**Executive Board of the United Nations
Human Settlements Programme
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**Status of and discussion on the draft annual work
programme of the United Nations Human Settlements
Programme and draft budget of the United Nations
Habitat and Human Settlements Foundation for 2022**

Draft Work Programme and Budget for the year 2022**

Report of the Executive Director

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

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Foreword

The United Nations Human Settlements Programme (UN-Habitat) is entrusted with supporting Member States and other key stakeholders in addressing the many challenges of sustainable urbanization. This includes the achievement of the Sustainable Development Goals and the implementation of the New Urban Agenda to ensure the widest possible participation in the social, economic and environmental benefits brought by sustainable urban development. COVID-19 has laid bare – and indeed heightened – both the challenges and the opportunities associated with the remarkable growth of cities. More than ever, a human rights approach is needed to protect people, prosperity and planet.

This document presents the Work Programme for UN-Habitat for 2022 demonstrating the capacity of the agency to adjust to these evolving conditions and the related economic crisis. It also responds to the guidance provided by the Executive Board sessions in June and October 2020 to refocus some priorities and scale down others to ensure higher efficiency and greater impact on the Programme's mandate.

The 2020 UN-Habitat flagship report, The Value of Sustainable Urbanization, clarifies the intrinsic value of cities to generate economic prosperity, mitigate against environmental degradation, reduce social inequality and build stronger institutions. This supports the UN Secretary-General's Policy Brief on COVID-19 in an Urban World (July 2020). As such, this 2022 Work Programme prioritises much needed strategic support and guidance to countries and cities recovering from COVID-19. It provides evidence-based support to prepare urban development plans and actions for greater institutional coherence and effectiveness, with better coordination mechanisms and appropriate monitoring tools. The Work Programme is therefore a guide and a roadmap to respond to the most pressing challenges and allow recipient communities to participate fully and benefit from the social, economic and environmental gains of the sustainable urban agenda.

The strategic areas of intervention are aligned to the Strategic Plan's four domains of change and represent four subprogrammes. Each of the four is designed to connect strategically and generate mutually complementary support. Building on recent changes in the organisational structure, it is possible to better contribute to: address issues of poverty, social exclusion and spatial inequality (subprogramme 1); promote urbanisation that contributes to productivity, shared prosperity and inclusive economic growth (subprogramme 2); respond to pressing issues regarding climate change and the need to improve the urban environment (subprogramme 3); and prepare and respond to different forms of urban crises that force thousands to leave their homes in search of peace and work (subprogramme 4).

Based on the first year of implementation of the Strategic Plan 2020-2023, UN-Habitat has been able to refine its catalytic functions, advance in the creation of innovative urban solutions and ideas, strengthen strategic partnerships and deliver more focused interventions. Having to adapt to COVID-19 and locked down economies, not all targets were reached last year. The Programme received only a quarter of the approved USD 18.9 million planned core resources, partly due to the impact of COVID, causing delays in implementation; as a result, some key targets were missed. UN-Habitat has produced publications and technical materials through its earmarked funding and in line with donor intent, at country and regional level. This work will form a good basis to strengthen the global normative work, once adequate core resources are available. UN-Habitat has also initiated the implementation of flagship programmes that aim to strengthen the delivery capacity and efficiency of the Strategic Plan and the current portfolio. These programmes consolidate and refine existing initiatives with targeted interventions and mechanisms to engage with governments and partners, resulting in effective vehicles to reinforce integration of our normative and operational work for higher efficiency and impact.

The Work Programme for 2022 is key to coordinate these actions and achieve the best results. Financial resources commensurate with the ambition and deliverables proposed by this Programme are needed to adequately respond to multiple urbanisation challenges. It is only in this way that UN-Habitat will fulfil the objective to become a centre of excellence and innovation with the capacity to set the global discourse and agenda on sustainable urban development, generate specialised cutting-edge knowledge, shape technical norms, principles and standards, and propose innovative solutions to build a sustainable future for all.

The implementation of the strategic plan for the period 2020–2023 will continue to reflect our renewed vision, focusing on impact and the achievement of the Sustainable Development Goals. In this regard, I am pleased to present our 2022 programme plan as part of our commitment to accelerate progress in the Decade of Action.

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

Proposed programme plan for 2022 and programme performance for 2020

I. Overall orientation

A. Mandates and background

1.   The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring 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 UN-Habitat, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.

2.   UN-Habitat support aims at developing the capacity of all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

B. Strategy and external factors for 2022

3.   Globally, 56 per cent of the population live in cities, and this share is expected to rise to 70 per cent by 2050, continuing to make urbanization one of the most significant trends of the twenty-first century. Regional and socio-political disparities continue to influence who benefits from urbanization, however. Some 90 per cent of urban growth is taking place in less developed regions, where it is largely unplanned and capacities and resources are most constrained, while in other parts of the world, many cities are experiencing negative growth and shrinking populations. Unplanned urban growth fuels the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality and lack of adequate and affordable housing. Globally, more than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements. Of significance to the work programme are the estimated 763 million internal migrants and 224 million international migrants in 2019, most of whom live in urban areas, often under difficult conditions.

4.   Levels of inequality and exclusion are persistent trends in urban areas, noting that income inequality has increased in urban areas for more than two-thirds of the world's population since 1980. This widening gap means that some 2.9 billion people are living in cities, both in the developed and the developing world, where income inequalities are more pronounced than they were a generation ago. Cities are also hot spots for environmental and energy challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions and more than 70 per cent of resource use. The urban poor, living in risk-prone and underserviced areas, suffer the worst consequences of climate change-related disasters and natural and human-made crises and conflicts. The COVID-19 pandemic has exacerbated the systemic inequalities that exist across territories and urban areas, where the urban poor are disproportionately affected due to crowded and under-serviced environments. While COVID-19 has highlighted that urban areas are the epicentre of the pandemic, it has equally demonstrated that cities as hubs of resilience and innovation. UN-Habitat will prioritize tailored approaches to fight the pandemic and support cities to build back better. Through technical cooperation, cities will be assisted to design and implement action plans to protect vulnerable populations and strengthen participatory community engagement. Local governments will continue to be supported to accelerate the digital transformation in local governance as part of dedicated COVID-19 responses. Supporting city-wide and spatially targeted approaches will contribute to improve living conditions in all settlements and reduce disadvantages in specific locations. Support will be provided to local governments to invest in social, economic and institutional financial innovations for a sustained socio-economic recovery. Partnerships will catalyse support to cities in building more resilient budgets and fiscal frameworks in support of local service delivery and local economic development. Priority will be given to support cities to reshape urban planning

solutions that are more sustainable and integrated, supported by innovation and technology to become healthier and more resilient.

5.   UN-Habitat's strategy for delivering the programme plan in 2022 continues to be driven by the strategic plan for the period 2020–2023, which has proven robust in responding to COVID-19. The plan enables the organization to advance its innovative, delivery-focused, and partnership-oriented model of operation. Its recently developed organizational structure makes UN-Habitat a dynamic, fit-for-purpose organization for delivering the four interconnected subprogrammes of the Strategic Plan 2020-2023, approved by the UN-Habitat Assembly at its first session in May 2019:

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

        (b)   Enhanced shared prosperity of cities and regions;

        (c)   Strengthened climate action and improved urban environment;

        (d)   Effective urban crisis prevention and response.

6.   In addition, UN-Habitat's flagship programmes are proving to be vehicles to fast-track integration between UN-Habitat's normative and operational work, scaling the impact of the organization. In 2022, UN-Habitat will primarily focus on the following flagship programmes:

        (a)   "Sustainable Development Goals Cities" (SDG Cities). Achieving the SDGs is the main objective for all four subprogrammes. This flagship is designed to advance the overall implementation of the Goals at local level by supporting cities to develop and implement transformative projects designed to maximize impact against the SDGs.

        (b)   "RISE-UP: Resilient settlements for the urban poor". The flagship will contribute mainly to subprogrammes 1 and 3 by leveraging large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and also address issues of spatial inequality.

        (c)   "Inclusive cities: enhancing the positive impacts of urban migration". This flagship programme will mainly respond to subprogrammes 1 and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people.

Two other flagship programmes, on "inclusive, vibrant neighbourhoods and communities" and "people-centred smart cities", will be mainstreamed across the four subprogrammes, strengthening links across the outcomes of the Strategic Plan. In addition, a normative and capacity-building approach to strengthen the agency-wide operationalization of digital transformation in sustainable urbanization contexts will be implemented.

7.   The 2022 work programme will continue to streamline social inclusion as a process and outcome to address cross-cutting issues relating to older persons, children, people with disabilities, gender, and youth. This directly strengthens UN-Habitat's programming to leave no one behind by focusing on the spatial dimension of exclusion and the self-reinforcing mechanisms of marginalization by assisting governments to provide basic services, housing, and public goods in the most deprived areas of the city. UN-Habitat's thematic areas of resilience and urban safety will be cross-cutting in guiding frameworks, tools and capacity-building materials, setting standards, proposing norms and principles, and sharing good practices on social inclusion issues. Global networks such as the Global Land Tool Network, Global Water Operators' Partnerships Alliance, Resilient Cities Network, Global Network on Safer Cities, Global Network of Urban Planning and Design Labs, and Global Network of Public Space will be systematically engaged to develop and test these tools.

8.   To better meet the needs of Member States and to engage a wider audience, UN-Habitat will strengthen capacity-building initiatives, digitization of tools and virtual E-Learning programmes. UN-Habitat's Capacity Building Strategy, adopted by its Executive Board in 2020, provides a clear framework to fill the institutional and operational gap within UN-Habitat for greater coordination, coherence and monitoring of results and to improve the delivery of capacity building services to Member States and local governments as well as other key urban stakeholders for greater impact and resource efficiency. Some of the first results, including an illustrated handbook on the New Urban Agenda along with an online course, can be tools to expand its implementation.

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

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

11. In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities across the four subprogramme themes and mobilize public and political support. It will continue to make maximum use of advocacy and knowledge platforms, including its own website, the Urban Agenda Platform, and key global meetings such as the World Urban Forum, World Cities Day and World Habitat Day, Ministerial regional conferences, and the 2022 High-level Meeting of the General Assembly on the Implementation of the New Urban Agenda.

12. As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global conditions and trends and provide evidence for policy making. For 2022, UN-Habitat will prepare the second Quadrennial Report on the progress made in the implementation of the New Urban Agenda, in close collaboration with other United Nations entities and development partners. The programme will also prepare the second synthesis report for Goal 11 and other urban SDGs to be presented at the High-level Political Forum. These reports will be supported by reporting guidelines for Members States and other stakeholders, a dedicated global online Urban Agenda Platform, a new Global Urban Monitoring Framework, an agreed operational definition of urban areas, specialized tools for spatial analysis, and the reestablishment of the Urban Indicators Programme. Progress will be made in 2022 in the deployment of technologies for data collection and analysis, visualization, and management of information. The use of the City Prosperity Index (CPI), and its adaptation to a Global Monitoring Framework, will serve in the implementation of the SDG Cities Flagship Programme to assist in the realization of SDGs in cities and the preparation of Voluntary Local Reviews.

13. For 2022, while the prolonged impact of the coronavirus disease (COVID-19) on UN-Habitat's programme of work and associated deliverables remains unclear, UN-Habitat will assist governments in supporting increased access to water and sanitation and adequate housing, advocating for the prevention of evictions, measuring and reducing spatial vulnerability, and preparing urban planning strategies and local resilience programmes. Specific examples of such planned deliverables and activities are provided under the four subprogrammes. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under the four subprogrammes. The global database produced by UN-Habitat in partnership with CitiIQ provides data on 1,500 cities, and analyzes the initial conditions of the city, their capacity of response and the incidence of infection and death. The Spatial Vulnerability Index of COVID-19 and a global report on the state of cities with dedicated policy recommendations will serve to support technical interventions. This data and knowledge, combined with normative and operational work adjusted to respond to the pandemic from a short- and long-term perspective, provides opportunities for cities and Member States to address structural inequalities and prepare for social and economic recovery. UN-Habitat's Work Programme 2022 will focus all efforts of the different subprogrammes and deploy advisory services, innovative solutions, and knowledge packages to support Member States in the fight against COVID-19 and other pandemics.

14. With regard to the cooperation with other entities at the global, regional, national and local level, UN-Habitat will support efforts by Member States to develop policies, frameworks and actions that enhance the transformative value of urbanization and maximizes city responses to the COVID-19 pandemic. This will be done through collaboration with local and regional governments and their associations and city networks, the World Bank, the European Union, regional development banks, the Department of Economic and Social Affairs, the UN regional social and economic commissions, Cities Alliance, and partnerships and coalitions with grassroots organizations, foundations, international financial institutions (IFIs) and the private sector, foundations and academia. Achieving the objective of the 2022 programme plan will continue to strengthen its strategic partnerships with UN sister agencies. To support Member States in developing innovative policies and actions that promote inclusive and sustainable economic growth, employment and decent work for all, particularly women and young people, UN-Habitat will collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the International Labour Organization, the International Organization for Migration (IOM), the United Nations Industrial Development Organization (UNIDO), International Telecommunication Union (ITU), the United Nations Office of Information and Communications Technology (OICT), the United Nations Capital Development Fund (UNCDF); United Nations Conference on Trade and Development, The

Organization for Economic Cooperation and Development, the United Nations Innovation Network, technology companies, "smart city" associations, innovation hubs, academia and other organizations. To mainstream environmental sustainability into urban development, UN-Habitat will collaborate with the United Nations Environment Programme (UNEP), climate funds, the urban climate knowledge and innovation communities, organizations focusing on resilience, such as the United Cities and Local Government (UCLG) and the International Council for Local Environmental Initiatives (ICLEI), and to implement the Greener Cities Partnership, with the United Nations Framework Convention on Climate Change to develop national climate actions plans and with the United Nations Office for Disaster Risk Reduction, the World Bank, the European Union and UNDP to develop frameworks for joint financing mechanisms and to harmonize the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. UN--Habitat will collaborate with the Office of the United Nations High Commissioner for Refugees (UNHCR), the United National Development Programme (UNDP), the International Organization for Migration (IOM), the United Nations Office for Disaster Risk Reduction (UNDRR), and the World Food Programme (WFP), the Mayors Migration Council and the Resilient Cities Network to integrate sustainable urban development into resilience and humanitarian response, and with the United Nations Office on Drugs and Crime to promote safety in public spaces. UN--Habitat will collaborate with the World Health Organization and the United Nations Children's Fund on the monitoring of water and sanitation and on mainstreaming the New Urban Agenda into UN-Water and UN-Energy. UN-Habitat will also collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote gender equality and ensure that projects benefit women and girls.

15.   With regard to inter-agency coordination and liaison, UN--Habitat will continue to roll out the UN system-wide sustainable urbanization strategy approved by the Chief Executive Board on 2019, and the action framework for the implementation of the New Urban Agenda and regional action plans in subsequent years. UN-Habitat will continue to work closely with the Department of Economic and Social Affairs and the regional economic commissions to serve as a knowledge platform and the global first port of call for data and knowledge on cities, towns and rural settlements. UN-Habitat will collaborate with the Resident Coordinator system to improve the efficiency and effectiveness of operational activities at the country level, supporting Common Country Assessments and the formulation of the UN Sustainable Development Cooperation Framework.

16.   With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:

(a)   Positive developments in addressing the ongoing pandemic of COVID-19 with adequate treatments to reduce negative social and economic effects, as well as save lives and livelihoods.

(b)   Adequate unearmarked extrabudgetary resources available to implement the planned work and produce the deliverables.

(c)   Country commitments to the New Urban Agenda and the 2030 Agenda for Sustainable Development, with the political will to address structural inequalities, exclusion and discrimination through necessary policy reforms, plans and strategic actions.

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

(e)   Use of urban indicators, data and information to formulate policies, with adequate mechanisms for impact monitoring and the assessment of city performance.

(f)   Social, political and macroeconomic stability continues in the areas in which UN-Habitat and partners will be implementing programmes and projects.

17.   With regard, to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 are implementable. However, if the pandemic were to continue to impact the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

18.   UN-Habitat integrates a gender perspective in its operational activities, deliverables and results as appropriate with guidance from its Advisory Group on Gender (AGGI). For example, one of the 2022 planned results for subprogramme 1 demonstrates the aim of UN-Habitat interventions to support Member States with policy, legislation, planning and financing instruments to implement integrated, inclusive and gender-responsive land and housing policies that improve tenure security for all, and

continue the work related to the strengthened land rights for men and women in the Arab world. In addition, effective participation is key to addressing different forms of gender-based discrimination in both decision-making and programme implementation.

C. Impact of COVID-19 on programme delivery in 2020

19.   During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UN-Habitat. The impact included adjusting support of national and local authorities as well as local communities by shifting from face-to-face meetings and technical advisory mission support to virtual and/or hybrid meetings. UN-Habitat progressively moved towards alternative forms of gatherings and consultations, using virtual meeting platforms, and towards remote technical support, combining local consultants with remote virtual advisory services. One positive example is the Expert Group Meeting on the Global Urban Monitoring Framework which, in a three day webinar format, allowed for the participation of 100 urban experts from the United Nations system, academia, city leaders, private sector entities, international organizations, national and local governments, which was a wider and more representative participation than if the meeting would have been in person. Specific activities related to technical cooperation projects were delayed or postponed due to severe international travel restrictions as a result of COVID-19. Specific examples of the impact are provided under all four subprogrammes. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under the four subprogrammes.

20.   At the same time, however, some planned deliverables and activities were modified, and some new activities were identified during 2020 within the overall scope of the objectives of the subprogrammes in order to support Member States on issues related to the COVID-19 pandemic. Those include modifications and new activities at the normative level: contributions to the Secretary-General's Policy Brief on COVID-19 in an Urban World and to the "UN framework for the immediate socio-economic response to COVID-19", the preparation of the report "Cities and Pandemics: Towards a more just, green and healthy future" and several technical guidelines to support the response to COVID-19. At the operational level, UN-Habitat adjusted its programming to help respond to the pandemic through a UN-Habitat COVID-19 Response Plan and partnered with the United Cities and Local Government (UCLG) to facilitate a series of live learning sessions, facilitating north-south, and south-south exchange on COVID response. Specific examples of the modified and new activities are provided under all four subprogrammes. The modified and new deliverables and activities contributed to results in 2020 as described in the programme performance under the four subprogrammes.

21.   Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will consider and mainstream lessons learned and best practices related to the adjustments and adaption of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the continuation of virtual meeting modalities where possible for expert group meetings which allow a wider participation and complementing UN-Habitat's existing tools with online digital learning companions to expand its outreach.

D. Liquidity constraints

22.   Liquidity constraints had an impact on the planned deliverables and activities of the programme. The impact included delayed implementation of projects on enhanced social integration, provision of housing, for those most in need, and delays in land and property rights projects in Afghanistan, Somalia and Iraq. The regular budget hiring freeze exacerbated the problem further. Some of the planned technical cooperation projects experienced implementation delays due to administrative issues related to the freezing of a regular budget finance posts. Similarly, the freezing of a strategic regular budget post in the Land Housing Shelter Section has limited the coordination capacity of the Arab Land Initiative related to housing, land and property (HLP) rights. It also delayed the completion of 4 field projects, 3 technical materials on the right to adequate housing, and finalization of studies on urban air quality in Latin America and Asia. Specific examples of the impact are provided under all four subprogrammes.

E. Legislative mandates

23.　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
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
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
72/146	Policies and programmes involving youth
72/234	Women in development
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
75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
75/224	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)

2. UN-Habitat Assembly Resolutions and Decisions

1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023
1/2	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
1/5	Enhancing urban-rural linkages for sustainable urbanization 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

2019/1	Implementation of the strategic plan for the period 2014–2019 and the strategic plan for the period 2020–2023, and approval of the work programme and budget for 2020
2019/2	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme
2019/3	Implementation of normative and operational activities of the United Nations Human Settlements Programme, including the resolutions and decisions of the United Nations Human Settlements Assembly
2020/3	Implementation of the Strategic Plan for the period 2014-2019, the Strategic Plan for the period 2020-2023, approval of the draft annual work programme and draft budget for the year 2021, implementation by UN-Habitat of the reform of the development system and management of the United Nations and alignment of the planning cycles of UN-Habitat with the quadrennial comprehensive policy review process
2020/4	Financial, budgetary and administrative matters of UN-Habitat
2020/5	Implementation of normative and operational activities of UN-Habitat including resolutions and decisions of the UN-Habitat Assembly and reporting on the programmatic activities of UN-Habitat in 2020 and the implementation of subprogrammes, flagship programmes and technical cooperation activities

4. **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
22/9	South-South cooperation in human settlements
23/3	Support for pro-poor housing
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
24/5	Pursuing sustainable development through national urban policies
24/7	Making slums history: a worldwide challenge
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

5. **Economic and Social Council resolutions**

2003/62	Coordinated implementation of the Habitat Agenda
2017/24	Human settlements
2020/L.3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2020/7	Affordable housing and social protection systems for all to address homelessness
2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

F. Deliverables

24. Table 1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 planned (EB version)	2022 planned
A. Facilitation of the intergovernmental process and expert bodies					
Parliamentary documentation (number of documents)			2		2
1. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents			1		1
2. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General			1		1
Substantive services for meetings (number of three-hour meetings)	6	12	7	7	17
3. Meetings of the Governing Bodies (UN-Habitat Assembly, Executive Board and CPR)	3	9	4	4	12
4. Meeting of the Committee for Programme and Coordination	1	1	1	1	1
5. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1	1
6. Meeting of the Fifth Committee	1	1	1	1	1
7. General Assembly High-level Meeting on the review of the Implementation of the New Urban Agenda	–	–	–	–	2
B. Generation and transfer of knowledge					
Publications (number of publications)	5	2	6	2	3
8. UN-Habitat flagship reports	4	1	5	1	2
9. UN-Habitat annual report	1	1	1	1	1

D. Communication deliverables:

Outreach programmes, special events and information materials: Information material including newsletters, concept notes, brochures, key messages, material for corporate platforms and social media aimed at the general public, donors, governments and partners will be produced. These will focus on urban monitoring and reporting, advocacy for national and regional fora, and key events with a particular focus on the theme and organization of the World Urban Forum in June. Other special events will include World Habitat Day, World Cities Day, and a focus on the General Assembly, HLPF, COP, the High-level meeting on the New Urban Agenda, and other events at UNHQ. There will be increased outreach to private donors as well as continued liaison with Permanent Representatives and donor governments including stepped up visibility for contributions to projects.

External and media relations: For the first half of the year media relations will focus on the World Urban Forum to include press releases, press conferences, high quality stories, photos and videos, a campaign on the theme, interviews, visits to projects, and placing Op Eds and articles. This will culminate in the week of the World Urban Forum with international media attending the meeting and following online. International media will be closely engaged for Urban October and media training organized.

G Evaluation activities

25. The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:

(a) Self-evaluation: Impact Evaluation of UN-Habitat Housing Approach on Adequate, Affordable Housing and Poverty Reduction;

(b) Self-evaluation: Final Evaluation of the Implementation of United Nations Human Settlements Programme Strategic Plan 2014-2019;

(c) Self-evaluation: Mid-term Evaluation of the Municipal Governance Support Programme 2015-2021;

(d) Self-evaluation: Mid-term Evaluation Accelerating Climate Action through the Promotion of Urban Low Emission Development Strategies (Urban-LEDS II);

(e)   Self-evaluation: End Project Evaluation of Fostering Tenure and Resilience of Palestine Communities through Spatial Economic Planning Intervention in Area C;

(f)   Self-evaluation: End Project Evaluation of Making Cities Sustainable and Resilient 2016-2020.

26.   The findings, lessons and recommendation of evaluations and the self-evaluations referenced above have been taken into account for the programme plan for 2022 and informed the implementation of the Strategic Plan 2020-2023. For example, on the basis of recommendations from the final evaluation of the Strategic Plan 2014-2019, an inventory of normative tools is in development to facilitate costing of methods used and strengthen linkages between normative and operation programming and learning within the organization. This is supported by the UMOJA Integrated Planning, Management and Reporting tool (IPMR), which is to be rolled out in 2021, and will contribute to strengthening processes and systems for integrated outcome-focused design, monitoring and reporting by tracking project outputs and outcomes, tools and linkages to the Strategic Plan. Further, UN-Habitat has built a network of focal points at country level to strengthen its engagement in the Common Country Analysis (CCA) process in 15 selected countries and promote sustainable urbanization in relation to the UN Reform process.

27.   Based on recommendations stemming from the Impact Evaluation of UN-Habitat's Housing Approach, concerted efforts were made to advance the role of housing in the UN-Habitat portfolio. For example, housing was a theme of the Urban October 2020 campaign (#Housing4All) strengthening linkages with other UN-Habitat programmes and national and international partners. Moving forward, UN-Habitat is reviewing the operationalization of the Right to Adequate Housing, including developing a monitoring and reporting framework, and revising UN-Habitat's position and methods on the governance and management of adequate housing. This has become all the more important in light of the COVID-19 pandemic.

28.   The following evaluations and self-evaluations are planned for 2022:

(a)   Self-evaluation: Evaluation of Impact and Outcomes of the Eleventh Session of the World Urban Forum;

(b)   Self-evaluation: Evaluation of two Country Programmes;

(c)   Six Evaluations of projects that close in 2022;

(d)   Self-evaluation: Two thematic self-evaluations.

Programme of work

II.   Subprogramme 1

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

B.   Objective

29.   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 a) increased and equal access to basic services, sustainable mobility, accessible and safe public space, b) increased and secure access to land, adequate and affordable housing and c) effective human settlements growth and regeneration.

C.   Strategy

1.   Planned activities

30.   To contribute to the objective, the subprogramme will develop and disseminate toolkits, standards and technical guidelines to Member States, and engage partner cities in policy dialogues, peer-to-peer support, the sharing of best practices, training sessions and other capacity-building initiatives to strengthen institutional and managerial capacity towards improved access to and the efficiency, quality, reliability and sustainability of basic services (water, sanitation, energy, etc.), and the provision of sustainable mobility and public space in order to mitigate and adapt to climate change and reduce environmental impacts, such as air and water pollution. In the area of waste management, the subprogramme will continue to expand its Waste Wise Cities campaign, which focuses on

mobilizing national and local governments to commit to improving their waste management practices and resource efficiency through rethinking, reducing, reusing and recycling materials and waste before and after UN-Habitat will also support national and local authorities in building capacity to use frontier technologies to improve the provision and management of basic services for all. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goals 1, 6, 7, 11, 12 and 14.

31.   The subprogramme will provide Member States with policy, legislation, planning and financing instruments to implement integrated and inclusive and gender-responsive land and housing policies that improve tenure security for all, provide adequate, affordable housing and prevent unlawful forced evictions. The subprogramme will advocate for the implementation of sustainable building codes, regulations and sustainability certification tools for the housing sector while contributing to an urban energy transition. This work helps Member States make progress towards achieving the Sustainable Development Goals, primarily Goals 1, 2, 5, 11 and 15.

32.   The subprogramme will provide technical assistance to national and local governments to develop specific integrated plans, policies, technical guidelines and toolkits in line with the International Guidelines on Urban and Territorial Planning and principles of sustainable urbanization. The subprogramme will provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and priority urban interventions. The subprogramme will support partner cities in institutionalizing different approaches on urban regeneration through the development of specific plans, policies, technical guidelines and toolkits. The subprogramme will provide guidance on how planning for urban expansion and regeneration can contribute to climate mitigation and adaptation and make urban growth more inclusive. This work helps Member States make progress towards achieving Goal 11.

33.   The subprogramme will continue to support Member States on issues related to COVID-19 by supporting national and local governments on recovering from COVID-19 in cities and human settlements by disseminating toolkits, best practices, and technical guidelines for addressing the structural inequalities exposed by the pandemic. The subprogramme will scale access to basic and social services, sustainable mobility, and safe public space in particular in urban slums and informal settlements and for people in vulnerable situations, focus more on the need for adequate and affordable housing and the prevention of unlawful evictions and develop more integrated and inclusive urban development programming, integrating, for instance, health in urban and territorial planning and ensuring proximity to jobs and basic services and infrastructure.

2.   Expected results

34.   The above-mentioned work is expected to result in: (a) improved quality, accessibility, inclusion and safety of public spaces for all in urban areas; (b) an increased number of people living in adequate and affordable housing and strengthened capacities of policymakers to implement sustainable land governance systems; and (c) the transformation and regeneration of dilapidated urban areas into social and economically inclusive areas that offer improved quality of life to inhabitants.

35.   The planned support on issues related to COVID-19 is expected to result in reduced inequality between and within communities, and reduced poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land and adequate and affordable housing, and effective human settlement growth and regeneration.

D.   Impact of COVID-19 on subprogramme delivery in 2020

36.   Owing to the impact of COVID-19 during 2020, the subprogramme changed the planned approach. As of the second quarter of 2020, the impact included the cancellation of planned in-person events, including seminars, training sessions, workshops and conferences. In some occasions, these events were postponed until further notice or conducted remotely utilizing the application of online conferencing tools. Considerable progress in the utilization of ICT tools for the organization of urban planning session with stakeholder's engagement processes was achieved. The adjustment to new working modalities has had an impact on the programme performance of the subprogramme in 2020, as specified under results and number of deliverables presented below.

37.   At the same time, however, the subprogramme identified new and modified activities in support of Member States on issues related to COVID-19, within the overall scope of objectives, namely, technical advisory services and infrastructure solutions in order to enhance the access to hygiene facilities, including access to safe drinking water and extension of water supply to the most vulnerable communities particularly in urban slums and informal areas. A particular emphasis was on

expanding livelihood opportunities, particularly for women headed households and introduce sustainable management modalities for newly introduced infrastructure and service provision. Particularly, the subprogramme supported the mainstreaming of housing and basic urban services as priority interventions in socio-economic impact assessments and recovery strategies at country and city level as well as advised ongoing programme activities in this regard to adapt to COVID-19 response and recovery. The modified deliverables contributed to results in 2020, as specified under Result 1 and number of deliverables presented below.

1. **Result 1: Transforming cities and communities through safe, inclusive and accessible public spaces [new result 2020]**

(a) **Programme performance in 2020**

38.   Public Space represents a vital element of urban efficiency, mobility and social interaction. Public spaces are diminishing and unequally distributed due to unplanned development, inadequate street networks, overcrowding, encroachment, poor maintenance and privatization. These factors contribute to public space often being inaccessible to large sections of society. The challenge of inadequate public space compounds spatial inequalities and specifically harms the urban poor and most vulnerable and marginalized communities. Cities and towns struggle to identify relevant, locally based approaches to co-create and implement public space interventions at different scales and to maintain those spaces. The COVID-19 crisis has also highlighted how public spaces represent a key lifeline for marginalised populations and an important asset for deploying emergency measures, facilitating the delivery of essential services and hosting well-spaced activities to enable recreation. The subprogramme provided advice and technical support to cities and local governments worldwide on all dimensions of public space enhancement from assessment to creation and management. Active in over 88 cities, UN-Habitat has developed tools and partnerships to undertake city-wide public space assessments, as well as site specific assessments, implemented in over 41 cities in 2020, and worked on both individual sites (26 in 2020) and city-wide strategies (11 in 2020). Through this process, the programme engaged 6,750 citizens in participatory planning, 470 citizens in digital workshops and trained 560 people on public space assessments. By 2020, more than 1.8 million[1] people enjoyed access to 134 upgraded and revitalised safe and inclusive public spaces.

39.   The subprogramme also supported 10 cities in their COVID-19 recovery through capitalising on public spaces as opportune places to restore livelihoods, increase accessibility to essential services and improve the wellbeing for the most vulnerable groups. These projects addressed a variety of challenges such as decongestion and digitization of local markets, increasing hygiene and sanitation in slums, creating livelihood opportunities and raising awareness through culture and art. The project engaged 6,230 people in 88 workshops and resulted in 40,000 people having access to safe and inclusive public spaces. The implementation of these small interventions enabled cities to slowly reopen and allowed communities to regain confidence in being out in the public realm and using public spaces safely for economic and social purposes. Furthermore, the subprogramme enabled local and national governments to embrace the potential of public spaces as flexible and resilient spaces during emergencies and crisis and understood the need to adopt policies and regulations and invest in scaling up interventions at the city level.

(b) **Progress towards the attainment of the objective, and performance measure**

40.   The above-mentioned work contributed to the objective, as demonstrated by increased access to safe and inclusive public spaces for 134,847 people in 2020. (see figure 1)

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[1] Note: 1,8 million people (2012 to 2020) - calculated as an estimated average area of influence of 400 meters and densities surorunding each of the 134 public spaces that have been upgraded.

Figure 1
Performance measure: [Number of beneficiaries who have access to safe and inclusive public spaces through public space interventions]

[(Unit of measurement)]
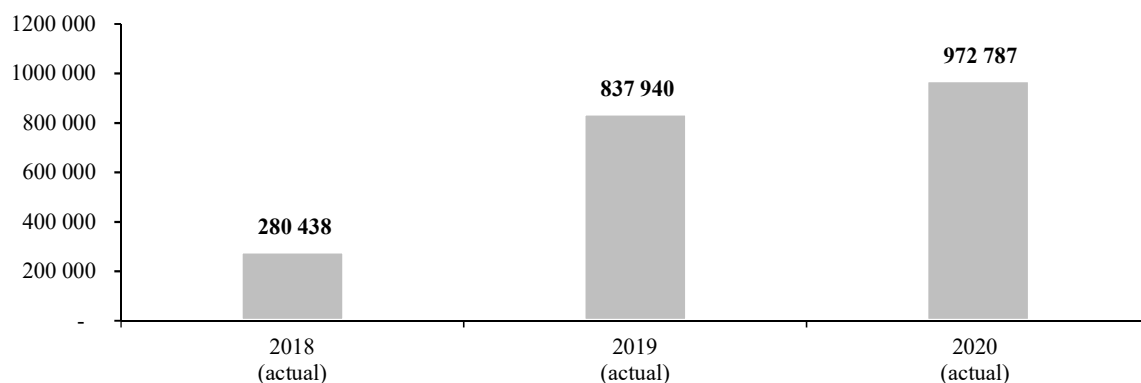
2. **Result 2: Strengthened land rights for men and women in the Arab world (result carried over from 2020) – A/74/6 (Sect. 15)**

(a) **Programme performance in 2020**

41.   The subprogramme has continued to support the work done by partners and other land actors in the Arab region by establishing partnerships and formalising collaboration with eight organisations in the region. The subprogramme also held one partnership building event with champions based in the region. Furthermore, the subprogramme component conducted two capacity development events: monitoring land governance and land tenure security in the Arab region (Middle East sub-region) and the role of Civil Society Organizations on Land Governance in the Arab region.

42.   The above-mentioned work contributed to improved capacity and empowerment of regional and national stakeholders to manage and administer urban, peri-urban and rural land in the Arab states, to achieve inclusive social and economic development and to foster peace and stability. Alignment, coordination and collaboration on land-related matters in the region has increased, new knowledge created, and existing knowledge shared. With eight institutions using UN-Habitat's normative products as tools to develop their research and curriculum, this exceeded the planned target of six institutions implementing inclusive and gender-appropriate land tools and approaches, as reflected in the proposed programme budget for 2020.

(b) **Proposed programme plan for 2022**

43.   The subprogramme will continue the work related to strengthening land rights for men and women in the Arab region, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue the capacity development, knowledge and partnership building in the region, which will result in more collaborative and effective efforts towards influencing land governance and tenure security practices. The expected progress is presented in the updated performance measure below (see Figure 2).

Figure 2
Performance measure: total number of institutions involved in land administration in the Arab States implementing inclusive and gender-appropriate land tools and approaches with support from the United Nations Human Settlements Programme
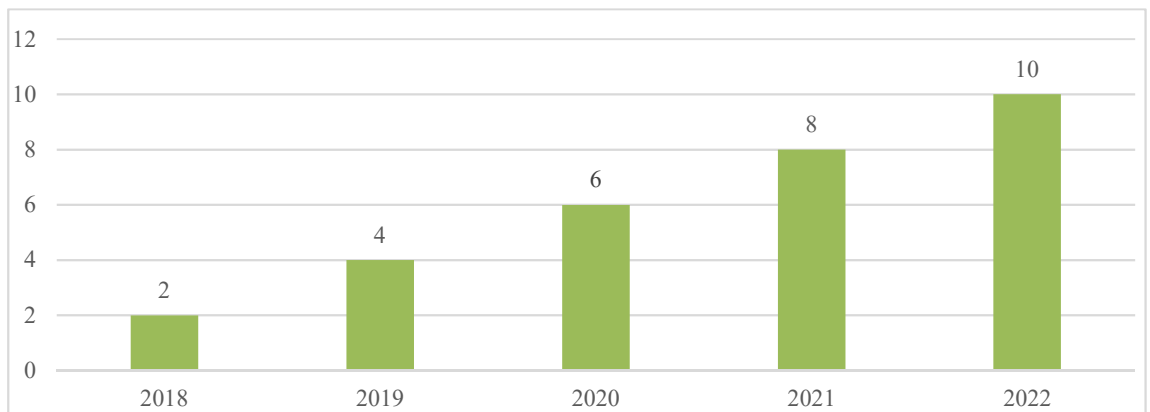
3. **Result 3: Inclusive, vibrant neighbourhoods and communities (reflected in programme plan for 2021) – A/75/6 (Sect. 15)**

(a) **Programme performance in 2020**

44.   The subprogramme has worked in the areas of spatial inequality reduction, urban regeneration, participatory planning and socio-economic recovery. By working in these areas and creating new partnerships the subprogramme has mobilised resources to start the development of the comprehensive guidelines and tools to support Member States. The subprogramme also has identified critical partners and started /established legal agreements to advance the work in the areas of spatial inequality, urban regeneration and socio-economic recovery. Furthermore, the subprogramme has acted as an umbrella programme to provide technical assistance to ongoing urban regeneration and socio-economic projects in Asia, Arab States, Latin America and the Caribbean and Africa regions.

45.   The above-mentioned work contributed to reach a number of 8 cities supported and 7 in progress, which did not meet the target of 15 cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme, as reflected in the proposed programme budget for 2021. Several more cities seeking support could not be assisted. The reason this target was not met was due to the slowdown in activities and reprioritization of local governments in their effort to respond to the COVID-19 pandemic, causing a delay in the roll-out of activities and establishment of partnerships of the subprogramme. Also, the lack of specific funding for the subprogramme made the implementation dependent on the successful resource mobilization from national and local governments on a one to one basis. It is expected that socio-economic recovery post-COVID could result in an increased uptake of urban regeneration activities to increase local resilience and improve overall local socio-economic conditions.

(b) **Proposed programme plan for 2022**

46.   The subprogramme will continue the work related to the reduction of spatial inequality through the development of inclusive regeneration projects and initiatives, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will expand the number of governments and cities supported as part of this result, develop normative outputs related to urban regeneration and socio-economic recovery and mobilize additional resources from a larger pool of stakeholders to develop concrete urban regeneration projects based on the normative knowledge and lessons developed from UN-Habitat's expertise. The expected progress is presented in the performance measure below (see figure 3).

Figure 3
Performance measure: total number of cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme
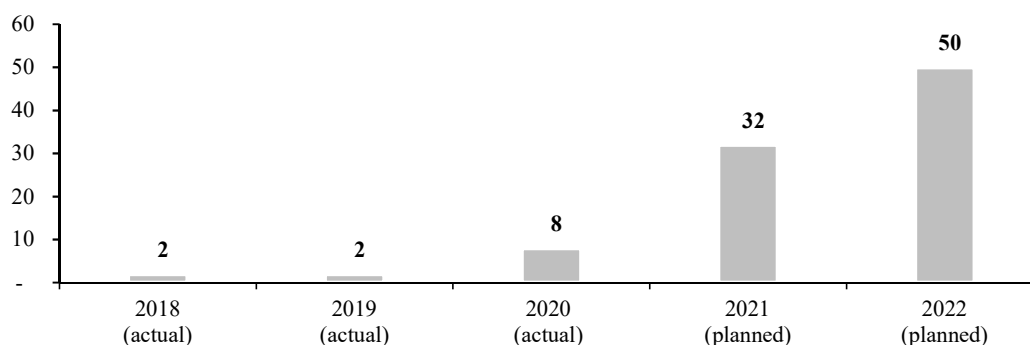
4.   **Result 4: Increase access to basic services, sustainable mobility and slum upgrading programmes to strengthen community resilience to pandemics such as COVID-19 in slums and informal settlements [new 2022 result]**

(a)   **Proposed programme plan for 2022**

47.   Increasing access to water, sanitation, mobility, waste management and energy services for the 700 million urban dwellers currently unserved will play a key role in making cities and human settlements inclusive, safe, resilient and sustainable as envisioned in SDG 11. The COVID-19 pandemic highlighted the essential role of basic services in strengthening community preparedness, response and recovery in slums and informal settlements where lack of such services makes simple public health interventions such as regular washing of hands extremely difficult. By 2020, the subprogramme had supported member states to increase access to 2.7 million people in slums and informal settlements in 39 countries, strengthening community resilience to pandemics such as COVID-19. In 2022, the subprogramme will support slum upgrading and urban basic services projects to "build back better" and a promote healthy living environment. Assessments will be undertaken in selected cities to highlight inequities in access to water and sanitation, energy, mobility and solid waste management services. Priority will be given to extend adequate water, sanitation, clean energy, public transport and waste management services in slums and informal settlements. Focus will be on those left behind, including the needs of women, youth and other vulnerable groups such as the elderly and people with disabilities, highlighting for example, the principles of "inclusive design" to ensure access to basic services. Focus will also be in strengthening governance and building the capacity of local governments and service providers for effective delivery of urban basic services.

5.   **Lessons learned and planned change**

48.   The lesson for the subprogramme was the need to focus more on the development, field testing and dissemination of slum upgrading and urban basic services-related tools and technical guidelines that may be used by various actors and players to implement slum upgrading and basic services programmes. There is also need for continuous monitoring, learning and documentation of subprogramme outcomes and impact. In response, the subprogramme will strengthen global advocacy, networking and preparation of tools and technical guidelines on slum upgrading and urban basic services. Focus will also be on systematic analysis and documentation of experience and lessons learned.

6.   **Expected progress towards the attainment of the objective, and performance measure**

49.   This work is expected to contribute to the objective, as demonstrated by increased access to basic services in slums and informal settlements. By 2022, 3.1 million people in slums and informal settlements in 45 countries will have access to basic services, strengthening community resilience to pandemics such as COVID-19 (table 2).

Table 2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Not applicable	Not applicable	2.7 million people in slums and informal settlements in 39 countries have access to basic services, strengthening community resilience to pandemics such as COVID-19.	2.9 million people in slums and informal settlements in 42 countries have access to basic services, strengthening community resilience to pandemics such as COVID-19.	3.1 million people in slums and informal settlements in 45 countries have access to basic services, strengthening community resilience to pandemics such as COVID-19.

E. Legislative mandates

50.   The list below provides all mandates entrusted to the subprogramme.

1. General Assembly resolutions

42/146	Realization of the right to adequate housing
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
74/141	The human rights to safe drinking water and sanitation
74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development

2. Governing Council resolutions

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
23/4	Sustainable urban development through access to quality urban public spaces
23/8	Third United Nations conference on housing and sustainable urban development
23/17	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
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift

F. Deliverables

51.   Table 3 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3
Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 Exec Board approved	2022 planned
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	32	22	50	34	36
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	13	9	15	10	12
2. Project on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 Exec Board approved	2022 planned
3. Pilot projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	9	6	12	8	8
4. Projects on land tenure security, land-based financing, implementation of the Secretary-General's guidance note on land and conflict	–	–	10	7	7
5. Projects for integrated urban and territorial planning, developing and implementing effective planning laws	6	4	9	6	6
6. Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements	3	2	3	2	2
Seminars, workshops and training events (number of days)	51	37	79	49	49
7. Workshops and trainings on urban basic services: mobility, water and sanitation, energy and solid waste management	21	15	29	20	20
8. Workshops and trainings on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety	13	9	20	12	12
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	5	4	7	5	5
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	4	3	2	1	1
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	8	6	14	8	8
12. Training sessions on land and conflict; land tenure, governance and financing; expert group meetings on urban land governance in the Arab States region	–	–	7	3	3
Publications (number of publications)	2	2	3	3	3
13. Publication on low carbon options for sustainable mobility	1	1	–	–	-
14. Global report: Transforming one billion lives – improved living conditions and sustainable urbanization – the challenge of slums and informal settlements in 2020 (follow-up to publication from 2003)	1	1	–	–	-
15. Land tenure and land degradation	–	–	1	1	1
16. Global report on land governance	–	–	1	1	1
17. Publication on affordable and sustainable housing	–	–	1	1	1
Technical materials (number of materials)	13	8	19	11	11
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty	2	2	–	–	–
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	4	2	2	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 Exec Board approved	2022 planned
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space.	2	2	2	2	2
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children	1	1	–	–	–
22. Guide for land management and spatial plans for poverty reduction and spatial equality	1	0	2	1	1
23. Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups, including migrants	3	1	2	1	1
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	–	–	1	1	1
25. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	–	–	4	2	2
26. Series of guides and tools to improve land management and tenure security	–	–	2	1	1
27. Guidelines and handbooks on slum upgrading solutions	–	–	3	2	2
28. Neighbourhood planning guidelines on participation and inclusive regeneration	–	–	1	–	–

C. Substantive deliverables

Consultation, advice and advocacy: based on request, advice to Member States on reporting, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals, including advisory services on Goal reporting, data collection, analysis and monitoring of indicators, namely on Goal targets and indicators 11.1, 11.3.1, 11.3.2 and 11.7.1, leveraging the New Urban Agenda online platform and incorporating best practices; advisory services on the right to adequate housing and tenure security for vulnerable groups, housing policies, urban law reform and compliance for regeneration and urban growth as well as effective regeneration and growth management through: inclusive territorial and urban planning and design, inclusive and participatory governance, public space design and management, **design** labs, planned city extensions, city infill and heritage preservation; technical advice on urban regeneration and heritage conservation, urban land administration and management to different stakeholders (UN-Habitat regional and country offices, other United Nations agencies, national and local governments, non-governmental organizations, grassroots organizations); activities to strengthen partnerships and existing networks.

Databases and substantive digital materials: based on request, data collection on land-related global commitments along the rural-urban nexus and online solutions to tackle issues on urban basic services, sustainable mobility, energy, water and sanitation, solid waste management, housing, urban air **quality** and climate change mitigation; integrated and open digital platforms on urban safety, heritage, regeneration, urban growth; awareness-raising materials and information databases on cultural **heritage** and identity for urban dwellers, the Global Urban Indicators database and UrbanLex – Urban Law database; the New Urban Agenda online platform.

D. Communication deliverables

Outreach programmes, special events and information materials: 14 advocacy materials, brochures, leaflets and profiles featuring the work of the subprogramme; networks to disseminate information, including the Global Network of Public Space with some 100 members; in partnership with the municipality of Dubai, United Arab Emirates, sponsorship of Best **Practices** Award in Urban Regeneration and Public Spaces (case studies published/articles); social media advocacy provided on women's empowerment, youth empowerment and disability-friendly cities, especially with regard to urban regeneration and public space; communication materials on urban land governance and management; partnerships and cross-learning activities (the Global Land Tool Network) for achieving sustainable urbanization.

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

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2021 Exec Board approved*	*2022 planned*
Digital platforms and multimedia content: maintenance of social media accounts for the subprogramme to enhance information on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; multimedia content, including video documentaries, infographics, **presentations** and webinars; start-up version of a global database of urban plans.					

III. Subprogramme 2

A. Enhanced shared prosperity of cities and regions

B. Objective

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

C. Strategy

Planned activities

53.   To contribute to the objective, the subprogramme will support Member States and other partners to enhance the contribution made by urbanization to productivity and inclusive economic development. through the formulation of national urban policies and related legal, financial and implementation frameworks, 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. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goal 1 and Goal 11. The subprogramme will provide technical assistance and capacity-building and advisory services to cities to develop participatory budgeting approaches and optimize local revenue systems through data collection and the development of municipal databases, sharing case studies on revenue optimization and participatory approaches and developing guidelines on local revenue generation. It will also explore and realise increased opportunities to leverage private sources of capital to achieve sustainable urban development. Emphasis will be placed on using frontier technology to increase urban management efficiency and digitizing revenue systems and performance monitoring. This work will help Member States make progress towards achieving Sustainable Development Goal 8 on decent work and economic growth. The subprogramme will strengthen the capacity of national and local governments to effectively procure, test and implement frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data processing and visualization while supporting their digital transition. This work has helped Member States make progress towards achieving Sustainable Development Goal 9 on industry, innovation and infrastructure, as well as contributed to the New Urban Agenda, which has specific sections on smart cities, digital platforms, innovation and information and communications technologies.

54.   The subprogramme plans to support Member States on issues related to COVID-19 by providing a territorial framework for the socio-economic recovery from COVID-19, climate action, and safeguarding the environment and biodiversity; ensuring that economic recovery measures, supports green urban recovery that helps drive climate action and impact against the SDGs and focusing stronger on recovery of locally generated revenue (including land-based financing), as a way to help alleviate the socio-economic impact of COVID-19.

D. Expected results

55.   The above-mentioned work is expected to result in: (a) balanced territorial development and better-connected and human settlements, while contributing to improved social inclusivity, poverty reduction and climate action; (b) local authorities enacting the institutional and legal reforms necessary to generate additional financial resources, including through public-private partnerships and land-based revenue and financing tools; and (c) the strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides. The planned support on issues related to COVID-19 is expected to result in improved data on COVID-19 urban hotspots and local responses

and improved living standards of the most vulnerable through providing clean water supply, handwashing stations, education and communication materials and protective equipment, which is specified in more detail under Result 1 and 2 below.

E. Impact of COVID-19 on subprogramme delivery in 2020

56. Owing to the impact of COVID-19 during 2020, the subprogramme cancelled several planned in-person events, including seminars, training sessions, workshops and conferences, and in some cases implemented these remotely. These changes had an impact on the programme performance in 2020, as specified under Result 1 and 2 and numbers of deliverables presented below.

57. At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, including: deploying its Data and Analytics unit, previously focussing on the implementation of the City Prosperity Initiative, to develop a methodology for rapid mapping of COVID-19 vulnerability, impact and responses in cities and implementing this in over 1500 cities; and tailoring its National Urban Policy Demonstration Projects to COVID-19 response and recovery. The modified deliverables contributed to results in 2020, as specified under Results 1 and 2 below.

1. Result 1: National Urban Policy as a Driver for Sustainable Urban Development

(a) Programme performance in 2020

58. As the world continues to rapidly urbanize, harness urbanization, mitigate its negative externalities and promote an "urban paradigm shift", there is need for a coordinated approach and clear policy directions. National Urban Policy (NUP) has been identified as one of the key tools for governments to promote sustainable development that cuts across urban, peri-urban, and rural areas and support the achievement of the New Urban Agenda and SDGs; it was adopted by the United Nations Statistical Commission as an indicator for SDG target 11.a in 2020. The subprogramme has supported 55 countries to develop National Urban Policies since 2014.

59. The subprogramme has also been developing normative tools to accompany urban policy development to better address priority issues including urban-rural linkages, climate change, sustainable mobility, migration, public spaces, green and smart cities and housing. These include the following technical materials: Mainstreaming Urban Rural Linkages in Urban Policies; Mainstreaming Transportation in National Urban Policies; Mainstreaming Housing in National Urban Policies; Mainstreaming Migration in National Urban Policies; Guideline on Monitoring and Evaluating National Urban Policies; National Urban Policy - Driving Public Space Led Urban Development; Developing National Urban Policies: Ways forward to Green Smart Cities.

(b) Progress towards the attainment of the objective, and performance measure

60. The above-mentioned work contributed to the objective, as demonstrated by the increasing uptake of national urban policies by countries, resulting in improved drivers of sustainable urbanisation such as: multilevel and multisector/stakeholder governance frameworks, urban and territorial planning and inclusive budgeting. (see figure 4 on uptake of national urban policies).

Figure 4
Performance measure – Number of countries supported in national urban policy development (cumulative)
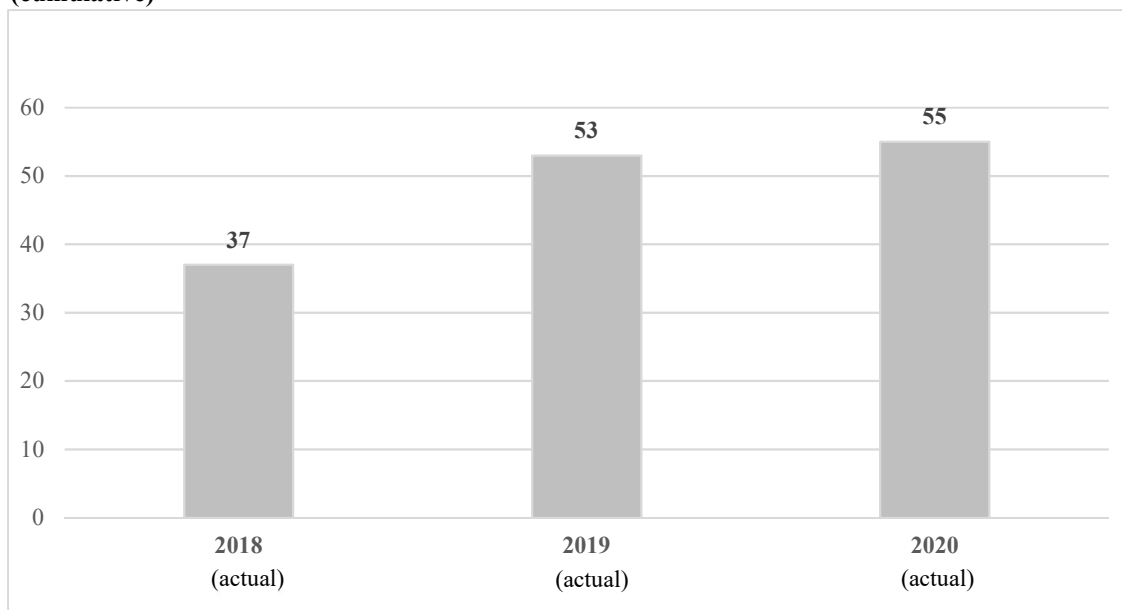
2. **Result 2: Innovation driving city transformation and sustainable development: The City Prosperity Initiative/ Global Urban Monitoring Framework (reflected in programme plan for 2020) – A/74/6 (Sect. 15)**

(a) **Programme performance in 2020**

61.   The subprogramme has utilised the capacity of the City Prosperity Initiative (CPI) to guide decision making in 550 cities by establishing linkages between data, knowledge and policy actions. The CPI achieved recognition as global good practice for cities to achieve SDGs (UNDESA, 2020). The subprogramme also developed a Global Urban Monitoring Framework to track changes on urban SDGs and support Voluntary Local Reporting with 60 UN and development partners, for adoption by the UN Statistical Commission and Inter-agency Expert group on monitoring SDGs. Furthermore, the subprogramme adapted CPI to provide rapid spatial analysis of urban vulnerability and city responses to COVID-19, having developed methodology to integrate intra-urban inequality analysis for tracking pandemics.

62.   The above-mentioned work contributed to the development of Voluntary Local Reviews and spatial analyses of COVID vulnerability and responses that were tracked in over 1500 cities. However, this shift of emphasis led to the planned target of 700 cities using the City Prosperity Initiative not being met, as reflected in the proposed programme budget for 2020, since the CPI team capacity was deployed to respond to newly emerging COVID-19 crisis.

(b) **Proposed programme plan for 2022**

63.   The subprogramme will continue the work related to innovation driving city transformation and sustainable development through urban monitoring in line with its mandate and the evolution of City Prosperity Initiative. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include the implementation of the Global Urban Monitoring (UMF) in the context of the SDG Cities Initiative and to support Voluntary Local Reviews. The expected progress is presented in the updated performance measure below (see figure 5).

Figure 5
Performance measure: Total number of cities applying City Prosperity Initiative and Global Urban Monitoring Framework
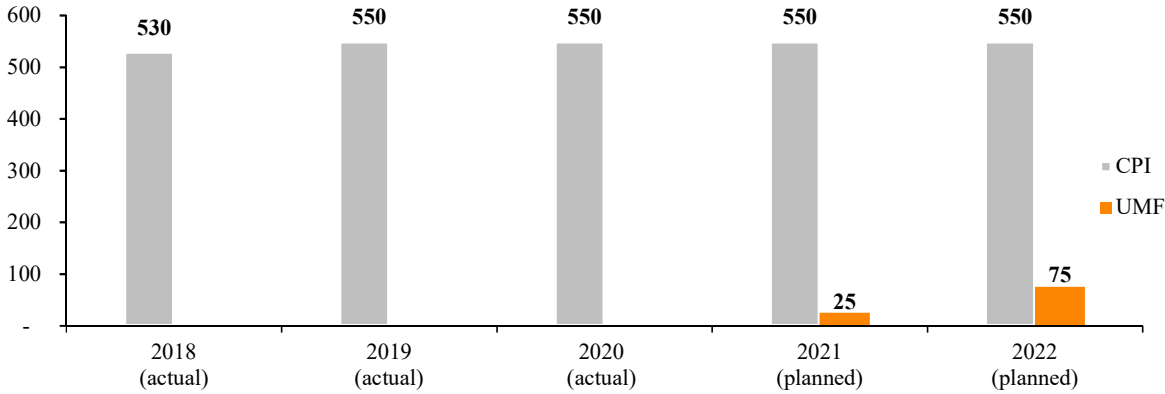
3. **Result 3: Strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments (reflected in programme plan for 2021) – A/75/6 (Sect. 15)**

(a) **Programme performance in 2020**

64.   The subprogramme launched the SDG Cities Global Flagship programme during the World Urban Forum in 2020. The subprogramme also mobilised collaboration with international local government institutions, academic institutions, private entities and investors committed to SDG implementation. Furthermore, the subprogramme developed approaches and tools to enable a large-scale impact.

65.   The above-mentioned work contributed to the early stages of onboarding more than 200 cities in 11 countries in five regions into the programme, which did not meet the target of 425 cities using the Sustainable Development Goal Cities initiative, as reflected in the proposed programme budget for 2021. This was due to inadequate financial resources to develop the programme, its tools, outreach and partnerships.

(b) **Proposed programme plan for 2022**

66.   The subprogramme will continue the work related to strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to develop digitalised data, capacity diagnostic and training tools, and build a Cities Investment Facility as key components of a systematized backbone for large scale implementation, advance partnerships with key global stakeholders, implement a far-reaching communications and advocacy effort, and onboard national groupings of cities. The expected progress is presented in the performance measure below (see figure 6).

Figure 6
Performance measure: total number of cities using the Sustainable Development Goal Cities Initiative urban indicator and monitoring platform

| | 2018 (actual) | 2019 (actual) | 2020 (actual) | 2021 (planned) | 2022 (planned) |
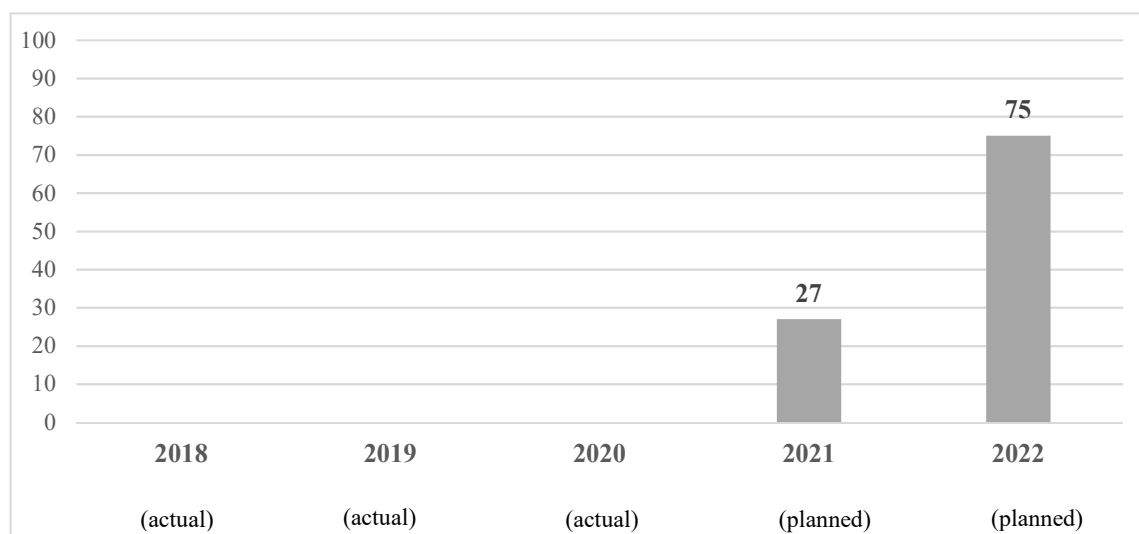
4. **Result 4: Advancing a people-centred approach to urban innovation, digital technologies, smart cities and urbanization processes**

Proposed programme plan for 2022

67.   Cities are hubs for open technological and social innovation. Smart cities play an increasing role in urban development (World Cities Report 2020). This is recognised in the UN-Habitat Assembly Ministerial Declaration on Innovation for Better Quality of Life (2019) which sees the opportunity for smart technologies to accelerate the achievement of urban SDGs and quality of life for all. To do this, cities need to shift from a supply-driven to a needs-based approach to smart technologies and innovations, founded on the 2030 Sustainable Development Agenda, and to strengthen digital rights and inclusion in order to leave no-one behind. The subprogramme will continue advancing a people-centred approach to urban innovation and digital transformation for resilient, safe, inclusive and sustainable urbanization processes.

5. **Lessons learned and planned change**

68.   The lesson for the subprogramme was that innovation, digital technologies and smart cities can be effectively harnessed to advance sustainable urban development through the strategic and proactive role of local and national governments. This may include establishing appropriate multi-level governance frameworks and ensuring that technologies and innovation directly contribute to improved urban environments and quality of life, including in marginalized communities. In applying the lesson, the subprogramme will support cities to develop people-centred smart city strategies aligned to the implementation of the New Urban Agenda and the achievement of the Sustainable Development Goals. Additionally, the subprogramme will support challenge-driven innovation to generate innovative solutions to new and pre-existing challenges faced in urban areas, including in the context of COVID-19 recovery and pandemic preparedness.

6. **Expected progress towards the attainment of the objective, and performance measure**

69.   This work is expected to contribute to the objective, as demonstrated by the implementation of people-centred digital transformation and smart city strategies, addressing the digital divide in cities, and implementing challenge-driven, needs-based innovations that improve quality of life and reduce environmental impact, through the provision of normative guidance on the governance of people-centred smart cities, smart cities tools and challenge funds. This work contributes to the local implementation of the Secretary General's Roadmap on Digital Cooperation; the expected progress is highlighted below (table 4).

Table 4
Performance measure

2018	*2019*	*2020*	*2021*	*2022*
UN-Habitat pilots frontier technologies in Africa, Asia and Latin America, carries out global research into challenge-driven innovation and produces a smart cities masterplan for Rwanda.	The potential of frontier technologies and innovation for sustainable urban development is demonstrated to Member States at the UN-Habitat Assembly.	UN-Habitat's Strategic Plan highlights the importance of innovation and frontier technologies and the restructure creates an Innovation Unit. A Flagship Programme on People-centred Smart Cities is launched. Key partnerships are established with ITU and UN OICT.	The UN Innovation Technology Accelerator in Hamburg and Innovation Pavilions are set up in Mexico and Toronto; UN-Habitat scales up its technical advice support to Member States and local governments in people-centred digital transformation and smart city strategies, addressing the digital divide. Urban innovation challenges are launched and implemented	UN-Habitat field experience, normative guidance and the development of a global community of practice leads to the emergence of a global approach to people-centred smart cities. emerges. Global Guidance, tools and knowledge products to local governments empowers the expansion of digital transformation and smart cities strategies and challenge-driven innovation to promote sustainable urban development and address the digital divide.

F. Legislative mandates

70.   The list below provides all mandates entrusted to the subprogramme.

1. General Assembly resolution

71/327	The United Nations in global economic governance
	GA Third Committee Resolution on the Right to Privacy in the Digital Age

2. Governing Council resolutions

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

G. Deliverables

71.   Table 5 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5
Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2021 Exec. Board planned*	*2022 planned*
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	37	28	50	24	29
1. National, urban, regional and interregional projects on spatial connectivity, urban policies and spatial frameworks, urban	10	10	15	7	14

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 Exec. Board planned	2022 planned
planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design					
2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	11	9	15	7	7
3. National, urban, regional and interregional projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	16	9	20	10	8
Seminars, workshops and training events (number of days)	74	50	66	39	39
4. Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	41	41	44	25	25
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	21	3	21	13	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	12	6	1	1	8
Publications (number of publications)	2	2	4	3	3
7. National cities report	1	1	2	2	2
8. World Cities Report	1	1	2	1	1
Technical materials (number of materials)	21	22	30	11	11
9. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	7	9	10	6	5
10. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7	7	10	5	3
11. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	7	6	10	–	3

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 Exec. Board planned	2022 planned

C. Substantive deliverables

Consultation, advice and advocacy: advisory services and technical assistance to 20 Member States on: national urban policy, territorial development, urban-rural linkages, metropolitan development, preparation of local economic development plans and strategies and on improving local revenue generation; use of frontier technologies, innovations and development of solutions; urban law reform, compliance and community contracting, urban prosperity including the use of the Global Urban Monitoring Framework and monitoring of the Sustainable Development Goals.

Databases and substantive digital materials: national urban policy database, compendium of urban-rural linkages case studies, global municipal database; used by 20 local governments from the following regions: Africa, Asia and Latin America.

D. Communication deliverables

Outreach programmes, special events and information materials: www.urbanpolicyplatform.org; content for social media coverage, brochures, leaflets and profiles on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring and reporting, basic services, mobility and public space; third International Conference on National Urban Policy, first International Forum on Urban-Rural Linkages; private-sector focused engagement frameworks reaching an audience of 2000.

IV.   Subprogramme 3

A.   Strengthened climate action and improved urban environment

B.   Objective

72.   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.

C.   Strategy

Planned activities

73.   To contribute to the objective, the subprogramme will provide technical support for the development of low-emission and low-carbon city development that addresses emerging climate risks, adaptation investments and basic service provision and the integration of low-emission development and air quality strategies into urban mobility, public space and urban development strategies The subprogramme will provide assistance to selected Member States through knowledge transfer, capacity-building, policy advice and peer-to-peer engagement in regional initiatives on sustainable approaches to urban climate action. Broader engagement is needed to scale up the urban dimension of Nationally Determined Contributions and National Adaptations Plans, while strengthening the evidence base. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 11 and 13.

74.   The subprogramme will promote nature-based solutions to climate action, urban and peri-urban environmental protection, restoration and green public spaces. The subprogramme will also strengthen resource efficiency by promoting integrated solid waste management and by addressing marine plastic litter reduction, the development of energy and resource efficient codes for buildings and the integration of energy and resource efficiency principles into country-specific codes. This work helps Member States make progress towards achieving Sustainable Development Goals 6, 7, 8, 11, 12, 13, 14 and 15.

75.   The subprogramme will also provide assistance with regard to the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments through its flagship programme entitled "RISEUP: resilient settlements for the urban poor", which focuses on mobilizing investments to address climate resilience issues affecting the poor and marginalized settlements in cities. The subprogramme will support the implementation of global adaptation initiatives aimed at improving the enabling environment for adaptation investments in urban infrastructure and communities, such as the National Adaptation Plan Global Support Programme, the Nationally Determined Contributions Partnership and the Least Developed Countries Expert Group. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 13.

76.   The subprogramme plans to support Member States on issues related to COVID-19 by highlighting technologies, processes and investment opportunities which will support green recovery opportunities and an integrated approach to climate and health resilience

D.   Expected results

77.   The above-mentioned work is expected to result in: (a) strengthened capacities of partner cities and Member States to plan for, invest in and monitor city-level climate action; (b) multidimensional climate action and urban environment planning that preserves, regenerates and restores urban biodiversity and reduces air and water pollution; and (c) the mobilization of investments for adaptation to climate change at national and sub-national level.

78.   The planned support on issues related to COVID-19 is expected to result in (a) increased capacities of partner cities and Member States to develop green COVID-19 recovery plans which can attract funding; and (b) more climate and pandemic resilient cities, human settlements and communities, which is specified in more detail under Result 4 below, if applicable.

E.   Impact of COVID-19 on subprogramme delivery in 2020

79.   Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach. Numerous large-scale climate change programmes started up to six months late and at a slower implementation rate due to lockdowns or other movement restrictions; examples are projects in Madagascar, Malawi, Mozambique and the Union of Comoros as well as Lao PDR. In countries with very severe international travel restrictions, project implementation all but halted; in Solomon Islands project advisors have not been allowed to travel to the country since March 2020 and some project components cannot be implemented with local capacities only. These changes had an impact on the programme performance in 2020, as specified under Results 2 and 3 below.

80.   At the same time, however, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely supporting green recovery and addressing socioeconomic vulnerabilities affected by climate change and COVID-19. This included socioeconomic response plans at the city and national level as well as seminars and workshops with mayors and local government officials. The modified deliverables contributed to results in 2020, as specified under Result 1 below.

1.   Result 1: Integrated Climate and COVID-19 response [new result 2020]

(a)   Programme performance in 2020

81.   Cities and local governments are at the forefront of the COVID-19 response whilst for many local governments, climate change remains the most pressing long-term challenge. In line with the Secretary General's Policy Brief "COVID-19 in an Urban World", cities have started to develop integrated climate change and COVID-19 response plans.

82.   The subprogramme supported five cities in the Philippines to update their climate change action plans to align climate change mitigation measures with green recovery opportunities and climate resilience actions with a COVID-19 response that ensures that the most vulnerable community members are supported. Furthermore, the subprogramme has disseminated early results through an investment forum to attract funding for the initiatives and through a series of webinars attended by officials from nearly 100 local governments.

(b)   Progress towards the attainment of the objective, and performance measure

83.   The above-mentioned work contributed to the objective, as demonstrated by the development of strategies for an integrated approach to climate change and COVID-19 (see table 6).

Table 6
Performance measure: Integrated climate change and resilience plans

2018	2019	2020
Development of city-wide climate change action plans in five cities.	Prioritized climate projects developed and prepared for finance.	Integration of COVID-19 response into the plans and priority projects.

2. **Result 2: Strengthened adaptation to climate change and other shocks: Solomon Islands (reflected in programme plan for 2020) – A/75/6 (Sect.15)**

(a) **Programme performance in 2020**

84.   The subprogramme has continued to support the government of Solomon Islands, Honiara City Council and communities in five informal settlements areas in the development and implementation of community climate change action plans. The subprogramme also supported the national and local government in the analysis of the socioeconomic impact of COVID-19 on these five communities. Furthermore, the subprogramme supported the national government in its spatial and institutional analysis of COVID-19 and the compounded impacts of climate change.

85.   The work above contributed to the development of community action plans and initiated the support of their implementation, which did not fully meet the target of 5 informal settlements that have implemented community-level resilience action, as reflected in the proposed programme budget for 2020. The planned target for 2020 could not be fully met as infrastructure projects have not yet commenced as international expertise needed to conduct engineering work was not able to travel due to the COVID-19 induced complete border closing.

(b) **Proposed programme plan for 2022**

86.   The subprogramme will continue the work related to strengthened adaptation to climate change and other shocks in Small Islands States in line with its mandate. To contribute to further progress towards the objective, the subprogramme will accelerate implementation once the COVID-19 situation allows and in the meantime with increased national expertise that will be built through virtual support. The expected progress is presented in the performance measure below (see figure 7).

Figure 7
Performance measure: number of informal settlements that have implemented community-level resilience action (not cumulative)
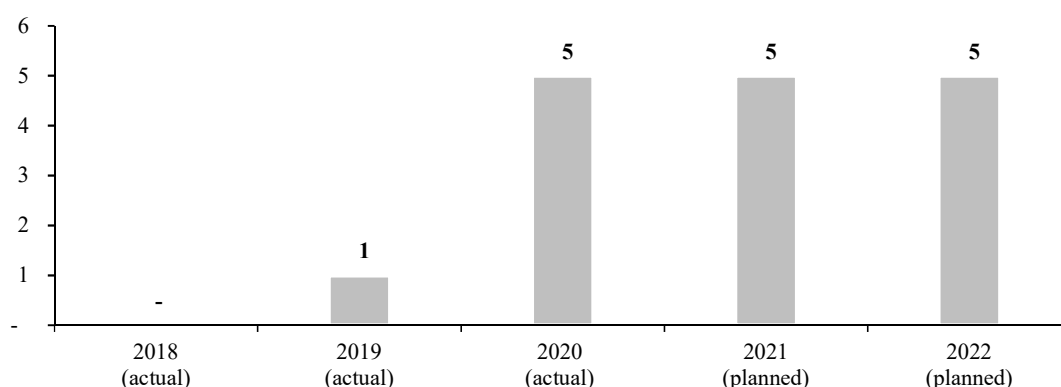
3. **Result 3: Accelerated climate action in 16 cities and eight countries around the world (reflected in programme plan for 2021) – A/75/6 (Sect.15)**

(a) **Programme performance in 2020**

87.   The subprogramme has supported 16 cities in Bangladesh, Brazil, Colombia, Indonesia, India, Lao PDR, Rwanda and South Africa to progress through their city climate action planning steps, including the development of 15 new or updated greenhouse gas inventories, 13 new or updated climate risk and vulnerability assessments. The subprogramme also supported capacity building and training efforts including peer-to-peer exchange between cities in Rwanda/South Africa and Indonesia/Lao PDR. Furthermore, the subprogramme further supported the vertical integration and enhanced multi-level governance of these local efforts through the release of a guide entitled Enhancing Nationally Determined Contributions through urban climate action, as well as country-level advisory services for improved multi-level governance.

88.   The work above contributed to eight cities strengthening the evidence base for their low emission development strategies, which are partially in draft form and not yet passed by local governments, and therefore did not meet the target of 10 cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme, as reflected in the proposed programme budget for 2020. COVID-19 lockdowns disrupted the participatory process to draft the climate strategies and action plans, A project extension agreed by the donor reflects this reality and allows for the draft legal frameworks to be completed before September 2021.

(b) **Proposed programme plan for 2022**

89.   The subprogramme will continue the work related to accelerated climate action in 16 cities and eight countries around the world, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include continuation of the support to Lao PDR, and the planned identification of a new set of cities in Mexico. Other opportunities to deliver city-level climate action support will be explored. The expected progress is presented in the performance measure below (see figure 8).

Figure 8
Performance measure: total number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme
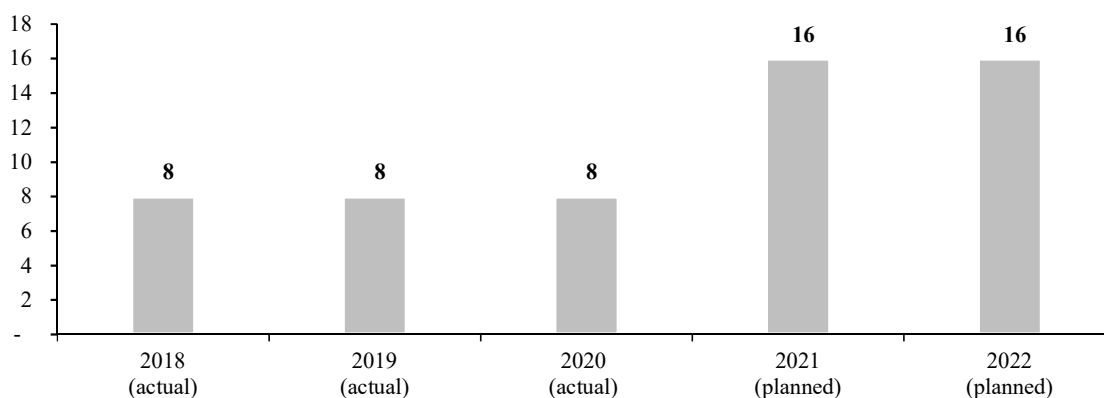
4.   **Result 4: Participatory urban resilience action in Southern Africa**

Proposed programme plan for 2022

90.   In sub-Saharan Africa, the critical situation arising from increasingly extreme multiple weather-related hazards caused by climate change, combined with extraordinarily rapid urbanisation and the lack of adequate infrastructure and the risks associated with health emergencies including pandemics requires an urgent response. The hazards and vulnerabilities faced by urban areas transcend national boundaries and are shared by cities in multiple countries. Capacity building activities were carried out to promote cooperation and a sustainable and resilient urbanisation in Southern, East, and West Africa. Participatory urban resilience planning using the CityRAP methodology was implemented in 10 cities across six countries. From the normative side, a regional assessment on urban vulnerability and resilience was conducted in the 16 SADC Member States. The subprogramme has been supporting the affected urban settlements in the region at different levels to foster better community-led participatory climate resilience planning, coordination, response, preparedness, and adaptation to climate change. Regional and sub-regional exchange of knowledge was facilitated among national and local authorities and involving academic institutions from different countries of the Southern African Development Community (SADC). In 2022 the subprogramme will expand the support to Member States to implement climate and pandemic resilience plans in two additional cities. The subprogramme will further support regional efforts across the 16 SADC countries to build capacity on local-level DRR and climate change adaptation policies.

5.   **Lessons learned and planned change**

91.   The lesson for the subprogramme was that the linkages between the regional, national, and city-level are critical and must be coordinated properly as answers to the region's needs are often embedded in coordinated multi-country approaches that go beyond local, national and sectoral boundaries. In addition, the trend in Southern Africa is that of expanding secondary cities of smaller size; these cities hold the key to building urban resilience in the region. In applying the lesson, the subprogramme will take a dual approach, improving the regional coordination for an effective trickle-down effect of policies and regulations, and promoting a bottom-up approach in which participatory resilience and climate adaptation planning at the city-level in secondary cities also informs the national- and regional-levels through cross-fertilisation and exchange of best practices, including on the design and implementation of resilient infrastructure.

6.   Expected progress towards the attainment of the objective, and performance measure

92.   This work is expected to contribute to the objective, as demonstrated by the number of cities in the region executing resilience action plans developed through CityRAP and exchanging best practices with at least one other city in one other country (see figure 9).

Figure 9
Number of distinct Resilience Frameworks for Action (RFA) developed

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
4	8	10	14	18
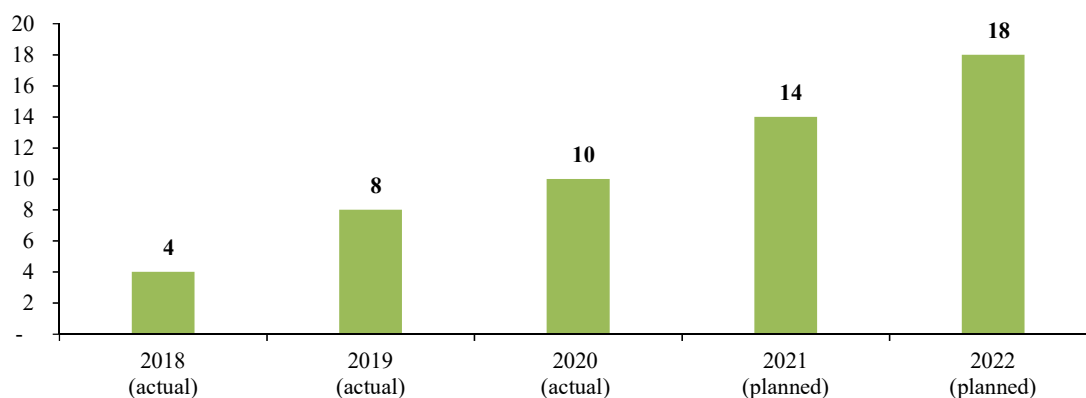
F.   Legislative mandates

93.   The list below provides all mandates entrusted to the subprogramme.

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
75/216	Disaster risk reduction
75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all

2.   Governing Council resolutions

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

G.   Deliverables

94.   Table 7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7
Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 exec board approved	2022 planned
B. Generation and transfer of knowledge					
Field and technical cooperation projects (number of projects)	28	24	32	15	15
1. Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings	4	4	4	2	2
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-carbon basic services and greener infrastructure and buildings	2	2	3	1	1
3. Demonstration projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	10	10	11	6	6
4. Improved policies, legal instruments, plans and strategies for effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e., remote sensing) and processing	5	5	6	3	3
5. Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4	2	4	1	1
6. National, regional and local policies, plans and strategies for improved urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of renewable energy and energy efficiency	3	1	4	2	2
Seminars, workshops and training events (number of days)	89	56.5	100	38	38
7. Seminars, workshops and training events leading to enhanced awareness and capacity of partners and vulnerable groups (e.g., in informal settlements) to plan for, manage and act on climate change mitigation, air quality and low-carbon basic services	30	15.5	35	10	10
8. Seminars, workshops and training events leading to strengthened capacities of UN-Habitat partners to plan for, manage and act on effective adaptation of communities and infrastructure to climate change	55	33	55	25	25
9. Seminars, workshops and training events leading to enhanced understanding of green city models and their application, green infrastructure and green-blue urban planning	4	4	5	-	-
10. Training on environment and climate dimensions (air quality, water, sanitation, waste management) and Sustainable Development Goal monitoring in urban areas	0	4	5	3	3

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 exec board approved	2022 planned
Publications (number of publications)	2	2	3	3	3
11. Publication on climate change mitigation and air quality	1	1	1	1	1
12. Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure, to climate change	1	1	1	1	1
13. Publication on improved low-carbon urban services and resource efficiency (e.g., focusing on technological innovation)	–	–	1	1	1
Technical materials (number of materials)	9	9	12	5	5
14. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	2	1	1
15. Series of technical materials on climate change mitigation and air quality	2	2	3	1	1
16. Series or set of non-recurrent case studies on climate action, basic services or environment in human settlements	2	2	3	1	1
17. Series of non-recurrent compilations of national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and eco-system services	1	1	2	1	1
18. Series of technical materials on improved low-carbon urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	2	2	2	1	1

C. **Substantive deliverables**

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-carbon urban services, improving resource efficiency and protecting ecological assets.

Databases and substantive digital materials: databases on urban climate- or environment-relevant subjects, and substantive digital materials (i.e., simulations) on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change used by 15 member states and local authorities from the Africa and Asia-Pacific regions.

Communication deliverables

Outreach programmes, special events and information materials: on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets; effective adaptation of communities and infrastructure to climate change with an aim to reaching an audience of 6 million.

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

Digital platforms and multimedia content: websites and social media and multimedia content on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change with annual visitors of 10 million.

V. Subprogramme 4

A. Effective urban crisis prevention and response

B. Objective

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

C. Strategy

1. Planned activities

96.   To contribute to the objective, the subprogramme will support Member States in implementing strategies and actions to increase social integration and safety in public spaces through in-country comprehensive, participatory and inclusive operational programmes responding to crises affecting all members of the community, including the most vulnerable; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. The subprogramme also plans to support implementation by Member States of inclusive, evidence-based, sustainable recovery approaches such as the UN-Habitat "People's Process", a community-based planning and management process that fosters social integration, inclusiveness and transition to sustainable development, in line with the principles of "building back better" and "leaving no one behind". Focus will be on elements that have a catalytic impact when integrated into broader efforts of the UN community in promoting stability and sustaining peace, strengthening social cohesion and building resilient cities and communities which will help Member States to make progress towards SDG11b. The subprogramme will continue to focus on supporting local actors as key players for increasing social cohesion between communities, reducing discrimination and xenophobia and advancing human-rights-based approaches in urban crisis situations. In addition, the subprogramme will complement efforts made under subprogramme 2 to increase local revenue by improving tenure security and ensuring that increased local revenue is also managed locally in a way that strengthens social integration and inclusive communities. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 16.

97.   The subprogramme also plans to prioritise improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees. The sub programme will provide urban-crisis-response expertise and support integrated urban development strategies that address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. It will also provide expertise regarding the planning of camps as future urban extensions, in prioritization in crisis management, and incorporate "adequate" urban planning standards and tenure arrangements that are suitable for the eventual transformation of camps into neighbourhoods. Increasing the focus of UN-Habitat on overcoming land-related challenges as a driver of conflict, including support to housing, land and property rights in the humanitarian and development contexts and advancing fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. This will be done through further mobilising UN efforts as set out by the Secretary-General Guidance Note on Land and Conflict. Tailoring UN-Habitat's normative guidance and operational support in urban displacement contexts, framed by flagship programme 4 on migration, in coordination and close cooperation with other key actors and sister UN agencies and advancing the humanitarian-development-peace nexus. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 5, 8, 10 and 11.

98.   The subprogramme will continue to develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction and implement disaster risk reduction and resilience strategies. The subprogramme will further develop and improve urban profiling and urban-specific recovery frameworks, tools and approaches, supporting local implementation and mobilizing networks of urban stakeholders and complementing work led by the World Bank, the European Union and UNDP at the national level. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11, 13 and 16.

99.   The subprogramme plans to support Member States on issues related to COVID-19 by continuing to engage with UN mechanisms, national and local governments and lead on urban issues in crisis contexts and working towards inclusion of urban recovery into national COVID-19 recovery strategies.

2. **Expected results**

100.   The above-mentioned work is expected to result in: (a) an increased proportion of the population in crisis-affected communities engaged 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 in fragile situations; (b) increased numbers of cities where refugees, migrants, internally displaced persons, returnees and host communities are progressively achieving access to: secure tenure, sustainable basic services and social services, adequate housing, safety, security; and (c) the reduction of multidimensional risks and increased protection for the most vulnerable in cities, who are often disproportionately affected by disasters, through enhanced urban resilience, which is a city that has the systems, mechanism, structures to absorb shocks, reduce stresses, recover faster, adapt to challenges, sustain progress and improve the lives and liveability for all its inhabitants.

101.   The planned support on issues related to COVID-19 is expected to result in the systems for analysis and decision making, at city level, on resilient infrastructure to be strengthened, particularly in crisis settings, where an increasing number of cities and informal settlements within cities will be targeted, through both normative and operational activity, to increase their resilience from a broad range of threats, including health emergencies which is specified in more detail under Result 4 below.

D.   Impact of COVID-19 on subprogramme delivery in 2020

102.   Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to capacity building and training activities for local communities as well to national and local authorities, changing from face-to-face to virtual / hybrid meetings. Global travel restrictions effectively stopped all planned capacity development missions, field trips, fact finding as well as deployment of staff to duty stations.

103.   At the same time, however, the sub subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives: namely the subprogramme contributed urban expertise in the development of the to the Global Humanitarian Response Plan; the UN Framework for immediate Socio-economic response to COVID-19 and the Secretary General's Policy Brief COVID-19 in an Urban World. Further, UN-Habitat developed its 'COVID-19 Policy and Programme Framework', identifying global regional and country-level action plans, focussing on support to local governments; urban profiling and data mapping; improvements to water and sanitation in informal settlements, and awareness raising of the COVID-19 threat. UN-Habitat's internal emergency funds of USD1.3 million supported projects in 13 countries across 145 cities, benefitting five million people including in Brazil, Mexico, Syria, Lebanon, Iraq, Myanmar, Philippines, Mozambique, Ghana and Kenya. In Mosul, Iraq, in collaboration with WHO, UN-Habitat developed guidelines for "Managing COVID-19 risks at construction sites" in order to get people back to work on reconstruction projects. The guidelines were disseminated to contractors and partners, and the resumption of UN-Habitat's activities in Mosul resulted in shelter provision and livelihood opportunities for disadvantaged communities. The new deliverables contributed to results in 2020, as specified under Result 1 below.

1. **Result 1: Strengthening urban response to COVID- 19**

(a) **Programme performance in 2020**

104.   COVID-19 has presented a global existential threat and the threat posed in densely populated urban areas has proven most complex. It has been necessary to note that density is not the problem or cause of this threat, but rather that the threat results from a wide range of historic and current socio-economic deprivations and a basic lack of appropriate access to urban services. The subprogramme's response aligned and contributed to the three pillars of the UN System response. *Health Response:* In coordination with WHO, based on experience gained in the Ebola crisis in West Africa, UN-Habitat brought expertise on data/analysis, urban analysis and health guidance in urban settings. *Humanitarian Response:* UN-Habitat actively participated in the Inter-Agency Standing Committee (IASC) mechanisms especially raising visibility of urban COVID-19 threats and response priorities. UN-Habitat joined the United Nations coordinated inter-agency appeal in its Global Humanitarian Response Plan (GHRP) and provided country-level contributions in shaping global narrative on the impact of the pandemic in urban areas. *Socio-economic Response:* UN-Habitat contributed actively to the UN framework for the immediate socio-economic response to COVID-19 by co-leading on Pillar 5 (Social Cohesion and Community Resilience). In addition, UN-Habitat took a lead role in contributing to the UN Secretary-General's Policy Brief on COVID-19 in an Urban

World in collaboration with UNDP, UNDESA, UNEP, UNICEF, UNODC, ILO, WHO, OHCHR, all Regional Economic Commissions.

105. The subprogramme also developed a Policy and Programming framework to define the priority areas and the thematic scope of the COVID-19 response. This framework was used by Headquarters and Regional offices to ensure strategic alignment and complementarity of urban response programmes and projects. It focused on four areas: 1) Support local governments and community driven solutions 2) Profiling of urban contexts: data, mapping and knowledge 3) Mitigate economic impact and initiate recovery and 4) Promote active learning on policy measures and practices. From rapid response to longer- term recovery, UN-Habitat has supported the overall response in 37 countries and more than 250 cities, benefiting 6.8 million people. UN-Habitat has highlighted its work in slums and informal settlements as a key priority in response to the COVID-19. Furthermore, the subprogramme prepared a Response Plan to support 64 countries with over 100 projects and raised or reprogrammed USD25 million, mainly for informal settlements, examples in Somaliland where UN-Habitat facilitated access to water to vulnerable communities to prevent the spread of COVID-19, supplying clean water to internally displaced people in two settlements on the outskirts of Hargeisa; in Myanmar National Urban Policy Programme in the informal settlements in Yangon, UN-Habitat developed an emergency response project to combat COVID-19 in informal settlements project; in Philippines, UN-Habitat opened two satellite markets and several mobile stores around Marawi City to improve access to food, engage communities in small business and inform communities on recovery strategies.

(b) **Progress towards the attainment of the objective, and performance measure**

106. This above-mentioned work contributed to the objective, as demonstrated by the development and adaptation of projects and programmes to address COVID-19 in urban environments and informal settlements in 37 countries with 262 beneficiary cities reaching 6.8 million beneficiaries through 71 Projects with more than 250 partners (see table 8).

Table 8
Performance measure – Table

2018	*2019*	*2020*
Continuing extensive programmes in Slum upgrading provides foundation for community engagement in crisis context	Development of urban profiling, urban data collection analysis and planning provides tools and methodologies to support community, city and national level engagement, particularly in informal settlements, and supports resilience building objective.	Development and adaptation of projects and programmes to address COVID-19 in urban environments and informal settlements, in 37 countries with 262 beneficiary cities reaching 6.8 million beneficiaries through 71 Projects with more than 250 partners.

2. **Result 2: Rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq (reflected in programme plan for 2020) – A/74/6 (Sect. 15)**

(a) **Programme performance in 2020**

107. The subprogramme addressed the urban crisis in Iraq by scaling up its housing rehabilitation efforts in three liberated governorates, and in particular in the city of Mosul. Shelter interventions in 2020 have contributed to the sustainable returns of some 2,500 Mosul residents displaced and affected by the conflict with ISIL. The subprogramme also embarked in the participatory redesign and rehabilitation of Al Yarmouk Park, the largest public open space of west Mosul, as an integral component of its ongoing area-based urban recovery programming. The newly built multipurpose sports grounds offer a powerful tool to strengthen social ties and networks, overcome mistrust, and reach across political divides and ethnic/religious differences, particularly among disenfranchised youth that have grown up in an environment of intolerance and conflict. Furthermore, the subprogramme has been promoting a "build back better" approach that embraces the adoption of greener technologies including renewable energy, passive design, recycling of debris, and the use of materials sourced and produced in Iraq, all of which have contributed to environmental sustainability and resilience.

108. The above-mentioned work contributed to the rehabilitation of 356 war-damaged houses in the target neighbourhoods of Al Shifaa, Sikak, Matahin and Maghreb, in parallel to the upgrading of WASH infrastructure in Al Shifaa, and the creation of sport facilities and greening in Al Yarmouk

Park, which met the planned target of returnees and vulnerable populations having improved access to basic services, affordable housing with security of tenure as well as enhanced social reconciliation, as reflected in the proposed programme budget for 2020.

(b)   Proposed programme plan for 2022

109.   The subprogramme will continue the work related to rehabilitation of houses, improved basic services, protection of HLP rights, community-based flood response, and enhanced open spaces targeting disenfranchised and vulnerable households in Mosul, Iraq, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will lead the drafting of a participatory recovery plan for the Old City of Mosul in partnership with UNESCO. The expected progress is presented in the performance measure below (see table 9).

Table 9
Performance measure

2018	*2019*	*2020*	*2021*	*2022*
Absence of nationally owned coordination mechanism and lack of large humanitarian response for the reconstruction of Mosul in order to guide recovery and rehabilitation work of beneficiary returnees for the 600 rehabilitated houses	Establishment of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work; rehabilitation of damaged houses and construction of new homes undertaken simultaneously	Returnees have improved access to basic services, affordable housing and dignified shelter with security of tenure	Improved access to adequate housing and basic services by returnees and vulnerable community members; long-term development and peacebuilding challenges are addressed through measures such as protection of housing, land and property rights and facilitation of mediation to resolve disputes among community members	The subprogramme will lead the drafting of a participatory recovery plan for the Old City of Mosul in partnership with UNESCO

3.   Result 3: Inclusive cities: enhancing the positive impacts of urban migration (reflected in programme plan for 2021) – A/75/6 (Sect.15)

(a)   Programme performance in 2020

110.   The subprogramme has worked in multiple regions to support Member States facing major migration or displacement related challenges. Migrants and displaced people (including internally displaced persons) are increasingly residing and moving to urban areas. The rapid influx of additional population to cities due to human-made or natural hazards puts stress on urban systems and affects service provision as well as the availability of adequate housing, infrastructure and livelihood opportunities. The subprogramme also contributed to strengthening the humanitarian-development-peace nexus as UN-Habitat's objective is to improve the lives of urban refugees, migrants and internally displaced persons, while also supporting host communities through the promotion of area-based, whole-of-government and whole-of-society approaches. Furthermore, the subprogramme's work in urban crises contexts ranged from spatial and participatory data collection (urban profiling) for evidence-based decision-making to policy recommendations, capacity-building and (pilot project) implementation. Building upon experiences from countries such as Iraq, Lebanon and Somalia, master plans and regeneration projects, including planned city extensions and the upgrading of underserviced neighbourhoods inhabited by the urban poor and other vulnerable groups, have been developed in selected priority regions such as West Africa (Burkina Faso, Cote d'Ivoire, Cameroon), Latin American countries impacted by the Venezuela crisis and in Asia (Bangladesh).

111.   The above-mentioned work contributed to participatory data collection and increased social cohesion between migrant, displaced and host communities Interventions aimed at improving the living standard of all people in cities and communities, e.g. through increased access to basic, social and urban services, land tenure security, housing were based on participatory processes and a verifiable urban data. 96 participatory profiles were developed which met the planned target of 96 cities applying participatory planning methodologies, as reflected in the proposed programme budget for 2021.

(b)   **Proposed programme plan for 2022**

112.   The subprogramme will continue the work related to inclusive cities, enhancing the positive impacts of urban migration, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to work on supporting governments at all levels for advancing human-rights based approaches for the inclusion of migrants and displaced people in cities. Work will be undertaken to focus its activities on developing integrated and inclusive projects (including research, spatial data collection and analysis, review and recommendations for policy environments, trainings, guidance and advisory services and advocacy at global level) that support improving living conditions of people in vulnerable situations. The expected progress is presented in the performance measure below (see figure 10).

Figure 10
Performance measure: total number of cities applying participatory planning methodologies
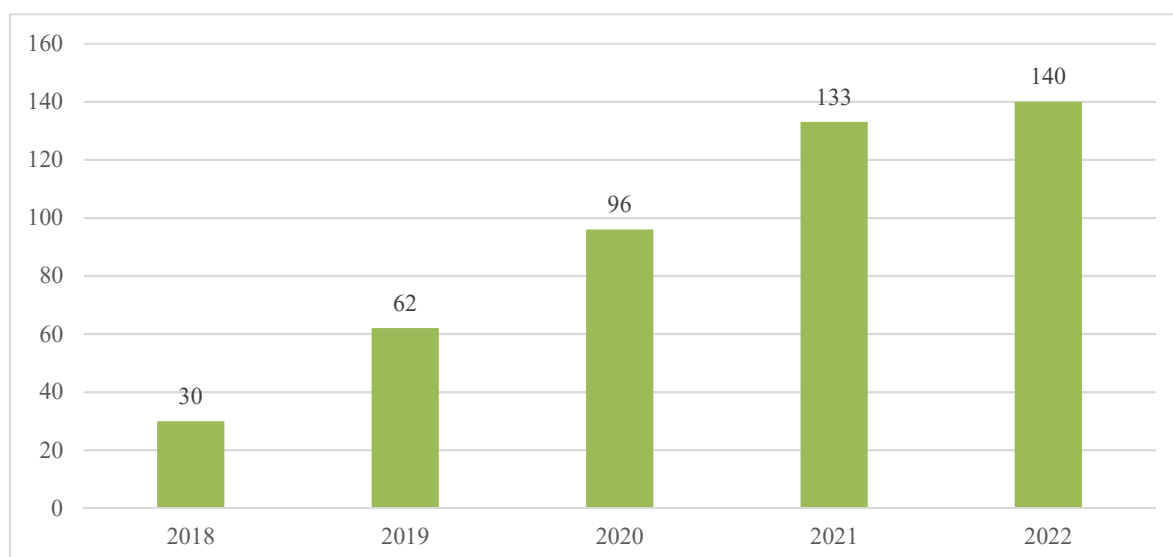
4.   **Result 4: A new approach to strengthening city resilience**

Proposed programme plan for 2022

113.   With more than 50 per cent of the world's population living in urban areas, and a projected 70 per cent by 2050, challenges in cities are increasing daily. It is more important than ever to build resilient cities. UN-Habitat's City Resilience programmes believe it is imperative to work in a multi-hazard, multi-stakeholder and multi-sectoral approach that builds resilient cities by considering complexities of urban systems A recent example of the success of the CRGP approach has been the response of cities to the COVID-19 pandemic. The subprogramme will address the issue of resilience through UN-Habitat's City Resilience Global Programme (CRGP), which provides mayors with data for evidence-based decision making. The approach is city-based data collection, information, analysis, diagnosis and technically actionable recommendations. While the methodology has been calibrated in a broad range of completely different city settings, its applicability has demonstrated that the main urban elements are similar city to city, and 2022 will see larger upscaling of operations in more cities.

5.   **Lessons learned and planned change**

114.   The lesson for the subprogramme was that regardless of context and diversity of challenges in any given city, the main urban systems/elements and basic infrastructure needed are similar. Therefore, the need for a flexible conceptual framework such as CRGP, that maps out challenges, shocks, stresses and includes relevant actors across the urban landscape is of critical importance. In applying the lesson, the subprogramme will automatize urban systems data analytics while

contextualising to different stakeholders and specific challenges or shocks. Building resilient infrastructure that responds to the social needs is clearly an imperative for all cities.

6. Expected progress towards the attainment of the objective, and performance measure

115.   This work is expected to contribute to the objective, as demonstrated by the growing number of cities adopting and investing in the CRGP's methodology (see figure 11). This will increase by two cities in the programme period, while developing tools in parallel that will allow increased upscaling capacity and support the production of policies and guidelines for national and local authorities.

Figure 11
Performance measure: Number of cities where the CRGP implemented
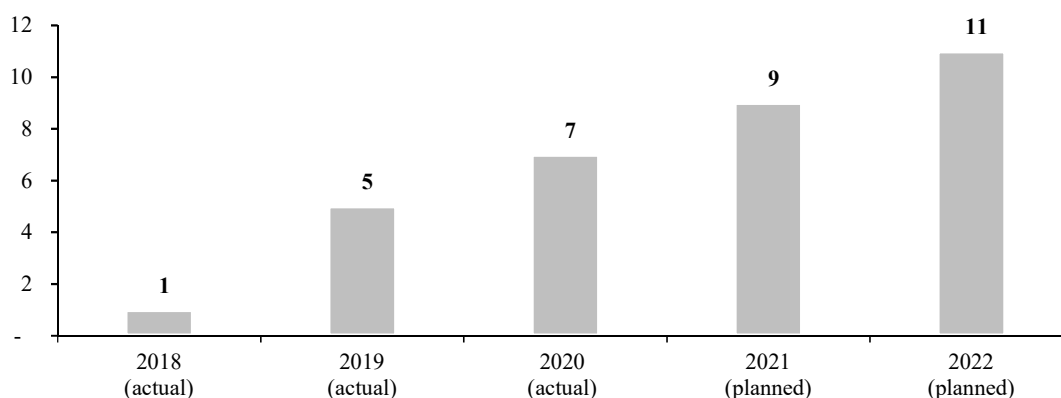
E.   Legislative mandates

116.   The list below provides all mandates entrusted to the subprogramme.

1.   General Assembly resolutions

64/292	The human right to water and sanitation
67/291	Sanitation for All
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
73/139	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
73/150	Assistance to refugees, returnees and displaced persons in Africa
73/230	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
74/160	Protection of and assistance to internally displaced persons

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

F.   Deliverables

117.   Table 10 below lists all deliverables, by category and subcategory, for the period 2020–2022 that are expected to contribute to the attainment of the objective stated above.

Table 10
Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2021 Exec Board Approved	2022 planned
B. **Generation and transfer of knowledge**					
Field and technical cooperation projects (number of projects)	28	23	31	18	19
1. Projects on enhanced social integration and cohesive communities	10	8	10	7	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced people	10	8	11	5	5
3. Projects on enhanced resilience of the built environment and infrastructure	8	7	10	6	6
Seminars, workshops and training events (number of days)	42	27	45	31	31
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	16	10	18	12	12
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people	13	9	13	8	8
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	13	8	14	11	11
Publications (number of publications)	2	1	2	2	2
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced people	1	1	1	1	1
8. Publication on enhanced resilience of the built environment and infrastructure	1	0	1	1	1
Technical materials (number of materials)	9	6	9	6	6
9. Technical materials on enhanced social integration and cohesive communities	3	2	3	2	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people	3	2	3	2	2
11. Technical materials on enhanced resilience of the built environment and infrastructure	3	2	3	2	2

VI. Executive direction and management

118. The Office of the Executive Director provides overall direction, translating the vision of the Executive Director and the guidance from the Executive Board into the organisation's work priorities. The Office of the Executive Director creates a cohesive team to ensure the implementation of the organisation's mandate.

119. The Office of the Executive Director is also tasked with ensuring the overall effectiveness of the UN-Habitat organisational structure, which is two years in the making. In this, it provides direction and alignment through the Executive Committee, which is chaired by the Executive Director and assists the Executive Director provide policy direction to ensure the effectiveness of the organisation.

120. The Office of the Executive Director supports the Executive Director and the Deputy Executive Director through its oversight role of the implementation of the UN-Habitat Strategic Plan 2020-2023. It also coordinates with all division directors to set the work programme and budget for the organisation. Through a start year, mid-year and end year Senior Managers' Retreat, Office of the Executive Director helps to ensure overall alignment at work plan level for the organisation.

121.   The Office of the Executive Director also ensures efficiency in the implementation of programmatic and management issues through the Programme Management Committee, which is headed by the Deputy Executive Director. Working with division directors, the Office of the Executive Director helps to ensure targets are set, monitored and reported effectively. The Deputy Executive Director also chairs the Project Review Committee (PRC) to ensure overall alignment between the organisation's work programme, budgetary requirements and that the projects contribute effectively to the set impact targets according to the Strategic Plan.

122.   The Office of the Executive Director also provides strategic direction to the various divisions to ensure compliance with United Nations policies and procedures. Through its Legal Office and Evaluation Unit, both of which report directly to the Executive Director, the Office of the Executive Director strives to ensure transparent and ethical management of the organisation. The Office of the Executive Director is also the focal point to OIOS and other UN investigative functions.

123.   The Office of the Executive Director coordinates with the Director of External Relations, Communications and Knowledge Innovation (ERSKI), to establish the overall position of the organisation on selected key issues related to UN-Habitat's mandate. This role provides cohesiveness and alignment with wider Secretariat positions, strengthening the overall position of the United Nations in the urban and human settlements context.

124.   The Office of the Executive Director is also tasked with ensuring an equitable and safe work environment. It is the secretariat for the Staff Management Consultative Committee (SMCC) and the Chief of Staff is the main focal point with the Staff Union. This provides an open channel to address any grievances and also conciliate to ensure a positive work environment for all staff and personnel.

125.   On a more general perspective, the OFFICE OF THE EXECUTIVE DIRECTOR also manages internal communications comprising organisation Town Halls, publishing a fortnightly internal newsletter and issuing weekly broadcasts to all staff to keep them updated.

VII.   Policymaking organs

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

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

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

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

A. Programme support

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

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

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

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

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

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

(f) **Logistics:** Ensure UN-Habitat can effectively develop an annual demand plan and support the coordination of UN-Habitat procurement activities through multiple UN Common System service providers, led by UNON. The Unit will also coordinate all internal space management activities within UN-Habitat, and will monitor travel compliance rates.

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

staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

B.   Proposed post and non-post resources for 2022

1.   Overall financial overview

131.   The financial framework of UN-Habitat comprises three broad sources of funding namely (i) the United Nations regular budget allocations, which are approved by the General Assembly; (ii) United Nations Habitat and Human Settlements Foundation contributions, from which non-earmarked[2] budget allocations are approved by the Executive Board, and earmarked[3] budget allocations are approved by the Executive Director and (iii) technical cooperation contributions, from which the budget allocations are also approved by the Executive Director. For management purposes, the Foundation non-earmarked account and the regular budget are the "core resources" of UN-Habitat.

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

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

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

135.   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.

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

2.   Resource plan

137.   UN-Habitat foresees to make considerable progress in its earmarked funding comprising foundation earmarked and technical cooperation funds. The organisation's business model also relies on the support of its core budget made up of the regular budget allocations and foundation non-earmarked accounts. In this area, over a period of many years, contributions from Member States to the Foundation non-earmarked fund have fallen far short of the budget approved by member States. In the biennium 2012–2013, member states approved $70.2 million but contribute cash amounting to only $22.7 million (32 per cent). Following the experiences of 2012–2013, the UN-Habitat approved budget was adjusted downwards to $45.6 million in 2014–2015 and 2016–2017. The budget was further reduced to $26.0 million in the 2018-2019 biennium. The total amount received was only $10.1 million (22 per cent) in 2014–2015, and $5.0 million in the 2016–2017 biennium (11 per cent). The actual receipts for non-earmarked contributions through the Foundation general purpose fund in 2018–2019 amounted to $8.7 million (33.3 per cent). The total budget for the year 2020 amounted to

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[2] These are also known as general purpose allocations

[3] Also known as special purpose allocations

$18.9 million of which a total of $4.4 million was received. The approved level of budget for 2021 amounted to $10 million.

138.   The overall resource requirements for UN-Habitat for the year 2022 are projected at $255.5 million, reflecting an increase of 12.0 per cent over the $228.2 million estimated for the year 2021. This projection represents continued demand for normative activities and other activities within the technical cooperation budget, in the areas of UN-Habitat advisory services, and support for capacity-building and operational activities at the local, subnational and national levels.

139.   Tables 11 to 40 show financial and human resource requirements for the year 2022 which is the third year of the four-year strategic plan 2020-2023.

Table 11
Overview of resource requirements by source of funds
(Thousands of United States dollars)

Source of funds	Resources					Posts		
	Actual 2020	*Approved* appropriations 2021*	*Change amount*	*% change*	*Estimates 2022*	*2021*	*Changes*	*2022*
Foundation non-earmarked								
Post	5 492.5	8 177.4	1 343.6	16.4	9 521.0	58	11	69
Non-post	2 073.5	1 822.6	635.0	34.8	2 457.6			
Subtotal	7 566.0	10 000.0	1 978.6	19.8	11 978.6	58	11	69
Regular budget								
Post	10 857.1	11 285.5	196.2	1.7	11 481.7	75	–	75
Non-post	762.7	1 210.3	597.0	49.3	1 807.3			
Subtotal	11 619.8	12 495.8	793.2	6.3	13 289.0	75	–	75
Programme support								
Post	4 031.7	6 448.1	(354.5)	(5.5)	6 093.6	50	11	61
Non-post	5 272.6	3 330.7	1 804.2	54.2	5 134.9			
Subtotal	9 304.3	9 778.8	1 449.7	14.8	11 228.5	50	11	61
Foundation earmarked								
Post	–	–	–	–	–	–	–	–
Non-post	36 389.2	43 330.8	25 791.2	59.5	69 122.0			
Subtotal	36 389.2	43 330.8	25 791.2	59.5	69 122.0	–	–	–
Technical cooperation								
Post	–	–	–	–	–	–	–	–
Non-post	94 490.5	152 573.1	(2 727.6)	(1.8)	149 845.5			
Subtotal	94 490.5	152 573.1	(2 727.6)	(1.8)	149 845.5	–	–	–
Total by category								
Post	20 381.3	25 911.0	1 185.3	4.6	27 096.3	183	22	205
Non-post	138 988.5	202 267.5	26 099.8	12.9	228 367.3			
Total	159 369.8	228 178.5	27 285.1	12.0	255 463.6	183	22	205

*Regular budget amount for 2021 restated from $12,508,400 being the final amount approved by the General Assembly

Table 12
Overview of resource requirements by funding category
(Thousands of United States dollars)

Category	Resources				
	Actual 2020	*Approved budget 2021*	*Change amount*	*% change*	*Estimates 2022*
Core resources					
Foundation non-earmarked	7 566.0	10 000.0	1 978.6	19.8	11 978.6
Regular budget	11 619.8	12 495.8	793.2	6.3	13 289.0
Subtotal	19 185.8	22 495.8	2 771.8	12.3	25 267.6
Earmarked resources (including trust funds)					
Foundation earmarked	36 389.2	43 330.8	25 791.2	59.5	69 122.0
Technical cooperation	94 490.5	152 573.1	(2 727.6)	(1.8)	149 845.5
Subtotal	130 879.7	195 903.9	23 063.6	11.8	218 967.5
Total, I	150 065.5	218 399.7	25 835.4	11.8	244 235.1
Programme support					
Programme support	9 304.3	9 778.8	1 449.7	14.8	11 228.5
Total, II	9 304.3	9 778.8	1 449.7	14.8	11 228.5
Total (I + II)	159 369.8	228 178.5	27 285.1	12.0	255 463.6

Table 13
Overview of resource requirements by strategic area
(Thousands of United States dollars)

	Resources					Posts		
Strategic priority	*Actual 2020*	*Approved budget 2021*	*Change amount*	*% change*	*Estimates 2022*	*2021*	*Changes*	*2022*
Subprogramme 1								
Post	3390.5	4357.6	(258.3)	(0.1)	4099.3	27	(2)	25
Non-post	33918.1	59080.7	(134.0)	(0.0)	58946.7			
Subtotal	**37308.6**	**63438.3**	**(392.3)**	**(0.0)**	**63046.0**	**27**	**(2)**	**25**
Subprogramme 2								
Post	3069.2	4208.6	48.9	0.0	4257.5	30	(1)	29
Non-post	3927.3	44838.7	(8326.5)	(0.2)	36512.2			
Subtotal	**6996.5**	**49047.3**	**(8277.6)**	**(0.2)**	**40769.7**	**30**	**(1)**	**29**
Subprogramme 3								
Post	3726.0	3906.8	32.8	0.0	3939.6	30	3	33
Non-post	3026.7	35898.5	32176.2	0.9	68074.7			
Subtotal	6752.7	39805.3	32209.0	0.8	72014.3	30	3	33
Subprogramme 4								
Post	3705.4	3224.7	689.2	0.2	3913.9	24	9	33
Non-post	91825.7	57967.6	26.3	–	57993.9			
Subtotal	**95531.1**	**61192.3**	**715.5**	**0.0**	**61907.8**	**24**	**9**	**33**
Policy making organs								
Post	676.1	706.0	(2.7)	(0.4)	703.3	6	–	6
Non-post	186.3	1388.4	(598.8)	(43.1)	789.6			
Subtotal	**862.4**	**2094.4**	**(601.5)**	**(28.7)**	**1492.9**	**6**	**–**	**6**
Executive direction and management								
Post	2867.6	4480.9	669.1	14.9	5150.0	28	7	35
Non-post	1724.6	683.4	1225.9	179.4	1909.3			

Strategic priority	Resources					Posts		
	Actual 2020	Approved budget 2021	Change amount	% change	Estimates 2022	2021	Changes	2022
Subtotal	**4592.2**	**5164.3**	**1895.0**	**36.7**	**7059.3**	**28**	**7**	**35**
Programme support								
Post	2946.5	5026.4	6.3	0.1	5032.7	38	6	44
Non-post	4379.8	2410.2	1730.7	71.8	4140.9			
Subtotal	**7326.3**	**7436.6**	**1737.0**	**23.4**	**9173.6**	**38**	**6**	**44**
Total by category								
Post	20381.3	25911.0	1185.3	4.6	27096.3	183	22	205
Non-post	138988.5	202267.5	26099.8	12.9	228367.3			
Total	**159369.8**	**228178.5**	**27285.1**	**12.0**	**255463.6**	**183**	**22**	**205**

140.   The resource estimates of the organization for the year 2022 are organized according to the four strategic areas of the 2020–2023 strategic plan. Table 12 restates the estimated resources for the year 2021 according to the four strategic areas and presents resource requirements for the year 2022. Resources are categorized by source of funding and category of expenditure. The allocation of resources across the four subprogrammes is based on an analysis of resource requirements for each strategic area based on the deliverables for each subprogramme for the year 2022, and the strategic priorities of UN-Habitat.

Table 14
Appropriations / Allocations for the year 2021 and resource requirements for the year 2022 by source of funding and expenditure category across the 2022 strategic priorities
(Thousands of United States dollars)

Strategic priority	Foundation non-earmarked	Regular budget	Programme support	Foundation earmarked	Technical cooperation	Total	Post	Non-Post
2021 appropriation								
Subprogramme 1	1 298.7	2 461.1	1 084.5	18 961.2	39 632.8	63 438.3	4 357.6	59 080.7
Subprogramme 2	942.3	2 516.0	1 236.8	12 742.1	31 610.1	49 047.3	4 208.6	44 838.7
Subprogramme 3	966.8	2 242.9	1 111.9	5 108.2	30 375.5	39 805.3	3 906.8	35 898.5
Subprogramme 4	1 027.4	1 922.8	768.1	6 519.3	50 954.7	61 192.3	3 224.7	57 967.6
Policy making organs	829.2	590.2	675.0	–	–	2 094.4	706.0	1 388.4
Executive direction and management	2 770.3	1 640.8	753.2	–	–	5 164.3	4 480.9	683.4
Programme support	2 165.3	1 122.0	4 149.3	–	–	7 436.6	5 026.4	2 410.2
Total	**10 000.0**	**12 495.8**	**9 778.8**	**43 330.8**	**152 573.1**	**228 178.5**	**25 911.0**	**202 267.5**
Post	8 177.4	11 169.6	6 448.1	–	–	25 795.1	25 795.1	–
Non-Post	1 822.6	1 326.2	3 330.7	43 330.8	152 573.1	202 383.4	–	202 383.4
Total	**10 000.0**	**12 495.8**	**9 778.8**	**43 330.8**	**152 573.1**	**228 178.5**	**25 795.1**	**202 383.4**
2022 estimates								
Subprogramme 1	1 437.0	2 653.3	863.6	30 760.4	27 331.7	63 046.0	4 099.3	58 946.7
Subprogramme 2	1 555.2	2 763.5	690.3	9 543.1	26 217.6	40 769.7	4 257.5	36 512.2
Subprogramme 3	1 246.1	2 490.0	1 032.8	23 048.5	44 196.9	72 014.3	3 939.6	68 074.7
Subprogramme 4	1 544.6	2 154.3	1 322.8	4 786.8	52 099.3	61 907.8	3 913.9	57 993.9
Policy making organs	628.2	590.2	274.5	–	–	1 492.9	703.3	789.6
Executive direction and management	3 168.5	1 515.7	1 391.9	983.2	–	7 059.3	5 150.0	1 909.3
Programme support	2 399.0	1 122.0	5 652.6	–	–	9 173.6	5 032.7	4 140.9
Total	**11 978.6**	**13 289.0**	**11 228.5**	**69 122.0**	**149 845.5**	**255 463.6**	**27 096.3**	**228 367.3**
Post	9 521.0	11 481.7	6 093.6	–	–	27 096.3	27 096.3	–
Non-Post	2 457.6	1 807.3	5 134.9	69 122.0	149 845.5	228 367.3	–	228 367.3
Total	**11 978.6**	**13 289.0**	**11 228.5**	**69 122.0**	**149 845.5**	**255 463.6**	**27 096.3**	**228 367.3**

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

142.   Table 15 shows a comparison of expenditure for the years 2020, 2021 and projections for 2022. Table 16 shows expenditure by category for each funding source and table 17 shows the breakdown of expenditure by subcategory for each strategic area.

Table 15
Resource breakdown by subcategory of expenditure from 2020–2022
(Thousands of United States dollars)

Subcategory of expenditure	Actual 2020	Approved appropriations 2021	Change amount	% change	Estimates 2022
Posts	20 381.3	25 911.0	1 185.3	4.6	27 096.3
Other staff costs	23 611.4	66 703.9	13 598.2	20.4	80 302.1
Hospitality	137.2	3.1	(0.1)	(3.2)	3.0
Consultants	32 970.6	458.9	(145.1)	(31.6)	313.8
Travel of representatives	(9.1)	–	–	–	–
Travel of staff	1 240.4	9 288.1	2 118.3	22.8	11 406.4
Contractual services	19 010.7	24 048.6	4 459.3	18.5	28 507.9
General operating expenses	11 578.8	14 979.8	1 552.8	10.4	16 532.6
Supplies and materials	492.6	3 602.7	301.3	8.4	3 904.0
Furniture and equipment	1 684.5	4 120.9	429.5	10.4	4 550.4
Grants and contributions (out)	48 271.4	79 061.5	3 785.6	4.8	82 847.1
Total	**159 369.8**	**228 178.5**	**27 285.1**	**12.0**	**255 463.6**

Table 16
Resource breakdown by subcategory of expenditure and source of funding
(Thousands of United States dollars)

Subcategory of expenditure	Foundation non-earmarked	Regular budget	Programme support	Foundation earmarked	Technical cooperation	Total
Posts	9 521.0	11 481.7	6 093.6	–	–	27 096.3
Other staff costs	331.1	293.5	456.8	32 358.2	46 862.5	80 302.1
Hospitality	–	3.0	–	–	–	3.0
Consultants	–	158.7	155.1	–	–	313.8
Travel of staff	425.0	94.8	271.0	5 664.0	4 951.6	11 406.4
Contractual services	343.9	1 000.1	2 196.1	5 889.6	19 078.2	28 507.9
General operating expenses	1 074.1	189.6	1 930.9	3 154.2	10 183.8	16 532.6
Supplies and materials	93.6	17.7	10.1	812.9	2 969.7	3 904.0
Furniture and equipment	139.9	49.9	114.9	1 420.7	2 825.0	4 550.4
Grants and contributions (out)	50.0	–	–	19 822.4	62 974.7	82 847.1
Total	**11 978.6**	**13 289.0**	**11 228.5**	**69 122.0**	**149 845.5**	**255 463.6**

Table 17
Resource breakdown by subcategory of expenditure and strategic priority
(Thousands of United States dollars)

Subcategory of expenditure	SP1	SP1	SP3	SP4	PMO	EDM	PGS	Total
Posts	4 099.3	4 257.5	3 939.6	3 913.9	703.3	5 150.0	5 032.7	27 096.3
Other staff costs	22 795.9	13 051.2	23 620.1	19 894.3	75.5	563.6	301.5	80 302.1
Hospitality		–	–	–	3.0	–	–	3.0
Consultants	105.4	39.7	40.6	27.9	–	54.3	45.9	313.8
Travel of staff	2 960.2	2 328.3	2 927.2	2 787.0	24.0	336.0	43.7	11 406.4
Contractual services	6 099.4	4 818.3	6 097.3	8 854.8	251.6	210.7	2 175.8	28 507.9
General operating expenses	3 527.6	2 196.3	4 544.1	4 013.6	434.9	464.2	1 351.9	16 532.6
Supplies and materials	969.3	712.6	1 216.2	953.9	0.6	27.1	24.3	3 904.0
Furniture and equipment	1 212.9	682.3	1 409.7	1 017.1	–	30.6	197.8	4 550.4
Grants and contributions	21 276.0	12 683.5	28 219.5	20 445.3	–	222.8	–	82 847.1
Total	**63 046.0**	**40 769.7**	**72 014.3**	**61 907.8**	**1 492.9**	**7 059.3**	**9 173.6**	**255 463.6**

Abbreviations: SP, Subprogramme; PMO, Policymaking organs; EDM, Executive direction and management; PGS, Programme support

C. Foundation non-earmarked budget

143.   The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from non-earmarked contributions for the year 2022 is $12.0 million, an increase of 19.8 percent from the 2021 Executive Board approved budget. This budget level will entail an ambitious approach to resource mobilization, requiring a strong and focused resource mobilization effort aimed at increasing non-earmarked contributions while maintaining a conservative approach to what it might be possible to mobilize. It also updates the programme of work mandated activities, assuming that funds are available. Posts will be utilized according to the availability of funds, and all Member States are requested to play their part in ensuring that the approved budget is fully funded.

D. Regular budget

144.   The amount of regular budget allocations for 2021 is projected at $13.3 million (before recosting), which represents a growth of about 6.3 per cent over the restated final budget to cover the 2022 Quadrennial report and the cost of two additional positions. Support to policy making bodies accounts for $0.6 million (4.0 per cent). Programme activities account for $10.1 million (76.0 per cent), while $1.1 million (8.0 per cent) is for programme support services and $1.5 million (11.0 per cent) for executive direction and management. Since the United Nations regular budget is subject to the approval of the General Assembly, the amounts quoted for 2021 are only indicative. Accordingly, any cost adjustments to this part of the resource plan will be affected at the United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

E. Foundation earmarked budget

145.   The estimated budget for the year 2022 is $69.1 million, most of which is for programme activities (see table 13). This represents a projected increase of 59.5% per cent over the $43.3 million estimated for the year 2021.

146.   As reflected in table 17, the United Nations Habitat and Human Settlements Foundation earmarked component incorporates the corresponding programme support cost (overhead) element of $5.2 million estimated at an average of 8.2% of the total cost of foundation earmarked programme costs. This amount represents the contribution of the foundation earmarked portfolio to the programme support cost revenue account for 2022. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 18
Foundation earmarked resources composition
(Thousands of United States dollars)

Category	Actual 2020	Approved appropriations 2021	Change amount	% change	Estimates 2022
Direct programme costs	33 311.8	59 321.0	4 560.0	7.7	63 881.0
Programme support costs	3 077.4	4 152.5	1 088.5	26.2	5 241.0
Total	**36 389.2**	**63 473.5**	**5 648.5**	**8.9**	**69 122.0**

F. Technical cooperation budget

147.   The proposed budget for technical cooperation activities is projected at $149.8 million for the year 2022, representing a decrease of $2.7 million on the estimated budget for the year 2022.

148.   As reflected in table 22, the technical cooperation component includes the corresponding programme support cost (overhead) element of $9.6 million estimated at an average of 7.0% of the total cost of technical cooperation programme costs. This amount represents the contribution of the technical cooperation portfolio to the programme support cost revenue account for 2022. The details of how the programme support cost revenue earned will be utilised is presented under the programme support cost budget section.

Table 19
Technical cooperation resources composition
(Thousands of United States dollars)

Category	Actual 2020	Approved appropriations 2021	Change amount	% change	Estimates 2022
Direct programme costs	88 308.9	137 755.0	1 972.5	1.4	139 727.5
Programme support costs	6 181.6	9 642.7	475.3	4.9	10 118.0
Total	**94 490.5**	**147 397.7**	**2 447.8**	**1.7**	**149 845.5**

G. Programme support activities budget

149.   UN-Habitat projects that a total of $11.2 million will be expended to support the 2022 programme using programme support revenue earned from the earmarked resources. Table 13 shows the distribution of the strategic areas that will be supported. Estimated revenue to be earned from earmarked projects in 2022 amounts to $15.3 million of which $10.1 million is expected from technical cooperation and $5.2 million is expected from foundation earmarked funds.

Overall human resources overview

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

151.   The annual work programme provides for 2022 a total of 205 posts comprising 75 posts from regular budget, 69 posts from foundation unearmarked and 61 posts from programme support fund.

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

153.   Table 20 shows the staffing levels for the year 2022 compared to the 2021 levels. Table 21 shows resource requirements by strategic area.

Table 20
Estimated distribution of posts by source of funds

	Professional category and above								Total	General service			Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1		National	Local level	Other level	
2021													
Foundation non-earmarked	–	1	2	7	5	8	8	1	32	–	26	–	58
Regular budget	1	–	1	4	9	17	14	5	51	–	22	2	75
Programme support	–	–	–	–	5	12	11	2	30	–	20	–	50
2021 total	**1**	**1**	**3**	**11**	**19**	**37**	**33**	**8**	**113**	**–**	**68**	**2**	**183**
Changes: (decrease)/increase													
Foundation non-earmarked	–	–	1	–	1	5	4	–	11	–	–	–	11
Regular budget	–	–	–	–	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	3	2	(5)	–	–	3	8	–	11
Net changes	**–**	**–**	**1**	**–**	**4**	**7**	**(1)**	**–**	**11**	**3**	**8**	**–**	**22**
2022													
Foundation non-earmarked	–	1	3	7	6	13	12	1	43	–	26	–	69
Regular budget	1	–	1	4	9	17	14	5	51	–	22	2	75
Programme support	–	–	–	–	8	14	6	2	30	3	28	–	61
2022 total	**1**	**1**	**4**	**11**	**23**	**44**	**32**	**8**	**124**	**3**	**76**	**2**	**205**

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

Table 21
Estimated distribution of posts by strategic priority

	Professional category and above									General service			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	National	Local level	Other level	Grand total
2022													
Subprogramme 1	–	–	1	2	5	4	3	1	16	–	9	–	25
Subprogramme 2	–	–	–	3	4	8	6	2	23	–	6	–	29
Subprogramme 3	–	–	–	1	5	8	5	1	20	–	13	–	33
Subprogramme 4	–	–	2	1	3	5	4	1	16	1	16	–	33
Policy making organs	–	–	–	1	–	–	2	–	3	–	3	–	6
Executive direction and management	1	1	1	2	5	8	3	1	22	1	10	2	35
Programme support	–	–	–	1	1	11	9	2	24	1	19	–	44
2022 total	**1**	**1**	**4**	**11**	**23**	**44**	**32**	**8**	**124**	**3**	**76**	**2**	**205**

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

H. Foundation non-earmarked resources

154.   Table 22 below presents the actual financial trend of the United Nations Habitat and Human Settlements Foundation in the five-year period from 2017 to 2020 and shows the approved position for 2020 presented alongside the proposed amounts for the year 2022.

155.   The financial resources requirements of the non-earmarked account of the United Nations Habitat and Human Settlements Foundation for the year 2022 is presented in Table 23 and Table 24 below. Table 25 and Table 26 show the human resource requirements.

Table 22
Financial trend of the UN-Habitat Human Settlements Foundation

(Thousands of United States dollars)

Item/Year	2017	2018	2019	2020	2021*	2022*
1.0. Funding						
1.1. Fund and reserve balances at year start	6 088.0	2 279.0	1 280.0	3 491.0	1 098.9	1 108.9
Total [1.1]	6 088.0	2 279.0	1 280.0	3 491.0	1 098.9	1 108.9
1.2. Income						
Contributions towards budget for the year	2 693.0	3 594.0	5 128.0	4 353.6	10 000.0	11 978.6
Contributions towards reserve stabilisation	–	–	–	–	–	–
Investment revenue	52.0	13.0	94.0	–	10.0	–
Cost recovery	2 628.0	–	–	–	–	–
Other revenue	–	92.0	17.0	–	–	–
Total [1.2]	5 373.0	3 699.0	5 239.0	4 353.6	10 010.0	11 978.6
Total [1.0]	11 461.0	5 978.0	6 519.0	7 844.6	11 108.9	13 087.5
2.0. Expenditure						
Employee Salaries and Benefits	7 927.0	4 419.0	5 490.0	6 220.0	8 177.4	9 521.0
Non-Employees compensation & allow.	334.0	27.0	(1.0)	56.0	158.5	331.1
Grants and transfers	442.0	–	–	–	55.0	50.0
Supplies and consumables	4.0	–	–	–	36.7	93.6
Travel	287.0	43.0	7.0	–	83.5	425.0
Other Operating expenses	171.0	18.0	20.0	718.0	1 488.9	1 557.9
Other Expenses	17.0	12.0	2.0	64.0	–	–
Total [2.0]	9 182.0	4 519.0	5 518.0	7 058.0	10 000.0	11 978.6
3.0. Fund, reserve balances at year end (I-II)	2279.0	1459.0	1001.0	786.6	1 108.9	1 108.9
Adjustment	–	(179.0)	2490.0	312.3	–	–
Subtotal	2 279.0	1 280.0	3 491.0	1 098.9	1 108.9	1 108.9
Operational reserve	2 606.0	1 303.0	1 303.0	2 000.0	2 000.0	2 395.7
Loan repayment	–	–	–	–	–	–
4.0. Fund balances at end of year	(327.0)	(23.0)	2 188.0	(901.1)	(891.1)	(1 286.8)

* Projected amount

Table 23
United Nations Habitat and Human Settlements Foundation resource requirements for the year 2022

(Non-earmarked funds only)

(Thousands of United States dollars)

Category	Actual 2020	Approved appropriations 2021	Change amount	% Change	Estimates 2022	2021	Changes	2022
A. Programme of work								
Post	3 524.9	3 718.4	1 101.8	29.6	4 820.2	27	8	35
Non-post	1 116.8	516.8	445.9	86.3	962.7			
Subtotal	**4 641.7**	**4 235.2**	**1 547.7**	**36.5**	**5 782.9**	**27**	**8**	**35**
B. Policy making organs								
Post	63.6	147.5	(2.7)	(1.8)	144.8	1	–	1
Non-post	12.2	681.7	(198.3)	(29.1)	483.4			
Subtotal	**75.8**	**829.2**	**(201.0)**	**(24.2)**	**628.2**	**1**	**–**	**1**

Category	Actual 2020	Approved appropriations 2021	Change amount	% Change	Estimates 2022	2021	Changes	2022
C. Executive direction and management								
Post	895.9	2 530.4	114.7	4.5	2 645.1	15	1	16
Non-post	554.6	239.9	283.5	118.2	523.4			
Subtotal	**1 450.5**	**2 770.3**	**398.2**	**14.4**	**3 168.5**	**15**	**1**	**16**
D. Programme support								
Post	1 008.1	1 781.1	129.8	7.3	1 910.9	15	2	17
Non-post	389.9	384.2	103.9	27.0	488.1			
Subtotal	**1 398.0**	**2 165.3**	**233.7**	**10.8**	**2 399.0**	**15**	**2**	**17**
Total by category								
Post	5 492.5	8 177.4	1 343.6	16.4	9 521.0	58	11	69
Non-post	2 073.5	1 822.6	635.0	34.8	2 457.6			
Total	**7 566.0**	**10 000.0**	**1 978.6**	**19.8**	**11 978.6**	**58**	**11**	**69**

Table 24
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	1 222.2	1 317.8	994.6	1 285.6	144.8	2 645.1	1 910.9	9 521.0
Consultants and experts	–	–	–	–	–	–	–	–
Travel of staff	66.0	82.0	66.0	66.0	24.0	100.0	21.0	425.0
Contractual services	10.0	8.0	13.2	11.8	251.6	21.2	28.1	343.9
General operating expenses	103.7	103.8	122.0	101.5	160.4	224.4	258.3	1 074.1
Supplies and materials	5.1	15.1	26.3	5.7	0.6	20.1	20.7	93.6
Furniture and equipment	30.0	1.5	6.0	–	–	11.5	90.9	139.9
Grants and contributions	–	–	–	50.0	–	–	–	50.0
Total	**1 437.0**	**1 555.2**	**1 246.1**	**1 544.6**	**628.2**	**3 168.5**	**2 399.0**	**11 978.6**
Post	1 222.2	1 317.8	994.6	1 285.6	144.8	2 645.1	1 910.9	9 521.0
Non-post	214.8	237.4	251.5	259.0	483.4	523.4	488.1	2 457.6
Total	**1 437.0**	**1 555.2**	**1 246.1**	**1 544.6**	**628.2**	**3 168.5**	**2 399.0**	**11 978.6**

Abbreviations: SP, Subprogramme; PMO, Policymaking organs; EDM, Executive direction and management; PGS, Programme support

156.   Table 25 shows the allocation of foundation non-earmarked posts to subprogrammes and strategic areas. On the other hand, table 26 shows the changes in foundation non-earmarked post from 2020 to 2021.

Table 25
United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority

| | Professional category and above | | | | | | | | General service | | |
	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
Subprogramme 1	–	–	1	2	–	1	–	4	3	–	7
Subprogramme 2	–	–	2	1	2	2	–	7	1	–	8
Subprogramme 3	–	–	1	–	2	1	–	4	6	–	10
Subprogramme 4	–	2	1	1	1	1	–	6	4	–	10
Policy making organs	–	–	–	–	–	1	–	1	–	–	1
Executive direction and management	1	1	1	2	5	1	1	12	4	–	16
Programme support	–	–	1	–	3	5	–	9	8	–	17
2022 total	**1**	**3**	**7**	**6**	**13**	**12**	**1**	**43**	**26**	**–**	**69**

Table 26
United Nations Habitat and Human Settlements Foundation summary of post changes

| | Professional category and above | | | | | | | | General service | | |
	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
2020	1	2	7	5	8	8	1	32	26	–	58
Increase/(Decrease)	–	1	–	1	5	4	–	11	–	–	11
2021	1	3	7	6	13	12	1	43	26	–	69

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

I. General financial reserve

157. 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.

158. In view of the expected level of expenditure in the year 2022, a general financial reserve of $2.4 million is recommended, which is equivalent to 20 per cent of the Foundation non-earmarked budget of $12.0 million as presented in table 21. The recommended amount is based on the historical timing of Foundation unearmarked fund payments. This financial reserve will be recorded upon approval by the Executive Board of the 2022 programme of work and budget proposal in the financial statement of 2021.

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

Table 27
Resource requirement by source of funds
(Thousands of United States dollars)

| | Resources | | | Posts | |
Category	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	1 160.4	61.8	1 222.2	7	7
Non-post	138.3	76.5	214.8		
Subtotal	**1 298.7**	**138.3**	**1 437.0**	**7**	**7**
Regular budget					
Post	2 248.9	–	2 248.9	13	13
Non-post	212.2	192.2	404.4		

Category	Resources			Posts	
	2021	*Change*	*2022*	*2021*	*2022*
Subtotal	**2 461.1**	**192.2**	**2 653.3**	**13**	**13**
Programme support					
Post	948.3	(320.1)	628.2	7	5
Non-post	136.2	99.2	235.4		
Subtotal	**1 084.5**	**(220.9)**	**863.6**	**7**	**5**
Foundation earmarked					
Post	–	–	–	–	–
Non-post	18 961.2	11 799.2	30 760.4		
Subtotal	**18 961.2**	**11 799.2**	**30 760.4**	**–**	**–**
Technical cooperation					
Post	–	–	–	–	–
Non-post	39 632.8	(12 301.1)	27 331.7		
Subtotal	**39 632.8**	**(12 301.1)**	**27 331.7**	**–**	**–**
Total by category					
Post	4 357.6	(258.3)	4 099.3	27	25
Non-post	59 080.7	(134.0)	58 946.7		
Subtotal	**63 438.3**	**(392.3)**	**63 046.0**	**27**	**25**

Table 28
Estimated distribution of posts by source of funds

	Professional category and above							General service		Grand total
	D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	Total	*Local level*	*Other level*	*Grand total*
2021										
Foundation non-earmarked	1	1	2	–	–	–	4	3	–	7
Regular budget	1	1	1	3	2	1	9	4	–	13
Programme support	–	–	2	1	1	–	4	3	–	7
2021 total	**2**	**2**	**5**	**4**	**3**	**1**	**17**	**10**	**–**	**27**
Changes: (decrease)/increase										
Foundation non-earmarked	(1)	–	–	–	1	–	–	–	–	–
Programme support	–	–	–	–	(1)	–	(1)	(1)	–	(2)
Net changes	**(1)**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**(2)**
2022										
Foundation non-earmarked	–	1	2	–	1	–	4	3	–	7
Regular budget	1	1	1	3	2	1	9	4	–	13
Programme support	–	–	2	1	–	–	3	2	–	5
2022 total	**1**	**2**	**5**	**4**	**3**	**1**	**16**	**9**	**–**	**25**

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

2. **Subprogramme 2: Enhanced shared prosperity of cities and regions**

Table 29
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources			Posts	
	2021	*Change*	*2022*	*2021*	*2022*
Foundation non-earmarked					
Post	835.5	482.3	1 317.8	5	8
Non-post	106.8	130.6	237.4		
Subtotal	**942.3**	**612.9**	**1 555.2**	**5**	**8**
Regular budget					
Post	2 303.7	98.1	2 401.8	17	17
Non-post	212.3	149.4	361.7		
Subtotal	**2 516.0**	**247.5**	**2 763.5**	**17**	**17**
Programme support					
Post	1 069.4	(531.5)	537.9	8	4
Non-post	167.4	(15.0)	152.4		
Subtotal	**1 236.8**	**(546.5)**	**690.3**	**8**	**4**
Foundation earmarked					
Post	–	–	–	–	–
Non-post	12 742.1	(3 199.0)	9 543.1		
Subtotal	**12 742.1**	**(3 199.0)**	**9 543.1**	**–**	**–**
Technical cooperation					
Post	–	–	–	–	–
Non-post	31 610.1	(5 392.5)	26 217.6		
Subtotal	**31 610.1**	**(5 392.5)**	**26 217.6**	**–**	**–**
Total by category					
Post	4 208.6	48.9	4 257.5	30	29
Non-post	44 838.7	(8 326.5)	36 512.2		
Subtotal	**49 047.3**	**(8 277.6)**	**40 769.7**	**30**	**29**

Table 30
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*	*Local level*	*Other level*	*Grand total*
2021									
Foundation non-earmarked	2	–	1	1	–	4	1	–	5
Regular budget	1	2	3	3	2	11	6	–	17
Programme support	–	1	3	1	–	5	3	–	8
2021 total	**3**	**3**	**7**	**5**	**2**	**20**	**10**	**–**	**30**
Changes: (decrease)/increase									
Foundation non-earmarked	–	1	1	1	–	3	–	–	3
Regular budget	–	–	1	–	–	1	(1)	–	–
Programme support	–	–	(1)	–	–	(1)	(3)	–	(4)
Net changes	**–**	**1**	**1**	**1**	**–**	**3**	**(4)**	**–**	**(1)**
2022									
Foundation non-earmarked	2	1	2	2	–	7	1	–	8
Regular budget	1	2	4	3	2	12	5	–	17
Programme support	–	1	2	1	–	4	–	–	4
2022 total	**3**	**4**	**8**	**6**	**2**	**23**	**6**	**–**	**29**

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

3.   **Subprogramme 3: Strengthened climate action and improved urban environment**

Table 31
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	867.3	127.3	994.6	8	10
Non-post	99.5	152.0	251.5		
Subtotal	**966.8**	**279.3**	**1 246.1**	**8**	**10**
Regular budget					
Post	2 030.6	98.1	2 128.7	15	14
Non-post	212.3	149.0	361.3		
Subtotal	**2 242.9**	**247.1**	**2 490.0**	**15**	**14**
Programme support					
Post	1 008.9	(192.6)	816.3	7	9
Non-post	103.0	113.5	216.5		
Subtotal	**1 111.9**	**(79.1)**	**1 032.8**	**7**	**9**
Foundation earmarked					
Post	–	–	–	–	–
Non-post	5 108.2	17 940.3	23 048.5		
Subtotal	**5 108.2**	**17 940.3**	**23 048.5**	**–**	**–**
Technical cooperation					
Post	–	–	–	–	–
Non-post	30 375.5	13 821.4	44 196.9		
Subtotal	**30 375.5**	**13 821.4**	**44 196.9**	**–**	**–**
Total by category					
Post	3 906.8	32.8	3 939.6	30	33
Non-post	35 898.5	32 176.2	68 074.7		
Subtotal	**39 805.3**	**32 209.0**	**72 014.3**	**30**	**33**

Table 32
Estimated distribution of posts by source of funds

	Professional category and above							General service		Grand total
	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	
2021										
Foundation non-earmarked	–	1	–	1	–	–	2	6	–	8
Regular budget	–	–	2	5	4	1	12	3	–	15
Programme support	–	–	1	2	2	–	5	2	–	7
2021 total	**–**	**1**	**3**	**8**	**6**	**1**	**19**	**11**	**–**	**30**
Changes: (decrease)/increase										
Foundation non-earmarked	–	–	–	1	1	–	2	–	–	2
Regular budget	–	–	–	(1)	–	–	(1)	–	–	(1)
Programme support	–	–	2	–	(2)	–	–	2	–	2
Net changes	**–**	**–**	**2**	**–**	**(1)**	**–**	**1**	**2**	**–**	**3**
2022										
Foundation non-earmarked	–	1	–	2	1	–	4	6	–	10
Regular budget	–	–	2	4	4	1	11	3	–	14
Programme support	–	–	3	2	–	–	5	4	–	9
2022 total	**–**	**1**	**5**	**8**	**5**	**1**	**20**	**13**	**–**	**33**

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

4. **Subprogramme 4: Effective urban crisis prevention and response**

Table 33
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	855.2	430.4	1 285.6	7	10
Non-post	172.2	86.8	259.0		
Subtotal	**1 027.4**	**517.2**	**1 544.6**	**7**	**10**
Regular budget					
Post	1 711.2	–	1 711.2	11	12
Non-post	211.6	231.5	443.1		
Subtotal	**1 922.8**	**231.5**	**2 154.3**	**11**	**12**
Programme support					
Post	658.3	258.8	917.1	6	11
Non-post	109.8	295.9	405.7		
Subtotal	768.1	554.7	1 322.8	6	11
Foundation earmarked					
Post	–	–	–	–	–
Non-post	6 519.3	(1 732.5)	4 786.8		
Subtotal	6 519.3	(1 732.5)	4 786.8	–	–
Technical cooperation					
Post	–	–	–	–	–
Non-post	50 954.7	1 144.6	52 099.3		
Subtotal	50 954.7	1 144.6	52 099.3	–	–
Total by category					
Post	3 224.7	689.2	3 913.9	24	33
Non-post	57 967.6	26.3	57 993.9	–	–
Subtotal	**61 192.3**	**715.5**	**61 907.8**	**24**	**33**

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

Table 34
Estimated distribution of posts by source of funds

	Professional category and above							General service		Grand total
	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	
2021										
Foundation non-earmarked	–	1	1	1	–	–	3	–	4	7
Regular budget	–	–	1	2	3	1	7	–	4	11
Programme support	–	–	1	–	1	–	2	–	4	6
2021 total	**–**	**1**	**3**	**3**	**4**	**1**	**12**	**–**	**12**	**24**
Changes: (decrease)/increase										
Foundation non-earmarked	2	–	–	–	1	–	3	–	–	3
Regular budget	–	–	–	1	–	–	1	–	–	1
Programme support	–	–	–	1	(1)	–	–	1	4	5
Net changes	2	–	–	2	–	–	4	1	4	9
2022										
Foundation non-earmarked	2	1	1	1	1	–	6	–	4	10
Regular budget	–	–	1	3	3	1	8	–	4	12
Programme support	–	–	1	1	–	–	2	1	8	11
2022 total	**2**	**1**	**3**	**5**	**4**	**1**	**16**	**1**	**16**	**33**

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

5. Executive direction and management

Table 35
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources			Posts	
	2021	*Change*	*2022*	*2021*	*2022*
Foundation non-earmarked					
Post	2 530.4	114.7	2 645.1	15	16
Non-post	239.9	283.5	523.4		
Subtotal	**2 770.3**	**398.2**	**3 168.5**	**15**	**16**
Regular budget					
Post	1 329.7	–	1 329.7	7	7
Non-post	311.1	(125.1)	186.0		
Subtotal	**1 640.8**	**(125.1)**	**1 515.7**	**7**	**7**
Programme support					
Post	620.8	554.4	1 175.2	6	12
Non-post	132.4	84.3	216.7		
Subtotal	**753.2**	**638.7**	**1 391.9**	**6**	**12**
Foundation earmarked					
Post	–	–	–	–	–
Non-post	–	983.2	983.2		
Subtotal	**–**	**983.2**	**983.2**	**–**	**–**
Total by category					
Post	4 480.9	669.1	5 150.0	28	35
Non-post	683.4	1 225.9	1 909.3	–	–
Subtotal	**5 164.3**	**1 895.0**	**7 059.3**	**28**	**35**

Table 36
Estimated distribution of posts by source of funds

	Professional category and above										General service		Grand total
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total*	*National*	*Local level*	*Other level*	
2021													
Foundation non-earmarked	–	1	1	1	2	4	1	1	11	–	4	–	15
Regular budget	1	–	–	1	2	–	–	–	4	–	1	2	7
Programme support	–	–	–	–	–	1	1	–	2	–	4	–	6
2021total	**1**	**1**	**1**	**2**	**4**	**5**	**2**	**1**	**17**	**–**	**9**	**2**	**28**
Changes:(decrease)/ increase	–	–	–	–	–	–	–	–	–	–	–	–	–
Foundation non-earmarked	–	–	–	–	–	1	–	–	1	–	–	–	1
Regular budget	–	–	–	–	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	1	2	1	–	4	1	1	–	6
Net changes	**–**	**–**	**–**	**–**	**1**	**3**	**1**	**–**	**5**	**1**	**1**	**–**	**7**
2022													
Foundation non-earmarked	–	1	1	1	2	5	1	1	12	–	4	–	16
Regular budget	1	–	–	1	2	–	–	–	4	–	1	2	7
Programme support	–	–	–	–	1	3	2	–	6	1	5	–	12
2022 total	**1**	**1**	**1**	**2**	**5**	**8**	**3**	**1**	**22**	**1**	**10**	**2**	**35**

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

6. **Policy making organs**

Table 37
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources			Posts	
	2021	Change	2022	2021	2022
Foundation non-earmarked					
Post	147.5	(2.7)	144.8	1	1
Non-post	681.7	(198.3)	483.4		
Subtotal	**829.2**	**(201.0)**	**628.2**	**1**	**1**
Regular budget					
Post	558.5	–	558.5	5	5
Non-post	31.7	–	31.7		
Subtotal	**590.2**	**–**	**590.2**	**5**	**5**
Programme support					
Post	–	–	–	–	–
Non-post	675.0	(400.5)	274.5		
Subtotal	**675.0**	**(400.5)**	**274.5**	**–**	**–**
Total by category					
Post	706.0	(2.7)	703.3	6	6
Non-post	1 388.4	(598.8)	789.6		
Subtotal	**2 094.4**	**(601.5)**	**1 492.9**	**6**	**6**

Table 38
Estimated distribution of posts by source of funds

	Professional category and above				General service		Grand total
	D-1	P-4	P-3	Total	Local level	Other level	
2021							
Foundation non-earmarked	–	–	1	1	–	–	1
Regular budget	1	–	1	2	3	–	5
2021 total	**1**	**–**	**2**	**3**	**3**	**–**	**6**
Changes: (decrease)/increase				–	–	–	–
Foundation non-earmarked	–	–	–	–	–	–	–
Regular budget	–	–	–	–	–	–	–
Net changes	**–**	**–**	**–**	**–**	**–**	**–**	**–**
2022							
Foundation non-earmarked	–	–	1	1	–	–	1
Regular budget	1	–	1	2	3	–	5
2022 total	**1**	**–**	**2**	**3**	**6**	**–**	**6**

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

7. **Programme support**

Table 39
Resource requirement by source of funds
(Thousands of United States dollars)

Category	Resources				Posts	
	2021	Change	2022		2021	2022
Foundation non-earmarked						
Post	1 781.1	129.8	1 910.9		15	17
Non-post	384.2	103.9	488.1			
Subtotal	**2 165.3**	**233.7**	**2 399.0**	–	**15**	**17**
Regular budget						
Post	1 102.9	–	1 102.9		7	7
Non-post	19.1	–	19.1			
Subtotal	**1 122.0**	**–**	**1 122.0**		**7**	**7**
Programme support						
Post	2 142.4	(123.5)	2 018.9		16	20
Non-post	2 006.9	1 626.8	3 633.7			
Subtotal	**4 149.3**	**1 503.3**	**5 652.6**		**16**	**20**
Total by category						
Post	5 026.4	6.3	5 032.7		38	44
Non-post	2 410.2	1 730.7	4 140.9		–	–
Subtotal	**7 436.6**	**1 737.0**	**9 173.6**		**38**	**44**

Table 40
Estimated distribution of posts by source of funds

	Professional category and above						General service		Grand total
	D-1	P-5	P-4	P-3	P-2/1	Total	National	Local level	
2020									
Foundation non-earmarked	1	–	1	5	–	7	–	8	15
Regular budget	–	1	3	1	–	5	–	2	7
Programme support	–	–	5	5	2	12	–	4	16
2020 total	**1**	**1**	**9**	**11**	**2**	**24**	**–**	**14**	**38**
Changes: (decrease)/increase	–	–	–	–	–	–	–	–	–
Foundation non-earmarked	–	–	2	–	–	2	–	–	2
Regular budget	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	(2)	–	(2)	1	5	4
Net changes	**–**	**–**	**2**	**(2)**	**–**	**–**	**1**	**5**	**6**
2021									
Foundation non-earmarked	1	–	3	5	–	9	–	8	17
Regular budget	–	1	3	1	–	5	–	2	7
Programme support	–	–	5	3	2	10	1	9	20
2021 total	**1**	**1**	**11**	**9**	**2**	**24**	**1**	**19**	**44**

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

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
1. In paragraphs 3 and 4 of its report (2019), the ACABQ recommended that UN-Habitat should have included information regarding the planned change from seven to four subprogrammes in the work programme and budget report for the consideration of the Executive Board, and trusts that future reports of UN-Habitat will include detailed information on the goals and outcomes of the strategic plan 2020-2023	*Status: Implemented and On-going* The UN-Habitat issued the following report: Progress report of the Executive Director on the implementation of UN-Habitat Strategic Plan for the period 2020 -2023: the draft results framework (HSP/EB.2020/9/Rev.1.)
2. In paragraph 5 of the report (2019), the ACABQ noted the importance of tracking the implementation of the strategic plan to ensure a focus on outcomes and impact and looked forward to information in the next report on the progress made in implementing the new strategic plan.	*Status: Implemented and On-going* The UN-Habitat issued the following report: Progress report of the Executive Director on the implementation of UN-Habitat Strategic Plan for the period 2020 -2023: the draft results framework (HSP/EB.2020/9/Rev.1.)
3. 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: In-progress* UN-Habitat has commenced the evaluation of UN-Habitat Management and Administration in the first quarter 2021.
4. In paragraph 11 of its report (HSP/EB.2020/22/Add.1), the ACABQ recommended UN-Habitat to further its efforts on resource mobilization and outreach activities with a view to increasing non-earmarked contributions to the Foundation.	*Status: Implemented and On-going* The report of the Executive provides an update in report Progress in the implementation of the strategic plan for the period 2020-2023: draft resource mobilization strategy. (HSP/EB.2020/12/Rev.1.). This strategy has been approved by the UN-Habitat Executive Board in its decisions at the Second Session 27 – 29 October 2020 (HSP/EB.2020/29).
5. In paragraph 17 of its report (HSP/EB.2020/22/Add.1), the ACABQ recommended the next report of the Executive Director will provide an update on lessons learned and best practices from measures undertaken and progress made by UN-Habitat to respond to the challenges presented by the COVID-19 pandemic.	*Status: Implemented and on-going* The report of the Executive Director provides an updated on the impact of COVID-19, additionally UN-Habitat has produced the following reports: Interim technical note on water, sanitation and hygiene for COVID-19 response in slums and informal urban settlements. Prepared by UN-Habitat and UNICEF https://unhabitat.org/sites/default/files/2020/05/UN-Habitat-unicef_wash_technical_note-_urban_wash_for_covid_in_informal_settlements.pdf Spatial Planning Guidelines During COVID-19: https://unhabitat.org/sites/default/files/2020/11/covid19_spatialplanning_eng1.pdf Strategy Guidance: Solid Waste Management Response to COVID-19: https://unhabitat.org/sites/default/files/2020/05/UN-Habitat_strategy_guidance_swm_reponse_to_covid19.pdf COVID-19 Response Report of Activities September 2020 https://unhabitat.org/sites/default/files/2020/10/COVID-19_response_report_web26.10.20.pdf
6. In paragraph 18 of its report (HSP/EB.2020/22/Add.1), the ACABQ recommended that the related information (BOA and ACABQ recommendations) will continue to be provided in future reports (see HSP/EB.1/2/Rev.1/Add.1, para. 23).	*Status:* Implemented and On-going The present report of the Executive Director contains Annexes reporting on the status of BOA and ACABQ recommendations.

Annex II

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

A/74/323/Add.1 "Implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2019 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:* Under implementation "UN-Habitat has taken the following actions to mitigate risks to commence projects in a timely manner: 1. The Project Review Committee (PRC) established in 2020 has updated Terms of Reference to ensure the linkage to the four new UN-Habitat sub-programmes, and the expected contribution of the project to each subprogramme; 2. Revised the cash management methodology to ensure project funds received are applied to the projects in a timely manner. The 2020 year-end unapplied deposits are under $200,000; 3. Will conduct a rostering exercise for key project personnel in the first two quarters of 2021. The recommendation continues to be under implementation."
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:* Under implementation UN-Habitat notes this recommendation is under implementation.
The Board recommends that UN-Habitat: (a) formulate strategies to minimize consultancy costs in accordance with its strategic objectives for the period 2014–2019; and (b) include minimization of consultancy costs in the results framework for tracking and reporting periodically. 2016 A/72/5/Add.9, chap. II, para. 23	*Status:* Under implementation UN-Habitat considers consultancies to be an appropriate methodology to meet specific needs of projects and continues to evaluate longer-term on-going needs of projects to be addressed using temporary or fixed-term appointments. This recommendation remains under implementation.
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 UN-Habitat has implemented a quarterly monitoring of project funded containing conditional liabilities. This recommendation is under implementation.
The Board recommends that UN-Habitat (a) ensure capacity-building programmes are conducted for all staff who have resource mobilization responsibilities at the country and regional levels; and (b) develop policy guidelines and circulate them to the regional and country offices as required under the results framework for the donor relations and income strategy. 2017 A/73/5/Add.9, chap. II, para. 15	*Status:* Implemented UN-Habitat is coordinating with the Regional Directors on the implementation of the Executive Board October 2020 approved Resource Mobilization Strategy. UN-Habitat considers this recommendation implemented and will provide BOA with supporting for verification and closure of the recommendation.
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 The established the Programme / Project Review Committee (PRC), with the Deputy Executive Director as Chair, replaced the Project Advisory Group (PAG) in 2020. All projects presented to the PRC in 2020 and the associated minutes recorded. UN-Habitat has implemented a control mechanism to ensure this prior practice is not continued. This will be submitted to BOA for verification and closure of the recommendation.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that UN-Habitat ensure documentation is in place whenever there is movement of assets in order to reduce the risk of losing assets. 2017 A/73/5/Add.9, chap. II, para. 22	*Status:* Implemented UN-Habitat considers this recommendation implemented and will submit supporting documentation to BOA for verification and closure.
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:* Implemented Per the improvements noted above in the application of cash to the Contribution Agreements, the ability to enact the payments terms and conditions stipulated in Agreements of Cooperation (AoC) has been improved. UN-Habitat has been able in 2020 to fast track COVID-19 and other humanitarian emergency response cases. UN-Habitat will present the supporting documentation to BOA for verification and closure of the recommendation.
The Board recommends that UN-Habitat ensure that the country offices in Colombia and Brazil: (a) find safer outside locations to store their backups, which can be accessed by staff during disasters; and (b) develop disaster recovery and business continuity plans. 2017 A/73/5/Add.9, chap. II, para. 44	*Status:* Implemented UN-Habitat has moved all critical data to the cloud, during the first quarter 2020, as part of the UN organizational strategy, with the support of UNON ICT. This provided to be a key factor in allowing operations to continue during the COVID-19 pandemic. UN-Habitat considers this recommendation implemented and will provide supporting documentation to BOA for verification and closure of the recommendation
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:* Under Implementation UN-Habitat considers this recommendation to be under implementation.
The Board recommends that UN-Habitat comply with the administrative instruction on consultants and individual contractors (ST/AI/2013/4) by utilizing the roster in the selection of consultants and individual contractors to ensure that competent and experienced consultants and individual contractors are selected. 2017 A/73/5/Add.9, chap. II, para. 55	*Status:* Implemented UN-Habitat through additional advisory services provided by MACS Human Resources continue to work with all Directors on appropriate use of personnel using UN Secretariat contracts, and service personnel through both UNDP and UNOPS. UN-Habitat considers this recommendation implemented and will provide BOA with supporting documentation for verification and closure of the recommendation.
The Board recommends that UN-Habitat: (a) adhere to the results-based management policy on reporting by incorporating analyses of the logical frameworks into their progress reports; and (b) prepare annual workplans for their activities in line with the approved programme of work for the biennium. 2017 A/73/5/Add.9, chap. II, para. 59	*Status:* Under Implementation "UN-Habitat provided its Executive Board with report UN-Habitat Strategic Plan for the period 2020 -2023: the draft results framework (HSP/EB.2020/9/Rev.1.) at its Second Session 27-29 October 2020 and will provide this report on annual basis. The PRC ensures all project proposals incorporate the UN logical framework. UN-Habitat considers this is under implementation and will be completed in 2021."
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. 2018 A/74/5/Add.9, chap. II, para. 21	*Status:* Under Implementation UN-Habitat continued to complete the financial closure of all operationally closed grants during 2020, which included a review and write-down of uncollectable receivables. The review of all Agreements of Cooperation Implementing Partner Grants commenced in 2020 and will be completed by 30 June 2021. The recommendation is under implementation.
The Board recommends that UN-Habitat evaluate the application of impairment provisions to advances accounts. 2018 A/74/5/Add.9, chap. II, para. 22	*Status:* Under Implementation UN-Habitat is the process of completing a full review of Implementing Partner Agreements of Cooperation and will enact all applicable write-offs. This is scheduled to be completed by 30 June 2021. This recommendation remains under implementation.

Brief description of the recommendation	*Action taken to implement the recommendation*
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 entity and inform its hubs and offices of its application. 2018 A/74/5/Add.9, chap. II, para. 42	*Status:* Under Implementation UN-Habitat takes not of the referenced GA resolution that requests UN Organizations ensure that Regular Budget or UN-Habitat Foundation non-earmarked resources do not subsidized activities of earmarked trust fund projects. In 2020 UN-Habitat ensured all Common Service Costs for earmarked projects are charged to the respective project as a direct cost. This recommendation has been partially implemented. UN-Habitat will in 2021 evaluate options to fund the Field Architecture Regional and Multi-Country Offices through cost allocations that would be reflected in future Contribution Agreements. This recommendation continues under implementation.
The Board recommends that UN-Habitat include detailed documentation of each project in the project accrual and accountability system in order to support their execution and corresponding progress.	*Status:* Under Implementation UN-Habitat has commenced the implementation of Umoja Extension 2 IPMR will be completed in the second quarter 2021. This recommendation is considered to be under implementation.
The Board recommends that UN-Habitat improve the controls related to updated information, established in paragraph 36 of the project-based management policy. 2018 A/74/5/Add.9, chap. II, para. 54	*Status:* Under Implementation UN-Habitat has commenced the implementation of Umoja Extension 2 IPMR will be completed in the second quarter 2021. This recommendation is considered to be under implementation.
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. 2018 A/74/5/Add.9, chap. II, para. 62	*Status:* Under Implementation This recommendation has been over-taken by planned Umoja Extension 2 IPMR module, which requires a review of the complementary functionality required in PAAS to monitor evaluation activities. This recommendation remains under implementation pending the full implementation of Umoja IPMR.
The Board recommends that UN-Habitat improve the controls related to the evaluation reports, established in paragraph 19 of the project-based management policy.	*Status:* Implemented "UN-Habitat has provided its Executive Board with the following reports on evaluation at its Second Session 27-29 October 2021: Executive Director report on the final evaluation of the implementation of the strategic plan of UN-Habitat for the period 2014–2019 (HSP/EB.2020/23/Add.1.) Evaluation of the strategic plan for the period 2014–2019 (HSP/EB.2020/INF/6) The PRC ensures all submitted projects, include funding for external evaluation, in accordance with UN-Habitat project evaluation policy. UN-Habitat will provide supporting documentation to the BOA for verification and closure of the recommendation.
The Board recommends that UN-Habitat update its internal manuals, such as the project-based management policy and the project accrual and accountability system guidelines and manual, to clearly establish Umoja and its extensions as the system that gives support to the different duties performed by the entity. 2018 A/74/5/Add.9, chap. II, para. 67	*Status:* Under Implementation UN-Habitat is scheduled to implement the Umoja Extension 2 IPMR module in the 2nd quarter 2021. This recommendation is considered to be under implementation.
The Board recommends that UN-Habitat conduct a review of the expenses relating to projects that are led or supported by consultants. 2018 A/74/5/Add.9, chap. II, para. 77	*Status:* Implemented UN-Habitat Programme Management Officers review and certify all expenditures related to projects to ensure financial oversight in accordance with United Nations Financial Regulations and Rules. UN-Habitat will provide supporting documentation to the BOA for verification and closure of the recommendation.
The Board recommends that, as part of the review, UN-Habitat should request reclassification of the travel expenses and correct the accounting transactions records. 2018 A/74/5/Add.9, chap. II, para. 78	*Status:* Implemented UN-Habitat has worked with UNON BFMS to issue a Standard Operating Procedure to ensure the correct Umoja recording of travel expenses for consultants. UN-Habitat considers this implemented and will submit supporting documentation for verification and closure of the recommendations.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that UN-Habitat strengthen measures to identify and reclassify expenses and clearly set out the scope and frequency of controls. 2018 A/74/5/Add.9, chap. II, para. 79	*Status:* Implemented Per the previous recommendation, with the implementation of the SOP on consultant travel, there should not be a requirement for adjustment entries going forward. UN-Habitat will continue to monitor any adjustment requests to reinforce the SOP. UN-Habitat considers this implemented and will submit supporting documentation for verification and closure of the recommendations.
The Board recommends that the Regional Office for Latin America and the Caribbean align the preparation of the quarterly travel plans for the Mexico City hub with the provisions established in the project cycle procedures manual of 2017 to ensure appropriate authorization of travel. 2018 A/74/5/Add.9, chap. II, para. 87	*Status:* Under Implementation This recommendation was over-taken in 2020 by the COVID-19 pandemic, which continues into 2021. The travel of personnel continues to be very restrictive. It should be noted the implementation of Umoja Extension 2 IPMR module will facilitate the monitoring of upcoming workshops for planned travel. This recommendation is considered under implementation based on the stated events.
The Board recommends that UN-Habitat prepare a comprehensive annual acquisition plan for the forthcoming periods, in as timely a manner and as accurately as possible, in accordance with both the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual, taking into consideration its regional offices, country offices and hubs. 2018 A/74/5/Add.9, chap. II, para. 95	*Status:* Implemented UN-Habitat has completed the submission of the 2021 annual demand plan in 2021.This will be an annual process on-going forward. UN-Habitat considers this implemented and will provide BOA supporting documentation for verification and closure of the recommendation.
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. 2018 A/74/5/Add.9, chap. II, para. 107	*Status:* Under Implementation UN-Habitat considers this recommendation to be under implementation.
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. 2018 A/74/5/Add.9, chap. II, para. 108	*Status:* Under Implementation UN-Habitat has noted the implementation of the Field Architecture is on-going. This recommendation continues to be under implementation.
The Board recommends that, for the office of the Rio de Janeiro hub, UN-Habitat make the efforts necessary to conclude a lease agreement signed by both parties, in accordance with the required conditions. 2018 A/74/5/Add.9, chap. II, para. 115	*Status:* Under Implementation UN-Habitat considers this recommendation to be under implementation.
The Board recommends that UN-Habitat review the disbursements related to lease payments previously made to the Instituto Pereira Passos of the municipality of Rio de Janeiro and clarify the legal basis for the payments. 2018 A/74/5/Add.9, chap. II, para. 116	*Status:* Under Implementation Supportive documentation in this regard was not provided. Taking into account the report of the Secretary-General, from which it is possible to understand that the implementation of the recommendation is in process, this recommendation is considered to be under implementation.
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. 2018 A/74/5/Add.9, chap. II, para. 127	*Status:* Under Implementation UN-Habitat notes this recommendation remains under implementation.
The Board recommends that UN-Habitat perform periodic and timely reviews of the leave system to identify absences and, if relevant, apply charges on the monthly salary of the staff. 2018 A/74/5/Add.9, chap. II, para. 128	*Status:* Under Implementation UN-Habitat considers this recommendation to be under implementation.
The Board recommends that UN-Habitat management devise a suitable mechanism to ensure better coordination between the entity and OIOS for the complete and comprehensive reporting of cases of fraud and presumptive fraud. 2018 A/74/5/Add.9, chap. II, para. 132	*Status:* Implemented UN-Habitat has worked diligently with OIOS in 2020 in all aspects of the audits conducted by them. UN-Habitat considers this implemented and will provide supporting documentation to the BOA for verification and closure of the 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; 2019 A/75/5/Add.9, paragraph 19	*Status:* Implemented UN-Habitat has put in-place a series of control checks to ensure IPSAS revenue recognition compliance. UN-Habitat considers this implemented and will provide the BOA supporting documentation for verification and closure of the recommendation.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Sri Lanka and Afghanistan country offices, together with the Regional Office for Asia and the Pacific, comply with the implementing partners' policy by extending the agreements of cooperation and their amendments prior to their expiration date, thereby avoiding uncovered periods in the agreement. 2019 A/75/5/Add.9, paragraph 55	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Cambodia and Laos People's Democratic Republic country offices, together with the Regional Office for Asia and the Pacific, ensure that funds are released and instalments are paid on time to implementing partners in accordance with the agreements. 2019 A/75/5/Add.9, paragraph 56	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 57	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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, paragraph 58	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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, paragraph 77	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Afghanistan country office and the Regional Office for Asia and the Pacific issue a formal document that provides guidelines for the personnel contracted by non-United Nations entities, in order to ensure a proper recruitment process performed by these entities. 2019 A/75/5/Add.9, paragraph 88	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Afghanistan country office and the Regional Office for Asia and the Pacific monitor the non-United Nations entity, in order to ensure that it performs a proper recruitment process. 2019 A/75/5/Add.9, paragraph 108	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific, in cooperation with UNDP, assure the timely compliance with the services provided by the individual contractors regarding the agreed and scheduled deliverables established in the contracts. 2019 A/75/5/Add.9, paragraph119	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 150	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.

Brief description of the recommendation	*Action taken to implement the 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. 2019 A/75/5/Add.9, paragraph 151	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that UN-Habitat regulate the lunch break time on Fridays for the purpose of ensuring the proper calculation of the overtime. 2019 A/75/5/Add.9, paragraph 152	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 153	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Regional Office for Asia and the Pacific make efforts to conduct the annual leave requests and approvals in a timely manner through Umoja, so that annual leave is approved before being used. 2019 A/75/5/Add.9, paragraph 164	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Regional Office for Asia and the Pacific, improve the monitoring process in Umoja, performing periodic and timely reviews of the annual leaves of staff members, in order to avoid having annual leave being requested and approved after being used. 2019 A/75/5/Add.9, paragraph 165	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 175	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that UN-Habitat adjust the roles with conflict consistently with the Security Liaison Officer workbook and the Umoja roles guide, to comply with a correct segregation of duties. 2019 A/75/5/Add.9, paragraph 183	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that UN-Habitat perform periodic reviews of Umoja roles established in the access control for the United Nations Secretariat systems ICT technical procedure, as applicable. 2019 A/75/5/Add.9, paragraph 184	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.

Brief description of the recommendation	Action taken to implement the recommendation
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. 2019 A/75/5/Add.9, paragraph 195	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the assigned staff member responsible for the operational equipment be a staff member of UN-Habitat. 2019 A/75/5/Add.9, paragraph 196	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 207	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 208	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that UN-Habitat coordinate with Headquarters on the possibility of phasing out the standard cost methodology, aligning its accounting with IPSAS requirements for valuing property, plant and equipment assets. 2019 A/75/5/Add.9, paragraph 215	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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. 2019 A/75/5/Add.9, paragraph 217	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Sri Lanka country office and the Regional Office for Asia and the Pacific assess and determine the disposal of the three vehicles that are not planned to be assigned to immediate projects. In this assessment, the vehicle that has been fully depreciated should also be included. 2019 A/75/5/Add.9, paragraph 237	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Sri Lanka country office and the Regional Office for Asia and the Pacific improve the measures taken to ensure that the vehicles awaiting use are in good condition. This means proper maintenance, which should include routine general check-ups of the vehicles, and adequate storage. 2019 A/75/5/Add.9, paragraph 238	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
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 prerequisite documentation. 2019 A/75/5/Add.9, paragraph 247	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.

Brief description of the recommendation	*Action taken to implement the recommendation*
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 FAO. 2019 A/75/5/Add.9, paragraph 258	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific improve the monitoring process of the lease agreements, in partnership with UNDP, in order to enforces these agreements properly and in a timely manner, avoiding any inconsistencies with regard to the use of the facilities. 2019 A/75/5/Add.9, paragraph 267	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that the Regional Office for Asia and the Pacific ensure the timely compliance with the requirements of official travel, in particular the timely approval in advance of the commencement of travel and submission of travel expense reports after the completion of said travel, including recording exceptions to those requirements. 2019 A/75/5/Add.9, paragraph 281	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.
The Board recommends that UN-Habitat hold the ICT Committee meetings periodically in order to achieve the objectives and purposes established in Secretary-General's bulletin ST/SGB/2003/17 and the Committee's terms of reference. 2019 A/75/5/Add.9, paragraph 292	*Status:* Under Implementation UN-Habitat notes with concern that we have not been able to effectively address BOA recommendations due to our financial constraints and prioritization in meeting operational imperatives during the COVID-19 pandemic. UN-Habitat Executive Director has made this a 2021 priority. The recommendation is under implementation.

Annex III

Organizational structure and post distribution for the year 2022

Executive Direction and Management

Executive Director
RB: 1 USG

Deputy Executive Director
FND: 1 ASG

Office of the Executive Director

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

Policy Making Organs

Governing Bodies Secretariat

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

New York Office

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

Programme Support

Management and Compliance

FND	RB	HPS
1 D-1	1 P-5	5 P-4
3 P-4	3 P-4	3 P-3
5 P-3	1 P-3	2 P-2
8 L-L	2 L-L	1 N-O
		9 L-L

Global Solutions Division

Subprogramme 2: Enhanced Shared Prosperity — *Subprogramme 3: Strengthened Climate Action* — *Subprogramme 4: Effective Urban Crises Prevention*

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

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

Regional Programmes Division

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

SUMMARY OF POSTS BY FUND	
Foundation General Purpose (FND)	69
Regular Budget (RB)	75
Programme Support (HPS)	61
TOTAL	**205**

SUMMARY OF POSTS BY SUBPROGAMME	
Policy Making Organs	6
Executive Direction and Management	35
Sub Programme 1	25
Sub Programme 2	29
Sub Programme 3	33
Sub Programme 4	33
Programme Support	44
TOTAL	**205**

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