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Item 5 of the provisional agenda*

**Discussion and possible approval of the draft annual
work programme of the United Nations Human Settlements
programme and the draft budget of the United Nations Habitat
and Human Settlements Foundation for 2021**

Draft work programme and budget for 2021

Summary

The present document sets out the proposed work programme of the United Nations Human Settlements Programme for 2021, which is based on the four-year strategic plan for the period 2020–2023, approved by resolution 1/1, adopted by the United Nations Habitat Assembly at its first session. The work programme has been 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 United Nations Secretariat and the recommendation of the Executive Board of the United Nations Human Settlements Programme at its first session of 2020, on 29 June 2020 (HSP/EB.2020/18, para. 25).

The Executive Director recommends that the Executive Board of the United Nations Human Settlements Programme approve the work programme of the United Nations Human Settlements Programme and the budget of the United Nations Habitat and Human Settlements Foundation for 2021 as set out in the present document.

* HSP/EB.2020/19.

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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 achievement of the Sustainable Development Goals and the implementation of the New Urban Agenda to ensure the widest possible participation in the “urban advantage” (the social, economic and environmental benefits brought by sustainable urban development).

This document presents the programme plan for UN-Habitat for 2021 and demonstrates the concrete ways in which UN-Habitat will continue, alongside 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 reflects a pragmatic scaling down of the original ambitions of 2019 owing to the coronavirus disease (COVID-19) pandemic and the subsequent economic impact. Nonetheless, the document also contains arguments for revising ambition upwards; the pandemic has shown how important it is to plan, build capacity and build back better to ensure that no one and no place is left behind and that cities and communities will be at the frontline of the socioeconomic recovery.

In May 2019, at its first session, the UN-Habitat Assembly approved a strategic plan for the period 2020–2023. The basis of the plan is UN-Habitat’s new vision of “a better quality of life for all in an urbanizing world”, which the 2021 work programme encapsulates in four subprogrammes designed to drive and focus UN-Habitat’s approach to and delivery of more inclusive and integrated human settlements. The 2021 programme plan builds on the results and achievements of the 2020 programme plan and capitalizes on UN-Habitat’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 UN-Habitat to explore the interactions between the normative and operational components of its mandate and the lessons learned.

UN-Habitat has a significant presence in Asia and Africa, where 90 per cent of urban growth is most likely to happen in the next 30 years, but needs to lay the foundation for its leading role in supporting sustainable urbanization worldwide. While the COVID-19 pandemic has demonstrated the importance of UN-Habitat’s core mandate activities – planning, housing and basic services – inadequate funding is expected to have a negative impact on other, less well-funded dimensions of social inclusion and new flagship programmes relating to urban regeneration. Reforms aimed at more field-based service delivery may also be de-prioritized.

The 2021 programme plan reflects UN-Habitat’s intent to deliver results effectively and efficiently with the strong support of existing and new partners. Its impact-oriented approach will help to positively transform lives in cities and communities around the world. UN-Habitat is able to carry out its work thanks to the support of Member States and other donors. It should be noted, however, that voluntary general-purpose contributions have declined by more than 75 per cent since 2009. Without the full support of Member States and other donors in funding the approved work programme, there remains a risk that the deliverables will not be fully achieved.

More than ever, well-planned, well-governed cities are a key part of the world’s future sustainability. The structures built, the designs employed and the 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 regarding 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 settlements offer hope. They provide 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 achievement of the Sustainable Development Goals.

We must now intensify our actions. The implementation of the UN-Habitat 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 leaving no one behind.

Maimunah Mohd Sharif
Executive Director, United Nations Human Settlements Programme

I. General overview

A. 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 regarding 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 monitoring of and reporting on global progress in the implementation of the New Urban Agenda and the achievement of Sustainable Development Goal 11. The organization's mandate derives from priorities established in 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 it established the United Nations Centre for Human Settlements (Habitat). The General Assembly, through its resolution 56/206, transformed Habitat into the United Nations Human Settlements Programme (UN-Habitat) effective 1 January 2002, and, 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. Through the implementation of the regular programme of technical cooperation and United Nations Development Account projects, UN-Habitat supports development of the capacity of all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development.

B. 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 sociopolitical 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 where 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 suffer from additional forms of exclusion, as well as 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 people, migrants and other marginalized groups. In addition, 1.2 billion people lack access to clean drinking water and 2.5 billion lack access to safe sanitation, with fewer than 35 per cent of cities in developing countries treating 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 advantage can be realized through the effective concentration of resources, jobs and the structures and services needed for a decent quality of life and inclusive communities.
5. UN-Habitat's strategy for delivering the 2021 work programme is driven by its strategic plan for the period 2020–2023. As part of its strategic planning process, UN-Habitat reviewed its strengths, weaknesses, opportunities and threats and recalibrated its vision, mission and strategic focus.
6. Overall, the strategic plan sends the clear message that UN-Habitat is moving towards a more innovative, delivery-focused, partnership-oriented model of operation with a view to achieving greater impact. It also makes it 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 strategic plan sets out UN-Habitat's vision of "a better quality of life for all in an urbanizing world", which focuses on impact and improving people's lives, as well as its mission,

which is to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one behind. It defines four interconnected and mutually reinforcing domains of change with which the work programme's subprogramme structure is aligned:

- (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 UN-Habitat Assembly at its first session, in May 2019.

9. As part of the strategic plan, UN-Habitat is positioning itself in the following ways:

(a) UN-Habitat will conclude the operationalization of the subprogramme areas, which are being delivered through a combination of its traditional programme and activity areas and five integrated and catalytic flagship programmes. It will also continue to deliver its initiatives by leveraging integrated, partnership-driven work practices underpinned by more systematic interrelations between its normative and operational work. 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. They deepen programming coherence, with a view to achieving transformative results and leaving no one behind.

(b) The “Inclusive, Vibrant Neighbourhoods and Communities” flagship programme responds to all four subprogrammes with spatial interventions, employing urban regeneration as a tool to reduce spatial inequalities and poverty. Supporting the social, economic and environmental transformation of deprived areas and strategic locations in a city will result in connected, dynamic, diverse and vibrant neighbourhoods and support equal outcomes for all.

(c) The “People-focused Smart Cities” flagship programme 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 “RISE-UP: Resilient Settlements for the Urban Poor” flagship programme 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 “Inclusive cities: enhancing the positive impacts of urban migration” flagship programme responds to subprogrammes 1, 2 and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people. It 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 “Sustainable Development Goals Cities” flagship programme addresses all four subprogrammes, improving the overall achievement of the Sustainable Development Goals by supporting cities in connecting evidence to policies and finding sources of financing.

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 2020–2023 and the work programme for 2021. They will reduce fragmentation through geographical convergence and greater thematic connectivity of activities to achieve impact everywhere UN-Habitat is present. They will strengthen coherence among initiatives implemented in multiple locations, facilitating the cross-fertilization of ideas, experiences and lessons within UN-Habitat, as well as with partners. These flagship programmes will enable the establishment of long-term partnerships with and commitments from national and local governments, donors and other relevant organizations, and will build on and bring together several past and ongoing initiatives of UN-Habitat.

11. The 2021 work programme will continue to streamline social inclusion as a process and outcome to address key cross-cutting issues (relating to older people, children and people with disabilities, as well as gender and youth), which will strengthen UN-Habitat programming 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 new guiding frameworks, tools and capacity-building materials when possible, 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 its work on the global flagship reports (the Global Report on Human Settlements and the State of the World’s Cities report, which are now combined as the periodic World Cities Report, and various themed reports) and the Global Urban Indicators Database. UN-Habitat will engage more systematically with global networks to develop and test tools such as the Global Land Tool Network, the Global Water Operators’ Partnerships Alliance and the Global Network on Safer Cities. It 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, UN-Habitat will build on its experience of implementing programmes and projects at the local, national and regional levels to guide technical cooperation work and ensure that it has a demonstrable impact on the lives of beneficiaries. Over the years, UN-Habitat has developed a wide range of diverse projects, focused in large part on integrated programming for sustainable urbanization, as well as activities ranging from crisis response to post-disaster and post-conflict reconstruction and rehabilitation.

14. Given that cities play a vital role in realizing the sustainable urban development agenda, UN-Habitat will reenergize its partnerships with local authorities and their associations and city networks in the context of national policies. Furthermore, UN-Habitat will fully support municipal efforts for local achievement and monitoring of the Sustainable Development Goals and the implementation of the New Urban Agenda through work on policy, legislation, governance, planning and design, and financing mechanisms.

15. In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities across the four subprogramme themes and mobilize public and political support. It will continue to make maximum use of advocacy and knowledge platforms, including its own website, and key global meetings such as the World Urban Forum (which now also serves as one of the reporting platforms for 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 entities. 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 using tools such 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. In terms of external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Adequate non-earmarked 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 for the development and implementation of their urban policies, plans and strategies.
- (c) Robust disaggregated urban data are available to support UN-Habitat’s research and advocacy work.
- (d) Social, political and macroeconomic stability persists in the areas where UN-Habitat and its partners will implement programmes and projects.

18. UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, one of the 2021 planned results for subprogramme 1 demonstrates the aim of UN-Habitat interventions to enhance tenure security for women in the Arab world.

19. Regarding 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 young people, UN-Habitat will collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the International Labour Organization, the International Organization for Migration (IOM), 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 2015–2030. 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 humanitarian response, and with the United Nations Office on Drugs and Crime to promote safety in public spaces. UN-Habitat will collaborate with the World Health Organization and the United Nations Children's Fund on the monitoring of water and sanitation and on mainstreaming the New Urban Agenda into UN-Water and UN-Energy. UN-Habitat will also collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote gender equality and ensure that projects benefit women and girls.

20. With regard to inter-agency coordination and liaison, UN-Habitat will collaborate with other United Nations entities to mainstream Sustainable Development Goal achievements and develop a system-wide sustainable urbanization strategy and the action framework for the implementation of the New Urban Agenda and regional action plans. In the context of its normative role, UN-Habitat will continue to work closely with the Department of Economic and Social Affairs and the regional economic commissions to serve as a knowledge platform and the global first port of call for data and knowledge on cities, towns and rural settlements in all regions and countries of the world, and will collaborate with the resident coordinator system to improve the efficiency and effectiveness of operational activities at the country level.

C. Legislative mandates

21. The resolutions and decisions relating to UN-Habitat's mandate are listed below.

1. General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/235	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)
71/256	New Urban Agenda
72/146	Policies and programmes involving youth
72/234	Women in development
73/170	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all

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)
73/242	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

2. UN-Habitat Assembly resolutions and decisions

Resolution 1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023
Resolution 1/2	United Nations System-Wide Guidelines on Safer Cities and Human Settlements
Resolution 1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development
Resolution 1/4	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
Resolution 1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

3. Governing Council of the United Nations Human Settlements Programme resolutions

18/8	Youth
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/1	Youth and human settlements
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/7	Gender equality in human settlements development
20/16	Enhancing the involvement of civil society in local governance
21/3	Guidelines on decentralization and strengthening of local authorities
21/6	Urban youth development
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
22/9	South-South cooperation in human settlements
23/3	Support for pro-poor housing
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
24/4	Gender equality and women's empowerment to contribute to sustainable urban development
24/5	Pursuing sustainable development through national urban policies
24/6	Supporting action for the creation of safer cities
24/7	Making slums history: a worldwide challenge
24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/12	Youth and sustainable urban development
24/13	Country activities by the United Nations Human Settlements Programme
25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
25/2	Strengthening national ownership and operational capacity
25/6	International guidelines on urban and territorial planning
25/7	United Nations Human Settlements Programme governance reform
26/4	Promoting safety in cities and human settlements
26/5	Regional technical support on sustainable housing and urban development by regional consultative structures

26/6	World Urban Forum
26/8	Promoting the effective implementation, follow-up to and review of the New Urban Agenda
26/9	Human settlements development in the Occupied Palestinian Territory

4. Economic and Social Council resolutions

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

D. Deliverables

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

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 five events (two on empowerment of women, youth and vulnerable groups and one each on the Commission on the Status of Women, on the World Urban Forum and at the UN-Habitat Assembly).				
Digital platforms and multimedia content: Mobile-phone-based application content for national and citywide citizen consultation on the achievement of Sustainable Development Goal 11.				

E. Evaluation activities

23. The findings of the following evaluations, completed in 2018 and 2019, have been taken into account in the programme plan for 2021:

- (a) Self-evaluation: Evaluation of impact and 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 for strengthening national capacities to formulate and adopt housing and slum upgrading strategies;
- (d) Self-evaluation: Mid-term evaluation for the Kabul Strengthening Municipal Nahias Programme;
- (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, 2014-2019;
- (i) Self-evaluation: Evaluation of the Clean and Green Cities Programme.

24. The evaluation recommendations were used in the reorganization of UN-Habitat to strengthen accountability, effectiveness and efficiency. For example, on the basis of recommendations stemming from 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 its work with other United Nations entities.

25. The programme plan for 2021 provides for the following evaluations and self-evaluations:

- (a) End-of-programme evaluation for 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 II);
- (c) Two country self-evaluations;
- (d) Six project self-evaluations on projects ending in 2020;
- (e) Two thematic self-evaluations.

II. Financial overview

26. The financial framework of UN-Habitat comprises three broad sources of funding:

(i) United Nations regular-budget appropriations; (ii) earmarked and non-earmarked contributions to the United Nations Habitat and Human Settlements Foundation; and (iii) technical cooperation contributions. For management purposes, the United Nations regular-budget appropriations and non-earmarked contributions to the United Nations Habitat and Human Settlements Foundation are UN-Habitat’s “core resources”.

27. Regular-budget appropriations are approved by the General Assembly and fall into two main categories: human settlements and the regular programme of technical cooperation, the latter being for sectoral advisory services in the field of human settlements and sustainable urban development. To service mandated meetings included in the calendar of the United Nations, including meetings of the UN-Habitat Executive Board and the UN-Habitat Assembly, regular-budget resources are allocated to the Department of General Assembly and Conference Management. UN-Habitat also receives regular-budget allocations under the development account that are related to implementation of specified development projects.

28. Contributions to the United Nations Habitat and Human Settlements Foundation can be earmarked or not. Non-earmarked funds, made up of voluntary contributions from Governments, are allocated to support the implementation of the approved UN-Habitat work programme in accordance with agreed priorities, with their allocation approved by the Executive Board. Earmarked funds are voluntary contributions from Governments and other donors designated for the implementation of specific activities in the programme of work, generally global, thematic and multi-country projects,

and include trust funds. The allocation of earmarked foundation contributions is approved by the Executive Director.

29. Technical cooperation contributions are earmarked funds contributed voluntarily by Governments and other 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. The allocation of technical cooperation contributions is approved by the Executive Director.

30. The expenditure of earmarked funds, whether foundation earmarked or technical cooperation funds, generates programme support revenue, which is a percentage of total direct programme costs, in line with administrative instructions ST/AI/286.

31. The consolidated work programme and budget for 2021 have been prepared following an analysis of the targeted income from the three sources of funding for the biennium based on the resources required to implement the proposed annual work programme. In line with General Assembly resolution 67/226, every effort has been made to consolidate projected core and non-core resources in an integrated budgetary framework, on the basis of the priorities of the strategic plan for 2020–2023.

A. Resource plan

32. While UN-Habitat expects to make considerable progress in its earmarked funding, consisting of foundation earmarked and technical cooperation funds, its business model relies on its core funding, made up of the regular-budget and foundation non-earmarked funds. 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 the Member States. In the biennium 2012–2013, Member States approved a budget of \$70.2 million but contributed only \$22.7 million (32 per cent). As a result, the UN-Habitat approved budget was adjusted downwards to \$45.6 million in 2014–2015 and 2016–2017 and further reduced to \$26.0 million in 2018–2019. Amounts received against those budgets were \$10.1 million in 2014–2015 (22 per cent), \$5.0 million in 2016–2017 (11 per cent) and \$8.7 million in 2018–2019 (33.3 per cent).

33. With the approval of the strategic plan for 2020–2023 and the renewed commitment of Member States to support UN-Habitat's activities following reforms that included new governance and organizational structures, the Executive Board approved a budget of \$18.9 million for 2020. The approval of the 2020 work programme and budget by Member States reflected their acknowledgement of the organization's efforts. That approval has been overtaken by the events of 2020, however, and the Executive Board's 29 June 2020 request that the Executive Director prepare a 2021 work programme with a ceiling of \$10.0 million for foundation non-earmarked funds.

34. The overall resource requirements for UN-Habitat for 2021 are estimated at \$228.1 million, 9.8 per cent less than the \$252.9 million approved budget for 2020. The estimate for 2021 reflects continued demand for normative activities and other activities in the technical cooperation budget and 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 resources by source of funds, broken down by expenditure category, while table 15.3 shows resources by funding category and table 15.4 shows resources by strategic area.

Table 15.2
Overview of resources by source of funds

(Thousands of United States dollars)

Source of funds	Financial resources					Post resources		
	Actual 2019	Approved 2020	Change	Percentage change	Estimated 2021	2020	Change	2021
Foundation non-earmarked								
Post	4 830.7	16 919.3	(8 741.9)	(51.7)	8 177.4	135	(77)	58
Non-post	465.0	2 008.1	(185.5)	(9.2)	1 822.6	–	–	–
Subtotal	5 295.7	18 927.4	(8 927.4)	(47.2)	10 000.0	135	(77)	58
Regular budget								
Post	10 565.7	11 169.6	–	–	11 169.6	73	–	73
Non-post	4 829.4	1 338.8	–	–	1 338.8	–	–	–
Subtotal	15 395.1	12 508.4	–	–	12 508.4	73	–	73

<i>Source of funds</i>	<i>Financial resources</i>					<i>Post resources</i>		
	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 2021</i>	<i>2020</i>	<i>Change</i>	<i>2021</i>
Programme support								
Post	5 300.0	5 656.6	791.5	14.0	6 448.1	47	3	50
Non-post	6 328.1	4 984.4	(1 653.7)	(33.2)	3 330.7	–	–	–
Subtotal	11 628.1	10 641.0	(862.2)	(8.1)	9 778.8	47	3	50
Foundation earmarked								
Post	–	–	–	–	–	–	–	–
Non-post	38 538.3	63 473.7	(20 142.9)	(31.7)	43 330.8	–	–	–
Subtotal	38 538.3	63 473.7	(20 142.9)	(31.7)	43 330.8	–	–	–
Technical cooperation								
Post	–	–	–	–	–	–	–	–
Non-post	101 500.3	147 397.4	5 175.7	3.5	152 573.1	–	–	–
Subtotal	101 500.3	147 397.4	5 175.7	3.5	152 573.1	–	–	–
Total by category								
Post	20 696.4	33 745.5	(7 950.4)	(23.6)	25 795.1	255	(74)	181
Non-post	151 661.1	219 202.4	(16 806.4)	(7.7)	202 396.0	–	–	–
Total	172 357.5	252 947.9	(24 756.8)	(9.8)	228 191.1	255	(74)	181

Table 15.3
Overview of resources by funding category
 (Thousands of United States dollars)

<i>Funding category</i>	<i>Financial resources</i>				
	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 2021</i>
Core resources					
Foundation non-earmarked	5 295.7	18 927.4	(8 927.4)	(47.2)	10 000.0
Regular budget	15 395.1	12 508.4	–	–	12 508.4
Subtotal	20 690.8	31 435.8	(8 927.4)	(28.4)	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	160 729.4	242 306.9	(23 894.6)	(9.9)	218 412.3
Programme support					
Programme support	11 628.1	10 641.0	(862.2)	(8.1)	9 778.8
Total	11 628.1	10 641.0	(862.2)	(8.1)	9 778.8
Grand total	172 357.5	252 947.9	(24 756.8)	(9.8)	228 191.1

Table 15.4
Overview of resources by strategic area
 (Thousands of United States dollars)

<i>Strategic area</i>	<i>Financial resources</i>					<i>Post resources</i>		
	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 2021</i>	<i>2020</i>	<i>Change</i>	<i>2021</i>
Subprogramme 1								
Post	5 064.8	5 439.5	(1 276.1)	(23.5)	4 163.4	37	(10)	27
Non-post	72 901.7	49 220.0	9 883.5	20.1	59 103.5	–	–	–
Subtotal	77 966.5	54 659.5	8 607.4	15.7	63 266.9	37	(10)	27
Subprogramme 2								
Post	1 504.8	5 080.0	(823.9)	(16.2)	4 256.1	35	(6)	29
Non-post	14 642.9	51 351.7	(6 490.1)	(12.6)	44 861.6	–	–	–
Subtotal	16 147.7	56 431.7	(7 314.0)	(13.0)	49 117.7	35	(6)	29
Subprogramme 3								
Post	1 425.3	6 397.6	(2 469.5)	(38.6)	3 928.1	41	(12)	29
Non-post	17 391.8	32 495.6	3 425.8	10.5	35 921.4	–	–	–
Subtotal	18 817.1	38 893.2	956.3	2.5	39 849.5	41	(12)	29
Subprogramme 4								
Post	5 035.5	5 173.3	(1 942.8)	(37.6)	3 230.5	47	(23)	24
Non-post	31 405.4	79 228.7	(21 238.5)	(26.8)	57 990.2	–	–	–
Subtotal	36 440.9	84 402.0	(23 181.3)	(27.5)	61 220.7	47	(23)	24
Policymaking organs								
Post	4 229.6	1 014.5	(311.5)	(30.7)	703.0	6	–	6
Non-post	7 902.8	931.7	466.1	50.0	1 397.8	–	–	–
Subtotal	12 132.4	1 946.2	154.6	7.9	2 100.8	6	–	6
Executive direction and management								
Post	0.8	4 316.9	160.7	3.7	4 477.6	31	(3)	28
Non-post	1 089.7	1 024.6	(315.6)	(30.8)	709.0	–	–	–
Subtotal	1 090.5	5 341.5	(154.9)	(2.9)	5 186.6	31	(3)	28
Programme support								
Post	3 435.6	6 323.7	(1 287.3)	(20.4)	5 036.4	58	(20)	38
Non-post	6 326.8	4 950.1	(2 537.6)	(51.3)	2 412.5	–	–	–
Subtotal	9 762.4	11 273.8	(3 824.9)	(33.9)	7 448.9	58	(20)	38
Total by category								
Post	20 696.4	33 745.5	(7 950.4)	(23.6)	25 795.1	255	(74)	181
Non-post	151 661.1	219 202.4	(16 806.4)	(7.7)	202 396.0	–	–	–
Total	172 357.5	252 947.9	(24 756.8)	(9.8)	228 191.1	255	(74)	181

36. The estimated resource requirements for 2021 are organized around four subprogrammes corresponding to the four domains of change of the 2020–2023 strategic plan. For the purposes of comparison, table 15.5 presents the approved resources for 2020, restated according to the same four subprogrammes, along with the resource requirements for 2021. Resources are categorized by source of funds and expenditure category. The allocation of resources across the four subprogrammes is based on an analysis of the resource requirements for each strategic area, taking into account the deliverables for each subprogramme for 2021 and the strategic priorities of UN-Habitat.

37. The greater part of the 2021 budget – \$195.9 million, or 85.8 per cent – is reserved for programme activities, both normative and operational. Of the remaining \$32.3 million, \$22.5 million, or 9.9 per cent of the budget, is for core normative activities and support for policymaking organs, executive direction and management, which includes evaluation and the liaison offices. The remaining \$9.8 million, or 4.3 per cent of the budget, is for programme support activities.

Table 15.5

Approved resources for 2020 (restated) and resource requirements for 2021, by source of funds and expenditure category

(Thousands of United States dollars)

<i>Strategic area</i>	<i>Source of funds</i>					<i>Expenditure category</i>		
	<i>Foundation non-earmarked</i>	<i>Regular budget</i>	<i>Programme support</i>	<i>Foundation earmarked</i>	<i>Technical cooperation</i>	<i>Total</i>	<i>Post</i>	<i>Non-post</i>
2020 approved resources, restated								
Subprogramme 1	2 949.4	2 289.7	855.9	22 261.1	26 303.4	54 659.5	5 439.5	49 220.0
Subprogramme 2	2 277.0	2 586.4	841.2	14 338.9	36 388.2	56 431.7	5 080.0	51 351.7
Subprogramme 3	3 497.2	2 287.1	1 236.4	6 698.3	25 174.2	38 893.2	6 397.6	32 495.6
Subprogramme 4	3 062.1	1 844.1	1 038.8	18 925.4	59 531.6	84 402.0	5 173.3	79 228.7
Polymaking organs	439.1	595.5	111.6	–	–	1 146.2	1 014.5	931.7
Executive direction and management	2 856.0	1 772.4	713.1	800.0	–	6 141.5	4 316.9	1 024.6
Programme support	3 846.6	1 133.2	5 844.0	450.0	–	11 273.8	6 323.7	4 950.1
Total	18 927.4	12 508.4	10 641.0	63 473.7	147 397.4	252 947.9	33 745.5	219, 202.4
Post	16 919.3	11 169.6	5 656.6	–	–	33 745.5	33 745.5	–
Non-post	2 008.1	1 338.8	4 984.4	63 473.7	147 397.4	219 202.4	–	219 202.4
Total	18 927.4	12 508.4	10 641.0	63 473.7	147 397.4	252 947.9	33 745.5	219 202.4
2021 resource requirements								
Subprogramme 1	1 298.7	2 289.7	1 084.5	18 961.2	39 632.8	63 266.9	4 163.4	59 103.5
Subprogramme 2	942.3	2 586.4	1 236.8	12 742.1	31 610.1	49 117.7	4 256.1	44 861.6
Subprogramme 3	966.8	2 287.1	1 111.9	5 108.2	30 375.5	39 849.5	3 928.1	35 921.4
Subprogramme 4	1 027.4	1 951.2	768.1	6 519.3	50 954.7	61 220.7	3 230.5	57 990.2
Polymaking organs	829.2	596.6	675.0	–	–	2 100.8	703.0	1 397.8
Executive direction and management	2 770.2	1 663.2	753.2	–	–	5 186.6	4 477.6	709.0
Programme support	2 165.4	1 134.2	4 149.3	–	–	7 448.9	5 036.4	2 412.5
Total	10 000.0	12 508.4	9 778.8	43 330.8	152 573.1	228 191.1	25 795.1	202 396.0
Post	8 177.4	11 169.6	6 448.1	–	–	25 795.1	25 795.1	–
Non-post	1 822.6	1 338.8	3 330.7	43 330.8	152 573.1	202 396.0	–	202 396.0
Total	10 000.0	12 508.4	9 778.8	43 330.8	152 573.1	228 191.1	25 795.1	202 396.0

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

39. Table 15.6 shows resources for 2019, 2020 and 2021, broken down by subcategory. Table 15.7 shows resource requirements for 2021 by subcategory and source of funds and table 15.8 shows resource requirements for 2021 by subcategory and strategic area.

Table 15.6

Resources by expenditure subcategory, 2019–2021

(Thousands of United States dollars)

<i>Expenditure subcategory</i>	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 2021</i>
Posts	20 696.4	33 745.5	(7 950.4)	(23.6)	25 795.1
Other staff costs	64 124.6	63 344.0	3 366.3	5.3	66 710.3
Hospitality	81.8	108.0	(100.2)	(92.8)	7.8
Consultants	324.1	18 754.0	(18 240.5)	(97.3)	513.5
Travel of representatives	4.4	40.0	(40.0)	(100.0)	–

<i>Expenditure subcategory</i>	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 2021</i>
Travel of staff	3 437.5	15 257.3	(5 919.9)	(38.8)	9 337.4
Contractual services	15 734.2	17 709.9	6 338.4	35.8	24 048.3
General operating expenses	16 984.5	28 041.7	(13 057.4)	(46.6)	14 984.3
Supplies and materials	655.7	4 322.9	(716.2)	(16.6)	3 606.7
Furniture and equipment	1 883.6	6 243.1	(2 116.9)	(33.9)	4 126.2
Grants and contributions	48 430.7	65 381.5	13 680.0	20.9	79 061.5
Total	172 357.5	252 947.9	(24 756.8)	(9.8)	228 191.1

Table 15.7

Resource requirements for 2021 by expenditure subcategory and source of funds

(Thousands of United States dollars)

<i>Expenditure subcategory</i>	<i>Source of funds</i>					<i>Total</i>
	<i>Foundation non-earmarked</i>	<i>Regular budget</i>	<i>Programme support</i>	<i>Foundation earmarked</i>	<i>Technical cooperation</i>	
Posts	8 177.4	11 169.6	6 448.1	–	–	25 795.1
Other staff costs	–	294.9	20.0	18 812.4	47 583.0	66 710.3
Hospitality	–	7.8	–	–	–	7.8
Consultants	158.5	215.0	140.0	–	–	513.5
Travel of staff	83.5	143.7	114.0	4 261.7	4 734.5	9 337.4
Contractual services	199.5	252.0	114.6	3 583.4	19 898.8	24 048.3
General operating expenses	1 254.8	354.9	2 889.0	1 808.1	8 677.5	14 984.3
Supplies and materials	36.7	36.7	39.1	884.1	2 610.1	3 606.7
Furniture and equipment	34.6	33.8	14.0	561.8	3 482.0	4 126.2
Grants and contributions (out)	55.0	–	–	13 419.3	65 587.2	79 061.5
Total	10 000.0	12 508.4	9 778.8	43 330.8	152 573.1	228 191.1

Table 15.8

Resource requirements for 2021 by expenditure subcategory and strategic area

(Thousands of United States dollars)

<i>Expenditure subcategory</i>	<i>Strategic area</i>							<i>Total</i>
	<i>SPI</i>	<i>SPI</i>	<i>SP3</i>	<i>SP4</i>	<i>PMO</i>	<i>EDM</i>	<i>PGS</i>	
Posts	4 163.4	4 256.1	3 928.1	3 230.5	703.0	4 477.6	5 036.4	25 795.1
Other staff costs	19 966.5	16 857.8	10 781.7	18 939.3	33.3	131.7	–	66 710.3
Hospitality	–	–	–	–	7.8	–	–	7.8
Consultants	96.1	96.0	96.0	96.0	12.0	91.1	26.3	513.5
Travel of staff	2 959.5	2 438.3	1 071.7	2 775.4	–	78.3	14.2	9 337.4
Contractual services	6 863.6	6 027.0	3 289.4	7 574.1	1.6	67.6	225.0	24 048.3
General operating expenses	3 228.5	2 850.8	1 669.7	3 486.0	1 336.0	300.7	2 112.6	14 984.3
Supplies and materials	1 200.7	794.3	555.4	1 008.5	0.6	22.7	24.5	3 606.7
Furniture and equipment	1 014.2	1 119.8	712.9	1 251.0	6.5	11.9	9.9	4 126.2
Grants and contributions	23 774.4	14 677.6	17 744.6	22 859.9	–	5.0	–	79 061.5
Total	63 266.9	49 117.7	39 849.5	61 220.7	2 100.8	5 186.6	7 448.9	228 191.1

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

B. Foundation non-earmarked resources

40. The proposed amount to be funded by non-earmarked contributions to the United Nations Habitat and Human Settlements Foundation for 2021 is \$10.0 million, a decrease of 47.2 per cent from the 2020 budget approved by the Executive Board. This budget level will entail an ambitious approach to resource mobilization, requiring a strong, focused resource mobilization effort to increase

non-earmarked contributions while remaining conservative about what might possibly be mobilized. It also updates the activities mandated by the work programme 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.

C. Regular-budget resources

41. Regular-budget appropriations for 2021 are 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 policymaking organs accounts for \$0.6 million (4.8 per cent) and programme activities account for \$9.1 million (72.8 per cent), while \$1.1 million (8.8 per cent) is for programme support services and \$1.7 million (13.6 per cent) is for executive direction and management. As 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 effected at United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

D. Foundation earmarked resources

42. The estimated 2021 budget for foundation earmarked resources is \$43.3 million, all for programme activities (see table 15.5). This represents a decrease of 31.7 per cent from the \$63.5 million approved for 2020.

43. As is shown in table 15.9, the foundation earmarked component includes corresponding programme support costs (overhead) of \$3.2 million, estimated at an average of 8.0 per cent of total foundation earmarked direct programme costs. This amount represents the contribution of the foundation earmarked portfolio to the programme support fund for 2021. The details of how the programme support revenue will be utilized is presented below under section 2.6, "programme support fund".

Table 15.9

Composition of foundation earmarked resources

(Thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 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
Total	38 538.3	63 473.5	(20 142.7)	(31.7)	43 330.8

E. Technical cooperation resources

44. The estimated 2021 budget for technical cooperation activities is \$152.6 million, representing an increase of \$5.2 million (3.5 per cent) over the \$147.4 million approved for 2020.

45. As is shown in table 15.10, the technical cooperation component includes corresponding programme support costs (overhead) of \$10.2 million, estimated at an average of 7.2 per cent of total technical cooperation direct programme costs. This amount represents the contribution of the technical cooperation portfolio to the programme support revenue resources for 2021. The details of how the programme support cost revenue will be utilized is presented below under section 2.6, programme support fund.

Table 15.10

Composition of technical cooperation resources

(Thousands of United States dollars)

<i>Category</i>	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>Percentage change</i>	<i>Estimated 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
Total	101 500.3	147 397.7	5 175.4	3.5	152 573.1

F. Programme support resources

46. UN-Habitat projects that a total of \$9.8 million will be expended to support the 2021 work programme using programme support revenue generated by the expenditure of earmarked resources. Table 15.5 shows the distribution of the strategic areas that will be supported. Estimated programme support revenue to be earned from earmarked projects in 2021 amounts to \$13.4 million, including \$3.2 million from foundation earmarked funds and \$10.2 million from technical cooperation funds, as is shown in tables 15.9 and 15.10.

III. Human resources overview

47. The new UN-Habitat organizational structure aligns the posts of the organization with the four domains of change of the strategic plan and is designed to be flexible. The human resource requirements are in line with the 2020–2023 strategic plan.

48. For 2021, the work programme provides for a total of 181 posts, comprising 73 posts funded by regular-budget funds, 58 posts by foundation non-earmarked funds and 50 posts by programme support revenue.

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 levels. The Management, Advisory and Compliance Service provides support to all UN-Habitat operations.

50. Table 15.11 shows the staffing levels for 2021 compared to the 2020 levels, by source of funds, and table 15.12 shows staffing levels for 2021 by strategic area.

Table 15.11

Estimated distribution of posts by source of funds

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)	11	(4)	2	4	(1)	–	3
Net changes	–	–	(2)	(3)	(30)	–	(19)	(3)	(57)	(19)	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	12	11	2	30	20	–	50
2021 total	1	1	3	11	19	35	33	8	111	68	2	181

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

Table 15.12

Estimated distribution of posts by strategic area

Strategic area	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	
2021												
Subprogramme 1	–	–	2	2	5	4	3	1	17	10	–	27
Subprogramme 2	–	–	–	3	3	7	5	2	20	9	–	29
Subprogramme 3	–	–	–	1	3	7	6	1	18	11	–	29
Subprogramme 4	–	–	–	1	3	3	4	1	12	12	–	24
Policy-making organs	–	–	–	1	–	–	2	–	3	3	–	6

Strategic area	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	
Executive direction and management	1	1	1	2	4	5	2	1	17	9	2	28
Programme support	—	—	—	1	1	9	11	2	24	14	—	38
2021 total	1	1	3	11	19	35	33	8	111	68	2	181

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

IV. Foundation non-earmarked resources

51. This section presents the resource requirements relating to the United Nations Habitat and Human Settlements Foundation non-earmarked fund. This segment of the resources requires the specific approval of the Executive Board, while the estimated levels of other funding sources would only be noted by the Executive Board.

52. Table 15.13 shows the financial trend for the Foundation non-earmarked fund, presenting actual amounts for the five-year period from 2015 to 2019, approved amounts for 2020 and estimated amounts for 2021.

53. Table 15.14 shows the resources for the foundation non-earmarked fund for 2019, 2020 and 2021, by category, along with the number of posts in 2020 and 2021. Finally, table 15.15 shows the foundation non-earmarked fund resource requirements for 2021 by strategic area and expenditure subcategory.

Table 15.13
Financial trend for the United Nations Habitat and Human Settlements Foundation (non-earmarked funds only)
(Thousands of United States dollars)

Item/Year	2015	2016	2017	2018	2019	2020*	2021
1.0. Funding							
1.1. Fund and reserve balances at beginning of year	16 498.0	10 154.0	6 088.0	2 279.0	1 280.0	3 491.0	2 000.0
Total [1.1]	16 498.0	10 154.0	6 088.0	2 279.0	1 280.0	3 491.0	2 000.0
1.2. Income							
Contributions towards budget for the year	1 995.0	2 279.0	2 693.0	3 594.0	5 128.0	4 900.0	10 000.0
Contributions towards reserve stabilization	—	—	—	—	—	2 429.4	—
Investment revenue	172.0	37.0	52.0	13.0	94.0	13.0	10.0
Cost recovery	2 803.0	2 469.0	2 628.0	—	—	—	—
Other revenue	337.0	—	—	92.0	17.0	—	—
Total [1.2]	5 307.0	4 785.0	5 373.0	3 699.0	5 239.0	7 342.4	10 010.0
Total [1.0]	21 805.0	14 939.0	11 461.0	5 978.0	6 519.0	10 833.4	12 010.0
2.0. Expenditure							
Employee salaries and benefits	8 829.0	7 984.0	7 927.0	4 419.0	5 490.0	7 152.4	8 177.4
Non-employees compensation and allowances	654.0	331.0	334.0	27.0	(1.0)	—	158.5
Grants and transfers	18.0	15.0	442.0	—	—	55.0	55.0
Supplies and consumables	13.0	(5.0)	4.0	—	—	45.0	36.7
Travel	831.0	276.0	287.0	43.0	7.0	81.0	83.5
Other operating expenses	257.0	228.0	171.0	18.0	20.0	1 500.0	1 488.9
Other expenses	1 049.0	22.0	17.0	12.0	2.0	—	—
Total [2.0]	11 651.0	8 851.0	9 182.0	4 519.0	5 518.0	8 833.4	10 000.0
3.0. Fund and reserve balances at end of year (1.0 – 2.0)	10 154.0	6 088.0	2 279.0	1 459.0	1 001.0	2 000.0	2 010.0
Adjustment	—	—	—	(179.0)	2 490.0	—	—

<i>Item/Year</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020*</i>	<i>2021</i>
Subtotal	10 154.0	6 088.0	2 279.0	1 280.0	3 491.0	2 000.0	2 010.0
Operational reserve**	4 562.0	4 562.0	2 606.0	1 303.0	1 303.0	2 000.0	2 000.0
Loan repayment	–	–	–	–	–	–	–
4.0. Fund balances at end of year	5 592.0	1 526.0	(327.0)	(23.0)	2 188.0	–	10.0

* Projected amount.

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

Table 15.14
United Nations Habitat and Human Settlements Foundation: resources for 2019–2021, by category, and number of posts in 2020 and 2021 (non-earmarked funds only)
 (Thousands of United States dollars)

<i>Category</i>	<i>Financial resources</i>					<i>Number of posts</i>		
	<i>Actual 2019</i>	<i>Approved 2020</i>	<i>Change</i>	<i>% change</i>	<i>Estimated 2021</i>	<i>2020</i>	<i>Change</i>	<i>2021</i>
A. Work programme								
Post	2 247.3	11 160.5	(7 442.1)	(66.7)	3 718.4	86	(59)	27
Non-post	175.5	625.2	(108.4)	(17.3)	516.8	–	–	–
Subtotal	2 422.8	11 785.7	(7 550.5)	(64.1)	4 235.2	86	(59)	27
B. Policymaking organs								
Post	1 928.3	406.9	(259.4)	(63.8)	147.5	1	–	1
Non-post	339.7	32.2	649.5	2 017.1	681.7	–	–	–
Subtotal	2 268.0	439.1	390.1	88.8	829.2	1	–	1
C. Executive direction and management								
Post	–	2 625.3	(94.9)	(3.6)	2 530.4	21	(6)	15
Non-post	–	230.7	9.1	3.9	239.8	–	–	–
Subtotal	–	2 856.0	(85.8)	(3.0)	2 770.2	21	(6)	15
D. Programme support								
Post	655.1	2 726.6	(945.5)	(34.7)	1 781.1	27	(12)	15
Non-post	(50.2)	1 120.0	(735.7)	(65.7)	384.3	–	–	–
Subtotal	604.9	3 846.6	(1 681.2)	(43.7)	2 165.4	27	(12)	15
Total by category								
Post	4 830.7	16 919.3	(8 741.9)	(51.7)	8 177.4	135	(77)	58
Non-post	465.0	2 008.1	(185.5)	(9.2)	1 822.6	–	–	–
Total	5 295.7	18 927.4	(8 927.4)	(47.2)	10 000.0	135	(77)	58

Table 15.15
Resource requirements for 2021 by expenditure subcategory and strategic area (non-earmarked funds only)
 (Thousands of United States dollars)

<i>Expenditure subcategory</i>	<i>Strategic area</i>							<i>Total</i>
	<i>SP1</i>	<i>SP2</i>	<i>SP3</i>	<i>SP4</i>	<i>PMO</i>	<i>EDM</i>	<i>PGS</i>	
Post	1 160.4	835.5	867.3	855.2	147.5	2 530.4	1 781.1	8 177.4
Consultants and experts	24.0	24.0	24.0	24.0	12.0	26.5	24.0	158.5
Travel of staff	16.0	17.4	13.1	12.0	–	25.0	–	83.5
Contractual services	9.7	5.2	10.4	9.8	1.6	20.1	142.7	199.5
General operating expenses	78.4	52.7	44.0	66.2	661.0	150.5	202.0	1 254.8
Supplies and materials	4.6	3.3	3.8	4.6	0.6	9.9	9.9	36.7
Furniture and equipment	5.6	4.2	4.2	5.6	6.5	2.8	5.7	34.6
Grants and contributions	–	–	–	50.0	–	5.0	–	55.0

Expenditure subcategory	Strategic area							Total
	SP1	SP2	SP3	SP4	PMO	EDM	PGS	
Total	1 298.7	942.3	966.8	1 027.4	829.2	2 770.2	2 165.4	10 000.0
Post	1 160.4	835.5	867.3	855.2	147.5	2 530.4	1 781.1	8 177.4
Non-post	138.3	106.8	99.5	172.2	681.7	239.8	384.3	1 822.6
Total	1 298.7	942.3	966.8	1 027.4	829.2	2 770.2	2 165.4	10 000.0

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

54. Table 15.16 shows the allocation of posts funded by foundation non-earmarked resources by strategic area, and table 15.17 shows the changes in the number of posts funded by foundation non-earmarked resources from 2020 to 2021.

Table 15.16

United Nations Habitat and Human Settlements Foundation: estimated distribution of posts funded by non-earmarked resources, by strategic area

Strategic area	Professional category and above								General service		
	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
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
Policymaking 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

Table 15.17

United Nations Habitat and Human Settlements Foundation: summary of changes in posts funded by foundation non-earmarked resources

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

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

V. General financial reserve

55. The purpose of the general financial reserve 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. The Executive Board determines the level of the general financial reserve from time to time, in accordance with rule 304.2 (b) of document ST/SGB/2015/4 and upon the recommendation of the Executive Director.

56. In view of the expected level of expenditure in 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. The recommended amount is based on the historical timing of foundation unearmarked fund payments. This financial reserve will be recorded upon approval by the Executive Board of the 2021 work programme and budget proposal in the financial statement of 2020.

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

A. Objective

57. Subprogramme 1 contributes to the objective of reduced spatial inequality between and within communities and reduced poverty in communities across the urban-rural continuum, through:

- (a) Increased and equal access to basic services, sustainable mobility and accessible and safe public space;
- (b) Increased and secure access to land and adequate and affordable housing;
- (c) Effective human settlement growth and regeneration.

B. Strategy

58. For increased and equal access to basic services, sustainable mobility and public space, UN-Habitat will develop and disseminate toolkits, standards and technical guidelines to Member States and engage partner cities in policy dialogues, peer-to-peer support, sharing of best practices, training sessions and other capacity-building initiatives aimed at strengthening institutional and managerial capacity to improve access to and the efficiency, quality, reliability and sustainability of basic services (water, sanitation, energy, etc.) and provide access to 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, UN-Habitat will expand the 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. UN-Habitat will also support national and local authorities in building capacity to use frontier technologies to improve the provision and management of basic services for all. In terms of public space, for example, these activities are expected to result in improved urban area quality, accessibility, inclusion and safety for all. Past results in this area include improved basic services such as water supply and sanitation for more than 2 million people and upgraded and revitalized public spaces of 75 cities, making them safe, inclusive and accessible for 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.

59. For increased and secure access to land and adequate and affordable housing, UN-Habitat will provide Member States with policy, legislation, planning and financing instruments to implement integrated, inclusive and gender-responsive land and housing policies that improve tenure security for all, provide adequate, affordable housing and prevent forced evictions. Advocacy work under subprogramme 1 will support 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 affordable housing and strengthened policymaker capacity to implement sustainable land governance systems. Past results in these areas include the enacting of constitutional provisions on the right to adequate housing by more than 100 countries, leading to the progressive delivery of adequate affordable housing to beneficiaries such as women, children, persons with disabilities, indigenous peoples and migrants in 42 countries and to tenure security for 800,000 slum dwellers and people living in informal settlements, sustainable livelihoods for 268,000 women and young people and improved living conditions for 516,203 people, in 200 cities across 40 countries. This work helps Member States make progress towards achieving the Sustainable Development Goals, primarily Goals 1, 2, 5, 11 and 15.

60. For effective human settlement growth and regeneration, UN-Habitat will provide technical assistance to national and local governments for the development of integrated plans, policies, technical guidelines and toolkits aligned with the International Guidelines on Urban and Territorial Planning and principles of sustainable urbanization. It will also provide technical assistance to national and local governments and cities seeking to develop bankable proposals for specific high-priority catalytic interventions. UN-Habitat will support partner cities in institutionalizing different approaches to sustainable and inclusive urban development and management by outlining specific plans, policies, innovative financing modalities and partnerships and providing technical guidelines and toolkits. These actions are expected to result in the transformation of dilapidated urban areas into social and economically inclusive areas offering improved quality of life for inhabitants, along with environmental and climate change mitigation and adaptation. This includes the upgrading of brownfield sites and promotion of inclusive urban mobility schemes and nature-based solutions for

public spaces. Past results in these areas include the adoption of sustainable principles of urban planning in planning exercises by more than 20 cities and the finalization of more effective and Sustainable Development Goal-compliant terms of reference for urban plans and projects and their use to guide planning exercises, including for 30 urban projects. This work helps Member States make progress towards achieving Goal 11.

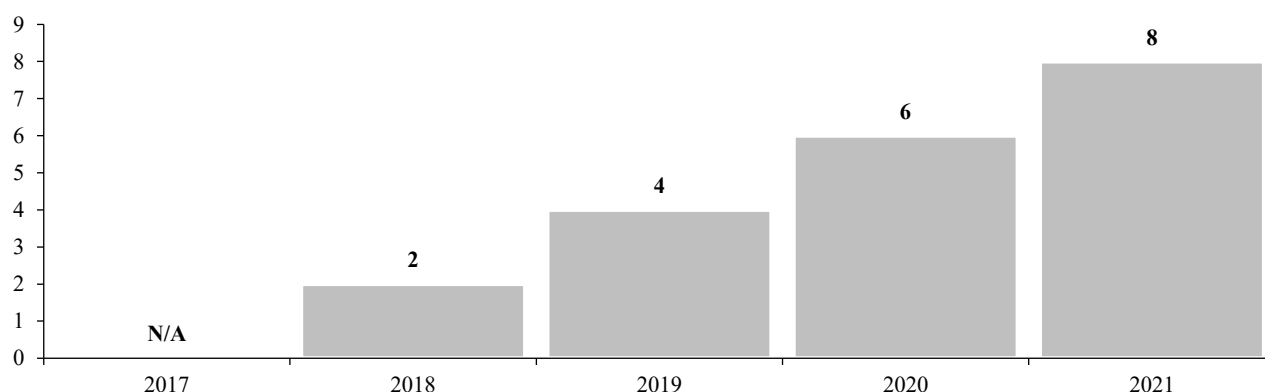
C. Planned results for 2021

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

61. UN-Habitat will continue its work related to land governance and 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 shown in figure 15.1. For 2020, a proxy performance measure is indicated to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the approved objectives.

Figure 15.1

Performance measure: 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

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

62. Fragmentation of the urban space frequently manifests in segregation and concentration of poverty and multiple deprivations in pockets of the city. Neglected historical sites in inner cities, brownfield sites, dilapidated housing and unplanned neighbourhoods are shared experiences for city inhabitants, irrespective of income class. Urban regeneration is one tool for reducing 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 in terms of social inclusion and the protection of the most vulnerable residents.

63. UN-Habitat will enhance the synergies of subprogramme 1 with other subprogrammes and provide support to national and local governments undertaking inclusive urban development projects and initiatives that enhance the integration of disconnected urban areas into the wider urban fabric. It will promote urban mobility schemes 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 and the capacity of national and local governments to better manage the implementation and outputs of such initiatives will be built. 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.

3. Internal challenge and response

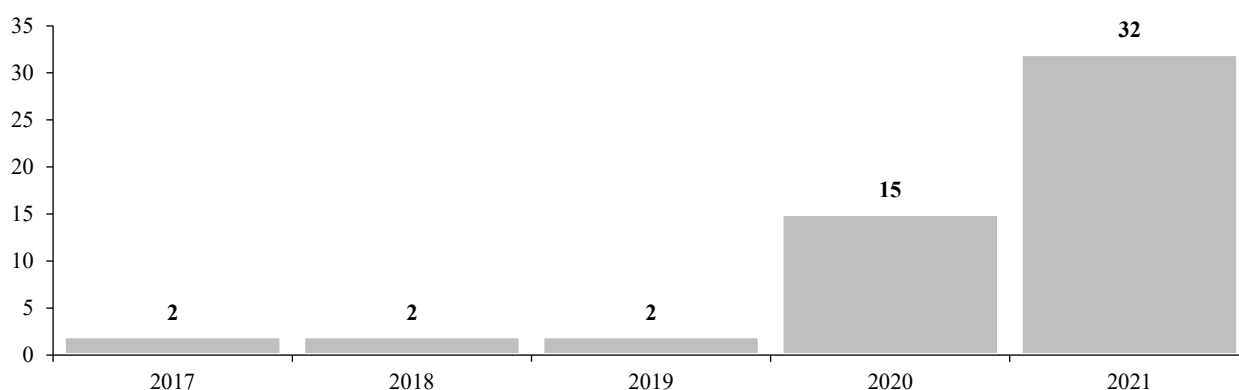
64. The ability of the subprogramme to address growing spatial inequality through inclusive urban regeneration was hampered by a lack of comprehensive global guidelines and tools to support the Member States in this initiative. Spatial inequality concentrates in specific locations and is often accompanied by far-reaching social, economic and environmental challenges, such as the uneven distribution of basic urban services, a lack of affordable housing, limited economic opportunities and low environmental quality. UN-Habitat will address this by developing global norms and monitoring frameworks for urban regeneration in close collaboration with relevant partners, to provide an integrated approach to urban regeneration 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.

4. Expected progress towards the attainment of the objective; performance measure

65. 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. Following the 2019 pilot project with the two initial cities, 15 cities are expected to sign up for the Inclusive, Vibrant Neighbourhoods and Communities flagship programme in 2020, and the lessons learned from their experiences will be consolidated and scaled up.

Figure 15.2

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



D. Legislative mandates

66. The list below indicates the resolutions relating to UN-Habitat mandates covered by subprogramme 1.

1. General Assembly resolutions

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

2. Governing Council resolutions

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

E. Deliverables

67. Table 15.18 lists the deliverables for the period 2020–2021 that have contributed and are expected to contribute to the attainment of the subprogramme 1 objective, by category and subcategory.

Table 15.18

Subprogramme 1 deliverables for the period 2020–2021, 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>
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 notes 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 training 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 training on housing, slum upgrading, rehabilitation of brownfield sites and innovative financing through land readjustment, urban design governance, public space, the 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

<i>Category and subcategory</i>		<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
10.	Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	–	–	4	1
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	–	–	–	–
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	–	–	–	–
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 achievement of the Sustainable Development Goals, including on reporting on the Goals and data collection, analysis and monitoring of indicators, specifically for target 1.11 and indicators 11.3.1, 11.3.2 and 11.7.1, leveraging the New Urban Agenda online platform and incorporating best practices; advice on vulnerable groups' rights to adequate housing and tenure security, housing policies, urban law reform and compliance for urban regeneration and growth, as well as effective management of urban regeneration and growth through inclusive territorial and urban planning and design, implementation, innovative financing mechanisms, inclusive and participatory governance and public space design and management; technical advice on urban regeneration and effective management of outcomes, urban land administration and management to various stakeholders (the United Nations development system, national and local governments,

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
non-governmental organizations, grassroots organizations, the 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 for tackling issues of 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.				

D. Communication deliverables

Outreach programmes, special events and information materials: Advocacy materials, brochures, leaflets and profiles featuring the work done under the subprogramme; networks to disseminate information, including the global Network on Public Space, with its some 100 members; in partnership with the municipality of Dubai, United Arab Emirates, sponsorship of the Best Practices Award in Urban Regeneration and Public Spaces (case studies published/articles); social media advocacy of 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 for the subprogramme to enhance information on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; multimedia content, including video documentaries, infographics, presentations and webinars; start-up version of a global database of urban plans.

F. Financial and human resource requirements

68. The total financial and human resource requirements for subprogramme 1 are shown in tables 15.19 and 15.20. The subprogramme will have 27 core personnel. Estimated costs for the subprogramme total \$63.3 million.

Table 15.19

Subprogramme 1 resource requirements by source of funds

(Thousands of United States dollars)

<i>Source of funds and category</i>	<i>Financial resources</i>			<i>Post resources</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	2 792.5	(1 632.1)	1 160.4	20	7
Non-post	156.9	(18.6)	138.3	—	—
Subtotal	2 949.4	(1 650.7)	1 298.7	20	7
Regular budget					
Post	2 054.7	—	2 054.7	13	13
Non-post	235.0	—	235.0	—	—
Subtotal	2 289.7	—	2 289.7	13	13
Programme support					
Post	592.3	356.0	948.3	4	7
Non-post	263.6	(127.4)	136.2	—	—
Subtotal	855.9	228.6	1 084.5	4	7
Foundation earmarked					
Post	—	—	—	—	—
Non-post	22 261.1	(3 299.9)	18 961.2	—	—
Subtotal	22 261.1	(3 299.9)	18 961.2	—	—

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Technical cooperation					
Post	–	–	–	–	–
Non-post	26 303.4	13 329.4	39 632.8	–	–
Subtotal	26 303.4	13 329.4	39 632.8	–	–
Total by category					
Post	5 439.5	(1 276.1)	4 163.4	37	27
Non-post	49 220.0	9 883.5	59 103.5	–	–
Total	54 659.5	8 607.4	63 266.9	37	27

Table 15.20

Estimated distribution of subprogramme 1 posts by source of funds

Source of funds	Professional category and above							General service		Grand total
	D-2	D-1	P-5	P-4	P-3	P-2/I	Total	Local level	Other level	
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
Change: (decrease)/increase										
Foundation non-earmarked	–	–	(4)	(2)	(5)	(2)	(13)	–	–	(13)
Programme support	–	–	(1)	1	1	–	1	2	–	3
Net change	–	–	(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: ASG, Assistant Secretary-General; D, Director; P, Professional; USG, Under-Secretary-General.

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

A. Objective

69. Subprogramme 2 contributes to the objective of enhanced shared prosperity of cities and regions through:

- (a) Improved spatial connectivity and productivity;
- (b) Increased and equitably distributed locally generated revenue.

B. Strategy

70. For improved spatial connectivity and productivity, UN-Habitat will support Member States and other partners in enhancing urbanization's contribution 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 for urban and rural territorial planning and design. These actions are expected to result in balanced territorial development and 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 recalibrating of the way those countries plan, finance, develop and manage cities,

recognizing the importance of sustainable urban and territorial development for enhanced prosperity for all and connectivity. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goals 1 and 11.

71. For increased and equitably distributed locally generated revenue, UN-Habitat will provide technical assistance, capacity-building and advisory services to cities for the development of participatory budgeting approaches and optimization of local revenue systems through data collection and municipal database development, sharing case studies on revenue optimization and developing guidelines for local revenue generation and supporting their application. 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 being better placed to attract other forms of finance, including from the private sector and public climate resources. Emphasis will be placed on using frontier technology to increase urban management efficiency and digitizing revenue systems and performance monitoring. Past results in this area include increased municipal revenues linked to land value finance and property taxes as a result of property registration in countries such as Afghanistan, Kenya and Somalia; local assets and better land management; improved financial policymaking; budgeting; budget execution and regulatory oversight; and compliance. In Kisumu County, Kenya, for instance, policy analysis has demonstrated that a reform of land rates is likely to increase revenues by 40 per cent and single business permit fees by 14 per cent, as a result of a restructuring of revenue streams. Through strengthened local revenue, sustainable finance and increased investment in the equitable distribution of public infrastructure and services, Member States make progress towards achieving Sustainable Development Goal 8 and contribute to achieving Goals 6 and 11.

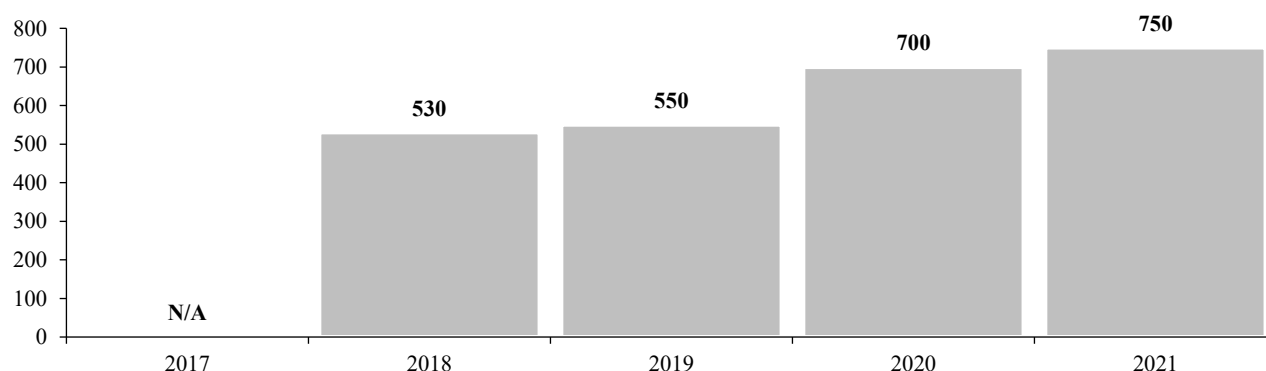
C. Planned results for 2021

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

72. UN-Habitat will continue its work related to knowledge on sustainable urbanization, in line with its mandate, supporting Member States in formulating the evidence-based policies and interventions necessary for equitable and sustainable urban development and expanding the adoption of the City Prosperity Initiative, which is expected to be demonstrated by the performance measure for 2021 shown in figure 15.3. For 2020, a proxy performance measure is indicated to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the approved objectives.

Figure 15.3

Performance measure: Number of cities using the City Prosperity Initiative



Abbreviation: N/A, not applicable.

2. Result 2: Strengthened capacity of cities to accelerate progress toward the achievement of the Sustainable Development Goals by linking evidence-based policies to investments (new result)

73. UN-Habitat 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. To achieve balanced territorial development and overcome inequalities, economic growth strategies must be combined with socially inclusive and environmentally sustainable development. A key means of achieving this is to support cities in realizing 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. With

this in mind, UN-Habitat is establishing a Sustainable Development Goals Cities flagship programme to create a United Nations system-wide urban indicator and monitoring platform to inform evidence-based policies on and investment priorities for locally generated revenues.

74. UN-Habitat 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 Goals Cities flagship programme will strengthen cities' capacity to produce reliable comparable data and evidence, notably by using technologies such as artificial intelligence and big data processing and visualization, to identify both challenges and strategic transformative actions and measure social, economic and environmental impacts. The goal is to create a global city monitoring tool with the capability to collect, synthesize and interpret urban data and provide action plans. The tool will also act as a platform for articulating United Nations system efforts to monitor the Sustainable Development Goals related to urban issues and support voluntary local reporting.

75. 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 that provide adequate, detailed, documented and harmonized data. Reliable data are necessary for preparing developmental baselines and targets in cities, for helping policymakers prioritize development actions where resources are limited, and for mobilizing funding.

3. Internal challenge and response

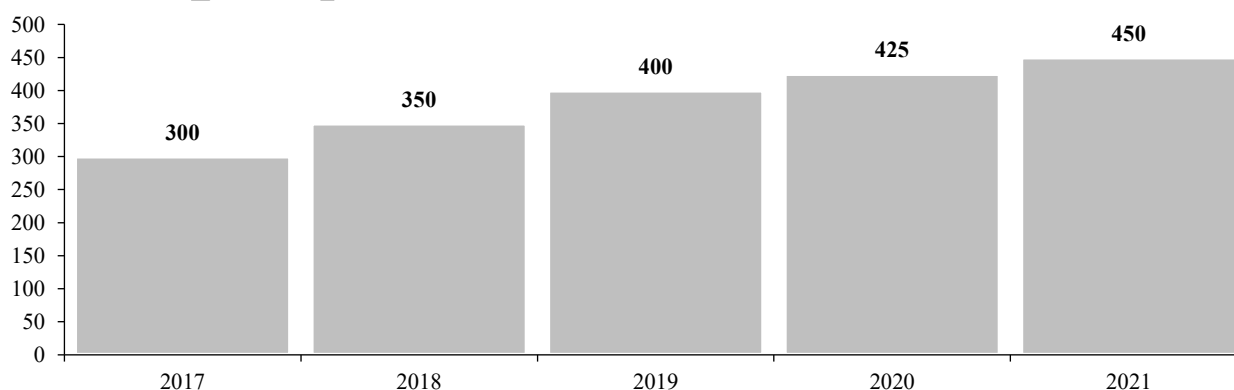
76. Although there were mechanisms in place under the subprogramme to support data monitoring and reporting at the national level, the requirements of the Sustainable Development Goals indicator framework called for the subprogramme's methodologies and tools to be aligned and updated in order to fully satisfy the requirements for city-level monitoring and reporting. UN-Habitat had to swiftly come up with Goal-compliant frameworks and instruments to capture the required city-level data and identify the relevant national actors. The subprogramme will build on work previously undertaken through the City Prosperity Initiative, ensuring that the indicator framework thoroughly captures all three dimensions of sustainable development. UN-Habitat will also provide advocacy and training for cities under the subprogramme to develop or strengthen their capability to connect knowledge, policies, planning and financing and identify critical investments to drive the achievement of the Goals locally.

4. Expected progress towards the attainment of the objective; performance measure

77. 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 structured knowledge transfer, pairing cities and sharing best practices and policy analysis, starting with a learning system comprising a few core cities. The universal monitoring framework would be demonstrated by a total of 450 cities, including 75 major and secondary cities from least developed and low- and middle-income countries, with the goal of linking evidence-based policies to impact-oriented investments to accelerate achievement of the Sustainable Development Goals. The subprogramme is expected to reach 900 cities by 2030.

Figure 15.4

Performance measure: Number of cities using the urban indicator and monitoring platform of the Sustainable Development Goals Cities flagship programme



D. Legislative mandates

78. The list below indicates the resolutions relating to UN-Habitat mandates covered by subprogramme 2.

1. General Assembly resolution

[71/327](#) The United Nations in global economic governance

2. 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

3. UN-Habitat Assembly resolution

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

E. Deliverables

79. Table 15.21 lists the deliverables for the period 2020–2021 that have contributed and are expected to contribute to the attainment of the subprogramme 2 objective, by category and subcategory.

Table 15.21

Subprogramme 2 deliverables for the period 2020–2021, 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>
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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Publications (number of publications)	–	–	2	3
7. National Cities Report	–	–	1	2
8. World Cities Report	–	–	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 achievement of the Sustainable Development Goals	–	–	7	0

C. Substantive deliverables

Consultation, advice and advocacy: Advice and technical assistance to Member States on: national urban policy, territorial development, urban-rural linkages, metropolitan development, preparing local economic development plans and strategies and improving local revenue generation; and urban law reform, compliance and community contracting and urban prosperity, including the use of the City Prosperity Initiative tool and monitoring for 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.

Digital platforms and multimedia content: Mobile application content for national and citywide citizen consultation in the realization of Sustainable Development Goal 11.

F. Financial and human resource requirements

80. Tables 15.22 and 15.23 present the estimated resource requirements for subprogramme 2.

Table 15.22

Subprogramme 2 resource requirements by source of funds

(Thousands of United States dollars)

<i>Source of funds and category</i>	<i>Financial resources</i>			<i>Post resources</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	2 140.6	(1 305.1)	835.5	16	5
Non-post	136.4	(29.6)	106.8	–	–
Subtotal	2 277.0	(1 334.7)	942.3	16	5
Regular budget					
Post	2 351.2	–	2 351.2	16	16
Non-post	235.2	–	235.2	–	–
Subtotal	2 586.4	–	2 586.4	16	16
Programme support					
Post	588.2	481.2	1 069.4	3	8
Non-post	253.0	(85.6)	167.4	–	–
Subtotal	841.2	395.6	1 236.8	3	8

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Foundation earmarked					
Post	–	–	–	–	–
Non-post	14 338.9	(1 596.8)	12 742.1		
Subtotal	14 338.9	(1 596.8)	12 742.1	–	–
Technical cooperation					
Post	–	–	–	–	–
Non-post	36 388.2	(4 778.1)	31 610.1	–	–
Subtotal	36 388.2	(4 778.1)	31 610.1	–	–
Total by category					
Post	5 080.0	(823.9)	4 256.1	35	29
Non-post	51 351.7	(6 490.1)	44 861.6	–	–
Total	56 431.7	(7 314.0)	49 117.7	35	29

Table 15.23

Estimated distribution of subprogramme 2 posts by source of funds

Source of funds	Professional category and above						General service		
	D-1	P-5	P-4	P-3	P-2/1	Total	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
Change: (decrease)/increase									
Foundation non-earmarked	–	(4)	(1)	(1)	–	(6)	(5)	–	(11)
Regular budget	–	–	–	–	–	–	–	–	–
Programme support	–	(1)	3	1	–	3	2	–	5
Net change	–	(5)	2	–	–	(3)	(3)	–	(6)
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	3	–	8
2021 total	3	3	7	5	2	20	9	–	29

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

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

A. Objective

81. Subprogramme 3 contributes to the objective of strengthened climate action and improved urban environment through:

- (a) Reduced greenhouse gas emissions and improved air quality;
- (b) Improved resource efficiency and protection of ecological assets;
- (c) Effective adaptation of communities and infrastructure to climate change.

B. Strategy

82. For reduced greenhouse gas emissions and improved air quality, UN-Habitat 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 this area 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.

83. For improved resource efficiency and protection of ecological assets, UN-Habitat 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 work on spatial connectivity under subprogramme 2, is expected to result in multidimensional climate action. Past results in this area include the adoption of energy-efficient building policies, regulations, by-laws 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.

84. For effective adaptation of communities and infrastructure to climate change, UN-Habitat will provide technical capacity-building and advice to Member States, selected local authorities and civil society and other partners, disseminate best practices and promote peer-to-peer learning to foster cooperation on climate change adaptation and resilience. It will also assist in the formulation of policy and legislation, urban planning and design, multi-level governance and financing instruments through its RISE-UP: Resilient Settlements for the Urban Poor flagship programme, which focuses on mobilizing investments to address climate resilience issues affecting 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 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 under subprogramme 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 by local authorities in partner cities to benefit the population, as exemplified by 189 local-level climate change vulnerability assessments undertaken in the Lao People's Democratic Republic, which led to the implementation, as of December 2019, of 42 separate major infrastructure projects incorporating climate change adaptation measures. Another 60 such infrastructure projects are expected to be under way within the next two years. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 13.

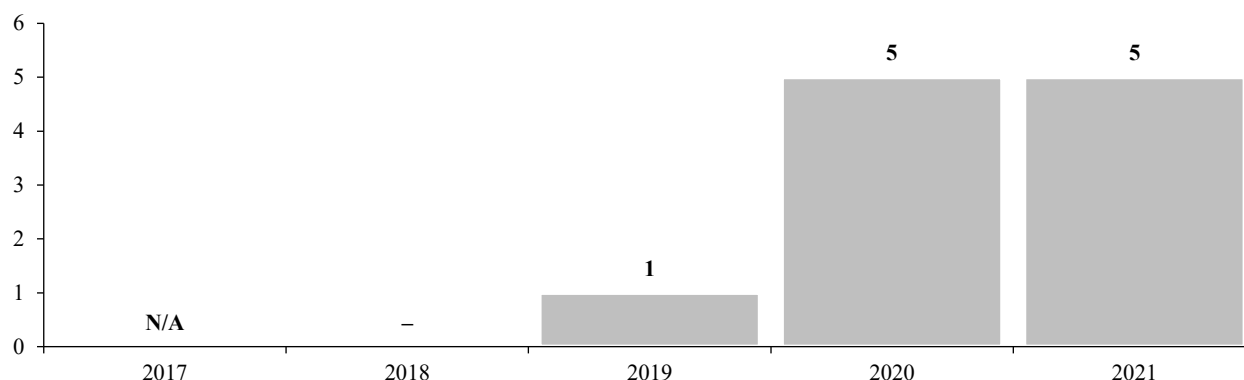
C. Planned results for 2021

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

85. UN-Habitat will continue its work related to urban area vulnerability to the impacts of climate change, in line with its mandate, and will support cities in developing strategies and action plans for climate change mitigation and adaptation, which is expected to be demonstrated by the performance measure for 2021 shown in figure 15.5. For 2020, a proxy performance measure is indicated to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the approved objectives.

Figure 15.5

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



Abbreviation: N/A, not applicable.

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

86. UN-Habitat has been working to help cities and local governments identify city-based climate vulnerabilities and to support city-level climate action planning worldwide. As part of this global support, subprogramme 3 has provided technical support through the Urban-LEDS project, in collaboration with Local Governments for Sustainability (ICLEI), to 16 local governments in Brazil, India, Indonesia and South Africa so that 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 and to ensure that climate change action is part of the ambitions and commitments of national Governments.

3. Internal challenge and response

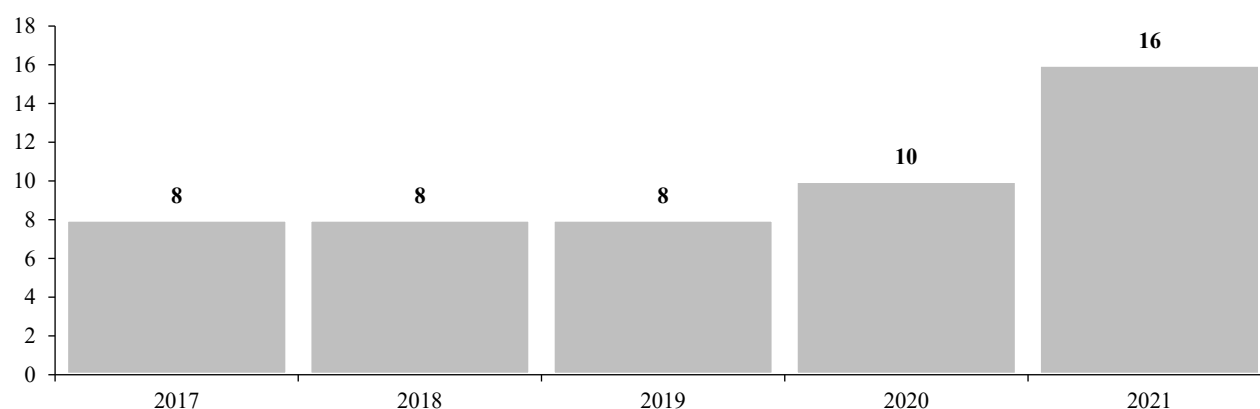
87. The challenge for the subprogramme was the absence of a fully integrated strategy to address all the dimensions of climate action planning in cities. To address this, the subprogramme will provide for broader support for city climate action planning to integrate infrastructure, planning and policy support that better responds to partners' needs for solutions to the climate crises. In addition, UN-Habitat 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 is allocated to adaptation.

4. Expected progress towards the attainment of the objective; performance measure

88. 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 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 15.6

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



C. Legislative mandates

89. The list below indicates the resolutions relating to UN-Habitat mandates covered by subprogramme 3.

1. General Assembly resolutions

63/217	Natural disasters and vulnerability
63/281	Climate change and its possible security implications
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
69/225	Promotion of new and renewable sources of energy
72/277	Towards a Global Pact for the Environment
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
73/233	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
73/234	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
74/218	Disaster risk reduction
74/219	Protection of global climate for present and future generations of humankind
74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all

2. 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

D. Deliverables

90. Table 15.24 lists the deliverables for the period 2020–2021 that have contributed and are expected to contribute to the attainment of the subprogramme 3 objective, by category and subcategory.

Table 15.24

Subprogramme 3 deliverables for the period 2020–2021, 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>
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. Set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	–	–	2	1
14. Set of technical materials on climate change mitigation	–	–	2	1
15. Set of non-recurrent case studies on climate action and basic services in human settlements	–	–	2	1
16. Set of non-recurrent compilations of national, regional and local guidelines, plans, coordination mechanisms and	–	–	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
strategies on climate action and ecosystem-based approaches to adaptation				
17. Set of technical materials on improved low-carbon urban services and (electric) mobility solutions and infrastructure (including monitoring)	–	–	2	1
C. Substantive deliverables				
Consultation, advice and advocacy: Advice 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: Outreach activities 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.				

E. Financial and human resource requirements

91. Tables 15.25 and 15.26 present the estimated resource requirements for subprogramme 3.

Table 15.25

Subprogramme 3 resource requirements by source of funds

(Thousands of United States dollars)

<i>Source of funds and category</i>	<i>Financial resources</i>			<i>Post resources</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	3 356.5	(2 489.2)	867.3	23	8
Non-post	140.7	(41.2)	99.5	–	–
Subtotal	3 497.2	(2 530.4)	966.8	23	8
Regular budget					
Post	2 051.9	–	2 051.9	14	14
Non-post	235.2	–	235.2	–	–
Subtotal	2 287.1	–	2 287.1	14	14
Programme support					
Post	989.2	19.7	1 008.9	4	7
Non-post	247.2	(144.2)	103.0	–	–
Subtotal	1 236.4	(124.5)	1 111.9	4	7
Foundation earmarked					
Post	–	–	–	–	–
Non-post	6 698.3	(1 590.1)	5 108.2	–	–
Subtotal	6 698.3	(1 590.1)	5 108.2	–	–
Technical cooperation					
Post	–	–	–	–	–
Non-post	25 174.2	5 201.3	30 375.5	–	–
Subtotal	25 174.2	5 201.3	30 375.5	–	–
Total by category					
Post	6 397.6	(2 469.5)	3 928.1	41	29
Non-post	32 495.6	3 425.8	35 921.4	–	–
Total	38 893.2	956.3	39 849.5	41	29

Table 15.26

Estimated distribution of subprogramme 3 posts by source of funds

Source of funds	Professional category and above						Total	General service		Grand total
	D-2	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	
2020										
Foundation non-earmarked	1	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
Change: (decrease)/increase										
Foundation non-earmarked	(1)	(2)	(6)	(3)	(1)	(1)	(14)	(1)	–	(15)
Programme support	–	–	(1)	2	1	–	2	1	–	3
Net change	(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: ASG, Assistant Secretary-General; D, Director; P, Professional; USG, Under-Secretary-General.

IX. Subprogramme 4: Effective urban crisis prevention and response

A. Objective

92. Subprogramme 4 contributes to the objective of enhanced urban crisis prevention and response through:

- (a) Enhanced social integration and inclusive communities;
- (b) Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees;
- (c) Enhancing resilience of the built environment and infrastructure.

B. Strategy

93. For enhanced social integration and inclusive communities, UN-Habitat 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 implementation by Member States of inclusive, evidence-based, sustainable recovery approaches such as UN-Habitat'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 principles of "building back better" and "leaving no one behind". 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 prioritized 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 under subprogramme 2 to increase local revenue by improving tenure security and ensuring that increased local revenue is also managed locally in a way that strengthens social integration and inclusive communities.

94. For improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees, UN-Habitat will provide limited urban crisis-response expertise and support integrated urban development strategies that address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. It will also provide expertise regarding the planning of camps as future urban extensions, in prioritized crises, and incorporate “adequate” urban planning standards and tenure arrangements that are suitable for the eventual transformation of camps into neighbourhoods. 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 of those communities, including climate resilience. 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 potential for small and medium-sized 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.

95. For enhanced resilience of the built environment and infrastructure, UN-Habitat 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. It will also develop and improve a limited number of 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 prioritized countries, who are often disproportionately affected by disasters, included climate-related disasters, and enhanced urban resilience. 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.

C. Planned results for 2021

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

96. 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 outlined in table 15.27. For 2020, a proxy performance measure is indicated to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the approved objectives.

Table 15.27

Performance measure: Rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq

2017	2018	2019	2020	2021
N/A	Absence of a nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work, including of the largely humanitarian response with 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 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	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

2017	2018	2019	2020	2021
			addressed in a collaborative and integrated manner; returnees have improved access to basic services and affordable housing with security of tenure	and facilitation of mediation to resolve disputes among community members

Abbreviation: N/A, not applicable.

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

97. UN-Habitat has been working in multiple regions to support Member States that are facing major migration challenges. Refugees and internally displaced persons are increasingly migrating and being displaced toward urban areas, presenting some of the most complex issues facing leaders at the national and city levels, as the large influx of people puts stress on urban systems and affects service provision and the availability of housing, infrastructure and livelihood opportunities. The subprogramme work in urban areas establishes a strong link between humanitarian and development actors as UN-Habitat aims, with its area-based approach, to improve both the lives of urban refugees, migrants and internally displaced persons and the situations of host communities affected by displacement. The subprogramme work in urban crisis 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 underserved parts of the cities, 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 in the communities.

98. The flagship programme entitled “Inclusive cities: enhancing the positive impacts of urban migration”, to be launched in 2020, will build on UN-Habitat’s experience as described above. It is designed to support Member States and cities affected by large-scale population movements that have led to an urban crisis and to serve as a measure for crisis prevention. The 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 on refugees and the New Urban Agenda and will help countries make progress towards achieving Sustainable Development Goals 10 and 11.

3. Internal challenge and response

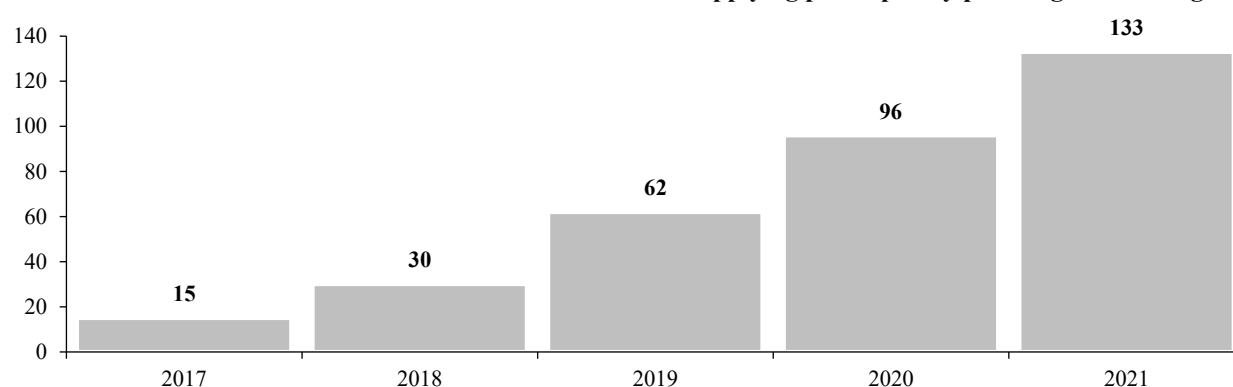
99. The challenge for the subprogramme was to develop participatory tools and approaches that consider the needs of migrants, refugees, internally displaced persons and host communities in urban settings. In urban areas, migrants, refugees and internally displaced persons reside (often without formal 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 is focused 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.

4. Expected progress towards the attainment of the objective; performance measure

100. Work under subprogramme 4 is expected to contribute to enhanced urban crisis prevention and response by promoting social integration, inclusive communities, improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees and enhancing the resilience of the built environment and infrastructure. In 2021, this would be demonstrated by the application, by 133 cities, of participatory planning 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 the use of inclusive processes to develop recommendations for action and ensure their implementation.

Figure 15.7

Performance measure: Total number of cities applying participatory planning methodologies



D. Legislative mandates

101. The list below indicates the resolutions relating to UN-Habitat mandates covered by subprogramme 4.

1. General Assembly resolutions

64/292	The human right to water and sanitation
67/291	Sanitation for All
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
73/139	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
73/150	Assistance to refugees, returnees and displaced persons in Africa
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
73/230	Effective global response to address the impacts of the El Niño phenomenon
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
74/160	Protection of and assistance to internally displaced persons

2. Governing Council resolutions

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

E. Deliverables

102. Table 15.28 lists the deliverables for the period 2020–2021 that are expected to contribute to the attainment of the subprogramme 4 objective, by category and subcategory.

Table 15.28

Subprogramme 4 deliverables for the period 2020–2021, 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)	–	–	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 persons	–	–	10	5
3. Projects on enhanced resilience of the built environment and infrastructure	–	–	8	6

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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 persons	–	–	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 persons	–	–	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 persons	–	–	3	2
11. Technical materials on enhanced resilience of the built environment and infrastructure	–	–	3	2
C. Substantive deliverables				
Consultation, advice and advocacy: Limited advice to Member States on crisis mitigation and response, housing issues and the development of inclusive settlements for returnees, and on enhancing urban resilience to multi-hazard threats.				
D. Communication deliverables				
Outreach programmes, special events and information materials: Three 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.				

F. Financial and human resource requirements

103. The financial and human resource requirements for subprogramme 4 are set out in tables 15.29 and 15.30, by source of funds.

Table 15.29

Subprogramme 4 resource requirements by source of funds

(Thousands of United States dollars)

<i>Source of funds and category</i>	<i>Financial resources</i>			<i>Post resources</i>	
	<i>2020</i>	<i>Change</i>	<i>2021</i>	<i>2020</i>	<i>2021</i>
Foundation non-earmarked					
Post	2 870.9	(2 015.7)	855.2	27	7
Non-post	191.2	(19.0)	172.2	–	–
Subtotal	3 062.1	(2 034.7)	1 027.4	27	7
Regular budget					
Post	1 608.9	108.1	1 717.0	11	11
Non-post	235.2	(1.0)	234.2	–	–
Subtotal	1 844.1	107.1	1 951.2	11	11
Programme support					
Post	693.5	(35.2)	658.3	9	6
Non-post	345.3	(235.5)	109.8	–	–
Subtotal	1 038.8	(270.7)	768.1	9	6
Foundation earmarked					
Post	–	–	–	–	–
Non-post	18 925.4	(12 406.1)	6 519.3	–	–
Subtotal	18 925.4	(12 406.1)	6 519.3	–	–
Technical cooperation					

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Post	–	–	–	–	–
Non-post	59 531.6	(8 576.9)	50 954.7	–	–
Subtotal	59 531.6	(8 576.9)	50 954.7	–	–
Total by category					
Post	5 173.3	(1 942.8)	3 230.5	47	24
Non-post	79 228.7	(21 238.5)	57 990.2	–	–
Total	84 402.0	(23 181.3)	61 220.7	47	24

Table 15.30

Estimated distribution of subprogramme 4 posts by source of funds

Source of funds	Professional category and above							General service		Grand total
	D-2	D-1	P-5	P-4	P-3	P-2/I	Total	Local level	Other level	
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
Change: (decrease)/increase										
Foundation non-earmarked	–	(2)	(6)	(5)	(2)	(2)	(17)	(3)	–	(20)
Programme support	–	–	(1)	(1)	(1)	–	(3)	–	–	(3)
Net change	–	(2)	(7)	(6)	(3)	(2)	(20)	(3)	–	(23)
2021										
Foundation non-earmarked	–	1	1	1	–	–	3	4	–	7
Regular budget	–	–	1	2	3	1	7	4	–	11
Programme support	–	–	1	–	1	–	2	4	–	6
2021 total	–	1	3	3	4	1	12	12	–	24

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

X. Executive direction and management

A. Objective

104. 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.

B. Financial and human resource requirements

105. The financial and human resource requirements for executive direction and management are set out in tables 15.31 and 15.32, by source of funds.

Table 15.31

Executive direction and management resource requirements by source of funds

(Thousands of United States dollars)

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2 625.3	(94.9)	2 530.4	21	15
Non-post	230.7	9.1	239.8	–	–
Subtotal	2 856.0	(85.8)	2 770.2	21	15

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Regular budget					
Post	1 435.6	(109.2)	1 326.4	7	7
Non-post	336.8	–	336.8	–	–
Subtotal	1 772.4	(109.2)	1 663.2	7	7
Programme support					
Post	256.0	364.8	620.8	3	6
Non-post	457.1	(324.7)	132.4	–	–
Subtotal	713.1	40.1	753.2	3	6
Total by category					
Post	4 316.9	160.7	4 477.6	31	28
Non-post	1 024.6	(315.6)	709.0	–	–
Total	5 341.5	(154.9)	5 186.6	31	28

Table 15.32

Estimated distribution of executive direction and management posts by source of funds

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	–	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
Change: (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 change	–	–	(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: ASG, Assistant Secretary-General; D, Director; P, Professional; USG, Under-Secretary-General.

XI. Policymaking organs

A. Objective

106. Following the transformation, by the General Assembly in its resolution 56/206, of the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, UN-Habitat was governed by a 58-member Governing Council from January 2002 to December 2018. The Governing Council reported to the General Assembly through the Economic and Social Council and provided overall policy guidance, direction and supervision to UN-Habitat. In resolution 56/206, the General Assembly also transformed the Committee of Permanent Representatives to UN-Habitat 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.

107. Pursuant to 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 and prepare findings and recommendations for the consideration of the General Assembly during its 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.

108. 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 the accountability, transparency, efficiency and effectiveness of UN-Habitat. 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 the financial rules and regulations and other matters associated with the running of UN-Habitat.

109. The Committee of Permanent Representatives convenes 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.

B. Financial and human resource requirements

110. The financial and human resource requirements for the policymaking organs are set out in tables 15.33 and 15.34, by source of funds.

Table 15.33

Policymaking organs resource requirements by source of funds

(Thousands of United States dollars)

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	406.9	(259.4)	147.5	1	1
Non-post	32.2	649.5	681.7	—	—
Subtotal	439.1	390.1	829.2	1	1
Regular budget					
Post	554.4	1.1	555.5	5	5
Non-post	41.1	—	41.1	—	—
Subtotal	595.5	1.1	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	800.0	(800.0)	—	—	—
Subtotal	800.0	(800.0)	—	—	—
Total by category					
Post	1 014.5	(311.5)	703.0	6	6
Non-post	931.7	466.1	1 397.8	—	—
Total	1 946.2	154.6	2 100.8	6	6

Table 15.34

Estimated distribution of policymaking organs posts by source of funds

	<i>Professional category and above</i>				<i>General service</i>		<i>Grand total</i>
	<i>D-1</i>	<i>P-4</i>	<i>P-3</i>	<i>Total</i>	<i>Local level</i>	<i>Other level</i>	
2020							
Foundation non-earmarked	–	1	–	1	–	–	1
Regular budget	1	–	1	2	3	–	5
Programme support	–	–	–	–	–	–	–
2020 total	1	1	1	3	3	–	6
Change: (decrease)/increase							
Foundation non-earmarked	–	(1)	1	–	–	–	–
Regular budget	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–
Net change	–	(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: ASG, Assistant Secretary-General; D, Director; P, Professional; USG, Under-Secretary-General.

XII. Programme support

A. Objective

111. In carrying out its programme support functions, the Management, Advisory and Compliance Service will ensure efficient operational support, oversight and compliance as explained in the ensuing paragraphs.

(a) **Finance:** Ensure the efficient, effective and transparent allocation of UN-Habitat's human and financial resources and other assets in accordance with the entity's strategic and operational priorities and promote transparent financial management, effective reporting, strong financial accountability and governance, including developing key performance indicators and benchmarks related to monitoring of contributions and implementing agreements, ensuring that anti-corruption measures are incorporated into the agreements; update financial procedures and provide training 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 provided 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 resources:** Formulate strategic human resource needs for UN-Habitat in the areas of talent management, service delivery and organizational culture, also taking into consideration the human resources needs at the regional and field levels. The Human Resources Unit will work together with substantive offices to articulate the organization's human resource needs, both in terms of recruitment and staff development and training, and will work in close collaboration with the United Nations Office at Nairobi. This will be done through enhanced 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 and ethics. UN-Habitat will continue interactive work on improving labour relations, motivating, giving career advice and preventing workplace conflicts, including through handling of prohibited conducts (harassment, abuse of authority sexual harassment and sexual

exploitation and abuse). The Human Resources Unit will work closely with the United Nations Office at Nairobi to fill UN-Habitat's human resource needs by supporting the practical implementation of entitlement administration, human 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) **Staff capacity:** 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) **Information and communications technology:** Enhance the information and communications technology (ICT) infrastructure strategy, action plan and governance to ensure that ICT solutions support strategic and operational needs, including the upgrade of infrastructure in offices away from headquarters to facilitate access to mission-critical applications, including Umoja and the Project Accrual and Accountability System (PAAS); and develop and enhance current applications, including in the areas of business intelligence tools and knowledge management.

(f) **Standard operating procedures:** Develop, update and streamline operational policies and procedures in critical business areas; review the compliance of the organization's activities 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.

B. Financial and human resource requirements

112. The financial and human resource requirements for programme support are set out in tables 15.35 and 15.36, by source of funds.

Table 15.35

Programme support resource requirements by source of funds

(Thousands of United States dollars)

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2 726.6	(945.5)	1 781.1	27	15
Non-post	1 120.0	(735.7)	384.3	–	–
Subtotal	3 846.6	(1 681.2)	2 165.4	27	15
Regular budget					
Post	1 112.9	–	1 112.9	7	7
Non-post	20.3	1.0	21.3	–	–
Subtotal	1 133.2	1.0	1 134.2	7	7
Programme support					
Post	2 484.2	(341.8)	2 142.4	24	16
Non-post	3 359.8	(1 352.9)	2 006.9	–	–
Subtotal	5 844.0	(1 694.7)	4 149.3	24	16
Foundation earmarked					
Non-post	–	–	–	–	–
Subtotal	450.0	(450.0)	–	–	–

Source of funds and category	Financial resources			Post resources	
	2020	Change	2021	2020	2021
Total by category					
Post	6 323.7	(1 287.3)	5 036.4	58	38
Non-post	4 950.1	(2 537.6)	2 412.5	–	–
Total	11 273.8	(3 824.9)	7 448.9	58	38

Table 15.36

Estimated distribution of programme support posts by source of funds

Source of funds	Professional category and above					Total	General service	Grand total
	D-1	P-5	P-4	P-3	P-2/1		Local level	
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
Change: (decrease)/increase								
Foundation non-earmarked	–	(2)	–	(5)	–	(7)	(5)	(12)
Programme support	–	–	5	(7)	2	–	(8)	(8)
Net change	–	(2)	5	(12)	2	(7)	(13)	(20)
2021								
Foundation non-earmarked	1	–	1	5	–	7	8	15
Regular budget	–	1	3	1	–	5	2	7
Programme support	–	–	5	5	2	12	4	16
2021 total	1	1	9	11	2	24	14	38

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

Annex I

Programme performance for 2019¹

I. Subprogramme 1: Urban legislation, land and governance

A. Objective

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.

B. Programme performance in 2019 against a planned result

2. The planned result of “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 set out in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the implementation, by national Governments, of 16 programmes to improve security of tenure for all, exceeding the target of 12 for the period 2018–2019. These Governments used normative tools developed by UN-Habitat for the establishment of land conflict management mechanisms that bolster mediation and resolution of land disputes.

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

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, UN-Habitat, in partnership with the Ministry of Urban Development and Land, the Deputy Ministry of Municipalities and Kabul Municipality, implemented “City for All”, a flagship initiative of the Government’s Urban National Priority Programme 2016–2025. In line with the Government’s reform agenda for the urban sector, the City for All programme is aimed at improving stability and stimulating economic development in Afghan cities through securing of land and property rights, strategic urban planning, enhanced service delivery and strengthening of the social contract between citizens and the State.

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 were stored at the *nahia* (urban district) level, as well as in a central municipal database. Data from the property database were 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.

2. Progress towards the attainment of the objective; performance measure

5. The results achieved in Afghanistan demonstrate how the subprogramme contributes to the stated objective. Work under the subprogramme 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, 790,000 properties had been 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 had 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 that certificates for properties located on State land include both spouses’ names before the property could be surveyed and registered. Certification required the households to pay *safayi* (a municipal services charge) and other

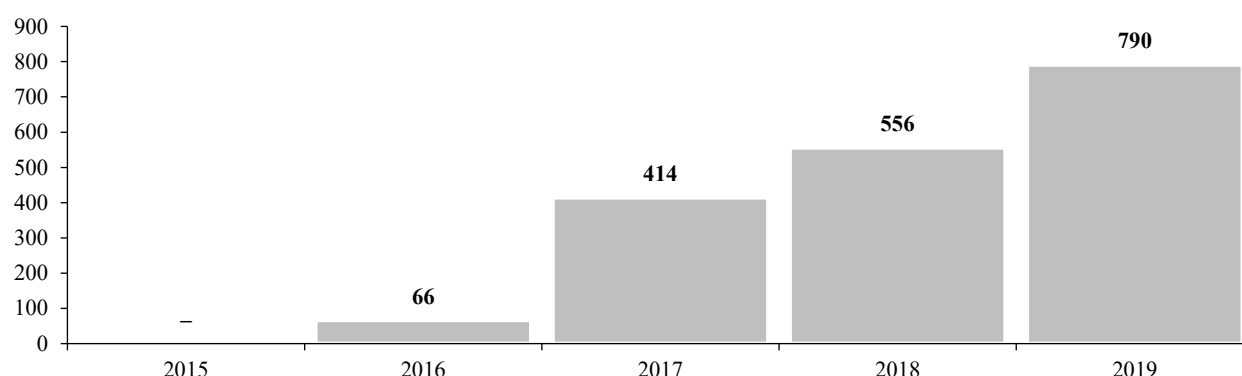
¹ As is outlined in paragraphs 7 and 8, the present report reflects a change in the programme structure for 2021. For this reason, a separate annex is included with programme performance information for 2019 that follows the programme structure for 2019.

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.1

Performance measure: Total number of properties surveyed and registered

(Thousands)



C. Deliverables

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

Table A.1

Subprogramme 1 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)	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	—	—
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 the development of legal instruments and policy frameworks and on 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.

II. Subprogramme 2: Urban planning and design

A. Objective

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.

B. Programme performance in 2019 against a planned result

8. The planned result of “improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, subnational and national authorities”, as set out in the proposed programme budget for the biennium 2018–2019, was achieved. This was 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, regional/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.

1. Programme performance in 2019: A master plan to shape the development of Belmopan

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 location in a tropical monsoon climate and its history of hurricanes, an effective, sustainable stormwater management system was also urgently needed. The city’s population of 17,000 is sparsely distributed, 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.

10. In 2016, UN-Habitat began working with the Belmopan City Council to develop a municipal development plan and create a spatial plan for the city. A series of workshops and public consultations were organized over a one-year period in collaboration with the council, bringing together planning professionals and representatives of national and local government institutions, the private sector, community groups, non-governmental organizations and academia to discuss the current situation and a future vision for Belmopan. The recommendations stemming from the workshops were reviewed and plans were modified accordingly.

11. UN-Habitat worked with hydrological experts provided by Arcadis, a Dutch private-sector consulting company, and 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 included recommended short-term pilot projects and long-term development options at the city level based on the plan’s vision. The official master plan was presented at the Caribbean Urban Forum in 2017. Cooperation with UN-Habitat under the subprogramme is ongoing, with the application and refinement of the rapid planning methodology focusing on supply and disposal infrastructure planning.

12. In 2019, UN-Habitat 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 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.

2. Progress towards the attainment of the objective; performance measure

13. The achievements in Belmopan demonstrate how the subprogramme contributes to the stated objective. The work done under the subprogramme led to the development of a spatial framework (or master plan) with strategies to address the city’s current and anticipated challenges related to urban connections, as well as a system of public spaces, mixed-use development, integration of green infrastructure into the built environment and the surrounding natural systems to address multiple challenges of sustainable development and climate change, and promotion of social integration and spatial connection through public space.

Table A.2

Performance measure: A master plan to shape the development of Belmopan

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

C. Deliverables

14. Table A.3 lists the deliverables for 2019 that contributed to the attainment of the subprogramme 2 objective, by category and subcategory.

Table A.3

Subprogramme 2 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)	15	35	–	–
1. Projects on development of national urban policies and spatial frameworks, urban planning and design at the 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 the 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 the 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-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	–	–

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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	–	–
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 a focus on planned city extensions, planned city infill and new and intermediate towns, refugees/internally displaced persons and health	1	1	–	–
18. Technical material on climate change, resilience, urban air quality management decision support and a capacity-building toolkit	1	3	–	–
C. Substantive deliverables				
Consultation, advice and advocacy: Advice 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.				

III. Subprogramme 3: Urban economy and municipal finance

A. Objective

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.

B. Programme performance in 2019 against a planned result

16. The planned result of “improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance”, as set in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 48 cities that have adopted plans or 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 diagnose the challenges of their own-source revenue system and prioritize the necessary interventions.

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

17. Over the past six years, the subprogramme has provided partner cities with technical support to build their capacity to identify options for improving 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, municipal revenues have been increased by more than 100 per cent in three years through registration and the introduction and upgrading of collection offices. In Kiambu County, Kenya, revenues have been 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 to develop a tool for the optimization of own-source revenue in 2019, which was then piloted in Kisumu County, Kenya.

18. Kisumu is one of 47 counties created in 2012 as part of Kenya's decentralization process, which has resulted in delegation of authority in terms of service provision. To match the new functional assignments and service to the needs of a growing and largely agrarian population, the Government provided the county government of Kisumu with funding and the mandate to raise its own revenues. Locally-generated revenue has stagnated since devolution, however, with the county government's dependence on intergovernmental transfers growing from 80 per cent in 2013 to 86 per cent in 2018.

19. As part of technical support provided to the county government of Kisumu under the subprogramme, UN-Habitat carried out a financial gap analysis to diagnose own-source revenue shortcomings. The rapid own-source revenue analysis toolkit used to carry out this analysis identified shortcomings related to tax collection and a tax strategy focus on less profitable revenue streams. Based on this analysis, recommendations were formulated on ways to optimize revenue generation in Kisumu, including with respect to tax compliance, transparency and accountability.

2. Progress towards the attainment of the objective; performance measure

20. 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 demonstrate how the subprogramme contributes to the stated objective. The recommendations contributed to governance reforms, including the setting up of a subcommittee on own-source revenue in which UN-Habitat has an advisory function. UN-Habitat is now able to work closely with the county government to implement the recommendations and create a more equitable and effective own-source revenue system.

Table A.4

Performance measure: Kisumu County in Kenya reforms to increase municipal revenues in 2019 with innovative financial policy design

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

Abbreviation: N/A, not applicable.

C. Deliverables

21. Table A.5 lists the deliverables for 2019 that contributed to the attainment of the subprogramme 3 objective, by category and subcategory.

Table A.5

Subprogramme 3 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)	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	–	–

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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 asset base of local governments in developing countries	2	2	–	–

C. Substantive deliverables

Consultation, advice and advocacy: Advice 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 the youth centre programme in Somalia (three new towns) and Rwanda (three 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 Report (online report).

IV. Subprogramme 4: Urban basic services

A. Objective

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.

1. Programme performance in 2019 against a planned result

23. The planned result of “improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, subnational and national authorities”, as set out in the proposed programme budget for the biennium 2018–2019, was achieved. This was evidenced the implementation of 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 by 337 local authorities, exceeding the target of 195 for the period 2018–2019. The local authorities developed sustainable energy access and climate change action plans and advocated their use to strengthen Member States’ capacity to focus on the management of urban basic services.

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

24. Through the Global Sanitation Fund, UN-Habitat 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 with access to water and sanitation facilities. Financed by the Water Supply and Sanitation Collaborative Council and implemented by UN-Habitat, the Global Sanitation Fund worked to change the behaviour of the beneficiaries across the target districts.

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 for the water, sanitation and hygiene sector engaging multiple sectors from the national to the village level, 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.

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

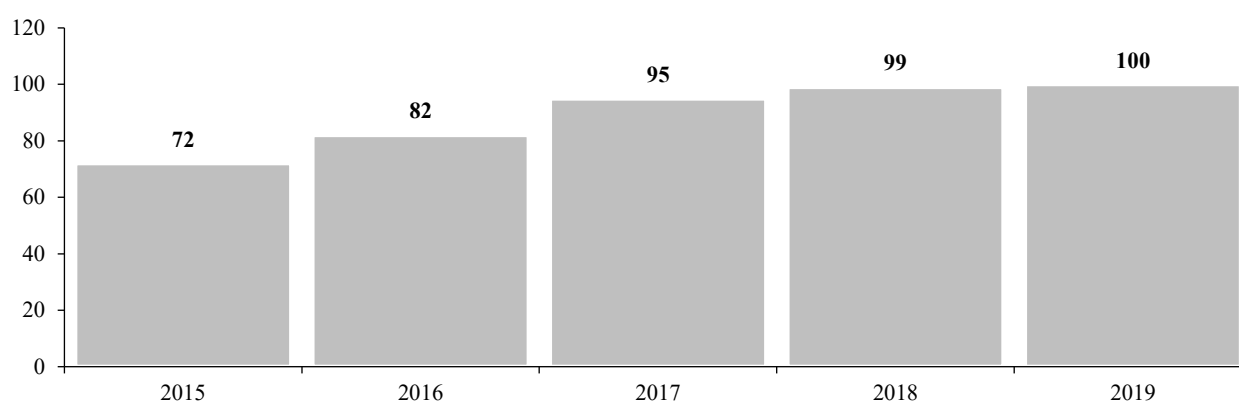
highest concentration of open defecation in South Asia. UN-Habitat also coordinated with stakeholders in the sanitation sector for the monitoring and validation of these districts as open defecation free, resulting in the declaration of open-defecation-free status by the Prime Minister of Nepal on 30 September 2019. UN-Habitat also initiated support in 11 districts to institutionalize the total sanitation guidelines endorsed by the Government.

3. Progress towards the attainment of the objective; performance measure

27. The 100 per cent sanitation coverage achieved in the nine final districts of Nepal, reaching more than 6 million people in 2019, demonstrates how work under the subprogramme contributes to the stated objective. All 77 districts in Nepal were formally declared free from open defecation in 2019, with the country celebrating its open-defecation-free status on 30 September 2019. As part of the federal transition, in 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.2

Performance measure: Percentage of sanitation coverage in Nepal



B. Deliverables

28. Table A.6 lists the deliverables for 2019 that contributed to the attainment of the subprogramme 4 objective, by category and subcategory.

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 the 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	—	—

<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: Advice 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.				

V. Subprogramme 5: Housing and slum upgrading

A. Objective

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.

B. Programme performance in 2019 against a planned result

30. The planned result of “improved slum upgrading and prevention policies, strategies or programmes”, as set out in the proposed programme budget for the biennium 2018–2019, was achieved. This was evidenced by the formulation of improved slum upgrading and prevention policies or strategies by 43 partner countries, 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.

1. Programme performance in 2019: Improved living conditions at three informal settlements in Iraq

31. UN-Habitat developed inclusive integrated urban and housing guidelines and citywide strategies to assist Member States in 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.

32. In Iraq, there are more than 1,550 informal settlements across the country, hosting approximately 3.3 million people. Informal dwellers suffer from poor living conditions and a lack of economic and employment opportunities, and from challenges related to an inadequate standard of living, including inadequate housing. Together with the Government of Iraq, UN-Habitat has been tackling the challenges faced by people in informal settlements. Together with the Executive Directorate for Poverty Reduction Strategy in the Ministry of Planning in Iraq, UN-Habitat developed 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 that enable the Government to intervene in the 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 in 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 committees to identify key challenges faced by the respective informal settlements and prioritize the needed interventions. Based on the decisions made by the community development committees, pilot activities such as water network extensions, improvement of water drainage systems, garbage cleaning campaigns and road upgrading were implemented.

2. Progress towards the attainment of the objective; performance measure

33. The 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, demonstrates how work under the subprogramme contributes to the stated objective. UN-Habitat, in liaison with local authorities, upgraded the standard of living of internally displaced persons in the three pilot informal settlements. The project resulted in the new connection of 943 households to a potable water network, reducing their dependency on improvised rubber pipes that

were illegally tapping into the municipal system; clearing of debris and solid waste from over 10 km of roads during a two-month intensive cleaning campaign; and construction of a new covered storm water drainage system in the Mosul settlement that addressed severe flooding issues.

Table A.7

Performance measure: Improved living conditions at three informal settlements in Iraq

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

C. Deliverables

34. Table A.8 lists the deliverables for 2019 that contributed to the attainment of the subprogramme 5 objective, by category and subcategory.

Table A.8

Subprogramme 5 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)	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	–	–
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 settlement communities	3	4	–	–
10. Technical materials on participation and community empowerment, particularly for women and young people	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 to regional and global networks; publications for slums and informal settlements upgrading at scale in 2020.

VI. Subprogramme 6: Risk reduction, rehabilitation and urban resilience

A. Objective

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.

B. Programme performance in 2019 against a planned result

36. The planned result of “improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements”, as set out in the proposed programme budget for the biennium 2018–2019, was achieved. This was evidenced by the inclusion, by 154 partner cities, of urban risk reduction and management in their plans, exceeding the targets of 147 for the period 2018–2019. These cities used key UN-Habitat normative tools to strengthen local capacities for building resilient cities and other human settlements.

1. Programme performance in 2019: A place of safety in Mozambican schools

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.

38. In 2019, UN-Habitat provided technical assistance for the construction of resilient school buildings to the Government of Mozambique, strengthened its capacity for “building back better” approaches and influenced the development of normative policy framework covering such things as cyclone and strong wind zoning, architectural catalogues and building codes. In partnership with the Ministry of Education and Human Development, UN-Habitat 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 impact 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.

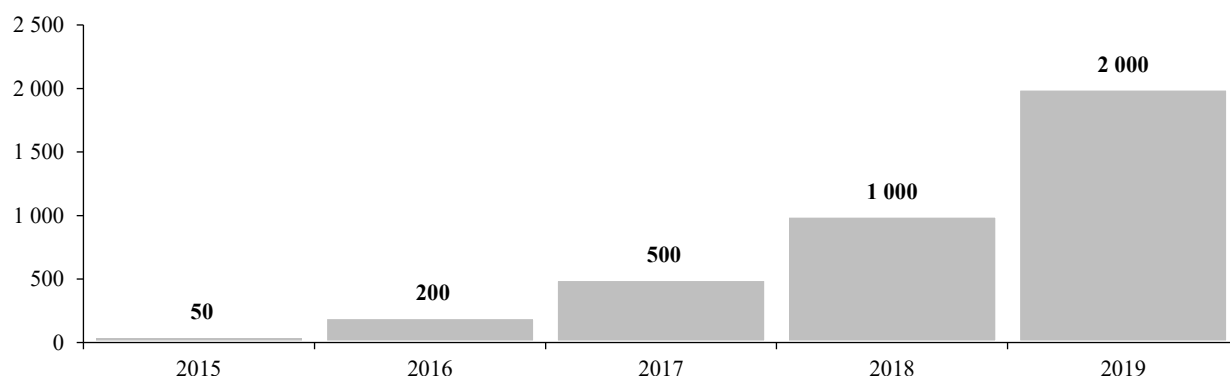
39. By strengthening Mozambique’s resilience and capacity to adapt to climate-related hazards and natural disasters, the subprogramme supported the Member State’s efforts to achieve Sustainable Development Goal target 13.1, particularly indicator 13.1.3 (“proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies”).

2. Progress towards the attainment of the objective; performance measure

40. The validation and endorsement by the Ministry of Public Works, Housing and Water Resources of the map of cyclonic and strong winds developed as part of the Safer Schools project with the objective of zoning the territory in terms of wind intensity and the magnitude of cyclonic winds demonstrate how the subprogramme contributes to the stated objective. In 2019, almost 1,000 classrooms were added to the 1,000 constructed from 2014 to 2018, bringing the total to roughly 2,000. In April and May 2019, the schools built using the design developed by UN-Habitat withstood Cyclone Idai, considered the worst cyclone to hit Mozambique in 100 years. As a result, the subprogramme’s approaches to resilience 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 of communities at large against cyclonic events.

Figure A.3

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



C. Deliverables

41. Table A.9 lists the deliverables for 2019 that contributed to the attainment of the subprogramme 6 objective stated above, by category and subcategory.

Table A.9

Subprogramme 6 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)	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: Advice 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.				

VII. Subprogramme 7: Urban research and capacity development

A. Objective

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.

B. Programme performance in 2019 against a planned result

43. The planned result of “improved monitoring of global urbanization conditions and trends”, as set out in the proposed programme budget for the biennium 2018–2019, was achieved. This was evidenced by the use, upon approval by appropriate authorities, of UN-Habitat monitoring tools, methods and data by 353 urban observatories, exceeding the target of 335 for the period 2018–2019.

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

44. In 2019, UN-Habitat 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 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.

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, carry out spatial analysis and monitor the results and impacts of their own interventions.

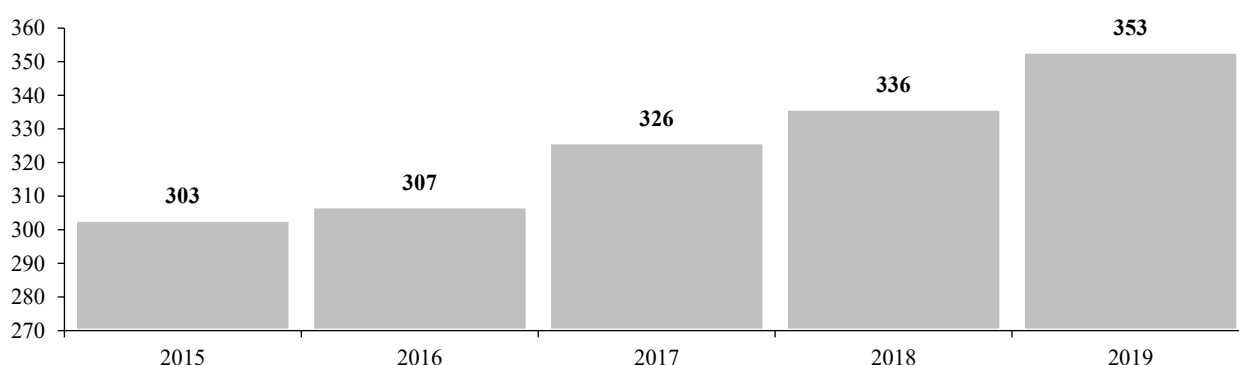
46. For example, UN-Habitat, in partnership with the Economic Commission for Africa and the Economic Commission for Latin America and the Caribbean, is supporting the Governments of Botswana, Colombia, Ecuador and Tunisia in reporting on urban Sustainable Development Goal indicators, notably using the UN-Habitat companion guide entitled, “Sustainable Development Goals: Monitoring Human Settlements Indicators”. In this regard, UN-Habitat and the Economic Commission for Africa held two training workshops in Tunisia, 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.

2. Progress towards the attainment of the objective; performance measure

47. This work contributed to the stated objective, as demonstrated by the addition in 2019 of 17 local urban observatories using UN-Habitat tools, methods and data, for 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.4

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



C. Deliverables

48. Table A.10 lists the deliverables for 2019 that contributed to the attainment of the subprogramme 7 objective stated above, by category and subcategory.

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	–	–
Meetings in support of regional ministerial conferences and national urban development institutions	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	–	–
Projects on the Global Urban Observatory	–	5	–	–
Projects on best practices on sustainable urbanization	–	3	–	–
Seminars, workshops and training events (number of days)	243	258	–	–
Workshops on the Global Urban Observatory	30	43	–	–
Seminars/workshops on best practices in sustainable urbanization	9	11	–	–
Training courses/workshops on the New Urban Agenda and the urban-related Sustainable Development Goals	204	204	–	–
Publications (number of publications)	17	9	–	–
Report on the implementation of the New Urban Agenda and the achievement of the urban-related Sustainable Development Goals	–	1	–	–
World Cities Report and country and regional cities reports	7	2	–	–
Handbook and annual report on mainstreaming cross-cutting issues under each subprogramme	9	4	–	–
Report of the United Nations Human Settlements Programme on human settlement statistics	1	1	–	–
Publication on best practices in sustainable urbanization	–	1	–	–
Technical materials (number of materials)	21	21	–	–
Sustainable Development Goal 11 indicator metadata and modules	2	7	–	–
Technical materials on best practices in sustainable urbanization	2	2	–	–
Technical materials on the New Urban Agenda	2	2	–	–
Technical materials on mainstreaming cross-cutting issues	9	4	–	–
UN-Habitat country programme documents	6	6	–	–
C. Substantive deliverables				
Consultation, advice and advocacy: Advice 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.				

Annex II

Summary of follow-up action taken to implement relevant recommendations of the Board of Auditors

A/74/323/Add.1 “Implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2018 on the United Nations funds and programmes – Report of the Secretary-General”

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
In paragraph 21 of its report, the Board recommended that UN-Habitat conduct a complete analysis of the registers associated with the grants, specifically for the cases observed by the Board. As part of the analysis, UN-Habitat should identify the current status of the amounts delivered to implementing partners and received from conditional agreements, conduct a compliance review of the signed agreements and, if applicable, request reimbursement of the resources provided under them and correct the accounting transactions records.	<i>Status:</i> Under implementation UN-Habitat is reviewing and analysing old balances held by implementing partners as part of its 2019 year-end financial closure process.
In addition, in paragraph 22 of its report, the Board recommended that UN-Habitat evaluate the application of impairment provisions to advances accounts.	<i>Status:</i> Under implementation As part of its ongoing financial closure process for the financial year ended 31 December 2019, UN-Habitat, in coordination with the United Nations Office at Nairobi (UNON), will evaluate the application of impairment provisions to advances accounts.
In paragraph 23 of its report, the Board recommended that UN-Habitat enhance project supervision and internal control in the UN-Habitat policy for implementing partners to prevent grants under which no accounting transactions have been made for an extended period from remaining in force.	<i>Status:</i> Under implementation In February 2020, UN-Habitat started a process of monitoring all advances to implementing partners with no movements for 12 months.
In paragraph 35 of its report, the Board recommended that UN-Habitat develop a guidance that allowed the identification, in a coherent form, of the roles of personnel, from both UN-Habitat and the United Nations Office at Nairobi, who were involved in the workflow of the creation and approval of grants for funding projects.	<i>Status:</i> Implemented UN-Habitat launched a new implementing partner management module as part of Umoja Extension 2. In this regard, the creation, review and approval of a grant is performed by the project assistant, the project officer and the certifying officer, respectively, thus ensuring appropriate segregation of duties before a grant is activated in the system. UN-Habitat considers this recommendation to be implemented and requests its closure by the Board.
In paragraph 42 of its report, the Board recommended that UN-Habitat establish a framework and methodology for full cost recovery in accordance with General Assembly resolution 67/226 applicable in all units of the entity, and inform its hubs and offices of its application.	<i>Status:</i> Under implementation UN-Habitat is developing, in consultation with the United Nations controller, UNON and other United Nations entities, a framework and methodology for full cost recovery in accordance with General Assembly resolution 67/226 applicable to all UN-Habitat operations.
In paragraph 53 of its report, the Board recommended that UN-Habitat include detailed documentation of each of the projects in the project accrual and accountability system in order to support their execution and corresponding progress.	<i>Status:</i> Under implementation UN-Habitat is upgrading the project accrual and accountability system by integrating the full project cycle, including functionalities that support the implementation, monitoring, closing and reporting stages of projects.
In paragraph 54 of its report, the Board recommended that UN-Habitat improve the controls related to the verification of updating information, established in paragraph 36 of the project-based management policy.	<i>Status:</i> Under implementation Please refer to UN-Habitat's comments above relating to the recommendation in paragraph 53 of the Board's report for the year ended 31 December 2018.
In paragraph 62 of its report, the Board recommended that UN-Habitat incorporate in the project accrual and accountability system the midterm and/or end-of-project evaluations for all its projects.	<i>Status:</i> Under implementation UN-Habitat is in the process of upgrading and enhancing the project accrual and accountability system. This process includes incorporating an evaluation module in the system.

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
In paragraph 63 of its report, the Board recommended that UN-Habitat improve the controls related to the evaluation reports, established in paragraph 19 of the project-based management policy.	<i>Status:</i> Implemented UN-Habitat has established control mechanisms to ensure that its projects comply with the requirements of its evaluation policy.
In paragraph 67 of its report, the Board recommended that UN-Habitat update its internal manuals, such as the project-based management policy and the project accrual and accountability system guidelines and manual, to clearly establish Umoja and its extensions as the system that gives support to the different duties performed by the entity.	<i>Status:</i> Under implementation UN-Habitat is in the preparation phase of implementing the portfolio and project management module of Umoja Extension 2. As part of this process, UN-Habitat will review and update the project-based management policy.
In paragraph 77 of its report, the Board recommended that UN-Habitat conduct a review of the expenses relating to projects that were led or supported by consultants.	<i>Status:</i> Implemented Travel expenses made by consultants were automatically charged to the “staff/personnel” budget line instead of “travel”, resulting in a classification error due to a system configuration in Umoja. The issue had been identified by UNON, our service provider, and communicated to United Nations Headquarters, which initiated an enhancement to Umoja. The issue has now been fixed and all new trips raised after 1 September 2019 will have the correct expense class mapping in Umoja. As part of the 2019 year-end financial closure, UNON will initiate a full review of all travel expenses for consultants against trips raised in the period 1 January to 31 August 2019 to ensure that costs wrongly classified in 2019 are correctly classified.
In addition, in paragraph 78 of its report, the Board recommended that, as part of the review, UN-Habitat request reclassification of the travel expenses and correct the accounting transactions records.	
In paragraph 79 of its report, the Board recommended that the entity strengthen measures to identify and reclassify the expenses and clearly set out the scope and frequency of controls.	
In paragraph 87 of its report, the Board recommended that the Regional Office for Latin America and the Caribbean (ROLAC) align the preparation of the quarterly travel plans for the Mexico City hub with the provisions established in the project cycle procedures manual of 2017 to ensure appropriate authorization of travel.	<i>Status:</i> Implemented UN-Habitat ROLAC has now updated its project cycle procedures manual to ensure that travel is appropriately authorized.
In paragraph 95 of its report, the Board recommended that UN-Habitat prepare a comprehensive annual acquisition plan for the forthcoming periods, in as timely a manner and as accurately as possible, in accordance with both the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual, taking into consideration its regional offices, country offices and hubs.	<i>Status:</i> Implemented UN-Habitat has begun compiling a comprehensive annual acquisition plan for 2020. The plan will be completed by the end of December 2020.
In paragraph 107 of its report, the Board recommended that each administrative level of UN-Habitat develop a comprehensive risk catalogue in accordance with the enterprise risk management implementation guidelines put in place by the organization.	<i>Status:</i> Under implementation UN-Habitat has updated the implementation status of its enterprise risk management framework and has established a new road map. Full implementation is expected by the end of the first quarter of 2021.
In paragraph 108 of its report, the Board recommended that UN-Habitat facilitate and validate the risk documentation made by each of its regional offices, thus offering a more comprehensive view of the difficulties and risk factors that affect the regions and ways to reduce local risks.	
In paragraph 115 of its report, the Board recommended that, for the office of the Rio de Janeiro hub, UN-Habitat make the efforts necessary to conclude a lease agreement signed by both parties, in accordance with the required conditions.	<i>Status:</i> Implemented UN-Habitat has signed a new lease agreement.
In paragraph 116 of its report, the Board recommended that UN-Habitat review the disbursements related to lease payments previously made to the Instituto Pereira Passos of the municipality of Rio de Janeiro and clarify the legal basis for the payments.	<i>Status:</i> Implemented UN-Habitat has determined that the lease payments (an overall modest amount for the entire year, approximately \$4,500 for two years) were made on the basis of a legally cleared draft lease agreement.
In paragraph 127 of its report, the Board recommended that UN-Habitat improve monitoring of staff annual leave to ensure that all leave was requested and approved by supervisors before being taken.	<i>Status:</i> Implemented UN-Habitat has introduced a mechanism for regular monitoring of staff annual leave.
In paragraph 128 of its report, the Board recommended that UN-Habitat perform periodic and timely reviews of the leave system to identify the absences and, if relevant, apply charges on the monthly salary of the staff.	<i>Status:</i> Under implementation

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
In paragraph 132 of its report, the Board recommended that UN-Habitat management devise a suitable mechanism to ensure better coordination between the entity and the Office of Internal Oversight Services (OIOS) for the complete and comprehensive reporting of cases of fraud and presumptive fraud.	<p><i>Status:</i> Implemented</p> <p>UN-Habitat has a mechanism with a focal point for OIOS matters. The focal point has access to the OIOS database and is also acting as the audit focal point. The dual role of the focal point will ensure better coordination between the entity and the OIOS for the complete and comprehensive reporting of cases of fraud and presumptive fraud.</p>

Annex III

Summary of follow-up action taken to implement relevant recommendations of the Advisory Committee on Administrative and Budgetary Questions

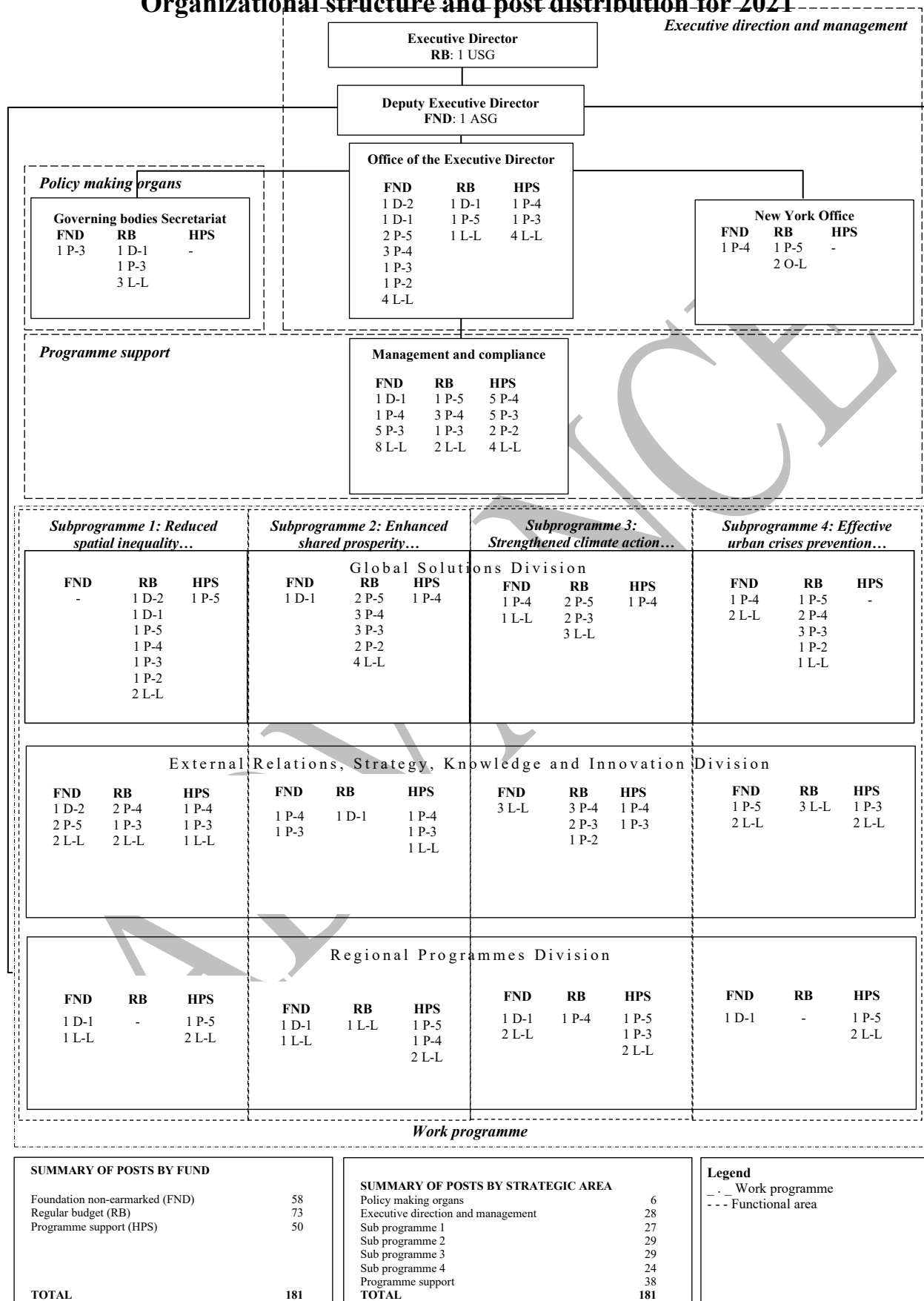
<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
In paragraphs 3 and 4 of its report, the ACABQ ^a said that it was of view that UN-Habitat should have included information regarding the planned change from seven to four subprogrammes in the work programme and budget report for the consideration of the Executive Board, and that future reports of UN-Habitat should include detailed information on the goals and outcomes of the strategic plan 2020–2023.	<i>Status:</i> To be implemented in the 2022 work programme This recommendation has been noted. UN-Habitat will include this information starting with the 2022 work programme and budget, which will provide the progress achieved in 2020, the first year of the strategic plan for the period 2020–2023.
In paragraph 5 of the report, the ACABQ noted the importance of tracking the implementation of the strategic plan to ensure a focus on outcomes and impact and recommended that information on the progress made in implementing the new strategic plan be included in the next report.	<i>Status:</i> To be implemented in 2022 work programme This recommendation has been noted. UN-Habitat will include this information starting with the 2022 work programme and budget, which will provide the progress achieved in 2020 the first year of the 2020–2023 Strategic Plan.
In paragraph 6 of the report, the ACABQ recommended that an update on the UN-Habitat management and administration evaluation be provided to the Executive Board upon its completion.	<i>Status:</i> To be implemented upon completion of the evaluation This recommendation has been noted. The Joint Inspection Unit assessment has been rescheduled to 2021 to allow UN-Habitat to complete the full restructuring, including the field architecture, and UN-Habitat will provide an update to the Executive Board on the UN-Habitat management and administration evaluation upon its completion.
In paragraphs 7 to 10 of its report, the ACABQ noted increases in amounts budgeted for the programme of work and programme support in the 2020 proposed budget compared to 2019 approved amounts and recommended that the Executive Director provide further information on the proposed increases to the Executive Board.	<i>Status:</i> Implemented The Executive Director and UN-Habitat staff responded to all questions from the Executive Board regarding the proposed work programme and budget for 2020 during the Executive Board meeting in November 2019.
In paragraph 11 of its report, the ACABQ recommended that UN-Habitat include comparative information for prior years, by category of expenditure and strategic priority, in future reports, as well as explanations for the main variances.	<i>Status:</i> Under implementation This recommendation has been noted, and UN-Habitat has included comparative information in the 2021 proposed work programme and budget.
In paragraph 12 of its report, the ACABQ noted that an increase of \$5.9 million in the foundation non-earmarked budget to \$18.9 million in 2020 was represented by a graphic that showed a decrease. The ACABQ also noted additional small errors and recommended that more accurate information be presented in future reports.	<i>Status:</i> Ongoing implementation As the budget document to be presented to the Executive Board was still being edited by the Division of Conference Services, the graphics and errors noted were corrected before the meeting of the Executive Board. UN-Habitat has taken note of this recommendation for future submissions.
In paragraphs 13 to 15 of its report, the ACABQ presented its observations on the proposed foundation non-earmarked budget for 2020 and supplementary information received from UN-Habitat on follow-up questions. In paragraphs 16 to 18, the ACABQ noted, among other things, that while there were 130 approved posts under foundation non-earmarked funds, 60 posts had been frozen in 2017 and an additional 32 posts had been frozen subsequently due to decreases in non-earmarked voluntary contributions from Member States. The ACABQ recommended that the Executive Director provide detailed information to the Executive Board on the financial situation and status on recruitment at the time of its consideration of the report.	<i>Status:</i> Implemented The Executive Director provided detailed information to the Executive Board on the financial situation and status on recruitment at the time of its consideration of the report. This information was presented under agenda item 3 at the November 2019 sitting of the Executive Board. The document references are: A/74/5/Add.9, HSP/EB.1/6 and HSP/EB.1/INF.2.

Brief description of the recommendation	Action taken to implement the recommendation
<p>In paragraph 19 of its report, the ACABQ noted an increase of 640.2 per cent under the consultant budget line and recommended that UN-Habitat limit the overall level of consultants through the use of in-house capacity while also exploring greater use of local consultants.</p>	<p><i>Status:</i> Implemented and ongoing</p> <p>The observation and recommendation were noted. Upon further analysis, UN-Habitat established that most of the consultant budget related to special skills consultants under earmarked funding projects that had been erroneously classified. This error was corrected before the meeting of the Executive Board. The correct consultant budget under core resources decreased by 68 per cent, from \$2.5 million in 2019 to \$0.8 million in 2020.</p>
<p>In paragraph 20 of its report, the ACABQ recommended that more information be provided in future reports on the method used to determine programme support costs.</p>	<p><i>Status:</i> Under implementation</p> <p>UN-Habitat has taken note of the recommendation. UN-Habitat, as a secretariat entity, follows the programme support cost methodology established in ST/AI/286, which was further articulated by the United Nations Controller in a memorandum of June 2012. Additionally, UN-Habitat had implemented a cost recovery model for the time spent by foundation non-earmarked fund personnel in providing technical guidance to operational projects. The cost recovery is being reviewed in 2020 to determine the requirements for ensuring that the normative best practices, methodologies and tools are utilized in operational projects and that lessons learned are shared with core personnel when the projects are implemented. UN-Habitat is providing resources from programme support costs, to the extent that funding is available, to ensure that the normative and operational paradigm is effectively managed.</p>
<p>On the basis of its observations in paragraph 21 of its report, the ACABQ said that it was not convinced that UN-Habitat's extrabudgetary submission was improved by the adoption of the format of the proposed programme budget for 2020. It recommended that UN-Habitat revert to the previous format for the submission of its proposed work programme and budget for 2021.</p>	<p><i>Status:</i> Implemented</p> <p>UN-Habitat has taken note of the recommendation and has prepared the 2021 proposed work programme and budget using most aspects of the previous format while incorporating some improvements in accordance with the guidance received from United Nations Headquarters.</p>
<p>In paragraph 22 of its report, the ACABQ observed that the work programme and budget did not include a draft decision, and it recommended that UN-Habitat consider including decision points requiring the approval of the Executive Board in order to ensure transparency and clarity.</p>	<p><i>Status:</i> Implemented</p> <p>UN-Habitat has taken note of the recommendation. The Executive Director's 2021 proposed work programme and budget includes a recommendation to approve the work programme and budget submitted for consideration by the Executive Board. The proposed draft decision language will be submitted to the Executive Board through the ad hoc working group on programmatic, budgetary, and administrative matters before the second session of the Executive Board, scheduled for 27–29 October 2020.</p>
<p>With respect to its observations in paragraph 23 and 24 of the report, the ACABQ emphasized the importance of implementing the recommendations of the Board of Auditors in full and in a timely manner and recommended that the outstanding recommendations of the Board of Auditors be implemented expeditiously.</p>	<p><i>Status:</i> Implemented</p> <p>UN-Habitat's Executive Director has taken note of the observation that the organization failed to address the recommendations of the Board of Auditors in full and in a timely manner in 2019. The Executive Director implemented restructuring in January 2020 and strengthened the new Management, Advisory and Compliance Service, and will ensure that the outstanding audit recommendations are addressed in 2020.</p>

^a Advisory Committee on Administrative and Budgetary Questions.

Annex IV

Organizational structure and post distribution for 2021



Abbreviations: ASG, Assistant Secretary-General; D, Director; FND, foundation non-earmarked; HPS, programme support; L-L, local level; O-L, other level; P, Professional; RB, regular budget; USG, Under-Secretary-General.