

UN-Habitat

Reformed and Repositioned

2018-2021



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UN HABITAT
FOR A BETTER URBAN FUTURE



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FOREWORD BY THE EXECUTIVE DIRECTOR

In January 2018, upon my appointment as the Executive Director of the United Nations Human Settlements Programme, I carried out my own 360° analysis of the organization. This involved meeting with the Secretary-General, Secretariat colleagues in New York, and the staff serving at headquarters in Nairobi. Particularly pertinent were the many bilateral meetings with Member States including permanent representatives in Nairobi, New York, and also colleagues at the line ministries in capitals. The Ninth session of the World Urban Forum was a great opportunity to meet distinguished ministers and other high-level dignitaries as well as stakeholders and community and civil society partners. This allowed me to gauge the value addition of UN-Habitat and estimate whether our role as the lead organization in sustainable urbanization was well-received.

The reality was that I had come into an organization that had run down its social capital.

With the support of Sweden and Norway, the international audit firm Ernst & Young carried out a management audit that revealed a much hollowed-out organization. A thorough analysis of the finances also revealed that the Foundation non-earmarked trust fund was in deficit of USD 8 million. Some 787 grants were unclosed dating back to 2015. The reputation of UN-Habitat as a thought leader in the UN System for sustainable urbanization was at a low ebb.

The organization was also nowhere to be seen as even the brand of the Ninth World Urban Forum was distinct from UN-Habitat's global brand. It was clear that there was no unity of purpose in the organization, which was then made up of 26 branches and 7 sub-programmes. In terms of governance, UN-Habitat's proposal for a new governance structure was in suspended animation for 14 years.

In my first term as Executive Director, the Secretary-General gave me six months to get the UN-Habitat governance framework approved by the Committee of Permanent Representatives (CPR). We managed to deliver this in just under six months and the General Assembly approved

the UN-Habitat governance structure in November 2018. We have fulfilled the mandate given to us by the General Assembly with the structure coming alive through the UN-Habitat Assembly (May 2019), the Executive Board meeting five times, and with CPR successfully convening in June 2021 to do a midterm review of the performance of the Strategic Plan. Nonetheless, despite staying true to the recommended course of action, Member States support for UN-Habitat remains stagnant.

In the past four years, we have carried out an internal restructuring of the Programme to be aligned with the UN Secretary-General's wider reforms. We have also streamlined the organization to be more efficient with the roll-out of five divisions including Executive Direction, Management, Advisory and Compliance Service, External Relations, Knowledge and Innovation, Global Solutions (working on norms and guidelines), and the Regional Programme Division (operations). We have championed a "whole of house" approach to create greater cohesiveness in the Programme especially in melding the normative and operational aspects of our work.

In terms of prominence, UN-Habitat is much better positioned within the UN System with the Executive Director returning to the humanitarian cluster as a member of the Inter-Agency Standing Committee (IASC). UN-Habitat is also contributing as co-Chair of the Local 2030 Task Force and is a member of the Task Force for the Future of Cities. We have been able to convene two highly visible World Urban Forums in Kuala Lumpur and Abu Dhabi respectively.

Our reputation as a transparent and trustworthy entity is also improving. Out of the 787 unclosed grants, we have now closed 750 – or 95 per cent of all grants. Donors continue to support our earmarked work with a steady increase to a total portfolio of USD 1 billion (cumulatively from 2018-2021). We have also introduced innovative ways to diversify our funding sources including soft-earmarking from Sweden and Switzerland and most recently a third-party endowment – the Sustainable Human Settlements Foundation (SHSF).

The mandate of UN-Habitat, particularly our role in helping Member States provide adequate and affordable housing, our role in developing adaptation methods that are inclusive when tackling the climate challenge, and our role in ensuring we work with all to localize the Sustainable Development Goals, promises to be an exciting new phase in UN-Habitat's new position as a champion of sustainable urbanization and the New Urban Agenda.

This short report provides an opportunity to understand the reforms that the Programme

is undergoing, and the relevance of its mandate as we manage and recover from COVID-19 and as we help local governments and communities adapt to extreme climate events. It is an opportunity to highlight our continued vision and the relevance of the Programme in each region, how we hope to operate to deliver better, and what opportunities present themselves as we help Member States guide their urban process to ensure no place and no one is left behind in our urbanizing world.



A view urban residential housing in Cape Town, S.A. ©UN-Habitat

2 | THE MANDATE IN THE LAST FOUR YEARS

UN-Habitat's mandate has evolved and expanded over the last four years following the adoption of the New Urban Agenda at Habitat III (in 2016) and the consequent General Assembly Resolutions. The main elements in those resolutions have been:

1. The recognition of the potential of sustainable urbanization to accelerate the achievement of the SDGs (A/RES/72/226 para. 11).
2. The role of UN-Habitat as a focal point on sustainable urbanization and human settlements, including in the implementation, follow-up to and review of the New Urban Agenda, in collaboration with other United Nations system entities (A/RES/72/226).
3. An acknowledgement that over the years, the responsibilities of UN-Habitat have changed considerably in their scope and complexity, and that UN-Habitat has both an operational and normative mandate that needs to be balanced and integrated.

In addition, the important role of urbanization in support of climate action and sustaining peace has also increasingly been recognized.

The main achievement has been to lead a comprehensive reform that makes UN-Habitat more fit-for-purpose to advance this revised and expanded mandate. UN-Habitat has:

1. A new governance setup that elevates the urban agenda while ensuring a better oversight and management.
2. A new Strategic Plan that is now outcome-oriented and helps articulate how UN-Habitat is contributing to global priorities of overcoming (spatial) inequalities, driving economic growth, tackling environment and climate challenges, and responding better to urban crisis, including through a better management of migration and displacement.
3. A new organizational structure that allows for better integration of our operational and normative mandates and more strategic partnerships with the rest of the UN system.

This has been used also to ensure better connections between UN-Habitat's mandate and that of other UN entities, within the framework of recent global agendas. This includes:

1. A common agenda around the localization of the Sustainable Development Goals (SDGs), via among others Local 2030, working with the Executive Office of the Secretary-General and the United Nations Development Programme (UNDP).
2. Developing the urban dimensions and the role of local governments in delivering on the Global Compact on Refugees, the Global Compact on Migration, and the emerging agenda around internal displacement, working with the United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM), engaging closely with the High-Level Panel on Internal Displacement.
3. Ensuring that the important role of cities in climate action is further elaborated following the Paris Agreement, working closely with the Intergovernmental Panel on Climate Change (IPCC) and the United Nations Framework Convention on Climate Change (UNFCCC).



One of the hand washing facilities installed by UN-Habitat in Mathare slum in Nairobi, Kenya. ©UN-Habitat/Julius Mwelu

3 | A CROWDED FIELD

The increasing awareness of the transformative potential of sustainable urbanization and the role of cities to address global priorities, captured in global agendas, is translating into a broadening dynamic engagement of urban stakeholders, which UN-Habitat has been mobilizing over the years through the World Urban Forum (WUF), global campaigns, and the organization of platforms of different constituencies. In addition, cities are engaging increasingly with actors that are leading on other global issues, such as COVID-19 recovery, climate action, migration, and sustaining peace. This is reflected also in growing collaboration between other UN agencies and cities and their networks.

At the same time the reporting on the SDGs – and SDG11 in particular – including through the Secretary-General’s Quadrennial Report on the Implementation of the New Urban Agenda, points to insufficient progress, even with unsustainable unplanned urbanization patterns on the rise, and while the share of cities hosting displaced populations continue to grow. As the Secretary-General has stated, the local is where the global crises converge (climate, COVID-19, inequalities, migration). The scale of the problem and the urgency to act are becoming bigger, requiring a wider mobilization.

Both facts have pushed UN-Habitat to transform from a more self-centered organization focusing on its own programming and engagement of mostly urban stakeholders, to an organization that is more outward-oriented, focused also on added value based on our comparative advantages compared to the work lead by other stakeholders, both within and outside the UN. This required a change management process to shift mindsets to focus more on scaling our impact through partnering and rethinking our influencing role. We also worked hard to ensure that the broader UN reform was fully absorbed across the Programme, engaging more closely with UN planning processes and with Resident Coordinators and using pooled funding such as

the UN Development account to re-shape strategic partnerships with the United Nations Department of Economic and Social Affairs (UNDESA) and the Regional Economic Commissions.

Within the UN system, UN-Habitat has mobilized its expertise to help develop a UN system-wide strategy on Sustainable Urban Development, which was endorsed by the Chief Executives Board for Coordination (CEB), which helps to clarify how to best frame its focal point role. Similar engagement resulted in mobilizing its expertise and that of other UN entities to support drafting of the *Guidance Note of the Secretary-General on the United Nations and Land and Conflict* and the *Secretary-General Policy Brief on COVID-19 in an Urban World*.

The focus has been on global priorities as key entry points to mobilize the potential of sustainable urbanization and our related expertise.

We redefined our role in the climate space, including through advancing on the science, policy and practice nexus with the IPCC and the Global Covenant of Mayors (Innovate4Cities Conference) and making a strategic partnership with UNDP to work on the urban dimensions of the Nationally Determined Contributions (NDCs). We are now complementing this with a re-engagement on the link between urbanization, biodiversity, and environment through a renewed strategic collaboration with the United Nations Environment Programme (UNEP).

We focused on a better management of urban displacement and migration and our contribution to sustaining peace. This includes corporate engagement in key fragile settings such as the Sahel, Syria, Somalia, Iraq, and Afghanistan; a focused collaborative framework with UNHCR; framing a better engagement between local governments and humanitarian actors through the IASC; and shaping global policy discussions around urban recovery.

4 | THE UN REFORM

Over the past two years, UN-Habitat has taken important steps to implement the development system and management reforms of the United Nations – at country level, regionally, and through various inter-agency coordination mechanisms.

At country level, UN-Habitat has engaged over 20 UN Country Teams, working with UN Resident Coordinators to integrate sustainable urbanization in Common Country Analyses (CCAs) and in United Nations Sustainable Development Cooperation Frameworks (UNSDCF). This said, however, the lack of general-purpose funding has delayed the establishment of the new regional and sub-regional organizational structure. This has severely limited the ability of the organization to engage UN country teams to apply the new business model. UN-Habitat is therefore not yet able to transition from ad hoc, earmarked projects to comprehensive urban programming, a key element of the reforms of the development system and management of the United Nations.

At regional level, UN-Habitat's decision to establish the position of regional representative has proved highly effective in enabling the organization to implement the reforms. UN-Habitat regional representatives are now active members of the Regional Collaborative Platforms (RCP) working at once with Regional Economic Commissions, the regional representatives of other UN entities, and the Development Coordination Office (DCO) that serves as the RCP Secretariat. Here too, however, the absence of general-purpose funding is hampering efforts. To engage effectively in the regional architecture of the United Nations, regional representatives need professional staff who are not tied to earmarked projects. Such investments are common among UN entities as these ensure effective participation in the RCP issue-based coalitions, knowledge hubs, and peer-review mechanisms.

Globally, the leadership of the United Nations has greatly contributed to the efforts of UN-Habitat to implement UN reforms. The Secretary-General, Deputy Secretary-General, and UN principals increasingly regard urbanization as a megatrend requiring a whole-of-system approach. UN-Habitat is now leading the United Nations Task Force on the Future of Cities, the Local 2030 Global Campaign, the UN System-Wide Strategy on Sustainable Urban Development, and the Inter-Agency Standing Committee framework for engagement of local governments in humanitarian operations. Once again, resource constraints pose a serious problem. Without general-purpose funds, UN-Habitat cannot adequately fulfill its core mandate of UN system-wide coordination.

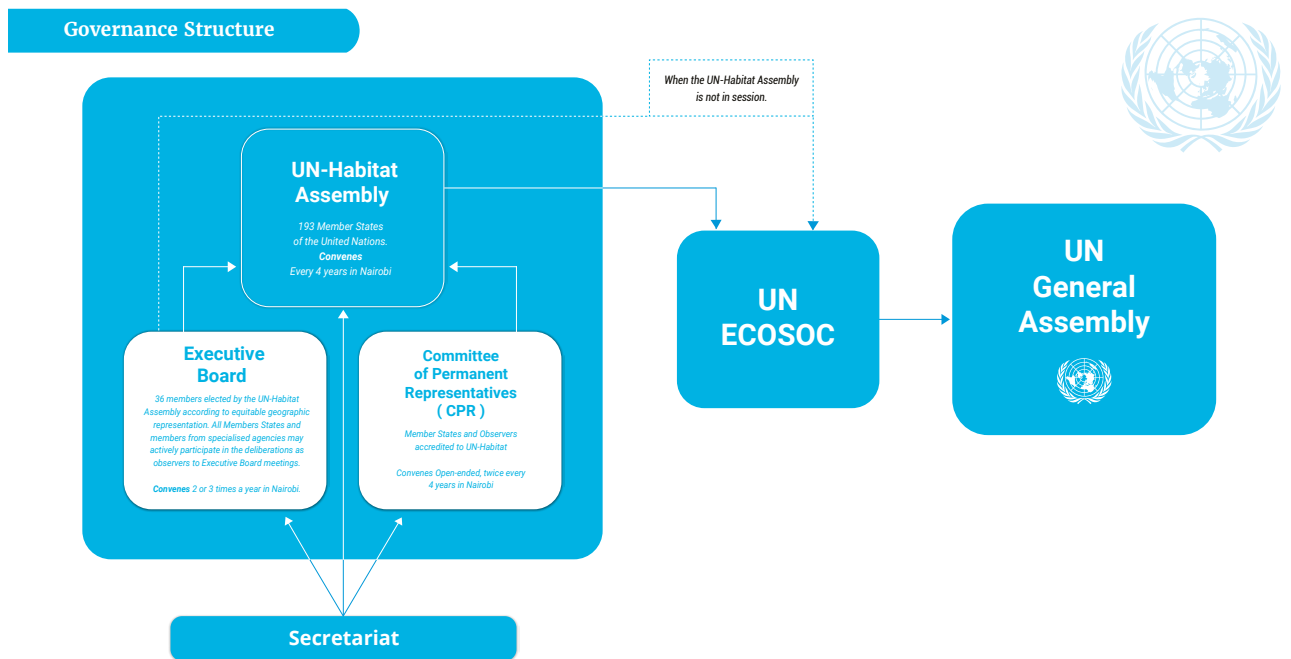
The absence of core funding that limits the ability of UN-Habitat to implement UN reforms is directly related to the lack of political support by Member States for the New Urban Agenda. The leadership of the United Nations recognizes that we cannot achieve sustainable development without sustainable urban development. Member States, however, do not yet have this understanding. Urbanization does not feature in Nationally Determined Contributions (NDCs), nor in the outcome documents of the Regional Forums and High-Level Political Forums for Sustainable Development.

The General Assembly is keenly aware of these challenges. To help Member States re-engage on the issue of urbanization, it has, in its resolution A/RES/75/224, called for a High-Level Meeting (HLM) on the Implementation of the New Urban Agenda in New York in 2022. In October 2021, H.E. Abdulla Shahid, President of the 76th Session of the General Assembly, wrote to Member States confirming the HLM will take place on 28 April 2022.

THE UN-HABITAT GOVERNANCE STRUCTURE

On 20 December 2018, the General Assembly of the United Nations in its resolution A/RES/73/239 decided to dissolve the Governing Council of UN-Habitat and to replace it with a United Nations Habitat Assembly (the Assembly) based on universal membership. It retained the Committee of Permanent Representatives of UN-Habitat and provided for the establishment of the Executive Board of UN-Habitat as the

two intersessional organs of the Assembly. The Assembly and the Executive Board of UN-Habitat directly report to the United Nations General Assembly through the United Nations Economic and Social Council (ECOSOC). Moreover, the Executive Board has delegation of authority from the Assembly to submit periodic reports through ECOSOC in the years when the Assembly is not in session.



Mandate of the three governing bodies of UN-Habitat: short summary

The mandate of the UN-Habitat Assembly is as follows:

- Identify key issues and areas of focus for the normative and policy work of UN-Habitat;
- Review major trends related to human settlements and urbanization;
- Examine global norms and standards in human settlements and sustainable urbanization;
- Adopt resolutions, declarations, recommendations, formal decisions, reports and other documents pertaining to strategic vision and political guidance in accordance with its mandate;
- Recommend strategies for the coherent implementation of urban and human settlements dimensions of the 2030 Agenda, the New Urban Agenda and other global agendas, including of the work of the United Nations System;
- Examine and approve UN-Habitat's Strategic Plan, to be prepared by the Executive Board;
- Review the Secretary-General's Quadrennial Report on the Implementation of the New Urban Agenda.

In addition, the Assembly should also ensure the active engagement of local authorities and other stakeholders in the Assembly, in its subsidiary bodies and in intersessional meetings.

The UN-Habitat Assembly held its first session in May 2019. The second session of the UN-Habitat Assembly is scheduled from 5 to 9 June 2023.

The mandate of the Executive Board is as follows:

- To oversee the implementation of the normative and operational activities of UN-Habitat;
- To ensure accountability, transparency, efficiency and effectiveness;
- To approve and oversee the implementation of the annual programme of work and budget and the resource mobilization strategy, in accordance with the strategic plans and political guidelines provided by the UN-Habitat Assembly;
- To adopt decisions, within the scope of its mandate, on, among other things, programmatic, operational and budgetary issues for the adequate and effective implementation of resolutions and other decisions adopted by the UN-Habitat Assembly;
- To guide and support efforts to finance the work of UN-Habitat;
- To oversee the compliance of UN-Habitat with evaluations and support auditing functions;
- To collaborate with the executive boards of other United Nations agencies, funds, and programmes, in accordance with the management reform programme of the Secretary-General.

The Executive Board met at its first session of the year 2019 (May and November 2019), at its first and second session for the year 2020 (June and October 2020), and at its first and second session for the year 2021 (April and November 2021).

The mandate of the Committee of Permanent Representatives (CPR) is as follows:

- The Committee of Permanent Representatives is composed of all Permanent Representatives of States members of the United Nations and members of the United Nations specialized agencies that are accredited to UN-Habitat;
- The CPR convenes, in an open-ended manner, twice every four years: once prior to the UN-Habitat Assembly, in preparation for that session, and once for a high-level midterm review;
- If necessary to efficiently implement its mandate to prepare the next session of the Assembly, the Committee may, on a basis of consensus, establish sub-committees;
- The CPR reviews the provisional Agenda of the sessions of the UN-Habitat Assembly.

The CPR met for its first open-ended high-level midterm review from 29 June to 1 July 2021. The CPR will meet again from 27 May to 2 June 2021 in preparation for the second session of the UN-Habitat Assembly.

Ad hoc working groups of the Executive Board

Three ad hoc working groups were established during the resumed first meeting of the Executive Board in November 2019: the ad hoc working group on programmatic, budgetary and administrative matters (PBA), the ad hoc working group on stakeholder engagement policy, and the ad hoc working group on working methods of the Executive Board. The ad hoc working group

on working methods completed its mandate in October 2020.

The reports of the work of ad hoc working groups for consideration and approval by the sessions of the Executive Board are presented by the chairs of the respective ad hoc working groups to the Executive Board at each session.

Member States adequate oversight and guidance

To a large extent, the existing governance structure allows Member States to exercise adequate oversight and guidance.

During its resumed meeting held in November 2019, the Executive Board decided that the following items would be included on the provisional agenda of each Executive Board session for consideration:

- Financial situation of UN-Habitat, use of resources, the resource mobilization strategy, the ongoing restructuring of UN-Habitat, and the financing of UN-Habitat, including the implementation of the resource mobilization strategy in accordance with the Strategic Plan;

- Reports of any ad hoc working groups established by the Executive Board.

The Executive Board also decided that the following items would be included on the provisional agenda of Executive Board sessions for consideration at its first session of each year:

- The annual work programme and budget of UN-Habitat;
- The report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the proposed work programme of UN-Habitat and the budget of the United Nations Habitat and Human Settlement Foundation;

- The annual report on the implementation of the UN-Habitat Strategic Plan;
- An annual report on the Executive Director's actions to update and improve the internal management, policies and procedures of UN-Habitat;
- An annual report on UN-Habitat actions to strengthen protection against sexual exploitation and abuse and against workplace sexual harassment, as well as any other type of exploitation or abuse;
- An annual report on UN-Habitat actions to address geographical and gender imbalances in the composition of its staff.

The frequency of these agenda items has increased the accountability of the organization and the use of resources. The Executive Director is required to provide regular reporting to the Executive Board on these matters. The Executive Director also provides regular briefings to the Bureau of the Executive Board and to the ad hoc working group on PBA matters of the Executive Board. Member States did request the Secretariat to share with the ad hoc working group on PBA the documents being prepared for the Executive Board sessions, to enable Member States to make recommendations or provide guidance. The ad hoc working group on PBA is also very much involved in the discussions on the draft work programme and budget of UN-Habitat.

Challenges experienced

- The number and cycle of meetings of the governing bodies have considerably increased and the Secretariat to Governing Bodies has limited financial and staff resources. Some of these functions are too technical for flex teams and therefore requires recruitment of expertise.
- There is concern about the limited period for preparing documentation between each cycle of the Executive Board meetings as well as adequate time for meaningful reporting on progress made on certain activities to the Executive Board. For the year 2020, three meetings were scheduled but

due to the global pandemic these were reduced to two meetings. In 2021, three meetings of the governing bodies took place including two meetings of the Executive Board and one meeting of the Committee of permanent Representatives, which is the high-level midterm review meeting held from 29 June to 1 July 2021.

- Considering the above, and albeit without success so far, the Secretariat suggested to the Executive Board reducing the documentation and number of meetings required. This should be in consideration of i) the costs related to each meeting given that no additional funding was provided for the new governance structure by the General Assembly, ii) the adequate time necessary in-between meetings for meaningful reporting to and engagement with the Executive Board, and iii) the time required to prepare documentation for each session of the Executive Board which is approximately three months before each session.
- Impact of COVID-19:
 - a) The rules of procedure of the UN-Habitat Assembly and of the Executive Board were silent on the possibility to conduct virtual meetings. Guidance to the Secretariat by Member States was delayed, as was the adoption of important documents related to the implementation of the Strategic Plan of UN-Habitat, which had been prepared just before COVID-19 was declared a global pandemic.
 - b) At its first session of the year 2020, the Executive Board of UN-Habitat adopted Decision 2020/1: Adoption of decisions by the Executive Board during the coronavirus disease (COVID-19) pandemic via silence procedure when the Board is not in session. The Executive Board agreed to work virtually, guided by the above Decision.
 - c) There was no major disruption in the communication with Member States, which was already mainly on-line via official e-mails and links to documents on UN-Habitat's website. With the help of the UNON Division of Conference Services (DCS), the Secretariat implemented simultaneous interpretation for virtual meetings.

Going forward

- Continuous engagement with the Bureau of the respective governing bodies as well as creating opportunities for consultations with Member States on important matters that require urgent attention regardless of the circumstances is paramount.
- Strengthened partnerships with the United Nations Office in Nairobi and other UN agencies such as UNEP to consult and share lessons towards practical solutions to the challenges.
- In paragraph 2 of its decision 1/3, the UN-Habitat Assembly recognized the importance of aligning the planning cycles of UN-Habitat with the Quadrennial Comprehensive Policy Review (QCPR) and, in light of the new governance structure of UN-Habitat, decided to further consider how best to achieve such alignment. Accordingly, the Executive Board and the CPR began discussions for recommendation to the UN-Habitat Assembly on the possible alignment of the strategic plans of UN-Habitat with the quadrennial comprehensive policy review process. The decision from the UN-Habitat Assembly will have implications for the timing, frequency, duration, and agenda of future sessions of the UN-Habitat Assembly, as well as cost considerations. It will also allow UN-Habitat to align to most of the governing bodies of other UN entities that have or are in the process of adopting strategic plans that are aligned with the QCPR for the period 2021-2024. While the UN-Habitat Assembly was unable to align its strategic planning process with the QCPR 2021-2024, it will be able to do so for the next round, after the 79th Session of the General Assembly adopts the QCPR for the period 2025-2028, in December 2024.



Murals to raise awareness on COVID-19 prevention created by the community in informal settlements in Lami Municipality, just outside Suva, Fiji's capital as part of a UN-Habitat project. ©UN-Habitat/Inga Korte

As confirmed by the CPR, the UN-Habitat Strategic Plan 2020-2023 and its outcomes have proven to be robust. To allow the support to Member States to be adjusted and strengthened, a recalibration of UN-Habitat's operational and normative work has been called for. This will help the Programme rebalance investments and establish a better connection to knowledge, assets, and capacities. The original structure of the Strategic Plan with the 4 Domains of Change and the 12 Outcomes remains, as approved in 2018. The results framework, adopted by the Executive Board, equally remains valid.

UN-Habitat proposed to use the “3-lens approach” introduced during the CPR high-level midterm review to guide the recalibration. The proposed three lenses are:

- **Respond to new vulnerabilities and risks in cities:** the analysis of the impact of COVID-19 in cities showed that risks of contagion and death coincide with areas of inadequate housing, higher deprivation, and spatial inequalities, but also areas where people appeared particularly affected by public transport and the type of work they perform. UN-Habitat mapped some of these areas that were considered as weak spots, describing a new geography of vulnerability and risk.
- **Preparing cities' function and form to new crises and adapting to the future in terms of resilience and climate change:** best practices around the world's cities in terms of urban planning and governance show that sustainable ecological neighbourhoods are the best option in response to the COVID-19 pandemic and future threats – balancing sustainable urbanization with the protection of biodiversity. Neighbourhoods with adequate public spaces, services, and amenities, including health and education

solutions, and well-established local or community organizations, appear to be the most functional units to structure and scale-up city responses. UN-Habitat will rethink urban planning principles that espouse sustainable and equitable solutions to reorient interventions that reshape the urban morphology supported by innovation, creativity, technology, and nature-based solutions that contribute to making cities more resilient and climate change-proof.

- **Creating conditions for long-term socio-economic urban recovery that help overcome spatial inequality and address the climate emergency:** the pandemic has seriously challenged many local governments' fiscal health. Municipal revenues are shrinking due to reduced economic activity and tax policy challenges. Urban productivity sectors and labour markets are severely damaged, and value and supply chains are disrupted. Local governments are expected to see a significant drop in local finance by 30 to 60 per cent, while at the same time they will need to increase local expenditures to cope with the current and future situation. UN-Habitat will refocus work to increase city economic resilience, prepare social and economic strategies with proper economic approaches to infrastructure development, supply chains, and productive upgrading.

The analysis of the integrated nature of the Programme's work across the outcomes of the Strategic Plan, the new data and knowledge produced by UN-Habitat's global database on COVID-19 (CitiIQ), the Secretary-General's *Policy Brief on COVID-19 in an Urban World*, and the findings and recommendations of UN-Habitat's *Cities and Pandemics Report* are tools to guide further recalibrations of the Programme's normative and operational portfolio.

Proposed actions to re-align the normative and operational work with the recalibrated Strategic Plan 2020-2023

The “3-lens approach” requires actions to adjust the Programme’s normative and operational response and to reprioritize the use of core resources. The “3-lens-approach” will guide the further analysis of our normative and operational portfolio and its contribution to our Strategic Plan.

The following actions have been proposed:

- 1. Mapping the priority linkages across the outcomes of our Strategic Plan** which are critical for recalibrating the Strategic Plan based on the “3-lens approach”.
- 2. Prioritizing indicators in the results framework** that can help illustrate the impact of the “3-lens approach”.
- 3. Identifying normative frameworks, including policy guidance and tools, that need adjustments or normative gaps that need to be addressed,** starting from the Catalogue of Services.
- 4. Adjusting global and flagship programmes.**
- 5. Identifying priorities for proactive integrated programme development.**
- 6. Investing further in strategic partnerships with other UN agencies and actors** to leverage UN-Habitat’s own capacity and added value.

Actions to support the implementation of the “3-lens approach”

To implement these actions and ensure alignment of our normative and operational work, the following enabling actions are to be considered:

- Identify capacity gaps in terms of core expertise and where possible re-position core capacity and/or prioritize the mobilization of soft or hard-earmarked resources
- Organize specialized outreach and training to build awareness and ownership on the use of the “3-lens approach”

- Organize an advocacy campaign on the recommendations of the Cities and Pandemics Report and the proposed “3 lens-approach”.

Focused Work Programme and Budget 2022

The CPR requested UN-Habitat to submit a “focused Work Programme 2022” to the Executive Board for review at its November 2021 session, taking into account UN-Habitat’s financial situation.

UN-Habitat proposed to use the “3-lenses approach” to provide the work programme 2022 with further substantive focus, to help recalibrate the proposed deliverables. This needs to be understood in conjunction with the impact of the lack of resources on UN-Habitat’s overall functioning (for instance, in operational support, monitoring and evaluation, communication and outreach, resource mobilization), which are addressed in the budget part of the Work Programme and Budget 2022.

UN-Habitat’s proposed work programme 2022 (A 76/6 Section 15) was cleared substantively by the Committee for Programme and Coordination (CPC) in New York on 24 June 2021. It is a first illustration of how UN-Habitat’s work programme can be recalibrated taking into account the lessons learnt and recommendations emerging following the pandemic.

The majority of UN-Habitat’s work programme is covered by earmarked funding through projects (about 90 per cent). If the full 12 million USD (about 5 per cent) of Foundation non-earmarked funding of the Work Programme and Budget 2022 cannot be mobilized to complement the 13.8 million USD of the regular budget (about 5 per cent), the following programmatic activities and results will be affected:

- 1. Difficulty to execute the fiduciary responsibility to monitor and report against the Strategic Plan:**
 - a. Partial roll-out of the results framework and limited capacity to monitor the implementation of the Strategic Plan
 - b. Limited capacity to produce annual reports

- c. Limited capacity to ensure evaluations of the progress made against the Strategic Plan.
- 2. Difficulty to fulfill the mandated focal point role for UN system-wide coordination on sustainable urbanization, which is critical now that the Secretary-General has ensured a stronger mobilization of the UN system to respond to urbanization as a megatrend and the opportunity for sustainable urbanization to help deliver on global agendas, including:**
- a. Very limited capacity to operationalize the UN System-Wide Strategy on Sustainable Urban Development
 - b. Very limited capacity to support CCA/CF engagement at country level and take part in integrated policy support and coordination at regional level
 - c. Slow development of strategic partnerships with other key UN entities (for instance, UNDP, UNHCR) working towards collective results in line with our Strategic Plan.
- 3. Limited implementation of UN-Habitat Assembly resolutions:**
- a. UN-Habitat Assembly Resolution 1/2 on United Nations System-Wide Guidelines on Safer Cities and Human Settlements:
 - Para. 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 partnership with other UN bodies and local authority associations. The soft and hard-earmarked funding has however been reduced to near zero in 2020.
 - The focus has been on joint resource mobilization based on the joint programming framework with United Nations Office on Drugs and Crime (UNODC); on proposal development for pooled funding such as the Human Security Trust Fund (Mexico); and on collaboration and joint proposal development with local authorities (for instance towards the Global Parliament of Mayors Summit in Palermo, in October 2021).
 - b. UN-Habitat Assembly Resolution 1/4 on achieving gender equality through UN-Habitat's work to support inclusive, safe, resilient, and sustainable cities and human settlements:
 - No core resources are available to advance the resolution
 - The limited available soft-earmarked extrabudgetary resources result in: minimal engagement in the development of partnerships with other UN agencies (for instance, UN Women) and grassroots women organizations; delay in the roll-out of the Gender Policy Action Plan which is in its final stages, with no capacity to develop and implement a robust monitoring system on the implementation of the policy plan; a challenge to carry out capacity building and gender mainstreaming internally and externally.
 - c. UN-Habitat Assembly Resolution 1/5 on enhancing urban rural linkages for sustainable urbanization:
 - Staff time, covered by regular budget, has allowed to build partnerships with UNFCCC, the Food and Agriculture Organization of the United Nations (FAO), the Organisation for Economic Co-operation and Development (OECD), and United Cities and Local Governments (UCLG), among others. This includes the work with the G20 Italian presidency on territorial development. It also allowed limited inputs 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.
 - It will require additional soft or hard-earmarked resources to further implement the resolution which would focus on developing a spatial and socio-economic data strategy on urban-rural linkages, assessing impact of the urban-rural linkages on sustainable urbanization, supporting Member States in addressing migration in the urban-rural continuum through policies/programmes, and supporting Member States to overcome the urban-rural divide by boosting service centers (intermediary cities).

- Webinars around the COVID-19 recovery have allowed additional elements that require more consideration such as strengthening food systems, migration, availability of medical facilities in intermediary towns/rural areas, and the territorial digital divide.
- 4. Limited capacity to ensure the development of global normative work across the sub-programmes and to support the full integration of UN-Habitat's normative and operational work:**
- a. Limited capacity to further develop global normative frameworks and tools, as most normative production increasingly starts from project-based work, anchored in specific countries and regions
 - b. Limited capacity to provide policy support to regional and country operations and to adapt the normative frameworks to each context
 - c. No core support for the development of the flagship programmes as catalysts for the integration of UN-Habitat's normative and operational work.



Community members in Mathare slum, Nairobi, Kenya during COVID-19. ©UN-Habitat/Kirsten Milhahn

A NEW STRUCTURE TO DELIVER INTEGRATED URBAN SOLUTIONS

In February 2018, UN-Habitat launched a reform process to transform the governance and strategic and substantive focus of the Programme, underpinned by the following four pillars: a new governance architecture; the development of a new strategic plan; an internal change process; an organizational restructuring.

The first session of the UN-Habitat Assembly was held in Nairobi from 27 to 31 May 2019. During its first session, the UN-Habitat Assembly adopted a new Strategic Plan for the period 2020–2023 and the Programme initiated its internal change process.

UN-Habitat remains actively engaged in the implementation of the fourth pillar of the reform, an organizational restructuring designed to maximize fulfilment of its mandate to support Member States and partners to implement and monitor the 2030 Agenda for Sustainable Development and the New Urban Agenda at the local, sub-national, and national levels, to leave no one and no place behind.

Organizational structure and staffing

Full implementation of the new organizational structure involves the alignment of the Programme's presence at locations away from headquarters to ensure optimal deployment of an array of regional policy and operational assets to help countries deliver on the 2030 Agenda. A principal objective of the process is to identify means by which to optimise the support provided by UN-Habitat to Member States in mobilising for the Decade of Action, including through enhanced financing, and the strengthening of national implementation and the institutions necessary to achieve the objectives of the 2030 Agenda.

Alignment of the UN-Habitat programmatic presence will be further informed by the imperative from Member States for the overall reform of the United Nations development system

to encourage integrative, effective, and agile ways of working to ensure impact at the country and regional levels. The goal of restructuring the regional architecture is to enable the organization to best leverage its assets and deliver on its integrated mandate as part of "one coordinated United Nations." In that respect, UN-Habitat will be guided, inter alia, by reports of the Secretary-General to the Economic and Social Council on repositioning the United Nations development system.

An internal policy paper on Guiding Principles to Realign and Enhance the Programme's Regional Architecture (Policy Paper) was presented to the UN-Habitat Executive Committee in February 2021 and endorsed by the Executive Director. The policy provides guidance related to all UN-Habitat field presence be they project, country, sub-regional or regional offices, including guidance for the sustainable operations of liaison offices, information bureaus, as well as global programme offices.

Drawing from the principles established in the Policy Paper, a regional strategy for UN-Habitat's presence in Europe, including the Central Asia sub-region, was presented to the UN-Habitat Executive Committee and endorsed by the Executive Director in March 2021. The strategy, inter alia, provides guidance for UN-Habitat's existing presences in the region, including the UN-Habitat Office in Brussels, which has primary responsibility for engagement with UN-Habitat's major donor, the European Union; the UN-Habitat Office in Geneva; and the Global Programme Offices in Barcelona, Spain, and Bonn, Germany. The strategy also provides a recommendation for the establishment of a new UN-Habitat presence with dedicated responsibility for activities and operation in the Eastern Europe and Central Asia sub-regions.

UN-Habitat's regional strategy for its presence in Latin America and the Caribbean was presented to the Executive Committee and endorsed by the Executive Director in May 2021. The strategy provides guidance for UN-Habitat's presence in

the region by tailoring engagement based to the distinct sub-regional context of Meso and Central America, the Caribbean, and South America. As the region is mostly composed of middle-income countries, the strategy calls for close cooperation with Member States to meet specific needs, including integrated planning to support climate adaptation and nature-based solutions; closer partnership with sister UN agencies to bolster the Safer Cities Global Programme; provision of technical advisory on financing of sustainable infrastructure through the City Investment Facility; and the enhancement of basic urban services, and provision of adequate housing and reconstruction work (building back better) in lower middle-income countries.

UN-Habitat is refining its regional strategy for the Programme's presence in the Arab States. Strategies for the Asia-Pacific and Africa regions are forthcoming.

As core funding remains low, the ability to realize the recommendations set out in the regional strategies is limited, and any new presence is envisaged to be established only where the presence is financially self-sustaining. The use of digital technologies to provide for the virtual delivery of technical advisory services, whilst limited to places with good connectivity is also a cost-effective alternative that the Programme will be exploring further. In all cases, UN-Habitat is guided by the Secretary-General's reforms and the "One UN" principle.



The participative approach used for the implementation of the ERRP project in Nampula, Mozambique ©UN-Habitat

8 | THE NORMATIVE ROLE

The Global Solutions Division (GSD) is responsible for providing programmatic direction for the delivery of the Strategic Plan of UN-Habitat. The Division leads the production of tools and methodologies and the integration of the substantive competencies towards effective delivery of the Strategic Plan, through the design and delivery of global programmes, flagship programmes, capacity development initiatives and inter-agency collaboration. Key achievements, impact and future priorities are highlighted below.

Facts & Figures



95
projects



349
employees



\$149m
grant value

GSD is managing 95 projects with a total grant value of USD 149 million and yearly earmarked budget of USD 33 million. The average project size is USD 1.5 million. GSD currently has 349 employees (105 staff members, of which 64 international (21 on regular budget (RB) and 43 on extrabudgetary (XB) funds) and 41 local (9 on RB and 32 on XB funds)), 187 consultants/individual contractors, 11 UNVs, and 46 interns.

Regular budget allocation for the year 2021 is USD 5.1 million for post and USD 555,000 for non-post expenditures.

Top Achievements

- **National Urban Policies** (Annual Report 2019, page 13). 53 countries are at different stages of development, implementation and monitoring of their national urban policies promoting inclusive and participatory approaches
- **Slum upgrading**: 20 countries have revised their policy and regulatory frameworks that promote inclusive and integrated slum upgrading and reduces the risk of forced evictions
- **Global Water Operators Partnerships Alliance**: 187 water operators' partnerships improved the efficiency and effectiveness of their service delivery from being part of the Global Water Operators' Partnership Alliance.
- **Waste Wise Cities**: 200 cities are now part of the campaign towards sustainable integrated municipal waste management
- Guidance Note of the Secretary-General on the United Nations and **Land and Conflict**
- Development of the **Adaptation Fund portfolio**, with projects financed by the Adaptation Fund totaling over USD 49 million, supporting the community-level adaptation of infrastructure to climatic changes in south-eastern Africa, Cambodia, Jordan, Lebanon, Lao People's Democratic Republic, Pakistan and Viet Nam, significantly increasing the portfolio to benefit 14 countries
- Capacity development materials on the **New Urban Agenda Illustrated** and related crash course
- The **HerCity platform** provided a digital toolbox to create more inclusive, equal and sustainable cities and promote participation of girls and young women in urban planning

using innovative digital technologies in 17 cities. This builds on the innovative work of the Global Public Space Programme over several years which has seen the use of frontier technologies and gaming tools help build inclusive participatory processes for public space renewal and urban regeneration.

- The **sourcebook on integrating health in urban and territorial planning** was launched in 2020 with WHO. Now available in English and Spanish, the sourcebook document aims to inform and inspire spatial planning through a health lens, while also providing practical information on how to take action. It reinforces the importance of planning as a way to improve health and health equity, and introduces key “entry points” to integrate health as an input and an outcome of good urban and territorial planning processes.
- **UN System-Wide Guidelines on Safer Cities and Human Settlements:** the Guidelines build on 25 years of work on urban safety and seek to scale up efforts through the development of a global Urban Safety Monitor, the establishment of an intergovernmental peer-review mechanism, and the revitalization of

the Global network of Safer Cities. Inter-agency cooperation on safer cities is also advancing. As a first step, a Joint Programming Framework has been developed by UN-Habitat and UNODC, which not only captures urban crime prevention issues, but also extends to consider safety governance issues such as corruption.

Corporate achievements led by GSD:

- **Report on Cities and Pandemics: *Towards a More Just, Green and Healthy Future***, as well as a series of guidelines on COVID-19 and various themes including basic services, informal settlements, public space, and urban-rural linkages
- **Development and implementation of the UN-Habitat Environmental and Social Safeguards System** (current version ESS3 3.0 is being rolled out)
- **Catalogue of Services** (version 2 is being finalized with over 20 new entries)
- **Mainstreaming of SDG localization across the agency**, including Voluntary Local Reviews (VLRs) and SDG Cities.

Top Impact Stories



- **Land rights** (Annual Report 2019, page 12). The continuum of land rights concept and fit-for-purpose land administration approaches have influenced the implementation of the national land policies in Nepal and Uganda and the drafting of national land policies in the Democratic Republic of the Congo and Zambia, making them more inclusive and sustainable. The implementation of these policies will improve tenure security for millions of households and with their focus on inclusion, women’s land rights will also be strengthened.



- **Public Space** (Annual Report 2019, page 12). Over 1.82 million people in 75 cities are enjoying safe access to more than 104 public spaces that have been designed and upgraded.



- **Local implementation of the SDGs** through the Global Future Cities Programme (Annual Report 2020, page 41). UN-Habitat’s Urban Lab developed the participatory SDG Project Assessment Tool to ensure that the planning and design of projects follows an SDG approach and that cities are equipped to create conditions that make interventions successful in the long term. This impact-oriented approach supports local authorities to adapt global frameworks to local contexts and conditions in 19 cities across 10 countries

Plan towards 2030

To help accelerate the implementation of the Decade of Action, GSD will focus on the following key initiatives:



- Rolling out of the SDG Cities Flagship Programme supported by the City Investment Facility

- Waste Wise Cities Campaign, including programming and collaboration with UNEP on marine litter



- Supporting local and regional governments in formulating and implementing Voluntary Local and Subnational Reviews, while also expanding and enhancing normative guidance

- Normative guidelines for smart cities for better access to services and reduced inequality by digitalization

- Further enhancing the urban dimension in Nationally Determined Contributions



- Supporting United Nations Country Teams in mainstreaming urbanization into CCAs and UNSDCF in programme countries including capacity development modules

- Implementation of the Resilient Settlements of the Urban Poor (RISE-UP) Programme

- Support to migration and sustaining peace, with focus on supporting country operations in the Sahel and the Latin America and the Caribbean region



- National Urban Policies: new business model with UNDP, tracking of SDG indicator 11.a.1

- UN-Habitat position and methods on housing, land and property rights in the humanitarian–development nexus



- Public Space: advisory services on data collection, analysis and monitoring of SDG indicator 11.7.1 for local and national actors

- Safer Cities: roll out the peer review mechanism and the Urban Safety Monitor



- Framework for monitoring and reporting on the right to adequate housing and strengthening the relationship with the Special Rapporteur on the right to adequate housing

- Develop a monitoring framework for social inclusion (human rights, gender, children, youth, older persons, disability)



- Expansion of the Water Operations Partnerships programme, including peer learning and knowledge management, and building linkages to International Financial Institutions.

- Digitization of selected training and capacity development toolkits.

9 | OUR GLOBAL FOOTPRINT

Africa

Peculiar changes are taking place in Africa, including rapid urbanization, which can represent opportunities for economic transformation and reduction of inequalities. At the same time, there are increased challenges facing cities and human settlements such as planning, climate change, insecurity, migration by internal displacement, as well as demographic pressure especially in secondary cities and human settlements affected by nearby crises.

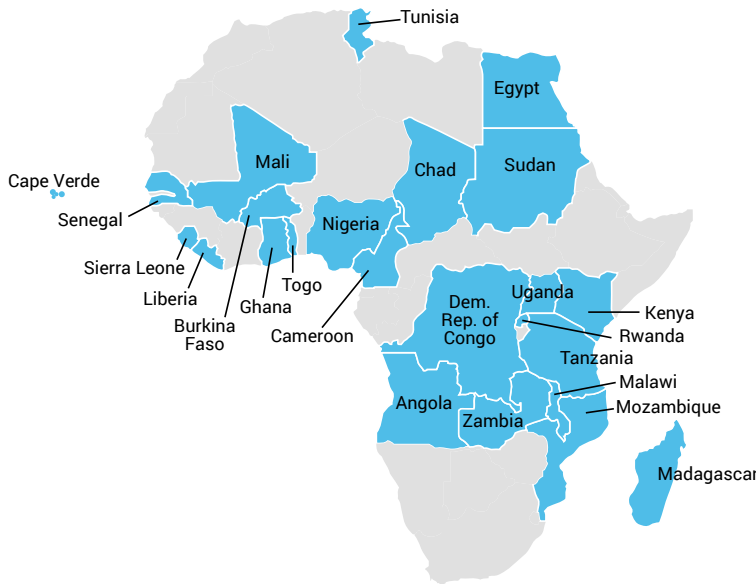
Since 2018, the Regional Office for Africa (ROAf) has been implementing activities in line with the UN-Habitat strategic plans (2014-2019 and 2020-2023) as well as the Regional Representation

Strategy 2023. These activities reinforce UN-Habitat's role as the global center of excellence on sustainable urban development, offering solutions that help seize the opportunities presented by urbanization.

Priority areas of support through projects and programmes spread across 24 countries and include housing and slum upgrading, urban basic services, land management, urban economy, urban and regional planning, policy development, disaster risk reduction and recovery, post-conflict reconstruction and durable solutions for displaced and affected communities.

Top achievements

23 Countries Supported by UN-Habitat with National Urban Policy (NUP) Development in Africa



- ROAf has backstopped the development and mainstreaming of an urban and human settlement agenda by articulating a continental development agenda. Jointly with the United Nations Economic Commission for Africa (UNECA), UN-Habitat has supported

the Specialized Technical Committee 8 within the African Union, dealing with human settlements and urbanization to develop a strategy for a response to COVID-19 in cities, and to finalize the Harmonized Implementation Framework for the New Urban Agenda in Africa to guide Member States. UN-Habitat, UNECA and United Cities and Local Governments Africa (UCLG-A) are finalizing the African Guideline for the VLRs.

- Working with UN agencies at the country level has facilitated UN-Habitat's contribution towards the UN reforms through CCA and UNSDCF at the country level. UN-Habitat is engaged with the UN Regional Collaborative platform and leading on Opportunity/Issues Based Coalitions 4 (digital technology).
- This aspect of the UN reform has enabled UN-Habitat to provide an urban perspective in programming at the country level in about 33 countries to date, and to influence the CCA.



- UN-Habitat has worked on urban policy at different levels, supporting global, regional, national and sub-national programmes. By 2020, 23 countries were supported in the development of National Urban Policies (NUPs). These policies have served as core instruments to harness the potential of urbanization and drive sustainable development and the improvement of living standards.



- Enhancing the resilience of built environment and infrastructure has been important for African cities and other human settlements to resist and recover from shocks and stresses, while undergoing a transformation into more sustainable urban systems. 21 million urban dwellers in 4 pilot countries are at risk of suffering the impact of natural disasters – of these, UN-Habitat’s action is already reaching approximately 350,000 people in the target cities. In June 2020, UN-Habitat officially launched the four-year regional project Building Urban Climate Resilience in South-Eastern Africa funded by



the Adaptation Fund, which is supporting and undertaking activities in Madagascar, Malawi, Mozambique, and the Union of Comoros with a funding of USD 14 million.

- Building on the work done since 2014 with the Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR), UN-Habitat continues its support to the recovery process in Mozambique with technical advisory for infrastructure building (schools, hospitals, and housing), reaching about 500,000 beneficiaries.
- As per the New Urban Agenda and SDG 11, a holistic approach to durable solutions and placing housing and sustainable urbanization at the core has been the focus of strategic interventions in Africa. This has enhanced the quality of life particularly for Internally Displaced People (IDPs) through developing creative, plausible, and durable housing solutions. This approach has been implemented in Somalia, Mozambique and now in Burkina Faso and the Sahel Region.



Students learn in a school affected by cyclone Idai in Beira, Mozambique ©UN-Habitat/Eskinder Debebe



- Supporting local authorities for increased and equitably-distributed locally generated revenues, for instance with the property registration drive, planned city extension, and the integration of internally displaced persons in Somalia. For instance in 2008, when UN-Habitat through the Joint Programme on Local Government (JPLG) in Somalia started to provide long-term technical support, Hargeisa municipality lacked systematic tax administration procedures. The municipal budget was around USD 2 million per year and was largely spent on recurrent expenditures. Since then, GIS-based property surveys were introduced, relevant financial management policies put in place, and revenue collection and accounting systems automated. As a result, Hargeisa municipality collected USD 14 million in 2020 and this has significantly increased the municipal capacity to deliver basic urban services.
- Response to COVID-19: the focus was mostly on preparedness and response to the pandemic among the most vulnerable populations in urban settlements through delivering water, sanitation, and hygiene facilities, urban data collection and monitoring, as well as providing local authorities with messaging. Interventions in Africa have reached more than one million beneficiaries in informal settlements in the following countries: Kenya, South Sudan, Mozambique, Cameroon, Ghana, Sierra Leone, Ethiopia, Somalia, Guinea, DR Congo, Mali.
- A collaboration between the United Nations Capital Development Fund (UNCDF), UNECA, UNCLG, and UN-Habitat led to the development of a policy brief on *COVID-19 in African Cities: Impacts, Responses and Policies Recommendations* to provide recommendations to African governments for managing COVID-19.



A child washes his hands at a facility organized by UN-Habitat and Kibera Green, a community based organization in Kibera slum, Nairobi, Kenya during the COVID-19 pandemic. ©UN-Habitat/Kirsten Milhahn

Asia and the Pacific

The Asia and the Pacific region has been urbanizing the fastest and is now home to more than half of the world urban population. It is facing multiple challenges such as disparities between and within cities, shortage of affordable and adequate housing and burgeoning informal settlements, intensifying GHG emission and air/plastic pollution, as well as more intense and frequent disasters. They all make sustainable urbanization especially challenging.

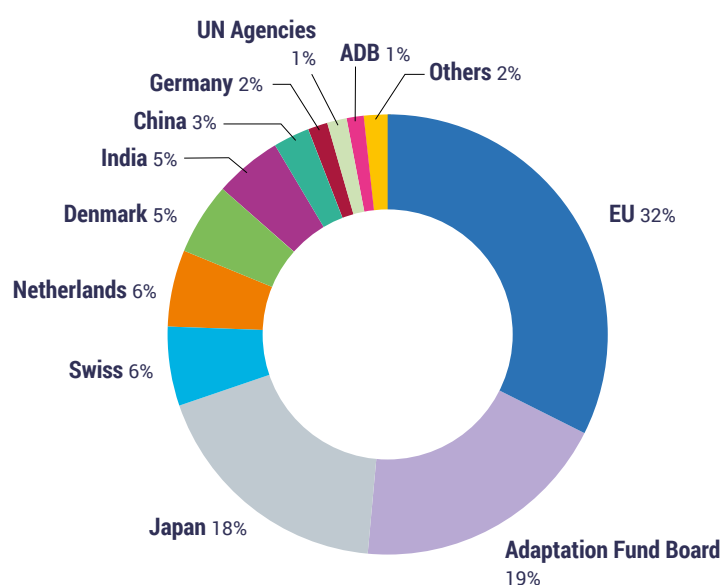
The Regional Office for Asia and the Pacific (ROAP), established in 1997 in Fukuoka, Japan, has been responding to these challenges along with the Bangkok Office and 15 in-country offices.

Presently, ROAP is fully integrated in the Asia-Pacific Regional Collaborative Platform (RCP). As part of its activities, UN-Habitat is co-leading with IOM the Issue-Based Coalition (IBC) on Human Mobility and Urbanization and fully engaged in the Regional Programme Support Group for the UNSDCF development processes. At the country level, all in-country offices are fully integrated in United Nations Country Teams (UNCTs) and actively participating in CCA/UNSDCF and Humanitarian Country Teams (HCTs), for instance the shelter cluster. ROAP is committed to the SDGs and to the New Urban Agenda by strategically channeling donors' resources and designing programmes to achieve UN-Habitat's Strategic Plan 2020-2023.

Table 1. ROAP Financial Performance 2018-2021

	2018	2019	2020	2021 as of Aug.
(a) Number of New projects acquired	14	15	20	11
(b) Total Value of (a) (M USD)	61.5	22.3	35.9	15.8
(c) Programme Support Costs (PSC) generated (M USD)	3.4	2.9	2.7	1.3

FIGURE 1. Revenues by Donor



Facts & Figures



59

projects



559

employees



\$208m

total value

ROAP is currently implementing 59 projects with a total value of USD 208 million. On average per year between 2018 and 2020, ROAP has acquired 16 new projects of a value of USD 40 million, and contributed USD 3 million as Project Support Cost (PSC) to UN-Habitat's total revenue. ROAP's programmes and projects are well aligned with the UN-Habitat Strategic Plan 2020-2023.

ROAP has 5 international staff and 1 general staff funded by the organization's budget (1 RB post, 5 PSC-funded posts) while all other staff and personnel in countries (a total of 554 as of April 2021) are 100 per cent project-funded with varying contract status. Nevertheless, with very little expense in the UN-Habitat's budget, ROAP has been delivering a large proportion (roughly 30 per cent of the organization's total) of tangible and concrete results on the ground to meet both the UN's and Member States' requests and demands.

ROAP has been successfully diversifying its revenue sources with the Adaptation Fund growing fast due to its leadership in advancing environmental management and urban climate change agendas. ROAP has also been approaching various new donors, including the Association of Southeast Asian Nations (ASEAN) and the Asian Development Bank (ADB), government and private entities in China, Japan and Korea, and several other institutions.

Top achievements

- Successfully implemented innovative pilot projects such as the People's Process for Disaster Recovery and Slum Upgrading, Fukuoka Method Solid Waste Management, Integration of CCA and Urban Planning, Marine Plastic Pollution Solution, Blockchain Technologies for Land Registration.
- Engaged with more Least developed countries (LDCs), Landlocked developing countries (LLDCs) and Small Island Developing States (SIDs), including stronger programming in Cambodia and the Solomon Islands and new engagements with Bhutan and Timor-Leste.
- Assisting Member States to improve their spatial planning systems through the Spatial Planning Platform and facilitating knowledge/experience sharing and mutual learning among Member States and cities.
- Fully mainstreamed CCA solutions for vulnerable communities in six major country programmes focused on basic service delivery, resilience, and disaster reduction.
- Successfully held the Asia Pacific Urban Forum jointly with the Economic and Social Commission for Asia and the Pacific (ESCAP), launched the publication *The Future of Asian & Pacific Cities*, launched the Mayors Academy, developed Asia-Pacific VLR guidance.
- Successfully implemented the Pacific Urban Forum and developed the Pacific New Urban Agenda thereby engaging Member States in sustainable urbanization across the Pacific.
- Fully engaged in new RCP including the IBC on Human Mobility and Urbanization co-led with the IOM and the Regional Peer Support Group (PSG) review of CCA/UNSDCF development process.
- Fully engaged in UNCTs activities thereby mainstreaming sustainable urbanization in CCA/UNSDCF and organizing national urban forums to advance the New Urban Agenda in countries.
- Initiated a new partnership with ASEAN including joint implementation of the ASEAN Sustainable Urbanization Strategy (ASUS) and providing technical support to ASEAN cities.
- Provided Water, Sanitation and Hygiene (WASH) support to vulnerable communities to protect them from COVID-19 infection and provided lifesaving and livelihood assistance such as food distribution and small farming.



Street sign installation in Mazar, Afghanistan
©UN-Habitat

Top impact stories

Afghanistan: City for All: Increasing Land Tenure Security in Afghan Cities

Jointly working with various ministries and agencies, UN-Habitat supported the issuance of 830,000 Occupancy Certificates and of 720,000

municipal service charge invoices which led to a new revenue collection of USD 30 million between 2017 and 2020.



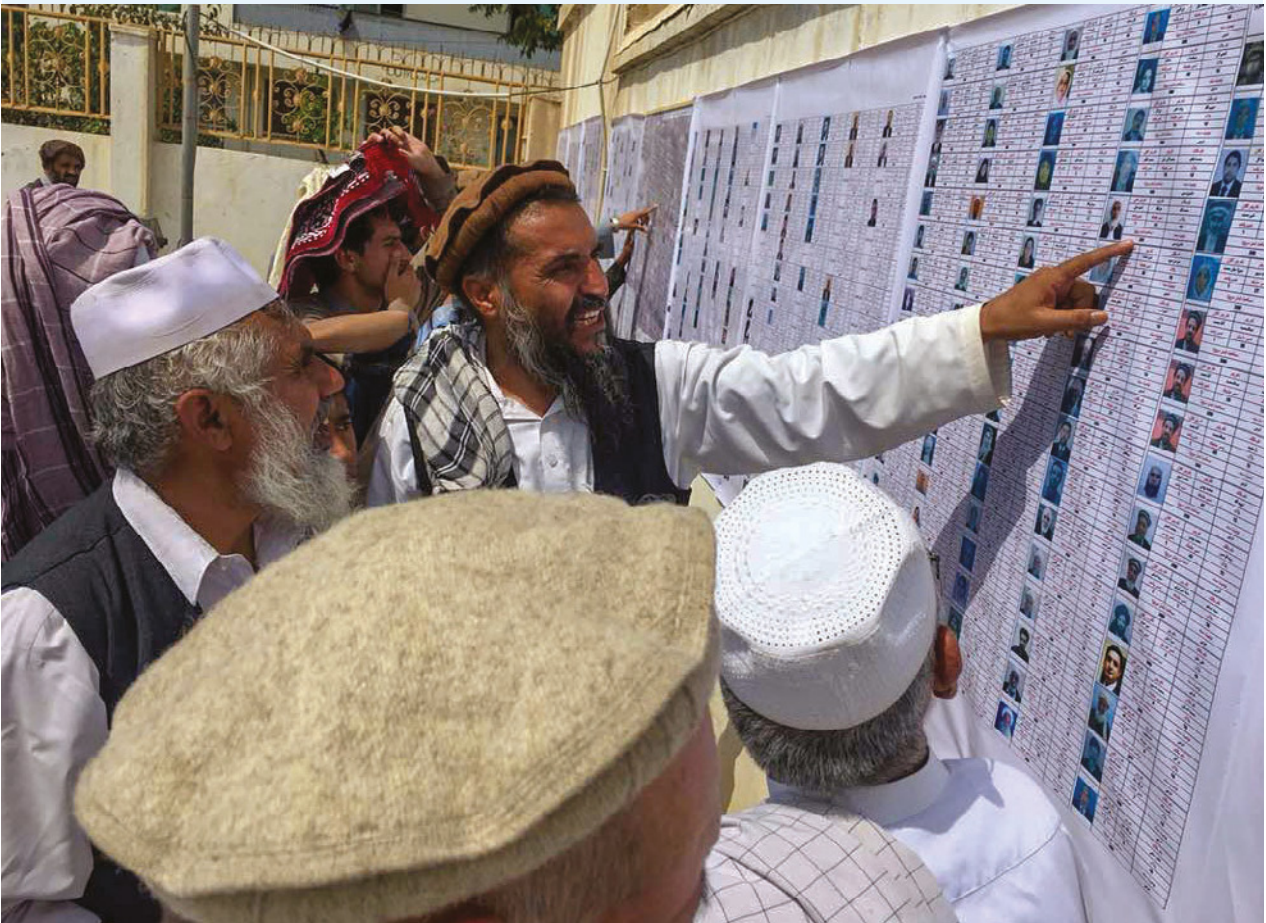
830,000
issued
Occupancy
Certificates



720,000
municipal
service charge
invoices



\$30,000,000
revenue collection
between
2017-2020



Validation of the survey data for the *City for All* program by owner of the properties ©UN-Habitat

Cambodia: Improving Resilient Housing for All through People's Process

UN-Habitat rebuilt 202 houses, 216 latrines and supported livelihood improvements benefitting approximately 10,000 people in 7 communities.



202
houses



216
latrines



10,000
people in
7 communities



Community consultations
©UN-Habitat

Completed house construction
©UN-Habitat



COVID-19 Response (Fiji, Myanmar, Nepal, Philippines, and others)

UN-Habitat built handwashing stations, mobilized the youth for raising awareness through art, and built satellite food markets for displaced people and in informal settlements.



Murals to raise awareness on COVID-19 prevention created by the community in informal settlements in Fiji ©UN-Habitat/Inga Korte
Home-based handicraft workers in Nepal have made thousands of protective masks ©UN-Habitat
UN-Habitat satellite market in Marawi city, Philippines ©UN-Habitat/Mark Padida
Handwashing station at Myanmar Sittwe market ©UN-Habitat

Plan towards 2030

- To remain close to Member States and populations in need and deliver action-oriented services and solutions by applying normative tools produced at headquarters to the local conditions and needs on the ground.
- To support Member States by matching the needs of countries where urbanization challenges abound with knowledge, experiences, and technologies available elsewhere in the region through various platforms and channels (for example, the ASEAN Sustainable Urbanization Strategy, the Spatial Planning Platform, Penang and Pacific Platforms, and support from Korea, Japan, Singapore, and Australia).
- To expand and strengthen UN-Habitat's collaboration with the RCP and UNCT to contribute further to the Secretary-General's development system.



Participatory neighbourhood planning involving women in Nepal ©UN-Habitat

Arab States

The UN-Habitat Regional Office for Arab States (ROAS) strives to support Arab countries in their efforts to advance sustainable urbanization as a driver of development and peace. ROAS provides knowledge, policy advice, technical assistance, and collaborative action. UN-Habitat's thematic portfolio in the Arab States is diverse and covers all of UN-Habitat's thematic areas. While the portfolio addresses issues of planning and legislation

and capacity development in countries such as Bahrain, Jordan, Saudi Arabia, Kuwait, Morocco, Tunisia, and Egypt, it prioritizes urban recovery interventions in countries affected by conflict such as Iraq, Lebanon, Libya, the State of Palestine, Sudan, Syria, and Yemen. ROAS covers 18 countries, including 2 LDCs (Yemen and Sudan) and 7 conflict/post-conflict countries with a high concentration of refugees in urban areas and massive displacements (26 million people).



Children play in the streets of Beirut, Lebanon ©UNHabitat

Facts & Figures



70

projects



198

team members



\$210m

grant value

ROAS is managing 70 projects with a total ongoing grants value of USD 210 million and a yearly earmarked budget of USD 55 million. Before the end of 2021, another seven pipeline projects should be signed with a total budget of around USD 36 million. ROAS currently has 198 team members (mainly on fixed term and service contracts) in addition to consultants and UNVs. Only two staff members are under core budget in the region and the rest are all project funded. ROAS is a member of the RCP in the Arab region and leading on the Issue Based Coalition on Urbanization. All country programmes work under the guidance of the respective Resident Coordinators (RCs), contribute to the CCAs and Cooperation Frameworks (CFs) and align with the existing UN strategies and frameworks. With 14 active country programmes, ROAS has achieved gender-balance in the management of its country programmes (50 per cent females as country heads).

Top achievements



- **Data and Urban Profiling:** at the regional level, city and neighbourhood profiling is considered one of the main tools that UN-Habitat widely utilizes to support urban crisis recovery, urban response and building back better. City and neighbourhood profiling work was undertaken in Iraq, Libya, Lebanon, Syria and Yemen, and is used to produce damage assessments, coordinate recovery efforts among humanitarian actors and identify evidence-based priority actions. The analysis found in the profiles has been organized along the lines of the Urban Recovery Framework (URF). This URF is currently being implemented in Syria as a new process to develop advice for policy and programming to promote better urban recovery. ROAS also developed numerous digital platforms and data portals to support decision-making at the local level, including Lebanon's neighborhood portal, and data portals of Yemen, Libya and Mosul/Iraq. Recently, the SDGs monitoring data portal was established by UN-Habitat Iraq.



- **Informal Settlements Regional Programme:** in 2020, UN-Habitat initiated a regional technical cooperation programme titled "Towards Arab Cities without Informal Settlements" in collaboration with the United Nations Economic and Social Commission for West Asia (UN-ESCWA) and the Islamic Development Bank (IsDB) which was launched at the 10th World Urban Forum (WUF10) in Abu Dhabi. The programme is based on a regional study that analyzes the state of informal areas in Arab countries and identifies key cross-cutting elements that need to be integrated in the new participatory city-wide approach with a focus on social, economic, and environmental aspects. The programme kicked off through a call for Arab cities, which resulted in the selection of 12 Arab cities to take part in the first phase of the programme in 2020-2021. In cooperation with IsDB, ROAS launched the report *Towards Arab Cities without Informal Settlements: Analysis and Prospects* which provides an overview of the status of informal settlements in Arab cities, explores the reasons of emergence, national definitions and forms of informality, and national response approaches and strategies, and highlights some useful case studies to enable national and local governments progress towards the inclusive right to adequate housing.



- **Local Climate Action Report:** in 2019, UN-Habitat, in collaboration with its partners, launched the report



Local Climate Action in the Arab Region: Lessons Learned and Way Forward. The report showcases several case studies on adaptation and mitigation from cities across the Arab region and the world, as well as opportunities to access climate finance at the city level and to boost public-private partnerships. The findings of the report constitute a set of policy recommendations for city leaders to guide their work towards achieving more sustainable and climate-resilient cities.

- **Supporting Innovation in Water and Wastewater:** building on UN-Habitat's successful implementation of River Bank Filtration (RBF) units in Egypt to address the issue of water scarcity and the growing demand for clean water, UN-Habitat developed a national feasibility study for RBF implementation and for a scale-up plan that was endorsed by the Egyptian Ministry of Housing. In 2021, UN-Habitat developed guidelines for RBF implementation in Egypt and to date, more than 2 million inhabitants in Egypt benefit from the replicated implementation of RBF units in different governorates.



- **Housing, Land and Property (HLP) occupancy certificates (tenure rights) for Yazidis in Iraq:** UN-Habitat contributed to improving the capacity of regional and national stakeholders to manage and administer urban, peri-urban and rural land in Arab States to achieve inclusive social and economic development – particularly for women, youth and the displaced – and to foster peace and stability. In Iraq, UN-Habitat is addressing a 48-year-old legacy of Housing, Land and Property rights infringements affecting the Yazidi community living in northern Iraq. The Yazidi community were subject to protracted discriminating policies and prevented from tenure security for decades. Using the Social Tenure Domain Model, UN-Habitat conducts community consultation meetings to verify the occupancy claims of returnees and issues occupancy certificates that are endorsed by local authorities as well as community members. Between 2016 and 2021, the programme issued 9,625 occupancy certificates for the Yazidi households who returned to Sinjar.



- **National Urban Policies:** UN-Habitat provides technical support to the governments of Sudan, Tunisia, Lebanon, Egypt, and Jordan that are at different stages of developing and implementing their National Urban Policies. In Jordan and Tunisia, UN-Habitat developed thematic guides



for mainstreaming local economic development, transportation, and housing into NUPs. In Sudan, a diagnostic study was developed with a vision for a new system of governance and a proposal for merging the 18 states into 6 regions. In Egypt, UN-Habitat has provided technical assistance and conducted discussions on various issues such as building law, unified planning law, and local development law, with special focus on land readjustment and municipal urban governance. In Lebanon, UN-Habitat published the *National Urban Policies Programme in Lebanon: Diagnosis Report* in 2018.

- **State of Cities reports:** UN-Habitat prioritized producing State of Cities reports to showcase evidence of urban trends and conditions around the region based on a wide range of indicators. In 2020, the *State of Arab Cities Report 2020* policy brief was launched at WUF10 with a focus on financing sustainable urbanization. The Saudi Cities Report 2019 presents the key challenges that urban areas in Saudi Arabia contend with, as well as the opportunities they have in contributing to national and sustainable development. In Lebanon, the *State of Lebanon Cities Report* is being finalized to be launched in 2021 as a tool to support evidence-based decision-making to promote planning for sustainable development and maximize the impact of emergency response action in Lebanon's cities. UN-Habitat Yemen also published the State of Yemen Cities Report which features an in-depth analysis of the urban challenges in the conflict-prone context of the country.
- **Strengthening the COVID-19 response in the Arab region:** UN-Habitat supported the Arab countries' response to COVID-19 through targeted short to medium term interventions mainly in the shelter and water sectors focusing on the most vulnerable areas and disadvantaged communities. UN-Habitat provided shelters to 2,400 vulnerable households in Khartoum, Sudan to reduce overcrowding and mitigate the spread of the virus. In addition, essential supplies were provided to 25,000 people in targeted informal settlements. In the State of Palestine, UN-Habitat supported solid waste management and collection, as well as disinfection of main public spaces and installing physical sanitation and hygiene units in the Bethlehem area, targeting 60,000 people including 20,000 in 3 refugee camps. In Iraq, UN-Habitat increased access to potable water supply through the installation/upgrading of secondary water networks in underserved and conflict affected urban settlements. In addition, communal WASH facilities in public health units and schools were upgraded in

underserved and war-affected urban settlements and 60 houses were rehabilitated with a focus on water and sanitation needs. In 2020, UN-Habitat installed seven mobile handwashing trailers in busy marketplaces in five cities. In Tunisia, UN-Habitat is supporting the Orientation and Social Support Centres (in the cities of Tunis, Sousse and Sfax) in charge of hosting homeless people and providing shelter, access to basic hygiene facilities and socio-psychological support to around to 800 homeless persons. In Lebanon, UN-Habitat formulated and published the *Unions of Municipalities' COVID-19 Rapid Assessment Report*. 34 Unions of Municipalities and 5 individual municipalities were assessed, covering 52 per cent of all municipalities in Lebanon. The report helped outline the challenges facing local authorities in responding to the pandemic, identifies the most critical support they require, and recommends mitigating measures from the most urgent and immediate to long-term ones.

- **Sustainable recovery and reconstruction:** UN-Habitat deployed its expertise in urban resilience and recovery to help align humanitarian and development responses in cities and urban areas affected by conflict and crises. In 2019, a Recovery, Reconstruction and Resilience data platform was established to provide support to the Government of Iraq in recovery and reconstruction activities in the liberated areas. The platform has enhanced evidence-based decision making through providing local and international stakeholders with up-to-date GIS information, mapping, and thematic information. In 2020, UN-Habitat Iraq developed the Initial Planning Framework for the Reconstruction of Mosul with the United Nations Educational, Scientific and Cultural Organization (UNESCO) offering perspectives on how to adopt a people-centered approach and "Build Back Better". ROAS has also finalized technical guidelines on sustainable and green reconstruction with the European Bank for Reconstruction and Development (EBRD) and the World Green Building Council, which launched at the World Cities Day 2021. Moreover, a Policy Framework on Sustainable Reconstruction to support local government has been jointly developed with UNDP.

Climate Change Portfolio: in the last two years, ROAS established a large programme to support climate adaptation, mitigation, and local resilience. There are currently three ongoing climate adaptation and resilience projects with a USD 25 million budget. In September, the Executive Director signed a USD 13 million project on "Cities Resilience to Sand and Dust Storms" for Iraq and Kuwait.

Top impact stories

- Response to Beirut blast: <https://unhabitat.org/beirut-port-explosion-a-year-on-lebanons-capital-city-struggles-to-pick-up-the-pieces>
 - Yemeni residents paid to repair their homes destroyed by fighting under UN-Habitat project : <https://unhabitat.org/yemeni-residents-paid-to-repair-their-homes-destroyed-by-fighting-under-un-habitat-project>
 - Government of Egypt, UN-Habitat and partners celebrate riverbank filtration project in three Governorates: <https://unhabitat.org/government-of-egypt-un-habitat-and-partners-celebrate-riverbank-filtration-project-in-three>
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Plan towards 2030

ROAS will continue to strengthen and expand its partnerships in the region and globally and leverage its position within the UN system to help national and local governments achieve their aspirations for a better future for all and address the region's most stressing urban challenges. ROAS is also planning to advance the implementation and monitoring of the 2030 Agenda and the New Urban Agenda and increase policy coherence amongst Member States across the region and support their engagement in VLRs processes. With a focus on accelerating the achievement of SDGs in the region and in line with the

prioritized areas of the decade of action, UN-Habitat plans to continue its strong engagement with cities to strengthen local planning, enhance preparedness and response of cities to different shocks and stresses, and mainstream social inclusion, climate resilience and sustainability measures in all its operations. Additionally, ROAS will continue to produce normative tools and knowledge products to promote sustainable urbanization while putting an emphasis on showcasing best practices, proof of concepts and evidence-based planning to maximize the impact of UN-Habitat's work in the region.

Latin America and the Caribbean

Latin America and the Caribbean (LAC) is a middle-income region. UN-Habitat has been consolidating a business model based on sub-regions: Mesoamerica, Andean countries, the Southern Cone, and the Caribbean. Over the period 2018-2021, UN-Habitat has been consolidating in LAC a work organized around the priorities of the Strategic Plan, adapted to the contextual realities and needs of each of its sub-regions. UN-Habitat has been assessing ways of engaging in countries where it does not have a physical presence, through sub-regional/regional programmes. The model of engagement in LAC focuses on policy advisory services and strongly utilizes the strengths of regional networks.

The main areas of action in LAC between 2018 and 2021 have been: housing and informal settlements;

SDG Cities/localizing SDGs; work with municipalities and local governments; integration of migrants in cities; generation and promotion of Regional Public Goods; catalytic role in thematic networks around the New Urban Agenda; and knowledge transfer.

Major countries with UN-Habitat's footprint are Mexico, Cuba, Haiti, Colombia, Ecuador, Peru, Bolivia (Plurinational State of), Argentina, and Brazil. Central American countries and the Caribbean have benefitted from actions of regional and global programmes. UN-Habitat has supported 9 cities in the Caribbean, 20 cities in Andean countries, 10 cities in Mesoamerica (in addition to 305 cities with the City Prosperity Index in Mexico) and 4 cities and 2 States in Southern countries (in addition to 63 cities included in the Urban Circuit campaign).

Facts and figures

UN-Habitat Latin America and the Caribbean Region Regional Portfolio as at 31 October 2021

Sub-region	Country	Total Portfolio by Country(USD)	Total Portfolio by sub-region(USD)
RJ & South Cone	Brazil	5,930,424.02	5,930,424.02
Mexico & Cuba	Cuba	630,114.94	
Mexico & Cuba	Mexico	9,722,606.00	10,352,720.94
Bogota & Andean Countries	Bolivia	7,011,814.16	
Bogota & Andean Countries	Colombia	19,458,913.00	
Bogota & Andean Countries	Ecuador	700,000.00	
Bogota & Andean Countries	Regional	51,960.00	27,222,687.16
		Total (USD)	43,505,832.12

In Mesoamerica, the main topics of work include the City Prosperity Initiative (CPI) and SDG localization, public space and tactical urbanism, shared prosperity and regional development corridors, participatory processes, and housing.

The current portfolio of projects in Mexico is USD 9.3 million. 11,500 people benefitted from the

participatory processes and the spaces of collective intelligence within the technical assistance projects. 249 municipal governments of Mexico directly benefitted from the training programme called "Methodological guide for municipal socioeconomic recovery in the context of COVID-19." 10,000 pedestrians benefitted from the intervention and adaptation of public spaces in Reynosa, Tamaulipas.

Projects in Central America include a regional action plan for the implementation of the New Urban Agenda and the COVID-19 Recovery and Reconstruction Plan. Eight countries benefited from the development of regional public goods.

In the Caribbean, interventions have been done through the Participatory Slum Upgrading Programme (PSUP). A Regional Strategy for Informal Settlement Upgrading in the Caribbean was developed, and emergency response projects to COVID-19 were conducted in Haiti and Jamaica. Informal settlements strategies were developed in Haiti, Antigua and Barbuda, Trinidad and Tobago, Saint Lucia, Jamaica, and Guyana.

In Andean countries (current portfolio of USD 25

million), interventions mainly focused on the promotion of adequate housing and habitat, capacity building, policy advisory and formulation of local planning instruments, Systems of Cities, territorial development, integrated urban solutions, migration, and territorial action strategies to promote medium and long-term integration of refugees and migrants.

In the Southern Cone, the main topics of work focus on data production, urban planning, access to adequate housing in informal settlements, improved public policies and services in informal settlements, urban safety, and inclusion through public spaces.

Projects in Brazil constitute a portfolio of USD 4.8 million benefiting over 15 million people.

Top achievements

1. 305 cities in Mexico applied the CPI, forming an important basis for urban data at the local level
2. Guidelines for urban and territorial planning for shared prosperity in Mexico, area of influence of Maya Train
3. The New Urban Agenda implementation plan was officialized by the council of ministers as a National Policy in Cuba
4. Recovery, Social Reconstruction and Resilience Plan for Central America and the Dominican Republic (3R Plan)
5. Regional Strategy for Informal Settlement Upgrading for the Caribbean
6. Joint strategy and action IOM/UNHCR/UN-Habitat for the long-term integration of Venezuelan migrants and refugees in six cities in Colombia, Ecuador, Peru, and the Dominican Republic
7. National Policy for the integrated development of cities in Bolivia endorsed by the National Government
8. More than 139,000 families from informal settlements (favelas) in Rio de Janeiro, Brazil, have been recorded and included in the records of the city and have started to receive benefits from the social protection system
9. Mapping, producing, and analyzing data of 100 informal settlements (grotas) and all their population in the State of Alagoas, Brazil, including over 100,000 people in the government programmes priorities
10. Co-creation and support to regional public goods: as the technical Secretariat of MINURVI (Assembly of Ministers and High Authorities on Housing and Urban Planning of Latin America and the Caribbean); Urban Housing Practitioners Hub (with regional networks); Urban and Cities Platform (with the Economic Commission for Latin America and the Caribbean (ECLAC); Decalogue for Informal Settlements Upgrading (with Regional Networks), Smart Latam Alliance (with Regional Networks).

Top impact stories

- Participatory planning for sustainable urban development in San Nicolas de los Garza (Social inclusion).
 - Comprehensive Development of Cities (PNDIC)
 - Active Search Methodology for inclusion of vulnerable families in Territorios Sociais programme Rio de Janeiro
 - Story of Alicia, Venezuelan migrant who benefitted from Cash-based interventions in Colombia
 - Recovery and Reconstruction Plan for Central America and Dominican Republic
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Plan towards 2030

- Consolidating impact in priority countries: LDC (Haiti) and Lower Middle Income Country (Bolivia, Guatemala, El Salvador, Honduras, and Nicaragua), SIDS (Caribbean countries) and countries hosting migration dynamics (Colombia, Ecuador, Peru, South Mexico).
- Consolidating business model adapted to financial contexts for operations in the following sub-regions: Caribbean (from Bridgetown), Mesoamerica (from Mexico City), Andean Countries (from Bogotá), Southern Andean Countries (from Rio de Janeiro).
- Consolidating the structure of the regional representation in Panama City as per the regional architecture.



An informal settlement on the Picacho hill in Medellín, Colombia
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10 | COMMUNICATING IMPACT

The External Relations, Strategy, Knowledge and Innovation (ERSKI) Division is made up of the Strategic Planning and Monitoring Branch, Knowledge and Innovation Branch and the External Relations and Partnerships Branch, World Urban Forum, and Emergency Programmes coordination offices. The Strategic Planning and Monitoring Branch is responsible for advising on and coordinating strategic planning, results-based management, monitoring and reporting of the Strategic Plan and supports Member States with voluntary reporting on the implementation of the New Urban Agenda as well as serving as Secretariat of the Programme Review Committee. The Knowledge and Innovation Branch is responsible for generating data and analysis to feed into high-level global reporting on substantive findings as well as identifying emerging innovations and solutions which are scalable. The External Relations and Partnerships Branch promotes strategic alliances and advocates for sustainable urbanization, mobilizes resources, raises public awareness, and organizes major events.

Facts & Figures



23

projects



102

team members



\$47.2m

grant value

ERSKI manages 23 projects with a grant value of USD 47.2 million. The average project size is USD 2 million. The regular budget allocation for 2021 is USD 5.6 million for post and USD 482,000 for non-post expenditures. There are 102 employees (64 staff: 26 international staff of which 11 on RB, 3 on PSC, 2 on Foundation and 10 on XB funds; and 37 local staff, of which 3 on RB, 10 on PSC, 1 on Foundation, 5 on cost recovery and 18 on XB funds; as well as 38 consultants/individual contractors and 2 interns).

Top achievements

- The Urban Agenda Platform as a global platform for sharing progress, action and knowledge on the implementation of the New Urban Agenda including hosting of the National Reports on progress in implementing the New Urban Agenda and Urban Best Practices Repository, featuring over 6,000 best practices from different partnerships.
- The Dubai International Award for Best Practices established in 1995 and in its 12th Cycle, which has generated over 5,000 best practices from more than 150 countries.
- The CITIIQ which is a city performance and monitoring tracker that looks at over 2,600 cities daily to assess how well they are responding to reducing the global impact of the COVID-19 pandemic on delivery of urban services and quality of life (<https://unhabitat.citiiq.com>).
- The Global Urban Monitoring Framework launched to harmonize urban monitoring indices along with the global urban indicators database (<https://data.unhabitat.org>) as a one-stop shop for urban data.
- The Climate Smart Cities Challenge (CSCC), a city-based open innovation initiative that invites technologists, businesses and investors to develop, test and scale cutting-edge solutions in a specific city or set of cities to reduce greenhouse gas emissions.
- UNITAC, the UN Innovation Technology Accelerator for Cities, established in Hamburg by UN-Habitat, the UN Office for ICT and Hafen City University, was launched in March 2021 to promote open and participatory governance of data and digital platforms, innovations related to mapping, spatial analysis and data visualization and the principles of people-centered smart cities.
- Production of flagship reports, the most recent being the *World Cities Report 2020: The Value of Sustainable Urbanization*, demonstrating that

well-planned, managed, and financed cities and towns create economic, social, environmental value which can be leveraged for the fight against pressing global challenges, and downloaded over 33,000 times.

- Improved donor engagement and communications including a Foundation and Philanthropy platform, funding dialogues, monthly updates to Member States, quarterly Urban Impact newsletter and setting up of the Informal Contact Group of Permanent Representatives to Member States on UN-Habitat Communications which held three meetings (July 2020, February 2021, and June 2021). Since 2018, UN-Habitat's non-earmarked funding has been increasing. UN-Habitat's total income in 2020 was USD 193.7 million, 76.6 per cent of its target income and there have been 13 new government donors.
- UN-Habitat enhanced stakeholder engagement in intergovernmental processes and other forums including the first UN-Habitat Assembly, the Executive Board and the World Urban Forum. 186 organizations were accredited to the UN-Habitat Assembly and sessions of the Executive Board. UN-Habitat organized a Global Stakeholders Forum with over 200 participants, mostly from new organizations.
- UN-Habitat's visibility was heightened through compelling multimedia storytelling on the corporate platforms, YouTube, SoundCloud and Flickr along with over 21,000 UN-Habitat media mentions (2020-2021) and over 10 published opinion pieces on COVID-19. UN-Habitat publications were downloaded over 600,000 in two years and the publications board provided enhanced quality control. The corporate website was redesigned in 2019, has featured over 1,000 stories, and reached over 1.4 million users. UN-Habitat's corporate social media accounts gained over 250,000 new followers in the past 3 years.
- World Habitat Day (4 October 2021): under the theme "Accelerating urban action for a carbon free-world", over 56 events have been reported with the Global Observance in Yaoundé, Cameroon, featuring the awarding of the Scroll of Honour and including messages from Turkey's first lady, the UN Secretary-General, a Nobel Laureate, UNEP's Executive Director, UN-Habitat's Goodwill Ambassador for Africa, and the Polish Minister working closely on WUF11.
- World Cities Day (31 October 2021): under the theme "Adapting Cities for Climate Resilience", World Cities Day was celebrated in nearly 50 places and coincided with the opening of COP 26. The Global Observance, in Luxor, Egypt, was attended by the Egyptian Prime Minister and several Ministers with messages from the UN Secretary-General and the chair of his Youth Advisory Group on Climate, the Secretary-General of the League of Arab States, the Director-General of the World Health Organization (WHO), the President of the UN-Habitat Assembly, China's Housing Minister, and the Goodwill Ambassador for the Arab region. The Global Observance featured a live link up to Expo 2020 Dubai.
- The World Urban Campaign is a global platform of 174 partner organizations worldwide to support key messages and join on specific projects and advocacy activities organizing physical and virtual policy dialogues under the banner of the Urban Thinkers Campus (UTC), engaging 11,000 people in 150 events.
- Unprecedented global engagement in Urban October 2020 resulted in over 750 events in 74 countries and 230 cities. World Habitat Day and World Cities Day were hybrid events with a total of over 7,000 people attending or following online. After a five-year break, the prestigious Scroll of Honour award was presented to winners at the World Habitat Day Global Observances in 2018 and 2019.
- In 2020, more than 13,000 people representing key stakeholder groups and the United Nations system attended the 10th session of the World Urban Forum in Abu Dhabi, United Arab Emirates, which featured over 500 high quality events on knowledge exchange, collaboration and debate. The resulting Abu Dhabi Declared Actions include commitments to achieving the SDGs over the next two years and beyond. The event reached a wide audience through digital platforms, live UN Web TV feeds, daily reports from the International Institute for Sustainable Development (IISD), and the 270 attending journalists.

Top impact stories

- WUF: <https://news.un.org/en/story/2020/02/1057471>
 - Urban Agenda Platform: <https://unhabitat.org/un-habitat-launches-the-urban-agenda-platform-for-reporting-progress-sharing-action-and-knowledge>
 - CITIIQ: UN-Habitat COVID-19 platform tracks hundreds of new cities: <https://unhabitat.org/un-habitat-covid-19-platform-tracks-hundreds-of-new-cities>
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Plan towards 2030

To help accelerate the implementation of the Decade of Action, ERSKI will focus on the following key initiatives:

- The next World Cities Report, which will be published in 2022, is titled: *Envisaging the Future of Cities* and seeks to provide greater clarity and insights into the future of cities based on existing trends, challenges and opportunities, including COVID-19.
- UN-Habitat will continue campaigning with its partners on critical urban issues towards 2030 in order to raise awareness on the centrality of urbanization and contribute to accelerating the implementation of urban-related SDGs.
- Consolidate and integrate other UN-Habitat websites and knowledge management platforms under the corporate website.
- Partner with over 4,000 cities in conducting Voluntary Local Reviews.
- Expand the Urban Agenda Platform to be an even more effective coordination platform with an External Advisory Committee to guide its second phase of development.

11 | GENERAL UPDATES

Corporate RACI

Having introduced a new organizational structure – one that is aligned to the UN-Habitat Strategic Plan and its broad mandate – the Executive Director introduced the Change Management Team including Change Agents, involving the organization at all levels. In 2020, with the roll-out of the new organizational structure, a responsibility framework or RACI identifying the interactions between all parts of the house was developed. The RACI also helps define the relation between the five key divisions in the Programme. The corporate RACI is being complemented by Standard Operating Procedures starting with the Executive Director's front office whilst an operations manual is being completed.

Financial Management

With the establishment of the Management, Advisory and Compliance Service Division, the Executive Director focused the internal reform to include the streamlining of project management, financial services, audit, and compliance, as well as budget preparation functions. In 2019, after an independent audit by Ernst & Young, the Executive Director inherited some 787 projects without financial closure. This situation further eroded trust from donors and Member States. By October 2021, more than 95 per cent of all projects had been financially closed, with some 20 cases outstanding.

Non-earmarked trust fund

The funding from Member States for the Strategic Plan (Foundation non-earmarked) remains low. From an approved budget of USD 18.9 million for 2020, Member States provided USD 5.9 million in 2020. In 2021, as of 30 October, from an approved budget of USD 10 million, Member States provided USD 3 million. A one-time donation of USD 5 million from the Republic of Turkey is forthcoming, of which USD 3 million is to settle the debt incurred in 2017 in the PSC trust fund.

Soft-earmarked funding for UN-Habitat

In 2019, to support the normative mandate of UN-Habitat, the Executive Director negotiated a new modality of support from the Government of Sweden. In 2020, the Swedish International Development Cooperation Agency (SIDA) agreed to provide USD 20 million over four years to support the normative functions of UN-Habitat. The funds were "soft-earmarked" to support staff salaries associated with the production of normative guidance, impact communications, and timely donor reporting. Additionally, SIDA also provided additional funding to support UN-Habitat's work in COVID-19 recovery and most recently, an additional USD 700,000 was provided to support our climate change and climate adaptation work. In 2021, the Executive Director secured, on a similar modality, soft-earmarked support from the Government of Switzerland. The Swiss Development Institution (SDI) is providing earmarked support for UN-Habitat's work on migration issues in Central America.

Earmarked support for UN-Habitat's mandate

From 2018-2021, UN-Habitat managed to increase its earmarked portfolio from USD 180 million to USD 200 million. Our global footprint has expanded in the Arab States region and in Africa, whilst the global programmes have new donors from Europe and Canada. The impact of UN-Habitat's operations is stronger as there is greater alignment with its normative work. The Executive Director established the Programme Review Committee (PRC) to ensure co-creation at corporate level. Budget lines for social inclusion, gender mainstreaming, and environmental sustainability have been included to align with all major donors. In support of UN-Habitat, the Executive Director was also able to secure commitment from key donors (Germany and Japan) to adhere to the 13 per cent PSC. A cost-recovery policy is being developed for implementation in 2022 that will see even closer integration between normative and operational work.

Sustainable Human Settlements Foundation

As part of the Abu Dhabi Declared Actions at the 10th Session of the World Urban Forum in February 2020, the Executive Director hosted a meeting with stakeholders in the financial services industry. To complement Member States funding for the implementation of UN-Habitat's mandate, the idea of a third-party endowment was floated. A feasibility study was carried out and the Sustainable Human Settlements Foundation was registered by Blenheim Capital in June 2021. Based upon a capital preservation endowment model, the SHSF, which is a registered charity in Jersey with tax exemption status in the United Kingdom, will provide consistent funding for UN-Habitat starting in 2022. The arrangement was presented to the Controller and the Office of the Legal Advisor in August 2021. Subsequently, the SHSF was presented to the Geneva Group of Donor Countries in November 2021 and the Executive Board of UN-Habitat at its second session of the year 2021 in the same month. A letter from the SHSF attesting to a USD 5 million donation for 2021 will help stabilize the Programme. In 2022 and 2023, USD 20 million (10 million per year) will be donated to UN-Habitat.

Prioritising UN-Habitat for Regular Budget funding

At the request of the Deputy Secretary-General, a concept paper was submitted to the Controller. The concept note highlighted the various efforts by UN-Habitat to mobilise resources from all income streams including Foundation non-earmarked, soft-earmarked funding, the endowment, as well as a nascent donation drive. These are to match the potential increase in Regular Budget, which the Programme has not had since 2001. The Executive Director held a special session of the Executive Committee to workshop the priorities, map out areas to strengthen, and define three top scenarios. The concept note also made a strong case for more RB resources, where they will be invested, and provided the Controller with the

justification of the additional allocation based on the greater impact the Programme will make. The proposed 2022 and 2023 Budget was approved by the Executive Board in November 2021, which included a phased approach to budget management.

Gender mainstreaming

The Executive Director inherited an organization that was heavily male-centric as the basis for the Programme was the built environment profession. The austerity measures that the Executive Director had to put in place in 2018 and the financial situation of COVID-19 have transformed UN-Habitat into a project-dominated organization with some 95 per cent of our total budget derived from earmarked and soft-earmarked funds. Nonetheless, despite these challenges, the Executive Director was able to achieve parity at the P2 and P4 levels. At P5, three positions were offered to women candidates in 2021 without success. Similarly, at the D1 level, of the two positions that were available in 2021, one was offered to a woman, who was also unable to take up the position. In 2022, there will also be opportunities at the ASG, D2, and D1 levels. Every effort has been made to ensure there is equal opportunity for women to apply, be considered for, and offered the positions.

Internal communications

At the Executive Committee meeting of March 2020, the Executive Director approved a request to set up a team to develop internal communications and publish an in-house newsletter to build up and foster the UN-Habitat community. Since April 2020, 42 issues of the newsletter have been disseminated to all UN-Habitat colleagues covering corporate information, stories from the field, and information on topical issues. The first seven issues focused on COVID-19 and UN-Habitat's duty of care, business continuity, and UN-Habitat's response, among others. An internal communications strategy is forthcoming.

12 | MOVING FORWARD

As we move towards 2022, UN-Habitat is committed to work with Member States to reposition the New Urban Agenda, situating it strategically within the Decade of Action and the Paris Agreement to make the political case for sustainable urbanization.

The High-Level Meeting offers an opportunity for Member States to take stock and identify ways to revitalise the implementation of the New Urban Agenda. The Secretary-General's Quadrennial Report on the Implementation of the New Urban Agenda, which will be submitted in February 2022, will constitute the main input to the HLM. All Regional Economic Commissions will also transmit reports adopted by Member States at the respective Regional Forums for Sustainable Development, scheduled to be held in March 2022. And just as the General Assembly at its meeting in 2001 on the implementation of the Habitat Agenda adopted the Istanbul+5 Declaration, it may consider the adoption of the Quito+5 Declaration at the HLM.

2022 is also a year that presents opportunities for alignment. Rather than hosting WUF11 as a parallel meeting to the HLM, UN-Habitat is working with the host country Poland to provide an opportunity for constituent assemblies to identify ways to review the outcomes of the HLM and means of implementation. The theme of

WUF11, "Transforming our Cities for a Better Urban Future", will provide greater insights and clarity on the future of cities based on existing trends, challenges, and opportunities, as well as suggest ways cities can be better prepared to address future pandemics and a wide range of other shocks.

One month before WUF11, in May 2022, UN-Habitat will also co-organize the ninth edition of the Africities Summit in Kisumu, Kenya, with the theme "The Role of Intermediary Cities of Africa in the Implementation of Agenda 2030 of the United Nations and the African Union Agenda 2063."

In October, the Global Observances of World Habitat Day and World Cities Day will be held in Hawaii and Shanghai, respectively, as part of the activities of Urban October, aimed at raising awareness, promoting participation, generating knowledge, and engaging the international community on the New Urban Agenda.

The approval of the 2022 Work Programme and Budget by the Executive Board signifies a return of confidence by Member States. UN-Habitat will continue its efforts to diversify its funding modalities to carry on its normative and operational activities and deliver on a recalibrated Strategic Plan so that no place and no one is left behind in our urbanizing world.



**A better quality of life for
all in an urbanizing world**

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