

# THE STRATEGIC PLAN

2020-2023

UN HABITAT



# EXECUTIVE BOARD OF UN-HABITAT

First session of the year 2022  
29-31 March 2022

## AGENDA ITEM 6

Status of and discussion on the draft annual work programme of the United Nations Human Settlements Programme and draft budget of the United Nations Habitat and Human Settlements Foundation for 2023

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Director, Management Advisory & Compliance Service



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# | Status of Work Programme and Budget



January

February

Early March

Late March

June - October

October -  
December

## Overview

- Orientations for WPB 2023 and Prioritisation shared with Member States on 20 January 2022
- Presented to Ad-hoc WG on PBA on 26 January 2022

## Draft

- Draft WPB 2023 reviewed by PMC on 10 February 2022 and submitted to UNHQ on 22 February 2022

## Presented

- Draft WPB 2023 presented to Ad-hoc WG on PBA on 11 March 2022

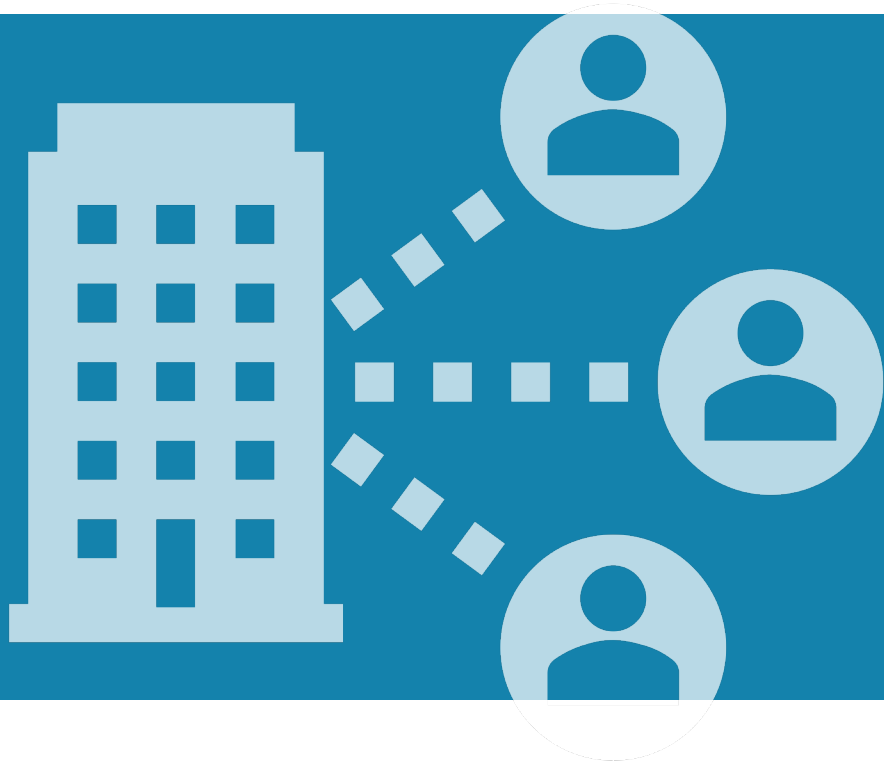
## Discussed

- Discussion of WPB 2023 during EB 2022, 1<sup>st</sup> session

## Considered

- Consideration of the WPB 2023 by CPC, ACABQ and Fifth Committee

Consideration  
by EB and  
GA



# Draft Annual Work Programme 2023





# | Overview of Urban Challenges



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**56% of the global population live in cities; expected to rise to 70% by 2050**

**More than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements.**

**Regional & sociopolitical disparities continue to influence who benefits from urbanization**



**High levels of inequality and exclusion are persistent trends in urban areas**

**The urban poor suffer the worst consequences of disasters (both natural and human-made)**

**The COVID-19 pandemic has exacerbated systemic inequalities**

**Cities are hot spots for environmental and energy challenges**



# | Orientations and Prioritization Considerations



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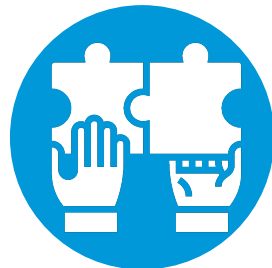
The second **Quadrennial Report** highlights the need to elevate the NUA and to position its **transformative commitments** and key drivers to enable countries achieve the SDGs and other global agendas



The **COVID-19** pandemic exposed systemic inequalities and created new vulnerabilities, the State's crucial role in providing public goods and services, the significance of **local fiscal capacity**; inclusive **multi-level governance**; and the importance of planning and **urban design**, adequate housing and **sustainable** neighbourhoods.



Cities provide opportunities to anchor pandemic recovery in **social justice** and **climate action**



While the UN-Habitat programme of work continues to adapt to evolving conditions, financial resources are needed to adequately **support Member States**

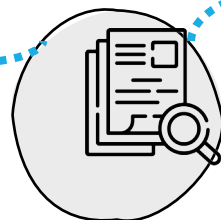
# | STRATEGY — THE STRATEGIC PLAN



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The strategy for delivering the 2023 programme plan continues to be driven by the **strategic plan** for the period **2020–2023**, recommended for extension to cover the period **\*2020-2025**.



Mid-term review



COVID recovery



Achieve SDGs

The mid-term review of the Strategic Plan found that the COVID-19 pandemic demonstrated the value of the strategic plan, which serves both as a **framework for recovery** and as a road map for **achieving the SDGs**.

# | Strategy - Key Elements of the Strategy for 2023



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- 1** **Co-create** new programmes and projects to integrate normative and operational work; ensure alignment with adjustments to the Strategic Plan
- 2** Flagship programmes **fast-track integration** of normative and operational work; and scale impact of the organization
- 3** **Capacity-building** initiatives, **digitization** of tools and virtual e-learning programmes
- 4** Advocacy, communication and outreach activities across the 4 subprogrammes and **mobilize public** and **political support**
- 5** Follow up of **key meetings** e.g., High-Level meeting of the G.A., 11th session of the World Urban Forum, COP27
- 6** Monitor and report on global conditions and trends and provide **evidence for policymaking**
- 7** **Strategic partnerships** with other UN entities and other international organization & actors







The programme plan for 2023 is based on the following **assumptions**:

- 1** Adequate unearmarked extrabudgetary resources are available to implement planned deliverables
- 2** Countries commitment to the New Urban Agenda and 2030 Agenda for Sustainable Development (SDGs)
- 3** National and local governments continue to request for policy advice and technical assistance from UN-Habitat to develop and implement their urban policies, plans and strategies
- 4** Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and performance assessments
- 5** Social, political and macroeconomic conditions will not affect implementation of programmes and projects



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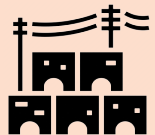
## Subprogramme 1

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

Support Member States in 2023 to:



Improve access and provision of basic services



Implement inclusive and gender-responsive land and housing policies, and improving tenure conditions



Promote effective human settlements growth and regeneration and principles of sustainable urbanization



Address structural inequalities exposed by the COVID-19 pandemic

### Expected results:

Quality, accessibility, inclusion and safety of public spaces in urban areas are improved for all

Number of people living in adequate and affordable housing is increased and capacities of policymakers to implement sustainable land governance systems are strengthened

Dilapidated urban areas are transformed and regenerated into social and economically inclusive areas that offer improved quality of life to inhabitants



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## Subprogramme 2

### Enhanced shared prosperity of cities and regions

Support Member States in 2023 to:



Enhance policy and planning, and the contribution of urbanization to productivity and inclusive economic development



Strengthen local revenue systems and leverage a variety of sources of capital for sustainable urban development



Strengthen capacity on frontier technologies and innovations



Provide a territorial framework for the socio-economic recovery from COVID-19 and environmental action

#### Expected results:

Territorial development is balanced and human settlements are better-connected

Local authorities enact the institutional and legal reforms necessary to generate additional financial resources

Capacity of cities to address inequalities and bridge social, spatial and digital divides is strengthened

Improving data on COVID-19 urban hotspots and ameliorating living standards of most vulnerable





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## Subprogramme 3

# Strengthened climate action and improved urban environment

Support Member States in 2023 in:



Low-emission city development, integrated in sectoral urban strategies



Sustainable and nature-based solutions to urban climate action



Policy, legislation, planning, governance and finance



Green recovery opportunities and an integrated approach to climate and health resilience after the COVID-19 pandemic

### Expected results:

Capacities to implement city-level climate action are strengthened

Climate action and urban environment planning is multidimensional and focused on urban biodiversity and reduction of air and water pollution

Investments for adaptation to climate change are mobilized

Capacities to develop green COVID-19 recovery plans that attract investments are increased

Cities, human settlements and communities are more climate and pandemic resilient



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## Subprogramme 4

# Effective urban crisis prevention and response

Support to Member States in 2023 to:



Increase social integration, safety in public spaces and tenure security for all in crisis-affected areas



Improve living standards and inclusion of migrants, refugees, internally displaced persons and returnees



Develop and implement disaster risk reduction and resilience strategies



Increase urban resilience and inclusion of urban recovery into national COVID-19 recovery strategies.

### Expected results:

Communities living in crisis-situations are engaged in local decision-making with regard to reconstruction projects and improved social inclusion

Refugees, migrants, internally displaced persons, returnees and host communities have access to secure tenure, sustainable basic services and social services, adequate housing, safety, security

Multi-dimensional risks are reduced and protection for the most vulnerable increased through enhanced urban resilience

# | UN-Habitat Flagship Programmes in 2023



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These programmes continue to fast-track integration between normative and operational work.

## **Inclusive, Vibrant Neighbourhoods and Communities**

Multistakeholder knowledge and resource mobilisation to promote inclusive, green and healthier urban regeneration.

**(Subprogramme 1 and 3)**

## **RISE-UP: Resilient settlements for the urban poor**

Leverage large-scale investments to build urban adaptation and climate resilience in global hotspots of vulnerability and address spatial inequality.

**(Subprogramme 1 and 3)**

## **Inclusive cities: enhancing the positive impacts of urban migration**

Supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people.

**(Subprogramme 1 and 4)**

## **People-Centered Smart Cities**

Policy formulation, financing, capacity building and technical support to local and national governments to make smart cities and urban digital transformation work for the benefit of all while contributing to inclusion and sustainability.

**(Subprogramme 2 and 3)**

## **Sustainable Development Goals Cities (SDG cities)**

Support cities to accelerate implementation of the SDGs through supporting interconnected processes of data analysis, strategic planning, impact project development and financing, and strengthening local institutions.

**(Subprogramme 1, 2, 3 and 4)**





Planned deliverables to support Member States' ongoing management of and recovery from the COVID-19 pandemic:

**1** Support governments to increase access to water, sanitation and adequate housing

**2** Advocate for the prevention of evictions

**3** Measure and reduce spatial vulnerability

**4** Prepare urban planning strategies and local resilience programmes

# | Social Inclusion: Continued focus as a process and an outcome in 2023



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1

Streamline **social inclusion** as a **process** and **outcome** to address cross-cutting issues relating to **older persons, children, people with disabilities, gender** and **youth**.



2

Strengthen programmatic approach to **leave no one behind** by focusing on spatial dimension of exclusion and self-reinforcing mechanisms of marginalization.



3

Enhance **Resilience** and **urban safety** to remain crosscutting in guiding frameworks, tools, standards, principles, capacity building and good practices on social inclusion issues.



4

Support **Global Network** including: Global Land Tool Network, Global Water Operators' Partnerships Alliance, Resilient Cities Network, Global Network on Safer Cities, Global Network of Urban Planning and Design Labs and Global Network of Public Space





# Draft Budget of UN-Habitat and Human Settlements Foundation 2023



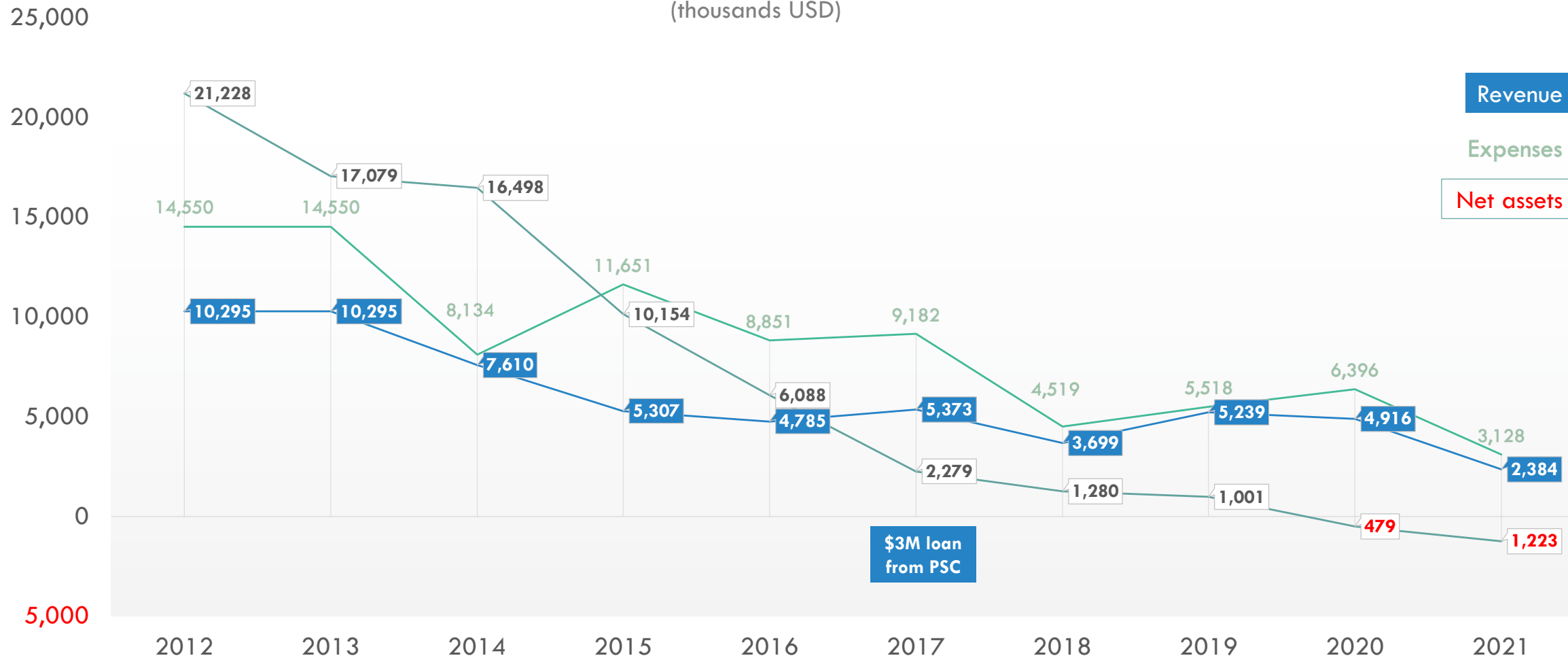


# CORE FOUNDATION TREND



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Annual revenue, expenses and net assets  
(thousands USD)



Constraints due to liquidity situation



Core foundation expenditure  $\leq$  \$3M

Programme support expenditure  $\leq$  \$10M



From solvency to sustainability  
Prioritization by SG in 2023 regular budget



- ✓ Reassign staff to available regular budget posts
- ✓ Reassign staff who are already doing project work
- ✓ Offers of early retirement
- ✓ Hiring freeze
- ✓ Additional internal controls on non-staff expenditures

Freeze / abolish vacated posts

## Responding to the pandemic



HEALTH  
RESPONSE



HUMANITARIAN  
RESPONSE



SOCIO-ECONOMIC  
RESPONSE

### Funds



USD **32 million**  
44% of required  
USD 72 million

### Portfolio



**75 projects**  
in 37 countries  
and 300 cities

### Beneficiaries



Over **10 million**  
people

### Beneficiary cities



Mapping and data from  
**1,700 cities**  
informing decision-making  
and improving coherence



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Setting the  
global  
discourse on  
sustainable  
urban  
development

## The City Prosperity Initiative

was used to guide decision-making in around **50 cities** by establishing linkages between data, knowledge and policy actions.

We collected data on **77 indicators** from **1,500 urban areas** in **132 countries** with the Global Urban Indicators Database.

We prepared a Global Monitoring Framework as a **universal urban monitoring system**.

We launched the **Urban Agenda Platform** to support monitoring of progress to achieve the New Urban Agenda and urban related SDGs.



# | ACHIEVEMENTS DESPITE CAPACITY LIMITATIONS



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We provided support to **36 national governments** and more than **20 cities**, benefitting more than **300,000 people** by improving living conditions in informal settlements.

We supported the local **implementation of the SDGs** through 30 sustainable, integrated and inclusive urban projects, achieving scaled transformative change in **19 cities**.

**96 cities** used participatory planning methodologies and collected spatial data to increase **social cohesion** between migrant, displaced and host communities under several **regional and country teams**.

The **HerCity platform** provided a digital toolbox to create more inclusive, equal and sustainable cities and promote **participation of girls and young women** in urban planning using innovative digital technologies in **17 cities**.

Reaching  
those  
most in  
need



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



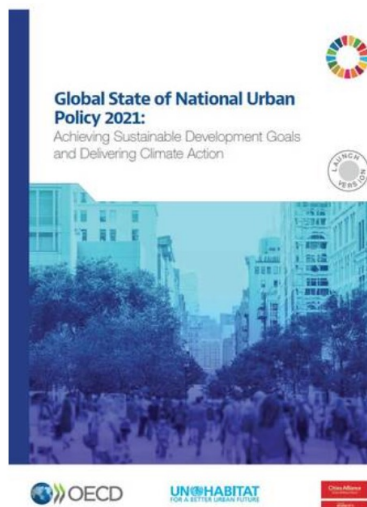
**Enhanced shared  
prosperity of cities  
and regions**



**Strengthened  
climate action and  
improved urban  
environment**



**Effective urban  
crisis prevention  
and response**

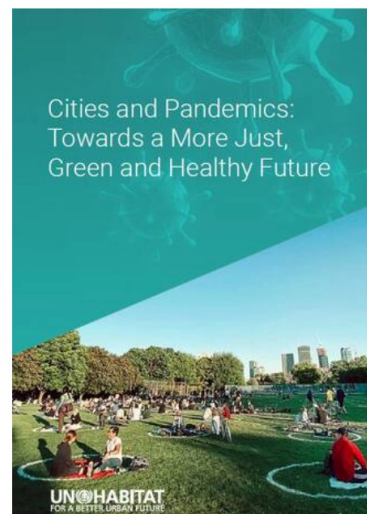


GLOBAL REPORT

## Global State of National Urban Policy 2021

The COVID-19 pandemic has highlighted an opportunity and the potential for national urban policy (NUP) to shape more resilient, green and inclusive cities as part of countries recovery packages. The scale and urgency of pressing and emerging urban challenges has become evident and has given prominence to NUP as a tool...

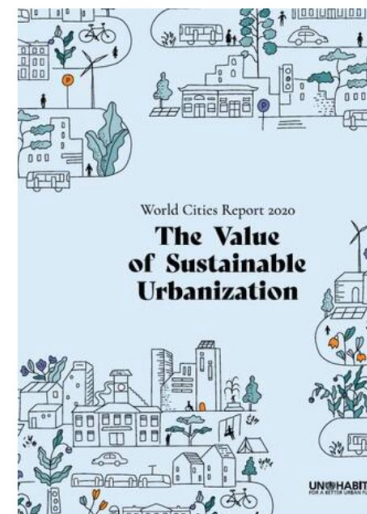
[Read more](#)



TECHNICAL REPORT

## Cities and Pandemics: Towards a more just, green and healthy future

The UN-Habitat's Report on Cities and Pandemics: Towards a More Just, Green and Healthy Future presents an analysis of the situation of the COVID-19 in cities and urban areas after one year since the declaration of pandemic and outlines a range of bold measures that could deliver a lasting and sustainable recovery... [Read more](#)



WORLD CITIES REPORT

## World Cities Report 2020: The Value of Sustainable Urbanization

The world we live in has been transformed in a manner not witnessed in recent times. The coronavirus pandemic has triggered what arguably is the worst public health crisis in a century and the worst economic downturn since the Great Depression. In a rapidly urbanizing and globalized world, cities have been the...

[Read more](#)



TECHNICAL REPORT

## The New Urban Agenda Illustrated

The New Urban Agenda, adopted at Habitat III in Quito, Ecuador, on 20 October 2016, presents a paradigm shift based on the science of cities and lays out standards and principles for the planning, construction, development, management and improvement of urban areas. The New Urban Agenda is intended as a resource for...

[Read more](#)





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Tried and tested assistance to cities, regions and countries



**2020 CATALOGUE OF SERVICES**

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FOR A BETTER URBAN FUTURE



PUBLIC SPACE PROGRAMME

UN HABITAT  
FOR A BETTER URBAN FUTURE



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UNHCR  
UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES



**LIFE AMIDST A PANDEMIC:**

Urban livelihoods, food security and nutrition in Sub-Saharan Africa

December 2021



Source of funds	Resources					Posts		
	Actual 2021	Approved 2022	Change amount	% change	Estimates 2023	2022	Changes	2023
Foundation non-earmarked	2,597.6	11,978.6	(8,977.6)	(74.9)	3,001.0	69	(55)	14
Regular budget	11,972.8	13,275.8	830.0	6.3	14,105.8	75	7	82
Foundation earmarked	41,094.8	69,122.0	(30,045.4)	(43.5)	39,076.6	-	-	-
Technical cooperation	101,734.4	149,845.5	(53,135.8)	(35.5)	96,709.7	-	-	-
Programme support	11,496.8	11,228.5	(1,178.1)	(10.5)	10,050.4	61	-	61
<b>Total</b>	168,896.4	255,450.4	(92,506.9)	(36.2)	162,943.5	205	(48)	157





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*An update to our realignment of funding with function, reinforcing our core normative intergovernmental work*

LEVEL	TITLE	LOCATION
D-1	Director, Management Advisory and Compliance	Nairobi
P-4	Human Settlements Officer, New Urban Agenda	Nairobi
P-4	Human Settlements Officer, New Urban Agenda	New York
P-4	Human Settlements Officer, Environment and Social Safety	Nairobi
P-4	Human Settlements Officer, Gender and Social Inclusion	Nairobi
P-3	Coordination Officer, Governing Bodies Secretariat	Nairobi
LL	Administrative Support, Core Operations	Nairobi

First session  
March 2022



*Recommendation* of 2023 budget  
based on current information

Second session  
November 2022



*Decision* on 2023 budget  
based on latest information



Our activities are all done with our existing limited capacity.



Imagine what else we can accomplish. But first, we must achieve solvency and safeguard our core mandate.

# THANK YOU

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