

## **Work Programme 2021**

Consultations with the Ad-hoc working group on Programmatic, Budgetary and Administrative Matters of the Executive Board

13 January 2020



## STRATEGIC PLAN 2020-2023

A better quality of life for all in an urbanizing world

s Vision

UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind

Sustainable urbanization is advanced as a driver of development and peace, to improve living conditions for all, in line with the Sustainable Development Goals

Org. performance enablers

1. Monitoring and knowledge

2. Innovation

- 3. Advocacy, communication and outreach
- 4. Partnerships
- 5. Capacity building

6. Systems and processes

Drivers of change (How)

- 1. Policy & Legislation
- 2. Urban
  Planning and
  Design
- 3. Governance
- 4. Financing Mechanisms

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

Enhanced shared prosperity of cities and regions

Strengthened climate action and improved urban environment

Effective urban crisis prevention and response

Increased and equal access to basic services, sustainable mobility and public space

Increased and secure access to land and adequate and affordable housing

Effective settlements growth and regeneration

Improved spatial connectivity and productivity

Increased and equitably distributed locally generated revenues

Expanded deployment of frontier **technologies** and **innovations** 

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

Enhanced **social integration** and inclusive communities

Improved **living standards** and inclusion of migrants, refugees and internally **displaced persons** 

Enhanced **resilience** of the built environment and infrastructure

Social inclusion issues: (1) Human rights; (2) Gender; (3) Children, youth and Older Persons; (4) Disability

Crosscutting thematic areas: (1) Resilience; (2) Safety

**Objective** Mission

Change

**Jomains of** 



A 3 8 9 5 0 9 6

How will the Strategic Plan 2020-2023 be implemented?

## Implementing the Strategic Plan 2020-2023...





We are here now

Work Programme and Budget (2020) (2021) 2022 and 2023

- Normative deliverables (e.g. World cities report)
- Operational deliverables (e.g. Participatory Slum Upgrading Programme)
- ☐ Post resources (i.e. staff cost)
- Non post resources (i.e. non staff cost)



## **Structure of Annual Work Programme 2021...**

## Captures key elements of the Strategic Plan 2020-2023

- ☐ 4 subprogrammes are aligned with 4 domains of change, including objectives and strategies
- ☐ New way of doing business



- Better integration between normative and operational work
- Strong focus on social inclusion/cross-cutting and human rights
- Use flagship programmes to showcase our new approach and expertise
- Position UN-Habitat as a Centre of Excellence



### **Structure of Annual Work Programme 2021...**

### **Foreword**

#### **Overall Orientation**

- 1. Mandates and background
- 2.Strategy and external factors
- 3.Legislative mandates
- 4. Deliverables (Cross cutting)
- 5. Evaluation activities

### Programme of work for 2021: 4 Subprogrammes

- 1.Objective
- 2.Strategy
- 3. Programme plan for 2021: Planned Story for 2021
- 4.Legislative mandates
- 5.Deliverables



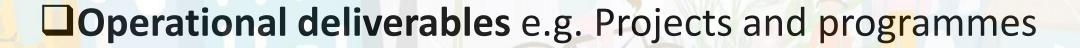
### Programme performance for 2019 (7 Subprogrammes for 2019)

- 1.Objective
- 2.Programme performance in 2019: Results story for 2019
- 3. Programme performance in 2019, against planned result
- 4. Deliverables (actual for 2019)

### **Structure of Annual Work Programme 2021: Deliverables...**

The programme of work 2021 has a full list of deliverables, which includes:

- **□Normative deliverables** e.g.
  - Technical Materials (National Urban Policies, Guidelines)
  - Publications (world cities report),
  - Special events (World Habitat Day)
  - Seminars, trainings and workshops







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### **Programme performance for 2019 (7 Subprogrammes for 2019)**

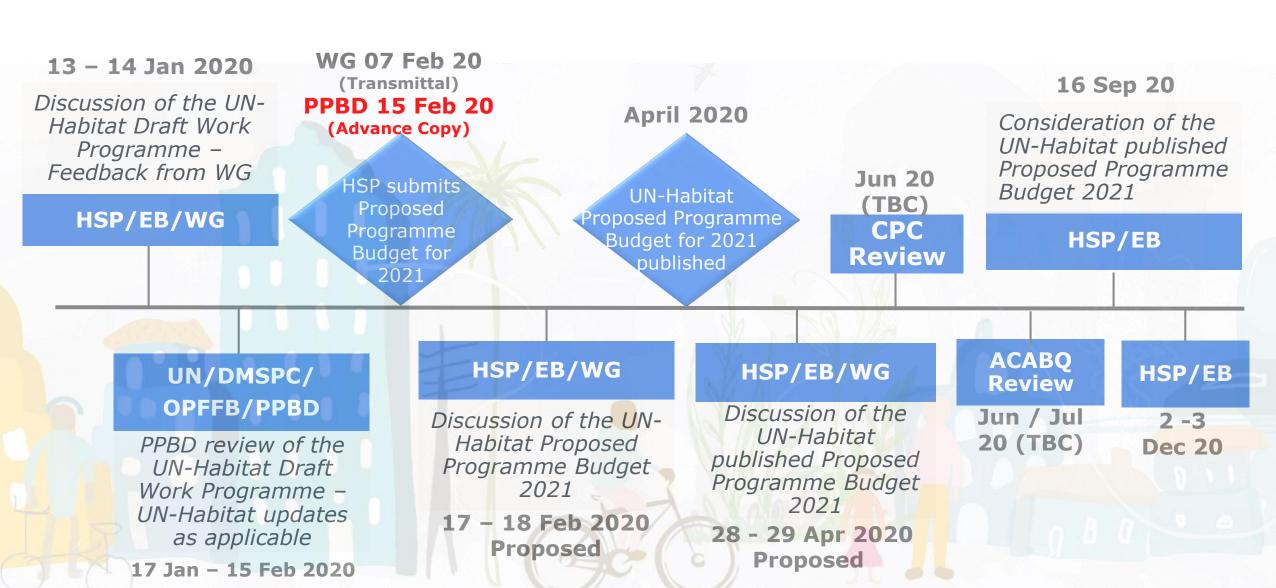
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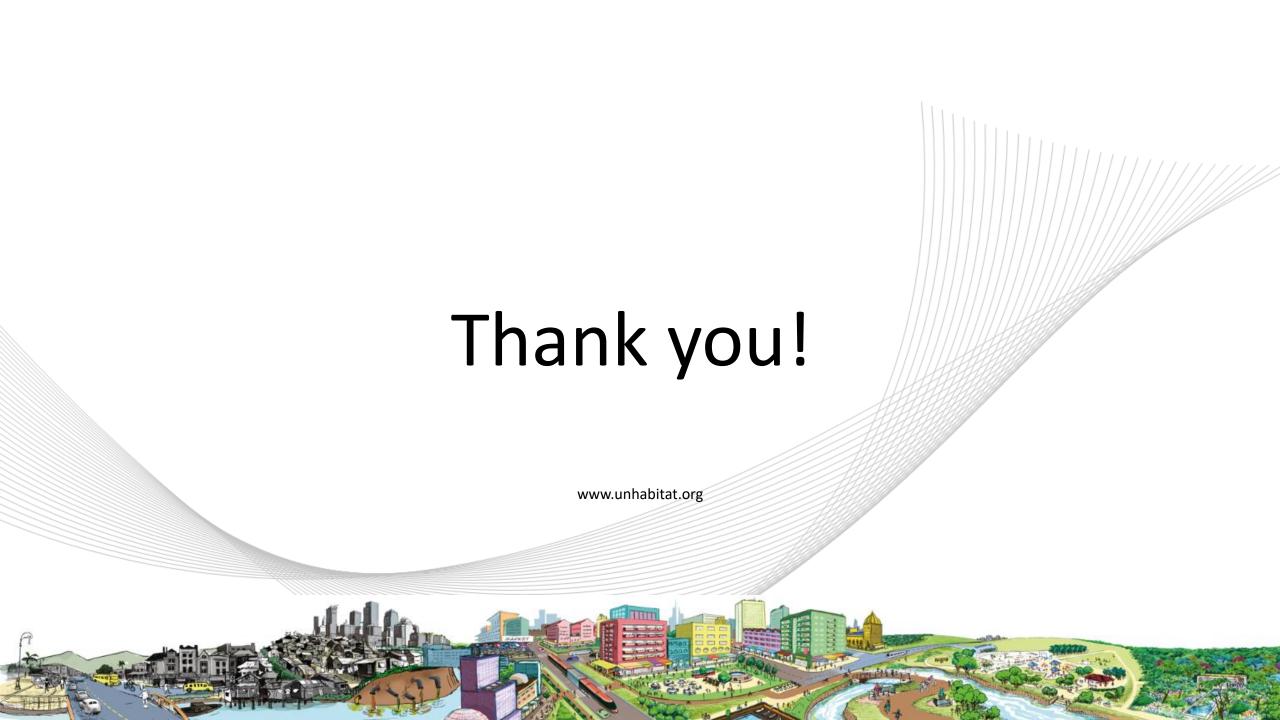
### **Structure of Annual Work Programme 2021: Performance of 2019...**

Programme of Work 2021 includes Performance of 2019 under the seven subprogrammes of the SP 2014-2019:

- □An actual results story for 2019
- □ Performance measures for last 5 years
- □ Actual deliverables for 2019

# **UN-Habitat Executive Board and Ad Hoc Working Group Proposed Schedule**





## What is changing at the Programme level

Incorporating feedback from Departments and CPC

Elements	2020	2021	
Foreword	With picture and narratives	Only narratives	
List of mandates	Supplementary	Fascicle	
Charter and alignment with SDGs	<b>√</b>	×	
Recent Development	<b>√</b>	×	
Strategy	✓	✓	
Evaluation	✓	✓	

## What is changing at the subprogramme level

Incorporating feedback from Departments and CPC

Elements	2020	<b>2021</b> ✓ Broader	
Objective	✓		
Alignment with SDGs	✓	×	
Strategy	_	<b>√</b>	
Result Narratives	✓	✓ Shorter × No pictures	
Mandates	Fascicle Supplementary	<b>x</b> Fascicle	
Deliverables	Supplementary	<b>X</b> Fascicle	

# Feedback from 2020 process

### **Feedback from CPC**

Lengthy discussions culminated in practical and constructive guidance

#### **Discontinued Elements**



## **UN Charter / Aggregation of SDGs and alignment of objectives with SDGs**

No consensus. Repetitive reference to purposes in UN Charter. At times alignment and consolidation of SDGs contributed to distorted interpretation



#### **Pictures generated controversy**

Interest in preserving the more austere format of the budget document expressed.

Some pictures failed to illustrate results effectively. Challenging to identify suitable pictures

- F. Most significant relative variances of deliverables Variances between the actual and planned figures in 201
- 12.8 The variance in publications is mainly driven by the increased ICT, caused by higher demand and more prominence of these to 12.9 The variance in technical materials is mainly driven by the temperated in response to specific requests from LDCs and count use new technologies to promote economic development and gr
- Variances between the planned figures for 2020 and 2019 12.10 The volume of quantified deliverables planned for 2010 is in

#### **Explanation of variances in deliverables**

Not essential. In the past, CPC managed without

#### **Added Elements**



#### **Single document**

Mandates and deliverables in published document



#### Cover all our work

Broader objectives

Complete strategies also for subprogrammes



#### More context

Performance information to cover a period of 5 years





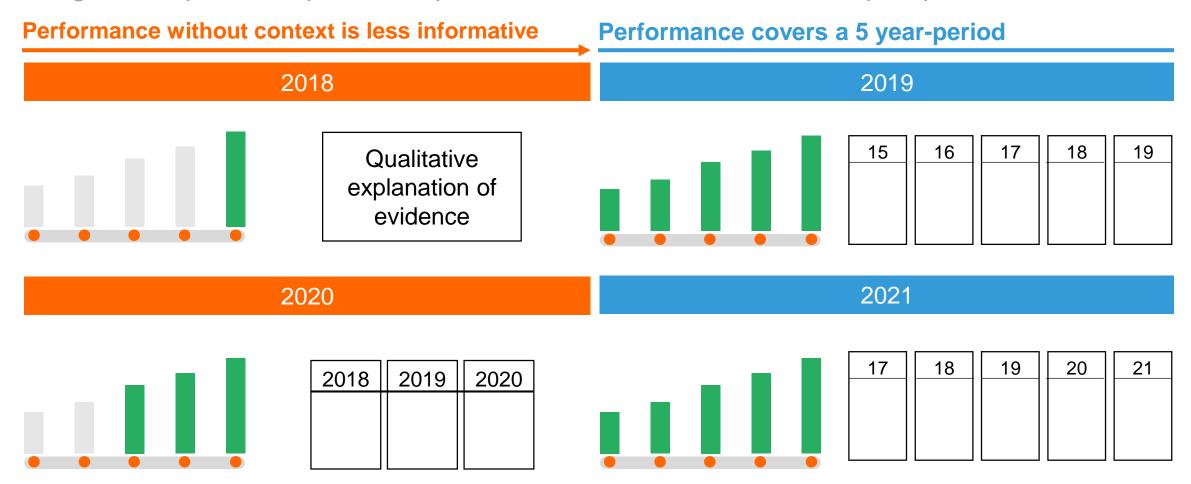
### Main concerns voiced

One result for all we do	<ul> <li>Strategy at the subprogramme will cover entire scope of work</li> <li>Workload and lack of capacity to produce more results frameworks</li> </ul>		
Process	<ul> <li>Timing and responsiveness during review process</li> <li>Process needs to be streamlined</li> </ul>		
Templates restrict message	More flexibility. Less templated language		
Reporting cross-sectoral work	Cross-sectoral deliverables need proper reporting		
Mandates	<ul><li>Which mandates? Also regional?</li><li>Presented in annex or main body?</li></ul>		

# Changes in the 2021 PoW

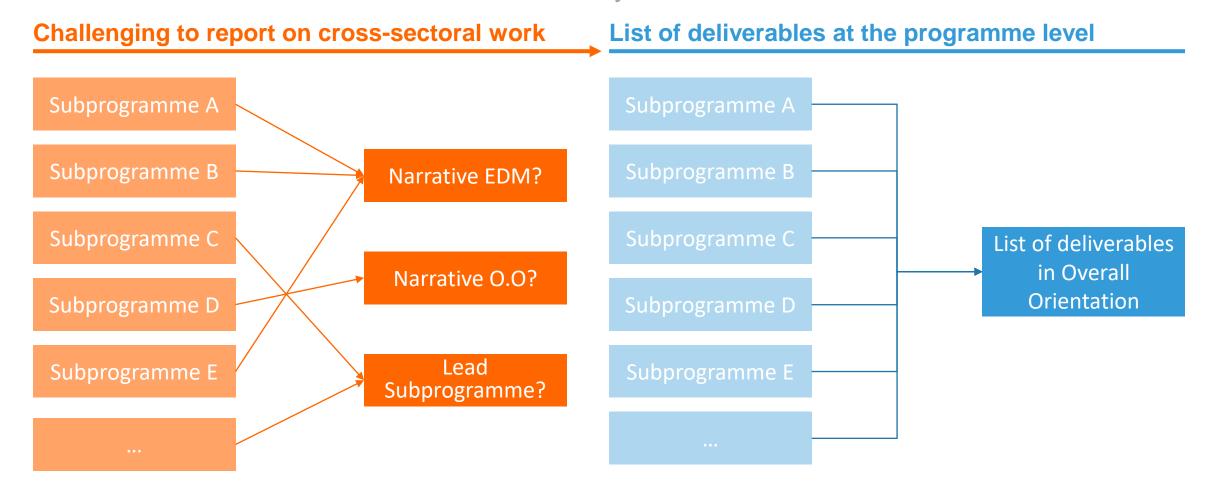
## Performance information will cover longer period

Longer time period expected to provide a sense of evolution and perspective



## Cross-sectoral work at the programme level

List of cross-sectoral deliverables consistently featured in the Overall Orientation



# The 2021 Programme of Work

## **Geographical Distribution of highlighted stories**

	Africa	Asia	Arab States	Latin America	GLOBAL
Domains of Change (Planned for 2021)	-	-	-	_	DC1,2,3 4 (flagship programmes)
Sub programmes (Results for 2019)	Kenya (SP3) Mozambique (SP6)	Afghanistan (SP1) Nepal (SP4)	Iraq (SP5)	Belize (SP2)	SP7 (Global)