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Foreword

UN-Habitat is entrusted with supporting Member States and other key stakeholders, in addressing the many challenges of sustainable urbanization. In this regard, UN- Habitat is resolutely committed to support the implementation of the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA) goal to engage all in the 'urban advantage'.

This document presents UN-Habitat 2021 Programme plan and demonstrates the concrete ways in which the programme will continue, alongside all its valued partners, to support and drive the delivery of sustainable urbanization.

In May 2019, at its first session, UN-Habitat Assembly approved the Strategic Plan for the period 2020-2023 which was endorsed by the Committee of Permanent Representatives. The basis of the Plan is UN-Habitat's new vision of "**a better quality of life for all in an urbanizing world**" which encapsulated four subprogrammes designed to drive and focus UN Habitat's approach and delivery for more inclusive and integrated human settlements. These four subprogrammes are mutually reinforcing and interlinked in nature, thus they will form the basis of a focused, innovative, results- and learning-orientated 2021 programme plan. This programme plan builds on the 2020 programme plan as well as capitalizing on UN-Habitat's experience, lessons learned and extensive network of committed partners. Importantly, the subprogrammes address the key sustainability dimensions of inclusion (social, economic, cultural and environmental) and gender equality. The subprogrammes will be tested and showcased through five flagship programmes designed to galvanize an integrated approach and impact-oriented focus. This will allow us to explore the lessons and interactions between the normative and operational components of our work.

UN-Habitat continues to build on its strengths and global presence at a time of intensifying urbanization, and predictions that 70 percent of the world's population will live in urban settlements by 2050. With a significant presence in Asia and Africa, where 90 per cent of that urban growth is most likely to happen in the next 30 years, UN-Habitat will play a leading role in supporting sustainable urbanization worldwide.

With a strong commitment to adapt the way we do business and the strong support of existing and new partners, the 2021 programme plan reframes UN-Habitat's intent to effectively and efficiently deliver results that positively transform lives in cities and communities around the world. Over the past years, UN-Habitat has been able to carry out its work thanks to the support of Member States and other donors. However, since 2009, voluntary general purpose contributions have declined by over seventy-five per cent. Without the full support of Member States and other donors in funding the approved programme of work there remains a risk that the deliverables may not be fully achieved.

More than ever, well-planned and well-governed cities are a key part of the world's future sustainability. The structures, design and activities undertaken in towns and cities will help us all address issues related to ongoing poverty, social exclusion and spatial inequality. Inclusive and innovative approaches will support cities and towns to address pressing issues around climate change and the environment, as well as prepare for and respond to crises that force thousands to leave their homes in search of peace and work. Despite these challenges, human settlement offers hope. It provides the spaces and places for positive engagement, productive livelihoods, diverse communities and ultimately, shared prosperity. This ''urban advantage'' was reinforced in Quito in 2016 at Habitat III, when Member States adopted the dynamic New Urban Agenda, a framework that contributes to the implementation of the Sustainable Development Goals (SDGs).

We must now intensify our actions. The implementation of the Strategic Plan 2020-2023 must continue to reflect our renewed vision, focus on impact, and achievement of the SDGs. In this regard, I am pleased to present our 2021 programme plan as another example of our commitment to leave no-one behind.

(*Signed*) Maimunah **Mohd Sharif**
Executive Director, United Nations Human Settlements Programme

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

15.1   The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring and reporting on global progress in implementation of the New Urban Agenda, and Sustainable Development Goal 11. The mandate derives from priorities established by General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly through resolution 73/239 established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, a 36-member Executive Board and a Committee of Permanent Representatives.

Strategy and external factors for 2021

15.2   By 2050, almost seventy per cent of the world's population is expected to live in cities, making urbanization one of the most significant trends of the twenty-first century. Urbanization is now a global phenomenon but there are considerable regional and socio-political disparities as to who benefits from it. Ninety per cent of urban growth takes place in less developed regions, where it is mostly unplanned, and capacities and resources are most constrained. Unplanned urban growth fuels the expansion of informal settlements and slums and the resultant urban poverty, inequality and lack of adequate and affordable housing. Globally, more than 1.6 billion people live in inadequate housing and over 1 billion live in slums and informal settlements. People living in slums and informal settlements often experience additional forms of exclusion and poverty-inducing factors such as lack of land rights and tenure security, reduced capacity to engage in decent livelihood generating activities and social exclusion and marginalization, which disproportionately affect women, young people, older persons, migrants and other marginalized groups. Additionally, 1.2 billion people lack access to clean drinking water, 2.5 billion lack access to safe sanitation and fewer than 35 per cent of cities in developing countries treat their wastewater. In some parts of the world, urban areas are increasingly becoming epicentres of crises, insecurity and violence, sometimes contributing to displacement and forced migration. Currently, there are currently 763 million internal migrants and 224 million international migrants globally, most of whom live in urban areas, often under difficult conditions. Cities are also hot spots for environmental and energy challenges accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions and more than 70 per cent of resource use. The urban poor suffer the worst consequences of climate change-related disasters, natural and human-made crises and conflicts.

15.3   While urbanization brings along challenges, it also presents huge opportunities to bring benefits to all levels of human settlements through the urban advantage. Indeed, if planned in an inclusive and integrated manner this urban advantage can be realized through effective concentration of resources, jobs, and the structures and services necessary to promote a decent quality of life and inclusive communities.

15.4   The UN-Habitat strategy for delivering the annual workplan and budget in 2021 is driven by the Strategic Plan 2020–2023. As part of its strategic plan process, UN-Habitat reviewed its strengths, weaknesses, opportunities and threats; and recalibrated it's a vision, mission and strategic focus.

15.5   Overall, the Strategic Plan gives the clear message that UN-Habitat is strengthening and moving towards a more innovative, delivery-focused, partnership-oriented model of operation with a view to mainstream impacts towards sustainable urbanization. Additionally, the plan makes clear that UN-Habitat aims to be a dynamic, fit for purpose organization. More specifically, the plan outlines the mode of delivery of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals, especially SDG 11.

15.6   UN-Habitat's vision as contained in the strategic plan focuses on impact and improving people's lives - "A better quality of life for all in an urbanizing world". The mission is "to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one behind". There are four interconnected and mutually reinforcing domains of change against which the subprogramme structure of the programme of work is aligned. These are:

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

   b)   Enhanced shared prosperity of cities and regions;

   c)   Strengthened climate action and improved urban environment;

   d)   Effective urban crisis prevention and response.

15.7   The four subprogrammes were approved in the Strategic Plan 2020-2023 by the first session of the UN-Habitat Assembly, which met in May 2019 in Nairobi.

15.8   As part of the Strategic Plan 2020-2023, UN-Habitat is positioning itself in the following ways:

   e)   It will conclude full operationalization of these subprogramme areas which will be delivered through a combination of the traditional programme and activity areas of UN-Habitat as well as through five integrated and catalytic flagship programmes. Additionally, UN-Habitat will continue to deliver its initiatives by leveraging integrated, partnership driven work practice underpinned by more systematic interrelations between the normative and operational work of UN-Habitat.

   f)   The flagship programmes signal a paradigm shift in the way UN-Habitat works and can help bring about transformative change in cities and human settlements. The flagship programmes deepen the programming coherence in view of achieving transformative results and leaving no one behind.

   g)   The flagship programme "Inclusive, vibrant neighbourhoods and communities" responds with spatial interventions to all four subprogrammes. It employs urban regeneration as a tool to reduce spatial inequalities and poverty. Supporting the social, economic, and environmental transformation of deprived areas and strategic locations within a city will result in connected, dynamic, diverse and vibrant neighbourhoods. This transformation of urban areas will increase the equality of outcomes for all.

   h)   The flagship programme "People-focused smart cities" addresses all four subprogrammes by promoting the deployment of technological innovations to realize sustainability, inclusivity, prosperity and right to adequate housing. This will make the urban digital transformation work for the benefit of all.

   i)   The flagship programme "Climate resilience of the urban poor" contributes to all subprogrammes by leveraging large scale investment to build urban adaptation and climate resilience in the global hotspots of vulnerability, and also address issues of spatial inequality.

   j)   The flagship programme "Inclusive cities - enhancing the positive impacts of urban migration" responds to subprogrammes 1, 2, and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people. This programme will foster social cohesion amongst host and migrant communities, increase inclusive access to urban services and improve living conditions and while promoting human rights.

k) The flagship programme "SDG cities" addresses all four subprogrammes, improving the overall implementation of the SDGs by supporting cities to connect evidence to policies and sources of finance.

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

15.10   The 2021 Programme of Work will continue to streamline social inclusion as a process and outcome to address key cross cutting issues (old persons, children, people with disabilities as well as gender and youth) which will strengthen UN-Habitat's programming towards leaving no one behind.

15.11   Through its normative work and research, which focuses on the "how to" component of sustainable urbanization, UN-Habitat will develop new guiding frameworks, tools and capacity-building materials, sets standards, proposes norms and principles and share good practices. It will also monitor global progress and support intergovernmental, regional, national and subnational bodies in their formulation of policies related to sustainable cities and human settlements. In so doing, UN-Habitat will build on its experience of evidence-based normative work such as the global flagship reports (the Global Report on Human Settlements and the State of the World's Cities report, now combined into the periodic World Cities Report and various themed reports) and the Global Urban Indicators database. More systematic engagement will occur with global networks to develop and test these tools such as the Global Land Took Network (GLTN), the Global Water Operators' Partnerships Alliance (GWOPA) and the Global Network for Safer Cities (GPSC). UN-Habitat will use its globally recognized guides like the International Guidelines on Decentralization and Access to Basic Services for All, the International Guidelines on Territorial and Urban Planning and International Guidelines for Safer Cities and Human Settlements.

15.12   Additionally, technical cooperation work will build upon the UN-Habitat experience of implementing programmes and projects, at the local, national and regional levels to guide the work and ensure that there is demonstrable impact on the lives of beneficiaries. Over the years, UN-Habitat has developed a wide range of diverse projects, focused in large part on integrated programming for sustainable urbanization, as well as crisis response through to post-disaster and post-conflict reconstruction and rehabilitation.

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

15.14   In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities across the four subprogrammes themes and mobilize public and political support. It will continue to make maximum use of advocacy and knowledge platforms, including its own website and key global meetings like the World Urban Forum (which now also serves as one of the platforms on the reporting processes of the New Urban Agenda), World Cities Day and World Habitat Day.

15.15   As a focal point for sustainable urbanization and human settlements, UN-Habitat will monitor and report on global conditions and trends, as well as lead and coordinate the implementation of the New Urban Agenda in the United Nations system, in collaboration with other United Nations agencies. It will rely on the use of technological innovative and smart solutions for basic services (water, sanitation, energy and waste management) as well as transport and

mobility, robust data and analysis generated through tools such the Global Urban Observatory and the City Prosperity Initiative (which started as City Prosperity Index), to support the global monitoring of the Sustainable Development Goals related to urban development.

15.16   UN-Habitat will collaborate with other United Nations agencies to mainstream SDG achievements and further develop an action framework on the implementation of the New Urban Agenda and regional action plans, as well as a system-wide strategy on sustainable urbanization. UN-Habitat, within the context of its normative role, will continue to work closely with the Department of Economic and Social Affairs (DESA) and the regional economic commissions as a knowledge platform and the first global port of call for data and knowledge on cities, towns and rural settlements in all regions and countries of the world and also collaborate with UN Resident Coordinator (RC) system to improve the efficiency and effectiveness of operational activities at the country level.

15.17   UN-Habitat will support efforts by Member States to develop policies, frameworks and actions that boost the productivity of cities and regions through an integrated territorial development approach. This will be done through collaboration with local and regional governments and their associations, the World Bank, regional development banks, DESA, United Nations Economists' Network, UN regional economic commissions, UNCTAD, UNIDO, UNDP, the European Union, Organization for Economic Cooperation and Development (OECD), financial institutions, foundations and academia.

15.18   To support Member States develop innovative policies and actions that promote inclusive and sustainable economic growth, employment and decent work for all, particularly women and youth; UN-Habitat will collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the International Labour Organization, International Organization for Migration (IOM), the United Nations Industrial Development Organization (UNIDO), the United Nations Innovation Network, technology companies, "smart city" associations, innovation hubs, academia and other organizations. To mainstream environmental sustainability into urban development, UN-Habitat will collaborate with UNEP to implement the Greener Cities Partnership; with UNFCCC to develop national climate actions plans; and with the United Nations Office for Disaster Risk Reduction, World Bank, European Union and UNDP to develop frameworks for joint financing mechanisms and harmonizing the implementation of the Sendai Framework. UN-Habitat will collaborate with UNHCR, UNDP, IOM and the World Food Programme to integrate sustainable urban development into the humanitarian response; and with UNODC to promote safety in public spaces. UN-Habitat will collaborate with WHO and UNICEF on the monitoring of water and sanitation; and on mainstreaming the New Urban Agenda into UN-Water and UN-Energy. UN-Habitat will also collaborate with UN-Women to promote gender equality and ensure that women and girls are both beneficiaries of projects and integral in their design and implementation.

15.19   UN-Habitat support aims at developing the capacity of all levels of Government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development.

15.20   Regarding the external factors, the plan for 2021 is based on the following planning assumptions:

(a)   Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;

(b)   Ongoing requests from national and local governments for policy advice and technical support from UN-Habitat in the development and implementation of their urban policies, plans and strategies;

(c)   The availability of robust disaggregated urban data to support the research and advocacy work of the agency;

(d)   Continued social, political and macroeconomic stability in the areas in which UN-Habitat and partners will be implementing programmes and projects.

15.21   `UN-Habitat integrates a gender perspective in its operational activities, deliverables and results. For example, the highlighted planned result for 2021 for subprogramme 1 demonstrates the aim of UN-Habitat interventions to enhance tenure security for women in the Arab States. For subprogramme 4, the deliverables include advice on women's access to land in order to consolidate peace in post-conflict countries.

Legislative mandates

15.22   The programme continues to be guided by all mandates entrusted to it. The following constitute the list of legislative mandates at the programme level:

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation	71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium		
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements	71/256	New Urban Agenda
		72/146	Policies and programmes involving youth
53/242	Report of the Secretary-General on environment and human settlements	72/234	Women in development
		73/170	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
55/2	United Nations Millennium Declaration		
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (UN-Habitat)	73/239	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/242	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

UN-Habitat Assembly resolutions and decisions

1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023	¼	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
½	United Nations System-Wide Guidelines on Safer Cities and Human Settlements	1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development	1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

Governing Council resolutions

18/8	Youth and Sustainable Urbanization	20/16	Enhancing the involvement of civil society in local governance
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation	21/3	Guidelines on decentralization and strengthening of local authorities
20/1	Youth and human settlements		
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals	21/6	Urban youth development
		21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
20/7	Gender equality in human settlements development	22/9	South-south cooperation in human settlements

23/3	Support for pro-poor housing	24/12	Youth and sustainable urban development
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor	24/13	Country activities by the United Nations Human Settlements Programme
		25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
23/14	Sustainable Urban Development through Safer Cities		
24/4	Gender equality and women's empowerment to contribute to sustainable urban development	25/2	Strengthening national ownership and operational capacity
24/5	Pursuing sustainable development through national urban policies	25/6	International guidelines on urban and territorial planning
24/6	Supporting action for the creation of safer cities	25/7	United Nations Human Settlements Programme governance reform
24/7	Making slums a history: a worldwide challenge	26/4	Promoting safety in cities and human settlements
24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development	26/5	Regional technical support on sustainable housing and urban development by regional consultative structures
		26/6	World Urban Forum
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender	26/8	Promoting the effective implementation, follow-up to and review of the New Urban Agenda
		26/9	Human Settlements development in the Occupied Palestinian Territory

Economic and Social Council resolutions and decisions

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

Deliverables

15.23 The mandates provide the legislative framework for the programme's deliverables. Table 15.1 lists the cross-cutting deliverables, under the guidance of executive direction and management, by category and subcategory, for the period 2019–2021.

Table 15.1
Cross-cutting deliverables for the period 2019–2021, by category and subcategory

	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process				
Substantive service for meetings (number of 3-hour meetings)	-	-	**3**	**4**
1. Meetings of the Governing Bodies (UN-Habitat Assembly, Executive Board and CPR)	-	-	3	4
Parliamentary documentation (number of documents)	-	-	**-**	**2**
1. UN-Habitat inputs to reports of the Secretary-General and other UN system-wide documents	-	-	-	1
2. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): Report of the Secretary-General	-	-	-	1
B. Generation and transfer of knowledge				
Publications (number of publications)	-	-	**5**	**6**
3. UN-Habitat flagship reports	-	-	4	5
4. UN-Habitat annual report	-	-	1	1

Non-quantified deliverables
C. Communication deliverables

Outreach programmes, special events and information materials: Brochures, flyers and profiles on urban monitoring and reporting, public information materials and advocacy for national and regional fora and key events, including World Urban Forum, World Habitat Day; World Cities Day; Private sector focused engagement frameworks; Approximately 5 events, 2 on empowerment of women, youth and vulnerable groups, 1 on Commission of the Status of Women, 1 on the World Urban Forum and at the UN-Habitat Assembly.

Digital platforms and multimedia content: Mobile phone-based application content for national and citywide citizen consultation in the realization of SDG11;

Evaluation activities

15.24 The following evaluations and self-evaluations completed in 2019 have guided the programme plan for 2021:

a) Self-evaluation: Evaluation of Impact, Outcomes of the Ninth Session of the World Urban Forum (WUF);
b) Self-evaluation: Evaluation of the World Cities Day;
c) Self-evaluation: Evaluation of the Project for Strengthening National Capacities to formulate and adopt Housing and Slum Upgrading Strategies;
d) Self-evaluation: Mid-term Programme Evaluation of the Kabul Strengthening Municipal Nahias Program (K-SMNS);
e) Self-evaluation: Evaluation of the Strategic Development Phase for the Global Future Cities Programme;
f) Self-evaluation: Evaluation of the Project for City Resilience in Afghanistan;
g) Self-evaluation: Evaluation of the Future Saudi Cities Programme;
h) Self-evaluation: Evaluation of the UN-Habitat Country Programme in Lebanon;
i) Self-evaluation: Evaluation of the Clean and Green Cities Programme.

15.25 The findings of the evaluation and self-evaluations referenced in paragraph 15.2 above have been considered for the programme plan for 2021. Evaluation recommendations have informed the development of the Strategic Plan for 2020-2023 and reorganisation of UN-Habitat to

strengthen accountability, effectiveness and efficiency. For example, based on recommendations of the evaluation on World Cities Day (WCD), UN-Habitat has taken action to strengthen facilitation and integration of WCD events and knowledge products in UN-Habitat's work and with other UN entities.

15.26 The following evaluations and self-evaluations are planned for 2021:

    a) End of programme evaluation of the Municipal Governance Support Programme (MGSP) in Afghanistan;

    b) Accelerating Climate Action Through the Promotion of Urban Low Emission Development Strategies (Urban-LEDS) End of Phase II evaluation;

    c) Two country self-evaluations;

    d) Six project self-evaluations on projects that close in 2020;

    e) Two thematic self-evaluations.

Overall financial overview

15.27 The financial framework of UN-Habitat comprises three broad sources of funding namely (i) the United Nations regular budget allocations, which are approved by the General Assembly; (ii) United Nations Habitat and Human Settlements Foundation contributions, from which non-earmarked1 budget allocations are approved by the Executive Board, and earmarked2 budget allocations are approved by the Executive Director and (iii) technical cooperation contributions, from which the budget allocations are also approved by the Executive Director. For management purposes, the Foundation non-earmarked account and the regular budget are considered to be the "core resources" of UN-Habitat.

15.28 Regular budget appropriations are approved by the General Assembly and fall into two main categories: Section 15 (human settlements) and Section 23 (regular programme of technical cooperation). The regular programme of technical cooperation is for sectoral advisory services in the field of human settlements and sustainable urban development. Other regular budget resources allocated to UN-Habitat through other agencies include: Section 2 (department of conference services) which are allocations in support of UN-Habitat mandated components of conferences; and Section 35 (development account related to specified development projects.

15.29 Programme support revenue is earned from the implementation of the earmarked funds which is a percentage of total expenditures on direct programme costs in line with administrative instructions ST/AI/286.

15.30 Contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds: non-earmarked and earmarked. Non-earmarked foundation contributions are voluntary contribution allocations from Governments which are approved by the Executive Board in accordance with agreed priorities to support the implementation of the approved UN-Habitat programme of work. Earmarked foundation contributions are voluntary contributions from Governments and other donors for the implementation of specific activities that are included in the programme of work. These contributions generally cover global, thematic and multi-country projects and include trust funds.

15.31 Technical cooperation contributions are earmarked voluntary resources from Governments and other non-government donors for the implementation of specific technical country-level activities consistent with the mandate of UN-Habitat and its programme of work and Strategic Plan.

15.32 The consolidated work programme and budget for the year 2021 has been prepared following an analysis of the targeted income from the three sources of funding for the biennium based on the resource requirements for the implementation of the proposed annual programme of work. In line with General Assembly resolution 67/226, all efforts have been made to consolidate projected core and non-core resources within an integrated budgetary framework, on the basis of the priorities of the new strategic plan for the period 2020–2023.

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[1] These are also known as general purpose allocations
[2] Also known as special purpose allocations

Resource plan

15.33 UN-Habitat foresees to make considerable progress in its earmarked funding comprising foundation earmarked and technical cooperation funds. The organisation's business model also relies on the support of its core budget made up of the regular budget allocations and foundation non-earmarked accounts. In this area, over a period of many years, contributions from Member States to the Foundation non-earmarked fund have fallen far short of the budget approved by member States. In the biennium 2012–2013, member states approved $70.2 million but actually contribute cash amounting to only $22.7 million (32 per cent). Following the experiences of 2012–2013, the UN-Habitat approved budget was adjusted downwards to $45.6 million in 2014–2015 and 2016–2017. The budget was further reduced to $26.0 million in the 2018-2019 biennium. The total amount received was only $10.1 million (22 per cent) in 2014–2015, and $5.0 million in the 2016–2017 biennium (11 per cent). The actual receipts for non-earmarked contributions through the Foundation general purpose fund in 2018–2019 amounted to $8.7 million (33.3 per cent).

15.34 With the approval of the new Strategic Plan for the period 2020-2023 and the renewed commitment of Member States to support the programme of work of the organisation following reforms that included the governance structure and the new organisation structure, the Executive Board approved a budget of $18.9 million for the year 2020. The approval of the work programme and budget reflects the renewed commitment of Member States to UN-Habitat activities and their acknowledgement of the organization's efforts, as well as the positive relationship between investments and results.

15.35 The overall resource requirements for UN-Habitat for the year 2021 are projected at $266.4 million, reflecting an increase of 5.9 per cent over the $251.6 million estimated for the year 2020. This projection represents continued demand for normative activities and other activities within the technical cooperation budget, in the areas of UN-Habitat advisory services, and support for capacity-building and operational activities at the local, subnational and national levels.

15.36 Table 15.2 shows resource requirements by source of funds and expenditure category, while table 15.3 gives a breakdown by funding category. Table 15.4 shows provides an overview of resource requirements by strategic area.

Table 15.2
Overview of resource requirements by source of funds
(thousands of United States dollars)

	Resources					Posts		
Source of funds	*Actual 2019*	*Approved appropriations 2020*	*Change amount*	*% change*	*Estimates 2021*	*2020*	*Changes*	*2021*
Foundation non-earmarked								
Post	4,830.6	16,919.3	9,190.5	54.3	26,109.8	135	48	183
Non-post	465.0	2,008.1	5,815.5	289.6	7,823.6			
Subtotal	**5,295.6**	**18,927.4**	**15,006.0**	**79.3**	**33,933.4**	**135**	**48**	**183**
Regular budget								
Post	10,565.8	9,800.6	2,740.2	28.0	12,540.8	73	–	73
Non-post	4,829.6	1,362.2	283.1	20.8	1,645.3			
Subtotal	**15,395.4**	**11,162.8**	**3,023.3**	**27.1**	**14,186.1**	**73**	**–**	**73**
Programme support								
Post	5,299.9	5,656.6	670.8	11.9	6,327.4	47	–	47
Non-post	6,328.1	4,984.4	(986.2)	(19.8)	3,998.2			
Subtotal	**11,628.0**	**10,641.0**	**(315.4)**	**(3.0)**	**10,325.6**	**47**	**–**	**47**
Foundation earmarked								
Post	593.0	-	-	-	-	-	-	-
Non-post	37,945.4	63,473.7	(19,506.9)	(30.7)	43,966.8			
Subtotal	**38,538.4**	**63,473.7**	**(19,506.9)**	**(30.7)**	**43,966.8**	**-**	**-**	**-**

Source of funds	Resources					Posts		
	Actual 2019	Approved appropriations 2020	Change amount	% change	Estimates 2021	2020	Changes	2021
Technical cooperation								
Post	1,446.5	-	-	-	-	-	-	-
Non-post	100,053.7	147,397.4	16,565.0	11.2	163,962.4			
Subtotal	**101,500.2**	**147,397.4**	**16,565.0**	**11.2**	**163,962.4**	**-**	**-**	**-**
Total by category								
Post	22,735.8	32,376.5	12,601.5	38.9	44,978.0	255	48	303
Non-post	149,621.8	219,225.8	2,170.5	1.0	221,396.3			
Total	**172,357.6**	**251,602.3**	**14,772.0**	**5.9**	**266,374.3**	**255**	**48**	**303**

Table 15.3
Overview of resource requirements by funding category
(thousands of United States dollars)

Category	Resources				
	Actual 2019	Approved budget 2020	Change amount	% change	Estimates 2021
Core resources					
Foundation non-earmarked	5,295.6	18,927.4	15,006.0	79.3	33,933.4
Regular budget	15,395.4	11,162.8	3,023.3	27.1	14,186.1
Subtotal	**20,691.0**	**30,090.2**	**18,029.3**	**59.9**	**48,119.5**
Earmarked resources (including trust funds)					
Foundation earmarked	38,538.4	63,473.7	(19,506.9)	(30.7)	43,966.8
Technical cooperation	101,500.2	147,397.4	16,565.0	11.2	163,962.4
Subtotal	**140,038.6**	**210,871.1**	**(2,941.9)**	**(1.4)**	**207,929.2**
Total, I	**160,729.6**	**240,961.3**	**15,087.4**	**6.3**	**256,048.7**
Programme support					
Programme support	11,628.0	10,641.0	(315.4)	(3.0)	10,325.6
Total, II	**11,628.0**	**10,641.0**	**(315.4)**	**(3.0)**	**10,325.6**
Total (I + II)	**172,357.6**	**251,602.3**	**14,772.0**	**5.9**	**266,374.3**

Table 15.4
Overview of resource requirements by strategic area
(thousands of United States dollars)

Strategic priority	Resources					Posts		
	Actual 2019	Approved budget 2020	Change amount	% change	Estimates 2021	2020	Changes	2021
Subprogramme 1								
Post	5,064.9	5,177.9	2,054.2	39.7	7,232.1	37	8	45
Non-post	72,901.2	49,224.4	18,769.2	38.1	67,993.6			
Subtotal	**77,966.1**	**54,402.3**	**20,823.4**	**38.3**	**75,225.7**	**37**	**8**	**45**
Subprogramme 2								
Post	1,504.8	4,802.7	1,220.7	25.4	6,023.4	35	5	40
Non-post	14,642.9	51,355.9	(4,554.8)	(8.9)	46,801.1			
Subtotal	**16,147.7**	**56,158.6**	**(3,334.1)**	**(5.9)**	**52,824.5**	**35**	**5**	**40**
Subprogramme 3								
Post	1,425.5	6,127.7	2,032.5	33.2	8,160.2	41	9	50
Non-post	17,392.1	32,499.8	9,164.8	28.2	41,664.6			
Subtotal	**18,817.6**	**38,627.5**	**11,197.3**	**29.0**	**49,824.8**	**41**	**9**	**50**
Subprogramme 4								
Post	5,035.3	4,903.2	3,798.6	77.5	8,701.8	47	9	56
Non-post	31,405.1	79,232.9	(19,267.7)	(24.3)	59,965.2			
Subtotal	**36,440.4**	**84,136.1**	**(15,469.1)**	**(18.4)**	**68,667.0**	**47**	**9**	**56**

| Strategic priority | Resources | | | | | Posts | | |
	Actual 2019	Approved budget 2020	Change amount	% change	Estimates 2021	2020	Changes	2021
Policy making organs								
Post	0.8	986.1	(121.8)	(12.4)	864.3	6	2	8
Non-post	1,089.7	130.8	1,280.1	978.7	1,410.9			
Subtotal	**1,090.5**	**1,116.9**	**1,158.3**	**103.7**	**2,275.2**	**6**	**2**	**8**
Executive direction and management								
Post	4,229.6	4,201.6	2,055.2	48.9	6,256.8	46	(9)	37
Non-post	7,902.9	1,830.6	(185.0)	(10.1)	1,645.6			
Subtotal	**12,132.5**	**6,032.2**	**1,870.2**	**31.0**	**7,902.4**	**31**	**6**	**37**
Programme support								
Post	3,435.5	6,177.3	1,562.1	25.3	7,739.4	58	9	67
Non-post	6,327.2	4,951.4	(3,036.1)	(61.3)	1,915.3			
Subtotal	**9,762.7**	**11,128.7**	**(1,474.0)**	**(13.2)**	**9,654.7**	**58**	**9**	**67**
Total by category								
Post	20,696.4	32,376.5	12,601.5	38.9	44,978.0	255	48	303
Non-post	151,661.1	219,225.8	2,170.5	1.0	221,396.3			
Total	**172,357.5**	**251,602.3**	**14,772.0**	**5.9**	**266,374.3**	**255**	**48**	**303**

15.37 The resource estimates of the organization for the year 2021 are organized according to the four strategic areas of the 2020–2023 strategic plan. Table 15.5 restates the estimated resources for the year 2020 according to the four strategic areas and presents resource requirements for the year 2021. Resources are categorized by source of funding and category of expenditure. The allocation of resources across the four subprogrammes is based on an analysis of resource requirements for each strategic area based on the deliverables for each subprogramme for the year 2021, and the strategic priorities of UN-Habitat.

15.38 The greater part of the budget of the organization – $207.9 million, or 78.0 per cent – is reserved for programme activities, both normative and operational. Of the remaining $58.5 million, $10.3 million, or 3.9 per cent, is budgeted for programme support activities, and $48.1 million, or 18.1 per cent, is for core normative activities and also for support to policy making organs, executive direction and management, which includes evaluation and the liaison offices.

Table 15.5
Appropriations / Allocations for the year 2020 and resource requirements for the year 2021 by source of funding and expenditure category across the 2021 strategic priorities

(thousands of United States dollars)

Strategic priority	Foundation non-earmarked	Regular budget	Programme support	Foundation earmarked	Technical cooperation	Total	Post	Non-Post
2020 appropriation / allocations								
Subprogramme 1	2,949.4	2,032.5	855.9	-	26,303.4	32,141.2	5,177.9	67,993.6
Subprogramme 2	2,277.0	2,313.3	841.2	-	36,388.2	41,819.7	4,802.7	46,801.1
Subprogramme 3	3,497.2	2,021.4	1,236.4	-	25,174.2	31,929.2	6,127.7	41,664.6
Subprogramme 4	3,062.1	1,578.2	1,038.8	-	59,531.6	65,210.7	4,903.2	59,965.2
Policy making organs	439.1	566.2	111.6	-	-	1,116.9	986.1	1,410.9
Executive direction and management	2,856.0	1,663.1	713.1	286.0	-	5,518.2	4,201.6	1,645.6
Programme support	3,846.6	988.1	5,844.0	350.0	-	11,028.7	6,177.3	1,915.3
Total	**18,927.4**	**11,162.8**	**10,641.0**	**63,473.7**	**147,397.4**	**251,602.3**	**32,376.5**	**221,396.3**
Post	16,919.3	9,800.6	5,656.6	-	-	32,376.5	32,376.5	221,396.3
Non-Post	2,008.1	1,362.2	4,984.4	63,473.7	147,397.4	219,225.8	-	-
Total	**18,927.4**	**11,162.8**	**10,641.0**	**63,473.7**	**147,397.4**	**251,602.3**	**32,376.5**	**221,396.3**

Strategic priority	Foundation non-earmarked	Regular budget	Programme support	Foundation earmarked	Technical cooperation	Total	Post	Non-Post
2021 estimates								221,396.3
Subprogramme 1	5,850.7	2,571.5	1,296.0	18,961.1	46,546.4	75,225.7	7,232.1	67,993.6
Subprogramme 2	4,054.6	2,992.0	1,042.6	12,741.9	31,993.4	52,824.5	6,023.4	46,801.1
Subprogramme 3	6,767.8	2,682.6	1,094.8	5,108.4	34,171.2	49,824.8	8,160.2	41,664.6
Subprogramme 4	6,567.7	2,390.7	1,937.8	6,519.4	51,251.4	68,667.0	8,701.8	59,965.2
Policy making organs	978.7	686.3	610.2	-	-	2,275.2	864.3	1,410.9
Executive direction and management	5,170.8	1,708.4	737.2	286.0	-	7,902.4	6,256.8	1,645.6
Programme support	4,543.1	1,154.6	3,607.0	350.0	-	9,654.7	7,739.4	1,915.3
Total	**33,933.4**	**14,186.1**	**10,325.6**	**43,966.8**	**163,962.4**	**266,374.3**	**44,978.0**	**221,396.3**
Post	26,109.8	12,540.8	6,327.4	-	-	44,978.0	44,978.0	-
Non-Post	7,823.6	1,645.3	3,998.2	43,966.8	163,962.4	221,396.3	-	221,396.3
Total	**33,933.4**	**14,186.1**	**10,325.6**	**43,966.8**	**163,962.4**	**266,374.3**	**44,978.0**	**221,396.3**

15.39   UN-Habitat will focus on working with Member States to achieve more predictable multi-year funding for the normative work of the organization, by expanding the donor base, and mobilizing support from new initiatives to be carried out in support of the implementation the Sustainable Development Goals and the New Urban Agenda. The programme will make more effort to raise more core resources for its programme of work.

15.40   Table 15.6 shows a comparison of expenditure for the years 2019, 2020 and projections for 2021. Table 15.7 shows expenditure by category for each funding source and table 7 shows the breakdown of expenditure by subcategory for each strategic area.

Table 15.6
Resource breakdown by subcategory of expenditure from 2019–2021
(thousands of United States dollars)

Subcategory of expenditure	Actual 2019	Approved appropriations 2020	Change amount	% change	Estimates 2021
Posts	20,701.1	32,376.5	12,601.5	38.9	44,978.0
Other staff costs	64,119.8	63,338.0	11,572.9	18.3	74,910.9
Hospitality	81.7	107.8	(82.0)	(76.1)	25.8
Consultants	324.1	18,764.0	(17,345.0)	(92.4)	1,419.0
Travel of representatives	4.4	40.0	(40.0)	(100.0)	-
Travel of staff	3,437.7	15,272.0	(24.0)	(0.2)	15,248.0
Contractual services	15,734.2	17,717.9	3,341.0	18.9	21,058.9
General operating expenses	16,984.5	28,035.4	1,774.0	6.3	29,809.4
Supplies and materials	655.8	4,322.4	(288.3)	(6.7)	4,034.1
Furniture and equipment	1,883.6	6,246.8	(1,786.0)	(28.6)	4,460.8
Grants and contributions (out)	48,430.6	65,381.5	5,047.9	7.7	70,429.4
Total	**172,357.5**	**251,602.3**	**14,772.0**	**5.9**	**266,374.3**

Table 15.7

Resource breakdown by subcategory of expenditure and source of funding

(thousands of United States dollars)

Subcategory of expenditure	Foundation non-earmarked	Regular budget	Programme support	Foundation earmarked	Technical cooperation	Total
Posts	26,109.8	12,540.8	6,327.4	-	-	44,978.0
Other staff costs	50.0	365.7	340.0	19,120.0	55,035.2	74,910.9
Hospitality	18.0	7.8	-	-	-	25.8
Consultants	750.0	215.0	454.0	-	-	1,419.0
Travel of staff	3,321.5	144.7	595.5	4,295.7	6,890.6	15,248.0
Contractual services	794.1	252.0	571.4	3,586.3	15,855.1	21,058.9
General operating expenses	2,624.1	499.9	1,930.5	5,308.1	19,446.8	29,809.4
Supplies and materials	83.4	42.6	25.8	890.9	2,991.4	4,034.1
Furniture and equipment	27.5	117.6	81.0	561.8	3,672.9	4,460.8
Grants and contributions (out)	155.0	-	-	10,204.0	60,070.4	70,429.4
Total	**33,933.4**	**14,186.1**	**10,325.6**	**43,966.8**	**163,962.4**	**266,374.3**

Table 15.8

Resource breakdown by subcategory of expenditure and strategic priority

(thousands of United States dollars)

Subcategory of expenditure	Subprogramme 1	Subprogramme 2	Subprogramme 3	Subprogramme 4	Policy making organs	Executive direction & Mgmt	Programme support	Total
Posts	7,232.1	6,023.4	8,160.2	8,701.8	864.3	6,256.8	7,739.4	44,978.0
Other staff costs	23,303.3	17,771.1	12,835.6	20,407.6	125.1	357.7	110.5	74,910.9
Hospitality	-	-	-	-	19.8	6.0	-	25.8
Consultants	292.1	322.0	217.0	312.0	-	213.6	62.3	1,419.0
Travel of staff	4,708.2	3,541.8	2,729.6	3,823.4	10.0	297.3	137.7	15,248.0
Contractual services	6,655.0	4,413.4	3,181.9	6,000.9	16.3	127.9	663.5	21,058.9
General operating expenses	8,662.7	6,109.7	4,952.0	7,439.1	1,236.2	562.4	847.3	29,809.4
Supplies and materials	1,394.7	907.9	677.2	989.3	3.5	30.5	31.0	4,034.1
Furniture and equipment	1,199.3	1,085.2	826.2	1,246.9	-	40.2	63.0	4,460.8
Grants and contributions	21,778.3	12,650.0	16,245.1	19,746.0	-	10.0	-	70,429.4
Total	**75,225.7**	**52,824.5**	**49,824.8**	**68,667.0**	**2,275.2**	**7,902.4**	**9,654.7**	**266,374.3**

(a) Foundation non-earmarked budget

15.41 The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from non-earmarked contributions for the year 2021 is $33.9 million, an increase of 79.3 per cent over the previous year. This budget level will entail an ambitious approach to resource mobilization, requiring a strong and focused resource mobilization effort aimed at increasing non-earmarked contributions while maintaining a conservative approach to what it might actually be possible to mobilize. It also guarantees the delivery of mandated activities, assuming that funds are available. Posts will be utilized according to the availability of funds, and all Member States are requested to play their part in ensuring that the approved budget is fully funded.

(b) Regular budget

15.42 The amount of regular budget allocations for 2021 is projected at $14.2 million which represents a 27.1 per cent increase pending a review of the proposals to be submitted to the General Assembly for approval. Support to policy making bodies accounts for $0.7 million (4.8 per cent). Programme activities account for $10.6 million (74.6 per cent), while $1.2 million (8.4 per cent) is for programme support services and $1.7 million (12 per cent) for executive direction and management. Since the United Nations regular budget is subject to the approval of the General Assembly, the amounts quoted for 2021 are only indicative. Accordingly, any

cost adjustments to this part of the resource plan will be affected at the United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

(c)   Foundation earmarked budget

15.43   The estimated budget for the year 2021 is $44.0 million, of which $43.3 million (98.4 per cent) is for programme activities, $3.6 million (8.2 per cent) for programme support services, $0.3 million (0.7 per cent) for executive direction and management (see table 15.5). This represents a projected increase of 30.7 per cent below the $63.5 million estimated for the year 2020.

15.44   As reflected in table 15.9, the United Nations Habitat and Human Settlements Foundation earmarked component incorporates the corresponding programme support cost (overhead) element of $3.3 million estimated at an average of 8.1% of the total cost of foundation earmarked programme costs. This amount represents the contribution of the foundation earmarked portfolio to the programme support cost revenue account for 2021. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 15.9
Foundation earmarked resources composition
(thousands of United States dollars)

Category	Actual 2019	Approved appropriations 2020	Change amount	% change	Estimates 2021
Direct programme costs	35,803.7	59,321.0	(18,616.1)	(31.4)	40,704.9
Programme support costs	2,734.6	4,152.5	(890.6)	(21.4)	3,261.9
Total	**38,538.3**	**63,473.5**	**(19,506.7)**	**(30.7)**	**43,966.8**

(d)   Technical cooperation budget

15.45   The proposed budget for technical cooperation activities is projected at $164.0 million for the year 2021, representing an increase on the $147.4 million estimated for the year 2020.

15.46   As reflected in table 15.10, the technical cooperation component includes the corresponding programme support cost (overhead) element of $10.9 million estimated at an average of 7.1% of the total cost of technical cooperation programme costs. This amount represents the contribution of the technical cooperation portfolio to the programme support cost revenue account for 2021. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 15.10
Technical cooperation resources composition
(thousands of United States dollars)

Category	Actual 2019	Approved appropriations 2020	Change amount	% change	Estimates 2021
Direct programme costs	94,757.7	137,755.0	15,255.9	11.1	153,010.9
Programme support costs	6,742.6	9,642.7	1,308.8	13.6	10,951.5
Total	**101,500.3**	**147,397.7**	**16,564.7**	**11.2**	**163,962.4**

(e)   Programme support activities budget

15.47   UN-Habitat projects that a total of $10.3 million will be expended to support the 2021 programme using programme support revenue earned from the earmarked resources. Table 15.5 shows the distribution of the strategic areas that will be supported. Estimated revenue to be earned from earmarked projects in 2021 amounts to $14.2 million of which $10.9 million is expected from technical cooperation and $3.3 million is expected from foundation earmarked funds.

Overall human resources overview

15.48 The new organizational structure of UN-Habitat was designed to be flexible and aligns the posts of the organization with the four strategic areas and objectives of the strategic orientation. The human resources requirements are in line with the 2020-2023 strategic plan.

15.49 The Strategic Plan 2020-2023 provides for a total of 316 posts comprising 73 posts from regular budget, 196 posts from foundation earmarked and 47 posts from programme support fund. The posts are planned to be filled in a staggered manner with 255 posts provided for 2020, 48 additional posts in 2021, 12 posts in 2022 and 1 post in 2023.

15.50 Under the new organizational structure, the External Relations, Strategy, Knowledge and Innovation Division and the Global Solutions Division work closely with the Regional Programmes Division to support the implementation of the New Urban Agenda at the regional and country level. The Management, Advisory and Compliance Service provides support to all UN-Habitat operations.

15.51 Table 15.11 shows the staffing requirements for the year 2021 compared to the 2020 levels. Table 15.12 shows resource requirements by strategic area.

Table 15.11
Estimated distribution of posts by source of funds

| | Professional category and above | | | | | | | | | General service | | |
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020												
Foundation non-earmarked	–	1	4	10	30	19	23	6	**93**	42	-	**135**
Regular budget	1		1	4	9	15	14	5	**49**	24	-	**73**
Programme support	–				10	1	15		**26**	21	–	**47**
2020 total	**1**	**1**	**5**	**14**	**49**	**35**	**52**	**11**	**168**	**87**	**-**	**255**
Changes: (decrease)/increase												
Foundation non-earmarked	-	-	-	-	6	7	14	2	29	19	-	48
2021												
Foundation non-earmarked	-	1	4	10	36	26	37	8	122	61	-	183
Regular budget	1	-	1	4	9	15	14	5	49	24	-	73
Programme support	-	-	-	-	10	1	15	-	26	21	-	47
2021 total	**1**	**1**	**5**	**14**	**55**	**42**	**66**	**13**	**197**	**106**	**-**	**303**

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

Table 15.12
Estimated distribution of posts by strategic priority

| | Professional category and above | | | | | | | | | General service | | |
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2021												
Subprogramme 1	–	–	2	2	12	6	7	3	**32**	13	–	**45**
Subprogramme 2	–	–	–	3	9	4	6	4	**26**	14	–	**40**
Subprogramme 3	–	–	1	3	12	10	10	2	**38**	12	–	**50**
Subprogramme 4	–	–	–	3	10	13	10	3	**39**	15	–	**54**
Policy making organs	–	–	–	1	–	1	1	1	**4**	4	–	**8**
Executive direction and management	1	1	2	1	9	3	6	1	**24**	28	–	**52**
Programme support	–	–	–	1	2	11	20	1	**35**	19	–	**54**
2021 total	**1**	**1**	**5**	**14**	**54**	**48**	**60**	**15**	**198**	**105**	**–**	**303**

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

Foundation non-earmarked resources

15.52 Table 15.13 below presents the actual financial trend of UN-Habitat in the five-year period from 2015 to 2019 and also shows the approved position for 2020 presented alongside the proposed amounts for the year 2021.

15.53 The Strategic Plan 2020-2023 provides for 196 posts under the foundation non-earmarked comprising 135posts were planned to be filled in 2020, 48 posts to be filled in 2021, 12 posts to be filled in 2022 and 1 post to be filled in 2023.

15.54 The financial trend of the non-earmarked account of the United Nations Habitat and Human Settlements Foundation for the period 2015 to 2021 is presented in Table 15.13 below. Table 15.14 and Table 15.15 show the resource requirements by broad strategic area and by expenditure subcategory respectively.

Table 15.13
Financial trend of the UN-Habitat Human Settlements Foundation
(Thousands of United States dollars)

Item/Year	2015	2016	2017	2018	2019	2020	2021
I. Funding							
A. Fund and reserve balances at year start	16,498	10,154	6,088	2,279	1,280	1,041	1,380
Total, A	**16,498**	**10,154**	**6,088**	**2,279**	**1,280**	**1,041**	**1,380**
B. Income							
Contributions	1,995	2,279	2,693	3,594	5,031	17,817	35,849
Investment revenue	172	37	52	13	61	150	250
Cost recovery	2,803	2,469	2,628	-	-	1,300	1,848
Other revenue	337	-	92	-	-	-	-
Total, B	**5,307**	**4,785**	**5,373**	**3,699**	**5,092**	**19,267**	**37,947**
Total I (A+B)	**21,805**	**14,939**	**11,461**	**5,978**	**6,372**	**20,308**	**39,327**
II. Expenditure	-						
Employee Salaries and Benefits	8,829	7,984	7,927	4,419	5,327	16,919	26,110
Non-Employees compensation & allow.	654	331	334	27	-	305	800
Grants and transfers	18	15	442	-	-	154	155
Supplies and consumables	13	(5)	4	-	-	45	83
Travel	831	276	287	43	3	231	3,322
Other Operating expenses	257	228	171	18	-	1,197	3,464
Other Expenses	1,049	22	17	12	1	77	-
Total II	**11,651**	**8,851**	**9,182**	**4,519**	**5,331**	**18,927**	**33,934**
III. Fund, reserve balances at year end (I-II)	**10,154**	**6,088**	**2,279**	**1,280**	1,041	1,380	5,393
Operational **reserve**	4,562	4,562	2,606	1,303	1,303	1,893	3,393
IV. Fund balances at end of year	**5,592**	**1,526**	**(327)**	**(23)**	**(262)**	**(513)**	**2,000**

Projected amounts

Table 15.14
United Nations Habitat and Human Settlements Foundation resource requirements for the year 2021
(Non-earmarked funds only)
(thousands of United States dollars)

Category	2019	2020	Change	2021	2020	Changes	2021
A. Programme of work							
Post	2,247.4	11,160.5	6,255.7	17,416.2	86	31	117
Non-post	175.7	625.2	5,199.4	5,824.6			
Subtotal	**2,423.1**	**11,785.7**	**11,455.1**	**23,240.8**	**86**	**31**	**117**
B. Policy making organs							
Post	-	406.9	(98.1)	308.8	1	2	3
Non-post	-	32.2	637.7	669.9			
Subtotal	**-**	**439.1**	**539.6**	**978.7**	**1**	**2**	**3**
C. Executive direction and management							
Post	1,928.3	2,625.3	1,938.8	4,564.1	21	6	27
Non-post	339.8	230.7	376.0	606.7			
Subtotal	**2,268.1**	**2,856.0**	**2,314.8**	**5,170.8**	**21**	**6**	**27**
D. Programme support							
Post	655.0	2,726.6	1,094.1	3,820.7	27	9	36
Non-post	(50.5)	1,120.0	(397.6)	722.4			
Subtotal	**604.5**	**3,846.6**	**696.5**	**4,543.1**	**27**	**9**	**36**
Post	4,830.7	16,919.3	9,190.5	26,109.8	135	48	183
Non-post	465.0	2,008.1	5,815.5	7,823.6			
Total	**5,295.7**	**18,927.4**	**15,006.0**	**33,933.4**	**135**	**48**	**183**

Table 15.15
Resource breakdown by subcategory of expenditure and strategic priority

(thousands of United States dollars)

Subcategory of expenditure	Subprogramme 1	Subprogramme 2	Subprogramme 3	Subprogramme 4	Policy making organs	Executive direction & managt	Programme support	Total
Posts	4,186.7	2,794.6	5,054.1	5,380.8	308.8	4,564.1	3,820.7	26,109.8
Other staff costs	-	-	-	-	21.0	12.0	17.0	50.0
Hospitality	-	-	-	-	12.0	6.0	-	18.0
Consultants	200.0	200.0	125.0	200.0	-	25.0	-	750.0
Travel of staff	840.5	700.5	1,055.5	511.5	10.0	179.0	24.5	3,321.5
Contractual services	124.2	74.9	92.3	95.5	6.1	65.1	336.0	794.1
General operating expenses	337.7	275.3	426.5	363.8	619.8	272.0	329.0	2,624.1
Supplies and materials	11.6	9.3	14.4	16.1	1.0	15.1	15.9	83.4
Furniture and equipment	-	-	-	-	-	27.5	-	27.5
Grants and contributions (out)	150.0	-	-	-	-	5.0	-	155.0
Total	**5,850.7**	**4,054.6**	**6,767.8**	**6,567.7**	**978.7**	**5,170.8**	**4,543.1**	**33,933.4**

15.55   Table 15.16 shows the allocation of foundation non-earmarked posts to subprogrammes and strategic areas. On the other hand, table 15.17 shows the changes in foundation non-earmarked post from 2020 to 2021.

Table 15.16
United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority

| | ASG | General service | | P-5 | P-4 | P-3 | P-2/1 | Total | Local level | Other level | Grand total |
		D-2	D-1								
Subprogramme 1	-	1	1	8	3	5	2	20	8	-	28
Subprogramme 2	-	-	2	5	2	3	-	12	9	-	21
Subprogramme 3	-	1	3	7	7	5	1	24	8	-	32
Subprogramme 4	-	-	3	8	8	5	2	26	10	-	36
Policy making organs	-	-	-	-	1	-	1	2	1	-	3
Executive direction and management	1	2	-	6	3	6	1	19	8	-	27
Programme support	-	-	1	2	2	13	1	19	17	-	36
2021 total	**1**	**4**	**10**	**36**	**26**	**37**	**8**	**122**	**61**	**-**	**183**

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

Table 15.17
United Nations Habitat and Human Settlements Foundation summary of post changes

| | ASG | General service | | P-5 | P-4 | P-3 | P-2/1 | Total | Local level | Grand total |
		D-2	D-1							
2020	1	4	10	30	19	23	6	93	42	135
Increase/(Decrease)	-	-	-	6	7	14	2	29	19	48
2021	**1**	**4**	**10**	**36**	**26**	**37**	**8**	**122**	**61**	**183**

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

General financial reserve

15.56 In accordance with ST/SGB/2015/4 financial rule 304.2 (b), upon the recommendation of the Executive Director, the Executive Board3 determines the level of the general financial reserve from time to time. This is to ensure liquidity of the Foundation non-earmarked fund, compensate for uneven cash flows and meet other requirements for the prudent management of the fund.

15.57 In view of the expected level of expenditure in the year 2021, a general financial reserve of $3.4 million is recommended, which is equivalent to 10 per cent of the Foundation non-earmarked budget of $33.9 million as presented in table 15.13.

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[3] This was previously approved by the Governing Council.

Subprogramme 1

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

Objective

15.58   The objective, to which this subprogramme contributes, is to reduce inequality between and within communities, and to reduce poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land and adequate and affordable housing and effective human settlements growth and regeneration.

Strategy

15.59   To contribute to increased and equal access to basic services, sustainable mobility, accessible and safe public space, the subprogramme will develop and disseminate toolkits, standards and technical guidelines to Member States, and also engage partner cities in policy dialogues, peer-to-peer support, sharing of best practices, training and other capacity building initiatives to strengthen institutional and managerial capacity towards improved access, efficiency, quality, reliability and sustainability of basic services (water, sanitation, energy, etc.) provision, sustainable mobility and public space. In the area of waste management, the subprogramme will expand its Waste Wise Cities Campaign which focuses on mobilizing national and local governments to commit to improving their waste management practices and resources efficiency through rethinking, reusing, reducing, reusing and recycling materials and waste before and after consumption. These initiatives, in the area of public space for example, are expected to result in improved quality, accessibility, inclusion and safety of public spaces for all in urban areas; Past results in these areas include 75 cities globally upgrading and revitalising their public spaces so that they would be safe, inclusive and accessible to over 1.8 million people, especially women, children, the elderly and people with disabilities. This work helps Member States to make progress towards achieving the Sustainable Development Goals, in particular Sustainable Development Goals 1, 6, 7, 11, 12, and 14.

15.60   To contribute to increased and secure access to land, and adequate and affordable housing, the subprogramme will provide Member States with policy, legislation, planning and financing instruments to implement integrated and inclusive and gender-responsive land and housing policies that improve tenure security for all, provide adequate, affordable housing, and, prevent unlawful forced evictions. The subprogramme will advocate for the implementation of sustainable building codes, regulations, and sustainability certification tools for the housing sector. This work is expected to result in increased number of people living in adequate and affordable housing; and strengthened capacity of policy makers to implement sustainable land governance systems. Past results in these areas include more than 100 countries enacting constitutional provisions on the right to adequate housing. This led to 42 countries progressively delivering adequate and affordable housing to beneficiaries such as women, children, persons with disabilities, indigenous peoples and migrants alike, and tenure security for 800,000 slum dwellers, sustainable livelihoods to 268,000 women and youth, improved living conditions of 516,203 people in 200 cities in 40 countries. This work helps Member States to make progress towards achieving the Sustainable Development Goals, in particular Sustainable Development Goals 1, 2, 5 11, and 15.

15.61   To contribute to effective human settlements growth and regeneration, the subprogramme will provide technical assistance to national and local governments to develop specific integrated plans, policies, technical guidelines and toolkits in line with the "International Guidelines for Urban and Territorial Planning" and principles of sustainable urbanization. The subprogramme will also provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and priority urban interventions. The subprogramme will also support partner cities in institutionalising different approaches on urban regeneration, through development of specific plans, policies, technical guidelines and toolkits. This is expected to result in the transformation and regeneration of dilapidated urban areas into social and economically inclusive areas that offer improved quality of life to inhabitants. Past results

in these areas include more than 20 cities adopting sustainable principles of urban planning in their planning exercises, and more effective and SDG-compliant terms of reference for urban plans and projects were finalised and are being used to guide planning exercises, including for 30 urban projects. This work helps Member States to make progress towards achieving Sustainable Development Goal 11.

Programme plan for 2021: Inclusive vibrant neighbourhoods and communities

15.62　Fragmentation of the urban space frequently manifests in segregation and concentration of poverty and multiple deprivations in certain pockets of the city. Neglected historical sites in inner cities, dilapidated housing and unplanned neighbourhoods are shared experiences in cities irrespective of their income classes. Urban regeneration is one tool to reduce spatial inequalities by improving quality of life in targeted areas of the city, while also incubates economic, social and environmental benefits for the wider city. Urban regeneration initiatives are being undertaken by various actors through a diversity of mechanisms and funding, however, outcomes are often unsatisfactory as far as social inclusion and protection of most vulnerable residents is concerned.

15.63　The subprogramme has launched a flagship programme on urban regeneration – Building Inclusive and Vibrant Communities for All, which will provide support to national and local governments to undertake inclusive regeneration projects and initiatives. The regeneration flagship programme scales up the agency's past experiences in urban regeneration initiative, planned city infill and urban upgrading to establish global knowledge and norms, and to build capacity of national and local governments for inclusive urban regeneration. The flagship programme will build on existing instruments and principles, including the right to adequate housing and key elements of the New Urban Agenda relating to urban planning, legislation and governance. Demonstration projects are being designed in collaboration with partners cities to enable local testing and learning.

Internal challenge and response

15.64　The challenge for the subprogramme was to support Member States address growing spatial inequality through inclusive urban regeneration, however, the subprogramme did not have comprehensive global guidelines and tools in place to support the Member States. Spatial inequality concentrates in specific locations, and often accompanied by far-reaching social, economic and environmental challenges such as uneven distribution of basic urban services, lack of affordable housing, reduced economic opportunities, and low environmental quality. In response the subprogramme will develop global norms and monitoring frameworks for urban regeneration which will provide an integrated approach to undertaking urban regeneration projects. This integrated approach will promote social inclusion, shared economic prosperity, and, improved land use efficiency, physical connectivity and functionality of urban spaces in a city-wide perspective to reduce urban sprawl and ensure environmental sustainability.

Expected progress towards attainment of objective and performance measures

15.65　This work is expected to reduce inequality between and within communities, and to reduce poverty in communities across the urban-rural, which will be demonstrated by a total of 32 cities adopting urban regeneration policies addressing spatial and social inequality by 2021 and further expand to 250 cities by 2030. Fifteen cities are expected to sign up following the two-initial pilot for the Regeneration flagship programme in 2020 and lessons learned from their experiences will be consolidated and scaled up.

Title: Urban regeneration policies adopted in 32 cities
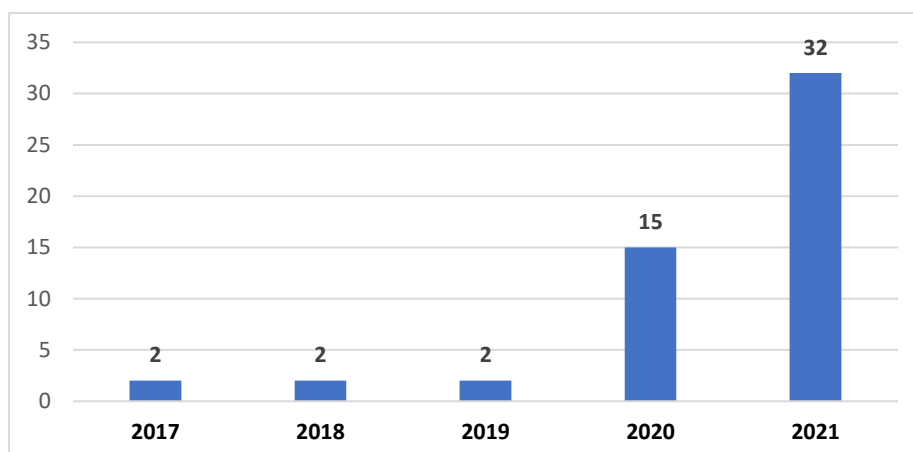
Legislative mandates

15.11   The subprogramme continues to be guided by all mandates entrusted to it. The following constitute the list of legislative mandates:

General Assembly resolutions

42/146	Realization of the right to adequate housing	72/271	Improving global road safety
64/292	The Human Right to Water and Sanitation	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018-2028
67/291	Sanitation for All		
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development		

Governing Council resolutions and decisions

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

Deliverables

15.12   The mandates provide the legislative framework for its deliverables. Table 15.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.17
Subprogramme 1: output performance for the period 2019–2021, by category and subcategory

	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	-	-	**32**	**50**
1. Projects on urban basic services - mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space.	-	-	13	15
2. Project on development of national and local policies on urban heritage, historical landscape and culture	-	-	1	1
3. Pilot projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal, regeneration	-	-	9	12
4. Projects on land tenure security, land-based financing, implementation of the UN/SG Guidance note on land and conflict	-	-	-	10
5. Projects for integrated urban and territorial planning developing and implementing effective planning laws	-	-	6	9
6. Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements	-	-	3	3
Seminars, workshops and training events (number of days)	-	-	**51**	**79**
7. Workshops and trainings on urban basic services - mobility, water and sanitation, energy and solid waste management	-	-	21	29
8. Workshops and trainings on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Labs and crime prevention and urban safety	-	-	13	20
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs.	-	-	5	7
10. Technical workshops on monitoring the Sustainable Development Goals and New Urban Agenda	-	-	4	2
11. Training on policy, planning and design, governance, legislation and finance and data collection	-	-	8	14
12. Training on land and conflict; land tenure, governance and financing; EGM on urban land governance in the Arab States region	-	-	-	7
Publications (number of publications)	-	-	**2**	**3**
13. Publication on low carbon options for sustainable mobility	-	-	1	-
14. Global report: Transforming one billion lives – improved living conditions and sustainable urbanization – the challenge of slums and informal settlements in 2020 (follow-up of the publication from 2003)	-	-	1	-
15. Land tenure and land degradation	-	-	-	1
16. Global Report on Land Governance	-	-	-	1

	2019 planned	2019 actual	2020 planned	2021 planned
17. Publication on affordable and sustainable housing	-	-	-	1
Technical materials (number of materials)	**-**	**-**	**13**	**19**
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty	-	-	2	-
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	-	-	4	2
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility, and public space.	-	-	2	2
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children	-	-	1	-
22. Guide for land management and spatial plans for poverty reduction and spatial equality	-	-	1	2
23. Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups including migrants	-	-	3	2
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	-	-	-	1
25. Toolkits, housing profiles, technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing, and on slum upgrading programmes	-	-	-	4
26. Series of guides and tools to improve land management and tenure security	-	-	-	2
27. Guidelines and handbooks on slum upgrading solutions	-	-	-	3
28. Neighbourhood planning guidelines on participation and inclusive regeneration	-	-	-	1

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice, advocacy: Advice to Member States on reporting, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals (SDGs), including advisory services on SDG reporting, data collection, analysis and monitoring of indicators, namely on SDG 11.1, 11.3.1, 11.3.2, 11.7.1, leveraging on the NUA online platform – incorporating best practices.; Advisory services on the right to adequate housing and tenure security for vulnerable groups, housing policies, urban law reform and compliance for regeneration and urban growth as well as effective regeneration and growth management through: inclusive territorial and urban planning and design, inclusive and participatory governance, public space design and management, design labs, planned city extensions, city infills, heritage preservation; Technical advice on urban regeneration and heritage conservation, urban land administration and management to different stakeholders (UN-Habitat Regional and country offices, other UN Agencies, national and local governments, non-government organizations, grassroots organizations; Activities to strengthen partnership and existing networks

Databases and substantive digital materials: Data collection on land related global commitments along rural and urban nexus and online solutions to tackle issues on urban basic services, sustainable mobility, energy, water and sanitation, solid waste management, housing, urban air quality and climate change mitigation. Integrated and open digital platforms on urban safety, heritage, regeneration, urban growth. Awareness raising materials and information databases on cultural heritage and identity for urban dwellers, Global Urban Indicators Database and UrbanLex - Urban Law database and partnership. NUA online platform, a UN collaborative effort to incorporate Best Practices in the work of regeneration and urban growth

D. Communication deliverables

Outreach programmes, special events, and information materials: Advocacy materials, brochures, flyers and profiles featuring the work of the subprogramme; Networks to disseminate information, including Global Network of Public Space with around 100 members, UN Public Space Network with 10 UN

agencies as members and Urban regeneration; Best Practice Award category on Urban Regeneration (case studies published/articles); Social media advocacy on women's empowerment, youth empowerment and disability-friendly cities specially in urban regeneration and public space); Communication materials on Urban Land governance and management; partnerships and cross-learning activities (GLTN) for achieving sustainable urbanization

External and media relations: Media kits, press releases, web stories and social media updates, and events on slum upgrading, urban renewal, public space and affordable and adequate housing; Urban land governance and management, partnerships and cross-learning activities with partner organizations

Digital platforms and multimedia content: Maintenance of social media accounts of the subprogramme to enhance issues on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; Multimedia content, including video documentaries, infographics, presentations, webinars. Global Urban Plans Database start-up version.

15.66   Total financial and human resource requirements for sub-programme 1 are shown in table 15.18 and table 15.19. The subprogramme will require 45 core personnel. The estimated total personnel and non-post costs are $75.2 million

Financial and human resources requirements

Table 15.18
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2,792.5	(8 844.3)	7 713.2	20	28
Non-post	156.9	(5 344.2)	5 204.2	-	
Subtotal	**2,949.4**	**(14 188.5)**	**12 917.3**	**20**	**28**
Regular budget					
Post	1793.1	(8 844.3)	7 713.2	13	13
Non-post	239.4	(5 344.2)	5 204.2	**-**	
Subtotal	**2032.5**	**(14 188.5)**	**12 917.3**	**13**	**13**
Programme support					
Post	592.3	(8 844.3)	7 713.2	4	4
Non-post	263.6	(5 344.2)	5 204.2	-	
Subtotal	**855.9**	**(14 188.5)**	**12 917.3**	**4**	**4**
Foundation earmarked					
Post	-	-	-	-	-
Non-post	22,261.1	(3,300.0)	18,961.1		
Subtotal	**22,261.1**	**(3,300.0)**	**18,961.1**	**-**	**-**
Technical cooperation					
Post	-	-	-	-	-
Non-post	26,303.4	20,243.0	46,546.4		
Subtotal	**26,303.4**	**20,243.0**	**46,546.4**	**-**	**-**
Total by category					
Post	5,177.9	2,054.2	7,232.1	**37**	**45**
Non-post	49,224.4	18,769.2	67,993.6		
Subtotal	**54,402.3**	**20,823.4**	**75,225.7**	**37**	**45**

Table 15.19
Estimated distribution of posts by source of funds

	Professional category and above							General service	
	D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*Local level*	*Grand total*
Foundation non-earmarked	1	1	6	2	5	2	**17**	3	**20**
Regular budget	1	1	1	3	2	1	**9**	4	**13**
Programme support	–	–	3	-	-	-	**3**	1	**4**
2020 total	**2**	**2**	**10**	**5**	**7**	**3**	29	**8**	37
Foundation non-earmarked			2	1	–	–	3	5	8
Net changes	**–**		**2**	**1**	**·**	**–**	**3**	**5**	**8**
Foundation non-earmarked	1	1	8	3	5	2	**20**	8	**28**
Regular budget	1	1	1	3	2	1	**9**	4	**13**
Programme support	-	-	3	-	-	-	**3**	1	**4**
2021 total	**2**	**2**	**12**	**6**	**7**	**3**	32	**13**	45

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

Subprogramme 2

Enhanced Shared Prosperity of Cities and Regions

Objective

15.67　The objective, to which this subprogramme contributes, is to enhance shared prosperity of cities and regions through; improved spatial connectivity and productivity; increased and equitably distributed locally generated revenue; and expanded deployment of frontier technologies and innovation.

Strategy

15.68　To contribute to enhanced spatial connectivity and productivity, the subprogramme will support Member States and other partners to enhance the contribution made by urbanization to productivity and inclusive economic development through the formulation of national urban policies and related legal, financial and implementation frameworks, knowledge transfer, capacity building and development of tools on urban and rural territorial planning and design. This will result in balanced territorial development, shared prosperity as well as better-connected and more inclusive cities. Past results in this area include the adoption of National Urban Policies in more than 40 countries, including Iran, Lebanon, Jordan, Tunisia, India, Malawi, Serbia, Cameroon and Zambia, which has led to a recalibrating of the way countries plan, finance, develop and manage cities, recognising the importance of sustainable urban and territorial development to enhance prosperity for all and connectivity. This work help Member States to make progress towards achieving the Sustainable Development Goals, in particular Sustainable Development Goal 1 and Sustainable Development Goal 11.

15.69　To contribute to increased and equitably distributed locally generated revenue, the Subprogramme will provide technical assistance, capacity building and advisory services to cities in developing participatory budgeting approaches and optimizing local revenue systems through data collection and development of municipal databases, sharing case studies on revenue optimization and participatory approaches and developing guidelines on local revenue generation. This is expected to result in local authorities enacting the institutional and legal reforms necessary to generate additional financial resources, including through public–private partnerships and land-based revenue and financing tools. Past results in this area include an increase of municipal revenues in countries like Afghanistan, Somalia and Kenya linked to land value finance and tax property, due to property registration, local assets and better land management, improved financial policymaking, budgeting, budget execution and regulatory oversight and compliance. In the County of Kisumu, Kenya, for instance, policy analysis demonstrated that land rates are likely to increase revenues by 40 per cent and single business permits by 14 per cent, focusing on a restructuring of revenue streams. This work help Member States to make progress towards achieving SDG 8 on Decent Work and Economic Growth.

15.70　To contribute to expanded deployment of frontier technologies and innovation, the subprogramme will strengthen the capacity of local governments to effectively procure, test and implement frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, Geographic Information System, remote sensing and big data processing and visualization for a digital transition. This work is expected to result in strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides. Past results in this area include partner cities incorporating standards, principles and tools for smart city growth in their policies, strategies as well as governance frameworks on urban data to solve sustainability challenges. For example, it has led 10 local governments to apply technology-based measures and leverage urban data to address climate change issues, urban mobility and poverty and spatial inequalities. This work help Member States to make progress towards achieving the SDG 9 on Industry, Innovation and Infrastructure, as well as with the New Urban Agenda, which has specific sections on urban economy, as well as planning, legal framework and National Urban Policies.

Programme plan for 2021: Strengthened capacities of cities to accelerate the implementation of the SDGs by linking evidence-based policies to investments

15.71 The subprogramme has been working in several regions to show how well-planned and managed urbanization can contribute to prosperity and well-being, allowing for integrated territorial development and connecting rural and urban development. Achieving balanced territorial development and overcoming inequalities requires combining economic growth strategies with socially inclusive and environmentally sustainable development. One key area is to support cities to realize their potential to drive the achievement of the SDGs and thus improve the wellbeing of all, particularly marginalized and vulnerable urban populations. Supporting cities from developed, emerging and developed economies, the subprogramme is establishing an SDG Cities flagship programme that will create a UN System-wide urban indicators and monitoring platform to inform policies (evidence-based policies) and investment priorities of locally generated revenues. It will build on work previously achieved via the City Prosperity Initiative (CPI) and will strengthen city capacities to produce reliable comparable data and evidence, notably using technologies such as artificial intelligence and big data processing and visualization, to identify challenges as well as strategic transformative actions and measure social, economic and environmental impacts.

15.72 The subprogramme has been working in more than 400 cities in countries like Mexico, Colombia, Saudi Arabia, Ethiopia and China to implement the City Prosperity Initiative. Building on the work of the CPI, the SDG Cities flagship programme will serve as a basis for creating a global city monitoring tool with the capability to collect, synthesize, interpret and provide action plans from urban data. It will also act as a platform to articulate UN system efforts on the monitoring of urban SDGs and support Voluntary Local Reporting. With 55 per cent of the world's population living in cities and that number projected to increase to 60 per cent by 2030, it is important to improve support to human settlements on local monitoring systems to provide adequate, detailed, documented and harmonized data. The availability of reliable data is necessary for preparation of developmental baselines and targets in cities, as well as assist policy makers to priorities development actions, where resources are limited, and mobilize funding.

Internal challenge and response

15.73 In terms of internal challenge, the subprogramme had mechanisms in place to support national level data monitoring and reporting. However, the SDG global indicator framework required an alignment and update of the subprogramme's existing methodologies and tools to fully satisfy the monitoring and reporting of progress towards achievement of SDGs at city and national levels. In response, the subprogramme had to swiftly come up with SDG-compliant frameworks and instruments to capture the required city-level data as well as identify relevant national actors. The subprogramme will build on work previously undertaken through the City Prosperity Initiative, ensuring that indicator frameworks capture well the three dimensions of sustainable development: social, economic and environmental. It will also provide advocacy services and specialized training for cities to develop or reinforce their capabilities of connecting knowledge, policies, planning and financing and to identify or implement critical investments that can drive SDG achievement locally.

Expected progress towards attainment of objective and performance measures

15.74 This work is expected is to enhance shared prosperity of cities and regions by transforming the City Prosperity Initiative into a universal monitoring framework, with comparable data and indicators, implement a structured knowledge transfer, twinning of cities, sharing of best practices and policy analysis, starting with a learning system comprised of few core cities. By 2021, the subprogramme is expected to engage a cumulative total of 450 cities, including an additional 75 major and secondary cities from least developed countries, low- and middle-income countries to connect the value chain of data, evidence-based policy and impact-oriented investments to accelerate their achievement of SDGs. The subprogramme is expected to reach 900 cities by 2030.

Performance measures

Title: Cities using the Global SDG Cities Initiative urban indicators and monitoring platform
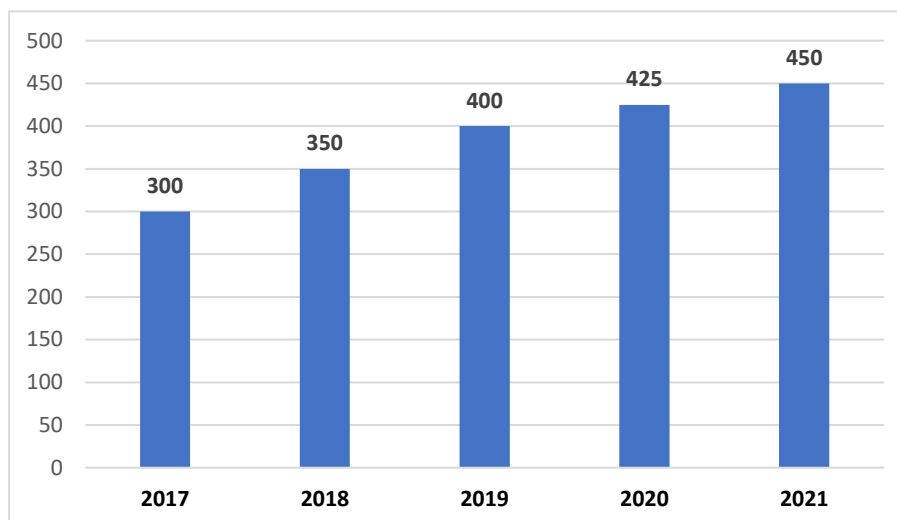
Legislative mandates

15.75 The subprogramme continues to be guided by all mandates entrusted to it. The following constitute the list of legislative mandates:

General Assembly resolutions
71/327 The United Nations in global economic governance

Governing Council resolutions
19/4 Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme

UN-Habitat General Assembly
1/5 Enhancing urban-rural linkages for sustainable urbanization and human settlements

Deliverables

15.76 The mandates provide the legislative framework for its deliverables. Table 15.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.20
Subprogramme 2: output performance for the period 2019–2021, by category and subcategory

	2019 Planned	*2019 actual*	*2020 planned*	*2021 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	-	-	**37**	**50**
1. National, urban, regional and interregional projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	-	-	10	15

2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	-	-	11	15
3. National, urban, regional and interregional projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	-	-	16	20
Seminars, workshops and training events (number of days)	-	-	**74**	**66**
4. Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, and national urban policies	-	-	41	44
5. Training events and workshops on use of ICT, innovation, frontier technologies, best practices, legal and governance frameworks, and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	-	-	21	21
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	-	-	12	1
Publications (number of publications)	-	-	**2**	**4**
7. National Cities Report	-	-	1	2
8. World Cities Report	-	-	1	2
Technical materials (number of materials)	-	-	**21**	**30**
9. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, and national urban policies	-	-	7	10
10. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	-	-	7	10
11. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks, and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	-	-	7	10

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services and technical assistance to member states on: national urban policy, territorial development, urban-rural linkages, metropolitan development, preparation of local economic development plans and strategies and on improving local revenue generation; use of frontier technologies, innovations and development of solutions; urban law reform, compliance and community contracting, urban prosperity including the use of the City Prosperity Initiative (CPI) tool and monitoring of the Sustainable Development Goals

Databases and substantive digital materials: national urban policy database, compendium of urban-rural linkages case studies, Global municipal database; CPI- Best Practices expert system

D. Communication deliverables

Outreach programmes, special events and information materials: www.urbanpolicyplatform.org; Content for social media coverage, Brochures, flyers and profiles on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring and reporting, basic services, mobility and public space; third International Conference on National Urban Policy, First International Forum on Urban-Rural Linkages ; Private sector focused engagement frameworks

Digital platforms and multimedia content: Mobile application content for national and citywide citizen consultation in the realization of SDG11;

15.77   Table 15.21 and table 15.22 present the present the total resource requirements estimate for subprogramme 2.

Financial and human resources requirements

Table 15.21
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2020	*Change*	*2021*	*2020*	*2021*
Foundation non-earmarked					
Post	2,140.6	654.0	2,794.6	16	21
Non-post	136.4	1,123.6	1,260.0		
Subtotal	**2,277.0**	**1,777.6**	**4,054.6**	**16**	**21**
Regular budget					
Post	2,073.9	637.1	2,711.0	16	16
Non-post	239.4	41.6	281.0		
Subtotal	**2,313.3**	**678.7**	**2,992.0**	**16**	**16**
Programme support					
Post	588.2	(70.4)	517.8	3	3
Non-post	253.0	271.8	524.8		
Subtotal	**841.2**	**201.4**	**1,042.6**	**3**	**3**
Foundation earmarked					
Post	-	-	-	-	-
Non-post	14,338.9	(1,597.0)	12,741.9		
Subtotal	**14,338.9**	**(1,597.0)**	**12,741.9**	**-**	**-**
Technical cooperation					
Post	-	-	-	-	-
Non-post	36,388.2	(4,394.8)	31,993.4		
Subtotal	**36,388.2**	**(4,394.8)**	**31,993.4**	**-**	**-**
Total by category					
Post	4,802.7	1,220.7	6,023.4	35	40
Non-post	51,355.9	(4,554.8)	46,801.1		
Subtotal	**56,158.6**	**(3,334.1)**	**52,824.5**	**35**	**40**

Table 15.22
Estimated distribution of posts by source of funds

	Professional category and above							General service	Grand total
								Local level	
	D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*		
Foundation non-earmarked	-	2	4	2	2	-	10	6	16
Regular budget	-	1	2	3	3	2	11	5	16
Programme support	-	-	2	-	-	-	2	1	3
2020 total	**-**	**3**	**8**	**5**	**5**	**2**	**23**	**12**	**35**
Foundation non-earmarked	-	-	1	-	1	-	2	3	5
Net changes	**–**	**-**	**1**	**-**	**1**	**-**	**2**	**3**	**5**
Foundation non-earmarked	-	2	5	2	3	-	12	9	21
Regular budget	-	1	2	3	3	2	11	5	16
Programme support	-	-	2	-	-	-	2	1	3
2021 total	**-**	**3**	**9**	**5**	**6**	**2**	**25**	**15**	**40**

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

Subprogramme 3

Strengthened climate action and improved urban environment

Objective

15.78   The objective, to which this subprogramme contributes, is strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improve air quality, improving resource efficiency and protection of ecological assets, and effective adaptation of communities and infrastructure.

Strategy

15.79   To contribute to reduced greenhouse gas emissions and improved air quality, the subprogramme will provide assistance to Member States, through knowledge transfer, capacity-building, policy advice, in-country policy dialogues, peer-to-peer engagement in regional and country-specific initiatives on sustainable approaches to urban climate action and clean air action plans. The subprogramme will also provide assistance in the formulation of policy and legislation, urban planning and design, multi-level governance and financing instruments, through its flagship programme "RISE-UP: Resilient Settlements for the Urban Poor", which focuses on mobilizing investments to address climate resilience issues affecting the poor and marginalized settlements in cities. The subprogramme will also provide technical support for the development of low-carbon city development addressing emerging climate risks, adaptation investments, and basic service provision. This work is expected to result in strengthened capacities of partner cities and Member States to plan for, invest in, and monitor city-level climate action. Past results in these areas include development and approval of urban low-emission development strategies (Urban LEDS) in cities in Brazil, South Africa, India and Indonesia and subsequent implementation of climate change mitigation measures, ranging from sustainable mobility solutions, renewable energy projects to green roof ordinances to green public buildings. This work helps Member States to make progress towards achieving the Sustainable Development Goals 1, 11 and 13.

15.80   To contribute to improved resource efficiency and protection of ecological assets, the subprogramme will provide technical assistance to Member States, regional entities and other partners, including through advocacy, knowledge transfer, capacity-building, policy advice, best practices sharing and peer-to-peer learning on urban environment policy and planning. The subprogramme will promote nature-based solutions to climate action, urban and peri-urban environmental protection, restoration and green public spaces, development of energy and resource efficient codes for buildings, and integration of energy and resource efficiency principles in country specific codes. This work is expected to result in a multi-dimensional climate action and urban environment planning that preserve, regenerate, restore urban biodiversity. Past results in this area include the adoption of energy efficient building policies, regulations and bylaws, and financial frameworks in countries such Burundi, Kenya, Rwanda, Tanzania and Uganda. For instance, in Kenya green building principles were incorporated in the housing policy, and in Rwanda, new buildings were required to comply with minimum energy efficiency measures. This work helps Member States to make progress towards achieving the Sustainable Development Goals 6, 7, 8, 11, 12, 13, 14 and 15.

15.81   To contribute to effective adaptation of communities and infrastructure to climate action, the subprogramme will provide assistance to Member States, local authorities, the private sector, civil society and other partners, through technical capacity building, technical advice, disseminate best practices and peer-to-peer learning to foster cooperation on climate change adaptation and resilience. The subprogramme will support the implementation of global adaptation initiatives aimed at improving the enabling environment for adaptation investments in urban infrastructure and communities, such as the Global Support Programme for National Adaptation Plans, the Nationally Determined Contributions Partnership, and UNFCCC Least Developed Countries Expert Group. This work is expected to result in mobilization of investments for adaptation to climate change at country level. Past results include better planning of partner cities by the local authorities benefitting the population, exemplified by 189 local-level climate change vulnerability assessments undertaken and

follow up with the preparation of detailed action plans with adaptation measures. This has led to the implementation of 42 different major infrastructure projects (as at Dec 2019) incorporating climate change adaptation measures. Another 60 of such infrastructure projects are expected to be in operation in the next 1-2 years. This work helps Member States to make progress towards achieving Sustainable Development Goals 9, 11 and 13.

Programme plan for 2021: Accelerated climate action in 16 cities and 8 countries around the world

15.82   The subprogramme has been working on supporting cities and local governments to identify city-based climate vulnerabilities and support city-level climate action planning worldwide. As part of this global support, the subprogramme has provided technical support through the Urban-Low Emission Development Strategies (Urban-LEDS) project, in collaboration with ICLEI – International Council for Local Environmental Initiatives – in 16 local governments in South Africa, Brazil, Indonesia and India so they can integrate climate impacts and energy drivers into local decision making. As climate change requires more than just locally based responses, the subprogramme will support national and local governments to harness opportunities for climate response for national development and climate goals, through normative guidance on Nationally Determined Contributions to ensure that climate change action is part of national governments' ambitions and commitments.

Internal challenge and response

15.83   The challenge of the subprogramme was the absence of a fully integrated strategy to address all the dimensions of climate action planning in cities, in spite of the integrated nature of the climate challenge. In response, the subprogramme will broaden the support provided in city climate action planning to integrate infrastructure, planning and policy support that better respond to partners' needs for solutions to the climate crises. In addition, the subprogramme will partner with local development partners, climate finance institutions, planning and infrastructure firms, and non-government actors to mobilize large scale investments for urban adaptation and resilience-building in the global hotspots of vulnerability; as currently, only 5-8 per cent of climate finance goes towards adaptation.

Expected progress towards attainment of objective and performance measures

15.84   This work is expected to contribute to reduced greenhouse gas emissions and improved air quality which would be demonstrated by the enactment of legal frameworks for low emission development strategies and preparation of bankable projects for resilient infrastructure for adaptation and resilience planning in 16 cities around the world. These 16 cities will surpass national emission reduction targets set under the Paris Agreement. They will join a global alliance of cities committed to addressing climate change and will complete all the 4 steps of the climate action planning process to international standards – a vulnerability assessment, Greenhouse Gas Inventory, Climate action plan and annual reporting of progress.

Performance measures

Title: Cities enacting legal frameworks for low emission development strategies
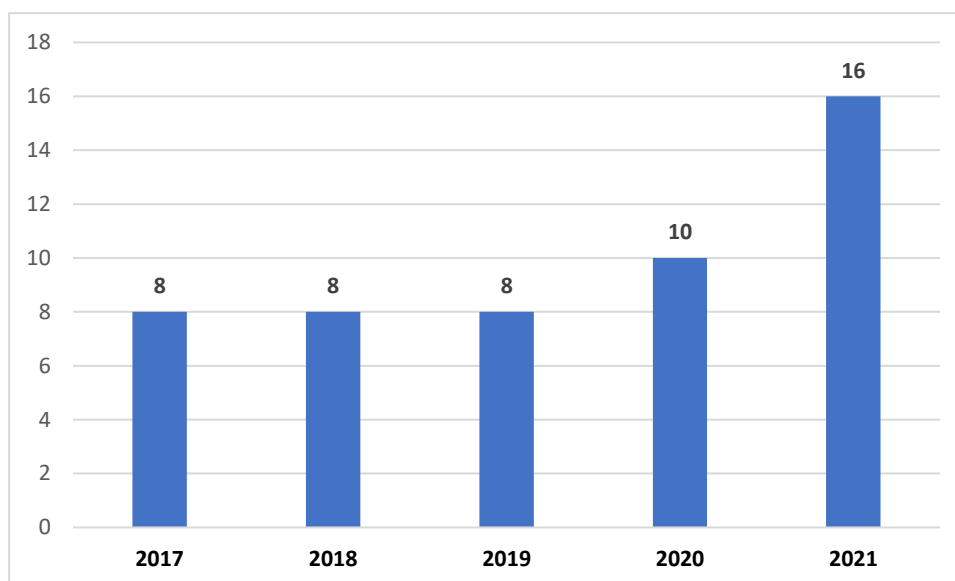
Legislative mandates

15.85   The subprogramme continues to be guided by all mandates entrusted to it. The following constitute the list of legislative mandates:

General Assembly resolutions

63/217	Natural disasters and vulnerability
63/281	Climate change and its possible security implications
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
69/225	Promotion of New and Renewable Sources of Energy
72/277	Towards a Global Pact for the Environment
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of

	Action for the Sustainable Development of Small Island Developing States
73/231	Disaster risk reduction
73/232	Protection of global climate for present and future generations of humankind
73/233	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
73/234	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
22/3	Cities and climate change

Deliverables

15.86 The mandates provide the legislative framework for its deliverables. Table 15.23 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.23
Subprogramme 3: output performance for the period 2019–2021, by category and subcategory

	2019 Planned	*2019 Actual*	*2020 planned*	*2021 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	-	-	**28**	**32**
1. Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings.	-	-	4	4
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, and climate change mitigation and low-carbon basic services, and greener infrastructure and buildings.	-	-	2	3
3. Demonstration projects on resilience building and adaptation of communities and infrastructure to climate change, and Disaster Risk Reduction.	-	-	10	11
4. Improved policies, legal instruments, plans and strategies for effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e. remote sensing) and processing	-	-	5	6
5. Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	-	-	4	4
6. National, regional and local policies, plans and strategies for improved urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of renewable energy and energy efficiency	-	-	3	4
Seminars, workshops and training events (number of days)	-	-	**93**	**100**
7. Seminars, workshops and training events leading to enhanced awareness and capacity of partners and vulnerable groups (e.g. in informal settlements) to plan for, manage and act on climate change mitigation, air quality and low-carbon basic services	-	-	30	35
8. Seminars, workshops and training events leading to strengthened capacities of UN-Habitat partners to plan for, manage, and act on effective adaptation of communities and infrastructure to climate change	-	-	55	55
9. Seminars, workshops and training events leading to enhanced understanding of green city models and their application, green infrastructure and green-blue urban planning	-	-	4	5
10. Training on Environment and Climate dimensions (air quality, water, sanitation, waste management) and SDGs monitoring in urban areas	-	-	4	5
Publications (number of publications)	-	-	**2**	**3**
11. Publications on climate change mitigation and air quality	-	-	1	1
12. Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure to climate change	-	-	1	1
13. Publication on improved low-carbon urban services and resource efficiency (e.g. focusing on technological innovation)	-	-	-	1
Technical materials (number of materials)	-	-	**11**	**15**
14. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	-	-	2	2
15. Series of technical materials on climate change mitigation and air quality	-	-	2	3

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	2019 Planned	2019 Actual	2020 planned	2021 planned
16. Series or set of non-recurrent set of case studies on climate action, basic services or environment in human settlements	-	-	2	3
17. Series of non-recurrent compilation of national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and eco-system services.	-	-	1	2
18. Series of technical material on improved low-carbon urban services, resource efficiency and (electric) mobility solutions and infrastructure (incl. monitoring)	-	-	2	2

Non-quantified deliverables

C. Substantive deliverables

Advisory services to UN Member States on reducing urban Climate Change Mitigation and Adaptation, improving air quality and low-carbon urban services; improving resource efficiency and protecting ecological assets,

Databases on urban climate or environment relevant subjects and substantive digital materials (i.e. simulations) on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

D. Communication deliverables

Outreach programmes, special events (i.e. national and regional urban fora), and information materials: on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

External and media relations: Articles on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

Digital platforms and multimedia content: Websites and social media and multimedia content on reduced greenhouse gas emissions and improved air quality; Improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

15.13   Table 15.24 and table 15.25 present the present the total resource requirements estimate for subprogramme 2.

Financial and human resources requirements

Table 15.24
Resource requirement by source of funds
(thousands of United States dollars)

	Resources			Posts	
Category	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	3,356.5	1,697.6	5,054.1	23	32
Non-post	140.7	1,573.0	1,713.7		
Subtotal	**3,497.2**	**3,270.6**	**6,767.8**	**23**	**32**
Regular budget					
Post	1,782.0	630.9	2,412.9	14	14
Non-post	239.4	30.3	269.7		
Subtotal	**2,021.4**	**661.2**	**2,682.6**	**14**	**14**
Programme support					
Post	989.2	(296.0)	693.2	4	4
Non-post	247.2	154.4	401.6		
Subtotal	**1,236.4**	**(141.6)**	**1,094.8**	**4**	**4**
Foundation earmarked					
Post	-	-	-	-	-
Non-post	6,698.3	(1,589.9)	5,108.4		
Subtotal	**6,698.3**	**(1,589.9)**	**5,108.4**	**-**	**-**

Category	Resources			Posts	
	2020	*Change*	*2021*	*2020*	*2021*
Technical cooperation					
Post	-	-	-	-	-
Non-post	25,174.2	8,997.0	34,171.2		
Subtotal	**25,174.2**	**8,997.0**	**34,171.2**	**-**	**-**
Total by category					
Post	6,127.7	2,032.5	8,160.2	41	50
Non-post	32,499.8	9,164.8	41,664.6		
Subtotal	**38,627.5**	**11,197.3**	**49,824.8**	**41**	**50**

Table 15.25
Estimated distribution of posts by source of funds

	Professional category and above									General service		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*Local level*	*Other level*	*Grand total*
2020												
Foundation non-earmarked	-	–	1	3	6	4	1	1	**16**	7	-	**23**
Regular budget	–	-	-	-	2	4	4	1	**11**	3	-	**14**
Programme support	–	–	–	–	2	-	1	-	**3**	1	–	**4**
2020 total	**-**	**-**	**1**	**3**	**10**	**8**	**6**	**2**	**30**	**11**	**-**	**41**
Changes: (decrease)/increase												
Foundation non-earmarked	–	–	–	–	1	3	4	–	8	1	–	9
Net changes	**–**	**–**	**–**		**1**	**3**	**4**	**–**	**8**	**1**	**–**	**9**
2021												
Foundation non-earmarked	–		1	3	7	7	5	1	**24**	8	-	**32**
Regular budget	–	–	–	–	2	4	4	1	**11**	3	–	**14**
Programme support	–	–	–	–	2	-	1	-	**3**	1	-	**4**
2021 total	**–**	**–**	**1**	**3**	**11**	**11**	**10**	**2**	**38**	**12**	**-**	**50**

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

Subprogramme 4

Effective Urban Crisis Prevention and Response

Objective

15.87   The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response. This is done through social integration and inclusive communities as well as improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees; and enhanced resilience of the built environment and infrastructure.

Strategy

15.88   To contribute to enhanced social integration and inclusive communities; the subprogramme will support Member States to implement strategies and actions to increase social integration and safety in public spaces through in-country comprehensive, participatory and inclusive operational programmes and projects responding to crises impacting all members of the community including the most vulnerable; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis affected areas. The subprogramme will also support Member States to implement inclusive, evidence-based, sustainable recovery approaches such as the UN-Habitat's 'People's Process', a community-based planning and management process that fosters social integration, inclusiveness and transition to sustainable development, in line with 'Build Back Better and Leave No-one Behind' principles. These principles, which were established after the Asian tsunami of 2004, promote the integration of conflict prevention and peace in the urban recovery processes. The establishment and widescale implementation of the "People's Process" for community-based reconstruction is expected to result in an increased proportion of the population in crisis-affected communities engaged in local decision making in reconstruction projects and improved social inclusion, strengthened land tenure and improved access to adequate housing and basic services in fragile situations. Past results in these areas include implementation of the 'People's Process' in Asia, particularly in Afghanistan, Philippines, Myanmar, Pakistan and Sri Lanka, which has had a positive impact on over 500,000 people. This work helps Member States to make progress towards achieving the Sustainable Development Goals 9, 11 and 16.

15.89   To contribute to improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees the subprogramme will, upon request by Member States, provide crisis-response urban expertise and support development integrated urban development strategies that will address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. The subprogramme will provide expertise in planning camps as future urban extensions with adequate urban planning standards and tenure arrangements which are suitable for eventual transformation into neighbourhoods which is expected to result in increased numbers of cities where refugees, migrants, Internally Displaced Persons (IDPs), returnees and host communities are progressively achieving access to (a) secure tenure, (b) sustainable basic services and social services, (c) adequate housing, and (d) safety and security. Past results in these areas includes work undertaken on the Kalobeyei (northern Kenya) Integrated Socio-Economic Programme (KISDEP) on durable shelter and infrastructure development. This project is fully integrated with both refugees and host communities (186,000 refugees and 320,000 host population) benefiting from the humanitarian and development nexus approach. This work helps Member States to make progress towards achieving the Sustainable Development Goals 1, 5, 8, 10 and 11.

15.90   To contribute to enhanced resilience of the built environment and infrastructure the subprogramme will develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction and implement disaster risk reduction and resilience strategies. The subprogramme will develop and improve urban-specific recovery frameworks, tools and approaches, supporting local implementation and mobilizing networks of urban stakeholders and complementing work led by the World Bank, European Union and UNDP at the national level. This work is expected to result in the reduction of multidimensional risks and protection for the most vulnerable who are often

disproportionately affected by disasters and enhance urban resilience which is the degree to which cities and other human settlements can resist and recover from shocks and stresses. Past results in these areas include, countries adopting 'Build Back Better' and durable solutions (permanent) approaches in crisis affected areas. In Mozambique, for example, the Government is implementing a resilient school building programme; the schools constructed as part of the programme proved to be the only ones to withstand the impact of Cyclone Idai in 2019, the worse cyclone to hit Mozambique in over 100 years. This work helps Member States to make progress towards achieving Sustainable Development Goals 9, 11,13 and 16.

Programme plan for 2021: 'Changing Perceptions' – the positive impact of urban migration

15.91 The subprogramme has been working in multiple regions to support Member States who are facing major migration challenges. Migration and displacement of refugees and Internally Displaced Persons (IDP) are increasingly urban focused and present some of the most complex issues facing national and city level leaders, as the large influx of additional population put stress on urban systems, impacts service provision and availability of housing, infrastructure and livelihood opportunities. The sub-programme's work in urban areas establishes a strong link between humanitarian and development actors, as with its area-based approach, the UN-Habitat aims to not only improving the lives of urban refugees, migrants and IDPs, but also displacement impacted host communities. The sub-programme's work in urban crises contexts ranges from (spatial, participatory) data collection (urban profiling) for evidence-based decision-making, to policy recommendation, capacity building and (pilot) implementation. In countries such as Iraq, Lebanon and Somalia, masterplans and regeneration projects (including planned city extensions and upgrading of parts of the cities, which have been underserviced and are often inhabited by urban poor and other vulnerable groups) have increased social cohesion between migrant and host communities, as area-based upgrading improves living standard of all communities.

15.92 UN-Habitat's flagship programme on "The positive impact of urban migration", to be launched in 2020 will build upon the agency's experience as described above and will be designed to support Member States and cities impacted by large-scale population movements that have led to an urban crisis and will also serve for crisis prevention. This flagship programme will increase the linkages between global frameworks such as the Sustainable Development Goals (SDGs), Global Compact on Migration (GCM), the Global Compact for Refugees (GCR) and the New Urban Agenda. The flagship programme will support countries to to make progress towards achieving Sustainable Development Goals 10 and 11.

Internal Challenge and response

15.93 The challenge for the subprogramme is to develop participatory tools and approaches that consider the needs of migrants, refugees, IDPs as well as host communities in urban settings. In urban areas, migrants, refugees, IDPs reside (often without formal registration) along vulnerable groups of the host population, it is therefore difficult for the subprogramme to just focus on "migrants, refugees, IDPs, returnees or asylum seekers", as it would increase tension between the vulnerable communities living in the same area. In response, the subprogramme will focus on area-based approaches, which use participatory and inclusive process, to improve the urban environment for all urban dwellers (with special focus on vulnerable groups) and increase social cohesion. In addition, the subprogramme will assist national and subnational governments to plan for population changes through developing and reviewing regional spatial plans.

Expected progress towards attainment of objective and performance measures

15.94 This work is expected to contribute to improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery and enhance resilience of the built environment and infrastructure. This would be demonstrated by 37 additional cities (between 2020 to 2021) applying the participatory methodologies such as urban profiling methodology (collaborative process for collecting and analysing data on the conditions of an urban area and its neighbourhoods) in crisis situations

for spatial data collection, inclusive processes for developing recommendations for action and the implementation.

Expected progress towards attainment of objective and performance measures

Performance measures:

Title: Cities applying participatory planning methodologies
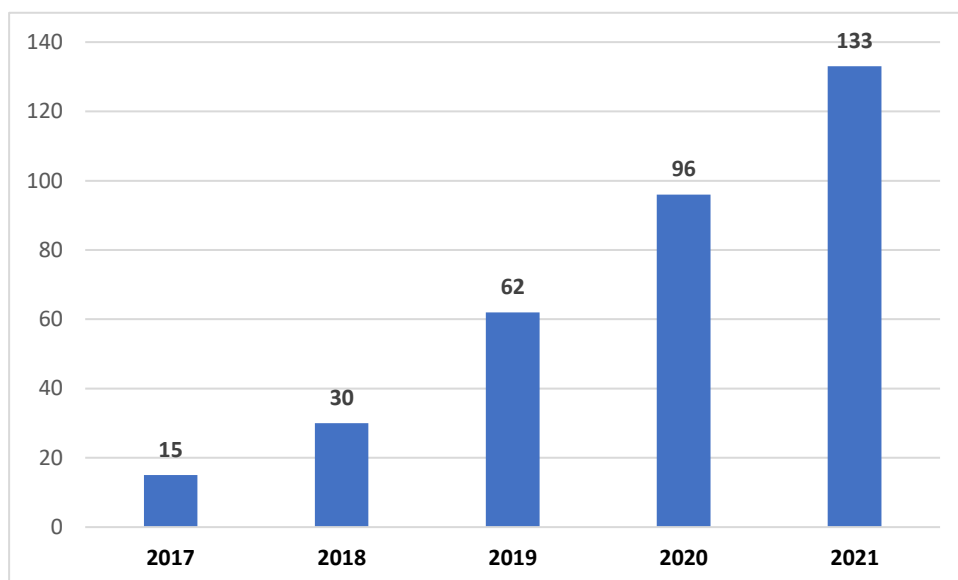
Legislative mandates

15.95   The subprogramme continues to be guided by all mandates entrusted to it. The following constitute the list of legislative mandates:

General Assembly resolutions

64/292	The Human Right to Water and Sanitation
67/291	Sanitation for All
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030
72/182	Protection of and assistance to internally displaced persons
73/136	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

73/139	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
73/150	Assistance to refugees, returnees and displaced persons in Africa
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018-2028
73/230	Effective global response to address the impacts of the El Niño phenomenon

Governing Council resolutions and decisions

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

Deliverables

15.96 The mandates provide the legislative framework for its deliverables. Table 15.26 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.26:
Subprogramme 4: output performance for the period 2020-2021, by category and subcategory

	2019 planned	2019 Actual	2020 planned	2021 planned
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	-	-	**28**	**31**
1. Projects on enhanced social integration and cohesive communities	-	-	10	10
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced people	-	-	10	11
3. Projects on enhanced resilience of the built environment and infrastructure	-	-	8	10
Seminars, workshops and training events (number of days)	-	-	**42**	**45**
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	-	-	16	18
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people	-	-	13	13
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	-	-	13	14
Publications (number of publications)	-	-	**2**	**2**
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced people	-	-	1	1
8. Publication on enhanced resilience of the built environment and infrastructure	-	-	1	1
Technical materials (number of materials)	-	-	**9**	**9**
9. Technical materials on enhanced social integration and cohesive communities	-	-	3	3
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people	-	-	3	3
11. Technical materials on enhanced resilience of the built environment and infrastructure	-	-	3	3

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to member states on crisis mitigation and response, housing issues and inclusive settlements development for returnees, and on enhancing urban resilience to multi hazard threats

D. Communication deliverables

Outreach programmes, special events, and information materials: 12 Brochures and fliers on access to adequate housing, land tenure security, basic urban services and economic opportunities for all; brochures, flyers and profiles on urban crisis prevention, resilience building and recovery.

15.97   The financial and human resource requirements by source of funding for this area are set out in tables 15.27 and table 15.28.

Financial and human resources requirements

Table 15.27

Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2,870.9	2,509.9	5,380.8	27	36
Non-post	191.2	995.7	1,186.9		
Subtotal	**3,062.1**	**3,505.6**	**6,567.7**	**27**	**36**
Regular budget					
Post	1,338.8	796.4	2,135.2	11	11
Non-post	239.4	16.1	255.5		
Subtotal	**1,578.2**	**812.5**	**2,390.7**	**11**	**11**
Programme support					
Post	693.5	492.3	1,185.8	9	9
Non-post	345.3	406.7	752.0		
Subtotal	**1,038.8**	**899.0**	**1,937.8**	**9**	**9**
Foundation earmarked					
Post	-	-	-	-	-
Non-post	18,925.4	(12,406.0)	6,519.4		
Subtotal	**18,925.4**	**(12,406.0)**	**6,519.4**	**-**	**-**
Technical cooperation					
Post	-	-	-	-	-
Non-post	59,531.6	(8,280.2)	51,251.4		
Subtotal	**59,531.6**	**(8,280.2)**	**51,251.4**	**-**	**-**
Total by category					
Post	4,903.2	3,798.6	8,701.8	47	56
Non-post	79,232.9	(19,267.7)	59,965.2	-	-
Subtotal	**84,136.1**	**(15,469.1)**	**68,667.0**	**47**	**56**

Table 15.28
Estimated distribution of posts by source of funds

Funding source	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
Foundation non-earmarked	3	7	6	2	2	**20**	7	-	**27**
Regular budget	-	1	2	3	1	**7**	4	-	**11**
Programme support	–	2	1	2	0	**5**	4	–	**9**
2020 total	**3**	**10**	**9**	**7**	**3**	**32**	**15**	**-**	**47**
Foundation non-earmarked	–	1	2	3	–	6	3	–	9
Net changes	**-**	**1**	**2**	**3**	**–**	**6**	**3**	**–**	**9**

Foundation non-earmarked	3	8	8	5	2	**26**	10	-	**36**
Regular budget	-	1	2	3	1	**7**	4	–	**11**
Programme support	-	2	1	2	-	**5**	4	-	**9**
2021 total	**3**	**11**	**11**	**10**	**3**	**38**	**18**	**-**	**56**

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

Executive direction and management

15.98 Objective of the organization: The overall objective of executive direction and management is to lead and ensure efficient and effective implementation of the UN-Habitat mandates and strategic plan for 2020–2023, compliance with United Nations policies and procedures, and transparent and ethical management of the organization.

15.99 The financial and human resource requirements by source of funding for this area are set out in tables 15.29 and table 15.30.

Financial and human resources requirements

Table 15.29
Resource requirement by source of funds
(thousands of United States dollars)

	Resources			Posts	
Category	*2020*	*Change*	*2021*	*2020*	*2021*
Foundation non-earmarked					
Post	2,625.3	1,938.8	4,564.1	21	27
Non-post	230.7	376.0	606.7		
Subtotal	**2,856.0**	**2,314.8**	**5,170.8**	**21**	**27**
Regular budget					
Post	1,320.3	6.1	1,326.4	7	7
Non-post	342.8	39.2	382.0		
Subtotal	**1,663.1**	**45.3**	**1,708.4**	**7**	**7**
Programme support					
Post	256.0	110.3	366.3	3	3
Non-post	457.1	(86.2)	370.9		
Subtotal	**713.1**	**24.1**	**737.2**	**3**	**3**
Foundation earmarked					
Post	-	-	-	-	-
Non-post	800.0	(514.0)	286.0		
Subtotal	**800.0**	**(514.0)**	**286.0**	**-**	**-**
Technical cooperation					
Post	-	-	-	-	-
Non-post	-	-	-		
Subtotal	**-**	**-**	**-**	**-**	**-**
Total by category					
Post	4,201.6	2,055.2	6,256.8	31	37
Non-post	1,830.6	(185.0)	1,645.6	-	-
Subtotal	**6,032.2**	**1,870.2**	**7,902.4**	**31**	**37**

Table 15.30
Estimated distribution of posts by source of funds

	Professional category and above									*General service*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*Local level*	*Other level*	*Grand total*
2020												
Foundation non-earmarked	-	1	2	-	5	3	3	1	15	6	-	21
Regular budget	1	-	-	1	2	-	-	-	4	3	-	7
Programme support	-	-	-	-	1	-	-	-	1	2	-	3
2020 total	**1**	**1**	**2**	**1**	**8**	**3**	**3**	**1**	**20**	**11**	**-**	**31**
Changes: (decrease)/increase												
Foundation non-earmarked	–	–	–	–	1		3	–	4	2	–	6
Net changes	**–**	**–**	**–**	**-**	**1**	**–**	**3**	**–**	**4**	**2**	**–**	**6**
2021												
Foundation non-earmarked	-	1	2	-	6	3	6	1	19	8	-	27
Regular budget	1	-	-	1	2	-	-	-	4	3	-	7
Programme support	-	-	-	-	1	-	-	-	1	2	-	3
2021 total	**1**	**1**	**2**	**1**	**9**	**3**	**6**	**1**	**24**	**13**	**-**	**37**

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

Policy making organs

15.100 From January 2002 to December 2018, UN-Habitat was governed by a 58-member Governing Council. In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reported to the Assembly through the Economic and Social Council and provided overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council were set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

15.101 Following General Assembly resolution 72/226 of December 2017, the Chair of the Committee of Permanent Representatives established an open-ended Working Group in Nairobi to examine options for strengthening Member States' oversight of UN-Habitat for consideration of the General Assembly during the seventy-third session. The findings and recommendations called for a three-tier governance structure, namely a universal Assembly, an Executive Board of representational membership and a universal Committee of Permanent Representatives. The structure was subsequently adopted by the General Assembly in December 2018.

15.102 Through General Assembly resolution 73/307, the Governing Council was dissolved as a subsidiary organ of the General Assembly and replaced with a universal UN-Habitat Assembly which meets every four years for five days and is responsible for approving UN-Habitat's four-year strategic plan. The General Assembly also established a 36-member Executive Board whose members are elected by the UN-Habitat Assembly. The Executive Board strengthens oversight over UN-Habitat's operations and enhances accountability, transparency, efficiency and effectiveness of the Programme. It oversees preparation of the draft Strategic Plan before its approval by the UN-Habitat Assembly and is also responsible for the review and approval of the Annual Work Programme and Budget. In addition, the Executive Board has the responsibility of reviewing financial rules and regulations and matters associated with running of the Programme.

15.103 The Committee of Permanent Representatives will convene in Nairobi twice every four years, once prior to the UN-Habitat Assembly, to prepare for that meeting and the second time, for a high-level mid-term review meeting.

Financial and human resources requirements

15.104 The financial and human resource requirements by source of funding for this area are set out in tables 15.31 and table 15.32.

Table 15.31
Resource requirement by source of funds
(thousands of United States dollars)

	Resources			Posts	
Category	*2020*	*Change*	*2021*	*2020*	*2021*
Foundation non-earmarked					
Post	406.9	(98.1)	308.8	1	3
Non-post	32.2	637.7	669.9		
Subtotal	**439.1**	**539.6**	**978.7**	**1**	**3**
Regular budget					
Post	526.0	29.5	555.5	5	5
Non-post	40.2	90.6	130.8		
Subtotal	**566.2**	**120.1**	**686.3**	**5**	**5**
Programme support					
Post	53.2	(53.2)	-	-	-
Non-post	58.4	551.8	610.2		
Subtotal	**111.6**	**498.6**	**610.2**	**-**	**-**
Total by category					
Post	986.1	(121.8)	864.3	6	8
Non-post	130.8	1,280.1	1,410.9		
Subtotal	**1,116.9**	**1,158.3**	**2,275.2**	**6**	**8**

Table 15.32
Estimated distribution of posts by source of funds

	Professional category and above									General service		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*Local level*	*Other level*	*Grand total*
2020												
Foundation non-earmarked	-	–	-	-	-	1	-	-	**1**	-	-	**1**
Regular budget	–	-	-	1	-	-	1	-	**2**	3	-	**5**
2020 total	**-**	**-**	**-**	**1**	**-**	**1**	**1**	**-**	**3**	**3**	**-**	**6**
Changes: (decrease)/increase												
Foundation non-earmarked	–	–	–	–	–	–	–	1	1	1	–	2
Net changes	**–**	**–**	**–**	**-**	**-**	**–**	**-**	**1**	**1**	**1**	**1**	**2**
2021												
Foundation non-earmarked	-	-	-		-	1	-	1	**2**	1	-	**3**
Regular budget	-	-	-	1	-	-	-		**2**	3	–	**5**
2021 total	**-**	**-**	**-**	**1**	**-**	**1**	**1**	**1**	**4**	**4**	**-**	**8**

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

Programme support

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

(a) **Finance:** Ensure the efficient, effective and transparent allocation of the human and financial resources of the organization and other assets to meet its strategic and operational priorities, as well as promote transparent financial management, effective reporting, strong financial accountability and governance. This will include the development of key performance indicators and benchmarks related to monitoring of contributions and implementing agreements, ensuring that anti-corruption measures are incorporated into the agreements. In addition, financial procedures will be updated and training given to ensure a common understanding and implementation of the International Public Sector Accounting Standards (IPSAS), and effective utilization of the enterprise resource planning system Umoja; coordinate and manage project administrative functions across the organization to ensure consistent, effective support for the financial and programmatic requirements of all projects; and monitor the quality and delivery of services by third parties, including the United Nations Office at Nairobi, to ensure that they meet agreed levels of service and are delivered in a cost-effective manner;

(b) **Human Resource:** Formulate strategic HR needs for UN-Habitat in the areas of talent management, service delivery and organizational culture. In doing this UN-Habitat will also consider the human resources needs at the regional and field levels. HR will work together with substantive offices to articulate HR needs for the organization, both in terms of recruitment and in terms of staff development and training and work in close collaboration with the United Nations Office at Nairobi. This will be done through enhance planning activities in order to provide substantive offices with the required expertise in a timely manner. Staff development activities will be implemented through effective training programmes in substantive programme areas, leadership and management skills, ethics. UN-Habitat will continue interactive work on improving labour relations, motivation, giving career advice and prevention of workplace conflicts, including administration of prohibited conducts (harassment, abuse of authority sexual harassment and sexual exploitation and abuse. The HR Unit will work closely with the United Nations Office Nairobi to realize the HR needs for UN-Habitat by supporting the practical implementation of entitlement administration, HR resource acquisition, and staff welfare;

(c) **Audit:** Support internal and external audit processes; ensure effective follow-up and implementation of all audit recommendations; promote and enforce sound risk management systems and practices aimed at improving the overall performance and accountability of the organization; develop, update and streamline operational policies and procedures in critical business areas, including areas with administrative bottlenecks; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; and improve control systems;

(d) Enhance staff capacity through effective training in ethics to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

(e) **ICT:** Enhance the ICT infrastructure strategy, action plan and governance to ensure ICT solutions support strategic and operational needs, including the upgrade of infrastructure in outposted offices to facilitate their easy access to mission-critical applications, including Umoja and PAAS; and develop and enhance current applications, including in the areas business intelligence tools

and knowledge management;

(f)   **Standard Operating Procedures:** Develop, update and streamline operational policies and procedures in critical business areas; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; improve control systems; enhance staff capacity through effective training in results-based management, leadership and management skills, including ethics training, to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

Financial and human resources requirements

15.106 The financial and human resource requirements by source of funding for this area are set out in tables 15.33. The related human resources required to provide the services are provided in table 15.34.

Table 15.33
Resource requirement by source of funds
(thousands of United States dollars)

Category	Resources			Posts	
	2020	Change	2021	2020	2021
Foundation non-earmarked					
Post	2,726.6	1,094.1	3,820.7	27	36
Non-post	1,120.0	(397.6)	722.4		
Subtotal	**3,846.6**	**696.5**	**4,543.1**	**27**	**36**
Regular budget					
Post	966.5	146.4	1,112.9	7	7
Non-post	21.6	20.1	41.7		
Subtotal	**988.1**	**166.5**	**1,154.6**	**7**	**7**
Programme support					
Post	2,484.2	321.6	2,805.8	24	24
Non-post	3,359.8	(2,558.6)	801.2		
Subtotal	**5,844.0**	**(2,237.0)**	**3,607.0**	**24**	**24**
Foundation earmarked					
Post	-	-	-	-	-
Non-post	450.0	(100.0)	350.0		
Subtotal	**450.0**	**(100.0)**	**350.0**	**-**	**-**
Total by category					
Post	6,177.3	1,562.1	7,739.4	58	67
Non-post	4,951.4	(3,036.1)	1,915.3	-	-
Subtotal	**11,128.7**	**(1,474.0)**	**9,654.7**	**58**	**67**

Table 15.34
Estimated distribution of posts by source of funds

	Professional category and above									General service		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020												
Foundation non-earmarked	–	–	-	1	2	1	10	-	**14**	13	-	**27**
Regular budget	–	-	-	–	1	3	1	-	**5**	2	-	**7**
Programme support	–	–	–	–	-	-	12	-	**12**	12	–	**24**
2020 total	**–**	**-**	**-**	**1**	**3**	**4**	**23**	**0**	**31**	**27**	**-**	**58**
Changes: (decrease)/increase												
Foundation non-earmarked	–	–	–	–	–	1	3	1	**5**	4	–	**9**
Net changes	**–**	**–**	**–**	**–**	**–**	**1**	**3**	**1**	**5**	**4**	**–**	**9**
Foundation non-earmarked	-	-	-	1	2	2	13	1	**19**	17	-	**36**
Regular budget	-	-	-	-	1	3	1	-	**5**	2	–	**7**
Programme support	-	-	-	-	-	-	12	-	**12**	12	-	**24**
2021 total	**-**	**-**	**-**	**1**	**3**	**5**	**26**	**1**	**36**	**31**	**-**	**67**

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

Annex 1: Programme Performance for 2019

Subprogramme 1: Urban legislation, land and governance
Objective

15.107　The objective to which this subprogramme contributes, is to foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery.

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

15.108　The subprogram provided support to local, national governments and other Habitat Agenda partners in improving the security of tenure for all, including for vulnerable groups, women, young people and indigenous people. The subprogramme in partnership with the Ministry of Urban Development and Land (MUDL), the Deputy Ministry of Municipalities (DMM) and Kabul Municipality implemented the City for All (CFA) programme, a flagship programme of the Government of Afghanistan's Urban National Priority programme 2016-2025 (U-NPP). The programme, which is aligned to the government's reform agenda for the urban sector, aims at improving stability and stimulating economic development in Afghan cities by securing land and property rights, strategic urban planning, enhanced service delivery and strengthening the social contract between citizens and the state.

15.109　UN-Habitat provided technical expertise to municipalities in land and property surveys and registration, an integral component of the CFA programme. Through the CFA programme, a systematic survey was conducted on each property and the property data is stored at the Nahia (urban district) level, as well as in a central municipal database. Data from the property database was used for street addressing and house numbering and enabled the Afghanistan Independent Land Authority to register properties and issue land occupation certificates to increase tenure security and reduce land grabbing. These activities were essential for improving urban management and safety, and for increasing citizen's socio-economic inclusion.

Progress towards attainment of the objective and performance measures

15.110　This work contributed to foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery. It facilitated the securing of land and property rights for urban residents in the main cities of Afghanistan, as demonstrated by a 65 per cent increase in the number of properties surveyed and registered in the national properties database. By the end of 2019, a total of 790,000 properties were surveyed and registered (491,000 in the capital Kabul and 299,000 in 11 other cities), providing security of tenure to more than 6 million Afghans. MUDL also distributed 16,000 occupancy certificates to eligible properties, conferring ownership and the "right to stay" to beneficiaries including households in informal settlements; and protecting the property rights of women by requiring the certificates to include spouse's names for properties that were located on state land before survey and registration. Certification required the households to pay safayi (municipal services charge) and other municipal fees to have access to municipal services. The 234,593 properties surveyed in 2019, compared to 141,638 in 2018 contributed to the attainment of SDG target 1.4, and SDG target 11.1 through the provision of secure tenure i.e. legal documentation proving tenure status and de facto protection against forced/arbitrary eviction.

Performance measures
Title: Properties surveyed/registered (in thousands)
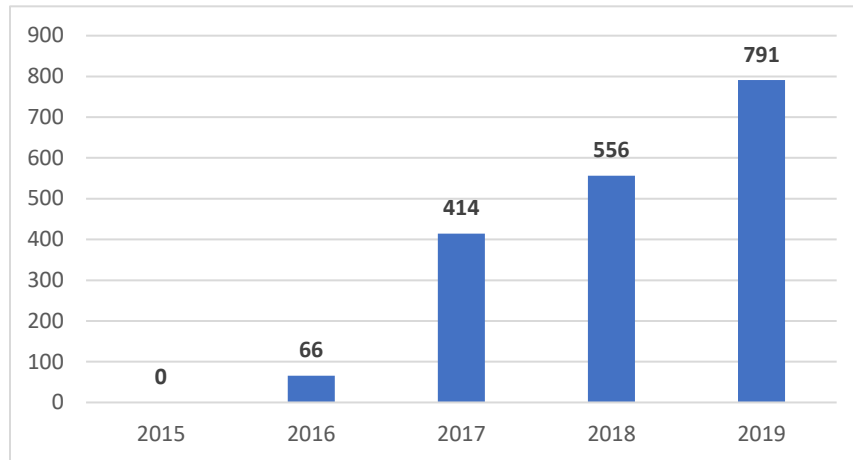
Programme performance in 2019, against planned result

15.111 A planned result for 2019, which is increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people as referred to in the proposed programme budget for the biennium 2018-2019, was achieved, as evidenced by 16 national governments implementing programmes to improve security of tenure for all (over the target of 12 for the period 2018-2019). These governments utilized UN-Habitat's key normative tools for the establishment of land conflict management mechanisms that bolster mediation and resolution of land disputes.

Deliverables

15.112 The mandates provide the legislative framework for its deliverables. Table 15.36 lists all deliverables, by category and subcategory, for the period 2019. that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.36
Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	*2019 actual*	*2020 planned*	*2021 planned*
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**9**	-	-
1. Projects on urban legislation	1	2	-	-
2. Projects on land and tenure	1	5	-	-
3. Projects on safety cities	1	1	-	-
4. Project on local governance	2	1	-	-
Seminars, workshops and training events (number of days)	**15**	**19**	-	-
5. Training events on urban legislation	4	4	-	-
6. Training events on land and tenure	4	10	-	-
7. Training events on safer cities	4	4	-	-
8. Training on local government	3	1	-	-

	2019 planned	2019 actual	2020 planned	2021 planned
Publications (number of publications)	**5**	**2**	-	-
9. Publications on the New Urban Agenda and the Sustainable Development Goals	3	1	-	-
10. Report on contributions to the Sustainable Development Goals and the New Urban Agenda	2	1	-	-
Technical materials (number of materials)	**4**	**8**	-	-
11. Tool and guidelines for urban legislation	-	1	-	-
12. Tool and guidelines on local government	1	1	-	-
13. Guidelines on safer cities	2	2	-	-
14. Tool and guidelines for land tenure	1	4	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to local, regional and national authorities on development of legal instruments, policy frameworks and multilevel and inclusive land management and tenure; expert advice on governance, urban safety and policies, and on strengthening Global Land Tool Network (GLTN), United Nations Advisory Committee of Local Authorities, and Global Safer City partnerships

Subprogramme 2: Urban planning and design

Objective

15.113 The objective, to which this subprogramme contributes, is to improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

Programme performance in 2019: A masterplan to shape the development of Belmopan City

15.114 Belmopan, the capital city of Belize has faced significant urbanization challenges such as increasing population growth, climate change, inadequate public spaces, infrastructure and urban structure. Given its classification as a tropical monsoon climate, and its history of hurricanes, an effective and sustainable stormwater management system was also urgently needed. The city's population is 17,000 and is a sparsely populated with a current population density of 13.3 people per hectare. 44 per cent of the municipal area is vacant land and the development of existing vacant plots is critical as the city expands towards its administrative boundaries.

15.115 In 2016, the subprogramme began working with Belmopan City Council to develop the Municipal Development Plan (MDP) and create a spatial plan for the city. In collaboration with Belmopan City Council, a series of workshops and public consultations were organized over a one-year period. The workshops gathered representatives of different national and local government institutions, the private sector, community groups, NGOs, planning professionals and academia to discuss the current situation and the future vision for Belmopan. Workshops were conducted and the recommendations were reviewed, and the plans were modified accordingly.

15.116 The subprogramme, together with hydrological experts provided by Arcadis, worked with local stakeholders to propose a spatial framework using a blue-green network planning approach to develop an integrated resilient master plan for the city as well as planning and design strategies to address the challenges described in the MDP. The spatial framework recommended future long-term development options at city level based on the MDP vision, and short-term pilot projects. The official Masterplan was presented at the Caribbean Urban Forum 2017. The cooperation with the subprogramme is still ongoing with the application and refinement of the rapid planning methodology targeting supply and disposal infrastructure planning.

15.117 In 2019, the subprogramme focused on resource mobilization to identify human and financial resources to i) advance in the development of the integrated structure plan and capital investment plan ii) develop feasibility studies for the priority projects and iii) develop a project proposal for a bankable project in collaboration with the Caribbean Development Bank and the Green Climate Fund. The estimated seed funding of USD 100,000 used for the project is expected to mobilize USD 700,000 for the development of the spatial and financial plan, the feasibility studies for the priority projects and a USD 100 million project proposal for a priority bankable project in St. Lucia, Belmopan or St. Kitts and Nevis, which will result in an improved quality of life, service provision of over 100,000 residents, promoting social inclusion in the Caribbean as well as local economic development.

Progress towards attainment of the objective and performance measures

15.118 This work contributed to improved policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, as demonstrated by the development of a spatial framework (or masterplan) with strategies to address current and anticipated challenges of Belmopan, viz. urban connections, system of public spaces, and mixed-use development; integrated green infrastructure into the built environment and the surrounding natural systems to address multiple challenges of sustainable development and climate change, as well as promoted social integration and spatial connection through public space.

Performance measures

Table 15:37: Development of a spatial framework (or masterplan) for Belmopan

2015	2016	2017	2018	2019
UN-Habitat invited to work in Belmopan	UN-Habitat began working with the Belmopan City Council to further develop the Municipal Development Plan (MDP) and create its spatial plan.	Recommendations and comments from the participants reviewed and the plans modified accordingly. Masterplan presented at Caribbean Urban Forum.	Masterplan of Belmopan City implementation initiated.	Detailed Infrastructure planning initiated in Belmopan, as part of the Masterplan implementation, including: (i) development of the integrated structure plan and capital investment plan; (ii) feasibility studies for priority projects; and (iii) a proposal for a bankable project.

Programme performance in 2019, against planned result

15.119 A planned result for 2019, which is "Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities" as referred to in the proposed programme budget for the biennium 2018-2019, was achieved, as evidenced by 48 partner cities, subnational and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation (over the target of 45 for the period 2018-2019). These partner city, subnational and national authorities utilized improved policies and legislation on urban planning and sustainability and strengthened capacities of institutions and stakeholders to participate actively in a participatory and inclusive planning process.

Deliverables

15.120 The mandates provide the legislative framework for its deliverables. Table 15.38 lists all deliverables, by category and subcategory, for the period 2019.that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.38
Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	2019 Actual	2020 planned	2021 Planned
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**15**	**35**	-	-
1. Projects on development of national urban policies and spatial frameworks, urban planning and design at country level and in partner countries in all regions	3	10	-	-

	2019 planned	2019 Actual	2020 planned	2021 Planned
2. Projects on implementation of regional and metropolitan planning, including urban-rural linkages, international guidelines on urban and territorial planning and a green economy	4	8	-	-
3. Projects on public space initiatives at national and city level	3	3	-	-
4. Projects on urban planning and design labs in support of city planning, extension and design and the three-pronged approach	3	9	-	-
5. Projects on strengthening climate action planning processes or ecosystem-based plans at city level	2	5	-	-
Seminars, workshops and training events (number of days)	**87**	**138**	-	-
6. Workshops and training events on national urban policies and implementation of New Urban Agenda and on regional and metropolitan development, urban rural linkages and the International Guidelines on Urban and Territorial Planning	13	23	-	-
7. Workshops on lessons and approaches to emerging city planning issues and specific New Urban Agenda planning issues	25	43	-	-
8. Training courses on national urban policies, metropolitan planning, urban and rural linkages, action planning and international guidelines on urban and territorial planning	28	30	-	-
9. Trainings courses on public spaces policies and planning approaches	15	22	-	-
10. Training courses, seminars and workshops on city climate action planning	6	20	-	-
Publications (number of publications)	**6**	12	-	-
11. Good practices and experiences at the national, regional, metropolitan and global levels on urban policy and spatial frameworks; urban rural linkages; landscape connectivity; and/or the International Guidelines on urban and territorial planning	1	4	-	-
12. Evidence-based policy guide on city-wide approaches to public space	1	1	-	-
13. Publication on good practices, and experience on city planning, extension and design	1	1	-	-
14. Evidence-based policy guide on cities and climate change	1	1	-	-
15. Publications on climate change, air quality, transport and resilience	2	5	-	-
Technical materials (number of materials)	**4**	**10**	-	-
16. Case studies, profiles, toolkits and guides to support work on national urban policies, regional and metropolitan development, landscape connectivity and urban-rural linkages	2	6	-	-
17. Policy guidelines series on urban planning and design for the New Urban Agenda, with focus on planned city extensions, planned city infills and new and intermediate towns, refugees/internally displaced people and health	1	1	-	-
18. Technical material on climate change, resilience, urban air quality management decision support and capacity-building toolkit	1	3	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to national and subnational authorities on urban policy review and dialogue, urban-rural linkages and international guidelines on urban, territorial planning, public space, design labs, planned city extensions, city infills, climate change and urban low emissions; International or regional conference on National Urban Policy; International scientific conference on cities and climate change co-organized with the Intergovernmental Panel on Climate Change

Subprogramme 3: Urban economy and municipal finance

Objective

15.121 The objective, to which this subprogramme contributes, is to improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance.

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

15.122 Over the past six years, the subprogramme has provided technical support to partner cities to build their capacity to identify potential options to improve municipal finance and finance city extensions through land registration, tax invoicing and collection, and training and capacity building. In Afghanistan, through the safayi tax, collection and property registration has trippled in the last three years, in Somalia through regisration and implementation and upgrading of collection offices municipal revenues has increase in more than 100 per cent in three years. In Kiambu County, revenues have doubled in three years through a combination of policy support, modernization of land registration, upgraded tax collection systems, and provision and approval of rules and regulations. The lessons learnt from these succesful experiences led UN-Habitat, in 2019, to develop a tool for the optimization of Own Source Revenue. This tool was then piloted in Kisumu, Kenya.

15.123 Kisumu is one of Kenya's 47 counties created in 2012 as part of Kenya's decentralization process, resulting in delegation of authority in terms of service provision. To match these new functional assignments and service the needs of a growing and largely agrarian population, Kisumu County Government was provided with funding from the national government as well as the mandate to raise its own revenues. However, the revenue generated locally has stagnated since devolution with the dependence of the County Government on inter-governmental transfers growing from 80 per cent in 2013 to 86 per cent in 2018.

15.124 As part of the UN-Habitat technical support provided to the County Government of Kisumu, the subprogramme carried out a financial gap analysis to diagnose own source revenue shortcomings. The rapid own source revenue assessment tool used to carry out this analysis, identified shortcomings in tax collection and tax strategy that focused on less profitable revenue streams. Based on this analysis the subprogramme identified recommendations on how to optimize revenue generation in Kisumu, including tax compliance, transparency and accountability

15.125 A planned result for 2019, which is increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people as referred to in the proposed programme budget for the biennium 2018-2019, was achieved, as evidenced by 16 national governments implementing programmes to improve security of tenure for all (over the target of 12 for the period 2018-2019). These governments utilized UN-Habitat's key normative tools for the establishment of land conflict management mechanisms that bolster mediation and resolution of land disputes.

Progress towards attainment of objective and performance measures

15.126 This work contributed to improved urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance. The ability of UN-Habitat to impact local government thinking and action around Municipal Finance has been demonstrated by the adoption of the recommendations provided to the Government of Kisumu via the pilot of UN-Habitat's Rapid Own Source Revenue Analysis (ROSRA) tool. The recommendations

provided by UN-Habitat have contributed to governance changes including setting up of a Sub-Committee on Own Source Revenue, in which UN-Habitat has an advisory function. Through these reforms UN-Habitat is now in a position to work closely with the County Government to implement its recommendations and jointly create a more equitable and effective OSR system.

Performance measures

Table 15:39: Impact of UN-HABITAT projects in Municipal Finance

2014-2016	2017	2018	2019
Municipal Finance programme is implemented in Afghanistan, Somalia and Kenya.	Municipal Finance programme continues, and lessons learned are compiled. A need for optimising own source revenue generation in local governments is identified	The Rapid Own Source Revenue Assessment (ROSRA) tool for the optimization of own source revenue local governments is developed	ROSRA tool is piloted in Kisumu, providing recommendations to the County Government showing how to optimize own source revenue generation. Kisumu County Government makes key changes at the Revenue Department and creates a Sub-Committee on Own-Source Revenue

Programme performance in 2019, against planned result

15.127 A planned result for 2019, which is improving the capacity of partner cities to implement plans or strategies for improved urban and municipal finance, as referred to in the proposed programme budget for the biennium 2018-2019, was achieved, as evidenced by 48 local authorities that have adopted programmes and strategies for improved urban and municipal finance (over the target of 36 for the period 2018-2019). These cities adopted tools developed by UN-Habitat to help diagnose the specific problems in regard to their own source revenue system and prioritize the necessary interventions.

Deliverables

15.128 The mandates provide the legislative framework for its deliverables. Table 15.40 lists all deliverables, by category and subcategory, for the period 2019. that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.40
Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	2019 actual	2020 planned	2021 planned
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**11**	**13**	-	-
1. Projects on local economic development	2	2	-	-
2. Projects on urban and municipal finance	5	5	-	-
3. Projects on youth and livelihoods	4	6	-	-

	2019 planned	2019 actual	2020 planned	2021 planned
Seminars, workshops and training events (number of days)	**18**	**25**	-	-
4. Training events on local economic development	6	6	-	-
5. Training events on urban and municipal finance	3	4	-	-
6. Training events on youth and livelihoods	9	15	-	-
Publications (number of publications)	**6**	**15**	-	-
7. Publications on local economic development	1	3	-	-
8. Publications on urban and municipal finance	3	8	-	-
9. Publications on youth and livelihoods	2	4	-	-
Technical materials (number of materials)	**2**	**4**	-	-
10. Methodology to identify competitive economic clusters for promoting local economic development in cities in developing countries	-	2	-	-
11. Guidelines on quantifying the assets base of local governments in developing countries	2	2	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to local and national authorities on promoting local economic development through value chain and supply chain analysis and economic clusters; conduct of rapid revenue assessments, plans and/or strategies on improving local revenue generation;

Databases and substantive digital materials: Global Municipal Database; Global Urban Competitiveness online report

UN-Habitat Guide for the Establishment and Accreditation of One Stop Youth Resource Centres. Scaling up of model in Somalia (3), Rwanda (3) and global model youth center.

Subprogramme 4: Urban basic services

Objective

15.129 The objective, to which this subprogramme contributes, is to increase equitable access to urban basic services and the standard of living of the urban poor.

Programme performance in 2019: 100% sanitation coverage in Nepal

15.130 The subprogramme, through the Global Sanitation Fund Programme, provided technical support to the Water Sanitation and Hygiene (WASH) sector of Government of Nepal to eliminate the open defecation practice by increasing the number of people accessing water and sanitation facilities. The Global Sanitation Fund Programme financed by the Water Supply and Sanitation Collaborative Council (WSSCC) and implemented by UN-Habitat worked to change behaviours of the beneficiaries across the target districts.

15.131 The Government of Nepal formulated the National Sanitation and Hygiene Master Plan in 2011 to set up appropriate systems and institutional mechanisms for accelerating sanitation coverage in a planned manner with institutional architect from national to village levels for the WASH sector, engaging multiple sectors such as local development, health, education, women development from central to village levels. As a result, Open Defecation Free (ODF) campaign moved ahead throughout the country under the leadership of local authorities in partnership with all sector players through one basket programming approach.

15.132 In 2019, UN-Habitat supported the campaign in 9 districts of Bara, Parsa, Sarlahi, Rautahat, Dhanusha, Mahottari, Sunsari, Morang and Jhapa to complete the last mile of the sanitation campaign to achieve the ODF status. These were the most challenging districts with the highest concentration of open defecation in South Asia. UN-Habitat also coordinated with stakeholders in the sanitation sector for the monitoring and validation of these districts for ODF, resulting in the declaration of ODF status by Prime Minister of Nepal on 30th September 2019. UN-Habitat also initiated support beyond ODF in the 11 districts to institutionalize the "Total Sanitation Guideline" endorsed by government.

Progress towards attainment of the objective and performance measures

15.133 This work contributed to increase equitable access to urban basic services and the standard of living of the urban poor, as demonstrated by 100 per cent sanitation coverage reaching over 6 million people in 2019. All 77 districts had been formally declared Open Defecation Free (ODF) and the country celebrated being ODF on 30th September 2019. As for the federal transition, since mid-2018 all the operational mandate of WASH sector is devolved to local government currently led by elected representatives in 753 local administrative units. In this transition, federal sector players played a vital role in pushing these elected representatives to prioritize the national sanitation campaign. The sector target was to sustain this attainment of 100 per cent universal access to improved sanitation facilities and significant contribution to Sustainable Development Goal 6.2. The Government of Nepal formally credited UN-Habitat for leading the implementation of the GSF programme especially in the most challenging areas.

15.134 By 2019, the sanitation coverage reported by the Government of Nepal was 100 per cent.

Performance measures

Title: Sanitation Coverage of Nepal
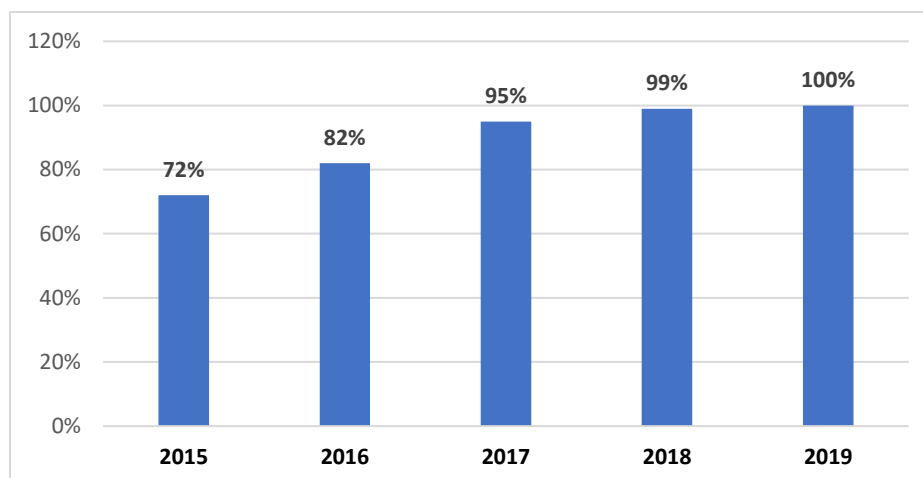
Programme performance in 2019, against planned result

15.135 A planned result for 2019, which is improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities, as referred to in the proposed programme budget for the biennium 2018-2019, was achieved, as evidenced by 337 local authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all (over the target of 195 for the period 2018-2019). The local authorities developed their sustainable energy access and climate change action plan and advocated for their use to strengthen the capacity of Member States to focus on management of urban basic services.

Deliverables

15.136 The mandates provide the legislative framework for its deliverables. Table 15.41 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.41
Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	*2019 actual*	*2020 planned*	*2021 planned*
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**13**	**13**	-	-
1. Projects on financing of urban basic services	-	-	-	-
2. Projects on water and sanitation	4	4	-	-
3. Projects on clean energy and energy efficiency	3	3	-	-
4. Projects on sustainable urban mobility	4	4	-	-
5. Projects on water, energy and food nexus	2	2	-	-
Seminars, workshops and training events (number of days)	**27**	**30**	-	-
6. Training events on water and sanitation	6	6	-	-

		2019 planned	2019 actual	2020 planned	2021 planned
7.	Training events on sustainable urban energy	3	6	-	-
8.	Training events on sustainable urban mobility	6	6	-	-
9.	Training events on pro-poor infrastructure projects	6	6	-	-
10.	Training events on solid waste management	6	6	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to national governments and local authorities on urban basic services, including pro-poor infrastructure projects, solid waste management, water and sanitation, energy efficiency, Internet of Things and frontier technologies and sustainable urban mobility

Databases and substantive digital materials: online repository on sustainable mobility, energy, water and sanitation, solid waste management and urban air quality and climate change mitigation

Sub-programme 5: Housing and slum upgrading

Objective

15.137 The objective, to which this sub-programme contributes, is to improve access to adequate and sustainable housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner.

Programme performance in 2019: Improved living conditions of three informal settlements in Iraq

15.138 The sub-programme developed inclusive integrated urban and housing guidelines and citywide strategies for assisting Member States to progressively deliver the Sustainable Development Goal 11, particularly target 11.1 "by 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums", the right to adequate housing and other human rights.

15.139 In Iraq, there are more than 1,550 informal settlements across the country, hosting approximately 3.3 million people. Informal dwellers suffered from deteriorated living conditions, lack of economic and employment opportunities, and challenges to deliver the Adequate Standard of Living including the Adequate Housing. Together with the Government of Iraq, UN-Habitat has been tackling challenges faced by people in informal settlements. UN-Habitat developed jointly with the Poverty Reduction Executive Secretariat in the Ministry of Planning in Iraq, a National Strategy for Long-term Durable Solutions for IDPs and a Road Map for the enumeration, upgrading and regularization of informal settlements. In addition to top-down approach, including development of national strategies and a legal framework to regularize informal settlements, which enables the government to intervene in these informal settlements to improve living conditions and protect rights of the informal dwellers, UN-Habitat also took bottom-up approach of working with informal dwellers through meaningful and continuous dialogue with local communities within the framework of a community planning exercise to change their lives. Three informal settlements were identified in cities of Mosul, Ramadi and Basra, and community development committees were formed with representatives of the informal dwellers, including women. UN-Habitat organized a series of consultation meetings with these community development committees to identify key challenges faced in respective informal settlement and prioritize needed interventions. Based on the decisions made by the community development committees, pilot activities such as water network extensions, improvement of water drainage systems, garbage cleaning campaigns, and road upgrading were implemented.

Progress towards attainment of the objective and performance measures

15.140 This work contributed to improve access to adequate and sustainable housing, enhance the standard of living in slums and curb the growth of new slums in an inclusive manner. as demonstrated by improved access to basic services and a security of tenure for the 6,600 vulnerable people residing in the informal settlements, in line with the National Informal Settlements Strategy developed in 2015. UN-Habitat in liaison with the local authorities upgraded the standard of living of internally displaced persons in three pilot informal settlements in Iraq (Mosul, Ramadi and Basra). The project resulted in a total of 943 households newly connected to a potable water network which reduced their dependency on improvised rubber pipes tapping illegally into the municipal system; over 10 km of roads cleared from debris and solid waste during a two-month intensive cleaning campaign; a new covered storm water drainage system in the Mosul settlement which addressed severe flooding issues; the distribution of over

Performance measures

Table 15:42: Activities conducted, and milestones achieved under the National Programme for Rehabilitation and Regularization of Informal Settlements / IDP Areas in Iraq between 2015 and 2019.

2015	2016	2017	2018	2019
National Strategy for Long-term Durable Solutions for IDPs and a Road Map for the enumeration, upgrading and regularization of informal settlements developed	National government counterparts trained and consulted to implement the Road Map for enumeration, upgrading and regularization of informal settlements	A fund for addressing challenges in informal settlements established by the National Government	National Survey conducted, mapping 3.3 million informal dwellers, using resources from the established fund.	Based on survey, pilot upgrading projects implemented in informal settlements (in Basra, Mosul and Ramadi) that addressed community priority needs in consultation with the local authorities

Programme performance in 2019, against planned result

15.141 A planned result for 2019, which is "Improved slum upgrading and prevention policies, strategies or programmes" as referred to in the proposed programme budget for the biennium 2018-2019; was achieved as evidenced by 43 partner countries that have formulated and 53 partner countries that have implemented improved slum upgrading and prevention policies or strategies (over the target of 42 and 56 respectively for the period 2018-2019). These countries developed policies, strategies, and legal frameworks that enabled the government to intervene on issues of slums and informal settlements.

Deliverables

15.142 The mandates provide the legislative framework for its deliverables. Table 15.43 lists all deliverables, by category and subcategory, for the period 2019. that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.43
Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	*2019 actual*	*2020 planned*	*2021 planned*
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**12**	**12**	-	-
1. Projects on affordable and adequate housing	4	4	-	-
2. Projects on slum upgrading	4	4	-	-
3. Community-led projects including for vulnerable groups on water, sanitation and public space	4	4	-	-
Seminars, workshops and training events (number of days)	**21**	**40**	-	-
4. Training events on adequate and affordable housing	9	11	-	-

	2019 planned	2019 actual	2020 planned	2021 planned
5. Training events on slum upgrading, urban poverty alleviation for national and local authorities	3	15	-	-
6. Training events on human rights and community development for transforming living conditions in slums and informal settlements	9	14	-	-
Publications (number of publications)	**1**	**2**	**-**	**-**
7. Publications on sustainable housing and finance and slum upgrading	1	2	-	-
Technical materials (number of materials)	**8**	**9**	**-**	**-**
8. Technical materials on affordable and adequate housing	3	2	-	-
9. Technical materials on slum upgrading for national and local authorities and slum and informal settlements communities	3	4	-	-
10. Technical materials on participation, community empowerment, particularly for women and youth	2	3	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: advice to local, national and regional authorities on participatory slum upgrading programmes; citywide strategies and inclusive pro-poor urban renewal; housing profiles; housing policies; housing implementation strategies; national housing legislation; and housing finance activities

Databases and substantive digital materials: Online knowledge centres on participatory slum upgrading programmes.

Partnerships and commitments: global partnerships and commitments consolidated in 2019 contributing towards regional and global networks and publications for slum and informal settlements upgrading at scale in 2020.

Subprogramme 6: Risk Reduction, Rehabilitation and urban resilience

Objective

15.143 The objective, to which this subprogramme contributes, is to increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development.

Programme performance in 2019: A Place of Safety in Mozambican Schools

15.144 The country of Mozambique is prone to natural disasters and has experienced successive severe cyclones in the last 20 years that caused massive destruction of property. UN-Habitat has provided technical assistance to the Ministry of Education of Mozambique) in support of the Safer Schools Programme, which included a comprehensive assessment of schools damaged by cyclones and floods; hazard risk mapping; improved site planning, zoning; development of building guidelines and improved building codes to increase resilience of school structures.

15.145 In 2019, the subprogramme provided technical assistance to the Government of Mozambique for construction of resilient school buildings, strengthened the capacity for Building Back Better (BBB) approaches and influenced the development of normative policy framework such as the cyclone and strong wind zoning, architectural catalogues and building codes. In partnership with Ministry of Education and Human Development, the subprogramme produced 6 pilot project packages in 2015, through the safer school's project embedding anti-cyclonic and anti-seismic measures. Additionally, schools now have an Action Plan for Preparing, Responding and Monitoring the impacts of disasters. Due to the implementation, recognized as successful by the Ministry, in the Education sector, the Ministry of Health approached UN-Habitat in 2019 to develop a similar project for Safer Hospitals.

15.146 The programme supported the Member State towards the achievement of the SDG 13 in strengthening resilience and adaptive capacity to climate-related hazards and natural disasters (13.1.3. Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies).

Progress towards attainment of the objective and performance measures

15.147 This work contributed to increased resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development as demonstrated by The Ministry of Public Works, Housing and Water Resources validating and endorsing the Map of Cyclonic and Strong Winds developed within the Safer Schools Project with the objective of zoning the territory in terms of wind intensity and magnitude of cyclonic winds. In 2019 almost 1,000 classrooms were added to the 1,000 that were constructed 2014 -2018, bringing to a total of 2,000. The schools built using the design developed by UN-Habitat withstood Cyclone Idai in April and May 2019, which was considered the worst cyclone in the history of Mozambique. As a result, the subprogramme's resilient approaches are now recognized in legislative frameworks for resilient construction across all these sectors and account for significant scale-up and protection for children and communities at large during cyclonic events.

Performance measures

Title: Number of resilient schools constructed
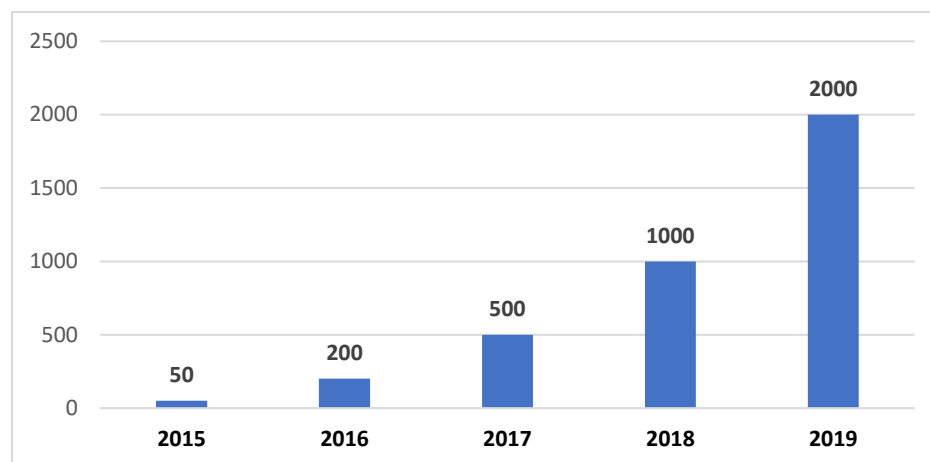
Programme performance in 2019, against planned result

15.148 A planned result for 2019, which is to improve urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements, as referred to in the proposed programme budget for the biennium 2018-2019 was achieved, as evidenced by 154 partner cities and 34 national governments that have included urban risk reduction and management in their plans (over the target of 147 for the period 2018-2019). These governments adopted key UN-Habitat normative tools to strengthen the local capacities for building resilient cities and other human settlements.

Deliverables

15.149 The mandates provide the legislative framework for its deliverables. Table 15.44 lists all deliverables, by category and subcategory, for the period 2019. that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.44
Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	*2019 actual*	*2020 planned*	*2021 planned*
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**19**	**19**	-	-
1. Projects on urban resilience and disaster risk reduction	9	9	-	-
2. Projects on camps and post-crisis reconstruction settlements	10	10	-	-
Seminars, workshops and training events (number of days)	**31**	**34**	-	-
3. Training events on urban resilience and urban disaster risk reduction	19	21	-	-
4. Training events on post-crisis sustainable reconstruction approaches and tools	12	13	-	-
Publications (number of publications)	**4**	**5**	-	-
5. Publications on urban resilience, and disaster risk reduction	3	4	-	-
6. Publications on crisis response and reconstruction approaches	1	1	-	-

	2019 planned	2019 actual	2020 planned	2021 planned
Technical materials (number of materials)	**3**	**3**	-	-
7. Guidance materials on resilience-based planning tools	2	2	-	-
8. Guidance materials on humanitarian urban response	1	1	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to Member States on building resilience and managing urban crises. Technical assistance missions to multiple natural disaster-stricken countries and countries affected by both sudden onset and protracted conflict.

Subprogramme 7: Urban research and capacity development

Objective

15.150 The objective, to which this subprogramme contributes, is to improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local national and global levels.

Programme performance in 2019: Supporting the monitoring of the urban dimensions of the SDGs at local and national levels

15.151 In 2019, the subprogramme delivered technical advisory services in 43 countries, particularly in 29 low-income and 14 less developed Countries, from 3 developing regions. These efforts were undertaken in order to strengthen local and national capacities to produce and use urban data to track progress on the implementation of urban related SDG targets. In addition, 12 training and capacity development programmes were organized at sub-regional and regional levels with the participation of more than 80 countries. As a result, Member States are now better able to address issues related to limited monitoring mechanisms, data collection and analysis, statistical methods and disaggregation.

15.152 Moreover, the subprogramme supported the advancement of urban indicators and the development of new approaches for spatial urban monitoring, which strengthened the capacity of cities to prepare baselines and diagnoses; define specific action plans based on statistical evidence; carry out spatial analysis and monitor results and impacts of their own interventions.

15.153 For example, UN-Habitat in partnership with UNECA and ECLAC are supporting the governments of Botswana, Colombia, Ecuador and Tunisia to report on urban SDG indicators, notably using UN-Habitat companion guide titled, 'SDGs: Monitoring Human Settlements Indicators,'. In this regard, in Tunisia, UN-Habitat and UNECA held two training workshops in Monastir and Tozeur. These workshops for local authorities and national statistical agencies focused on statistical tools and techniques to build country-level capacity on spatial and non-spatial methods of data collection and measurement for SDG indicators. As a result, the city of Monastir has established an urban observatory to collect and collate data focused on environmental indicators.

Progress towards attainment of the objective and performance measures

15.154 This work contributed to improve knowledge on sustainable urbanization issues and capacity for the development of SDG monitoring mechanisms (such as urban observatories), as demonstrated by 17 additional local urban observatories using UN-Habitat methodologies from 2018 to 2019. Local and national monitoring mechanisms were strengthened through the establishment of these urban observatories that brought together data producers and users from different sectors and different levels of government.

Title: Number of Local Urban Observatories using UN-Habitat monitoring, tools and data
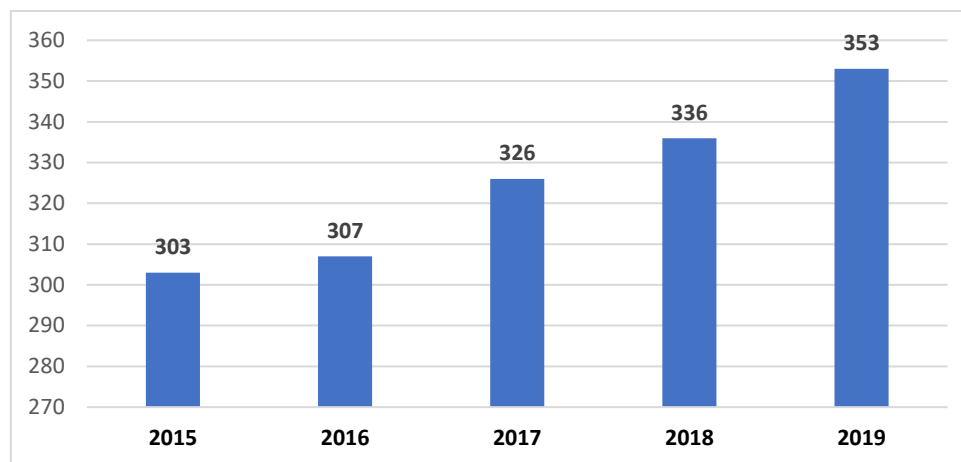
Programme performance in 2019, against planned result

15.155 A planned result for 2019, which is improved monitoring of global urbanization conditions and trends, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 353 urban observatories using, upon approval by appropriate authorities, UN-Habitat monitoring tools, methods and data (over the target of 335 for the period 2018-2019). Another successful planned result is the significant increase in the number of partner national statistical offices producing urban data and indicators, as evidenced by 73 statistical offices that are producing urban data and indicators to support reporting on the Sustainable Development Goals (over the target of 45 for the period 2018-2019).

Deliverables

15.156 The mandates provide the legislative framework for its deliverables. Table 15.45 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.45
Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory

	2019 planned	*2019 actual*	*2020 planned*	*2021 planned*
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	-	-
19. Meetings in support of regional ministerial conferences and national urban development institutions	2	2	-	-
20. Gender forum and round table in the framework of the World Urban Forum	-	-	-	-
B. Generation and transfer of knowledge			-	-
Field and technical cooperation projects (number of projects)	**-**	8	-	-
21. Projects on Global Urban Observatory	-	5	-	-
22. Projects on best practices on sustainable urbanization	-	3	-	-
Seminars, workshops and training events (number of days)	**243**	**258**	-	-

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		2019 planned	2019 actual	2020 planned	2021 planned
23.	Workshops on Global Urban Observatory	30	43	-	-
24.	Seminars/workshops on best practices in sustainable urbanization	9	11	-	-
25.	Training courses/workshops on the New Urban Agenda and urban-related sustainable development goals	204	204	-	-
	Publications (number of publications)	**17**	**9**	-	-
26.	Report on the implementation of the New Urban Agenda and urban-related SDG report	-	1	-	-
27.	World Cities Report and Country Cities Reports	7	2	-	-
28.	Handbook and annual report on mainstreaming cross-cutting issues under each subprogramme	9	4	-	-
29.	Report of the United Nations Human Settlements Programme on Human Settlements Statistics	1	1	-	-
30.	Publications on best practices in sustainable urbanization	**-**	1	-	-
	Technical materials (number of materials)	**21**	**21**	-	-
31.	SDG 11 indicator metadata and modules	2	7	-	-
32.	Technical materials on best practices in sustainable urbanization	2	2	-	-
33.	Technical materials on the New Urban Agenda	2	2	-	-
34.	Technical materials on mainstreaming cross cutting issues	9	4	-	-
35.	Habitat country programme documents	6	6	-	-

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to local and national authorities on Sustainable Development Goals, New Urban Agenda, City Prosperity Initiative and Best practices;

Databases and substantive digital materials: Online repository database on Best Practices; Global Urban Indicator Database; and Global Inequality database

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, flyers, exhibitions, tutorials, posters, banners, postcards, briefs, guides and information kits on best practices, including monthly features, reports, news stories, webpages, infographics, including on Shanghai, Quito Implementation Platform.

External and media relations: Press releases related to issuance of major publications and organization of high-profile events

Annex II
Organizational structure and post distribution for the year 2021

Executive Direction and Management

Executive Director — RB: 1 USG

Deputy Executive Director — FND: 1 ASG

Office of the Executive Director

FND	RB	HPS
1 D-2	1 D-1	1 P-5
5 P-5	1 P-5	2 L-L
2 P-4	1 L-L	
4 P-3		
1 P-2		

New York Office

FND	RB	HPS
1 D-2	1 P-5	-
1 P-5	2 L-L	
1 P-4		
2 P-3		
1 L-L		

Policy Making Organs

Governing Bodies Secretariat

FND	RB	HPS
1 P-4	1 D-1	-
1 P-2	1 P-3	
1 L-L	3 L-L	

Programme Support

Management and Compliance

FND	RB	HPS
1 D-1		
2 P-5	1 P-5	12 P-3
2 P-4	3 P-4	12 L-L
13 P-3	1 P-3	
1 P-2	2 L-L	

Programme of Work

Subprogramme 1: Reduced Spatial Inequality
Subprogramme 2: Enhanced Shared Prosperity
Subprogramme 3: Strengthened Climate Action
Subprogramme 4: Effective Urban Crises Prevention

Global Solutions Division

	Subprogramme 1			Subprogramme 2			Subprogramme 3			Subprogramme 4		
	FND	RB	HPS	FND	RB	HPS	FND	RB	HPS	FND	RB	HPS
	2 P-4	1 D-2	1 P-5	1 P-5	1 D-1	-	-	2 P-5	-	3 P-5	1 P-5	1 L-L
	1 L-L	1 D-1		2 L-L	2 P-5			2 P-3		5 P-4	2 P-4	
		1 P-5			3 P-4			3 L-L		1 P-3	3 P-3	
		1 P-4			3 P-3					1 P-2	1 P-2	
		1 P-3			2 P-2					5 L-L	1 L-L	
		1 P-2			4 L-L							
		2 L-L										

External Relations, Strategy, Knowledge and Innovation Division

	Subprogramme 1			Subprogramme 2			Subprogramme 3			Subprogramme 4		
	FND	RB	HPS	FND	RB	HPS	FND	RB	HPS	FND	RB	HPS
	1 D-2	2 P-4	-	1 D-1	-	-	2 D-1	3 P-4	-	2 P-5	3 L-L	1 P-3
	2 P-5	1 P-3		2 P-4			1 P-5	2 P-3		1 P-4		2 L-L
	1 P-4	2 L-L		3 P-3			1 P-4	1 P-2		3 P-3		
	5 P-3			1 L-L			2 P-3			1 P-2		
	2 P-2						1 P-2			5 L-L		
	3 L-L						5 L-L					

Regional Programmes Division

	Subprogramme 1			Subprogramme 2			Subprogramme 3			Subprogramme 4		
	FND	RB	HPS	FND	RB	HPS	FND	RB	HPS	FND	RB	HPS
	1 D-1	-	2 P-5	1 D-1	1 L-L	2 P-5	1 D-2	1 P-4	2 P-5	3 D-1	-	2 P-5
	6 P-5		1 L-L	4 P-5		1 L-L	1 D-1		1 P-3	3 P-5		1 P-4
	4 L-L			6 L-L			6 P-5		1 L-L	2 P-4		1 P-3
							6 P-4			1 P-3		1 L-L
							3 P-3					
							3 L-L					

Legend
_ . _ Programme of Work
- - - Functional Area

SUMMARY OF POSTS BY FUND

Foundation General Purpose (FND)	183
Regular Budget (RB)	73
Programme Support (HPS)	47
TOTAL	**303**

SUMMARY OF POSTS BY SUBPROGAMME

SP1	45
SP2	40
SP3	50
SP4	56
EDM	37
PGS	67
PMO	8
TOTAL	**303**

Annex III

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

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

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

Brief description of the recommendation	Action taken to implement the recommendation
updating information, established in paragraph 36 of the project-based management policy.	Please refer to UN-Habitat's comments above relating to the recommendation in paragraph 53 of the Board's report for the year ended 31 December 2018.
8. In paragraph 62, the Board recommended that UN-Habitat incorporates in the project accrual and accountability system the midterm and/or end-of-project evaluations for all its projects.	Status: under implementation UN-Habitat is in the process of upgrading and enhancing the project accrual and accountability system. This process includes incorporating an evaluation module in the system.
9. In paragraph 63 of its report, the Board recommended that UN-Habitat improve the controls related to the evaluation reports, established in paragraph 19 of the indicated project-based management policy.	Status: implemented UN-Habitat established control mechanisms to ensure its projects comply with the requirements of its evaluation policy.
10. In paragraph 67 of its report, the Board recommended that UN-Habitat update its internal manuals, such as the project based-management policy and the project accrual and accountability system guidelines and manual, to clearly establish Umoja and its extensions as the system that gives support to the different duties performed by the entity.	Status: under implementation UN-Habitat is in the preparation phase of implementing the portfolio and project management module of Umoja Extension 2. As part of this process, UN-Habitat will review and update the project-based management policy.
11. In paragraph 77 of its report, the Board recommended that UN-Habitat conduct a review of the expenses relating to projects that are led or supported by consultants.	Status: implemented Travel expenses made by consultants were automatically charged to the "staff/personnel" budget line instead of "travel" resulting in a classification error due to a system configuration in Umoja. The issue had been identified by United Nations Office at Nairobi (UNON), our service provider, and communicated to United Nations Headquarters. UNHQ initiated an enhancement to Umoja and the issue has been fixed whereby all new trips raised after 1 September 2019 will have the correct expense class mapping in Umoja. As part of the yea-end closure of 2019, UNON will initiate a full review of all travel expenses for consultants against trips raised in the period 1 January to 31 August 2019 to ensure that costs wrongly classified in 2019 will be corrected.
12. In addition, in paragraph 78 of its report, the Board recommended that, as part of the review, UN-Habitat should request reclassification of the travel expenses and correct the accounting transactions records.	
13. In paragraph 79 of its report, the Board recommended that the entity strengthen the measures to identify and reclassify the expenses, clearly set out the scope and frequency of controls.	
14. In paragraph 87 of its report, the Board recommended that the Regional Office for Latin America and the Caribbean (ROLAC) align the preparation of the quarterly travel plans for the Mexico City hub with the provisions established in the project cycle procedures manual of 2017 to ensure appropriate authorization of travel.	Status: implemented UN-Habitat ROLAC has now updated its project cycle procedures manual to ensure travel is adequately approved.
15. In paragraph 95 of its report, the Board recommended that UN-Habitat prepare a comprehensive annual acquisition plan for the forthcoming periods, in as timely a manner and as accurately as possible, in accordance with both the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual, taking into consideration its regional offices, country offices and hubs.	Status: implemented UN-Habitat has started the process to compile a comprehensive annual acquisition plan for 2020. The plan will be completed by end of February 2020.
16. In paragraph 107 of its report, the Board recommended that each administrative level of UN-Habitat develop a comprehensive risk catalogue in accordance with the enterprise risk management implementation guidelines put in place by the organization.	Status: under implementation UN-Habitat is now reviewing the implementation status of its ERM and will establish a new roadmap to develop a comprehensive risk catalogue.
17. In paragraph 108 of its report, the Board recommended that UN-Habitat facilitate and validate the risk documentation made by	

each of its regional offices, thus offering a more comprehensive view of the difficulties and risk factors that affect the region and ways to reduce local risks.	
18. In paragraph 115 of its report, the Board recommended that, for the office of the Rio de Janeiro hub, UN-Habitat make the efforts necessary to conclude a lease agreement signed by both parties, in accordance with the required conditions.	Status: under implementation UN-Habitat has normally presented a legally cleared lease agreement and awaiting signature from the other part.
19. In paragraph 116 of its report, the Board recommended that UN-Habitat review the disbursements related to lease payments previously made to the Instituto Pereira Passos of the municipality of Rio de Janeiro and clarify the legal basis for the payments.	Status: implemented UN-Habitat made lease payments (overall modest amount for the entire year approx. 4500$ for 2 years) on the basis of a legally cleared draft lease agreement.
20. In paragraph 127 of its report, the Board recommended that UN-Habitat improve monitoring of staff annual leaves to ensure that all leave is requested and approved by supervisors before being taken.	Status: *implemented* UN-Habitat has now started a regular monitoring mechanism of staff annual leave.
21. In paragraph 128 of its report, the Board recommended that UN-Habitat perform periodic and timely reviews of the leave system to identify the absences and if relevant, apply charges on the monthly salary of the staff.	Status: *under implementation*
22. In paragraph 132 of its report, the Board recommended that UN-Habitat management devise a suitable mechanism to ensure better coordination between the entity and the OIOS for the complete and comprehensive reporting cases of fraud and presumptive fraud.	Status: *implemente*d UN-Habitat has a mechanism with a focal point for OIOS matters. The focal point has access to the OIOS database and is also acting as the audit focal point. The dual role of the focal point will ensure better coordination between the entity and the OIOS for the complete and comprehensive reporting cases of fraud and presumptive fraud.