered for the programme plan for 2021. The following evaluations and self-evaluations are planned for 2021:
- (a) End of the programme evaluation of the Municipal Governance Support Programme in Afghanistan;
 - (b) Evaluation of the end of phase II of Accelerating climate action through the promotion of Urban Low Emission Development Strategies (Urban-LEDS);
 - (c) Two country self-evaluations;
 - (d) Six project self-evaluations on projects that close in 2020;
 - (e) Two thematic self-evaluations.

Overall financial overview

26. 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-earmarked¹ budget allocations are approved by the Executive Board, and earmarked² 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 considered to be the “core resources” of UN-Habitat.
27. 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).
28. 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.
29. 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

¹ These are also known as general purpose allocations

² Also known as special purpose allocations

are included in the programme of work. These contributions generally cover global, thematic and multi-country projects and include trust funds.

30. 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.
31. 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

32. 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 actually 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).
33. With the approval of the new Strategic Plan for the period 2020–2023 and the renewed commitment of Member States to support the programme of work of the organisation following reforms that included the governance structure and the new organisation structure, the Executive Board approved a budget of \$18.9 million for the year 2020. The approval of the work programme and budget reflected the renewed commitment of Member States to UN-Habitat activities and their acknowledgement of the organization's efforts. This approval has been overtaken by the events of 2020 and the Executive Board's decision of 29 June 2020, by which the Executive Director was requested to provide a Foundation unearmarked fund within a ceiling of \$10.0 million.
34. The overall resource requirements for UN-Habitat for the year 2021 are projected at \$228.3 million, reflecting a decrease of 9.3 per cent over the \$251.6 million estimated for the year 2020. 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.
35. Table 15.2 shows resource requirements by source of funds and expenditure category, while table 15.3 gives a breakdown by funding category. Table 15.4 shows provides an overview of resource requirements by strategic area.

Table 15.2
Overview of resource requirements by source of funds
 (thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved appropriations 2020</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2021</i>	<i>2020</i>	<i>Changes</i>	<i>2021</i>
Foundation non-earmarked								
Post	4,830.7	16,919.3	(8,732.1)	(51.6)	8,187.2	135	(77)	58
Non-post	465.0	2,008.1	(195.3)	(9.7)	1,812.8			
Subtotal	5,295.7	18,927.4	(8,927.4)	(47.2)	10,000.0	135	(77)	58
Regular budget								
Post	10,565.7	9,800.6	1,369.0	14.0	11,169.6	73	-	73
Non-post	4,829.4	1,362.2	(23.4)	(1.7)	1,338.8			
Subtotal	15,395.1	11,162.8	1,345.6	12.1	12,508.4	73	-	73
Programme support								
Post	5,300.0	5,656.6	871.1	15.4	6,527.7	47	(47)	-
Non-post	6,328.1	4,984.4	(1,652.6)	(33.2)	3,331.8			
Subtotal	11,628.1	10,641.0	(781.5)	(7.3)	9,859.5	47	(47)	-
Foundation earmarked								
Post	-	-	6,101.4	-	6,101.4	-	-	-
Non-post	38,538.3	63,473.7	(26,244.3)	(41.3)	37,229.4			
Subtotal	38,538.3	63,473.7	(20,142.9)	(31.7)	43,330.8	-	-	-
Technical cooperation								
Post	-	-	8,467.9	-	8,467.9	-	-	-
Non-post	101,500.3	147,397.4	(3,292.2)	(2.2)	144,105.2			
Subtotal	101,500.3	147,397.4	5,175.7	3.5	152,573.1	-	-	-
Total by category								
Post	20,696.4	32,376.5	8,077.3	24.9	40,453.8	255	(124)	131
Non-post	151,661.1	219,225.8	(31,407.8)	(14.3)	187,818.0			
Subtotal	172,357.5	251,602.3	(23,330.5)	(9.3)	228,271.8	255	(124)	131

Table 15.3
Overview of resource requirements by funding category
(thousands of United States dollars)

Funding	Actual 2019	Approved appropriations 2020	Change amount	% change	Estimates 2021
Core resources					
Foundation non-earmarked	5,295.7	18,927.4	(8,927.4)	(47.2)	10,000.0
Regular budget	15,395.1	11,162.8	1,345.6	12.1	12,508.4
Subtotal	20,690.8	30,090.2	(7,581.8)	(25.2)	22,508.4
Earmarked resources (including trust funds)					
Foundation earmarked	38,538.3	63,473.7	(20,142.9)	(31.7)	43,330.8
Technical cooperation	101,500.3	147,397.4	5,175.7	3.5	152,573.1
Subtotal	140,038.6	210,871.1	(14,967.2)	(7.1)	195,903.9
Total, I	160,729.4	240,961.3	(22,549.0)	(9.4)	218,412.3
Programme support					
Programme support	11,628.1	10,641.0	(781.5)	(7.3)	9,859.5
Total, II	11,628.1	10,641.0	(781.5)	(7.3)	9,859.5
Total (I + II)	172,357.5	251,602.3	(23,330.5)	(9.3)	228,271.8

Table 15.4
Overview of resource requirements by strategic area
(thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved appropriations 2020</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2021</i>	<i>2020</i>	<i>Changes</i>	<i>2021</i>
Subprogramme 1								
Post	5,064.9	5,177.9	4,872.1	0.9	10,050.0	37	(10)	27
Non-post	72,901.2	49,224.4	3,933.7	0.1	53,158.1			
Subtotal	77,966.1	54,402.3	8,805.8	0.2	63,208.1	37	(10)	27
Subprogramme 2								
Post	1,504.8	4,802.7	1,377.8	0.3	6,180.5	35	(7)	28
Non-post	14,642.9	51,355.9	(8,404.9)	(0.2)	42,951.0			
Subtotal	16,147.7	56,158.6	(7,027.1)	(0.1)	49,131.5	35	(7)	28
Subprogramme 3								
Post	1,425.5	6,127.7	284.1	0.0	6,411.8	41	(12)	29
Non-post	17,392.1	32,499.8	1,018.0	0.0	33,517.8			
Subtotal	18,817.6	38,627.5	1,302.1	0.0	39,929.6	41	(12)	29
Subprogramme 4								
Post	5,035.3	4,903.2	2,736.0	0.6	7,639.2	47	(22)	25
Non-post	31,405.1	79,232.9	(25,559.2)	(0.3)	53,673.7			
Subtotal	36,440.4	84,136.1	(22,823.2)	(0.3)	61,312.9	47	(22)	25
Policy making organs								
Post	0.8	986.1	(283.1)	(0.3)	703.0	6	-	6
Non-post	1,089.7	130.8	1,249.9	9.6	1,380.7			
Subtotal	1,090.5	1,116.9	966.8	0.9	2,083.7	6	-	6
Executive direction and management								
Post	4,229.6	4,201.6	254.1	0.1	4,455.7	31	(3)	28
Non-post	7,902.9	1,830.6	(1,100.8)	(0.6)	729.8			
Subtotal	12,132.5	6,032.2	(846.7)	(0.1)	5,185.5	31	(3)	28
Programme support								
Post	3,435.5	6,177.3	(1,163.7)	(0.2)	5,013.6	58	(20)	38
Non-post	6,327.2	4,951.4	(2,544.5)	(0.5)	2,406.9			
Subtotal	9,762.7	11,128.7	(3,708.2)	(0.3)	7,420.5	58	(20)	38
Total by category								
Post	20,696.4	32,376.5	8,077.3	0.2	40,453.8	255	(74)	181
Non-post	151,661.1	219,225.8	(31,407.8)	(0.1)	187,818.0			
Total	172,357.5	251,602.3	(23,330.5)	(0.1)	228,271.8	255	(74)	181

36. The resource estimates of the organization for the year 2021 are organized according to the four strategic areas of the 2020–2023 strategic plan. Table 15.5 restates the estimated resources for the year 2020 according to the four strategic areas and presents resource requirements for the year 2021. 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 2021, and the strategic priorities of UN-Habitat.

37. The greater part of the budget of the organization – \$195.9 million, or 85.8 per cent – is reserved for programme activities, both normative and operational. Of the remaining \$32.4 million, \$10.0 million, or 4.4 per cent, is for core normative activities and also for support to policy making organs, executive direction and management, which includes evaluation and the liaison offices, \$9.9 million, or 4.3 is budgeted for programme support activities.

Table 15.5**Appropriations / Allocations for the year 2020 and resource requirements for the year 2021 by source of funding and expenditure category across the 2021 strategic priorities**

(thousands of United States dollars)

Strategic priority	FNDN	REGB	PRGS	FNDE	TECH	Total	Post	Non-post
2020 appropriations								
Subprogramme 1	2,949.4	2,032.5	855.9	-	26,303.4	32,141.2	5,177.9	49,224.4
Subprogramme 2	2,277.0	2,313.3	841.2	-	36,388.2	41,819.7	4,802.7	51,355.9
Subprogramme 3	3,497.2	2,021.4	1,236.4	-	25,174.2	31,929.2	6,127.7	32,499.8
Subprogramme 4	3,062.1	1,578.2	1,038.8	-	59,531.6	65,210.7	4,903.2	79,232.9
Policy making organs	439.1	566.2	111.6	-	-	1,116.9	986.1	130.8
Executive direction and management	2,856.0	1,663.1	713.1	286.0	-	5,518.2	4,201.6	1,830.6
Programme support	3,846.6	988.1	5,844.0	350.0	-	11,028.7	6,177.3	4,951.4
Total	18,927.4	11,162.8	10,641.0	636.0	147,397.4	188,764.6	32,376.5	219,225.8
Post	16,919.3	9,800.6	5,656.6	-	-	32,376.5	32,376.5	-
Non-Post	2,008.1	1,362.2	4,984.4	63,473.7	147,397.4	219,225.8	-	219,225.8
Total	18,927.4	11,162.8	10,641.0	63,473.7	147,397.4	251,602.3	32,376.5	219,225.8
2021 estimates								
Subprogramme 1	1,235.5	2,289.7	1,088.9	18,961.2	39,632.8	63,208.1	10,050.0	53,158.1
Subprogramme 2	946.9	2,586.4	1,246.0	12,742.1	31,610.1	49,131.5	6,180.5	42,951.0
Subprogramme 3	981.0	2,287.1	1,177.8	5,108.2	30,375.5	39,929.6	6,411.8	33,517.8
Subprogramme 4	1,112.0	1,951.2	775.7	6,519.3	50,954.7	61,312.9	7,639.2	53,673.7
Policy making organs	812.1	596.6	675.0	-	-	2,083.7	703.0	1,380.7
Executive direction and management	2,782.7	1,663.2	739.6	-	-	5,185.5	4,455.7	729.8
Programme support	2,129.8	1,134.2	4,156.5	-	-	7,420.5	5,013.6	2,406.9
Total	10,000.0	12,508.4	9,859.5	43,330.8	152,573.1	228,271.8	40,453.8	187,818.0
Post	8,187.2	11,169.6	6,527.7	-	-	25,884.5	40,453.8	(14,569.3)
Non-Post	1,812.8	1,338.8	3,331.8	43,330.8	152,573.1	202,387.3	-	202,387.3
Total	10,000.0	12,508.4	9,859.5	43,330.8	152,573.1	228,271.8	40,453.8	187,818.0

38. 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.
39. Table 15.6 shows a comparison of expenditure for the years 2019, 2020 and projections for 2021. Table 15.7 shows expenditure by category for each funding source and table 7 shows the breakdown of expenditure by subcategory for each strategic area.

Table 15.6
Resource breakdown by subcategory of expenditure from 2019–2021

(thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved appropriations 2020</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2021</i>
Post	20,701.1	32,376.5	8,077.3	0.2	40,453.8
Other staff costs	64,119.8	63,338.0	(25,097.8)	(0.4)	38,240.2
Hospitality	81.7	107.8	(100.0)	(0.9)	7.8
Consultants and experts	324.1	18,764.0	(4,423.2)	(0.2)	14,340.8
Travel of representatives	4.4	40.0	(40.0)	(1.0)	-
Travel of staff	3,437.7	15,272.0	(5,928.0)	(0.4)	9,344.0
Contractual services	15,734.2	17,717.9	6,321.2	0.4	24,039.1
General operating expenses	16,984.5	28,035.4	(12,977.4)	(0.5)	15,058.0
Supplies and materials	655.8	4,322.4	(715.4)	(0.2)	3,607.0
Furniture and equipment	1,883.6	6,246.8	(2,127.2)	(0.3)	4,119.6
Grants and contributions	48,430.6	65,381.5	13,680.0	0.2	79,061.5
Subtotal	172,357.5	251,602.3	(23,330.5)	(3.1)	228,271.8

Table 15.7

Resource breakdown by subcategory of expenditure and source of funding

(thousands of United States dollars)

<i>Category</i>	<i>FNDN</i>	<i>REGB</i>	<i>PGMS</i>	<i>FNDE</i>	<i>TECH</i>	<i>Total</i>
Post	8,187.2	11,169.6	6,527.7	6,101.4	8,467.9	40,453.8
Other staff costs	-	294.9	-	6,630.8	31,314.5	38,240.2
Hospitality	-	7.8	-	-	-	7.8
Consultants and experts	105.0	215.0	140.0	6,080.2	7,800.6	14,340.8
Travel of staff	90.1	143.7	114.0	4,261.7	4,734.5	9,344.0
Contractual services	198.1	252.0	106.8	3,583.4	19,898.8	24,039.1
General operating expenses	1,296.4	354.9	2,921.1	1,808.1	8,677.5	15,058.0
Supplies and materials	40.2	36.7	35.9	884.1	2,610.1	3,607.0
Furniture and equipment	28.0	33.8	14.0	561.8	3,482.0	4,119.6
Grants and contributions	55.0	-	-	13,419.3	65,587.2	79,061.5
Subtotal	10,000.0	12,508.4	9,859.5	43,330.8	152,573.1	228,271.8

Table 15.8**Resource breakdown by subcategory of expenditure and strategic priority**

(thousands of United States dollars)

<i>Subcategory</i>	<i>SP1</i>	<i>SP2</i>	<i>SP3</i>	<i>SP4</i>	<i>PMO</i>	<i>EDM</i>	<i>PGS</i>	<i>Total</i>
Post	10,050.0	6,180.5	6,411.8	7,639.2	703.0	4,455.7	5,013.6	40,453.8
Other staff costs	9,882.9	10,201.9	6,525.0	11,465.4	33.3	131.7	-	38,240.2
Hospitality	-	-	-	-	7.8	-	-	7.8
Consultants and experts	4,223.0	4,850.7	1,909.7	3,265.5	-	89.6	2.3	14,340.8
Travel of staff	2,959.5	2,434.9	1,071.7	2,775.4	-	78.3	24.2	9,344.0
Contractual services	6,862.4	6,025.6	3,289.0	7,574.4	1.6	65.0	221.1	24,039.1
General operating expenses	3,241.1	2,846.3	1,709.5	3,473.6	1,337.3	325.1	2,125.1	15,058.0
Supplies and materials	1,200.6	794.2	555.4	1,008.5	0.7	23.2	24.4	3,607.0
Furniture and equipment	1,014.2	1,119.8	712.9	1,251.0	-	11.9	9.8	4,119.6
Grants and contributions	23,774.4	14,677.6	17,744.6	22,859.9	-	5.0	-	79,061.5
Subtotal	63,208.1	49,131.5	39,929.6	61,312.9	2,083.7	5,185.5	7,420.5	228,271.8

Foundation non-earmarked budget

40. The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from non-earmarked contributions for the year 2021 is \$10.0 million, a decrease of 47.1 per cent from the 2020 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 actually 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

41. The amount of regular budget allocations for 2021 is projected at \$12.5 million (before recosting), which represents a zero-growth budget proposal to be submitted to the General Assembly for approval. Support to policy making bodies accounts for \$0.6 million (5.1 per cent). Programme activities account for \$7.9 million (71.2 per cent), while \$1.0 million (9.9 per cent) is for programme support services and \$1.7 million (14.9 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

42. The estimated budget for the year 2021 is \$43.3 million, all of which is for programme activities (see table 15.5). This represents a projected decrease of 31.7 per cent below the \$63.5 million estimated for the year 2020.
43. As reflected in table 15.9, the United Nations Habitat and Human Settlements Foundation earmarked component incorporates the corresponding programme support cost (overhead) element of \$3.2 million estimated at an average of 8.0% 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 2021. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 15.9
Foundation earmarked resources composition
(thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved appropriations 2020</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2021</i>
Direct programme costs	35,803.7	59,321.0	(19,210.6)	(32.4)	40,110.4
Programme support costs	2,734.6	4,152.5	(932.1)	(22.4)	3,220.4
Subtotal	38,538.3	63,473.5	(20,142.7)	(31.7)	43,330.8

Technical cooperation budget

44. The proposed budget for technical cooperation activities is projected at \$1 52.6 million for the year 2021, representing an increase on the \$147.4 million estimated for the year 2020.
45. As reflected in table 15.10, the technical cooperation component includes the corresponding programme support cost (overhead) element of \$10.2 million estimated at an average of 7.2% 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 2021. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 15.10
Technical cooperation resources composition
(thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved appropriations 2020</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2021</i>
Direct programme costs	94,757.7	137,755.0	4,616.4	3.4	142,371.4
Programme support costs	6,742.6	9,642.7	559.0	5.8	10,201.7
Subtotal	101,500.3	147,397.7	5,175.4	3.5	152,573.1

Programme support activities budget

46. UN-Habitat projects that a total of \$9.9 million will be expended to support the 2021 programme using programme support revenue earned from the earmarked resources. Table 15.5 shows the distribution of the strategic areas that will be supported. Estimated revenue to be earned from earmarked projects in 2021 amounts to \$13.4 million of which \$10.2 million is expected from technical cooperation and \$3.2 million is expected from foundation earmarked funds.

Overall human resources overview

47. 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.

48. The Strategic Plan 2020-2023 provides for 2021 a total of 181 posts comprising 73 posts from regular budget, 58 posts from foundation earmarked and 50 posts from programme support fund.
49. 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.
50. Table 15.11 shows the staffing levels for the year 2021 compared to the 2020 levels. Table 15.12 shows resource requirements by strategic area.

Table 15.11
Estimated distribution of posts by source of funds

	Professional category and above								Total	General service		Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	
2020												
Foundation non-earmarked	-	1	4	10	30	19	23	6	93	42	-	135
Regular budget	1	-	1	4	9	15	14	5	49	24	-	73
Programme support	-	-	-	-	10	1	15		26	21	-	47
2020 total	1	1	5	14	49	35	52	11	168	87	-	255
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	(2)	(3)	(25)	(11)	(15)	(5)	(61)	(16)	-	(77)
Regular budget	-	-	-	-	-	-	-	-	-	(2)	2	-
Programme support	-	-	-	-	(5)	13	(4)	1	5	(2)	-	3
Net changes	-	-	(2)	(3)	(30)	2	(19)	(4)	(56)	(20)	2	(74)
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	14	11	1	31	19	-	50
2021 total	1	1	3	11	19	37	33	7	112	67	2	181

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

Table 15.12
Estimated distribution of posts by strategic priority

	Professional category and above								Total	General service		Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	
Subprogramme 1	-	-	2	2	5	4	3	1	17	10	-	27
Subprogramme 2	-	-	-	3	3	7	5	2	20	8	-	28
Subprogramme 3	-	-	-	1	3	7	6	1	18	11	-	29
Subprogramme 4	-	-	-	1	3	4	4	1	13	12	-	25
Policy making organs	-	-	-	1	-	-	2	-	3	3	-	6
Executive direction and management	1	1	1	2	4	5	2	1	17	9	2	28
Programme support	-	-	-	1	1	10	11	1	24	14	-	38
2021 Total	1	1	3	11	19	37	33	7	112	67	2	181

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

Foundation non-earmarked resources

51. Table 15.13 below presents the actual financial trend of UN-Habitat in the five-year period from 2015 to 2019 and also shows the approved position for 2020 presented alongside the proposed amounts for the year 2021.
52. The financial trend of the non-earmarked account of the United Nations Habitat and Human Settlements Foundation for the period 2015 to 2021 is presented in Table 15.13 below. Table 15.14 and Table 15.15 show the resource requirements by broad strategic area and by expenditure subcategory respectively.

Table 15.13**Financial trend of the UN-Habitat Human Settlements Foundation**

(Thousands of United States dollars)

Item / Year	2015	2016	2017	2018	2019	2020*	2021*
I. Funding							
A. Fund and reserve balances at year start	16,498	10,154	6,088	2,279	1,280	3,491	(1,389)
Total, A	16,498	10,154	6,088	2,279	1,280	3,491	(1,389)
B. Income							
Contributions	1,995	2,279	2,693	3,594	5,128	4,900	10,000
Investment revenue	172	37	52	13	94	13	10
Cost Recovery	2,803	2,469	2,628	-	-	-	-
Other Revenue	337	-	-	92	17	-	-
Total, B	5,307	4,785	5,373	3,699	5,239	4,913	10,010
Total, I (A+B)	21,805	14,939	11,461	5,978	6,519	8,404	8,621
II. Expenditures							
Employee Salaries and Benefits	8,829	7,984	7,927	4,419	5,490	8,112	8,187
Non-Employees compensation & allw	654	331	334	27	(1)	-	105
Grants and transfers	18	15	442	-	-	55	55
Supplies and consumables	13	(5)	4	-	-	45	40
Travel	831	276	287	43	7	81	90
Other Operating expenses	257	228	171	18	20	1,500	1,523
Other Expenses	1,049	22	17	12	2	-	-
Total, II	11,651	8,851	9,182	4,519	5,518	9,793	10,000
III. Fund and reserve balances at year end (I-II)							
Adjustment	-	-	-	(179)	2,490	-	-
Subtotal	10,154	6,088	2,279	1,280	3,491	(1,389)	(1,379)
Operational reserve**	4,562	4,562	2,606	1,303	1,303	2,000	2,000
Fund Balances at the end of year	5,592	1,526	(327)	(23)	2,188	(3,389)	(3,379)

** The revised operational reserve is being proposed to the Executive Board ST/SGB/2015/4 financial rule 304.2 (b)

* *Projected amounts*

Table 15.14**United Nations Habitat and Human Settlements Foundation resource requirements for the year 2021****(Non-earmarked funds only)**

(thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved appropriations 2020</i>	<i>Change amount</i>	<i>Estimates 2021</i>	<i>2020</i>	<i>Changes</i>	<i>2021</i>
A. Programme of Work							
Post	2,247.4	11,160.5	(7,387.6)	3,772.9	86	(59)	27
Non-post	175.7	625.2	(122.7)	502.5			
Subtotal	2,423.1	11,785.7	(7,510.3)	4,275.4	86	(59)	27
B. Policy making organs							
Post	-	406.9	(259.4)	147.5	1	-	1
Non-post	-	32.2	632.4	664.6			
Subtotal	-	439.1	373.0	812.1	1	-	1
C. Executive direction and management							
Post	1,928.3	2,625.3	(116.8)	2,508.5	21	(6)	15
Non-post	339.8	230.7	43.5	274.2			
Subtotal	2,268.1	2,856.0	(73.3)	2,782.7	21	(6)	15
Programme support							
Post	655.0	2,726.6	(968.3)	1,758.3	27	(12)	15
Non-post	(50.5)	1,120.0	(748.5)	371.5			
Subtotal	604.5	3,846.6	(1,716.8)	2,129.8	27	(12)	15
Total by category							
Post	4,830.7	16,919.3	(8,732.1)	8,187.2	135	(77)	58
Non-post	465.0	2,008.1	(195.3)	1,812.8			
Total	5,295.7	18,927.4	(8,927.4)	10,000.0	135	(77)	58

Table 15.15**Resource breakdown by subcategory of expenditure and strategic priority**

(thousands of United States dollars)

<i>Category</i>	<i>Subprogramme 1</i>	<i>Subprogramme 2</i>	<i>Subprogramme 3</i>	<i>Subprogramme 4</i>	<i>Policy making organs</i>	<i>Executive direction & managt</i>	<i>Programme support</i>	<i>Total</i>
Post	1,089.3	857.7	867.4	958.5	147.5	2,508.5	1,758.3	8,187.2
Consultants and experts	20.0	20.0	20.0	20.0	-	25.0	-	105.0
Travel of staff	16.0	14.0	13.1	12.0	-	25.0	10.0	90.1
Contractual services	9.7	5.4	10.1	10.1	1.6	18.5	142.7	198.1
General operating expenses	89.9	42.0	61.9	50.8	662.3	187.1	202.4	1,296.4
Supplies and materials	5.0	3.6	4.3	5.0	0.7	10.8	10.8	40.2
Furniture and equipment	5.6	4.2	4.2	5.6	-	2.8	5.6	28.0
Grants and contributions	-	-	-	50.0	-	5.0	-	55.0
Subtotal	1,235.5	946.9	981.0	1,112.0	812.1	2,782.7	2,129.8	10,000.0
Post	1,089.3	857.7	867.4	958.5	147.5	2,508.5	1,758.3	8,187.2
Non-post	146.2	89.2	113.6	153.5	664.6	274.2	371.5	1,812.8
Subtotal	1,235.5	946.9	981.0	1,112.0	812.1	2,782.7	2,129.8	10,000.0

53. Table 15.16 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 15.16
United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority

	Professional category and above								General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2021												
Subprogramme 1	-	-	1	1	2	-	-	-	4	3	-	7
Subprogramme 2	-	-	-	2	-	1	1	-	4	1	-	5
Subprogramme 3	-	-	-	1	-	1	-	-	2	6	-	8
Subprogramme 4	-	-	-	1	1	1	-	-	3	4	-	7
Policy making organs	-	-	-	-	-	-	1	-	1	-	-	1
Executive direction and management	-	1	1	1	2	4	1	1	11	4	-	15
Programme support	-	-	-	1	-	1	5	-	7	8	-	15
2021 Total	-	1	2	7	5	8	8	1	32	26	-	58

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

Table 15.17
United Nations Habitat and Human Settlements Foundation summary of post changes

	Professional category and above								General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020 posts	-	1	4	10	30	19	23	6	93	42	-	135
Increase/(Decrease)	-	-	(2)	(3)	(25)	(11)	(15)	(5)	(61)	(16)	-	(77)
2021 Total	-	1	2	7	5	8	8	1	32	26	-	58

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

General financial reserve

54. 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.
55. In view of the expected level of expenditure in the year 2021, a general financial reserve of \$2.0 million is recommended, which is equivalent to 20 per cent of the Foundation non-earmarked budget of \$10.0 million as presented in table 15.13. This financial reserve will be recorded upon approval by the Executive Board of the 2021 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

Objective

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

Strategy

57. To contribute to increased and equal access to basic services, sustainable mobility and accessible and safe public space, 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 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 consumption. The sub-programme will also aim at supporting national and local authorities in building capacity for the application of frontier technologies in improving the provision and management of basic services for all. With regard to the area of public space, for example, these activities are expected to result in improved quality, accessibility, inclusion and safety of public spaces for all in urban areas. Past results in this area include, improvement in basic services such as water supply and sanitation for more than 2 million people and 75 cities globally upgrading and revitalizing their public spaces to make them safe, inclusive and accessible to more than 1.8 million people, especially women, children, the elderly and people with disabilities. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goals 1, 6, 7, 11, 12 and 14.

58. To contribute to increased and secure access to land, and to adequate and affordable housing, 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 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 is expected to result in an increased number of people living in adequate and affordable housing and strengthened capacities of policymakers to implement sustainable land governance systems. Past results in these areas include more than 100 countries enacting constitutional provisions on the right to adequate housing. This led to 42 countries progressively delivering adequate and affordable housing to beneficiaries such as women, children, persons with disabilities, indigenous peoples and migrants alike, tenure security for 800,000 slum dwellers and persons dwelling in informal settlements, sustainable livelihoods to 268,000 women and youth and improved living conditions for 516,203 people in 200 cities in 40 countries. This work helps Member States make progress towards achieving the Sustainable Development Goals, primarily Goals 1, 2, 5, 11 and 15.
59. To contribute to effective human settlements growth and regeneration, 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 also provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and priority urban interventions. The subprogramme will also support partner cities in institutionalizing different approaches to sustainable and inclusive urban development and management through outlining of specific plans policies, innovative, financing modalities, partnerships as well as technical guidelines and toolkits. These actions are expected to result in the transformation of dilapidated urban areas into social and economically inclusive areas that offer improved quality of life to inhabitants while mitigating and adapting to environmental and climate change impacts. This includes - among other issues - the upgrading of brownfield sites, promotion of inclusive urban mobility schemes and nature-based solutions for public spaces, Past results in these areas include more than 20 cities adopting sustainable principles of urban planning in their planning exercises, and more effective and Sustainable Development Goal-compliant terms of reference for urban plans and projects being finalized and used to guide planning exercises, including for 30 urban projects. This work helps Member States make progress towards achieving Goal 11.

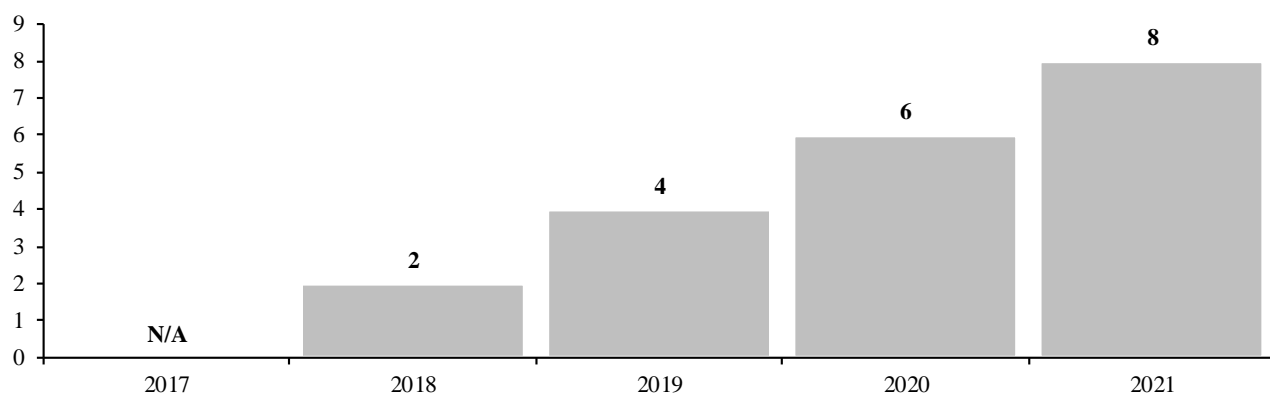
Planned results for 2021

Result 1: strengthened land rights for men and women in the Arab world (result carried over from 2020)

60. The subprogramme will continue the work related to land governance tenure security for all, in line with its mandate, and will build the capacity of institutions to implement pro-poor and gender-responsive land tools and approaches that support land reforms, good land governance, sustainable land management and functional land sector coordination, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 15.I

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**



Abbreviation: N/A, not applicable.

Result 2: inclusive, vibrant neighbourhoods and communities (new result)

61. Fragmentation of the urban space frequently manifests in segregation and concentration of poverty and multiple deprivations in certain pockets of the city. Neglected historical sites in inner cities, brownfield sites, dilapidated housing and unplanned neighbourhoods are shared experiences in cities irrespective of income class. Urban regeneration is one tool to reduce spatial inequalities by improving quality of life in targeted areas of the city while also incubating economic, social and environmental benefits for the wider city and its hinterland. Urban regeneration initiatives are being undertaken by various actors through a diversity of mechanisms and funding; however, outcomes are often unsatisfactory as far as social inclusion and the protection of the most vulnerable residents are concerned.
62. The subprogramme will enhance synergies with other subprogrammes and will provide support to national and local governments to undertake inclusive urban development projects and initiatives enhancing the integration of disconnected urban areas into the wider urban fabric. Urban mobility schemes will be promoted while fostering social, economic and environmental benefits for all. In this regard, past experiences with urban upgrading and planned city infill will be linked to the global body of knowledge and norms in addition to building the capacity of national and local governments for better managing the implementation and outputs of such initiatives. Innovative and integrated initiatives will mainstream frontier technologies and build on existing instruments and principles, including the right to adequate housing and key elements of the New Urban Agenda relating to urban planning, legislation, finance and governance. Demonstration projects are being designed in collaboration with partner cities to enable local testing and learning.

Internal challenge and response

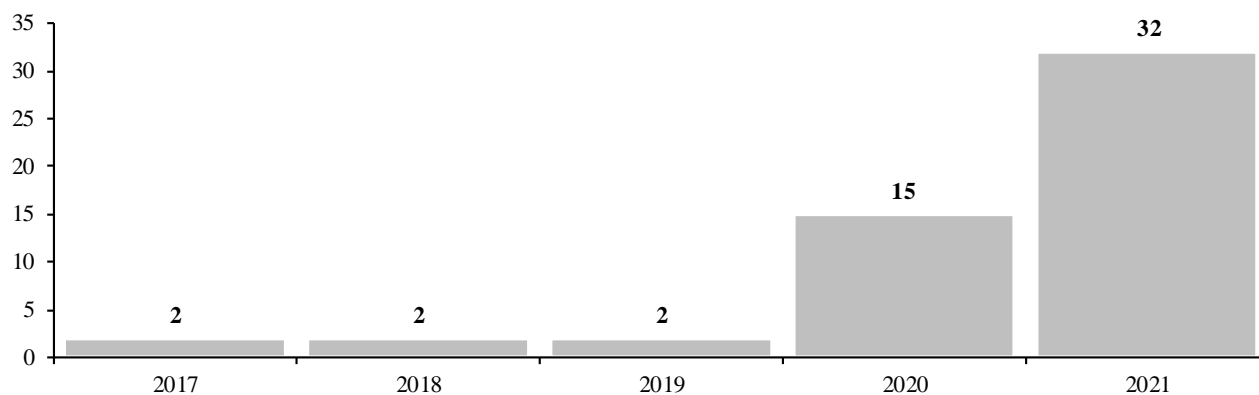
63. The challenge for the subprogramme was to address growing spatial inequality through inclusive urban regeneration, as the subprogramme did not have comprehensive global guidelines and tools in place to support the Member States in this initiative. Spatial inequality concentrates in specific locations and is often accompanied by far-reaching social, economic and environmental challenges such as the uneven distribution of basic urban services, a lack of affordable housing, reduced economic opportunities and low environmental quality. In response, the subprogramme will develop – in close collaboration with relevant partners- global norms and monitoring frameworks for urban regeneration which will provide an integrated approach to undertaking urban regeneration processes and management of sustainable outcomes. This integrated approach will promote social inclusion, shared economic prosperity, improved land-use efficiency, physical connectivity and the functionality of urban spaces from a city-wide perspective to reduce urban sprawl and ensure environmental sustainability.

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

64. This work is expected to reduce inequality among and within communities and reduce poverty in communities across the urban-rural continuum, which would be demonstrated by a total of 32 cities adopting urban regeneration policies addressing spatial and social inequality by 2021, expanding to 250 cities by 2030. Fifteen cities are expected to sign up following the two initial pilot cities for the regeneration flagship programme in 2020, and lessons learned from their experiences will be consolidated and scaled up.

Figure 5.II

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



Legislative mandates

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

General Assembly resolutions

<p>42/146</p> <p>67/291</p> <p>69/213</p> <p>72/271</p>	<p>Realization of the right to adequate housing</p> <p>Sanitation for All</p> <p>Role of transport and transit corridors in ensuring international cooperation for sustainable development</p> <p>Improving global road safety</p>	<p>73/226</p> <p>74/141</p> <p>74/237</p>	<p>Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028</p> <p>The human rights to safe drinking water and sanitation</p> <p>Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development</p>
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Governing Council resolutions

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

Deliverables

66. Table 15.2 lists all deliverables, by category and subcategory, for the period 2020–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.2

Subprogramme 1: deliverables for the period 2020–2021, by category and subcategory (\$10 Million scenario)

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			32	34
1. Projects on urban basic services: mobility, safe and inclusive public space emphasizing improvements in air and water quality as well as sanitation, energy and solid waste management.			13	10
2. Project on development of national and local policies on urban heritage, historical landscape and culture			1	1
3. Pilot projects on housing, slum upgrading, rehabilitation of brown-field sites and innovative financing through land readjustment			9	8
4. Projects on land tenure security, land-based financing, implementation of the Secretary-General's guidance note on land and conflict			–	7
5. Projects for integrated urban and territorial planning, developing and implementing effective planning laws			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
Seminars, workshops and training events (number of days)			51	49
7. Workshops and trainings on urban basic services: mobility, safe and inclusive public space emphasizing improvements in air and water quality as well as sanitation, energy and solid waste management.			21	20
8. Workshops and trainings on housing, slum upgrading, rehabilitation of brown-field sites and innovative financing through land readjustment, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety			13	12
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs			5	5
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda			4	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection			8	8
12. Training sessions on land and conflict; land tenure, governance and financing; expert group meetings on urban land governance			–	3
Publications (number of publications)			2	3
13. Publication on low carbon options for sustainable mobility			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	–
15. Land tenure and land degradation			–	1
16. Global report on land governance			–	1
17. Publication on affordable and sustainable housing, including energy and resource efficiency			–	1
Technical materials (number of materials)			–	11
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty			–	0
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension			–	1
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space.			–	2
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children			–	0
22. Guide for land management and spatial plans for poverty reduction and spatial equality			–	1
23. Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups, including migrants			–	1
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration			–	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			–	2
26. Series of guides and tools to improve land management and tenure security			–	1
27. Guidelines and handbooks on slum upgrading solutions			–	2
28. Neighbourhood planning guidelines on participation and inclusive regeneration			–	0

C. Substantive deliverables

Consultation, advice and advocacy: 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 urban regeneration and growth as well as its effective management through: inclusive territorial and urban planning and design, implementation, innovative financing mechanisms, inclusive and participatory governance, public space design and management; technical advice on urban regeneration and effective management of outcomes, urban land administration and management to different stakeholders (UN Development System, national and local governments, non-governmental organizations, grassroots organizations, private sector); activities to strengthen partnerships and existing networks.

Databases and substantive digital materials: 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, urban regeneration and growth; awareness-raising materials and information databases on cultural heritage and brownfield sites for urban dwellers, the Global Urban Indicators database and UrbanLex – Urban Law database; the New Urban Agenda online platform, a United Nations collaborative effort to incorporate best practices into the work of urban regeneration and growth.

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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D. Communication deliverables

Outreach programmes, special events and information materials: 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 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 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 of 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, webinars; start-up version of a database of global urban plans.

67. Total financial and human resource requirements for sub-programme 1 are shown in table 15.18 and table 15.19. The subprogramme will be comprised of 27 core personnel. The estimated total personnel and non-post costs are \$63.2 million.

Financial and human resources requirements Table 15.18**Resource requirement by source of funds**

(thousands of United States dollars)

Category	Resources			Posts	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2,792.5	(1,703.2)	1,089.3	20	7
Non-post	156.9	(10.7)	146.2		
Subtotal	2,949.4	(1,713.9)	1,235.5	20	7
Regular budget					
Post	1,793.1	261.6	2,054.7	13	13
Non-post	239.4	(4.4)	235.0		
Subtotal	2,032.5	257.2	2,289.7	13	13
Programme support					
Post	592.3	366.0	958.3	4	7
Non-post	263.6	(133.0)	130.6		
Subtotal	855.9	233.0	1,088.9	4	7
Foundation earmarked					
Post	-	3,821.0	3,821.0	-	-
Non-post	22,261.1	(7,120.9)	15,140.2		
Subtotal	22,261.1	(3,299.9)	18,961.2	-	-
Technical cooperation					
Post	-	2,126.7	2,126.7	-	-
Non-post	26,303.4	11,202.7	37,506.1		
Subtotal	26,303.4	13,329.4	39,632.8	-	-
Total by category					
Post	5,177.9	4,872.1	10,050.0	37	27
Non-post	49,224.4	3,933.7	53,158.1		
Subtotal	54,402.3	8,805.8	63,208.1	37	27

Table 15.19
Estimated distribution of posts by source of funds

	Professional category and above								Total	General service		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	-	1	1	6	2	5	2	17	3	-	20
Regular budget	-	-	1	1	1	3	2	1	9	4	-	13
Programme support	-	-	-	-	3	-	-	-	3	1	-	4
2020 total	-	-	2	2	10	5	7	3	29	8	-	37
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	-	-	(4)	(2)	(5)	(2)	(13)	-	-	(13)
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	(1)	1	1	-	1	2	-	3
Net changes	-	-	-	-	(5)	(1)	(4)	(2)	(12)	2	-	(10)
2021												
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
2021 total	-	-	2	2	5	4	3	1	17	10	-	27

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

Subprogramme 2

Enhanced shared prosperity of cities and regions

Objective

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

Strategy

69. To contribute to enhanced spatial connectivity and productivity, 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, knowledge transfer, capacity-building and the development of tools on urban and rural territorial planning and design. These actions are expected to result in balanced territorial development better-connected cities and human settlements strengthening shared prosperity while contributing to improved social inclusivity, poverty reduction and climate action. Past results in this area include the adoption of national urban policies in more than 40 countries, including Cameroon, India, the Islamic Republic of Iran, Lebanon, Jordan, Malawi, Serbia, Tunisia and Zambia, which has led to a recalibrating of the way countries plan, finance, develop and manage cities, recognizing the importance of sustainable urban and territorial development to enhance prosperity for all, and connectivity. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goal 1 and Goal 11.
70. To contribute to increased and equitably distributed locally generated revenue, the subprogramme will provide technical assistance, capacity-building and advisory services to cities with regard to developing

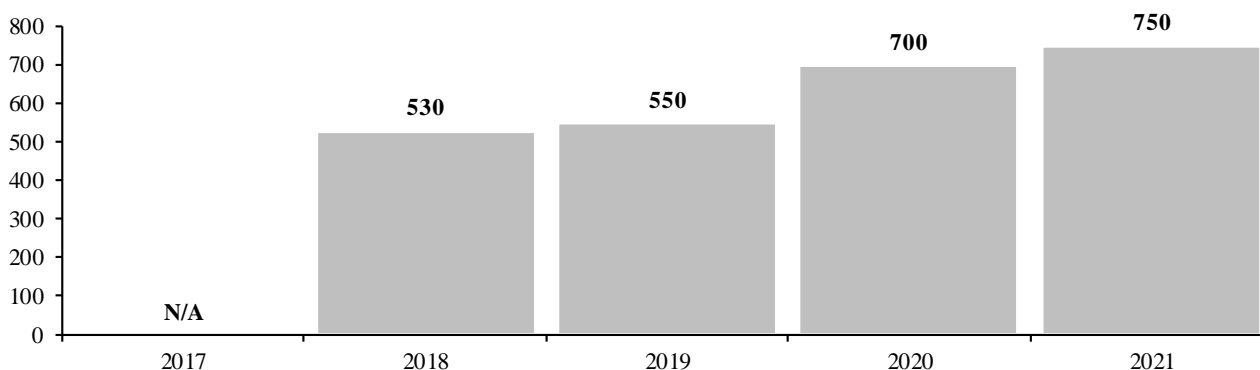
participatory budgeting approaches, and optimizing local revenue systems through data collection and the development of municipal databases, sharing case studies on revenue optimization developing guidelines on local revenue generation and supporting their implementation. This work is expected to result in local authorities enacting the institutional and legal reforms necessary to generate additional revenue from a diverse range of resources and be better placed to attract other forms of finance, including through the private sector and public climate resources. Attention will be placed on the use of frontier technology to increase urban management efficiency and digitisation of revenue systems and performance monitoring. Past results in this area include an increase in municipal revenues in countries such as Afghanistan, Kenya and Somalia linked to land value finance and tax property as a result of property registration; local assets and better land management; improved financial policymaking; budgeting; budget execution and regulatory oversight; and compliance. In the county of Kisumu, Kenya, for instance, policy analysis demonstrated that land rates are likely to increase revenues by 40 per cent and single business permit fees by 14 per cent, focusing on a restructuring of revenue streams. Through strengthened local revenue and sustainable finance, and increasing investment in the equitable distribution of public infrastructure and services Member States make progress towards achieving Sustainable Development Goal 8 on decent work and economic growth and contribute to achieving Goal 6 on improved water and sanitation, Goal 11, making cities and human settlements inclusive, safe, resilient and sustainable.

Planned results for 2021

Result 1: innovation driving city transformation and sustainable development: The City Prosperity Initiative (result carried over from 2020)

71. The subprogramme will continue the work related to knowledge on sustainable urbanization, in line with its mandate, and will support Member States in formulating evidence-based policies and interventions necessary for equitable and sustainable urban development and expand the adoption of the City Prosperity Initiative, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 15.III
Performance measure: total number of cities using the City Prosperity Initiative



Abbreviation: N/A, not applicable.

Result 2: strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments (new result)

72. The subprogramme has been working in several regions to show how well-planned and managed urbanization can contribute to prosperity and well-being, allowing for integrated territorial development and connecting rural and urban development. Achieving balanced territorial development and overcoming inequalities requires combining economic growth strategies with socially inclusive and environmentally sustainable development. One key area is to support cities to realize their potential to drive the achievement of the Sustainable Development Goals and thus improve the well-being of all, in particular marginalized and vulnerable urban populations. Supporting cities from developing, emerging and developed economies, the subprogramme is establishing a Sustainable Development Goal Cities flagship programme that will create a United Nations system-wide urban indicator and monitoring platform to inform evidence-based policies on and investment priorities for locally generated revenues. It will build on work previously achieved through the City Prosperity Initiative and will strengthen city capacities to produce reliable comparable data and evidence, using, notably, technologies such as artificial intelligence and big data processing and visualization, to identify challenges as well as strategic transformative actions and measure social, economic and environmental impacts.
73. The subprogramme has been working in more than 400 cities in countries such as China, Colombia, Ethiopia, Mexico and Saudi Arabia to implement the City Prosperity Initiative. Building on the work of the Initiative, the Sustainable Development Goal Cities flagship programme will serve as a basis for creating a global city monitoring tool with the capability to collect, synthesize, interpret and provide action plans from urban data. It will also act as a platform to articulate United Nations system efforts on the monitoring of urban Sustainable Development Goals and support voluntary local reporting. With 55 per cent of the world's population living in cities, a number that is projected to increase to 60 per cent by 2030, it is important to improve support for human settlements with local monitoring systems to provide adequate, detailed, documented and harmonized data. The availability of reliable data is necessary for the preparation of developmental baselines and targets in cities, as well as to assist policymakers with prioritizing development actions where resources are limited and mobilize funding.

Internal challenge and response

74. The challenge for the subprogramme was that, although there were mechanisms in place to support data monitoring and reporting at the national level, the Sustainable Development Goal global indicator framework required an alignment and update of the subprogramme's existing methodologies and tools to fully satisfy the monitoring and reporting of progress towards the achievement of the Goals at both the city and national levels. In response, the subprogramme had to swiftly come up with Goal-compliant frameworks and instruments to capture the required city-level data as well as identify relevant national actors. The subprogramme will build on work previously undertaken through the City Prosperity Initiative, ensuring that indicator frameworks thoroughly capture the three dimensions of sustainable development: social, economic and environmental. It will also provide advocacy services and specialized training for cities in order to develop or reinforce their capabilities to connect knowledge, policies, planning and financing and identify or implement critical investments that can drive the achievement of the Goals locally.

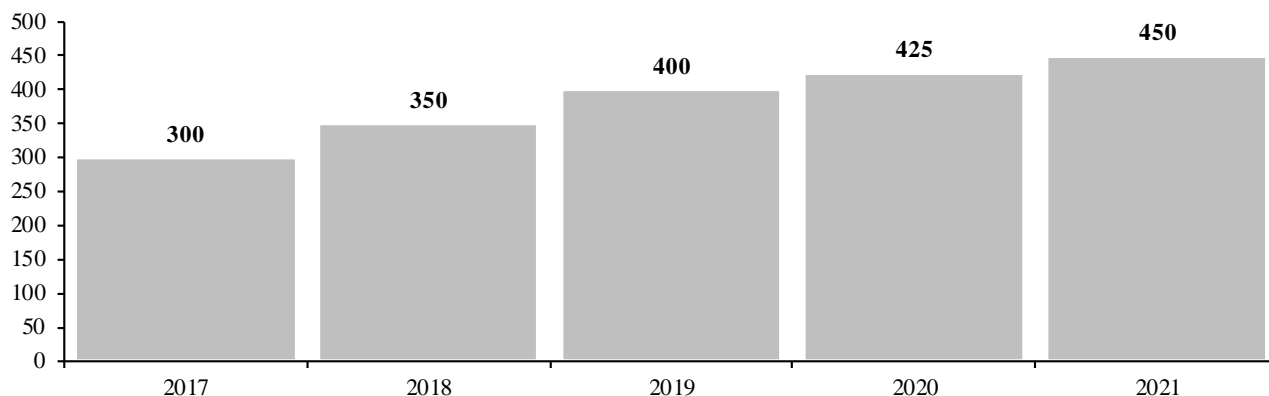
Expected progress towards the attainment of the objective, and performance measure

75. This work is expected to enhance the shared prosperity of cities and regions by transforming the City Prosperity Initiative into a universal monitoring framework with comparable data and indicators, implementing a structured knowledge transfer and the pairing of cities and sharing best practices and policy analysis, starting with a learning system comprising a few core cities, which would be demonstrated by a total of 450 cities, including 75 major and secondary cities from least developed countries, low- and middle-

income countries, connecting the value chain of data, evidence-based policy and impact-oriented investments to accelerate their achievement of the Sustainable Development Goals. The subprogramme is expected to reach 900 cities by 2030.

Figure 15.IV

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



Legislative mandates

The list below provides all mandates entrusted to the subprogramme.

General Assembly resolution

71/327 The United Nations in global economic governance

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

Deliverables

76. Table 15.3 lists all deliverables, by category and subcategory, for the period 2020–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.3

Subprogramme 2: deliverables for the period 2020–2021, by category and subcategory (\$10 Million scenario)

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			37	24
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	7
2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure			11	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	10
Seminars, workshops and training events (number of days)			74	41
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	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	13
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance			12	1
Publications (number of publications)			2	3
7. National cities report			1	2
8. <i>World Cities Report</i>			1	1
Technical materials (number of materials)			21	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	6
10. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure			7	5
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	0

C. Substantive deliverables

Consultation, advice and advocacy: advisory services and technical assistance to 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;; urban law reform, compliance and community contracting, urban prosperity including the use of the City Prosperity Initiative tool 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; City Prosperity Initiative best practices expert system.

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.

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Digital platforms and multimedia content: mobile app content for national and citywide citizen consultation in the realization of Sustainable Development Goal 11.				

77. Table 15.21 and table 15.22 present the total resource requirements estimate for the subprogramme.

Financial and human resources requirements

Table 15.21
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	2,140.6	(1,282.9)	857.7	16	5
Non-post	136.4	(47.2)	89.2		
Subtotal	2,277.0	(1,330.1)	946.9	16	5
Regular budget					
Post	2,073.9	277.3	2,351.2	16	16
Non-post	239.4	(4.2)	235.2		
Subtotal	2,313.3	273.1	2,586.4	16	16
Programme support					
Post	588.2	491.2	1,079.4	3	7
Non-post	253.0	(86.4)	166.6		
Subtotal	841.2	404.8	1,246.0	3	7
Foundation earmarked					
Post	-	443.4	443.4	-	-
Non-post	14,338.9	(2,040.2)	12,298.7		
Subtotal	14,338.9	(1,596.8)	12,742.1	-	-
Technical cooperation					
Post	-	1,448.8	1,448.8	-	-
Non-post	36,388.2	(6,226.9)	30,161.3		
Subtotal	36,388.2	(4,778.1)	31,610.1	-	-
Total by category					
Post	4,802.7	1,377.8	6,180.5	35	28
Non-post	51,355.9	(8,404.9)	42,951.0		
Subtotal	56,158.6	(7,027.1)	49,131.5	35	28

Table 15.22
Estimated distribution of posts by source of funds

	Professional category and above								Total	General service		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	-	-	2	4	2	2	-	10	6	-	16
Regular budget	-	-	-	1	2	3	3	2	11	5	-	16
Programme support	-	-	-	-	2	-	-	-	2	1	-	3
2020 total	-	-	-	3	8	5	5	2	23	12	-	35
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	-	-	(4)	(1)	(1)	-	(6)	(5)	-	(11)
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	(1)	3	1	-	3	1	-	4
Net changes	-	-	-	-	(5)	2	-	-	(3)	(4)	-	(7)
2021												
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	2	-	7
2021 total	-	-	-	3	3	7	5	2	20	8	-	28

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

Subprogramme 3

Strengthened climate action and improved urban environment

Objective

78. 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

79. To contribute to strengthened climate action and improved urban environments through reduced greenhouse gas emissions and improved air quality, 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. This work is expected to result in strengthened capacities of partner cities and Member States to plan for, invest in and monitor city-level climate action. Past results in these areas include development and approval of Urban Low Emission Development Strategies (Urban-LEDS) in cities in Brazil, India, Indonesia and South Africa and the subsequent implementation of climate change mitigation measures, ranging from sustainable mobility solutions and renewable energy projects to green roof ordinances and green public buildings. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 11 and 13.

80. To contribute to improved resource efficiency and protection of ecological assets, the subprogramme will provide advocacy, knowledge transfer, and the sharing of best practices and support where possible as well as peer-to-peer learning on urban environment policy and planning. The subprogramme will promote nature-based solutions to climate action, urban and peri-urban environmental protection, restoration and green

public spaces. This work complemented by subprogramme 2 (outcome 2.1 on enhanced spatial connectivity) is expected to result in multidimensional climate action. Past results in this area include the adoption of energy-efficient building policies, regulations and bylaws and financial frameworks in countries such as Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania. For instance, in Kenya, green building principles were incorporated into housing policy, and in Rwanda new buildings were required to comply with minimum energy-efficiency measures. This work helps Member States make progress towards achieving Sustainable Development Goals 6, 7, 8, 11, 12, 13, 14 and 15.

81. To contribute to the effective adaptation of communities and infrastructure to climate change, the subprogramme will provide assistance to Member States, selected local authorities, , civil society and other partners through technical capacity-building and the provision of technical advice, disseminate best practices and promote peer-to-peer learning to foster cooperation on climate change adaptation and resilience. The subprogramme will also provide assistance with regard to the formulation of policy and legislation, urban planning and design, multi-level governance and financing instruments through its flagship programme entitled “RISE UP: 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 Plans, the Nationally Determined Contributions Partnership and the Least Developed Countries Expert Group. This work is expected to result in the mobilization of investments for adaptation to climate change at the city level, complemented by parallel efforts (subprogramme 2 outcome 2.2) to improve public financial management and local revenue, which strengthens the capacity of cities to attract and manage greater investment. Past results include better planning of partner cities by local authorities to benefit the population, as exemplified by 189 local-level climate change vulnerability assessments undertaken, followed up by the preparation of detailed action plans with adaptation measures, in Lao PDR. This led to the implementation of 42 different major infrastructure projects as of December 2019, incorporating climate change adaptation measures. Another 60 such infrastructure projects are expected to be in operation within the next one to two years. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 13.

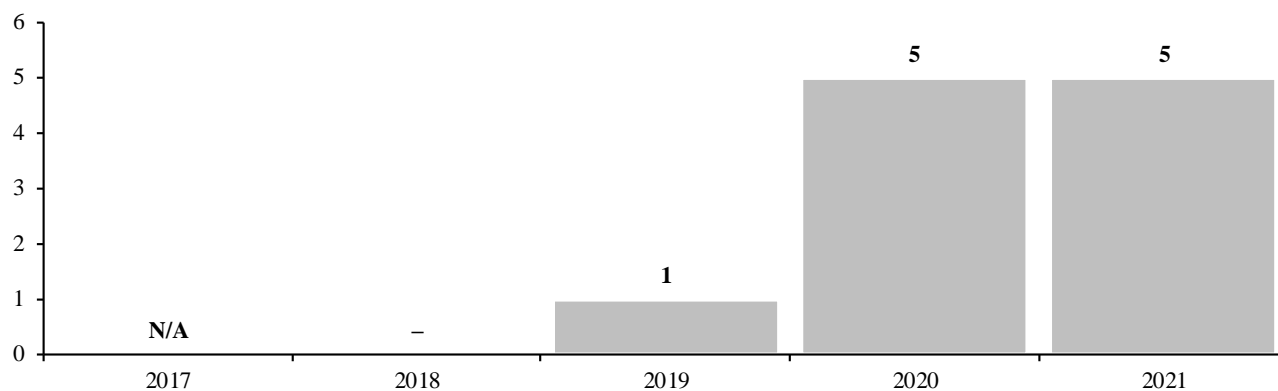
Planned results for 2021

Result 1: strengthened adaptation to climate change and other shocks: Solomon Islands (result carried over from 2020)

82. The subprogramme will continue the work related to the vulnerability of urban areas to the impacts of climate change, in line with its mandate, and will support cities with the development of strategies and action plans towards mitigation and adaptation to climate change, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 15.V

Performance measure: number of informal settlements that have implemented community-level resilience action



Abbreviation: N/A, not applicable.

Result 2: accelerated climate action in 16 cities and eight countries around the world (new result)

83. The subprogramme has been working on aiding cities and local governments in identifying city-based climate vulnerabilities and supporting city-level climate action planning worldwide. As part of this global support, the subprogramme has provided technical support through the Urban Low Emission Development Strategies (Urban-LEDS) project, in collaboration with ICLEI – Local Governments for Sustainability, to 16 local governments in Brazil, India, Indonesia and South Africa so they can integrate climate impacts and energy drivers into local decision-making. As climate change requires more than just locally based responses, the subprogramme will support national and local governments in harnessing opportunities for climate response to achieve national development and climate goals through normative guidance on nationally determined contributions to ensure that climate change action is part of the ambitions and commitments of national Governments.

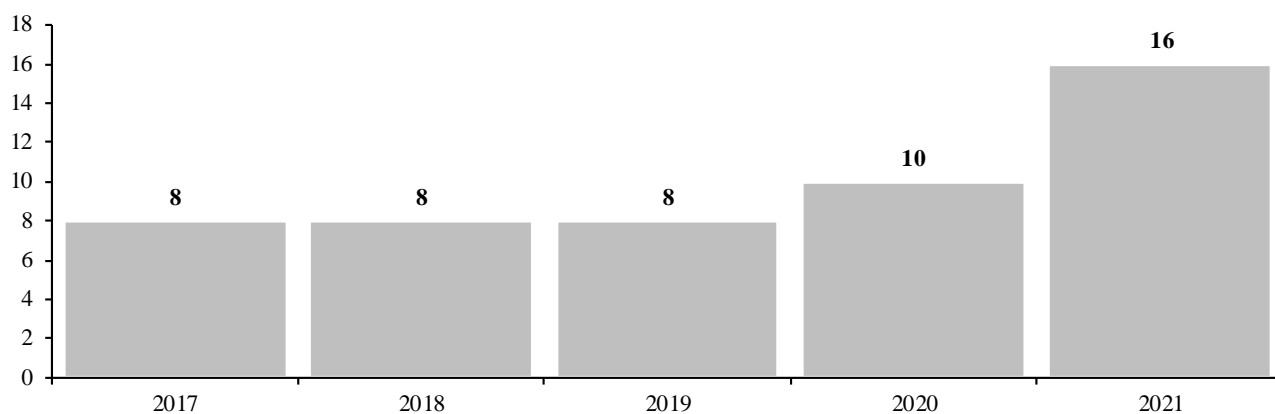
Internal challenge and response

84. The challenge for the subprogramme was the absence of a fully integrated strategy to address all the dimensions of climate action planning in cities. In response, the subprogramme will broaden the support provided for city climate action planning to integrate infrastructure, planning and policy support that better responds to partners' needs for solutions to the climate crises. In addition, the subprogramme will partner with local development partners, climate finance institutions, planning and infrastructure firms and non-government actors to mobilize large-scale investments for urban adaptation and resilience-building in vulnerable global hotspots, as currently only 5 to 8 per cent of climate finance goes towards adaptation.

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

85. This work is expected to contribute to strengthened climate action and improved urban environments through reduced greenhouse gas emissions and improved air quality, which would be demonstrated by the enactment of legal frameworks for low-emission development strategies and the preparation of bankable projects for resilient infrastructure for adaptation and resilience planning in 16 cities around the world. These 16 cities will surpass national emissions reduction targets set under the Paris Agreement. They will join a global alliance of cities committed to addressing climate change and will complete all four steps of the climate action planning process to meet international standards: a vulnerability assessment, a greenhouse gas inventory, a climate action plan and an annual report on progress.

Figure 15.VI
Performance measure: total number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme



Legislative mandates

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

General Assembly resolutions

63/217	Natural disasters and vulnerability		Action for the Sustainable Development of Small Island Developing States
63/281	Climate change and its possible security implications	73/233	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	73/234	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
69/225	Promotion of new and renewable sources of energy	74/218	Disaster risk reduction
72/277	Towards a Global Pact for the Environment	74/219	Protection of global climate for present and future generations of humankind
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	74/225	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

87. Table 15.4 lists all deliverables, by category and subcategory, for the period 2020–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.4
Subprogramme 3: deliverables for the period 2020–2021, by category and subcategory
(\$10 Million scenario)

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			28	15
1. Demonstration projects on climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings			4	2
2. Improved policies, legal instruments, plans and strategies for climate change mitigation and low-carbon basic services and greener infrastructure and buildings			2	1
3. Demonstration projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction			10	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	3
5. Demonstration projects on ecosystem-based approaches to adaptation			4	1
6. National, regional and local policies, plans and strategies for improved urban service provision and sustainable water and waste management, and promotion of renewable energy and energy efficiency			3	2
Seminars, workshops and training events (number of days)			89	40
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 and low-carbon basic services			30	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	25
9. Training on climate dimensions and Sustainable Development Goal monitoring in urban areas			4	3
Publications (number of publications)			2	2
10. Publication on climate change mitigation			1	1
11. Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure, to climate change			1	1
12. Publication on improved low-carbon urban services and resource efficiency (e.g., focusing on technological innovation)			–	1
Technical materials (number of materials)			9	5
13. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials			2	1
14. Series of technical materials on climate change mitigation			2	1
15. Series or set of non-recurrent case studies on climate action and basic services in human settlements			2	1
16. Series of non-recurrent compilations of national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, and eco-system-based approaches to adaptation			1	1
17. Series of technical materials on improved low-carbon urban services, and (electric) mobility solutions and infrastructure (including monitoring)			2	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to 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.				
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.				
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.				

88. Table 15.24 and table 15.25 present the present the total resource requirements estimate for subprogramme 2.

f) Financial and human resources requirements

Table 15.24
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	3,356.5	(2,489.1)	867.4	23	8
Non-post	140.7	(27.1)	113.6		
Subtotal	3,497.2	(2,516.2)	981.0	23	8
Regular budget					
Post	1,782.0	269.9	2,051.9	14	14
Non-post	239.4	(4.2)	235.2		
Subtotal	2,021.4	265.7	2,287.1	14	14
Programme support					
Post	989.2	69.3	1,058.5	4	7
Non-post	247.2	(127.9)	119.3		
Subtotal	1,236.4	(58.6)	1,177.8	4	7
Foundation earmarked					
Post	-	831.8	831.8	-	-
Non-post	6,698.3	(2,421.9)	4,276.4		
Subtotal	6,698.3	(1,590.1)	5,108.2	-	-
Technical cooperation					
Post	-	1,602.2	1,602.2	-	-
Non-post	25,174.2	3,599.1	28,773.3		
Subtotal	25,174.2	5,201.3	30,375.5	-	-
Total by category					
Post	6,127.7	284.1	6,411.8	41	29
Non-post	32,499.8	1,018.0	33,517.8		
Subtotal	38,627.5	1,302.1	39,929.6	41	29

Table 15.25
Estimated distribution of posts by source of funds

	Professional category and above								General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	-	1	3	6	4	1	1	16	7	-	23
Regular budget	-	-	-	-	2	4	4	1	11	3	-	14
Programme support	-	-	-	-	2	-	1	-	3	1	-	4
2020 total	-	-	1	3	10	8	6	2	30	11	-	41
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	(1)	(2)	(6)	(3)	(1)	(1)	(14)	(1)	-	(15)
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	(1)	2	1	-	2	1	-	3
Net changes	-	-	(1)	(2)	(7)	(1)	-	(1)	(12)	-	-	(12)
2021												
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
2021 total	-	-	-	1	3	7	6	1	18	11	-	29

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

Subprogramme 4

Effective urban crisis prevention and response

Objective

89. 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

90. To contribute to enhanced urban crisis prevention and response through social integration and inclusive communities, the subprogramme will support a limited number of 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 will also support Member States in implementing inclusive, evidence-based, sustainable recovery approaches such as the Programme's "People's Process", a community-based planning and management process that fosters social integration, inclusiveness and transition to sustainable development, in line with the "building back better" and "leave no one behind" principles. These principles, which were established after the tsunami in Asia in 2004, promote the integration of conflict prevention and peace into urban recovery processes. The establishment and prioritised implementation of the People's Process for community-based reconstruction is expected to result in 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. Past results in these areas include implementation of the People's Process in Asia, particularly in Afghanistan, Myanmar, Pakistan, the Philippines and Sri Lanka, which has had a positive impact on more than 500,000 people. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 16. This outcome area complements efforts made

to increase local revenue (subprogramme 2, outcome 2.2), by improving tenure security, and ensuring that increased local revenue is also managed locally in a way that strengthens social integration and inclusive communities.

91. To contribute to improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees, the subprogramme will provide limited urban crisis-response expertise and support integrated urban development strategies that will address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. The subprogramme will provide expertise with regard to the planning of camps as future urban extensions, in prioritised crises, and incorporate 'adequate' urban planning standards and tenure arrangements that are suitable for eventual transformation into neighbourhoods. This work is expected to result in increased numbers of cities where refugees, migrants, internally displaced persons, returnees and host communities are progressively achieving access to: (a) secure tenure; (b) sustainable basic services and social services; (c) adequate housing; and (d) safety and security. Such measures also result in the increased resilience, including climate resilience, of those communities. Past results in these areas include work undertaken on the northern Kenyan Kalobeyei Integrated Socioeconomic Development Plan on durable shelter and infrastructure development. This project is fully integrated with both refugees and host communities (186,000 refugees and 320,000 members of host populations) benefiting from the humanitarian and development nexus approach. UN-Habitat's work to enhance spatial connectivity and productivity of cities along the rural – urban continuum contributes to reducing causes of migration from rural areas to cities and supports the possibility of small and medium size cities to provide for and benefit from displaced populations. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 5, 8, 10 and 11.
92. To contribute to enhanced resilience of the built environment and infrastructure, the subprogramme will develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction and Paris Agreement and implement disaster risk reduction and resilience strategies. The subprogramme will develop and improve a limited number 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 is expected to result in the reduction of multidimensional risks and increased protection for the most vulnerable, in prioritised countries, who are often disproportionately affected by disasters, including climate related disasters, and enhance urban resilience, which is the degree to which cities and other human settlements can resist and recover from shocks and stresses. Past results in these areas include countries adopting "building back better" and durable (i.e., permanent) solution approaches in crisis-affected areas. In Mozambique, for example, the Government is implementing a resilient school building programme; the schools constructed as part of the programme proved to be the only ones to withstand the impact of Cyclone Idai in 2019, the worst cyclone to hit Mozambique in more than 100 years. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11, 13 and 16.

Planned results for 2021

Result 1: rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq (result carried over from 2020)

93. The subprogramme will continue the work related to urban risks and responses to both natural and human-caused disasters in urban areas, in line with its mandate, and will support initiatives aimed at promoting inclusive, integrated and long-term sustainable recovery with regard to the rehabilitation of cities affected by crisis, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 15.5
Performance measure

2017	2018	2019	2020	2021
N/A	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	Full use of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work and ensure that humanitarian response, long-term development and peacebuilding challenges in Mosul are addressed in a collaborative and integrated manner; returnees have improved access to basic services and affordable housing 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

Abbreviation: N/A, not applicable.

Result 2: inclusive cities: enhancing the positive impacts of urban migration (new result)

94. The subprogramme has been working in multiple regions to support Member States that are facing major migration challenges. The migration and displacement of refugees and internally displaced persons are increasingly focused on urban areas and present some of the most complex issues facing leaders at the national and city levels, as the large influx of additional population puts stress on urban systems and affects service provision and the availability of housing, infrastructure and livelihood opportunities. The subprogramme's work in urban areas establishes a strong link between humanitarian and development actors as, with its area-based approach, UN-Habitat aims to improve not only the lives of urban refugees, migrants and internally displaced persons, but also the situations of host communities affected by displacement. The subprogramme's work in urban crises contexts ranges from spatial and participatory data collection (urban profiling) for evidence-based decision-making to policy recommendations, capacity-building and (pilot project) implementation. In countries such as Iraq, Lebanon and Somalia, master plans and regeneration projects (including planned city extensions and the upgrading of the parts of the cities that have been underserved and are often inhabited by the urban poor and other vulnerable groups) have increased social cohesion between migrant and host communities, as area-based upgrading improves the living standard of all communities.
95. The flagship programme entitled "Inclusive cities: enhancing the positive impacts of urban migration", to be launched in 2020, will build upon the Programme's experience as described above and will be designed to support Member States and cities affected by large-scale population movements that have led to an urban crisis, and will also serve as a measure for crisis prevention. This flagship programme will increase the linkages among global frameworks such as the Sustainable Development Goals, the Global Compact for Safe, Orderly

and Regular Migration, the global compact for refugees and the New Urban Agenda. The flagship programme will help countries make progress towards achieving Sustainable Development Goals 10 and 11.

Internal challenge and response

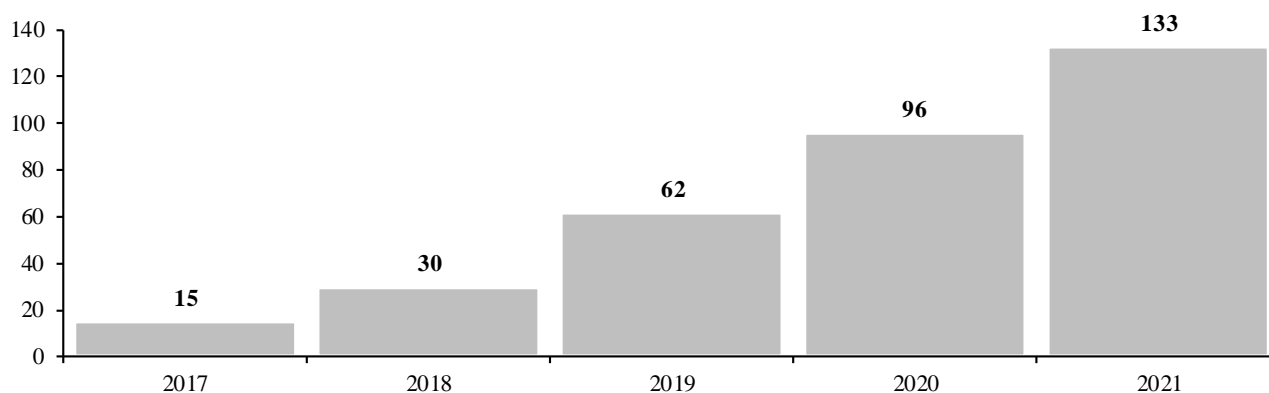
96. The challenge for the subprogramme was to develop participatory tools and approaches that consider the needs of migrants, refugees, internally displaced persons and host communities in urban settings. In urban areas, migrants, refugees and internally displaced persons reside (often without formal registration) alongside vulnerable groups of the host population. It is therefore difficult for the subprogramme to focus only on migrants, refugees, internally displaced persons, returnees or asylum seekers, as that would increase tension between those groups and the vulnerable communities living in the same area. In response, the subprogramme will focus on area-based approaches, which use participatory and inclusive processes to improve the urban environment for all urban dwellers (with a special focus on vulnerable groups) and increase social cohesion. In addition, the subprogramme will assist national and subnational governments with planning for population changes through the development and review of regional spatial plans.

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

97. This work is expected to contribute to enhanced 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 the resilience of the built environment and infrastructure, which would be demonstrated by a total of 133 cities in 2021 applying participatory methodologies, such as an urban profiling methodology (i.e., a collaborative process for collecting and analysing data on the conditions of an urban area and its neighbourhoods), in crisis situations for spatial data collection and using inclusive processes to develop recommendations for action and ensure their implementation.

Figure 15.VII

Performance measure: total number of cities applying participatory planning methodologies



Legislative mandates

98. 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	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	73/230	Effective global response to address the impacts of the El Niño phenomenon
73/139	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
		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

99. Table 15.6 below lists all deliverables, by category and subcategory, for the period 2020–2021 that are expected to contribute to the attainment of the objective stated above.

Table 15.6

Subprogramme 4: deliverables for the period 2020–2021, by category and subcategory (\$10 Million scenario)

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			28	18
1. Projects on enhanced social integration and cohesive communities			10	7
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced people			10	5
3. Projects on enhanced resilience of the built environment and infrastructure			8	6
Seminars, workshops and training events (number of days)			42	31
4. Seminars, workshops and training events on enhanced social integration and cohesive communities			16	12
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people			13	8
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure			13	11
Publications (number of publications)			2	2
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced people			1	1
8. Publication on enhanced resilience of the built environment and infrastructure			1	1
Technical materials (number of materials)			9	6
9. Technical materials on enhanced social integration and cohesive communities			3	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people			3	2
11. Technical materials on enhanced resilience of the built environment and infrastructure			3	2
C. Substantive deliverables				
Consultation, advice and advocacy: Limited advisory services to Member States on crisis mitigation and response, housing issues and inclusive settlements development for returnees, and on enhancing urban resilience to multi-hazard threats.				
D. Communication deliverables				
Outreach programmes, special events and information materials 3 brochures and leaflets on access to adequate housing, land tenure security, basic urban services; leaflets and profiles on urban crisis prevention, resilience-building and recovery.				

100. The financial and human resource requirements by source of funding for this area are set out in tables 15.27 and table 15.28.

Financial and human resources requirements

Table 15.27

Resource requirement by source of funds

(thousands of United States dollars)

Category	Resources			Posts	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2,870.9	(1,912.4)	958.5	27	7
Non-post	191.2	(37.7)	153.5		
Subtotal	3,062.1	(1,950.1)	1,112.0	27	7
Regular budget					
Post	1,338.8	378.2	1,717.0	11	11
Non-post	239.4	(5.2)	234.2		
Subtotal	1,578.2	373.0	1,951.2	11	11
Programme support					
Post	693.5	(25.2)	668.3	9	7
Non-post	345.3	(237.9)	107.4		
Subtotal	1,038.8	(263.1)	775.7	9	7
Foundation earmarked					
Post	-	1,005.2	1,005.2	-	-
Non-post	18,925.4	(13,411.3)	5,514.1		
Subtotal	18,925.4	(12,406.1)	6,519.3	-	-
Technical cooperation					
Post	-	3,290.2	3,290.2	-	-
Non-post	59,531.6	(11,867.1)	47,664.5		
Subtotal	59,531.6	(8,576.9)	50,954.7	-	-
Total by category					
Post	4,903.2	2,736.0	7,639.2	47	25
Non-post	79,232.9	(25,559.2)	53,673.7	-	-
Subtotal	84,136.1	(22,823.2)	61,312.9	47	25

Table 15.28
Estimated distribution of posts by source of funds

	Professional category and above								General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	-	-	3	7	6	2	2	20	7	-	27
Regular budget	-	-	-	-	1	2	3	1	7	4	-	11
Programme support	-	-	-	-	2	1	2	-	5	4	-	9
2020 total	-	-	-	3	10	9	7	3	32	15	-	47
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	-	(2)	(6)	(5)	(2)	(2)	(17)	(3)	-	(20)
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	(1)	-	(1)	-	(2)	-	-	(2)
Net changes	-	-	-	(2)	(7)	(5)	(3)	(2)	(19)	(3)	-	(22)
2021												
Foundation non-earmarked	-	-	-	1	1	1	-	-	3	4	-	7
Regular budget	-	-	-	-	1	2	3	1	7	4	-	11
Programme support	-	-	-	-	1	1	1	-	3	4	-	7
2021 total	-	-	-	1	3	4	4	1	13	12	-	25

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

VI - Executive direction and management

101. Objective of the organization: The overall objective of executive direction and management is to lead and ensure efficient and effective implementation of the UN-Habitat mandates and strategic plan for 2020–2023, compliance with United Nations policies and procedures, and transparent and ethical management of the organization.
102. The financial and human resource requirements by source of funding for this area are set out in tables 15.29 and table 15.30.

Financial and human resources requirements

Table 15.29
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	2,625.3	(116.8)	2,508.5	21	15
Non-post	230.7	43.5	274.2		
Subtotal	2,856.0	(73.3)	2,782.7	21	15
Regular budget					
Post	1,320.3	6.1	1,326.4	7	7
Non-post	342.8	(6.0)	336.8		
Subtotal	1,663.1	0.1	1,663.2	7	7
Programme support					
Post	256.0	364.8	620.8	3	6
Non-post	457.1	(338.3)	118.8		
Subtotal	713.1	26.5	739.6	3	6
Foundation earmarked					
Post	-	-	-	-	-
Non-post	800.0	(800.0)	-		
Subtotal	800.0	(800.0)	-	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	-	-	-		
Subtotal	-	-	-	-	-
Total by category					
Post	4,201.6	254.1	4,455.7	31	28
Non-post	1,830.6	(1,100.8)	729.8	-	-
Subtotal	6,032.2	(846.7)	5,185.5	31	28

Table 15.30
Estimated distribution of posts by source of funds

	Professional category and above								Total	General service		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	1	2	-	5	3	3	1	15	6	-	21
Regular budget	1	-	-	1	2	-	-	-	4	3	-	7
Programme support	-	-	-	-	1	-	-	-	1	2	-	3
2020 total	1	1	2	1	8	3	3	1	20	11	-	31
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	(1)	1	(3)	1	(2)	-	(4)	(2)	-	(6)
Regular budget	-	-	-	-	-	-	-	-	-	(2)	2	-
Programme support	-	-	-	-	(1)	1	1	-	1	2	-	3
Net changes	-	-	(1)	1	(4)	2	(1)	-	(3)	(2)	2	(3)
2021												
Foundation non-earmarked	-	1	1	1	2	4	1	1	11	4	-	15
Regular budget	1	-	-	1	2	-	-	-	4	1	2	7
Programme support	-	-	-	-	-	1	1	-	2	4	-	6
2021 total	1	1	1	2	4	5	2	1	17	9	2	28

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

Policy making organs

103. 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.
104. 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.
105. 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.

106. 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.

Financial and human resources requirements

107. The financial and human resource requirements by source of funding for this area are set out in tables 15.31 and table 15.32.

Table 15.31
Resource requirement by source of funds
(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	406.9	(259.4)	147.5	1	1
Non-post	32.2	632.4	664.6		
Subtotal	439.1	373.0	812.1	1	1
Regular budget					
Post	526.0	29.5	555.5	5	5
Non-post	40.2	0.9	41.1		
Subtotal	566.2	30.4	596.6	5	5
Programme support					
Post	53.2	(53.2)	-	-	-
Non-post	58.4	616.6	675.0		
Subtotal	111.6	563.4	675.0	-	-
Foundation earmarked					
Post	-	-	-	-	-
Non-post	-	-	-		
Subtotal	-	-	-	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	-	-	-		
Subtotal	-	-	-	-	-
Total by category					
Post	986.1	(283.1)	703.0	6	6
Non-post	130.8	1,249.9	1,380.7		
Subtotal	1,116.9	966.8	2,083.7	6	6

Table 15.32
Estimated distribution of posts by source of funds

	Professional category and above								General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	-	-	-	-	1	-	-	1	-	-	1
Regular budget	-	-	-	1	-	-	1	-	2	3	-	5
Programme support	-	-	-	-	-	-	-	-	-	-	-	-
2020 total	-	-	-	1	-	1	1	-	3	3	-	6
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	-	-	-	(1)	1	-	-	-	-	-
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	-	-	-	-	-	-	-	-
Net changes	-	-	-	-	-	(1)	1	-	-	-	-	-
2021												
Foundation non-earmarked	-	-	-	-	-	-	1	-	1	-	-	1
Regular budget	-	-	-	1	-	-	1	-	2	3	-	5
Programme support	-	-	-	-	-	-	-	-	-	-	-	-
2021 total	-	-	-	1	-	-	2	-	3	3	-	6

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

VIII- Programme support

108. 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;

Financial and human resources requirements

109. The financial and human resource requirements by source of funding for this area are set out in tables 15.33. The related human resources required to provide the services are provided in table 15.34.

Table 15.33
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2,726.6	(968.3)	1,758.3	27	15
Non-post	1,120.0	(748.5)	371.5		
Subtotal	3,846.6	(1,716.8)	2,129.8	27	15
Regular budget					
Post	966.5	146.4	1,112.9	7	7
Non-post	21.6	(0.3)	21.3		
Subtotal	988.1	146.1	1,134.2	7	7
Programme support					
Post	2,484.2	(341.8)	2,142.4	24	16
Non-post	3,359.8	(1,345.7)	2,014.1		
Subtotal	5,844.0	(1,687.5)	4,156.5	24	16
Foundation earmarked					
Post	-	-	-	-	-
Non-post	450.0	(450.0)	-		
Subtotal	450.0	(450.0)	-	-	-
Technical cooperation					
Post	-	-	-	-	-
Non-post	-	-	-		
Subtotal	-	-	-	-	-
Total by category					
Post	6,177.3	(1,163.7)	5,013.6	58	38
Non-post	4,951.4	(2,544.5)	2,406.9	-	-
Subtotal	11,128.7	(3,708.2)	7,420.5	58	38

Table 15.34
Estimated distribution of posts by source of funds

	Professional category and above								General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020												
Foundation non-earmarked	-	-	-	1	2	1	10	-	14	13	-	27
Regular budget	-	-	-	-	1	3	1	-	5	2	-	7
Programme support	-	-	-	-	-	-	12	-	12	12	-	24
2020 total	-	-	-	1	3	4	23	-	31	27	-	58
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	-	-	(2)	-	(5)	-	(7)	(5)	-	(12)
Regular budget	-	-	-	-	-	-	-	-	-	-	-	-
Programme support	-	-	-	-	-	6	(7)	1	-	(8)	-	(8)
Net changes	-	-	-	-	(2)	6	(12)	1	(7)	(13)	-	(20)
2021												
Foundation non-earmarked	-	-	-	1	-	1	5	-	7	8	-	15
Regular budget	-	-	-	-	1	3	1	-	5	2	-	7
Programme support	-	-	-	-	-	6	5	1	12	4	-	16
2021 total	-	-	-	1	1	10	11	1	24	14	-	38

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

Annex

Programme performance for 2019*

Subprogramme 1

Urban legislation, land and governance

Objective

- A.1 The objective, to which this subprogramme contributes, is to foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery.

Programme performance in 2019 against planned result

- A.2 A planned result for 2019, which is increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 16 national Governments implementing programmes to improve security of tenure for all, exceeding the target of 12 for the period 2018–2019. These Governments utilized key normative tools developed by UN-Habitat for the establishment of land conflict management mechanisms that bolstered mediation and resolution of land disputes.

Programme performance in 2019: increased and secure access to land for all urban dwellers: the case of Afghanistan

- A.3 The subprogramme provided support to local and national governments and other Habitat Agenda partners in improving the security of tenure for all, including for vulnerable groups, women, young people and indigenous people. In Afghanistan, the subprogramme, in partnership with the Ministry of Urban Development and Land, the Deputy Ministry of Municipalities and Kabul Municipality implemented the “City for All” programme, a flagship programme of the Government’s Urban National Priority Programme 2016–2025. The programme, which is aligned with the Government’s reform agenda for the urban sector, aims at improving stability and stimulating economic development in Afghan cities through securing land and property rights, strategic urban planning, enhanced service delivery and strengthening the social contract between citizens and the State.
- A.4 UN-Habitat provided technical expertise to municipalities in land and property surveys and registration, an integral component of the City for All programme. Through the programme, a systematic survey was conducted on each property and the property data was stored at the *nahia* (urban district) level, as well as in a central municipal database. Data from the property database was used for street addressing and house numbering and enabled the Afghanistan Independent Land Authority to register properties and issue land occupation certificates to increase tenure security and reduce land-grabbing. These activities were essential for improving urban management and safety, and for increasing the socioeconomic inclusion of citizens.

Progress towards the attainment of the objective, and performance measure

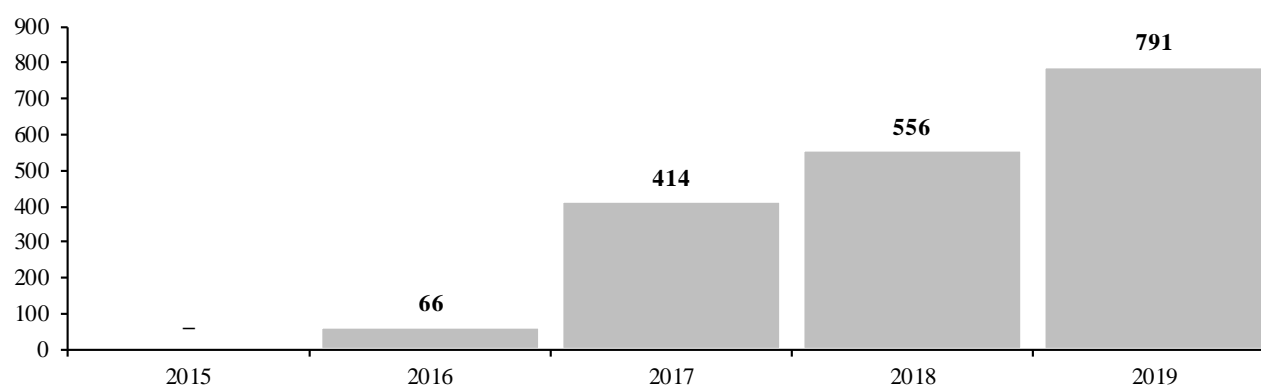
- A.5 This work contributed to fostering equitable sustainable urban development through the formulation and adoption of enabling legislation, increasing access to land and strengthening systems of

* As outlined in paragraphs 15.5 to 15.8, the present report reflects a change in the programme structure for 2021. For this reason, a separate annex is included with programme performance information for 2019 that follows the programme structure for 2019.

decentralized governance for improved safety and service delivery. It facilitated the securing of land and property rights for urban residents in the main cities of Afghanistan, as demonstrated by a 65 per cent increase in the number of properties surveyed and registered in the national properties database. By the end of 2019, a total of 790,000 properties were surveyed and registered (491,000 in Kabul and 299,000 in 11 other cities), providing security of tenure to more than 6 million Afghans. The Ministry of Urban Development and Land also distributed 16,000 occupancy certificates to eligible properties, conferring ownership and the “right to stay” to beneficiaries, including to households in informal settlements, and protecting the property rights of women by requiring the certificates to include spouse’s names for properties that were located on State land before survey and registration. Certification required the households to pay *safayi* (a municipal services charge) and other municipal fees to access municipal services. The properties surveyed in 2019 contributed to the attainment of Sustainable Development Goal targets 1.4 and 11.1 through the provision of secure tenure (i.e., legal documentation proving tenure status and de facto protection against forced/arbitrary eviction).

Figure A.I
Performance measure: total number of properties surveyed and registered

(Thousands)



Deliverables

A.6 Table A.1 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.1
Subprogramme 1: deliverables for 2019, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	9		
1. Projects on urban legislation	1	2		
2. Projects on land and tenure	1	5		
3. Projects on safety cities	1	1		
4. Projects on local governance	2	1		
Seminars, workshops and training events (number of days)	15	19		
5. Training events on urban legislation	4	4		
6. Training events on land and tenure	4	10		
7. Training events on safer cities	4	4		

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
8. Training events on local government	3	1		
Publications (number of publications)	5	2		
9. Publications on the New Urban Agenda and the Sustainable Development Goals	3	1		
10. Reports on contributions to the Sustainable Development Goals and the New Urban Agenda	2	1		
Technical materials (number of materials)	4	8		
11. Tool and guidelines for urban legislation	–	1		
12. Tool and guidelines on local government	1	1		
13. Guidelines on safer cities	2	2		
14. Tool and guidelines for land tenure	1	4		
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to local, regional and national authorities on development of legal instruments, policy frameworks and multilevel and inclusive land management and tenure; expert advice on governance, urban safety and policies, and on strengthening the Global Land Tool Network, the United Nations Advisory Committee of Local Authorities and Global Network on Safer Cities partnerships.				

Subprogramme 2 Urban planning and design

Objective

- A.7 The objective, to which this subprogramme contributes, is to improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

Programme performance in 2019 against planned result

- A.8 A planned result for 2019, which is improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 48 partner cities, subnational and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation, exceeding the target of 45 for the period 2018–2019. These partner city, subnational and national authorities utilized improved policies and legislation on urban planning and sustainability and strengthened the capacities of institutions and stakeholders to participate actively in a participatory and inclusive planning process.

Programme performance in 2019: a master plan to shape the development of Belmopan

- A.9 Belmopan, the capital city of Belize, has faced significant urbanization challenges, such as increasing population growth, climate change and inadequate public spaces, infrastructure and urban structure. Given the city's situation in a tropical monsoon climate and its history of hurricanes, an effective and sustainable stormwater management system was also urgently needed. The city's population is 17,000 and is sparsely populated, with a current population density of 13.3 people per

hectare. Some 44 per cent of the municipal area is vacant land, and the development of existing vacant plots is critical as the city expands towards its administrative boundaries.

- A.10 In 2016, the subprogramme began working with the Belmopan City Council to develop a municipal development plan and create a spatial plan for the city. In collaboration with the Belmopan City Council, a series of workshops and public consultations were organized over a one-year period. The workshops gathered representatives of different national and local government institutions, the private sector, community groups, non-governmental organizations, planning professionals and academia to discuss the current situation and the future vision for Belmopan. Workshops were conducted and their recommendations were reviewed, and plans were modified accordingly.
- A.11 The subprogramme, together with hydrological experts provided by Arcadis, worked with local stakeholders to propose a spatial framework using a blue-green network planning approach to develop an integrated resilient master plan for the city, as well as planning and design strategies to address the challenges described in the municipal development plan. The spatial framework recommended future long-term development options at the city level based on the plan’s vision, and short-term pilot projects. The official master plan was presented at the Caribbean Urban Forum in 2017. The cooperation with the subprogramme is still ongoing, with the application and refinement of the rapid planning methodology focusing on supply and disposal infrastructure planning.
- A.12 In 2019, the subprogramme focused on resource mobilization to identify human and financial resources to: (a) advance the development of the integrated structure plan and capital investment plan; (b) develop feasibility studies for the priority projects; and (c) develop a project proposal for a bankable project in collaboration with the Caribbean Development Bank and the Green Climate Fund in Saint Lucia, Belmopan or Saint Kitts and Nevis, which would result in improved quality of life, provide services to more than 100,000 residents and promote social inclusion in the Caribbean as well as local economic development.

Progress towards the attainment of the objective, and performance measure

- A.13 This work contributed to improved policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, as demonstrated by the development of a spatial framework (or master plan) with strategies to address current and anticipated challenges of Belmopan related to urban connections, a system of public spaces, mixed-use development, the integration of green infrastructure into the built environment and the surrounding natural systems to address multiple challenges of sustainable development and climate change, and the promotion of social integration and spatial connection through public space.

Table A.2
Performance measure

2015	2016	2017	2018	2019
UN-Habitat invited to work in Belmopan	UN-Habitat begins working with the Belmopan City Council to further develop a municipal development plan and create its spatial plan	Recommendations and comments from participants are reviewed and plans modified accordingly. Master plan presented at Caribbean Urban Forum	Master plan for Belmopan initiated	Detailed infrastructure planning initiated in Belmopan, as part of master plan implementation, including: (a) development of the integrated structure plan and capital investment plan; (b) feasibility studies for priority projects;

2015	2016	2017	2018	2019
				and (c) a proposal for a bankable project

Deliverables

A.14 Table A.3 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.3

Subprogramme 2: deliverables for 2019, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	15	35		
1. Projects on development of national urban policies and spatial frameworks, urban planning and design at country level and in partner countries in all regions	3	10		
2. Projects on implementation of regional and metropolitan planning, including urban-rural linkages, international guidelines on urban and territorial planning and a green economy	4	8		
3. Projects on public space initiatives at national and city levels	3	3		
4. Projects on urban planning and design labs in support of city planning, extension and design and the three-pronged approach	3	9		
5. Projects on strengthening climate action planning processes or ecosystem-based plans at city level	2	5		
Seminars, workshops and training events (number of days)	87	138		
6. Workshops and training events on national urban policies and implementation of the New Urban Agenda and on regional and metropolitan development, urban rural linkages and the International Guidelines on Urban and Territorial Planning	13	23		
7. Workshops on lessons and approaches to emerging city planning issues and specific New Urban Agenda planning issues	25	43		
8. Training courses on national urban policies, metropolitan planning, urban and rural linkages, action planning and the International Guidelines on Urban and Territorial Planning	28	30		
9. Training courses on public spaces policies and planning approaches	15	22		
10. Training courses, seminars and workshops on city climate action planning	6	20		
Publications (number of publications)	6	12		
11. Good practices and experiences at the national, regional, metropolitan and global levels on urban policy and spatial frameworks; urban rural linkages; landscape connectivity; and/or the International Guidelines on Urban and Territorial Planning	1	4		
12. Evidence-based policy guide on city-wide approaches to public space	1	1		
13. Publication on good practices, and experience on city planning, extension and design	1	1		
14. Evidence-based policy guide on cities and climate change	1	1		
15. Publications on climate change, air quality, transport and resilience	2	5		

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Technical materials (number of materials)	4	10		
16. Case studies, profiles, toolkits and guides to support work on national urban policies, regional and metropolitan development, landscape connectivity and urban-rural linkages	2	6		
17. Policy guidelines series on urban planning and design for the New Urban Agenda, with focus on planned city extensions, planned city infill and new and intermediate towns, refugees/internally displaced people and health	1	1		
18. Technical material on climate change, resilience, urban air quality management decision support and capacity-building toolkit	1	3		
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to national and subnational authorities on urban policy review and dialogue, urban-rural linkages and international guidelines on urban, territorial planning, public space, design labs, planned city extensions, city infill, climate change and urban low emissions; international or regional conference on national urban policy; international scientific conference on cities and climate change co-organized with the Intergovernmental Panel on Climate Change.				

Subprogramme 3

Urban economy and municipal finance

Objective

- A.15 The objective, to which this subprogramme contributes, is to improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance.

Programme performance in 2019 against planned result

- A.16 A planned result for 2019, which is improving the capacity of partner cities to implement plans or strategies for improved urban and municipal finance, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 48 local authorities that have adopted programmes and strategies for improved urban and municipal finance, exceeding the target of 36 for the period 2018–2019. These cities adopted tools developed by UN-Habitat to help diagnose the specific problems with regard to their own source revenue system and prioritize the necessary interventions.

Programme performance in 2019: Kisumu County in Kenya reforms to multiply municipal revenues in 2019 with innovative financial policy design

- A.17 Over the past six years, the subprogramme has provided technical support to partner cities to build their capacity to identify potential options to improve municipal finance and finance city extensions through land registration, tax invoicing and collection, and training and capacity-building. In Afghanistan, through the *safayi* tax, collection and property registration has tripled in the past three years. In Somalia, through registration and implementation and the upgrading of collection offices, municipal revenues increased more than 100 per cent in three years. In Kiambu County, Kenya, revenues have doubled in three years through a combination of policy support, modernized land registration, upgraded tax collection systems and the provision and approval of rules and regulations. The lessons learned from these successful experiences led UN-Habitat, in 2019, to develop a tool for the optimization of own-source revenue. This tool was then piloted in Kisumu County, Kenya.

- A.18 Kisumu is one of 47 counties created in 2012 as part of the decentralization process of Kenya, resulting in delegation of authority in terms of service provision. To match these new functional assignments and service the needs of a growing and largely agrarian population, the county government of Kisumu was provided with funding from the national Government as well as the mandate to raise its own revenues. However, the revenue generated locally has stagnated since devolution, with the dependence of the county government on intergovernmental transfers growing from 80 per cent in 2013 to 86 per cent in 2018.
- A.19 As part of UN-Habitat technical support provided to the county government of Kisumu, the subprogramme carried out a financial gap analysis to diagnose own-source revenue shortcomings. The rapid own-source revenue assessment tool used to carry out this analysis identified shortcomings in tax collection and tax strategy that focused on less profitable revenue streams. Based on this analysis, the subprogramme identified recommendations on ways to optimize revenue generation in Kisumu, including with regard to tax compliance, transparency and accountability.

Progress towards the attainment of the objective, and performance measure

- A.20 This work contributed to improved urban strategies and policies that promoted inclusive economic development and sustainable livelihoods and enhanced municipal finance, as demonstrated by the adoption of the recommendations provided to the county government of Kisumu through the pilot of the UN-Habitat rapid own-source revenue analysis tool. The recommendations provided by UN-Habitat contributed to governance changes, including the setting up of a subcommittee on own-source revenue, in which UN-Habitat has an advisory function. Through these reforms, UN-Habitat is now in a position to work closely with the county government to implement its recommendations and jointly create a more equitable and effective own-source revenue system.

Table A.4
Performance measure

2015	2016	2017	2018	2019
N/A	Municipal finance programme is implemented in Afghanistan, Kenya and Somalia	Municipal finance programme continues, and lessons learned are compiled. A need for optimizing own-source revenue generation in local governments is identified	The rapid own-source revenue assessment tool for the optimization of own-source revenue in local governments is developed	The tool is piloted in Kisumu, providing recommendations to the county government on ways to optimize own-source revenue generation. The county government makes key changes at its department of revenue and creates a subcommittee on own-source revenue

Abbreviation: N/A, not applicable.

Deliverables

- A.21 Table A.5 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.5

Subprogramme 3: deliverables for 2019, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	11	13		
1. Projects on local economic development	2	2		
2. Projects on urban and municipal finance	5	5		
3. Projects on youth and livelihoods	4	6		
Seminars, workshops and training events (number of days)	18	25		
4. Training events on local economic development	6	6		
5. Training events on urban and municipal finance	3	4		
6. Training events on youth and livelihoods	9	15		
Publications (number of publications)	6	15		
7. Publications on local economic development	1	3		
8. Publications on urban and municipal finance	3	8		
9. Publications on youth and livelihoods	2	4		
Technical materials (number of materials)	2	4		
10. Methodology to identify competitive economic clusters for promoting local economic development in cities in developing countries	–	2		
11. Guidelines on quantifying the assets base of local governments in developing countries	2	2		
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to local and national authorities on promoting local economic development through value chain and supply chain analysis and economic clusters; conduct of rapid revenue assessments, plans and/or strategies on improving local revenue generation; UN-Habitat guide for the establishment and accreditation of One Stop Youth Centres; expansion of programme for youth centres in Somalia (3 new towns) and Rwanda (3 new towns), and scaling up of the global model youth centre in Istanbul, Turkey.				
Databases and substantive digital materials: Global Municipal Database; Global Urban Competitiveness online report.				

Subprogramme 4

Urban basic services

Objective

- A.22 The objective, to which this subprogramme contributes, is to increase equitable access to urban basic services and the standard of living of the urban poor.

Programme performance in 2019 against planned result

- A.23 A planned result for 2019, which is improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, subnational and national authorities, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 337 local authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the International Guidelines on Decentralization and Access to Basic Services for All and the guidelines on access to basic services for all, exceeding the target of 195 for the period 2018–2019. The local authorities developed their sustainable energy

access and climate change action plan and advocated for their use to strengthen the capacity of Member States to focus on the management of urban basic services.

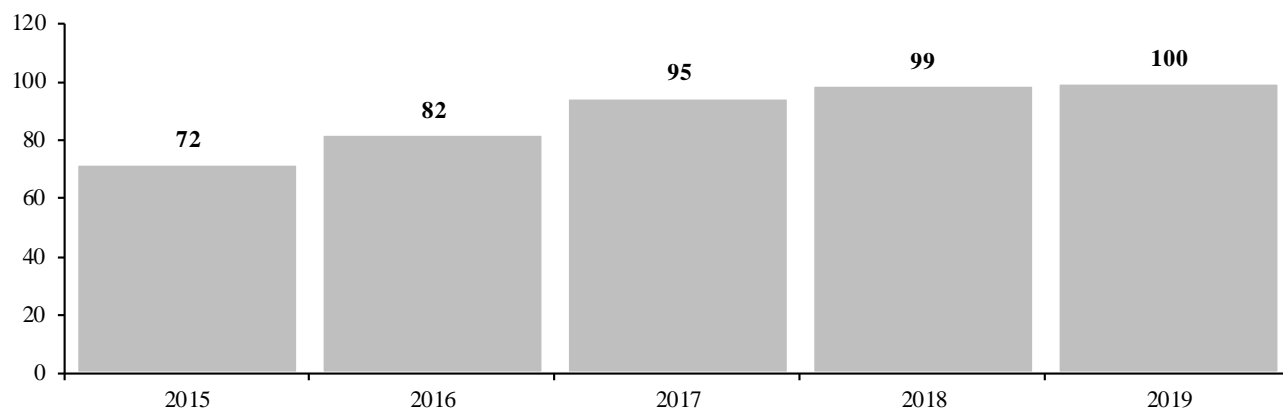
Programme performance in 2019: 100 per cent sanitation coverage in Nepal

- A.24 The subprogramme, through the Global Sanitation Fund, provided technical support to the water, sanitation and hygiene sector of the Government of Nepal to eliminate the practice of open defecation by increasing the number of people able to access water and sanitation facilities. The Global Sanitation Fund, financed by the Water Supply and Sanitation Collaborative Council and implemented by UN-Habitat, worked to change the behaviour of the beneficiaries across the target districts.
- A.25 The Government of Nepal formulated its national sanitation and hygiene master plan in 2011 to set up appropriate systems and institutional mechanisms for accelerating sanitation coverage in a planned manner, with institutional architects from the national to the village level for the water, sanitation and hygiene sector, engaging multiple sectors such as local development, health, education and women's development. As a result, the "Open Defecation Free" campaign moved ahead throughout the country under the leadership of local authorities in partnership with all sector players through a "one basket" programming approach.
- A.26 In 2019, UN-Habitat supported the campaign in nine districts (Bara, Parsa, Sarlahi, Rautahat, Dhanusha, Mahottari, Sunsari, Morang and Jhapa) in order to complete the last mile of the sanitation campaign to achieve open-defecation-free status. These were the most challenging districts with the highest concentration of open defecation in South Asia. UN-Habitat also coordinated with stakeholders in the sanitation sector for the monitoring and validation of these districts as open defecation free, resulting in the declaration of open-defecation-free status by the Prime Minister of Nepal on 30 September 2019. UN-Habitat also initiated support in 11 districts to institutionalize the total sanitation guidelines endorsed by the Government.

Progress towards the attainment of the objective, and performance measure

- A.27 This work contributed to increased equitable access to urban basic services and the standard of living of the urban poor, as demonstrated by 100 per cent sanitation coverage reaching more than 6 million people in 2019. All 77 districts were formally declared free from open defecation and the country celebrated being open defecation free on 30 September 2019. With regard to the federal transition, since mid-2018 all operational mandates of the water, sanitation and hygiene sector were devolved to local government, currently led by elected representatives in 753 local administrative units. During the transition, federal sector actors played a vital role in pushing the elected representatives to prioritize the national sanitation campaign. The sector target was to sustain this attainment of 100 per cent universal access to improved sanitation facilities and make a significant contribution to meeting Sustainable Development Goal target 6.2. The Government of Nepal formally credited UN-Habitat with leading the implementation of the Global Sanitation Fund programme, especially in the most challenging areas. By 2019, the sanitation coverage reported by the Government of Nepal was 100 per cent.

Figure A.II
Performance measure: total percentage of sanitation coverage in Nepal



Deliverables

A.28 Table A.6 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.6
Subprogramme 4: deliverables for 2019, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	13	13		
1. Projects on financing of urban basic services	–	–		
2. Projects on water and sanitation	4	4		
3. Projects on clean energy and energy efficiency	3	3		
4. Projects on sustainable urban mobility	4	4		
5. Projects on water, energy and food nexus	2	2		
Seminars, workshops and training events (number of days)	27	30		
6. Training events on water and sanitation	6	6		
7. Training events on sustainable urban energy	3	6		
8. Training events on sustainable urban mobility	6	6		
9. Training events on pro-poor infrastructure projects	6	6		
10. Training events on solid waste management	6	6		
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to national Governments and local authorities on urban basic services, including pro-poor infrastructure projects, solid waste management, water and sanitation, energy efficiency, the Internet of things and frontier technologies and sustainable urban mobility.				
Databases and substantive digital materials: online repository on sustainable mobility, energy, water and sanitation, solid waste management and urban air quality and climate change mitigation.				

Subprogramme 5 Housing and slum upgrading

Objective

- A.29 The objective, to which this subprogramme contributes, is to improve access to adequate and sustainable housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner.

Programme performance in 2019 against planned result

- A.30 A planned result for 2019, which is improved slum upgrading and prevention policies, strategies or programmes, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 43 partner countries that have formulated improved slum upgrading and prevention policies or strategies, exceeding the target of 42 for the period 2018–2019. These countries developed policies, strategies and legal frameworks that enabled their governments to intervene on issues of slums and informal settlements.

Programme performance in 2019: improved living conditions of three informal settlements in Iraq

- A.31 The subprogramme developed inclusive integrated urban and housing guidelines and citywide strategies to assist Member States in progressively achieving Sustainable Development Goal 11, in particular target 11.1 (“by 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums”), and ensuring the right to adequate housing and other human rights.
- A.32 In Iraq, there are more than 1,550 informal settlements across the country, hosting approximately 3.3 million people. Informal dwellers suffer from deteriorated living conditions and a lack of economic and employment opportunities, and from challenges related to an adequate standard of living, including adequate housing. Together with the Government of Iraq, UN-Habitat has been tackling challenges faced by people in informal settlements. UN-Habitat developed, with the Executive Secretariat for Poverty Reduction in the Ministry of Planning in Iraq, a national strategy for long-term durable solutions for internally displaced persons and a road map for the enumeration, upgrading and regularization of informal settlements. In addition to a top-down approach, including the development of national strategies and a legal framework to regularize informal settlements, which enables the Government to intervene in these informal settlements to improve living conditions and protect the rights of the informal dwellers, UN-Habitat also took the bottom-up approach of working with informal dwellers through meaningful and continuous dialogue with local communities within the framework of a community planning exercise to change their lives. Three informal settlements were identified in the cities of Mosul, Ramadi and Basra, and community development committees were formed with representatives of the informal dwellers, including women. UN-Habitat organized a series of consultation meetings with these community development committees to identify key challenges faced by the respective informal settlements and prioritize needed interventions. Based on the decisions made by the community development committees, pilot activities such as water network extensions, the improvement of water drainage systems, garbage cleaning campaigns and road upgrading were implemented.

Progress towards the attainment of the objective, and performance measure

- A.33 This work contributed to improved access to adequate and sustainable housing, an improved standard of living in slums and curbed the growth of new slums in an inclusive manner, as demonstrated by improved access to basic services and security of tenure for the 6,600 vulnerable people residing in the informal settlements, in line with the national informal settlements strategy developed by Iraq in

2015. UN-Habitat, in liaison with local authorities, upgraded the standard of living of internally displaced persons in three pilot informal settlements in Iraq (Mosul, Ramadi and Basra). The project resulted in a total of 943 households newly connected to a potable water network, which reduced their dependency on improvised rubber pipes that were illegally tapping into the municipal system; debris and solid waste cleared from over 10 km of roads during a two-month intensive cleaning campaign; and a new covered storm water drainage system in the Mosul settlement which addressed severe flooding issues.

Table A.7
Performance measure

2015	2016	2017	2018	2019
National strategy for long-term durable solutions for internally displaced persons and a road map for the enumeration, upgrading and regularization of informal settlements developed	National Government counterparts trained and consulted to implement the road map for the enumeration, upgrading and regularization of informal settlements	A fund for addressing challenges in informal settlements established by the national Government	National survey conducted, mapping 3.3 million informal dwellers, using resources from the established fund	Based on survey, pilot upgrading projects implemented in informal settlements (Mosul, Ramadi and Basra) that addressed community priority needs in consultation with the local authorities

Deliverables

A.34 Table A.8 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.8
Subprogramme 5: deliverables for 2019, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	12	12		
1. Projects on affordable and adequate housing	4	4		
2. Projects on slum upgrading	4	4		
3. Community-led projects, including for vulnerable groups, on water, sanitation and public space	4	4		
Seminars, workshops and training events (number of days)	21	40		
4. Training events on adequate and affordable housing	9	11		
5. Training events on slum upgrading and urban poverty alleviation for national and local authorities	3	15		
6. Training events on human rights and community development for transforming living conditions in slums and informal settlements	9	14		
Publications (number of publications)	1	2		
7. Publications on sustainable housing and finance and slum upgrading	1	2		

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Technical materials (number of materials)	8	9		
8. Technical materials on affordable and adequate housing	3	2		
9. Technical materials on slum upgrading for national and local authorities and slum and informal settlements communities	3	4		
10. Technical materials on participation and community empowerment, particularly for women and youth	2	3		
C. Substantive deliverables				
Consultation, advice and advocacy: advice to local, national and regional authorities on participatory slum upgrading programmes, citywide strategies and inclusive pro-poor urban renewal, housing profiles, housing policies, housing implementation strategies, national housing legislation and housing finance activities.				
Databases and substantive digital materials: online knowledge centres on participatory slum upgrading programmes and on global partnerships and commitments consolidated in 2019 contributing towards regional and global networks; publications for slums and informal settlements upgrading at scale in 2020.				

Subprogramme 6

Risk reduction, rehabilitation and urban resilience

Objective

- A.35 The objective, to which this subprogramme contributes, is to increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development.

Programme performance in 2019 against planned result

- A.36 A planned result for 2019, which is to improve urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 154 partner cities and 34 national Governments that have included urban risk reduction and management in their plans, exceeding the target of 147 for the period 2018–2019. These Governments adopted key UN-Habitat normative tools to strengthen local capacities for building resilient cities and other human settlements.

Programme performance in 2019: a place of safety in Mozambican schools

- A.37 The country of Mozambique is prone to natural disasters and has experienced successive severe cyclones in the past 20 years that have caused massive destruction of property. UN-Habitat has provided technical assistance to the Ministry of Education and Human Development of Mozambique in support of the “Safer Schools” programme, which included a comprehensive assessment of schools damaged by cyclones and floods, hazard risk mapping, improved site planning and zoning and the development of building guidelines and improved building codes to increase the resilience of school structures.
- A.38 In 2019, the subprogramme provided technical assistance to the Government of Mozambique with regard to the construction of resilient school buildings, strengthened its capacity for “building back better” approaches and influenced the development of normative policy framework, such as cyclone and strong wind zoning, architectural catalogues and building codes. In partnership with the Ministry of Education and Human Development, the subprogramme produced six pilot project packages in

2015, through the Safer Schools project, embedding anti-cyclonic and anti-seismic measures. In addition, schools now have an action plan for preparing for, responding to and monitoring the impacts of disasters. As a result of the implementation, recognized as successful by the Ministry of Education and Human Development, the Ministry of Health approached UN-Habitat in 2019 to develop a similar project for safer hospitals.

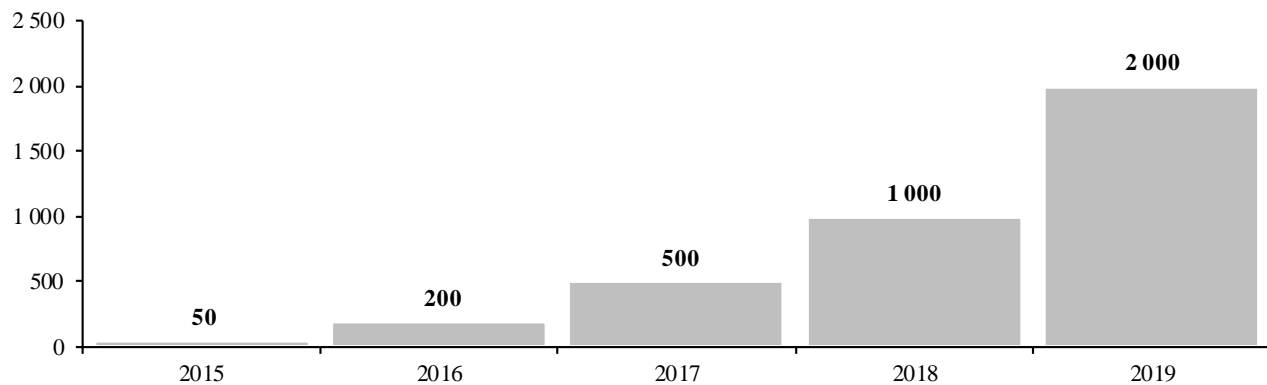
- A.39 The programme supported the Member State towards the achievement of Sustainable Development Goal target 13.1 by strengthening the resilience and adaptive capacity to climate-related hazards and natural disasters in Mozambique, and in particular indicator 13.1.3 (“proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies”).

Progress towards the attainment of the objective, and performance measure

- A.40 This work contributed to the increased resilience of cities to the impacts of natural and human-made crises and the undertaking of rehabilitation in ways that advance sustainable urban development, as demonstrated by the Ministry of Public Works, Housing and Water Resources validating and endorsing the map of cyclonic and strong winds developed within the Safer Schools project with the objective of zoning the territory in terms of wind intensity and the magnitude of cyclonic winds. In 2019, almost 1,000 classrooms were added to the 1,000 that were constructed from 2014 to 2018, bringing the total to roughly 2,000. The schools built using the design developed by UN-Habitat withstood Cyclone Idai in April and May 2019, which was considered the worst cyclone in the history of Mozambique. As a result, the subprogramme’s resilient approaches are now recognized in legislative frameworks for resilient construction across all these sectors and account for the significant scaling up of the protection of children and communities at large during cyclonic events.

Figure A.III

Performance measure: total number of resilient schools constructed with support from the United Nations Human Settlements Programme



Deliverables

- A.41 Table A.9 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.9

Subprogramme 6: deliverables for 2019, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	19	19		
1. Projects on urban resilience and disaster risk reduction	9	9		
2. Projects on camps and post-crisis reconstruction settlements	10	10		
Seminars, workshops and training events (number of days)	31	34		
3. Training events on urban resilience and urban disaster risk reduction	19	21		
4. Training events on post-crisis sustainable reconstruction approaches and tools	12	13		
Publications (number of publications)	4	5		
5. Publications on urban resilience and disaster risk reduction	3	4		
6. Publications on crisis response and reconstruction approaches	1	1		
Technical materials (number of materials)	3	3		
7. Guidance materials on resilience-based planning tools	2	2		
8. Guidance materials on humanitarian urban response	1	1		
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to Member States on building resilience and managing urban crises; technical assistance missions to multiple natural disaster-stricken countries and countries affected by both sudden onset and protracted conflict.				

Subprogramme 7

Urban research and capacity development

Objective

- A.42 The objective, to which this subprogramme contributes, is to improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels.

Programme performance in 2019 against planned result

- A.43 A planned result for 2019, which is improved monitoring of global urbanization conditions and trends, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 353 urban observatories using, upon approval by appropriate authorities, UN-Habitat monitoring tools, methods and data, exceeding the target of 335 for the period 2018–2019.

Programme performance in 2019: supporting the monitoring of the urban dimensions of the Sustainable Development Goals at local and national levels

- A.44 In 2019, the subprogramme delivered technical advisory services in 43 countries, in particular in 29 low-income and 14 less developed countries from three developing regions. These efforts were undertaken in order to strengthen local and national capacities to produce and use urban data to track progress on the implementation of urban-related Sustainable Development Goal targets. In addition,

12 training and capacity development programmes were organized at the subregional and regional levels with the participation of more than 80 countries. As a result, Member States are now better able to address issues related to limited monitoring mechanisms, data collection and analysis, statistical methods and disaggregation.

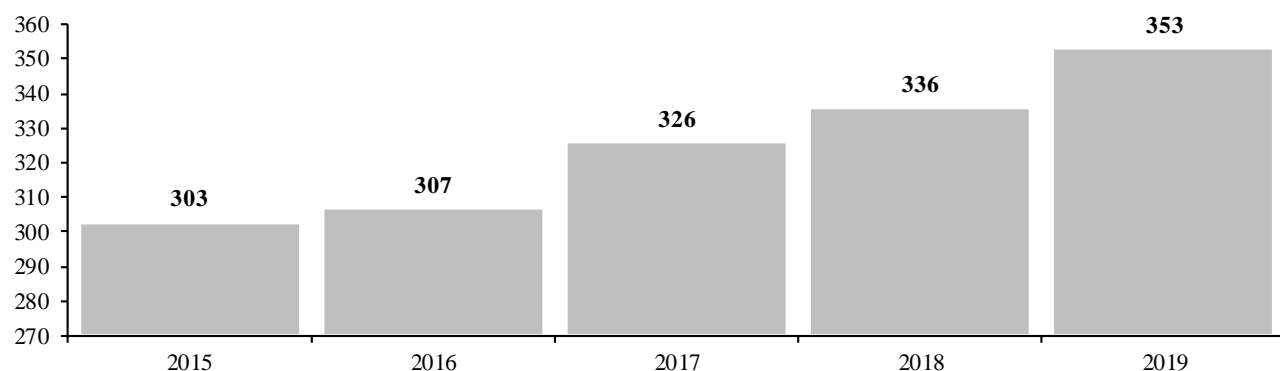
- A.45 Moreover, the subprogramme supported the advancement of urban indicators and the development of new approaches for spatial urban monitoring, which strengthened the capacity of cities to prepare baselines and diagnoses, define specific action plans based on statistical evidence and carry out spatial analysis and monitor the results and impacts of their own interventions.
- A.46 For example, UN-Habitat, in partnership with ECA and the Economic Commission for Latin America and the Caribbean are supporting the governments of Botswana, Colombia, Ecuador and Tunisia to report on urban Sustainable Development Goal indicators, notably using the UN-Habitat companion guide entitled, “Sustainable Development Goals: monitoring human settlements indicators”. In this regard, in Tunisia, UN-Habitat and ECA held two training workshops in Monastir and Tozeur. These workshops for local authorities and national statistical agencies focused on statistical tools and techniques to build country-level capacity on spatial and non-spatial methods of data collection and measurement for Sustainable Development Goal indicators. As a result, the city of Monastir has established an urban observatory to collect and collate data focused on environmental indicators.

Progress towards the attainment of the objective, and performance measure

- A.47 This work contributed to improved knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels, as demonstrated by the 17 additional local urban observatories that used UN-Habitat methodologies in 2019, leading to a cumulative total of 353 by the end of 2019. Local and national monitoring mechanisms were strengthened through the establishment of these urban observatories, which brought together data producers and users from different sectors and different levels of government.

Figure A.IV

Performance measure: total number of local urban observatories using United Nations Human Settlements Programme monitoring tools and data



Deliverables

- A.48 Table A.10 lists all deliverables, by category and subcategory, for 2019 that contributed to the attainment of the objective stated above.

Table A.10

Subprogramme 7: deliverables for 2019, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	2		
1. Meetings in support of regional ministerial conferences and national urban development institutions	2	2		
2. Gender forum and round table in the framework of the World Urban Forum	–	–		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	8		
3. Projects on Global Urban Observatory	–	5		
4. Projects on best practices on sustainable urbanization	–	3		
Seminars, workshops and training events (number of days)	243	258		
5. Workshops on the Global Urban Observatory	30	43		
6. Seminars/workshops on best practices in sustainable urbanization	9	11		
7. Training courses/workshops on the New Urban Agenda and urban-related Sustainable Development Goals	204	204		
Publications (number of publications)	17	9		
8. Report on the implementation of the New Urban Agenda and the urban-related Sustainable Development Goals	–	1		
9. <i>World Cities Report</i> and country and regional cities reports	7	2		
10. Handbook and annual report on mainstreaming cross-cutting issues under each subprogramme	9	4		
11. Report of the United Nations Human Settlements Programme on human settlements statistics	1	1		
12. Publication on best practices in sustainable urbanization	–	1		
Technical materials (number of materials)	21	21		
13. Sustainable Development Goal 11 indicator metadata and modules	2	7		
14. Technical materials on best practices in sustainable urbanization	2	2		
15. Technical materials on the New Urban Agenda	2	2		
16. Technical materials on mainstreaming cross-cutting issues	9	4		
17. UN-Habitat country programme documents	6	6		
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to local and national authorities on the Sustainable Development Goals, the New Urban Agenda, the City Prosperity Initiative and best practices.				
Databases and substantive digital materials: online repository database on best practices, the Global Urban Indicators.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, leaflets, exhibitions, tutorials, posters, banners, postcards, briefs, guides and information kits on best practices, including monthly features, reports, news stories, webpages and infographics, including the Shanghai Manual; the Quito Implementation Platform.				
External and media relations: press releases related to issuance of major publications and organization of high-profile events.				

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Redeployment

