



# General Assembly

Distr.: General  
18 April 2019

Original: English

## Seventy-fourth session

Items 137 and 138 of the preliminary list\*

## Proposed programme budget for 2020

### Programme planning

## Proposed programme budget for 2020

### Part IV

### International cooperation for development

## Section 15

## Human settlements

### Programme 12

### Human settlements

## Contents

	<i>Page</i>
Foreword .....	3
Overall orientation .....	4
A. Proposed programme plan for 2020 and programme performance for 2018** .....	11
Annex***	
Programme performance for 2018*** .....	23
B. Proposed post and non-post resource requirements for 2020**** .....	38

\* [A/74/50](#).

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

\*\*\* As outlined in paragraphs 15.11 to 15.22, the present report reflects a change in the programmatic structure for 2020. For this reason, a separate annex is included with programme performance information for 2018 that follows the programmatic structure in 2018.

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



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Annexes

I. Organizational structure and post distribution for 2020 . . . . .	58
II. Summary of proposed changes in established posts by component and subprogramme . . . . .	59



## Foreword

Sustainable urbanization is an accelerator for achieving the Sustainable Development Goals. In articulating the relationship between sustainable urbanization and sustainable development, we at the United Nations Human Settlements Programme (UN-Habitat) recognize that only with a clear transformative strategy, partnerships and a fresh and innovative vision of development will it be possible to respond to persistent and new development problems, including extreme poverty, slums, inadequate basic services, socioeconomic inequalities, social exclusion and marginalization, gender-based discrimination, humanitarian crises, conflicts, climate change-related challenges and high unemployment, which are increasingly concentrated in urban areas.

Over the years, the work of UN-Habitat has demonstrated that, if we get our cities right, as envisioned in the New Urban Agenda and Sustainable Development Goal 11, it will be easier to address other development goals and targets, while bringing about transformational change for the benefit of millions of people, ensuring that no one and no place is left behind.

Upon joining UN-Habitat in January 2018, I embarked on an internal change process the objective of which was to make UN-Habitat fit-for-purpose, ensuring that it is transparent, accountable, efficient, effective and, ultimately, trusted. The change process is also aimed at maximizing the added value of UN-Habitat to United Nations system-wide efforts and effectively supporting Member States, local governments and other stakeholders as they address the challenges of sustainable urbanization.

Ultimately, our mandate is about improving the lives of people. It is about transforming places and communities to improve the quality of life for all. When I visited the informal settlements of Mathare in Nairobi in March 2018, I spent time with some of the young men and women there. They shared with me their concerns, aspirations and experiences. It was an inspiring visit, and I left convinced of the relevance of our work. At UN-Habitat, we strive for “a better quality of life for all in an urbanizing world” by improving housing and urban services, creating safe public spaces for everyone, fostering entrepreneurship, generating social cohesion and empowering the most vulnerable members of our communities, conscious of the millions of households living in urban slums. I left Mathare more committed than ever that UN-Habitat should leave no place and no one behind.

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

## Overall orientation

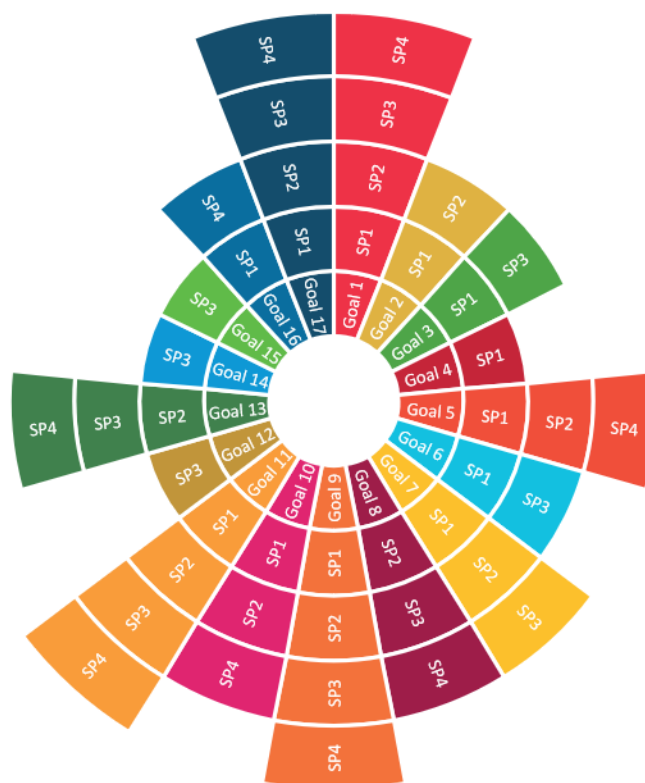
### Mandates and background

- 15.1 The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States regarding sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda, in collaboration with other United Nations entities. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002.
- 15.2 By 2050, the world's urban population is expected to nearly double, making urbanization one of the most significant trends of the twenty-first century. Urbanization is growing at a fast pace, with 90 per cent of urban growth taking place in less developed regions, where it is mostly unplanned, and capacities and resources are most constrained. Unplanned urban growth fuels the expansion of informal settlements or slums that are a visible symptom of urban poverty and inequality. Housing remains in large part unaffordable in both the developing and some developed countries, and more than 1.6 billion people globally live in inadequate housing, with 1 billion living in slums. Some 1.2 billion people lack access to clean drinking water worldwide and 2.5 billion lack access to safe sanitation. Fewer than 35 per cent of cities in developing countries have their wastewater treated. Slum dwellers lack land tenure rights and decent livelihoods and experience social exclusion and marginalization. All these forms of exclusion disproportionately affect women, young people, older persons, migrants and other marginalized groups. In some parts of the world, urban areas are increasingly becoming epicentres of crises, insecurity and violence, sometimes contributing to displacement and forced migration. Globally, there are currently 763 million internal migrants and 224 million international migrants, and most of them live in urban areas, often under difficult conditions. Cities also account for 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions and more than 70 per cent of resource use. The urban poor suffer the worst consequences of climate change-related disasters, natural and human-made crises and conflicts. While urbanization brings along challenges, it also presents huge opportunities that bring benefits to all levels of human settlements.
- 15.3 UN-Habitat support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.

### Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 15.4 The mandates of UN-Habitat guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 15.I below summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 15.1

**Human settlements: alignment of subprogrammes with Sustainable Development Goals**

- 15.5 The objectives of the subprogrammes are also aligned with the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development, in particular the outcome of the third Conference, adopted by the General Assembly in its resolution [71/235](#), and the New Urban Agenda, adopted in its resolution [71/256](#). The objectives of the subprogrammes are also aligned with transformative agendas, including the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Paris Agreement, the outcome of the 2016 high-level plenary meeting on addressing large movements of refugees and migrants, entitled the New York Declaration for Refugees and Migrants, the 2018 Global Compact for Safe, Orderly and Regular Migration, the Beijing Declaration and Platform for Action, Agenda 2063: The Africa We Want of the African Union (as recognized in resolution [71/254](#)) and Security Council resolution [2419 \(2018\)](#) on youth, peace and security.

**Recent developments**

- 15.6 In May 2018, UN-Habitat presented to the General Assembly the first of five quadrennial reports on the implementation of the New Urban Agenda. The report, prepared in consultation with 23 United Nations entities, the 5 regional economic and social commissions and 30 partners, provided qualitative and quantitative analysis of the progress made in the implementation of the New Urban Agenda. It included recommendations on steps to take to ensure the successful production of subsequent reports until 2036.
- 15.7 In July 2018, Sustainable Development Goal 11 was reviewed for the first time as part of the high-level political forum on sustainable development, the global platform for follow-up and review of the 2030 Agenda for Sustainable Development. UN-Habitat is the designated lead agency for many

of the indicators of Goal 11. A comprehensive report, entitled “Tracking progress towards inclusive, safe, resilient and sustainable cities and human settlements: SDG 11 synthesis report – high-level political forum 2018”, was the basis for discussion. UN-Habitat, along with other custodian agencies (United Nations Office for Disaster Risk Reduction, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), the United Nations Office on Drugs and Crime and the United Nations Environment Programme (UNEP)) and other stakeholders, supported various methodological activities and worked with countries on systems for data collection and the development of related geospatial technology guides, among others.

- 15.8 The ninth session of the World Urban Forum, the largest global forum on sustainable urbanization and human settlements, representing national, regional and local governments, civil society, parliamentarians, local communities, the private sector, multilateral organizations, academicians, researchers and a wide range of stakeholders, was held in Kuala Lumpur in February 2018. The participants shared knowledge and experiences on sustainable urbanization and human settlements and encouraged the localization and scaling-up of the implementation of the New Urban Agenda as an accelerator for achieving the Sustainable Development Goals. The outcome document, the Kuala Lumpur Declaration on Cities 2030, called attention to persistent challenges faced by cities and human settlements. It contains calls for urgent action to be taken to address those challenges, highlighting the transformative power of cities and the genuine aspiration to leave no one and no place behind. It also contains actionable recommendations, including the adoption of specific collaborative governance mechanisms and innovative solutions.
- 15.9 In December 2018, the General Assembly adopted resolution [73/239](#), by which it established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, a 36-member Executive Board and a Committee of Permanent Representatives. The new governing body will hold its first session in May 2019.

### Strategy and external factors for 2020

- 15.10 The UN-Habitat strategy for delivering the annual workplan and budget in 2020 is articulated in its new strategic plan for the period 2020–2025. The plan contains a review of the Programme’s strengths, weaknesses, opportunities and threats and provides a new vision, mission and strategic focus. It outlines the mode of delivery of the New Urban Agenda and Sustainable Development Goal 11 and other relevant goals.
- 15.11 The vision of the strategic plan, which is focused more directly on improving people’s lives, is “A better quality of life for all in an urbanizing world”. The mission contained in the new strategic plan is “to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”. Four interconnected and mutually reinforcing goals, towards which the proposed new subprogramme structure of the programme or work is aligned, are identified in the plan:
  - (a) Reduced spatial inequality and poverty in communities across the urban-rural continuum;
  - (b) Enhanced shared prosperity of cities and regions;
  - (c) Strengthened climate action and improved urban environment;
  - (d) Effective urban crisis prevention and response.
- 15.12 The Economic and Social Council, in its decision 2019/209, authorized the Secretary-General to proceed, on an exceptional basis, with the preparation of the proposed programme budget for 2020 for UN-Habitat on the basis of the new strategic orientation of UN-Habitat, as detailed in the draft strategic plan for the period 2020–2025, without prejudice to any subsequent action that the Council and the General Assembly may take on the report of the Habitat Assembly.
- 15.13 In the light of the above, the proposed programme budget for 2020 will comprise four new subprogrammes, detailed below.

- 15.14 In subprogramme 1, entitled “Reduced spatial inequality and poverty in communities across the urban-rural continuum”, UN-Habitat will consolidate its vast experience in the area of basic services, housing and slum upgrading, land, urban mobility and public space. The International Guidelines on Decentralization and Access to Basic Services for All and the International Guidelines on Urban and Territorial Planning are essential frameworks for guiding outputs under this subprogramme. Building on these and other normative guidance and on extensive experience in implementing field projects in areas such as public space, sustainable mobility, water and sanitation, basic social and physical infrastructure and energy, the efforts in these areas will be scaled up. The expanded focus on the effective growth and regeneration of settlements is in response to explicit demands for UN-Habitat support from Member States, local authorities and partners, and will utilize the experience of UN-Habitat with planned city infills and urban renewal, as well as in situ upgrading, including in heritage areas. In exercising its focal point role, it will collaborate with a number of other United Nations coordination bodies, such as UN-Water, UN-Energy and Sustainable Energy for All, and United Nations entities, such as the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Children’s Fund (UNICEF) and UNESCO, as well as a large number of non-governmental partners and stakeholders and the private sector.
- 15.15 The following thematic areas covered in the strategic plan for 2014–2019 will be consolidated in this subprogramme:
- (a) Urban legislation, land and governance (current subprogramme 1);
  - (b) Urban planning and design (current subprogramme 2);
  - (c) Urban basic services (current subprogramme 4);
  - (d) Housing and slum upgrading (current subprogramme 5).
- 15.16 In subprogramme 2, entitled “Enhanced shared prosperity of cities and regions”, UN-Habitat will leverage its knowledge and expertise. The expanded focus on connectivity and regional planning is determined by several studies that have demonstrated the strong connection between urban and regional planning and the promotion of shared prosperity. Working with strategic partners, such as the Organization for Economic Cooperation and Development and the World Bank, UN-Habitat will support government authorities at various levels to develop policies, frameworks and action to boost the productivity of cities and regions through an integrated territorial development approach. Working with the International Labour Organization, the United Nations Industrial Development Organization, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development, the International Organization for Migration (IOM) and other organizations, UN-Habitat will promote inclusive and sustainable economic growth, employment and decent work for all, in particular women and young people, through specific policies and action.
- 15.17 This new subprogramme will represent an expanded area of work for UN-Habitat, consolidating the work on locally generated revenue and municipal finance and inclusive economic growth covered under current subprogramme 3, Urban economy and municipal finance.
- 15.18 In subprogramme 3, entitled “Strengthened climate action and improved urban environment”, UN-Habitat will strengthen its role as a catalyst for effective urban action in the global climate arena, linking global, national and local actors and policies to specific urban contexts. The agency will build its climate action portfolio, combining policy advice, technical cooperation, advocacy, thematic expertise, knowledge production, partnerships and the sharing of best practices. UN-Habitat work on climate change mitigation and adaptation in cities and other human settlements will create a platform to facilitate linkages between local and global actors, promoting the engagement of local and regional governments in these processes. A main thrust of this work will be to assist vulnerable and marginalized communities, in particular those in informal settlements, to build climate resilience as part of broader city sustainability strategies. UN-Habitat will support cities in building resilient and sustainable infrastructure and prioritizing attention on urban sectors producing high greenhouse emissions, such as transportation, buildings and municipal solid waste,



when planning for urban services. UN-Habitat will partner with other United Nations agencies where opportunities for synergy exist. A partnership with UNEP, which has expertise in air quality monitoring and ecosystem-based approaches to adaptation, will complement the expertise of UN-Habitat in city and metropolitan-level planning processes to support local governments in developing improved local-level clean air and climate action plans. UN-Habitat will also partner with the secretariat of the United Nations Framework Convention on Climate Change to enhance awareness of issues related to cities and human settlements and for the dissemination of knowledge and international best practices to support the implementation of urban climate action strategies. It will work with Governments for access to climate and environmental resources for urban action, channelled through facilities developed under United Nations frameworks such as the Green Climate Fund, the Global Environment Facility and the Adaptation Fund.

- 15.19 Under this new subprogramme, UN-Habitat will expand its work on climate change adaptation and mitigation carried out under current subprogramme 2, Urban planning and design.
- 15.20 In subprogramme 4, entitled “Effective urban crisis prevention and response”, UN-Habitat will offer integrated solutions in support of broader humanitarian, development and political efforts led by other United Nations entities, in particular the Office of the United Nations High Commissioner for Refugees (UNHCR). UN-Habitat is called upon to better support the implementation of the New Urban Agenda in countries affected by conflict and natural and human-caused disasters; to ensure that its work contributes, in a coordinated manner, to the United Nations system commitment to sustaining peace and a comprehensive whole-of-system response to complex emergencies; to better support Member States in their efforts to implement the Sendai Framework; and to better support Member States facing challenges caused by the mass influx of migrants (Governing Council resolution 26/2). The work of UN-Habitat on land, for example, supports the broader conflict prevention work led by UNDP, the Department of Political and Peacebuilding Affairs and others. UN-Habitat will continue to contribute its expertise to relevant United Nations networks, such as the Inter-Agency Standing Committee on humanitarian action and the United Nations Network on Migration, and to provide urban advisory services to humanitarian and resident coordinators.
- 15.21 Under this new subprogramme, UN-Habitat will consolidate its work on resilience, recovery, reconstruction and crisis response covered under current subprogramme 6, Risk reduction, rehabilitation and urban resilience.
- 15.22 The work of UN-Habitat currently carried out under subprogramme 7, Urban research and capacity development, will be mainstreamed across all subprogrammes, in line with the repositioning of UN-Habitat as a centre of excellence and innovation.
- 15.23 Through its normative work, which includes various knowledge-building activities, new research and capacity-building, UN-Habitat will set standards, propose norms and principles and share good practices. It will also monitor global progress and will support intergovernmental, regional, national and subnational bodies in their formulation of policies related to sustainable cities and human settlements. In so doing, UN-Habitat builds on its experience of evidence-based normative work. Examples of its normative work include global flagship reports (the *Global Report on Human Settlements* and the *State of the World's Cities* report, now combined into the periodic *World Cities Report*), the Global Urban Indicators database, tools for improving access to land and security of tenure developed in collaboration with the Global Land Tool Network, and the International Guidelines on Decentralization and Access to Basic Services for All.
- 15.24 UN-Habitat operational work, comprising varied forms of technical assistance, will draw on the Programme’s unique and specialized technical cooperation expertise to execute human settlements programmes and projects that provide valuable tailored support to Member States in implementing policies, strategies, best practices, norms and standards.
- 15.25 This will build upon the UN-Habitat experience of implementing programmes and projects at the local, national and regional levels that have a demonstrable impact on the lives of beneficiaries. Over the years, the Programme has developed a wide range of diverse projects, focused in large part on integrated programming for sustainable urbanization, but that also include crisis response through



to post-disaster and post-conflict reconstruction and rehabilitation. In addition, UN-Habitat implements projects at the request of Governments and local authorities.

- 15.26 With regard to cooperation with other entities at the global, regional national and local levels, UN-Habitat will collaborate with a multitude of partners and leverage multiple resources to achieve sustainable results addressing the challenges of urbanization. It will work closely with national Governments and local authorities and cooperate with international financial institutions, regional development banks, the private sector, civil society, research and training institutions, academicians and other partners. The World Urban Forum is an example of UN-Habitat cooperation and collaboration with a very wide range of partners on the implementation of the New Urban Agenda.
- 15.27 UN-Habitat, in its catalytic role, will carry out advocacy, communication and outreach activities and mobilize public and political support, in addition to increasing its collaborative interventions at all levels, also with a view to sharing best practices. It will make maximum use of advocacy and knowledge platforms, including the World Urban Forum (which now also serves as one of the platforms on the reporting processes of the New Urban Agenda), World Cities Day and World Habitat Day, as well as the *World Cities Report*. As the United Nations system-wide focal point on sustainable urbanization and human settlements, UN-Habitat will monitor and report on global conditions and trends and lead and coordinate the implementation of the New Urban Agenda in the United Nations system, in collaboration with other United Nations agencies. It will rely on the use of innovative and smart solutions, as well as robust data and analysis generated through tools such as the Global Urban Observatory and the City Prosperity Index, to support the global monitoring of the Sustainable Development Goals related to urban development.
- 15.28 With regard to inter-agency coordination and liaison, UN-Habitat will work and collaborate with all United Nations agencies, including in further developing an action framework on the implementation of the New Urban Agenda and regional action plans, as well as a system-wide strategy on sustainable urbanization. It is collaborating with WHO and UNICEF on the monitoring of water and sanitation; with FAO and the World Bank on land tenure components. UN-Habitat is also working with UNHCR, IOM and the World Food Programme to integrate sustainable urban development into the humanitarian response, and on mainstreaming the New Urban Agenda into UN-Water and UN-Energy, as well as developing frameworks for joint financing mechanisms and harmonizing the implementation of the Sendai Framework with the United Nations Office for Disaster Risk Reduction. It collaborates closely with UNEP on the Greener Cities Partnership and environmental sustainability in urban development. In this regard, UN-Habitat, within the context of its normative role, will continue to work closely with the Department of Economic and Social Affairs and the regional economic commissions as a knowledge platform and the first global port of call for data and knowledge on cities, towns and rural settlements in all regions and countries of the world.
- 15.29 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
  - (a) Adequate extrabudgetary resources are available to implement the planned work and produce the deliverables;
  - (b) National and local governments continue to request technical support from UN-Habitat in the development and implementation of their policies, plans and strategies;
  - (c) Social, political and macroeconomic stability prevail in the areas in which UN-Habitat and partners will be implementing programmes and projects;
  - (d) Disaggregated urban data are available to support the research and advocacy work of the agency.
- 15.30 UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, through consistent implementation of the UN system-wide action plan for gender equality and the empowerment of women. For example, the highlighted planned result for 2020 for subprogramme 1 demonstrates the aim of UN-Habitat interventions to enhance tenure security for women in the Arab States. For subprogramme 4, the deliverables include advice on women's access to land in order to consolidate peace in post-conflict countries.

**Evaluation activities**

- 15.31 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:
- (a) Triennial review to support the implementation of Office of Internal Oversight Services (OIOS) recommendations in the OIOS report on the evaluation of the United Nations Human Settlements Programme (UN-Habitat) ([E/AC.51/2015/2](#));
  - (b) Self-evaluation: achieving sustainable urban development programme;
  - (c) Self-evaluation: city planning, extension and design unit evaluation;
  - (d) Self-evaluation: Sri Lanka country programme evaluation, 2013–2017;
  - (e) Self-evaluation of the Global Land Tool Network, phase 2;
  - (f) Self-evaluation of the Global Water Operators' Partnerships Alliance strategy, 2013–2017;
  - (g) Self-evaluation: end-of-programme evaluation of the water, sanitation and hygiene in disaster-prone communities in northern Ghana;
  - (h) Self-evaluation: cooperation agreement between the Youth and Livelihood Unit and Hivos;
  - (i) Self-evaluation: joint midterm evaluation of the making cities sustainable and resilient project;
  - (j) Self-evaluation: urban risk reduction and resilience-building in lusophone Africa.
- 15.32 The findings of the evaluation and self-evaluations referenced in paragraph 15.31 above have been taken into account for the programme plan for 2020. For example, it was recommended in an evaluation of the Global Water Operators' Partnerships Alliance that a Global Water Operators' Partnerships Alliance strategy for 2018–2022 be developed. A task force set up in that regard subsequently developed a new strategy for its future work. The ongoing organizational reform and governance reform of UN-Habitat aimed at making the Programme fit for purpose are a response to evaluation recommendations to strengthen accountability, effectiveness and efficiency.
- 15.33 The following evaluations and self-evaluations are planned for 2020:
- (a) OIOS evaluation of UN-Habitat (assignment started in 2019; to be completed in 2020);
  - (b) Self-evaluation: end of the strategic plan for 2014–2019;
  - (c) Self-evaluation of the World Urban Forum, session 10;
  - (d) Impact self-evaluation: the City Prosperity Index;
  - (e) Two country self-evaluations: Mozambique and Rwanda;
  - (f) Six project self-evaluations on projects that close in 2019, for example, projects on housing, urban public space, municipal finance, cities and climate change, best practices and city resilience;
  - (g) Three thematic self-evaluations: youth, gender and water and sanitation projects;
  - (h) Self-evaluation of the youth and gender projects.

## A. Proposed programme plan for 2020 and programme performance for 2018

### Programme of work



### Subprogramme 1

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

#### 1. Objective

- 15.34 The objective, to which this subprogramme contributes, is to reduce inequality between and within communities, and to reduce poverty in communities across the urban-rural continuum.

#### 2. Alignment with the Sustainable Development Goals

- 15.35 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere); Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture); Goal 3 (Ensure healthy lives and promote well-being for all at all ages); Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all); Goal 5 (Achieve gender equality and empower all women and girls); Goal 6 (Ensure availability and sustainable management of water and sanitation for all); Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all); Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation); Goal 10 (Reduce inequality within and among countries); Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable); Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels); and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

#### 3. Highlighted planned result for 2020

##### Strengthened land rights for men and women in the Arab world

Actors in the Arab region in the land sector such as land professionals, government institutions and academic and civil society organizations have increasingly recognized that the way in which land is accessed, used and controlled is a key element of sustainable social and economic development, peace and stability and the realization of human rights.

From 2016 to 2018, UN-Habitat, through the Global Land Tool Network, the World Bank and FAO, facilitated the establishment of the Arab Land Initiative, which serves as a platform for land actors and stakeholders in the region to collaborate and build capacity for developing and implementing innovative and inclusive solutions to address these land-related challenges.

From 2016 to 2018, UN-Habitat and the Global Land Tool Network<sup>a</sup> adapted and piloted inclusive, gender-responsive and fit-for-purpose land tools in Iraq to demonstrate their potential for improving the land rights of Yazidis. Using these tools, more than 10,000 displaced Yazidis were successfully resettled in 15 villages and towns in Sinjar district. Certificates of occupancy were issued to 1,312 households, and for many, this was the first tenure document that they ever had and a first step towards receiving a full ownership title. The process was community-led, which built self-reliance and stronger collaboration with authorities.

#### *Challenge and response*

The challenge is to support the building of capacity of institutions involved in land administration in the Arab region to apply inclusive and gender-sensitive land tools and approaches, in keeping with those developed by the Global Land Tool Network.

In response, beginning in 2019 and for 2020, UN-Habitat, through the Arab Land Initiative, will build the capacity of regional, national and local institutions responsible for land administration to apply inclusive and gender-sensitive land tools and approaches, in keeping with those developed by the Global Land Tool Network.

In 2020, UN-Habitat will expand partnerships in the region, in particular with donors, academia and the private sector, through expert group meetings. It will also undertake capacity-building workshops, awareness-raising and the production of technical materials. It will provide technical advisory services at the country level for the implementation of inclusive, gender-responsive land tools. Experiences and lessons learned from the Iraq pilot project will be shared with stakeholders in the region to inform the replication in other countries. This will build the harmonization and coherence of approaches by various development actors towards addressing land challenges in the region.

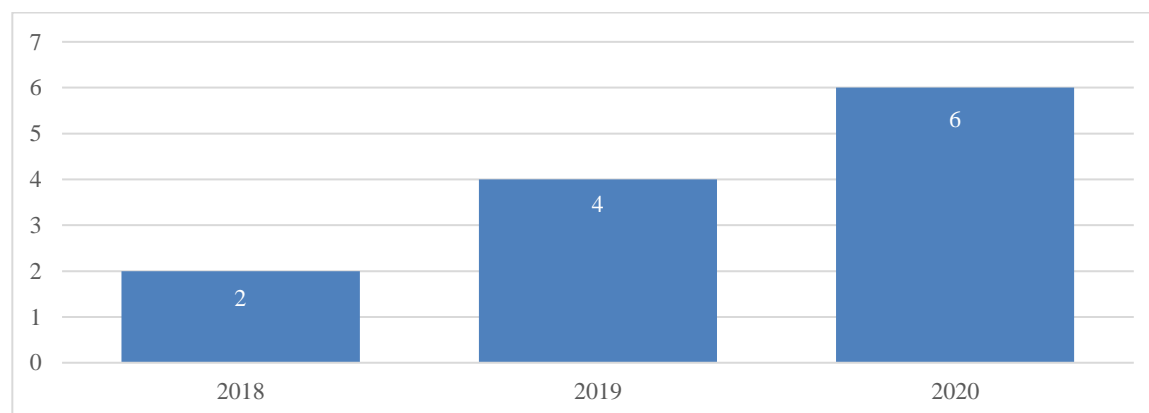
#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the improved capacity of institutions involved in land administration to implement and manage fit-for-purpose land administration approaches and related tools, including inclusive and gender-appropriate land tools, that foster equal land rights in urban, peri-urban and rural land in the Arab States.

Evidence of the result, if achieved, will include six institutions involved in land administration in the Arab States implementing inclusive and gender-appropriate land tools and approaches.

The result, if achieved will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of institutions involved in land administration in the Arab States implementing inclusive and gender-appropriate land tools and approaches*



<sup>a</sup> The Global Land Tool Network, whose secretariat is hosted by UN-Habitat, operates globally with 80 partners and draws expertise from different backgrounds, namely, land professionals, training and research institutions and urban and rural civil society organizations.

- 15.36 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### 4. Deliverables for the period 2018–2020

- 15.37 Table 15.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.1

##### Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	–	–	–	32
Seminars, workshops and training events (number of days)	–	–	–	51
Publications (number of publications)	–	–	–	2
Technical materials (number of materials)	–	–	–	13
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				



## Subprogramme 2 Enhanced shared prosperity of cities and regions

### 1. Objective

- 15.38 The objective, to which this subprogramme contributes, is to enhance shared prosperity of cities and regions.

### 2. Alignment with the Sustainable Development Goals

- 15.39 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere); Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture); Goal 5 (Achieve gender equality and empower all women and girls); Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all); Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation); Goal 10 (Reduce inequality within and among countries); Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable); Goal 13 (Take urgent action to combat climate change and its impacts); and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

### 3. Highlighted planned result for 2020

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#### Innovation driving city transformation and sustainable development: the City Prosperity Initiative

In 2018, UN-Habitat expanded its technical and advisory services to Member States in the implementation of its City Prosperity Initiative to monitor the implementation of the Sustainable Development Goals and the New Urban Agenda using basic and contextual indicators that are supported by spatial analysis. By 2018, more than 530 cities or urban agglomerations globally had joined the Initiative and were benefiting from this metric and policy formulation tool. For example, it is being used by Mexican municipalities to monitor city performance, assess the impact of the allocation of resources and better coordinate, implement and monitor the realization of the Goals and the New Urban Agenda.

#### *Challenge and response*

The challenge is meeting increased demand from Member States for statistical data on cities that would enable them to apply evidence-based solutions and to monitor their prosperity and sustainability in a scientific manner using the City Prosperity Initiative.

In response, for 2020, UN-Habitat will refine City Prosperity Initiative methodology and produce alternative means for generating data and information that is not locally available for cities, including spatial component analysis. UN-Habitat will demonstrate the added value of the Initiative by expanding the use of the best practices database, producing technical tools and delivering advisory service and capacity-building to cities interested in participating in the Initiative. Cities that previously lacked information and capacity to produce urban policy interventions based

on evidence now rely on the Initiative. For example, data and information generated through the Initiative has enabled the preparation of 100 city plans on the basis of evidence in Mexico. In Colombia, the city of Bucaramanga was able to redesign its city master plan on the basis of Initiative findings.

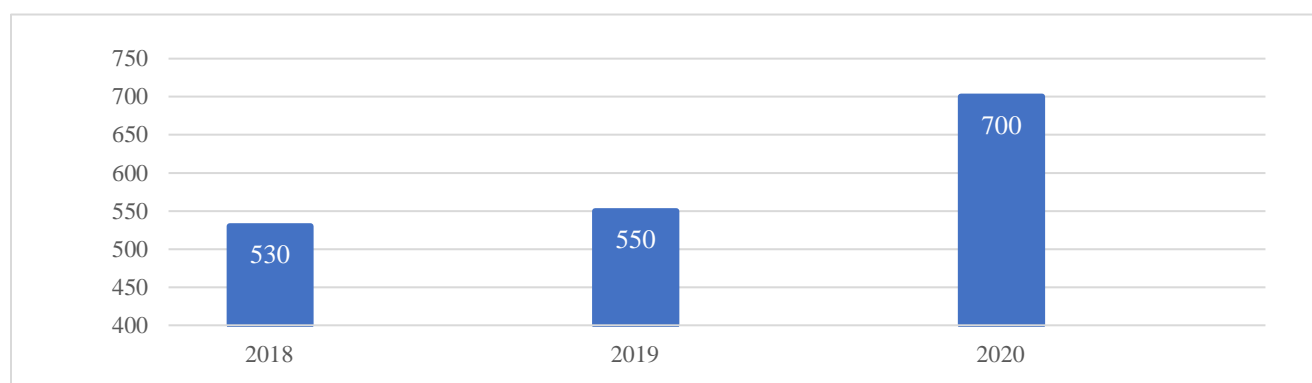
### Result and evidence

The planned deliverables are expected to contribute to the result, which is improved knowledge of sustainable urbanization issues at the local, national and global levels for evidence-based policy formulation.

Evidence of the result, if achieved, will include 700 cities using the City Prosperity Initiative for diagnosis, baseline setting and the formulation of urban evidence-based policies, city visions and long-term action plans

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of cities using the City Prosperity Initiative*



- 15.40 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 4. Deliverables for the period 2018–2020

- 15.41 Table 15.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.2

**Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	–	–	–	37
Seminars, workshops and training events (number of days)	–	–	–	74
Publications (number of publications)	–	–	–	2
Technical materials (number of materials)	–	–	–	21



	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				



### Subprogramme 3 Strengthened climate action and improved urban environment

#### 1. Objective

- 15.42 The objective, to which this subprogramme contributes, is to strengthen climate action and improved urban environment in an integrated manner at all governmental and territorial levels.

#### 2. Alignment with the Sustainable Development Goals

- 15.43 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere); Goal 3 (Ensure healthy lives and promote well-being for all at all ages); Goal 6 (Ensure availability and sustainable management of water and sanitation for all); Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all); Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation); Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable); Goal 12 (Ensure sustainable consumption and production patterns); Goal 13 (Take urgent action to combat climate change and its impacts); Goal 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development); Goal 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss); and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

#### 3. Highlighted planned result for 2020

##### Strengthened adaptation to climate change and other shocks: Solomon Islands

Solomon Islands, as with many small island developing States, is highly vulnerable to natural disasters including cyclones, floods and droughts, which have been exacerbated by the impact of climate change. The Government has recognized the high and increasing vulnerability of human settlements on the Islands, especially the capital city, Honiara, owing to rapid unplanned urbanization and the growth of informal settlements.

In 2016, UN-Habitat responded to the Government's request and provided advisory and technical support, undertaking a climate change vulnerability assessment of Honiara.

As climate change threatened to increase the severity of disasters, the Government of Solomon Islands worked with UN-Habitat and developed climate change adaptation strategies and action. In 2016 and 2017, the findings of the vulnerability assessment guided the development of the first Honiara urban resilience and climate action plan using the participatory action planning process, with technical support from UN Habitat. The plan was finalized in 2017.

In 2018, UN-Habitat provided advisory services to the Government, identifying opportunities and strategies for supporting the implementation of the urban resilience and climate action plans through participatory analysis and planning processes. The Government secured funding from the from the Adaptation Fund in the amount of

\$4.4 million to accelerate implementation of the Honiara urban resilience and climate action plan, with an emphasis on building climate-resilient informal settlements. This approach is currently being implemented in other small island developing States in the Pacific, Africa and the Caribbean.

#### *Challenge and response*

The challenge is to support the Government of Solomon Islands, given the limited technical capacity, in implementing the Honiara urban resilience and climate action plan to strengthen adaptation to climate change and other shocks.

In response, for 2020, UN-Habitat will provide technical advisory services and training sessions to strengthen the capacity of ward and city officials and the community to implement action and strategies in the Honiara urban resilience and climate action plan. UN-Habitat will provide technical support for the design and construction of storm water drainage systems, flood control barriers and flood-resilient sanitation facilities in five communities. In addition, UN-Habitat will also facilitate the establishment of appropriate community disaster preparedness and early warning systems.

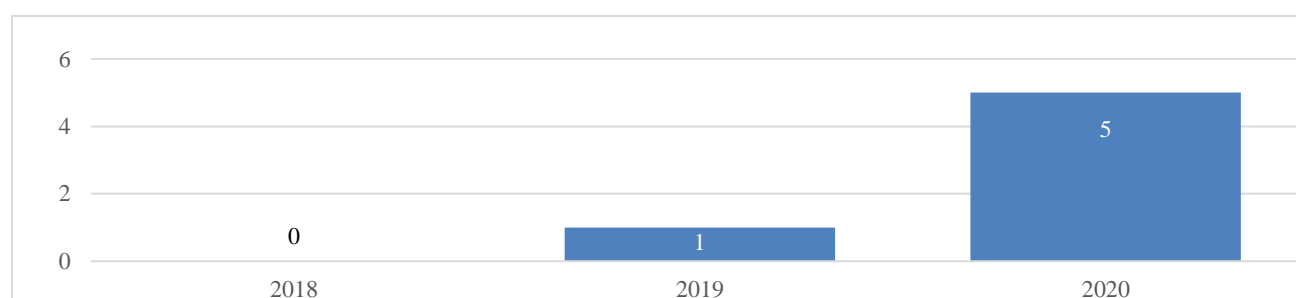
#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the improved capacities of government officials and local communities of Solomon Islands to strengthen resilience in line with the Honiara urban resilience and climate action plan.

Evidence of the result, if achieved, will include five informal settlements that have implemented community-level resilience action and strategies in Honiara.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: Number of informal settlements that have implemented community-level resilience action and strategies in Honiara*



- 15.44 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [71/214](#) on international trade and development and resolution [68/220](#) on science, technology and innovation for development. The New Urban Agenda further provides the reference framework for sustainable urban development in a climate-friendly, sustainable and resilient manner. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

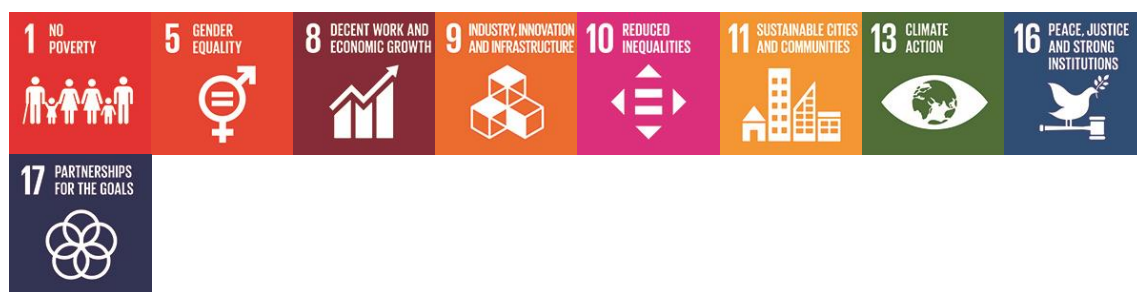
## **4. Deliverables for the period 2018–2020**

- 15.45 Table 15.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.3

**Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	–	–	–	28
Seminars, workshops and training events (number of days)	–	–	–	93
Publications (number of publications)	–	–	–	2
Technical materials (number of materials)	–	–	–	11
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				



## Subprogramme 4 Effective urban crisis prevention and response

### 1. Objective

- 15.46 The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response.

### 2. Alignment with the Sustainable Development Goals

- 15.47 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere); Goal 5 (Achieve gender equality and empower all women and girls); Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation); Goal 10 (Reduce inequality within and among countries); Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable); Goal 13 (Take urgent action to combat climate change and its impacts); Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels); and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

### 3. Highlighted planned result for 2020

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#### Rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq

From 2014 to 2018, UN-Habitat supported Iraqi cities affected by the conflict with Islamic State in Iraq and the Levant, including Mosul, reducing the vulnerability of the people displaced and ensuring their sustainable return.

UN-Habitat's "City profile of Mosul", published in 2016, contributed to a better understanding of how the city had changed since its fall in 2014. It offered an unbiased analysis of several issues predating the takeover by Islamic State, such as the chronic housing shortage that forced newcomers to settle in informal settlements.

Since its liberation, humanitarian and development actors have converged on Mosul to rehabilitate housing, public facilities and infrastructure to facilitate the return of displaced people. Although more than 955,000 people have made their return to the city, some 300,000 are still living in conditions of protracted displacement.

To encourage the return of internally displaced people and contribute to the restoration of shelter and livelihoods, in 2018, UN-Habitat supported the rehabilitation of more than 600 severely damaged houses in Zanjilah, west Mosul. The project had full community participation, given that residents were directly employed in the rehabilitation of their homes. In addition, in 2018, local authorities allocated land for the construction of low-cost multi-storey housing for 120 vulnerable families. UN-Habitat has also supported homeowners in retrieving their lost property documents and assisted in the filing of compensation claims.

In 2018, UN-Habitat delivered a technical material, entitled "Initial planning framework for the reconstruction of Mosul". The document provides comprehensive reconstruction and planning directions for Mosul, with a focus on

its old city, and focusing on and prioritizing projects that support urban legislation, urban planning and coordination, in partnership with UNESCO. The initiative builds on a growing recognition that humanitarian, development and peacebuilding efforts are complementary and need to reinforce one other. In an effort to address substandard living conditions in informal settlements and assist the local authorities, UN-Habitat is piloting an upgrading project in Hay al Tanak, on the western outskirts of Mosul. Community development councils have been established and are responsible for the identification of priority needs, action planning, mediation with affected households and the monitoring of results.

#### *Challenge and response*

The challenge is to achieve better coordination between the recovery and rehabilitation efforts by humanitarian and development agencies in Mosul, in a way that takes into account both the immediate and long-term development priorities of the returnees in the delivery of humanitarian, development and peacebuilding initiatives.

In response, for 2020, UN-Habitat will launch two new integrated technical cooperation initiatives in Mosul that will be implemented in a coordinated manner guided by the planning framework for the reconstruction of Mosul. One is an area-based transformative urban recovery project in Yarmouk and Maghribi on rehabilitation of housing and the iconic Yarmouk Park, the upgrading of secondary infrastructure and retrofitting a school. The second project will focus on enhancing the capacity of municipal authorities to deliver improved essential basic services to local communities through the increased generation of local revenue from land and property-based tax systems. UN-Habitat will utilize its Social Tenure Domain Model tool in mapping property claims, verifications of housing and land and property rights. Technical support will be provided to the local authorities in establishing transparent and accountable systems for billing, collecting and accounting for collected revenue. These projects cross the humanitarian-development divide and use the humanitarian, development and peace and security nexus as a vehicle for transforming lives.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is improved coordination among humanitarian, development and peacebuilding agencies in the delivery of humanitarian assistance, development and peacebuilding needs of returnees in Mosul.

Evidence of the result, if achieved, will include the full use of the nationally owned coordination mechanism for the reconstruction of Mosul. The mechanism guides recovery and rehabilitation work and ensures that challenges are addressed in a collaborative and integrated manner. In 2020, evidence will also include the improved access to basic services and to affordable housing with security of tenure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
Absence of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work, including of the largely humanitarian response with beneficiary returnees for the 600 rehabilitated houses	Establishment of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work; rehabilitation of damaged houses and construction of new homes undertaken simultaneously	Full use of nationally owned coordination mechanism for reconstruction of Mosul in order to guide recovery and rehabilitation work and ensure that humanitarian response, long-term development and peacebuilding challenges in Mosul are addressed in a collaborative and integrated manner; returnees have improved access to basic services and affordable housing with security of tenure

- 15.48 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### 4. Deliverables for the period 2018–2020

- 15.49 Table 15.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.4

#### Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	–	–	–	28
Seminars, workshops and training events (number of days)	–	–	–	42
Publications (number of publications)	–	–	–	2
Technical materials (number of materials)	–	–	–	9
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				



## Annex

### Programme performance for 2018<sup>a</sup>

#### Highlighted result in 2018

### Section 15

#### Human settlements

(Programme 12 of the biennial programme plan for the period 2018–2019)

### Subprogramme 1

#### Urban legislation, land and governance

#### 1. Objective

- A.1 The objective to which this subprogramme contributes, is 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.

#### 2. Highlighted result in 2018

#### Improved tenure security in the informal settlement of Kanyama in Lusaka

Kanyama is the biggest slum in Lusaka, with a population of more than 370,000 people. The Lusaka City Council's efforts to improve tenure security and service provision under its city-wide slum upgrading and prevention strategy combines different elements of slum upgrading, such as enhancing tenure security, housing improvements and the provision of basic infrastructure.

In 2018, UN-Habitat partnered with the Lusaka City Council to collect socioeconomic and spatial data in the Kanyama settlement. These data are used to determine the poverty levels, available services, sources of income and age structure of residents. This helps UN-Habitat and residents to decide, in a participatory manner, the priority needs, the long-term solutions and the entry points for the slum upgrading process. Other partners in the project included the Ministry of Lands and Natural Resources, the Ministry for Local Government and Housing, the Peoples' Process for Housing and Poverty in Zambia and the project implementers, namely, the Lusaka City Council, the Kanyama ward leadership and grassroot community members through the Kanyama Ward Development Committee.

In 2018, UN-Habitat work included different elements of slum upgrading: the profiling and mapping of the settlement; participatory enumerations; the implementation of pro-poor, gender-responsive and fit-for-purpose land tools and approaches, such as the social tenure domain model; and improvements in housing. As part of the project, more than 18,400 households had their data collected, covering more than 12,000 properties in the settlement.



*A land owner displays her certificate of occupancy in Zambia. Source: UN-Habitat*

<sup>a</sup> As outlined in paragraphs 15.11 to 15.22, the present report reflects a change in the programmatic structure for 2020. For this reason, a separate annex is included with programme performance information for 2018 that follows the programmatic structure in 2018.

### Result and evidence

The deliverables contributed to the result, which is improved tenure security and the empowerment of the residents, who also have better living conditions.

Evidence of the result includes 33 occupancy licences issued by the Lusaka City Council in 2018. Occupancy licences, although not the same as land titles, provide tenure security for the holder because they guarantee occupancy rights to a dwelling or house on a piece of land for a 30-year period, which is renewable.

Improved tenure security gave settlement dwellers increased confidence and peace of mind, as expressed in statements given during the licence issuance ceremony held in October 2018. One settlement dweller, Florence Kawesha, said, “I now have peace of mind knowing that no one can evict me from my property”. Another resident, Dopson Dobola, talked enthusiastically about the importance of the occupancy license, emphasizing, “Now this land or this house that I will be staying in, is now mine! It is mine and no one will come and interfere with me in any way!” The ceremony was led by the Mayor of Lusaka, Miles Bwalya Sampa, who described it as a landmark event in the city’s history.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.2 A planned result for 2018, which is 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, young people and indigenous people, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people, implemented by partner local (9) and national (11) governments and Habitat Agenda partners (20). Using appropriate land tools, UN-Habitat has demonstrated that improved tenure security can be achieved through policy and operational support, examples of which include projects in the Democratic Republic of the Congo, Kenya, the Philippines and Uganda, as well as in Kosovo.<sup>b</sup>

## 3. Deliverables for the period 2018–2020

- A.3 Table A.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.1

### Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	10	11	5	–
Seminars, workshops and training events (number of days)	18	18	15	–
Publications (number of publications)	6	6	5	–
Technical materials (number of materials)	3	3	4	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				

<sup>b</sup> References to Kosovo shall be understood to be in the context of Security Council resolution [1244 \(1999\)](#).

#### **4. Most significant relative variances in deliverables**

##### **Variances between the actual and planned figures in 2018**

- A.4 The variance in field and technical cooperation projects was driven by a project on land tenure, owing to increased demand from Member States in the Arab region for support for land administration and inclusive land tenure.

## Subprogramme 2

### Urban planning and design

#### 1. Objective

- A.5 The objective, to which this subprogramme contributes, is 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.

#### 2. Highlighted result in 2018

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##### Improved equity and shared prosperity in cities and regions: national urban policy in Argentina and beyond

In 2017, the Government of Argentina requested support from UN-Habitat to define, along with key national stakeholders, a policy that would support the balanced regional development of its huge territory and foster the inclusive development of its cities. In 2017 and 2018, the Government decided to transform its model of urbanization and territorial development so that its metropolitan, subnational and national authorities would be more integrated, connected and socially inclusive.

For one of the most urbanized countries in the world, with 9 of 10 inhabitants living in urban centres, developing a national urban policy was a solution. The Ministry of Interior, Public Works and Housing, with the support of UN-Habitat, launched a national process in that regard. Wide-ranging participatory policymaking actions were adopted and implemented, including the creation of steering committees involving many national and local development actors. In 2018, UN-Habitat contributed to the deliverables through the development of operational tools, guidelines and technical documents for the creation of more balanced territorial development and the establishment of a federal urban observatory. Along with this process, UN-Habitat not only brought its experience in supporting Governments in defining their national policies, but also added other dimensions such as evidence-based mechanisms. In 2018, working with 18 provinces and 75 municipalities, the Government of Argentina adopted its first national urban policy, which included cities of all sizes, locations and functions to ensure that all of them would benefit and contribute to national development.



National urban policy for Argentina. Source: UN-Habitat

##### *Result and evidence*

The deliverables contributed to the result, which is the commitment of the Government of Argentina to pursuing balanced urban development through an inclusive process. As the policy continues to be implemented, rural and urban development will be gradually transformed and will enhance equity and prosperity for all. The national urban policy in Argentina is now a reference for other Member States seeking to address similar challenges. It provides direction and a course of action to support urban development. It can also be used as a reference for legislative institutional reform that is planned in 2019.

Evidence of the result includes the adoption of the first national urban policy in Argentina, and five cities are already planning to reallocate resources, redirect investment and prepare a new evaluation system that will be used to assess how cities are performing in delivering more equitable development.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- A.6 A planned result for 2018, which is improved national urban policies or spatial frameworks for compact, integrated, connected, and socially inclusive cities and for planned urban expansion adopted by partner metropolitan, subnational and national authorities, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by five partner metropolitan, three subnational and nine national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities. UN-Habitat supported Malawi, which adopted its national urban policies in 2018. India, Iran (Islamic Republic of), Myanmar and the Philippines are currently working on new urban policies or updating the existing ones.

### 3. Deliverables for the period 2018–2020

- A.7 Table A.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.2

#### Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	12	34	15	–
Seminars, workshops and training events (number of days)	86	91	87	–
Publications (number of publications)	3	8	6	–
Technical materials (number of materials)	4	4	4	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.8 The variance in field and technical cooperation projects was driven mainly by projects on the public space programme, owing to demand from Member States.
- A.9 The variance in seminars, workshops and training events was driven by training on the public space programme, owing to demand from Member States.
- A.10 The variance in publications was driven by publications related to the public space programme, owing to demand from Member States.

## Subprogramme 3

### Urban economy and municipal finance

#### 1. Objective

- A.11 The objective, to which this subprogramme contributes, is to improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance.

#### 2. Highlighted result in 2018

##### Increased municipal revenue for greater self-reliance in Afghanistan

Many municipalities in Afghanistan do not generate adequate funding to provide basic services and infrastructure to their citizens, and instead rely on budget transfers from the central Government. The revenue has not been stable, predictable and adequate. One of the major streams of locally generated revenue available to municipalities is the *safayi*, a property levy paid by local property owners to the municipality. Some two thirds of Afghanistan's properties are unregistered, so owners do not pay the *safayi*. Of those that are registered, fees are not collected systematically, but rather are done so on an ad hoc basis. In Kabul municipality, it is estimated that *safayi* fees were collected from only 12 per cent of eligible properties in 2016.



*Safayi payment in Kabul District 17. Source: UN-Habitat.*

In 2018, the UN-Habitat City for All programme supported Kabul in implementing reforms to the *safayi* system to make it more transparent, reliable and comprehensive. Those reforms included surveying all properties (more than 1 million in total), including informal properties, for property registration and the collection of the *safayi*; introducing an electronic database for the calculation, recording and tracking of the *safayi*, which was previously carried out manually; establishing direct payment into a municipality's bank account, thereby removing opportunities for the misuse of funds; and annual delivery of *safayi* invoices to all properties surveyed, combined with outreach and awareness-raising activities. UN-Habitat undertook a comprehensive review of the Taliban-era laws and regulations under which the *safayi* had been collected and proposed changes to make them more efficient, transparent and fair. With regard to the registration of a property, the owner is given a notebook (evaluation report) by the municipal authorities, and, on the basis of this, they are issued with invoices for paying the *safayi*.

##### *Result and evidence*

The deliverables contributed to the result, which is increased and more stable municipal revenue, which leads to the improved capacity of the municipality to provide basic services to the population.

Evidence of the result includes that, by the end of 2018, 234,454 *safayi* invoices in eight cities in Afghanistan had been issued, with \$5.49 million in *safayi* paid to municipalities.

To that effect, the district manager for Kabul District 17 noted, "Previously, District 17 was able to issue 20 to 55 *safayi* notebooks per month. However, ... the district is now able to issue up to 100 notebooks per week. I believe the programme is making *safayi* fees fairer and more transparent".

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.12 A planned result for 2018, which is improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance, as referred to in the proposed programme budget for the biennium 2018–2019, was partially achieved, as evidenced by 30 partner cities that, in 2018, implemented plans or strategies for improved urban and municipal finance. This was demonstrated by the city of Kabul, for example, which is collecting more revenue than before and providing basic services to its citizens. There is also more transparency and accountability for received revenue owing to the systems introduced, and there are improvements in the provision of basic services and infrastructure.

### 3. Deliverables for the period 2018–2020

- A.13 Table A.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.3

#### Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	12	12	11	–
Seminars, workshops and training events (number of days)	24	24	18	–
Publications (number of publications)	7	7	6	–
Technical materials (number of materials)	2	2	2	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				



## Subprogramme 4 Urban basic services

### 1. Objective

- A.14 The objective, to which this subprogramme contributes, is to increase equitable access to urban basic services and the standard of living of the urban poor.

### 2. Highlighted result in 2018

#### Reduced commuting time and air pollution in African cities

While cities in Africa are expanding rapidly, the lack of integrated public transport in them has led to serious congestion, long commutes, many accidents and poor air quality. Road traffic is one of the main contributors to air pollution spikes, which, in Nairobi, are up to 10 times higher than the WHO recommended threshold.

From 2011 to 2018, UN-Habitat supported three African capital cities, Addis Ababa, Kampala and Nairobi. in planning for and designing better public transport systems, with financial support provided by the Global Environment Facility through a project entitled “Promoting sustainable transport solutions for East African cities”. For example, in Nairobi, in collaboration with national and local governments and several local partners, including the Innovation Hub of the University of Nairobi, UN-Habitat supported the introduction of cost-effective ways to plan Bus Rapid Transit systems, a high-quality, bus-based transit system with a dedicated lane that is more reliable and faster than conventional bus services, in the three cities. In 2018, design guidelines for the Bus Rapid Transit system were accepted by the newly established Nairobi Metropolitan Area Transport Authority, which also began work in developing a comprehensive plan for public transport operations in the city.

UN-Habitat also supported the Nairobi Metropolitan Area Transport Authority in the preparation of technology and design standards for the various Bus Rapid Transit system corridors. In Addis Ababa, detailed designs for a Bus Rapid Transit system based on recommendations of the project were completed in 2018.

#### *Result and evidence*

The deliverables contributed to the result, which is the increased knowledge and capacity of decision makers in the three cities to plan for and implement Bus Rapid Transit systems, as well as the establishment and strengthening of metropolitan transit authorities, the overarching agencies responsible for the development of sustainable mobility systems. The Bus Rapid Transit systems are designed to reduce greenhouse gas emissions by the equivalent of 1.8 million tons of carbon dioxide by 2035. In addition, health benefits from reduced pollution, along with fuel savings for the three cities combined, is expected to be between \$110 million and \$125 million annually.

Evidence of the result includes the adoption of the technical designs for the Bus Rapid Transport systems in Addis Ababa and Nairobi and a commitment for funding for the system implementation between governments and financing partners.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.



*Bus rapid transit system in Dar es Salaam, United Republic of Tanzania.  
Source: Institute for Transportation and Development Policy*

- A.15 A planned result for 2018, which is increased coverage of sustainable urban basic services in targeted communities, as referred to in the proposed programme budget for the biennium 2018–2019, was

achieved, as evidenced by 350,000 people in targeted countries with access to sustainable modes of transport as a result of UN-Habitat interventions. The project on promoting sustainable transport solutions for East African cities is inspiring other African cities to move forward on implementing modernized, sustainable urban transport systems that generate reductions in commuting times and in greenhouse gases. In Cairo, UN-Habitat is supporting the introduction of a modern Bus Rapid Transit system, working with the Government of Egypt and UN-Women. The aim is to make public transport more responsive to the needs of women. In 2018, focus group discussions and an online survey of 2,000 women revealed the difficulties that women face in using public transport. The results will inform mobility planning and the design of public transport in Egypt. A pilot project undertaken in Cairo showed that women feel much safer when their needs are taken into account.

### 3. Deliverables for the period 2018–2020

- A.16 Table A.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.4

#### Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	13	9	13	–
Seminars, workshops and training events (number of days)	30	21	27	–
Technical materials (number of materials)	1	1	–	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.17 The variance in field and technical cooperation projects was driven by projects on water and sanitation, clean energy and energy efficiency and water and sanitation, owing to insufficient extrabudgetary resources raised for implementation.
- A.18 The variance in seminars, workshops and training events was driven by training events on water and sanitation, sustainable energy and sustainable mobility, owing to insufficient extrabudgetary resources.

## Subprogramme 5 Housing and slum upgrading

### 1. Objective

- A.19 The objective, to which this subprogramme contributes, is to improve access to adequate and sustainable housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner.

### 2. Highlighted result in 2018

#### Improved security of tenure and livelihoods for slum dwellers

Khadija Ali, a widow living in Majengo slums, Kilifi County, on the Kenyan coast and her neighbours have lived in the slum that had no running water, sanitation, solid waste management and street lighting for more than 50 years. This settlement, along the neighbouring one of Mzambarauni, with a combined population of 36,000 people and approximately 6,000 households, were classified as informal settlements and therefore not eligible for connection to formal municipal services (e.g., water and electricity), owing to a lack of requisite ownership documents. In 2012, the Ministry of Local Government approached UN-Habitat to provide a city-wide slum upgrading strategy through the Participatory Slum Upgrading Programme.



*Majengo community members during participatory planning session.  
Source: UN-Habitat (2018)*

In 2012, through the mobilization of stakeholders and communities in Mtwapa, the Participatory Slum Upgrading Programme developed the citywide slum upgrading strategy that focused on the two slums most in need: Mazambauni and Majengo. From 2014 to 2017, the project produced socioeconomic data of the slums, maps and registration databases of plots and properties, elected community development committees for registering residents and carried out participatory neighbourhood planning for the formal recognition of land tenure and the creation of space for the laying of utility infrastructure.

In 2018, UN-Habitat assisted the Government of Kenya, the county government of Kilifi and beneficiary communities in developing neighbourhood plans for both settlements, which were subsequently approved by the Kenyan authorities. The spatial plan contained information on all building in the neighbourhoods (plot plan), and its approval therefore means that they cannot be demolished.

#### *Result and evidence*

The deliverables contributed to the result, which is security of tenure with recognized right of occupancy and improved living conditions for the more than 36,000 residents of the two areas targeted by the project.

Evidence of the result includes the endorsed neighbourhood plans with a beneficiary list of existing residents and plot numbers that will be used to formally recognize tenure in Kilifi, as approved by the county assembly. It provides for the provision of utilities and public space. With its approval by the county assembly, Khadija and her neighbours achieved security of tenure and their community was recognized as part of the citywide slum upgrading plan.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.20 A planned result for 2018, which is improved slum upgrading and prevention policies, strategies or programmes, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by 52 partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes.

### 3. Deliverables for the period 2018–2020

- A.21 Table A.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.5

#### Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	6	6	12	–
Seminars, workshops and training events (number of days)	21	21	21	–
Publications (number of publications)	2	3	1	–
Technical materials (number of materials)	8	8	8	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.22 The variance in publications was driven by publications on sustainable housing and finance and slum upgrading, owing to demand from Member States.

## Subprogramme 6

### Risk reduction, rehabilitation and urban resilience

#### 1. Objective

- A.23 The objective, to which this subprogramme contributes, is 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.

#### 2. Highlighted result in 2018

##### After the pain of war

The 25-year-long conflict in Sri Lanka, which ended in 2009, left more than 100,000 families, or 350,000 people, displaced in the final months of fighting, along with many thousands of casualties. More than 100,000 homes were destroyed and damaged, with most of the properties looted, resulting in the loss of property and, in many cases, of the proof of property ownership.

In 2018, 1,337 houses were started and 379 completed for families affected by the conflict, community centres were built and rehabilitated, associated basic services were constructed and upgraded and several kilometres of community roads were resurfaced. Through the project, entitled “Settlements recovery and reconstruction: building back better”, UN-Habitat offered technical assistance that included design, the preparation of the bills of quantities, assistance with securing land tenure rights, obtaining local authority approvals and training on disaster risk mitigation and environmentally friendly construction methods. Homeowners and local artisans were equipped with relevant skills through training provided by UN-Habitat and its partners.



Children playing outside the compound of a reconstructed house in Sri Lanka. Source: UN-Habitat

UN-Habitat was co-leading the inter-agency shelter cluster (sector) with UNHCR and asked the collaborating agencies to consider more expensive but durable/permanent solutions that would include “building back better” and increasing resilience. Durable solutions, rather than cheaper transitional shelters, help to ensure that affected families receive a “development gain” out of the disaster, which in turn contributes to peace stabilization.

In 2018, the independently commissioned self-evaluation recognized the success of the “Settlements recovery and reconstruction: building back better” post-crisis reconstruction programme.

##### Result and evidence

The deliverables contributed to the result which is improved settlement recovery and reconstruction interventions for long-term sustainability in cities and other human settlements.

Evidence of the result includes a policy decision by the Government of Sri Lanka to adopt the “building back better” community-based approach in the recovery and reconstruction of durable homes and basic infrastructure.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.24 A planned result for 2018, which is improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 65 per cent (in 2018) of shelter rehabilitation programmes that are contributing to disaster-resilient

permanent housing. Afghanistan, Haiti, Indonesia, Iraq, Myanmar, Pakistan, the Philippines, Somalia and the Sudan, as well as the State of Palestine, have all been supported by UN-Habitat in rehabilitating and building back better, sustainable, disaster resilient houses and infrastructure following earthquakes, war and other disasters.

### 3. Deliverables for the period 2018–2020

- A.25 Table A.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.6

#### Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	17	17	19	–
Seminars, workshops and training events (number of days)	32	32	31	–
Publications (number of publications)	2	2	4	–
Technical materials (number of materials)	2	2	3	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				

## Subprogramme 7

### Urban research and capacity development

#### 1. Objective

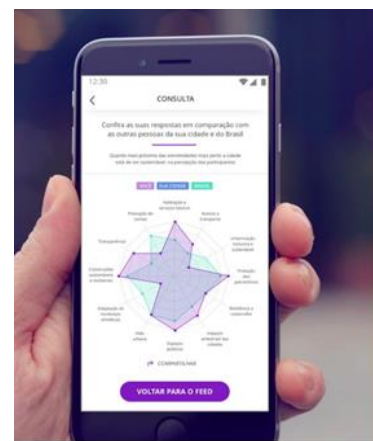
- A.26 The objective, to which this subprogramme contributes, is to improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local national and global levels.

#### 2. Highlighted result in 2018

##### Facilitation of broader participation in the achievement of Sustainable Development Goal 11 in Brazil

Brazil has witnessed rapid urbanization since the mid-twentieth century. In 1950, only 36.5 per cent of the population lived in urban areas, compared with 87.7 per cent in 2015. The trend is projected to continue, and, by 2030, it is estimated that 90.5 per cent of the country's population will live in urban areas.

In 2018, UN-Habitat delivered training programmes and capacity-building workshops in support of the localization of Sustainable Development Goal 11 in cities of Asia, Africa and Latin America, which targeted decision makers and technical cadres of national and local governments and staff of national statistical commissions. The training focused on the planning and achievement of and reporting on Sustainable Development Goal 11 and the New Urban Agenda, and included methodologies, the design of indicators, data-gathering and policies. It helped to improve the capacity, knowledge and skills of representatives from 102 countries, in addition to knowledge exchange and peer-to-peer learning. The training was part of a project entitled “Accountability systems for measuring, monitoring and reporting on sustainable city policies in Latin America”, led by UN-Habitat in cooperation with the Economic Commission for Latin America and the Caribbean. It involved six cities in Bolivia (Plurinational State of), Brazil and Peru. As part of the training, UN-Habitat developed a questionnaire on Goal 11 and administered it to training participants, focusing on their perceptions of their cities.



Mobile innovation strengthens urban participation. Source: UN-Habitat

In the New Urban Agenda (endorsed by the General Assembly in its resolution [71/256](#)), Member States envisaged cities that are participatory and promote civic engagement. UN Habitat questionnaires were launched on an existing platform on a mobile phone-based application. The application, which is able to collect citizens' views and perceptions about the degree to which cities provide services and contribute to the achievement by Member States of the targets of Sustainable Development Goal 11, raises the awareness of citizens and empowers them. The application demonstrates an innovative way of engaging citizens and creating awareness of policies on sustainable cities and of the 2030 Agenda, in addition to gathering data to support a dialogue with municipal governments for policy change.

##### Result and evidence

The deliverables contributed to the result, which is the increased participation of citizens in the achievement by Member States of Sustainable Development Goal 11.

Evidence of the result includes nearly 7,000 respondents from 708 cities who had given their opinion on the achievement of Sustainable Development Goal 11 in their cities in Brazil as of December 2018. The city of Belo Horizonte adopted the application for its city consultation and the city of Niterói expanded the use of the application to engage citizens in its sustainable cities policies and is currently ahead among cities in the number of citizens engaged. The Brazilian television network Globo called upon residents to voice their views on the development of their cities. “I really believe that, if you know the real needs of the population, authorities will be able to make decisions more assertively,” said Igor Hemmings, a 25-year-old manager from the city of Caçapava, who



participated in the consultation. “Collaborating to make my city a sustainable city is awesome, and there is no better source for a city diagnosis than the citizens who live in that city”.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.27 A planned result for 2018, which is improved monitoring of global urbanization conditions and trends, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 383 urban observatories in 2018 using, upon approval by appropriate authorities, UN-Habitat monitoring tools, methods and data.

### 3. Deliverables for the period 2018–2020

- A.28 Table A.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.7

**Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	3	3	2	–
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	–	8	–	–
Seminars, workshops and training events (number of days)	209	218	243	–
Publications (number of publications)	3	5	17	–
Technical materials (number of materials)	12	12	21	–
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

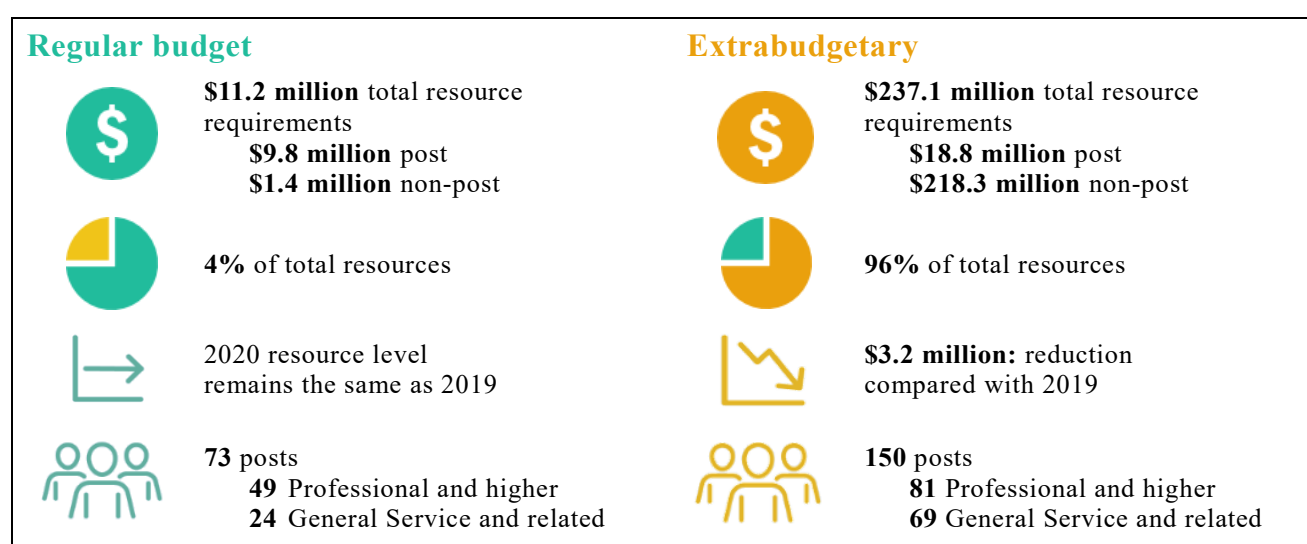
- A.29 The variance in field and technical cooperation projects was driven mainly by projects in support of the Global Urban Observatory, owing to demand from member states.
- A.30 The variance in seminars, workshops and training events was driven by workshops on technical support for monitoring and reporting on Sustainable Development Goal 11 and the New Urban Agenda, owing to increased demand from Member States and local authorities.
- A.31 The variance in publications was driven by best practices publications, owing to increased demand from Member States.

## B. Proposed post and non-post resource requirements for 2020

### Overview

- 15.50 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 15.II and table 15.5. As described in paragraphs 15.11 to 15.22, the programmatic structure of UN-Habitat reflects a proposed change from seven subprogrammes in the biennium 2018–2019 to four subprogrammes in the year 2020. The proposed change is in line with the strategic plan for the period 2020–2025 of UN-Habitat. Accordingly, the proposed programme budget for 2020 includes proposed redeployments of posts and non-posts resource requirements, on a cost-neutral basis, from the old to the new programmatic structure, as detailed in table 15.5.

Figure 15.II  
2020 in numbers



Note: Estimates before recosting.

Table 15.5  
Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
<b>Financial resources</b>									
Polymaking organs	40.2	566.2	526.0	—	300.0	300.0	40.2	866.2	826.0
Executive direction and management	2 189.1	1 663.1	(526.0)	13 000.0	5 800.0	(7 200.0)	15 189.1	7 463.1	(7 726.0)
Programme of work									
2018–2019 programmatic structure									
1. Urban legislation, land and governance	1 199.9	—	(1 199.9)	29 800.0	—	(29 800.0)	30 999.9	—	(30 999.9)
2. Urban planning and design	1 411.0	—	(1 411.0)	34 500.0	—	(34 500.0)	35 911.0	—	(35 911.0)

**Section 15 Human settlements**

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
3. Urban economy and municipal finance	986.8	–	(986.8)	26 300.0	–	(26 300.0)	27 286.8	–	(27 286.8)
4. Urban basic services	984.4	–	(984.4)	34 900.0	–	(34 900.0)	35 884.4	–	(35 884.4)
5. Housing and slum upgrading	1 291.4	–	(1 291.4)	33 400.0	–	(33 400.0)	34 691.4	–	(34 691.4)
6. Risk reduction, rehabilitation and urban resilience	766.0	–	(766.0)	42 100.0	–	(42 100.0)	42 866.0	–	(42 866.0)
7. Urban research and capacity development	1 305.7	–	(1 305.7)	18 000.0	–	(18 000.0)	19 305.7	–	(19 305.7)
<i>2020 programmatic structure</i>									
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	–	2 032.3	2 032.3	–	51 500.0	51 500.0	–	53 532.3	53 532.3
2. Enhanced shared prosperity of cities and regions	–	2 313.3	2 313.3	–	52 800.0	52 800.0	–	55 113.3	55 113.3
3. Strengthened climate action and improved urban environment	–	2 021.4	2 021.4	–	34 600.0	34 600.0	–	36 621.4	36 621.4
4. Effective urban crisis prevention and response	–	1 578.2	1 578.2	–	81 300.0	81 300.0	–	82 878.2	82 878.2
<b>Subtotal, programme of work</b>	<b>7 945.2</b>	<b>7 945.2</b>	<b>–</b>	<b>219 000.0</b>	<b>220 200.0</b>	<b>1 200.0</b>	<b>226 945.2</b>	<b>228 145.2</b>	<b>1 200.0</b>
Programme support	988.1	988.1	–	8 300.0	10 800.0	2 500.0	9 288.1	11 788.1	2 500.0
<b>Total</b>	<b>11 162.6</b>	<b>11 162.6</b>	<b>–</b>	<b>240 300.0</b>	<b>237 100.0</b>	<b>(3 200.0)</b>	<b>251 462.6</b>	<b>248 262.6</b>	<b>(3 200.0)</b>
<b>Post resources</b>									
Polycymaking organs	–	5	5	–	–	–	–	5	5
Executive direction and management	15	10	(5)	34	34	–	49	44	(5)
Programme of work									
<i>2018–2019 programmatic structure</i>									
1. Urban legislation, land and governance	8	–	(8)	8	–	(8)	16	–	(16)
2. Urban planning and design	9	–	(9)	14	–	(14)	23	–	(23)
3. Urban economy and municipal finance	7	–	(7)	8	–	(8)	15	–	(15)
4. Urban basic services	6	–	(6)	8	–	(8)	14	–	(14)
5. Housing and slum upgrading	8	–	(8)	15	–	(15)	23	–	(23)
6. Risk reduction, rehabilitation and urban resilience	6	–	(6)	15	–	(15)	21	–	(21)

## Part IV International cooperation for development

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
7. Urban research and capacity development	7	–	(7)	3	–	(3)	10	–	(10)
<i>2020 programmatic structure</i>									
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	–	13	13	–	18	18	–	31	31
2. Enhanced shared prosperity of cities and regions	–	16	16	–	13	13	–	29	29
3. Strengthened climate action and improved urban environment	–	13	13	–	19	19	–	32	32
4. Effective urban crisis prevention and response	–	9	9	–	21	21	–	30	30
<b>Subtotal, programme of work</b>	<b>51</b>	<b>51</b>	<b>–</b>	<b>71</b>	<b>71</b>	<b>–</b>	<b>122</b>	<b>122</b>	<b>–</b>
Programme support	7	7	–	45	45	–	52	52	–
<b>Total</b>	<b>73</b>	<b>73</b>	<b>–</b>	<b>150</b>	<b>150</b>	<b>–</b>	<b>223</b>	<b>223</b>	<b>–</b>

## Overview of resources for the regular budget

- 15.51 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 15.6 and 15.7. The proposed resource level provides for the full, efficient and effective delivery of mandates.

Table 15.6

### Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

Component	Changes							2020 estimate (before recosting)	2020 estimate (after recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Polymaking organs	9.2	40.2	–	–	526.0	526.0	1 308.5	566.2	601.1
Executive direction and management	2 210.4	2 189.1	–	–	(526.0)	(526.0)	(24.0)	1 663.1	1 753.0
Programme of work	8 207.5	7 945.2	–	–	–	–	–	7 945.2	8 396.6
Programme support	1 117.2	988.1	–	–	–	–	–	988.1	1 044.1
<b>Total</b>	<b>11 544.3</b>	<b>11 162.6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>11 162.6</b>	<b>11 794.8</b>

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage		
<b>Main category of expenditure</b>								
Post	10 257.1	9 800.6	—	—	—	—	9 800.6	10 355.4
Non-post	1 287.2	1 362.0	—	—	—	—	1 362.0	1 439.4
<b>Total</b>	<b>11 544.3</b>	<b>11 162.6</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11 162.6</b>	<b>11 794.8</b>

Table 15.7  
Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
USG	1	—	—	—	1	—
D-2	1	—	—	—	1	—
D-1	4	—	—	—	4	—
P-5	9	—	—	—	9	—
P-4	15	—	—	—	15	—
P-3	14	—	—	—	14	—
P-2/1	5	—	—	—	5	—
<b>Subtotal</b>	<b>49</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>49</b>	<b>—</b>
<b>General Service and related</b>						
Other level	2	—	—	—	2	—
<b>Subtotal</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2</b>	<b>—</b>
<b>Other</b>						
Local level	22	—	—	—	22	—
<b>Subtotal</b>	<b>22</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>22</b>	<b>—</b>
<b>Total</b>	<b>73</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>73</b>	<b>—</b>

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.  
Abbreviation: USG, Under-Secretary-General.

## Polycymaking organs

- 15.52 The resources proposed under this component would provide for requirements relating to the UN-Habitat Assembly and its subsidiary bodies. From January 2002 to December 2018, UN-Habitat was governed by a 58-member Governing Council. In December 2018, the General Assembly adopted resolution 73/239, by which it established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, a 36-member Executive Board and a Committee of Permanent Representatives. The new governing body will hold its first session in May 2019. Tables 15.8 and 15.9 provide information on the UN-Habitat Assembly and its subsidiary bodies under the regular budget.

Table 15.8  
Policymaking organs

	Mandate	Description	Membership		Resource requirements (thousands of United States dollars)		
			Governments	Experts	Number of sessions in 2020	2019 appropriation	2020 estimate (before recosting)
UN-Habitat Assembly	General Assembly resolution <a href="#">73/239</a>	Provides policy guidance on human settlements and sustainable urbanization and strategic oversight of UN Habitat. It approves the UN-Habitat six-year strategic plan. It would report every four years on its work, to the General Assembly, through the Economic and Social Council at its substantive session. It meets every four years for five days. Its first session will be held in May 2019	193		None	40.2	566.2
Committee of Permanent Representatives	General Assembly resolution <a href="#">73/239</a> and <a href="#">56/206</a> and note by the Secretary-General ( <a href="#">A/73/726</a> )	Intersessional subsidiary body of the UN-Habitat Assembly. It is responsible for a high-level midterm review of the implementation of the UN-Habitat Assembly decisions and resolutions and for preparing for the next session of the Assembly. It would meet twice every four years: once prior to the UN-Habitat Assembly session, in preparation for that session, and a second time for a high-level midterm review	193		1: First session	–	–
Executive Board	General Assembly resolution <a href="#">73/239</a>	Strengthens oversight of UN-Habitat operations and enhances accountability, transparency, efficiency and effectiveness of UN-Habitat. It oversees preparation of the draft strategic plan before its approval by the UN-Habitat Assembly and is responsible for the review and approval of the annual work programme and budget. The Executive Board will hold its first session in May 2019 for three days	36		3: Third to fifth sessions	–	–
Total			–			40.2	566.2

15.53 The proposed regular budget resources for 2020 amount to \$566,200 and reflect an increase of \$526,000 compared with the appropriation for 2019. Additional details are reflected in table 15.9 and figures 15.III and 15.IV.

Figure 15.III  
**Resources for policymaking organs as a percentage of the regular budget**

(Millions of United States dollars)

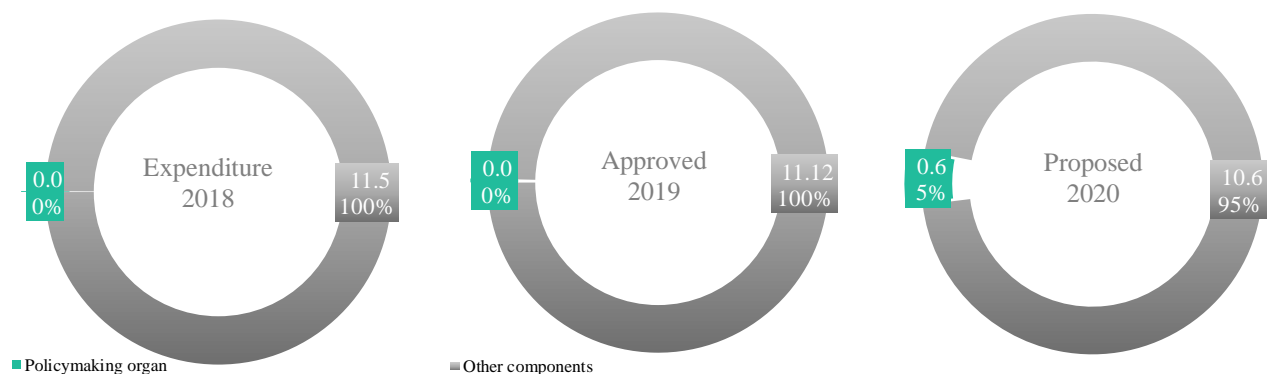


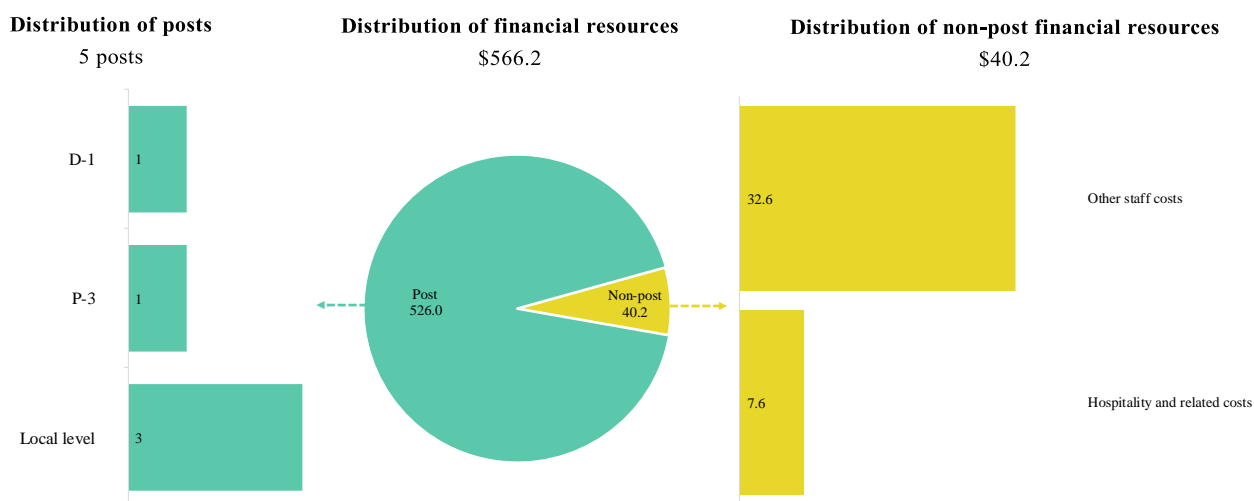
Table 15.9  
**Policymaking organs: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Change					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	526.0	526.0	—	526.0
Non-post	9.2	40.2	—	—	—	—	—	40.2
Total	9.2	40.2	—	—	526.0	526.0	1 308.5	566.2
Post resources by category								
Professional and higher		—	—	—	2	2	—	2
General Service and related		—	—	—	3	3	—	3
Total		—	—	—	5	5	—	5

Figure 15.IV  
**Policymaking organs: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



15.54 The variance of \$526,000 reflects:

**Other changes.** Redeployment of five posts (1 D-1, 1 P-3 and 3 General Service (Local level)) of the secretariat of the policymaking organs from the executive direction and management component to the policymaking organs component to align the purpose of the post resources with the component under which they are reported, thereby improving transparency.

15.55 Extrabudgetary resources are estimated at \$300,000, as reflected in table 15.5. The resources would support the work of the secretariat of the policymaking organs. The increase of \$300,000 compared with the estimates for 2019 is due to the inward redeployment of resources related to supporting policymaking organs from the executive direction and management component to align the purpose of the resources with the component under which they are reported.

## Executive direction and management

15.56 Executive direction and management falls under the responsibility of the Executive Director, supported by the Deputy Executive Director, and includes the Strategy and Policy Section, the Evaluation Section, and the Division of External Relations, including the liaison offices in New York, Brussels and Geneva. The Executive Director provides overall direction on the effective and efficient implementation of the strategic plan and the annual work programme and budget of UN-Habitat. In addition, the Executive Office also coordinates the agency's relations with Member States, United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the 2030 Agenda and other relevant mandates.

15.57 The Strategy and Policy Section develops and updates key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches for addressing emerging urban challenges and opportunities, and in ensuring that such approaches benefit from the most recent evidence-based research and assessments on sustainable urban development and human settlements issues. The Section provides strategic and policy advice to the Executive Director and the Deputy Executive Director, leads the development of a results-based management strategy, supports and coordinates the development and implementation of reform and change management, supports and coordinates the preparation of inputs to reports of the Secretary-General and leads efforts to create an enabling environment for innovation. The deliverables of the Section for the 2020 annual workplan are the operationalization tools for the strategic plan for the period 2020–2025, policy statements of the Executive Director, the report of the Secretary-General on the implementation of



the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of UN-Habitat, and the report of the Executive Director on the activities of UN-Habitat, including coordination matters.

- 15.58 The independent Evaluation Unit is responsible for coordinating the evaluation activities of UN-Habitat and improving evaluation systems in line with norms and standards for evaluation in the United Nations system. The Unit will set forth the organizational evaluation plan, manage, conduct and follow up on evaluations to inform decision-making, and improve learning, performance and accountability. Corporate evaluations to assess issues of strategic significance concerning development effectiveness, organizational performance and normative and operational coherence will be managed by the Unit, with the support of external evaluators. The Unit also supports decentralized evaluations, typically conducted by external evaluators but managed by substantive offices, including regional offices, country offices and headquarter divisions. In addition, the Unit will support self-evaluations that will be conducted by relevant offices in 2020. The Unit will continue to follow up on the use of evaluations and track the implementation of evaluation recommendations. It will regularly report to UN-Habitat management and governing bodies on activities of the evaluation function.
- 15.59 The External Relations Division oversees the secretariat of the policymaking organs (reflected under policymaking organs), UN-Habitat liaison offices in New York, Brussels and Geneva, and partnerships, advocacy and communication, including private-sector engagement. Through the secretariat of the policymaking organs and liaison offices in New York, Brussels and Geneva, the Division leads and facilitates UN-Habitat intergovernmental relations and the servicing of policy organs, especially the UN-Habitat Assembly and its subsidiary bodies.
- 15.60 The External Relations Division leads the development and operationalization of stakeholder engagement policy, accreditation procedures and collaborative frameworks and partnership strategy. It spearheads the mobilization and management of diverse strategic partners, including the private sector, civil society, academia and other stakeholders, for advocacy, increased action and resource mobilization in support of sustainable urbanization and human settlements development at all levels. It also supports stakeholder consultations and engagement in UN-Habitat intergovernmental processes.
- 15.61 The External Relations Division facilitates and leads advocacy, outreach and communications. It raises visibility on urban-related issues and the impact of the work of UN-Habitat through compelling messages, press releases, speeches, briefing materials, global broadcasts, social media, the global website, exhibitions, videos and human interest and results-driven stories. It coordinates the World Urban Forum, which gives a voice to all stakeholders. The Division also spearheads the World Urban Campaign, World Habitat Day, World Cities Day and other thematic, regional and national urban campaigns and awards. Emphasis will be placed on effective communication and advocacy to influence policies and exchange innovative solutions, good practices through partner networks and advocacy platforms, as well as enhance the image and identity of UN-Habitat.
- 15.62 The External Relations Division will promote the UN-Habitat global leadership role on sustainable urban development, especially the UN-Habitat Assembly, the Executive Board and the Committee of Permanent Representatives; intergovernmental affairs, including matters related to the General Assembly and the Economic and Social Council; United Nations system-wide inter-agency coordination; and the preparation of reports of the Secretary-General. The Division will spearhead collaboration with intergovernmental bodies, development banks and bilateral and other multilateral institutions. It will mobilize public, political and financial support and increased collaborative action at all levels to promote the influence of national development plans and policy frameworks, public/private partnerships and investment choices for the scaled-up implementation of sustainable urban development work. It will support the development and implementation of a United Nations system-wide strategy on sustainable urban development and a United Nations collaborative implementation framework to strengthen United Nations system coordination and collaboration. It will also, coordinate the implementation of the private-sector strategy, the stakeholders policy, the collaborative framework and the partnership strategy in the realization of the Sustainable Development Goals and New Urban Agenda, as well as UN-Habitat programmes.

- 15.63 Through financial instruments such as the Multi-Partner Implementation Facility for Sustainable Urban Development, and the Joint Policy Fund to Advance the 2030 Agenda through Integrated Policy, the External Relations Division will play a catalytic role in leveraging resources and promoting investment in sustainable urban development at the city, subnational and national levels.
- 15.64 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainable information into their reporting cycles, and in compliance with the cross-cutting mandate of the General Assembly in paragraph 19 of its resolution 72/219, UN-Habitat is integrating environmental management practices into its operations. In 2018, a highlight was that more than 70 per cent of the new projects completed Environmental and Social Safeguards System reports during the design stage. Furthermore, all projects would be required to report biannually on compliance during the implementation period in accordance with the UN-Habitat 2016 Environmental and Social Safeguards System policy. In 2020, UN-Habitat will adopt a revised version of the 2016 policy, which will integrate the United Nations common approach to environmental management, as guided by the decisions of the Environmental Management Group, of which UN-Habitat is a member. The updated Environmental and Social Safeguards System policy will ensure a more comprehensive thematic coverage that will be guided by the principle of not only “do no harm”, but also of “do good”, in relation to environmental practices and reporting throughout project-cycle management.
- 15.65 Information on compliance with regard to the timely submission of documentation and advanced booking for air travel is reflected in table 15.10.

Table 15.10  
**Compliance rate**

(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	50	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	10.9	100	100

- 15.66 The proposed regular budget resources for 2020 amount to \$1,663,100 and reflect a decrease of \$526,000 compared with the appropriation for 2019. Additional details are reflected in table 15.11 and figures 15.V and 15.VI.

Figure 15.V  
**Resources for executive direction and management as a percentage of the regular budget**

(Millions of United States dollars)

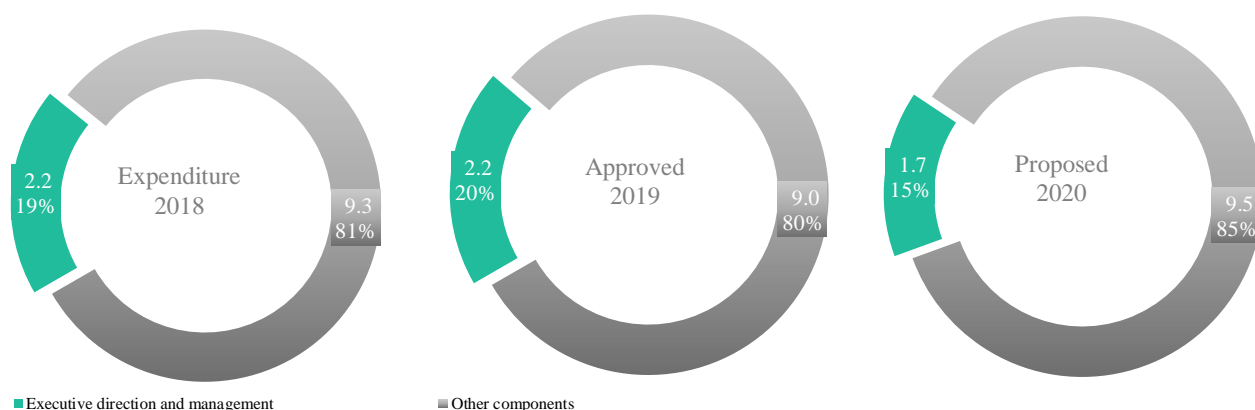


Table 15.11

**Executive direction and management: evolution of financial and post resources**

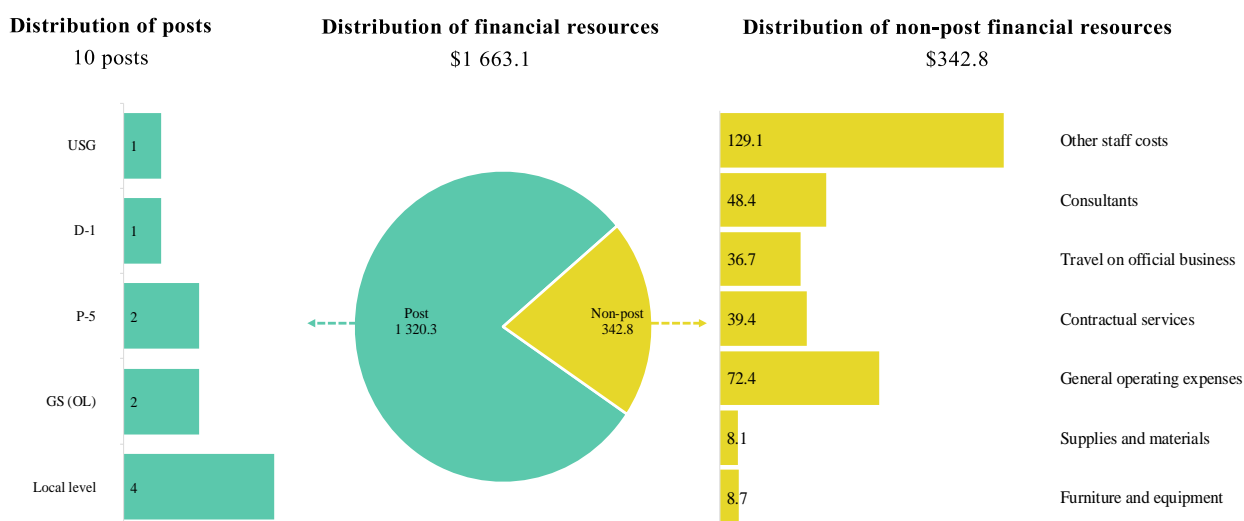
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimates (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	1 938.8	1 846.3	—	—	(526.0)	(526.0)	(28.5)	1 320.3
Non-post	271.6	342.8	—	—	—	—	—	342.8
Total	2 210.4	2 189.1	—	—	(526.0)	(526.0)	(24.0)	1 663.1
Post resources by category								
Professional and higher		6	—	—	(2)	(2)	(33.3)	4
General Service and related		9	—	—	(3)	(3)	(33.3)	6
Total		15	—	—	(5)	(5)	(33.3)	10

Figure 15.VI

**Executive direction and management: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



*Abbreviations:* GS (OL), General Service (Other level); USG, Under-Secretary-General.

15.67 The variance of \$526,000 reflects:

**Other changes.** Resource change relates to the outward redeployment of five posts (1 D-1, 1 P-3 and 3 General Service (Local level)) of the secretariat of the policymaking organs from the executive direction and management component to the policymaking organs component.

15.68 Extrabudgetary resources are estimated at \$5,800,000 and would provide for 34 posts, as reflected in table 15.5, and related non-post resources. The decrease of \$7,200,000 compared with the estimates for 2019 relates mainly to the funding for the World Urban Forum, which is not required in 2020, given that the Forum will be held in 2019 and no session is planned for 2020, and the

realignment of resources to policymaking organs, as well as to the relevant subprogrammes, on the basis of the thematic areas of the activities supported by extrabudgetary resources that are implemented by the external relations division.

## Programme of work

- 15.69 The proposed regular budget resource requirements for 2020 amount to \$7,945,200 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figures 15.VII and 15.VIII and table 15.12.
- 15.70 The proposed regular budget resource requirements for 2020 of \$7,945,200 for the programme of work would provide mainly for post resources of \$6,987,800 to cover staff redeployed from the old to the new programmatic structure, as detailed in table A.2 of annex II to the present report. Non-post resources of \$957,400 have been initially balanced across the four new subprogrammes, reflecting the subprogrammes' equal requirements to develop normative work and programmes to support Member States. The redistribution of the non-post resources is on a cost-neutral basis within the budget classes of general operating expenses, contractual services, travel, other staff costs, consultants, experts, furniture and equipment, and supplies and materials.

Figure 15.VII

### Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)

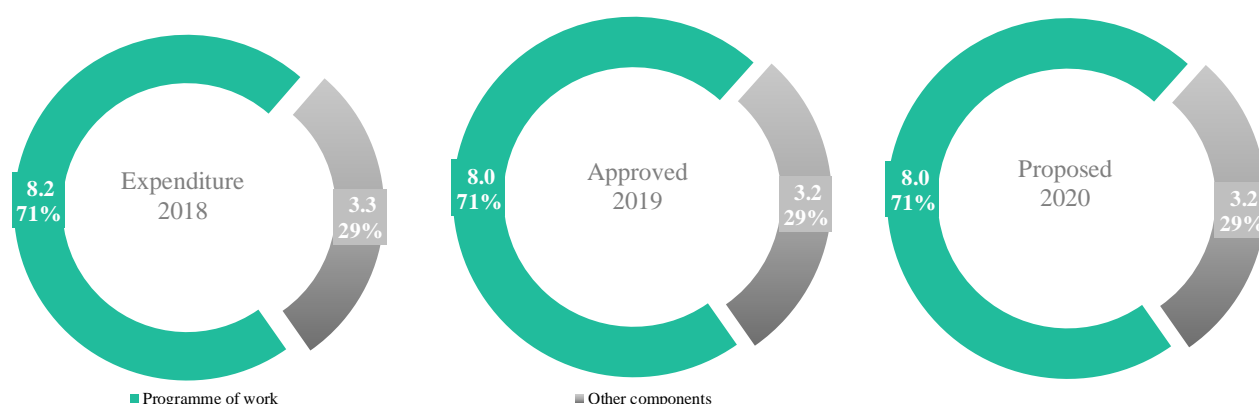


Table 15.12

### Programme of work: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

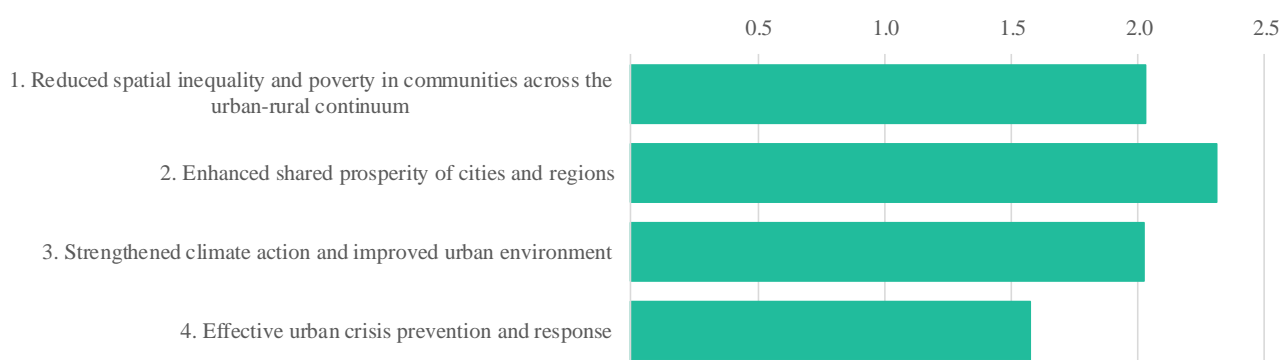
			Changes					2020 estimate (before recosting)
2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by subprogramme								
2018–2019 programmatic structure								
1. Urban legislation, land and governance	1 250.1	1 199.9	–	–	(1 199.9)	(1 199.9)	(100.0)	–
2. Urban planning and design	1 358.0	1 411.0	–	–	(1 411.0)	(1 411.0)	(100.0)	–
3. Urban economy and municipal finance	1 015.2	986.8	–	–	(986.8)	(986.8)	(100.0)	–
4. Urban basic services	952.3	984.4	–	–	(984.4)	(984.4)	(100.0)	–

**Section 15 Human settlements**

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
5. Housing and slum upgrading	1 334.1	1 291.4	–	–	(1 291.4)	(1 291.4)	(100.0)	–
6. Risk reduction, rehabilitation and urban resilience	746.6	766.0	–	–	(766.0)	(766.0)	(100.0)	–
7. Urban research and capacity development	1 551.1	1 305.7	–	–	(1 305.7)	(1 305.7)	(100.0)	–
<i>2020 programmatic structure</i>								
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	–	–	–	–	2 032.3	2 032.3	–	2 032.3
2. Enhanced shared prosperity of cities and regions	–	–	–	–	2 313.3	2 313.3	–	2 313.3
3. Strengthened climate action and improved urban environment	–	–	–	–	2 021.4	2 021.4	–	2 021.4
4. Effective urban crisis prevention and response	–	–	–	–	1 578.2	1 578.2	–	1 578.2
<b>Total</b>	<b>8 207.5</b>	<b>7 945.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7 945.2</b>
<b>Financial resources by main category of expenditure</b>								
Post	7 221.5	6 987.8	–	–	–	–	–	6 987.8
Non-post	986.0	957.4	–	–	–	–	–	957.4
<b>Total</b>	<b>8 207.5</b>	<b>7 945.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7 945.2</b>
<b>Post resources by subprogramme</b>								
<i>2018–2019 programmatic structure</i>								
1. Urban legislation, land and governance		8	–	–	(8)	(8)	(100.0)	–
2. Urban planning and design		9	–	–	(9)	(9)	(100.0)	–
3. Urban economy and municipal finance		7	–	–	(7)	(7)	(100.0)	–
4. Urban basic services		6	–	–	(6)	(6)	(100.0)	–
5. Housing and slum upgrading		8	–	–	(8)	(8)	(100.0)	–
6. Risk reduction, rehabilitation and urban resilience		6	–	–	(6)	(6)	(100.0)	–
7. Urban research and capacity development		7	–	–	(7)	(7)	(100.0)	–
<i>2020 programmatic structure</i>								
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum		–	–	–	13	13	–	13
2. Enhanced shared prosperity of cities and regions		–	–	–	16	16	–	16
3. Strengthened climate action and improved urban environment		–	–	–	13	13	–	13
4. Effective urban crisis prevention and response		–	–	–	9	9	–	9
<b>Total</b>		<b>51</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>51</b>

Figure 15.VIII  
Distribution of proposed resources for 2020 by subprogramme

(Millions of United States dollars)



15.71 Extrabudgetary resources are estimated at \$220,200,000 and would provide for 71 posts, as reflected in table 15.5, and related non-post resources. The resources would support the work of the four subprogrammes, as described under each of them. The increase of \$1,200,000 compared with the estimates for 2019 relates to the realignment of resources from executive direction and management to programme of work to reflect the thematic areas of the relevant activities implemented by the External Relations Division. The change is in line with the new strategic plan for the period 2020–2025, which reinforces the focal point role of UN-Habitat within the United Nations system to support, monitor and report on implementation of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals.

### Subprogramme 1 Reduced special inequality and poverty in communities across the urban-rural continuum

15.72 The proposed regular budget resources for 2020 amount to \$2,032,300 and reflect the redistribution, on a cost-neutral basis, of the resources previously grouped under the seven subprogrammes of the old programmatic structure to the four new subprogrammes, in line with the UN-Habitat strategic plan for the period 2020–2025. Additional details are reflected in table 15.13 and figure 15.IX.

Table 15.13  
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

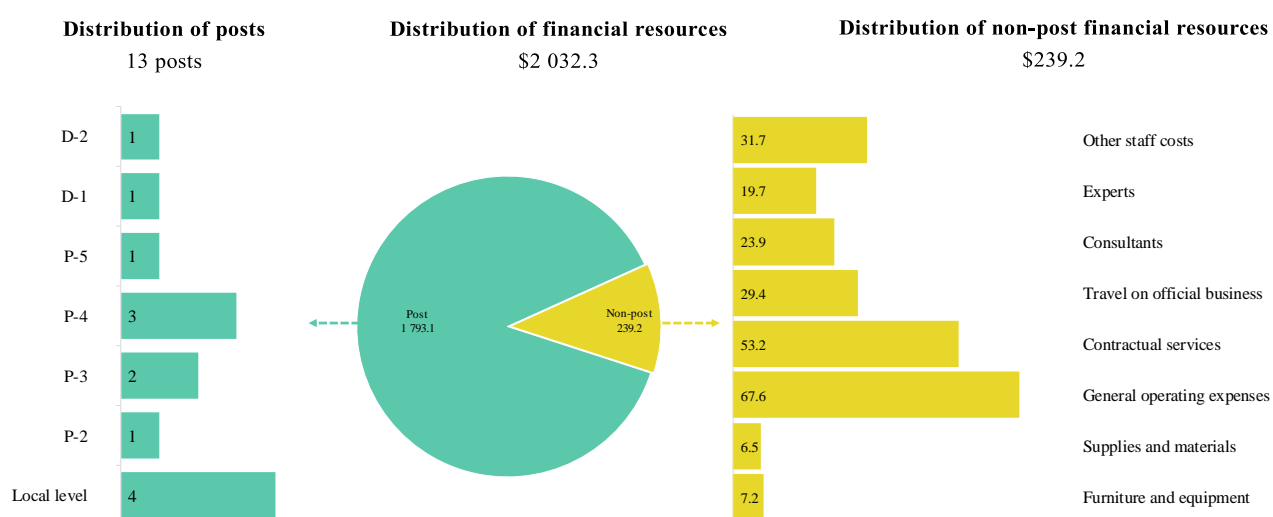
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Changes			2020 estimate (before recosting)
					Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	1 793.1	1 793.1	—	1 793.1
Non-post	—	—	—	—	239.2	239.2	—	239.2
Total	—	—	—	—	2 032.3	2 032.3	—	2 032.3

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		—	—	—	9	9	—	9
General Service and related		—	—	—	4	4	—	4
Total		—	—	—	13	13	—	13

Figure 15.IX

### Subprogramme 1: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



- 15.73 Extrabudgetary resources are estimated at \$51,500,000 and would provide for 18 posts, as reflected in table 15.5, and related non-post resources. The resources would be provided through the foundation general purpose fund, programme support funds and the foundation special purpose and technical cooperation fund. The resources would support activities to reduce inequality between and within communities and to reduce poverty in communities across the urban-rural continuum. Examples would include projects on achieving planning and land rights and on the implementation of integrated urban development.

## Subprogramme 2 Enhanced shared prosperity of cities and regions

- 15.74 The proposed regular budget resources for 2020 amount to \$2,313,300 and reflect the redistribution, on a cost-neutral basis, of the resources previously grouped under the seven subprogrammes of the old programmatic structure to the four new subprogrammes, in line with the UN-Habitat strategic plan for the period 2020–2025. Additional details are reflected in table 15.14 and figure 15.X.

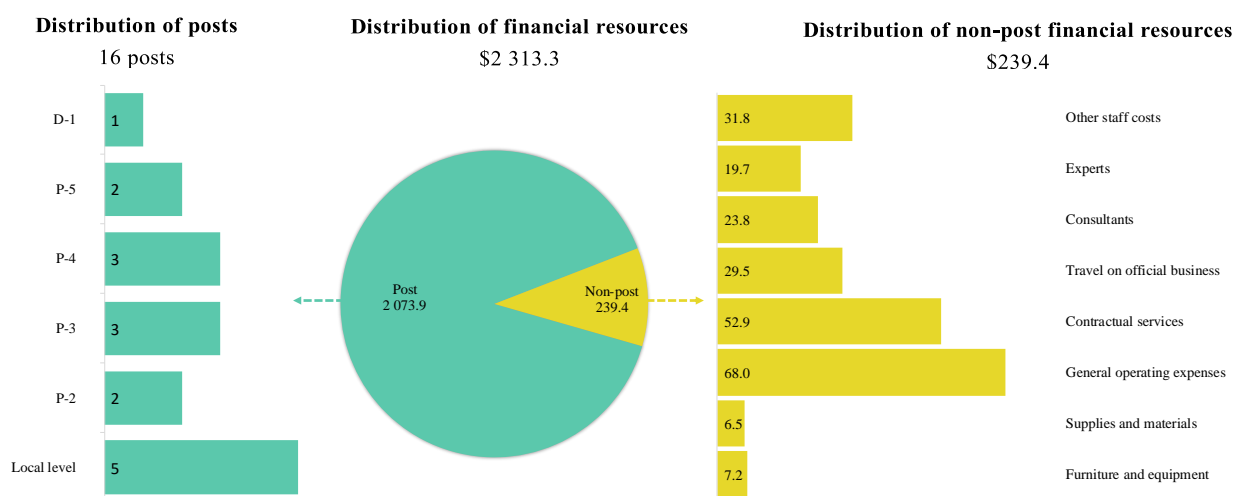
Table 15.14  
**Subprogramme 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	2 073.9	2 073.9	—	2 073.9
Non-post	—	—	—	—	239.4	239.4	—	239.4
<b>Total</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2 313.3</b>	<b>2 313.3</b>	<b>—</b>	<b>2 313.3</b>
Post resources by category								
Professional and higher		—	—	—	11	11	—	11
General Service and related		—	—	—	5	5	—	5
<b>Total</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>16</b>	<b>16</b>	<b>—</b>	<b>16</b>

Figure 15.X  
**Subprogramme 2: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



- 15.75 Extrabudgetary resources are estimated at \$52,800,000 and would provide for 13 posts, as reflected in table 15.5, and related non-post resources. The resources would be provided through the foundation general purpose fund, programme support funds and the foundation special purpose and technical cooperation fund. The resources would support enhancing the shared prosperity of cities and regions. Examples would include the creation of employment and livelihoods, skills enhancement and vocational training projects, and support for the national urban policies project.



### Subprogramme 3 Strengthened climate action and improved urban environment

- 15.76 The proposed regular budget resources for 2020 amount to \$2,021,400 and reflect the redistribution, on a cost-neutral basis, of the resources previously grouped under the seven subprogrammes of the old programmatic structure to the four new subprogrammes, in line with the UN-Habitat strategic plan for the period 2020–2025. Additional details are reflected in table 15.15 and figure 15.XI.

Table 15.15

#### Subprogramme 3: evolution of financial and post resources

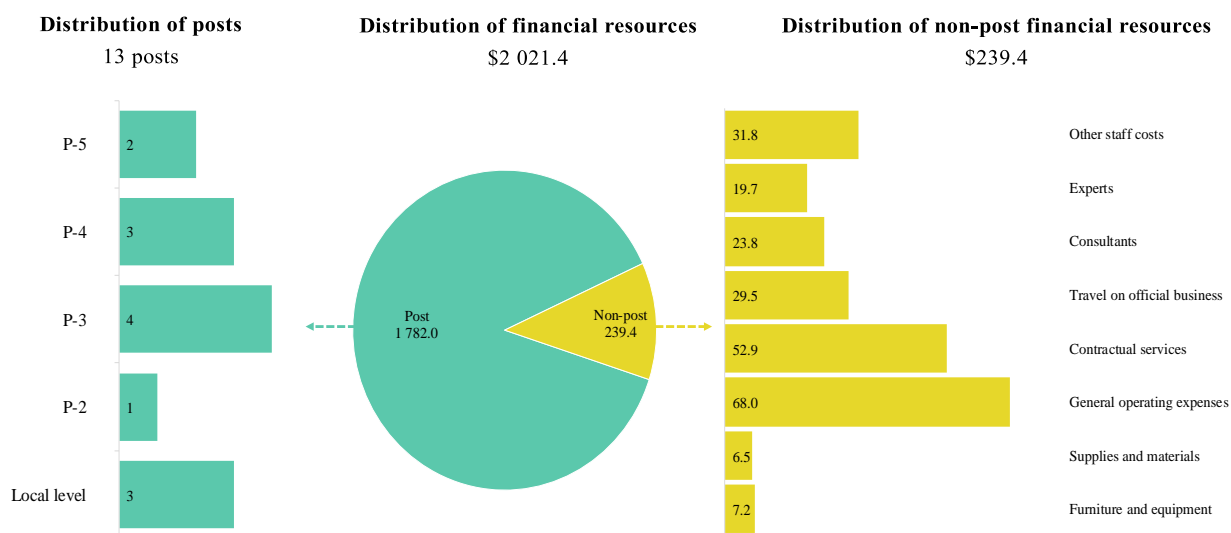
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	—	—	—	—	1 782.0	1 782.0	—	1 782.0	
Non-post	—	—	—	—	239.4	239.4	—	239.4	
Total	—	—	—	—	2 021.4	2 021.4	—	2 021.4	
Post resources by category									
Professional and higher		—	—	—	10	10	—	10	
General Service and related		—	—	—	3	3	—	3	
Total		—	—	—	13	13	—	13	

Figure 15.XI

#### Subprogramme 3: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



- 15.77 Extrabudgetary resources are estimated at \$34,600,000 and would provide for 19 posts, as reflected in table 15.5, and related non-post resources. The resources would be provided through the

foundation general purpose fund, programme support funds and the foundation special purpose and technical cooperation fund. The resources would support the strengthening of climate action and improved urban environment in an integrated manner at all governmental/territorial levels. Examples would include projects on urban design governance and the Clean and Green Cities programme.

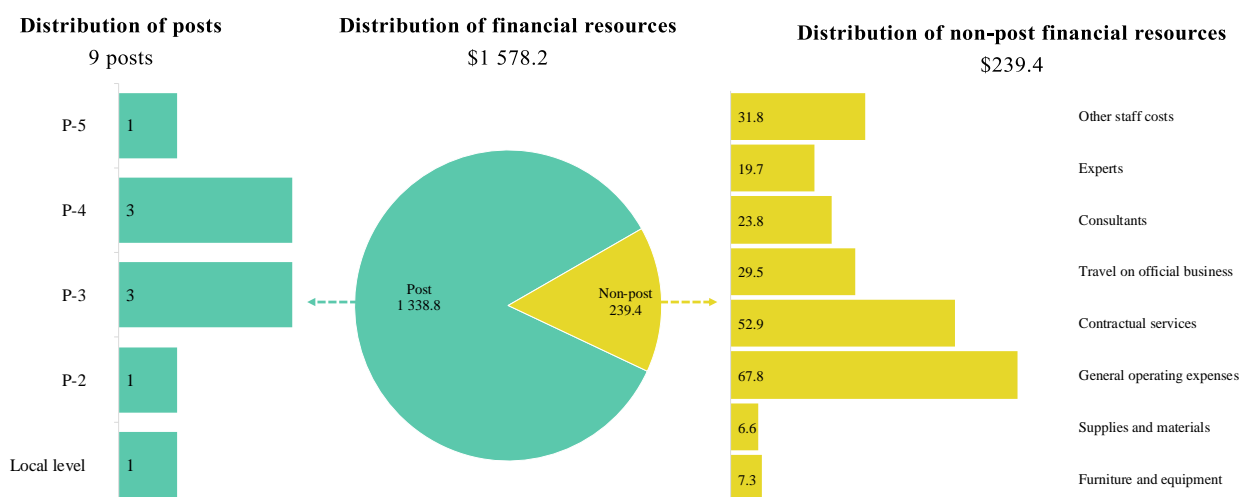
## Subprogramme 4 Effective urban crisis prevention and response

- 15.78 The proposed regular budget resources for 2020 amount to \$1,578,200 and reflect the redistribution, on a cost-neutral basis, of the resources previously grouped under the seven subprogrammes of the old programmatic structure to the four new subprogrammes, in line with the UN-Habitat strategic plan for the period 2020–2025. Additional details are reflected in table 15.16 and figure 15.XII.

Table 15.16  
**Subprogramme 4: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	1 338.8	1 338.8	—	1 338.8
Non-post	—	—	—	—	239.4	239.4	—	239.4
<b>Total</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 578.2</b>	<b>1 578.2</b>	<b>—</b>	<b>1 578.2</b>
Post resources by category								
Professional and higher		—	—	—	8	8	—	8
General Service and related		—	—	—	1	1	—	1
<b>Total</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>	<b>9</b>	<b>—</b>	<b>9</b>

Figure 15.XII  
**Subprogramme 4: distribution of proposed resources for 2020 (before recosting)**  
(Number of posts/thousands of United States dollars)



- 15.79 Extrabudgetary resources are estimated at \$81,300,000 and would provide for 21 posts, as reflected in table 15.5, and related non-post resources. The resources would be provided through the foundation general purpose fund, programme support funds and the foundation special purpose and technical cooperation fund. The resources support activities to enhance urban crisis prevention and response. Examples would include the Migration and Cities project and efforts to support the UN-Habitat Global Programme on Public Space project.

### Programme support

- 15.80 Programme support will be delivered by the Management and Operations Division, which coordinates resource mobilization, financial and human resource management and administration, project administration, support services in the areas of information and communications technology (ICT), information and knowledge management systems, business processes, oversight and legal functions. It also coordinates 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, and ICT services, among others, as well as by other service providers at the country and regional levels, including by UNDP and the United Nations Office for Project Services.
- 15.81 The proposed regular budget resources for 2020 amount to \$988,100 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figures 15.XIII and 15.XIV and table 15.17.

Figure 15.XIII

#### Resources for programme support as a percentage of the overall regular budget

(Millions of United States dollars)

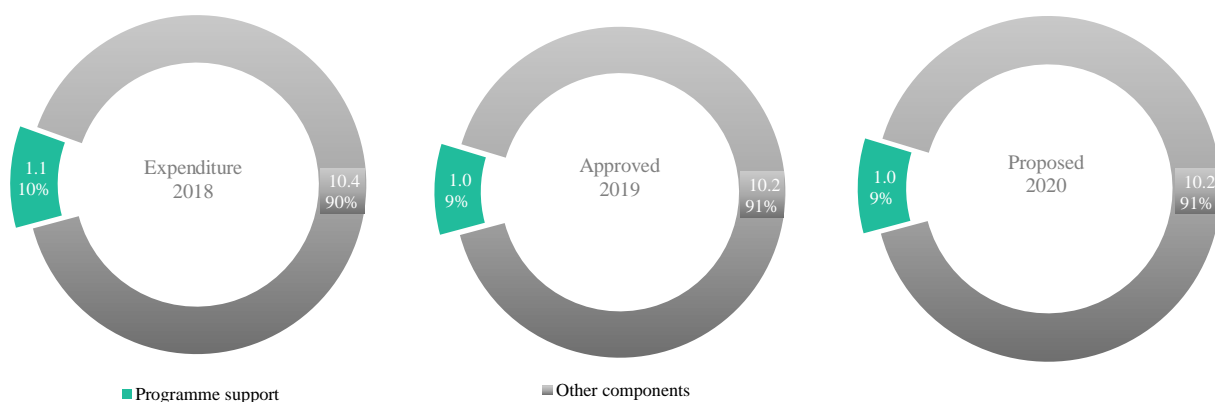


Table 15.17

**Programme support: evolution of financial and post resources**

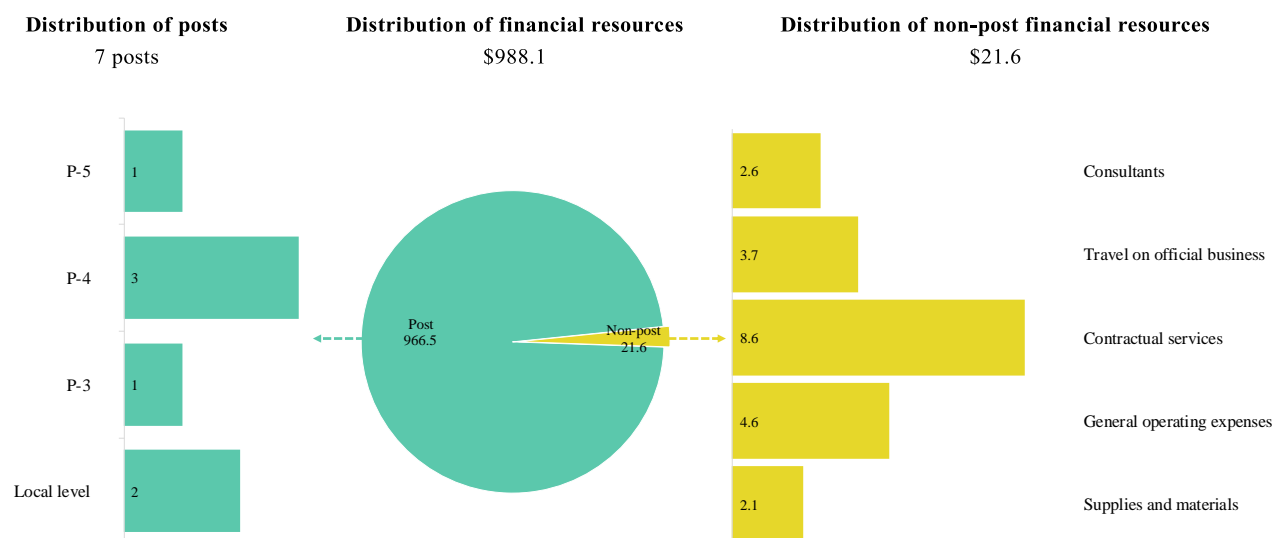
(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 096.8	966.5	—	—	—	—	—	966.5
Non-post	20.4	21.6	—	—	—	—	—	21.6
Total	1 117.2	988.1	—	—	—	—	—	988.1
Post resources by category								
Professional and higher		5	—	—	—	—	—	5
General Service and related		2	—	—	—	—	—	2
Total		7	—	—	—	—	—	7

Figure 15.XIV

**Programme support: distribution of proposed resources for 2020 (before recosting)**

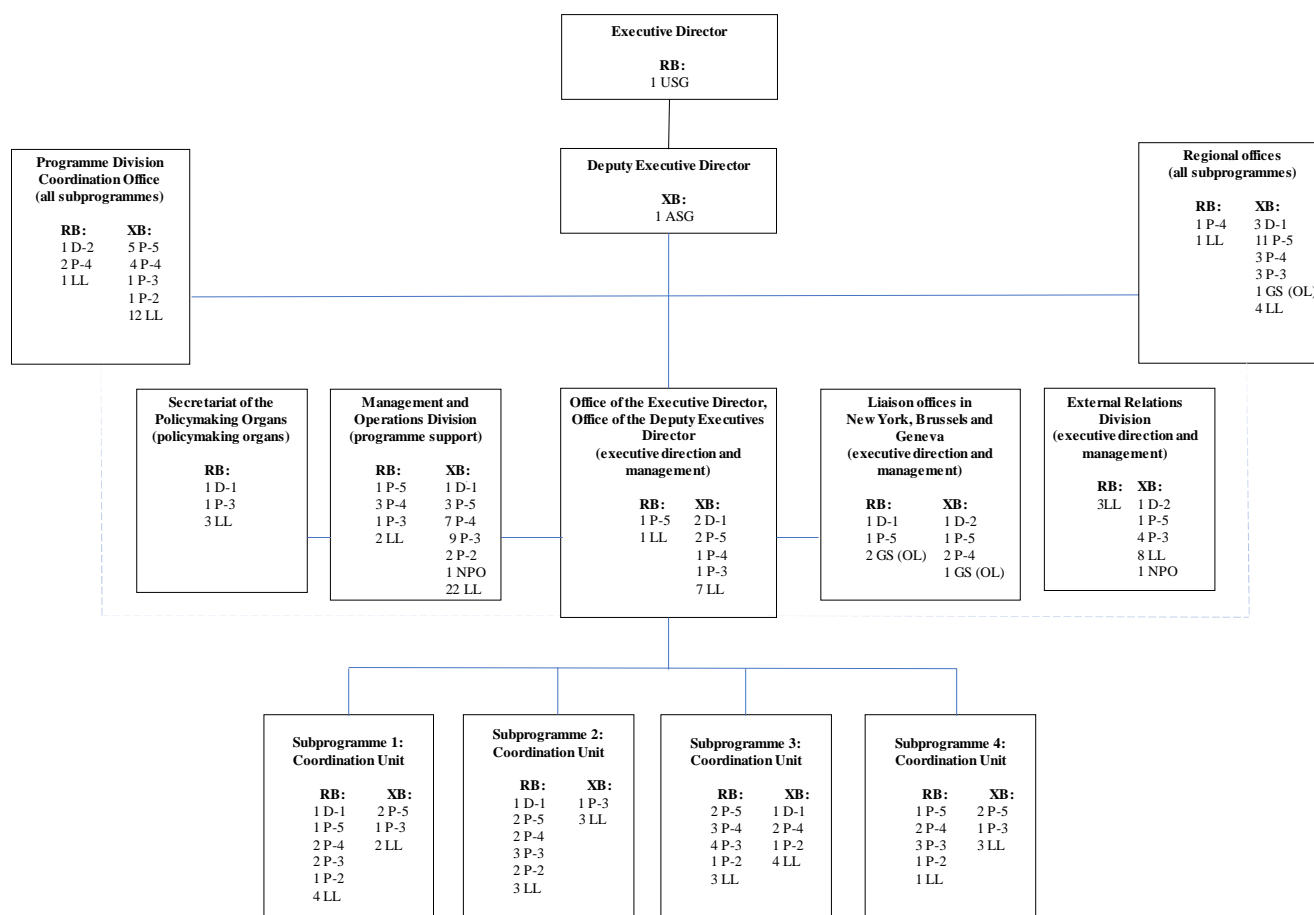
(Number of posts/thousands of United States dollars)



- 15.82 Extrabudgetary resources are estimated at \$10,800,000 and would provide for 45 posts, as reflected in table 15.5, and related non-post resources. The resources would be used by the Management and Operations Division to provide support to the extrabudgetary programme of work, including financial services, administrative services, information technology, oversight and coordination. The increase of \$2,500,000 compared with the estimates for 2019 is attributed to strengthening the capacity of the Division to support the activities funded by extrabudgetary resources.

## Annex I

## Organizational structure and post distribution for 2020



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Lower level; NPO, National Professional Officer; RB, Regular budget; USG, Under-Secretary-General; XB, Extrabudgetary.

## Annex II

## Summary of proposed changes in established posts by component and subprogramme

Table A.1

Summary of proposed changes in established posts by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
<b>Policymaking organs</b>	1	D-1	<b>Redeployment</b> of Chief of Protocol	Redeployment of posts of the secretariat of the policymaking organs from executive direction and management to policymaking organs
	1	P-3	<b>Redeployment</b> of External Relations Officer	
	1	LL	<b>Redeployment</b> of Relations and Liaison Assistant	
	1	LL	<b>Redeployment</b> of Administrative Assistant	
	1	LL	<b>Redeployment</b> of Programme Management Assistant	
<b>Executive direction and management</b>	(1)	D-1	<b>Redeployment</b> of Chief of Protocol	
	(1)	P-3	<b>Redeployment</b> of External Relations Officer	
	(1)	LL	<b>Redeployment</b> of Relations and Liaison Assistant	
	(1)	LL	<b>Redeployment</b> of Administrative Assistant	
	(1)	LL	<b>Redeployment</b> of Programme Management Assistant	
<b>Total</b>	–			

*Abbreviation:* LL, Local level.

Table A.2

**Summary of proposed changes in established posts by subprogramme from old to new programmatic structure**

	<i>Subprogramme 1. Reduced spatial inequality and poverty in communities across the urban-rural continuum (new)</i>	<i>Subprogramme 2. Enhanced shared prosperity of cities and regions (new)</i>	<i>Subprogramme 3. Strengthened climate action and improved urban environment (new)</i>	<i>Subprogramme 4. Effective urban crisis prevention and response (new)</i>
Subprogramme 1. Urban legislation, land and governance (old)	1 Programme Management Officer (P-4) 1 Programme Management Officer (P-3) 1 Administrative Assistant (LL)	1 Chief of Branch (P-5) 1 Programme Management Officer (P-4) 1 Programme Management Officer (P-3)	1 Programme Management Officer (P-3)	1 Administrative Assistant (LL)
Subprogramme 2. Urban planning and design (old)	1 Director (D-2)	1 Chief of Branch (D-1) 3 Administrative Assistants (LL)	1 Senior Programme Officer (P-5) 1 Programme Management Officer (P-4) 1 Programme Management Officer (P-3)	1 Programme Management Officer (P-4)
Subprogramme 3. Urban economy and municipal finance (old)	1 Senior Programme Management Assistant (LL) 1 Administrative Assistant (LL)	1 Programme Management Officer (P-3) 1 Associate Programme Officer (P-2)	1 Chief of Section (P-5) 1 Administrative Assistant (LL)	1 Associate Programme Management Officer (P-2)
Subprogramme 4. Urban basic services (old)	1 Chief of Section (P-5) 1 Programme Management Officer (P-4) 1 Programme Management Officer (P-3) 1 Associate Programme Management Officer (P-2) 1 Programme Management Assistant (LL)		1 Programme Management Officer (P-3)	

	<i>Subprogramme 1. Reduced spatial inequality and poverty in communities across the urban-rural continuum (new)</i>	<i>Subprogramme 2. Enhanced shared prosperity of cities and regions (new)</i>	<i>Subprogramme 3. Strengthened climate action and improved urban environment (new)</i>	<i>Subprogramme 4. Effective urban crisis prevention and response (new)</i>
Subprogramme 5. Housing and slum upgrading (old)	1 Programme Management Officer (P-4)	1 Programme Management Officer (P-3) 1 Senior Programme Management Assistant (LL)	1 Statistician (P-4)	1 Chief of Section (P-5) 2 Programme Management Officers (P-4) 1 Programme Management Officer (P-3)
Subprogramme 6. Risk reduction, rehabilitation and urban resilience (old)		1 Chief of Unit (P-4) 1 Programme Management Officer (P-4) 1 Associate Programme Management Officer (P-2) 1 Administrative Assistant (LL)	1 Administrative Assistant (LL)	1 Programme Management Officer (P-3)
Subprogramme 7. Urban research and capacity development (old)	1 Chief of Branch (D-1)	1 Chief of Section (P-5)	1 Programme Management Officer (P-4) 1 Programme Management Officer (P-3) 1 Associate Programme Management Officer (P-2) 1 Senior Programme Management Assistant (LL)	1 Programme Management Officer (P-3)

*Abbreviation:* LL, Local level.