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Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part IV

International cooperation for development

Section 15

Human settlements

Programme 12

Human settlements

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* [A/77/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



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Foreword

Over the course of 2023, the United Nations Human Settlements Programme (UN-Habitat) will act on its bold and ambitious vision of “a better quality of life for all in an urbanizing world”, working with Member States and partners to build inclusive, safe, resilient and sustainable cities and communities. UN-Habitat promotes urbanization as a positive transformative force for people and communities, reducing inequality, discrimination and poverty.

The midterm review of the strategic plan for the period 2020–2023 demonstrated its strength as a robust framework to guide the normative and operational work of UN-Habitat while enabling adaptation to evolving conditions. As the world emerges from the coronavirus disease (COVID-19) pandemic, we see even more clearly the systemic inequalities in urban areas. The urban poor are the least responsible and the most vulnerable. Cities are the epicentre of environmental challenges, facing eroding seashores, increasing energy demands and the greatest impact from more frequent disasters. As UN-Habitat rises to these challenges, the budget set out in the present document stabilizes its core funding, ensuring the proper balance and integration of normative and operational work.

Sustainable urban development has a catalytic impact on development, delivering improved living conditions for those furthest behind. Well-planned urbanization resulting in efficient cities drives the sustainable development agenda across social and cultural change, environmental protection and economic growth. In addition, sustainable urban transformation presents an opportunity to work with all types of actors, in particular those traditionally excluded from such processes. We must act now.

The proposed budget for 2023 positions UN-Habitat to effectively deliver on its mandates and to efficiently respond to emerging situations across its programme of work.

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

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 15.1 The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda and Sustainable Development Goal 11. The mandate derives from priorities established by General Assembly resolutions and decisions, including resolution [3327 \(XXIX\)](#), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution [32/162](#), by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution [56/206](#), transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly, through its resolution [73/239](#), established a new governance structure for the Programme, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.
- 15.2 The Programme's support is aimed at developing the capacity at all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development. Such support is also provided through the implementation of projects under the regular programme of technical cooperation and the United Nations Development Account.

Strategy and external factors for 2023

- 15.3 Globally, 56 per cent of the population lives in cities. 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 sociopolitical 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 programme of work are the estimated 281 million international migrants in 2020, most of whom live in urban areas, often under difficult conditions.
- 15.4 High levels of inequality and exclusion are persistent trends in urban areas; income inequality has increased in urban areas for more than two thirds of the world's population since 1980. Cities are also hotspots for environmental and energy challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global greenhouse gas emissions and more than 70 per cent of resource use. The urban poor, living in risk-prone and underserved areas, suffer the worst consequences of climate change-related disasters and natural and human-made crises. The coronavirus disease (COVID-19) pandemic has exacerbated the systemic inequalities that exist across territories and urban areas, where the urban poor are disproportionately affected because of crowded and underserved environments. Supporting knowledge-based approaches for urban and territorial development will contribute to improving living conditions in all settlements and reducing disadvantages in specific locations. Support will be provided to local governments to invest in social, economic, institutional and financial innovations for a sustainable socioeconomic recovery. Partnerships will catalyse support for cities in building more resilient budgets and fiscal frameworks in support of local service delivery and local economic development. As set out in its report *Cities*

and Pandemics: Towards a More Just, Green and Healthy Future, UN-Habitat will support cities in reshaping urban planning solutions that are more sustainable and integrated, supported by innovation and technology to become healthier and more resilient.

- 15.5 The strategy of UN-Habitat for delivering the programme plan in 2023 continues to be driven by the strategic plan for the period 2020–2023. In the midterm review of the plan (HSP/OECPR.2021/2), it was concluded that it remains a solid framework for recovery and a road map for achieving the Sustainable Development Goals. The new organizational structure, put in place in early 2020, has allowed for more coherence across the normative and operational work of UN-Habitat and more integrated programming, delivering results against more outcomes across the subprogrammes, as detailed in the Programme’s project portfolio review (HSP/EB.2021/19/Add.1).
- 15.6 In addition, UN-Habitat flagship programmes continue to innovate fast-track integration between its normative and operational work, scaling up and accelerating the impact of the organization. In 2023, UN-Habitat will further advance the following flagship programmes:
 - (a) “Sustainable Development Goals Cities” (SDG Cities), which is aimed at advancing the overall implementation of the Goals at the local level by supporting cities in developing reliable data, undertaking evidence-based planning and implementing transformative projects (contributing to all subprogrammes);
 - (b) “RISE-UP: resilient settlements for the urban poor”, which works to leverage large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and address issues of spatial inequality (contributing mainly to subprogrammes 1 and 3);
 - (c) “Inclusive cities: enhancing the positive impacts of urban migration”, which supports local and national authorities in creating inclusive and urban environments for all people (contributing mainly to subprogrammes 1 and 4);
 - (d) “Inclusive, vibrant neighborhoods and communities”, which supports urban regeneration of towns and cities with a view to addressing spatial inequality (contributing mainly to subprogrammes 1 and 3);
 - (e) “People-centred smart cities”, which supports digital transformation for sustainable urbanization (contributing mainly to subprogrammes 1 and 2).
- 15.7 In 2023, the programme will continue to mainstream social inclusion as a process and outcome to address cross-cutting issues relating to women and girls, older persons, persons with disabilities, children and young people. UN-Habitat will continue to strengthen its programmatic approach to leaving no one behind by focusing on the spatial dimension of exclusion and the self-reinforcing mechanisms of marginalization, thereby assisting Governments in providing basic services, housing and public goods in the most deprived areas of cities. UN-Habitat thematic areas of resilience and urban safety remain 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, the Global Water Operators’ Partnerships Alliance, the Resilient Cities Network, the Global Network on Safer Cities, the Global Network of Urban Planning and Design Labs and the Global Network of Public Space will be systematically engaged to develop and test these tools.
- 15.8 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. The UN-Habitat capacity-building strategy for the implementation of the Sustainable Development Goals and the New Urban Agenda, adopted by its Executive Board in 2020, provides a clear framework to facilitate greater coordination, coherence and monitoring of results and to improve the delivery of capacity-building services to Member States and local governments for greater impact and resource efficiency.
- 15.9 UN-Habitat will continue to build on its experience of implementing large-scale programmes and projects at the local, national and regional levels to guide technical cooperation work 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.

- 15.10 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 serve as the secretariat, co-chair and champion of Local2030 Coalition in the Decade of Action for the Sustainable Development Goals to mobilize the support of national Governments, private industry, local governments and various non-State organizations, together with the United Nations system, to coordinate action at the local level to accelerate the achievement of the Goals. It will continue to leverage advocacy and knowledge platforms, including its own website, the Urban Agenda Platform and key global events such as World Cities Day and World Habitat Day, regional ministerial conferences and the 2023 UN-Habitat Assembly.
- 15.11 As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global trends and provide evidence for policymaking. It will further develop the Urban Agenda Platform, the global urban monitoring framework, an agreed operational definition of urban areas and specialized tools for spatial analysis. Progress will continue to be made in 2023 in the deployment of technologies for data collection and analysis, visualization and management of information. UN-Habitat will also continue to support Member States and other stakeholders in reporting on the implementation of the New Urban Agenda, including as part of the reporting on the Sustainable Development Goals (voluntary national and local reviews) and towards other global agendas.
- 15.12 For 2023, UN-Habitat planned deliverables will support Member States in their ongoing management of and recovery from the COVID-19 pandemic. Such planned deliverables and activities include assisting Governments in supporting increased access to water and sanitation and adequate housing, advocating for the prevention of evictions and measuring and reducing spatial vulnerability under subprogramme 1, as well as preparing urban planning strategies and local resilience programmes under all subprogrammes. UN-Habitat will also deploy advisory services, innovative solutions and knowledge packages to support Member States towards sustainable socioeconomic recovery while also addressing climate change, guided by the Secretary-General's policy brief on COVID-19 in an urban world under all subprogrammes.
- 15.13 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include the continuation of virtual and hybrid meeting modalities where possible for technical support and for expert group meetings, and the development of online training to complement existing tools of UN-Habitat. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 15.14 With regard to cooperation with other entities at the global, regional, national and local levels, UN-Habitat will continue its close cooperation with international and regional organizations and other regional actors, such as the Organisation for Economic Co-operation and Development (on national urban policies), the World Bank and the European Union (on urban recovery frameworks), as well as regional development banks. UN-Habitat will maintain its focus on partnerships with local authorities and their associations and city networks, as well as partnerships with grass-roots organizations, foundations, international financial institutions, the private sector and academic institutions to support municipal efforts in the localization of the Sustainable Development Goals.
- 15.15 With regard to inter-agency coordination and liaison, UN-Habitat will continue to collaborate with the Department of Economic and Social Affairs and the United Nations regional economic and social

commissions and strengthen its strategic partnerships with other United Nations agencies, building on the United Nations system-wide strategy on sustainable urban development and agency-specific collaborative frameworks. It will also collaborate with the resident coordinator system to improve the integration of urban issues and territorial approaches through the common country assessments and the formulation of the United Nations Sustainable Development Cooperation Frameworks.

- 15.16 To pursue stronger integration of environmental sustainability into urban development, UN-Habitat will continue to strengthen its collaboration with the United Nations Environment Programme. It will collaborate with the Office of the United Nations High Commissioner for Refugees, the United Nations Development Programme (UNDP), the International Organization for Migration, the United Nations Office for Disaster Risk Reduction, the World Food Programme, the Mayors Migration Council and the Resilient Cities Network to integrate sustainable urban development into resilience, humanitarian response and urban recovery. UN-Habitat will collaborate with the World Health Organization and the United Nations Children's Fund on the monitoring of water and sanitation and the integration of health considerations into its planning work. It will reinforce its partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to strengthen gender equality and the empowerment of women in its work and initiatives.
- 15.17 With regard to external factors, the overall plan for 2023 is based on the following planning assumptions:
 - (a) Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;
 - (b) Countries remain committed to the New Urban Agenda and the 2030 Agenda for Sustainable Development;
 - (c) Ongoing requests are received from national and local governments for policy advice and technical assistance from UN-Habitat in the development and implementation of their urban policies, plans and strategies;
 - (d) Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and performance assessments;
 - (e) Countries in which UN-Habitat delivers large programmes will maintain political, economic and social conditions that allow for the implementation of programmes and projects.
- 15.18 UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, to ensure the safety of women and their inclusion in cities by utilizing its strategic results framework and gender policy and action plan, which are aligned with the strategic plan for the period 2020–2023. Furthermore, the Advisory Group on Gender Issues advises the Executive Director on how to best promote gender equality and the empowerment of women in sustainable urban development through its flagship programmes. UN-Habitat, in collaboration with UN-Women, will continue to support Member States with policy, legislation, planning and financing instruments to implement integrated and inclusive land and housing policies that incorporate a gender perspective, improve tenure security for all and address the intersecting areas of Sustainable Development Goals 5 and 11.
- 15.19 In line with the United Nations Disability Inclusion Strategy, UN-Habitat will continue to work with its partners, including the World Blind Union and World Enabled, to integrate disability inclusion into its programmatic work. It will create a comprehensive accessibility assessment and action plan that will ensure that disability inclusion is mainstreamed throughout the organization's work, highlight good practices and identify key areas that require capacity development, technical resources and assistance. The action plan will strengthen the environmental and social safeguards framework that is applied to all projects, and disability inclusion will be incorporated as an integral part of each project submitted for approval.

Programme performance in 2021

Impact of the pandemic

- 15.20 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular cities being asked to delay technical support for the Sustainable Development Goals under all subprogrammes and city resilience plans under subprogramme 4, as the priority remained the immediate response to and recovery from the pandemic. The programme shifted its focus to raise awareness of the New Urban Agenda and the development of the related online courses available in all official languages of the United Nations, working closely with the Economic and Social Commission for Western Asia for Arabic, in order to scale up outreach and awareness around the transformative potential of sustainable urbanization, which in return could facilitate recovery from the pandemic and help to accelerate progress towards the Goals.

Legislative mandates

- 15.21 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation	71/327	The United Nations in global economic governance
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements	72/146 72/226	Policies and programmes involving youth
42/146	Realization of the right to adequate housing		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)
53/242	Report of the Secretary-General on environment and human settlements		Women in development
55/2	United Nations Millennium Declaration	72/234	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium	74/237	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
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)	75/212	Ensuring access to affordable, reliable, sustainable and modern energy for all
64/292	The human right to water and sanitation	75/221	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)
67/291	Sanitation for All	75/224	
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
71/256	New Urban Agenda		

UN-Habitat Assembly resolutions and decisions

1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023	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
1/2	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	Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

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	2021/2	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme, including improvement of its internal management, policies and procedures and its actions to strengthen protection against sexual and any other type of exploitation and abuse and sexual harassment in the workplace
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	2021/3	Implementation of the normative and operational activities of the United Nations Human Settlements Programme, including the resolutions and decisions of the United Nations Habitat Assembly and reporting on the programmatic activities of the United Nations Human Settlements Programme in 2020, as well as the subprogrammes, flagship programmes and technical cooperation activities, and update on the United Nations Human Settlements Programme response to the coronavirus pandemic
2020/3	Implementation of the strategic plan for the period 2014–2019, the strategic plan for the period 2020–2023, approval of the draft work programme and draft budget for 2021, implementation by the United Nations Human Settlements Programme of the reform of the development system and management of the United Nations, and alignment of the planning cycles of the Programme with the quadrennial comprehensive policy review process	2021/6	Work programme and budget, implementation of the strategic plan for the period 2020–2023, and alignment of the planning cycles of the United Nations Human Settlements Programme with the quadrennial comprehensive policy review process
2020/4	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme		
2020/5	Implementation of normative and operational activities of the United Nations Human Settlements Programme, including resolutions and decisions of the United Nations Habitat Assembly, and reporting on the programmatic activities of the Programme in 2020 and the implementation of subprogrammes, flagship programmes and technical cooperation activities	2021/7	Implementation of the normative and operational activities of the United Nations Human Settlements Programme, reporting on its programmatic activities in 2021, implementation of its subprogrammes, flagship programmes and technical cooperation activities and the high-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda
2021/1	Status of the draft work programme and the draft budget for 2022; implementation by the United Nations Human Settlements Programme of the reform of the development system and management of the United Nations and alignment of the United Nations Human Settlements Programme planning cycles with the quadrennial comprehensive policy review process		

Committee of Permanent Representatives recommendations

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

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation		

Part IV International cooperation for development

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

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda	2020/7	Affordable housing and social protection systems for all to address homelessness
2017/24	Human settlements	2021/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Subprogramme 1**Reduced spatial inequality and poverty in communities across the urban-rural continuum***General Assembly resolution*

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	76/133	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
74/141	The human rights to safe drinking water and sanitation		
74/299	Improving global road safety		

Subprogramme 2**Enhanced shared prosperity of cities and regions***General Assembly resolution*

75/176	The right to privacy in the digital age
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Governing Council resolutions

24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning
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UN-Habitat Assembly resolution

1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
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Subprogramme 3

Strengthened climate action and improved urban environment

General Assembly resolutions

63/217	Natural disasters and vulnerability	74/219	Protection of global climate for present and future generations of humankind
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	75/216	Disaster risk reduction
69/225	Promotion of new and renewable sources of energy	75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
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	75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

Governing Council resolutions

22/3	Cities and climate change
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Subprogramme 4

Effective urban crisis prevention and response

General Assembly resolutions

69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal	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
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
73/139; 74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	74/160	Protection of and assistance to internally displaced persons

Governing Council resolutions

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

Deliverables

15.22 Table 15.1 lists all cross-cutting deliverables of the programme.

Table 15.1
Cross-cutting deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	7	19	17	29
Meetings of:				
2. The governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	4	16	12	26
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Fifth Committee	1	1	1	1
6. The General Assembly on the review of the implementation of the New Urban Agenda	–	–	2	–
B. Generation and transfer of knowledge				
Publications (number of publications)	8	1	5	2
7. UN-Habitat flagship reports	5	–	2	–
8. <i>World Cities Report</i>	2	–	1	1
9. Second quadrennial report on the implementation of the New Urban Agenda	–	–	1	–
10. UN-Habitat annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with all Member States on resolutions of the General Assembly and of the Economic and Social Council; briefings to all Member States on sustainable development issues and processes.				
Databases and substantive digital materials: social media materials and infographics for the high-level meeting on the implementation of the New Urban Agenda, social media materials about the New Urban Agenda and New Urban Agenda Illustrated, social media materials for the <i>World Cities Report</i> and the UN-Habitat annual report; Global Urban Indicators database; indicator framework to monitor the implementation of the quadrennial comprehensive policy review used by all Member States.				
D. Communication deliverables				
Outreach programmes, special events and information materials: flyers and factsheets about the high-level meeting on the implementation of the New Urban Agenda, materials, and flyers about the New Urban Agenda.				
External and media relations: interviews or commentaries about UN-Habitat flagship reports, <i>World Cities Report</i> ; articles or blogs about revitalizing the New Urban Agenda ahead of the high-level meeting on the implementation of the New Urban Agenda.				
Digital platforms and multimedia content: Urban Agenda Platform (www.urbanagendaplatform.org).				

Evaluation activities

15.23 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:

- (a) Office of Internal Oversight Services (OIOS) and Joint Inspection Unit:
 - (i) Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (OIOS);
 - (ii) Evaluation of the prevention, response and victim support efforts against sexual exploitation and abuse by United Nations Secretariat staff and related personnel (OIOS);
 - (iii) Evaluation synthesis of strategic planning (OIOS);

- (iv) Review of policies and platforms in support of learning: towards more coherence, coordination and convergence (Joint Inspection Unit);
 - (v) Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action (Joint Inspection Unit);
 - (b) UN-Habitat:
 - (i) Evaluation of the impact and outcomes of the tenth session of the World Urban Forum;
 - (ii) Evaluation of the UN-Habitat policy and plan for gender equality and the empowerment of women in urban development and human settlements 2014–2019;
 - (iii) End-term programme evaluation of the Kabul Strengthening Municipal Nahias Programme 2016–2020;
 - (iv) Terminal evaluation of programme support for land governance for peace, stability and reconstruction;
 - (v) Evaluation of programme support for the development of the national urban policy and the New Urban Agenda in the Plurinational State of Bolivia;
 - (vi) Evaluation of RE-INTEG Mogadishu: innovative durable solutions for internally displaced persons and returnees in Mogadishu;
 - (vii) Final evaluation of project support for improving the living environment and disaster prevention capacity in Cambodia;
 - (viii) Evaluation of the UN-Habitat National Urban Policy Programme;
 - (ix) Terminal evaluation of programme support for land governance for peace, stability and reconstruction in post-conflict era (2014–2019) in the eastern Democratic Republic of the Congo.
- 15.24 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023. For example, on the basis of recommendations from the evaluation of the tenth session of the World Urban Forum, UN-Habitat will strengthen results-based management of the next World Urban Forum programme starting in 2023, with improved indicators and appropriate baselines and targets to measure impact and outcomes. Lessons from the evaluation of its gender equality policy and plan have been used to address management of the Advisory Group on Gender Issues. As highlighted in the OIOS report on strengthening the role of evaluation, UN-Habitat presented the challenge of inadequate staffing and financial resources to its Executive Board with the intent of mobilizing additional extrabudgetary resources to address these challenges. On the basis of recommendations stemming from the evaluation of the programme in the Democratic Republic of the Congo, UN-Habitat will improve partnerships and coordination throughout its programmes and projects in 2023.
- 15.25 The following evaluations are planned for 2023:
- (a) Evaluations to be conducted by OIOS: UN-Habitat, subprogramme 2;
 - (b) Evaluations to be conducted by the Joint Inspection Unit: the programme of work for 2023 will include system-wide projects and one management and administration review;
 - (c) Evaluations to be conducted by UN-Habitat:
 - (i) 10 thematic or umbrella programmes/projects that will be closing in 2023;
 - (ii) Evaluation of two country programmes;
 - (iii) 2 thematic evaluations.

Programme of work

Subprogramme 1

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

Objective

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

Strategy

- 15.27 To contribute to the objective, the subprogramme will:
- (a) Develop and disseminate toolkits, standards and technical guidelines to Member States and engage partner cities and local governments in policy dialogues, peer-to-peer support, the sharing of best practices, training sessions and other capacity-building initiatives in the areas of water, sanitation and energy, in a digitizing world;
 - (b) Mobilize national and local governments to improve their waste management practices and resource efficiency by rethinking, reducing, reusing and recycling materials and waste before and after consumption;
 - (c) Provide Member States with policy, legislation, planning and financing instruments to implement integrated, inclusive and gender-sensitive land and housing policies;
 - (d) Advocate for adequate, affordable housing and the prevention of unlawful forced evictions, as well as the implementation of sustainable building codes, regulations and sustainability certification tools for the housing sector;
 - (e) Provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and pilot urban interventions for urban expansion and regeneration and support partner cities in institutionalizing different approaches on urban regeneration through the development of specific plans, policies, technical guidelines and toolkits, in line with the International Guidelines on Urban and Territorial Planning and principles of sustainable urbanization;
 - (f) Support national and local governments in the recovery 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, and scale up 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;
 - (g) Increase the focus on homelessness and recommend possible indicators on access to adequate, safe and affordable housing in the aftermath of the pandemic, in collaboration with the Department of Economic and Social Affairs.
- 15.28 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 2, 5, 6, 7, 10, 11, 12, 14 and 15.
- 15.29 The above-mentioned work is expected to result in:
- (a) Safer, more accessible and inclusive public spaces in urban areas;

- (b) Increased accessibility to adequate and affordable housing in urban areas, and strengthened capacities of policymakers to implement sustainable land governance systems;
- (c) Transformation and regeneration of urban areas into socially and economically inclusive neighbourhoods that offer improved quality of life to all, including improved access to basic services.

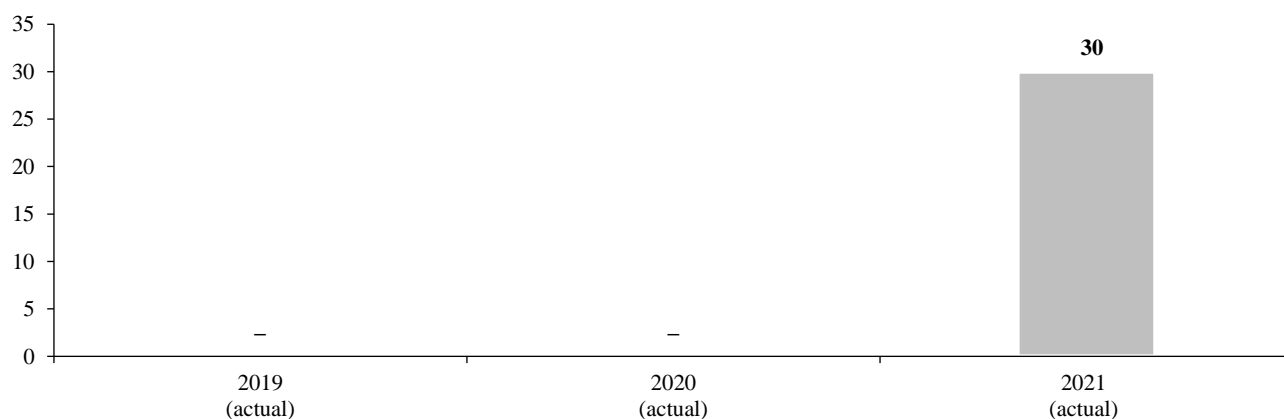
Programme performance in 2021

Enhanced waste management and resource efficiency in the world's cities

- 15.30 Rapid urbanization, population growth and changing lifestyles have led to increased solid waste generation in the world's cities, often overburdening existing systems. Uncontrolled solid waste is a threat to public and environmental health and one of the main sources of marine litter. UN-Habitat has been working with local governments and other stakeholders on improving waste data and monitoring, strengthening knowledge, technical capacity and governance, raising awareness and increasing investments for and commitments to waste management improvement. In 2021, the subprogramme launched the Waste Wise Cities tool, a practical guide to assess the environmental performance of municipal solid waste management, and invited member cities of the Waste Wise Cities network to collect baseline solid waste data. This has allowed local governments to close data gaps, enabling evidence-based decision-making, action planning and progress monitoring against the Sustainable Development Goals. Progress towards the objective is presented in the performance measure below (see figure 15.I).

Figure 15.I

Performance measure: number of local governments collecting data on municipal solid waste management using the Waste Wise Cities tool



Planned results for 2023

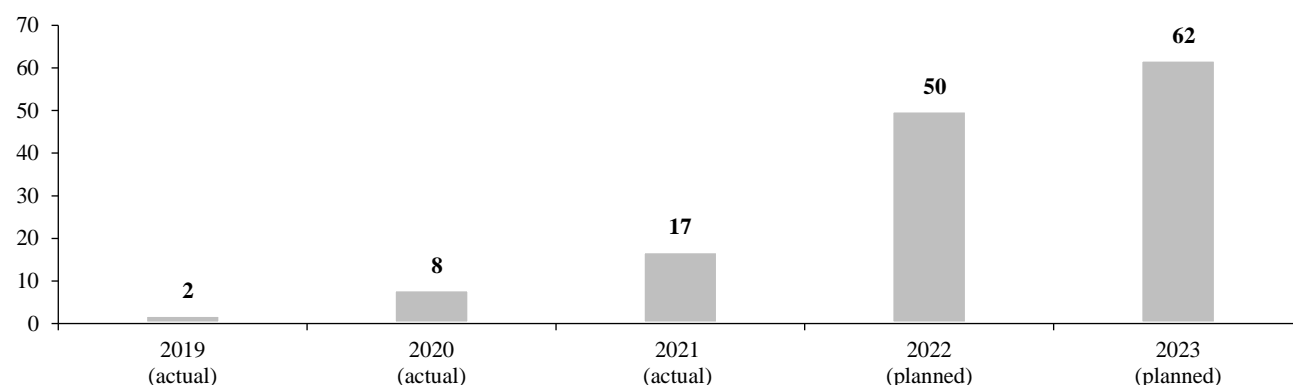
Result 1: inclusive, vibrant neighborhoods and communities

Programme performance in 2021 and target for 2023

- 15.31 The subprogramme's work contributed to the adoption of urban regeneration policies by 17 cities, which did not meet the planned target of 32 cities, owing to local governments reprioritizing their efforts to respond to the COVID-19 pandemic. This caused a delay in the roll-out of activities and the establishment of partnerships of the subprogramme.
- 15.32 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.II).

Figure 15.II

Performance measure: number of cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme (cumulative)



Result 2: increased access to basic services, sustainable mobility and slum upgrading programmes to strengthen community resilience to pandemics such as COVID-19 in slums and informal settlements

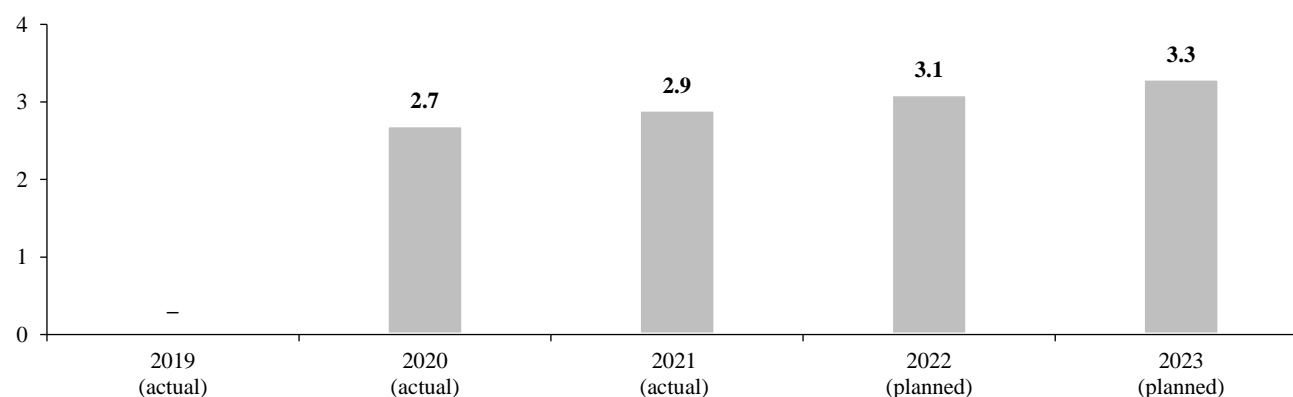
Programme performance in 2021 and target for 2023

- 15.33 The subprogramme's work contributed to 2.9 million people in slums and informal settlements in 45 countries receiving access to basic services, which met the planned target.
- 15.34 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.III).

Figure 15.III

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

(Millions)



Result 3: enhanced and expanded service delivery by local water and sanitation service providers

Proposed programme plan for 2023

- 15.35 While there has been progress in extending access to water and sanitation services in recent decades, billions of people still cannot count on clean drinking water and safe sanitation systems. Local water and sanitation service providers have a role to play in reaching the water- and sanitation-related dimensions of the Sustainable Development Goals, yet many face enormous challenges in supplying

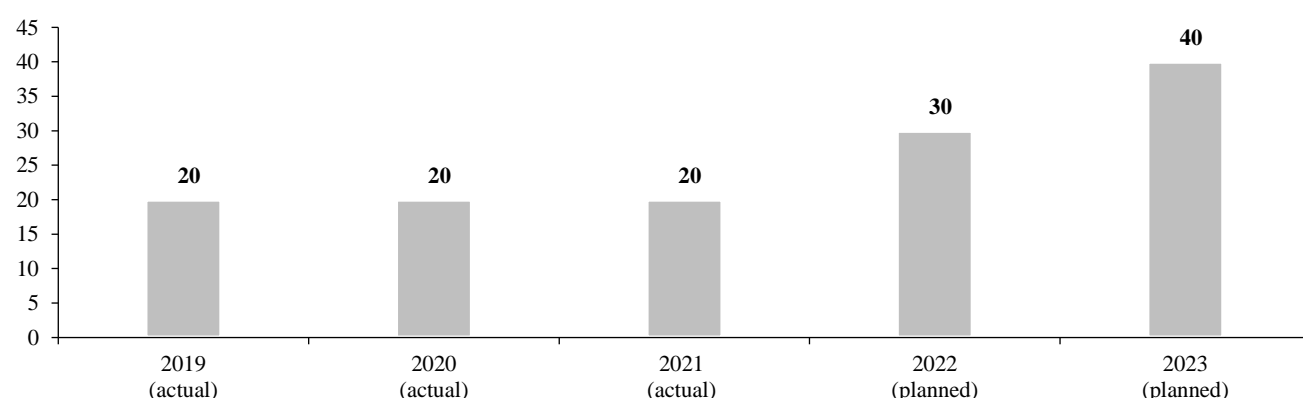
existing and fast-growing urban populations. The subprogramme, under the Global Water Operators' Partnerships Alliance, organized peer support exchanges between water operators, with the objective of strengthening their capacity, enhancing their performance and enabling them to provide better local water and sanitation services to more beneficiaries.

Lessons learned and planned change

- 15.36 The lesson for the subprogramme was the need to provide a tailored approach to support sanitation operators, distinct from the approach for water service providers, given their diverse institutional arrangements and service delivery models at the local level. In applying the lesson, the subprogramme will work with Governments, financing institutions, regional organizations and other major water operators' partnership programmes to develop technical capacity among sanitation service providers on city-wide inclusive sanitation. The subprogramme will also encourage local sanitation operators to become members of the Global Water Operators' Partnerships Alliance to enable access to the wide range of knowledge and technical support available. This will enable operators to expand their coverage and provide a broad range of sanitation services, including in informal settlements, in order to support progress on the second principle of the Sustainable Development Goals, namely leaving no one behind.
- 15.37 Expected progress towards the objective is presented in the performance measure below (see figure 15.IV).

Figure 15.IV

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



Deliverables

- 15.38 Table 15.2 lists all deliverables for the subprogramme.

Table 15.2

Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	50	50	36	36
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	15	15	12	12
2. Project on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1
3. Projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	12	12	8	8
4. Projects on land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict	10	10	7	7
5. Projects on integrated urban and territorial planning and effective planning laws	9	9	6	6
6. Projects on urban monitoring, evidence-based policies for crime prevention and community safety and social cohesion in cities and human settlements	3	3	2	2
Seminars, workshops and training events (number of days)	79	79	49	53
7. Workshops and training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management	29	29	20	20
8. Workshops and training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety	20	20	12	12
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	7	7	5	5
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	2	2	1	5
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	14	14	8	8
12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance in the Arab States region	7	7	3	3
Publications (number of publications)	3	3	3	1
13. Publication on land tenure and land degradation	1	1	1	—
14. Publication on land governance	1	1	1	—
15. Publication on affordable and sustainable housing, including homelessness	1	1	1	1
Technical materials (number of materials)	19	18	11	11
16. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	2	1	1	1
17. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space	2	2	2	2
18. Guide for land management and spatial plans for poverty reduction and spatial equality	2	2	1	1
19. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants	2	2	1	1
20. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	1	1	1	1

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
21. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	4	4	2	2
22. Series of guides and tools to improve land management and tenure security	2	3	1	1
23. Guidelines and handbooks on slum upgrading solutions	3	2	2	2
24. Neighbourhood planning guidelines on participation and inclusive regeneration	1	1	–	–

C. Substantive deliverables

Consultation, advice and advocacy: technical advice to requesting Member States on implementation, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals; advisory services on the right to housing and tenure security for all, urban law reform and effective urban regeneration and growth management, urban land administration and management to different stakeholders (national and local governments, civil society, private sector, academic institutions and other United Nations entities).

Databases and substantive digital materials: UrbanLex database on urban law and digital materials on global commitments related to land, housing, urban basic services, mobility, energy, water and sanitation, solid waste management, air quality, climate change mitigation and adaptation, and cultural heritage; database currently contains 2,269 legal instruments from 105 countries and 6 geographic regions, categorized in 7 thematic areas.

D. Communication deliverables

Outreach programmes, special events and information materials: networks including Global Network of Public Space; Best Practices Awards; events with approximately 500 participants, brochures, leaflets and spotlights on slum upgrading, urban regeneration, public space and housing, urban land governance and management.

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

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

Subprogramme 2 Enhanced shared prosperity of cities and regions

Objective

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

Strategy

- 15.40 To contribute to the objective, the subprogramme will:
- Support Member States and other partners in enhancing 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 that supports balanced economic development across subnational territories;
 - Provide technical assistance, capacity-building and advisory services to cities with regard to developing participatory and accountable budgeting approaches and optimizing local revenue systems through data collection, digitization and the development of municipal databases, and work to leverage private sources of capital for sustainable urban development;
 - 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;

- (d) Provide a framework for socioeconomic recovery from COVID-19, climate action and safeguarding the environment and biodiversity, working at the subnational territorial level and taking account of local challenges, specificities, resources and opportunities, with a focus on the recovery of locally generated revenue, including land-based financing.
- 15.41 In doing so, the subprogramme will assist Member States in making progress towards Sustainable Development Goals 1, 8, 9, 10 and 11.
- 15.42 The above-mentioned work is expected to result in:
- (a) Balanced territorial development and better-connected human settlements, while contributing to improved social inclusion, poverty reduction and climate action;
 - (b) Enactment by local authorities of institutional and legal reforms conducive to the generation of additional financial resources, including through public-private partnerships and land-based revenue and financing tools;
 - (c) Strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides;
 - (d) Local economic recovery measures from COVID-19.

Programme performance in 2021

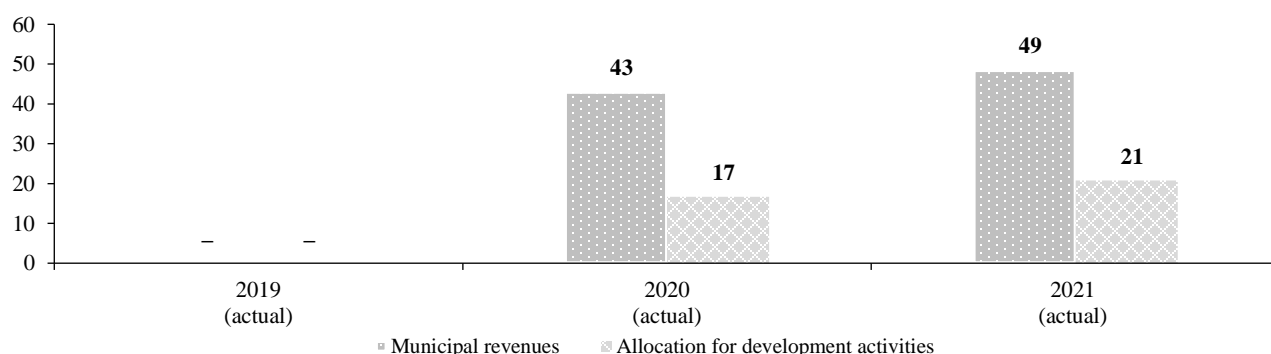
Increasing municipal revenues for sustainable development

- 15.43 In 2021, the subprogramme continued to support cities in generating local revenue for sustainable development. In the self-declared autonomous region of Somaliland, the subprogramme, as part of the United Nations Joint Programme on Local Governance and Decentralized Service Delivery, supported local government counterparts on property registration. The work involved demarcating subzone boundaries, updating district administrative maps, classifying and naming roads, installing road signs and implementing mobile electronic payment systems. Across eight cities in the region, revenue increased by \$5.4 million between 2020 and 2021, including a \$2 million increase in Hargeysa. The increase in revenue enabled improved delivery of basic urban services through an increased budgetary allocation to infrastructure development. Following this success, the subprogramme has initiated similar technical support in Somalia, in the municipality of Garoowe in Puntland and the district of Baidoa in South-West State.
- 15.44 Progress towards the objective is presented in the performance measure below (see figure 15.V).

Figure 15.V

Performance measure: revenue generated in cities in the self-declared autonomous region of Somaliland and in Somali cities (cumulative)

(Millions of United States dollars)



Planned results for 2023

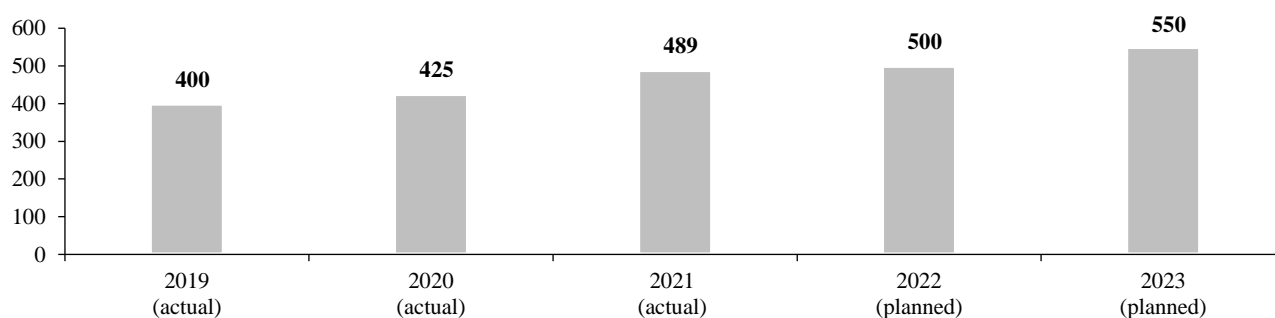
Result 1: strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments

Programme performance in 2021 and target for 2023

- 15.45 The subprogramme's work contributed to 489 cities using the Sustainable Development Goal Cities initiative urban indicator and monitoring platform, which exceeded the planned target of 450 cities.
- 15.46 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.VI).

Figure 15.VI

Performance measure: number of cities using the Sustainable Development Goal Cities initiative urban indicator and monitoring platform (cumulative)



Result 2: a people-centred approach to urban innovation, digital technologies, smart cities and urbanization processes adopted by cities

Programme performance in 2021 and target for 2023

- 15.47 The subprogramme's work contributed to 5 local governments adopting people-centred digital transformation and smart city strategies that address the digital divide, which did not meet the planned target of 10 local governments. The target was not met owing to COVID-19 travel restrictions, which caused delays in implementation.
- 15.48 The subprogramme's work also contributed to 10 countries implementing urban innovation challenges, which met the planned target.
- 15.49 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 15.3).

Table 15.3
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Member States at the UN-Habitat Assembly note the potential of frontier technologies and innovation for sustainable urban development	10 cities benefit from a flagship programme on people-centred smart cities	5 local governments adopt people-centred digital transformation and smart city strategies that address digital divide 10 countries implement urban innovation challenges	20 local authorities implement digital transformation and smart city strategies and benefit from innovations addressing the digital divide	25 local authorities implement digital transformation and smart city strategies and benefit from innovations addressing the digital divide

Result 3: regional spatial development plans in Ethiopia for improved prosperity and balanced socioeconomic development

Proposed programme plan for 2023

- 15.50 The subprogramme recognizes that urbanization in most developing countries drives enormous changes in the spatial distribution of people, resources and consumption of land. However, in many countries, in particular in the developing world, these aspects are inadequately harnessed for sustainable development and often urbanization challenges outpace development gains. To harness urbanization and mitigate its negative externalities, there is need for a coordinated approach and clear policy directions accompanied by territorial spatial planning that promote well-functioning systems of cities and improved rural-urban linkages. The subprogramme has initiated a three-year programme of formulating regional spatial development plans across 10 regions of Ethiopia that will facilitate local and regional economic growth when implemented, through conducive road networks, land use designation and infrastructure development. Initial baseline studies are under way.

Lessons learned and planned change

- 15.51 The lesson for the subprogramme was the importance of effective spatial planning for the implementation of national development plans and the need to strengthen capacity in this area. In applying the lesson, the subprogramme will build the capacity of planning and economic development institutions in 10 regional states of Ethiopia and support them in formulating and implementing regional spatial development plans. These plans will include land use and regional infrastructure network schemes aimed at generating improved prosperity and balanced socioeconomic development, in line with national development goals.
- 15.52 Expected progress towards the objective is presented in the performance measure below (see table 15.4).

Table 15.4
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	Regional authorities in Ethiopia support the conduct of local economic and spatial studies in 10 regions	Regional authorities draft regional spatial development plans	Regional authorities endorse 10 regional spatial development plans

Deliverables

15.53 Table 15.5 lists all deliverables for the subprogramme.

Table 15.5

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	50	48	29	29
1. Projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	15	20	14	14
2. Projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	15	15	7	7
3. 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	20	13	8	8
Seminars, workshops and training events (number of days)	66	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	44	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	21	6	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	1	1	8	8
Publications (number of publications)	2	2	2	2
7. National cities reports	2	2	2	2
Technical materials (number of materials)	30	30	11	11
8. 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	10	10	5	5
9. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	10	10	3	3
10. 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	10	10	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to 20 Member States on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.				
Databases and substantive digital materials: national urban policy database comprising 159 countries; compendium of urban-rural linkages case studies; global municipal database, which includes 50 countries and 109 cities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, leaflets, profiles and events on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.				
External and media relations: communiqués, press statements, press conferences and other communication materials to the media or other external entities.				
Digital platforms and multi-media content: content for social media.				

Subprogramme 3

Strengthened climate action and improved urban environment

Objective

- 15.54 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.

Strategy

- 15.55 To contribute to the objective, the subprogramme will:
- (a) Provide technical support for the development of low-emission city development that addresses emerging climate risks, adaptation investments, basic service provision and the integration of low-emission development and air quality strategies into urban mobility, public space and urban development strategies;
 - (b) Provide assistance on sustainable approaches to urban climate action to requesting Member States through knowledge transfer, capacity-building, policy advice and peer-to-peer engagement in regional networks;
 - (c) Broaden its engagement with Member States to scale up the urban dimension of nationally determined contributions and national adaptation plans, while strengthening the evidence base;
 - (d) Promote solutions to climate action for urban and peri-urban environmental protection, restoration and open public spaces, promote integrated solid waste management and address marine plastic litter reduction through the development of tools and guidelines as well as field projects;
 - (e) Support the development of energy- and resource-efficient standards for buildings and the integration of energy and resource efficiency principles into country-specific building and planning codes;
 - (f) Provide assistance in the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments through its flagship programme entitled “RISE-UP: resilient settlements for the urban poor”, which focuses on mobilizing investments to address climate resilience issues affecting urban communities in vulnerable situations;
 - (g) Support the implementation of global adaptation initiatives, such as the National Adaptation Plan Global Support Programme and the Nationally Determined Contributions Partnership, which contributes to the implementation the Paris Agreement on climate change;
 - (h) Promote an integrated approach to socioeconomic development, climate and health resilience through the provision of technical advice on technologies, processes and investment opportunities in the context of COVID-19.
- 15.56 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 and 15.
- 15.57 The above-mentioned work is expected to result in:
- (a) Multidimensional climate action and urban environment planning by partner cities that preserves, regenerates and restores urban biodiversity and reduces air and water pollution;
 - (b) Mobilization of additional financial resources for adaptation to climate change at the national and subnational levels;
 - (c) Development of COVID-19 recovery plans by partner cities and Member States;
 - (d) More climate- and pandemic-resilient cities, human settlements and communities.

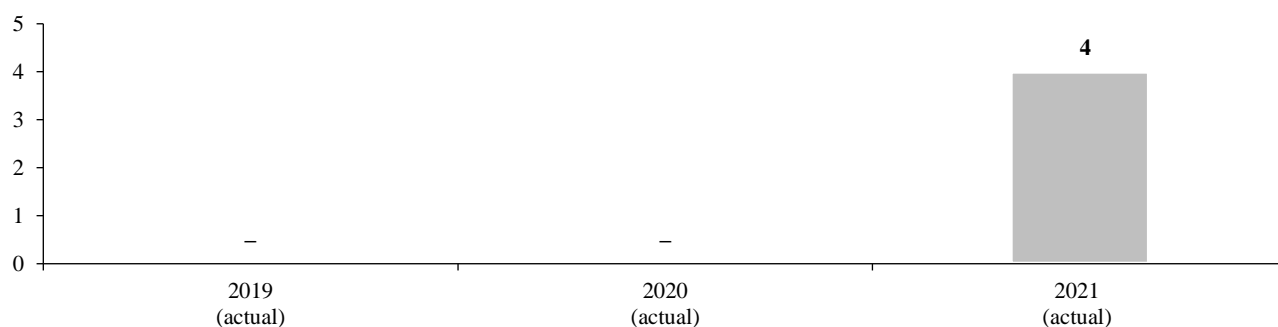
Programme performance in 2021

Strengthened local climate action through innovation

- 15.58 To achieve the goals set out in the Paris Agreement, local climate action needs to be significantly accelerated. The subprogramme contributed to the acceleration of innovation in urban climate action. With a broad range of national and local government partners and other stakeholders, 27 Urban Thinkers Campuses on climate action were held, providing a space for critical exchange between urban researchers, professionals and decision makers.
- 15.59 The Innovate4Cities 2021 conference, held from 11 to 15 October 2021 under the theme “Science and innovation partnerships driving inclusive, resilient and climate-neutral cities”, was co-hosted by UN-Habitat and the Global Covenant of Mayors for Climate and Energy and co-sponsored by the Intergovernmental Panel on Climate Change, with registered participants from 159 countries. The conference outcomes guide city-level climate action, research and innovation in support of closing the implementation gap and makes such innovations available to urban practitioners. To sustain the momentum of urban climate innovation at the local level, the subprogramme held the first city innovation challenge to match the innovation needs of cities with the capacity of innovators. Initially four cities in Latin America, Africa and Europe were chosen and solutions to a wide range of challenges were offered by experts in the field to inform the development of innovative climate change mitigation measures. In 2022, the four cities will work with a task force of experts to kick-start the implementation process.
- 15.60 Progress towards the objective is presented in the performance measure below (see figure 15.VII).

Figure 15.VII

Performance measure: number of cities developing innovative climate change mitigation measures



Planned results for 2023

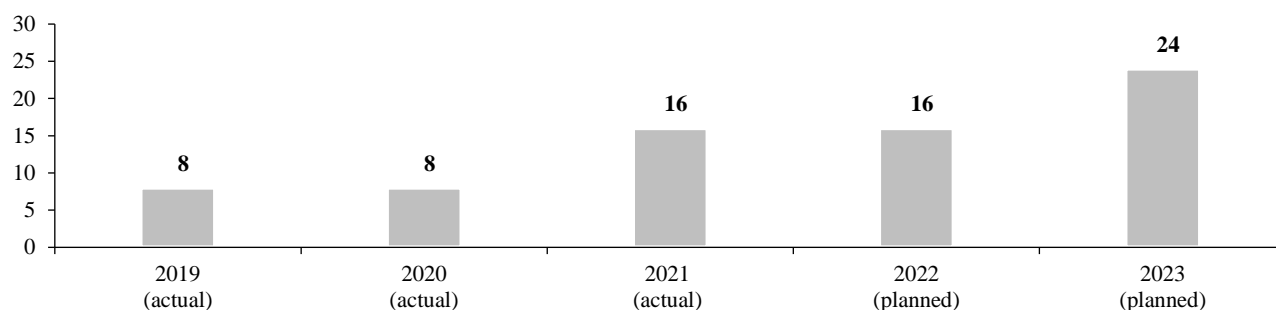
Result 1: accelerated climate action in 16 cities and eight countries around the world

Programme performance in 2021 and target for 2023

- 15.61 The subprogramme's work contributed to 16 cities enacting legal frameworks for low-emission development strategies, which met the planned target.
- 15.62 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.VIII).

Figure 15.VIII

Performance measure: number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme (cumulative)



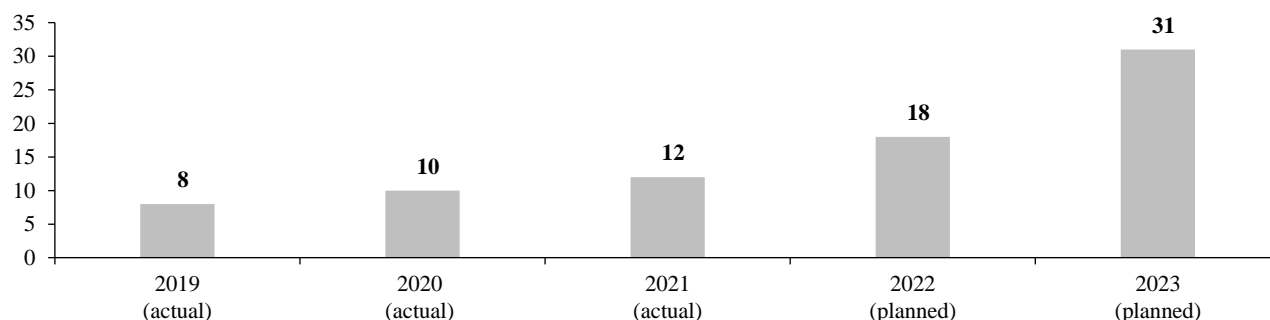
Result 2: participatory urban resilience action in sub-Saharan Africa

Programme performance in 2021 and target for 2023

- 15.63 The subprogramme's work contributed to 12 distinct resilience action frameworks developed in sub-Saharan Africa, which did not meet the planned target of 14. The target was not met because of implementation delays experienced by three cities owing to COVID-19-related issues. Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.IX).

Figure 15.IX

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



Result 3: increased climate resilience of urban communities in Jordan and Lebanon

Proposed programme plan for 2023

- 15.64 The crisis in the Syrian Arab Republic has had profound humanitarian, socioeconomic and environmental impacts on the country's population. Jordan and Lebanon are the largest refugee-hosting countries in the world relative to the size of their national population, and the two countries are the most water-scarce in the region, a challenge that has been further aggravated by climate change. Taking into consideration climate change vulnerabilities in selected cities, the subprogramme has developed urban master planning frameworks to increase the climate resilience of urban communities.

Lessons learned and planned change

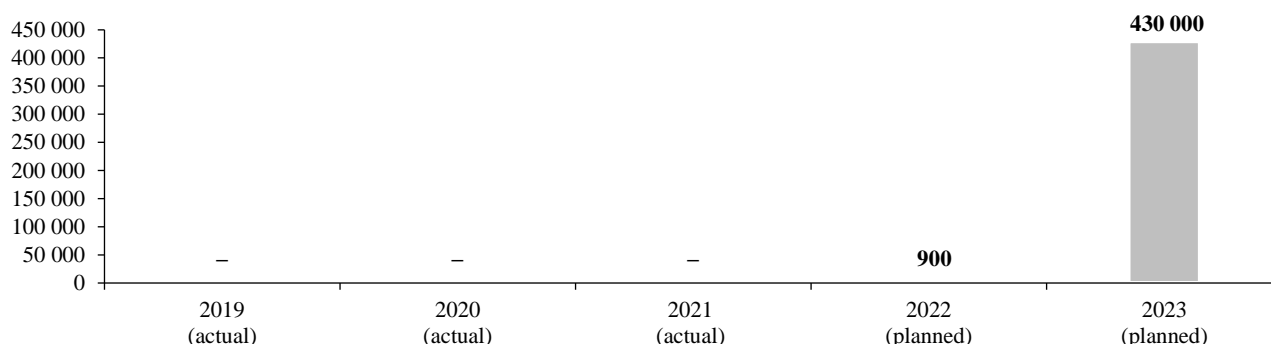
- 15.65 The lesson for the subprogramme was that a stand-alone approach to climate change resilience without incorporating broader environmental, social and economic dimensions will not be as effective. In applying the lesson, the subprogramme will devise a comprehensive climate change adaptation system integrated into urban master plans that employs several complementary measures that can enable

economic growth and job creation, promote inclusion and social cohesion and foster sustainable urbanization. As part of these efforts, the subprogramme will build the capacity of municipalities and target communities to implement rainwater harvesting systems, greywater treatment and reuse systems, permaculture piloting and water-use-efficient irrigation systems using treated water.

15.66 Expected progress towards the objective is presented in the performance measure below (see figure 15.X).

Figure 15.X

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



Deliverables

15.67 Table 15.6 lists all deliverables of the subprogramme.

Table 15.6

Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	32	32	15	22
1. Projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-emission basic services, more sustainable infrastructure and buildings	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-emission basic services and sustainable infrastructure and buildings	3	3	1	1
3. Projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	11	11	6	10
4. Projects on effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e. remote sensing) and processing	6	6	3	6
5. Projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4	4	1	1
6. Projects on urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency	4	4	2	2
Seminars, workshops and training events (number of days)	100	100	38	43
7. Seminars, workshops and training events for partners and those in vulnerable situations (e.g. in informal settlements) on climate change mitigation, air quality and low-emission basic services	35	35	10	10

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
8. Seminars, workshops and training events on effective adaptation of communities and infrastructure to climate change	55	55	25	25
9. Seminars, workshops and training events on sustainable city models and their application, sustainable infrastructure and urban planning	5	5	—	5
10. Training on environment and climate dimensions and Sustainable Development Goal monitoring in urban areas	5	5	3	3
Publications (number of publications)	3	3	3	3
11. Publication on climate change mitigation and air quality	1	1	1	1
12. Publication on effective adaptation of communities of slums and other urban communities in vulnerable situation in urban neighbourhoods, and infrastructure, to climate change	1	1	1	1
13. Publication on improved low-emission urban services and resource efficiency (e.g. focusing on technological innovation)	1	1	1	1
Technical materials (number of materials)	12	12	5	5
14. Technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	1	1
15. Technical materials on climate change mitigation and air quality	3	3	1	1
16. Technical materials on climate action, basic services or environment in human settlements	3	3	1	1
17. Technical materials on national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, ecological assets and ecosystem services	2	2	1	1
18. Technical materials on improved low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	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-emission 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, including a database on climate initiatives in Rwanda, risk and vulnerability analysis in the Lao People's Democratic Republic and a solutions toolbox for electromobility.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, campaign and events on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change.				
External and media relations: articles on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change.				
Digital platforms and multimedia content: websites and content for social media accounts; 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.				

Subprogramme 4

Effective urban crisis prevention and response

Objective

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

Strategy

15.69 To contribute to the objective, the subprogramme will:

- (a) Engage in-country comprehensive, participatory and inclusive operational programmes to respond to crises affecting all members of the community, including those in vulnerable situations; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas, while supporting measures for national urban frameworks that adopt inclusive urban governance and planning approaches;
- (b) Support implementation by Member States of inclusive, evidence-based, sustainable recovery approaches, such as the urban recovery framework for post-conflict situations to support urban resilience recovery, applying area-based approaches and community inclusive participatory and bottom-up processes, while ensuring age, gender and diversity representation;
- (c) Build the capacity of national, regional and local actors to increase social cohesion between communities, reducing discrimination and xenophobia with full respect for human rights in urban crisis situations;
- (d) Prioritize improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees by providing urban crisis-response expertise and supporting integrated urban development strategies that address the needs of both host communities and the displaced, in support also of the Secretary-General's action agenda on internal displacement;
- (e) Enhance UN-Habitat normative guidance and operational support in urban and rural displacement contexts on the evidence-based impact of migration and displacement on urbanization, within the framework of the flagship programme "Inclusive cities: enhancing the positive impacts of urban migration";
- (f) Develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 and implement disaster risk reduction and resilience strategies;
- (g) Develop and improve urban profiling and urban-specific recovery frameworks, tools and approaches, supporting local implementation, mobilizing urban stakeholder networks and complementing work led by the World Bank, the European Union and UNDP at the national level;
- (h) Work with cities and informal settlements within cities and rural areas, through normative and operational activities, on building resilience to a broad range of threats, including health emergencies, and the inclusion of urban recovery in national COVID-19 recovery strategies.

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

15.71 The above-mentioned work is expected to result in:

- (a) An increased proportion of the population in crisis-affected communities engaging in local decision-making with regard to reconstruction projects and improved social inclusion, strengthened land tenure and improved access to adequate housing and basic services;
- (b) An increased number of cities where refugees, migrants, internally displaced persons, returnees and host communities have access to secure tenure, sustainable basic services and social services, adequate housing, safety and security;
- (c) The reduction of multidimensional risks and increased protection for those in vulnerable situations in cities;
- (d) Strengthened systems for analysis and decision-making concerning resilient infrastructure at the city level, in particular in crisis settings.

Programme performance in 2021

Improved access to sustainable and resilient housing for internally displaced women and girls in northern Mozambique

- 15.72 The subprogramme provided inclusive, sustainable housing solutions to displaced women and girls affected by the humanitarian crisis in the region, in collaboration with the Government of Mozambique (Agency for the Integrated Development of the North, Province of Cabo Delgado, Ministry of Gender, Youth and Social Action and local authorities).
- 15.73 In the village of Marocani, the subprogramme, in partnership with UN-Women, initiated a one-year recovery pilot project, which targeted 50 women-headed families. A community-driven model of human settlement planning and management was used as part of a resilience and social integration programme, assisting in housing reconstruction through training, supervision and the provision of materials. This access to adequate shelter and employment supported women in overcoming some of the additional vulnerabilities caused by the COVID-19 pandemic. To help to further mitigate the effects of the pandemic, the subprogramme supported municipal authorities across Mozambique, including in Cabo Delgado, in increasing access to basic services.
- 15.74 Progress towards the objective is presented in the performance measure below (see table 15.7).

Table 15.7

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	—	50 women-headed families with strengthened capacities in resilient housing reconstruction, enabling shelter and employment

Planned results for 2023

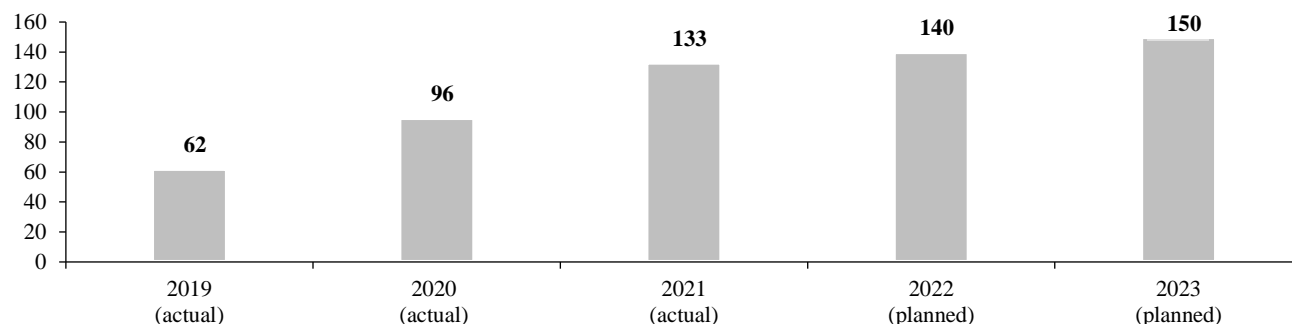
Result 1: inclusive cities: enhancing the positive impacts of urban migration

Programme performance in 2021 and target for 2023

- 15.75 The subprogramme's work contributed to 133 cities applying participatory planning technologies, which met the planned target.
- 15.76 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.XI).

Figure 15.XI

Performance measure: number of cities applying participatory planning methodologies (cumulative)



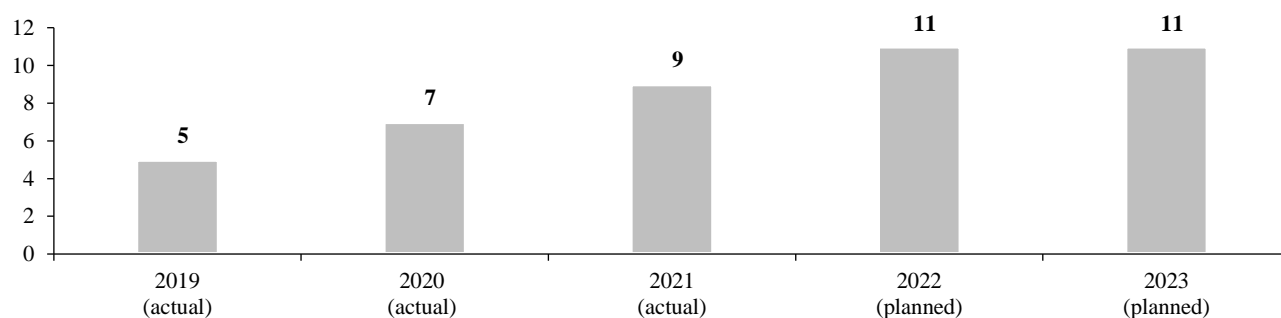
Result 2: a new approach to strengthen city resilience

Programme performance in 2021 and target for 2023

- 15.77 The subprogramme's work contributed to nine cities implementing the City Resilience Global Programme, which met the planned target.
- 15.78 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 15.XII).

Figure 15.XII

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



Result 3: strengthened urban recovery and resilience and improved access to basic services in the Syrian Arab Republic

Proposed programme plan for 2023

- 15.79 The UN-Habitat urban recovery framework developed by the subprogramme primarily targets neighbourhoods hosting groups in vulnerable situations and has three main outcomes: the development of urban, area-based recovery and neighbourhoods, including better physical access to areas of public space; the restoration of basic and social services, especially water, sanitation and solid waste management; and improved and sustained community resilience and social cohesion. The framework was applied in the heavily damaged cities of Dara'a and Dayr al-Zawr in the Syrian Arab Republic as part of a joint programme on urban and rural resilience implemented by six United Nations agencies (Food and Agriculture Organization of the United Nations, UNDP, United Nations Population Fund, UN-Habitat, United Nations Children's Fund and World Food Programme). Direct beneficiaries of the interventions include over 55,000 returnees, some 10,000 Palestinian refugees in the United Nations Relief and Works Agency for Palestine Refugees in the Near East camp and around 39,000 internally displaced persons.

Lessons learned and planned change

15.80 The lessons for the subprogramme were the need to ensure participatory processes, backed by community buy-in, to promote social cohesion among different groups and the need to have a flexible approach to programming that can respond to developments in the security context. In applying the lesson, the subprogramme will further increase its engagement with local communities to ensure continued implementation and ensure that any required adjustments to programming are made with the participation of municipal authorities and local communities.

15.81 Expected progress towards the objective is presented in the performance measure below (see table 15.8).

Table 15.8

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	Municipal authorities and local communities supported to develop neighbourhood action plans for nine neighbourhoods in two cities in the Syrian Arab Republic through joint participatory area-based planning	Improved physical access to four neighbourhoods in two cities in the Syrian Arab Republic and plans developed for the rehabilitation of water, sanitation and waste management services	Nine rehabilitated neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic

Deliverables

15.82 Table 15.9 lists all deliverables of the subprogramme.

Table 15.9

Subprogramme 4: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	31	31	19	21
1. Projects on enhanced social integration and cohesive communities	10	10	8	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced persons	11	11	5	7
3. Projects on enhanced resilience of the built environment and infrastructure	10	10	6	6
Seminars, workshops and training events (number of days)	45	45	31	31
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	18	18	12	12
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons	13	13	8	8
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	14	14	11	11

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Publications (number of publications)	2	2	2	2
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced persons	1	1	1	1
8. Publication on enhanced resilience of the built environment and infrastructure	1	1	1	1
Technical materials (number of materials)	9	9	6	6
9. Technical materials on enhanced social integration and cohesive communities	3	3	2	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced persons	3	3	2	2
11. Technical materials on enhanced resilience of the built environment and infrastructure	3	3	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services provided to Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including crises related to migration and displacement.				
Databases and substantive digital materials: data platform on urban migration.				
D. Communication deliverables				
Outreach programmes, special events and information materials: global and regional information materials, brochures, leaflets and online awareness-raising materials on the UN-Habitat flagship programme on migration focusing on social inclusion and the response to migration and displacement, at the global and regional/country levels, with an emphasis on partnerships and comprehensive responses through the application of various tools on housing and land property rights, spatial planning, housing and urban governance.				
Digital platforms and multimedia content: content for social media accounts, blogs and websites related to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts.				

B. Proposed post and non-post resource requirements for 2023

Overview

- 15.83 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 15.10 to 15.12.

Table 15.10

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	11 341.2	11 403.8	—	—	1 287.0	1 287.0	11.3	12 690.8
Other staff costs	111.1	550.0	(239.6)	—	—	(239.6)	(43.6)	310.4
Hospitality	—	3.1	—	—	—	—	—	3.1
Consultants	197.4	214.9	(114.8)	69.0	—	(45.8)	(21.3)	169.1
Experts	—	89.3	(32.0)	—	—	(32.0)	(35.8)	57.3
Travel of representatives	—	42.3	(42.3)	—	—	(42.3)	(100.0)	—
Travel of staff	76.4	105.4	(10.1)	—	—	(10.1)	(9.6)	95.3
Contractual services	269.8	550.9	(123.8)	—	22.9	(100.9)	(18.3)	450.0
General operating expenses	245.2	199.9	—	—	25.9	25.9	12.9	225.8
Supplies and materials	6.3	15.8	—	—	2.1	2.1	13.3	17.9
Furniture and equipment	214.4	47.6	—	—	28.0	28.0	58.8	75.6
Grants and contributions	67.6	52.8	(52.8)	—	—	(52.8)	(100.0)	—
Total	12 529.4	13 275.8	(615.4)	69.0	1 365.9	819.5	6.2	14 095.3

Table 15.11

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 17 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 22 LL
New posts (conversion)	7	1 P-3 under policymaking organs 2 P-4 under executive direction and management 2 P-4 under subprogrammes 3 and 4 1 D-1 and 1 LL under programme support
Proposed for 2023	82	1 USG, 1 D-2, 5 D-1, 9 P-5, 21 P-4, 15 P-3, 5 P-2/1, 2 GS (OL), 23 LL

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); (LL), Local level; USG, Under-Secretary-General.

Table 15.12
Overall: proposed posts by category and grade
 (Number of posts)

Category and grade	2022 approved	Changes			Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	—	1
D-2	1	—	—	—	—	1
D-1	4	—	—	1	1	5
P-5	9	—	—	—	—	9
P-4	17	—	—	4	4	21
P-3	14	—	—	1	1	15
P-2/1	5	—	—	—	—	5
Subtotal	51	—	—	6	6	57
General Service and related						
GS (OL)	2	—	—	—	—	2
LL	22	—	—	1	1	23
Subtotal	24	—	—	1	1	25
Total	75	—	—	7	7	82

15.84 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 15.13 to 15.15 and figure 15.XIII.

15.85 As reflected in tables 15.13 (1) and 15.14 (1), the overall resources proposed for 2023 amount to \$14,095,300 before recosting, reflecting a net increase of \$819,500 (or 6.2 per cent) compared with the appropriation for 2022. Resource changes result from three factors, namely: (a) technical adjustments; (b) new and expanded mandates; and (c) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 15.13
Overall: evolution of financial resources by source of funding, component and subprogramme
 (Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Policymaking organs	622.4	585.2	—	—	187.4	187.4	32.0	772.6
B. Executive direction and management	1 451.5	1 491.5	—	—	431.3	431.3	28.9	1 922.8
C. Programme of work								
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	2 082.7	2 430.3	(149.5)	69.0	0.2	(80.3)	(3.3)	2 350.0
2. Enhanced shared prosperity of cities and regions	2 516.6	2 736.0	(156.1)	—	(0.9)	(157.0)	(5.7)	2 579.0

Part IV International cooperation for development

Component/subprogramme	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
3. Strengthened climate action and improved urban environment	2 539.5	2 439.2	(155.1)	–	217.1	62.0	2.5	2 501.2
4. Effective urban crisis prevention and response	2 109.2	2 480.4	(154.7)	–	214.5	59.8	2.4	2 540.2
Subtotal, C	9 248.0	10 085.9	(615.4)	69.0	430.9	(115.5)	(1.1)	9 970.4
D. Programme support	1 207.4	1 113.2	–	–	316.3	316.3	28.4	1 429.5
Subtotal, 1	12 529.3	13 275.8	(615.4)	69.0	1 365.9	819.5	6.2	14 095.3

(2) *Extrabudgetary*

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Policymaking organs	560.6	902.7	(595.3)	(65.9)	307.4
B. Executive direction and management	4 662.9	5 543.6	(543.3)	(9.8)	5 000.3
C. Programme of work					
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	49 212.9	60 516.1	(25 204.3)	(41.6)	35 311.8
2. Enhanced shared prosperity of cities and regions	13 632.8	37 892.8	(90.4)	(0.2)	37 802.4
3. Strengthened climate action and improved urban environment	15 735.3	69 514.3	(37 221.9)	(53.5)	32 292.4
4. Effective urban crisis prevention and response	66 828.9	59 753.5	(25 849.3)	(43.3)	33 904.2
Subtotal, C	145 409.9	227 676.7	(88 365.9)	(38.8)	139 310.8
D. Programme support	6 241.9	8 051.6	(3 832.5)	(47.6)	4 219.1
Subtotal, 2	156 875.3	242 174.6	(93 337.0)	(38.5)	148 837.6
Total	169 404.6	255 450.4	(92 517.5)	(36.2)	162 932.9

Table 15.14

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/ subprogramme	2022 approved	Changes			Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	5	–	–	1	1	6
B. Executive direction and management	7	–	–	2	2	9
C. Programme of work						
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	13	–	–	–	–	13
2. Enhanced shared prosperity of cities and regions	16	–	–	–	–	16
3. Strengthened climate action and improved urban environment	13	–	–	1	1	14
4. Effective urban crisis prevention and response	14	–	–	1	1	15
Subtotal, C	56	–	–	2	2	58
D. Programme support	7	–	–	2	2	9
Subtotal, 1	75	–	–	7	7	82

(2) Extrabudgetary

Component/subprogramme	2022 estimate	Other	Conversion	Total	2023 estimate
A. Policymaking organs	1	–	(1)	(1)	–
B. Executive direction and management	28	(8)	(2)	(10)	18
C. Programme of work					
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	12	(5)	–	(5)	7
2. Enhanced shared prosperity of cities and regions	12	(6)	–	(6)	6
3. Strengthened climate action and improved urban environment	19	(6)	(1)	(7)	12
4. Effective urban crisis prevention and response	21	(8)	(1)	(9)	12
Subtotal, C	64	(25)	(2)	(27)	37
D. Programme support	37	(14)	(2)	(16)	21
Subtotal, 2	130	(47)	(7)	(54)	76
Total	205	(47)	–	(47)	158

Table 15.15

Overall: evolution of financial and post resources

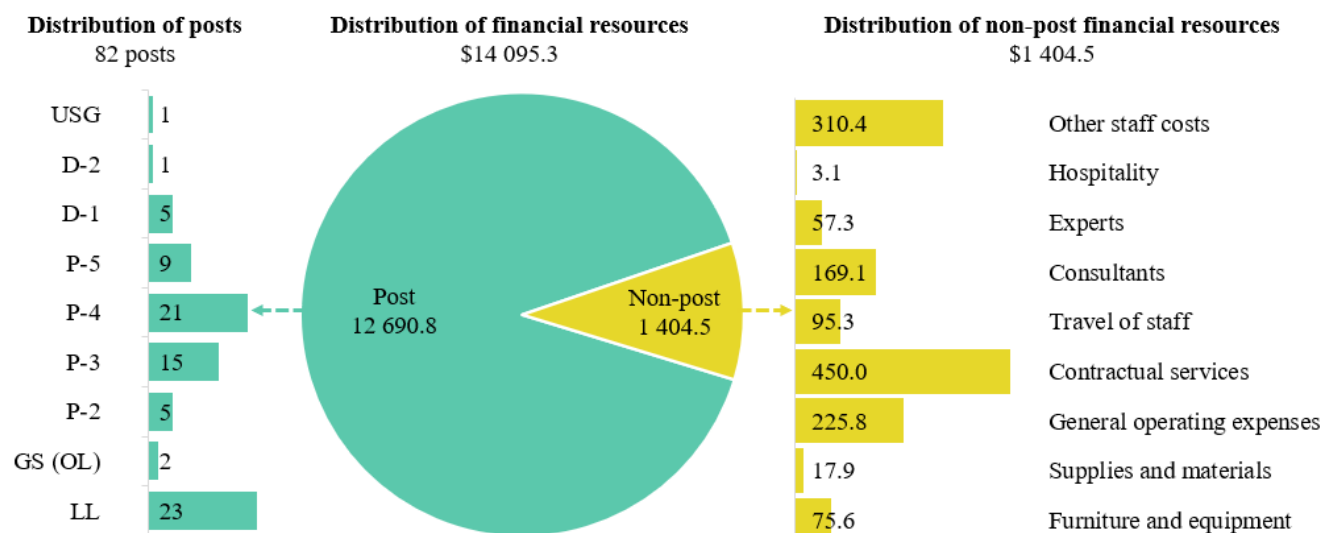
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	11 341.2	11 403.8	—	—	1 287.0	1 287.0	11.3	12 690.8
Non-post	1 188.2	1 872.0	(615.4)	69.0	78.9	(467.5)	(24.9)	1 404.5
Total	12 529.4	13 275.8	(615.4)	69.0	1 365.9	819.5	6.2	14 095.3
Post resources by category								
Professional and higher		51	—	—	6	6	11.8	57
General Service and related		24	—	—	1	1	4.2	25
Total		75	—	—	7	7	9.3	82

Figure 15.XIII

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Explanation of variances by factor, component and subprogramme
Overall resource changes
Technical adjustments

15.86 As reflected in table 15.13 (1), resource changes reflect a decrease of \$615,400, as follows:

Subprogramme 1, Reduced spatial inequality and poverty in communities across the urban-rural continuum (decrease of \$149,500), Subprogramme 2, Enhanced shared prosperity of cities and regions (decrease of \$156,100), Subprogramme 3, Strengthened climate action and improved urban environment (decrease of \$155,100) and

Subprogramme 4, Effective urban crisis prevention and response (decrease of \$154,700).

These decreases are related to the non-recurrent provision for the quadrennial report on progress in the implementation of the New Urban Agenda, in accordance with General Assembly resolution [71/235](#), as reflected in the 2022 programme budget.

New and expanded mandates

- 15.87 As reflected in table 15.13 (1), resource changes reflect an increase of \$69,000, as follows:

Subprogramme 1, Reduced spatial inequality and poverty in communities across the urban-rural continuum. This is related to the inclusion of non-recurrent requirements to contribute to a report on inclusive social development policies and programmes to address homelessness, to be prepared in collaboration with the Department of Economic and Social Affairs, pursuant to General Assembly resolution [76/133](#). The General Assembly requested the Secretary-General to submit a report, at its seventy-eighth session, on the progress that has been achieved and challenges that remain in the implementation of inclusive social development policies and programmes to address homelessness, including through recommendations for possible indicators on social protection and access for all to adequate, safe and affordable housing in the aftermath of COVID-19. The resources of \$69,000 would provide for a housing specialist for six months to produce the report on inclusive policies and programmes to address homelessness, including in the aftermath of COVID-19. The consultant will provide expertise on housing, focusing on national housing policies and social policies for the homeless and recommending possible indicators on access to adequate, safe and affordable housing in the aftermath of COVID-19.

Other changes

- 15.88 UN-Habitat funding is received through four segments, namely, the regular budget, foundation non-earmarked, foundation earmarked (also known as foundation special purpose) and technical cooperation. Regular budget resources are designated to fund normative and intergovernmental functions, while foundation non-earmarked resources are used to fund normative and core operational functions.
- 15.89 On 23 December 2016, the General Assembly adopted resolution [71/256](#) on the New Urban Agenda. In light of the Agenda, and with a view to enhancing the effectiveness of UN-Habitat, the General Assembly requested the Secretary-General to submit to the General Assembly during its seventy-first session an evidence-based and independent assessment of UN-Habitat. In its report on that assessment (see [A/71/1006](#)), the High-level Independent Panel to Assess and Enhance the Effectiveness of UN-Habitat made recommendations to enhance the effectiveness, efficiency, accountability and oversight of the programme in four specific areas: its normative and operational mandates, its governance structure, its partnerships and its financial capability. The Panel recommended that the first priority must be to save, stabilize and then rapidly strengthen UN-Habitat to equip it for a renewed role based on the 2030 Agenda and the New Urban Agenda. The Panel also recommended a renewed commitment to its normative mission of sustainable urbanization and leaving no one behind and the exploration of options for increasing its financial capacity to fill gaps in normative and core functions. On 25 January 2018, in its resolution [72/226](#), the General Assembly took note of the Panel's report, decided to continue to promote the normative work of UN-Habitat and urged UN-Habitat to ensure that its normative and operational activities are balanced.
- 15.90 Building upon the report of the High-level Independent Panel and upon the subsequent resolution of the General Assembly, UN-Habitat conducted an internal review of its effectiveness, efficiency and accountability in its normative and operational mandates with a view to filling gaps in normative, core operational and financial capacities. The review was anchored in the need for UN-Habitat to rebalance its normative and operational work in order to safeguard its primary role of developing norms and standards, setting urban policies and frameworks for sustainable cities, conducting assessments and evaluations of existing cities, disseminating best practices on innovative approaches to urbanization, projecting future trends, reviewing the status of the world's cities and tracking progress and emerging issues related to the New Urban Agenda. While normative and operational

funding sources are not fungible, UN-Habitat will continue to ensure that its normative policies and its project-based operations work in conjunction and are synergistic.

- 15.91 Current posts funded by the regular budget provide intergovernmental bodies with the substantive support and inputs for deliberations related to sustainable urbanization and social inclusion in the urban development process. They also provide intergovernmental support to the General Assembly, the Economic and Social Council and its high-level political forum on sustainable development and provide substantive input to policy development to support the implementation of the 2030 Agenda on Sustainable Development. Current posts develop and oversee the implementation of the strategy for UN-Habitat to lead, coordinate and promote its work on sustainable urbanization and human settlements at the global level; support the work of UN-Habitat to promote sustainable urbanization across the United Nations system; support the mainstreaming of gender, equity and social inclusion in the urban development process, including through the Inter-Agency Network on Youth Development and its task forces; and support for the normative and intergovernmental processes related to capacity-building for, and implementation of, the New Urban Agenda through the quadrennial report.
- 15.92 The need for UN-Habitat to safeguard its primary normative role is emphasized in the New Urban Agenda. In particular, UN-Habitat seeks to address inequity, exclusion and vulnerability in urban development, as well as to address the impact of urbanization on the climate change emergency, noting that environmentally sustainable urban development provides a key opportunity to reduce that impact. The unique normative mandate of UN-Habitat is to provide capacity development and tools to national, subnational and local governments in designing, planning and managing sustainable urban development. As part of the rebalancing effort, a functional analysis was conducted to validate that normative and intergovernmental work are appropriately funded by the regular budget. As a result of that review, seven posts that are principally associated with normative and intergovernmental work in UN-Habitat were identified for realigned funding from the regular budget.
- 15.93 As reflected in table 15.13 (1) and in annex III, the increase of \$1,365,900 mainly relates to the establishment of seven posts (1 D-1, 4 P-4, 1 P-3 and 1 Local level). These posts are proposed for conversion from foundation non-earmarked resources to the regular budget. The distribution across the components and subprogrammes is as follows:
- (a) **Policymaking organs.** The increase of \$187,400 relates mainly to the proposed conversion of one P-3 Coordination Officer post (\$175,400), as detailed in annex III. The additional increase of \$12,000 relates mainly to non-post cost requirements associated with this post and will provide for contractual services (\$4,100) owing to costs owed to the provider under the service-level agreement for information technology and communications services; general operating expenses (\$3,600) owing to the service-level agreement for common services and medical and host country services; fixed telecommunications support, security and policing services and utilities; supplies and materials (\$300); and office automation equipment (\$4,000);
 - (b) **Executive direction and management.** The increase of \$431,300 relates mainly to the proposed conversion of two Programme Management Officer and Special Assistant (P-4) posts to the regular budget (\$415,100), as detailed in annex III. The additional increase of \$16,200 under non-post resources relates mainly to requirements associated with these posts and would provide for contractual services (\$4,100) related to the information, communication and technology service-level agreement cost from the service provider; general operating expenses (\$4,000) owing to the service-level agreement for common services, medical and host country services, fixed telecommunications support, security and policing services and utilities; supplies and materials (\$600); and office automation equipment (\$8,000) under furniture and equipment;
 - (c) **Subprogramme 1, Reduced spatial inequality and poverty in communities across the urban-rural continuum.** The increase of \$200 relates to changes in planned destinations for the subprogramme in 2023;
 - (d) **Subprogramme 2, Enhanced shared prosperity of cities and regions.** The decrease of \$900 relates to changes in planned destinations for the subprogramme in 2023;

- (e) **Subprogramme 3, Strengthened climate action and improved urban environment.** The increase of \$217,100 mainly relates to the proposed conversion of one Programme Management Officer (P-4) post (\$202,300) to the regular budget, as detailed in annex III. The additional net increase of \$15,100 relates mainly to non-post costs associated with this post and will provide for contractual services (\$4,100) owing to costs owed to the provider under the service-level agreement for information technology and communications services; general operating expenses (\$6,700) owing to the service-level agreement for common services, medical and host country services, fixed telecommunications support, security and policing services and utilities; supplies and materials (\$300) and office automation equipment (\$4,000) under furniture and equipment;
- (f) **Subprogramme 4, Effective urban crisis prevention and response.** The increase of \$214,500 mainly relates to the proposed conversion to the regular budget of one Programme Management Officer (P-4) post (\$202,300), as detailed in annex III. The additional increase of \$12,200 relates mainly to non-post costs associated with this post and would provide for contractual services (\$2,700) owing to costs owed to the provider under the service-level agreement for information technology and communications services; general operating expenses (\$4,000) owing to the service-level agreement for common services, medical and host country services, fixed telecommunications support, security and policing services and utilities; supplies and materials (\$300) and office automation equipment (\$4,000). An increase of \$1,200 under travel of staff reflects a higher provision owing to travel planned for attending the high-level political forum;
- (g) **Programme support.** The increase of \$316,300 relates to the proposed conversion of one Chief of Service (D-1) post and one Senior Information Technology Assistant (Local level) post (\$291,900) to the regular budget, as detailed in annex III. The additional increase of \$24,400 relates mainly to non-post requirements associated with these posts and would provide for contractual services (\$8,300) owing to costs owed to the provider under the service-level agreement for information technology and communications services; general operating expenses (\$7,200) related to the service-level agreement for common services, medical and host country services, fixed telecommunications support, security and policing services and utilities; supplies and materials (\$600) and office automation equipment (\$8,000).

Extrabudgetary resources

- 15.94 As reflected in tables 15.13 (2) and 15.14 (2), UN-Habitat expects to continue to receive both cash and in-kind contributions, in addition to the regular budget resources. In 2023, extrabudgetary resources are estimated at \$148,837,600 and would provide for 76 posts, as presented in table 15.14 (2), reflecting a decrease of 38.5 per cent compared with the final \$242,174,600 estimated for 2022. This estimated decrease is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.
- 15.95 The resources would be used mainly to carry out technical cooperation projects, at the request of Member States, as described under the respective subprogrammes.
- 15.96 The extrabudgetary resources under this section are subject to the oversight of the Executive Board, which has delegated authority from the UN-Habitat Assembly.

Policymaking organs

- 15.97 The resources proposed under this component would provide for requirements relating to the UN-Habitat Assembly, the Executive Board and the Committee of Permanent Representatives. In December 2018, the General Assembly adopted resolution [73/239](#), by which it established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, a 36-member

Executive Board and a Committee of Permanent Representatives. Table 15.16 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 15.16
Policymaking organs

(Thousands of United States dollars)

Policymaking organ	Description	Additional information	2022	2023
			appropriation	estimate (before recosting)
UN-Habitat Assembly	Provides policy guidance on human settlements and sustainable urbanization and strategic oversight of UN-Habitat. It approves the UN Habitat four-year strategic plan. It reports every four years on its work to the General Assembly through the Economic and Social Council at its substantive session. It meets every four years for five days. Its first session was held in May 2019; the next will be held in June 2023.	Mandate: General Assembly resolution 73/239 and note by the Secretary-General (A/73/726) UN-Habitat Assembly rules of procedure Membership: 193 government officials Number of sessions in 2023: 1	585.2	772.6
Committee of Permanent Representatives	Permanent intersessional subsidiary body of the UN-Habitat Assembly. It is responsible for a high-level midterm review of the implementation of UN Habitat Assembly decisions and resolutions and of the UN-Habitat strategic plan, and for preparing for the next session of the UN Habitat Assembly. It meets twice every four years: once prior to the UN Habitat Assembly session, in preparation for that session, and a second time for a high-level midterm review. The first open-ended meeting of the Committee for a high-level midterm review was held from 29 June to 1 July 2021. The next open-ended meeting of the Committee will be held in May 2023.	Mandate: General Assembly resolution 73/239 and 56/206 and note by the Secretary-General (A/73/726) UN-Habitat Assembly rules of procedure Membership: 193 government officials Number of sessions in 2023: 1	—	—
Executive Board	Permanent intersessional subsidiary body of the UN-Habitat Assembly. It is responsible for strengthening the oversight of UN Habitat operations and enhancing the accountability, transparency, efficiency and effectiveness of UN Habitat. It oversees the preparation of the draft strategic plan before its approval by the UN-Habitat Assembly and is responsible for the review and approval of the annual programme of work and budget and the resource mobilization strategy, in accordance with the strategic plans and political guidelines provided by the UN Habitat Assembly. The Executive Board meets two to three times in a year and held its second session of 2021 on 15 and 16 November 2021. The first session for 2022 will be held from 29 to 31 March 2022.	Mandate: General Assembly resolution 73/239 ; note by the Secretary-General (A/73/726) UN-Habitat Assembly resolution 1/1, adopted by the Assembly at its first session, in May 2019 UN-Habitat Assembly rules of procedure Executive Board rules of procedure Membership: 36 government officials Number of sessions in 2023: 2	—	—
Total			585.2	772.6

- 15.98 The proposed regular budget resources for 2023 amount to \$772,600 and reflect an increase of \$187,400 in the resource level compared with the appropriation for 2022. The proposed increase is explained in paragraph 15.93 (a). Additional details on the distribution of the proposed resources for 2023 are reflected in table 15.17 and figure 15.XIV.

Table 15.17

Policymaking organs: evolution of financial and post resources

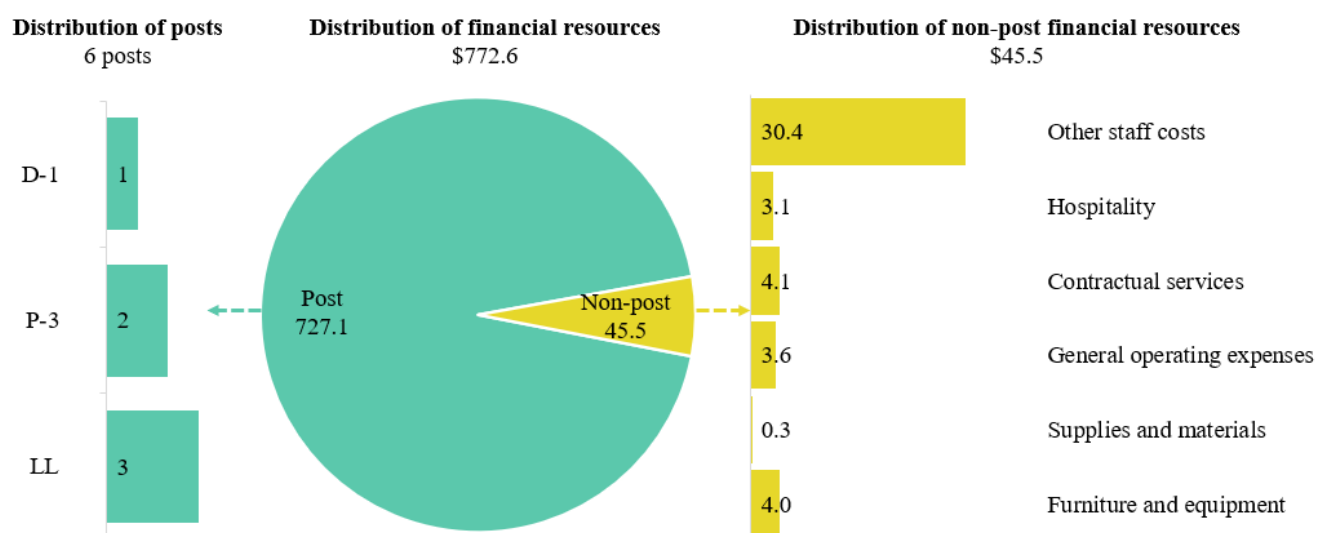
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	583.5	551.7	—	—	175.4	175.4	31.8	727.1
Non-post	38.9	33.5	—	—	12.0	12.0	35.8	45.5
Total	622.4	585.2	—	—	187.4	187.4	32.0	772.6
Post resources by category								
Professional and higher		2	—	—	1	1	50	3
General Service and related		3	—	—	—	—	—	3
Total		5	—	—	1	1	20	6

Figure 15.XIV

Policymaking organs: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 15.99 Extrabudgetary resources for policymaking organs are estimated at \$307,400 and would provide for non-post resources. The resources would be used mainly to support the policymaking organs of UN-Habitat. These resources would complement the regular budget resources and enhance the capacity of the Governing Bodies Secretariat to support the new governance structure of UN-Habitat, including the co-financing meetings of the UN-Habitat Assembly and the Executive Board. The estimated decrease of \$595,300 is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Executive direction and management

- 15.100 The executive direction and management component comprises the Office of the Executive Director, the Office of the Deputy Executive Director, the Office of the Chief of Staff, liaison offices in New York, Brussels, Bangkok and Geneva, the Governing Bodies Secretariat, the Legal Unit and the Independent Evaluation Unit. The Executive Director is also supported by the Office of the Principal Adviser, which undertakes special assignments.
- 15.101 The overall responsibilities of the executive direction and management component include the following functions:
- (a) To provide overall direction, translating the vision of the Executive Director and the guidance from the Executive Board into the Programme's work priorities;
 - (b) To foster relationships with Member States and keep abreast of the needs of the Executive Board, the Committee of Permanent Representatives, the UN-Habitat Assembly and stakeholders affiliated with the Economic and Social Council;
 - (c) To coordinate the planning and ensure the implementation of the UN-Habitat strategic plan by ensuring the overall effectiveness of the Programme's organizational structure. It provides direction and alignment through the Executive Committee, which is chaired by the Executive Director, whom it assists in providing policy direction in order to ensure the effectiveness of the Programme;
 - (d) To contribute, in close cooperation with other United Nations agencies, to discussions on, and the implementation of, United Nations reforms, in particular in relation to improving system-wide coherence in United Nations development work, with a special focus on sustainable urbanization;
 - (e) To foster the mainstreaming of gender and disability inclusion into the four subprogrammes of UN-Habitat.
- 15.102 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UN-Habitat continues to incrementally improve the environmental management performance of its operations and facilities management in a number of ways. In 2021, in partnership with the Secretariat and in accordance with the United Nations Framework Convention on Climate Change, UN-Habitat offset all its greenhouse gas emissions. In the same year, UN-Habitat compiled a more comprehensive emissions inventory for the "Greening the Blue" report of UNEP; that inventory will serve as the institutional baseline going forward, and efforts are being made to include measured data from larger regional offices in the information for the 2022 report. UN-Habitat also partakes in a comprehensive waste management and recycling scheme whereby waste is sorted at source in offices. In addition, the main UN-Habitat office building in Nairobi is powered by a partial solar photovoltaic electricity system. Finally, UN Habitat complies with the principles of paperless meetings, whereby all Executive Board and UN-Habitat Assembly meetings are paper-free and conference materials are shared by USB drive, electronically or through applications. In addition to its efforts in relation to operational matters, and in alignment with the expanded scope of the Strategy for Sustainability Management in the United Nations System, 2020-2030, UN-Habitat has made progress in revamping its Environmental and Social Safeguards System in order to reduce the environmental impact of its programmes and projects.
- 15.103 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 15.18. In 2021, UN-Habitat initiated a procedure whereby any travel request not in compliance with the United Nations advance booking policy is to be cleared by the Office of the Executive Director. While compliance with regard to the timely submission of documentation remained high in 2021, compliance with regard to the subsequent purchase of tickets was impaired by uncertainty concerning travel restrictions. Since 2021, UN-Habitat has been reviewing compliance with the United Nations advance booking policy on a quarterly basis.

Table 15.18
Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	65	97	95	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	19	51	36	100	100

15.104 The proposed regular budget resources for 2023 amount to \$1,922,800 and reflect an increase of \$431,300 compared with the appropriation for 2022. The proposed increase is explained in paragraph 15.93 (b). Additional details on the distribution of the proposed resources for 2023 are reflected in table 15.19 and figure 15.XV.

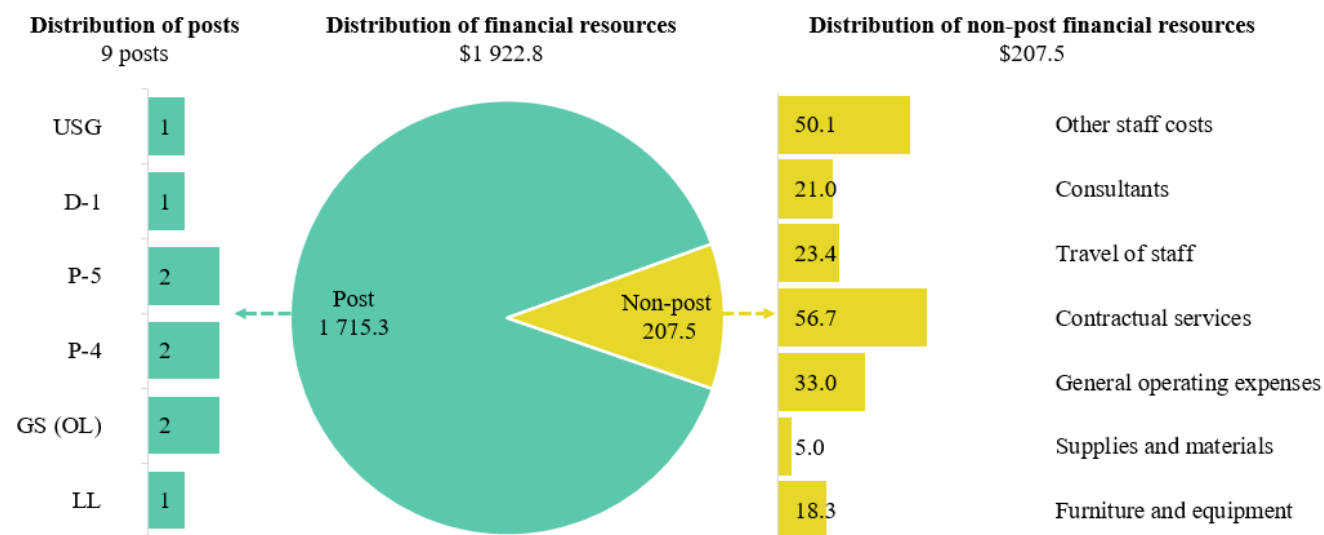
Table 15.19
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 283.6	1 300.2	—	—	415.1	415.1	31.9	1 715.3
Non-post	167.9	191.3	—	—	16.2	16.2	8.5	207.5
Total	1 451.5	1 491.5	—	—	431.3	431.3	28.9	1 922.8
Post resources by category								
Professional and higher		4	—	—	2	2	50.0	6
General Service and related		3	—	—	—	—	—	3
Total		7	—	—	2	2	28.6	9

Figure 15.XV
Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 15.105 Extrabudgetary resources for executive direction and management are estimated at \$5,000,300 and would provide for 18 posts (1 Assistant Secretary-General, 1 D-1, 1 P-5, 5 P-4, 2 P-3, 1 P-2/1, 1 National Professional Officer and 6 Local level), as well as non-post resources. The resources would be used to assist in the overall executive direction and management of UN-Habitat, including the planning, coordination, management and assessment of the programme of work and strategic plan of the Programme. The estimated decrease of \$543,300 is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Programme of work

Subprogramme 1

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

- 15.106 The proposed regular budget resources for 2023 amount to \$2,350,000 and reflect a net decrease of \$80,300 compared with the appropriation for 2022. The proposed decrease is explained in paragraphs 15.86, 15.87 and 15.93 (c). Additional details on the distribution of the proposed resources for 2023 are reflected in table 15.20 and figure 15.XVI.

Table 15.20

Subprogramme 1: evolution of financial and post resources

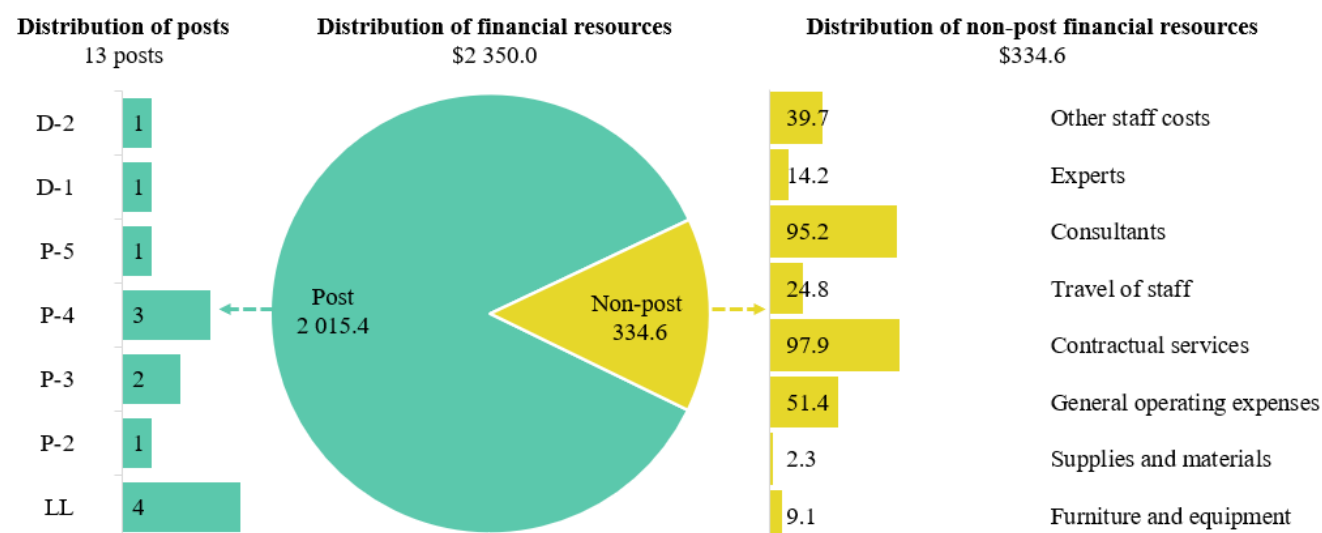
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 761.0	2 015.4	—	—	—	—	—	2 015.4
Non-post	321.7	414.9	(149.5)	69.0	0.2	(80.3)	(19.4)	334.6
Total	2 082.7	2 430.3	(149.5)	69.0	0.2	(80.3)	(3.3)	2 350.0
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		4	—	—	—	—	—	4
Total		13	—	—	—	—	—	13

Figure 15.XVI

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 15.107 Extrabudgetary resources for the subprogramme are estimated at \$35,311,800 and would provide for seven posts (1 D-1, 2 P-5, 1 P-4 and 3 Local level), as well as non-post resources. The resources would be used mainly for technical cooperation projects with requesting countries in the areas of urban development, digital transformation strategies, regional development and on-the-job capacity development and training for local government officials, in order to better manage inclusive urban development following the new challenges to basic service provision posed by the COVID-19 pandemic. Given the impact of the pandemic, subprogramme 1, in conjunction with other subprogrammes, will contribute to the pursuit of holistic responses to better support countries in their efforts to overcome the adversity and economic and social challenges resulting from the pandemic. Furthermore, under the subprogramme, extrabudgetary resources would also be used to promote and stimulate the engagement of the private sector in public-private partnerships that take into consideration the economic, social and environmental dimensions of sustainable urban development.
- 15.108 The estimated decrease of \$25,204,300 is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Subprogramme 2
Enhanced shared prosperity of cities and regions

- 15.109 The proposed regular budget resources for 2023 amount to \$2,579,000 and reflect a net decrease of \$157,000 compared with the appropriation for 2022. The proposed decrease is explained in paragraphs 15.86 and 15.93 (d). Additional details on the distribution of the proposed resources for 2023 are reflected in table 15.21 and figure 15.XVII.

Table 15.21

Subprogramme 2: evolution of financial and post resources

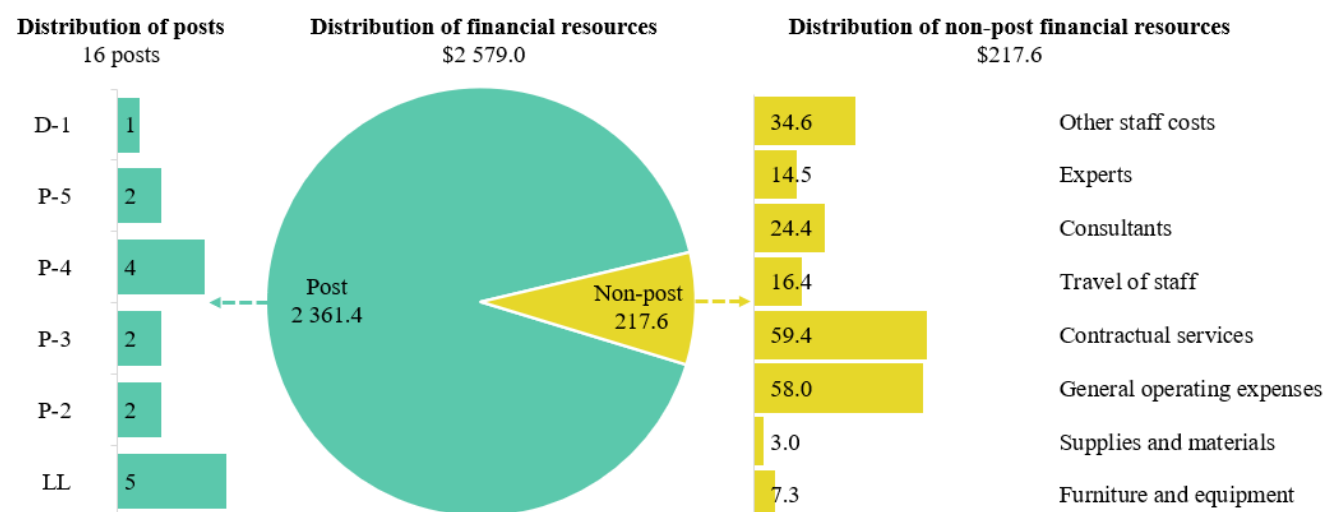
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 324.4	2 361.4	—	—	—	—	—	2 361.4
Non-post	192.2	374.6	(156.1)	—	(0.9)	(157.0)	(41.9)	217.6
Total	2 516.6	2 736.0	(156.1)	—	(0.9)	(157.0)	(5.7)	2 579.0
Post resources by category								
Professional and higher		11	—	—	—	—	—	11
General Service and related		5	—	—	—	—	—	5
Total		16	—	—	—	—	—	16

Figure 15.XVII

Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 15.110 Extrabudgetary resources for the subprogramme are estimated at \$37,802,400 and would provide for six posts (2 P-5, 2 P-4 and 2 P-3), as well as non-post resources. The resources would be used mainly to implement technical cooperation projects with requesting countries in order to develop innovative solutions to address key urban challenges and to prepare people-centred, “smart city” strategies aimed at reducing the digital divide and improving the quality of life of urban dwellers. Given the impact of the pandemic, subprogramme 2, in conjunction with other subprogrammes, mainly subprogrammes 1 and 4, will contribute to the pursuit of holistic responses to better support cities in their efforts to overcome the adversity and the economic and social challenges resulting from the pandemic. Under the subprogramme, UN-Habitat will work with cities to generate improved spatial data in real time on the local social and economic impact of COVID-19, and to channel this evidence into the formulation of strengthened national and subnational urban policies and local urban recovery interventions. In addition, under the subprogramme, UN-Habitat will continue to support cities in

their efforts to strengthen own-source revenue generation and to support regions in their efforts to strengthen urban-rural linkages in order to enhance local economic recovery and increase basic infrastructure provision. Furthermore, under the subprogramme, UN-Habitat intends to use extrabudgetary resources to promote people-centred, “smart city” strategies and challenge-driven innovation in order to accelerate COVID-19 recovery and build resilience in cities.

- 15.111 The estimated decrease of \$90,400 is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Subprogramme 3 Strengthened climate action and improved urban environment

- 15.112 The proposed regular budget resources for 2023 amount to \$2,501,200 and reflect a net increase of \$62,000 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 15.86 and 15.93 (e). Additional details on the distribution of the proposed resources for 2023 are reflected in table 15.22 and figure 15.XVIII.

Table 15.22

Subprogramme 3: evolution of financial and post resources

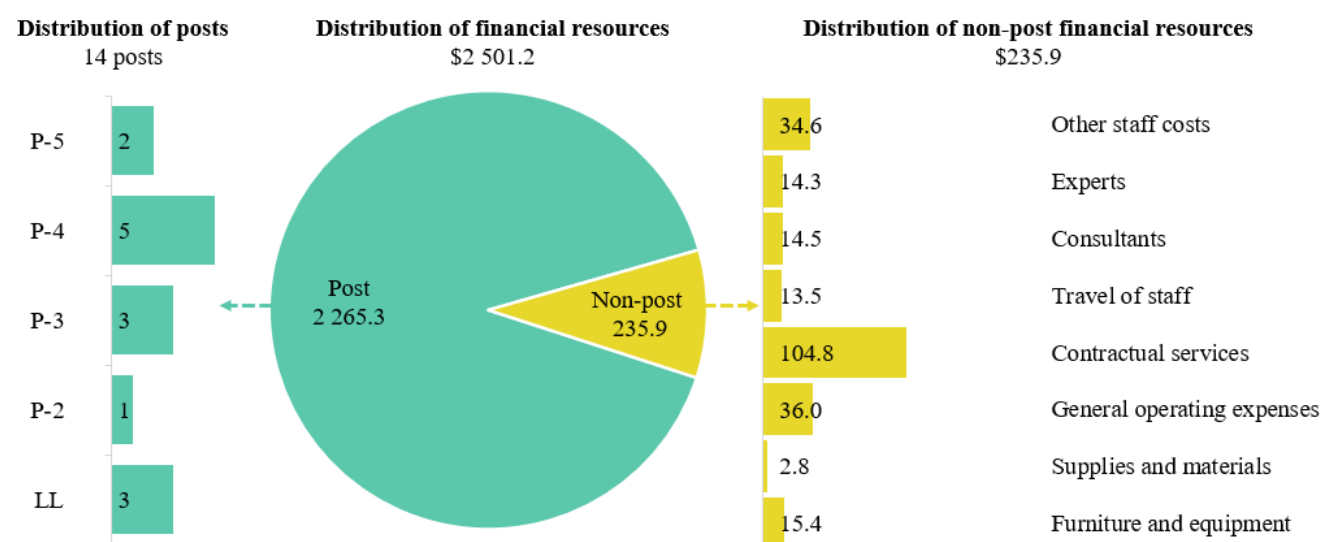
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 334.1	2 063.0	–	–	202.3	202.3	9.8	2 265.3
Non-post	205.5	376.2	(155.1)	–	14.8	(140.3)	(37.2)	235.9
Total	2 539.5	2 439.2	(155.1)	–	217.1	62.0	2.6	2 501.2
Post resources by category								
Professional and higher		10	–	–	1	1	10.0	11
General Service and related		3	–	–	–	–	–	3
Total		13	–	–	1	1	7.7	14

Figure 15.XVIII

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 15.113 Extrabudgetary resources for the subprogramme are estimated at \$32,292,400 and would provide for 12 posts (1 D-1, 3 P-5, 2 P-4 and 6 Local level), as well as non-post resources. The resources would be used mainly to carry out technical cooperation projects with requesting countries in order to fulfil increased ambitions to combat climate change at the national and local levels, with a particular emphasis on climate-resilient informal settlements and capacity for integrated low-emission development and climate resilience planning at the city level. Given the impact of the pandemic, subprogramme 3, in conjunction with other subprogrammes, will contribute to promoting sustainable mobility and ensuring access to basic services, public space and adequate and affordable housing in the pursuit of a holistic approach to the achievement of a resilient and sustainable recovery from the pandemic. For example, under the subprogramme, support will be expanded for low-emission development strategies that facilitate access to green public spaces. The subprogramme will further support planning for, and the implementation of, climate resilience strategies that support health resilience, in particular through climate-resilient water and sanitation facilities, which will enhance hygiene. In addition, the subprogramme will continue to support multilevel climate governance systems in support of the implementation of the Paris Agreement, including through the support of the integration of urban development issues in nationally determined contributions. Furthermore, under the subprogramme, UN-Habitat intends to use extrabudgetary resources to develop urban climate finance tools suitable for small and medium-sized cities in the least developed countries and small island developing States.
- 15.114 The estimated decrease of \$37,221,900 is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Subprogramme 4

Effective urban crisis prevention and response

- 15.115 The proposed regular budget resources for 2023 amount to \$2,540,200 and reflect a net increase of \$59,800 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 15.86 and 15.93 (f). Additional details on the distribution of the proposed resources for 2023 are reflected in table 15.23 and figure 15.XIX.

Table 15.23

Subprogramme 4: evolution of financial and post resources

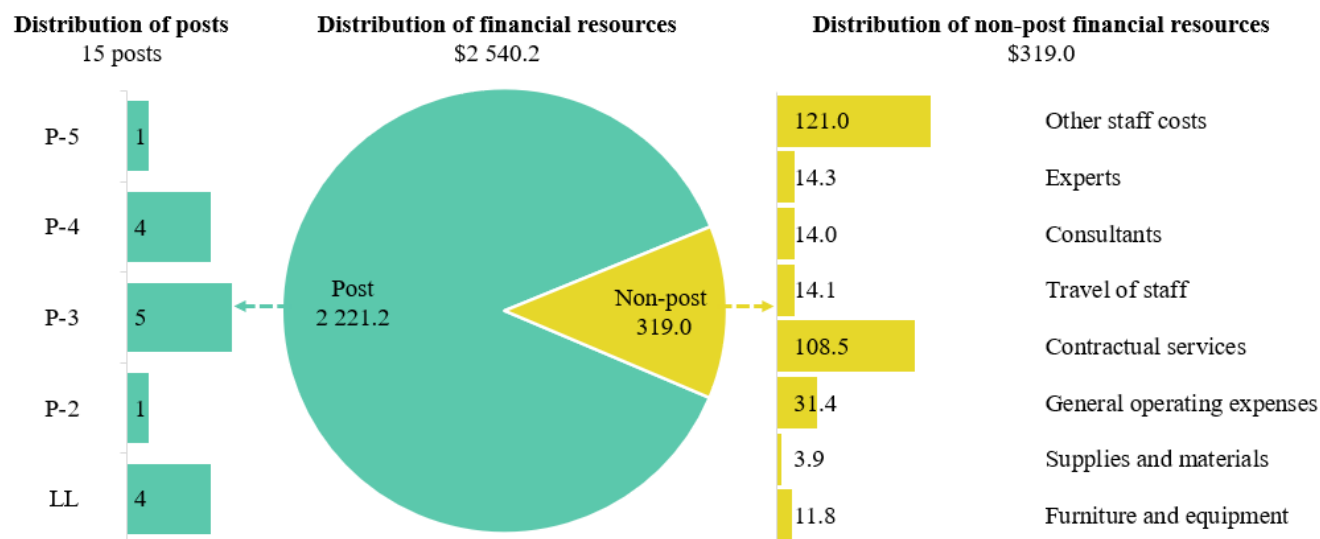
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 881.0	2 018.9	–	–	202.3	202.3	10.0	2 221.2
Non-post	228.2	461.5	(154.7)	–	12.2	(142.5)	(30.8)	319.0
Total	2 109.2	2 480.4	(154.7)	–	214.5	59.8	2.4	2 540.2
Post resources by category								
Professional and higher		10	–	–	1	1	10.0	11
General Service and related		4	–	–	–	–	–	4
Total		14	–	–	1	1	7.1	15

Figure 15.XIX

Subprogramme 4: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 15.116 Extrabudgetary resources for the subprogramme are estimated at \$33,904,200 and would provide for 12 posts (1 D-1, 1 P-5, 1 P-4, 1 National Professional Officer and 8 Local level), as well as non-post resources. The resources would be used mainly for technical cooperation projects aimed at the implementation of pilot projects under the new Global Programme on Migration in selected countries and at the headquarters level. Those projects would include rolling out resilience-building programmes and tools in order to support cities in their efforts to gather and analyse resilience data, understand risks and create realistic action plans that would potentially improve the lives of all urban inhabitants affected by crises (natural or human-caused). Furthermore, under the subprogramme, UN-Habitat also intends to use extrabudgetary resources to support the sustainable return of internally displaced persons through the provision of basic services and the improvement of living conditions, with a focus on resilience-building and sustainability.

- 15.117 The estimated decrease of \$25,849,300 is attributable to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Programme support

- 15.118 The proposed regular budget resources for 2023 amount to \$1,429,500. The proposed increase of \$316,400 is explained in paragraph 15.93 (g). Additional details on the distribution of the proposed resources for 2022 are reflected in table 15.24 and figure 15.XX.

Table 15.24

Programme support: evolution of financial and post resources

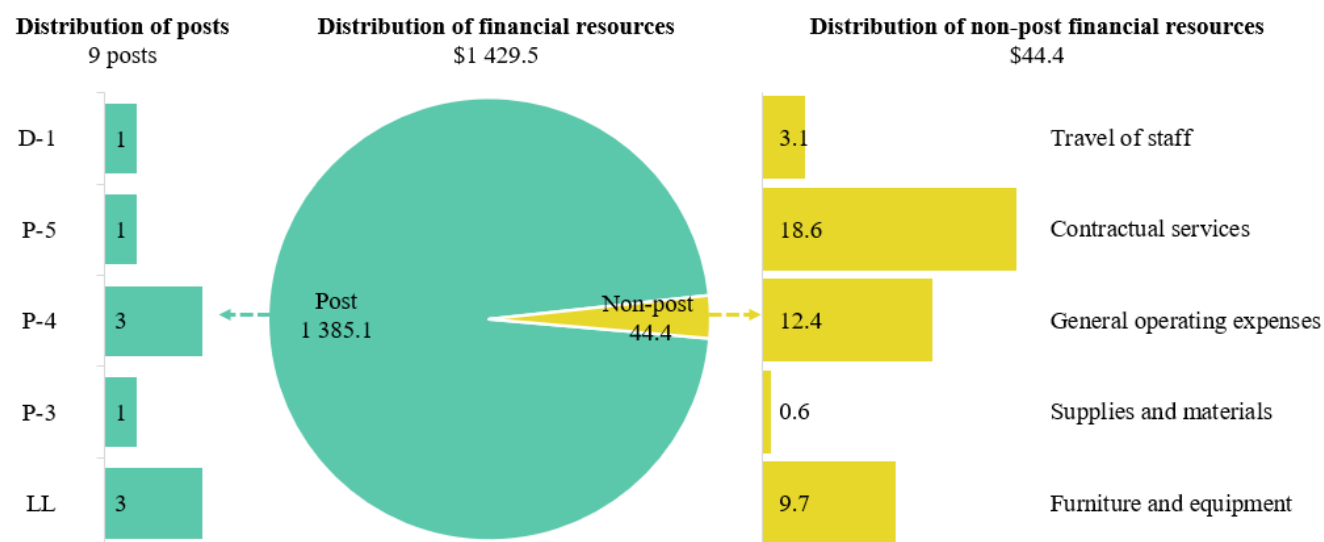
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 173.5	1 093.2	—	—	291.9	291.9	26.7	1 385.1
Non-post	33.9	20.0	—	—	24.4	24.4	122.5	44.4
Total	1 207.4	1 113.2	—	—	316.4	316.4	28.4	1 429.5
Post resources by category								
Professional and higher		5	—	—	1	1	20	6
General Service and related		2	—	—	1	1	50	3
Total		7	—	—	2	2	28.5	9

Figure 15.XX

Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

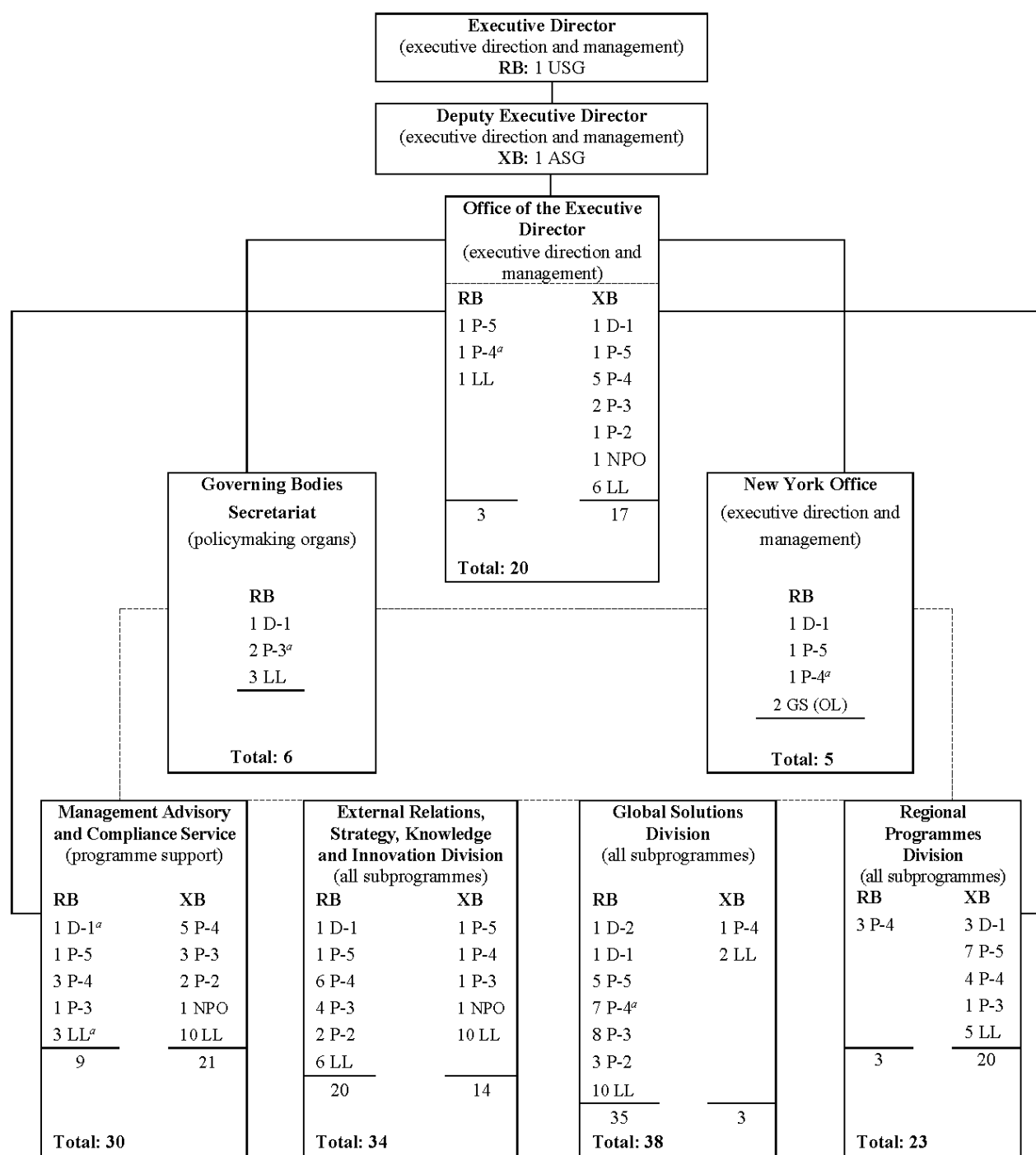


Extrabudgetary resources

- 15.119 Extrabudgetary resources for the subprogramme are estimated at \$4,219,100 and would provide for 21 posts (5 P-4, 3 P-3, 2 P-2/1, 1 National Professional Officer and 10 Local level), as well as non-post resources. The resources would assist the Under-Secretary-General in discharging responsibilities in the areas of personnel, finance and general administration. The estimated decrease of \$3,832,500 is attributable mainly to the proposed alignment of extrabudgetary estimates with the levels of pledged voluntary contributions received and programme executed in recent years.

Annex I

Organizational structure and post distribution for 2023



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a The following posts are proposed for conversion from foundation non-earmarked to regular budget: 1 P-3 post under Governing Bodies Secretariat, policymaking organs; 1 P-4 post respectively under Office of the Executive Director, executive direction and management and New York Office, executive direction and management; 2 P-4 posts under Global Solutions Division; and 1 D-1 post and 1 LL post under the Management Advisory and Compliance Service, programme support.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/76/7](#) and [A/76/7/Corr.1](#)

The Advisory Committee considers that, in the course of its consultations, UN-Habitat should analyse the cost recovery methodology utilized by other organizations, such as UNDP and UNICEF, and consider alignment with those organizations (para. IV.131).

While UN-Habitat, as part of the United Nations Secretariat, aligns its cost recovery practices with the cost recovery policy of the Secretariat, including its cost allocation methodology, UN-Habitat regularly consults with other organizations on current and best practices.

Annex III

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Polymaking organs	1	P-3	Conversion of 1 post of Coordination Officer from foundation non-earmarked resources to regular budget	To perform intergovernmental functions in the Governing Bodies Secretariat; to undertake liaison and communication with Member States; to ensure the accountability and transparency of UN-Habitat; and to maintain effective oversight.
Executive direction and management	2	P-4	Conversion of post of Programme Management Officer (Human Settlements Officer) and post of Special Assistant from foundation non-earmarked resources to regular budget	To perform normative functions in the Office of the Executive Director and in the New York Office to coordinate reporting on Member State capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development via the Urban Agenda Platform and the Global Urban Monitoring Framework; and, at headquarters in Nairobi, to provide direct support to the Executive Director in the direction and management of the normative work of UN-Habitat.
Subprogramme 3, Strengthened climate action and improved urban environment	1	P-4	Conversion of post of Programme Management Officer (Human Settlements Officer) from foundation non-earmarked resources to regular budget	To contribute to normative functions in the Global Solutions Division by developing and maintaining norms and standards, policies, procedures, guidance and toolkits in the area of environmentally sustainable urban development, including the reduction of greenhouse gas emissions to improve air quality, resource efficiency and protection of ecological assets by promoting nature-based solutions to climate action for urban and peri-urban environmental protection, restoration of green public space, integrated solid waste management and reduction in marine plastics.
Subprogramme 4, Effective urban crisis prevention and response	1	P-4	Conversion of post of Programme Management Officer (Human Settlements Officer) from foundation non-earmarked resources to regular budget	To contribute to normative functions in the Global Solutions Division by developing and maintaining norms and standards, policies, procedures, guidance and toolkits to mainstream gender, equity and social inclusion in the urban development process to ensure resilient cities, including improving living standards and ensuring the inclusion of migrants, refugees, internally displaced persons, and returnees to urban life, as well as supporting evidence-based local disaster risk reduction and resilience strategies aligned with the Sendai Framework for Disaster Risk Reduction 2015–2030.
Programme support	1	D-1	Conversion of post of Chief of Service from foundation non-earmarked resources to regular budget	To contribute to core operations and intergovernmental support functions in the Management Advisory and Compliance Service related to oversight of corporate strategy on compliance matters, budget preparation, workforce planning, audit response and core administrative support services to the programme of work and to serve as the primary interlocutor with Member States on matters of management and compliance.
	1	LL	Conversion of post of Senior Information Technology Assistant from foundation non-earmarked resources to regular budget	To contribute to the dissemination and reporting of normative work, including support for the development of tools in the areas of smart cities, universal connectivity and urban transportation systems.

Abbreviation: LL, Local level.