UN-HABITAT

Update on the Structure and division of responsibilities for the implementation of the Strategic Plan for the period 2026-2029

70th Meeting of the Ad Hoc Working Group on Programmatic, Budgetary and Administrative Matters of the Executive Board of UN-Habitat
3 November 2025

Background

Decision 2025/1 (c) of the Executive Board made at the first session of 2025 regarding the Preparation of the strategic plan for the period 2026–2029.

Requests

- **Para 8: Updates regarding the structure and human resources of UN-Habitat;**
- **Para 9: The division of responsibilities within UN-Habitat for implementation of the strategic plan 2026–2029;**
- **Para 10: an updated version of the draft scalability model for the non-earmarked budget of the United Nations Habitat and Human Settlements Foundation.**

Update on Paragraph 8

The Structure of UN-Habitat

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Key recommendations (E&Y, MOPAN, OIOS)

Rationalize

- Clarify roles & accountability
- Merge overlaps
- Connect structure & strategy
- Subprogramme alignment

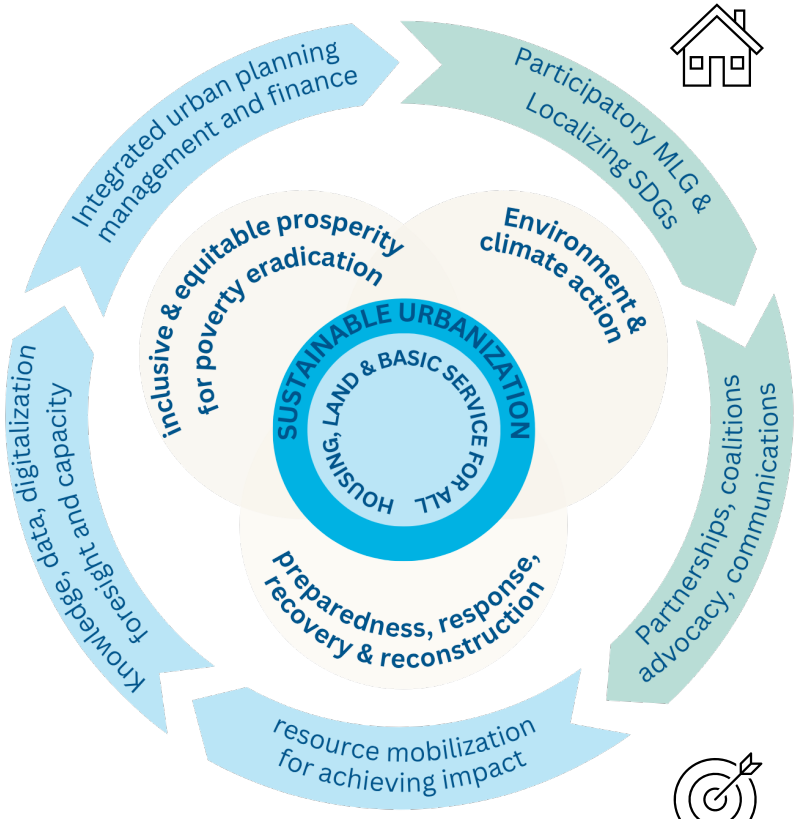
Decentralize

- Delineate HQ, RO, CO roles
- Strengthen **corporate-regional alignment**
- Empower regional offices for improved field delivery

Stabilize

- Consolidate **governance, management** and **resourcing systems**
- Elevate core corporate functions to strategic level (e.g., strategic planning)

Strategic Plan 2026-2029: directives



Strategic alignment

Integrated delivery

Decentralization

UN 2.0 + UN80

Results & Partnerships

Housing, land and basic services

Align structure with 5 MoI

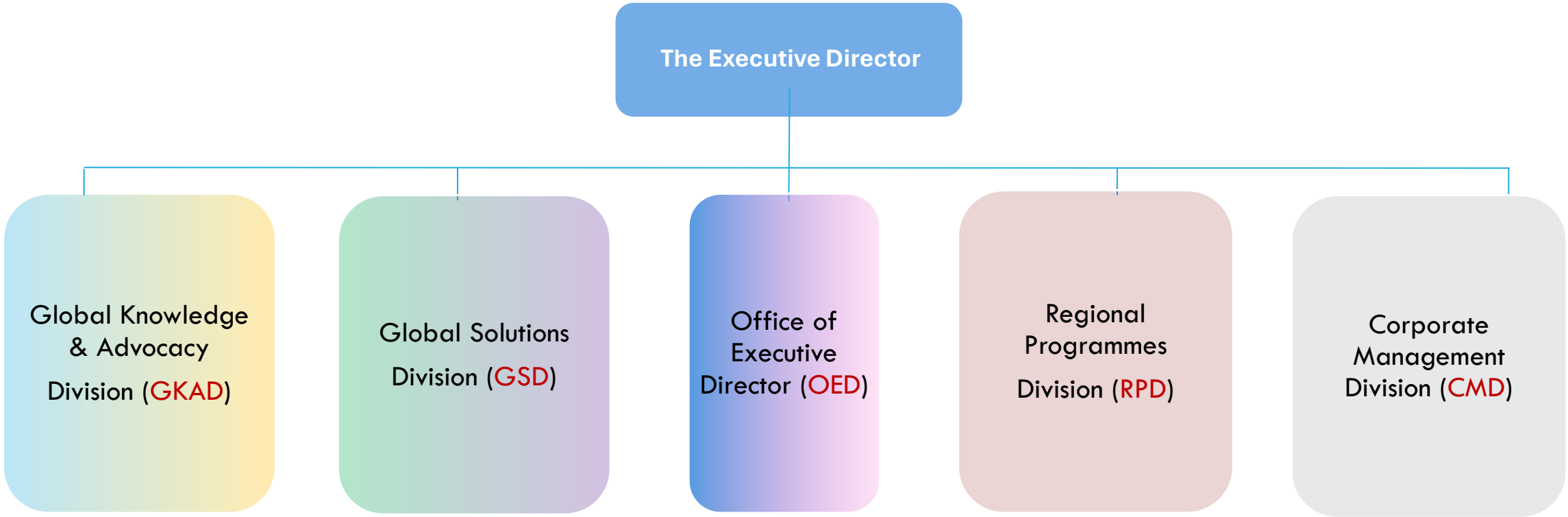
RO and CO empowerment

Embed UN 2.0 enablers, streamline structure for accountability

Integrate functions for impact measurement, partnerships, communication and resource mobilization

Structure of UN-Habitat

New structure is designed to facilitate SP implementation, through 5 divisions:



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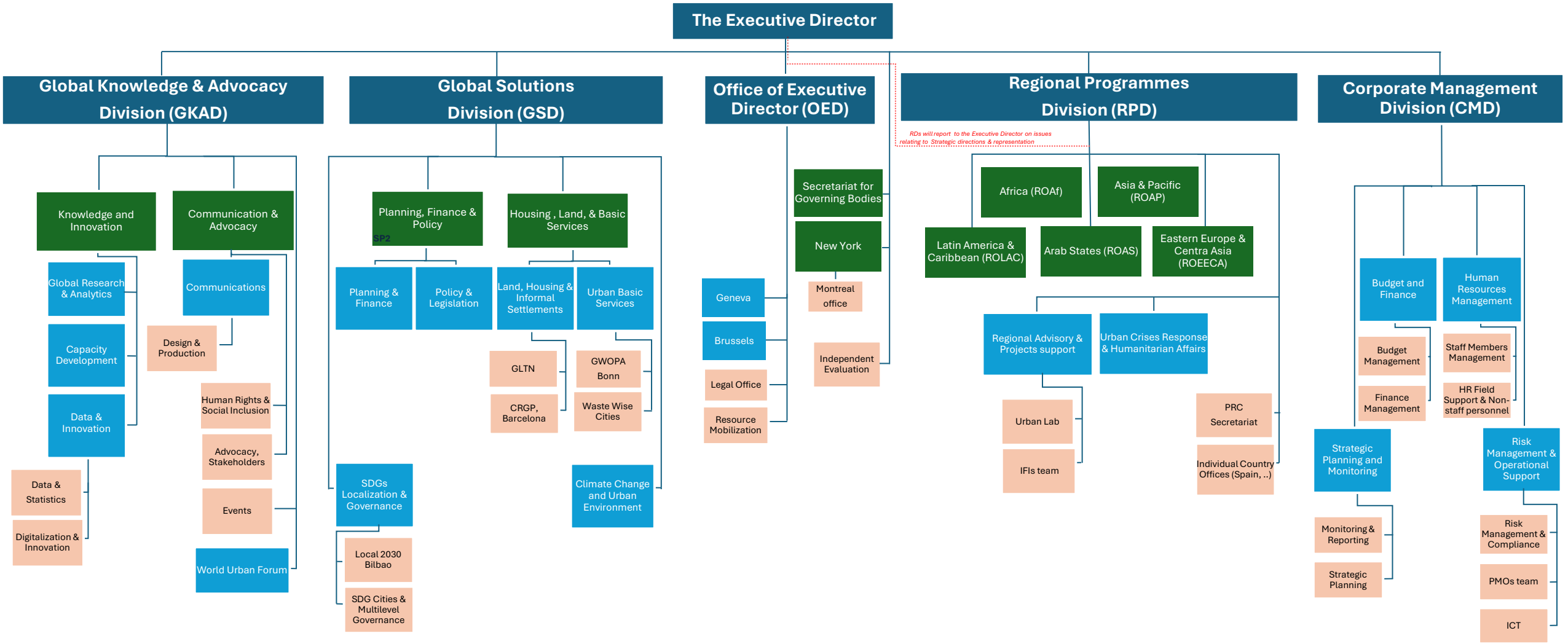
Organigram

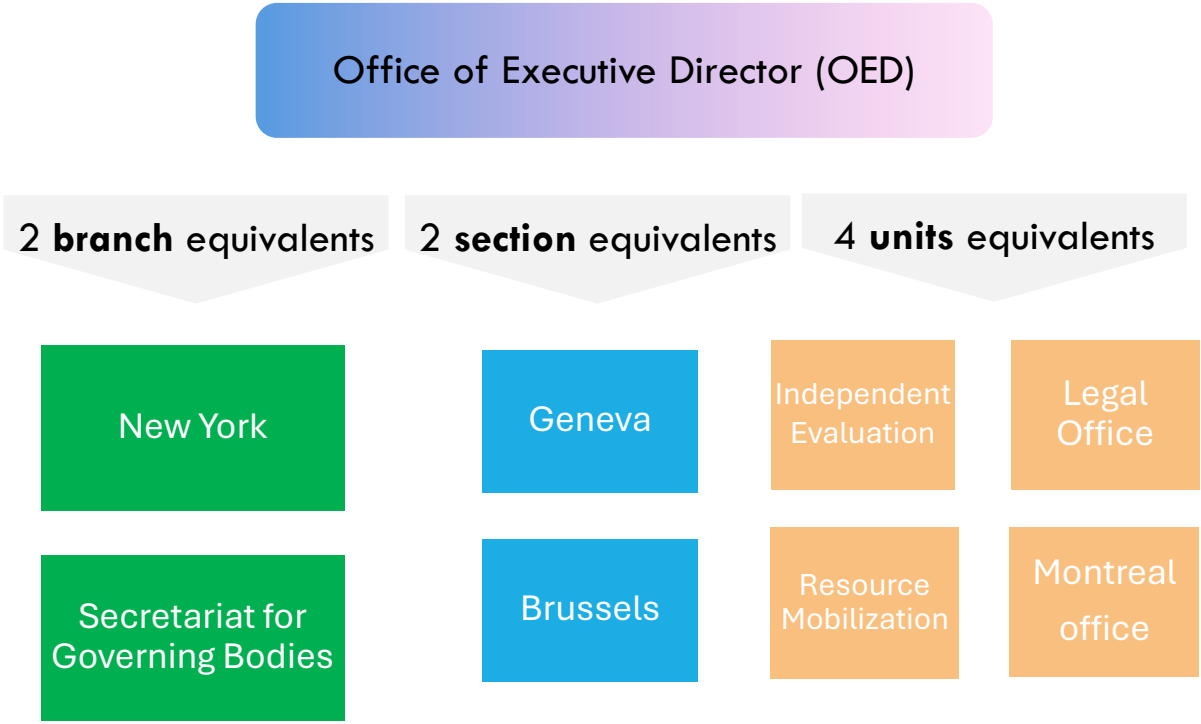
Division | Branch | Section | Unit/Team/ Secretariat/ Programme



Organigram – Office of the Executive Director

OED comprises:

- **2 branch equivalents** (Secretariat of Governing Bodies; NY office)
- **2 section equivalents** (Geneva and Brussels offices)
- **4 units** (Independent Evaluation Unit, Legal Unit and Resource Mobilisation in the Executive Office of the Executive Director; and Montreal office under the New York office)



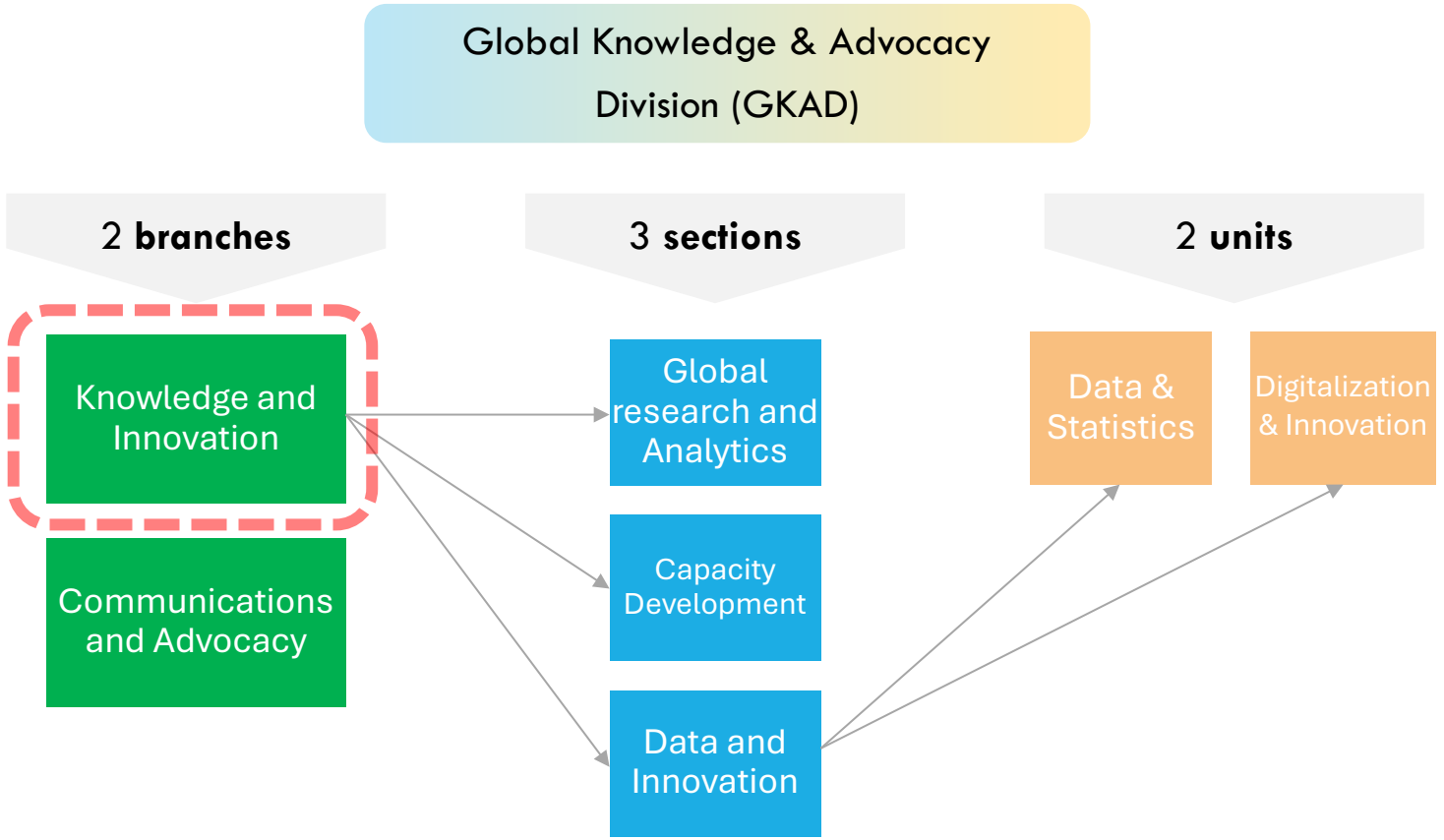
Organigram – Global Knowledge and Advocacy Division 1/3

GKAD comprises:

- **2 branches** (Knowledge and Innovation and Communications and Advocacy).

The **Knowledge and Innovation Branch** has 3 sections namely:

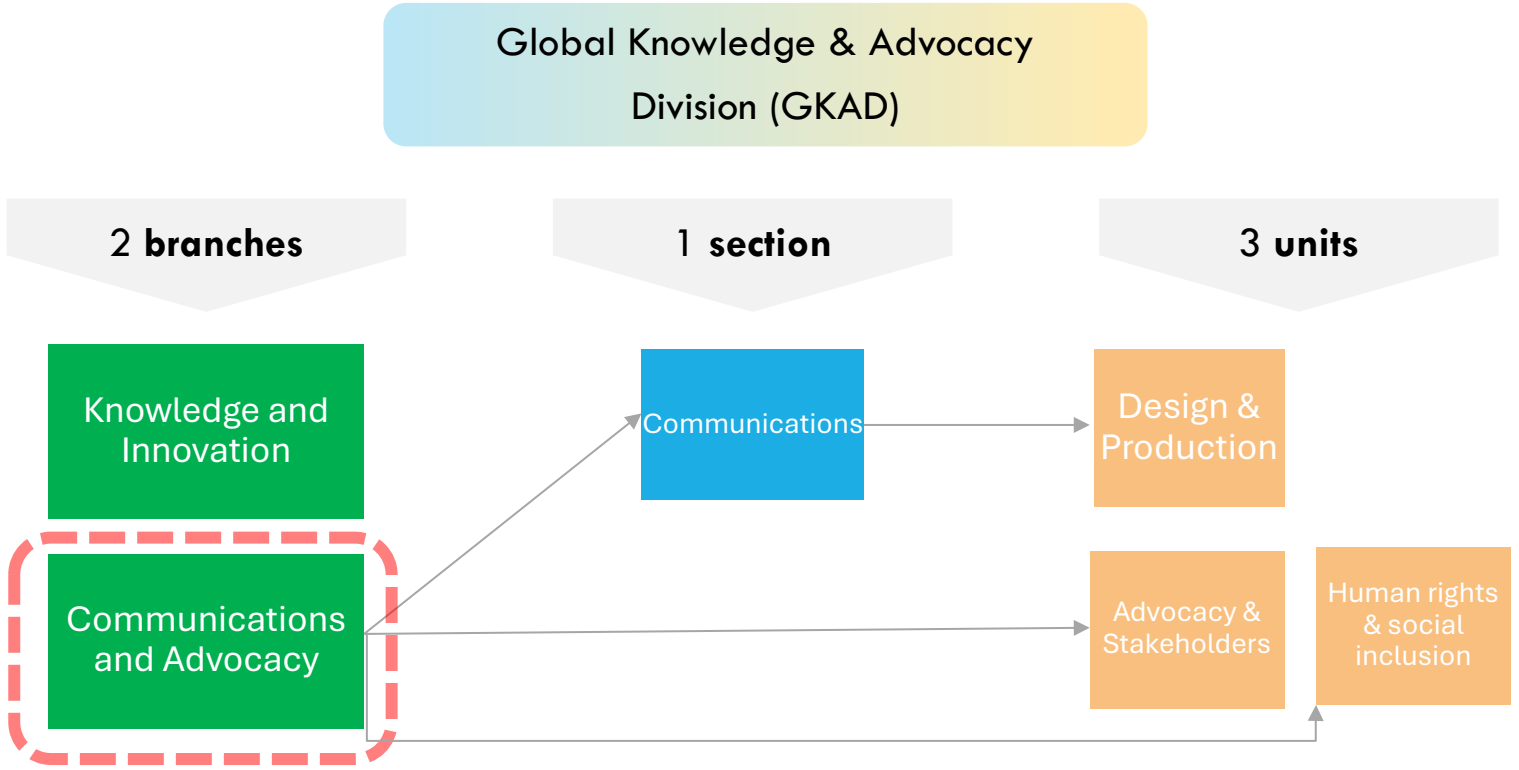
- Global research and Analytics Section
- Capacity Development Section; and
- Data and Innovation Section which has two units called Data & Statistics Unit and Digitalisation & Innovation Unit



Organigram – Global Knowledge and Advocacy Division 2/3

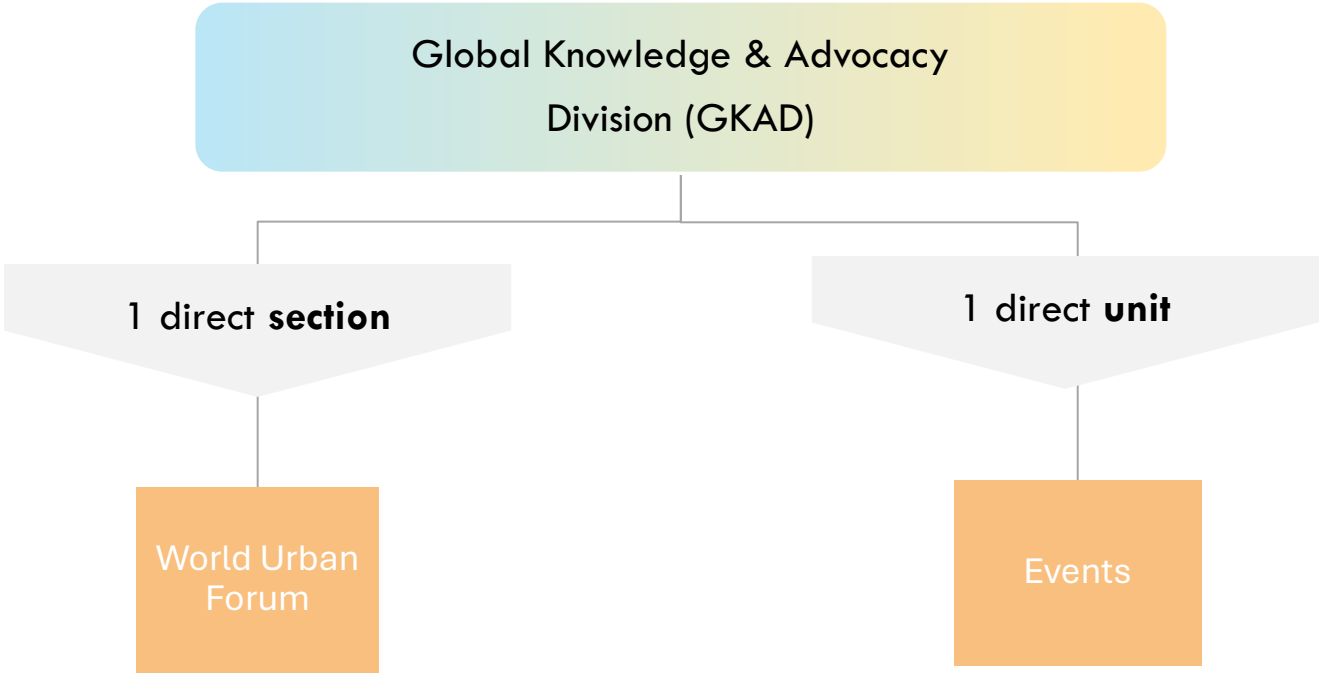
The **Communications & Advocacy Branch** has 1 section and 3 units namely:

- Communications Section which has a Design & Production Unit;
- Human Rights and Social Inclusion Unit and the Advocacy Stakeholders Unit, both with direct reporting lines to the head of the branch.



Organigram – Global Knowledge and Advocacy Division 3/3

The Global Knowledge and Advocacy division also has the **World Urban Forum** Section and the **Events Unit** with direct reporting lines to the division director.



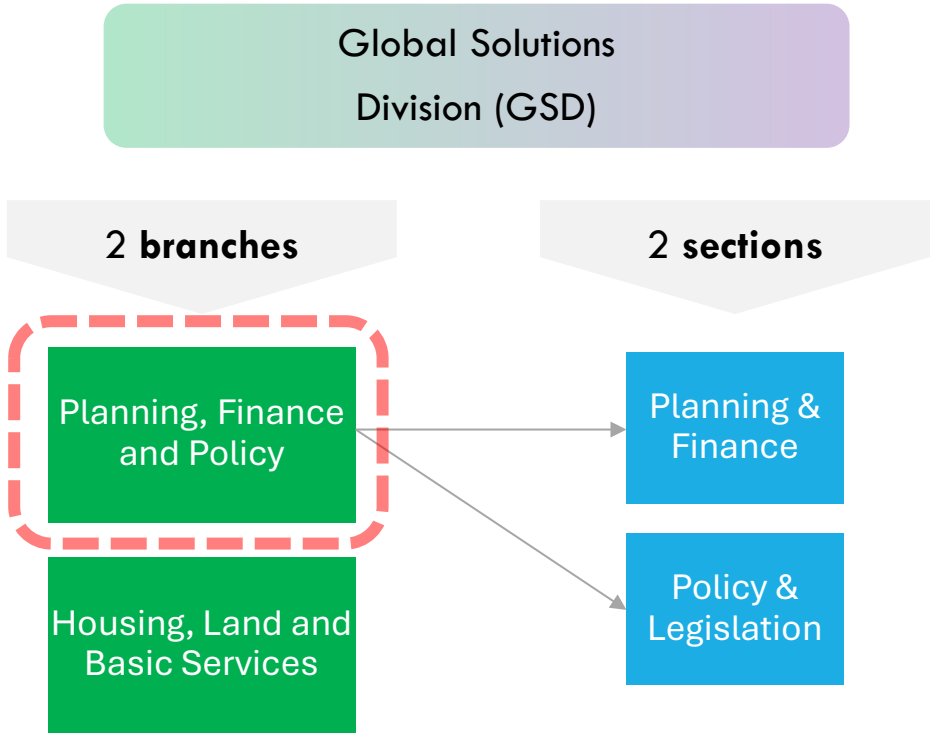
Organigram – Global Solutions Division 1/3

The **Global Solutions Division** comprises:

- 2 branches namely the **Planning, Finance & Policy Branch** and the **Housing, Land & Basic Services Branch.**

The **Planning, Finance & Policy Branch** has 2 sections:

- the Planning & Finance section and the Policy & Legislation Section.

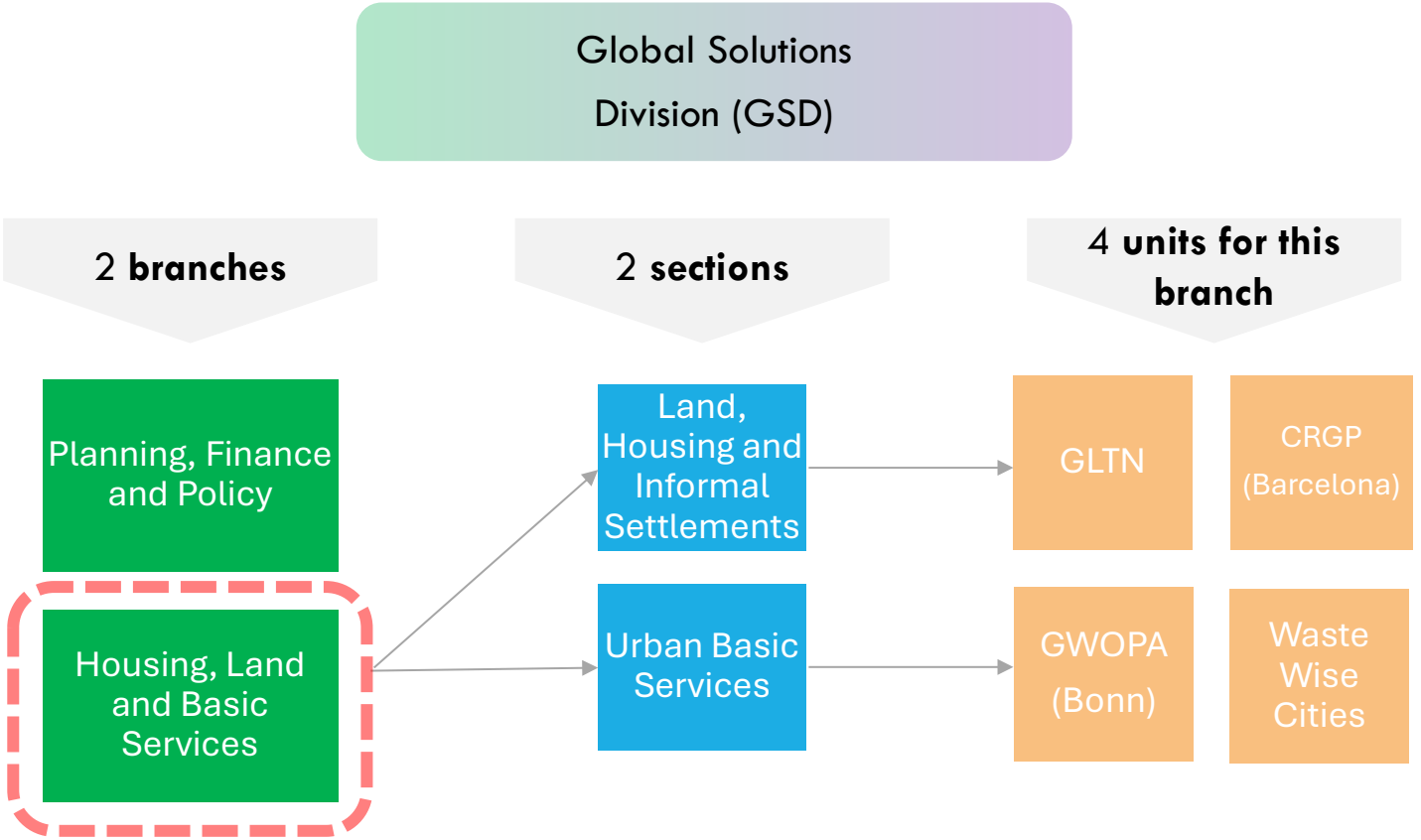


Organigram – Global Solutions Division 2/3

The **Housing, Land & Basic Services Branch** also has 2 sections:

- Land, Housing & Informal Settlements Section with 2 units, the GLTN Unit; and the CRGP (Barcelona Office).

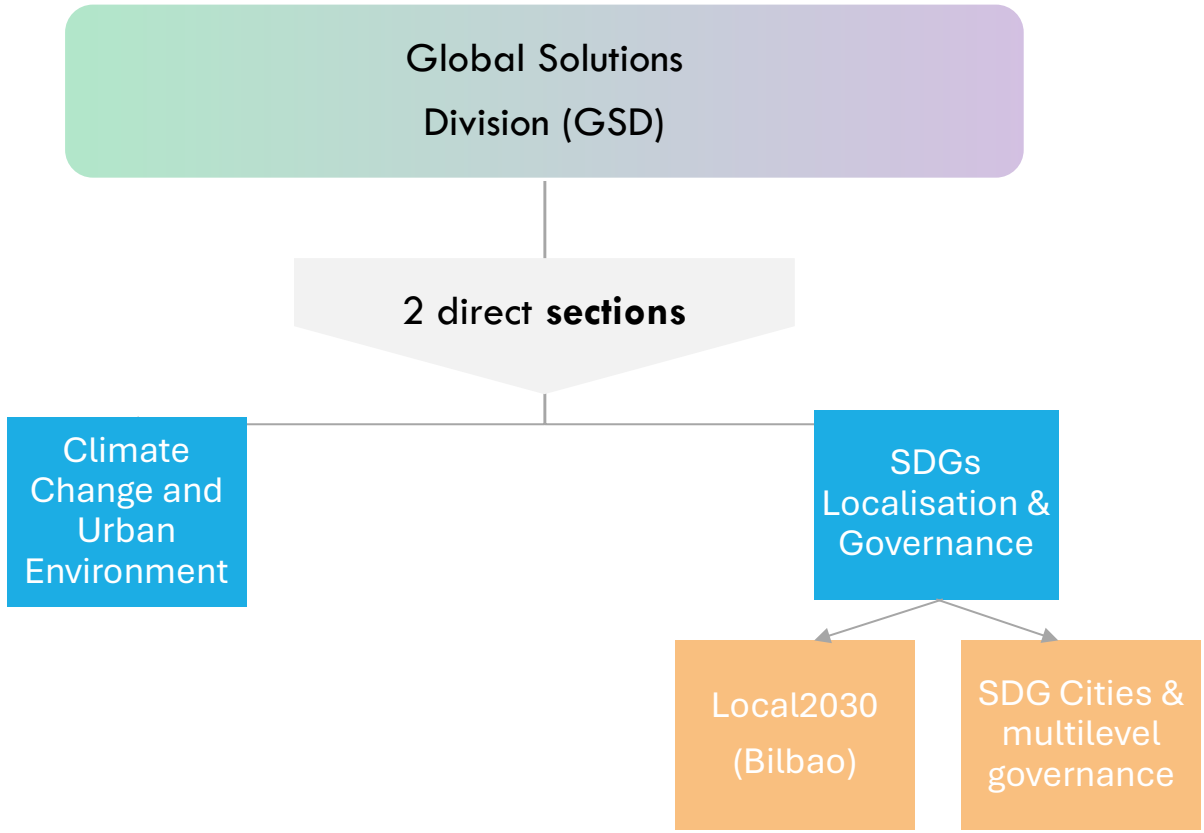
- The Urban Basic Services Section with the GWOPA Bonn office and the Waste Wise Cities Unit.



Organigram – Global Solutions Division 3/3

Within GSD, there are 2 additional sections:

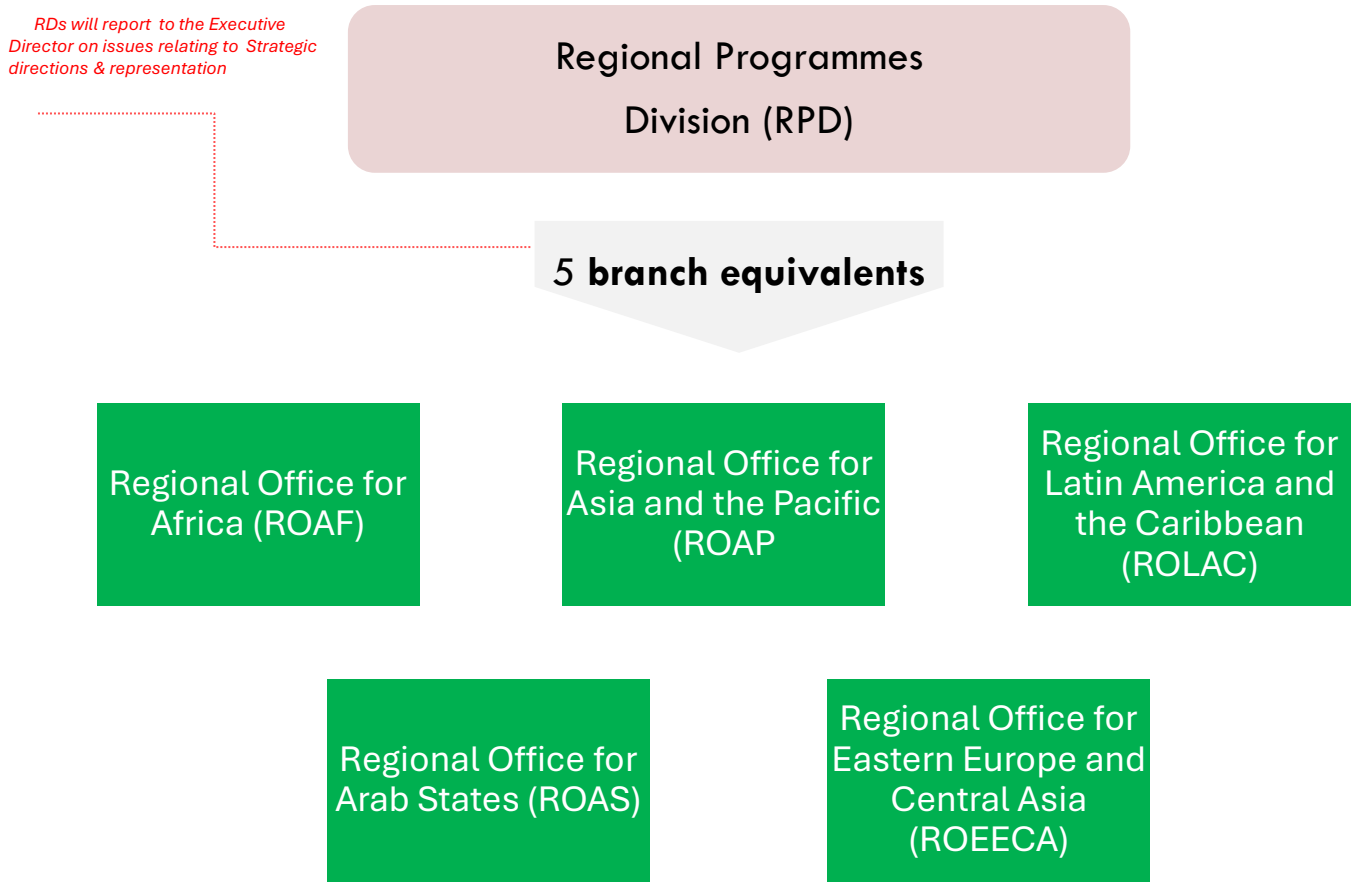
- the **Climate Change and Urban Environment Section** and,
- the **SDGs Localisation & Governance Section** have a direct reporting line to the Directorate of the Global Solutions Division.
- The SDGs Localisation & Governance Section has two units namely Local 20230 Bilbao and SDG Cities & Multi-level Governance.



Organigram – Regional Programmes Division 1/2

RPD comprises 5 branch equivalents:

- Regional Office for Africa (ROAF)
- Regional Office for Asia and the Pacific (ROAP)
- Regional Office for Latin America and the Caribbean (ROLAC)
- Regional Office for Arab States (ROAS)
- Regional Office for Eastern Europe and Central Asia (ROEECA)



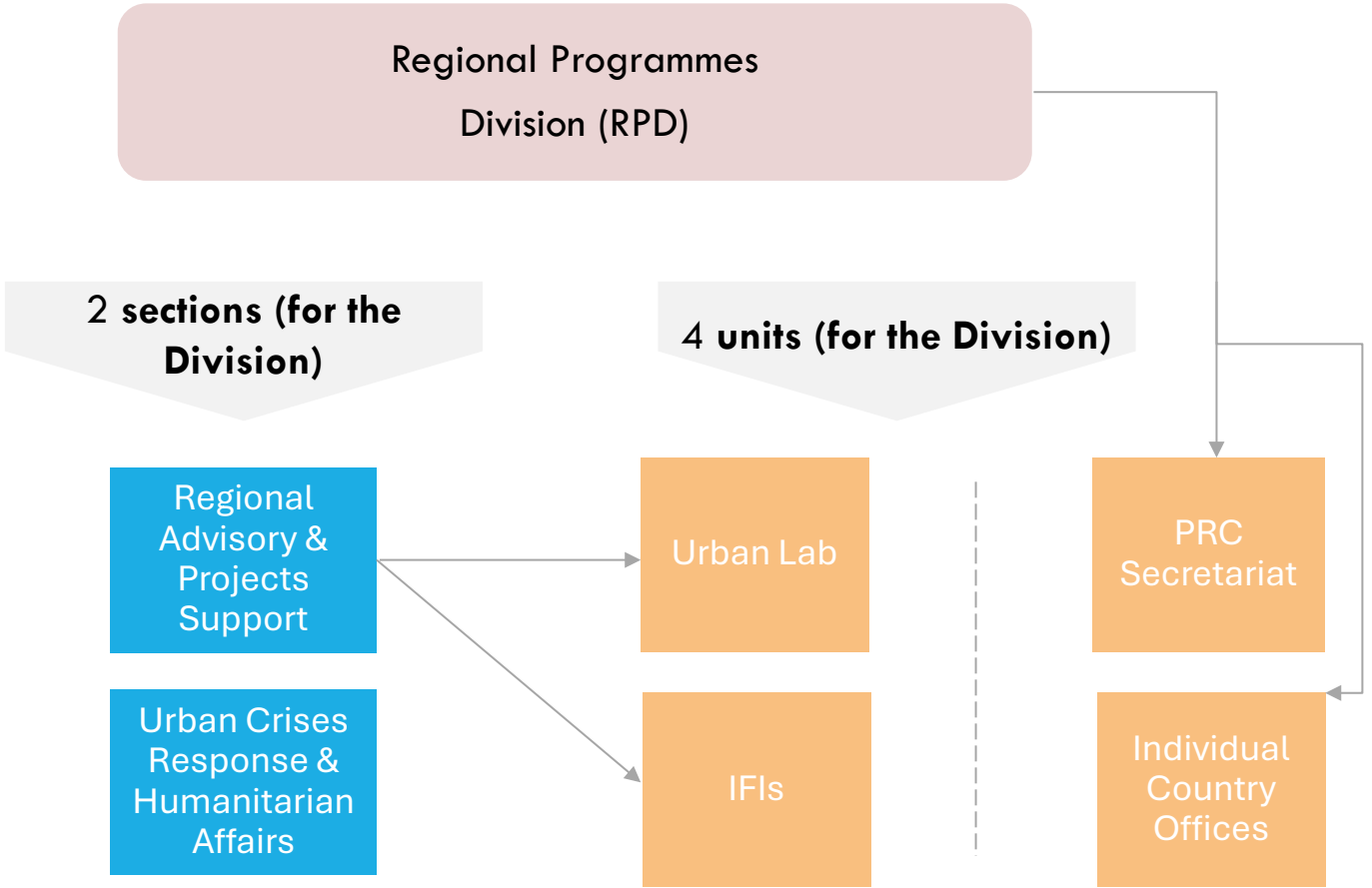
Organigram – Regional Programmes Division 2/2

RPD also has the following sections:

- The Regional Advisory & Projects Support Section (which has 2 units: the Urban Lab and the IFIs Team).
- The Urban Crises Response & Humanitarian Affairs Section.

Furthermore, RPD has 2 units which report directly to the Directorate of RPD namely:

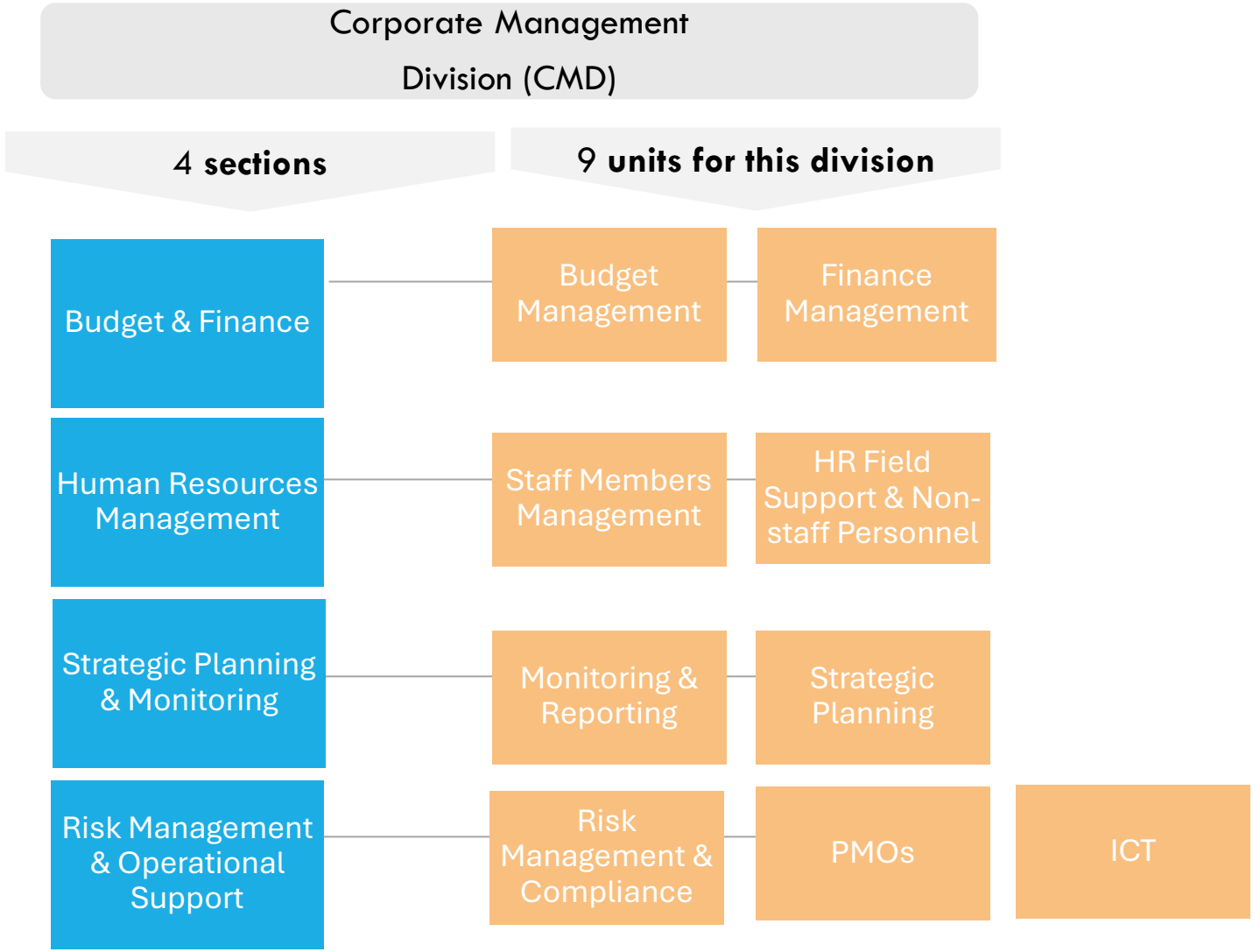
- The PRC Secretariat; and
- The Individual Country Offices (Spain, …)



Organigram – Corporate Management Division

CMD comprises 4 sections and 9 units:

- **Budget and Finance Section** (Budget Management Unit and the Finance Management Unit).
- **Human Resources Management Section** (Staff Members Management Unit and the HR Field Support & Non-staff Personnel Unit)
- **Strategic Planning and Monitoring Section** (Monitoring & Reporting Unit and the Strategic Planning Unit Unit).
- **Risk Management & Operational Support Section** (Risk Management & Compliance Unit, PMOs Team Unit and ICT Unit).



Division of responsibilities by thematic area 2/2

Summary on the proposed new structure (para 8)

- It retains **5 divisions**, with small refinements in focus and naming (for GKAD and for CMD). It contains 11 branches (up from 9 in 2020) and 19 sections. Each division contains 2-4 sections.

- It is designed to be **lean and integrated**. Several branches were restructured into sections to streamline operations (Strategic Planning and Monitoring Branch → now a section under CMD; Programme Management Branch → now the Regional Advisory & Project Support Section within RPD). Selected functions/teams were merged: Data and Innovation; Advocacy and Stakeholder Engagement; Risk Management and Operational Support).

- It **responds to SP and audits/reviews recommendations**: it embeds the five Subprogrammes of the Strategic Plan directly into the architecture, enabling outcome-oriented delivery and clearer reporting lines (see next slides); it empowers ROs and expands RPD functions; it elevates core functions such as resource mobilization (dedicated team and subprogramme), communications (now a full branch), and strategic planning and monitoring (now integrated into CMD).

Update on Paragraph 9

Distribution of Responsibilities

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Deriving the subprogrammes from the Strategic Plan

Responsibilities for the implementation of the new Strategic Plan is done through the strategic/thematic areas (**Subprogrammes**).

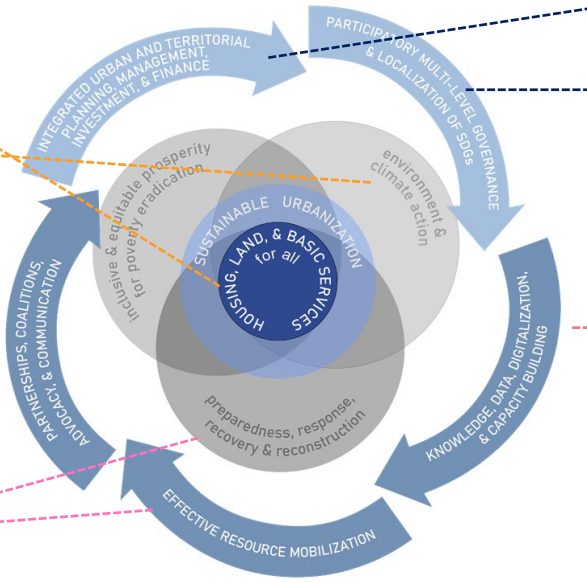
The strategic/thematic areas (Subprogrammes) have been derived from the 2026-2029 Strategic Plan.

The 5 divisions have been assigned with the implementation of these 5 areas (Subprogrammes) for the duration of the 2026-2029 of the Strategic Plan.

SP1
Housing, land, basic services and urban environment

SP4
Partnerships, coalitions, advocacy, and communication

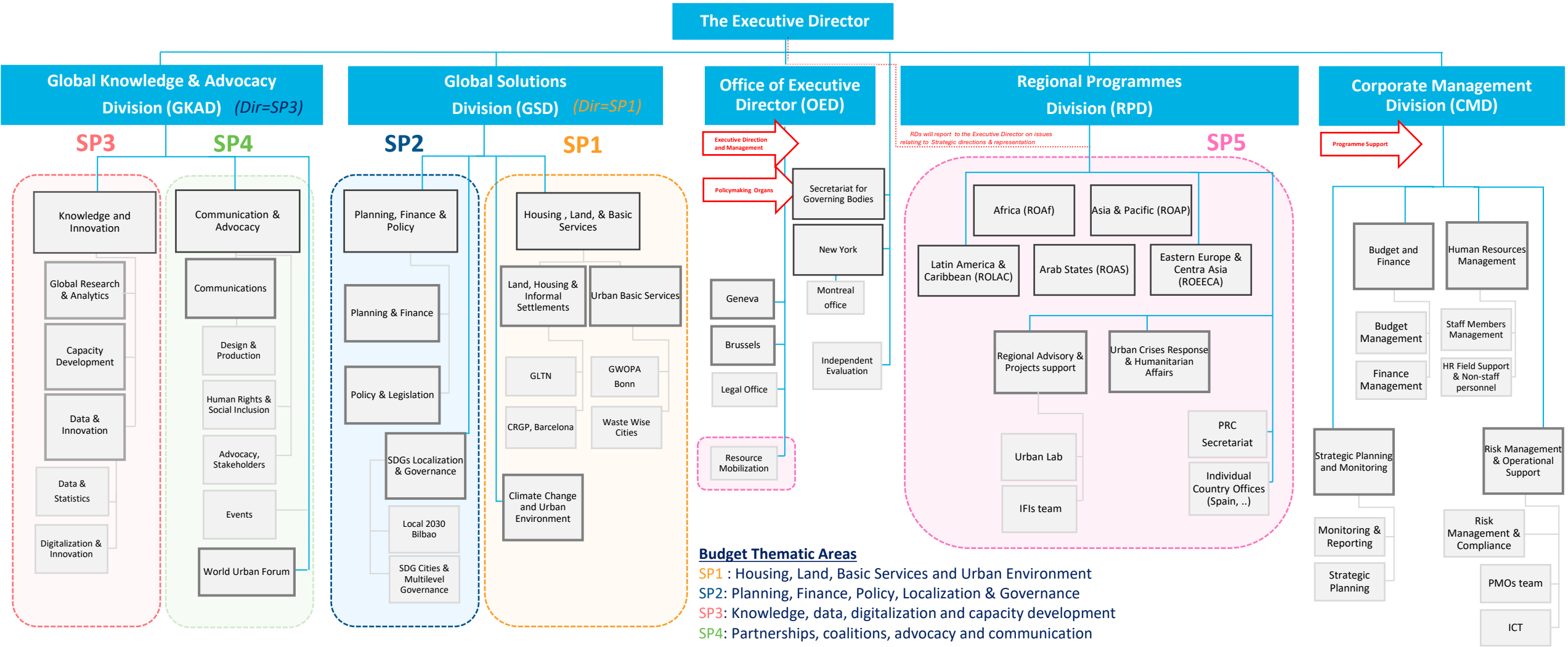
SP5
Technical cooperation and resource mobilization



SP2
Planning, finance policy, localization and governance

SP3
Knowledge, data, digitalization and capacity building

Division of responsibilities by thematic area 1/2



Budget Thematic Areas

SP1 : Housing, Land, Basic Services and Urban Environment
SP2: Planning, Finance, Policy, Localization & Governance
SP3: Knowledge, data, digitalization and capacity development
SP4: Partnerships, coalitions, advocacy and communication
SP 5: Technical Cooperation & Resource Mobilization
Executive Direction and Management
Policymaking Organs
Programme Support

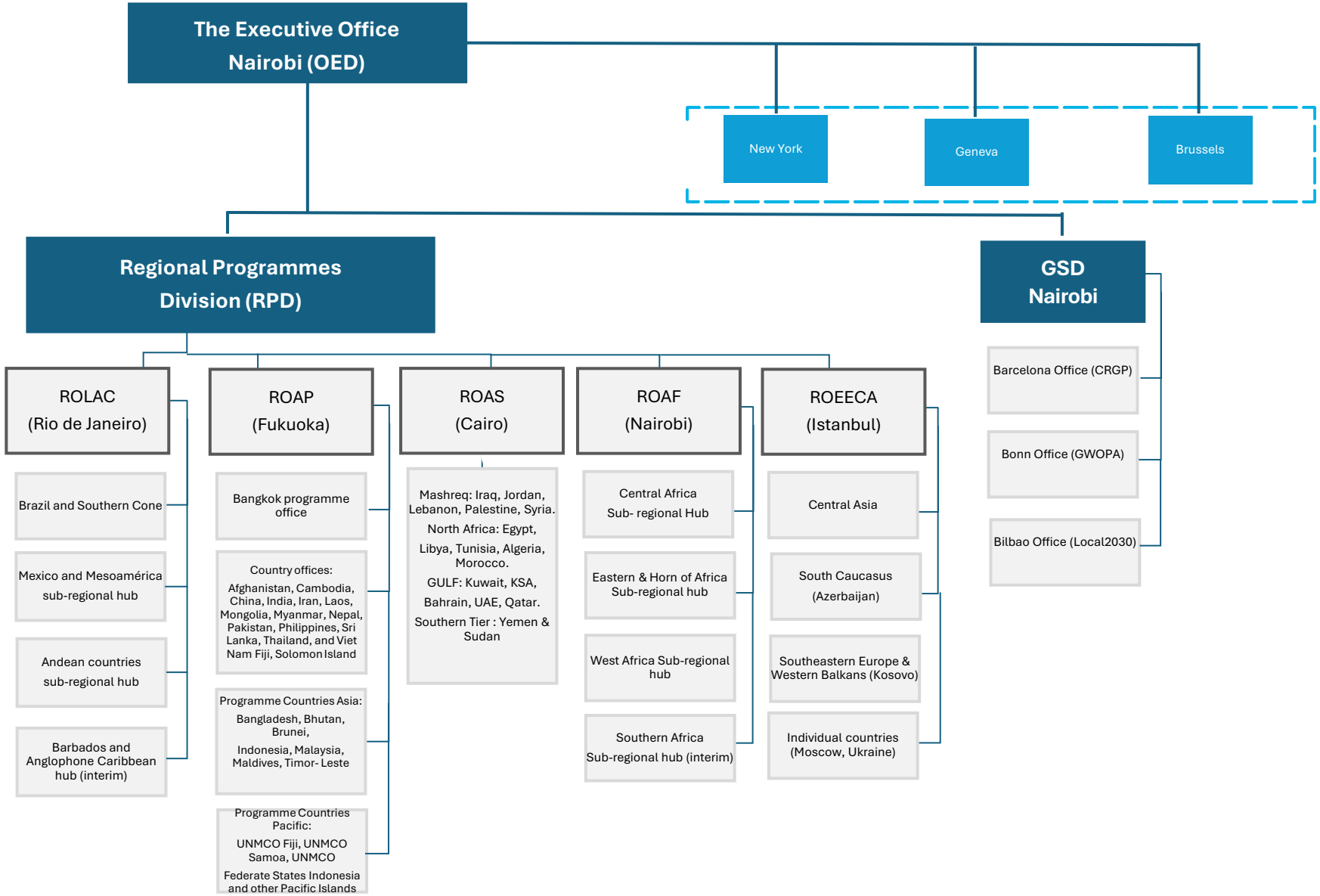
Division of responsibilities by thematic area 2/2

Division of Responsibilities - Summary:

At least one branch per Subprogramme:

- **SP1**: Housing, Land and Basic Services Branch (**GSD**)
- **SP2**: Planning, Finance and Policy Branch (**GSD**)
- **SP3**: Knowledge and Innovation Branch (**GKAD**)
- **SP4**: Communication and Advocacy Branch (**GKAD**)
- **SP5**: Regional Offices (**RPD**)

Regional Architecture



Update on Paragraph 8

Human Resources of UN-Habitat

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HR distribution by SP and source of funding

	Regular Budget	Foundation non-earmarked	Programme support fund	**Total**
SP1	22	-	-	22
SP2	4	2	-	6
SP3	16	3	3	22
SP4	8	1		9
SP5	6	8	10	28
EDM	9	4	7	20
PMO	6	-	-	6
PGS	11	1	27	39
Total	**82**	**19**	**47**	**148**
Cost (USD M)	13.5	3.5	7.6	**24.6**

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HR distribution by SP and grade

	SP1	SP2	SP3	SP4	SP5	EDM	PMO	PGS	Total
USG	-	-	-	-	-	1	-	-	1
ASG	-	-	-	-	-	1	-	-	1
D-2	1	-	-	-	-	-	-	-	1
D-1	1	-	1	-	4	2	1	1	10
P-5	3	2	2		4	4	-	3	18
P-4	6	-	2	4	4	3	-	13	32
P-3	4	2	4	3	2	2	2	7	26
P-2/1	-	1	3	1	-	1	-	2	8
NPO	-	-	-	-	-	-	-	2	2
LL	7	1	10	1	10	6	3	11	49
Total	**22**	**6**	**22**	**9**	**24**	**20**	**6**	**39**	**148**

Update on Paragraph 10

Draft scalability model for the non-earmarked budget

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Future of scalability model

The scalability model was developed to address the two points of view that emerged at the Executive Board:

1. One requiring that the budget be limited to the amount of contributions actually received from Member States (approximately $4 million then)

2. Another requiring that the budget be pegged at the optimum amount to implement the work programme if it were properly and fully funded (approximately $12 million then).

    - It was designed to **facilitate scale up and scale-down of operations** depending on the amount of contributions received **during the strategic plan 2020-2025**.

    - It was to be implement in eight (8) packages (Scales) of about $1 million each.

Future of scalability model

Recommendations on the scalability model:

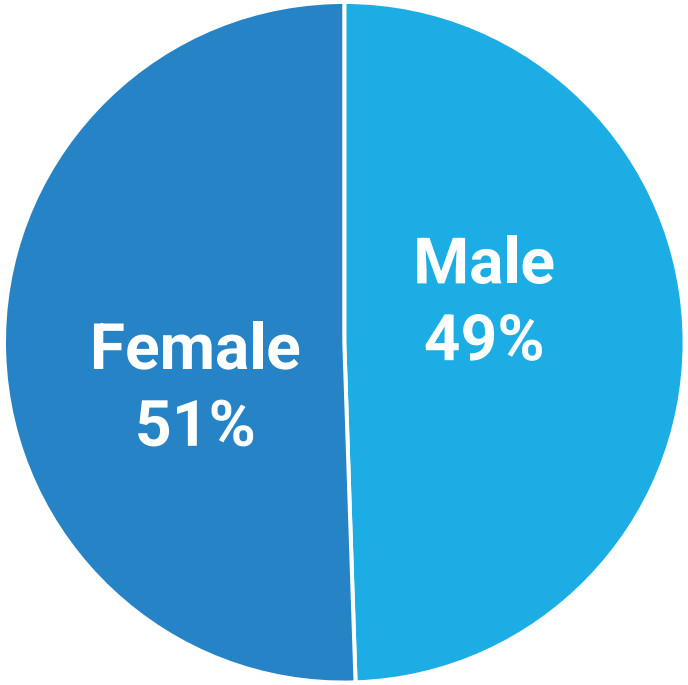
- Given the current structural and functional alignment and in line with the UN80 efficiency initiatives being considered in the UN Common System, UN-Habitat recommends **a budgeting convention that focuses on strategic prioritization of resources** rather than the current conditional scalability model towards the implementation of the Strategic Plan 2026-2029.

- Implementation of the scalability model, which is a conditional budget approval, comes with its own challenges, considering that the actual status of contributions is only known at the end of the budget year (usually late for the implementation of the work programme).

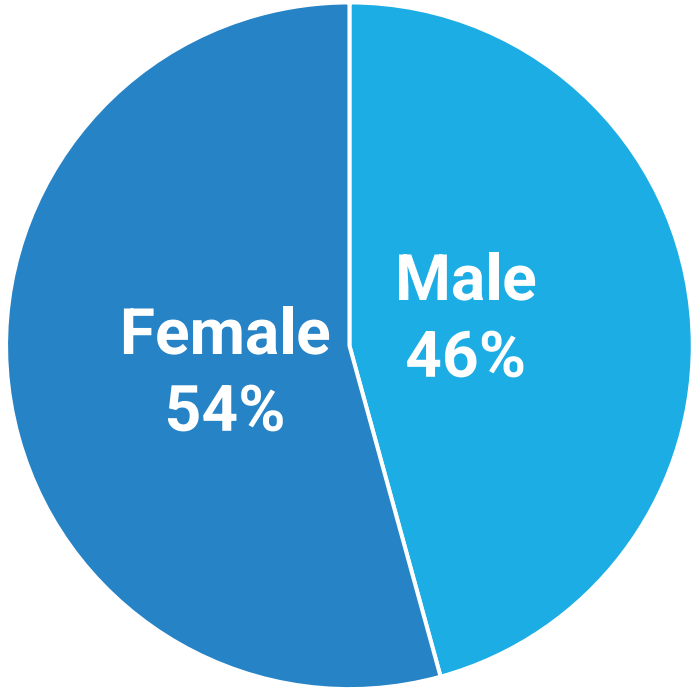
Overall, the programme is balanced by gender

Gender parity

International staff (190)



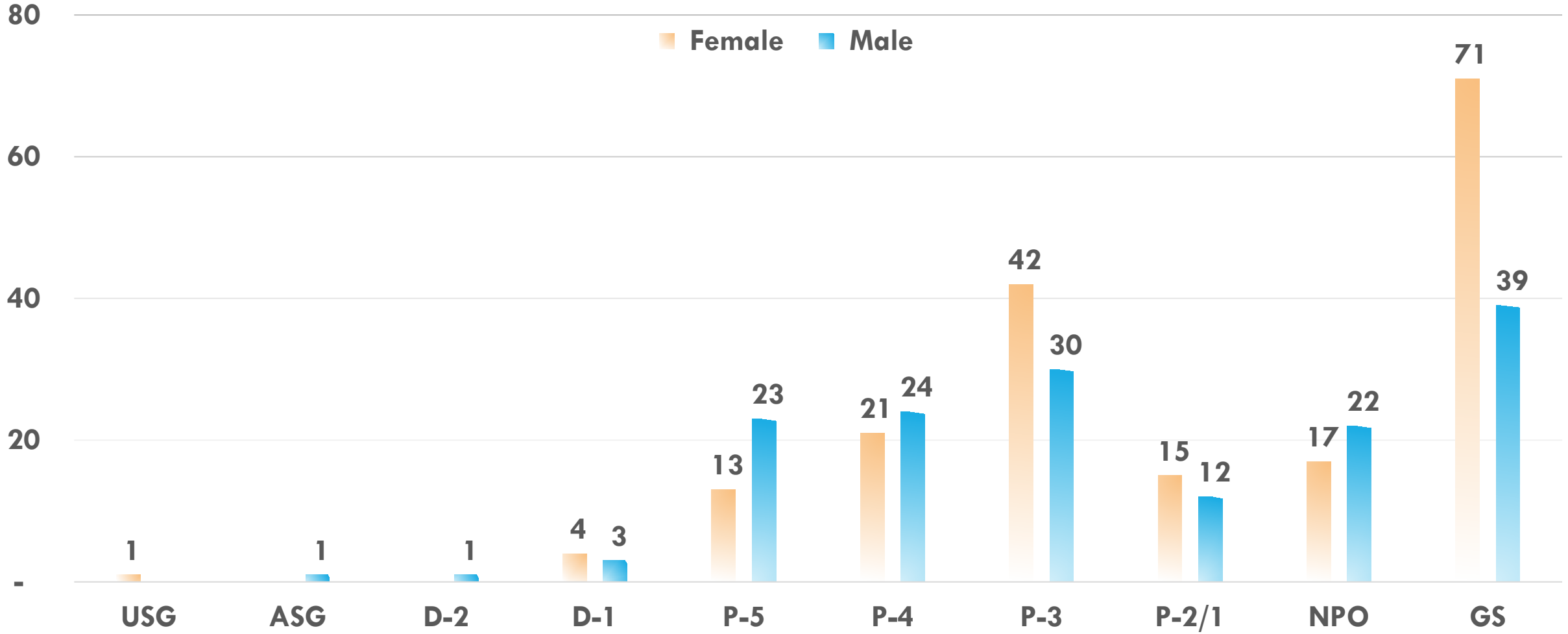
All staff (339)



* as at 30 September 2025

Opportunities remain at certain levels

Gender breakdown by staff level

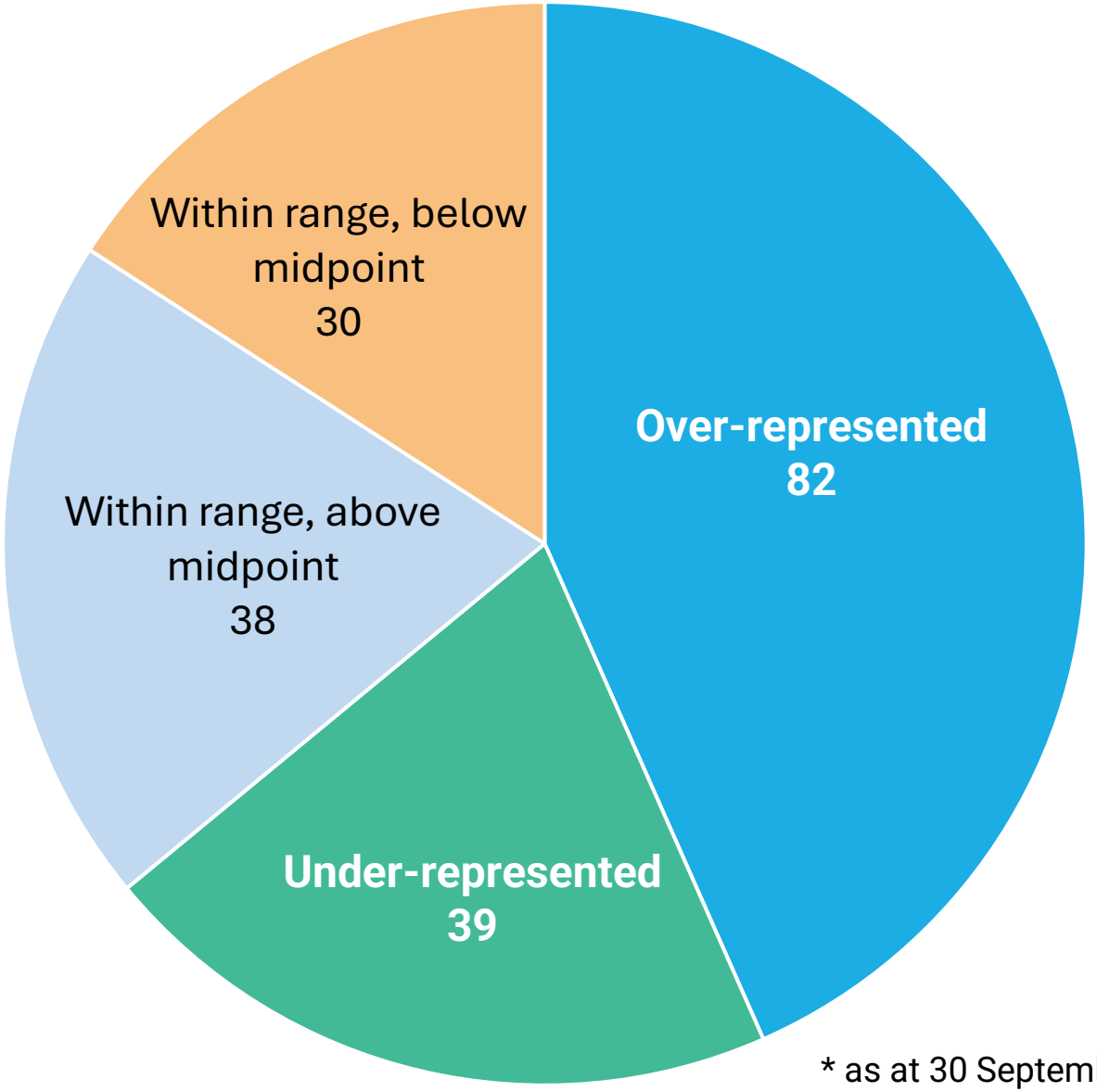


* as at 30 September 2025

Member State desirable ranges for international staff

Amongst all 193 Member States, the objective is for all to be within the desirable range in the UN Secretariat

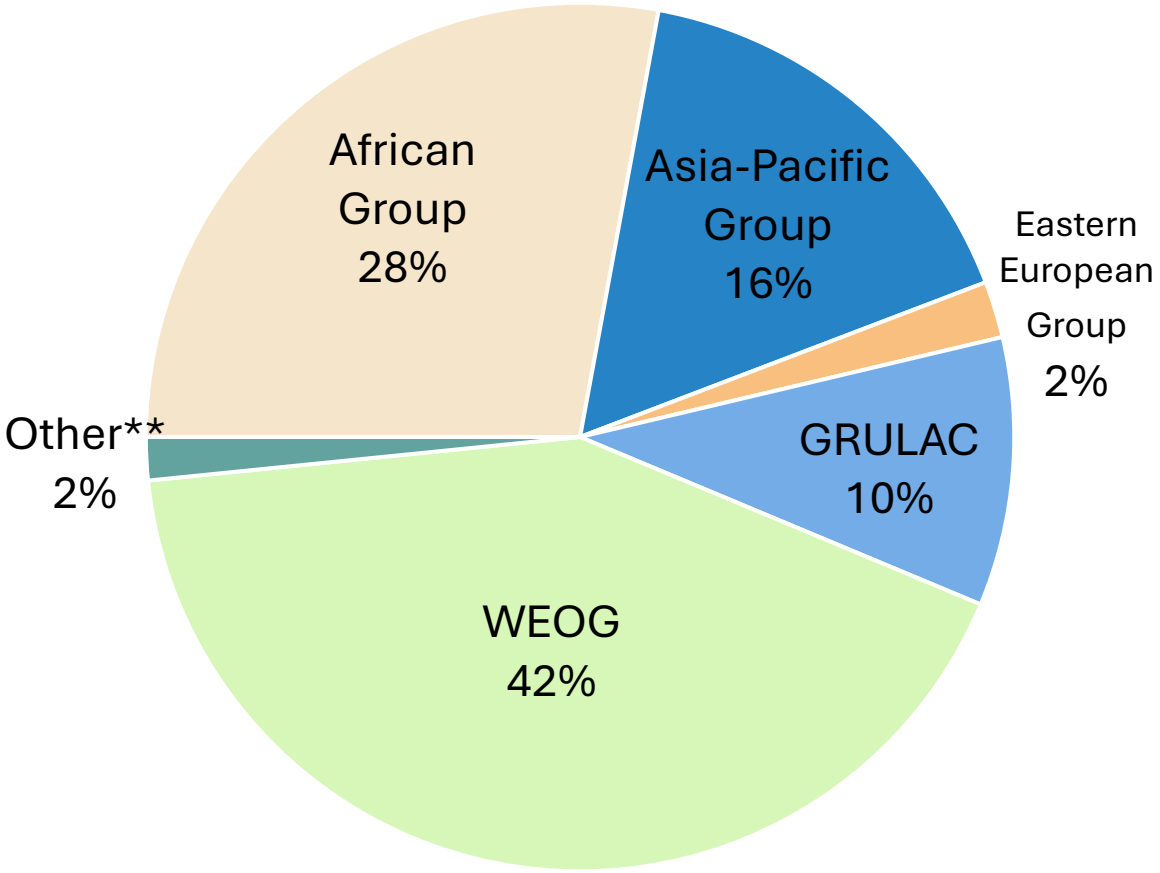
In the selection of international staff, due consideration is given to candidates from un-represented and under-represented Member States



* as at 30 September 2025

Regional breakdown of staff

International staff (190)



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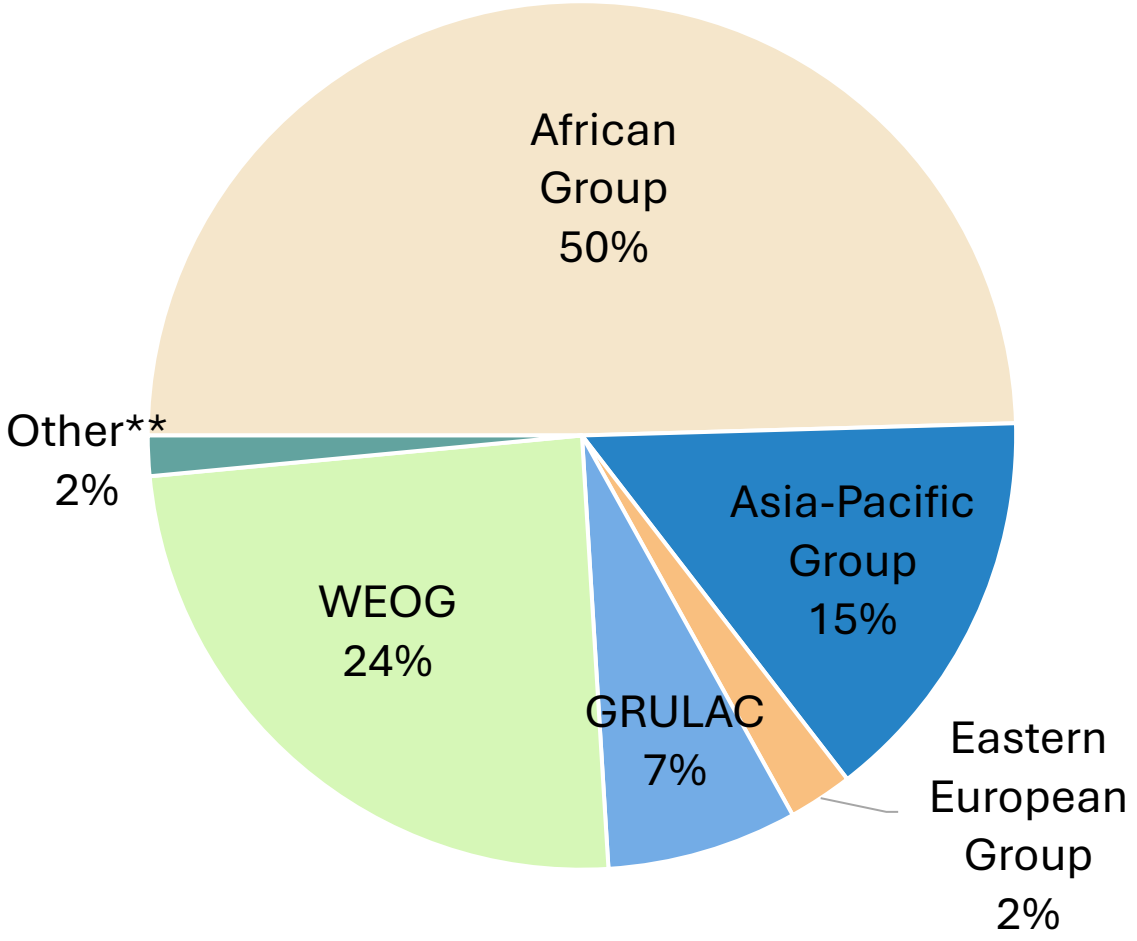

* as at 30 September 2025
** not part of any regional group

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Thank you