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**Discussion and possible approval of the draft work
programme of UN-Habitat and the draft budget of the
United Nations Habitat and Human Settlements Foundation
for 2024**

# Draft work programme of the United Nations Human Settlements Programme and draft budget of the United Nations Habitat and Human Settlements Foundation for 2024**

## Report of the Executive Director

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** The present document is being issued without formal editing.

**Contents**

## Foreword

Over the course of 2024, the United Nations Human Settlements Programme (UN-Habitat) will continue to promote urbanization as a positive transformative force for people and communities, reducing inequality, discrimination and poverty, and strengthening climate action. The second UN-Habitat Assembly with the theme 'A sustainable urban future through inclusive and effective multilateralism: Achieving the SDGs in times of global crises' sets the stage to accelerate the implementation of the global agendas through sustainable urbanization, including towards several targets of Sustainable Development Goal 11 on 'Making cities and human settlements inclusive, safe, resilient and sustainable'.

Urgent action is needed to accelerate implementation and to translate goals into concrete pathways for bold transformative action. The COVID-19 pandemic and current global crises have clearly shown that adequate housing for all and prosperous, just and sustainable urban futures cannot be realized without inclusive and effective multilateralism, that acknowledges human rights and gender equality, and complements and reinforces national and local efforts towards sustainable development.

Across the subprogrammes, UN-Habitat will aim to strengthen the transformative nature of its work and contribute to an enhanced role of local and regional governments in implementing global agreements. Access to adequate housing, localizing the SDGs, climate action and urban crisis prevention and response remain key priorities.

The proposed programme budget for 2024 positions UN-Habitat to effectively deliver on its mandates and to efficiently respond to emerging situations across its programme of work.

(*Signed*) Maimunah **Mohd Sharif**

Executive Director, United Nations Human Settlements Programme

# Part A: Proposed programme plan for 2024 and programme performance in 2022

## I. Overall orientation

### A. Mandates and background

1.      The United Nations Human Settlements Programme (UN-Habitat) is a focal point 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 leads and coordinates the monitoring of and reporting on global progress in the 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 its resolution 73/239, established a new governance structure for the Programme, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.

2.      The Programme's support is aimed at developing the capacity at all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development. Such support is also provided through the implementation of projects under the regular programme of technical cooperation and the United Nations Development Account.

### B. Strategy and external factors for 2024

3.      We are witnessing a world that will continue to urbanize over the next three decades—from 56 per cent in 2021 to 68 per cent in 2050. This translates into an increase of 2.2 billion urban residents[1]. Some 90 per cent of urban growth is taking place in less developed regions[2], where unplanned growth is fueling the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality, and lack of adequate and affordable housing. In other parts of the world many cities are experiencing negative growth and shrinking populations. Globally, more than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements.[3] Of significance to the programme of work are the 281 million international migrants, most of whom live in urban areas, and the 55 million internally displaced persons, as per recent estimates from 2020.[4] The World Bank estimates that 216 million people could be forced to migrate within their own countries by 2050 due to climate change if immediate action is not taken[5].

4.      Climate change and biodiversity loss, pandemics, armed conflicts, growing inequalities and other natural and human-made disasters, often converge in cities and surrounding territories. Being prepared for and overcoming these challenges is critical to transformation towards a better urban future. UN-Habitat will focus on pathways to transformative change and will investigate and elevate examples of cities that reached a tipping point and turned the corner by instituting innovative and progressive policies and planning regimes. COVID-19 has shown that substantial change is possible in the short term, such as the repurposing of public space towards soft forms of mobility such as walking and cycling, but the challenge in delivering long-term and sustainable change remains.

5.      Cities are hotspots for environmental and energy challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global greenhouse gas emissions and more than 70 per cent of resource use[6]. The urban poor, living in risk-prone and underserviced areas, suffer the worst consequences of climate change-related disasters and natural and human-made crises. UN-Habitat will support cities in reshaping urban planning solutions that are more sustainable,

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[1] UN Habitat (2022) World Cities Report

[2] *ibid*

[3] UN-Habitat (2022) Global Urban Indicators Database

[4] IOM (2022) World Migration Report

[5] World Bank (2021) Groundswell: Acting on Internal Climate Migration

[6] IEA (2021) Empowering Cities for a Net Zero Future: unlocking resilient, smart, sustainable urban energy systems.

integrated, help overcome inequalities, and are supported by innovation and technology, to become healthier, more resilient and inclusive.

6.      The deterioration of progress towards the SDGs and the Paris Agreement in context of inter-related global crises calls for more transformative action. UN-Habitat will continue to build on its experience of implementing large-scale programmes and projects at the local, national, and regional levels to guide technical cooperation work of a demonstrable impact on the lives of beneficiaries. Through its flagship programmes, UN-Habitat will continue to fast-track integration between its normative and operational work, scaling up and accelerating the impact of the organization. In 2024, UN-Habitat will further advance the following flagship programmes:

        (a)      "Sustainable Development Goals Cities", which aims to advance the overall implementation of the Goals at the local level by supporting cities in developing reliable data, undertaking evidence-based planning and implementing transformative projects (contributing to all subprogrammes);

        (b)      "RISE-UP: resilient settlements for the urban poor", which works to leverage large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and address issues of spatial inequality (contributing mainly to subprogrammes 1 and 3);

        (c)      "Inclusive cities: enhancing the positive impacts of urban migration", which supports local and national authorities in creating inclusive and urban environments for all people (contributing mainly to subprogrammes 1 and 4);

        (d)      "Inclusive, vibrant neighborhoods and communities", which supports urban regeneration of towns and cities with a view to addressing spatial inequality (contributing mainly to subprogrammes 1 and 3);

        (e)      "People-centered smart cities", which supports digital transformation for sustainable urbanization (contributing mainly to subprogrammes 1 and 2).

7.      To better meet the needs of Member States and to engage a wider audience, UN-Habitat will continue to strengthen capacity-building initiatives, digitization of tools and virtual e-learning programmes. In line with its capacity-building strategy for the implementation of the Sustainable Development Goals and the New Urban Agenda, UN-Habitat will focus on localizing the SDGs, by identifying and addressing gaps in capacity.

8.      In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities, and mobilize broad-based support for the implementation of the New Urban Agenda. It will continue to leverage advocacy and knowledge platforms, including the Urban Agenda Platform and key global events such as World Urban Forum, World Cities Day and World Habitat Day, and regional ministerial conferences.

9.      As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global trends and provide evidence for policymaking, including through enhanced use of technologies for data collection and analysis, visualization, and management of information. It will expand the roll out of the Global Urban Monitoring Framework and continue to support Member States and other stakeholders in monitoring and reporting on the implementation of the New Urban Agenda, including as part of the reporting on the SDGs (voluntary national and local reviews) and towards other global agendas.

10.     With regard to cooperation with other entities at the global, regional national and local levels, UN-Habitat will continue its close cooperation with international and regional organizations, such as the Organisation for Economic Co-operation and Development (on national urban policies), the World Bank and the European Union (on urban recovery frameworks), as well as regional development banks. UN-Habitat will maintain its focus on partnerships with local authorities, their associations and city networks, as well as on partnerships with grass-roots organizations, foundations, international financial institutions, the private sector, and academia to support municipal efforts in the localization of the Goals. It will continue to serve as the secretariat and co-chair of the Local 2030 Coalition to mobilize the support of national and local governments, as well as the private sector and civil society, together with the United Nations system, for coordinated action at the local level to accelerate the achievement of the Goals.

11.     With regard to inter-agency coordination and liaison, UN-Habitat will continue to collaborate with the Department of Economic and Social Affairs, the United Nations regional economic and social commissions and the Office of the Special Advisor on Solutions to Internal Displacement, and strengthen its strategic partnerships with other United Nations agencies, building on the United Nations system-wide strategy on sustainable urban development and agency-specific collaborative

frameworks. Regional focus will be articulated through the regional development cooperation platforms and issue-based coalitions. It will also collaborate with the resident coordinator system to improve the integration of urban issues and territorial approaches through the common country assessments and the formulation of the United Nations Sustainable Development Cooperation Frameworks.

12.     To pursue stronger integration of environmental sustainability and the protection of biodiversity into urban development, UN-Habitat will continue to strengthen its collaboration with the United Nations Environment Programme. It will collaborate with the Office of the United Nations High Commissioner for Refugees, the United Nations Development Programme, the International Organization for Migration, the United Nations Office for Disaster Risk Reduction, the World Food Programme, the Mayors Migration Council and the Resilient Cities Network to integrate sustainable urban development into resilience, humanitarian response and urban recovery. UN-Habitat will collaborate with the World Health Organization and the United Nations Children's Fund on the monitoring of water and sanitation and the integration of health considerations into its planning work. It will reinforce its partnership with UN-Women to strengthen gender equality and the empowerment of women in its work and initiatives.

13.     With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:

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

        (b)     Countries remain committed to the New Urban Agenda and the 2030 Agenda for Sustainable Development;

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

        (d)     Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and performance assessments;

        (e)     Countries in which UN-Habitat delivers large programmes will maintain political, economic and social conditions that allow for the implementation of programmes and projects.

14.     UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through its strategic results framework, gender equality policy and action plan. Furthermore, the Advisory Group on Gender issues advises the Executive Director on how to best promote gender equality and women's empowerment in sustainable urban development through its flagship programmes. UN-Habitat, in collaboration with UN-Women, will continue to support Member States with policy, legislation, planning and financing instruments to achieve integrated, inclusive and participatory results. For example, UN-Habitat will continue to promote land and housing policies that incorporate gender perspective, improve tenure security for all, particularly women, and address the intersecting areas of Goals 5 and 11.

15.     In line with the United Nations Disability Inclusion Strategy, UN-Habitat will continue to work with its partners, including the World Blind Union and World Enabled, among others, to integrate disability inclusion into its programmatic work. It will implement an action plan that ensures that disability inclusion is mainstreamed throughout the organization's work, highlight good practices and identify key areas that require capacity development, technical resources and assistance. The action plan will strengthen the established environmental and social safeguards framework applied to all projects, and disability inclusion will be further mainstreamed as an integral part of each project submitted for approval.

16.     The programme will continue to mainstream social inclusion as a process and outcome to address cross-cutting issues relating to women and girls, older persons, persons with disabilities, children, and young people. UN-Habitat will also continue to develop platforms and mechanisms to engage youth, such as the UN-Habitat Youth Advisory Board and the One-Stop Youth Resource Centers, and develop critical programmes in the areas of livelihoods, public space, and climate change. In 2024, UN-Habitat will also renew its Youth Strategy. The programme will continue to strengthen its approach to leaving no one behind by focusing on the spatial dimension of exclusion across its activities with full respect to human rights. This will include support to Member States with relevant UN-Habitat tools, mechanisms, and normative materials. Moreover, thematic areas of resilience and urban safety will continue to be incorporated across the programme's activities.

## C. Impact of the pandemic and lessons learned

17.     The continuation of the coronavirus disease (COVID-19) pandemic into 2022 had an impact on the implementation of mandates, in particular dealing with delays, carrying over from 2021, in technical assistance to support progress towards the Sustainable Development Goals in all subprogrammes. The programme continued its focus on raising awareness of the New Urban Agenda and the further development of related online courses available in all official languages of the United Nations, in order to scale up outreach and awareness around the transformative potential of sustainable urbanization, which in return could facilitate more sustainable recovery from the pandemic and help accelerate progress towards the Goals.

18.     In order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the programme, through its Urban Indicators Database, tracks city-level COVID-19 data, which also contains mapping of basic infrastructure and services, that have been made available to communities living in slums and informal settlement communities, as well as a tracker to help cities assess their COVID-19 readiness and response. Moreover, the World Cities Report, published in 2022, highlighted key findings for improving public health and building resilient urban economies. UN-Habitat also implemented projects focused on, for instance, regaining confidence in the use of public space, as well enhancing COVID-19 prevention measures, particularly in informal settlements.

19.     The programme continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the continuation of virtual meeting modalities for expert group meetings, upon Member States' request and within existing capacities, enabling broader participation. The programme will also develop digital learning materials complementing the existing tools of UN-Habitat, to expand its outreach.

## D. Legislative mandates

20.     The list below provides all mandates entrusted to the programme.

### 1. General Assembly resolutions

| | |
|---|---|
| 3327 (XXIX) | Establishment of the United Nations Habitat and Human Settlements Foundation |
| 34/114 | Global report on human settlements and periodic reports on international cooperation and assistance on human settlements |
| 42/146 | Realization of the right to adequate housing |
| 53/242 | Report of the Secretary-General on environment and human settlements |
| S-25/2 | Declaration on Cities and Other Human Settlements in the New Millennium |
| 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 (Habitat) |
| 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development |
| 71/256 | New Urban Agenda |
| 71/327 | The United Nations in global economic governance |
| 72/234 | Women in development |
| 74/237 | Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development |
| 75/233 | Quadrennial comprehensive policy review of operational activities for development of the United Nations system |
| 76/136 | Promoting social integration through social inclusion |
| 76/137 | Policies and programmes involving youth |
| 76/140 | Improvement of the situation of women and girls in rural areas |
| 76/141 | Violence against women migrant workers |
| 76/183 | Integrating sport into youth crime prevention and criminal justice strategies |
| 77/170 | Ensuring access to affordable, reliable, sustainable and modern energy for all |
| 77/173 | 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) |
| 77/212 | The right to development |

**2.    UN-Habitat Assembly resolutions and decisions**

| 1/1 | United Nations Human Settlements Programme strategic plan for the period 2020–2023 |
| ½ | United Nations System-Wide Guidelines on Safer Cities 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 |
| 1/4 | Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements |
| Decision 1/3 | Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme |

**3.    Executive Board decisions**

| 2021/6 | Work programme and budget, implementation of the strategic plan for the period 2020–2023, and alignment of the planning cycles of the United Nations Human Settlements Programme with the quadrennial comprehensive policy review process |
| 2022/1 | Status of the draft work programme of the United Nations Human Settlements Programme and the draft budget of the United Nations Habitat and Human Settlements Foundation for 2023, and financial, budgetary and administrative matters of the United Nations Human Settlements Programme |
| 2022/2 | Implementation of the normative and operational activities of the United Nations Human Settlements Programme |
| 2022/3 | Implementation of the strategic plan for the period 2020–2023; financial, budgetary and administrative matters of the United Nations Human Settlements Programme (UN-Habitat); report of the Joint Inspection Unit on the findings of its review of the management and administration of UN-Habitat; and draft work programme and budget for 2023 |
| 2022/4 | Implementation of the normative and operational activities of UN-Habitat; reporting on the programmatic activities of the Programme in 2022; implementation of subprogrammes, flagship programmes and technical cooperation activities |

**4.    Committee of Permanent Representatives recommendations**

| 1/1 | Implementation of the resolutions adopted by the United Nations Habitat Assembly at its first session, in May 2019 |
| 1/2 | Implementation of resolution 1/1 on the United Nations Human Settlements strategic plan for the period 2020–2023 |
| 1/3 | Quadrennial report of the Secretary-General on the implementation of the New Urban Agenda, the high-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda, and the eleventh session of the World Urban Forum |

**5.    Governing Council resolutions**

| 19/4 | Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme |
| 19/11 | Strengthening the United Nations Habitat and Human Settlements Foundation |
| 20/6 | Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals |
| 20/16 | Enhancing the involvement of civil society in local governance |
| 21/3 | Guidelines on decentralization and strengthening of local authorities |
| 21/7 | Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing |
| 21/8 | Africa fund/financing mechanism on slum prevention and upgrading |
| 21/9 | Women's land and property rights and access to finance |
| 21/10 | Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure |
| 22/9 | South-South cooperation in human settlements |
| 23/3 | Support for pro-poor housing |
| 23/4 | Sustainable urban development through access to quality urban public spaces |
| 23/8 | Third United Nations conference on housing 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 |
|---|---|
| 23/17 | Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure |
| 24/2 | Strengthening the work of the United Nations Human Settlements Programme on urban basic services |
| 24/5 | Pursuing sustainable development through national urban policies |
| 24/7 | Making slums history: a worldwide challenge |
| 24/9 | Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift |
| 24/11 | Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender |
| 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 |
| 25/2 | Strengthening national ownership and operational capacity |
| 25/6 | International guidelines on urban and territorial planning |
| 25/7 | United Nations Human Settlements Programme governance reform |
| 26/4 | Promoting safety in cities and human settlements |
| 26/5 | Regional technical support on sustainable housing and urban development by regional consultative structures |
| 26/6 | World Urban Forum |
| 26/9 | Human settlements development in the Occupied Palestinian Territory |

### 6.  Economic and Social Council resolutions

| 2003/62 | Coordinated implementation of the Habitat Agenda |
|---|---|
| 2017/24 | Human settlements |
| 2020/7 | Affordable housing and social protection systems for all to address homelessness |
| 2022/18 | Mainstreaming a gender perspective into all policies and programmes in the United Nations system |
| 2022/7 | Inclusive and resilient recovery from COVID-19 for sustainable livelihoods, well-being and dignity for all: eradicating poverty and hunger in all its forms and dimensions to achieve the 2030 Agenda |

## II.  Subprogramme 1

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

#### General Assembly resolutions

| 67/291 | Sanitation for All |
|---|---|
| 69/213 | Role of transport and transit corridors in ensuring international cooperation for sustainable development |
| 74/299 | Improving global road safety |
| 76/133 | Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19) |
| 76/153 | The human rights to safe drinking water and sanitation |
| 75/212 | United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028 |
| 76/255 | Integration of mainstream bicycling into public transportation systems for sustainable development |
| 77/183 | Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development |

## III. Subprogramme 2

### Enhanced shared prosperity of cities and regions

#### 1. General Assembly resolutions

| | |
|---|---|
| 76/189 | Information and communications technologies for sustainable development |
| 76/213 | Science, technology, and innovation for sustainable development |
| 77/211 | The right to privacy in the digital age |

#### 2. Governing Council resolution

| | |
|---|---|
| 24/3 | Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning |

#### 3. UN-Habitat Assembly resolution

| | |
|---|---|
| 1/5 | Enhancing urban-rural linkages for sustainable urbanization and human settlements |

#### 4. Economic and Social Council resolutions

| | |
|---|---|
| 2021/30 | Open-source technologies for sustainable development |
| 2021/29 | Science, technology and innovation for development |

## IV. Subprogramme 3

### Strengthened climate action and improved urban environment

#### 1. General Assembly resolutions

| | |
|---|---|
| 63/217 | Natural disasters and vulnerability |
| 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 |
| 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 |
| 74/219 | Protection of global climate for present and future generations of humankind |
| 75/218 | Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa |
| 77/161 | Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development |
| 77/162 | Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21 |
| 77/164 | Disaster risk reduction |
| 77/165 | Protection of global climate for present and future generations of humankind |
| 77/167 | Implementation of the Convention on Biological Diversity and its contribution to sustainable development |

#### 2. Governing Council resolutions

| | |
|---|---|
| 22/3 | Cities and climate change |

#### 3. UNEA resolution

| | |
|---|---|
| 5/5 | Nature-based solutions for supporting sustainable development |

# V. Subprogramme 4

## Effective urban crisis prevention and response

## A. Legislative mandates

### 1. General Assembly resolutions

| | |
|---|---|
| 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 |
| 73/230 | Effective global response to address the impacts of the El Niño phenomenon |
| 74/115 | International cooperation on humanitarian assistance in the field of natural disasters, from relief to development |
| 74/118 | Strengthening of the coordination of emergency humanitarian assistance of the United Nations |
| 76/144 | Assistance to refugees, returnees and displaced persons in Africa |
| 76/167 | Protection of and assistance to internally displaced persons |
| 76/214 | Culture and sustainable development |
| 77/176 | International migration and development |
| 77/199 | Assistance to refugees, returnees and displaced persons in Africa |

### 2. Governing Council resolutions

| | |
|---|---|
| 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 |

## B. Deliverables

21.     Table 1 lists all cross-cutting deliverables of the programme.

Table 1
**Cross-cutting deliverables for the period 2022–2024, by category and subcategory**

| Category and subcategory | 2022 planned | 2022 actual | 2023 planned | 2024 planned |
|---|---|---|---|---|
| **A. Facilitation of the intergovernmental process and expert bodies** | | | | |
| **Parliamentary documentation** (number of documents) | **1** | | **1** | **1** |
| 1.     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 | – | 1 | 1 |
| **Substantive services for meetings** (number of three-hour meetings) | **17** | **17** | **29** | **15** |
| Meetings of: | | | | |
| 2.     The governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives) | 12 | 12 | 26 | 12 |
| 3.     The Committee for Programme and Coordination | 1 | 1 | 1 | 1 |
| 4.     The Advisory Committee on Administrative and Budgetary Questions | 1 | 1 | 1 | 1 |
| 5.     The Fifth Committee | 1 | 1 | 1 | 1 |
| 6.     The General Assembly on the review of the implementation of the New Urban Agenda | 2 | 2 | – | – |
| **B. Generation and transfer of knowledge** | | | | |
| **Publications** (number of publications) | **5** | **3** | **2** | **2** |
| 7.     UN-Habitat flagship reports | 2 | – | – | – |
| 8.     World Cities Report- Cities and Climate Action | 1 | 1 | 1 | 1 |
| 9.     Second quadrennial report on the implementation of the New Urban Agenda | 1 | 1 | – | – |

| Category and subcategory | *2022 planned* | *2022 actual* | *2023 planned* | *2024 planned* |
|---|---|---|---|---|
| 10. UN-Habitat annual report | 1 | 1 | 1 | 1 |

**C. Substantive deliverables**

**Consultation, advice and advocacy**: consultations with all Member States on resolutions of the General Assembly and of the Economic and Social Council; briefings to all Member States on sustainable development issues and processes.

**Databases and substantive digital materials**: Global Urban Indicators database with approximately 2,700 users and, hosting 114 urban related indicators; Global Urban Monitoring Framework, indicator framework to monitor the implementation of the quadrennial comprehensive policy review used by all Member States.

**D. Communication deliverables**

**Outreach programmes, special events and information materials**: materials and flyers about the New Urban Agenda, World Urban Forum, World Habitat Day and World Cities Day.

**External and media relations**: interviews and commentaries about UN-Habitat flagship reports, World Cities Report; SDG 11 Synthesis report; articles and blogs about implementing the New Urban Agenda and localizing the SDGs.

**Digital platforms and multimedia content**: Urban Agenda Platform (www.urbanagendaplatform.org); social media materials about the New Urban Agenda and New Urban Agenda Illustrated, social media materials for the World Cities Report, and the UN-Habitat annual report;

## C. Evaluation activities

22. The following evaluations completed in 2022 have guided the proposed programme plan for 2024:

(a) Evaluations conducted by JIU:

(i) Review of Management and Administration in the United Nations Human Settlements Programme (JIU/REP/2022/1);

(b) Evaluations conducted by UN-Habitat

(i) Evaluation of UN-Habitat's National Urban Policy Programme;

(ii) Evaluation of World Urban Forum Programme 2018-2023.

23. The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2024. For example, based on the recommendations from Evaluation of UN-Habitat's National Urban Policy Programme, UN-Habitat has strengthened results-based management of National Urban Policy Programme: Developing NUPs and Smart City Strategies in three selected countries (Islamic Republic of Iran, Myanmar and Nigeria), with improved indicators and appropriate baselines and targets to measure impact and outcomes. The results and recommendations from the evaluation of the tenth session of the World Urban Forum feed into the programming of the 11th session and are being used for the programming of the next six-year programme cycle of the Forum. The results and recommendations from the JIU review of management and administration of UN-Habitat will continue to be used to further strengthen the efficiency and effectiveness of UN-Habitat. The report was presented to the Executive Board, which expressed willingness to support the implementation of recommendations from the review.

24. The following evaluations to be conducted by UN-Habitat are planned for 2024:

(a) Final evaluation of UN-Habitat's Global Water Operators' Partnerships Alliance (GWOPA) Strategy;

(b) Two thematic evaluations on issues related to gender equality and youth;

(c) Evaluation of 12th session Word Urban Forum.

## VI. Programme of work

### A. Subprogramme 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum

#### 1. Objective

25. 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, adequate and affordable housing and effective human settlements growth and regeneration.

### 2. Strategy

26.     To contribute to the objective, the subprogramme will:

        (a)     Develop and disseminate toolkits, standards and technical guidelines to Member States and engage partner cities and local governments in policy dialogues, peer-to-peer support, sharing of best practices, training sessions and other capacity-building initiatives in the areas of water, sanitation and energy, localizing the Goals and designing low-emission and climate-resilient actions.

        (b)     Provide technical assistance, build institutional capacity and mobilize national, local and regional governments to develop their waste management practices and resource efficiency by rethinking, reducing, reusing and recycling materials and waste before and after usage or consumption.

        (c)     Provide technical support to Member States with policy, legislation, strategic planning and financing instruments to implement integrated, inclusive, low-emission, climate resilient and gender-sensitive land and housing policies.

        (d)     Advocate for adequate, safe affordable housing, the prevention of unlawful forced evictions, and implementation sustainable building codes, regulations and sustainability certification tools for the housing sector.

        (e)     Provide technical assistance to national and local governments and cities seeking to develop urban interventions for urban transformation, expansion and regeneration; and support partner cities in institutionalizing different sustainable approaches on urban regeneration through the development of specific plans, policies, diverse adequate and affordable housing solutions, technical guidelines and toolkits, in line with the International Guidelines on Urban and Territorial Planning and principles of sustainable urbanization.

        (f)     Support national and local governments to address structural inequalities exposed by the pandemic, and scale up access to basic and social services, sustainable mobility and safe public spaces, in particular in transformative actions targeting homelessness, urban slums and informal settlements, and putting the most vulnerable people first, by disseminating toolkits, best practices and technical guidelines.

27.     In doing so, the subprogramme will assist Member States in making progress towards achieving Goals 1, 2, 5, 6, 7, 10, 11 12, 14 and 15.

28.     The above-mentioned work is expected to result in:

        (a)     Safer, more accessible and inclusive public spaces integrated in localizing transformative actions in urban areas;

        (b)     Increased accessibility to low-emission, adequate and affordable housing in urban areas, and strengthened capacities of policymakers, particularly in local and regional governments to implement sustainable transformative actions, including land governance systems;

        (c)     Sustainable, integrated transformation and regeneration of urban areas into socially and economically inclusive, and climate resilient neighbourhoods that offer improved quality of life to all, including improved access to basic services.

### 3. Programme performance in 2022

**Improved access to land and property rights, urban regeneration, basic services, and public spaces in Afghanistan**

29.     In Afghanistan, progress has been made towards increasing access to basic services, safer public spaces, effective human settlement growth and regeneration. The majority of the population still lacks access to public infrastructure necessary to support provision of equitable quality basic services. The subprogramme has contributed expertise and implemented projects under a range of United Nations initiatives and programmes including the 'Emergency Support to Afghanistan Settlements and Communities' initiative. Under this Initiative, communities have been supported with participatory land use mapping; risk and vulnerability mapping; infrastructure assessments and community action planning. The subprogramme has constructed and rehabilitated community roads, retaining walls, culverts/bridges, irrigation canals, health facilities, water supply systems and solar street lights. These actions have created access to equitable basic services, including health services, potable water,

electricity and livelihoods, while also strengthening communal land, and property rights, providing more equal access to land and sustainable settlements for Afghan communities.

30. Progress towards the objective is presented in the performance measure below (see Figure1).

Figure 1
**Performance measure: number of people in Afghanistan accessing equitable basic services as a result of improved infrastructure (cumulative)**
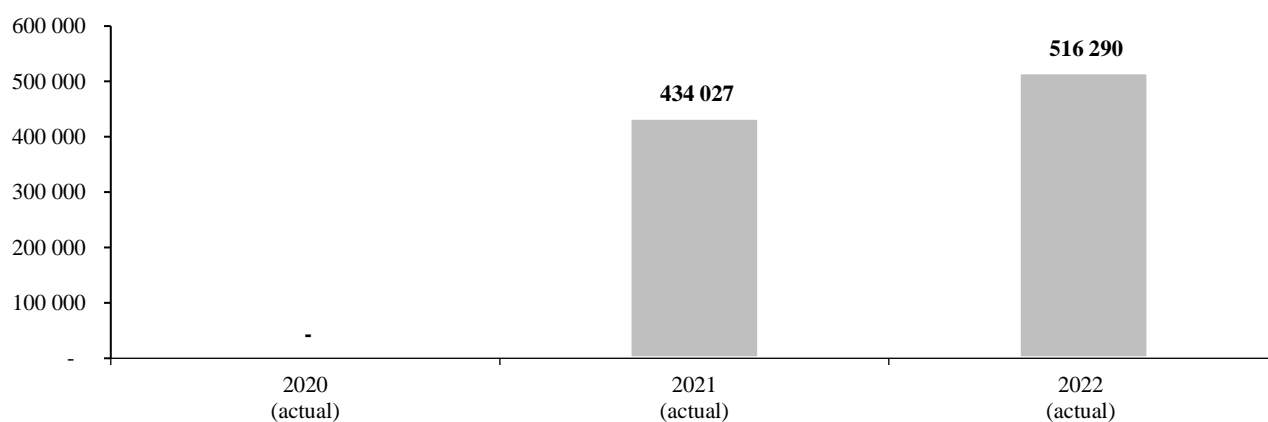


### 4. Planned results for 2024

### A. Result 1: increased access to basic services, sustainable mobility and slum upgrading programmes to strengthen community resilience to pandemics such as COVID-19 in slums and informal settlements

**Programme performance in 2022 and target for 2024**

31. The subprogramme's work contributed to 3.4 million people in slums and informal settlements in 45 countries with access to basic services, which exceeded the planned target of 3.1 million people.

32. Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 2).

Figure 2
**Performance measure: number of people in slums and informal settlements in 45 countries with access to basic services (cumulative)**
(Millions of people)
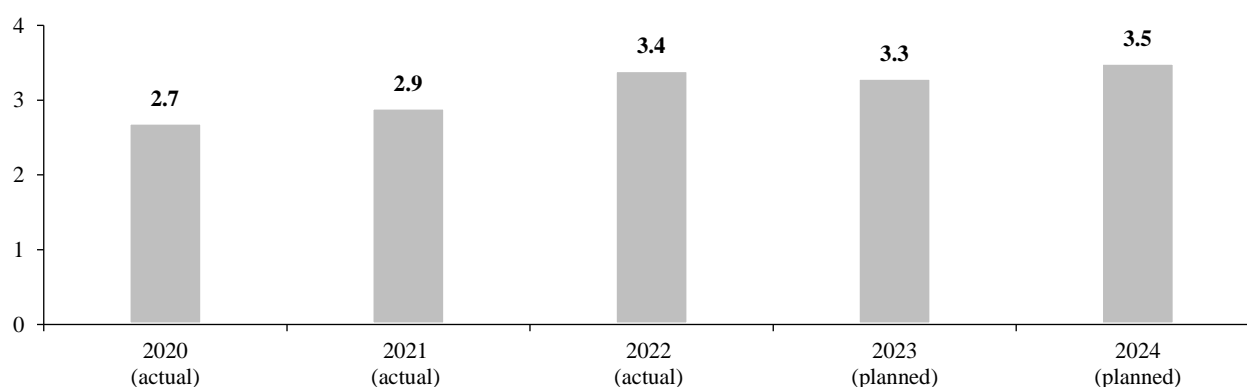


### B. Result 2: enhanced and expanded service delivery by local water and sanitation service providers

**Programme performance in 2022 and target for 2024**

33. The subprogramme's work contributed to supporting 30 local sanitation operators providing more inclusive sanitation services through water operator partnerships, trainings, workshops and enabling participation exposure events, which met the planned target.

34. Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 3).

Figure 3
**Performance measure: number of local sanitation operators providing more inclusive sanitation services (cumulative)**
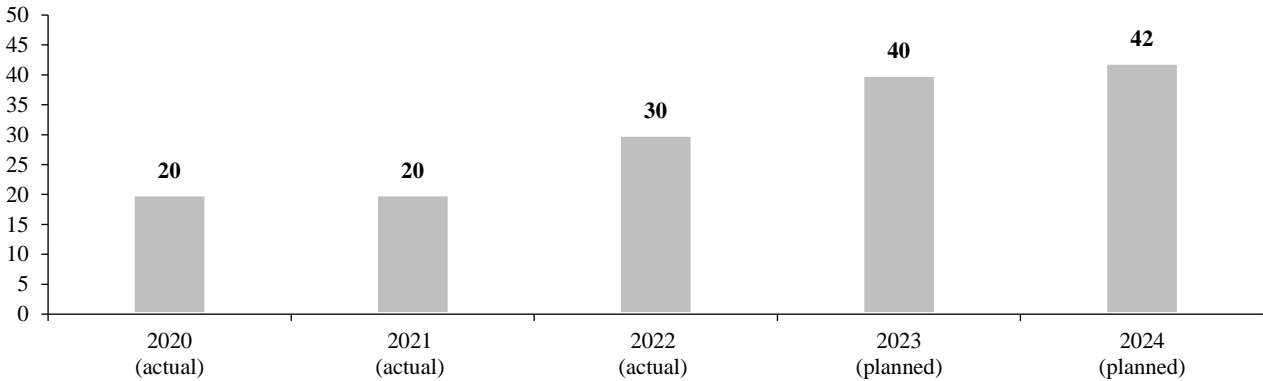


C. **Result 3: inclusive cities and communities through urban regeneration**

1. **Proposed programme plan for 2024**

35. Many cities and towns have areas where multiple deprivations overlap, and where socio-economic and spatial exclusion is concentrated, with higher levels of poverty, unemployment, crime and at greater risk of environmental hazards and shocks. Inclusive and sustainable urban regeneration is a powerful planning tool for social value creation, shared economic prosperity, and environmental resilience. A key aspect is to preserve, protect and strengthen the local assets (ecological features, historical buildings, traditions, and culture) by adapting the existing structures to new uses and dynamics. The subprogramme supported cities in developing strategic urban regeneration planning processes, inclusive urban design plans and local economic development activities, including related to creative industries and heritage; community and stakeholder engagement, resource mobilisation for inclusive urban regeneration, public spaces and services, housing, mobility networks, gender and age inclusive neighbourhoods, energy efficiency and climate resilience.

2. **Lessons learned and planned change**

36. The lesson for the subprogramme was that the involvement of communities in all phases of urban regeneration processes has helped improve both the relevance and ownership of the outcomes. In applying the lesson, the subprogramme will contribute to the adoption and implementation of urban regeneration initiatives in partnership with 50 cities, with targeted support for community-led and - informed initiatives, such as inclusive projects, policies, and knowledge products. The subprogramme will develop urban regeneration guidelines, which will include tools applied by community-led organizations to increase their agency and skills to design, fund and manage neighbourhood regeneration initiatives.

37. Expected progress towards the objective is presented in the performance measure below (see figure 4)

Figure 4
**Performance measure: number of partner cities that have implemented urban and territorial regeneration initiatives (cumulative)**
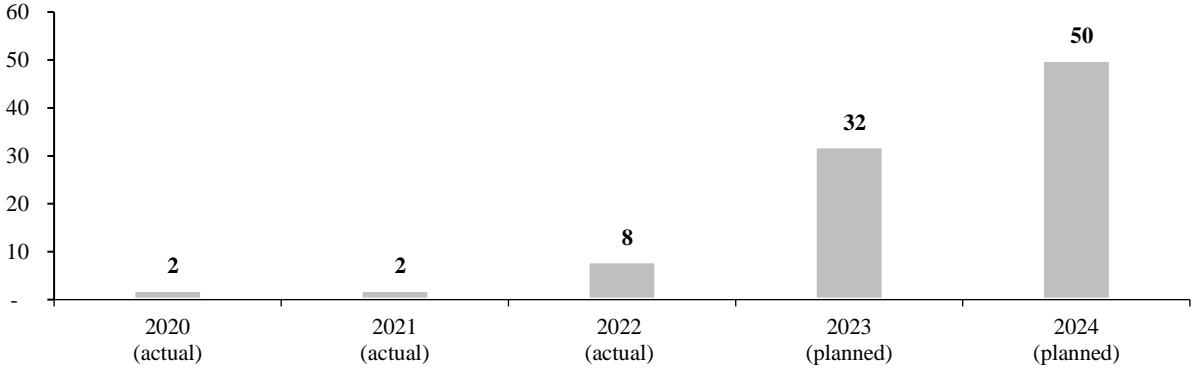
### 5. Deliverables

38. Table 2 lists all deliverables for the subprogramme.

Table 2
**Subprogramme 1: deliverables for the period 2022–2024, by category and subcategory**

| *Category and subcategory* | *2022 planned* | *2022 actual* | *2023 planned* | *2024 planned* |
|---|---|---|---|---|
| **A. Facilitation of the intergovernmental process and expert bodies** | | | | |
| **Parliamentary documentation** (number of documents) | – | – | 1 | – |
| 1. Report of the Secretary-General on inclusive social development policies and programmes to address homelessness | – | – | 1 | – |
| **B. Generation and transfer of knowledge** | | | | |
| **Field and technical cooperation projects** (number of projects) | **36** | **36** | **36** | **38** |
| 1. on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space | 12 | 12 | 12 | 14 |
| 2. on development of national and local policies on urban heritage, historical landscape and culture | 1 | 1 | 1 | 1 |
| 3. on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration | 8 | 8 | 8 | 9 |
| 4. on land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict | 7 | 7 | 7 | 7 |
| 5. on integrated urban and territorial planning and effective planning laws | 6 | 6 | 6 | 5 |
| 6. on urban monitoring, evidence-based policies for crime prevention and community safety and social cohesion in cities and human settlements | 2 | 2 | 2 | 2 |
| **Seminars, workshops and training events** (number of days) | **49** | **49** | **53** | **58** |
| 7. Workshops and training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management | 20 | 20 | 20 | 23 |
| 8. Workshops and training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety | 12 | 12 | 12 | 13 |
| 9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs | 5 | 5 | 5 | 6 |
| 10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda | 1 | 1 | 5 | 5 |
| 11. Training sessions on policy, planning and design, governance, legislation and finance and data collection | 8 | 8 | 8 | 7 |
| 12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance in the Arab States region | 3 | 3 | 3 | 3 |
| **Publications** (number of publications) | **3** | **3** | **1** | **3** |
| 13. on land tenure and land degradation | 1 | 1 | – | 1 |
| 14. on land governance | 1 | 1 | – | 1 |
| 15. on affordable and sustainable housing, including homelessness | 1 | 1 | 1 | 1 |
| **Technical materials** (number of materials) | **11** | **12** | **11** | **13** |
| 16. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension | 1 | 1 | 1 | 1 |
| 17. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space | 2 | 2 | 2 | 3 |
| 18. Guide for land management and spatial plans for poverty reduction and spatial equality | 1 | 1 | 1 | 1 |
| 19. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants | 1 | 1 | 1 | 1 |
| 20. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration | 1 | 1 | 1 | 1 |

| Category and subcategory | 2022 planned | 2022 actual | 2023 planned | 2024 planned |
|---|---|---|---|---|
| 21. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes | 2 | 2 | 2 | 2 |
| 22. Series of guides and tools to improve land management and tenure security | 1 | 1 | 1 | 1 |
| 23. Guidelines and handbooks on slum upgrading solutions | 2 | 2 | 2 | 2 |
| 24. Neighbourhood planning guidelines on participation and inclusive regeneration | – | 1 | – | 1 |

**C. Substantive deliverables**

**Consultation, advice and advocacy**: technical advice to requesting Member States on implementation, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals; advisory services for 45 Member States on urban basic services and integrated inclusive slum upgrading; advisory services on the right to housing and tenure security for all, urban law reform and effective urban regeneration and growth management, urban land administration and management to different stakeholders (national and local governments, civil society, private sector, and academia institutions.

**Databases and substantive digital materials**: UrbanLex database on urban law; digital materials on global commitments related to land, housing, urban basic services, mobility, energy, water and sanitation, solid waste management, air quality, climate change mitigation and adaptation, and cultural heritage.

**D. Communication deliverables**

**Outreach programmes, special events and information materials**: networks including Global Network of Public Space; Best Practices Awards; Global Action Plan for transforming informal settlements and slums by 2030, events with approximately 500 participants, brochures, leaflets and spotlights on slum upgrading, urban regeneration, public space and housing, urban land governance and management.

**External and media relations**: media kits, press releases, web stories and social media content on inclusive cities.

**Digital platforms and multimedia content**: video documentaries, infographics, presentations and webinars and 2 open digital platforms on urban safety, heritage, regeneration and urban growth.

## B. Subprogramme 2: Enhanced shared prosperity of cities and regions

### 1. Objective

39.     The objective, to which this subprogramme contributes, is to enhance the 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.

### 2. Strategy

40.     To contribute to the objective, the subprogramme will:

(a)     Support Member States and other partners through the formulation of national urban policies and related legal, financial and implementation frameworks integrated into whole-of-government planning, policy and financing frameworks; knowledge transfer; capacity-building; and the development of tools on urban and rural territorial planning and design;

(b)     Provide technical assistance, capacity-building and advisory services to cities with regard to:

(i)     developing participatory and accountable budgeting approaches, optimizing local revenue systems through data collection, digitization and the development of municipal databases, and leveraging private sources of capital for sustainable urban development;

(ii)     effectively procuring, testing and implementing people-centered frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data processing and visualization;

(c)     Build on the lessons learned from challenges to local revenue generation exposed by the pandemic to develop tailored policies and technical assistance, with a focus on the recovery of locally generated revenue, including land-based financing, and effective local public financial management.

41.     In doing so, the subprogramme will assist Member States in making progress towards Goals 1, 8, 9, 10 and 11.

42.     The above-mentioned work is expected to result in:

        (a)     Balanced territorial development and better-connected human settlements, while contributing to improved social inclusion, poverty reduction and climate action;

        (b)     Enactment by local authorities of institutional and legal reforms conducive to the generation of additional financial resources, including through public-private partnerships, land-based revenue and financing tools;

        (c)     Strengthened urban-level action to address inequalities and bridge social, spatial, and digital divides.

### 3.     Programme performance in 2022

#### Increased commitment by local governments to regional development across cities and territories in the Northeast of Brazil

43.     Planning for an integrated and inclusive development is a challenge in a highly-populous country like Brazil. Urbanized at 85 per cent[7], with an estimated population of over 210 million, and 5,570 municipalities, its size, complexity and level of decentralization make it challenging for cities to establish and define priorities, governance models, as well as finance and implement urban infrastructure and services. In response to these challenges, and upon request of the Member State, UN-Habitat provided support to increase government capacities in global development agendas, urban and regional planning, digital government, people-centered smart cities and metropolitan management, to establish or strengthen mechanisms and structures for  municipalities towards collaborative solutions for territorial development, and to promote urban development and cooperation across subnational boundaries and areas of competence. These efforts led to strengthened capacities of 31 municipalities in the Northeast region of Brazil to work in an integrated manner towards their regional development, aligned with global development agendas and UN-Habitat's frameworks. It also led to 17 municipalities pledging to work as a network to address inequalities and bridge social and spatial divides by signing the G52 (network of hub-cities to promote sustainable regional development) letter of commitment.

44.     Progress towards the objective is presented in the performance measure below (see figure 5).

Figure 5
**Performance measure: number of subnational authorities in the Northeast of Brazil that formally committed to sustainable regional development**



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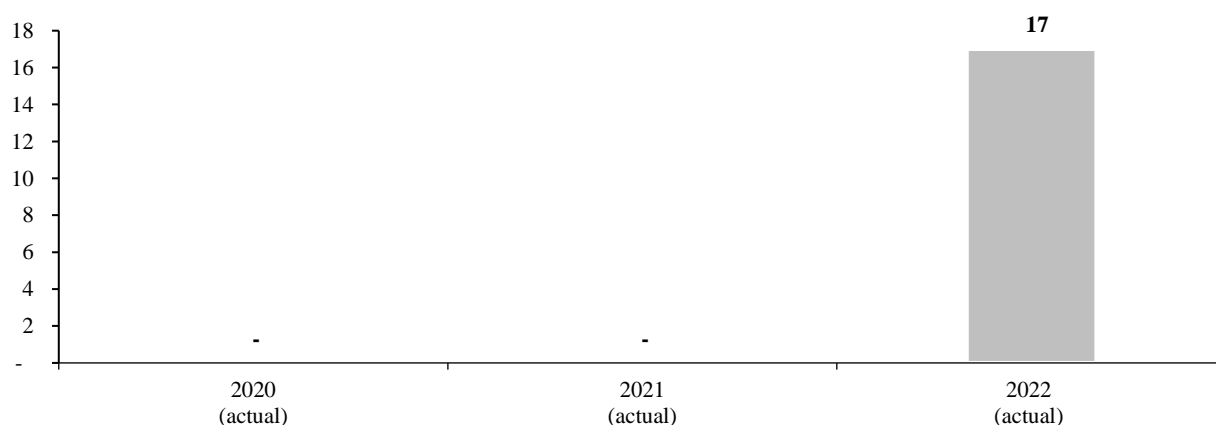
[7] UN-Habitat (2022) World Cities Report Statistical Annex

4.  **Planned results for 2024**

A.  **Result 1: a people-centered approach to urban innovation, digital technologies, smart cities and urbanization processes adopted by cities**

**Programme performance in 2022 and target for 2024**

45.    The subprogramme's work contributed to 30 local governments adopting people-centred smart city strategies and benefitting from innovations addressing the digital divide, which exceeded the planned target of 20 local authorities.

46.    Progress towards the objective and the target for 2024 are presented in the performance measure below (see Table 3).

Table 3
**Performance measure**

| 2020 (actual) | 2021 (actual) | 2022 (actual) | 2023 (planned) | 2024 (planned) |
|---|---|---|---|---|
| 10 cities benefit from a flagship programme on people-centered smart cities | 5 local governments adopt people-centered digital transformation and smart city strategies that address digital divide<br><br>10 countries implement urban innovation challenges | 30 local governments adopted people-centered smart city strategies and benefitted from innovations addressing the digital divide. | 25 local authorities implement digital transformation and smart city strategies and benefit from innovations addressing the digital divide | 25 local authorities implement people-centered smart city strategies, address digital inclusion, implement innovative tools or use data, innovative tools and digital solutions more effectively for urban sustainability. |

B.  **Result 2: regional spatial development plans in Ethiopia for improved prosperity and balanced socioeconomic development**

**Programme performance in 2022 and target for 2024**

47.    The subprogramme's work contributed to enhanced capacity of planning and economic development institutions in 10 regional states in Ethiopia on formulating and implementing regional spatial development plans which did not meet the planned target of regional authorities draft regional spatial development plans. The target was not met due to delays in logistical arrangements and inaccessibility of areas, which slowed the implementation of the project activities at the situation analysis phase.

48.    Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 4).

Table 4
**Performance measure**

| 2020 (actual) | 2021 (actual) | 2022 (actual) | 2023 (planned) | 2024 (planned) |
|---|---|---|---|---|
| – | Regional authorities in Ethiopia support the conduct of local economic and spatial studies in 10 regions | Enhanced capacity of planning and economic development institutions in 10 regional states in Ethiopia on formulating and implementing regional spatial development plans | Regional authorities endorse 10 regional spatial development plans | Regional authorities endorse 10 regional spatial development plans |

C.  **Result 3: Voluntary Local Reviews to enhance the shared prosperity of cities and regions globally through SDG localization**

1.  **Proposed programme plan for 2024**

49.    Voluntary Local Reviews (VLRs) are the instrument of choice by local and regional governments to report on their progress towards the 2030 Agenda. The subprogramme enables the achievement of enhanced inclusive economic development by guiding the local and regional governments in the VLR process and contributes to catalysing the localization of the Goals. New cities are regularly expressing their interest in joining this global movement. UN-Habitat has been providing assistance through technical cooperation, strategic partnership, knowledge development, learning and capacity building, and global advocacy.

## 2. Lessons learned and planned change

50. The lesson for the subprogramme was that there was growing demand to help cities strengthen the VLR methodology and increase availability of harmonized data at the local level. Without adequate disaggregated data, cities are unable to monitor progress and formulate and adjust their plans and policies accordingly. Moreover, poor harmonization of the data across countries and regions limits the coherence and comparability of the VLRs. In applying the lesson, the subprogramme will pilot the Global Urban Monitoring Framework to guide local and regional governments through the formulation of VLRs, as the means to support the development of data ecosystems at the local level, including data collection and disaggregation. The subprogramme, through the VLR process, will also provide targeted policy analysis and capacity building to cities to harness the potential of VLRs to inform and drive urban planning and policy processes.

51. Expected progress towards the objective is presented in the performance measure below (see figure 6)

Figure 6
**Performance measure: number of VLRs prepared by local and regional governments (annual)**



Number of VLRs developed globally    Number of VLRs developed with the subprogramme's direct support
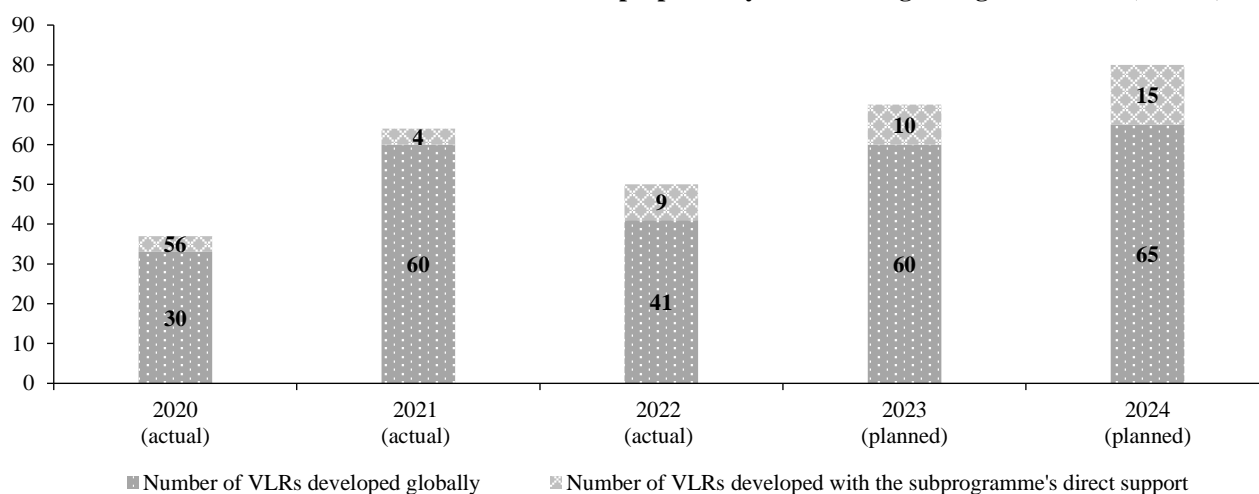
## 5. Deliverables

52. Table 5 lists all deliverables for the subprogramme.

Table 5
**Subprogramme 2: deliverables for the period 2022–2024, by category and subcategory**

| Category and subcategory | 2022 planned | 2022 actual | 2023 planned | 2024 planned |
|---|---|---|---|---|
| **A. Generation and transfer of knowledge** | | | | |
| **Field and technical cooperation projects** (number of projects) | **29** | **29** | **29** | **27** |
| 1. on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design | 14 | 14 | 14 | 13 |
| 2. on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure | 7 | 7 | 7 | 6 |
| 3. 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 | 8 | 8 | 8 | 8 |
| **Seminars, workshops and training events** (number of days) | **39** | **39** | **39** | **41** |
| 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 | 25 | 25 | 25 | 26 |
| 5. Training events and workshops on use of information and communications technology, 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 | 6 | 6 | 6 | 6 |

| Category and subcategory | 2022 planned | 2022 actual | 2023 planned | 2024 planned |
|---|---|---|---|---|
| 6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance | 8 | 8 | 8 | 9 |
| **Publications** (number of publications) | **2** | **2** | **2** | **2** |
| 7. National cities reports | 2 | 2 | 2 | 2 |
| **Technical materials** (number of materials) | **11** | **11** | **11** | **12** |
| 8. on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, national urban policies and people-centered smart cities. | 5 | 5 | 5 | 6 |
| 9. on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure | 3 | 3 | 3 | 3 |
| 10. 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 | 3 | 3 | 3 | 3 |

**B. Substantive deliverables**

**Consultation, advice and advocacy**: advisory services to 20 Member States on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.

**Databases and substantive digital materials**: national urban policy database comprising approximately 160 countries; compendium of urban-rural linkages case studies; global municipal database, comprising 50 countries and approximately 110 cities.

**C. Communication deliverables**

**Outreach programmes, special events and information materials**: brochures, leaflets, profiles and events on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.

**Digital platforms and multi-media content**: content for social media.

## C. Subprogramme 3: Strengthened climate action and improved urban environment

### 1. Objective

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

### 2. Strategy

54. To contribute to the objective, the subprogramme will:

(a) Provide technical support for the development of low-emission city development that addresses emerging climate risks, adaptation investments, basic service provision and the integration of low-emission development and air quality strategies into urban mobility, public space and urban development strategies;

(b) Provide assistance on sustainable approaches to urban climate action to requesting Member States through innovative technologies, knowledge transfer, capacity-building, data and development of an evidence base, policy advice and peer-to-peer engagement in global and regional networks;

(c) Provide assistance to Member States on the integration of the urban dimension in nationally determined contributions, national adaptation plans and other national climate changes policies, strategies and plans, and support their implementation across all levels of governments;

(d) Promote solutions to climate action for urban and peri-urban environmental protection, renovation and restoration, and open public spaces as well as integrated solid waste management and marine plastic litter reduction through the development of tools, guidelines and field projects;

(e) Support Member States with the development of energy- and resource-efficient technologies and standards for buildings and urban basic services, as well as the integration of energy and resource efficiency principles into country-specific building and planning codes;

(f)     Provide assistance in the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments, including through its flagship programme entitled "RISE-UP: resilient settlements for the urban poor", which focuses on mobilizing investments to address climate resilience issues affecting urban communities in vulnerable situations;

(g)     Support the implementation of global adaptation initiatives, such as the National Adaptation Plan Global Support Programme and the Nationally Determined Contributions Partnership;

(h)     Promote an integrated approach to socioeconomic development, climate and health resilience through the provision of technical advice on technologies, processes and investment opportunities.

55.     In doing so, the subprogramme will assist Member States in making progress towards achieving Goals 1, 5, 6, 7, 8, 9, 10, 11, 12, 11, 13, 14 and 15.

56.     The above-mentioned work is expected to result in:

(a)     Multidimensional climate action and urban environment planning by Member States and partner cities that reduces greenhouse gas emissions, builds climate resilience of urban systems and communities, preserves, regenerates and restores urban biodiversity and reduces air and water pollution;

(b)     Mobilization of additional financial resources for adaptation to climate change at the national and subnational levels;

(c)     Member States' nationally determined contributions and national climate adaptation plans incorporating urban dimensions;

(d)     More climate- and pandemic-resilient cities, human settlements and communities.

### 3.     Programme performance in 2022

**Strengthened commitment towards multilevel and cross-sectoral climate action**

57.     National governments play a pivotal role in accelerating subnational climate action and in providing an enabling environment for urban and local stakeholders to develop new climate commitments and implement these. In March 2022, Member States requested UN-Habitat's Executive Director to explore with the Presidency of the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change the possibility of convening of a housing and urban development ministerial meeting on cities and climate change. The subprogramme in close collaboration with UNEP, UNFCCC and IPCC as well as local governments and civil society organizations supported the COP27 Presidency in organizing the first Ministerial Meeting on Urbanization and Climate Change that took place on 17 November 2022. This meeting brought together 48 high-level national government delegations and over 40 mayors and city leaders, as well as United Nations agencies, local government networks and civil society organizations. The meeting launched the COP27 Presidency Sustainable Urban Resilience for the Next Generation (SURGe) Initiative, coordinated by UN-Habitat and facilitated by ICLEI – Local Governments for Sustainability[8]. The initiative aims to enhance and accelerate local and urban climate action through multi-level governance, engagement, and delivery through five integrated tracks, contributing to achieving the Paris Climate Goals and the 2030 Agenda.

58.     Progress towards the objective is presented in the performance measure below (see figure 7).

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[8] ICLEI-Local Governments for Sustainability provides the Secretariat for the Local Government and Municipal Authorities (LGMA) constituency for the UNFCCC.

Figure 7
**Performance measure: national governments committed to multilevel and cross-sectoral climate action under the SURGe Initiative**



|  | 2020 (actual) | 2021 (actual) | 2022 (actual) |
|---|---|---|---|
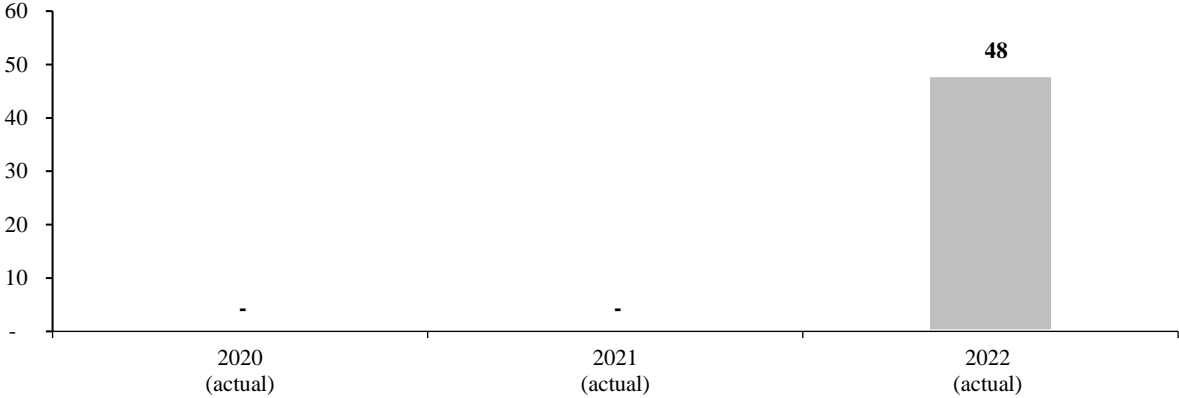
4. **Planned results for 2024**

A. **Result 1: participatory urban resilience action in sub-Saharan Africa**

**Programme performance in 2022 and target for 2024**

59.     The subprogramme's work contributed to local authorities responding to specific risks and vulnerabilities such as drought, flooding, increased urban-rural migration, with 19 distinct resilience action frameworks developed in sub-Saharan Africa, which exceeded the planned target of 18 frameworks.

60.     Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 8).

Figure 8
**Performance measure: number of distinct resilience action frameworks developed in sub-Saharan Africa (cumulative)**



|  | 2020 (actual) | 2021 (actual) | 2022 (actual) | 2023 (planned) | 2024 (planned) |
|---|---|---|---|---|---|
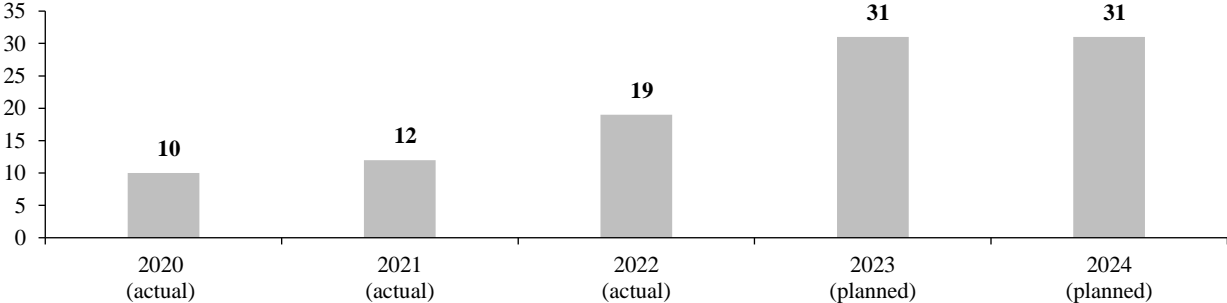
B. **Result 2: increased climate resilience of urban communities in Jordan and Lebanon**

**Programme performance in 2022 and target for 2024**

61.     The subprogramme's work contributed to 550 people in Jordan, Lebanon and the Syrian Arab Republic, benefitting from climate change adaptation actions, which did not meet the planned target of 900 people. The target was not met due to logistical challenges associated with implementing project activities.

62.     Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 9).

Figure 9
**Performance measure: number of people in Jordan, Lebanon and the Syrian Arab Republic who have benefited from climate change adaptation actions identified through the master planning process (cumulative)**
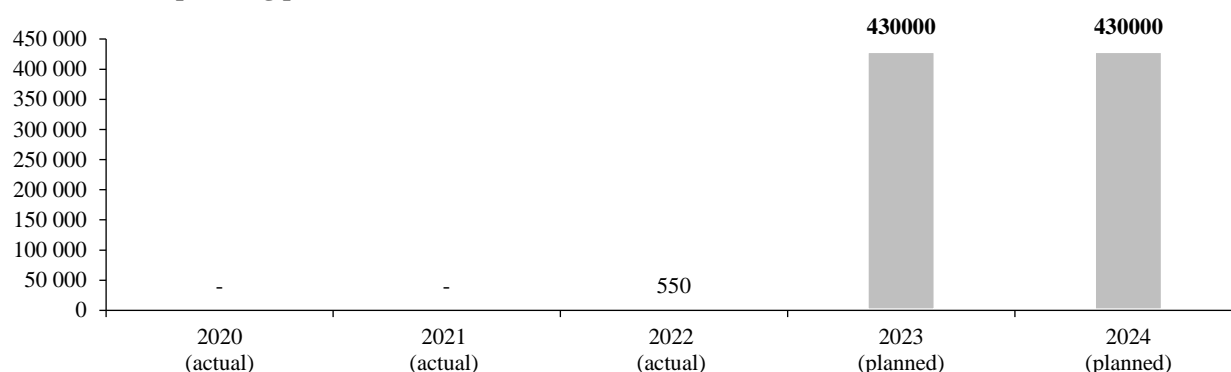


C. **Result 3: Nature-based solutions[9] to improve livelihoods and resilience of urban poor communities**

1. **Proposed programme plan for 2024**

63.     A key challenge for climate change adaptation is how to build resilience for the more than three billion people highly vulnerable to climate change and over one billion dwellers in informal settlements.[10] The subprogramme has supported 20 cities in the development of nature-based solutions to build climate change resilience, restore and protect biodiversity and contribute to sustainable livelihoods and food security. Actions include mangrove forests rehabilitation measures in Morondava, Madagascar; slope-stabilization and riverbank rehabilitation in Lilongwe, Malawi and Honiara, Solomon Islands; and urban flood protection through natural infiltration in Amman, Jordan. Further, the subprogramme developed a training package on urban ecosystem-based adaptation with a view to extend its services to additional national and local governments.

2. **Lessons learned and planned change**

64.     The lesson for the subprogramme was that nature-based solutions can contribute to building resilience of the most vulnerable urban communities and should be incorporated into the programme's policy and technical support. In applying the lesson, the subprogramme will strengthen collaboration with other subprogrammes to incorporate nature-based solutions into their activities, with a view to supporting local governments including in planning, public space development, urban services and infrastructure, slum upgrading and climate change resilience.

65.     Expected progress towards the objective is presented in the performance measure below (see figure 10)

Figure 10
**Performance measure: number of towns and cities implementing nature-based solutions (cumulative)**



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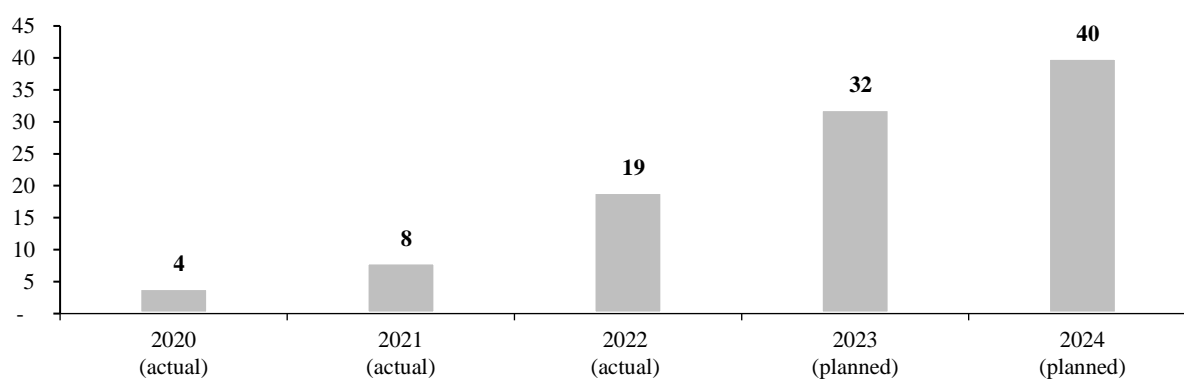
[9] UNEA Resolution 5/5
[10] IPCC (2022) WGII Sixth Assessment Report on Impacts, Adaptation and Vulnerability.

### 5. Deliverables

66. Table 6 lists all deliverables of the subprogramme.

Table 6
**Subprogramme 3: deliverables for the period 2022–2024, by category and subcategory**

| Category and subcategory | *2022 planned* | *2022 actual* | *2023 planned* | *2024 planned* |
|---|---|---|---|---|
| **A. Generation and transfer of knowledge** | | | | |
| **Field and technical cooperation projects** (number of projects) | **15** | **15** | **22** | **28** |
| 1. on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-emission basic services, more sustainable infrastructure and buildings | 2 | 2 | 2 | 4 |
| 2. on policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-emission basic services and sustainable infrastructure and buildings | 1 | 1 | 1 | 2 |
| 3. on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction | 6 | 6 | 10 | - |
| 4. on 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 | 3 | 3 | 6 | 16 |
| 5. on policies, legal instruments, plans and strategies for strengthened resilience and effective adaptation of communities and infrastructure to climate change | – | – | – | 4 |
| 6. on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services | 1 | 1 | 1 | 2 |
| 7. on urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency | 2 | 2 | 2 | 2 |
| **Seminars, workshops and training events** (number of days) | **38** | **38** | **43** | **47** |
| 8. Seminars, workshops and training events for partners and those in vulnerable situations (e.g., in informal settlements) on climate change mitigation, air quality and low-emission basic services | 10 | 10 | 10 | 12 |
| 9. Seminars, workshops and training events on effective adaptation of communities and infrastructure to climate change | 25 | 25 | 25 | 30 |
| 10. Seminars, workshops and training events on sustainable city models and their application, sustainable infrastructure and urban planning | – | – | 5 | – |
| 11. Training on environment and climate dimensions and Sustainable Development Goal monitoring in urban areas | 3 | 3 | 3 | – |
| 12. Seminars, workshops and training events for national and local government partners and other urban stakeholders on urban environmental management, restoration and renovation, biodiversity protection, circular economy and ecosystem services. | – | – | – | 5 |
| **Publications** (number of publications) | **3** | **3** | **3** | **4** |
| 13. on climate change mitigation and air quality | 1 | 1 | 1 | 2 |
| 14. on effective adaptation of communities of slums and other urban communities in vulnerable situation in urban neighbourhoods, and infrastructure, to climate change | 1 | 1 | 1 | 1 |
| 15. on improved low-emission urban services and resource efficiency (e.g. focusing on technological innovation) | 1 | 1 | 1 | 1 |
| **Technical materials** (number of materials) | **5** | **5** | **5** | **8** |
| 16. on improved resource efficiency and protection of ecological assets, including sectoral materials | 1 | 1 | 1 | 2 |
| 17. on climate change mitigation and air quality | 1 | 1 | 1 | 2 |
| 18. on climate action, basic services or environment in human settlements | 1 | 1 | 1 | 2 |
| 19. on national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, ecological assets and ecosystem services | 1 | 1 | 1 | 1 |
| 20. on improved low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring) | 1 | 1 | 1 | 1 |
| **B. Substantive deliverables** | | | | |

| | *2022* *planned* | *2022* *actual* | *2023* *planned* | *2024* *planned* |
|---|---|---|---|---|
| *Category and subcategory* | | | | |

**Consultation, advice and advocacy**: advisory services to 16 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-emission urban services, improving resource efficiency and protecting ecological assets.

**Databases and substantive digital materials**: databases on urban climate- or environment-relevant subjects, and simulations, including a database on climate initiatives in Rwanda, risk and vulnerability analysis in the Lao People's Democratic Republic and a solutions toolbox for electromobility.

## C. Communication deliverables

**Outreach programmes, special events and information materials**: brochures, campaign and events on greenhouse gas emissions and air quality, resource efficiency, protection of ecological assets, effective adaptation of communities and infrastructure to climate change.

**External and media relations**: press articles on climate action and the urban environment.

**Digital platforms and multimedia content**: websites and content for social media accounts; multimedia content on urban climate- or environment-relevant subjects.

## D. Subprogramme 4: Effective urban crisis prevention and response

### 1. Objective

67.     The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response and advance social integration and inclusive communities as well as improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees.

### 2. Strategy

68.     To contribute to the objective, the subprogramme will:

(a)     Engage in-country comprehensive, participatory and inclusive operational programmes to respond to crises affecting all members of the community, including those in vulnerable situations; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas, while supporting measures for national urban frameworks that adopt inclusive urban governance and planning approaches;

(b)     Support implementation by Member States of inclusive, evidence-based, sustainable recovery approaches, such as the urban recovery framework for post-conflict and post-disaster situations to support urban resilience recovery, applying area-based approaches and community inclusive participatory and bottom-up processes, while ensuring age, gender and diversity representation;

(c)     Build the capacity of national, regional and local actors, through technical assistance and trainings, to increase social cohesion between communities, reducing discrimination and xenophobia with full respect for human rights in urban crisis situations;

(d)     Prioritize improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees by providing urban crisis-response expertise and supporting integrated urban development strategies that address the needs of both host communities and the displaced;

(e)     Enhance UN-Habitat normative guidance and operational support in urban and rural displacement contexts on the evidence-based impact of migration and displacement on urbanization;

(f)     Develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, provide support to national and local governments to implement such strategies in target cities and territories, and develop further normative guidance for broad range of threats, including climate and health emergencies.

69.     In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 5, 8, 9, 10, 11, 13 and 16.

70.     The above-mentioned work is expected to result in:

(a)     An increased proportion of the population in crisis-affected communities engaging in local decision-making with regard to reconstruction projects and improved social inclusion, strengthened land tenure and improved access to adequate housing and basic services;

(b)    An increased number of cities where refugees, migrants, internally displaced persons, returnees and host communities have access to secure tenure, sustainable basic services and social services, adequate housing, safety and security;

(c)    The reduction of multidimensional risks and increased protection for those in vulnerable situations in cities;

(d)    Strengthened systems for analysis and decision-making concerning resilient infrastructure at the city level, in particular in crisis settings.

### 3.    Programme performance in 2022

**Improved social integration for enhanced prosperity in Latin America and the Caribbean**

71.    In recent years, 5.98 million refugees and migrants from Venezuela[11] have been seeking shelter in cities across Latin America and the Caribbean. Despite the strong commitment of national and local governments to assist this population in reducing their vulnerabilities and addressing their immediate needs, challenges persist to support their integration. If well managed, integration can turn migration into an engine for prosperity, enhancing the opportunities brought about by diversity, productive population, multiculturalism and innovation. The subprogramme has been promoting social cohesion and integration through inclusive and evidence-based approaches urban planning. The subprogramme supported the establishment of community centres which provide a space for all in the population including refugees and migrants, to engage in intercultural dialogue and contribute to urban planning processes. In addition, the subprogramme supported local authorities to identify challenges and opportunities to strengthen inclusion, through data instruments such as the Urban Inclusion Marker, a georeferenced index which measures the level of inclusion of a city and its potential for spatial, social, economic and cultural integration of its inhabitants; and provided technical assistance to develop specialized development strategies to enhance integration and boost socio-economic opportunities for the population as a whole.

72.    Progress towards the objective is presented in the performance measure below (see figure 11).

Figure 11
**Performance measure: number of centres facilitating participatory and cocreation processes towards enhanced integration (cumulative)**
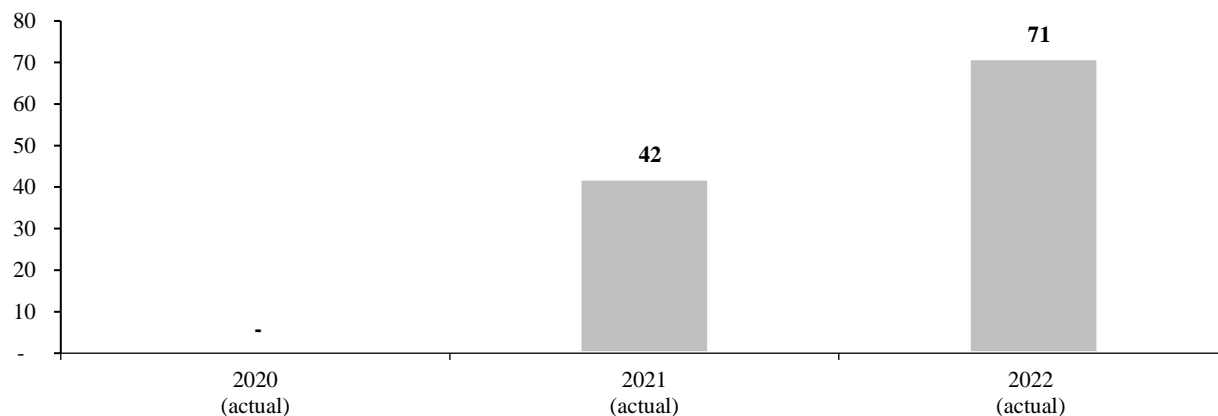


### 4.    Planned results for 2024

### A.    Result 1: a new approach to strengthen city resilience

**Programme performance in 2022 and target for 2024**

73.    The subprogramme's work contributed to 11 cities implementing the City Resilience Global Programme, which met the planned target.

74.    Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 12).

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[11] Interagency Coordination Platform for Refugees and Migrants from Venezuela, 2022

Figure 12
**Performance measure: number of cities implementing the City Resilience Global Programme (cumulative)**
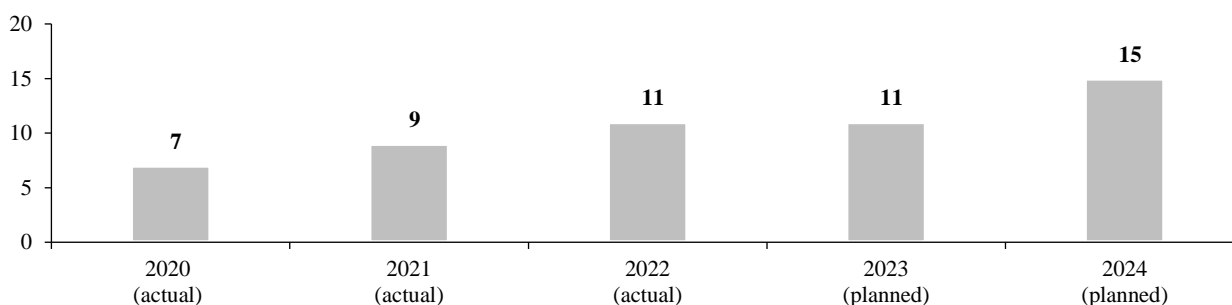


B.   **Result 2: strengthened urban recovery and resilience and improved access to basic services in the Syrian Arab Republic**

**Programme performance in 2022 and target for 2024**

75.   The subprogramme's work contributed to improved physical access to seven neighbourhoods in four cities in the Syrian Arab Republic and development of 50 neighbourhood action plans for the rehabilitation of water, sanitation and waste management services by municipal authorities and local communities, which exceeded the planned target of improved physical access to four neighbourhoods in two cities in the Syrian Arab Republic and plans developed for the rehabilitation of water, sanitation and waste management services.

76.   Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 7).

Table 7
**Performance measure**

| 2020 (actual) | 2021 (actual) | 2022 (actual) | 2023 (planned) | 2024 (planned) |
|---|---|---|---|---|
| – | Municipal authorities and local communities supported to develop neighbourhood action plans for nine neighbourhoods in two cities in the Syrian Arab Republic through joint participatory area-based planning | Improved physical access to seven neighbourhoods in four cities in the Syrian Arab Republic and 50 neighbourhood action plans developed by municipal authorities and local communities for the rehabilitation of water, sanitation and waste management services. | Nine rehabilitated neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic | Neighbourhood action plans developed or updated in two cities. Five rehabilitated neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic. |

C.   **Result 3: enhanced sustainable solutions to migration**

1.   **Proposed programme plan for 2024**

77.   Conflicts, food insecurity, the climate crisis and other emergencies have forced over 100 million people to leave their homes in 2022[12]. With the crises becoming increasingly protracted, migrants remain displaced for longer periods of time increasing the pressure on cities to facilitate their social and economic inclusion as well as their access to services in a durable and sustainable way. The subprogramme has been focusing on designing and implementing programmatic solutions specific to country and regional contexts, promoting a more coherent system-wide response to migrants' needs, from humanitarian assistance to sustainable development solutions, ensuring peaceful integration with host communities.

2.   **Lessons learned and planned change**

78.   The lesson for the subprogramme was that its activities could more holistically address urban migration issues, including through preventive measures to address root causes, given that urban migration is often addressed through more humanitarian and siloed interventions. In applying the

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[12] UNHCR (2022) Global Trends Report 2021

lesson, the subprogramme will work at both national and local levels to ensure the sustainability of the interventions, through participatory processes bringing together the migrants, host communities, local governments and other partners, including other United Nations agencies. The interventions will contribute to improved living conditions in cities and sustainable urban development.

79.    Expected progress towards the objective is presented in the performance measure below (see figure 13).

Figure 13
**Performance measure:  number of countries adopting a context-specific response to urban migration and displacement (cumulative)**
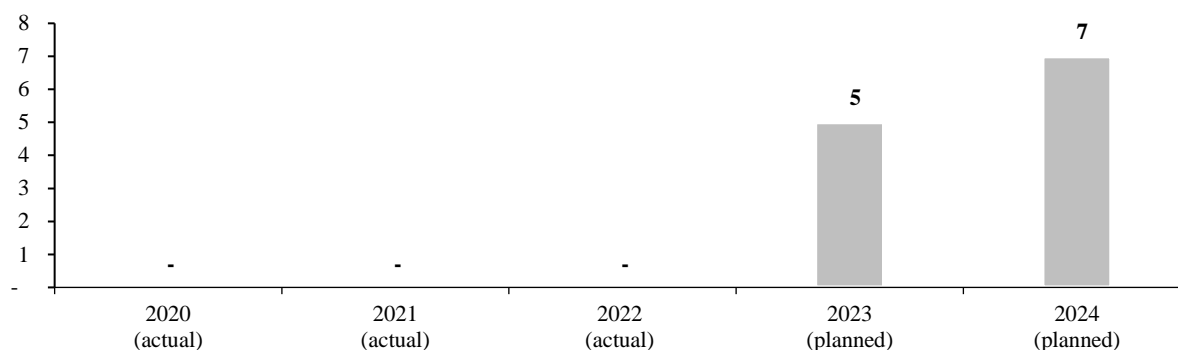


### 5.    Deliverables

80.    Table 8 lists all deliverables of the subprogramme.

Table 8
**Subprogramme 4: deliverables for the period 2022–2024, by category and subcategory**

| Category and subcategory | 2022 planned | 2022 actual | 2023 planned | 2024 planned |
|---|---|---|---|---|
| **A.    Generation and transfer of knowledge** | | | | |
| **Field and technical cooperation projects** (number of projects) | **19** | **19** | **21** | **21** |
| 1.    on enhanced social integration and cohesive communities | 8 | 8 | 8 | 8 |
| 2.    on improved living standards and inclusion of migrants, refugees and internally displaced persons | 5 | 5 | 7 | 8 |
| 3.    on enhanced resilience of the built environment and infrastructure | 6 | 6 | 6 | 6 |
| **Seminars, workshops and training events** (number of days) | **31** | **31** | **31** | **31** |
| 4.    Seminars, workshops and training events on enhanced social integration and cohesive communities | 12 | 12 | 12 | 10 |
| 5.    Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons | 8 | 8 | 8 | 9 |
| 6.    Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure | 11 | 11 | 11 | 12 |
| **Publications** (number of publications) | **2** | **2** | **2** | **–** |
| 7.    on improved living standards and inclusion of migrants, refugees and internally displaced persons | 1 | 1 | 1 | – |
| 8.    on enhanced resilience of the built environment and infrastructure | 1 | 1 | 1 | – |
| **Technical materials** (number of materials) | **6** | **6** | **6** | **7** |
| 9.    on enhanced social integration and cohesive communities | 2 | 2 | 2 | 2 |
| 10.    on improved living standards and inclusion of migrants, refugees and internally displaced persons | 2 | 2 | 2 | 3 |
| 11.    on enhanced resilience of the built environment and infrastructure | 2 | 2 | 2 | 2 |
| **B.    Substantive deliverables** | | | | |

**Consultation, advice and advocacy**: advisory services provided to 5 Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including impacts from ongoing conflicts, climate change and crises related to migration and displacement.

**Databases and substantive digital materials**: urban migration indicators in UN-Habitat Global Urban Monitoring Framework, used by 3 entities either at country or global level.

| *Category and subcategory* | *2022 planned* | *2022 actual* | *2023 planned* | *2024 planned* |
|---|---|---|---|---|

**C. Communication deliverables**

**Outreach programmes, special events and information materials**: global and regional information materials, brochures, leaflets and online awareness-raising and digital learning materials focusing on social inclusion and the response to migration and displacement.

**Digital platforms and multimedia content**: content for social media accounts, blogs and websites related to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts.

# Part B: Proposed post and non-post resource requirements for 2024

## I. Overall financial overview

81.    The financial framework of UN-Habitat comprises three broad sources of funding, namely:

(a)    United Nations regular-budget allocations, which are approved by the General Assembly;

(b)    United Nations Habitat and Human Settlements Foundation contributions, from which non-earmarked[13] budget allocations are approved by the Executive Board, and earmarked[14] budget allocations are approved by the Executive Director

(c)    Technical cooperation contributions, from which the budget allocations are also approved by the Executive Director.

82.    Regular-budget appropriations are approved by the General Assembly and fall into four categories as below:

(a)    Section 15 (human settlements), which are direct allocations from assessed contributions to the United Nations Human Settlements Programme (UN-Habitat).

(b)    Section 23 (regular programme of technical cooperation), which are indirect allocations. The regular programme of technical cooperation is for sectoral advisory services in the field of human settlements and sustainable urban development.

(c)    Section 35 (development account) related to specified development projects administered through the Department of Economic and Social Affairs (DESA).

(d)    Other regular-budget resources allocated to UN-Habitat through Section 2 (department of conference services), allocations in support of UN-Habitat mandated components of conferences and a small training fund allocated through UNON for language courses.

83.    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.

84.    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 instruction ST/AI/286.

85.    For management purposes, the Foundation non-earmarked account and the regular budget are the "core resources" of UN-Habitat.

86.    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 2020–2025.

## A.    Resource plan

87.    UN-Habitat expects to continue making progress in its earmarked funding comprising funds for the earmarked foundation and for technical cooperation. The organization's business model also relies on the support of its core budget made up of the regular budget allocations and foundation non-earmarked accounts.

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[13] Also known as general-purpose allocations.

[14] Also known as special-purpose allocations.

88.     The overall resource requirements for UN-Habitat for 2024 are projected at $176.1 million, reflecting an increase of 8.5 per cent over the final $162.4 million approved for 2023. This projection represents a reflection of the real delivery levels based on the 2022 actuals level. Programme activities account for $162.5 million (92.2 per cent), while $1.0 million (0.6 per cent) is dedicated to servicing of policymaking organs. Executive direction and management and programme support activities account for $6.3 million (3.6 per cent) each.

89.     The resource estimates for the programme of work of the organization for 2024 are organized according to the four strategic areas aligned to the domains of change of the 2020–2025 strategic plan. Resources are categorized by source of funding and category of expenditure.

90.     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 budget year and the strategic priorities of UN-Habitat.

91.     Tables 9 to 12 show financial and human resource requirements for 2024, which is the fourth and final year of the initial four years of the strategic plan 2020–2025, for which a decision was taken to extend by two more years.

Table 9
**Overview of resource requirements by source of funds**
(Thousands of United States dollars)

| Source of funds | Resources | | | | | Posts | | |
|---|---|---|---|---|---|---|---|---|
| | Actual 2022 | Approved 2023 | Change amount | % change | Estimates 2024 | 2023 | Changes | 2024 |
| **Foundation non-earmarked** | | | | | | | | |
| Post | 1 231.4 | 2,212.4 | 759.5 | 34.3 | 2 971.9 | 14 | 5 | 19 |
| Non-post | 369.2 | 939.8 | 62.7 | 6.8 | 1 002.5 | | | |
| **Subtotal** | **1 600.6** | **3,152.2** | **822.2** | **26.1** | **3 974.4** | **14** | **5** | **19** |
| **Regular budget** | | | | | | | | |
| Post | 11 565.8 | 11 896.4 | – | – | 11 896.4 | 82 | – | 82 |
| Non-post | 1 748.0 | 1 488.7 | 80.0 | 5.4 | 1 568.7 | | | |
| **Subtotal** | **13 313.8** | **13 385.1** | **80.0** | **0.6** | **13 465.1** | **82** | **–** | **82** |
| **Foundation earmarked** | | | | | | | | |
| Non-post | 47 973.3 | 39 076.6 | 7 004.0 | 17.9 | 46 080.6 | – | – | – |
| **Subtotal** | **47 973.3** | **39 076.6** | **7 004.0** | **17.9** | **46 080.6** | **–** | **–** | **–** |
| **Technical cooperation** | | | | | | | | |
| Post | – | – | – | – | – | – | – | – |
| Non-post | 99 164.5 | 96 709.7 | 5 915.4 | 6.1 | 102 625.1 | – | – | – |
| **Subtotal** | **99 164.5** | **96 709.7** | **5 915.4** | **6.1** | **102 625.1** | **–** | **–** | **–** |
| **Programme support** | | | | | | | | |
| Post | 4 029.5 | 6 939.3 | 72.7 | 1.0 | 7 012.0 | 61 | (5) | 56 |
| Non-post | 5 522.2 | 3 111.1 | (122.1) | (3.9) | 2 989.0 | | | |
| **Subtotal** | **9 551.7** | **10 050.4** | **(49.4)** | **(0.5)** | **10 001.0** | **61** | **(5)** | **56** |
| **Total by category** | | | | | | | | |
| Post | 16 826.7 | 21,048.1 | 832.2 | 4.0 | 21 880.3 | 157 | – | 157 |
| Non-post | 154 777.2 | 141,325.9 | 12,940.0 | 9.2 | 154 265.9 | | | |
| **Total** | **171 603.9** | **162,374.0** | **13,772.2** | **8.5** | **176 146.2** | **157** | **–** | **157** |

Table 10
**Overview of resource requirements by funding category**
(Thousands of United States dollars)

| Category | Resources | | | | |
|---|---|---|---|---|---|
| | Actual 2022 | Approved budget 2023 | Change amount | % change | Estimates 2024 |
| **Core resources** | | | | | |
| Foundation non-earmarked | 1 600.6 | 3,152.2 | 822.2 | 26.1 | 3 974.4 |
| Regular budget | 13 313.8 | 13 385.1 | 80.0 | 0.6 | 13 465.1 |
| **Subtotal** | **14 914.4** | **16,537.3** | **902.2** | **5.4** | **17 439.5** |
| **Earmarked resources (including trust funds)** | | | | | |
| Foundation earmarked | 47 973.3 | 39 076.6 | 7 004.0 | 17.9 | 46 080.6 |
| Technical cooperation | 99 164.5 | 96 709.7 | 5 915.4 | 6.1 | 102 625.1 |
| **Subtotal** | **147 137.8** | **135 786.3** | **12 919.4** | **9.5** | **148 705.7** |
| **Total, I** | **162 052.2** | **152,323.6** | **13,821.6** | **9.1** | **166 145.2** |
| **Programme support** | | | | | |
| Programme support | 9 551.7 | 10 050.4 | (49.4) | (0.5) | 10 001.0 |
| **Total, II** | **9 551.7** | **10 050.4** | **(49.4)** | **(0.5)** | **10 001.0** |
| **Total (I + II)** | **171 603.9** | **162,374.0** | **13,772.2** | **8.5** | **176 146.2** |

Table 11
**Overview of resource requirements by strategic area**
(Thousands of United States dollars)

| | Resources | | | | | Posts | | |
| Strategic priority | Actual 2022 | Approved 2023 | Change amount | % change | Estimates 2024 | 2023 | Change | 2024 |
|---|---|---|---|---|---|---|---|---|
| **Subprogramme 1** | | | | | | | | |
| Post | 2 362.9 | 3,184.3 | 1,030.4 | 32.3 | 4 214.7 | 20 | 6 | 26 |
| Non-post | 46 069.9 | 34,518.4 | 3,242.5 | 9.4 | 37 760.9 | | | |
| **Subtotal** | **48 432.8** | **37,702.7** | **4,272.9** | **11.3** | **41 975.6** | **20** | **6** | **26** |
| **Subprogramme 2** | | | | | | | | |
| Post | 3 433.3 | 3 265.1 | 449.8 | 13.8 | 3 714.9 | 22 | 4 | 26 |
| Non-post | 24 961.3 | 36 980.2 | 2 962.1 | 8.0 | 39 942.3 | | | |
| **Subtotal** | **28 394.6** | **40 245.3** | **3 411.9** | **8.5** | **43 657.2** | **22** | **4** | **26** |
| **Subprogramme 3** | | | | | | | | |
| Post | 2 536.5 | 3 687.7 | (574.8) | (15.6) | 3 112.9 | 26 | (3) | 23 |
| Non-post | 15 188.5 | 30 985.9 | 2 255.2 | 7.3 | 33 241.1 | | | |
| **Subtotal** | **17 725.0** | **34 673.6** | **1 680.4** | **4.8** | **36 354.0** | **26** | **(3)** | **23** |
| **Subprogramme 4** | | | | | | | | |
| Post | 2 839.6 | 3 200.7 | (101.3) | (3.2) | 3 099.4 | 27 | (3) | 24 |
| Non-post | 62 163.3 | 33 125.7 | 4 263.4 | 12.9 | 37 389.1 | | | |
| **Subtotal** | **65 002.9** | **36 326.4** | **4 162.1** | **11.5** | **40 488.5** | **27** | **(3)** | **24** |
| **Policymaking organs** | | | | | | | | |
| Post | 608.1 | 669.8 | – | – | 669.8 | 6 | – | 6 |
| Non-post | 369.4 | 356.0 | (34.3) | (9.6) | 321.7 | | | |
| **Subtotal** | **977.5** | **1 025.8** | **(34.3)** | **(3.3)** | **991.5** | **6** | **–** | **6** |
| **Executive direction and management** | | | | | | | | |
| Post | 2 412.5 | 3 953.9 | (831.2) | (21.0) | 3 122.7 | 26 | (6) | 20 |
| Non-post | 1 384.0 | 2 885.4 | 337.7 | 11.7 | 3 223.1 | | | |
| **Subtotal** | **3 796.5** | **6 839.3** | **(493.5)** | **(7.2)** | **6 345.8** | **26** | **(6)** | **20** |
| **Programme support** | | | | | | | | |
| Post | 2 633.8 | 3 086.6 | 859.3 | 27.8 | 3 945.9 | 30 | 2 | 32 |
| Non-post | 4 640.8 | 2 474.3 | (86.6) | (3.5) | 2 387.7 | | | |
| **Subtotal** | **7 274.6** | **5 560.9** | **772.7** | **13.9** | **6 333.6** | **30** | **2** | **32** |
| **Total by category** | | | | | | | | |
| Post | 16 826.7 | 21,048.1 | 832.2 | 4.0 | 21 880.3 | 157 | – | 157 |
| Non-post | **154 777.2** | **141,325.9** | **12,940.0** | **9.2** | **154 265.9** | | | |
| **Total** | **171 603.9** | **162,374.0** | **13,772.2** | **8.5** | **176 146.2** | **157** | **–** | **157** |

Table 12
**Appropriations/Allocations for 2023 and resource requirements for 2024 by source of funding across the 2024 strategic priorities**
(Thousands of United States dollars)

| | Foundation non-earmarked | Regular budget | Foundation earmarked | Technical cooperation | Programme support | Total | Post | Non-Post |
|---|---|---|---|---|---|---|---|---|
| **2023 appropriation** | | | | | | | | |
| Subprogramme 1 | 521.6 | 2 239.3 | 9 315.4 | 24 577.9 | 1 048.5 | 37,702.7 | 3,184.3 | 34,518.4 |
| Subprogramme 2 | 399.1 | 2 442.5 | 10 030.7 | 26 481.7 | 891.3 | 40 245.3 | 3 265.1 | 36 980.2 |
| Subprogramme 3 | 397.7 | 2 380.8 | 8 360.7 | 22 090.0 | 1 444.4 | 34 673.6 | 3 687.7 | 30 985.9 |
| Subprogramme 4 | 392.1 | 2 422.1 | 8 903.7 | 23 500.1 | 1 108.4 | 36 326.4 | 3 200.7 | 33 125.7 |
| Policymaking organs | 212.0 | 718.4 | 95.4 | | | 1 025.8 | 669.8 | 356.0 |
| Executive direction and management | 998.8 | 1 840.2 | 2 256.5 | 40.5 | 1 703.3 | 6 839.3 | 3 953.9 | 2 885.4 |

| | Foundation non-earmarked | Regular budget | Foundation earmarked | Technical cooperation | Programme support | Total | Post | Non-Post |
|---|---|---|---|---|---|---|---|---|
| Programme support | 230.9 | 1 341.8 | 114.2 | 19.5 | 3 854.5 | 5 560.9 | 3 086.6 | 2 474.3 |
| **2023 total** | **3,152.2** | **13 385.1** | **39 076.6** | **96 709.7** | **10 050.4** | **162,374.0** | **21,048.1** | |
| | | | | | | | | **141,325.9** |
| Post | 2,212.4 | 11 896.4 | | | 6 939.3 | 21,048.1 | 21,048.1 | - |
| Non-post | 939.8 | 1 488.7 | 39 076.6 | 96 709.7 | 3 111.1 | 141,325.9 | - | 141,325.9 |
| **Total** | **3,152.2** | **13 385.1** | **39 076.6** | **96 709.7** | **10 050.4** | **162,374.0** | **21,048.1** | **141,325.9** |
| **2024 estimates** | | | | | | | | |
| Subprogramme 1 | 630.7 | 2 211.5 | 11 410.7 | 25 657.7 | 2 065.0 | 41 975.6 | 4 214.7 | 37 760.9 |
| Subprogramme 2 | 1 011.3 | 2 488.5 | 11 789.2 | 27 536.5 | 831.7 | 43 657.2 | 3 714.9 | 39 942.3 |
| Subprogramme 3 | 401.7 | 2 411.7 | 9 650.8 | 22 979.4 | 910.4 | 36 354.0 | 3 112.9 | 33 241.1 |
| Subprogramme 4 | 299.8 | 2 453.0 | 10 278.1 | 26 389.1 | 1 068.5 | 40 488.5 | 3 099.4 | 37 389.1 |
| Policymaking organs | 163.0 | 718.4 | 110.1 | – | – | 991.5 | 669.8 | 321.7 |
| Executive direction and management | 1 195.5 | 1 840.2 | 2 709.9 | 42.1 | 558.1 | 6 345.8 | 3 122.7 | 3 223.1 |
| Programme support | 272.4 | 1 341.8 | 131.8 | 20.3 | 4 567.3 | 6 333.6 | 3 945.9 | 2 387.7 |
| **2024 Total** | **3 974.4** | **13 465.1** | **46 080.6** | **102 625.1** | **10 001.0** | **176 146.2** | **21 880.3** | **154 265.9** |
| Post | 2 971.9 | 11 896.4 | – | – | 7 012.0 | 21 880.3 | 21 880.3 | – |
| Non-post | 1 002.5 | 1 568.7 | 46 080.6 | 102 625.1 | 2 989.0 | 154 265.9 | – | 154 265.9 |
| **Total** | **3 974.4** | **13 465.1** | **46 080.6** | **102 625.1** | **10 001.0** | **176 146.2** | **21 880.3** | **154 265.9** |

92.     Table 13 shows a comparison of expenditure for the years 2022, approved budget for 2023 and projections for 2024. Table 14 shows expenditure by category for each funding source. Table 15 shows the breakdown of expenditure by subcategory for each strategic area.

Table 13
**Resource breakdown by subcategory of expenditure from 2022–2024**

(Thousands of United States dollars)

| Subcategory of expenditure | Actual 2022 | Approved 2023 | Change amount | % change | Estimates 2024 |
|---|---|---|---|---|---|
| Posts | 16 826.7 | 21,048.1 | 832.2 | 4.0 | 21 880.3 |
| Other staff costs | 53 581.8 | 46 494.8 | 8 903.6 | 19.1 | 55 398.4 |
| Hospitality | – | 180.6 | (180.6) | (100.0) | – |
| Experts | 3.7 | 64.9 | 8.8 | 13.6 | 73.7 |
| Consultants | 613.3 | 352.0 | (13.8) | (3.9) | 338.2 |
| Travel of representatives | 47.4 | 5.1 | 6.1 | 119.6 | 11.2 |
| Travel of staff | 7 294.9 | 1 609.9 | 1 485.4 | 92.3 | 3 095.3 |
| Contractual services | 27 253.3 | 26,524.2 | (608.6) | (2.3) | 25 915.6 |
| General operating expenses | 19 833.4 | 13,576.1 | 1,081.7 | 8.0 | 14 657.8 |
| Supplies and materials | 1 257.6 | 1 166.5 | (328.3) | (28.1) | 838.2 |
| Furniture and equipment | 2 568.1 | 1 856.5 | 454.1 | 24.5 | 2 310.6 |
| Improvement of premises | – | 169.1 | 435.7 | 257.7 | 604.8 |
| Grants and contributions | 42 315.6 | 49 326.2 | 1 695.6 | 3.4 | 51 021.8 |
| Other costs | 8.1 | – | 0.3 | – | 0.3 |
| **Total** | **171 603.9** | **162,374.0** | **13,772.2** | **8.5** | **176 146.2** |

Table 14
**Resource breakdown for 2024 by subcategory of expenditure and source of funding**

(Thousands of United States dollars)

| Subcategory of expenditure | Foundation non-earmarked | Regular budget | Foundation earmarked | Technical cooperation | Programme support | Total |
|---|---|---|---|---|---|---|
| Posts | 2 971.9 | 11 896.4 | – | – | 7 012.0 | 21 880.3 |
| Other staff costs | – | 384.6 | 22 984.1 | 32 029.7 | – | 55 398.4 |
| Experts | – | 73.7 | – | – | – | 73.7 |

| Subcategory of expenditure | Foundation non-earmarked | Regular budget | Foundation earmarked | Technical cooperation | Programme support | Total |
|---|---|---|---|---|---|---|
| Consultants | – | 138.6 | – | – | 199.6 | 338.2 |
| Travel of representatives | – | 11.2 | – | – | – | 11.2 |
| Travel of staff | 276.2 | 118.5 | 1 412.6 | 1 143.7 | 144.3 | 3 095.3 |
| Contractual services | 405.6 | 551.3 | 3 694.0 | 19 240.0 | 2 024.7 | 25 915.6 |
| General operating expenses | 232.9 | 189.7 | 2 229.0 | 11 407.8 | 598.4 | 14 657.8 |
| Supplies and materials | – | 19.5 | 321.4 | 475.3 | 22.0 | 838.2 |
| Furniture and equipment | 37.8 | 81.6 | 430.2 | 1 761.0 | – | 2 310.6 |
| Improvement of premises | – | – | 78.1 | 526.7 | – | 604.8 |
| Grants and contributions | 50.0 | – | 14 931.2 | 36 040.6 | – | 51 021.8 |
| Other costs | – | – | – | 0.3 | – | 0.3 |
| **Total** | **3 974.4** | **13 465.1** | **46 080.6** | **102 625.1** | **10 001.0** | **176 146.2** |

Table 15

**Resource breakdown for 2024 by subcategory of expenditure and strategic priority**

(Thousands of United States dollars)

| Subcategory of expenditure | SP1 | SP1 | SP3 | SP4 | PMO | EDM | PGS | Total |
|---|---|---|---|---|---|---|---|---|
| Posts | 4 214.7 | 3 714.9 | 3 112.9 | 3 099.4 | 669.8 | 3 122.7 | 3 945.9 | 21 880.3 |
| Other staff costs | 13 876.9 | 17 421.8 | 11 383.1 | 11 131.9 | 91.4 | 1 447.4 | 45.9 | 55 398.4 |
| Experts | 18.7 | 19.0 | 18.0 | 18.0 | – | – | – | 73.7 |
| Consultants | 85.3 | 83.5 | 69.7 | 69.2 | – | 30.5 | – | 338.2 |
| Travel of representatives | 3.5 | 3.5 | 2.1 | 2.1 | – | – | – | 11.2 |
| Travel of staff | 536.5 | 1 505.0 | 495.3 | 374.3 | 17.8 | 139.6 | 26.8 | 3 095.3 |
| Contractual services | 6 204.2 | 6 504.6 | 2 414.8 | 8 014.4 | 151.6 | 752.3 | 1 873.7 | 25 915.6 |
| General operating expenses | 5 842.2 | 2 652.2 | 2 924.1 | 2 647.9 | 11.8 | 152.8 | 426.8 | 14 657.8 |
| Supplies and materials | 510.3 | 119.8 | 45.0 | 156.5 | 0.4 | 5.5 | 0.7 | 838.2 |
| Furniture and equipment | 795.9 | 543.8 | 355.7 | 555.8 | 10.9 | 35.5 | 13.0 | 2 310.6 |
| Improvement of premises | 5.2 | 186.7 | 261.4 | 151.5 | | | | 604.8 |
| Grants and contributions | 9 882.2 | 10 902.4 | 15 271.9 | 14 267.2 | 37.8 | 659.5 | 0.8 | 51 021.8 |
| Other costs | – | – | – | 0.3 | – | – | – | 0.3 |
| **Total** | **41 975.6** | **43 657.2** | **36 354.0** | **40 488.5** | **991.5** | **6 345.8** | **6 333.6** | **176 146.2** |

*Abbreviations:* SP – subprogramme; PMO – policymaking organs; EDM – executive direction and management; PGS – programme support.

## B. Proposed resources per budget segment

### 1. Foundation non-earmarked segment

93. The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from non-earmarked contributions for 2024 is $4.0 million which is a $0.9 million (26.1 per cent) increase over the 2023 budget of $3.1 million. This budget level has been aligned with the realistic voluntary contribution levels received from the Member States in recent years.

94. This budget segment is subject to the approval of the Executive Board and accounts for 2.3 per cent of the total work programme budget proposal for 2024. Total foundation non-earmarked voluntary contributions received in 2022 amounted to $7.6 million.

95. Programme activities account for $2.3 million (59.0 per cent), while $1.8 million (13.7 per cent) is dedicated to executive direction and management. Support to policymaking bodies accounts for $0.7 million (5.3 per cent) and support to programmes accounts for $1.3 million (10.0 per cent). Table 9 shows the distribution of the budget between post and non-post categories, while table 12 shows the distribution by strategic area. Table 14 shows the resource allocation by subcategory.

**2.** **Regular budget segment**

96. The amount of proposed regular budget allocations for 2024, before recosting, is projected at $13.5 million, which represents an increase of about 0.6 per cent over the approved budget of $13.4 in 2023, mainly due to the introduction of a recurrent budget for the Quadrennial Report. Regular budget proposal accounts to 7.6 per cent of the total programme budget proposal.

97. Programme activities account for $9.6 million (71.0 per cent), while $1.8 million (13.7 per cent) is dedicated to executive direction and management. Support to policymaking bodies accounts for $0.7 million (5.3 per cent) and support to programmes accounts for $1.3 million (10.0 per cent). Table 9 shows the distribution of the budget between post and non-post categories, while table 12 shows the distribution by strategic area. Table 14 shows the resource allocation by subcategory.

98. Since the United Nations regular budget is subject to the approval of the General Assembly, the amounts quoted for 2024 are only indicative. Accordingly, any cost adjustments to this part of the resource plan will be affected at United Nations Headquarters (UNHQ) at the time of the adoption of the budget by the General Assembly.

**3.** **Foundation earmarked segment**

99. The estimated budget for 2024 is $46.1 million which is a $7.0 million increase over the 2023 budget of $39.1 million. This represents a projected increase of 17.9 per cent. This projection is inclusive of programme support cost. The budget estimate is based on the expenditure trend for this segment. Actual expenditures for 2022, inclusive of programme support amounted to $48.0 million. Table 9 shows the distribution of the budget between post and non-post categories, while table 12 shows the distribution by strategic area. Table 14 shows the resource allocation by subcategory.

**4.** **Technical cooperation segment**

100. The estimated expenditure level for technical cooperation activities for 2024 is $102.6 million which is a $5.9 million increase over the 2023 budget of $96.7 million. This represents a projected increase of 6.1 per cent. This projection is inclusive of programme support cost. The budget estimate is aligned to the expenditure trend for this segment. Actual expenditures for 2022, inclusive of programme support amounted to $99.2 million. Table 9 shows the distribution of the budget between post and non-post categories, while table 12 shows the distribution by strategic area. Table 14 shows the resource allocation by subcategory.

**5.** **Programme support segment**

101. UN-Habitat projects that a total of $10.0 million will be expended to support the 2024 programme implementation. Table 9 shows the distribution of the budget between post and non-post categories, while table 12 shows the distribution by strategic area. Table 14 shows the resource allocation by subcategory.

## II. Overall human resources overview

102. The 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 which was extended to 2025 by the UN-Habitat Assembly in June 2023.

103. The annual work programme provides a total of 157 posts in 2024 comprising 82 posts from regular budget, 19 posts from foundation non-earmarked funds and 56 posts from the programme support fund.

104. Under the 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 levels. The Management, Advisory and Compliance Service provides support to all UN-Habitat operations.

105. Table 16 shows the staffing levels for 2024 compared to the 2023 levels. Table 17 shows post requirements by strategic area.

Table 16
**Estimated distribution of posts by source of funds**

| Source of funding | Professional category and above | | | | | | | | Total | General service | | | Grand total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | USG | ASG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2/1 | | NPO | LL | OL | |
| Foundation non-earmarked | – | – | – | 4 | 1 | 2 | 1 | 1 | 9 | – | 5 | – | 14 |
| Regular budget | 1 | – | 1 | 5 | 9 | 21 | 15 | 5 | 57 | – | 23 | 2 | 82 |
| Programme support | – | – | – | – | 8 | 14 | 6 | 2 | 30 | 3 | 28 | – | 61 |
| **2023 total** | **1** | **-** | **1** | **9** | **18** | **37** | **22** | **8** | **96** | **3** | **56** | **2** | **157** |
| **Changes: (decrease)/increase** | | | | | | | | | | | | | |
| Foundation non-earmarked | – | 1 | – | 1 | 1 | (2) | 1 | 1 | 3 | – | 2 | – | 5 |
| Regular budget | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Programme support | – | – | – | - | (1) | (1) | (1) | - | (3) | (1) | (1) | – | (5) |
| **Net changes** | **–** | **1** | **–** | **1** | **-** | **(3)** | **–** | **1** | **-** | **(1)** | **1** | **–** | **–** |
| Foundation non-earmarked | – | 1 | – | 5 | 2 | – | 2 | 2 | 12 | – | 7 | – | 19 |
| Regular budget | 1 | – | 1 | 5 | 9 | 21 | 15 | 5 | 57 | – | 23 | 2 | 82 |
| Programme support | – | – | – | – | 7 | 13 | 5 | 2 | 27 | 2 | 27 | – | 56 |
| **2024 total** | **1** | **1** | **1** | **10** | **18** | **34** | **22** | **9** | **96** | **2** | **57** | **2** | **157** |

*Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NPO, National Professional Officer; LL, Local level; OL, Other level

Table 17
**Estimated distribution of posts by strategic priority**

| Object of expenditure | Professional category and above | | | | | | | | Total | NPO | General service | | Grand total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | USG | ASG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2/1 | | | LL | OL | |
| Subprogramme 1 | – | – | 1 | 2 | 3 | 8 | 4 | 1 | 19 | – | 7 | – | 26 |
| Subprogramme 2 | – | – | – | 2 | 4 | 5 | 3 | 3 | 17 | – | 9 | – | 26 |
| Subprogramme 3 | – | – | – | 1 | 4 | 5 | 3 | 1 | 14 | – | 9 | – | 23 |
| Subprogramme 4 | – | – | – | 1 | 3 | 5 | 5 | 1 | 15 | – | 9 | – | 24 |
| Policymaking organs | – | – | – | 1 | – | – | 2 | – | 3 | – | 3 | – | 6 |
| Executive direction and management | 1 | 1 | – | 2 | 3 | 3 | – | 1 | 11 | 1 | 6 | 2 | 20 |
| Programme support | – | – | – | 1 | 1 | 8 | 5 | 2 | 17 | 1 | 14 | – | 32 |
| **2024 total** | **1** | **1** | **1** | **10** | **18** | **34** | **22** | **9** | **96** | **2** | **57** | **2** | **157** |

*Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NPO, National Professional Officer; LL, Local level; OL, Other level.

# III. United Nations Habitat and Human Settlements Foundation

## A. Introduction

106. Contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds, namely non-earmarked and earmarked.

107. Non-earmarked foundation contributions are voluntary contribution allocations from Governments towards the annual foundation non-earmarked budget approved by the Executive Board in accordance with agreed priorities to support the implementation of the approved UN-Habitat programme of work.

108. 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. These contributions are project-based and are raised by the Executive Director through bilateral project proposals to donors.

109. Table 18 presents the actual financial trend of UN-Habitat in the six-year period from 2019 to 2024 and shows the approved position for 2023 presented alongside the proposed amounts for 2024.

110. The financial resources requirements of the foundation non-earmarked fund of the United Nations Habitat and Human Settlements Foundation for 2024 are presented in tables 19 and 20. Tables 21 and 22 show the human resource requirements for the Foundation non-earmarked resources.

111. Table 23 contains a comparison of level of contributions received for the prior and current periods as compared with the proposed budget. Negative variances indicate that Member States actually paid less than expected towards the approved budget.

112. Tables 1 to 37 show the allocation of foundation non-earmarked financial resources and human resources to all the thematic areas that include the four subprogrammes, policymaking organs, executive direction and management and programme support.

Table 18
**Financial trend of the UN-Habitat Human Settlements Foundation**

(Thousands of United States dollars)

| Item/Year | 2019 | 2020 | 2021 | 2022 | 2023* | 2024* |
|---|---|---|---|---|---|---|
| **Funding** | | | | | | |
| **Fund and reserve balances at year start** | **1 280** | **1 001** | **(479)** | **(1 094.0)** | **4 922** | **6 805** |
| **Subtotal** | **1 280** | **1 001** | **(479)** | **(1 094.0)** | **4 922** | **6 805** |
| **Income** | | | | | | |
| Contributions towards budget for the year | 5 128 | 4 861 | 2 556 | 7 564 | 3 152 | 3 974 |
| Contributions towards reserve stabilization | – | – | – | – | 1 873 | - |
| Investment revenue | 94 | 35 | 4 | (1.0) | 10 | - |
| Cost recovery | – | – | – | – | – | – |
| Other revenue | 17 | 20 | 10 | 114.0 | – | – |
| **Subtotal** | **5 239** | **4 916** | **2 570** | **7 677** | **5 035** | **3 974** |
| **Total** | **6 519** | **5 917** | **2 091** | **6 583** | **9 957** | **10 779** |
| **Expenditure** | | | | | | |
| Employee salaries and benefits | 5 490 | 5 934 | 2 549 | 1 189 | 2 251 | 2 972 |
| Non-employee compensation and allowances | (1) | 59 | – | 36 | 20 | - |
| Grants and transfers | – | 50 | 50 | - | 50 | 50 |
| Supplies and consumables | – | – | - | - | 41 | - |
| Travel | 7 | 1 | 43 | 35 | 184 | 276 |
| Other operating expenses | 20 | 343 | 532 | 392 | 238 | 676 |
| Other expenses | 2 | 9 | - | 8 | 407 | - |
| **Total** | **5 518** | **6 396** | **3 185** | **1 662** | **3 152** | **3 974** |
| **Fund, reserve balances at year's end** | **1 001** | **(479)** | **(1 094)** | **4 921** | **6 805** | **6 805** |
| Adjustment | – | – | – | 1 | – | – |
| **Subtotal** | **1 001** | **(479)** | **(1 094)** | **4 922** | **6 805** | **6 805** |
| Operational reserve | 1 303 | 2 000 | 2 000 | 3 000 | 3 000 | 3 000 |
| Loan repayment | – | – | – | – | – | – |
| **Fund balances at end of year** | **(302)** | **(2 479)** | **(3 094)** | **1 922** | **3 805** | **3 805** |

*\* Projected amount*

Table 19
**United Nations Habitat and Human Settlements Foundation resource requirements**

(Thousands of United States dollars)

| Category | Actual 2022 | Approved 2023 | Change amount | % change | Estimates 2024 | 2023 | Changes | 2024 |
|---|---|---|---|---|---|---|---|---|
| **Programme of work** | | | | | | | | |
| Post | 268.5 | 1,325.7 | 574.0 | 43.3 | 1,899.7 | 8 | 5 | 13 |
| Non-post | 23.4 | 384.8 | 59.0 | 15.3 | 443.8 | | | |

| Category | Actual 2022 | Approved 2023 | Change amount | % change | Estimates 2024 | 2023 | Changes | 2024 |
|---|---|---|---|---|---|---|---|---|
| **Subtotal** | **291.9** | **1,710.5** | **633.0** | **37.0** | **2 343.5** | **8** | **5** | **13** |
| **Policymaking organs** | | | | | | | | |
| Post | 57.7 | – | – | – | – | – | – | – |
| Non-post | 62.5 | 212.0 | (49.0) | (23.1) | 163.0 | | | |
| **Subtotal** | **120.2** | **212.0** | **(49.0)** | **(23.1)** | **163.0** | **–** | **–** | **–** |
| **Executive direction and management** | | | | | | | | |
| Post | 551.7 | 844.5 | 187.9 | 22.2 | 1,032.4 | 5 | – | 5 |
| Non-post | 108.2 | 154.3 | 8.8 | 5.7 | 163.1 | | | |
| **Subtotal** | **659.9** | **998.8** | **196.7** | **19.7** | **1 195.5** | **5** | **–** | **5** |
| **Programme support** | | | | | | | | |
| Post | 353.5 | 42.2 | (2.4) | (5.7) | 39.8 | 1 | – | 1 |
| Non-post | 175.1 | 188.7 | 43.9 | 23.3 | 232.6 | | | |
| **Subtotal** | **528.6** | **230.9** | **41.5** | **18.0** | **272.4** | **1** | **–** | **1** |
| **Total by category** | | | | | | | | |
| Post | 1 231.4 | 2,212.4 | 759.5 | 34.3 | 2 971.9 | 14 | 5 | 19 |
| Non-post | 369.2 | 939.8 | 62.7 | 6.8 | 1,002.5 | | | |
| **Total** | **1 600.6** | **3,152.2** | **822.2** | **26.1** | **3 974.4** | **14** | **5** | **19** |

Table 20
**Resource breakdown by subcategory of expenditure and strategic priority**

(Thousands of United States dollars)

| Subcategory of expenditure | SP1 | SP2 | SP3 | SP4 | PMO | EDM | PGS | Total |
|---|---|---|---|---|---|---|---|---|
| Post | 536.1 | 888.3 | 305.3 | 170.0 | | 1 032.4 | 39.8 | 2 971.9 |
| Travel of staff | 26.2 | 43.7 | 45.4 | 38.4 | 14.0 | 93.7 | 14.8 | 276.2 |
| Contractual services | 40.7 | 41.6 | 38.5 | 37.5 | 140.0 | 5.1 | 102.2 | 405.6 |
| General operating expenses | 24.7 | 33.8 | 9.5 | – | 3.0 | 48.3 | 113.6 | 232.9 |
| Furniture and equipment | 3.0 | 3.9 | 3.0 | 3.9 | 6.0 | 16.0 | 2.0 | 37.8 |
| Grants and contributions | – | – | – | 50.0 | – | – | – | 50.0 |
| **Total** | **630.7** | **1 011.3** | **401.7** | **299.8** | **163.0** | **1 195.5** | **272.4** | **3 974.4** |
| Post | 536.1 | 888.3 | 305.3 | 170.0 | | 1 032.4 | 39.8 | 2 971.9 |
| Non-post | 94.6 | 123.0 | 96.4 | 129.8 | 163.0 | 163.1 | 232.6 | 1 002.5 |
| **Total** | **630.7** | **1 011.3** | **401.7** | **299.8** | **163.0** | **1 195.5** | **272.4** | **3 974.4** |

*Abbreviations*: SP – subprogramme; PMO – policymaking organs; EDM – executive direction and management; PGS – programme support.

Table 21
**United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority**

| | Professional category and above | | | | | | General service | | |
|---|---|---|---|---|---|---|---|---|---|
| | ASG | D-1 | P-5 | P-3 | P-2/1 | Subtotal | | LL | Grand total |
| Subprogramme 1 | – | 1 | – | 1 | – | 2 | | 2 | 4 |
| Subprogramme 2 | – | 1 | 1 | 1 | 1 | 4 | | 1 | 5 |
| Subprogramme 3 | – | 1 | – | – | – | 1 | | 1 | 2 |
| Subprogramme 4 | – | 1 | – | – | – | 1 | | 1 | 2 |
| Executive direction and management | 1 | 1 | 1 | - | 1 | 4 | | 1 | 5 |
| Programme support | – | – | – | – | – | – | | 1 | 1 |
| **2024 total** | **1** | **5** | **2** | **2** | **2** | **12** | | **7** | **19** |

*Abbreviations*: ASG, Assistant Secretary-General; D, Director; P, Professional; LL, Local level.

Table 22
**United Nations Habitat and Human Settlements Foundation summary of post changes**

| | Professional category and above | | | | | | General service | |
|---|---|---|---|---|---|---|---|---|---|
| Description | ASG | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total | LL | Grand total |
| **2023** | – | 4 | 1 | 2 | 1 | 1 | 9 | 5 | 14 |
| Increase/(decrease) | 1 | 1 | 1 | (2) | 1 | 1 | 3 | 2 | 5 |
| **2024** | **1** | **5** | **2** | – | **2** | **2** | **12** | **7** | **19** |

*Abbreviations*: ASG, Assistant Secretary-General; D, Director; P, Professional; LL, Local level.

Table 23
**United Nations Habitat and Human Settlements Foundation summary of post changes**

| Description | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|
| Voluntary contributions received | 3 594 | 5 128 | 4 861 | 2 556 | 7 564 |
| Approved budget | 13 031 | 13 029 | 18 927 | 10 000 | 11 979 |
| *Variance* | *(9 437)* | *(7 901)* | *(14 066)* | *(7 444)* | *4 415* |

## B. General financial reserve

113. In accordance with ST/SGB/2015/4 financial rule 304.2 (b), upon the recommendation of the Executive Director, the Executive Board 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.

114. In line with the Executive Board decision of November 2022, it is the policy of UN-Habitat to set the reserve for the foundation non-earmarked fund at a minimum level of $3.0 million or 20.0 per cent of the approved budget of the following financial year, whichever is higher. As 20.0 per cent of the proposed budget of $4.0 million ($800,000) is lower than $3.0 million, the reserves for 2024 will be $3.0 million.

## C. Subprogramme 1: Reduced spatial inequality and poverty in communities across the urban rural continuum

Table 24
**Resource requirement by source of funds**

(Thousands of United States dollars)

| | Resources | | | Posts | |
|---|---|---|---|---|---|
| Category | 2023 | Change | 2024 | 2023 | 2024 |
| **Foundation non-earmarked** | | | | | |
| Post | 420.5 | 115.6 | 536.1 | 2 | 4 |
| Non-post | 101.1 | (6.5) | 94.6 | | |
| **Subtotal** | **521.6** | **109.1** | **630.7** | **2** | **4** |
| **Regular budget** | | | | | |
| Post | 1,885.5 | - | 1,885.5 | 13 | 13 |
| Non-post | 353.8 | (27.8) | 326.0 | | |
| **Subtotal** | **2,239.3** | **(27.8)** | **2,211.5** | **13** | **13** |
| **Foundation earmarked** | | | | | |
| Post | – | – | – | - | - |
| Non-post | 9,315.4 | 2,095.3 | 11,410.7 | | |
| **Subtotal** | **9,315.4** | **2,095.3** | **11,410.7** | **-** | **-** |
| **Technical cooperation** | | | | | |
| Post | – | - | - | - | - |
| Non-post | 24,577.9 | 1,079.8 | 25,657.7 | | |
| **Subtotal** | **24,577.9** | **1,079.8** | **25,657.7** | **-** | **-** |
| **Programme support** | | | | | |
| Post | 878.3 | 914.8 | 1,793.1 | 5 | 9 |
| Non-post | 170.2 | 101.7 | 271.9 | | |
| **Subtotal** | **1,048.5** | **1,016.5** | **2,065.0** | **5** | **9** |
| **Total by category** | | | | | |
| Post | 3,184.3 | 1,030.4 | 4,214.7 | 20 | 26 |

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | *2023* | *Change* | *2024* | *2023* | *2024* |
| Non-post | 34,518.4 | 3,242.5 | 37,760.9 | | |
| **Subtotal** | **37,702.7** | **4,272.9** | **41,975.6** | **20** | **26** |

Table 25
**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 | LL | *Grand total* |
| **2023** | | | | | | | | | |
| Foundation non-earmarked | – | 1 | – | – | – | – | 1 | 1 | 2 |
| Regular budget | 1 | 1 | 1 | 3 | 2 | 1 | 9 | 4 | 13 |
| Programme support | – | – | 2 | 1 | – | – | 3 | 2 | 5 |
| **2023 total** | **1** | **2** | **3** | **4** | **2** | **1** | **13** | **7** | **20** |
| **Changes: (decrease)/increase** | | | | | | | | | |
| Foundation non earmarked | – | – | – | – | 1 | – | 1 | 1 | 2 |
| Programme support | – | – | – | 4 | 1 | – | 5 | (1) | 4 |
| **Net changes** | **–** | **–** | **–** | **4** | **2** | **–** | **6** | **–** | **6** |
| **2024** | | | | | | | | | |
| Foundation non-earmarked | – | 1 | – | – | 1 | – | 2 | 2 | 4 |
| Regular budget | 1 | 1 | 1 | 3 | 2 | 1 | 9 | 4 | 13 |
| Programme support | – | – | 2 | 5 | 1 | – | 8 | 1 | 9 |
| **2024 total** | **1** | **2** | **3** | **8** | **4** | **1** | **19** | **7** | **26** |

*Abbreviations*: D, Director; P, Professional; LL, Local level.

## D. Subprogramme 2: Enhanced shared prosperity of cities and regions

Table 26
**Resource requirement by source of funds**
(Thousands of United States dollars)

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | *2023* | *Change* | *2024* | *2023* | *2024* |
| **Foundation non-earmarked** | | | | | |
| Post | 307.5 | 580.8 | 888.3 | 2 | 5 |
| Non-post | 91.6 | 31.4 | 123.0 | | |
| **Subtotal** | **399.1** | **612.2** | **1 011.3** | **2** | **5** |
| **Regular budget** | | | | | |
| Post | 2 210.1 | – | 2 210.1 | 16 | 16 |
| Non-post | 232.4 | 46.0 | 278.4 | | |
| **Subtotal** | **2 442.5** | **46.0** | **2 488.5** | **16** | **16** |
| **Foundation earmarked** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 10 030.7 | 1 758.5 | 11 789.2 | | |
| **Subtotal** | **10 030.7** | **1 758.5** | **11 789.2** | **–** | **–** |
| **Technical cooperation** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 26 481.7 | 1 054.8 | 27 536.5 | | |
| **Subtotal** | **26 481.7** | **1 054.8** | **27 536.5** | **–** | **–** |
| **Programme support** | | | | | |
| Post | 747.5 | (131.0) | 616.5 | 4 | 5 |

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | *2023* | *Change* | *2024* | *2023* | *2024* |
| Non-post | 143.8 | 71.4 | 215.2 | | |
| **Subtotal** | **891.3** | **(59.6)** | **831.7** | **4** | **5** |
| **Total by category** | | | | | |
| Post | 3 265.1 | 449.8 | 3 714.9 | 22 | 26 |
| Non-post | 36 980.2 | 2 962.1 | 39 942.3 | | |
| **Subtotal** | **40 245.3** | **3 411.9** | **43 657.2** | **22** | **26** |

Table 27
**Estimated distribution of posts by source of funds**

| | Professional category and above | | | | | | General service | |
|---|---|---|---|---|---|---|---|---|
| | *D–1* | *P–5* | *P–4* | *P–3* | *P–2/1* | *Total* | *LL* | *Grand total* |
| **2023** | | | | | | | | |
| Foundation non-earmarked | – | 1 | – | 1 | - | 2 | – | 2 |
| Regular budget | 1 | 2 | 4 | 2 | 2 | 11 | 5 | 16 |
| Programme support | – | 1 | 2 | 1 | – | 4 | – | 4 |
| **2023 total** | **1** | **4** | **6** | **4** | **2** | **17** | **5** | **22** |
| **Changes: (decrease)/increase** | | | | | | | | |
| Foundation non-earmarked | **1** | – | – | – | 1 | 2 | 1 | 3 |
| Programme support | – | – | (1) | (1) | – | (2) | 3 | 1 |
| **Net changes** | **1** | **–** | **(1)** | **(1)** | **1** | **–** | **4** | **5** |
| **2024** | | | | | | | | |
| Foundation non-earmarked | 1 | 1 | – | 1 | 1 | 4 | 1 | 5 |
| Regular budget | 1 | 2 | 4 | 2 | 2 | 11 | 5 | 16 |
| Programme support | – | 1 | 1 | - | - | 2 | 3 | 5 |
| **2024 total** | **2** | **4** | **5** | **3** | **3** | **17** | **9** | **26** |

*Abbreviations*: D, Director; P – Professional; LL, Local level.

## E. Subprogramme 3: Strengthened climate action and improved urban environment

Table 28
**Resource requirement by source of funds**
(Thousands of United States dollars)

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | *2022* | *Change* | *2023* | *2023* | *2024* |
| **Foundation non-earmarked** | | | | | |
| Post | 310.6 | (5.3) | 305.3 | 3 | 2 |
| Non-post | 87.1 | 9.3 | 96.4 | | |
| **Subtotal** | **397.7** | **4.0** | **401.7** | **3** | **2** |
| **Regular budget** | | | | | |
| Post | 2 132.2 | – | 2 132.2 | 14 | 14 |
| Non-post | 248.6 | 30.9 | 279.5 | | |
| **Subtotal** | **2 380.8** | **30.9** | **2 411.7** | **14** | **14** |
| **Foundation earmarked** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 8 360.7 | 1 290.1 | 9 650.8 | | |
| **Subtotal** | **8 360.7** | **1 290.1** | **9 650.8** | **–** | **–** |
| **Technical cooperation** | | | | | |

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | *2022* | *Change* | *2023* | *2023* | *2024* |
| Post | – | – | – | – | – |
| Non-post | 22 090.0 | 889.4 | 22 979.4 | | |
| **Subtotal** | **22 090.0** | **889.4** | **22 979.4** | **–** | **–** |
| **Programme support** | | | | | |
| Post | 1 244.9 | (569.5) | 675.4 | 9 | 7 |
| Non-post | 199.5 | 35.5 | 235.0 | | |
| **Subtotal** | **1 444.4** | **(534.0)** | **910.4** | **9** | **7** |
| **Total by category** | | | | | |
| Post | 3 687.7 | (574.8) | 3 112.9 | 26 | 23 |
| Non-post | 30 985.9 | 2 255.2 | 33 241.1 | | |
| **Subtotal** | **34 673.6** | **1 680.4** | **36 354.0** | **26** | **23** |

Table 29
**Estimated distribution of posts by source of funds**

| Funding source | Professional category and above | | | | | | General service | |
|---|---|---|---|---|---|---|---|---|
| | *D-1* | *P-5* | *P-4* | *P-3* | *P-2/1* | *Total* | *LL* | *Grand total* |
| **2023** | | | | | | | | |
| Foundation non-earmarked | 1 | – | – | – | – | 1 | 2 | 3 |
| Regular budget | – | 2 | 5 | 3 | 1 | 11 | 3 | 14 |
| Programme support | – | 3 | 2 | – | – | 5 | 4 | 9 |
| **2023 total** | **1** | **5** | **7** | **3** | **1** | **17** | **9** | **26** |
| **Changes: (decrease)/increase** | | | | | | | | |
| Foundation non-earmarked | – | – | – | – | – | – | (1) | (1) |
| Programme support | – | (1) | (2) | – | – | (3) | 1 | (2) |
| **Net changes** | **–** | **(1)** | **(2)** | **–** | **–** | **(3)** | **–** | **(3)** |
| **2024** | | | | | | | | |
| Foundation non-earmarked | 1 | – | – | – | – | 1 | 1 | 2 |
| Regular budget | – | 2 | 5 | 3 | 1 | 11 | 3 | 14 |
| Programme support | – | 2 | – | – | – | 2 | 5 | 7 |
| **2024 total** | **1** | **4** | **5** | **3** | **1** | **14** | **9** | **23** |

*Abbreviations*: D, Director; P – Professional; LL, Local level.

## F. Subprogramme 4: Effective urban crisis prevention and response

Table 30
**Resource requirement by source of funds**
(Thousands of United States dollars)

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | *2023* | *Change* | *2024* | *2023* | *2024* |
| **Foundation non-earmarked** | | | | | |
| Post | 287.1 | (117.1) | 170.0 | 1 | 2 |
| Non-post | 105.0 | 24.8 | 129.8 | | |
| **Subtotal** | **392.1** | **(92.3)** | **299.8** | **1** | **2** |
| **Regular budget** | | | | | |
| Post | 2 086.0 | – | 2 086.0 | 15 | 15 |
| Non-post | 336.1 | 30.9 | 367.0 | | |
| **Subtotal** | **2 422.1** | **30.9** | **2 453.0** | **15** | **15** |
| **Foundation earmarked** | | | | | |

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | 2023 | Change | 2024 | 2023 | 2024 |
| Post | – | – | – | – | – |
| Non-post | 8 903.7 | 1 374.4 | 10 278.1 | | |
| **Subtotal** | **8 903.7** | **1 374.4** | **10 278.1** | **–** | **–** |
| **Technical cooperation** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 23 500.1 | 2 889.0 | 26 389.1 | | |
| **Subtotal** | **23 500.1** | **2 889.0** | **26 389.1** | **–** | **–** |
| **Programme support** | | | | | |
| Post | 827.6 | 15.8 | 843.4 | 11 | 7 |
| Non-post | 280.8 | (55.7) | 225.1 | | |
| **Subtotal** | **1 108.4** | **(39.9)** | **1 068.5** | **11** | **7** |
| **Total by category** | | | | | |
| Post | 3 200.7 | (101.3) | 3 099.4 | 27 | 24 |
| Non-post | 33 125.7 | 4 263.4 | 37 389.1 | | |
| **Subtotal** | **36 326.4** | **4 162.1** | **40 488.5** | **27** | **24** |

Table 31
**Estimated distribution of posts by source of funds**

| Funding source | Professional category and above | | | | | | General service | | Grand total |
|---|---|---|---|---|---|---|---|---|---|
| | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total | NPO | LL | |
| **2023** | | | | | | | | | |
| Foundation non-earmarked | 1 | – | – | – | – | 1 | – | 1 | 2 |
| Regular budget | – | 1 | 4 | 5 | 1 | 11 | – | 4 | 15 |
| Programme support | – | 1 | 1 | – | – | 2 | 1 | 8 | 11 |
| **2023 total** | **1** | **2** | **5** | **5** | **1** | **14** | **1** | **12** | **27** |
| Changes: (decrease)/increase | | | | | | | | | |
| Foundation non-earmarked | – | – | – | – | – | – | – | 1 | 1 |
| Programme support | – | 1 | – | – | – | – | (1) | (4) | (4) |
| **Net changes** | **–** | **–** | **–** | **(2)** | **-** | **(2)** | **(1)** | **(3)** | **(4)** |
| **2024** | | | | | | | | | |
| Foundation non-earmarked | 1 | – | – | – | – | 1 | – | 1 | 2 |
| Regular budget | – | 1 | 4 | 5 | 1 | 11 | – | 4 | 15 |
| Programme support | – | 2 | 1 | – | – | 3 | – | 4 | 7 |
| **2024 total** | **1** | **3** | **5** | **3** | **1** | **13** | **–** | **9** | **24** |

*Abbreviations:* D, Director; P, Professional; NPO, National Professional Officer; LL, Local level

## G. Policymaking organs

Table 32
**Resource requirement by source of funds**

(Thousands of United States dollars)

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | 2023 | Change | 2024 | 2023 | 2024 |
| **Foundation non-earmarked** | | | | | |
| Post | – | – | – – | – | – |
| Non-post | 212.0 | (49.0) | 163.0 | | |
| **Subtotal** | **212.0** | **(49.0)** | **163.0** | **–** | **–** |
| **Regular budget** | | | | | |

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | 2023 | Change | 2024 | 2023 | 2024 |
| Post | 669.8 | – | 669.8 | 6 | 6 |
| Non-post | 48.6 | – | 48.6 | | |
| **Subtotal** | **718.4** | **–** | **718.4** | **6** | **6** |
| **Foundation earmarked** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 95.4 | 14.7 | 110.1 | | |
| **Subtotal** | **95.4** | **14.7** | **110.1** | **–** | **–** |
| **Total by category** | | | | | |
| Post | 669.8 | – | 669.8 | 6 | 6 |
| Non-post | 356.0 | (34.3) | 321.7 | | |
| **Subtotal** | **1 025.8** | **(34.3)** | **991.5** | **6** | **6** |

Table 33
**Estimated distribution of posts by source of funds**

| | Professional category and above | | | General service | |
|---|---|---|---|---|---|
| | D-1 | P-3 | Total | LL | Grand total |
| **2023** | | | | | |
| Regular budget | 1 | 2 | 3 | 3 | 6 |
| **2023 total** | **1** | **2** | **3** | **3** | **6** |
| 2024 | | | | | |
| **Regular budget** | **1** | **2** | **3** | **3** | **6** |
| **2024 total** | **1** | **2** | **3** | **3** | **6** |

*Abbreviations*: D, Director; P, Professional; LL, Local level

## H.  Executive direction and management

Table 34
**Resource requirement by source of funds**
(Thousands of United States dollars)

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | 2023 | Change | 2024 | 2023 | 2024 |
| **Foundation non-earmarked** | | | | | |
| Post | 844.5 | 187.9 | 1 032.4 | 5 | 5 |
| Non-post | 154.3 | 8.8 | 163.1 | | |
| **Subtotal** | **998.8** | **196.7** | **1 195.5** | **5** | **5** |
| **Regular budget** | | | | | |
| Post | 1 618.9 | – | 1 618.9 | 9 | 9 |
| Non-post | 221.3 | – | 221.3 | | |
| **Subtotal** | **1 840.2** | **–** | **1 840.2** | **9** | **9** |
| **Foundation earmarked** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 2 256.5 | 453.4 | 2 709.9 | | |
| **Subtotal** | **2 256.5** | **453.4** | **2 709.9** | **–** | **–** |
| **Technical cooperation** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 40.5 | 1.6 | 42.1 | | |
| **Subtotal** | **40.5** | **1.6** | **42.1** | **–** | **–** |
| **Programme support** | | | | | |
| Post | 1 490.5 | (1 019.1) | 471.4 | 12 | 6 |

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | 2023 | Change | 2024 | 2023 | 2024 |
| Non-post | 212.8 | (126.1) | 86.7 | | |
| **Subtotal** | **1 703.3** | **(1 145.2)** | **558.1** | **12** | **6** |
| **Total by category** | | | | | |
| Post | 3 953.9 | (831.2) | 3 122.7 | 26 | 20 |
| Non-post | 2 885.4 | 337.7 | 3 223.1 | | |
| **Subtotal** | **6 839.3** | **(493.5)** | **6 345.8** | **26** | **20** |

Table 35
**Estimated distribution of posts by source of funds**

| | Professional category and above | | | | | | | | NPO | General service | | Grand total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | USG | ASG | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total | | LL | OL | |
| **2023** | | | | | | | | | | | | |
| Foundation non-earmarked | – | – | 1 | – | 2 | – | 1 | 4 | – | 1 | – | 5 |
| Regular budget | 1 | – | 1 | 2 | 2 | – | – | 6 | – | 1 | 2 | 9 |
| Programme support | – | – | – | 1 | 3 | 2 | – | 6 | 1 | 5 | – | 12 |
| **2023 total** | **1** | **–** | **2** | **3** | **7** | **2** | **1** | **16** | **1** | **7** | **2** | **26** |
| Changes: (decrease)/increase | | | | | | | | | | | | |
| Foundation non-earmarked | – | 1 | – | 1 | (2) | – | – | – | – | – | – | – |
| Programme support | – | – | – | (1) | (2) | (2) | – | (5) | – | (1) | – | (6) |
| **Net changes** | **–** | **1** | **–** | **–** | **(4)** | **(2)** | **-** | **(5)** | **–** | **(1)** | **–** | **(6)** |
| **2024** | | | | | | | | | | | | |
| Foundation non-earmarked | – | 1 | 1 | 1 | – | – | 1 | 4 | – | 1 | – | 5 |
| Regular budget | 1 | – | 1 | 2 | 2 | – | – | 6 | – | 1 | 2 | 9 |
| Programme support | – | – | – | – | 1 | – | – | 1 | 1 | 4 | – | 6 |
| **2024 total** | **1** | **1** | **2** | **3** | **3** | **–** | **1** | **11** | **1** | **6** | **2** | **20** |

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D, Director; P, Professional; NPO, National Professional Officer; LL, Local level; OL, Other level

## I.    Programme support

Table 36
**Resource requirement by source of funds**

(Thousands of United States dollars)

| Category | Resources | | | Posts | |
|---|---|---|---|---|---|
| | 2022 | Change | 2023 | 2023 | 2024 |
| **Foundation non-earmarked** | | | | | |
| Post | 42.2 | (2.4) | 39.8 | 1 | 1 |
| Non-post | 188.7 | 43.9 | 232.6 | | |
| **Subtotal** | **230.9** | **41.5** | **272.4** | **1** | **1** |
| **Regular budget** | | | | | |
| Post | 1 293.9 | – | 1 293.9 | 9 | 9 |
| Non-post | 47.9 | – | 47.9 | | |
| **Subtotal** | **1 341.8** | **–** | **1 341.8** | **9** | **9** |
| **Foundation earmarked** | | | | | |
| Post | – | – | – | – | – |
| Non-post | 114.2 | 17.6 | 131.8 | | |
| **Subtotal** | **114.2** | **17.6** | **131.8** | **–** | **–** |
| **Technical cooperation** | | | | | |

| | Resources | | | Posts | |
|---|---|---|---|---|---|
| Category | 2022 | Change | 2023 | 2023 | 2024 |
| Post | – | – | – | – | – |
| Non-post | 19.5 | 0.8 | 20.3 | | |
| **Subtotal** | **19.5** | **0.8** | **20.3** | **–** | **–** |
| **Programme support** | | | | | |
| Post | 1 750.5 | 861.7 | 2 612.2 | 20 | 22 |
| Non-post | 2 104.0 | (148.9) | 1 955.1 | | |
| **Subtotal** | **3 854.5** | **712.8** | **4 567.3** | **20** | **22** |
| **Total by category** | | | | | |
| Post | 3 086.6 | 859.3 | 3 945.9 | 30 | 32 |
| Non-post | 2 474.3 | (86.6) | 2 387.7 | | |
| **Subtotal** | **5 560.9** | **772.7** | **6 333.6** | **30** | **32** |

Table 37
**Estimated distribution of posts by source of funds**

| | Professional category and above | | | | | | General service | | |
|---|---|---|---|---|---|---|---|---|---|
| | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total | NPO | LL | Grand total |
| **2023** | | | | | | | | | |
| Foundation non-earmarked | – | – | – | – | – | – | – | 1 | 1 |
| Regular budget | 1 | 1 | 3 | 1 | - | 6 | - | 3 | 9 |
| Programme support | – | – | 5 | 3 | 2 | 10 | 1 | 9 | 20 |
| **2023 total** | **1** | **1** | **8** | **4** | **2** | **16** | **1** | **13** | **30** |
| **Changes: (decrease)/increase** | | | | | | | | | |
| Programme support | – | – | – | 1 | – | – | – | 1 | 2 |
| **Net changes** | **–** | **–** | **–** | **1** | **–** | **–** | **–** | **1** | **2** |
| **2024** | | | | | | | | | |
| Foundation non-earmarked | – | – | – | – | – | – | – | 1 | 1 |
| Regular budget | 1 | 1 | 3 | 1 | - | 6 | – | 3 | 9 |
| Programme support | – | – | 5 | 4 | 2 | 11 | 1 | 10 | 22 |
| **2024 total** | **1** | **1** | **8** | **5** | **2** | **17** | **1** | **14** | **32** |

*Abbreviations*: D, Director; P, Professional; NPO, National Professional Officer; LL, Local level.

# Annex I

## Summary of follow-up action taken to implement relevant recommendations of the Advisory Committee on Administrative and Budgetary Questions (ACABQ)

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
| --- | --- |
| In paragraph 6 of the ACABQ report, the Committee was informed that one evaluation, UN-Habitat Management and Administration, was proposed by the Joint Inspection Unit to start in 2019 and end in 2020. Following a request by the management of UN-Habitat, the evaluation was rescheduled for 2020–2021 to allow an assessment of the change processes initiated since the UN-Habitat reforms in 2018. | *Status: Implemented* <br><br> The Joint Inspection Unit completed the report. The report was presented to both the Executive Board and the UN-Habitat Assembly at their meetings of November 2022 and June 2023 respectively. The report is available on the UN-Habitat website www.unhabitat.org. |
| In paragraph 5 of its report reference number AC/2225 dated 30 June 2022, the Committee called for future reports to include the level of contributions received for the prior and current periods as compared with the proposed budget together with explanations for variances. | *Status: Implemented* <br><br> This has been implemented in the 2024 budget proposal where Table 23 has been included with this requested information. |

# Annex II

## Summary of follow-up action taken to implement relevant recommendations of the Board of Auditors

A/78/5 Add.9/Add.9 "Implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2022 on the United Nations funds and programmes – Report of the Secretary-General"

| Brief description of the recommendation | Action taken to implement the recommendation |
|---|---|
| The Board recommends that UN-Habitat: (a) Identify the risks that might affect project implementation in advance of the execution phase to minimize the negative effects of delaying the intended benefits for the societies involved; and (b) plan and manage the recruitment process with respect to experts in the field office to ensure that there is timely and adequate staffing for improved project performance. (2015 A/71/5/Add.9, chap. II, para. 54) | *Status*: Implemented<br><br>A new project risk management guide has been put in place that provides guidelines on how to manage risks, including risks related to the recruitment process and to non-performance by implementing partners. ERM implementation guidelines has also been developed. |
| The Board recommends that UN-Habitat: (a) Conduct enterprise resource management awareness training to enable the country offices staff to acquire the skills and knowledge necessary for effective implementation of enterprise risk management; and (b) prepare the risk register in accordance with the UN-Habitat enterprise risk management guidelines and summarize all important risks and response strategies in order to mitigate risks in project implementation. (2016 A/72/5/Add.9, chap. II, para. 13) | *Status*: Implemented<br><br>A new project risk management guide has been put in place which provides guidelines on how to manage risks, including risks related to the recruitment process and to non-performance by implementing partners.<br>Individual regional risk register has been developed. Corporate Risk Catalogue has been prepared and a draft corporate risk register has also been developed to be finalised after a final consultation. 80 Professional Staff completed as at 30-June-2020 Inspira online Training on ERM Live training to senior staff in HQ (2015), And ERM training was conducted for regional offices in 2017. |
| The Board recommends that UN-Habitat strengthen monitoring of the implementation projects funded by conditional agreements in order to ensure that revenue is realized after fulfilling the conditions and to reduce the amount of liability in the financial statements. The Board recommends that UN-Habitat strengthen monitoring of the implementation projects funded by conditional agreements in order to ensure that revenue is realized after fulfilling the conditions and to reduce the amount of liability in the financial statements. (2016 A/72/5/Add.9, chap. II, para. 74) | *Status:* Under implementation<br><br>UN-Habitat has established systems for monitoring the implementation of projects funded by conditional agreements. Regular report is sent to the PMOs to provide status of grants and ensure effective management. The IPMR monitoring module also supports the monitoring of implementation of all projects regardless of funding sources. |
| The Board recommends that UN-Habitat ensure that substantive and financial aspects of project documents are reviewed and approved by the Project Advisory Group prior to the signing of funding agreements, as required by the UN-Habitat project-based management policy. (2017 A/73/5/Add.9, chap. II, para. 19) | *Status:* Implemented<br><br>All projects are reviewed by the PRC prior to signing of funding agreement and this includes both the substantive and financial aspects of the project document. Any exemption requires a written justification to be approved.<br>A financial feasibility assessment is prepared for projects submitted by the PRC. |
| The Board recommends that UN-Habitat: (a) ensure that funds are released to implementing partners on time so that the planned activities can be completed within the scheduled period; and (b) establish a risk-based fast-track payment process for emergency and high-priority countries, as proposed by the country office in the Syrian Arab Republic. (2017 A/73/5/Add.9, chap. II, para. 32) | *Status:* Under implementation<br><br>UN-Habitat has developed a system to improve implementing partner management. The Grantor module has also improved implementing partner management. |
| The Board recommends that UN-Habitat establish management structures and administrative policies and procedures for the new hub arrangement that provide guidance on the day-to-day management of hub operations in the Regional Office for Latin America and the Caribbean. (2017 A/73/5/Add.9, chap. II, para. 51) | *Status*: Implemented<br><br>All ROLAC regional teams are now led by staff members who are responsible for core activities, with support from non-staff personnel as needed.<br>Since the audit recommendation, the due actions have been take to ensure that staff undertake core functions on behalf of the Organisation in the Region. This is demonstrated in the Organogram where the coordination activities at the Regional Office and the field Offices are undertaken by Staff |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| | (irrespective of the sources of funding i.e. core funded or project funded). |
| | In the Regional Office, the core functions are undertaken by Staff namely the Regional Representative and the Programme Management Officer. |
| | The Staff undertaking the core functions, are in turn supported by additional personnel (staff and non-staff) to deliver UN Habitat's portfolio and mandate in the Region. |
| The Board recommends 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.<br><br>(2018 A/74/5/Add.9, chap. II, para. 21) | *Status*: Under implementation<br>UN-Habitat has developed a system to improve implementing partner management. The Grantor module has also improved implementing partner management. Review of status of transfers to implementing partner will be conducted and necessary action taken to implement the audit recommendation. |
| The Board recommends that UN-Habitat evaluate the application of impairment provisions to advances accounts.<br>(2018 A/74/5/Add.9, chap. II, para. 22) | *Status*: Under implementation<br>UN-Habitat will conduct the evaluation and take necessary action to implement the audit recommendation. |
| The Board recommends 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.<br>(2018 A/74/5/Add.9, chap. II, para. 23 | *Status*: Under implementation<br>UN-Habitat has developed a system to improve implementing partner management. The Grantor module has also improved implementing partner management. The Implementing Partner Policy is being updated and it will include policy guidance on preventing inactive grants. |
| The Board recommends 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 Programme and inform its hubs and offices of its application.<br><br>(2018 A/74/5/Add.9, chap. II, para. 42) | *Status*: Under implementation<br>UN-Habitat is working on the developing internal guide for full cost recovery in alignment with the guidance established by NY. |
| The Board recommends that UN-Habitat incorporate in the project accrual and accountability system the midterm and/or end-of-project evaluations for all its projects.<br>(2018 A/74/5/Add.9, chap. II, para. 62) | *Status*: Implemented<br>UN-Habitat no longer utilizes PAAS as its project management system since the deployment of PAAS, hence, the Independent Evaluation Unit is no longer using PAAS. The Integrated Planning, Management and Reporting System (IPMR) is the new secretariat wide project management system, but it is yet to include an Evaluation Module. The Evaluation Unit is currently using an offline database to manage mid-term and /or end-of project evaluations for all projects and this is working well.<br>UN-Habitat considers the recommendation implemented and requests its closure. |
| The Board recommends that UN-Habitat improve the controls related to the evaluation reports, established in paragraph 19 of the project-based management policy.<br>(2018 A/74/5/Add.9, chap. II, para. 63) | *Status:* Implemented<br>Paragraph 19 of the projects-based management policy states that: All projects with a budget over US$5 million require an end-of-project evaluation. Mid-term evaluations are recommended for projects with a budget over US$5 million and a duration of 4 years or more. Projects with a budget below US$5 million may be prioritized for evaluation for mandatory, strategic, thematic or demonstration purposes by the programme manager. All projects must submit an end of project report. With the discontinuation of PAAS as UN-Habitat's project management system and the introduction of IPMR which is a secretariat wide project management system, Evaluation Unit could no longer use PAAS to improve the controls related to the evaluation reports but has reverted to an offline database which contains all mid-term and end-of-project evaluation reports. A repository has been created to store mid-term and end-of term evaluation reports. This repository is on SharePoint and is accessible agency wide. |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| The Board recommends that UN-Habitat conduct a review of the expenses relating to projects led or supported by consultants.<br>(2018 A/74/5/Add.9, chap. II, para. 77) | *Status*: Under Implementation<br>UN-Habitat will review travel expenses to identify any incorrect charges in the staff/ personnel travel class and necessary correction will be made in collaboration with UNON. |
| The Board recommends that, as part of the review, UN-Habitat request reclassification of the travel expenses and correct the accounting transactions records.<br>(2018 A/74/5/Add.9, chap. II, para. 78) | *Status*: Under Implementation<br>UN-Habitat will review travel expenses to identify any incorrect charges in the staff/ personnel travel class and necessary correction will be made in collaboration with UNON. |
| The Board recommends that UN-Habitat strengthen measures to identify and reclassify expenses and clearly set out the scope and frequency of controls.<br>(2018 A/74/5/Add.9, chap. II, para. 79) | *Status*: Under Implementation<br>In collaboration with UNON, UN-Habitat will review the current measures established to identify and reclassify expenses and make necessary improvements. |
| The Board recommends 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.<br>(2018 A/74/5/Add.9, chap. II, para. 107) | *Status:* Implemented<br>UN-Habitat has developed a comprehensive corporate risk catalogue and risk registers for administrative levels. |
| The Board recommends 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 regions and ways to reduce local risks.<br>(2018 A/74/5/Add.9, chap. II, para. 108) | *Status:* Implemented<br>UN-Habitat has developed a comprehensive corporate risk catalogue and risk registers for its administrative levels. |
| The Board recommends that UN-Habitat improve the monitoring of staff annual leave to ensure that all leave is requested and approved by supervisors before being taken.<br>(2018 A/74/5/Add.9, chap. II, para. 127) | *Status:* Implemented<br>UN-Habitat along with United Nations Office at Nairobi has developed a leave monitoring tool. |
| The Board recommends that UN-Habitat perform periodic and timely reviews of the leave system to identify unrecorded absences and, if relevant, charge them against staff members monthly salary.<br>(2018 A/74/5/Add.9, chap. II, para. 128) | *Status:* Under implementation<br>UN-Habitat has commenced discussion with UNON and will jointly agree actions required to ensure full implementation of the audit recommendation. |
| Establish sufficient controls for legally enforceable agreements in order to have voluntary contributions correctly accounted during the same year in which they become binding.<br>(2019 A/75/5/Add.9, para. 19) | *Status:* Implemented<br>UN-Habitat Finance and Budget has developed a dashboard based on the Power BI to monitor voluntary contributions receipt and recording/accounting. Sharing the reports from the dashboard, UN-Habitat currently communicates regularly with the programme management officers and project teams to provide confirmation that all agreements signed as at the end of a given period have grants created and approved by the United Nations Office at Nairobi and that the revenue has been recognized during the correct period. |
| The Board recommends that the Afghanistan, Laos People's Democratic Republic and the Philippines country offices, together with the Regional Office for Asia and the Pacific, ensure that the deadlines for the achievement of deliverables are met, along with the timely scheduled payment of instalments, in order to improve the implementation of projects with implementing partners, as planned.<br>(2019 A/75/5/Add.9, para. 57) | *Status*: Implemented<br>or the Philippines, monitoring tool was developed.<br>With respect to the Lao People's Democratic Republic, the country office maintains an agreement of cooperation tracking table for all agreements, to monitor the status of instalments, which are triggered by the achievement of deliverables.<br>With respect to Afghanistan, payments released to individual end beneficiaries are accurately reflected in the tracking tool and associated reports are reviewed by the grant and finance sections. Afghanistan, Lao and Philippines country offices have developed tracking systems where the deadline for achievement of deliverables and timely payment can be monitored. |
| The Board recommends that the Sri Lanka country office and the Regional Office for Asia and the Pacific take measures to properly approve payments to the implementing partners in accordance with the agreement's mandatory requirements, which should be received prior to or at the time of the payment requests. (2019 A/75/5/Add.9, para. 58) | *Status:* Implemented<br>ROAP and Sri Lanka already to took action. The AoC examined by the BoA had a missing audit report due to procedural issues at the government level. The audit report is now provided and the agreement of cooperation AoC is successfully completed. Further, ROAP and country office has developed a tracking system where the terms and conditions are monitored before further payments are made. The AoC |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| | completion report and related audit report can be presented upon request. |
| The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific, together with - UN-Habitat headquarters, take the measures necessary to ensure that the maximum amounts for community agreements are reviewed and clearly established in a formal instrument. (2019 A/75/5/Add.9, para. 77) | *Status*: Implemented<br>UN-Habitat has updated the community agreements templates with a standardized financial limit. The updated template has been shared along with the guidelines on the use of agreement and legal instrument. |
| The Board recommends that UN-Habitat ensure that overtime as compensatory time off and additional payment are calculated in accordance with information circular UNON/IC/2015/07 and other applicable instructions, in compliance with the official work schedule established by the Nairobi duty station.<br>(2019 A/75/5/Add.9, para. 150) | *Status:* Under implementation<br>UN-Habitat has commenced discussion with UNON and will jointly agree actions required to ensure full implementation of the audit recommendation. |
| The Board recommends that UN-Habitat review and correct the cases of miscalculations of compensatory time off, of overtime payments on incorrect schedules and of payments that exceed the established rates.<br>(2019 A/75/5/Add.9, para. 151) | *Status*: Under implementation<br>UN-Habitat has commenced discussion with UNON and will jointly agree actions required to ensure full implementation of the audit recommendation. |
| The Board recommends that UN-Habitat regulate the lunch break time on Fridays for the purpose of ensuring the proper calculation of overtime.<br>(2019 A/75/5/Add.9, para. 152) | *Status*: Under implementation<br>UN-Habitat has commenced discussion with UNON and will jointly agree actions required to ensure full implementation of the audit recommendation. |
| The Board recommends that UN-Habitat review the quantity of overtime per month, with an emphasis on those that exceed the allowed limit of 40 hours and require the exceptional approval every time that this ceiling is exceeded.<br>(2019 A/75/5/Add.9, para. 153) | *Status*: Implemented<br>The said overtime cases were related to the first UN-Habitat Assembly held in May 2019. UN-Habitat has worked with the United Nations Office at Nairobi to correct the reported cases and to ensure compliant calculations in future.<br>List of staff with overtime in 2022 is provided with the approval for staff that exceeded the limit of 40hours. |
| The Board recommends that UN-Habitat determine the delegations of authority of staff members through the delegation of authority online portal, pursuant to Secretary General's bulletin ST/SGB/2019/2, resolving any discordance detected with the assigned Umoja roles.<br>(2019 A/75/5/Add.9, para. 175) | *Status:* Implemented<br>UN-Habitat completed a review of all active delegations and ensured that their proper roles were issued in Umoja and that the roles related to all inactive delegations were revoked or expired, as applicable. A download from the portal is provided as evidence. |
| The Board recommends that UN-Habitat update the information contained in the Umoja report on equipment in accordance with the SC119 Umoja property management overview course, assigning for each item the location and/or user responsible.<br>(2019 A/75/5/Add.9, para. 195) | *Status:* Under implementation<br>UN-Habitat will complete the update to the original asset data converted from the legacy system to Umoja. |
| The Board recommends that the assigned staff member responsible for the operational equipment be a staff member of UN-Habitat.<br>(2019 A/75/5/Add.9, para. 196) | *Status*: Under implementation<br>UN-Habitat staff members are the custodians and are responsible for operational equipment. This audit recommendation has been implemented and evidence provided. |
| The Board recommends that UN-Habitat headquarters take measures to monitor the proper registration of the capitalization and disposal of property, plant and equipment items, from the time when the assets are received by the entity and according to the information indicated in the corresponding delivery note or when the disposal is approved.<br>(2019 A/75/5/Add.9, para. 207) | *Status*: Under implementation<br>UN-Habitat has commenced discussion with UNON and will jointly agree actions required to ensure full implementation of the audit recommendation. |
| The Board recommends that UN-Habitat consider the depreciation of its assets when they are available for use, pursuant to the delivery principle of the United Nations corporate guidance for IPSAS on the delivery principle and paragraph 71 of IPSAS 17.<br>(2019 A/75/5/Add.9, para. 208) | *Status*: Under implementation<br>UN-Habitat in collaboration with UNON will jointly agree actions required to ensure that depreciation of assets complies with relevant financial rules and regulation |
| The Board recommends that UN-Habitat coordinate with UNHQ on the possibility of phasing out the standard cost methodology, aligning its accounting with IPSAS requirements for valuing property, plant and equipment assets. | *Status*: Under implementation<br>UN-Habitat will follow up on the discussions and coordinate with Headquarters on the possibility of phasing out the standard |

| Brief description of the recommendation | Action taken to implement the recommendation |
|---|---|
| (2019 A/75/5/Add.9, para. 215) | cost methodology, aligning its accounting with IPSAS requirements for valuing property, plant and equipment assets. |
| The Board recommends that UN-Habitat coordinate with Headquarters to carry out a regular review of the residual value of assets in general and its fully depreciated assets that remain in use, in particular appropriately assigned useful lives and residual values to the assets, as established under IPSAS 17.<br>(2019 A/75/5/Add.9, chap. II, para. 226) | *Status:* Under implementation<br>UN-Habitat will follow up on the discussion and coordinate with Headquarters to carry out a review of the residual value of assets in general and its fully depreciated assets that remain in use to ensure compliance with relevant financial rules and regulations |
| The Board recommends that UN-Habitat strengthen the monitoring of the payment procedure in order to avoid having pending payments owing to an absence of the requisite documentation.<br>(2019 A/75/5/Add.9, para. 247) | *Status*: Under implementation<br>UN-Habitat in collaboration with UNON will review the issues identified by the auditors and agree actions required to improve payment processes are timely and not delayed unnecessarily. |
| The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific formalize the use of the workspaces provided by the Food and Agriculture Organization of the United Nations.<br>(2019 A/75/5/Add.9, para. 258) | *Status:* Implemented<br>extension was issued by FAO for the workstations used by UN-Habitat beyond the validity of the original lease agreement. |
| The Board recommends that UN-Habitat hold the ICT Committee meetings periodically in order to achieve the objectives and purposes established in the Secretary-General's bulletin ST/SGB/2003/17 and the Committee's terms of reference.<br>(2019 A/75/5/Add.9, para. 292) | *Status*: Under implementation<br>The ICT Committee members have been nominated. The committee will commence its meetings accordingly to achieve its objective. |
| The Board recommends that UN-Habitat clear open items and open commitments of operationally closed grants and ensure a timely financial closure, in order to enhance the financial effectiveness of the organization and the accuracy of the financial statements.<br>(2020 A/76/5/Add.9, chap. II, para. 24) | *Status*: Under implementation<br>UN-Habitat has developed a system to improve grant management. The Grantor module has also improved implementing partner management. Review of transfers made to implementing partners will be carried out and, open items and open commitments of operationally closed grants will be cleared accordingly. |
| The Board recommends that UN-Habitat adjust the $64,637.69 of payroll charges by recording them against award grants and regularly monitor the grant implementation status to make sure that no further payroll charges are to be posted against closing grants.<br>(2020 A/76/5/Add.9, chap. II, para. 29) | *Status*: Under implementation<br>UN-Habitat will ensure that the recommended adjustments for the payroll costs of the two grants are processed. UN-Habitat has developed a system to improve grant management. The Grantor module has also improved implementing partner management. |
| The Board recommends that UN-Habitat strictly implement the standard operating procedure regarding petty cash accounts management.<br>(2020 A/76/5/Add.9, chap. II, para. 34) | *Status*: Under implementation<br>UN-Habitat in collaboration with UNON will implement the standard operating procedure regarding petty cash accounts. |
| The Board recommends that UN-Habitat prepare the quarterly progress reports as required in the strategic plan for the period 2020–2023, to provide comprehensive information for decision-making and future planning.<br>(2020 A/76/5/Add.9, chap. II, para. 53) | *Status*: Implemented<br>UN-Habitat provides updates to the Members States quarterly through the quarterly urban impact. Quarterly progress report on the implementation of the annual work programme and budget, and an annual report on the implementation of the Strategic Plan is prepared. |
| The Board reiterates the former recommendation that UN-Habitat avoid the ex post facto situation prior to the signing of new contracts.<br>(2020 A/76/5/Add.9, chap. II, para. 101) | *Status*: Under implementation<br>UN-Habitat in collaboration with UNON Procurement have established oversight over ex post facto situations and this are now mostly avoided with justification provided for defaulting contracts. |
| The Board recommends that UN-Habitat perform its duties on contract management to ensure that comprehensive evaluations of vendor performance are conducted before processing any extension to existing contracts.<br>(2020 A/76/5/Add.9, chap. II, para. 107) | *Status*: Implemented<br>UN-Habitat will further the discussion with UNON and validate that the audit recommendation has now been fully implemented. A refresher training for personnel working on contract management within UN-Habitat will be conducted.<br>UN-Habitat has strengthened the monitoring of non-staff personnel. Offices have developed monitoring mechanism that supports review of contract period. |
| The Board recommends that UN-Habitat strengthen the service contract management of individual contractors by limiting their | *Status*: Implemented |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| service periods, and undertake interim evaluations of consultants and individual contractors, in compliance with the requirements of the administrative instruction on consultants and individual contractors.<br>(2020 A/76/5/Add.9, chap. II, para. 131) | UN-Habitat has strengthened the monitoring of non-staff personnel. Offices have developed monitoring mechanism that supports review of contract period. |
| The Board recommends that UN-Habitat, in collaboration with UNOPS, amend the individual contractor agreement by further specifying the scope of entitlement in compliance with the above-mentioned administrative instruction.<br>(2020 A/76/5/Add.9, chap. II, para. 132) | *Status*: Under implementation<br>The Department for Operational Support is undertaking activities to unify all United Nations system entities that are using UNOPS as a service provider. The Director of MACs and UNOPS authorities will revise the memorandum of understanding in line with the instruction and guidance to be issued by the Department for Operational Support.<br>UN-Habitat will obtain support from UNON to fully implement the audit recommendation. |
| The Board recommends that UN-Habitat make sure an inter-organization agreement among the organizations is signed and the cost or fair value of employee benefits can be reliably accounted for.<br>(2020 A/76/5/Add.9, chap. II, para. 147) | *Status*: Under implementation<br>UN-Habitat will obtain support from UNON to fully implement the audit recommendation. |
| The Board recommends that UN-Habitat appoint the ICT committee members on the basis of its new organizational structure.<br>(2020 A/76/5/Add.9, chap. II, para. 154) | *Status:* Implemented<br>The ICT committee members have been appointed based on the new organisational structure and communicated through a memo. |
| The Board recommends that UN-Habitat generate barcodes for all assets under its control, in order to keep all assets traceable, and fill in the acquisition dates that represent the beginning of the useful life of the assets.<br>(2020 A/76/5/Add.9, chap. II, para. 172) | *Status:* Under implementation<br>UN-Habitat will conduct an asset management refresher training for members of staff in the Egypt country office and all asset focal points on property management; the training will include Umoja asset management. |
| The Board recommends that UN-Habitat strengthen its travel planning process to ensure that the booking and purchase of tickets be finalized 16 calendar days in advance of the commencement of official travel.<br>(2020 A/76/5/Add.9, chap. II, para. 181) | *Status:* Under implementation<br>While it is not always possible to meet the 16 calendar days travel plan owing to circumstances that are outside of UN-Habitat's control, such as late requests by donors and Governments, UN-Habitat is monitoring travel compliance on a quarterly basis and a good level of compliance has been achieved. |
| The Board recommends that UN-Habitat continue to prioritize resource mobilization of core funds and encourage the involvement of UN-Habitat senior management team to support the Executive Director in this regard.<br>(2021 A/77/5/Add.9, chap. II, para. 25) | *Status:* Implemented<br>UN-Habitat continues to prioritize resource mobilization of core funds. Resource mobilization has been included in the annual work plan of the senior management team to support the Executive Director in this regard. |
| The Board also recommends that UN-Habitat develop a regular report on core funds to increase the transparency and improve accountability to donors.<br>(2021 A/77/5/Add.9, chap. II, para. 26) | *Status:* Implemented<br>UN-Habitat has been developing Interim Financial Reports on a regular basis, which are shared with Member States and the ACABQ and are publicly available on UN-Habitat website. The Interim Financial Reports include a section "II. Performance of core funds" to report on revenue, expenses and closing net assets of three types of core funds, namely the Foundation non-earmarked fund, Regular budget fund and Programme support fund." In addition, monthly report on funding status is shared with MS. Urban Impact newsletter highlighting key activities of UN-Habitat is shared with MS quarterly. |
| The Board further recommends that UN-Habitat prepare a report based on surveys and communications with previous, present and potential core funds donors to identify the gap between donor expectations and current situations.<br>(2021 A/77/5/Add.9, chap. II, para. 27) | *Status:* Under implementation<br>UN-Habitat has launched a survey targeting previous, present and potential donors and has had a number of bilateral meetings with previous, present and potential donors. It will prepare and disseminate report that presents the findings of the survey and bilateral meetings to the donors. |
| The Board recommends that UN-Habitat, coordinating with UNON, make continuous efforts to review the cash balance of grants regularly and clean the closed grants with a positive cash balance.<br>(2021 A/77/5/Add.9, chap. II, para. 32) | *Status:* Under implementation<br>UN-Habitat has developed a system to improve grant management. The Grantor module has also improved implementing partner management. UN-Habitat will review |

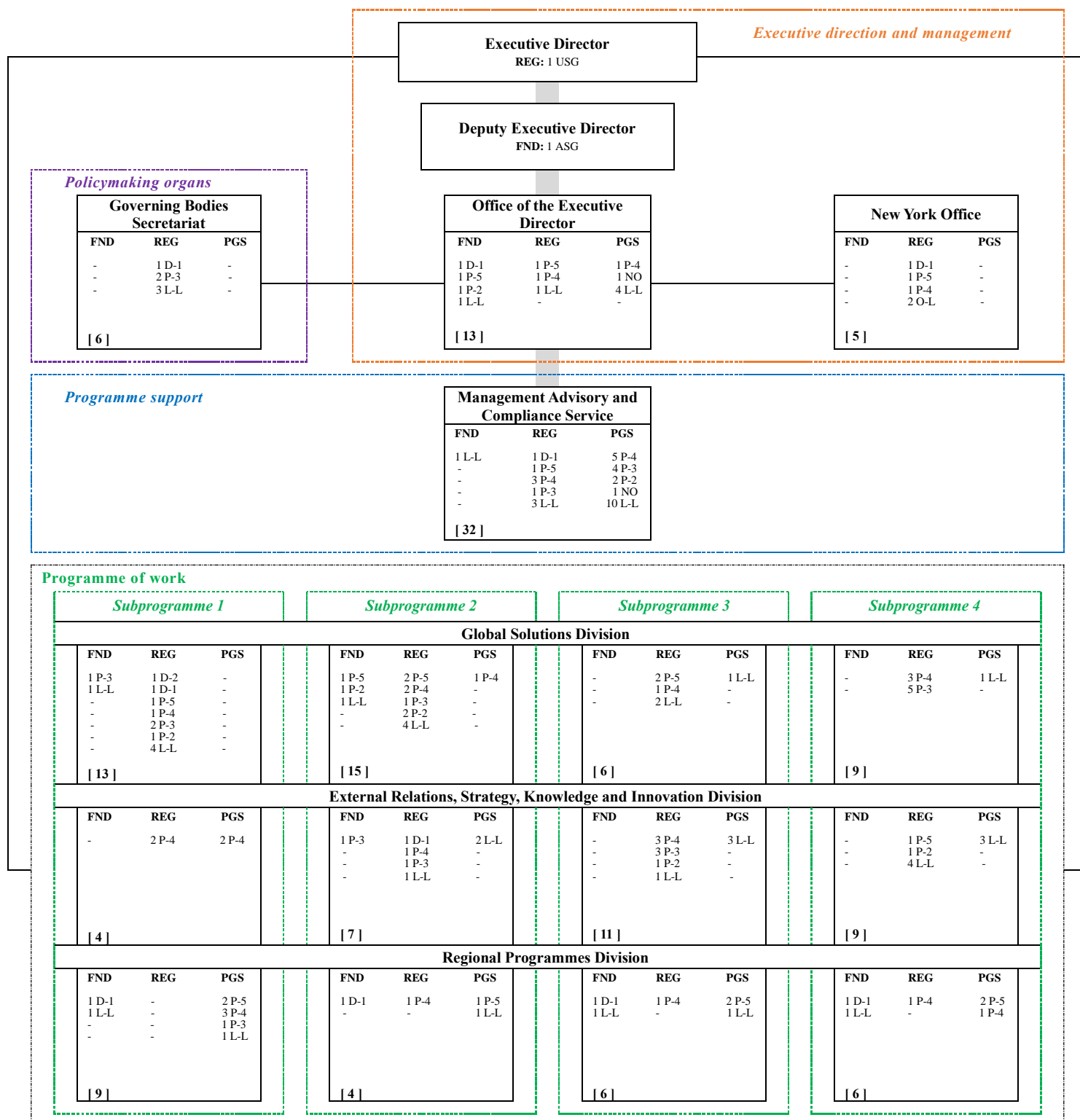| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| | cash balances of grants and clean the closed grants with a positive cash balance. |
| The Board recommends that UN-Habitat, cooperating with UNON, strengthen internal controls to perform regular monitoring and review to ensure the accuracy of accounting records.<br>(2021 A/77/5/Add.9, chap. II, para. 39) | *Status:* Under implementation<br>UN-Habitat will cooperate with UNON to further strengthen internal controls to perform regular monitoring and review of accounting records. |
| The Board recommends that UN-Habitat regularly communicate with donors about the possibility of recollecting voluntary contributions receivables, especially for grants with closing status, and start the write-off or write-down process in time when eligible.<br>(2021 A/77/5/Add.9, chap. II, para. 45) | *Status:* Under implementation<br>UN-Habitat will continue to monitor and review aged receivables for voluntary contributions regularly; regularly communicate with donors about the possibility of recollecting overdue voluntary contributions receivables, especially for grants with closing status and will write-off or write-down uncollectible aged voluntary contributions receivables in line with its policy to be clarified/developed. |
| The Board recommends that UN-Habitat amend the budget for the year 2023 and improve the budget review process to ensure that all future budgets conform with consistent and comparable rules.<br>(2021 A/77/5/Add.9, chap. II, para. 54) | *Status:* Implemented<br>The error was that in the earlier version Consultants for earmarked funds were presented in the Consultants line instead of "other staff costs". UN-Habitat has corrected this and now foundation earmarked, and technical cooperation have Zero amounts under these segments. |
| The Board recommends that UN-Habitat prepare a comprehensive austerity action plan and ensure its effective implementation, in order to address the ongoing financial shortage.<br>(2021 A/77/5/Add.9, chap. II, para. 65) | *Status:* Implemented<br>UN-Habitat prepares annual work programme submitted to Member States and approved by the Executive Board, that explains the Executive Directors plan for the period on various operational areas, including austerity measures to be deployed in the period, such as post approved for recruitments, post to freeze, cost cutting measures etc.<br>In continuation of its concerted resource mobilization efforts, UN-Habitat prepared:<br>1-The agreed financial measures to limit our spending within the approved USD 3M (for core/foundation) and USD 10 M for the Programme Support Cost<br>2-The decision to freeze 22 unencumbered posts funded by the foundation and the Programme Support Costs |
| The Board also recommends that UN-Habitat review the post distribution and human resources regularly to further analyse the employment priority and resources distribution, in order to facilitate selection process whenever the necessary funding is in place.<br>(2021 A/77/5/Add.9, chap. II, para. 66) | *Status:* Under implementation<br>UN-Habitat will review the post distribution and human resources regularly to further analyze employment priorities. |
| The Board recommends that UN-Habitat make annual plan for non-staff personnel engagement, including the demand analysis and hiring plan to ensure a better control over non-staff personnel.<br>(2021 A/77/5/Add.9, chap. II, para. 78) | *Status:* Implemented<br>UN-Habitat offices now prepares annual non-staff personnel engagement plans to ensure a better control of non-staff personnel. |
| The Board recommends that UN-Habitat, in coordination with UNON, ensure that contracts with consultants and individual contractors do not exceed the maximum hiring periods established in ST/AI/2013/4.<br>(2021 A/77/5/Add.9, chap. II, para. 83) | *Status:* Implemented<br>UN-Habitat offices have developed mechanism for monitoring non-staff personnel contract to ensure that the contracts do not exceed the maximum hiring period. |
| The Board recommends that UN-Habitat perform its duties on C/ICs management to ensure that comprehensive evaluations of C/ICs performance are conducted in a timely manner, and to enhance the documentation of relevant evaluation records.<br>(2021 A/77/5/Add.9, chap. II, para. 93) | *Status:* Implemented<br>Evaluations of C/ICs performance are conducted in a timely manner and are required before payments are made to the C/IC, including final payments at the end of the contract. |
| The Board recommends that UN-Habitat, in consultation with relevant department of UN headquarters, further clarify the contract limitations and scope of entitlements to set up a management mechanism for non-staff personnel hired through UNDP and UNOPS.<br>(2021 A/77/5/Add.9, chap. II, para. 102) | *Status:* Implemented<br>All non-staff recruitment through UNDP or UNOPS are subject to the legal provisions of legally cleared SLAs/agreements based on global MoUs with the UN secretariat and in line with the UN reform (specifically the BOS). There is no risk for the organization. |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| | UN-Habitat considers this recommendation implemented because the clarification has been obtained and provided above. UN-Habitat has developed mechanism to monitor the C/IC contract management, evidence provided to other related recommendations. |
| The Board recommends that UN-Habitat establish a mechanism that gathers and cross-checks the data and hiring records of non-staff personnel in compliance with further clarified UN Secretariat requirements, giving due consideration of best value for money. (2021 A/77/5/Add.9, chap. II, para. 109) | *Status:* Under implementation UN-Habitat will establish the necessary mechanism and take actions that implements the Board recommendation. |
| The Board recommends that UN-Habitat complete information for "converted" projects and update project information in IPMR appropriately and in a timely manner. (2021 A/77/5/Add.9, chap. II, para. 120) | *Status*: Overtaken by events (BOA asked to close) UN-Habitat reviewed the converted projects in IPMR and consulted with the Umoja Deployment Team in NY, including attempting various options, and it was concluded that due to the previous practices which were then allowed and due to the approach of IPMR conversion of projects from ECC, it is not possible to complete information of converted projects in IPMR. The projects will be allowed to go through their life cycle and be operationally closed in ECC and subsequently marked as closed in IPMR accordingly. |
| The Board also recommends that UN-Habitat monitor the completeness and quality of IPMR project data at entity level and include the monitoring and updating project progress in IPMR in the performance evaluation of project managers. (2021 A/77/5/Add.9, chap. II, para. 129) | *Status:* Implemented UN-Habitat conducted a comprehensive review of projects created in IPMR to ensure completeness and quality of project data at entry (Planning module). Missing project information were updated, and relevant documents uploaded. Similarly, a comprehensive review of the IPMR Monitoring module was also conducted and missing projects monitoring data against the logframe indicators documents uploaded accordingly. |
| | To ensure continuity of the completeness and quality achieved through the exercise, the Project Review Committee now utilizes the IPMR approval workflow to facilitate its work, the PRC approval is now done in IPMR. As a result, the previous IPMR approval structure has been deactivated and, in its place, new workflows have been created for the PRC for both the HQ PRC and the Regional PRC. |
| | Furthermore, following the memo from the Executive Director, all project managers in HQ and outposted offices have included responsibility and specific targets in their workplans related to ensuring the completeness, quality, and validity of project data in IPMR (Planning and Monitoring) in their respective individual workplans. |
| | And to improve the completeness and quality of Implementing Partners' (IP) engagement, including IP performance evaluation, monitoring, and reporting in the Umoja Grantor module, all project managers in HQ and outposted offices have included responsibility and specific targets in their workplans related to timely monitoring, evaluation and reporting of IP performance under their respective projects (if any). |
| | UN-Habitat considers this recommendation implemented |
| | UN-Habitat conducted a comprehensive review of projects created in IPMR to ensure completeness and quality of project data at entry (Planning module). Missing project information were updated, and relevant documents uploaded. Similarly, a comprehensive review of the IPMR Monitoring module was also conducted and missing projects monitoring data against the logframe indicators were updated and evidence documents uploaded accordingly. |
| | The Strategic Planning Unit has been designated the Approving Officer for the IPMR Monitoring module. The Strategic Planning Unit reviews monitoring updates and uploaded evidence. |
| | Furthermore, following the memo from the Executive Director, all project managers in HQ and outposted offices have included responsibility and specific targets in their workplans related to |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| | ensuring the completeness, quality, and validity of project data in IPMR (Planning and Monitoring) in their respective individual workplans. |
| The Board recommends that UN-Habitat, aligning with the ERM Implementation Guidelines, enhance risk management by completing the risk treatment and response plan template and the project risk register, and upload these project documents to IPMR to regularly monitor project risks.<br>(2021 A/77/5/Add.9, chap. II, para. 135) | *Status:* Implemented<br>The IPMR has project risk register integrated and all projects are required to enter project risk and monitor the same in the monitoring module. In addition, the UN-Habitat project document template contains project risk table and all projects are required to complete it. UN-Habitat projects comply with both. |
| The Board recommends that UN-Habitat, aligning with the ERM Implementation Guidelines, enhance risk management by completing the risk treatment and response plan template and the project risk register, and upload these project documents to IPMR to regularly monitor project risks.<br>(2021 A/77/5/Add.9, chap. II, para. 135) | *Status:* Implemented<br>The IPMR has project risk register integrated and all projects are required to enter project risk and monitor the same in the monitoring module. In addition, the UN-Habitat project document template contains project risk table and all projects are required to complete it. UN-Habitat projects comply with both. |
| The Board recommends that UN-Habitat prepare complete evaluation plans and share them on intranet timely to enhance transparency and accountability.<br>(2021 A/77/5/Add.9, chap. II, para. 141) | *Status:* Implemented<br>UN-Habitat evaluation plans are now shared on intranet timely to enhance transparency and accountability. |
| The Board recommends that UN-Habitat review its IP Policy and SOP for IP Selection to ensure that IP selection is compliant with general principles of fairness, integrity, transparency and effective competitiveness set by UNFRR; any necessary waiver shall together provide, among others, programmatic and financial justifications and detail the exceptional circumstances.<br>(2021 A/77/5/Add.9, chap. II, para. 153) | *Status:* Under implementation<br>UN-Habitat is currently updating its IP policy and SOP, this updated policy will address the audit recommendation. |
| The Board recommends that UN-Habitat take necessary actions, including but not limited to review its IP Policy and SOP for IP Selection, to avoid the possibility of splitting contracts.<br>(2021 A/77/5/Add.9, chap. II, para. 154) | *Status:* Under implementation<br>UN-Habitat is currently updating its IP policy and SOP, this updated policy will address the audit recommendation. |
| The Board recommends that UN-Habitat take necessary actions, including but not limited to review its IP Policy and SOP for IP Selection, to avoid the possibility of splitting contracts.<br>(2021 A/77/5/Add.9, chap. II, para. 154) | *Status:* Under implementation<br>UN-Habitat is currently updating its IP policy and SOP, this updated policy will address the audit recommendation. |
| The Board recommends that UN-Habitat build up and maintain a database of properly screened IPs for the entire UN-Habitat to facilitate the IP selection process and link it to Umoja IPM module to strengthen IP data sharing.<br>(2021 A/77/5/Add.9, chap. II, para. 162) | *Status:* Under implementation<br>UN-Habitat will coordinate with UN Secretariat HQ to explore the possibility of joining the UN Partner Portal and the benefits |
| The Board recommends that UN-Habitat improve its SOP for IP Selection by setting up the guidance for selecting prospective IPs and the threshold for accepting recommended IPs.<br>(2021 A/77/5/Add.9, chap. II, para. 170) | *Status:* Under implementation<br>UN-Habitat is currently updating its IP policy and SOP, this updated policy will address the audit recommendation. |
| The Board recommends that UN-Habitat monitor the timeliness, completeness and quality of IP engagement, including performance evaluation, monitoring and reporting, and include this function in the performance evaluation of project managers.<br>(2021 A/77/5/Add.9, chap. II, para. 175) | *Status:* Implemented<br>To improve the timeliness, completeness and quality of Implementing Partners' (IP) engagement, including IP performance evaluation, monitoring, and reporting in the Umoja Grantor module, the Executive Director Instructed that all project managers in HQ and outposted offices must include responsibility and specific targets in their workplans related to timely monitoring, evaluation and reporting of IP performance under their respective projects (if any), including the timely uploading of narrative and financial performance reports within the Umoja Grantor module. The instruction has been implemented. |
| The Board recommends that UN-Habitat set up a clear resource mobilization target by donor types in order to make a feasible action plan accordingly and in turn to expand UN-Habitat funding sources in compliance with UN policies. | *Status:* Under implementation<br>UN-Habitat will take necessary action(s) to implement the recommendation in the next plan accordingly. |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| (2021 A/77/5/Add.9, chap. II, para. 184) | |
| The Board recommends that UN-Habitat complete the Performance Measurement Plan as well as the internal performance measurement system in a timely manner to ensure implementation of the Strategic Plan 2020-2023. <br> (2021 A/77/5/Add.9, chap. II, para. 192) | *Status:* Under implementation <br> UN-Habitat will take necessary action(s) to implement the recommendation accordingly. The completion of the Performance Measurement Plan and the internal performance measurement is now prioritised to ensure implementation of the audit recommendation. |
| The Board recommends that UN-Habitat ensure the expected performance measures and deliverables are clearly indicated, accurately recorded and properly justified, and regularly review the delivery of performance of work. <br> (2021 A/77/5/Add.9, chap. II, para. 198) | *Status:* Implemented <br> The UN-Habitat focal point system was activated to make better reporting in Strategic Management Application. The Umoja SMA is regularly updated with expected performance indicators and deliverables accordingly and evidence documents are uploaded. The report on the performance of the work programme is submitted to NY |
| The Board recommends that UN-Habitat well maintain its website, including updating information, and monitor the effectiveness of the website on a regular basis, to improve transparency and accountability and further facilitate its business delivery. <br> (2021 A/77/5/Add.9, chap. II, para, 206) | *Status:* Under implementation <br> UN-Habitat's main website is being upgraded and at completion, this will respond to the audit recommendation and facilitate the full implementation. |
| The Board recommends that UN-Habitat update its ICT Strategy according to the strategic plan for 2020-2023. <br> (2021 A/77/5/Add.9, chap. II, para, 212) | *Status:* Implemented <br> UN-Habitat has updated its ICT Strategy. |
| The Board recommends that UN-Habitat further clarify the laptops/computers allocation rules and standards to optimize laptops/computers procurement and allocation and reduce related operational costs. <br> (2021 A/77/5/Add.9, chap. II, para, 221) | *Status:* Under implementation <br> UN-Habitat will develop guidance that clarifies the laptops/computers allocation implement the recommendation accordingly. |

# Annex III

## Organizational structure and post distribution for 2024

**Executive direction and management**

**Executive Director**
**REG:** 1 USG

**Deputy Executive Director**
**FND:** 1 ASG

### Policymaking organs

**Governing Bodies Secretariat**

| FND | REG | PGS |
|---|---|---|
| - | 1 D-1 | - |
| - | 2 P-3 | - |
| - | 3 L-L | - |
| **[ 6 ]** | | |

**Office of the Executive Director**

| FND | REG | PGS |
|---|---|---|
| 1 D-1 | 1 P-5 | 1 P-4 |
| 1 P-5 | 1 P-4 | 1 NO |
| 1 P-2 | 1 L-L | 4 L-L |
| 1 L-L | - | - |
| **[ 13 ]** | | |

**New York Office**

| FND | REG | PGS |
|---|---|---|
| - | 1 D-1 | - |
| - | 1 P-5 | - |
| - | 1 P-4 | - |
| - | 2 O-L | - |
| **[ 5 ]** | | |

### Programme support

**Management Advisory and Compliance Service**

| FND | REG | PGS |
|---|---|---|
| 1 L-L | 1 D-1 | 5 P-4 |
| - | 1 P-5 | 4 P-3 |
| - | 3 P-4 | 2 P-2 |
| - | 1 P-3 | 1 NO |
| - | 3 L-L | 10 L-L |
| **[ 32 ]** | | |

### Programme of work

| *Subprogramme 1* | *Subprogramme 2* | *Subprogramme 3* | *Subprogramme 4* |
|---|---|---|---|

**Global Solutions Division**

| FND | REG | PGS | FND | REG | PGS | FND | REG | PGS | FND | REG | PGS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 P-3 | 1 D-2 | - | 1 P-5 | 2 P-5 | 1 P-4 | - | 2 P-5 | 1 L-L | - | 3 P-4 | 1 L-L |
| 1 L-L | 1 D-1 | - | 1 P-2 | 2 P-4 | - | - | 1 P-4 | - | - | 5 P-3 | - |
| - | 1 P-5 | - | 1 L-L | 1 P-3 | - | - | 2 L-L | - | | | |
| - | 1 P-4 | - | - | 2 P-2 | - | | | | | | |
| - | 2 P-3 | - | - | 4 L-L | - | | | | | | |
| - | 1 P-2 | - | | | | | | | | | |
| - | 4 L-L | - | | | | | | | | | |
| **[ 13 ]** | | | **[ 15 ]** | | | **[ 6 ]** | | | **[ 9 ]** | | |

**External Relations, Strategy, Knowledge and Innovation Division**

| FND | REG | PGS | FND | REG | PGS | FND | REG | PGS | FND | REG | PGS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| - | 2 P-4 | 2 P-4 | 1 P-3 | 1 D-1 | 2 L-L | - | 3 P-4 | 3 L-L | - | 1 P-5 | 3 L-L |
| | | | - | 1 P-4 | - | - | 3 P-3 | - | - | 1 P-2 | - |
| | | | - | 1 P-3 | - | - | 1 P-2 | - | - | 4 L-L | - |
| | | | - | 1 L-L | - | - | 1 L-L | - | | | |
| **[ 4 ]** | | | **[ 7 ]** | | | **[ 11 ]** | | | **[ 9 ]** | | |

**Regional Programmes Division**

| FND | REG | PGS | FND | REG | PGS | FND | REG | PGS | FND | REG | PGS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 D-1 | - | 2 P-5 | 1 D-1 | 1 P-4 | 1 P-5 | 1 D-1 | 1 P-4 | 2 P-5 | 1 D-1 | 1 P-4 | 2 P-5 |
| 1 L-L | - | 3 P-4 | - | - | 1 L-L | 1 L-L | - | 1 L-L | 1 L-L | - | 1 P-4 |
| - | - | 1 P-3 | | | | | | | | | |
| - | - | 1 L-L | | | | | | | | | |
| **[ 9 ]** | | | **[ 4 ]** | | | **[ 6 ]** | | | **[ 6 ]** | | |

*Abbreviations:* FND, Foundation non-earmarked; REG, regular budget; PGS, programme support; USG, Under-Secretary-General; D, Director; P, Professional; NO, *National* Professional Officer; O-L, Other level; L-L, Local level;