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### Proposed programme budget for the biennium 2016-2017\*

#### Part IV

#### International cooperation for development

#### Section 15

#### Human settlements

(Programme 12 of the biennial programme plan for the period 2016-2017)\*\*

## Contents

	<i>Page</i>
Overview .....	3
A. Policymaking organs .....	12
B. Executive direction and management .....	13
C. Programme of work .....	19
Subprogramme 1. Urban legislation, land and governance .....	19
Subprogramme 2. Urban planning and design .....	23
Subprogramme 3. Urban economy .....	26
Subprogramme 4. Urban basic services .....	30
Subprogramme 5. Housing and slum upgrading .....	34
Subprogramme 6. Risk reduction and rehabilitation .....	37
Subprogramme 7. Research and capacity development .....	40
D. Programme support .....	42

\* A summary of the approved programme budget will be issued as [A/70/6/Add.1](#).

\*\* [A/69/6/Rev.1](#).



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Annexes

I.	Organizational structure and post distribution for 2016-2017 . . . . .	45
II.	Summary of follow-up action taken to implement relevant recommendations of the oversight bodies . . . . .	46
III.	Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017 . . . . .	47

## Overview

Table 15.1 **Financial resources**

Approved resources for 2014-2015 <sup>a</sup>	23 130 300
Technical adjustments (removal of non-recurrent requirements)	(2 040 900)
New mandates	1 377 700
Changes in line with General Assembly resolution 69/264 (further reductions)	(128 400)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(68 700)
Total resource change	(860 300)
Proposal of the Secretary-General for 2016-2017 <sup>a</sup>	22 270 000

<sup>a</sup> At 2014-2015 revised rates.

Table 15.2 **Post resources**

	<i>Number</i>	<i>Level</i>
Regular budget		
Approved for the biennium 2014-2015	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 23 LL
Proposed for the biennium 2016-2017	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 23 LL

## Overall orientation

- 15.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the United Nations Centre for Human Settlements (Habitat) into UN-Habitat, and the Commission on Human Settlements into the Governing Council of UN-Habitat.
- 15.2 The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (General Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

*Note:* The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; LL, Local level; OL, Other level; USG, Under-Secretary-General.

- 15.3 Through its resolution 24/15 of 19 April 2013, the Governing Council of UN-Habitat approved a six-year strategic plan for the period 2014-2019, which will be implemented through three successive biennial strategic frameworks and programme budgets, for 2014-2015, 2016-2017 and 2018-2019. The strategic direction of the framework would be derived from the post-2015 development agenda, once approved by the General Assembly, and from the outcome of the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), scheduled to take place in 2016.
- 15.4 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with more than 50 per cent of humanity now living in urban areas and 6 out of every 10 people in the world expected to be residing in urban areas by 2030. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population.
- 15.5 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly to global warming and up to 70 per cent of the world's total greenhouse gas emissions. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.
- 15.6 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater.
- 15.7 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects in some parts of the world. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. However, some countries, including many in Africa, have experienced positive economic growth in recent years, thus opening up opportunities for planned urbanization to contribute significantly to sustainable development.
- 15.8 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.
- 15.9 In addressing the above challenges in line with the strategic plan, UN-Habitat will implement its programme of work through its thematic branches and regional offices. In that respect, the thematic branches and regional offices that are coordinated by the Programme Division will implement the following seven subprogrammes:
- (a) Subprogramme 1: Urban legislation, land and governance;
  - (b) Subprogramme 2: Urban planning and design;
  - (c) Subprogramme 3: Urban economy;
  - (d) Subprogramme 4: Urban basic services;
  - (e) Subprogramme 5: Housing and slum upgrading;

- (f) Subprogramme 6: Risk reduction and rehabilitation;
  - (g) Subprogramme 7: Research and capacity development.
- 15.10 The main strategies that UN-Habitat and partners will employ in addressing the human settlements and urbanization challenges include advocacy efforts to raise awareness on sustainable urbanization issues; providing evidence-based policy advice; building capacities; developing tools, norms and standards based on best practices; implementing demonstration projects; and providing assistance to Governments, local authorities and other public institutions responsible for urban issues. Through its outreach and communications strategy, UN-Habitat will complement those efforts in order to increase public knowledge and strengthen existing partnerships.
- 15.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.
- 15.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.
- 15.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, the creation of decent and productive urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.
- 15.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.
- 15.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums.

- 15.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response.
- 15.17 Subprogramme 7, Research and capacity development, will report the results of global monitoring and assessment to Governments and Habitat Agenda partners through the *State of the World's Cities Report*. It will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge. The subprogramme will provide expertise in developing institutional and individual capacities.
- 15.18 In implementing the subprogrammes, UN-Habitat will continue to use the matrix structure in which each branch works closely with the four regional offices that play a critical role in implementing programmes and projects at the country and regional levels, under the Programme Division, which also integrates the operational and normative work. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. Regional offices will operate, where possible, within the United Nations Development Assistance Framework.
- 15.19 UN-Habitat will continue to implement an advocacy, outreach and communications strategy supporting the dissemination of the normative and technical work, in order to strengthen the corporate image and positioning of the programme, increase outreach and disseminate key messages to enhance global awareness and sensitization on sustainable urbanization issues. Habitat III, the biennial World Urban Forum, the World Urban Campaign, World Habitat Day and awards programmes, as well as national urban forums and national urban campaigns, are some of the key global advocacy platforms on human settlement issues and for cooperation with Governments and Habitat Agenda partners.
- 15.20 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, UN-Habitat will assess the gender implications of all planned normative and operational programmes, and work with the Advisory Group on Gender Issues to enhance gender sensitive interventions and policies that support women. Moreover, UN-Habitat, through the Programme Division, will continue to mainstream three other cross-cutting issues, namely, youth, human rights and climate change, throughout the seven subprogrammes, and ensure that those issues are incorporated into the design and implementation of all policies, knowledge management tools and operational activities. The Project Advisory Group will ensure that the cross-cutting issues are consistently and systematically incorporated into all project documents, including those to be implemented in countries that are not beneficiaries of operational activities for development of the United Nations system.
- 15.21 During the 2016-2017 biennium, UN-Habitat will continue to strengthen results-based management in line with Governing Council resolution 24/15. To strengthen programmatic coherence and alignment in programme implementation and ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold annual programming retreats aimed at developing an organization-wide annual workplan. UN-Habitat will continuously track the progress made in implementing the strategic plan and the work programme and budget through the project accountability and accrual system, and report back through the annual progress report. UN-Habitat will undertake evaluations on three levels: corporate evaluations of strategic significance, programme and project evaluations, and self-evaluations of all projects that will have closed during the biennium. Other specific evaluations, including impact evaluations, will be prioritized and conducted as planned. The programme of work will also incorporate lessons learned, best practices and the conclusions and recommendations of the sessions of the World Urban Forum as adopted by the General Assembly.

Special efforts will be made to promote North-South and South-South cooperation and the exchange of experiences, as well as triangular cooperation.

- 15.22 Acting as the Habitat III secretariat, UN-Habitat will provide substantive support to intergovernmental negotiations on the outcome document of Habitat III, to be entitled, if agreed by Member States, "New Urban Agenda", at both the regional and global levels. This will include finalization of Habitat III regional reports on progress in the implementation of the Habitat Agenda and other international goals and targets relevant to housing and sustainable urban development. The reports will synthesize the findings of Habitat III national reports. A global report synthesizing the findings and conclusions of regional reports will also be finalized by the Habitat III secretariat during the biennium 2016-2017. UN-Habitat will support the organization of the third and final meeting of the Preparatory Committee for Habitat III. Finally, the Habitat III secretariat will provide substantive and logistical support to the organization and servicing of the Habitat III Conference itself, especially the preparation of the final Habitat III outcome document.
- 15.23 In executing its programme of work, UN-Habitat will cooperate and collaborate with United Nations funds, agencies and programmes and work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

### Overview of resources

- 15.24 The overall resources proposed for the biennium 2016-2017 for this section amount to \$22,270,000 before recosting, reflecting a net decrease of \$860,300 (or 3.7 per cent) compared with the appropriation for 2014-2015. Resource changes result from four factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements; (b) new mandates; (c) resource changes in line with General Assembly resolution 69/264 (further reductions); and (d) resource changes in line with General Assembly resolution 69/264 (efficiencies). The proposed reductions will not have an impact on full and effective mandate implementation.
- 15.25 Resource changes in line with General Assembly resolution 69/264 reflect reductions in non-post resources that are anticipated in 2016-2017, including travel of staff, which takes into account the anticipated impact of the approved standards of travel.
- 15.26 The distribution of resources is reflected in tables 15.3 to 15.5.

Table 15.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

	Resource changes									
			Technical			Further		Efficiencies		Total before recosting
	2012-2013 expenditure <sup>a</sup>	2014-2015 appropriation (non-recurrent)	adjustment	and inter- component changes	in line with resolution 69/264	in line with resolution 69/264	Total	Percentage	Recosting	2016-2017 estimate
A. Policymaking organs	41.2	77.2	—	—	—	—	—	—	77.2	84.9
B. Executive direction and management	4 731.9	6 222.3	(2 040.9)	1 377.7	(74.9)	— (738.1)	(11.9)	5 484.2	310.8	5 795.0

**Part IV International cooperation for development**

<i>Resource changes</i>											
	2012-2013 expenditure <sup>a</sup>	2014-2015 appropriation	Technical adjustment (non-recurrent)	New mandates and inter- component changes	Further reductions in line with resolution 69/264	Efficiencies in line with resolution 69/264	Total	Percentage	Total before recosting	Recosting	2016-2017 estimate
C. Programme of work											
1. Urban legislation, land and governance	–	2 123.2	–	–	(6.8)	–	(6.8)	(0.3)	2 116.4	85.8	2 202.2
2. Urban planning and design	–	2 240.9	–	–	(6.8)	–	(6.8)	(0.3)	2 234.1	94.4	2 328.5
3. Urban economy	–	2 960.5	–	–	(10.6)	–	(10.6)	(0.4)	2 949.9	130.2	3 080.1
4. Urban basic services	–	2 093.9	–	–	(8.8)	–	(8.8)	(0.4)	2 085.1	104.7	2 189.8
5. Housing and slum upgrading	–	825.0	–	–	(2.9)	–	(2.9)	(0.4)	822.1	41.8	863.9
6. Risk reduction and rehabilitation	–	901.4	–	–	(3.8)	–	(3.8)	(0.4)	897.6	48.9	946.5
7. Research and capacity development	–	3 798.6	–	–	(12.5)	–	(12.5)	(0.3)	3 786.1	152.0	3 938.1
<b>Subtotal, C</b>	<b>15 122.5</b>	<b>14 943.5</b>	<b>–</b>	<b>–</b>	<b>(52.2)</b>	<b>–</b>	<b>(52.2)</b>	<b>(0.3)</b>	<b>14 891.3</b>	<b>657.8</b>	<b>15 549.1</b>
D. Programme support	1 837.8	1 887.3	–	–	(1.3)	(68.7)	(70.0)	(3.7)	1 817.3	76.9	1 894.2
<b>Subtotal, 1</b>	<b>21 733.4</b>	<b>23 130.3</b>	<b>(2 040.9)</b>	<b>1 377.7</b>	<b>(128.4)</b>	<b>(68.7)</b>	<b>(860.3)</b>	<b>(3.7)</b>	<b>22 270.0</b>	<b>1 053.2</b>	<b>23 323.2</b>

(2) *Extrabudgetary*

Component	2012-2013 expenditure <sup>b</sup>	2014-2015 estimate	2016-2017 estimate
B. Executive direction and management	–	23 408.3	27 210.0
C. Programme of work	–	339 553.1	424 775.5
D. Programme support	–	8 326.7	7 837.9
<b>Subtotal, 2</b>	<b>324 524.9</b>	<b>371 288.1</b>	<b>459 823.4</b>
<b>Total</b>	<b>346 258.3</b>	<b>394 418.4</b>	<b>483 146.6</b>

<sup>a</sup> Owing to the restructuring of the programme of work in 2014-2015, the expenditure for the biennium 2012-2013 is presented at the level of the programme of work, as it is not possible to align the 2012-2013 expenditure recorded in the previous programme of work structure with the restructured programme of work for 2014-2015.

<sup>b</sup> Extrabudgetary expenditure for the biennium 2012-2013 available only at the programme level.



Table 15.4 Post resources

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
	2014- 2015	2016- 2017	2014- 2015	2016- 2017	2014- 2015	2016- 2017	2014- 2015	2016- 2017	2014- 2015	2016- 2017
Professional and higher										
USG	1	1	—	—	—	—	—	—	1	1
ASG	—	—	—	—	—	—	1	1	1	1
D-2	1	1	—	—	—	—	4	4	5	5
D-1	4	4	—	—	—	—	12	12	16	16
P-5	9	9	—	—	—	—	29	29	38	38
P-4/3	30	30	—	—	—	—	67	67	97	97
P-2/1	5	5	—	—	—	—	11	11	16	16
Subtotal	50	50	—	—	—	—	124	124	174	174
General Service										
Other level	2	2	—	—	—	—	6	6	8	8
Subtotal	2	2	—	—	—	—	6	6	8	8
Other										
Local level	23	23	—	—	—	—	76	76	99	99
Subtotal	23	23	—	—	—	—	76	76	99	99
Total	75	75	—	—	—	—	206	206	281	281

Table 15.5 Distribution of resources by component

(Percentage)

Component	Regular budget	Extrabudgetary
A. Policymaking organs	0.3	—
B. Executive direction and management	24.6	5.9
C. Programme of work		
1. Urban legislation, land and governance	9.5	13.7
2. Urban planning and design	10.0	14.8
3. Urban economy	13.2	7.9
4. Urban basic services	9.4	14.0
5. Housing and slum upgrading	3.8	19.2
6. Risk reduction and rehabilitation	4.0	17.7
7. Research and capacity development	17.0	5.1
<b>Subtotal</b>	<b>66.8</b>	<b>92.3</b>
D. Programme support	8.2	1.7
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

### Technical adjustments

- 15.27 Resource changes reflect the removal of non-recurrent requirements totalling \$2,040,900 relating to the establishment of the secretariat to prepare for Habitat III, in line with General Assembly resolution 68/248.

### New mandates

- 15.28 Resources in the amount of \$1,377,700 have been provided in support of Habitat III, to be held in Quito in 2016, in line with General Assembly resolution 69/226, specifically for the following: (a) the continuation of the staffing of the secretariat of Habitat III established in the biennium 2014-2015 for the period leading up to the Conference and an additional three months after the Conference until January 2017; (b) the services of consultants in order to provide substantive inputs to the third session of the Preparatory Committee and the Conference; (c) the participation of experts in the area of human settlements in the planned regional and thematic meetings to bring analytical depth to the discussion of the empirical results of the assessments, synthesized at the regional and global levels; (d) travel of the secretariat of Habitat III to various expert group meetings, for several political and substantive discussions, and to other ad hoc meetings organized by the Secretary-General of the Conference; (e) the general operating expenses, including the rental and maintenance of premises and communication costs; and (f) supplies, including photocopier paper, stationery and data processing supplies.

### Resource changes in line with General Assembly resolution 69/264 (further reductions)

- 15.29 Resource changes of \$128,400 are proposed in line with General Assembly resolution 69/264 under non-post resources and relate mainly to general temporary assistance, general operating expenses and travel of staff, which takes into account the approved standards of accommodation for air travel, and further efficiencies that the Department plans to bring about in 2016-2017.

### Resource changes in line with General Assembly resolution 69/264 (efficiencies)

- 15.30 Resource changes of \$68,700 are proposed in line with General Assembly resolution 69/264 under non-post resources and relate mainly to contractual services, general operating expenses and travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel, and further efficiencies that the Department plans to bring about in 2016-2017.

### Other assessed and extrabudgetary resources

- 15.31 During the biennium 2016-2017, estimated extrabudgetary resources amount to \$459,823,400, or 95.2 per cent of the total resources available to the programme. The extrabudgetary resources are used to support the implementation of the work programme of the United Nations Human Settlements Programme and to finance technical cooperation activities. The increase of \$88,535,300 over the estimates for 2014-2015 will be required mostly for specific technical activities at the country level and for specific normative activities that are part of the work programme of UN-Habitat and derive from its mandate. The growth in technical cooperation activities reflects increasing demand for UN-Habitat advisory services, and for support in capacity-building and operational activities at the regional and country levels. The most significant increase in the global normative work is in urban planning and design and urban economy, while for the Arab States, it is in technical cooperation.

## Other information

- 15.32 Pursuant to General Assembly resolution 58/269, the Secretary-General has been requested to identify resources for the conduct of monitoring and evaluation. During the biennium, UN-Habitat will strengthen evaluation of its subprogrammes, programmes and projects. All projects closing within the biennium will have self-evaluation reports. The Evaluation Unit will prepare a detailed biennial evaluation plan, which will include external evaluations, self-evaluations, evaluation capacity-building activities, and activities to facilitate the sharing of knowledge and good practice in evaluation, including updating the evaluation recommendation tracking system. It is estimated that for the biennium 2016-2017, resources for conduct of monitoring and evaluation would amount to \$3,198,600, representing 48 work-months of staff at the Professional and higher category and 24 work-months at the General Service level, of which \$366,700 would be funded from the regular budget and \$2,831,900 from extrabudgetary resources. Lessons learned and recommendations from evaluations activities will be used to inform the implementation of activities, outputs and indicators of achievements as well as influence the design of new programmes and projects. The Evaluation Unit will also promote knowledge-sharing of evaluation findings to bring cultural changes of managing for results, leading to improved performance, enhanced accountability, transparency and learning from programme implementation.
- 15.33 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 15.6 and as detailed in the output information for each subprogramme.

Table 15.6 **Summary of publications**

<i>Publications</i>	<i>2012-2013 actual</i>			<i>2014-2015 estimate</i>			<i>2016-2017 estimate</i>		
	<i>Print</i>	<i>Electronic</i>	<i>Print and electronic</i>	<i>Print</i>	<i>Electronic</i>	<i>Print and electronic</i>	<i>Print</i>	<i>Electronic</i>	<i>Print and electronic</i>
Recurrent	6	8	15	—	1	4	8	8	8
Non-recurrent	7	6	166	22	—	55	51	46	57
<b>Total</b>	<b>13</b>	<b>14</b>	<b>181</b>	<b>22</b>	<b>1</b>	<b>59</b>	<b>59</b>	<b>54</b>	<b>65</b>

- 15.34 Within the United Nations, UN-Habitat will cooperate with the regional economic commissions on human settlements issues; the United Nations Environment Programme on urban environment assessments, resource-efficient cities, green buildings and sustainable housing and land; the United Nations Centre for Regional Development on capacity-building for urban planners; the United Nations Framework Convention on Climate Change on urban climate-change planning; the Convention on Biological Diversity on cities and biodiversity; the United Nations Development Programme (UNDP) on local governance issues, training and capacity-building skills, disaster risk reduction and recovery; the United Nations Office for Disaster Risk Reduction on the implementation of the City Resilience Profiling Programme and the campaign to make cities resilient; the Food and Agriculture Organization of the United Nations on urban and peri-urban agriculture and land; the World Health Organization on urban planning guidelines, the Safer Cities Programme and urban indigenous peoples and health issues; the United Nations Educational, Scientific and Cultural Organization on urban planning related to cultural heritage sites and migration; the Department of Economic and Social Affairs of the Secretariat and the regional commissions on follow-up to the United Nations Conference on Sustainable Development; the Office of the United Nations High Commissioner for Refugees on shelter issues for refugees; the United Nations Children's Fund on the urban emergency response strategy and the Safer Cities Programme; the Office for the Coordination of Humanitarian Affairs on coordination of the

response to post-crisis emergencies; the United Nations Entity for Gender Equality and the Empowerment of Women on gender mainstreaming, the empowerment of women and the Safer Cities Programme; the United Nations Office on Drugs and Crime on the Safer Cities Programme; the World Bank Institute on slum upgrading and prevention case studies; and the Office of the United Nations High Commissioner for Human Rights on mainstreaming housing rights under the United Nations Housing Rights Programme. UN-Habitat will collaborate with all United Nations system agencies on the post-2015 development agenda, Habitat III and the New Urban Agenda. UN-Habitat will also collaborate with many United Nations system agencies on the United Nations Development Assistance Frameworks and under the “Delivering as one” initiative at the country level.

## A. Policymaking organs

### *Resource requirements (before recosting): \$77,200*

- 15.35 In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.
- 15.36 The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation, and also the operational activities that are carried out by UN-Habitat. The sessions bring together representatives of Member States and Habitat Agenda partners, which comprise local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women’s groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium, while its two subcommittees hold approximately 74 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives, and the two subcommittees are serviced by the secretariat of the Governing Council.
- 15.37 The distribution of resources for policymaking organs is reflected in table 15.7.

Table 15.7 **Resource requirements: policymaking organs**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Non-post	77.2	77.2	–	–
<b>Total</b>	<b>77.2</b>	<b>77.2</b>	<b>–</b>	<b>–</b>

- 15.38 The provision of \$77,200 covers overtime requirements for substantive servicing of the meetings of the Governing Council of UN-Habitat (\$62,300) and hospitality requirements during its biennial sessions (\$14,900).

### Outputs

- 15.39 During the biennium 2016-2017, the following final outputs will be delivered: servicing of intergovernmental and expert bodies (regular budget): substantive servicing of meetings: the policymaking organs coordinate the servicing of the meetings of the Governing Council and those of its intersessional subsidiary body, the Committee of Permanent Representatives, and its working groups, including preparation of documents (74).

## B. Executive direction and management

### *Resource requirements (before recosting): \$5,484,200*

- 15.40 Executive direction and management falls under the responsibility of the Executive Director, supported by the Deputy Executive Director, and includes the Policy and Strategic Planning Unit, the Evaluation Unit, the secretariat of the Governing Council, the Division of External Relations and the liaison offices in New York, Geneva and Brussels. The Executive Director provides overall direction on the effective and efficient implementation of the work programme and budget of the organization, and coordinates its relations with Member States, United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and other relevant mandates. Activities in the area of executive direction and management cover the provision of strategic direction in the implementation of the strategic plan 2014-2019; ensuring programmatic coherence and alignment with the plan; holding managers accountable for planned results; ensuring accountable, transparent and ethical management of the organization; and providing support to governing bodies, including the Governing Council and the Committee of Permanent Representatives. The performance of executive direction and management functions will be supported by a number of units, as described below.
- 15.41 The Policy and Strategic Planning Unit will support the review of the strategic plan for 2014-2019, following the adoption of the post-2015 sustainable development goals and the outcome of Habitat III. It will also develop and update other key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches to addressing emerging urban challenges and opportunities, and also in ensuring that such approaches benefit from the latest evidence-based thinking on sustainable urban development and human settlements issues. These will be the basis for inputs by UN-Habitat to United Nations system-wide policy documents and reports, and also to decisions of the General Assembly and the Economic and Social Council.
- 15.42 The Evaluation Unit will support the programme in carrying out its evaluation function by preparing a biennial evaluation plan and will manage, support and facilitate strategic and other evaluations in line with the approved evaluation plan to inform learning, decision-making and performance improvement and accountability. The evaluations will be prioritized to ensure optimal coverage of the UN-Habitat work programme and thematic priorities. Mandatory and strategic evaluations prioritized by UN-Habitat will be conducted as part of the evaluation plan for 2014-2015. Evaluation findings will be effectively disseminated, while lessons learned and recommendations will be documented and shared. The Unit will establish a recommendation tracking system to track the implementation of evaluation recommendations. The Unit will also build capacity on evaluation processes within UN-Habitat in the context of results-based management.

- 15.43 The secretariat of the Governing Council will coordinate and facilitate the meetings of intergovernmental bodies, ensuring that organizational units submit documents for circulation to those bodies by the agreed deadlines and that the organization implements decisions of the intergovernmental bodies on time, including resolutions of the Governing Council. It further supports the Executive Director in maintaining strong working relationships with Permanent Missions to UN-Habitat.
- 15.44 The Division of External Relations consists of the Partners and Inter-Agency Coordination Branch, the Advocacy, Outreach and Communications Branch and the liaison offices in New York, Geneva and Brussels. The Division will lead and coordinate external strategic communication, including communication related to risk and crisis management, institutional branding and positioning. It will enhance engagement with Member States, United Nations system organizations and other partners. The Division will assist in mobilizing Habitat Agenda partners for activities in follow-up to Habitat III. It will also support, coordinate and monitor the implementation of UN-Habitat policies and strategies on partnership, advocacy, communication and publishing.
- 15.45 The Partners and Inter-Agency Coordination Branch will be the focal point for liaising with other agencies within the United Nations system and other intergovernmental organizations, and for policy-level coordination of partnerships with Habitat Agenda partners. The Branch will ensure that major partner groups are kept adequately informed of UN-Habitat activities by disseminating the policies, publications, programmes and projects of the organization to gain broader support for and understanding of the Habitat Agenda. It will also coordinate the Programme's engagement with regional development banks and regional economic commissions.
- 15.46 The Advocacy, Outreach and Communications Branch will coordinate and support advocacy and awareness-raising platforms and initiatives, including the World Urban Forum, the World Urban Campaign, the World Habitat Day, the World Cities Day, the Urban October, the Urban Thinkers Campus and the Urban Journalism Academies. It will support UN-Habitat in Governing Council sessions, national urban forums, national Habitat committees and regional ministerial conferences. To this end, the Branch will develop and monitor the results of the implementation of the advocacy strategies, especially regarding corporate guidelines and outreach materials and relevant publications for dissemination through electronic media, the UN-Habitat website and printed publications. It will streamline the public image and key messages of UN-Habitat, coordinate the publications programme of the organization and engage with international media to enhance global awareness of sustainable urbanization issues.
- 15.47 The UN-Habitat liaison offices in New York, Geneva and Brussels will represent the Programme in the activities of the United Nations and development partners and facilitate engagement with Member States at these locations. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies, and in interdepartmental and inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements. The offices will also carry out outreach and advocacy activities, including on humanitarian and post-crisis reconstruction and rehabilitation.
- 15.48 The Office of the Executive Director will provide overall strategic and policy direction for the implementation of the strategic plan 2014-2019 through the biennial work programme and budget. It will further take a lead role in defining and implementing the Programme's resource mobilization strategy, with agency-wide support to enhance contributions to both core and earmarked funds. Special attention will be given to mobilizing sustainable and predictable core funds, building on relations with existing donors and seeking to expand the donor base to non-traditional donors, including countries with emerging economies, complementary to the work of the Advocacy, Outreach and Communications Branch.

- 15.49 During the biennium, substantive inputs will be required for the third session of the Preparatory Committee and Habitat III, regional and thematic meetings will be held with the participation of experts to bring analytical depth to the discussion of the empirical results of the assessments, synthesized at the regional and global levels, and various expert group meetings for political and substantive discussions and other ad hoc meetings related to Habitat III will be organized.

Table 15.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To lead and ensure efficient and effective implementation of the UN-Habitat mandates and strategic plan for 2014-2019, compliance with United Nations policies and procedures, and transparent and ethical management of the organization

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures		
			2016-2017	2014-2015	2012-2013
(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system	Number of United Nations system organizations integrating, in collaboration with UN-Habitat, human settlements issues in their key policy and programme documents	Target	20	8	
		Estimate		8	
		Actual			
(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement	(i) Percentage of accepted evaluation recommendations implemented within planned time	Target	90	80	60
		Estimate		80	60
		Actual			60
	(ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations	Target	70	65	50
		Estimate		65	50
		Actual			50
	(iii) Percentage of projects, with a budget value exceeding \$1 million that have been evaluated by external evaluators	Target	30	20	
		Estimate		20	
		Actual			8
(c) Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	(i) Number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation	Target	1 300	1 000	
		Estimate		1 000	
		Actual			600
	(ii) Number of joint activities undertaken with Habitat Agenda partners on sustainable urban development	Target	40	30	
		Estimate		30	
		Actual			
(d) Enhanced awareness of the public and the media on sustainable urban development	(i) Number of digital news articles specifically mentioning UN-Habitat	Target	3 000	2 500	
		Estimate		2 500	
		Actual			
	(ii) Number of UN-Habitat electronic publication downloads from the UN-Habitat website [millions]	Target	2.5	2.2	
		Estimate		2.2	
		Actual			2.0

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures		
		2016-2017	2014-2015	2012-2013
	(iii) Number of Twitter and Facebook followers combined	Target	80 000	60 000
	www.facebook.com/UNHABITAT	Estimate		60 000
	www.twitter.com/UNHABITAT	Actual		38 000
(e) Enhanced transparency and ethical management	(i) Increased percentage of UN-Habitat staff equipped with knowledge and skills on ethical management	Target	98	80
		Estimate		80
		Actual		
	(ii) Percentage of UN-Habitat project portfolio reporting on the International Aid Transparency Initiative (IATI) standard	Target	95	90
		Estimate		90
		Actual		50
	(iii) Percentage of implementing partners reporting on the IATI standard	Target	15	
		Estimate		
		Actual		

## External factors

- 15.50 The Office of the Executive Director is expected to achieve its objective and expected accomplishments on the assumption that: (a) Governments, development partners and other Habitat Agenda partners continue to prioritize and invest in sustainable urban and human settlements development; (b) Member States effectively support UN-Habitat with the necessary core and earmarked resources and appropriate institutional and policy frameworks; (c) Member States and local authorities continue to request technical assistance from UN-Habitat in the implementation of their policies, programmes and projects; and (d) Member States support the involvement of partners in human settlements activities at the national, regional and international levels.

## Outputs

- 15.51 During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Substantive servicing of meetings: twenty-sixth session of the Governing Council (1);
  - (ii) Parliamentary documentation: reports of the Secretary-General on the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and on the strengthening of the United Nations Human Settlements Programme (2); reports of the Secretary-General on the coordinated implementation of the Habitat Agenda (2); Executive Director's policy statements and opening addresses at sessions of the Governing Council and World Urban Forum (2); UN-Habitat inputs to reports of the Secretary-General (20);
  - (iii) Other services provided:
    - a. Ad hoc expert groups established by a legislative mandate: annual and regional meetings of United Nations Advisory Committee of Local Authorities (4);



- b. Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs under their established mandates: activities of the United Nations Human Settlements Programme, including coordination matters (1); regional ministerial conference (Asia-Pacific Ministerial Conference on Housing and Urban Development 2016/African Ministerial Conference on Housing and Urban Development 2016/Meeting of Ministers and High Authorities of Housing and Urban Development of Latin America and the Caribbean 2016) (1); Habitat III (1); programme coordination and liaison with the African Union Commission and the Economic Commission for Africa (1);
- (b) Other substantive activities (extrabudgetary):
  - (i) Recurrent publications: UN-Habitat annual report (2); report on the integration of sustainable urban development issues by other United Nations system agencies (2);
  - (ii) Non-recurrent publications: report on the partners' involvement in implementing the New Urban Agenda (1); new Advocacy, Outreach and Communications Strategy 2016-2019 (1); report on the progress of United Nations inter-agency coordination and mechanisms (1); annual report of the United Nations Advisory Committee of Local Authorities (2); biennial report on mainstreaming of the cross-cutting issues (1); biennial report on the UN-Habitat Policy and Plan for Gender Equality and the Empowerment of Women (1); UN-Habitat reports on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (2);
  - (iii) Special events: strengthening partnerships for a New Urban Agenda (4); open consultation with all partners prior to the twenty-sixth session of the Governing Council (1); regional meetings on the outcome of Habitat III: New Urban Agenda (4); high-level inter-agency meetings for the New Urban Agenda (2); inter-agency meetings, activities and contributions to joint ventures (1); support to regional conferences and technical meetings (2); World Urban Forum (1); World Habitat Day celebrations/observations (1); World Cities Day observation (1); World Urban Campaign meetings (5); social media campaigns (4); gender advocacy events held jointly with substantive units (World Urban Forum, Governing Council, Commission on the Status of Women, third meeting of the Preparatory Committee, Habitat III) (6);
  - (iv) Technical material: development of relevant guidance materials to support good practice in evaluation (4); support the use of evaluation results through meta-analysis and production of the biennial evaluation report (1); improved recommendation implementation tracking system (1); annual evaluation plan (2); post-Habitat III update on the corporate and common partners database (1); UN-Habitat website update, including the improvement of access of Member States and the public to key documents (1); handbook on implementing the IATI reporting standards (1); open UN-Habitat website (1); guidelines on the Programme's involvement in the United Nations Development Assistance Framework and "Delivery as one" (2);
- (c) Technical cooperation (regular budget/extrabudgetary): advisory services: advisory services to other United Nations system agencies on how to better integrate sustainable urban issues in their work (1); advisory services to Habitat Agenda partners and least developed countries to strengthen partnerships in implementing the New Urban Agenda (7); annual partners policy dialogue (2); advisory services to implement urban campaigns at the national and city levels (5); advisory services to organize national urban forums and other similar national conferences (5); advisory services to strengthen and support multisectoral partnerships (5); advisory services on the handling of ethics complaints in accordance with United Nations

established standards and procedures (1); advisory group on gender issues (annual meetings) (2); advisory services on mainstreaming cross-cutting issues in project development (6); advisory services related to the coordination of the United Nations Development Group and inter-agency programmes (20);

- (d) Conference services, administration, oversight (extrabudgetary):
  - (i) Training courses, seminars and workshops: building and strengthening capacity through evaluation training seminars/workshops (2); training workshops on implementing the IATI reporting standards (8); media training sessions/urban journalism academies (4); training of UN-Habitat staff on ethics awareness (1); training and support to staff on protection against retaliation and whistle-blowing (1); training on mainstreaming cross-cutting issues (10); gender capacity-building training (5);
  - (ii) Internal oversight services: evaluations conducted by external evaluators meeting the United Nations Evaluation Group norms and standards for quality evaluations (20); self-evaluations of closing projects (20); midterm review of the strategic plan 2014-2019 (1); oversight of and support for the implementation of the Office of Internal Oversight Services recommendations (1);
- (e) Habitat III (regular budget): third meeting of the Preparatory Committee (1); regional and thematic meetings (4); expert group and ad hoc meetings (5); regional and global reports (5); Habitat III Conference (1).

15.52 The distribution of resources for executive direction and management is reflected in table 15.9.

Table 15.9 **Resource requirements: executive direction and management**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	3 487.4	3 487.4	15	15
Non-post	2 734.9	1 996.8	–	–
<b>Subtotal</b>	<b>6 222.3</b>	<b>5 484.2</b>	<b>15</b>	<b>15</b>
Extrabudgetary	23 408.3	27 210.0	60	60
<b>Total</b>	<b>29 630.6</b>	<b>32 694.2</b>	<b>75</b>	<b>75</b>

15.53 The amount of \$3,487,400 under post would provide for 15 posts (1 USG, 2 D-1, 2 P-5, 1 P-3, 2 General Service (Other level) and 7 Local level) reflected in table 15.9.

15.54 Non-post requirements amounting to \$1,996,800 provide for other staff costs, consultants, experts, general operating expenses, travel of staff, contractual services, supplies and materials and furniture and equipment. The net decrease of \$738,100 relates to: (a) the removal of non-recurrent requirements totalling \$2,040,900, relating to the secretariat of Habitat III in 2014-2015; and (b) the decrease of \$74,900, primarily under general operating expenses and travel of staff, takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264. The decrease is offset in part by additional resources of \$1,377,700 for the delivery of Habitat III outputs in line with General Assembly resolution 69/226.

- 15.55 During the biennium 2016-2017, extrabudgetary resources amounting to \$27,210,000, reflecting an increase of \$3,801,700, will provide for 60 posts (31 Professional and higher category and 29 General Service and Local level) shown in table 15.9 and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements. Those resources will also provide, among other things, for technical cooperation activities, ensuring effective implementation of the UN-Habitat mandates, improving global awareness of sustainable urban development issues and broadening the support and participation of Habitat Agenda partners.

## C. Programme of work

- 15.56 The distribution of resources by subprogramme is reflected in table 15.10.

Table 15.10 **Resource requirements by subprogramme**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
1. Urban legislation, land and governance	2 123.2	2 116.4	7	7
2. Urban planning and design	2 240.9	2 234.1	7	7
3. Urban economy	2 960.5	2 949.9	11	11
4. Urban basic services	2 093.9	2 085.1	9	9
5. Housing and slum upgrading	825.0	822.1	3	3
6. Risk reduction and rehabilitation	901.4	897.6	4	4
7. Research and capacity development	3 798.6	3 786.1	12	11
<b>Subtotal</b>	<b>14 943.5</b>	<b>14 891.3</b>	<b>53</b>	<b>53</b>
Extrabudgetary	339 553.1	424 775.5	114	114
<b>Total</b>	<b>354 496.6</b>	<b>439 666.8</b>	<b>167</b>	<b>167</b>

### Subprogramme 1 Urban legislation, land and governance

*Resource requirements (before recosting): \$2,116,400*

- 15.57 Substantive responsibility for this subprogramme is vested within the Urban Legislation, Land and Governance Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017. The Branch comprises the Urban Legislation Unit, the Land and Global Land Tool Network Unit and the Local Governance and Decentralization Unit.

Table 15.11 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

*Objective of the Organization:* To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2016-2017	2014-2015	2012-2013		
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat	Target	30	23	12	
		Estimate		23	12	
		Actual			12	
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people	Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners	Target	8	10	5	
		Estimate		5	5	
		Actual			1	
	[Partner local governments (city/municipality)]					
		[Partner national Governments]	Target	8	7	5
			Estimate		6	5
	Actual				2	
	[Other Habitat Agenda partners]	Target	15	10	5	
		Estimate		10	5	
		Actual			5	
	(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic services for all	Target	50	90	77
Estimate				40	77	
Actual					30	
[Partner local governments]						
		[Partner national Governments]	Target	20	7	5
			Estimate		18	5
Actual					12	
[Habitat Agenda partners]		Target	40		–	
		Estimate		31	–	
		Actual			16	
(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies		Target	100	12	7	
		Estimate		90	7	
		Actual			77	
[Partner local governments]						
		[Partner national Governments]	Target	8	13	8
			Estimate		6	8
Actual					4	

**External factors**

- 15.58 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is successful mobilization of external partners for the purposes of knowledge generation, advocacy, distillation of norms and implementation of programmes; and (b) the coordination of local government associations is maintained, given the essential nature of local governments in relation to the objective.

**Outputs**

- 15.59 During the biennium 2016-2017, the following final outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (extrabudgetary): ad hoc expert groups established by a legislative mandate: meetings for the review of essential law technical materials (2); improving security of tenure, including for vulnerable groups, women, youth, internally displaced people and indigenous people (10); land and post-conflict (1); meetings on improved multilevel and urban governance (11); ad hoc expert group on cities and governance for improving development outcomes in fragile States (1); meetings on safer cities (4);
  - (b) Other substantive activities (extrabudgetary):
    - (i) Non-recurrent publications: publication on urban law tools for the implementation of the sustainable development goals, with a focus on vulnerable groups, women and youth (1); publication on the rule of law and human rights in urban law, with a focus on vulnerable groups, women and youth (1); publications on tools and approaches for tenure security improvement, particularly for vulnerable groups, women, youth, internally displaced people and indigenous people (3); land-related research, good practices and other knowledge management materials to promote tenure security improvement, particularly for vulnerable groups (3); publication on metropolitan governance (1); publication on Safer Cities +20 (1);
    - (ii) Technical material: tools and guidelines on improving security of tenure for vulnerable groups, women, youth, internally displaced people and indigenous people (9); guidelines on participatory and inclusive land readjustment towards integrated and inclusive cities and human settlements (1); guidelines for more inclusive and participatory public-private partnerships in the design and delivery of urban basic services with a specific focus on youth and women (2); essential law: a. planning and development control; b. topical issue on essential law (2); further development of the UrbanLex database to widen coverage of urban laws, provide user interfaces in United Nations languages and increase the development of thematic digests and studies (1); guidelines on safer cities (1); integrated toolkit on safer cities for the New Urban Agenda (1); monitoring system for citywide plans for safety in 10 cities (1);
  - (c) Technical cooperation (extrabudgetary):
    - (i) Advisory services: advisory services provided to regional, national and local authorities, Habitat Agenda partners, other UN-Habitat projects on land initiatives and programmes aiming at improving the security of tenure for vulnerable groups, women, youth, internally displaced people and indigenous people (22); strengthening city-to-city cooperation in the area of urban governance and inclusive management for all, with a specific focus on youth and women, where relevant (20); strengthening the capacity of local government associations to support the implementation and monitoring of the post-2015 development agenda (20); e-governance and urban policy design in

developing countries to support financial sustainability, inclusive urban planning and basic service delivery (10); advisory services on governance and conflict in fragile States, with a specific focus on youth and women, where relevant (15); advisory services on local crime prevention strategies (8);

- (ii) Training courses, seminars and workshops: professional training for senior technical officials on core urban law themes and the design and implementation of functionally effective law (2); professional training in legislative interpretation, enforcement and impact assessment for effective urban law (8); training courses and learning programmes to support governments and key Habitat Agenda partners in adopting and implementing pro-poor and gender-sensitive land tools and approaches (9); training courses, seminars and workshops to improve knowledge and awareness of governments and key Habitat Agenda partners on land-related issues and potential tools and approaches for improving the security of tenure (15); seminars on improved inter-institutional dialogue for accountability and transparency in urban governance and planning (4); training courses, seminars and forums on urban safety (3);
- (iii) Field projects: review and reform of national legal frameworks for long-term spatial and physical planning, finance, housing and related issues (15); review and reform of municipal and regional legal frameworks for long-term vulnerable groups sensitive to spatial and physical planning, finance, housing and related issues (11); tools and approaches that improve the security of tenure for all, including for vulnerable groups, women, youth, internally displaced people and indigenous people, are piloted and implemented at the regional, country and city/municipal levels (21); strengthening local government capacities in harnessing the potential of urbanization through improved decentralized urban governance and management (15); strengthening local government capacity to promote and provide the conditions for peaceful coexistence at the city and community levels (7); local crime prevention strategies (10).

15.60 The distribution of resources for subprogramme 1 is reflected in table 15.12 below.

Table 15.12 **Resource requirements: subprogramme 1**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	1 908.7	1 908.7	7	7
Non-post	214.5	207.7	–	–
<b>Subtotal</b>	<b>2 123.2</b>	<b>2 116.4</b>	<b>7</b>	<b>7</b>
Extrabudgetary	44 365.0	62 732.1	12	12
<b>Total</b>	<b>46 488.2</b>	<b>64 848.5</b>	<b>19</b>	<b>19</b>

15.61 The amount of \$1,908,700 would provide for seven posts (1 P-5, 2 P-4, 3 P-3 and 1 Local level), as reflected in table 15.12. Non-post requirements amounting to \$207,700 provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$6,800, primarily under travel of staff and general operating expenses, takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

- 15.62 During the biennium 2016-2017, extrabudgetary resources amounting to \$62,732,100, reflecting an increase of \$18,367,100, will provide for 12 posts (7 Professional and higher category and 5 Local level) reflected in table 15.12 and the non-post resources to carry out the UN-Habitat programme of work under subprogramme 1 (urban legislation, land and governance). The subprogramme will provide policy and operational support to Governments and cities on urban legislation, land and governance issues. It will support the development of urban legislation and governance models that are gender-responsive and address land problems equitably. Human rights will be a key focus of urban legislation initiatives, while climate change will be a focus of land and governance projects.

## Subprogramme 2

### Urban planning and design

**Resource requirements (before recosting): \$2,234,100**

- 15.63 Substantive responsibility for this subprogramme is vested within the Urban Planning and Design Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017. The Branch comprises the Regional and Metropolitan Planning Unit, the City Planning Extension and Design Unit and the Climate Change Planning Unit.

Table 15.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures		
		2016-2017	2014-2015	2012-2013
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities adopted by partner metropolitan, regional and national authorities	Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities	Target	4	12
		Estimate		1
		Actual		0
	[partner regional authorities]	Target	2	1
		Estimate		1
		Actual		
	[partner national authorities]	Target	8	8
		Estimate		6
		Actual		4
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted by partner cities	Increased number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods	Target	50	20
		Estimate		30
		Actual		10

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2016-2017	2014-2015	2012-2013		
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation					
		[partner city]	Target	20	16	10
			Estimate		16	10
		Actual			10	
	[partner regional authorities]	Target	2	2	1	
		Estimate		2	1	
		Actual			1	
	[partner national authorities]	Target	9	7	4	
		Estimate		7	4	
		Actual			4	

#### External factors

- 15.64 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is national commitment to urban policy reform for achieving the objective at sufficient scale; (b) cities have the financial and technical resources necessary to implement plans and policies; and (c) the evolving international mechanisms to address climate change encourage cities to act on climate change mitigation and adaptation.

#### Outputs

- 15.65 During the biennium 2016-2017, the following final outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (regular budget): ad hoc expert groups established by a legislative mandate on: policy dialogues on national urban policies (1); regional and metropolitan planning (1); improving knowledge on national urban policies (2); meeting on metropolitan planning (1); meeting on regional planning (1); urban redevelopment, infill, densification and planning laboratories (3); inclusive, safe and accessible public space (7); urban planning and design policies for enhanced resilience for Asian cities (4); cities and climate change leading to regional publications (4); regional forum on national urban policies, International Guidelines on Urban and Territorial Planning and/or metropolitan planning (1); global partnership and dialogue/platform on national urban policies, spatial frameworks and regional and metropolitan planning (3); events with a focus on cities in the context of the United Nations Framework Convention on Climate Change (2);
  - (b) Other substantive activities (extrabudgetary):
    - (i) Non-recurrent publications: report on the International Guidelines on Urban and Territorial Planning (1); documenting and sharing of good practices and experiences on national urban policies and spatial frameworks (1); documenting and sharing of good practices and experiences on regional and metropolitan planning (1); report on metropolitan planning and green economy (1); guidelines on city climate change plans (1); flagship report from the Cities Climate Finance Leadership Alliance (1); report on



- UN-Habitat planning experiences (1); report on international planning best practices (1); compilation of UN-Habitat tools related to cities and climate change (1);
- (ii) Technical material: toolkits on national urban policies (2); training packages on regional and metropolitan planning and green economy (2); guidance notes on national urban policies (1); set of leaflets on planning documentation (1); policy notes on urban planning principles and approaches (9); framework on building urban safety through public spaces (1); evaluations of the planning and public space programmes (2); urban planning toolkit for the New Urban Agenda, including on public space: indicators and legislation (1); curriculum on planning and design (1); training modules on urban planning for the New Urban Agenda (1 on city extension; 2 online, on urban planning for city leaders and public space) (3); policy note on cities and climate change thematic topics (1); inputs to the guidelines of the United Nations Framework Convention on Climate Change and assessments of the Intergovernmental Panel on Climate Change (2); training materials and tools on cities and climate change (2);
- (c) Technical cooperation (extrabudgetary):
- (i) Advisory services: technical support for reviewing and developing metropolitan planning, frameworks and policies (15); technical support for developing inclusive and participatory national urban policies and spatial development frameworks (10); technical support on regional planning and green economy (9); technical support for the implementation of the International Guidelines on Urban and Territorial Planning (5); technical inputs to regional and global urban planning events of partners (4); adoption of innovations in urban planning (9); national/subnational planning legislation reviews (5); advisory services for the establishment of regional networks on inclusive, safe and accessible public space (4); special task force on planning skills established under the urban planning laboratories and accessible to partners (1); inputs on planned cities extensions, infills (15 on extensions and 15 on infills) (30); inputs on citywide urban planning and design (9); inputs on citywide and site-specific public space plans (10); technical support for the urban green economy (8); inputs on integrating climate change into urban policies (10); inputs on city compliance with the compact of mayors (4); inputs on the development of low-emissions projects (4); inputs on climate change adaptation, resilience (20);
  - (ii) Training courses, seminars and workshops: training and capacity development of senior government authorities to develop national policies and spatial frameworks for compact, socially inclusive, integrated, connected and climate resilient system of cities (4); training and capacity development of senior government authorities on regional and metropolitan planning and green economy (3); training and capacity development of senior government authorities on the adaptation and implementation of the International Guidelines (1); training programmes on urban planning for the New Urban Agenda (rapid planning studios for planned city extensions/planned city infill, public space, urban planning for city leaders, sustainable urban planning and management and the participatory process in Asia) (total of 39 training events planned under 4 topics) (4); seminars at the country level, on enhanced climate action at the local level (4); training on the urban dimension of national adaptation planning (2); training on the urban green economy and cities and climate change (3);
  - (iii) Field projects: support to the development of national urban policies and spatial frameworks in selected countries (includes countries of the achieving sustainable urban development programme) (10); support to the adaptation and implementation of the International Guidelines on Urban and Territorial Planning (2); support to metropolitan

planning in selected countries (5); support to regional planning and green economy in selected countries (2); citywide planning/city development strategies (3); planned city infill and extension plans: land use detailed plan for extension, infill and regeneration projects (7); participatory, community-led urban planning at the neighbourhood level (9); public space programmes in the various regions (site design in 40 sites), citywide public space strategies (5).

- 15.66 The distribution of resources for subprogramme 2 is reflected in table 15.14.

Table 15.14 **Resource requirements: subprogramme 2**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	2 022.5	2 022.5	7	7
Non-post	218.4	211.6	–	–
<b>Subtotal</b>	<b>2 240.9</b>	<b>2 234.1</b>	<b>7</b>	<b>7</b>
Extrabudgetary	47 115.4	68 066.3	18	18
<b>Total</b>	<b>49 356.3</b>	<b>70 300.4</b>	<b>25</b>	<b>25</b>

- 15.67 The amount of \$2,022,500 would provide for seven posts (1 D-2, 1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 Local level), as reflected in table 15.14. Non-post requirements amounting to \$211,600 provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$6,800, primarily under travel of staff and general operating expenses, takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.
- 15.68 During the biennium 2016-2017, extrabudgetary resources amounting to \$68,066,300, reflecting an increase of \$20,950,900, will provide for 18 posts (11 Professional and higher category and 7 Local level) and for non-post resources for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements to carry out the programme of work under subprogramme 2 (urban planning and design). The subprogramme will support the improvement of policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change. It will further support Governments and cities with tested approaches, guidelines and tools to support urban growth and improved sustainability, efficiency and equity through planning and design at all levels and scales.

### **Subprogramme 3**

#### **Urban economy**

#### ***Resource requirements (before recosting): \$2,949,900***

- 15.69 Substantive responsibility for this subprogramme is vested within the Urban Economy Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017.

The Branch comprises the Local Economic Development Unit, the Municipal Finance Unit and the Youth Unit.

**Table 15.15 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(i) Increased number of partner cities that prepared local economic development plans	Target	8	8	3
		Estimate		6	3
		Actual			3
	(ii) Increased number of partner cities that set priorities based on local economic assessment	Target	13	15	5
		Estimate		7	5
		Actual			5
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women, displaced populations, the disabled community and other vulnerable populations	Target	19	25	10
		Estimate		15	10
		Actual			7
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance	Target	24	5	3
		Estimate		12	3
		Actual			8

## External factors

- 15.70 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the paucity of urban data at a disaggregated level, which constrains the research and advocacy work of the agency, including on youth and urban economy, is effectively addressed; (b) there is political will to establish an enabling environment for the successful implementation of planned interventions; (c) the commitment of partners with regard to the Youth Programme is maintained and strengthened.

## Outputs

- 15.71 During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget): ad hoc expert groups established by a legislative mandate: expert group meeting on innovative, integrated solutions to enhance productivity of home-based enterprises and livelihoods of women, men and youth in urban slums in Africa, Latin America and the Caribbean and Asia Pacific, with the participatory slum upgrading programme (1); partners meeting on bridging the urban finance gap: possibilities to establish a regional financing mechanism for sub-Saharan Africa (drawing on the experience of the Cities Development Initiative for Asia) (1); the role and

use of the information and communications technology for enhancing local revenue and improving municipal finance (1); the role of key economic sectors in job creation and livelihoods for young women and men, with a particular focus on the construction, service and knowledge sectors (1);

- (b) Other substantive activities (extrabudgetary): non-recurrent publications: publication on the economic and social benefits for women and men of improved urban mobility: evidence-based research and strategies linking urban mobility and urban economic efficiency, in the Arab region, Asia Pacific, Latin America and the Caribbean, Africa and Eastern Europe, including a case study on the Arab region (1); series of “State of the Urban Youth Reports: Global report” and a report each on the Arab region, Asia Pacific, Latin America and the Caribbean and India (1); publication on best practices on youth access to urban space in three regions (1); publication on case studies on innovative and gender-aware solutions to enhance local revenue, including a case study from the Arab region (Jordan) (1); publication on the role of key economic sectors in job creation and livelihoods for young men and women, with a particular focus on construction, service and knowledge sectors (1); publication on implementing urban sustainable development goals: a local finance perspective (1); publication on urban regulations and policies that improve the productivity of women and men urban informal sector operators (1); publication on job creation for women, men and young people through housing, infrastructure and basic urban services: study of successful housing and urban slum upgrading programmes in Africa, Latin America and the Caribbean and Asia Pacific, through and with the participatory slum upgrading programme (1);
- (c) Technical cooperation (extrabudgetary):
  - (i) Advisory services provided on: mainstreaming youth and promoting the engagement of young women and men in local, regional and national governance in the Arab region, Asia Pacific and Latin America (3); promoting urban youth integration into national urban policies in Africa, the Arab region and Latin America (3); skills and entrepreneurship development for young women and men using One Stop Youth Centre model in Africa, the Arab region (Palestine), Asia and Latin America (4); the creation of youth-inclusive public space for young women and men in Africa, the Arab region, Asia Pacific and Latin America (4); the preparation of business plans to support financing of planned city extensions/infills in the Achieving Sustainable Urban Development Programme, phase I and II countries (3); the promotion of creditworthiness using credit rating and capacity-building in the Arab region (1); public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Afghanistan, Bangladesh, Mongolia, Pakistan and Sri Lanka (1); public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Iraq, the State of Palestine and the Syrian Arab Republic (1); public-private partnerships and community partnerships for financing urban development including in post-conflict countries and other countries in Latin America (1); financing city development strategies in Viet Nam (8), Pakistan (1) and Myanmar (2) (11); financing city development strategies in four countries (Brazil, Colombia, Haiti and Mexico) (1); set of services to support scoping, preparation of local revenue enhancement plans and road maps to enhance local revenue in Africa, the Arab region (Jordan) and Latin America (3); developing innovative urban strategies and regulations to promote green, service sector and information and communications technology (ICT)-based jobs for women, men and youth in five cities in Africa, the Middle East, Latin America and the Caribbean, and Asia Pacific (1); supporting cities in preparing urban economy profiles, local economic development strategies and investment packages to benefit women, men and youth (4); economic development

approaches for urban regeneration in the Achieving Sustainable Urban Development Programme, phase I and II countries (3);

- (ii) Training courses, seminars and workshops: capacity-building for Youth Fund grant recipients on project management, financial literacy, reporting, communications and monitoring and evaluation in Africa, Asia, Latin America and the Caribbean and the Arab region (4); training academy on urban financing approaches with focus on land-based financing; municipal creditworthiness; and public-private partnerships in Africa, the Arab region (Jordan) and Latin America and the Caribbean (3); trainings for local economic development practitioners on spatial economic analysis using tools developed through scenario planning work in the cities of the Achieving Sustainable Urban Development Programme, phases I and II (1);
- (iii) Field projects: expanding Youth Fund scope for young women and men by supporting Youth Fund projects in new cities in Africa, the Arab region, Asia Pacific and Latin America (4); supporting sustainable livelihoods and employment for young women and men, including in post-conflict countries (Rwanda, Somalia and South Africa) (1); supporting sustainable livelihoods and employment for young women and men, including in post-conflict countries (Jordan, Lebanon, State of Palestine and Syrian Arab Republic) (1); youth empowerment in Myanmar (1); promoting improvement of municipal revenue generation through property registration in post-conflict and other countries (Afghanistan, Bangladesh, Myanmar and Pakistan) (1); promoting improvement of municipal revenue generation through property registration in post-conflict and other countries (Iraq and State of Palestine) (1); strengthening capacity of cities for revenue enhancement, including in post-conflict and other countries (Mozambique and Somalia) (1); preparing cities for investment: pilot collaboration with the Inter-American Development Bank and other partners in selected cities of the Sustainable Cities Programme (1); improving creditworthiness in two countries in the Arab region, including Jordan (1); promoting job creation and livelihoods for women, men and youth through local economic development (2); inclusive local economic development for women, men and youth in Bangladesh and Pakistan (1); building partnerships in support of job creation for the urban poor, youth and women in Afghanistan, Bangladesh, Myanmar and Pakistan (1); building partnerships in support of job creation for the urban poor, youth and women in Lebanon, Iraq, the State of Palestine and the Syrian Arab Republic (1); building partnerships in support of improved incomes and livelihoods, and access to financial services for women, men and youth in Myanmar, Mongolia and Pakistan (1); supporting local livelihoods and employment for the urban poor and women in Bangladesh, Mongolia, Myanmar and Pakistan (1); enhancing access to credit for livelihoods in post-conflict and other countries (Afghanistan, Bangladesh, Myanmar and Pakistan) (1); supporting the development of local economic development plans and strategies in targeted cities in Mozambique and Nigeria to benefit women, men and youth (1); supporting local economic development for women, men and youth in cities in Brazil, Colombia and Haiti (1); spatial-economic and finance components of city infill projects in Brazil, Colombia, Haiti, Mexico and Panama (1); enhancing supply chains by promoting implementation of spatial and transport-related solutions to address mobility bottlenecks for women and men in two pilot cities in Latin America and the Caribbean and one in the Arab region (2).

15.72 The distribution of resources for subprogramme 3 is reflected in table 15.16.

Table 15.16 **Resource requirements: subprogramme 3**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	2 617.9	2 617.9	11	11
Non-post	342.6	332.0	–	–
<b>Subtotal</b>	<b>2 960.5</b>	<b>2 949.9</b>	<b>11</b>	<b>11</b>
Extrabudgetary	30 256.8	36 518.7	14	14
<b>Total</b>	<b>33 217.3</b>	<b>39 468.6</b>	<b>25</b>	<b>25</b>

- 15.73 The amount of \$2,617,900 would provide for post resources for 11 posts (2 P-5, 4 P-4, 2 P-2 and 3 Local level), as reflected in table 15.16. The non-post resources \$332,000 would provide overall resources for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$10,600 relates mainly to a reduction under travel of staff and general operating expenses, which takes into account the anticipated impact of the approved standard of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.
- 15.74 During the biennium 2016-2017, extrabudgetary resources amounting to \$36,518,700, reflecting an increase of \$6,261,900, will provide for 14 posts (10 Professional and higher category and 4 Local level) and non-post resources to carry out the programme of work under subprogramme 3 (Urban economy). The subprogramme will focus its efforts on promoting urban strategies and policies that strengthen the capacity of cities to realize their full potential as drivers of economic development, and of wealth and employment creation. Special attention will be paid to the formulation and implementation of urban strategies and policies that will promote and boost the participation of both men and women, enhance municipal finance and contribute to the creation of decent urban jobs and livelihoods that will increase economic empowerment, in particular for youth and women.

#### **Subprogramme 4**

##### **Urban basic services**

##### ***Resource requirements (before recosting): \$2,085,100***

- 15.75 Substantive responsibility for this subprogramme is vested within the Urban Basic Services Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017 ([A/69/6/Rev.1](#)). The Branch comprises the Solid Waste Unit, the Urban Energy Unit, the Urban Mobility Unit and the Water and Sanitation Unit.

Table 15.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures***Objective of the Organization:* To increase equitable access to urban basic services and the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2016-2017	2014-2015	2012-2013		
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities	Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all	[partner local authorities]	Target	175	170	165
			Estimate		170	165
			Actual			165
		[partner regional authorities]	Target	8	7	5
			Estimate		7	5
			Actual			5
		[partner national authorities]	Target	32	30	27
			Estimate		30	27
			Actual			27
	(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor	Increased amount and impact of investments into urban basic services catalysed by UN-Habitat programmes in partner countries  (millions of United States dollars)	Target	65	15	10
			Estimate		50	10
			Actual			40
	(c) Increased coverage of sustainable urban basic services in targeted communities	(i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions  (millions)	Target	2.0		
Estimate				1.7		
Actual					1.5	
(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions			Target	10 000		
			Estimate		7 000	
			Actual			6 000
(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions		Target	250 000			
		Estimate		60 000		
		Actual				

**External factors**

- 15.76 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be continued interest and willingness by development agencies,

financial institutions, national Governments and the private sector to support the planned work; and (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.

## Outputs

15.77 During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Ad hoc expert groups established by a legislative mandate: sustainable and inclusive urban basic services with a focus on urban planning, legislation and financing (4);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: biennial report on the state of urban basic services in UN-Habitat (2);
  - (ii) Non-recurrent publications: publication on the Urban Electric Mobility Initiative, with an emphasis on its contribution to improved air quality (1); energy and resource efficiency building code for tropical countries, with emphasis on its contribution to improved air quality (1); publication on building urban safety through urban mobility (1);
  - (iii) Technical materials: policy guidance notes on integrated, inclusive and sustainable urban basic services to support the implementation of actions to achieve the sustainable development goals (4);
- (c) Technical cooperation (extrabudgetary):
  - (i) Advisory services: advisory services on improving urban planning and legislation for urban water and sanitation, including support to the Global Wastewater Initiative and the UN-Water Work Programme (14); urban sanitation services, including waste management services (3); sustainable energy services (3); advisory services on supporting local authorities and national and regional institutions to increase access to urban basic services through urban planning, legislation and finance services (4); the preparation of urban basic services programmes within the framework of integrated, inclusive, safe and sustainable urban development (7); advisory services on mainstreaming safer cities principles and practices into urban mobility (3);
  - (ii) Training courses, seminars and workshops: training and workshops on orientation for policymakers on urban planning, legislation and finance for improved urban water and sanitation (6); regional workshops on legislation for sustainable building design and energy-efficient building code development, with an emphasis on its contribution to improved air quality (1); workshops on urban legislation for sustainable building design for tropical countries (2); the development of local level water, sanitation and hygiene (WASH) strategy and capacity-building workshops and other events focusing on urban planning and legislation for improved water and environmental sanitation, including waste management services (6); seminar on sustainable urban water management and drainage with a focus on urban planning, legislation and finance (3); training programmes on sustainable mobility solutions within the framework of integrated, inclusive and sustainable urban development, with an emphasis on its contribution to improved air quality (4); workshops on energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable



urban development (8); training workshops on safety audit profiling for women and girls in public transport using mobile technology (3);

- (iii) Field projects: demonstration field projects for sustainable access to urban basic services with a focus on planning, legislation and finance (6); pre-investment capacity development support, with development partners, with a focus on financing of urban basic services within the framework of integrated, inclusive and sustainable urban development (6); demonstration field projects on integrated, inclusive and sustainable urban water supply services (12); energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development, with an emphasis on its contribution to improved air quality (4); field projects on sustainable urban mobility (bus, rapid transit, urban electric mobility initiative, non-motorized transportation), with an emphasis on its contribution to improved air quality (8); improved access to sanitation, including waste management services, in selected urban communities within the framework of integrated, inclusive and sustainable urban development (5).

15.78 The distribution of resources for subprogramme 4 is reflected in table 15.18.

Table 15.18 **Resource requirements: subprogramme 4**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	1 812.7	1 812.7	9	9
Non-post	281.2	272.4	–	–
<b>Subtotal</b>	<b>2 093.9</b>	<b>2 085.1</b>	<b>9</b>	<b>9</b>
Extrabudgetary	65 027.6	64 280.6	14	14
<b>Total</b>	<b>67 121.5</b>	<b>66 365.7</b>	<b>23</b>	<b>23</b>

15.79 The amount of \$1,812,700 for the post resources would provide for nine posts (1 P-5, 1 P-4, 2 P-3, 1 P-2 and 4 Local level), as reflected in table 15.18. Non-post requirements amounting to \$272,400 would provide overall resources for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$8,800, primarily under travel of staff and general operating expenses, takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

15.80 During the biennium 2016-2017, extrabudgetary resources amounting to \$64,280,600, reflecting a decrease of \$747,000, will provide for 14 posts (11 Professional and higher category and 3 Local level) and non-post resources to carry out the programme of work under subprogramme 4 (Urban basic services). Emphasis will be placed on strengthening policies and institutional frameworks for expanding equitable access to urban basic services, and improving the standard of living of the urban poor. In this regard, support will be provided to the local, regional and national authorities responsible for urban and human settlements issues in developing and implementing adequate policies. Environmental pollution, including air pollution from the industrial sector, will be addressed as part of activities under urban mobility and energy.

## Subprogramme 5 Housing and slum upgrading

**Resource requirements (before recosting): \$822,100**

- 15.81 Substantive responsibility for this subprogramme is vested within the Housing and Slum Upgrading Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017 (A/69/6/Rev.1). The Housing and Slum Upgrading Branch comprises the Slum Upgrading Unit and the Housing Unit.

**Table 15.19 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

<i>Expected accomplishments of the Secretariat</i>			<i>Performance measures</i>		
			<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles	Target	35		
		Estimate		32	
		Actual			30
	(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions	Target	22	32	30
		Estimate		15	30
		Actual			6
	(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools	Target	35	3	2
		Estimate		18	2
		Actual			2
(b) Improved slum upgrading and prevention policies, strategies or programmes	(i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies	Target	36		
		Estimate		30	
		Actual			28
	(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes	Target	48	30	21
		Estimate		34	21
		Actual			8
(c) Enhanced capacity of slum communities to advocate on their own behalf and partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(i) Increased community representation in coordinating bodies of partner countries, such as the national Habitat committees	Target	27		
		Estimate		9	
		Actual			
	(ii) Increased number of communities in partner countries that are empowered to lead and implement initiatives	Target	36		
		Estimate		26	
		Actual			12

## External factors

- 15.82 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) risks associated with changes in government that could potentially slow down the progress of initiatives on land and housing will be minimal; (b) Member States respond positively to the guidance and recommendations provided; and (c) social and political stability prevails in the areas in which projects are being implemented.

## Outputs

- 15.83 During the biennium 2016-2017, the following final outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (regular budget): ad hoc expert groups established by a legislative mandate: key framework issues of the Global Housing Strategy (4); monitoring systems, approaches and mechanisms for slum upgrading and prevention (2); expert group meeting on practical guides for slum upgrading and prevention policy implementation in line with the New Urban Agenda (1); meetings in collaboration with relevant partners on key framework issues of the Global Housing Strategy (2); global and regional events promoting sustainable and inclusive approaches towards slum upgrading and prevention, during the World Urban Forum, international tripartite conferences and Habitat III (4);
  - (b) Other substantive activities (regular budget/extrabudgetary):
    - (i) Non-recurrent publications: series of thematic papers to support country-level implementation of the Global Housing Strategy (1); global trends on slum upgrading and prevention following recommendations from Habitat III and the sustainable development goals (1); publication documenting inclusive sustainable slum upgrading and prevention policies, strategies and programmes (1); publication on the impact of the participation of slum dwellers in slum upgrading and prevention programmes, strategies and policies (1);
    - (ii) Technical material: methodological guidelines to support key framework issues of the Global Housing Strategy at the country level (7); technical guide for slum upgrading and prevention approaches and monitoring systems (1); technical guide on lessons for upscaled slum upgrading (1); technical guide for street-led citywide slum upgrading and prevention (1); policy guide on financing models and resource mobilization strategies for slum upgrading and prevention (1); training package for community-led project implementation (1); tool on e-participation and e-governance for slum upgrading and prevention (1); policy guidance note on participatory decision-making and the use of the human rights-based approach in participatory project design (1); series of policy guides formulated on key framework issues of the Global Housing Strategy (1); training package for national and local authorities for a strengthened institutional set-up for community managed funds (8);
  - (c) Technical cooperation (extrabudgetary):
    - (i) Advisory services: assistance to national Governments and cities in preparing housing profiles and strategies at the national and city levels that include the key framework issues of the Global Housing Strategy (15); assistance to the development of an operational South-South Cooperation framework in the four regions through regional workshops, study trips and the documentation of best practices (4); assistance to Arab States and to the African, Latin American and the Caribbean and Asia-Pacific regions on the formulation of regional and subregional strategies for slum upgrading and

prevention (4); assistance to national Governments and other relevant stakeholders in the production of national urban profiles assessing slum upgrading and prevention needs linked to the themes of the New Urban Agenda (4); assistance to the establishment of regional platforms for exchange on slum upgrading and prevention promoting South-South Cooperation (4); assistance to country teams for policy and regulatory review and formulation of slum upgrading and prevention strategies (4); assistance to country teams in the implementation of slum upgrading and prevention strategies (4); assistance to Habitat Agenda partners on data collection and evaluation on active coordination bodies with increased community participation and case studies on successful diverse community participation and its impact at the national and local levels (9);

- (ii) Training courses, seminars and workshops: hands-on workshops, in collaboration with relevant partners at the national and local levels, on key framework issues of the Global Housing Strategy (2); workshops on key framework issues of the Global Housing Strategy (7); capacity-building of senior government officials on slum upgrading and prevention principles, including the prevention of forced evictions, policy and regulatory review, financing models and formulation of slum prevention and slum upgrading strategies in line with the New Urban Agenda (4); workshops on effective and inclusive participation tools for diverse community participation in national Habitat committees (2); trainings of community representatives and community organizations to strengthen the capacity of slum dwellers (3);
- (iii) Field projects: pilot projects to demonstrate key framework issues of the Global Housing Strategy (7); demonstration projects to strengthen capacities of national authorities to formulate national housing strategies (7); implementation of slum upgrading and prevention pilot projects (4); establishment of slum dwellers' residents committees and community-managed funds (4); project design and formulation of pilot projects priorities with communities (13); providing services and housing to diverse vulnerable communities (4).

15.84 The distribution of resources for subprogramme 5 is reflected in table 15.20.

Table 15.20 **Resource requirements: subprogramme 5**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	730.5	730.5	3	3
Non-post	94.5	91.6	–	–
<b>Subtotal</b>	<b>825.0</b>	<b>822.1</b>	<b>3</b>	<b>3</b>
Extrabudgetary	65 657.6	87 979.9	21	21
<b>Total</b>	<b>66 482.6</b>	<b>88 802.0</b>	<b>24</b>	<b>24</b>

15.85 The amount of \$730,500 for the post resources would provide for three posts (2 P-4 and 1 Local level), as reflected in table 15.20. Non-post requirements amounting to \$91,600 provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$2,900, primarily under travel of staff

and general operating expenses, takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

- 15.86 During the biennium 2016-2017, extrabudgetary resources amounting to \$87,979,900, reflecting an increase of \$22,322,300, will provide for 21 posts (15 Professional and higher category and 6 Local level) and non-post resources to carry out the programme of work under subprogramme 5 (housing and slum upgrading). The subprogramme will assist Member States to analyse their housing policies and formulate housing strategies and interventions that are gender responsive. In this effect, the improvement of housing policies, strategies and programmes will be done through the provision of policy advice, technical support and capacity development to national and local authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. The subprogramme will also support the implementation of slum upgrading and prevention policies, strategies or programmes through the participatory slum upgrading programme, in African, Caribbean and Pacific countries.

### Subprogramme 6 Risk reduction and rehabilitation

**Resource requirements (before recosting): \$897,600**

- 15.87 Substantive responsibility for this subprogramme is vested within the Risk Reduction and Rehabilitation Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017. The Branch comprises the Settlements Recovery Unit, the Shelter Rehabilitation Unit and the Urban Risk Reduction Unit.

Table 15.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures		
			2016-2017	2014-2015	2012-2013
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans  [partner local and regional governments]	Target	135	26	16
		Estimate		100	16
		Actual			78
	[partner national Governments]	Target	14	10	5
		Estimate		7	5
		Actual			4
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	Target	70	65	60
		Estimate		65	60
		Actual			60

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures		
		2016-2017	2014-2015	2012-2013
(c) Improved shelter and related infrastructure rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing	Target	50	45
		Estimate		45
		Actual		40

## External factors

- 15.88 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is an enabling environment for responding to natural and complex emergencies, and requests to make cities more resilient; and (b) partners will accept UN-Habitat advice on sustainable urban development, including urban resilience.

## Outputs

- 15.89 During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Other substantive activities (extrabudgetary):
  - (i) Non-recurrent publications: publication on guidance on developing inclusive resilience action plans in urban areas focusing on sustainable urban planning, legislation and economy (1); publications/guidelines on urban disaster risk reduction, highlighting urban planning, legislation and economy (2); report on building urban resilience in fragile States: trends and best practices, highlighting the role of urban planning, legislation and economy (1); biennial report/review of trends in settlement recovery (1); publication on 20 years of UN-Habitat humanitarian interventions (1);
  - (ii) Technical materials: standards and certification for resilience assessments, highlighting the significance of urban planning, legislation and economy for inclusive preparedness (1); standard operating procedures for efficient and timely humanitarian urban response (1); emergency activities, namely a menu of options and a “how to” guide on sustainable settlements recovery, addressing housing reconstruction (planning), housing/land/ property rights (legislation) and urban livelihoods (economy) (1); city and neighbourhood profiles (1);
- (b) Technical cooperation (extrabudgetary):
  - (i) Advisory services: advisory services on mainstreaming resilience principles and practices into urban planning, legislation and economy (6); response for early recovery advisory and coordination services for urban crises (4); emergency advisory and coordination services on sustainable settlements recovery, addressing urban housing reconstruction (4);
  - (ii) Training courses, seminars and workshops: training course on the urban resilience profile, highlighting urban planning, legislation and economy (3); training for policymakers and crisis responders on sustainable settlements recovery, housing reconstruction, with a focus on the legislative area of housing/land/property and urban livelihoods (1); training course on sustainable settlements recovery, addressing urban housing reconstruction (1);
  - (iii) Field projects: national urban resilience initiatives as part of national urban policies (7); field projects on city resilience profiling, disaster risk reduction demonstrating

inclusive (rights-based), integrated and sustainable approaches (4); regional project on urban resilience (3); response project to improve the living conditions of communities affected by crisis (10); early recovery field projects demonstrating the application of sustainable settlements recovery, addressing urban housing reconstruction (4);

- (iv) Inter-agency meetings and activities and contribution to joint outputs: Inter-Agency Standing Committee meetings (12); Inter-Agency Standing Committee cluster meetings (4); donor coordination through the Emergency Director Group; inter-agency coordination through the Emergency Director Group; support to the Humanitarian Coordinator, humanitarian country teams, United Nations country teams; coordination of donor staff secondment; coordination of the Inter-Agency Standing Committee principals meeting (1).

15.90 The distribution of resources for subprogramme 6 is reflected in table 15.22.

Table 15.22 **Resource requirements: subprogramme 6**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	775.7	775.7	4	4
Non-post	125.7	121.9	–	–
<b>Subtotal</b>	<b>901.4</b>	<b>897.6</b>	<b>4</b>	<b>4</b>
Extrabudgetary	68 735.5	81 606.5	21	21
<b>Total</b>	<b>69 636.9</b>	<b>82 504.1</b>	<b>25</b>	<b>25</b>

15.91 The amount of \$775,700 for the post resources would provide for four posts (2 P-4 and 2 Local level), as reflected in table 15.22. Non-post requirements amounting to \$121,900 provide for consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$3,800, primarily under travel of staff and general operating expenses, takes into account the anticipated impact of the approved standards of accommodation of air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

15.92 During the biennium 2016-2017, extrabudgetary resources amounting to \$81,606,500, reflecting an increase of \$12,871,000, will provide for 21 posts (16 Professional and higher category, 2 General Service (Other level) and 3 Local level) and non-post resources to carry out the programme of work under subprogramme 6 (risk reduction and rehabilitation). The subprogramme will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development. Emphasis will be put on facilitating coordination and supporting implementation of urban risk reduction, settlements recovery and shelter rehabilitation, as well as on providing substantive inputs to promote sustainable settlement recovery and reconstruction.

## Subprogramme 7

### Research and capacity development

**Resource requirements (before recosting): \$3,786,100**

- 15.93 Substantive responsibility for this subprogramme is vested within the Research and Capacity Development Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 12 (Human settlements) of the biennial programme plan for the period 2016-2017. The Branch comprises the Research Unit, the Capacity Development Unit and the Global Urban Observatories Unit.

**Table 15.23 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures		
			2016-2017	2014-2015	2012-2013
(a) Improved monitoring of urban conditions and trends	(i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data	Target	325	300	274
		Estimate		300	274
		Actual			274
	(ii) Number of partner national statistical offices producing urban data and indicators	Target	35	35	15
		Estimate		25	15
		Actual			15
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation	Target	350	500	
		Estimate		300	400
		Actual			200
	[Local governments]				
	[National Governments]	Target	30	50	
		Estimate		10	40
		Actual			10
	(ii) Increased number of partner countries producing national cities reports to enhance local and national policy planning	Target	13	20	10
		Estimate		10	10
		Actual			7
(c) Improved capacity of national and local authorities and partners to formulate evidence-based policies or programmes	Increased number of partner national and local authorities and other Habitat Agenda partners that are formulating evidence-based policies or programmes	Target	20	15	10
		Estimate		12	10
		Actual			10

#### External factors

- 15.94 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be continued interest and willingness by development agencies, financial institutions, national Governments and the private sector to support the planned work; and (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.



## Outputs

15.95 During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary): ad hoc expert groups established by a legislative mandate: meeting on research findings and methods on an atlas of urban expansion (1); meeting on sustainable development goals and urban monitoring (1); capacity needs to achieve goals of the New Urban Agenda (2); thematic hub workshops on the New Urban Agenda and the sustainable development goals on sustainable cities (2); global meetings of universities on the implementation of the sustainable development goals (2); organization of the Mayor's city laboratories to monitor and report on the implementation of the New Urban Agenda (4); implementation of the accountability academy on monitoring and reporting on the progress and achievements of the New Urban Agenda (1); monitoring the city prosperity index, its methods and results (3);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: *State of the World's Cities Report*, UN-Habitat flagship report (1); abridged edition of the report (1);
  - (ii) Non-recurrent publications: atlas on city growth (1); publication on slum reports updates, including city data (1); report on 300 cities joining the city prosperity index, with analysis and results (1); regional report on the new urban agenda (1); regional reports on sustainable urbanization issues (2); state of country cities report (1); report on the state of inequalities in cities, goals 10 and 11 of the sustainable development goals (1);
  - (iii) Special events: side event linked to Habitat III on the city prosperity index and best practices (1); side event linked to Habitat III on urban expansion (1);
  - (iv) Technical material: guidelines on city monitoring using the city prosperity index (1); open data on urban indicators (1); training guidelines on monitoring and reporting sustainable cities as part of the sustainable development goals (accountability systems) (2); training of trainers' resources and knowledge products on New Urban Agenda themes and the City Prosperity Initiative (8); formalization of the Urban Centre of Excellence to support the New Urban Agenda (1); atlas of urban expansion (1); City Prosperity Initiative action plans and policy recommendations (1); monitoring urban form reports on street connectivity, public space and urban agglomerations: analysis and results (1); monitoring income inequalities in cities: the equity dimension of the city prosperity index and the connection to goal 10 of the sustainable development goals (1); global database for the New Urban Agenda and the sustainable development goals (1); development of new curricula on thematic areas of the New Urban Agenda (2); Habitat country programme documents, in collaboration with regional offices and thematic branches (25);
- (c) Technical cooperation (regular budget/extrabudgetary): training courses, seminars and workshops: South to South cooperation and city-to-city problem solving training programmes (4); seminars and workshops to improve the knowledge and awareness of governments on urban sprawl and low densities on sustainable urban growth (4); executive training on the Mayor's city laboratory in Habitat III (2); global events with universities and training institutions on capacity-building for the New Urban Agenda during Habitat III (10); global lectures on key development areas (46).

15.96 The distribution of resources for subprogramme 7 is reflected in table 15.24.

Table 15.24 **Resource requirements: subprogramme 7**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	3 392.0	3 392.0	12	12
Non-post	406.6	394.1	–	–
<b>Subtotal</b>	<b>3 798.6</b>	<b>3 786.1</b>	<b>12</b>	<b>12</b>
Extrabudgetary	18 395.2	23 591.4	14	14
<b>Total</b>	<b>22 193.8</b>	<b>27 377.5</b>	<b>26</b>	<b>26</b>

- 15.97 The amount of \$3,392,000 for the post resources would provide for 12 posts (1 D-1, 1 P-5, 4 P-4, 3 P-3, 2 P-2 and 1 Local level), as reflected in table 15.24. Non-post requirements amounting to \$394,100 provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of \$12,500, primarily under travel of staff and general operating expenses, takes into account the anticipated impact of the approved standards of accommodation of air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.
- 15.98 During the biennium 2016-2017, extrabudgetary resources amounting to \$23,591,400, representing an increase of \$5,196,200, will provide for 14 posts (10 Professional and higher category and 4 Local level), as reflected in table 15.24, and non-post resources to carry out the programme of work under subprogramme 7 (research and capacity development). The subprogramme will specialize in a number of projects on data and information, including the city prosperity index, streets and public space data, security of tenure, slums and income inequalities, to improve the monitoring of urban conditions and trends. The subprogramme will analyse available data and information to generate knowledge and insights that can form a basis for improved policy formulation and implementation, in view of improving knowledge on sustainable urbanization issues. To improve the capacity of national and local authorities and partners to formulate evidence-based policies or programmes, the subprogramme will work with Habitat Agenda partners and establish a UN-Habitat urban institute of excellence.

## D. Programme support

### *Resource requirements (before recosting): \$1,817,300*

- 15.99 The programme support will be delivered by the Division of Management and Operations, which comprises Resource Management, Resource Mobilization, Programme Planning and Reporting, Oversight and the Legal Unit. The Division will coordinate resource mobilization, financial and human resource management and administration, project administration, support services in the areas of ICT, information and knowledge management systems, business processes, oversight and legal functions as well as quality assurance functions comprising results-based management and programme planning, monitoring and reporting. UN-Habitat is supported by the United Nations Office at Nairobi in the areas of financial administration and accounting, human resource administration, business guidelines and processes, ICT services, among others, and by other service providers, including UNDP and the United Nations Office for Project Services for operations at the country and regional levels.

**Outputs**

15.100 During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Administrative support services (regular budget and extrabudgetary):
  - (i) Programme planning, budget, accounts: definition, monitoring and reporting on project management benchmark framework (4); regular comprehensive financial reports for management, the Committee of Permanent Representatives, United Nations Headquarters, donors and other partners for the biennium 2014-2015 (30); budget performance reports and financial forecasts (8); key performance indicator targets on financial management (1); strategic framework for 2020-2021 (1); work programme and budget for 2018-2019 (1); annual work plan (2); updated results-based management tools: results-based management policy, handbook and training manual (3); documentation to support intergovernmental processes (Advisory Committee on Administrative and Budgetary Questions, and Committee on Programme Coordination) (1); Governing Council resolution on the programme budget (1);
  - (ii) Human resources management: human resource features of Umoja deployment (1); enhanced processes to support more efficient recruitment activities (1); updated service level agreements with service providers (1); framework to enable systematic monitoring and promotion of compliance of gender and geographical balance for all new recruitment (1);
  - (iii) Internal oversight services: senior management programme review reports (4); annual progress report on the strategic plan (2); programme performance report 2014-2015 for the General Assembly (1); reports of the Integrated Monitoring and Documentation Information System (4); coordinate monitoring and reporting on delivery of outputs, expected accomplishments and indicator targets in the Information Management and Documentation Information System and Project Accrual and Accountability System (PAAS) (1); capacity assessment of the status of results-based management in UN-Habitat (1); reports on audit implementation (8);
  - (iv) Technical material: standard operating procedures in compliance with International Public Sector Accounting Standards (IPSAS) and Umoja (1); enterprise risk management policy and framework (1); project management tool/IPSAS score cards (12); enhanced information and knowledge management tools: knowledge self-service tools on the intranet, knowledge exchange and collaboration tools, enterprise content management system, knowledge resources on PAAS (1); enhanced external knowledge exchange system: four new networks on the Urban Gateway, income-generating features for the sustainability of the Urban Gateway, marketing tools to increase the level of collaboration and knowledge exchange (1); enhanced ICT infrastructure and systems to support Umoja in all major offices (1); business continuity plan (update) (1); database of UN-Habitat legal agreements and instruments (1); updated UN-Habitat legal agreements and instruments on the UN-Habitat Habnet (1); guidelines on the use of UN-Habitat legal agreements and instruments (1); policy and procedures for clearing UN-Habitat legal agreements and instruments (1); long-term cooperation agreements and new models containing regional and thematic specificity (core and normative) (6); funding priority plan elaborated (2); document information system and expertise expanded and maintained (20); special appeals to Member States (1); revised Project Advisory Group process guidelines (1); Project Advisory Group project rating and approval checklist (1); revised and updated project cycle management manual (1);

- (v) Advisory services: donor consultations (core, normative, projects) (16); support all UN-Habitat offices on development and quality assurance of UN-Habitat legal agreements and instruments (1); representation of the organization before the United Nations Dispute Tribunal (1); project monitoring and learning events (10); support to project development and quality assurance (1);
- (vi) Training courses, seminars and workshops: trainings/coaching (results-based management) (8); training on: a. the use of UN-Habitat legal agreements and instruments; b. policy and procedures for clearing agreements; and c. other relevant legal matters (5); information and knowledge management tools training: enhanced information focal point framework, training materials on information and knowledge management systems and training on information and knowledge management systems (4); results-based project management training (6); training courses on project monitoring (6).

15.101 The distribution of resources for programme support is reflected in table 15.25.

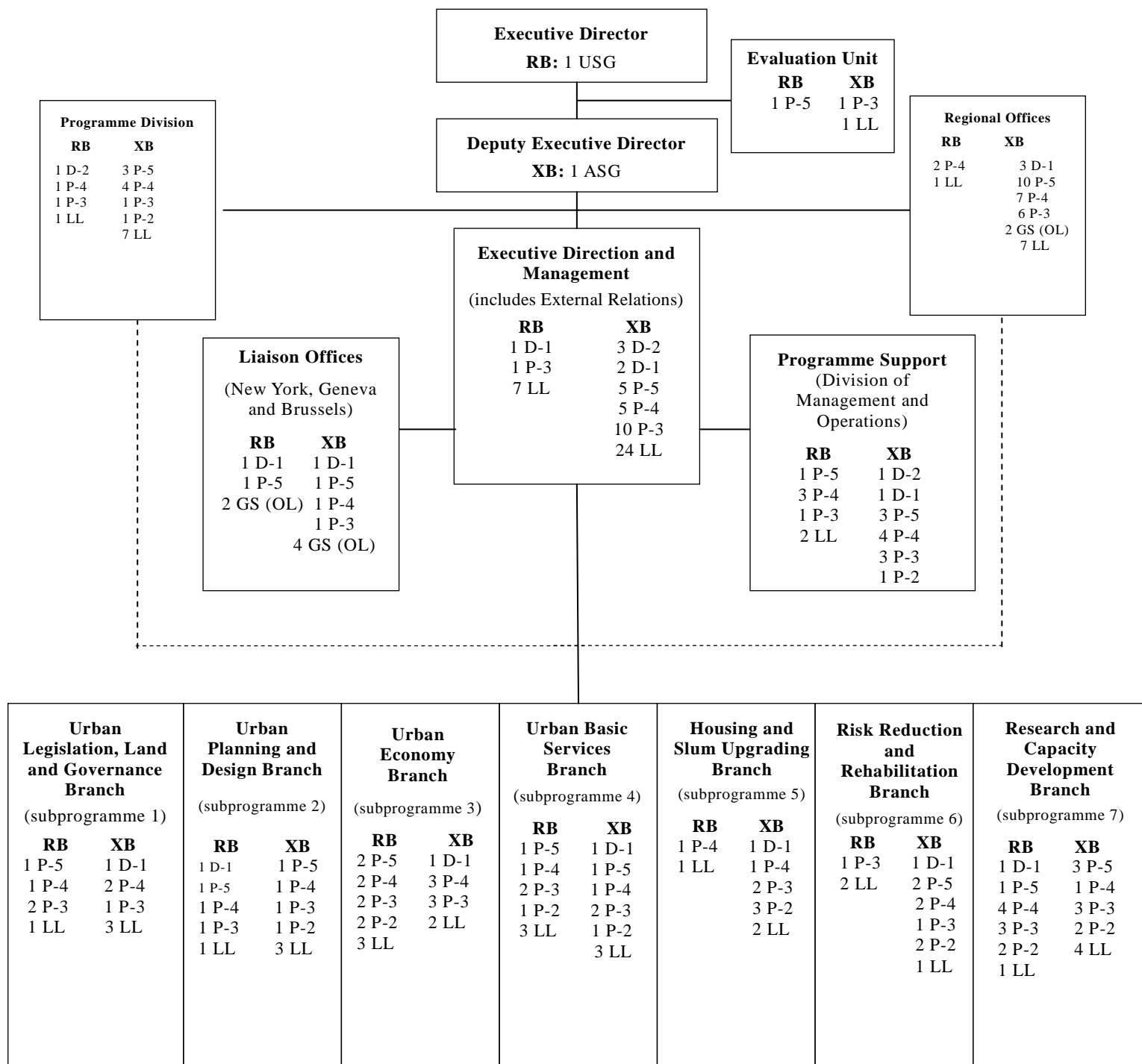
Table 15.25 **Resource requirements: programme support**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2014-2015</i>	<i>2016-2017 (before recosting)</i>	<i>2014-2015</i>	<i>2016-2017</i>
Regular budget				
Post	1 779.6	1 779.6	7	7
Non-post	107.7	37.7	—	—
<b>Subtotal</b>	<b>1 887.3</b>	<b>1 817.3</b>	<b>7</b>	<b>7</b>
Extrabudgetary	8 326.7	7 837.9	32	32
<b>Total</b>	<b>10 214.0</b>	<b>9 655.2</b>	<b>39</b>	<b>39</b>

- 15.102 The amount of \$1,779,600 for post requirements would provide for seven posts (1 P-5, 3 P-4, 1 P-3 and 2 Local level), as reflected in table 15.25.
- 15.103 Non-post requirements amounting to \$37,700 provide for consultants, travel of staff, contractual services, general operation expenses and supplies and materials. The net decrease of \$70,000 relates to reductions mainly under: (a) contractual services, (b) general operating expenses and (c) travel of staff that takes into account the anticipated impact of the approved standards of accommodation for air travel. The other reductions take into account the efficiency reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.
- 15.104 During the biennium 2016-2017, extrabudgetary resources amounting to \$7,837,900, reflecting a reduction of \$488,800, will provide for 32 posts (13 Professional and higher category and 19 Local level) and non-post resources to support the implementation of the programme of work of UN-Habitat.

## Annex I

## Organizational structure and post distribution for 2016-2017



## Annex II

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

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### **Advisory Committee on Administrative and Budgetary Questions ([A/68/7](#))**

The Advisory Committee expects that the vacant posts will be filled expeditiously (para. IV.103).

UN-Habitat has achieved a reduction in the duration taken for vacant positions to be filled from 123 days (in 2013) to 75 days, for recruitment processes under the control of the organization. The target to be achieved by December 2015 is 55 days.

UN-Habitat has also taken a proactive approach in succession planning for posts which are scheduled to become vacant owing to staff retirement, and initiating the recruitment at least six months prior to vacancy. The establishment of a policy to encourage and facilitate internal mobility of qualified staff to take up the functions of positions which are vacant. This has also ensured a reduction in the time taken to fill positions.

#### **Board of Auditors ([A/69/5/Add.9](#))**

UN-Habitat agreed with the Board's recommendation that in advance of its next strategic plan for 2014-2019, it develop a results-based management policy, with a clear implementation manual that provides procedures for performance monitoring, evaluation and reporting (para. 25).

UN-Habitat is planning to finalize its results-based management policy and manual by the first quarter of 2015. The draft policy was circulated and inputs were provided. It is currently being revised.

UN-Habitat agreed with the Board's recommendation that it improve its monitoring of project budget implementation by (a) establishing adequate authorization controls over the use of project funds for proper redeployments; and (b) maintaining liaison with United Nations Headquarters to address the budgetary control gaps in IMIS (para. 29).

UN-Habitat, in coordination with the United Nations Office at Nairobi, enhanced controls over funds sufficiency to deal with the reported weakness. With the imminent deployment of Umoja, the newly developed procedures will adequately the budgetary control gaps in IMIS.

## Annex III

### Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

<i>Paragraph</i>	<i>Output</i>	<i>Quantity</i>	<i>Reason for discontinuation</i>
<b>Subprogramme 5 Housing and slum upgrading</b>			
15.81 (b) (i)	Annual report documenting cases of forced evictions and alternative approaches to forced evictions	1	UN-Habitat is streamlining its reports and the issues related to forced evictions will be dealt with in the context of the Global Housing Strategy.
<b>Subtotal</b>		<b>1</b>	
<b>Total</b>		<b>1</b>	