



Executive Board of the United Nations
Human Settlements Programme

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Implementation of the strategic plan for the period 2020–
2023: annual report for 2020 on the strategic plan for the
period 2020–2023

Recalibration of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023 following the first meeting of the Committee of Permanent Representatives to the United Nations Human Settlements Programme for a high-level midterm review

Report of the Executive Director

I. Introduction

1. The present note sets out proposals for the ways in which the United Nations Human Settlements Programme (UN-Habitat) can move forward in view of the recommendations made by the Committee of Permanent Representatives to UN-Habitat at the first meeting of the Committee for a high-level midterm review, held online from 29 June to 1 July 2021, with specific reference to recommendation 2021/2 on the implementation of resolution 1/1 on the United Nations Human Settlements Programme strategic plan for the period 2020–2023, as set out in document HSP/OECPR.2021/8. The note provides guidance on the way in which the strategic plan of UN-Habitat for the period 2020–2023 can be recalibrated, based on the “three-lens approach” proposed to Member States; how the Programme can align its normative and operational work with the recalibrated strategic plan; and how doing so can assist in the implementation of a “focused draft work programme for 2022”, as requested by the Committee of Permanent Representatives, to be presented to the Executive Board at its second session of 2021.

2. The recommendations of the Committee at its first meeting for a high-level midterm review confirmed the strategic plan as a solid framework for recovery from the coronavirus disease (COVID-19) pandemic and a roadmap for achieving the Sustainable Development Goals; recognized that the lack of non-earmarked funding had severely restricted balanced progress in the implementation of the strategic plan and the roll-out of the results framework to monitor its implementation; encouraged the Executive Director to further adjust and strengthen UN-Habitat’s support to Member States in responding to new vulnerabilities and risks in terms of resilience and climate change, and in creating conditions for sustainable and inclusive recovery in response to the pandemic, and to accelerate progress towards the full implementation of the 2030 Agenda for Sustainable Development; called upon the Executive Director to strengthen the analysis of linkages between its operational and normative activities to increase the impact of its work across the relevant

* HSP/EB.2021/12.

outcomes of the strategic plan in support of sustainable and inclusive recovery and to present the analysis to the United Nations Habitat Assembly of the United Nations Human Settlements Programme (UN-Habitat Assembly) at its second session and to the Executive Board for further consideration, and to present to the Executive Board at its second session of 2021 a focused draft work programme for 2022.

II. Recalibration of the strategic plan for the period 2020–2023 using the three-lens approach

3. The Committee, at its first meeting for a high-level midterm review, noted that the framework provided by the strategic plan for the period 2020–2023, with its 4 domains of change and 12 outcomes, had proven to be robust. At the current stage in the strategic plan, however, what is needed is a recalibration of UN-Habitat's normative and operational work, while retaining the original structure of the plan. The results framework will also remain unchanged.

4. UN-Habitat therefore proposes using the three-lens approach, introduced at the first meeting of the Committee for a high-level midterm review, to guide the recalibration, which will allow for the Programme's support to Member States to be adjusted and strengthened, as called for by the Committee. The use of the three-lens approach will help UN-Habitat to rebalance investment and establish a better connection to knowledge, assets and capacities.

5. The proposed three lenses are as follows:

(a) Ensuring that all new programming responds to new vulnerabilities and risks in cities. The analysis of the impact of COVID-19 in cities showed that the risks of contagion and death were matched in areas of inadequate housing, higher deprivation and spatial inequalities, but also in more consolidated areas, where people appeared particularly affected by inadequate public transport and type and location of work. UN-Habitat has mapped a number of such areas that are considered to be weak spots, describing a new geography of vulnerability and risk;

(b) Pursuing more integrated programming to adapt the function and form of cities to respond to current and future crises in terms of resilience and climate change. Best practice in urban planning and governance arrangements in the world's cities shows that sustainable ecological neighbourhoods are the optimal option in response to both the COVID-19 pandemic and future threats, balancing sustainable urbanization with protection of biodiversity. Neighbourhoods with adequate public spaces, services and amenities, including those for health and education, and well-established local or community organizations, appear to be the most appropriate functional units for the structuring and scaling-up of responses at the city-level. UN-Habitat will therefore review current urban planning principles that espouse sustainable and equitable solutions with a view to reorienting interventions that reshape the urban morphology, supported by innovation, creativity, technology and nature-based solutions that contribute to making cities more resilient and future-proofing them against climate change;

(c) Creating conditions for all programmes to support long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency. The pandemic has challenged the fiscal health of many local governments. Municipal revenues are shrinking as a result of reduced economic activity and tax policies. Urban productivity sectors and labour markets have been severely damaged, and value and supply chains have been disrupted. Local governments are expected to see a significant drop in local finances, while needing to increase local expenditure to cope with both the current situation and future conditions. UN-Habitat will therefore refocus its work to increase the economic resilience of cities and prepare social and economic strategies underscored by solid economic approaches to infrastructure development, supply chains and productive upgrading.

6. UN-Habitat has initiated an analysis of the integrated nature of its work, including the outcomes of the strategic plan, new data and knowledge from its global database on COVID-19 (CitiIQ), the Secretary-General's policy brief entitled "COVID-19 in an Urban World" and the findings and recommendations of UN-Habitat's recent publication *Cities and pandemics: towards a more just, green and healthy future*, all of which will assist in guiding further recalibrations of its normative and operational portfolio.

7. Examples of recalibration include the following:

(a) Linking climate change planning (outcomes 3.1, 3.2 and 3.3) more explicitly to socioeconomic recovery, which also requires a review of how UN-Habitat can engage more strongly on urban economies (outcome 2.2);

(b) Increasing focus on housing (outcome 1.2), as part of sustainable ecological neighbourhoods (outcome 1.3) as a way to build climate and pandemic resilience (outcomes 3.2, 3.3 and 4.3) and contribute to climate mitigation (outcome 3.1);

(c) Ensuring that the work on increased and equal access to public spaces and mobility (outcome 1.1) links more effectively with adopting nature-based solutions, protecting ecosystem services and biodiversity, and reducing CO₂ emissions and urban heat island-effect (outcomes 3.1 and 3.2).

III. Proposed actions to realign the normative and operational work of UN-Habitat with the recalibrated strategic plan for the period 2020–2023

8. The three-lens approach requires action to adjust UN-Habitat's normative and operational response and to reprioritize the use of core resources. The approach will guide further analysis of the Programme's normative and operational portfolio and its contribution to the strategic plan.

9. The following actions are proposed:

(a) Integrating new data and analysis with best practices to define strategic interventions;

(b) Mapping priority linkages across the strategic plan outcomes that are critical for recalibrating the strategic plan, based on the three-lens approach (see examples above);

(c) Prioritizing indicators in the results framework that can help to illustrate the impact of the Three-lens approach;

(d) Identifying normative frameworks, including policy guidance and tools, that need to be adjusted and normative gaps that need to be addressed, starting with the catalogue of services. For example, developing a guide to and providing technical support for the redesign of public areas and markets (as part of socioeconomic recovery) (outcomes 1.1 and 2.2); and developing capacity-building training modules on how to integrate health into recovery plans (outcome 1.3);

(e) Adjusting global programmes and flagship programmes. Examples include the following:

(i) Flagship programme 1: Inclusive, Vibrant Neighbourhoods and Communities: prioritization of workstreams to bring together slum upgrading (outcome 1.2), resilience (outcome 4.3), climate mitigation and adaptation (outcomes 3.1 and 3.3), nature-based solutions (outcome 3.2) and economic recovery (outcome 2.2), as exemplified by the work on river regeneration (Ethiopia, Kenya and Mozambique);

(ii) Flagship programme 3: RISE-UP: Resilient Settlements for the Urban Poor: the need to consider a broader analysis of new vulnerabilities, with a stronger link to socioeconomic recovery (food security for new sustainable livelihoods) (outcome 2.2) and nature-based solutions (outcome 3.2), framed against more integrated progress towards the Sustainable Development Goals, as facilitated by flagship programme 5: Sustainable Development Goal Cities;

(iii) Global Public Space Programme: reorienting public space projects to focus on supporting cities in developing their blue-green networks and slow mobility options, with greater impact on biodiversity protection and a reduction in CO₂ emissions and urban heat island-effect;

(f) Identifying priorities for proactive integrated programme development. Examples include the following:

(i) Building on findings of joint research on urbanization and health determinants, produced by the World Health Organization and UN-Habitat, such as the sourcebook *Integrating urban health in territorial planning*, and responding to increased demand from cities, with new programme development integrating physical and mental health into policies and planning;

(ii) Support to Governments in innovative design and financing of low-cost mobility options as part of sustainable ecological neighbourhoods (walking and cycling) (outcomes 1.1 and 1.3), in support of socioeconomic recovery (outcome 2.2) and climate mitigation (outcome 3.3);

(g) Leveraging UN-Habitat's capacity by making additional investment in strategic partnerships with other United Nations entities. Examples include the following:

- (i) Working with the United Nations Development Programme, United Nations Capital Development Fund and the United Nations Environment Programme (UNEP) on sustainable and green economic urban recovery;
- (ii) Working with UNEP on nature-based solutions and the nexus between biodiversity and urbanization.

10. To implement such actions and ensure the alignment of UN-Habitat's normative and operational work, the following enabling actions need to be considered:

- (a) Identification of capacity gaps in terms of core expertise and, where possible, the repositioning of core capacity or prioritization in the mobilization of soft- or hard-earmarked resources;
- (b) Organization of specialized outreach and training to build awareness and "ownership" of the three-lens approach;
- (c) Organization of an advocacy campaign on the recommendations of UN-Habitat's recent publication *Cities and pandemics: towards a more just, green and healthy future* and the proposed three-lens approach.

IV. Focused draft work programme and draft budget for 2022

11. In paragraph 4 of its recommendation 2021/2, the Committee of Permanent Representatives requested the Executive Director to present to the Executive Board at its second session of 2021 "a focused draft work programme for 2022".

12. UN-Habitat proposes using the three-lens approach to provide the draft work programme for 2022 with the additional substantive focus that is required with a view to recalibrating the proposed deliverables. The recalibration will be based on a more detailed analysis of the linkages across the prioritized outcomes of the strategic plan, taking into account the weaknesses of the Programme's current normative and operational portfolio (see also section II of the present note).

13. The process should be viewed in conjunction with the effect of the lack of resources on the overall functioning of UN-Habitat (including on executive direction, operational support, monitoring and evaluation, communication and outreach, and resource mobilization), which is addressed in the budget section of the draft work programme and draft budget for 2022.

14. UN-Habitat's proposed work programme 2022 (as included in A/76/6 Section 15) was cleared substantively by the Committee for Programme and Coordination on 24 June 2021. It provides a first illustration of the way in which the work programme can be recalibrated, taking into account the lessons learned and recommendations emerging from the pandemic (see annex II).

A. Challenges in executing fiduciary responsibility to monitor and report against the strategic plan

15. Most of the Programme's resources (some 90 per cent) are provided by earmarked funding through projects. If the \$12 million of Foundation non-earmarked funding in the draft work programme and draft budget 2022 cannot be mobilized to complement the \$13.8 million proposed under Section 15 of the regular budget, the following programmatic activities will be affected:

- (a) Partial roll-out of the results framework approved under the strategic plan;
- (b) Limited capacity to monitor the implementation of the strategic plan;
- (c) Limited capacity to evaluate progress made against the strategic plan;
- (d) Limited capacity to produce annual reports;
- (e) Limited capacity for training, capacity-building and the identification and use of best practices.

B. Challenges in fulfilling UN-Habitat's mandated role as focal point on sustainable urbanization for United Nations system-wide coordination

16. This element of the role of UN-Habitat is particularly critical in view of the fact that the Secretary-General has undertaken to ensure stronger mobilization of the United Nations system to respond to urbanization as a "mega-trend" and in the light of the potential of sustainable urbanization to deliver on global agendas. However, the challenges include the following:

- (a) Very limited capacity to implement the United Nations system-wide strategy on sustainable urban development, in particular the production of global urban data and the monitoring of country and regional trends and conditions;
- (b) Very limited capacity to support common country analysis and cooperation framework engagement at the country level and to participate in integrated policy support and coordination at the regional level;
- (c) Slow development of strategic partnerships with other key United Nations entities, including the United Nations Development Programme and the United Nations High Commissioner for Refugees, working towards collective results in line with the UN-Habitat strategic plan.

C. Challenges related to limited implementation of UN-Habitat Assembly resolutions

17. With regard to UN-Habitat Assembly resolution 1/2 on United Nations System-wide Guidelines on Safer Cities and Human Settlements:

(a) Paragraph 7 requests the Executive Director to consider practical ways of following up on the use and application of the Guidelines, including the allocation of voluntary financial resources, for the effective implementation of the Safer Cities Programme and partnerships with other United Nations bodies, local authorities and associations thereof, international professional associations, non-governmental organizations and other major groups. The soft- and hard-earmarked funding was, however, reduced to almost zero in 2020;

(b) The focus to date has been on combined resource mobilization, based on the joint programming framework with the United Nations Office on Drugs and Crime; on the development of proposals for pooled funding, such as that from the United Nations trust fund for human security (in Mexico and South Africa); and on collaboration and the development of joint proposals with local authorities (for example, in preparation for the Global Parliament of Mayors, to be held in Palermo, Italy, from 21 to 23 October 2021);

(c) Work on safer cities is currently supported by one staff member, paid from soft-earmarked funding from Sweden. There are no resources for the roll-out of the Urban Safety Monitor tool or for development of the peer-review mechanism. Given the current level of resources, only light maintenance of the Global Network on Safer Cities and limited support for national initiatives in Mexico and South Africa will be possible. Earmarked funding, if mobilized, is likely to focus on a limited number of cities or countries, rather than further normative development or global implementation of the Guidelines.

18. With regard to UN-Habitat Assembly resolution 1/4 on achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements:

- (a) No core resources are available to advance the resolution, and the soft-earmarked extrabudgetary resources available are limited and thus likely to have the following effect:
 - (i) Minimal engagement in the development of partnerships with other United Nations entities, such as the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and grassroots organizations for women; although a number of memorandums of understanding have been signed, they have not yet been implemented;
 - (ii) Delay in the finalization and roll-out of the gender policy and action plan, which is in its final stages of development, with no capacity to develop or enforce a robust monitoring system for its implementation;
 - (iii) Challenges in carrying out capacity-building and gender mainstreaming, both internally and externally;

(b) Within current resources, only limited secretariat support can be provided to the Advisory Group on Gender Issues; the implementation of the gender policy and action plan is in abeyance; and gender mainstreaming throughout UN-Habitat is limited to feedback provided on project documents and proposals. There is no capacity to design robust, gender-focused interventions in the field or develop gender-focused guidelines, to collect gender-disaggregated data on the impact of the Programme's work in the field, or to support capacity development, either internally or externally.

19. With regard to UN-Habitat Assembly resolution 1/5 on enhancing urban-rural linkages for sustainable urbanization and human settlements:

(a) Staff time, covered by regular budget resources, has allowed for the fostering of partnerships with entities such as the United Nations Framework Convention on Climate Change, the Food and Agriculture Organization of the United Nations, the Organisation for Economic Co-operation and Development, and United Cities and Local Governments, and for work with the Italian presidency of the Group of 20 on territorial development. It has also allowed for limited input into the development of normative work and representation in international forums on urban-rural linkages as a tool for increased awareness. All other activities have been funded from soft- or hard-earmarked resources;

(b) The current, limited level of resources available will hamper implementation of the resolution in terms of developing a spatial and socioeconomic data strategy on urban-rural linkages and assessing the impact of urban-rural linkages on sustainable urbanization. The limited resource levels do not permit the provision of support requested by Member States across all regions in addressing migration in the urban-rural continuum or in overcoming the urban-rural divide by boosting intermediary cities. In respect of the latter, support will be limited to collecting and disseminating case studies and good practices;

(c) Webinars on the recovery from COVID-19 have brought to the fore additional elements that require greater consideration, including the strengthening of food systems, the availability of medical facilities in intermediary towns and rural areas, migration and the territorial digital divide. Such matters cannot be developed further without additional resources being made available.

D. Challenges related to limited capacity to ensure the development of UN-Habitat's global normative work

20. With regard to the Programme's limited capacity to ensure the development of its global normative work across its subprogrammes and support the full integration of its normative and operational work, the following should be noted:

(a) Increasingly, normative production starts from project-based work, which is anchored in specific countries and regions; limited capacity for such work will thus have an effect on the further development of global normative frameworks and tools;

(b) Limited capacity will be available to provide policy support to operations at the country and regional levels and to adapt the normative frameworks to each context;

(c) Core support will not be available for the development of UN-Habitat's flagship programmes as a catalyst for the integration of the Programme's normative and operational work;

(d) Limited resources will be available for the production of global flagship publications (including the World Cities Report).

V. Regional architecture and presence of UN-Habitat

21. The United Nations reforms, initiated by Member States through the Quadrennial Comprehensive Policy Reviews and led by the Secretary-General, have called for a stronger regional approach to the work of the United Nations.

22. The value added to the United Nations system-wide efforts by UN-Habitat requires the Programme to play a full part in those efforts at the country, subregional and regional levels. That contribution is critical if UN-Habitat is to play its focal-point role in system-wide coordination on sustainable urbanization, ensure proper alignment and integration of its normative and operational work and deliver on its strategic partnerships with other United Nations entities.

23. UN-Habitat's lack of capacity at present to ensure a minimal presence in key United Nations subregional and regional hubs risks fundamentally altering its core role as both a normative and operational agency.

ADVANCE

Annex I

Language compatible with the three-lens approach in the current version of the draft work programme for 2022^a

Subprogramme 1

- 15.4 Support will be provided to local governments to invest in social, economic, institutional and financial innovations for a *sustained socioeconomic recovery*. Partnerships will catalyse support for cities in building more resilient budgets and fiscal frameworks in support of local service delivery and local economic development. *UN-Habitat will support cities in reshaping urban planning solutions that are more sustainable and integrated, supported by innovation and technology to become healthier and more resilient.*
- 15.12 The *spatial vulnerability index* for COVID-19 and a global report on the state of cities with dedicated policy recommendations will serve to support technical interventions. These data and knowledge, combined with normative and operational work adjusted to respond to the pandemic from a short- and long-term perspective, provide opportunities for cities and Member States to *address structural inequalities and prepare for social and economic recovery*. The UN-Habitat programme of work for 2022 will focus all efforts of the different subprogrammes and deploy advisory services, innovative solutions, and knowledge packages to support Member States in the fight against COVID-19 and other pandemics.

Proposed programme plan for 2022

- 15.48 It is expected that socioeconomic recovery after the COVID-19 pandemic could result in an increased uptake of *urban regeneration activities to increase local resilience and improve overall local socioeconomic conditions*.

Subprogramme 2

- 15.58 The subprogramme plans to support Member States on issues related to COVID-19 by providing a *territorial framework for socioeconomic recovery from COVID-19, climate action and safeguarding the environment and biodiversity; ensuring that economic recovery measures support green urban recovery that helps drive climate action and progress towards the achievement of the Sustainable Development Goals; and placing a stronger focus on the recovery of locally generated revenue* (including land-based financing) as a way to help alleviate the socioeconomic impact of COVID-19.

Subprogramme 3

- 15.83 The subprogramme plans to support Member States on issues related to COVID-19 by highlighting technologies, processes and investment opportunities, as part of its normative work, which will *support green COVID-19 recovery opportunities and an integrated approach to climate and health resilience*. The subprogramme will also integrate such guidance in its technical advisory services.

Subprogramme 4

- 15.108 The subprogramme plans to support Member States on issues related to COVID-19 by working with cities and informal settlements within cities, through both normative and operational activities, *to increase their resilience to a broad range of threats, including health emergencies*, and by working towards the *inclusion of urban recovery in national COVID-19 recovery strategies*.

^a Version of the draft work programme for UN-Habitat for 2022 as included in A/76/6 Section 15, reviewed and cleared substantively by the Committee for Programme and Coordination on 24 June 2021.

Annex II

Annotations to the focused draft work programme for 2022

The proposed draft work programme of the United Nations Human Settlements Programme (UN-Habitat) for 2022, reviewed by the Committee for Programme and Coordination in June 2021, contained a number of key elements of the proposed three-lens approach, providing a first illustration of the proposed recalibration of the strategic plan for the period 2020–2023 through the use of that approach.

Through a series of annotations to the draft work programme for 2022 in its current form, the present annex further clarifies the ways in which, based on the proposed recalibration, UN-Habitat can achieve a more focused draft work programme, further prioritizing specific areas of its work across the strategic plan for the period 2020–2023.

Foreword

The work of UN-Habitat in 2022 will be guided by the Secretary-General’s policy brief entitled “COVID-19 in an Urban World”, issued in July 2020, and the Programme’s recent publication *Cities and pandemics: towards a more just, green and healthy future*.

UN-Habitat will prioritize publications and technical materials through its soft- and hard-earmarked funding in line with the proposed recalibrations, preparing the ground for global normative work once additional resources are available. The speed of the roll-out of UN-Habitat’s flagship programmes as effective vehicles to reinforce the integration of the Programme’s normative and operational work for greater efficiency and impact will also be dependent on the mobilization of soft- and hard-earmarked funding.

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

Overall orientation

Mandates and background

15.1 The focus of UN-Habitat’s mandate remains unchanged. It continues to be focused on supporting Member States in the development of sustainable cities and human settlements through its normative and operational work at the local, national, regional and global levels.

15.2 [...]

Strategy and external factors for 2022

15.3 In addition to the strategy and external factors for 2022 set out in its draft work programme, UN-Habitat will use its understanding of “new vulnerabilities and risks in cities” to “prepare the function and form of cities to adapt to crises in terms of resilience and climate change” and “create conditions for long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency”, as set out in the Note on the recalibration of the strategic plan of the United Nations Human Settlements Programme for the period 2020–2023 following the first meeting of the Committee of Permanent Representatives to the United Nations Human Settlements Programme for a high-level midterm review (HSP/EB/2021/19).

15.4 UN-Habitat’s strategy for delivering the programme plan in 2022 continues to be driven by the strategic plan for the period 2020–2023. At the first meeting of the Committee for a high-level midterm review, the Committee recognized that the COVID-19 pandemic demonstrated the value of the strategic plan, which served both as a framework for recovery and as a road map for achieving the Sustainable Development Goals.

15.5 The Programme’s flagship programmes will be prioritized for soft- or hard-earmarking so that they can fast-track integration between UN-Habitat’s normative and operational work, scaling the impact of the Programme. Flagship programme 2, “People-focused smart cities”, is being advanced through a hard-earmarked contribution from the Government of Germany to the United Nations Innovation Technology Accelerator for Cities programme.

- 15.6 The streamlining of social inclusion as a process and outcome to address cross-cutting issues relating to older persons, children, people with disabilities, gender and youth, and its work on urban safety will also depend on additional resources, either non-earmarked or soft-earmarked.
- 15.7 UN-Habitat has developed an implementation plan for 2022 of the UN-Habitat Capacity-building Strategy, which was requested by the UN-Habitat Assembly at its first session in its resolution 1/3 on enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development and adopted by the Executive Board in paragraph 3 of its decision 2020/5 on the implementation of normative and operational activities of the United Nations Human Settlements Programme, including resolutions and decisions of the United Nations Habitat Assembly, and reporting on the programmatic activities of the Programme in 2020 and the implementation of subprogrammes, flagship programmes and technical cooperation activities. The plan sets out what can be done within existing core resources and prioritizes the use of potential additional soft- and hard-earmarked funds. The implementation plan is also being aligned with the recalibration of the strategic plan.
- 15.13 UN-Habitat will focus on joint resource mobilization with its strategic partners to advance collaborations, including through the United Nations Development Account and other pooled funds. Priority will be given to those partnerships that are able to assist with working to achieve the Sustainable Development Goals at the local level, address climate change, support sustainable economic recovery and support urban crisis prevention and response, including work on urban migration.
- 15.14 [...]
- 15.15 Strengthening UN-Habitat's collaboration with the resident coordinator system to improve the efficiency and effectiveness of operational activities at the country level, supporting common country assessments and the formulation of the United Nations sustainable development cooperation framework in line with the increased demand to work collectively towards sustainable urbanization, will also depend on further soft- or hard-earmarked resources.
- 15.16 With regard to external factors, the focused draft work programme for 2022 will provide greater focus on packaging specific functions and deliverables for soft- or hard-earmarked funding while continuing to advocate for increased non-earmarked extrabudgetary resources.

Deliverables

- 15.20 Table 15.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022. The table suggests reductions in deliverables that require non-earmarked resources and cannot be covered by soft- or hard-earmarked extrabudgetary resources.

Table 15.1

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

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	2	2
1. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents	–	–	1	1
2. Implementation of the outcome of the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	6	12	7	17
3. Meetings of the governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	3	9	4	8 ^a
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
7. High-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda	–	–	–	2

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	5	2	6	5
8. UN-Habitat flagship reports	4	1	5	2
9. World Cities Report	1	1	2	1
10. Second quadrennial report on the implementation of the New Urban Agenda	–	–	–	1
11. UN-Habitat annual report	1	1	1	1

^aTwelve meetings were previously planned.

Programme of work

Subprogramme 1

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

Objective

15.30 [...]

Strategy

15.31 All work related to basic services and the provision of sustainable mobility and public space will be recalibrated to take into account the new vulnerabilities set out in the three-lens approach, while further maximizing the contribution of that work to the outcomes of subprogramme 3 on strengthened climate change and improved urban environment.

15.32 A stronger focus will be placed on housing, including its role in addressing new vulnerabilities related to access to work and types of work, while supporting the urban energy transition. Work on housing also needs to be a key element of sustainable ecological neighbourhoods that can help to contribute to outcome 1.3 of subprogramme 1 and the outcomes of subprogramme 3.

15.33 The subprogramme will also focus further on providing guidance on the ways in which planning for urban expansion and regeneration can contribute to climate mitigation and adaptation and the protection of biodiversity, incorporating improved nature-based solutions. It will also ensure that such activity is firmly anchored in the ways in which the form and function of cities can assist them to prepare for future crises in terms of resilience and climate change.

Deliverables

15.53 The deliverables will be maintained as set out in table 15.3 of the draft work programme 2022. However, their substance will be adjusted to reflect the proposed recalibration as clarified in the strategy section above.

Subprogramme 2

Enhanced shared prosperity of cities and regions

Objective

15.54 [...]

Strategy

15.55 Subprogramme 2 will support Member States and other partners in enhancing the contribution made by urbanization to productivity and inclusive economic development, with a stronger focus on more sustainable economic recovery following the pandemic, while also contributing to the outcomes of subprogramme 3.

- 15.56 It will increase its focus on optimizing local revenue systems and local revenue generation, in addition to improved fiscal transfers from national governments and the leveraging of private sources of capital to achieve sustainable urban development as part of a more sustainable economic recovery following the pandemic, while ensuring that both public and private sector investments help to drive results towards subprogramme 3.

Deliverables

- 15.76 The deliverables will be maintained as set out in table 15.5 of the draft work programme 2022. However, their substance will be adjusted to reflect the proposed recalibration as clarified in the strategy section above.

Subprogramme 3

Strengthened climate action and improved urban environment

Objective

- 15.79 [...]

Strategy

- 15.80 To contribute to the achievement of the objective of subprogramme 3 (strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improving air quality, improving resource efficiency and protecting ecological assets, and the effective adaptation of communities and infrastructure to climate change), ensuring that all work under subprogramme 1, focused on adequate housing, access to basic services, sustainable mobility and more adapted urban form, makes a greater contribution to reducing greenhouse gas emissions and improving air quality.
- 15.81 Subprogramme 3 will place much greater emphasis on achieving impact related to protecting the environment and biodiversity through improved integration of nature-based solutions in programming across UN-Habitat's subprogrammes, focusing in particular on the contribution of subprogrammes 1 and 2.

Deliverables

- 15.103 The deliverables will be maintained as set out in table 15.7 of the draft work programme 2022. However, their substance will be adjusted to reflect the proposed recalibration as clarified in the strategy section above.

Subprogramme 4

Effective urban crisis prevention and response

Objective

- 15.104 [...]

Strategy

- 15.105 [No changes]

Deliverables

- 15.128 The deliverables will be maintained as set out in table 15.10 of the draft work programme 2022.