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**Executive Board of the United Nations**

**Human Settlements Programme**

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Item 5 of the provisional agenda\*

**Discussion and possible approval of the draft work  
programme of UN-Habitat and the draft budget of the  
United Nations Habitat and Human Settlements  
Foundation for 2023**

**Draft work programme of the United Nations Human  
Settlements Programme and draft budget of the United Nations  
Habitat and Human Settlements Foundation for 2023**

**Report of the Executive Director**

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\* HSP/EB.2022/14.

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## Foreword

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

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

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

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

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

Executive Director, United Nations Human Settlements Programme

# Proposed programme plan for 2023 and programme performance for 2021

## I. Overall orientation

### A. Mandates and background

1. The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda and Sustainable Development Goal (SDG) 11. The mandate derives from priorities established by General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly, through its resolution 73/239, established a new governance structure for the Programme, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.

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

### B. Strategy and external factors for 2023

3. Globally, 56 per cent of the population lives in cities. This share is expected to rise to 70 per cent by 2050, continuing to make urbanization one of the most significant trends of the twenty-first century. Regional and sociopolitical disparities continue to influence who benefits from urbanization. However, some 90 per cent of urban growth is taking place in less developed regions, where it is largely unplanned and capacities and resources are most constrained, while in other parts of the world many cities are experiencing negative growth and shrinking populations. Unplanned urban growth fuels the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality and lack of adequate and affordable housing. Globally, more than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements. Of significance to the programme of work are the estimated 281 million international migrants in 2020, most of whom live in urban areas, often under difficult conditions.

4. High levels of inequality and exclusion are persistent trends in urban areas; income inequality has increased in urban areas for more than two-thirds of the world's population since 1980. Cities are also hot spots for environmental and energy challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global greenhouse gas emissions and more than 70 per cent of resource use. The urban poor, living in risk-prone and underserved areas, suffer the worst consequences of climate change-related disasters and natural and human-made crises. The coronavirus disease (COVID-19) pandemic has exacerbated the systemic inequalities that exist across territories regions and urban areas, where the urban poor are disproportionately affected due to crowded and underserved environments. Supporting city-wide and spatially targeted approaches will contribute to improving living conditions in all settlements and reducing disadvantages in specific locations. Support will be provided to local governments to invest in social, economic, institutional and financial innovations for a sustainable socioeconomic recovery. Partnerships will catalyse support for cities in building more resilient budgets and fiscal frameworks in support of local service delivery and local economic development. As is outlined in its report "Cities and Pandemics", UN-Habitat will support cities in reshaping urban planning solutions that are more sustainable and integrated, supported by innovation and technology to become healthier and more resilient.

5. The strategy of UN-Habitat for delivering the programme plan in 2023 continues to be driven by the strategic plan for the period 2020–2023. The midterm review of the plan (HSP/OECPR.2021/2) concluded that it remains a solid framework for recovery and road map for achieving the Sustainable Development Goals. The new organizational structure, put in place in early 2020, has allowed for more coherence across UN-Habitat's normative and operational work and more integrated

programming, delivering results against more outcomes across the subprogrammes, as is detailed in UN-Habitat's project portfolio review (HSP/EB.2021/19/Add.1).

6. In addition, UN-Habitat flagship programmes continue to innovate fast-track integration between the normative and operational work of UN-Habitat, scaling and accelerating the impact of the organization. In 2023, UN-Habitat will further advance the following flagship programmes:

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

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

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

(d) "Inclusive, vibrant neighbourhoods and communities" which supports urban regeneration of towns and cities in view of overcoming also spatial inequality (contributing mainly to subprogrammes 1 and 3);

(e) "People-centred smart cities" which supports the digital transformation in sustainable urbanization (contributing mainly to subprogrammes 1 and 2).

7. In 2023, the Programme will continue to mainstream social inclusion as a process and outcome to address cross-cutting issues relating to women and girls, older persons, persons with disabilities, children and youth. UN-Habitat will continue to strengthen its programmatic approach to leaving no one behind by focusing on the spatial dimension of exclusion and the self-reinforcing mechanisms of marginalization, thereby assisting Governments in providing basic services, housing and public goods in the most deprived areas of cities. UN-Habitat's thematic areas of resilience and urban safety remain cross-cutting in guiding frameworks, tools and capacity-building materials, setting standards, proposing norms and principles, and sharing good practices on social inclusion issues. Global networks such as the Global Land Tool Network, the Global Water Operators' Partnerships Alliance, the Resilient Cities Network, the Global Network on Safer Cities, the Global Network of Urban Planning and Design Labs and the Global Network of Public Space will be systematically engaged to develop and test these tools.

8. To better meet the needs of Member States and to engage a wider audience, UN-Habitat will strengthen capacity-building initiatives, digitization of tools and e-learning programmes. The UN-Habitat capacity-building strategy for the implementation of the Sustainable Development Goals and the New Urban Agenda, adopted by its Executive Board in 2020, provides a clear framework to facilitate greater coordination, coherence and monitoring of results and to improve the delivery of capacity-building services to Member States and local governments, for greater impact and resource efficiency.

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

10. In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities across the four subprogramme themes and mobilize public and political support. It will continue to leverage advocacy and knowledge platforms, including its own website, the Urban Agenda Platform and key global meetings such as World Cities Day and World Habitat Day, regional ministerial conferences and the 2023 UN-Habitat Assembly.

11. As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global trends and provide evidence for policymaking. UN-Habitat will further develop the Urban Agenda Platform, the global urban monitoring framework, an agreed operational definition of urban areas, and specialized tools for spatial analysis. Progress will continue to be made in 2023 in the deployment of technologies for data collection and analysis, visualization and management of information. UN-Habitat will also continue to support Member States and other stakeholders to report on the implementation of the New Urban Agenda, including as part of the

reporting on the Sustainable Development Goals (Voluntary National and Local Reviews) and towards other global agendas.

12. For 2023, the UN-Habitat planned deliverables will support Member States' ongoing management of and recovery from the COVID-19 pandemic. Such planned deliverables and activities include (a) assisting Governments in supporting increased access to water and sanitation and adequate housing, (b) advocating for the prevention of evictions, (c) measuring and reducing spatial vulnerability, and (d) preparing urban planning strategies and local resilience programmes.

UN-Habitat will also deploy advisory services, innovative solutions, and knowledge packages to support Member States towards sustainable socioeconomic recovery, while also addressing climate change, guided by the Secretary-General's Policy Brief on COVID-19 in an Urban World.

13. Reflecting the importance of continuous improvement and responding to the needs of Member States, UN-Habitat has mainstreamed lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. This includes the continuation of virtual and hybrid meeting modalities where possible for technical support and for expert group meetings, enabling broader participation, and development of online training to complement existing tools of UN-Habitat with online digital learning companions.

14. With regard to cooperation with other entities at the global, regional, national and local levels, UN-Habitat will continue its close cooperation with international and regional organizations and other regional actors, such as the Organisation for Economic Co-operation and Development (OECD) (on national urban policies), the World Bank and the European Union (on urban recovery frameworks) as well as regional development banks. UN-Habitat will maintain its focus on partnerships with local authorities and their associations and city networks to support municipal efforts in the localization of the Sustainable Development Goals.

15. With regard to inter-agency coordination and liaison, UN-Habitat will continue to collaborate with local and regional governments and their associations and city networks, the Department of Economic and Social Affairs, the United Nations regional economic and social commissions, and partnerships with grass-roots organizations, foundations, international financial institutions, the private sector and academia. UN-Habitat will strengthen its strategic partnerships with other United Nations agencies, building on the system-wide strategy for sustainable urban development and agency-specific collaborative frameworks.

16. To pursue stronger integration of environmental sustainability into urban development, UN-Habitat will continue to strengthen its collaboration with the United Nations Environment Programme (UNEP). UN-Habitat will collaborate with the Office of the United Nations High Commissioner for Refugees (OHCHR), UNDP, IOM, the United Nations Office for Disaster Risk Reduction, the World Food Programme (WFP), the Mayors Migration Council and the Resilient Cities Network to integrate sustainable urban development into resilience and humanitarian response and urban recovery. UN-Habitat will collaborate with the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) on the monitoring of water and sanitation and the integration of health consideration into its planning work.

17. It will also collaborate with the Resident Coordinator system to improve the integration of urban issues and territorial approaches through the common country assessments and the formulation of the United Nations Sustainable Development Cooperation Framework.

18. With regard to external factors, the overall plan for 2023 is based on the following planning assumptions:

(a) Adequate non-earmarked extrabudgetary resources are available to implement the planned work and produce the deliverables.

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

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

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

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

19. Where feasible, the programme plan for 2023 continues to incorporate novel approaches to implement mandates that were put in place in response to the changed operational conditions associated with the COVID-19 pandemic. At the same time, the programme plan for 2023 assumes that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.

20. UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, to ensure women's safety and inclusion in cities by utilizing its strategic results framework and Gender Policy and Action Plan, which are aligned with the 2020–2023 strategic plan. Furthermore, the Advisory Group on Gender Issues (AGGi) advises the Executive Director on how to best promote gender equality and women's empowerment in sustainable urban development through its flagship programmes. UN-Habitat will continue to support Member States with policy, legislation, planning and financing instruments to implement integrated, and inclusive land and housing policies that incorporate a gender-perspective, that improve tenure security for all, and address the intersecting areas of Sustainable Development Goals 5 and 11.

21. In line with the United Nations Disability Inclusion Strategy, UN-Habitat will continue to work with its partners, including the World Blind Union and World Enabled, to integrate disability inclusion. UN-Habitat will create a comprehensive accessibility assessment and action plan that will ensure disability inclusion is mainstreamed throughout the Organization's work, highlight good practice, and identify key areas that may require staff knowledge and capacity development, technical resources, and assistance. The action plan will strengthen the environmental and social safeguards framework that is applied to all projects, and disability inclusion will be incorporated as an integral part of each project submitted for approval.

### **C. Programme performance in 2021**

#### **D. Impact of COVID-19**

22. The continuation of the pandemic into 2021 impacted the implementation of mandates, in particular cities asked to delay technical support on the Sustainable Development Goals under all subprogrammes and city resilience plans (subprogramme 4), as the focus remained on immediate recovery from COVID-19. Priority was also given to raising awareness of the New Urban Agenda and developing the related online courses in all six official United Nations languages, in close cooperation with the Economic and Social Commission for Western Asia for Arabic-language courses, in order to scale the outreach and awareness regarding the transformative potential of sustainable urbanization, which, in return, could facilitate recovery from COVID-19 and accelerated progress towards the Sustainable Development Goals.



## E. Legislative mandates

23. Following is a list of all mandates entrusted to the Programme.

### 1. General Assembly resolutions

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3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
42/146	Realization of the right to adequate housing
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
64/292	The human right to water and sanitation
67/291	Sanitation for All
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/256	New Urban Agenda
72/146	Policies and programmes involving youth
72/234	Women in development
73/726	Report on the work of the Open-ended Working Group established by the Chair of the Committee of Permanent Representatives to the United Nations Human Settlements Programme (UN-Habitat), pursuant to General Assembly resolution 72/226
74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

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

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1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023
1/2	United Nations System-Wide Guidelines on Safer Cities and Human Settlements
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development
1/4	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

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### 3. Executive Board decisions

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2019/1	Implementation of the strategic plan for the period 2014–2019 and the strategic plan for the period 2020–2023 and approval of the work programme and budget for 2020
2019/2	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme
2019/3	Implementation of normative and operational activities of the United Nations Human Settlements Programme, including the resolutions and decisions of the United Nations Human Settlements Assembly
2020/3	Implementation of the strategic plan for the period 2014–2019 and the strategic plan for the period 2020–2023, approval of the draft work programme and draft budget for 2021, implementation by the United Nations Human Settlements Programme of the reform of the development system and management of the United Nations, and alignment of the planning cycles of the Programme with the quadrennial comprehensive policy review process

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

#### 4. Committee of Permanent Representatives recommendations

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

#### 5. Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/16	Enhancing the involvement of civil society in local governance
21/3	Guidelines on decentralization and strengthening of local authorities
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/9	Women's land and property rights and access to finance
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/9	South-South cooperation in human settlements
23/3	Support for pro-poor housing
23/4	Sustainable urban development through access to quality urban public spaces
23/8	Third United Nations conference on housing and sustainable urban development
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor

23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services
24/5	Pursuing sustainable development through national urban policies
24/7	Making slums history: a worldwide challenge
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/13	Country activities by the United Nations Human Settlements Programme
25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
25/2	Strengthening national ownership and operational capacity
25/6	International guidelines on urban and territorial planning
25/7	United Nations Human Settlements Programme governance reform
26/4	Promoting safety in cities and human settlements
26/5	Regional technical support on sustainable housing and urban development by regional consultative structures
26/6	World Urban Forum
26/9	Human settlements development in the Occupied Palestinian Territory

## **6. Economic and Social Council resolutions**

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

### **Subprogramme 1**

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

##### **General Assembly resolution**

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
71/327	The United Nations in global economic governance
74/141	The human rights to safe drinking water and sanitation
74/299	Improving global road safety
76/133	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease 2019 (COVID-19)"

### **Subprogramme 2**

#### **Enhanced shared prosperity of cities and regions**

##### **General Assembly resolution**

71/327	The United Nations in global economic governance
75/176	Third Committee Resolution on the Right to Privacy in the Digital Age

##### **Governing Council resolutions**

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

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

#### Strengthened climate action and improved urban environment

##### General Assembly resolutions

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63/217	Natural disasters and vulnerability
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
69/225	Promotion of new and renewable sources of energy
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
74/219	Protection of global climate for present and future generations of humankind
75/216	Disaster risk reduction
75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

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##### Governing Council resolutions

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22/3	Cities and climate change
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### Subprogramme 4

#### Effective urban crisis prevention and response

##### General Assembly resolutions

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69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
73/139; 74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
73/150	Assistance to refugees, returnees and displaced persons in Africa
73/230	Effective global response to address the impacts of the El Niño phenomenon
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
74/160	Protection of and assistance to internally displaced persons

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##### Governing Council resolutions

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

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## F. Deliverables

24. Table 1 lists all cross-cutting deliverables of the Programme.

Table 1

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>0</b>	<b>1</b>	<b>–</b>
1. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>7</b>	<b>19</b>	<b>17</b>	<b>29</b>
Meetings of the:				
2. Governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	4	16	12	26
3. Committee for Programme and Coordination	1	1	1	1
4. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Fifth Committee	1	1	1	1
6. General Assembly on the review of the implementation of the New Urban Agenda	–	–	2	–
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>8</b>	<b>1</b>	<b>5</b>	<b>3</b>
7. UN-Habitat flagship reports	5	–	2	–
8. <i>World Cities Report</i>	2	–	1	1
9. SDG 11 Synthesis Report	–	–	–	1
10. Second quadrennial report on the implementation of the New Urban Agenda	–	–	1	–
11. UN-Habitat annual report	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> social media materials and infographics for the High-Level Meeting on the Implementation of the New Urban Agenda, social media materials about the New Urban Agenda and New Urban Agenda Illustrated, social media materials for the <i>World Cities Report</i> and the UN-Habitat Annual Report; Global Urban Indicators Database				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> flyers and fact sheets about High-Level Meeting on the Implementation of the New Urban Agenda, materials and flyers about the New Urban Agenda				
<b>External and media relations:</b> interviews or commentaries about UN-Habitat flagship reports, <i>World Cities Report</i> ; articles or blogs about revitalizing the New Urban Agenda ahead of the High-Level Meeting on the Implementation of the New Urban Agenda				
<b>Digital platforms and multimedia content:</b> Urban Agenda Platform <a href="https://www.urbanagendaplatform.org/">https://www.urbanagendaplatform.org/</a>				

## G. Evaluation activities

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

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

- (iv) Cybersecurity in the United Nations System organizations (JIU)
- (v) Review of policies and platforms in support of learning: towards more coherence, coordination and convergence (JIU)
- (vi) Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action
- (b) Evaluations conducted by UN-Habitat:
  - (i) Evaluation of impact and outcomes of the tenth session of the World Urban Forum (WUF10)
  - (ii) Evaluation of UN-Habitat Policy and Plan for Gender Equality and Empowerment of Women in Urban Development and Human Settlements, 2014–2019
  - (iii) End-Term Programme Evaluation of the Kabul Strengthening Municipal Nahias Programme 2016–2020
  - (iv) Terminal evaluation of the Programme Support to Land Governance for Peace, Stability and Reconstruction
  - (v) Evaluation of Programme Support to the Development of the National Urban Policy and the New Urban Agenda in Bolivia
  - (vi) Evaluation of RE-INTEG MOGADISHU: Innovative durable solutions for internally displaced persons and returnees in Mogadishu
  - (vii) Final Evaluation of the project “Support for Improving Living Environment and Prevention Capacity in Cambodia”
  - (viii) Evaluation of the UN-Habitat Nation Urban Programme
  - (ix) Terminal evaluation of Programme support to land governance for peace, stability and reconstruction in Eastern Democratic Republic of the Congo Post-Conflict Era 2014–2019

26. The results and lessons of the above-mentioned evaluations have been taken into account for the proposed programme plan for 2023. For example, based on recommendations from evaluation of WUF10, UN-Habitat will strengthen results-based management of the next WUF programme starting in 2023, with improved indicators and appropriate baselines and targets to measure impact and outcomes. Lessons from evaluation of the Programme’s gender equality policy and plan have been used to improve management of the Gender Advisory Group. UN-Habitat presented the challenge of inadequate staffing and financial resources, highlighted in the OIOS report on strengthening the role of evaluation, to its Executive Board with the intent of mobilizing more extrabudgetary resources to increase capacity in 2023. On the basis of recommendations stemming from evaluation of the programme in the Democratic Republic of the Congo, UN-Habitat will improve partnerships and coordination across its programmes and projects in 2023.

27. The following evaluations are planned for 2023:

- (a) Evaluations to be conducted by OIOS:
  - Subprogramme 2
- (b) Joint Inspection Unit:
  - The programme of work is established following a consultative process with participating organizations, for which 10 topics are listed
- (c) Evaluations to be conducted by UN-Habitat:
  - (i) Ten programmes or projects that will end in 2023;
  - (ii) Mid-term evaluation of the strategic plan;
  - (iii) Two country programmes;
  - (iv) Two thematic evaluations.

## II. Subprogramme 1

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

#### B. Objective

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

#### C. Strategy

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

(a) Develop and disseminate toolkits, standards and technical guidelines to Member States and engage partner cities and local governments in policy dialogues, peer-to-peer support, the sharing of best practices, training sessions and other capacity-building initiatives in the areas of water, sanitation and energy in a digitizing world;

(b) Mobilize national and local governments to improve their waste management practices and resource efficiency through rethinking, reducing, reusing and recycling materials and waste before and after consumption;

(c) Provide Member States with policy, legislation, planning and financing instruments to implement integrated, inclusive and gender-sensitive land and housing policies;

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

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

(f) Support national and local governments in recovering from COVID-19 in cities and human settlements by disseminating toolkits, best practices and technical guidelines for addressing the structural inequalities exposed by the pandemic, and for scaling up access to basic and social services, sustainable mobility and safe public space, particularly in urban slums and informal settlements and for people in vulnerable situations;

(g) Increase the focus on homelessness and recommend possible indicators relating to access to adequate, safe and affordable housing in the aftermath of COVID-19, in collaboration with UN-DESA.

30. In doing so, the subprogramme will assist Member States to make progress towards achieving Sustainable Development Goals 1, 2, 5, 6, 7, 10, 11, 12, 14 and 15.

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

(a) Safer, more accessible and inclusive public spaces in urban areas;

(b) Increased accessibility to adequate and affordable housing in urban areas, and strengthened capacities of policymakers to implement sustainable land governance systems;

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

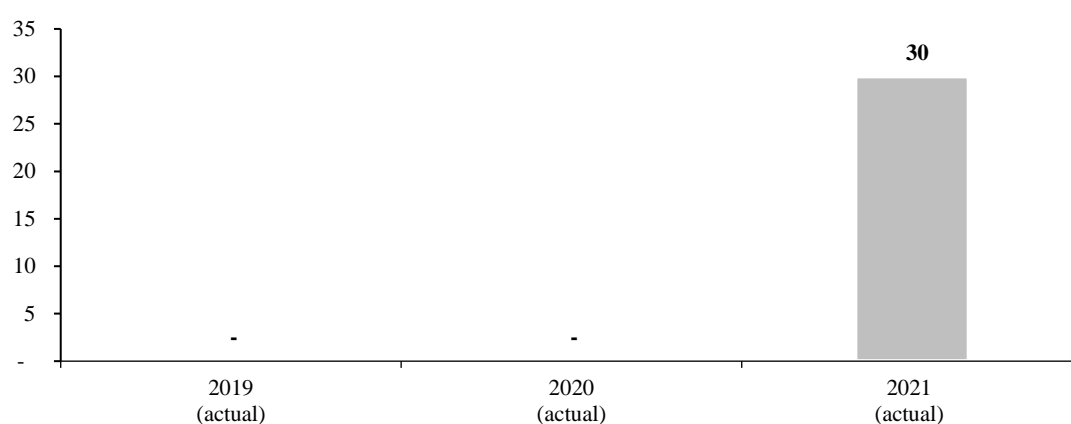
## D. Programme performance in 2021

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

32. Rapid urbanization, population growth and changing lifestyles have led to increased solid waste generation in the world's cities, often overburdening existing systems. Uncontrolled solid waste is a threat to public and environmental health and one of the main sources of marine litter. UN-Habitat has been working with local governments and other stakeholders on improving waste data and monitoring, strengthening knowledge, technical capacity & governance, raising awareness and increasing investments for and commitments to waste management improvement. In 2021, the subprogramme launched the Waste Wise Cities Tool, a practical guide to assess the environmental performance of municipal solid waste management and invited member cities of the *Waste Wise Cities Network* to collect baseline solid waste data. This has allowed local governments to close data gaps, enabling evidence-based decision-making, action planning, and monitoring of progress towards Sustainable Development Goals. Progress towards the objective is presented in figure 1.

Figure 1

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



## E. Planned results for 2023

### 1. Result 1: Inclusive, vibrant neighbourhoods and communities

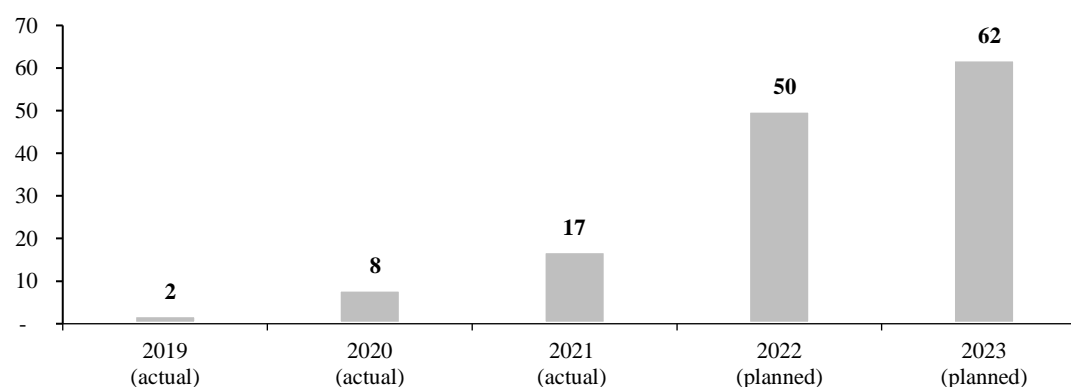
#### Programme performance in 2021

33. The subprogramme's work contributed to the adoption of urban regeneration policies by 17 cities, fewer than the planned target of 32 cities, as local governments reprioritized their efforts to respond to the COVID-19 pandemic. This caused a delay in the roll-out of activities and the establishment of partnerships of the subprogramme.

34. Progress towards the objective and target for 2023 is presented in figure 2.

Figure 2

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





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

**Programme performance in 2021 and target for 2023**

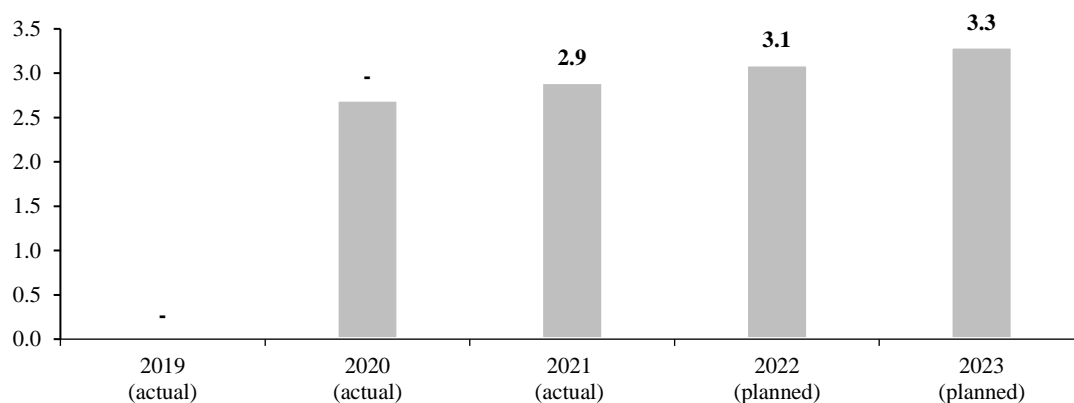
35. The subprogramme's work contributed to 2.9 million people in slums and informal settlements in 45 countries receiving access to basic services, so that the planned target was met.

36. Progress towards the objective and target for 2023 is presented in figure 3.

Figure 3

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

(Millions)



**3. Result 3: Enhanced and expanded service delivery by local water and sanitation operators**

**F. Proposed programme plan for 2023**

37. While there has been progress in extending access to water and sanitation services in recent decades, billions of people still cannot count on clean drinking-water and safe sanitation systems. Local water and sanitation service providers have a tremendous role to play in reaching the water and sanitation-related dimensions of the Sustainable Development Goals, yet many face enormous challenges to supply existing and fast-growing urban populations. The subprogramme, under the Global Water Operators' Partnerships Alliance (GWOPA), organized peer support exchanges between water operators, with the objective of strengthening their capacity, enhancing their performance, and enabling them to provide better local water and sanitation services to more beneficiaries.

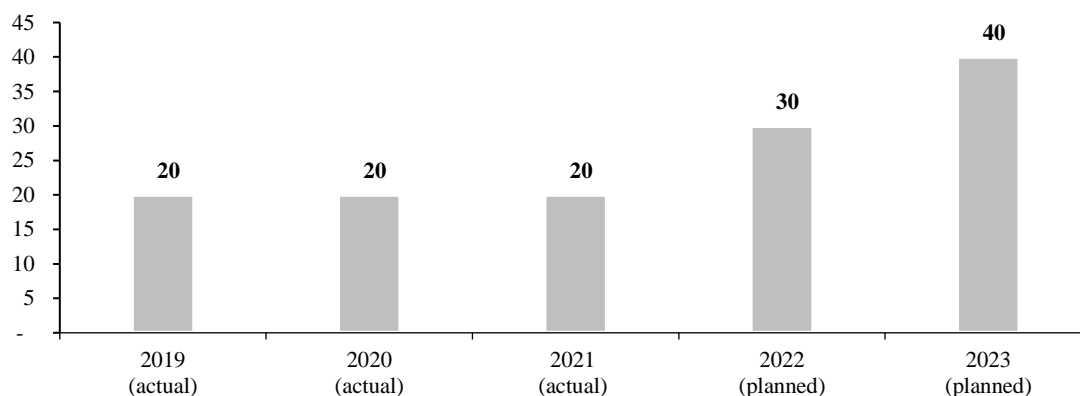
**Lessons learned and planned change**

38. The lesson learned for the subprogramme was the need to provide a tailored approach to support sanitation operators, distinct from the approach for water service providers, given their diverse institutional arrangements and service delivery models at the local level. In applying the lesson, the subprogramme will work with governments, financing institutions, regional organizations, and other major Water Operators' Partnership programmes to develop technical capacity among sanitation service providers on city-wide inclusive sanitation. The subprogramme will also encourage local sanitation operators to become members of GWOPA, to enable access to the wide range of knowledge and technical support available.

39. Expected progress towards the objective is presented in figure 4.

Figure 4

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



## G. Deliverables

40. Table 2 lists all deliverables for the subprogramme.

Table 2

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
<b>A. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>50</b>	<b>50</b>	<b>36</b>	<b>36</b>
1. On urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	15	15	12	12
2. On development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1
3. On housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	12	12	8	8
4. On land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict	10	10	7	7
5. On integrated urban and territorial planning and effective planning laws	9	9	6	6
6. On urban monitoring, evidence-based policies for crime prevention and community safety and social cohesion in cities and human settlements	3	3	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>79</b>	<b>79</b>	<b>49</b>	<b>53</b>
7. Workshops and training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management	29	29	20	20
8. Workshops and training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety	20	20	12	12
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	7	7	5	5
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	2	2	1	5
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	14	14	8	8
12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance in the Arab States region	7	7	3	3
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>
15. On land tenure and land degradation	1	1	1	–

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
16. On land governance	1	1	1	–
17. On affordable and sustainable housing, including homelessness	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>19</b>	<b>18</b>	<b>11</b>	<b>11</b>
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	2	1	1	1
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space	2	2	2	2
22. Guide for land management and spatial plans for poverty reduction and spatial equality	2	2	1	1
23. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants	2	2	1	1
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	1	1	1	1
25. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	4	4	2	2
26. Series of guides and tools to improve land management and tenure security	2	3	1	1
27. Guidelines and handbooks on slum upgrading solutions	3	2	2	2
28. Neighbourhood planning guidelines on participation and inclusive regeneration	1	1	–	–

#### **B. Substantive deliverables**

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

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

#### **C. Communication deliverables**

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

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

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

### **III. Subprogramme 2**

#### **A. Enhanced shared prosperity of cities and regions**

#### **B. Objective**

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

#### **C. Strategy**

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

(a) Support Member States and other partners in enhancing the contribution made by urbanization to productivity and inclusive economic development through the formulation of national urban policies and related legal, financial and implementation frameworks integrated into whole-of-government planning, policy and financing frameworks; knowledge transfer; capacity-building; and

the development of tools on urban and rural territorial planning and design that supports balanced economic development across subnational territories;

(b) Provide technical assistance, capacity-building and advisory services to cities with regard to developing participatory, accountable budgeting approaches and optimizing local revenue systems through data collection, digitization and the development of municipal databases, and work to leverage private sources of capital for sustainable urban development;

(c) Strengthen the capacity of national and local governments to effectively procure, test and implement frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data processing and visualization, while supporting their digital transition;

(d) Provide a territorial framework for socioeconomic recovery from COVID-19, climate action and safeguarding the environment and biodiversity with a focus on the recovery of locally generated revenue, including land-based financing.

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

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

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

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

(c) Strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides;

(d) Local measures for economic recovery from COVID-19.

## **D. Programme performance in 2021**

### **Increasing municipal revenues for sustainable development**

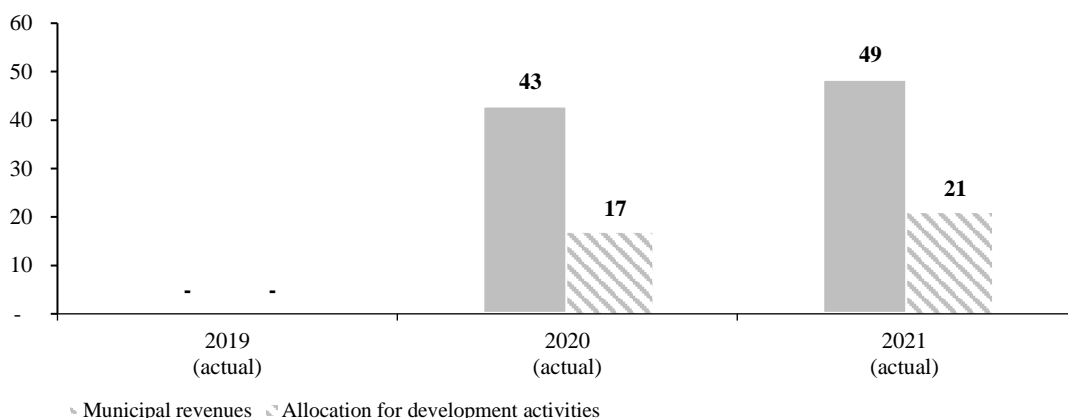
45. In 2021, the subprogramme continued to support cities to generate local revenue for sustainable development. In the self-declared autonomous region of Somaliland, the subprogramme as part of the United Nations Joint Programme on Local Governance, supported local government counterparts on property registration. The work involved demarcating sub-zone boundaries, updating district administrative maps, classifying and naming roads, installing road signs, and implementing mobile e-payment systems. Across eight cities in the region, revenue increased by \$5.4 million between 2020 and 2021, including a \$2 million increase in Hargeisa. The increase in revenue enabled improved delivery of basic urban services through an increased budgetary allocation to infrastructure development. Following this success, the subprogramme has initiated similar technical support in Garowe municipality in Puntland and in Baidoa district in Southwest State.

46. Progress towards the objective is presented in figure 5.

Figure 5

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

(Millions of United States dollars)



## E. Planned results for 2023

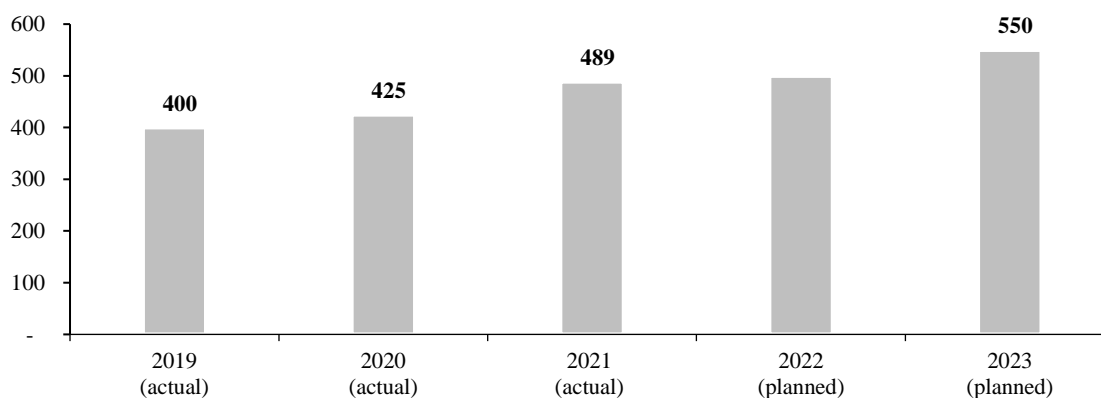
### 1. Result 1: Strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments

47. The subprogramme's work contributed to the use by 489 cities of the Sustainable Development Goal Cities initiative urban indicator and monitoring platform, which exceeded the planned target of 450 cities.

48. Progress towards the objective and target for 2023 is presented in figure 6.

Figure 6

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



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

#### Programme performance in 2021 and target for 2023

49. The subprogramme's work contributed to five local governments adopting people-centred digital transformation and smart city strategies that address the digital divide, which did not meet the planned target of 10 local governments. The target was not met due to COVID-19 travel restrictions that caused delays in implementation.

50. The subprogramme's work also contributed to 10 countries implementing urban innovation challenges, which met the planned target.

51. Progress towards the objective and target for 2023 is presented in table 3.

Table 3  
Performance measure

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

### 3. Result 3: Regional spatial development plans for improved prosperity and balanced socioeconomic development

#### F. Proposed programme plan for 2023

52. The subprogramme recognises that urbanization in most developing countries drives enormous changes in the spatial distribution of people, resource, and consumption of land. However, in many countries, particularly in the developing world, these aspects are inadequately harnessed for sustainable development and often urbanization challenges outpace development gains. In order to harness urbanization and mitigate its negative externalities, there is need for a coordinated approach, and clear policy directions accompanied with territorial spatial planning that promote well-functioning systems of cities and improved rural-urban linkages. The subprogramme has started to support the formulation of regional spatial development plans across regions of Ethiopia.

#### Lessons learned and planned change

53. The lesson for the subprogramme was the importance of effective spatial planning for implementation of national development plans and the need to strengthen capacity in this area. In applying the lesson, the subprogramme will build capacity of planning and economic development institutions in 10 Regional States of Ethiopia and support them in formulating and implementing regional spatial development plans. These plans will include land-use and regional infrastructure network schemes that aim to generate improved prosperity and balanced socioeconomic development, in line with national development goals.

54. Expected progress towards the objective is presented in table 4.

Table 4  
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	–	Local economic and spatial studies begin in 10 regions	Regional authorities develop regional spatial development plans	Regional authorities in Ethiopia endorse 10 regional spatial development plans

## G. Deliverables

55. Table 5 lists all deliverables of the subprogramme.

Table 5  
Subprogramme 2: Deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
<b>A. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>50</b>	<b>48</b>	<b>29</b>	<b>29</b>
1. On spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	15	20	14	14
2. On spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	15	15	7	7
3. On best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	20	13	8	8
<b>Seminars, workshops and training events</b> (number of days)	<b>66</b>	<b>66</b>	<b>39</b>	<b>39</b>
4. Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	44	44	25	25
5. Training events and workshops on use of information and communications technology, innovation, frontier technologies, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	21	21	6	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	1	1	8	8
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
7. National cities report	2	2	2	2
<b>Technical materials</b> (number of materials)	<b>30</b>	<b>30</b>	<b>11</b>	<b>11</b>
8. On spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	10	10	5	5
9. On spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	10	10	3	3
10. On frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	10	10	3	3
<b>B. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services to 20 Member States on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.				
<b>Databases and substantive digital materials:</b> National Urban Policy Database, comprising 159 countries; Compendium of Urban-rural Linkages Case Studies, sample of 17 experiences from all regions of the world; Global Municipal Database, which includes 50 countries and 109 cities.				
<b>C. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> brochures, leaflets, profiles and events on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring financing sustainable urban development, smart cities and private-sector focused engagement frameworks.				
<b>External and media relations:</b> communiqués, press statements, press conferences and other communication materials to the media or other external entities				
<b>Digital platforms and multi-media content:</b> content for social media				

## **IV. Subprogramme 3**

### **A. Strengthened climate action and improved urban environment**

#### **B. Objective**

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

#### **C. Strategy**

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

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

(b) Provide assistance on sustainable approaches to urban climate action to requesting Member States through knowledge transfer, capacity-building, policy advice and peer-to-peer engagement in regional networks;

(c) Broaden its engagement with Member States to scale up the urban dimension of nationally determined contributions and national adaptation plans, while strengthening the evidence base;

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

(e) Support the development of energy and resource-efficient standards for buildings and the integration of energy and resource efficiency principles into country-specific building and planning codes;

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

(g) Support the implementation of global adaptation initiatives, such as the National Adaptation Plan Global Support Programme, the Nationally Determined Contributions Partnership, which contributes to the implementation of the Paris Agreement on climate change;

(h) Promote an integrated approach to socioeconomic development, climate and health resilience through provision of technical advice on technologies, processes and investment opportunities in the context of COVID-19.

58. In doing so, the subprogramme will assist Member States to make progress towards achieving Sustainable Development Goals 1, 6, 7, 8, 9, 11, 12, 13, 14 and 15.

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

(a) Multidimensional climate action and urban environment planning by partner cities that preserves, regenerates and restores urban biodiversity and reduces air and water pollution;

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

(c) Development of COVID-19 recovery plans by partner cities and Member States;

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



## D. Programme performance in 2021

### Strengthened local climate action through innovation

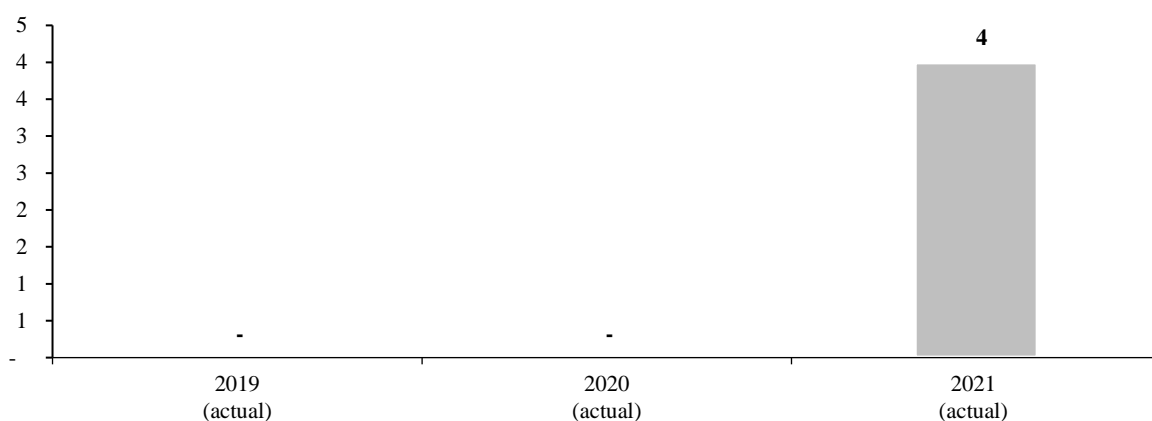
60. To achieve the goals set out in the Paris Agreement, local climate action needs to be significantly accelerated. The subprogramme contributed to the acceleration of innovation in urban climate action. With a broad range of national and local government partners and other stakeholders, 27 Urban Thinkers Campuses on climate action were held, providing a space for critical exchange between urban researchers, professionals and decision-makers

61. The Innovate4Cities (“I4C”) 2021 Conference, held from 11 to 15 October 2021, under the theme of ‘Science and innovation partnerships driving inclusive, resilient and climate neutral cities’, was co-hosted by UN-Habitat and the Global Covenant of Mayors and co-sponsored by the Intergovernmental Panel on Climate Change with registered participants from 159 countries. The conference outcomes guides city-level climate action, research and innovation in support of closing the implementation gap by making such innovations available to urban practitioners. To sustain the momentum of urban climate innovation at the local level, the subprogramme held the first city innovation challenge to match the innovation needs of cities with the matched capacity of innovators to support implementation. Initially four cities from Latin America, Africa and Europe were chosen and solutions to a wide range of challenges offered by experts in the field. Progress towards the objective is presented in figure 7.

Figure 7

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

Number of cities



## E. Planned results for 2023

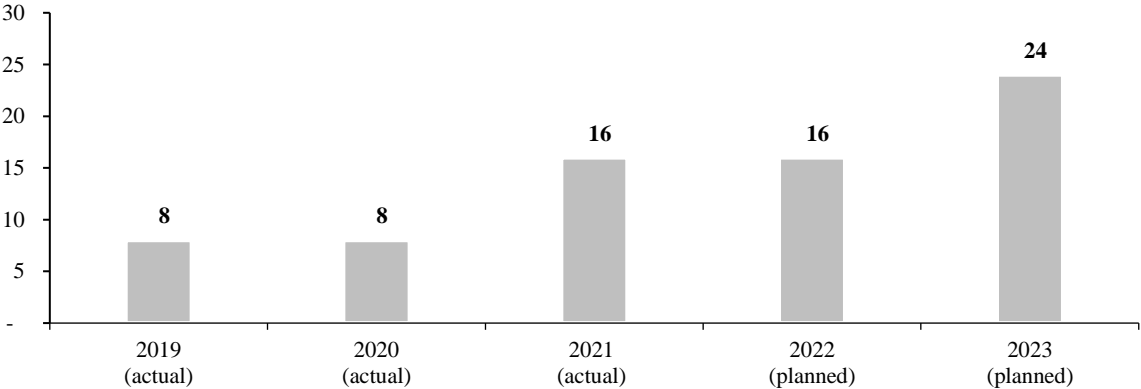
### 1. Result 1: Accelerated climate action in 16 cities and eight countries around the world

#### Programme performance in 2021

62. The subprogramme’s work contributed to 16 cities enacting legal frameworks for low-emission development strategies, which met the planned target.

63. Progress towards the objective and target for 2023 is presented in figure 8.

Figure 8  
**Performance measure: number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme (cumulative)**

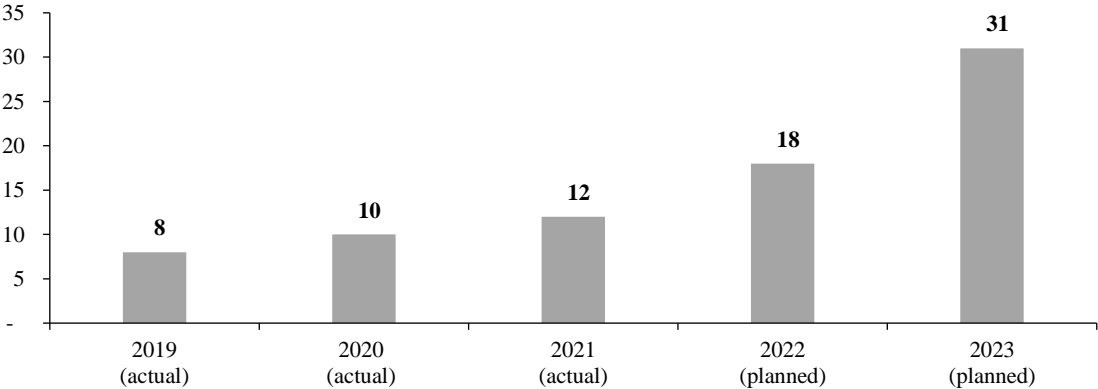


**2. Result 2: participatory urban resilience action in Southern Africa**

**Programme performance in 2021 and target for 2023**

64. The subprogramme’s work contributed to 12 distinct resilience action frameworks developed in sub-Saharan Africa, which did not meet the planned target of 14 distinct resilience action frameworks. The target was not met because of implementation delays experienced by three cities due to COVID-19-related issues. Progress towards the objective and target for 2023 is presented in figure 9.

Figure 9  
**Performance measure: total number of distinct resilience action frameworks developed in sub-Saharan Africa (cumulative)**



**3. Result 3: Increased climate resilience of urban communities in Lebanon and Jordan**

**F. Proposed programme plan for 2023**

65. The Syrian crisis has had profound humanitarian, socioeconomic, and environmental impacts on its population. Lebanon and Jordan are the largest refugee-hosting countries in the world relative to their national populations’ size, and the two countries are the most water scarce in the region, a challenge that has been further aggravated by climate change. The subprogramme has developed a territorial development strategy, planning frameworks and has identified climate change vulnerabilities in selected cities. Capacity development activities have started to prepare municipalities and target communities for the implementation of rainwater harvesting systems, greywater treatment and reuse systems, permaculture piloting and water-use-efficient irrigation systems using treated water.

## Lessons learned and planned change

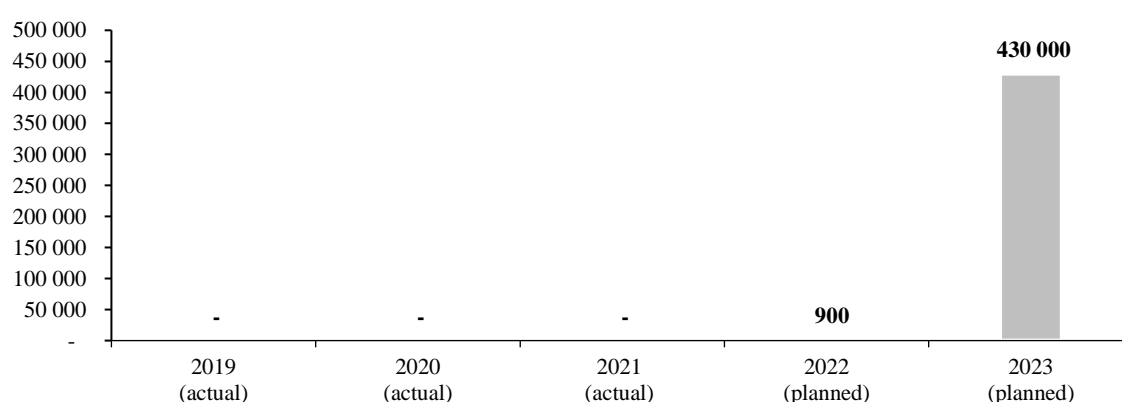
66. The lesson for the subprogramme was that a standalone approach to climate change resilience without incorporating broader environmental, social and economic dimension will not be an effective approach. In applying the lesson, the subprogramme will devise a comprehensive climate change adaptation system integrated in the urban master plans that employs several complementary measures e.g., greening of urban spaces while harvesting rainwater and producing food including through permaculture initiatives. Another lesson for the subprogramme was that area-specific climate data is not readily available in the region and there is a need to build municipal capacities on climate data collection, analysis, and reporting. In applying the lesson, the subprogramme will build on existing partnerships with the Economic and Social Commission for Western Asia, where the generated climate data will be injected into existing regional climate change data platforms (e.g., RICCAR<sup>1</sup>) as per the developed knowledge management strategy.

67. Expected progress towards the objective is presented in figure 10.

Figure 10

**Performance measure: number of people who have benefited from climate change adaptation actions identified through the master planning process**

Number of beneficiaries



## G. Deliverables

68. Table 6 lists all deliverables of the subprogramme.

Table 6

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
<b>A. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>32</b>	<b>32</b>	<b>15</b>	<b>22</b>
1. On improving urban air quality, the urban environment, climate change mitigation, and increased access to low-emission basic services, more sustainable infrastructure and buildings	4	4	2	2
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-emission basic services and sustainable infrastructure and buildings	3	3	1	1
3. On resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	11	11	6	10
4. On effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e., remote sensing) and processing	6	6	3	6
5. On urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4	4	1	1

<sup>1</sup> <https://www.unescwa.org/riccar>.

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
6. On urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency	4	4	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>100</b>	<b>100</b>	<b>38</b>	<b>43</b>
7. Seminars, workshops and training events for partners and those in vulnerable situations (e.g., in informal settlements) on climate change mitigation, air quality and low-emission basic services	35	35	10	10
8. Seminars, workshops and training events on effective adaptation of communities and infrastructure to climate change	55	55	25	25
9. Seminars, workshops and training events on sustainable city models and their application, sustainable infrastructure and urban planning	5	5	–	5
10. Training on environment and climate dimensions and Sustainable Development Goal monitoring in urban areas	5	5	3	3
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
11. On climate change mitigation and air quality	1	1	1	1
12. On effective adaptation of communities of slums and other marginalized communities in urban neighbourhoods, and infrastructure, to climate change	1	1	1	1
13. On improved low- emission urban services and resource efficiency (e.g., focusing on technological innovation)	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>12</b>	<b>5</b>	<b>5</b>
14. On improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	1	1
15. On climate change mitigation and air quality	3	3	1	1
16. On climate action, basic services or environment in human settlements	3	3	1	1
17. On national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and ecosystem services	2	2	1	1
18. On improved low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	2	2	1	1
<b>B. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services to 16 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low emission urban services, improving resource efficiency and protecting ecological assets.				
<b>Databases and substantive digital materials:</b> databases on urban climate- or environment-relevant subjects, and substantive digital materials (i.e., simulations) on reduced greenhouse gas emissions and improved air quality including a database on climate initiatives in Rwanda, risk and vulnerability analysis in Lao PDR, a solutions toolbox for eMobility.				
<b>C. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> brochures, campaign and events on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change				
<b>External and media relations:</b> articles on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change.				
<b>Digital platforms and multimedia content:</b> websites and content for social media accounts; multimedia content on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change.				

## V. Subprogramme 4

### A. Effective urban crisis prevention and response

### B. Objective

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

### C. Strategy

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

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

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

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

(d) Prioritize improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees by providing urban crisis-response expertise and supporting integrated urban development strategies that address the needs of both host communities and the displaced, in support also of the Secretary-General's Action Agenda on internally displaced persons;

(e) Enhance the Programme's normative guidance and operational support in urban and rural displacement contexts, within the framework of the flagship programme "Inclusive cities: enhancing the positive impacts of urban migration" on the evidence-based impact of migration and displacement on urbanization;

(f) Develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction and implement disaster risk reduction and resilience strategies;

(g) Develop and improve urban profiling and urban-specific recovery frameworks, tools and approaches, supporting local implementation and mobilizing urban stakeholder networks of and complementing work led by the World Bank, the European Union and the United Nations Development Programme at the national level;

(h) Work with cities and informal settlements within cities and rural areas, through normative and operational activities, on building resilience to a broad range of threats, including health emergencies, and the inclusion of urban recovery in national COVID-19 recovery strategies.

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

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

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

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

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

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

**D. Programme performance in 2021**

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

73. The subprogramme provided inclusive, sustainable housing solutions to displaced women and girls affected by the conflict-driven humanitarian crisis in the region, in collaboration with the government (ADIN-Agency for the Integrated Development of the North, Province of Cabo Delgado, Ministry of Gender Youth and Social Action, Local Authorities).

74. In the village of Marocani, Mozambique, the subprogramme, in partnership with UN-Women, initiated a one-year recovery pilot project, which targeted 50 women-headed families. A community driven model of human settlement planning and management was used as part of a resilience and social integration programme, assisting in housing reconstruction through training, supervision and provision of materials. This access to adequate shelter and employment supported women in overcoming some of the additional vulnerabilities caused by the COVID-19 pandemic. To help further mitigate the effects of the pandemic, the subprogramme supported municipal authorities across Mozambique, including in Cabo Delgado, in increasing access to basic services. Progress towards this objective is presented in table 7.

Table 7  
**Performance measure: Number of women-headed families with access to sustainable and resilient housing**

Performance measure		
2019 (actual)	2020 (actual)	2021 (actual)
N/A	N/A	50 women-headed families assisted in resilient housing reconstruction, providing new skills, shelter and employment.

**E. Planned results for 2023**

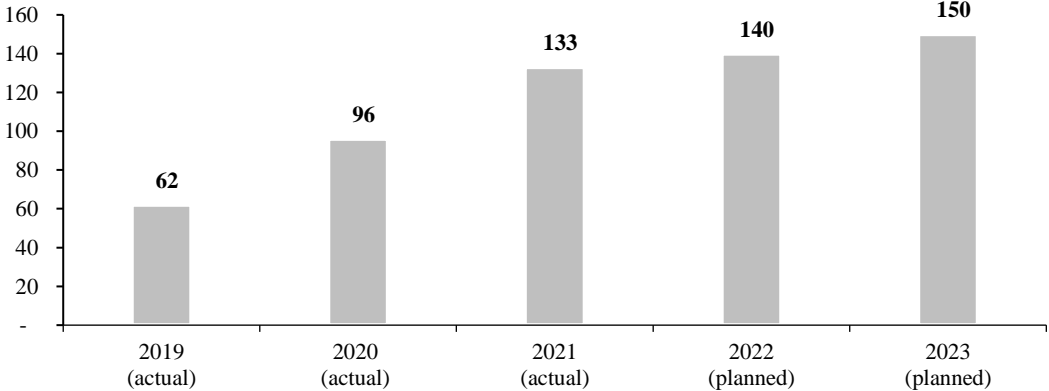
**1. Result 1: Inclusive cities: enhancing the positive impacts of urban migration**

**Programme performance in 2021**

75. The subprogramme’s work contributed to 133 cities applying participatory planning technologies, which met the planned target.

76. Progress towards the objective and target for 2023 is presented in figure 11.

Figure 11  
**Performance measure: number of cities applying participatory planning methodologies (cumulative)**



## 2. Result 2: A new approach to strengthen city resilience

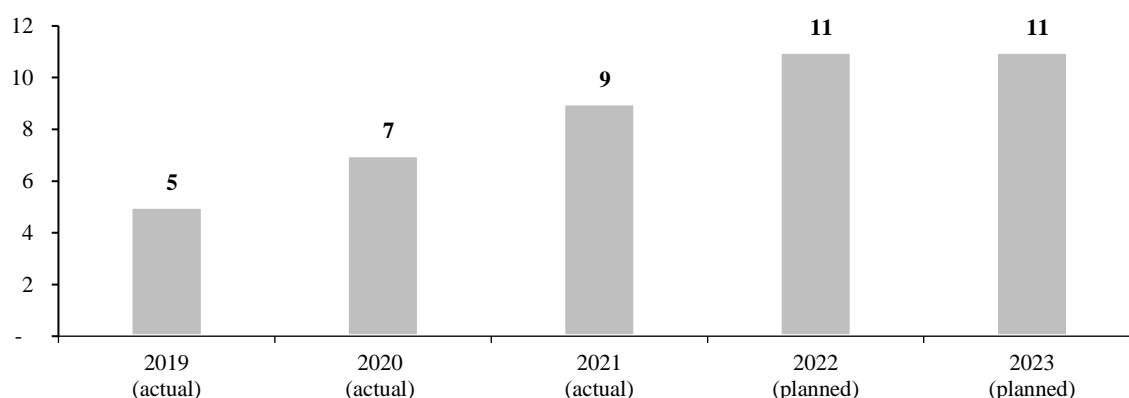
### Programme performance in 2021 and target for 2023

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

78. Progress towards the objective and target for 2023 is presented in figure 12.

Figure 12

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



## 3. Result 3: Urban recovery and resilience through an area-based and conflict-sensitive approach

### F. Proposed programme plan for 2023

79. UN-Habitat's Urban Recovery Framework, developed by the subprogramme, primarily targets neighbourhoods hosting groups in vulnerable situations and has three main outcomes: the development of urban area-based recovery and neighbourhoods including better physical access to public spaces; the restoration of basic and social services, especially water, sanitation and solid waste management; and improved and sustained community resilience and social cohesion. The Urban Recovery Framework was applied in the heavily damaged cities of Dara'a and Deir Ezzour in Syria as part of a joint programme on Urban and Rural Resilience implemented by six United Nations agencies (FAO, UNDP, UNFPA, UN-Habitat, UNICEF, WFP). Direct beneficiaries of the interventions include over 55,000 returnees, some 10,000 Palestinian refugees in the UNRWA camp, and around 39,000 internally displaced persons.

### Lessons learned and planned change

80. The lesson for the subprogramme was the need to ensure participatory processes that are backed by community buy-in, thus ensuring social cohesion among the different groups and their understanding of the need for flexibility in programming. In applying the lesson, the subprogramme will ensure continued implementation and, if necessary, adjustment in a fluid security context with the participation of different communities. Expected progress towards the objective is presented in table 8.

Table 8

### Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	Establishment of joint programming mechanisms between 6 United Nations agencies.	Neighbourhood action plans developed on basis of joint-participatory area-based planning for 2 cities and 9 neighbourhoods.	Physical access to 4 neighbourhoods rehabilitated and further improved basic services in the 2 cities.	9 neighbourhoods rehabilitated in 2 cities and residents provided with better basic services.

## G. Deliverables

81. Table 9 lists all deliverables of the subprogramme.

Table 9

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
<b>A. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>31</b>	<b>31</b>	<b>19</b>	<b>21</b>
1. On enhanced social integration and cohesive communities	10	10	8	8
2. On improved living standards and inclusion of migrants, refugees and internally displaced persons	11	11	5	7
3. On enhanced resilience of the built environment and infrastructure	10	10	6	6
<b>Seminars, workshops and training events</b> (number of days)	<b>45</b>	<b>45</b>	<b>31</b>	<b>31</b>
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	18	18	12	12
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons	13	13	8	8
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	14	14	11	11
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
7. On improved living standards and inclusion of migrants, refugees and internally displaced persons	1	1	1	1
8. On enhanced resilience of the built environment and infrastructure	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>9</b>	<b>6</b>	<b>6</b>
9. On enhanced social integration and cohesive communities	3	3	2	2
10. On improved living standards and inclusion of migrants, refugees and internally displaced persons	3	3	2	2
11. On enhanced resilience of the built environment and infrastructure	3	3	2	2
<b>B. Substantive deliverables</b>				
<b>Consultation, advice, and advocacy:</b> consultations with all Member States on resolutions of the General Assembly and the Economic and Social Council; briefings to all Member States on sustainable development issues and processes; advisory services provided to Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including crises related to migration and displacement.				
<b>Databases and substantive digital materials:</b> an indicator framework to monitor the implementation of the quadrennial comprehensive policy review used by all Member States; development of a new data platform on urban migration to be hosted by the subprogramme as part of the implementation of the UN-Habitat Flagship Programme on Migration.				
<b>C. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> at least 2 new substantive publications, global and regional information brochures, leaflets and online awareness-raising materials on the UN-Habitat Flagship Programme on Migration focusing on social inclusion and response to migration and displacement, at the global and regional/country levels with emphasis on partnerships and comprehensive responses through the application of various tools on housing and land property rights, spatial planning, housing, urban governance and the humanitarian–development–peace nexus.				
<b>Digital platforms and multimedia content:</b> content for social media accounts, blogs and website related to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts.				

## VI. Proposed post and non-post resources for 2023

### A. Overall financial overview

82. The financial framework of UN-Habitat comprises three broad sources of funding, namely (i) United Nations regular-budget allocations, which are approved by the General Assembly; (ii) United Nations Habitat and Human Settlements Foundation contributions, from which non-earmarked<sup>2</sup> budget allocations are approved by the Executive Board, and earmarked<sup>3</sup> budget

<sup>2</sup> Also known as general-purpose allocations.

<sup>3</sup> Also known as special-purpose allocations.



allocations are approved by the Executive Director, and (iii) technical cooperation contributions, from which the budget allocations are also approved by the Executive Director. For management purposes, the Foundation non-earmarked account and the regular budget are the “core resources” of UN-Habitat.

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

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

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

86. Technical cooperation contributions are earmarked voluntary resources from Governments and other non-government donors for the implementation of specific technical country-level activities consistent with the mandate of UN-Habitat and its programme of work and strategic plan.

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

## 1. Resource plan

88. UN-Habitat expects to continue making progress in its earmarked funding comprising funds for the earmarked foundation and for technical cooperation. The organization’s business model also relies on the support of its core budget made up of the regular budget allocations and foundation non-earmarked accounts. In this area, over a period of many years, contributions from Member States to the Foundation non-earmarked fund have fallen far short of the budget approved by Member States. In the biennium 2012–2013, member States approved \$70.2 million but contributed cash amounting to only \$22.7 million (32 per cent). Following the experiences of 2012–2013, the UN-Habitat approved budget was adjusted downward to \$45.6 million in 2014–2015 and 2016–2017. The budget was further reduced to \$26.0 million in the 2018–2019 biennium. The total amount received was only \$10.1 million (22 per cent) in 2014–2015, and \$5.0 million in the 2016–2017 biennium (11 per cent). The actual receipts for non-earmarked contributions through the Foundation general purpose fund in 2018–2019 amounted to \$8.7 million (33.3 per cent). The total budget for 2020 amounted to \$18.9 million of which a total of \$4.4 million was received. The approved level of budget for 2021 and 2022 amounted to \$10 million and \$12 million respectively, with \$3.0 million received in 2021 in voluntary contributions.

89. The overall resource requirements for UN-Habitat for 2023 are projected at \$162.9 million, reflecting a decrease of 36.2 per cent over the final \$255.4 million approved for 2022. This projection represents a reflection of the real delivery levels based on the 2021 level as the impact of COVID-19 on programme performance continues to be monitored. Also factored in is the effect of reduction of foundation non-earmarked contributions to \$3 million as received in 2021.

90. Tables 10 to 13 show financial and human resource requirements for 2023, which is the fourth and final year of the initial four years of the strategic plan 2020–2023, for which a decision was taken to extend by two more years.

Table 10  
**Overview of resource requirements by source of funds**  
(Thousands of United States dollars)

<i>Source of funds</i>	<i>Resources</i>				<i>Estimates 2023</i>	<i>Posts</i>		
	<i>Actual 2021</i>	<i>Approved 2022</i>	<i>Change amount</i>	<i>% change</i>		<i>2022</i>	<i>Changes</i>	<i>2023</i>
<b>Foundation non-earmarked</b>								
Post	2 344.3	9 521.0	(7 421.1)	(77.9)	2 099.9	69	(55)	14
Non-post	253.3	2 457.6	(1 556.5)	(63.3)	901.1			
<b>Subtotal</b>	<b>2 597.6</b>	<b>11 978.6</b>	<b>(8 977.6)</b>	<b>(74.9)</b>	<b>3 001.0</b>	<b>69</b>	<b>(55)</b>	<b>14</b>
<b>Regular budget</b>								
Post	11 297.4	11 403.8	1 287.0	11.3	12 690.8	75	7	82
Non-post	675.4	1 872.0	(457.0)	(24.4)	1 415.0			
<b>Subtotal</b>	<b>11 972.8</b>	<b>13 275.8</b>	<b>830.0</b>	<b>6.3</b>	<b>14 105.8</b>	<b>75</b>	<b>7</b>	<b>82</b>
<b>Foundation earmarked</b>								
Post	–	–	–	–	–	–	–	–
Non-post	41 094.8	69 122.0	(30 045.4)	(43.5)	39 076.6			
<b>Subtotal</b>	<b>41 094.8</b>	<b>69 122.0</b>	<b>(30 045.4)</b>	<b>(43.5)</b>	<b>39 076.6</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Technical cooperation</b>								
Post	–	–	–	–	–	–	–	–
Non-post	101 734.4	149 845.5	(53 135.8)	(35.5)	96 709.7			
<b>Subtotal</b>	<b>101 734.4</b>	<b>149 845.5</b>	<b>(53 135.8)</b>	<b>(35.5)</b>	<b>96 709.7</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Programme support</b>								
Post	5 901.3	6 326.0	613.3	9.7	6 939.3	61	–	61
Non-post	5 595.5	4 902.5	(1 791.4)	(36.5)	3 111.1			
<b>Subtotal</b>	<b>11 496.8</b>	<b>11 228.5</b>	<b>(1 178.1)</b>	<b>(10.5)</b>	<b>10 050.4</b>	<b>61</b>	<b>–</b>	<b>61</b>
<b>Total by category</b>								
Post	19 543.0	27 250.8	(5 520.8)	(20.3)	21 730.0	205	(48)	157
Non-post	149 353.4	228 199.6	(86 986.1)	(38.1)	141 213.5			
<b>Total</b>	<b>168 896.4</b>	<b>255 450.4</b>	<b>(92 506.9)</b>	<b>(36.2)</b>	<b>162 943.5</b>	<b>205</b>	<b>(48)</b>	<b>157</b>

Table 11  
**Overview of resource requirements by funding category**  
(Thousands of United States dollars)

<i>Category</i>	<i>Resources</i>				
	<i>Actual 2021</i>	<i>Approved budget 2022</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2023</i>
<b>Core resources</b>					
Foundation non-earmarked	2 597.6	11 978.6	(8 977.6)	(74.9)	3 001.0
Regular budget	11 972.8	13 275.8	830.0	6.3	14 105.8
<b>Subtotal</b>	<b>14 570.4</b>	<b>25 254.4</b>	<b>(8 147.6)</b>	<b>(32.3)</b>	<b>17 106.8</b>
<b>Earmarked resources (including trust funds)</b>					
Foundation earmarked	41 094.8	69 122.0	(30 045.4)	(43.5)	39 076.6
Technical cooperation	101 734.4	149 845.5	(53 135.8)	(35.5)	96 709.7
<b>Subtotal</b>	<b>142 829.2</b>	<b>218 967.5</b>	<b>(83 181.2)</b>	<b>(38.0)</b>	<b>135 786.3</b>
<b>Total, I</b>	<b>157 399.6</b>	<b>244 221.9</b>	<b>(91 328.8)</b>	<b>(37.4)</b>	<b>152 893.1</b>
<b>Programme support</b>					
Programme support	11 496.8	11 228.5	(1 178.1)	(10.5)	10 050.4
<b>Total, II</b>	<b>11 496.8</b>	<b>11 228.5</b>	<b>(1 178.1)</b>	<b>(10.5)</b>	<b>10 050.4</b>
<b>Total (I + II)</b>	<b>168 896.4</b>	<b>255 450.4</b>	<b>(92 506.9)</b>	<b>(36.2)</b>	<b>162 943.5</b>

Table 12  
**Overview of resource requirements by strategic area**  
(Thousands of United States dollars)

<i>Strategic priority</i>	<i>Resources</i>				<i>Posts</i>			
	<i>Actual 2021</i>	<i>Approved budget 2022</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2023</i>	<i>2022</i>	<i>Change</i>	<i>2023</i>
<b>Subprogramme 1</b>								
Post	2 380.0	3 988.8	(787.1)	(19.7)	3 201.7	25	(5)	20
Non-post	48 681.5	58 957.6	(24 538.5)	(41.6)	34 419.1			
<b>Subtotal</b>	<b>51 061.5</b>	<b>62 946.4</b>	<b>(25 325.6)</b>	<b>(40.2)</b>	<b>37 620.8</b>	<b>25</b>	<b>(5)</b>	<b>20</b>
<b>Subprogramme 2</b>								
Post	3 099.8	4 094.1	(677.7)	(16.6)	3 416.4	28	(6)	22
Non-post	12 929.4	36 534.7	453.8	1.2	36 988.5			
<b>Subtotal</b>	<b>16 029.2</b>	<b>40 628.8</b>	<b>(223.9)</b>	<b>(0.6)</b>	<b>40 404.9</b>	<b>28</b>	<b>(6)</b>	<b>22</b>
<b>Subprogramme 3</b>								
Post	3 440.6	3 873.9	(53.1)	(1.4)	3 820.8	32	(6)	26
Non-post	14 733.3	68 079.6	(37 089.0)	(54.5)	30 990.6			
<b>Subtotal</b>	<b>18 173.9</b>	<b>71 953.5</b>	<b>(37 142.1)</b>	<b>(51.6)</b>	<b>34 811.4</b>	<b>32</b>	<b>(6)</b>	<b>26</b>
<b>Subprogramme 4</b>								
Post	3 701.9	4 221.6	(885.7)	(21.0)	3 335.9	35	(8)	27
Non-post	65 105.1	58 012.3	(24 891.1)	(42.9)	33 121.2			
<b>Subtotal</b>	<b>68 807.0</b>	<b>62 233.9</b>	<b>(25 776.8)</b>	<b>(41.4)</b>	<b>36 457.1</b>	<b>35</b>	<b>(8)</b>	<b>27</b>
<b>Policymaking organs</b>								
Post	1 039.5	696.5	30.6	4.4	727.1	6	–	6
Non-post	137.1	791.4	(441.5)	(55.8)	349.9			
<b>Subtotal</b>	<b>1 176.6</b>	<b>1 487.9</b>	<b>(410.9)</b>	<b>(27.6)</b>	<b>1 077.0</b>	<b>6</b>	<b>–</b>	<b>6</b>
<b>Executive direction and management</b>								
Post	2 922.9	5 120.5	(1 070.2)	(20.9)	4 050.3	35	(9)	26
Non-post	3 283.0	1 914.6	943.5	49.3	2 858.1			
<b>Subtotal</b>	<b>6 205.9</b>	<b>7 035.1</b>	<b>(126.7)</b>	<b>(1.8)</b>	<b>6 908.4</b>	<b>35</b>	<b>(9)</b>	<b>26</b>
<b>Programme support</b>								
Post	2 958.3	5 255.4	(2 077.6)	(39.5)	3 177.8	44	(14)	30
Non-post	4 484.0	3 909.4	(1 423.3)	(36.4)	2 486.1			
<b>Subtotal</b>	<b>7 442.3</b>	<b>9 164.8</b>	<b>(3 500.9)</b>	<b>(38.2)</b>	<b>5 663.9</b>	<b>44</b>	<b>(14)</b>	<b>30</b>
<b>Total by category</b>								
Post	19 543.0	27 250.8	(5 520.8)	(20.3)	21 730.0	205	(48)	157
Non-post	149 353.4	228 199.6	(86 986.1)	(38.1)	141 213.5			
<b>Total</b>	<b>168 896.4</b>	<b>255 450.4</b>	<b>(92 506.9)</b>	<b>(36.2)</b>	<b>162 943.5</b>	<b>205</b>	<b>(48)</b>	<b>157</b>

91. The resource estimates for the programme of work of the organization for 2023 are organized according to the four strategic areas aligned to the domains of change of the 2020–2023 strategic plan. Resources are categorized by source of funding and category of expenditure. The allocation of resources across the four subprogrammes is based on an analysis of resource requirements for each strategic area based on the deliverables for each subprogramme for the budget year and the strategic priorities of UN-Habitat.

Table 13  
**Appropriations/Allocations for 2022 and resource requirements for 2023 by source of funding across the 2023 strategic priorities**  
 (Thousands of United States dollars)

<i>Strategic priority</i>	<i>Foundation non-earmarked</i>	<i>Regular budget</i>	<i>Foundatic earmarked</i>	<i>Technical cooperation</i>	<i>Programme support</i>	<i>Total</i>	<i>Post</i>	<i>Non-Post</i>
<b>2022 appropriation</b>								
Subprogramme 1	1 404.6	2 430.3	30 760.4	27 331.7	1 019.4	62 946.4	3 988.8	58 957.6
Subprogramme 2	1 585.6	2 736.0	9 543.1	26 217.6	546.5	40 628.8	4 094.1	36 534.7
Subprogramme 3	1 248.1	2 439.2	23 048.5	44 196.9	1 020.8	71 953.5	3 873.9	68 079.6
Subprogramme 4	1 544.6	2 480.4	4 786.8	52 099.3	1 322.8	62 233.9	4 221.6	58 012.3
Polycymaking organs	628.2	585.2	–	–	274.5	1 487.9	696.5	791.4
Executive direction and management	3 168.5	1 491.5	983.2	–	1 391.9	7 035.1	5 120.5	1 914.6
Programme support	2 399.0	1 113.2	–	–	5 652.6	9 164.8	5 255.4	3 909.4
<b>Total</b>	<b>11 978.6</b>	<b>13 275.8</b>	<b>69 122.0</b>	<b>149 845.5</b>	<b>11 228.5</b>	<b>255 450.4</b>	<b>27 250.8</b>	<b>228 199.6</b>
Post	9 521.0	11 403.8	–	–	6 326.0	27 250.8	27 250.8	–
Non-post	2 457.6	1 872.0	69 122.0	149 845.5	4 902.5	228 199.6	–	228 199.6
<b>Total</b>	<b>11 978.6</b>	<b>13 275.8</b>	<b>69 122.0</b>	<b>149 845.5</b>	<b>11 228.5</b>	<b>255 450.4</b>	<b>27 250.8</b>	<b>228 199.6</b>
<b>2023 estimates</b>								
Subprogramme 1	370.4	2 308.6	9 315.4	24 577.9	1 048.5	37 620.8	3 201.7	34 419.1
Subprogramme 2	399.1	2 602.1	10 030.7	26 481.7	891.3	40 404.9	3 416.4	36 988.5
Subprogramme 3	397.7	2 518.6	8 360.7	22 090.0	1 444.4	34 811.4	3 820.8	30 990.6
Subprogramme 4	392.1	2 552.8	8 903.7	23 500.1	1 108.4	36 457.1	3 335.9	33 121.2
Polycymaking organs	212.0	769.6	95.4	–	–	1 077.0	727.1	349.9
Executive direction and management	998.8	1 909.3	2 256.5	40.5	1 703.3	6 908.4	4 050.3	2 858.1
Programme support	230.9	1 444.8	114.2	19.5	3 854.5	5 663.9	3 177.8	2 486.1
<b>Total</b>	<b>3 001.0</b>	<b>14 105.8</b>	<b>39 076.6</b>	<b>96 709.7</b>	<b>10 050.4</b>	<b>162 943.5</b>	<b>21 730.0</b>	<b>141 213.5</b>
Post	2 099.9	12 690.8	–	–	6 939.3	21 730.0	21 730.0	–
Non-post	901.1	1 415.0	39 076.6	96 709.7	3 111.1	141 213.5	–	141 213.5
<b>Total</b>	<b>3 001.0</b>	<b>14 105.8</b>	<b>39 076.6</b>	<b>96 709.7</b>	<b>10 050.4</b>	<b>162 943.5</b>	<b>21 730.0</b>	<b>141 213.5</b>

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

93. Table 14 shows a comparison of expenditure for the years 2021, 2022 and projections for 2023. Table 15 shows expenditure by category for each funding source, and table 16 shows the breakdown of expenditure by subcategory for each strategic area.

Table 14  
**Resource breakdown by subcategory of expenditure from 2021–2023**  
(Thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Actual 2021</i>	<i>Approved appropriations 2022</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2023</i>
Posts	19 543.0	27 250.8	(5 520.8)	(20.3)	21 730.0
Other staff costs	49 623.1	79 995.1	(33 521.7)	(41.9)	46 473.4
Hospitality	186.6	3.1	177.3	5 719.4	180.4
Experts	–	89.3	(32.0)	(35.8)	57.3
Consultants	744.9	701.1	(361.0)	(51.5)	340.1
Travel of representatives	5.4	42.3	(37.2)	(87.9)	5.1
Travel of staff	1 476.1	11 417.0	(9 819.8)	(86.0)	1 597.2
Contractual services	26 624.9	28 855.5	(2 353.8)	(8.2)	26 501.7
General operating expenses	15 659.3	15 836.0	(2 258.8)	(14.3)	13 577.2
Supplies and materials	1 105.9	3 902.1	(2 738.8)	(70.2)	1 163.3
Furniture and equipment	1 831.0	4 458.2	(2 635.7)	(59.1)	1 822.5
Improvement of premises	178.0	–	169.1	–	169.1
Grants and contributions	51 910.0	82 899.9	(33 573.7)	(40.5)	49 326.2
Other costs	8.2	–	–	–	–
<b>Total</b>	<b>168 896.4</b>	<b>255 450.4</b>	<b>(92 506.9)</b>	<b>(36.2)</b>	<b>162 943.5</b>

Table 15  
**Resource breakdown for 2023 by subcategory of expenditure and source of funding**  
(Thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Foundation non-earmarked</i>	<i>Regular budget</i>	<i>Foundation earmarked</i>	<i>Technical cooperation</i>	<i>Programme support</i>	<i>Total</i>
Posts	2 099.9	12 690.8	–	–	6 939.3	21 730.0
Other staff costs	–	310.4	19 288.0	26 835.0	40.0	46 473.4
Hospitality	–	3.1	6.3	171.0	–	180.4
Experts	–	57.3	–	–	–	57.3
Consultants	20.0	169.1	–	–	151.0	340.1
Travel of representatives	–	–	3.0	2.1	–	5.1
Travel of staff	183.6	95.3	410.7	778.3	129.3	1 597.2
Contractual services	327.9	463.9	3 728.0	19 915.0	2 066.9	26 501.7
General operating expenses	199.2	252.5	1 509.5	10 949.9	666.1	13 577.2
Supplies and materials	41.4	15.8	579.2	469.1	57.8	1 163.3
Furniture and equipment	79.0	47.6	389.2	1 306.7	–	1 822.5
Improvement of premises	–	–	19.3	149.8	–	169.1
Grants and contributions	50.0	–	13 143.4	36 132.8	–	49 326.2
<b>Total</b>	<b>3 001.0</b>	<b>14 105.8</b>	<b>39 076.6</b>	<b>96 709.7</b>	<b>10 050.4</b>	<b>162 943.5</b>

Table 16  
**Resource breakdown for 2023 by subcategory of expenditure and strategic priority**  
(Thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>SP1</i>	<i>SP1</i>	<i>SP3</i>	<i>SP4</i>	<i>PMO</i>	<i>EDM</i>	<i>PGS</i>	<i>Total</i>
Posts	3 201.7	3 416.4	3 820.8	3 335.9	727.1	4 050.3	3 177.8	21 730.0
Other staff costs	11 459.8	12 335.3	10 289.3	11 086.1	94.4	1 086.6	121.9	46 473.4
Hospitality	45.2	48.6	40.4	43.1	3.1	–	–	180.4
Experts	14.2	14.5	14.3	14.3	–	–	–	57.3
Consultants	81.4	79.7	69.7	49.3	–	30.0	30.0	340.1
Travel of staff	385.1	399.4	341.6	358.6	10.0	83.8	18.7	1 597.2
Contractual services	5 947.0	6 353.4	5 380.7	5 715.8	215.2	903.2	1 986.4	26 501.7
General operating expenses	3 304.9	3 547.4	2 984.2	3 191.2	15.9	239.9	293.7	13 577.2
Supplies and materials	283.9	302.5	255.7	276.5	0.6	21.3	22.8	1 163.3
Furniture and equipment	451.7	490.7	417.2	431.9	–	19.3	11.7	1 822.5
Improvement of premises	43.1	46.3	38.8	40.9	–	–	–	169.1
Grants and contributions	12 401.5	13 369.4	11 157.5	11 912.2	10.7	474.0	0.9	49 326.2
<b>Total</b>	<b>37 620.8</b>	<b>40 404.9</b>	<b>34 811.4</b>	<b>36 457.1</b>	<b>1 077.0</b>	<b>6 908.4</b>	<b>5 663.9</b>	<b>162 943.5</b>

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

## 2. Foundation non-earmarked budget

94. The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from non-earmarked contributions for 2023 is \$3.0 million. This budget level has been aligned with the realistic voluntary contribution levels received from the Member States in recent years.

## 3. Regular budget

95. The amount of regular budget allocations for 2023 is projected at \$14.1 million (before recosting), which represents an increase of about 6.3 per cent, mainly due to an adjustment of the non-recurrent budget for report for the homeless and a conversion of seven positions from the foundation. Support to policymaking bodies accounts for \$0.8 million (5.5 per cent). Programme activities account for \$10.0 million (70.8 per cent), while \$1.4 million (10.2 per cent) is for programme support services and \$1.9 million (13.5 per cent) for executive direction and management. Since the United Nations regular budget is subject to the approval of the General Assembly, the amounts quoted for 2023 are only indicative. Accordingly, any cost adjustments to this part of the resource plan will be affected at United Nations Headquarters (UNHQ) at the time of the adoption of the budget by the General Assembly.

## 4. Foundation earmarked budget

96. The estimated budget for 2023 is \$39.1 million, most of which is for programme activities (see table 17). This represents a projected decrease of 43.5 per cent from the \$69.1 million approved for 2022.

97. As is shown in table 17, the United Nations Habitat and Human Settlements Foundation earmarked component incorporates the corresponding programme support cost (overhead) element of \$3.8 million estimated at an average of 10.8 per cent of the total cost of foundation earmarked programme costs. This amount represents the contribution of the foundation earmarked portfolio to the programme support cost revenue account for 2023. The details of how the programme support cost revenue earned will be used is presented in the programme support cost budget section.

98. Projected revenue from contribution agreements for the foundation earmarked projects in 2023 amounts to \$5.3 million as presented in table 17.

Table 17  
**Foundation earmarked resources composition**

(Thousands of United States dollars)

<i>Category</i>	<i>Actual 2021</i>	<i>Approved appropriations 2022</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2023</i>
<b>Voluntary contributions</b>					
Contribution revenue	33 980.4	–	5 300.0	–	5 300.0
<b>Total</b>	<b>33 980.4</b>	<b>–</b>	<b>5 300.0</b>	<b>–</b>	<b>5 300.0</b>
<b>Expenditure</b>					
Direct programme costs	37 098.9	63 881.0	(28 604.4)	(44.8)	35 276.6
Programme support costs	3 995.9	5 241.0	(1 441.0)	(27.5)	3 800.0
<b>Total</b>	<b>41 094.8</b>	<b>69 122.0</b>	<b>(30 045.4)</b>	<b>(72.3)</b>	<b>39 076.6</b>

## 5. Technical cooperation budget

99. The proposed budget for technical cooperation activities is projected at \$96.7 million for 2023, representing a decrease of 35.5 per cent on the estimated budget for 2022.

100. As is shown in table 18, the technical cooperation component includes the corresponding programme support cost (overhead) element of \$6.5 million estimated at an average of 7.2 per cent of the total of technical cooperation programme costs. This amount represents the contribution of the technical cooperation portfolio to the programme support cost revenue account for 2023. The details of how the programme support cost revenue earned will be used are presented in the programme support cost budget section.

101. Projected revenue from contribution agreements for the technical cooperation earmarked projects in 2023 amounts to \$186.7 million, as is shown in table 18.

Table 18

## Technical cooperation resources composition

(Thousands of United States dollars)

<i>Category</i>	<i>Actual 2021</i>	<i>Approved appropriations 2022</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2023</i>
<b>Voluntary contributions</b>					
Contributions raised	139 465.3	–	186 721.3	–	186 721.3
<b>Total</b>	<b>139 465.3</b>	<b>–</b>	<b>186 721.3</b>	<b>–</b>	<b>186 721.3</b>
<b>Expenditure</b>					
Direct programme costs	94 863.60	139 727.5	(49 554.5)	(35.5)	90 173.0
Programme support costs	6 870.8	10 118.0	(3 581.3)	(35.4)	6 536.7
<b>Total</b>	<b>101 734.4</b>	<b>149 845.5</b>	<b>(53 135.8)</b>	<b>(35.5)</b>	<b>96 709.7</b>

## 6. Programme support activities budget

102. UN-Habitat projects that a total of \$10.0 million will be expended to support the 2023 programme implementation. Table 12 shows the distribution of the strategic areas that will be supported. Estimated revenue to be earned from earmarked projects in 2023 amounts to \$10.3 million, of which \$6.5 million is expected from technical cooperation and \$3.8 million from foundation earmarked funds.

## B. Overall human resources overview

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

104. The annual work programme provides for 2023 a total of 157 posts comprising 82 posts from regular budget, 14 posts from foundation non-earmarked funds and 61 posts from the programme support fund.

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

106. Table 19 shows the staffing levels for 2023 compared to the 2022 levels. Table 20 shows post requirements by strategic area.

Table 19  
Estimated distribution of posts by source of funds

	Professional category and above									General service			Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	National Officer	Local level	Other level	
<b>2022</b>													
Foundation non-earmarked	–	1	3	7	6	13	12	1	<b>43</b>	–	26	–	69
Regular budget	1	–	1	4	9	17	14	5	<b>51</b>	–	22	2	75
Programme support	–	–	–	–	8	14	6	2	<b>30</b>	3	28	–	61
<b>2022 total</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>11</b>	<b>23</b>	<b>44</b>	<b>32</b>	<b>8</b>	<b>124</b>	<b>3</b>	<b>76</b>	<b>2</b>	<b>205</b>
<b>Changes: (decrease)/increase</b>													
Foundation non-earmarked	–	(1)	(3)	(3)	(5)	(11)	(11)	–	(34)	–	(21)	–	(55)
Regular budget	–	–	–	1	–	4	1	–	6	–	1	–	7
<b>Net changes</b>	<b>–</b>	<b>(1)</b>	<b>(3)</b>	<b>(2)</b>	<b>(5)</b>	<b>(7)</b>	<b>(10)</b>	<b>–</b>	<b>(28)</b>	<b>–</b>	<b>(20)</b>	<b>–</b>	<b>(48)</b>
<b>2023</b>													
Foundation non-earmarked	–	–	–	4	1	2	1	1	9	–	5	–	14
Regular budget	1	–	1	5	9	21	15	5	57	–	23	2	82
Programme support	–	–	–	–	8	14	6	2	30	3	28	–	61
<b>2023 total</b>	<b>1</b>	<b>–</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>37</b>	<b>22</b>	<b>8</b>	<b>96</b>	<b>3</b>	<b>56</b>	<b>2</b>	<b>157</b>

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

Table 20  
Estimated distribution of posts by strategic priority

	Professional category and above									General service			Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	National	Local level	Other level	
<b>2022</b>													
Subprogramme 1	–	–	1	2	3	4	2	1	13	–	7	–	20
Subprogramme 2	–	–	–	1	4	6	4	2	17	–	5	–	22
Subprogramme 3	–	–	–	1	5	7	3	1	17	–	9	–	26
Subprogramme 4	–	–	–	1	2	5	5	1	14	1	12	–	27
Polymaking organs	–	–	–	1	–	–	2	–	3	–	3	–	6
Executive direction and management	1	–	–	2	3	7	2	1	16	1	7	2	26
Programme support	–	–	–	1	1	8	4	2	16	1	13	–	30
<b>2023 total</b>	<b>1</b>	<b>–</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>37</b>	<b>22</b>	<b>8</b>	<b>96</b>	<b>3</b>	<b>56</b>	<b>2</b>	<b>157</b>

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

### C. Foundation non-earmarked resources

107. Table 21 presents the actual financial trend of UN-Habitat in the six-year period from 2018 to 2023 and shows the approved position for 2022 presented alongside the proposed amounts for 2023.



108. The financial resources requirements of the non-earmarked account of the United Nations Habitat and Human Settlements Foundation for 2023 are presented in tables 21, 22 and 23. Tables 24 and 25 show the human resource requirements for the Foundation non-earmarked resources.

Table 21

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

(Thousands of United States dollars)

<i>Item/Year</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021*</i>	<i>2022*</i>	<i>2023*</i>
<b>1.0 Funding</b>						
<b>1.1 Fund and reserve balances at year start</b>	<b>2 279.0</b>	<b>1 280.0</b>	<b>1 001.0</b>	<b>(479.0)</b>	<b>(1 293.3)</b>	<b>(1 283.3)</b>
<b>Total [1.1]</b>	<b>2 279.0</b>	<b>1 280.0</b>	<b>1 001.0</b>	<b>(479.0)</b>	<b>(1 293.3)</b>	<b>(1 283.3)</b>
<b>1.2 Income</b>						
Contributions towards budget for the year	3 594.0	5 128.0	4 861.0	2 374.0	11 978.6	3 001.0
Contributions towards reserve stabilization	–	–	–	–	–	1 873.5
Investment revenue	13.0	94.0	35.0	–	10.0	10.0
Cost recovery	–	–	–	–	–	–
Other revenue	92.0	17.0	20.0	(60.8)	–	–
<b>Total [1.2]</b>	<b>3 699.0</b>	<b>5 239.0</b>	<b>4 916.0</b>	<b>2 313.2</b>	<b>11 988.6</b>	<b>4 884.5</b>
<b>Total [1.0]</b>	<b>5 978.0</b>	<b>6 519.0</b>	<b>5 917.0</b>	<b>1 834.2</b>	<b>10 695.3</b>	<b>3 601.2</b>
<b>2.0 Expenditure</b>						
Employee salaries and benefits	4 419.0	5 490.0	5 934.0	2 548.8	9 521.0	2 099.9
Non-employee compensation and allowances	27.0	(1.0)	59.0	–	331.1	20.0
Grants and transfers	–	–	50.0	50.0	50.0	50.0
Supplies and consumables	–	–	–	0.2	93.6	41.4
Travel	43.0	7.0	1.0	43.0	425.0	183.6
Other operating expenses	18.0	20.0	343.0	456.6	1 149.8	199.2
Other expenses	12.0	2.0	9.0	28.9	408.1	406.9
<b>Total [2.0]</b>	<b>4 519.0</b>	<b>5 518.0</b>	<b>6 396.0</b>	<b>3 127.5</b>	<b>11 978.6</b>	<b>3 001.0</b>
<b>3.0 Fund, reserve balances at year's end (I–II)</b>	<b>1 459.0</b>	<b>1 001.0</b>	<b>(479.0)</b>	<b>(1 293.3)</b>	<b>(1 283.3)</b>	<b>600.2</b>
Adjustment	–	–	–	–	–	–
<b>Subtotal</b>	<b>1 280.0</b>	<b>1 001.0</b>	<b>(479.0)</b>	<b>(1 293.3)</b>	<b>(1 283.3)</b>	<b>600.2</b>
Operational reserve	1 303.0	1 303.0	2 000.0	2 000.0	2 395.7	600.2
Loan repayment	–	–	–	–	–	–
<b>4.0 Fund balances at end of year</b>	<b>(23.0)</b>	<b>(302.0)</b>	<b>(2 479.0)</b>	<b>(3 293.3)</b>	<b>(3 679.0)</b>	<b>–</b>

\* Projected amount

Table 22

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

(Thousands of United States dollars)

<i>Category</i>	<i>Actual 2021</i>	<i>Approved appropriations 2022</i>	<i>Change amount</i>	<i>% change</i>	<i>Estimates 2023</i>	<i>2022</i>	<i>Changes</i>	<i>2023</i>
<b>A. Programme of work</b>								
Post	525.7	4 820.2	(3 607.0)	(74.8)	1 213.2	35	(27)	8
Non-post	66.6	962.7	(616.6)	(64.0)	346.1			
<b>Subtotal</b>	<b>592.3</b>	<b>5 782.9</b>	<b>(4 223.6)</b>	<b>(73.0)</b>	<b>1 559.3</b>	<b>35</b>	<b>(27)</b>	<b>8</b>
<b>B. Policymaking organs</b>								
Post	460.9	144.8	(144.8)	(100.0)	–	1	(1)	–
Non-post	19.6	483.4	(271.4)	(56.1)	212.0			
<b>Subtotal</b>	<b>480.5</b>	<b>628.2</b>	<b>(416.2)</b>	<b>(66.3)</b>	<b>212.0</b>	<b>1</b>	<b>(1)</b>	<b>–</b>

Category	Actual 2021	Approved appropriations 2022	Change amount	% change	Estimates 2023	2022	Changes	2023
<b>C. Executive direction and management</b>								
Post	990.5	2 645.1	(1 800.6)	(68.1)	844.5	16	(11)	5
Non-post	149.0	523.4	(369.1)	(70.5)	154.3			
<b>Subtotal</b>	<b>1 139.5</b>	<b>3 168.5</b>	<b>(2 169.7)</b>	<b>(68.5)</b>	<b>998.8</b>	<b>16</b>	<b>(11)</b>	<b>5</b>
<b>D. Programme support</b>								
Post	367.2	1 910.9	(1 868.7)	(97.8)	42.2	17	(16)	1
Non-post	18.1	488.1	(299.4)	(61.3)	188.7			
<b>Subtotal</b>	<b>385.3</b>	<b>2 399.0</b>	<b>(2 168.1)</b>	<b>(90.4)</b>	<b>230.9</b>	<b>17</b>	<b>(16)</b>	<b>1</b>
<b>Total by category</b>								
Post	2 344.3	9 521.0	(7 421.1)	(77.9)	2 099.9	69	(55)	14
Non-post	253.3	2 457.6	(1 556.5)	(63.3)	901.1			
<b>Total</b>	<b>2 597.6</b>	<b>11 978.6</b>	<b>(8 977.6)</b>	<b>(74.9)</b>	<b>3 001.0</b>	<b>69</b>	<b>(55)</b>	<b>14</b>

Table 23  
Resource breakdown by subcategory of expenditure and strategic priority  
(Thousands of United States dollars)

Subcategory of expenditure	SP1	SP2	SP3	SP4	PMO	EDM	PGS	Total
Post	308.0	307.5	310.6	287.1	–	844.5	42.2	2 099.9
Consultants and experts	–	–	–	–	–	–	20.0	20.0
Travel of staff	30.0	30.0	30.0	30.0	10.0	43.6	10.0	183.6
Contractual services	5.4	9.5	5.9	1.4	200.2	23.5	82.0	327.9
General operating expenses	12.2	27.3	25.2	8.2	1.2	68.6	56.5	199.2
Supplies and materials	4.8	4.8	6.0	5.4	0.6	9.6	10.2	41.4
Furniture and equipment	10.0	20.0	20.0	10.0	–	9.0	10.0	79.0
Grants and contributions	–	–	–	50.0	–	–	–	50.0
<b>Total</b>	<b>370.4</b>	<b>399.1</b>	<b>397.7</b>	<b>392.1</b>	<b>212.0</b>	<b>998.8</b>	<b>230.9</b>	<b>3 001.0</b>
Post	308.0	307.5	310.6	287.1	–	844.5	42.2	2 099.9
Non-post	62.4	91.6	87.1	105.0	212.0	154.3	188.7	901.1
<b>Total</b>	<b>370.4</b>	<b>399.1</b>	<b>397.7</b>	<b>392.1</b>	<b>212.0</b>	<b>998.8</b>	<b>230.9</b>	<b>3 001.0</b>

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

109. Table 24 shows the allocation of foundation non-earmarked posts to subprogrammes and strategic areas. Table 25 shows the changes in foundation non-earmarked posts from 2022 to 2023.

Table 24  
United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority

	Professional category and above					General service		Grand total	
	D-1	P-5	P-4	P-3	P-2/1	Total	Local level		Other level
Subprogramme 1	1	–	–	–	–	1	1	–	2
Subprogramme 2	–	1	–	1	–	2	–	–	2
Subprogramme 3	1	–	–	–	–	1	2	–	3
Subprogramme 4	1	–	–	–	–	1	–	–	1
Policymaking organs	–	–	–	–	–	–	–	–	–
Executive direction and management	1	–	2	–	1	4	1	–	5
Programme support	–	–	–	–	–	–	1	–	1
<b>2023 total</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>5</b>	<b>–</b>	<b>14</b>

Table 25

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

	<i>Professional category and above</i>							<i>General service</i>			
	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>	<i>Local level</i>	<i>Other level</i>	<i>Grand total</i>
<b>2022</b>	1	3	7	6	13	12	1	43	26	–	69
<b>Increase/(decrease)</b>	(1)	(3)	(3)	(5)	(11)	(11)	–	(34)	(21)	–	(55)
<b>2023</b>	–	–	<b>4</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>5</b>	–	<b>14</b>

*Abbreviations:* USG – Under-Secretary-General; ASG – Assistant Secretary-General; D – Director; P – Professional.

**1. General financial reserve**

110. In accordance with ST/SGB/2015/4 financial rule 304.2 (b), upon the recommendation of the Executive Director, the Executive Board determines the level of the general financial reserve from time to time. This is to ensure liquidity of the Foundation non-earmarked fund, compensate for uneven cash flows and meet other requirements for the prudent management of the fund.

111. In view of the expected level of expenditure in 2023, a general financial reserve of \$0.6 million is recommended, which is equivalent to 20 per cent of the Foundation non-earmarked budget of \$3.0 million as presented in table 21. The recommended amount is based on the historical timing of Foundation non-earmarked fund payments. This financial reserve will be recorded upon approval by the Executive Board of the 2023 programme of work and budget proposal in the financial statement of 2022.

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

Table 26

**Resource requirement by source of funds**

(Thousands of United States dollars)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2022</i>	<i>Change</i>	<i>2023</i>	<i>2022</i>	<i>2023</i>
<b>Foundation non-earmarked</b>					
Post	1 221.2	(913.2)	308.0	7	2
Non-post	183.4	(121.0)	62.4		
<b>Subtotal</b>	<b>1 404.6</b>	<b>(1 034.2)</b>	<b>370.4</b>	<b>7</b>	<b>2</b>
<b>Regular budget</b>					
Post	2 015.4	–	2 015.4	13	13
Non-post	414.9	(121.7)	293.2		
<b>Subtotal</b>	<b>2 430.3</b>	<b>(121.7)</b>	<b>2 308.6</b>	<b>13</b>	<b>13</b>
<b>Foundation earmarked</b>					
Post	–	–	–	–	–
Non-post	30 760.4	(21 445.0)	9 315.4		
<b>Subtotal</b>	<b>30 760.4</b>	<b>(21 445.0)</b>	<b>9 315.4</b>	<b>–</b>	<b>–</b>
<b>Technical cooperation</b>					
Post	–	844.2	844.2	–	–
Non-post	27 331.7	(3 598.0)	23 733.7		
<b>Subtotal</b>	<b>27 331.7</b>	<b>(2 753.8)</b>	<b>24 577.9</b>	<b>–</b>	<b>–</b>
<b>Programme support</b>					
Post	752.2	126.1	878.3	5	5
Non-post	267.2	(97.0)	170.2		
<b>Subtotal</b>	<b>1 019.4</b>	<b>29.1</b>	<b>1 048.5</b>	<b>5</b>	<b>5</b>
<b>Total by category</b>					
Post	3 988.8	(787.1)	3 201.7	25	20
Non-post	58 957.6	(24 538.5)	34 419.1		
<b>Subtotal</b>	<b>62 946.4</b>	<b>(25 325.6)</b>	<b>37 620.8</b>	<b>25</b>	<b>20</b>

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

	<i>Professional category and above</i>						<i>General service</i>			
	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	Total	<i>Local level</i>	<i>Other level</i>	<i>Grand total</i>
<b>2022</b>										
Foundation non-earmarked	–	1	2	–	1	–	4	3	–	7
Regular budget	1	1	1	3	2	1	9	4	–	13
Programme support	–	–	2	1	–	–	3	2	–	5
<b>2022 total</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>16</b>	<b>9</b>	<b>–</b>	<b>25</b>
Changes: (decrease)/increase										
Foundation non earmarked	–	–	(2)	–	(1)	–	(3)	(2)	–	(5)
Regular budget	–	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–	–	–	–
Net changes	–	–	(2)	–	(1)	–	(3)	(2)	–	(5)
<b>2023</b>										
Foundation non-earmarked	–	1	–	–	–	–	1	1	–	2
Regular budget	1	1	1	3	2	1	9	4	–	13
Programme support	–	–	2	1	–	–	3	2	–	5
<b>2023 total</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>13</b>	<b>7</b>	<b>–</b>	<b>20</b>

*Abbreviations:* USG – Under-Secretary-General; ASG – Assistant Secretary-General; D – Director; P – Professional.

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

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

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2022</i>	<i>Change</i>	<i>2023</i>	<i>2022</i>	<i>2023</i>
<b>Foundation non-earmarked</b>					
Post	1 318.8	(1 011.3)	307.5	8	2
Non-post	266.8	(175.2)	91.6		
<b>Subtotal</b>	<b>1 585.6</b>	<b>(1 186.5)</b>	<b>399.1</b>	<b>8</b>	<b>2</b>
<b>Regular budget</b>					
Post	2 361.4	–	2 361.4	16	16
Non-post	374.6	(133.9)	240.7		
<b>Subtotal</b>	<b>2 736.0</b>	<b>(133.9)</b>	<b>2 602.1</b>	<b>16</b>	<b>16</b>
<b>Foundation earmarked</b>					
Post	–	–	–	–	–
Non-post	9 543.1	487.6	10 030.7		
<b>Subtotal</b>	<b>9 543.1</b>	<b>487.6</b>	<b>10 030.3</b>	<b>–</b>	<b>–</b>
<b>Technical cooperation</b>					
Post	–	–	–	–	–
Non-post	26 217.6	264.1	26 481.7		
<b>Subtotal</b>	<b>26 217.6</b>	<b>264.1</b>	<b>26 481.7</b>	<b>–</b>	<b>–</b>
<b>Programme support</b>					
Post	413.9	333.6	747.5	4	4
Non-post	132.6	11.2	143.8		
<b>Subtotal</b>	<b>546.5</b>	<b>344.8</b>	<b>891.3</b>	<b>4</b>	<b>4</b>

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Total by category</b>					
Post	4 094.1	(677.7)	3 416.4	28	22
Non-post	36 534.7	453.8	36 988.5		
<b>Subtotal</b>	<b>40 628.8</b>	<b>(223.9)</b>	<b>40 404.5</b>	<b>28</b>	<b>22</b>

Table 29  
Estimated distribution of posts by source of funds

	Professional category and above					Total	General service		Grand total
	D-1	P-5	P-4	P-3	P-2/1		Local level	Other level	
<b>2022</b>									
Foundation non-earmarked	2	1	2	2	–	7	1	–	8
Regular budget	1	2	4	2	2	11	5	–	16
Programme support	–	1	2	1	–	4	–	–	4
<b>2022 total</b>	<b>3</b>	<b>4</b>	<b>8</b>	<b>5</b>	<b>2</b>	<b>22</b>	<b>6</b>	<b>–</b>	<b>28</b>
<b>Changes: (decrease)/increase</b>									
Foundation non-earmarked	(2)	–	(2)	(1)	–	(5)	(1)	–	(6)
Regular budget	–	–	–	–	–	–	–	–	–
Programme support	–	–	–	–	–	–	–	–	–
<b>Net changes</b>	<b>(2)</b>	<b>-</b>	<b>(2)</b>	<b>(1)</b>	<b>–</b>	<b>(5)</b>	<b>(1)</b>	<b>–</b>	<b>(6)</b>
<b>2023</b>									
Foundation non-earmarked	–	1	–	1	–	2	–	–	2
Regular budget	1	2	4	2	2	11	5	–	16
Programme support	–	1	2	1	–	4	–	–	4
<b>2023 total</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>17</b>	<b>5</b>	<b>–</b>	<b>22</b>

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

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

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

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Foundation non-earmarked</b>					
Post	994.6	(684.0)	310.6	10	3
Non-post	253.5	(166.4)	87.1		
<b>Subtotal</b>	<b>1 248.1</b>	<b>(850.4)</b>	<b>397.7</b>	<b>10</b>	<b>3</b>
<b>Regular budget</b>					
Post	2 063.0	202.3	2 265.3	13	14
Non-post	376.2	(122.9)	253.3		
<b>Subtotal</b>	<b>2 439.2</b>	<b>79.4</b>	<b>2 518.6</b>	<b>13</b>	<b>14</b>
<b>Foundation earmarked</b>					
Post	–	–	–	–	–
Non-post	23 048.5	(14 687.8)	8 360.7		
<b>Subtotal</b>	<b>23 048.5</b>	<b>(14 687.8)</b>	<b>8 360.7</b>	<b>–</b>	<b>–</b>
Technical cooperation					
Post	–	–	–	–	–
Non-post	44 196.9	(22 106.9)	22 090.0		
<b>Subtotal</b>	<b>44 196.9</b>	<b>(22 106.9)</b>	<b>22 090.0</b>	<b>–</b>	<b>–</b>

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Programme support</b>					
Post	816.3	428.6	1 244.9	9	9
Non-post	204.5	(5.0)	199.5		
<b>Subtotal</b>	<b>1 020.8</b>	<b>423.6</b>	<b>1 444.4</b>	<b>9</b>	<b>9</b>
<b>Total by category</b>					
Post	3 873.9	(53.1)	3 820.8	32	26
Non-post	68 079.6	(37 089.0)	30 990.6		
<b>Subtotal</b>	<b>71 953.5</b>	<b>(37 142.1)</b>	<b>34 811.4</b>	<b>32</b>	<b>26</b>

Table 31  
Estimated distribution of posts by source of funds

	D-1	P-5	P-4	P-3	P-2/1	Total	Local level	Other level	Grand total
<b>2022</b>									
Foundation non-earmarked	1	–	2	1	–	4	6	–	10
Regular budget	–	2	4	3	1	10	3	–	13
Programme support	–	3	2	–	–	5	4	–	9
<b>2022 total</b>	<b>1</b>	<b>5</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>19</b>	<b>13</b>	<b>–</b>	<b>32</b>
Changes: (decrease)/increase									
Foundation non-earmarked	–	–	(2)	(1)	–	(3)	(4)	–	(7)
Regular budget	–	–	1	–	–	1	–	–	1
Net changes	–	–	(1)	(1)	–	(2)	(4)	–	(6)
<b>2023</b>									
Foundation non-earmarked	1	–	–	–	–	1	2	–	3
Regular budget	–	2	5	3	1	11	3	–	14
Programme support	–	3	2	–	–	5	4	–	9
<b>2023 total</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>17</b>	<b>9</b>	<b>–</b>	<b>26</b>

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

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

Table 32  
Resource requirement by source of funds  
(Thousands of United States dollars)

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Foundation non-earmarked</b>					
Post	1 285.6	(998.5)	287.1	10	1
Non-post	259.0	(154.0)	105.0		
<b>Subtotal</b>	<b>1 544.6</b>	<b>(1 152.5)</b>	<b>392.1</b>	<b>10</b>	<b>1</b>
<b>Regular budget</b>					
Post	2 018.9	202.3	2 221.2	14	15
Non-post	461.5	(129.9)	331.6		
<b>Subtotal</b>	<b>2 480.4</b>	<b>72.4</b>	<b>2 552.8</b>	<b>14</b>	<b>15</b>
<b>Foundation earmarked</b>					
Post	–	–	–	–	–
Non-post	4 786.8	4 116.9	8 903.7		
<b>Subtotal</b>	<b>4 786.8</b>	<b>4 116.9</b>	<b>8 903.7</b>	<b>–</b>	<b>–</b>

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Technical cooperation</b>					
Post	–	–	–	–	–
Non-post	52 099.3	(28 599.2)	23 500.1		
<b>Subtotal</b>	<b>52 099.3</b>	<b>(28 599.2)</b>	<b>23 500.1</b>	–	–
<b>Programme support</b>					
Post	917.1	(89.5)	827.6	11	11
Non-post	405.7	(124.9)	280.8		
<b>Subtotal</b>	<b>1 322.8</b>	<b>(214.4)</b>	<b>1 108.4</b>	<b>11</b>	<b>11</b>
<b>Total by category</b>					
Post	4 221.6	(885.7)	3 335.9	35	27
Non-post	58 012.3	(24 891.1)	33 121.2	–	–
<b>Subtotal</b>	<b>62 233.9</b>	<b>(25 776.8)</b>	<b>36 457.1</b>	<b>35</b>	<b>27</b>

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

Table 33  
Estimated distribution of posts by source of funds

	Professional category and above						Total	General service		
	D-2	D-1	P-5	P-4	P-3	P-2/1		National Officer	Local level	Grand total
<b>2022</b>										
Foundation non-earmarked	2	1	1	1	1	–	6	–	4	10
Regular budget	–	–	1	3	5	1	10	–	4	14
Programme support	–	–	1	1	–	–	2	1	8	11
<b>2022 total</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>18</b>	<b>1</b>	<b>16</b>	<b>35</b>
<b>Changes: (decrease)/increase</b>										
Foundation non-earmarked	(2)	–	(1)	(1)	(1)	–	(5)	–	(4)	(9)
Regular budget	–	–	–	–	–	–	1	–	–	1
Net changes	<b>(2)</b>	–	<b>(1)</b>	–	<b>(1)</b>	–	<b>(4)</b>	–	<b>(4)</b>	<b>(8)</b>
<b>2023</b>										
Foundation non-earmarked	–	1	–	–	–	–	1	–	–	1
Regular budget	–	–	1	4	5	1	11	–	4	15
Programme support	–	–	1	1	–	–	2	1	8	11
<b>2023 total</b>	–	<b>1</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>12</b>	<b>27</b>

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

## 6. Executive direction and management

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

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Foundation non-earmarked</b>					
Post	2 645.1	(1 800.6)	844.5	16	5
Non-post	523.4	(369.1)	154.3		
<b>Subtotal</b>	<b>3 168.5</b>	<b>(2 169.7)</b>	<b>998.8</b>	16	5
<b>Regular budget</b>					
Post	1 300.2	415.1	1 715.3	7	9
Non-post	191.3	2.7	194.0		

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Subtotal</b>	<b>1 491.5</b>	<b>417.8</b>	<b>1 909.3</b>	7	9
<b>Foundation earmarked</b>					
Post	–	–	–	–	–
Non-post	983.2	1 273.3	2 256.5		
<b>Subtotal</b>	<b>983.2</b>	<b>1 273.3</b>	<b>2 256.5</b>	–	–
<b>Programme support</b>					
Post	1 175.2	315.3	1 490.5	12	12
Non-post	216.7	(3.9)	212.8		
<b>Subtotal</b>	<b>1 391.9</b>	<b>311.4</b>	<b>1 703.3</b>	12	12
<b>Total by category</b>					
Post	5 120.5	(1 070.2)	4 050.3	35	26
Non-post	1 914.6	943.5	2 858.1	–	
<b>Subtotal</b>	<b>7 035.1</b>	<b>(126.7)</b>	<b>6 908.4</b>	<b>35</b>	<b>26</b>

Table 35  
Estimated distribution of posts by source of funds

	Professional category and above									General service			Grand total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	National Officer	Local level	Other level	
<b>2022</b>													
Foundation non-earmarked	–	1	1	1	2	5	1	1	12	–	4	–	16
Regular budget	1	–	–	1	2	–	–	–	4	–	1	2	7
Programme support	–	–	–	–	1	3	2	–	6	1	5	–	12
<b>2022 total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>22</b>	<b>1</b>	<b>10</b>	<b>2</b>	<b>35</b>
<b>Changes: (decrease)/increase</b>													
Foundation non-earmarked	–	(1)	(1)	–	(2)	(3)	(1)	–	(8)	–	(3)	–	(11)
Regular budget	–	–	–	–	–	2	–	–	2	–	–	–	2
<b>Net changes</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>–</b>	<b>(2)</b>	<b>(1)</b>	<b>(1)</b>	<b>–</b>	<b>(6)</b>	<b>–</b>	<b>(3)</b>	<b>–</b>	<b>(9)</b>
<b>2023</b>													
Foundation non-earmarked	–	–	–	1	–	2	–	1	4	–	1	–	5
Regular budget	1	–	–	1	2	2	–	–	6	–	1	2	9
Programme support	–	–	–	–	1	3	2	–	6	1	5	–	12
<b>2023 total</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>16</b>	<b>1</b>	<b>7</b>	<b>2</b>	<b>26</b>

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

## 7. Policymaking organs

Table 36  
Resource requirement by source of funds  
(Thousands of United States dollars)

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Foundation non-earmarked</b>					
Post	144.8	(144.8)	–	1	–
Non-post	483.4	(271.4)	212.0		
<b>Subtotal</b>	<b>628.2</b>	<b>(416.2)</b>	<b>212.0</b>	<b>1</b>	<b>–</b>
<b>Regular budget</b>					
Post	551.7	175.4	727.1	5	6
Non-post	33.5	9.0	42.5		



Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Subtotal</b>	<b>585.2</b>	<b>184.4</b>	<b>769.6</b>	<b>5</b>	<b>6</b>
<b>Programme support</b>					
Post	–	–	–	–	–
Non-post	274.5	(274.5)	–	–	–
<b>Subtotal</b>	<b>274.5</b>	<b>(274.5)</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total by category</b>					
Post	696.5	30.6	727.1	6	6
Non-post	791.4	(441.5)	349.9	–	–
<b>Subtotal</b>	<b>1 487.9</b>	<b>(410.9)</b>	<b>1 077.0</b>	<b>6</b>	<b>6</b>

Table 37  
Estimated distribution of posts by source of funds

	Professional category and above			General service	
	D-1	P-3	Total	Local Level	Grand total
<b>2022</b>					
Foundation non-earmarked	–	1	1	–	1
Regular budget	1	1	2	3	5
<b>2022 total</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>6</b>
<b>Changes: (decrease)/increase</b>					
Foundation non-earmarked	–	(1)	(1)	–	(1)
Regular budget	–	1	1	–	1
<b>Net changes</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>2023</b>					
Foundation non-earmarked	–	–	–	–	–
Regular budget	1	2	3	3	6
<b>2023 total</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>6</b>

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

## 8. Programme support

Table 38  
Resource requirement by source of funds  
(Thousands of United States dollars)

Category	Resources			Posts	
	2022	Change	2023	2022	2023
<b>Foundation non-earmarked</b>					
Post	1 910.9	(1 868.7)	42.2	17	1
Non-post	488.1	(299.4)	188.7	–	–
<b>Subtotal</b>	<b>2 399.0</b>	<b>(2 168.1)</b>	<b>230.9</b>	<b>17</b>	<b>1</b>
<b>Regular budget</b>					
Post	1 093.2	291.9	1 385.1	7	9
Non-post	20.0	39.7	59.7	–	–
<b>Subtotal</b>	<b>1 113.2</b>	<b>331.6</b>	<b>1 444.8</b>	<b>7</b>	<b>9</b>
<b>Programme support</b>					
Post	2 251.3	(500.8)	1 750.5	20	20
Non-post	3 401.3	(1 297.3)	2 104.0	–	–
<b>Subtotal</b>	<b>5 652.6</b>	<b>(1 798.1)</b>	<b>3 854.5</b>	<b>20</b>	<b>20</b>
<b>Total by category</b>					
Post	5 255.4	(2 077.6)	3 177.8	44	30
Non-post	3 909.4	(1 423.3)	2 486.1	–	–

<b>Subtotal</b>	<b>9 164.8</b>	<b>(3 500.9)</b>	<b>5 663.9</b>	<b>44</b>	<b>30</b>
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Table 39  
**Estimated distribution of posts by source of funds**

	<i>Professional category and above</i>						<i>General service</i>		
	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>	<i>National Officer</i>	<i>Local level</i>	<i>Grand total</i>
<b>2022</b>									
Foundation non-earmarked	1	–	3	5	–	9	–	8	17
Regular budget	–	1	3	1	–	5	–	2	7
Programme support	–	–	5	3	2	10	1	9	20
<b>2022 total</b>	<b>1</b>	<b>1</b>	<b>11</b>	<b>9</b>	<b>2</b>	<b>24</b>	<b>1</b>	<b>19</b>	<b>44</b>
<b>Changes: (decrease)/increase</b>	–	–	–	–	–	–	–	–	–
Foundation non-earmarked	(1)	–	(3)	(5)	–	(9)	–	(7)	(16)
Regular budget	1	–	–	–	–	1	–	1	2
<b>Net changes</b>	–	–	<b>(3)</b>	<b>(5)</b>	–	<b>(8)</b>	–	<b>(6)</b>	<b>(14)</b>
<b>2023</b>									
Foundation non-earmarked	–	–	–	–	–	–	–	1	1
Regular budget	1	1	3	1	–	6	–	3	9
Programme support	–	–	5	3	2	10	1	9	20
<b>2023 total</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>16</b>	<b>1</b>	<b>13</b>	<b>30</b>

*Abbreviations:* USG – Under-Secretary-General; ASG – Assistant Secretary-General; D – Director; P – Professional.

## Annex I

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

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>In paragraph 6 of the ACABQ report, the Committee was informed that one evaluation, UN-Habitat Management and Administration, was proposed by the Joint Inspection Unit to start in 2019 and end in 2020. Following a request by the management of UN-Habitat, the evaluation was rescheduled for 2020–2021 to allow an assessment of the change processes initiated since the UN-Habitat reforms in 2018.</p>	<p><b>Status:</b> In progress The Joint Inspection Unit started the evaluation in the first quarter of 2021. The findings were published in the third quarter of 2022.</p>

## Annex II

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

A/76/307/Add.1 “Implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2020 on the United Nations funds and programmes – Report of the Secretary-General”

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Board recommends that UN-Habitat: (a) Identify the risks that might affect project implementation in advance of the execution phase to minimize the negative effects of delaying the intended benefits for the societies involved; and (b) plan and manage the recruitment process with respect to experts in the field office to ensure that there is timely and adequate staffing for improved project performance. (2015 A/71/5/Add.9, chap. II, para. 54)</p>	<p><i>Status:</i> Under implementation A new project risk management guide has been put in place that provides guidelines on how to manage risks, including risks related to the recruitment process and to non-performance by implementing partners. The guide is expected to be approved by a committee on risk oversight and accountability. The risk committee is expected to be reconstituted in the fourth quarter of 2022 to review and approve the guide.</p>
<p>The Board recommends that UN-Habitat: (a) Conduct enterprise resource management awareness training to enable the country offices staff to acquire the skills and knowledge necessary for effective implementation of enterprise risk management; and (b) prepare the risk register in accordance with the UN-Habitat enterprise risk management guidelines and summarize all important risks and response strategies in order to mitigate risks in project implementation. (2016 A/72/5/Add.9, chap. II, para. 13)</p>	<p><i>Status:</i> Under implementation A new project risk management guide has been put in place that provides guidelines on how to manage risks, including risks related to the recruitment process and to non-performance by implementing partners. The process for the preparation of the risk register has begun and is expected to be completed by the revised target date.</p>
<p>The Board recommends that UN-Habitat: (a) formulate strategies to minimize consultancy costs in accordance with its strategic objectives for the period 2014–2019; and (b) include minimization of consultancy costs in the results framework for tracking and reporting periodically. (2016 A/72/5/Add.9, chap. II, para. 23)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat strengthen monitoring of the implementation projects funded by conditional agreements in order to ensure that revenue is realized after fulfilling the conditions and to reduce the amount of liability in the financial statements. (2016 A/72/5/Add.9, chap. II, para. 74)</p>	<p><i>Status:</i> Under implementation UN-Habitat will monitor the conditional liabilities on a semi-annual basis with its United Nations Office at Nairobi (UNON) budget and finance service provider colleagues to strengthen the monitoring of the implementation of projects funded by conditional agreements.</p>
<p>The Board recommends that UN-Habitat (a) ensure capacity-building programmes are conducted for all staff who have resource mobilization responsibilities at the country and regional levels; and (b) develop policy guidelines and circulate them to the regional and country offices as required under the results framework for the donor relations and income strategy. (2017 A/73/5/Add.9, chap. II, para. 15)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat ensure that substantive and financial aspects of project documents are reviewed and approved by the Project Advisory Group prior to the signing of funding agreements, as required by the UN-Habitat project-based management policy. (2017 A/73/5/Add.9, chap. II, para. 19)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat ensure documentation is in place whenever there is movement of assets in order to reduce the risk of losing assets. (2017 A/73/5/Add.9, chap. II, para. 22)</p>	<p><i>Status:</i> Implemented</p>

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Board recommends that UN-Habitat: (a) ensure that funds are released to implementing partners on time so that the planned activities can be completed within the scheduled period; and (b) establish a risk-based fast-track payment process for emergency and high-priority countries, as proposed by the country office in the Syrian Arab Republic. (2017 A/73/5/Add.9, chap. II, para. 32)</p>	<i>Status:</i> Implemented
<p>The Board recommends that UN-Habitat ensure that the country offices in Colombia and Brazil: (a) find safer outside locations to store their backups, which can be accessed by staff during disasters; and (b) develop disaster recovery and business continuity plans. (2017 A/73/5/Add.9, chap. II, para. 44)</p>	<i>Status:</i> Implemented
<p>The Board recommends that UN-Habitat establish management structures and administrative policies and procedures for the new hub arrangement that provide guidance on the day-to-day management of hub operations in the Regional Office for Latin America and the Caribbean. (2017 A/73/5/Add.9, chap. II, para. 51)</p>	<i>Status:</i> Implemented
<p>The Board recommends that UN-Habitat comply with the administrative instruction on consultants and individual contractors (ST/AI/2013/4) by utilizing the roster in the selection of consultants and individual contractors to ensure that competent and experienced consultants and individual contractors are selected. (2017 A/73/5/Add.9, chap. II, para. 55)</p>	<i>Status:</i> Implemented
<p>The Board recommends that UN-Habitat: (a) adhere to the results-based management policy on reporting by incorporating analyses of the logical frameworks into their progress reports; and (b) prepare annual workplans for their activities in line with the approved programme of work for the biennium. (2017 A/73/5/Add.9, chap. II, para. 59)</p>	<i>Status:</i> Implemented
<p>The Board recommends that UN-Habitat conduct a complete analysis of the registers associated with the grants, specifically for the cases observed by the Board. As part of the analysis, UN-Habitat should identify the current status of the amounts delivered to implementing partners and received from conditional agreements, conduct a compliance review of the signed agreements and, if applicable, request reimbursement of the resources provided under them and correct the accounting transactions records. (2018 A/74/5/Add.9, chap. II, para. 21)</p>	<p><i>Status:</i> Under implementation UN-Habitat will conduct a complete analysis of the register associated with grants, including the cases observed by the Board, to identify the current status of the amounts delivered to implementing partners and received from conditional agreements. A compliance review of the signed agreements will also be conducted, and where applicable, a request for reimbursement of the resources provided will be made and correcting accounting entries for the transactions will be processed.</p>
<p>The Board recommends that UN-Habitat evaluate the application of impairment provisions to advances accounts. (2018 A/74/5/Add.9, chap. II, para. 22)</p>	<p><i>Status:</i> Under implementation UN-Habitat will work with UNON to implement this recommendation.</p>
<p>The Board recommends that UN-Habitat establish a framework and methodology for full cost recovery in accordance with General Assembly resolution 67/226 applicable in all units of the Programme and inform its hubs and offices of its application. (2018 A/74/5/Add.9, chap. II, para. 42)</p>	<p><i>Status:</i> Under implementation UN-Habitat will reaffirm the aspects of A/RES/67/226 to ensure that all projects fully fund the direct costs and the UN-Habitat core budget does not subsidize project activities.</p>
<p>The Board recommends that UN-Habitat include detailed documentation of each project in the project accrual and accountability system in order to support their execution and corresponding progress.</p>	<i>Status:</i> Implemented
<p>The Board recommends that UN-Habitat improve the controls related to updated information, established in paragraph 36 of the project-based management policy. (2018 A/74/5/Add.9, chap. II, para. 54)</p>	<i>Status:</i> Implemented

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Board recommends that UN-Habitat incorporate in the project accrual and accountability system the midterm and/or end-of-project evaluations for all its projects. (2018 A/74/5/Add.9, chap. II, para. 62)</p>	<p><i>Status:</i> Under implementation In 2016, UN-Habitat initiated the on-line Evaluation Recommendation Tracking System (ERTS) that was integrated with the project accrual and accountability system (PAAS). In 2019, UN-Habitat launched a second version of the PAAS that included an evaluation module. The module has improved the workflow for evaluation planning, implementation and reporting. The module makes it possible to upload, edit, list and filter planned and completed UN-Habitat evaluations, including the midterm and final evaluations.</p>
<p>The Board recommends that UN-Habitat improve the controls related to the evaluation reports, established in paragraph 19 of the project-based management policy.</p>	<p><i>Status:</i> Under Implementation As is mentioned in the preceding entry, UN-Habitat is taking necessary actions to implement the recommendation.</p>
<p>The Board recommends that UN-Habitat update its internal manuals, such as the project-based management policy and the project accrual and accountability system guidelines and manual, to clearly establish Umoja and its extensions as the system that gives support to the different duties performed by the entity. (2018 A/74/5/Add.9, chap. II, para. 67)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat conduct a review of the expenses relating to projects led or supported by consultants. (2018 A/74/5/Add.9, chap. II, para. 77)</p>	<p><i>Status:</i> Under Implementation The issue of travel costs for consultants being wrongly classified under staff costs was identified and communicated to UNHQ by UNON in 2018. UNHQ initiated an enhancement to Umoja and the issue has been fixed: all new trips after 1 September 2019 are mapped to the correct expense class. UN-Habitat will review travel expenses to identify any incorrect charges in the staff/personnel travel class and will make manual corrections to fully address the audit recommendation.</p>
<p>The Board recommends that, as part of the review, UN-Habitat request reclassification of the travel expenses and correct the accounting transactions records. (2018 A/74/5/Add.9, chap. II, para. 78)</p>	<p><i>Status:</i> Under Implementation This recommendation will be addressed by the response to the recommendation above.</p>
<p>The Board recommends that UN-Habitat strengthen measures to identify and reclassify expenses and clearly set out the scope and frequency of controls. (2018 A/74/5/Add.9, chap. II, para. 79)</p>	<p><i>Status:</i> Under Implementation This recommendation will be addressed by the response to the recommendation above.</p>
<p>The Board recommends that the Regional Office for Latin America and the Caribbean align the preparation of the quarterly travel plans for the Mexico City hub with the provisions established in the project cycle procedures manual of 2017 to ensure appropriate authorization of travel. (2018 A/74/5/Add.9, chap. II, para. 87)</p>	<p><i>Status:</i> Implemented This recommendation was overtaken in 2020 by the COVID-19 pandemic. Staff travel remains restricted. The implementation of Umoja extension 2 IPMR module will facilitate the monitoring of upcoming workshops for planned travel. This recommendation is considered to be under implementation based on the stated events.</p>
<p>The Board recommends that UN-Habitat prepare a comprehensive annual acquisition plan for the forthcoming periods, in as timely a manner and as accurately as possible, in accordance with both the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual, taking into consideration its regional offices, country offices and hubs. (2018 A/74/5/Add.9, chap. II, para. 95)</p>	<p><i>Status:</i> Implemented UN-Habitat completed the submission of the 2021 annual demand plan in 2021. This will be an annual process. UN-Habitat considers this recommendation implemented and will provide the Board of Auditors with supporting documentation for verification and closure of the recommendation.</p>
<p>The Board recommends that each administrative level of UN-Habitat develop a comprehensive risk catalogue in accordance with the enterprise risk management implementation guidelines put in place by the organization. (2018 A/74/5/Add.9, chap. II, para. 107)</p>	<p><i>Status:</i> Under implementation Because of the financial constraints of UN-Habitat, there has been limited capacity in the organizational unit responsible for enterprise risk management. Nevertheless, enterprise risk management and the development of the risk register are a priority for UN-Habitat. The process for developing the corporate risk catalogue and risk register has begun, and implementation at each administrative level will follow.</p>

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Board recommends that UN-Habitat facilitate and validate the risk documentation made by each of its regional offices, thus offering a more comprehensive view of the difficulties and risk factors that affect the regions and ways to reduce local risks.</p> <p>(2018 A/74/5/Add.9, chap. II, para. 108)</p>	<p><i>Status:</i> Under implementation</p> <p>The implementation of this recommendation is addressed in the preceding response.</p>
<p>The Board recommends that, for the office of the Rio de Janeiro hub, UN-Habitat make the efforts necessary to conclude a lease agreement signed by both parties, in accordance with the required conditions.</p> <p>(2018 A/74/5/Add.9, chap. II, para. 115)</p>	<p><i>Status:</i> Under implementation</p> <p>UN-Habitat considers this recommendation to be under implementation.</p>
<p>The Board recommends that UN-Habitat review the disbursements related to lease payments previously made to the Instituto Pereira Passos of the municipality of Rio de Janeiro and clarify the legal basis for the payments.</p> <p>(2018 A/74/5/Add.9, chap. II, para. 116)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat improve the monitoring of staff annual leave to ensure that all leave is requested and approved by supervisors before being taken.</p> <p>(2018 A/74/5/Add.9, chap. II, para. 127)</p>	<p><i>Status:</i> Under implementation</p> <p>UN-Habitat has started conducting periodic monitoring to ensure that staff members apply for annual leave and that such leave is approved by managers before staff members proceed on leave. UN-Habitat is working with UNON and UNHQ to ensure that effective reporting tools are available to monitor leave approvals.</p>
<p>The Board recommends that UN-Habitat perform periodic and timely reviews of the leave system to identify unrecorded absences and, if relevant, charge them against staff members monthly salary.</p> <p>(2018 A/74/5/Add.9, chap. II, para. 128)</p>	<p><i>Status:</i> Under implementation</p> <p>UN-Habitat is working with UNON and UNHQ to ensure that effective reporting tools are available to determine any instances of excess annual or sick leave requiring financial recoveries.</p>
<p>The Board recommends that UN-Habitat management devise a suitable mechanism to ensure better coordination between the entity and OIOS for the complete and comprehensive reporting of cases of fraud and presumptive fraud.</p> <p>(2018 A/74/5/Add.9, chap. II, para. 132)</p>	<p><i>Status:</i> Implemented</p>
<p>Establish sufficient controls for legally enforceable agreements in order to have voluntary contributions correctly accounted during the same year in which they become binding.</p> <p>(2019 A/75/5/Add.9, para. 19)</p>	<p><i>Status:</i> Under implementation</p> <p>UN-Habitat and UNON have in place controls meant to ensure that contribution agreements are recorded in the financial year in which they become legally enforceable. However, these controls will be revisited with UNON. UN-Habitat communicates regularly with project practitioners to provide confirmation that all agreements signed as at the end of a given period have grants created and approved by UNON and that the revenue has been recognized in the correct period.</p>
<p>The Board recommends that the Sri Lanka and Afghanistan country offices, together with the Regional Office for Asia and the Pacific, comply with the implementing partners' policy by extending the agreements of cooperation and their amendments prior to their expiration date, thereby avoiding uncovered periods in the agreement.</p> <p>(2019 A/75/5/Add.9, para. 55)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that the Cambodia and Laos People's Democratic Republic country offices, together with the Regional Office for Asia and the Pacific, ensure that funds are released and instalments are paid on time to implementing partners in accordance with the agreements.</p> <p>(2019 A/75/5/Add.9, para. 56)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that the Afghanistan, Laos People's Democratic Republic and the Philippines country offices, together with the Regional Office for Asia and the Pacific, ensure that the deadlines for the achievement of deliverables are met, along with the timely scheduled payment of instalments, in order to improve the implementation of projects with implementing partners, as planned.</p>	<p><i>Status:</i> Under implementation</p> <p>Adjustments are being made in coordination with implementing partners, including workplan adjustments and regular reporting to donors.</p>

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
(2019 A/75/5/Add.9, para. 57) The Board recommends that the Sri Lanka country office and the Regional Office for Asia and the Pacific take measures to properly approve payments to the implementing partners in accordance with the agreement's mandatory requirements, which should be received prior to or at the time of the payment requests. (2019 A/75/5/Add.9, para. 58)	<i>Status:</i> Under implementation UN-Habitat monitors payments in accordance with the terms and conditions of the agreements, the Financial Regulations and Rules of the United Nations and specifically the IPSAS delivery principle. With support from the regional office, the Sri Lanka office has taken measures including initiating a tracking sheet to ensure timely payments.
The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific, together with UN-Habitat headquarters, take the measures necessary to ensure that the maximum amounts for community agreements are reviewed and clearly established in a formal instrument. (2019 A/75/5/Add.9, para. 77)	<i>Status:</i> Under implementation UN-Habitat will formalize the financial limit for community agreements.
The Board recommends that the Afghanistan country office and the Regional Office for Asia and the Pacific issue a formal document that provides guidelines for the personnel contracted by non-United Nations entities, in order to ensure a proper recruitment process performed by these entities. (2019 A/75/5/Add.9, para. 88)	<i>Status:</i> Implemented
The Board recommends that the Afghanistan country office and the Regional Office for Asia and the Pacific monitor the non-United Nations entity, in order to ensure that it performs a proper recruitment process. (2019 A/75/5/Add.9, para. 108)	<i>Status:</i> Implemented
The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific, in cooperation with UNDP, assure the timely compliance with the services provided by the individual contractors regarding the agreed and scheduled deliverables established in the contracts. (2019 A/75/5/Add.9, para. 119)	<i>Status:</i> Implemented
The Board recommends that UN-Habitat ensure that overtime as compensatory time off and additional payment are calculated in accordance with information circular UNON/IC/2015/07 and other applicable instructions, in compliance with the official work schedule established by the Nairobi duty station. (2019 A/75/5/Add.9, para. 150)	<i>Status:</i> Under implementation UN-Habitat has worked with UNON to correct the reported cases and to ensure compliant calculations in the future.
The Board recommends that UN-Habitat review and correct the cases of miscalculations of compensatory time off, of overtime payments on incorrect schedules and of payments that exceed the established rates. (2019 A/75/5/Add.9, para. 151)	<i>Status:</i> Under implementation The implementation of this recommendation is covered in the preceding entry.
The Board recommends that UN-Habitat regulate the lunch break time on Fridays for the purpose of ensuring the proper calculation of overtime. (2019 A/75/5/Add.9, para. 152)	<i>Status:</i> Under implementation The implementation of this recommendation is covered in the preceding entry.
The Board recommends that UN-Habitat review the quantity of overtime per month, with an emphasis on those that exceed the allowed limit of 40 hours and require the exceptional approval every time that this ceiling is exceeded. (2019 A/75/5/Add.9, para. 153)	<i>Status:</i> Under implementation The implementation of this recommendation is covered in the preceding entry.
The Board recommends that the Regional Office for Asia and the Pacific make efforts to conduct the annual leave requests and approvals in a timely manner through Umoja, so that annual leave is approved before being used. (2019 A/75/5/Add.9, para. 164)	<i>Status:</i> Implemented
The Board recommends that the Regional Office for Asia and the Pacific, improve the monitoring process in Umoja, performing periodic and timely reviews of the annual leaves of staff members, in order to avoid having annual leave being requested and approved after being used. (2019 A/75/5/Add.9, para. 165)	<i>Status:</i> Implemented

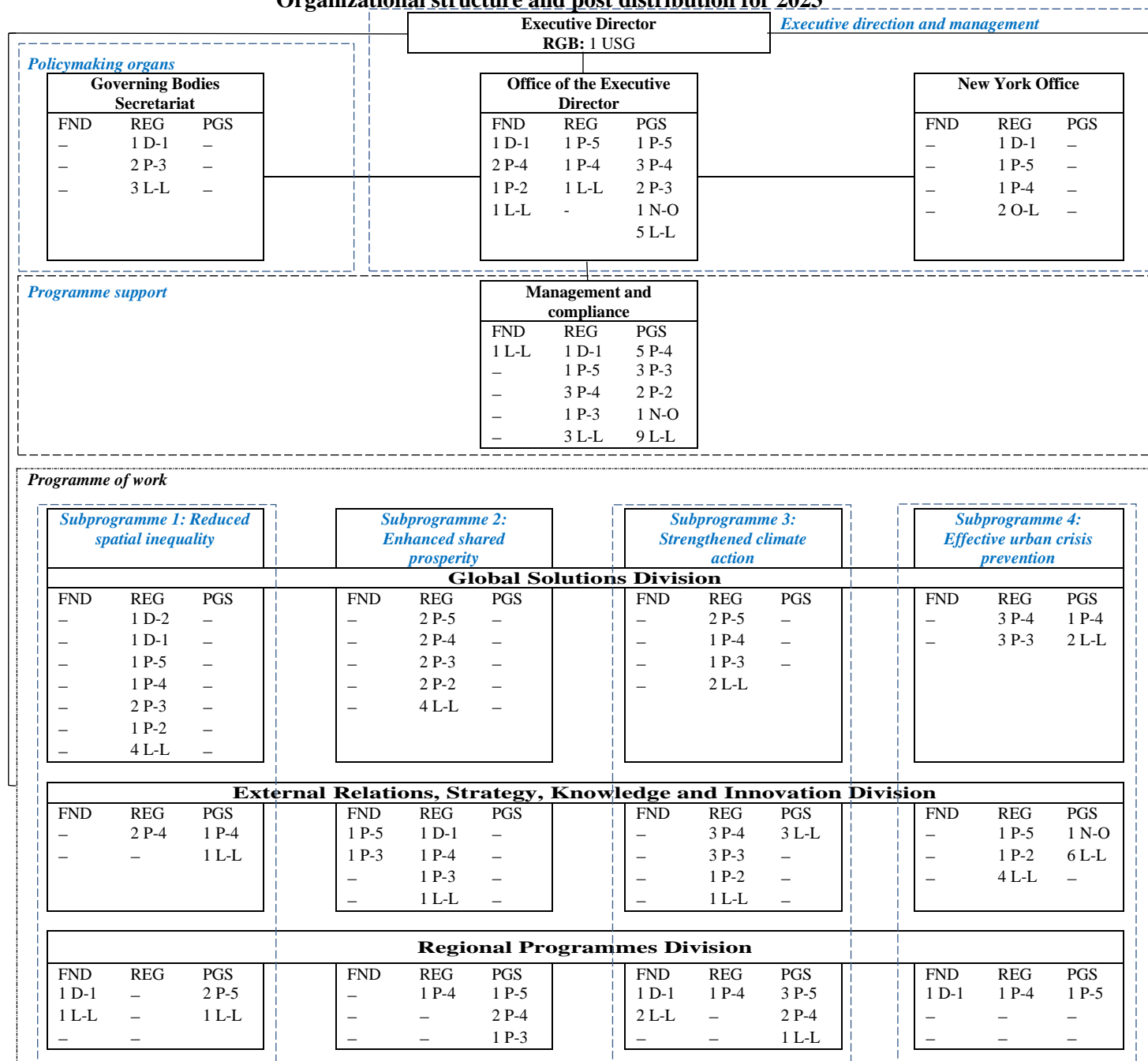


<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Board recommends that UN-Habitat determine the delegations of authority of staff members through the delegation of authority online portal, pursuant to Secretary General's bulletin ST/SGB/2019/2, resolving any discordance detected with the assigned Umoja roles. (2019 A/75/5/Add.9, para. 175)</p>	<p><i>Status:</i> Under implementation UN-Habitat completed a review of all active delegations and ensured that their proper roles were issued in Umoja and that the roles related to all inactive delegations were revoked or expired, as applicable.</p>
<p>The Board recommends that UN-Habitat adjust the roles with conflict consistently with the Security Liaison Officer workbook and the Umoja roles guide, to comply with a correct segregation of duties. (2019 A/75/5/Add.9, para. 183)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat perform periodic reviews of Umoja roles established in the access control for the United Nations Secretariat systems ICT technical procedure, as applicable. (2019 A/75/5/Add.9, para. 184)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat update the information contained in the Umoja report on equipment in accordance with the SC119 Umoja property management overview course, assigning for each item the location and/or user responsible. (2019 A/75/5/Add.9, para. 195)</p>	<p><i>Status:</i> Under implementation UN-Habitat will further enrich the original asset data converted from the legacy system to Umoja.</p>
<p>The Board recommends that the assigned staff member responsible for the operational equipment be a staff member of UN-Habitat. (2019 A/75/5/Add.9, para. 196)</p>	<p><i>Status:</i> Under implementation UN-Habitat will ensure that the asset custodians are staff members of UN-Habitat.</p>
<p>The Board recommends that UN-Habitat headquarters take measures to monitor the proper registration of the capitalization and disposal of property, plant and equipment items, from the time when the assets are received by the entity and according to the information indicated in the corresponding delivery note or when the disposal is approved. (2019 A/75/5/Add.9, para. 207)</p>	<p><i>Status:</i> Under implementation UN-Habitat will put in place a mechanism to monitor the proper registration of the capitalization and disposal of property, plant and equipment items, from the time when the assets are received by the entity and according to the information indicated in the corresponding delivery note or when the disposal is approved.</p>
<p>The Board recommends that UN-Habitat consider the depreciation of its assets when they are available for use, pursuant to the delivery principle of the United Nations corporate guidance for IPSAS on the delivery principle and paragraph 71 of IPSAS 17. (2019 A/75/5/Add.9, para. 208)</p>	<p><i>Status:</i> Under implementation UN-Habitat will put in place a mechanism to consider the depreciation of its assets when they are available for use, pursuant to the delivery principle of the United Nations corporate guidance for IPSAS on the delivery principle and paragraph 71 of IPSAS 17.</p>
<p>The Board recommends that UN-Habitat coordinate with UNHQ on the possibility of phasing out the standard cost methodology, aligning its accounting with IPSAS requirements for valuing property, plant and equipment assets. (2019 A/75/5/Add.9, para. 215)</p>	<p><i>Status:</i> Under implementation UN-Habitat will coordinate with UNHQ on the possibility of phasing out the standard cost methodology, aligning its accounting with IPSAS requirements for valuing property, plant and equipment assets.</p>
<p>The Board recommends that UN-Habitat coordinate with UNHQ to carry out a regular review of the residual value of assets in general and its fully depreciated assets that remain in use, in particular appropriately assigned useful lives and residual values to the assets, as established under IPSAS 17. (2019 A/75/5/Add.9, para. 217)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that the Sri Lanka country office and the Regional Office for Asia and the Pacific assess and determine the disposal of the three vehicles that are not planned to be assigned to immediate projects. In this assessment, the vehicle that has been fully depreciated should also be included. (2019 A/75/5/Add.9, para. 237)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that the Sri Lanka country office and the Regional Office for Asia and the Pacific improve the measures taken to ensure that the vehicles awaiting use are in good condition. This means proper maintenance, which should include routine general check-ups of the vehicles, and adequate storage. (2019 A/75/5/Add.9, para. 238)</p>	<p><i>Status:</i> Implemented</p>

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Board recommends that UN-Habitat strengthen the monitoring of the payment procedure in order to avoid having pending payments owing to an absence of the requisite documentation. (2019 A/75/5/Add.9, para. 247)</p>	<p><i>Status:</i> Under implementation UN-Habitat will strengthen the monitoring of the payment procedure in order to avoid having pending payments owing to the absence of required documentation. UN-Habitat will review the payables focal point system so as to improve the payments system.</p>
<p>The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific formalize the use of the workspaces provided by the Food and Agriculture Organization of the United Nations. (2019 A/75/5/Add.9, para. 258)</p>	<p><i>Status:</i> Under implementation UN-Habitat will formalize the use of the office space provided by FAO.</p>
<p>The Board recommends that the Philippines country office and the Regional Office for Asia and the Pacific improve the monitoring process of the lease agreements, in partnership with UNDP, in order to enforce these agreements properly and in a timely manner, avoiding any inconsistencies with regard to the use of the facilities. (2019 A/75/5/Add.9, para. 267)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that the Regional Office for Asia and the Pacific ensure the timely compliance with the requirements of official travel, in particular the timely approval in advance of the start of travel and submission of travel expense reports after the completion of said travel, including recording exceptions to those requirements. (2019 A/75/5/Add.9, para. 281)</p>	<p><i>Status:</i> Implemented</p>
<p>The Board recommends that UN-Habitat hold the ICT Committee meetings periodically in order to achieve the objectives and purposes established in the Secretary-General's bulletin ST/SGB/2003/17 and the Committee's terms of reference. (2019 A/75/5/Add.9, para. 292)</p>	<p><i>Status:</i> Under implementation The ICT committee is expected to start meeting in 2023 or earlier.</p>

## Annex III

## Organizational structure and post distribution for 2023



*Abbreviations:* FND – Foundation non-earmarked; REG – regular budget; PGS – programme support; USG – Under-Secretary-General; D – Director; P – Professional; N-O – National Professional Officer; L-L – local level.