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**Work programme of the United Nations Human
Settlements Programme and budget of the United Nations
Habitat and Human Settlements Foundation for the
biennium 2018–2019**

**Proposed work programme and budget for the biennium
2018–2019**

Report of the Executive Director

Summary

The present document sets out the proposed work programme and budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2018–2019, which is based on the approved six-year strategic plan for the period 2014–2019 and the strategic framework for the biennium 2018–2019. The work programme was prepared in accordance with the support guide issued on 20 October 2016 by the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts of the United Nations Secretariat.

The Executive Director recommends that the Governing Council of the United Nations Human Settlements Programme approve the work programme of the United Nations Habitat and Human Settlements Foundation for the biennium 2018–2019, as proposed in the present report.

* HSP/GC/26/1.

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I. Introduction

Programme overview

1. Mandate

1. The United Nations Human Settlements Programme (UN-Habitat) is the specialized programme for sustainable urbanization and human settlements in the United Nations system. The mandate of the Programme is derived from General Assembly resolution 3327 (XXIX), by which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the General Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the General Assembly elevated the United Nations Centre for Human Settlements to the United Nations Human Settlements Programme.

2. The Habitat Agenda, adopted at the second United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996, specified key responsibilities of UN-Habitat. More recently, the New Urban Agenda, adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito in October 2016, reaffirmed “the role and expertise of UN-Habitat, within its mandate, as a focal point for sustainable urbanization and human settlements, in collaboration with other United Nations system entities, recognizing the linkages between sustainable urbanization and, inter alia, sustainable development, disaster risk reduction and climate change.” It also invited the General Assembly to request the Secretary-General “to report on the progress of the implementation of the New Urban Agenda every four years”, and further stated that “the preparation of the report will be coordinated by UN-Habitat in close collaboration with other relevant entities of the United Nations system, ensuring an inclusive United Nations system-wide coordination process.” It underlined “the importance of UN-Habitat given its role within the United Nations system as a focal point on sustainable urbanization and human settlements, including in the implementation, follow-up to and review of the New Urban Agenda, in collaboration with other United Nations system entities.”

3. In addition, Goal 11 of the Sustainable Development Goals, contained in the recently adopted 2030 Agenda for Sustainable Development, calls upon the global community to make cities and human settlements inclusive, safe, resilient and sustainable. This stand-alone goal, in addition to other specific targets under other goals, promotes an integrated, holistic and universal approach to urbanization. The focus of UN-Habitat and the strategic plan for the period 2014–2019 is fully aligned with Goal 11 and related goals. UN-Habitat is uniquely placed to support countries towards the achievement of Goal 11, its targets and related goals.

2. Towards the New Urban Agenda

4. The six-year strategic plan for the period 2014–2019 is being implemented through three successive biennial strategic frameworks, for 2014–2015, 2016–2017 and 2018–2019. The direction of the present strategic framework has been further guided by the outcome document of Habitat III, the New Urban Agenda.¹ In the light of the New Urban Agenda and with a view to enhancing the effectiveness of UN-Habitat, in paragraph 172 of the New Urban Agenda Heads of State and Government, Ministers and high representatives gathered at Habitat III requested the Secretary-General of the United Nations to submit to the General Assembly during its seventy-first session an evidence-based and independent assessment of UN-Habitat. The General Assembly, in its resolution 71/235, on the 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), encouraged the Secretary-General, pursuant to paragraphs 171 and 172 of the New Urban Agenda, to take all appropriate measures to ensure that the assessment of UN-Habitat was carried out in a fair, objective, impartial and representative manner, and decided that the report from the assessment should be presented in a timely manner. The outcome of the assessment requested in paragraph 172 of the New Urban Agenda should also guide the direction of the strategic framework.

5. The rapidly increasing dominance of cities as the habitat of humankind places the process of urbanization among the most significant global trends of the twenty-first century. Sustainable

¹ Endorsed by the General Assembly in its resolution 71/256 entitled “New Urban Agenda”.

urbanization is now accepted as a positive and broader force that can help the world overcome some of its major global challenges, such as climate change, poverty and inequality, most notably in the adoption of the New Urban Agenda at Habitat III, held in Quito in October 2016. The strategic plan for the period 2014–2019 identifies key challenges on urbanization and human settlements and sets out a vision and strategic direction for addressing them. In the strategic plan, member States set out a new vision of the role of urbanization in sustainable development.

6. Responding to the assertion by Governments and partners of the importance of sustainable urbanization at Habitat III, UN-Habitat promotes a proactive approach to urban development that can integrate all the facets of sustainable development to promote equity, welfare and shared prosperity. The Programme is focused on all levels of human settlements, from small rural communities, villages and market towns to intermediate cities and metropolises. In driving this approach to sustainable urbanization, UN-Habitat aims to be a specialized programme, providing unique products to Governments and other partners.

7. Considering the close linkages between urbanization and climate change, and aware of the importance of urban planning, transport and buildings to climate action, the strategic framework builds on multi-stakeholder initiatives supporting cities and subnational authorities in the implementation of the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the Paris Agreement. UN-Habitat will support cities and human settlements to reduce their environmental impact and emissions, and address their impact on human and public health and climate change; enhance urban resilience; help cities to access climate finance; and support vertical integration schemes that empower cities to take climate action and implement global targets at the local level.

8. Within the framework of the strategic plan for the period 2014–2019, UN-Habitat has addressed the challenges and opportunities of the twenty-first century through a three-pronged approach that emphasizes urban legislation, land and governance; urban planning and design; and urban economy and municipal finance. Those are the first three areas of focus of the strategic plan for the period 2014–2019 and the basic tools for achieving sustainable urban development. Housing, urban basic services and urban risk reduction build on the foundation provided by the three-pronged approach to fully address the basic needs of the people living in cities, including people in vulnerable situations.

3. Implementation

9. The UN-Habitat programme of work will be jointly implemented by branches and regional offices under a matrix structure, specifically with a view to supporting integrated approaches to sustainable urbanization. In this respect, the programme of work will include a cohesive portfolio of projects and initiatives that will respond to recent global strategic processes, including, within the mandate of UN-Habitat, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals; the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Sendai Framework for Disaster Risk Reduction 2015–2030; the Paris Agreement on climate change, and the outcome of the 2016 high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants, the “New York Declaration for Refugees and Migrants”. The following seven subprogrammes continue to be the vehicle for UN-Habitat support to member States and other partners in the implementation of the New Urban Agenda, and related global priorities:

- (a) Subprogramme 1: Urban legislation, land and governance;
- (b) Subprogramme 2: Urban planning and design;
- (c) Subprogramme 3: Urban economy and municipal finance;
- (d) Subprogramme 4: Urban basic services;
- (e) Subprogramme 5: Housing and slum upgrading;
- (f) Subprogramme 6: Risk reduction, rehabilitation and urban resilience;
- (g) Subprogramme 7: Urban research and capacity development.

10. During the biennium, UN-Habitat will promote and support the development of national urban policy frameworks regarding sustainable urbanization and human settlements, in line with Governing

Council resolution 25/4 of 23 April 2015. In implementing the subprogrammes, the main strategies that UN-Habitat and partners will employ include undertaking advocacy efforts to raise awareness of sustainable urbanization issues; providing evidence-based policy advice; building capacity; developing tools, norms and standards based on best practices; implementing demonstration projects that can evolve to scale on the basis of approaches demonstrated to be successful; and providing assistance to Governments, local authorities and other stakeholders responsible for urban issues.

11. UN-Habitat will increase outreach efforts and disseminate key messages to enhance global awareness and sensitization of sustainable urbanization issues among national Governments, local authorities and other partners, as well as among the public. The main mechanisms for advocacy, outreach and communication will be the World Urban Campaign, the World Urban Forum and flagship publications.

12. Subprogramme 1, urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to legislation, land and governance. UN-Habitat will support the development of effective legislation for urban development and governance models for inter-municipal cooperation and, building on the experience of the Global Land Tool Network and in partnership with local government organizations, address existing urban land problems and opportunities, as requested by member States.

13. Subprogramme 2, urban planning and design, will provide local, subnational and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities and the peri-urban and rural areas through planning and design at different scales and all levels. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting the principle of optimization of the population density and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity, in order to increase urban value and productivity, and equitable access to basic services.

14. Subprogramme 3, urban economy and municipal finance, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and enhance their contribution to employment and wealth creation. The subprogramme will contribute to the formulation and implementation of effective urban strategies, municipal finance and policies supportive of local economic development and the creation of decent urban jobs and livelihoods, especially for young people.

15. Subprogramme 4, urban basic services, will place emphasis on strengthening policies and institutional frameworks for better integrating and expanding access to urban basic services. Policy and technical cooperation will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: water and sanitation; urban waste management; urban mobility; urban energy. The subprogramme will contribute to improvement in air quality by reducing air pollution resulting from transport activities and the continued reliance on polluting energy sources for indoor lighting and cooking. It will explore the use of information and communications technology (ICT) to improve service provision. This subprogramme will improve access to drinking water and improved sanitation in underserved communities. It will also link the provision of basic services to the city's increase in productivity and its capacity to generate employment.

16. Subprogramme 5, housing and slum upgrading, will pursue the promotion of the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living for all, through the promotion of policies that increase the supply of adequate and sustainable housing, upgrade existing slums and prevent the development of new slums. This prevention effort will be made on the basis of a strategic approach to housing that places housing at the centre of the city and urban policies.

17. Subprogramme 6, risk reduction, rehabilitation and urban resilience, will focus both on reducing urban risk and disasters and on responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities and other human settlements in terms of both disaster prevention and disaster response, especially promoting "rebuilding by design".

18. Subprogramme 7, urban research and capacity development, will report the results of local and global monitoring and assessment to Governments and Habitat Agenda partners by conducting research

on key topics and producing the World Cities Report and other knowledge products associated with the implementation of the knowledge management strategy. As part of the data revolution, the subprogramme will further develop the City Prosperity Initiative to support, upon request by appropriate authorities, data collection, analysis and reporting at the national and city levels, including support to local urban observatories. The subprogramme will provide expertise in developing institutional and individual capacity.

19. UN-Habitat will strengthen mainstreaming of the cross-cutting issues of gender, youth, climate change and human rights. In line with the Sustainable Development Goals, the Programme will promote full and effective participation and equal opportunities for women and men in all its normative and operational activities, including those relating to land, housing, urban basic services and employment, to address the continuing disparities. In the past few decades, youth unemployment has emerged as a serious urban challenge in both developing and developed countries, often contributing to political unrest. UN-Habitat will ensure that youth issues are mainstreamed in its normative and operational work through appropriate programming, as well as through a monitoring system that uses data disaggregated by gender and age. In mainstreaming human rights in human settlements and sustainable urbanization initiatives in all its programmes and projects, the Programme will follow the principles of equality, non-discrimination, inclusion, participation and accountability that leave no one behind. Given the significant impact that cities have on climate change, UN-Habitat will continue to work to combat climate change and its effects. The Programme Division will oversee the effective mainstreaming of cross-cutting issues.

20. The UN-Habitat programme of work is implemented by strongly integrating the normative and operational aspects of its work. This hybrid approach is one of the key comparative advantages of UN-Habitat. Its normative work drives the development of its programme, and the formulation of its projects. The results of the operational work of the Programme will be captured, and the knowledge gained will inform the normative work of the Programme. The delivery of the UN-Habitat programme of work at the regional and country levels is largely led by the regional offices, in full accordance with national priorities. In this regard, the Programme will move to further strengthen national ownership of programmes at the country level through the UN-Habitat country programme documents, under the United Nations Development Assistance Framework where one exists, and always in support of national strategic planning mechanisms.

21. The effective and efficient delivery of services is essential for the future of the Programme, with regard to being viewed as fit for purpose and providing value for money. UN-Habitat will continue to reform and develop its business and service model, in close consultation with member States. In the first instance, it will proceed with whatever reforms are possible within its current architecture, implementing such reforms within the secretariat. However, the results of the assessment could lead to an adjustment in its architecture, which could in turn significantly enhance speed, impact, cost effectiveness and the deployment of programme resources and activities. This would have a significant impact on achieving development outcomes in the field.

22. During the 2018–2019 biennium, UN-Habitat will further strengthen results-based management in programmes, projects, policies and activities, in line with Governing Council resolution 25/3 of 23 April 2015. To strengthen coherence and alignment in programme implementation and to ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will enhance planning, monitoring and reporting mechanisms, as well as resource mobilization efforts. The Programme will continue to monitor and report on progress made in implementing the strategic plan and the work programme and budget. It will explore the implementation of more strategic approaches with regard to results and evidence, including through the strengthening of results-based management to fit the needs of the Programme. In line with its evaluation policy, the Programme will undertake corporate, programme and project evaluations, as well as self-evaluations, of all projects that will have closed during the biennium.

23. The work of UN-Habitat contributes to the three pillars of the United Nations of peace and security, human rights and the rule of law, and development, as follows: development, by promoting sustainable urban development, integrated planning and investment; peace and security, through its work on strengthening the resilience of cities and human settlements and on post-disaster and post-conflict reconstruction and rehabilitation; and human rights and the rule of law, by promoting the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living and other recognized human rights, and by ensuring that the Programme's work is

built on a framework that promotes, protects and respects human rights and promotes systemic change through transparent and accountable rules and institutions.

24. At the global, regional and national levels, UN-Habitat will coordinate, cooperate and collaborate with United Nations funds, agencies and programmes to support the implementation of the New Urban Agenda by Governments. In addition, it will work closely with Governments, local authorities, international financial institutions, regional development banks, foundations, the private sector, public-private partnerships, academic and research institutions, and many other partners, in line with its partnership strategy.

4. Financial overview

25. The financial framework of UN-Habitat comprises three sources of funding: United Nations regular budget allocations, which are approved by the General Assembly; United Nations Habitat and Human Settlements Foundation contributions, from which general purpose budget allocations are approved by the Governing Council, and special purpose budget allocations are approved by the Executive Director; technical cooperation contributions, from which the budget allocations are also approved by the Executive Director. For management purposes, the Foundation general purpose account, overhead account and the regular budget are considered to be the “core budget” of UN-Habitat.

26. 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.

27. The contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds: general purpose and special purpose. General purpose contributions are non-earmarked voluntary contributions from Governments, from which budget allocations are approved by the Governing Council in accordance with agreed priorities to support the implementation of the approved UN-Habitat programme of work. Special purpose contributions are earmarked voluntary contributions from Governments and other donors for the implementation of specific activities that are included in the programme of work and are consistent with the mandate of UN-Habitat. These generally cover global, thematic and multi-country projects.

28. 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.

29. The consolidated and harmonized work programme and budget for the biennium 2018–2019 has been prepared following an analysis of the targeted income from the three sources of funding for the biennium based on the resource requirements for the implementation of the proposed biennial programme of work. It also takes into account likely available resources and the new mandates in the area of sustainable urbanization and human settlements that may result from the post-2015 sustainable development agenda and the New Urban Agenda. 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 strategic plan for the period 2014–2019.

5. Resource plan

30. UN-Habitat has continued to see considerable progress in its earmarked funding, within both Foundation special purpose and technical cooperation funds. Its business model also depends on the support of its core budget, which reflects an income of about \$30 million per year from the regular budget allocations, programme support accounts and Foundation general purpose accounts. In this area, over a period of many years, contributions from Member States to the Foundation general purpose fund have fallen far short of the budget approved by member States. In the biennium 2012–2013, member States approved \$70.2 million but UN-Habitat received only \$22.7 million (32 per cent). Following the experiences of 2012–2013, the UN-Habitat approved budget was adjusted downwards to \$45.6 million in 2014–2015 and 2016–2017. The total amount received was only \$10.1 million (22 per cent) in 2014–2015, and it is expected that 2016–2017 receipts will amount to only \$5.3 million (12 per cent). The target for non-earmarked contributions through the Foundation general purpose fund in 2018–2019 has been reduced to \$26.1 million.

31. However, the sustained and increased earmarked contributions reflect the commitment of member States to UN-Habitat activities and their acknowledgement of the organization's efforts, as well as the positive relationship between investments and results.

32. The overall resource requirements for UN-Habitat for the biennium 2018–2019 are projected at \$499.8 million, reflecting an increase of 3.6 per cent over the \$482.3 million estimated for the biennium 2016–2017. This projection is due mainly to demand for activities within the technical cooperation budget, in the areas of UN-Habitat advisory services, and support for capacity-building and operational activities at the local, subnational and national levels. Table 1 shows resource requirements by source of funds and expenditure category, while table 2 gives a breakdown by funding category.

33. The gap between the resource requirements of the core programme of work and contributions towards delivering it has created financial stress within the core budget, even as the earmarked portfolio continues to perform well. In the period 2012–2016, deficits in the core budget (Foundation general purpose and overhead) of about \$16.7 million drew down UN-Habitat Foundation non-earmarked and overhead fund balances. The large amount of accumulated surpluses enabled UN-Habitat to maintain its vital normative and operational capacity in the run-up to Habitat III. Given the global funding patterns and expected funding from member States, UN-Habitat has revised its resource mobilization strategy, which has already yielded positive results for the earmarked portfolio. Member States are invited to support the core capacity of the organization, according to their means, to strengthen both the normative work and support to Member States in the field. It is also expected that the outcome of the assessment of UN-Habitat, combined with the demand to support Member States in implementing the New Urban Agenda, will boost contributions. It is expected that contributions to the Foundation general purpose account will improve modestly in the medium term. With respect to earmarked contributions, drawing upon the outcome of Habitat III, UN-Habitat will develop programmes and projects to support Member States in implementing the New Urban Agenda, and thus drive the growth of the portfolio to achieve the results required to reach the targets of the strategic plan. However, it is the responsibility of the Executive Director to ensure the financial viability of the Programme and, in this regard, he will take steps to cut core operational expenditure in 2017 and, in 2018, balance income and expenditure.

Table 1
Overview of resource requirements by source of funds
(thousands of United States dollars)

Category	Resources				Posts			
	Actual 2014–2015	Approved appropriations 2016–2017	Change amount	% change	Estimates 2018–2019	2016– 2017	Change	2018– 2019
Foundation general purpose								
Post	16 708.0	30 907.8	(12 038.3)	(39)	18 869.5	130	(60)	70
Non-post	3 077.0	14 709.6	(7 518.4)	(51)	7 191.2			
Subtotal	19 785.0	45 617.4	(19 556.7)	(43)	26 060.7	130	(60)	70
Regular budget								
Post	25 988.0	18 895.8	(1 441.3)	(8)	17 454.5	75	–	75
Non-post	3 436.0	3 629.5	(1 662.5)	(46)	1 967.0			
Subtotal	29 424.0	22 525.3	(3 103.8)	(14)	19 421.5	75	–	75
Foundation special purpose								
Post	37 036.0	6 626.2	(2 107.0)	(32)	4 519.2	30	(7)	23
Non-post	53 594.0	94 671.3	40 703.9	43	135 375.2			
Subtotal	90 630.0	101 297.5	38 596.9	38	139 894.4	30	(7)	23
Technical cooperation								
Post	68 392.0	14 923.3	(635.0)	(4)	14 288.3	46	(3)	43
Non-post	151 680.0	297 985.7	2 144.5	1	300 130.2			
Subtotal	220 072.0	312 909.0	1 509.6	0	314 418.6	46	(3)	43
Total by category								
Post	148 124.0	71 353.1	(16 221.6)	(23)	55 131.5	281	(70)	211
Non-post	211 787.0	410 996.1	33 667.6	8	444 663.7			
Total	359 911.0	482 349.2	17 446.0	4	499 795.2	281	(70)	211

Notes: Posts funded from earmarked funds (including trust funds) have been excluded from the 2018–2019 staffing tables. These posts are of a temporary nature and the levels subject to frequent changes according to programme and project activity requirements. Corresponding programme support accounts (overhead accounts) are included in the Foundation special purpose and technical cooperation resources.

Table 2
Overview of resource requirements by funding category
(thousands of United States dollars)

Category	Resources		
	Actual 2014–2015	Approved appropriation 2016–2017	Estimates 2018–2019
Core resources			
Foundation general purpose	12 917.0	45 617.4	26 060.7
Regular budget	29 424.0	22 525.3	19 421.5
Foundation special purpose – programme support (overhead) account	8 118.8	10 849.6	8 423.8
Technical cooperation – programme support (overhead) account	14 658.2	17 382.6	18 018.6
Subtotal	65 118.0	96 374.9	71 924.5
Earmarked resources (including trust funds)			
Foundation special purpose	66 471.0	90 447.9	131 470.7
Technical cooperation	265 908.0	295 526.4	296 400.0
Subtotal	332 379.0	385 974.3	427 870.7
Total	397 497.0	482 349.2	499 795.2

34. The resource estimates of the organization for the biennium 2018–2019 are organized according to the seven strategic subprogrammes of the 2014–2019 strategic plan. Table 3 restates the estimated resources for the biennium 2016–2017 according to the seven strategic areas and presents resource requirements for the biennium 2018–2019. Resources are categorized by source of funding and type of expenditure. The allocation of resources across the seven subprogrammes is based on an analysis of resource requirements for each strategic area based on the outputs for each subprogramme for the biennium 2018–2019, and the strategic priorities of UN-Habitat.

35. The greater part of the budget of the organization – \$451.5 million, or 90.3 per cent – is reserved for programme activities, both normative and operational. Of the remaining \$48.3 million, \$18.2 million, or 3.6 per cent, is budgeted for programme support activities, and \$30 million, or 6 per cent, is for executive direction and management, which includes evaluation, strategic planning, the External Relations Division and the secretariat of the Governing Council (table 3 and the figure below). The proposed budget reflects UN-Habitat success in enhancing efficiency and productivity, and in targeting resources towards the delivery of the programme.

Proposed use of resources

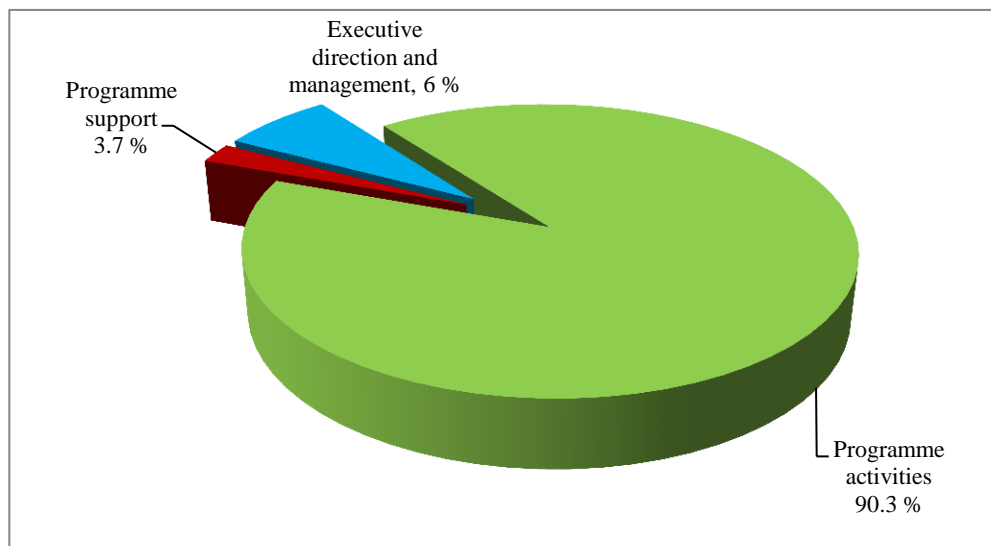


Table 3
Appropriations for the biennium 2016–2017 and resource requirements for the biennium 2018–2019 by source of funding and expenditure category across the 2018–2019 strategic framework priorities

(thousands of United States dollars)

	<i>Strategic priorities</i>	<i>Urban legislation, land and governance</i>	<i>Urban planning and design</i>	<i>Urban economy and municipal finance</i>	<i>Urban basic services</i>	<i>Housing and slum upgrading</i>	<i>Risk reduction and rehabilitation</i>	<i>Research and capacity development</i>	<i>Executive direction and management and policymaking organs</i>	<i>Programme support</i>	<i>Total</i>
2016–2017 approved appropriation	Source of funds										
	Regular budget	2 138.6	2 258.6	2 972.8	2 096.1	840.6	906.7	3 833.4	5 636.0	1 842.5	22 525.3
	Foundation general purpose	3 113.2	4 236.9	3 348.6	3 889.8	3 637.6	4 426.2	4 453.5	13 775.7	4 736.0	45 617.5
	Foundation special purpose	14 591.7	22 478.6	5 166.6	33 414.4	6 593.3	1 001.4	5 002.7	10 374.3	2 674.5	101 297.5
	Technical cooperation	45 027.4	41 350.9	28 003.5	26 976.5	77 749.0	76 179.0	14 135.2	3 060.0	427.4	312 909.0
	Total	64 870.9	70 325.1	39 491.5	66 376.9	88 820.5	82 513.3	27 424.8	32 846.0	9 680.4	482 349.4
	Expenditure category										
Post	5 412.6	6 140.5	5 811.3	6 920.0	7 351.8	8 505.3	6 660.2	17 238.4	7 522.7	71 562.8	
Non-post	59 458.3	64 184.6	33 680.2	59 456.9	81 468.7	74 008.0	20 764.6	15 607.6	2 157.7	410 786.6	
Total	64 870.9	70 325.1	39 491.5	66 376.9	88 820.5	82 513.3	27 424.8	32 846.0	9 680.4	482 349.4	
2018–2019 estimates	Source of funds										
	Regular budget	1 959.6	2 066.0	2 725.4	1 922.7	764.2	824.1	3 506.8	3 965.8	1 686.9	19 421.5
	Foundation general purpose	1 513.5	3 133.8	1 507.2	2 041.3	1 530.7	1 728.5	1 462.4	8 496.1	4 647.2	26 060.7
	Foundation special purpose	21 158.9	25 978.7	10 325.6	27 851.9	11 125.4	13 229.9	7 745.7	14 432.1	8 046.2	139 894.4
	Technical cooperation	36 872.0	39 877.7	40 673.3	39 835.3	54 101.9	69 199.0	26 836.8	3 163.9	3 858.6	314 418.6
	Total	61 504.0	71 056.3	55 231.4	71 651.2	67 522.2	84 981.6	39 551.7	30 057.8	18 238.9	499 795.2
	Expenditure category										
Post	3 517.3	5 093.9	4 258.4	4 255.0	4 769.7	5 427.0	3 804.0	11 740.7	12 265.5	55 131.5	
Non-post	57 986.7	65 962.4	50 973.0	67 396.2	62 752.5	79 554.5	35 747.7	18 317.1	5 973.5	444 663.7	
Total	61 504.0	71 056.3	55 231.4	71 651.2	67 522.2	84 981.6	39 551.7	30 057.8	18 238.9	499 795.2	

36. UN-Habitat will focus on working with member States to achieve more predictable multi-year funding for the normative work of the organization, by expanding the donor base, and mobilizing support from new initiatives to be carried out in support of the implementation the Sustainable Development Goals and the New Urban Agenda. It will be important to tie these efforts to the outcome of the assessment of UN-Habitat mandated in the New Urban Agenda and subsequent legislation. The programme will continue to be supported by a small core budget, and an expanded portfolio of work, driven by support to member States for the implementation of the New Urban Agenda.

(a) Foundation general-purpose budget

37. The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from general purpose contributions for the biennium 2018–2019 is \$26.1 million, a reduction of 43 per cent over the previous biennium 2016–2017. This figure represents an ambitious approach to resource mobilization, requiring a strong and focused resource mobilization effort aimed at increasing non-earmarked contributions while maintaining a conservative approach to what it might actually be possible to mobilize. It also guarantees the delivery of mandated activities, assuming that funds are available. Posts will be utilized according to the availability of funds, and all member States are requested to play their part in ensuring that the approved budget is fully funded. The provision of additional resources would allow for the unfreezing of posts assigned to the Foundation general purpose fund and the delivery of the full potential of the proposed approach.

(b) Regular budget

38. The amount of regular-budget allocations for 2018–2019 has been reduced from \$22.5 million to \$19.4 million, which represents a 14 per cent decrease pending a review of the proposals to be submitted to the General Assembly for approval. Programme activities account for \$13.8 million (71 per cent), while \$1.7 million (9 per cent) is for programme support and \$3.9 million (20 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 2018–2019 are only indicative. Accordingly, any cost adjustments to this part of the resource plan will be effected at United Nations Headquarters at the time of the adoption of the budget by the General Assembly.

(c) Foundation special purpose budget

39. The estimated budget for the biennium 2018–2019 is \$139.9 million, of which \$117.4 million (84 per cent) is for programme activities, \$8 million (5.8 per cent) for programme support and \$14.4 million (10.3 per cent) for executive direction and management (see table 3). This represents a projected increase of 38 per cent above the \$101.3 million estimated for the biennium 2016–2017. Staffing is maintained at current levels (see table 6). The level of the Foundation special purpose budget takes into account resource requirements for earmarked-funded Foundation activities in the biennium 2018–2019 as well as current income and expenditure trends. The Foundation special purpose can also serve as a vehicle for member States that are unable to provide non-earmarked resources.

40. As reflected in table 4, the United Nations Habitat and Human Settlements Foundation special purpose component incorporates the corresponding programme support (overhead) budget of \$8.4 million, of which \$4.6 million is for programme support activities of an administrative nature and \$600,000 is allocated for executive direction and management activities, including evaluation, negotiation of agreements, external relations and overall coordination. The remaining \$3.2 million is for programme management activities, including project appraisal, formulation, monitoring and implementation support.

Table 4

Foundation special purpose programme support (overhead) account

(thousands of United States dollars)

	<i>Resources</i>		
	<i>Actual 2014–2015</i>	<i>Approved appropriation 2016–2017</i>	<i>Estimate 2018–2019</i>
1. Programme activities	3 809.0	5 474.1	3 176.9
2. Programme support	3 644.2	3 212.0	4 590.4
3. Executive direction and management	665.6	2 163.5	656.5
Total	8 118.8	10 849.6	8 423.8

(d) Technical cooperation budget

41. The proposed budget for technical cooperation activities (see table 3) is projected at \$314.4 million for the biennium 2018–2019, representing a small increase on the \$312.9 million estimated for the biennium 2016–2017.

42. As reflected in table 5, the technical cooperation programme support (overhead) is budgeted at \$18 million. A total of \$3.5 million is apportioned for administrative programme support and some \$373,000 for executive direction and management, including legal and security support. The remaining \$14.2 million is for programme management activities, including project appraisal, formulation, monitoring and implementation support.

43. UN-Habitat will undertake the reform of service delivery and project implementation at the regional and country level to facilitate increased implementation of the portfolio, underscoring the close collaboration between normative functions and operations to improve programme alignment. Accordingly, emphasis will be placed on developing integrated programmes and specialized products that are consistent with local and national priorities and with United Nations Development Assistance Frameworks to deliver strategic results at scale and promote the normative mandate of sustainable human settlements and urbanization at the country level.

Table 5

Technical cooperation programme support (overhead) account

(thousands of United States dollars)

	<i>Resources</i>		
	<i>Actual 2014–2015</i>	<i>Approved appropriation 2016–2017</i>	<i>Estimates 2018–2019</i>
1. Programme activities	8 760.1	17 278.9	14 176.9
2. Programme support	5 681.0	618.0	3 468.8
3. Executive direction and management	217.1	644.8	372.8
Total	14 658.2	18 541.7	18 018.6

(e) Staffing

44. The organizational structure of UN-Habitat was designed to be flexible and aligns the posts of the organization with the seven strategic focus areas and objectives of the strategic framework. In response to the economic climate, UN-Habitat has, since 2011, reduced expenditure on staff costs by some 35 per cent for posts funded by the Foundation general purpose account or overhead account. This has largely been done through hiring freezes, or transfers of staff to project posts, with exceptions being made only for critical positions and subject to the availability of funds. This cautious approach to filling established posts is expected to continue in the biennium 2018–2019, unless income increases. In parallel, UN-Habitat continues to establish new policies, simplified procedures, enhanced delegations of authority and systems to support greater efficiency and productivity, with a view to ensuring that current staffing levels can support the scale of activities planned for the biennium 2018–2019.

Table 6
Estimated distribution of posts by source of funds

	<i>Professional category and above</i>								<i>Total</i>	<i>General service</i>		<i>Grand total</i>
	<i>USG</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/I</i>		<i>Local level</i>	<i>Other level</i>	
2016–2017												
Regular budget	1	–	1	4	9	16	14	5	50	23	2	75
Foundation general purpose	–	1	4	8	16	23	24	4	80	45	5	130
Foundation special purpose	–	–	–	–	1	3	4	2	10	20	–	30
Technical cooperation	–	–	–	3	13	6	7	5	34	11	1	46
2016–2017 total	1	1	5	15	39	48	49	16	174	99	8	281
Positions proposed to be frozen (unfunded)												
Regular budget	–	–	–	–	–	–	–	–	–	–	–	–
Foundation general purpose	–	–	(2)	(4)	(5)	(12)	(16)	(3)	(42)	(14)	(4)	(60)
Foundation special purpose	–	–	–	–	–	–	–	–	–	–	–	–
Technical cooperation	–	–	–	–	–	–	–	–	–	–	–	–
Unfunded 2018–2019 total	–	–	(2)	(4)	(5)	(12)	(16)	(3)	(42)	(14)	(4)	(60)
Changes: (decrease)/increase												
Regular budget	–	–	–	–	–	–	–	–	–	–	–	–
Foundation general purpose	–	–	–	–	–	–	–	–	–	–	–	–
Foundation special purpose	–	–	–	–	–	–	(1)	–	(1)	(6)	–	(7)
Technical cooperation	–	–	–	(1)	2	–	–	–	1	(4)	–	(3)
Net changes	–	–	–	(1)	2	–	(1)	–	–	(10)	–	(10)
2018–2019												
Regular budget	1	–	1	4	9	16	14	5	50	23	2	75
Foundation general purpose	–	1	2	4	11	11	8	1	38	31	1	70
Foundation special purpose	–	–	–	–	1	3	3	2	9	14	–	23
Technical cooperation	–	–	–	2	15	6	7	5	35	7	1	43
2018–2019 total	1	1	3	10	36	36	32	13	132	75	4	211

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

45. It is proposed that the number of posts under the Foundation general purpose budget for the biennium 2018–2019 remain at the same level as for the biennium 2016–2017. However, for budgetary purposes, 60 posts would be considered unfunded and therefore frozen, until resources become available. Under the Foundation general-purpose budget, therefore, 70 posts are considered active and are the basis for the 2018–2019 budget. This provides considerable flexibility in the management of the organization, and the ability to adjust to any increase in income.

46. Under the proposed organizational structure, the seven thematic branches work closely with the regional offices to support the implementation of the New Urban Agenda at the country level. They are supported by the Programme Division, which coordinates and provides support in the formulation and design of projects in line with best practice, ensures that cross-cutting issues are mainstreamed into programme activities, and confirms that the full project portfolio complies with UN-Habitat mandates and priorities. Accordingly, resource requirements, including posts, for the regional offices and the Programme Division are distributed across the seven subprogrammes that they support.

Table 7

United Nations Habitat and Human Settlements Foundation budget for the biennium 2018–2019
(general purpose funds only)
(thousands of United States dollars)

Category	Resources			Posts	
	2016–2017	Change	2018–2019	2016–2017	2018–2019
A. Programme of work					
Post	16 557.5	(8 844.3)	7 713.2	68	28
Non-post	10 548.3	(5 344.2)	5 204.2		
Subtotal	27 105.8	(14 188.5)	12 917.3	68	28
B. Executive direction and management					
Post	11 034.6	(3 833.2)	7 201.4	46	26
Non-post	2 741.1	(1 446.3)	1 294.7		
Subtotal	13 775.7	(5 279.5)	8 496.1	46	26
C. Programme support					
Post	3 315.8	639.1	3 954.9	16	16
Non-post	1 420.2	(727.9)	692.4		
Subtotal	4 736.0	(88.8)	4 647.2	16	16
Total Foundation general purpose					
Post	30 907.9	(12 038.4)	18 869.5	130	70
Non-post	14 709.6	(7 518.4)	7 191.2		
Total	45 617.5	(19 556.8)	26 060.7	130	70

(f) General financial reserve

47. In accordance with financial rule 304.2(b), upon the recommendation of the Executive Director, the Governing Council determines the level of the general financial reserve from time to time. This is to ensure liquidity of the Foundation general financial reserve, compensate for uneven cash flows and meet other requirements for the prudent management of the fund.

48. In view of the expected level of expenditure in the biennium 2018–2019, a general financial reserve of \$2.6 million is recommended, which is equivalent to 10 per cent of the Foundation general purpose budget of \$26.1 million for the biennium.

II. Policymaking organs

49. In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II. The Governing Council is composed of 58 member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation, and the operational activities that are carried out by UN-Habitat.

50. The sessions bring together all the members of the Governing Council, all other Member States of the United Nations or member States of specialized agencies, the specialized agencies and appropriate United Nations bodies, entities, intergovernmental organizations and other entities, local authorities, other Habitat Agenda partners and non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. In 2015, in its resolution 25/7, the Governing

Council of UN-Habitat requested the Committee of Permanent Representatives to establish a working group on programme and budget, which would meet regularly and no less than twice a year (or at least four times in a biennium). The working group is responsible for reviewing, among other things, progress made in the implementation of the biennial work programme and budget, and the implementation of audit and evaluation recommendations, in particular those of the Office of Internal Oversight Services.

51. The Committee of Permanent Representatives normally meets eight times during a biennium, while its two subcommittees and the working group on programme and budget hold approximately 78 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives, and the two subcommittees and one working group are serviced by the secretariat of the Governing Council.

Resource requirements (\$69,700)

52. The resource requirements by source of funding for this area are set out in table 8.

53. The provision of \$69,700 against the regular budget for policymaking organs covers overtime and hospitality requirements for substantive servicing of meetings of the Governing Council and its subsidiary bodies.

Table 8

Resource requirement by source of funds

(thousands of United States dollars)

Category	Resources		
	2016–2017	Change	2018–2019
Regular Budget			
Post			
Non-post	69.7	-	69.7
Subtotal	69.7	-	69.7
Total	69.7	-	69.7

III. Executive direction and management

54. *Objective of the organization:* The overall objective of executive direction and management is to lead and ensure efficient and effective implementation of the UN-Habitat mandates and strategic plan for 2014–2019, compliance with United Nations policies and procedures, and transparent and ethical management of the organization.

Expected accomplishments of the secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system	Number of United Nations system organizations integrating, in collaboration with UN-Habitat, human settlements issues in their key policy and programme documents Performance measures: Baseline 2014–2015: 24 Estimate 2016–2017: 20 Target 2018–2019: 20
(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement	(i) Percentage of accepted evaluation recommendations implemented within planned time Performance measures: Baseline 2014–2015: 77 per cent Estimate 2016–2017: 80 per cent Target 2018–2019: 80 per cent

Expected accomplishments of the secretariat	Indicators of achievement
(c) Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	<p>(ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations</p> <p>Performance measures: Baseline 2014–2015: 71 per cent Estimate 2016–2017: 70 per cent Target 2018–2019: 72 per cent</p> <p>(iii) Percentage of projects with a budget value over \$1 million that have been evaluated by external evaluators</p> <p>Performance measures: Baseline 2014–2015: 20 per cent Estimate 2016–2017: 30 per cent Target 2018–2019: 60 per cent</p>
(d) Enhanced public and media awareness of the issue of sustainable urban development	<p>(i) Number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation</p> <p>Performance measures: Baseline 2014–2015: 1,000 Estimate 2016–2017: 1,300 Target 2018–2019: 1,500</p> <p>(ii) Number of joint activities undertaken with Habitat Agenda partners on sustainable urban development</p> <p>Performance measures: Baseline 2014–2015: 30 Estimate 2016–2017: 40 Target 2018–2019: 50</p> <p>(i) Number of digital news articles specifically mentioning UN-Habitat</p> <p>Performance measures: Baseline 2014–2015: 2,500 Estimate 2016–2017: 3,000 Target 2018–2019: 3,500</p> <p>(ii) Number of UN-Habitat electronic publication downloads from the UN-Habitat website</p> <p>Performance measures: Baseline 2014–2015: 2.2 million Estimate 2016–2017: 2.5 million Target 2018–2019: 2.8 million</p>

Expected accomplishments of the secretariat	Indicators of achievement
(e) Enhanced transparency and ethical management	<p>(iii) Number of Twitter and Facebook combined followers www.facebook.com/UNHABITAT www.twitter.com/UNHABITAT</p> <p>Performance measures: Baseline 2014–2015: 60,000 followers/likes Estimate 2016–2017: 80,000 followers/likes Target 2018–2019: 100,000 followers/likes</p> <p>(i) Increased percentage of UN-Habitat staff equipped with knowledge and skills on ethics</p> <p>Performance measures: Baseline 2014–2015: 75 per cent Estimate 2016–2017: 80 per cent Target 2018–2019: 85 per cent</p> <p>(ii) Percentage of UN-Habitat project portfolio reporting on International Aid Transparency Initiative standard</p> <p>Performance measures: Baseline 2014–2015: 90 per cent Estimate 2016–2017: 95 per cent Target 2018–2019: 97 per cent</p> <p>(iii) Percentage of implementing partners reporting on International Aid Transparency Initiative standard</p> <p>Performance measures: Baseline 2014–2015: not applicable Estimate 2016–2017: 15 per cent Target 2018–2019: 50 per cent</p>

1. Strategy

55. The performance of executive direction and management functions will be supported by a number of units, as described below:

(a) The Policy and Strategic Planning Unit will coordinate the preparation of the strategic plan for 2020–2025. It will also develop and update other key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches to addressing emerging urban challenges and opportunities, and also in ensuring that such approaches benefit from the latest evidence-based thinking on sustainable urban development and human settlements issues. These issues will be the basis for inputs by UN-Habitat to United Nations system-wide policy documents and reports, and also to decisions of the General Assembly and the Economic and Social Council;

(b) The Evaluation Unit will support the programme in carrying out its evaluation function by preparing a biennial evaluation plan and will manage, support and facilitate strategic and other evaluations in line with the approved evaluation plan to inform learning, decision-making and performance improvement and accountability. The evaluations will be prioritized to ensure optimal coverage of the UN-Habitat work programme and thematic priorities. Mandatory and strategic evaluations prioritized by UN-Habitat will be conducted as part of the evaluation plan for 2018–2019. Evaluation findings will be effectively disseminated, internally and externally, through customized communication tools. Best practices, lessons learned and recommendations will be documented and shared. Participation in the implementation of the recommendations will be through dialogues with responsible units and key

stakeholders. The Unit will continue using the Evaluation Recommendation Tracking System to track the implementation of evaluation recommendations. The Unit will also build capacity on evaluation processes within UN-Habitat in the context of results-based management. The final evaluation of the 2014–2019 strategic plan will be carried out;

(c) The External Relations Division consists of the Governing Council secretariat, the Partners and Inter-Agency Coordination Branch, the Advocacy, Outreach and Communication Branch and the liaison offices in New York, Geneva and Brussels. The Division will lead and coordinate external strategic communication, including communication related to risk and crisis management, institutional branding and positioning. It will enhance engagement with member States and service intergovernmental bodies, especially the Governing Council and its subsidiary bodies. The Division will coordinate United Nations system-wide efforts on sustainable urban development, and support engagement in United Nations inter-agency and intergovernmental processes. The Division will assist in mobilizing Habitat Agenda partners to effectively participate in implementation, monitoring, review and reporting on implementation of the New Urban Agenda, Sustainable Development Goal 11 and other Sustainable Development Goals relevant to urbanization and human settlements. It will also support, coordinate and monitor the implementation of UN-Habitat policies and strategies on partnership, advocacy, outreach and communication. The External Relations Division will also facilitate high-level and strategic political engagement with member States; lead on strategic non-United Nations, institutional and organizational relations (e.g., Cities Alliance, private sector and local authorities); and support the implementation of the corporate resource mobilization strategy;

(d) The secretariat of the Governing Council will coordinate and facilitate the meetings of intergovernmental bodies, ensuring that organizational units submit documents for circulation to those bodies by the agreed deadlines, and ensure that the organization implements their decisions on time, including resolutions of the Governing Council. It further supports the Executive Director in maintaining strong working relationships with permanent missions to UN-Habitat;

(e) The Partners and Inter-Agency Coordination Branch will be the focal point for liaising with other agencies within the United Nations system and other intergovernmental organizations, and for policy-level coordination of partnerships with Habitat Agenda partners. The Branch will ensure that major partner groups are kept adequately informed of UN-Habitat activities by disseminating the policies, programmes and projects of the organization to gain broader support for and understanding of the Habitat Agenda. It will also coordinate UN-Habitat engagement with regional development banks and regional economic commissions, and lead the preparation and implementation of the Private Sector Strategy;

(f) The Outreach Branch will coordinate and support advocacy and awareness-raising platforms and initiatives, including the World Urban Forum, the World Urban Campaign, World Habitat Day, World Cities Day, Urban October, the Urban Thinkers Campus, and the Urban Journalism Academies. It will support UN-Habitat in Governing Council sessions, national urban forums, national habitat committees and regional ministerial conferences. The Branch will also catalyse and coordinate advocacy-related partnerships, such as multi-stakeholder groups, local authorities (through the United Nations Advisory Committee of Local Authorities) and others;

(g) The Corporate Communication Branch will facilitate all activities geared towards making sustainable urbanization widely understood and closely associated with UN-Habitat across the globe. The Branch will implement the communication strategy to support programme/project development and implementation, public and donor/partner information, and internal communications, and promote a positive corporate image of UN-Habitat globally. The Branch will also support strengthening of communication actions at the regional and country levels, and provide communications support to advocacy and outreach activities;

(h) The UN-Habitat liaison offices in New York, Geneva and Brussels will represent the Programme in the activities of the United Nations and development partners, and facilitate engagement with Member States at these locations. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies, and in interdepartmental and inter-agency meetings, to provide substantive support in meetings and policy dialogues on human settlements. The offices will also support resource mobilization efforts and carry out outreach and advocacy activities, including on humanitarian and post-crisis reconstruction and rehabilitation.

2. External factors

56. UN-Habitat success in attaining the planned results will be subject to the following assumptions: Governments, development partners and other Habitat Agenda partners will continue to prioritize and invest in sustainable urban and human settlements development; Member States will effectively support the UN-Habitat work programme with necessary core and earmarked resources, and appropriate institutional and policy frameworks; Member States and local authorities will continue to request technical assistance from UN-Habitat in the implementation of their policies, programmes and projects; Member States will support the involvement of partners in human settlements activities at the national, regional and international levels.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Servicing of intergovernmental and expert bodies, and reports thereto		
Governing Council		
Substantive servicing of meetings:		
1. Twenty-seventh session of the Governing Council of UN-Habitat	1	1
Parliamentary documentation:		
2. Executive Director's policy statements and opening addresses at sessions of the Governing Council	2	1
3. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General	2	1
4. Activities of the United Nations Human Settlements Programme, including coordination matters: report of the Executive Director	1	1
5. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents	2	1
Other services, such as ad hoc expert groups, assistance to intergovernmental bodies:		
6. Regional Ministerial Conference (Asia Pacific Ministerial Conference on Housing and Urban Development (APMCHUD) 2018 African Ministerial Conference on Housing and Urban Development (AMCHUD) 2018	3	1
Other substantive activities (regular budget/extrabudgetary)		
Non-recurrent publications:		
7. Proposed UN-Habitat strategic plan for 2020–2025	1	1
Special events:		
8. World Urban Forum	1	1
9. World Urban Campaign	2	1
10. World Urban Campaigns on the Move monthly	4	2
11. Regional United Nations inter-agency coordination meetings on delivering the New Urban Agenda as one	2	2
12. Exhibitions on the implementation of the New Urban Agenda at the twenty-seventh session of the Governing Council and at the World Urban Forum in 2018	2	1
13. World Cities Day	1	1
14. World Habitat Day	1	1
15. Social media campaigns including informative and attractive digital infographics that explain and promote the New Urban Agenda and other key UN-Habitat concepts and activities	6	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Technical material:		
16. United Nations inter-agency framework, policy and action plan on implementation of the New Urban Agenda	1	1
17. Portal for UN-Habitat governing bodies to facilitate interaction and provide reference documents	1	1
18. Newsletters on the World Urban Forum	4	2
19. Develop private sector strategy	1	1
20. Umbrella memorandum of understanding and cooperation agreements signed with United Nations entities	4	1
21. Coherent, up-to-date corporate website and other communications tools, regularly updated and containing links to major UN-Habitat initiatives	1	1
22. Urban Insight and Urban Impact series of newsletters	2	2
23. UN-Habitat briefing kit	1	1
24. Regional communication strategies	1	2
Technical cooperation		
Advisory services:		
25. United Nations Advisory Committee of Local Authorities strategic engagement with the United Nations system	1	1
26. Establish development partners group on sustainable urban development	1	1
27. Strategic dialogues with member States	2	1
28. Support to the establishment of an urban facility trust fund in support of implementation of the New Urban Agenda	1	1
29. Global UN-Habitat advocates programme	1	2
30. Ethics complaints handled in accordance with established United Nations standards and procedures	1	1
31. Provide legal advice to the Executive Director and senior managers	1	1
Training courses, seminars and workshops:		
32. Asia-Pacific partners forum on delivering the New Urban Agenda and the Sustainable Development Goals	2	2
33. Build knowledge and capacity of civil society on monitoring and reporting on the New Urban Agenda	2	2
34. Training of UN-Habitat staff on ethics awareness	1	1
35. Training and support to staff on protection against retaliation and whistle-blowing	1	1
Internal oversight services:		
36. Biennial evaluation report 2018–2019	1	1
37. Evaluation of the strategic plan for the period 2014–2019	1	1
38. Evaluation of the cooperation agreement between UN-Habitat and the Swedish International Development Cooperation Agency 2016–2019	1	1
39. Survey report on the use of evaluations in UN-Habitat	2	1

3. Resource requirements (\$30,057,800)

57. The resource requirements by source of funding for this area are set out in table 9.

Table 9

Resource requirement by source of funds

(thousands of United States dollars)

Category	Resources		
	2016–2017	Change	2018–2019
Foundation general purpose			
Post	11 034.6	(3 833.2)	7 201.4
Non-post	2 741.1	(1 446.3)	1 294.7
Subtotal	13 775.7	(5 279.5)	8 496.1
Regular budget			
Post	3 510.0	-	3 510.0
Non-post	386.1	69.7	455.8
Subtotal	3 896.1	69.7	3 965.8
Foundation special purpose			
Post	1 742.2	(1 085.7)	656.5
Non-post	8 632.1	5 143.5	13 775.6
Subtotal	10 374.3	4 057.7	14 432.1
Technical cooperation			
Post	644.8	(271.9)	372.8
Non-post	2 415.2	375.8	2 791.0
Subtotal	3 060.0	103.9	3 163.9
Total by category			
Post	16 931.6	(5 190.9)	11 740.7
Non-post	14 174.5	4 142.6	18 317.1
Total	31 106.1	(1 048.3)	30 057.8

58. The proposed budget for executive direction and management functions is estimated at \$30 million, as detailed in table 9. It comprises \$8.5 million from the Foundation general purpose fund, \$4 million from the regular budget, \$14.4 million from the Foundation special purpose fund and \$3.2 million from the technical cooperation fund.

(a) Foundation general purpose

59. The amount of \$8.5 million provides for 25 posts at a cost of \$7.2 million, and non-post costs of \$1.3 million. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment, and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

60. The amount of \$4 million provides for 15 posts at a cost of \$3.5 million and non-post costs of \$500,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

61. The amount of \$14.4 million provides for six posts at a cost of some \$700,000 and \$13.8 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

62. The amount of \$3.2 million provides for one post at a cost of some \$400,000 and \$2.8 million of project expenditure in line with the target project activities for the biennium.

IV. Programme of work**A. Subprogramme 1: Urban legislation, land and governance**

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

Expected accomplishments of the secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	<p>Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 25 Estimate 2016–2017: 30 Target 2018–2019: 36</p>
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people	<p>Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners</p> <p>Performance measures (partner local governments (city/municipality)):</p> <p>Baseline 2014–2015: 5 Estimate 2016–2017: 8 Target 2018–2019: 12</p> <p>Performance measures (partner national Governments):</p> <p>Baseline 2014–2015: 5 Estimate 2016–2017: 8 Target 2018–2019: 12</p> <p>Performance measures (other Habitat Agenda partners):</p> <p>Baseline 2014–2015: 7 Estimate 2016–2017: 15 Target 2018–2019: 25</p>
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	<p>(i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed initiatives that take into account the guidelines on decentralization and access to basic service for all</p> <p>Performance measures (partner local governments):</p>

Expected accomplishments of the secretariat	Indicators of achievement
	Baseline 2014–2015: 40 Estimate 2016–2017: 50 Target 2018–2019: 60 Performance measures (partner national Governments): Baseline 2014–2015: 18 Estimate 2016–2017: 20 Target 2018–2019: 22 Performance measures (other Habitat Agenda partners): Baseline 2014–2015: 31 Estimate 2016–2017: 40 Target 2018–2019: 50 (ii) Increased number of partner local and national governments that have adopted local crime prevention strategies Performance measures (partner local governments): Baseline 2014–2015: 90 Estimate 2016–2017: 100 Target 2018–2019: 110 Performance measures (partner national Governments): Baseline 2014–2015: 7 Estimate 2016–2017: 8 Target 2018–2019: 10

1. Strategy

64. Subprogramme 1 provides the foundation for sustainable urban development. Its elements are the structures that other subprogrammes require to provide effective solutions while ensuring equal opportunity and reducing inequalities of outcome. They include the legal framework that establishes the shape and structure of urban areas and determines the rights, roles and responsibilities involved in decision-making in urban areas, including all those affected; promoting the supply of adequate serviced land for sustainable urbanization, through land management systems and tools, built on the principle of security of tenure for all, that provide the basis for responsive, inclusive and effective land management that ensures equal opportunity and reduces inequalities of outcome; local governments as the principal municipal decision makers and service providers through efficient and open governance; and improving urban safety for all.

65. Subprogramme 1 will work in close cooperation with subprogrammes 2 and 3, under the three-pronged approach, to deliver long-term solutions that support predictable urban investment and the stability required to protect the interests of groups in vulnerable situations. This integrated approach is central to the effective delivery of the 2030 Agenda for Sustainable Development.

66. The objectives of the subprogramme will be achieved primarily through the development and implementation of practical tools and approaches to legislation and regulation, security of tenure and land management, efficient and open governance for inclusive and sustainable urban development and urban safety, to enable Governments to effectively implement national urban policies that promote equality, inclusion, accountability and efficiency. The strategies for achieving the expected accomplishments are to increase the capacity of local and national governments and other Habitat Agenda partners as follows:

(a) To implement effective urban legislation, with priority given to the areas of urban extension, densification, urban planning and finance. UN-Habitat will support nationally-owned reform processes of regulatory instruments in the principal elements of urbanization, including land management and public space, the supply of serviced land, development control, value sharing and public and private investment. Support to Governments at all levels in these areas will be built upon partnerships and the information developed in the global urban law database, UrbanLex, and delivered through the essential law concept, which prioritizes effectiveness and impact pathways, particularly in resource-poor contexts. The subprogramme's work will also emphasize the function of the rule of law in supporting transitions from humanitarian to development assistance;

(b) To improve land management and promote security of tenure for all. UN-Habitat will continue to support government at all levels to improve land management systems and provide land tenure security for the poor through the implementation of land policies, tools and approaches that are pro-poor, gender-appropriate, effective and sustainable. Through the Global Land Tool Network and linked to UN-Habitat field projects, the subprogramme will support the adoption of policies and tools in priority areas, including the administration and regulation of land markets; fit-for-purpose and inclusive land records and land management systems; local, subnational and national capacity to manage land issues; improved land-based financing systems; inclusive land allocation and distribution strategies; the use of land readjustment as a means to acquire public space, develop housing space and improve urban layout; and the adoption of tools for land tenure security for women and vulnerable groups;

(c) To develop and promote policies, plans and strategies that strengthen decentralized governance and global, national and local advocacy. UN-Habitat will continue to focus on enabling effective and collaborative forms of multilevel governance, including e-governance and the simplification of procedures that empower cities and human settlements and build dialogue between all spheres of government. UN-Habitat will support effective decision-making at the local level and strengthened local institutional structures by providing advisory services aimed at increasing authority and resources for local institutions in planning for urban growth. UN-Habitat will support member States in promoting innovation in municipal management for more efficient and accountable local government able to achieve inclusive, safe, resilient and sustainable cities for all. UN-Habitat will increase its efforts to support the voice and perspectives of local government in the implementation of the 2030 Agenda for Sustainable Development. This will be achieved through the forum of the United Nations Advisory Committee on Local Authorities as the voice of local government in the United Nations system. Improving the safety of women and girls will continue to be a prominent theme, addressed primarily through the Global Network on Safer Cities and joint programmes to strengthen urban safety through a city-led, multisectoral and multi-stakeholder approach.

2. External factors

67. The subprogramme is expected to achieve its expected accomplishments provided that there is no unanticipated and sudden change in governance structures and priorities in targeted countries or cities; adequate resources to develop and maintain sustainability at the local level can be acquired; and there is sufficient will among partners to collaborate at the local level.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Servicing of intergovernmental and expert bodies, and reports thereto		
Other services, such as ad hoc expert groups, assistance to intergovernmental bodies:		
1. Land-related policy, institutional and technical frameworks, tools and approaches to increase tenure security in the context of the Sustainable Development Goals and the New Urban Agenda	1	1
2. Plans and strategies to increase decentralized governance and urban management	1	2
3. Regional dialogues on land and conflict	1	2
Other substantive activities (regular budget/extrabudgetary)		
Non-recurrent publications:		
4. Land-related policy, institutional and technical frameworks, tools and approaches to increase tenure security	3	1
5. Regional comparative analysis in priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban Agenda	1	2
6. Tools on priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban Agenda	1	1
7. Tools for impact assessment and scrutiny of priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban agenda	1	2
8. Guidelines for the use of land tools	1	2
9. Knowledge platform on innovative experiences for inclusive local governance	1	2
10. Safety tools and holistic approaches to safety management	1	2
11. Awareness-raising materials on localized enabling environments consolidated for the local implementation of the global agendas	1	2
12. Awareness-raising materials and issue definition in urban law and the New Urban Agenda	1	3
Technical material:		
13. Tools on priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban Agenda	1	1
14. Tools for impact assessment and scrutiny of priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban agenda	1	2
15. Guidelines for the use of land tools	1	2
16. Knowledge platform on innovative experiences for inclusive local governance	1	2
17. Safety tools and holistic approaches to safety management	1	2
18. Awareness-raising materials on localized enabling environments consolidated for the local implementation of the global agendas	1	2
19. Awareness-raising materials and issue definition in urban law and the New Urban Agenda	1	3
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
20. Development of legal instruments to implement national urban policy	1	3
21. Improving knowledge and awareness of partners on land-related policy, institutional and technical frameworks, tools and approaches to increase tenure security	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
22. Support to and facilitation of meetings of the United Nations Advisory Committee of Local Authorities	1	1
23. Supporting the development and implementation of the Global Network on Safer Cities	1	1
24. Assistance to countries on policies and strategies for inclusive urban governance	1	1
25. Supporting local and regional governments on the implementation of transparent and accountable policies and strategies	1	2
26. Supporting local authorities on the application of smart technology in municipal management	1	2
27. Support to the development of pro-poor and fit-for-purpose land policy	1	1
28. Technical support to local government associations and city networks on multilevel and inclusive territorial management	1	1
29. Support to priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban Agenda (planning and development control, informal settlements)	1	1
Training courses, seminars and workshops:		
30. Quality of law for urban development	1	2
31. Information management for quality urban law	1	2
32. Improving the capacity of local and national governments and other Habitat Agenda partners to use tools and approaches to increase tenure security	1	1
33. Workshops for local stakeholders to foster the localization of global agendas	1	2
Field projects:		
34. Global pilot projects in essential planning and development control law	1	1
35. Global pilot projects in essential informal settlements law	1	1
36. Supporting essential planning and development control law in the Arab States	1	1
37. Global pilot projects for implementing tools and approaches to increase tenure security in selected countries	1	1
38. Implementing tools and approaches to increase tenure security in the Arab States and in Asia-Pacific	2	1
39. Supporting the development of pro-poor and fit-for-purpose land policy in Africa and in Asia-Pacific	2	1
40. Supporting the development of conflict-sensitive land management in Africa and in Asia-Pacific	2	2
41. Promoting participatory and inclusive land readjustment in the Arab States	1	2
42. Strengthening human security and sustainable community development in Africa	1	1
43. Improving integrated security and crime prevention in Western Africa	1	2
44. Supporting the implementation of strategies for the legal and institutional implementation of national urban policies	1	2
45. Developing foundations for the establishment of effective and accountable local government in Africa	1	2
46. Strengthening the implementation of policies and strategies for improved urban safety in Latin America and the Caribbean	1	1

3. Resource requirements (\$61,504,000)

68. The resource requirements by source of funding for this subprogramme are set out in table 10.

Table 10

Resource requirements by source of funding for subprogramme 1

(thousands of United States dollars)

Category	Resources		
	2016–2017	Change	2018–2019
Foundation general purpose			
Post	1 742.2	(914.2)	828.0
Non-post	1 371.0	(685.5)	685.5
Subtotal	3 113.2	(1 599.7)	1 513.5
Regular budget			
Post	1 770.7	–	1 770.7
Non-post	188.9	–	188.9
Subtotal	1 959.6	–	1 959.6
Foundation special purpose			
Post	270.7	(270.7)	-
Non-post	14 321.0	6 837.9	21 158.9
Subtotal	14 591.7	6 567.2	21 158.9
Technical cooperation			
Post	1 477.6	(559.0)	918.6
Non-post	43 549.8	(7 596.4)	35 953.4
Subtotal	45 027.4	(8 155.4)	36 872.0
Total by category			
Post	5 261.2	(1 743.9)	3 517.3
Non-post	59 430.7	(1 444.0)	57 986.7
Total	64 691.9	(3 187.9)	61 504.0

69. The proposed budget for subprogramme 1, urban legislation, land and governance, is estimated at \$61.5 million, as detailed in table 10. It comprises \$1.5 million from the Foundation general purpose fund, \$2 million from the regular budget, \$21.2 million from the Foundation special purpose fund and \$36.9 million from the technical cooperation fund.

(a) Foundation general purpose

70. The amount of \$1.5 million provides for three posts at a cost of \$800,000, and non-post costs of \$700,000. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

71. The amount of \$2 million provides for seven posts at a cost of \$1.8 million and non-post costs of \$200,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

72. The amount of \$21.2 million provides for project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

73. The amount of \$36.9 million provides for three posts at a cost of \$900,000 and \$36 million of project expenditure in line with the target project activities for the biennium.

B. Subprogramme 2: Urban planning and design

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

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities, and for planned urban extension, adopted by partner metropolitan, subnational and national authorities	<p>Increased number of partner metropolitan, subnational and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities</p> <p>Performance measures (partner metropolitan authorities):</p> <p>Baseline 2014–2015: 2 Estimate 2016–2017: 4 Target 2018–2019: 6</p> <p>Performance measures (partner subnational authorities):</p> <p>Baseline 2014–2015: 1 Estimate 2016–2017: 2 Target 2018–2019: 3</p> <p>Performance measures (partner national authorities):</p> <p>Baseline 2014–2015: 6 Estimate 2016–2017: 8 Target 2018–2019: 10</p>
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods, and for planned urban extension, adopted and implemented by partner cities	<p>Increased number of partner cities that have adopted policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 30 Estimate 2016–2017: 50 Target 2018–2019: 70</p>
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, subnational and national authorities	<p>Increased number of partner city, subnational and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation</p> <p>Performance measures (partner city authorities):</p> <p>Baseline 2014–2015: 15 Estimate 2016–2017: 20 Target 2018–2019: 28</p>

Expected accomplishments of the secretariat	Indicators of achievement
	Performance measures (partner subnational authorities): Baseline 2014–2015: 3 Estimate 2016–2017: 3 Target 2018–2019: 3
	Performance measures (partner national authorities): Baseline 2014–2015: 8 Estimate 2016–2017: 9 Target 2018–2019: 14

1. Strategy

75. National urban policies, planned city extensions, public space, urban design, compactness and climate-friendly planning and design underpin the New Urban Agenda. The New Urban Agenda highlights the importance of urban and territorial planning and national urban policies. This is in line with Sustainable Development Goal 11 and other Sustainable Development Goals relevant to urbanization and human settlements. UN-Habitat support to the implementation of the New Urban Agenda will be further complemented by the *International Guidelines on Urban and Territorial Planning* approved by the Governing Council in 2015. In addition, the Guiding Principles for City Climate Action Planning, endorsed by 45 UN-Habitat partners at the twenty-first session of the Conference of the Parties to the Framework Convention on Climate Change, held in Paris, support these policies. The accreditation of UN-Habitat to the Adaptation Fund as a multilateral implementing entity could enhance its capacity to implement the New Urban Agenda. The strategy of subprogramme 2 will be informed by these global frameworks and focus on supporting their implementation, within the scope of the mandate of UN-Habitat, and build on multi-stakeholder initiatives supporting national, subnational and city authorities in the implementation of the climate actions in support of the Paris Agreement. It will also build on previous achievements and lessons learned.

76. Given that urban planning and design are one key component of the three-pronged approach to urbanization, the subprogramme will work in synergy with the subprogrammes on urban legislation and urban economy and municipal finance to deliver more effective management of the relationship between public and private space, and to realize improved and implementable urban plans and policies, which in turn will support the transformation towards a new urban model capable of leveraging the urban advantage for enhancing the common good and the long-term sustainability of cities and national systems. Specific strategies for achieving the expected accomplishments are as follows:

(a) To improve national urban policies or spatial frameworks at the metropolitan, subnational and national levels, UN-Habitat will strengthen technical capacity to enhance urban planning and policy design and strategy development, reinforce and build partnerships, foster knowledge management, and encourage peer learning and a community of practice approach to national urban policies and spatial frameworks. This will be supported by developing targeted programmes and projects that take an integrated approach to enhancing well-established urban-rural linkages that contribute to achieving sustainable development and poverty eradication, with a focus on strengthening the planning and policy capacity of small and intermediate cities, facilitating an integrated approach to metropolitan development and establishing clear linkages with the three-pronged approach. UN-Habitat will also promote a number of guiding principles, such as optimizing the population density and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity to take advantage of economies of agglomeration and minimize mobility demand;

(b) To improve urban policies, spatial frameworks and urban design at the city and neighbourhood levels, UN-Habitat will focus on expanding its work on citywide strategies, public space, planned city extensions and infill, and on supporting the capacity of cities to formulate and implement urban planning activities and instruments, which are relevant, transformative and implementable. UN-Habitat will promote international cooperation to share technical expertise, build technical, policymaking and urban design capacity, and document and share successful experiences of sustainable

and integrated spatial planning. This strategy will use peer-to-peer capacity-building, the further development of a global network of urban planning and design labs, and the establishment of hubs of knowledge relating to public space, to share good practices among cities and advocate for improved planning systems;

(c) To improve policies, plans and strategies that contribute to the mitigation of and adaptation to climate change, UN-Habitat will work to support the implementation of the relevant aspects of the Paris Agreement by:

- (i) Building the capacity of national and local governments to mitigate and adapt to climate change and reduce the vulnerability of urban populations;
- (ii) Helping cities to reduce their environmental impact and emissions, including through improved urban design, as well as by sharing international best practices and facilitating the introduction of technology and tools that cities will use to assess their risks and vulnerabilities, and plan for resilience;
- (iii) Developing normative capacity-building and decision-making tools in collaboration with partners and as part of an emerging global community of practice;
- (iv) Helping cities to access climate finance;
- (v) Supporting vertical integration schemes that empower cities to take climate action;
- (vi) Supporting multi-stakeholder initiatives, such as the Global Covenant of Mayors for Climate and Energy and the Cities Climate Finance Leadership Alliance;
- (vii) Using urban planning and design as a strategy to address climate-related risks;
- (viii) Developing pilot initiatives and operational projects at the local level to demonstrate new urban and regional planning approaches to build climate resilience and adopt climate change mitigation and adaptation strategies that mobilize local and international knowledge and support “learning by doing”;

At the same time, UN-Habitat will help cities to improve urban air quality, while reducing their greenhouse gas emissions in a holistic manner, including via active engagement in the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants.

2. External factors

77. It is anticipated that the expected accomplishments will be achieved provided that there is national commitment to urban policy reform for achieving the objective at a sufficient scale; cities have the financial and technical resources necessary to formulate and implement plans and policies; and the evolving international mechanisms and funding streams to address climate change encourage cities to act on climate change mitigation and adaptation.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Servicing of intergovernmental and expert bodies, and reports thereto		
Other services, such as ad-hoc expert groups, assistance to intergovernmental bodies:		
1. Series of expert meetings, high-level dialogues and peer-to-peer meetings on national urban policies	1	1
2. Series of expert meetings on regional and metropolitan development, urban rural linkages and the <i>International Guidelines on Urban and Territorial Planning</i>	1	1
3. Knowledge, lessons and approaches to emerging city planning issues (series) and specific New Urban Agenda planning issues	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Other substantive activities (regular budget/extrabudgetary)		
Non-recurrent publications:		
4. Good practices and experiences at the regional and global levels on national urban policy and spatial frameworks	1	1
5. Good practices and examples on national, regional and metropolitan development, urban rural linkages, landscape connectivity and/or the <i>International Guidelines on Urban and Territorial Planning</i>	1	1
6. Evidence-based policy guide on city-wide approaches to public and/or green space	1	1
7. Good practices and experiences on city planning, extension and design	1	1
8. Evidence-based policy guide on cities and climate change	1	1
9. Air quality management plan at city level	1	1
10. Low-emission urban development strategies at city level	1	1
11. Neighbourhood plan for pro-poor climate resilience at city/community level	1	1
12. Plan for electric two-wheelers and non-motorized transport at city level	1	2
Special events:		
13. International or regional conference on national urban policy	1	1
14. International scientific conference on cities and climate change co-organized with the Intergovernmental Panel on Climate Change	1	1
Technical material:		
15. Series of guides, toolkits, profiles to support the development and implementation of national urban policies and national spatial frameworks	1	1
16. Series of case studies, profiles, toolkits and guides to support work on national urban policies, regional and metropolitan development, landscape connectivity and urban-rural linkages	1	1
17. Policy guidelines series on urban planning and design for the New Urban Agenda, with focus on planned city extensions, planned city infills and new and intermediate towns, refugees/internally displaced people integration and health	1	2
18. Training tools on public space planning and design, and their regional adaptation	1	2
19. Urban planning tools on planning principles and on <i>International Guidelines on Urban and Territorial Planning</i> at city and neighbourhood levels	1	2
20. Urban air quality management decision support and capacity-building toolkit	1	1
21. Set of instruments on pro-poor planning for climate resilience in marginalized neighbourhoods	1	1
22. Methodology for rapid planning	1	1
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
23. Assistance to national and subnational level (metropolitan) urban policy review and dialogues	1	2
24. Support for metropolitan planning, urban-rural linkages and <i>International Guidelines on Urban and Territorial Planning</i>	1	1
25. Assistance to partnerships for the global platform for public space]	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
26. Supporting the network of urban planning and design as a tool for sustainable planning in the context of the New Urban Agenda	1	1
27. Supporting project formulation, implementation and monitoring in urban planning and design	1	1
28. Support for citywide and site-specific public space planning, upgrading and/or greening	1	1
29. Urban Planning and Design Lab support to urban planning and design processes and documents, with focus on planned cities extensions, planned city infills, and new and intermediate towns	1	1
30. Supporting the vertical integration of urban low-emission development strategies in national climate policies and reporting procedures	3	1
31. Mainstreaming climate change in national urban policies	1	1
32. Mainstreaming climate change in planning processes at city level	1	1
33. Technical support for the development, implementation and monitoring and evaluation of national urban policies	1	1
34. Supporting project formulation, at national and city levels, for multilateral climate funds	1	1
Training courses, seminars and workshops:		
35. Policy dialogue sessions on national urban policies to support, inter alia, the formulation and implementation of New Urban Agenda action plans	1	1
36. Series of global and regional level workshops in support of networks on national urban policy, metropolitan development, urban-rural linkages, and <i>International Guidelines on Urban and Territorial Planning</i>	1	1
37. Series of training courses on national urban policies, metropolitan planning, urban-rural linkages, action planning and <i>International Guidelines on Urban and Territorial Planning</i>	1	1
38. Policy dialogue series on public and/or green space policies and planning approaches	1	2
39. Global and regional training programme on urban planning and design for the implementation of the New Urban Agenda, targeting cities and national planning stakeholders	1	1
40. Series of training courses, seminars and workshops on city climate action planning	1	1
41. Series of training courses, seminars and workshops on pro-poor planning for climate resilience at city/community level	1	1
Field projects:		
42. Supporting the development of national urban policies and spatial frameworks	5	1
43. Pilot testing of approaches, guidelines, frameworks and tools on national urban policy and spatial frameworks	1	2
44. Supporting the implementation of regional and metropolitan planning, including urban-rural linkages, <i>International Guidelines on Urban and Territorial Planning</i> , and a green economy	5	1
45. Supporting public space initiatives at national and city level	6	1
46. Urban planning and design labs in support of city planning, extension and design, and the three-pronged approach	1	2

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
47. Supporting country level urban planning and design in partner countries and cities in all regions	5	3
48. Strengthening climate action planning processes or ecosystem-based plans at city level	4	1

3. Resource requirements (\$71,056,300)

78. The resource requirements by source of funding for this subprogramme are set out in table 11.

Table 11

Resource requirements by source of funding for subprogramme 2

(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>		
	<i>2016–2017</i>	<i>Change</i>	<i>2018–2019</i>
Foundation general purpose			
Post	2 581.9	(275.6)	2 306.3
Non-post	1 655.0	(827.5)	827.5
Subtotal	4 236.9	(1 103.1)	3 133.8
Regular budget			
Post	1 873.6	–	1 873.6
Non-post	192.4	–	192.4
Subtotal	2 066.0	–	2 066.0
Foundation special purpose			
Post	270.7	(270.7)	–
Non-post	22 207.9	3 770.9	25 978.7
Subtotal	22 478.6	3 500.1	25 978.7
Technical cooperation			
Post	1 250.9	(336.9)	914.0
Non-post	40 100.1	(1 136.3)	38 963.8
Subtotal	41 350.9	(1 473.2)	39 877.7
Total by category			
Post	5 977.1	(883.2)	5 093.9
Non-post	64 155.4	1 807.0	65 962.4
Total	70 132.5	923.9	71 056.3

79. The proposed budget for subprogramme 2, urban planning and design, is estimated at \$71.1 million, as detailed in table 11. It comprises \$3.1 million from the Foundation general purpose fund, \$2.1 million from the regular budget, \$26 million from the Foundation special purpose fund and \$39.9 million from the technical cooperation fund.

(a) Foundation general purpose

80. The amount of \$3.1 million provides for 10 posts at a cost of \$2.3 million, and non-post costs of \$800,000. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment, and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

81. The amount of \$2.1 million provides for seven posts at a cost of \$1.9 million and non-post costs of \$200,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

82. The amount of \$26 million provides for project expenditures in line with the target project activities for the biennium.

(d) Technical cooperation

83. The amount of \$39.9 provides for three posts at a cost of \$900,000 and \$39 million of project expenditure in line with the target project activities for the biennium.

C. Subprogramme 3: Urban economy and municipal finance

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

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(i) Increased number of partner cities that prepared local economic development plans Performance measures: Baseline 2014–2015: 7 Estimate 2016–2017: 8 Target 2018–2019: 20 (ii) Increased number of partner cities that set priorities based on local economic assessment Performance measures: Baseline 2014–2015: 7 Estimate 2016–2017: 13 Target 2018–2019: 27
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women, displaced populations, people with disabilities and other vulnerable populations Performance measures: Baseline 2014–2015: 26 Estimate 2016–2017: 40 Target 2018–2019: 48
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance Performance measures: Baseline 2014–2015: 19 Estimate 2016–2017: 24 Target 2018–2019: 36

1. Strategy

85. The subprogramme supports local, subnational and national authorities in adopting or implementing inclusive policies and strategies that are supportive of inclusive economic growth and development, the creation of economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy of the subprogramme falls within the

framework of the New Urban Agenda. The strategy is in line with the relevant Sustainable Development Goals and the commitment to scaling up international cooperation to strengthen the capacities of municipalities and other local authorities, contained in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The strategies for achieving the expected accomplishments are as follows:

(a) To improve the capacity of partner cities to adopt strategies supportive of inclusive economic growth, UN-Habitat will create and share knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raise awareness among mayors, city managers and urban professionals of the economic and social benefits of good urban form and provide technical tools and advisory services on spatial economic analysis to support urban planning decisions and urban economic development projects, including urban renewal and cluster development initiatives; and create, through training and coaching, a community of local economic development practitioners to facilitate knowledge-sharing and build the capacity of local governments in local economy assessment, planning and implementation. UN-Habitat will develop its knowledge base and advocate for inclusive urban economic growth policies through its flagship reports, including the World Cities Report, and the regional commission and development bank reports to which it is invited to contribute;

(b) To enhance the capacity of partner cities to adopt urban policies or programmes supportive of improved employment, skill development and sustainable livelihoods for urban young people and women, UN-Habitat will improve the quality and impact of livelihood programmes for young people through normative and operational work on the basis of the methodology of youth-led development, which places youth at the centre of their own development; the core focus areas with regard to the improvement of the livelihoods of young men and women will be aligned to the thematic priority areas of the Programme, with a particular focus given to job creation and livelihoods, as well as governance, resilience and risk reduction, using “urban space” projects, the Urban Youth Fund and the Youth 21 programme as entry points;

(c) To improve the capacity of partner cities to implement plans or strategies for improved municipal finance, UN-Habitat will build the technical and institutional capacity of local authorities. Local governments will be supported in expanding and better utilizing endogenous sources of revenue by:

- (i) Implementing land value-sharing mechanisms to enhance the financing of local urban infrastructure, especially in the context of planned city extensions and urban development plans;
- (ii) Improving the management of local assets, such as land, public properties, public space and service-providing facilities;
- (iii) Promoting the fiscal empowerment of municipalities, such as through improved tax collection, including using technological solutions;
- (iv) Building skills and capacity to better plan and manage municipal budgets;
- (v) Supporting, in coordination with subprogramme 1, the design of the institutional and legal reforms necessary to achieve results in the above and related aspects of municipal finance.

Local governments will also be supported in assessing their local infrastructure financing needs and identifying viable options, including leveraging and utilizing endogenous sources.

2. External factors

86. The subprogramme is expected to achieve its expected accomplishments provided that local authorities implement necessary legislative and institutional reforms in order to successfully carry out certain policies and strategies that are promoted, such as implementation of innovative land-based revenue-generating instruments; devolution of authority to local governments comes with commensurate financial decentralization; political and macroeconomic environments remain stable; and the policy, institutional and funding conditions are favourable for implementing programmes that can draw on knowledge and practice in youth-led development.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Servicing of intergovernmental and expert bodies, and reports thereto		
Other services, such as ad hoc expert groups, assistance to intergovernmental bodies:		
1. Methodology to identify competitive economic clusters for promoting local economic development in developing countries' cities	1	3
2. State of Urban Youth Report 2018–2019	1	1
3. World Urban Youth Assembly	1	1
4. Quantifying local governments' assets base in developing countries	1	2
5. Global municipal database	1	2
Other substantive activities (regular budget/extrabudgetary)		
Non-recurrent publications:		
6. Value chain and supply chain analysis for promoting local economic development: case of Saudi Arabia	1	2
7. Methodology to identify competitive economic clusters for promoting local economic development in developing countries' cities	1	2
8. Best practices on youth-based finance	1	2
9. Country Youth Reports	2	2
10. Finance for City Leaders Handbook: expanded edition	1	2
11. Quantifying public assets in urban authorities in developing countries	1	1
12. Methodologies and new approaches to metropolitan finance	1	2
13. International case studies on local infrastructure finance	1	2
14. Designing local infrastructure development funds	1	1
15. Rethinking on statistics on local government financing	1	2
16. Financing local governments in Africa	1	2
17. State of Urban Youth Report 2018–2019	1	2
Technical material:		
18. Economic analysis of developing renewable energy technologies	1	2
19. Youth training manual on entrepreneurship	1	2
20. Strategies to promote the involvement of youth in local economic development	1	2
21. A critical evaluation of the Youth Fund programme	1	2
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
22. Promoting local economic development through value chain and supply chain analysis and economic clusters	5	2
23. Assistance to local authorities in conducting rapid revenue assessments and preparing plans and/or strategies on improving local revenue generation in Asian, African, Arab and Latin American regions	8	2
Training courses, seminars and workshops:		
24. Value chain and supply chain analysis for local economic development practitioners	1	2
25. Youth and peacebuilding	1	1
26. Information and communication technology, entrepreneurship and governance	1	1
27. Mainstreaming and engaging youth in local and national governance	2	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
28. Employability, entrepreneurship and skills development for youth through the One-Stop Youth Centres	2	2
29. Land-based financing strategies and Islamic financing strategies	1	1
30. Innovative local government financing strategies in Latin America and the Caribbean	1	2
31. Automation of local government accounting and billing systems	1	3
Field projects:		
32. Promoting local economic development in cities and regions, including in post-conflict areas with productivity, urban layout and connectivity in Latin America and the Caribbean	1	2
33. Promoting community engagement and small and medium-sized enterprise development in Asia	1	2
34. Supporting local economic development and urban expansion with a focus on young men and women in Arab States	1	2
35. Improving service delivery and local economic development in secondary towns in Africa	1	2
36. Promoting local economic development through investments in infrastructure development	1	3
37. Creating new One-Stop Youth Centres	2	2
38. Mapping and revitalization of public spaces and services	2	2
39. Establishing regional/country youth fund windows	1	2
40. Strengthening urban youth participation in creating and maintaining public spaces	1	2
41. Promoting youth-positive engagement in the implementation of the New Urban Agenda and the Sustainable Development Goals	1	2
42. Promoting employment for youth through local economic development strategies in sub-Saharan Africa	1	2
43. Promoting sports as a tool for enhancing good governance, health, environment and public spaces	1	2
44. Promoting local government revenue-generating capacity in Africa through an infrastructure development fund and an asset development corporation	1	2
45. Enhancing municipal revenue generation through property registration in Asia under the Municipal Governance Support Programme	1	1
46. Promoting local government revenue generation in Arab States through land-based and Islamic financing strategies	1	2
47. Strengthening municipal finance management in Africa	1	1
48. Supporting urban expansion plans with revenue enhancement and local infrastructure funds in Latin America and the Caribbean	1	1
49. Supporting the Municipal Finance Programme in Arab States	1	1
50. Promoting own-source revenue enhancement by supporting evaluation of property and property taxation in Africa	1	2
51. Promoting revenue generation and municipal financial management in Asia	1	3

3. Resource requirements (\$55,231,400)

87. The resource requirements by source of funding for this subprogramme are set out in table 12.

Table 12

Resource requirements by source of funding for subprogramme 3

(thousands of United States dollars)

Category	Resources		
	2016–2017	Change	2018–2019
Foundation general purpose			
Post	1 855.9	(1 095.1)	760.8
Non-post	1 492.7	(746.3)	746.3
Subtotal	3 348.6	(1 841.5)	1 507.2
Regular budget			
Post	2 423.8	–	2 423.8
Non-post	301.6	–	301.6
Subtotal	2 725.4	–	2 725.4
Foundation special purpose			
Post	329.4	(220.0)	109.4
Non-post	4 837.2	5 379.0	10 216.2
Subtotal	5 166.6	5 159.0	10 325.6
Technical cooperation			
Post	999.0	(34.7)	964.4
Non-post	27 004.5	12 704.4	39 708.9
Subtotal	28 003.5	12 669.8	40 673.3
Total by category			
Post	5 608.2	(1 349.8)	4 258.4
Non-post	33 635.9	17 337.1	50 973.0
Total	39 244.1	15 987.3	55 231.4

88. The proposed budget for subprogramme 3, urban economy and municipal finance, is estimated at \$55.2 million, as detailed in table 12. It comprises \$1.5 million from the Foundation general purpose fund, \$2.7 million from the regular budget, \$10.3 million from the Foundation special purpose fund and \$40.7 million from the technical cooperation fund.

(a) Foundation general purpose

89. The amount of \$1.5 million provides for three posts at a cost of \$800,000, and non-post costs of \$700,000. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment, and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

90. The amount of \$2.7 million provides for 11 posts at a cost of \$2.4 million and non-post costs of \$300,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

91. The amount of \$10.3 million provides for one post at a cost of \$100,000 and \$10.2 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

92. The amount of \$40.7 million provides for two posts and a provision for general temporary assistance at a cost of \$1 million and \$39.7 million of project expenditure in line with the target project activities for the biennium.

D. Subprogramme 4: Urban basic services

93. *Objective of the organization:* To increase equitable access to urban basic services and the standard of living of the urban poor.

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, subnational and national authorities	<p>Increased number of partner local, subnational and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all</p> <p>Performance measures (partner local authorities):</p> <p>Baseline 2014–2015: 189 Estimate 2016–2017: 192 Target 2018–2019: 195</p> <p>Performance measures (partner subnational authorities):</p> <p>Baseline 2014–2015: 7 Estimate 2016–2017: 8 Target 2018–2019: 10</p> <p>Performance measures (partner national authorities):</p> <p>Baseline 2014–2015: 29 Estimate 2016–2017: 32 Target 2018–2019: 35</p>
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries, with a focus on the urban poor	<p>Increased amount of investments into urban basic services catalysed by UN-Habitat programmes in partner countries</p> <p>Performance measures:</p> <p>Baseline 2014–2015: \$53.5 million Estimate 2016–2017: \$65 million Target 2018–2019: \$70 million</p>
(c) Increased coverage of sustainable urban basic services in targeted communities	<p>(i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 1.7 million Estimate 2016–2017: 2 million Target 2018–2019: 2.5 million</p> <p>(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 7,000 Estimate 2016–2017: 10,000 Target 2018–2019: 15,000</p>

Expected accomplishments of the secretariat	Indicators of achievement
	<p>(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 60,000 Estimate 2016–2017: 250,000 Target 2018–2019: 500,000</p>

1. Strategy

94. A key focus of subprogramme 4 is on supporting local, subnational and national authorities responsible for urban and human settlements issues in developing and implementing policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor, including in collaboration with the private sector and non-profit actors. The strategy for achieving the expected accomplishments is as follows:

(a) Sustainable urban basic services, such as water, sanitation, mobility, energy, waste management, including solid waste, and drainage, are outcomes of the three-pronged approach and essential components that support the economic and social development of human settlements. In this regard, to improve policies and guidelines on equitable access to sustainable urban basic services, as appropriate, UN-Habitat will disseminate best practices and provide capacity-building support to local, subnational and national authorities to formulate and implement policies, legislation and regulations in the areas of urban mobility, urban energy, water and sanitation, urban waste management, air pollution and drainage, in the context of planned city extensions or infills. Efforts will focus on strengthening the technical and management capacity of Governments and service providers to ensure institutional efficiency and effectiveness in service provision and to provide adequate levels of service for the urban poor, including to community institutions such as schools and hospitals, engaging in national and subnational policy and sector reform processes to mainstream urban basic services into national urban policies and practices, with a particular focus on the urban poor and other vulnerable groups, and undertaking advocacy and networking on urban basic services. The subprogramme will assist both national and local governments to develop low-carbon emission interventions, with a particular focus on energy efficiency in the built environment and renewable energy generation in cities. It will seek to support partner countries in aligning energy policies at the national and local levels while also working with power utilities providers, including producers and distributors. It will also explore the use of ICT to improve service provision in all basic services, including water and wastewater, electricity and transportation. The subprogramme will encourage integrative approaches in policymaking and technology choices to enhance water sector and energy resource efficiency in both centralized legacy systems and in decentralized satellite systems. The Urban Basic Services Trust Fund, established by Governing Council resolution 24/2 of 19 April 2013, will provide a mechanism for facilitating resource flows to urban basic services and the implementation of subprogramme 4;

(b) To enhance an enabling environment for promoting investments in basic services, UN-Habitat will demonstrate, based on sound municipal finance and urban economies of value sharing, financial models that generate the resources for building infrastructure and providing services. Such models will lead to the endogenous development of cities, which in turn will increase the reach of more sustainable and resilient urban basic services to all. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical cooperation to partner countries, and create both technical and management capacity to absorb capital-intensive resources provided by the banks. It will also continue to strengthen its work with Governments and the private sector to channel financial support to expand access to urban basic services and to promote international cooperation in this regard as well. Pro-poor financing mechanisms will be developed to mobilize support for the urban poor and all other vulnerable groups. Initiatives to demonstrate innovative financing, such as value sharing in relation to transit development, drinking water and electricity provision, and drainage systems, will be developed. The subprogramme will promote well-managed basic services in providing

organized employment opportunities through better management of public transport, water and other utilities;

(c) To increase coverage of sustainable urban basic services, the subprogramme will support field demonstration projects for replication by local, subnational and national authorities. These field projects will highlight initiatives that have a beneficial impact with regard to the climate and address the increasing urban energy and water demands. They will include projects demonstrating decentralized, renewable-sources-based provision of energy in cities, urban electric mobility based on renewable sources, energy-efficient buildings, water-saving and water-reuse technologies, and sustainable municipal waste and wastewater management with energy-recovering initiatives. Given the interdependent nature of water and energy, the subprogramme will emphasize the development of integrative services provision policy guidance. The subprogramme will also engage in advocacy and awareness-raising activities to promote the use of sustainable urban basic services. An approach that promotes, protects and respects human rights will be supported with regard to enhancing effective collaboration between duty bearers and rights holders in improving access to basic services. The subprogramme will take into account the needs and priorities of the urban poor and all other vulnerable groups. Efforts will also be made to enhance gender balance and equity in service provision.

2. External factors

95. The subprogramme is expected to achieve its expected accomplishments provided that there will be political stability, commitment, goodwill and the conditions necessary for good governance in the participating cities, regions and countries.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Technical material:		
1. Settlement improvement plans in two plantation settlements	1	2
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
2. Strengthening the technical and management capacity of Governments and service providers to develop policies that ensure efficiency and effectiveness in service provision and to provide adequate levels of service for the urban poor and vulnerable groups	2	2
3. Support to developing and implementing bankable urban basic services infrastructure projects	4	2
4. Support to setting up and operating municipal solid waste management systems	6	2
5. Assistance to energy service providers in the adoption of clean energy and energy efficiency in the context of the Green Cities Partnership	4	3
6. Support to the uptake of electric mobility under the Urban Electric Mobility Initiative	2	1
7. Support to the establishment of water operator partnerships and strengthening the capacity of water operators under the Global Water Operators' Partnership Alliance	3	2
8. Supporting water and sanitation interventions in Africa	2	2
9. Policy support and policy guidance notes to develop local government energy strategies	2	1
10. Support to policy and sector reform to mainstream urban basic services into national urban policies and practices, with a particular focus on the poor and vulnerable groups	2	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Training courses, seminars and workshops:		
11. Advocacy on good practices to inform policy formulation on urban basic services	2	2
12. Advocacy on appropriate investment policies and practices that prioritize provision of basic services to the poor and vulnerable groups	2	2
13. Advocacy and awareness-raising activities to promote access to basic sanitation and hygiene	1	2
14. Capacity-building under the framework of national urban forums and the Arab Ministerial Forum for Housing and Urban Development	2	1
15. Improving the design for walking and cycling integrated in public transport under the Sustainable Urban Mobility for Implementing the New Urban Agenda programme	2	1
16. Strengthening the capacity of Governments and service providers to develop and implement pro-poor infrastructure projects supported by regional development banks and other multilateral and bilateral financing institutions	2	2
17. Strengthening the capacity of Governments and water service providers under the Water and Sanitation for Cities Programme	2	2
18. Strengthening the capacity of local actors in sanitation, solid waste and wastewater management	2	2
19. Capacity-building on sustainable urban energy	2	2
20. Developing improved options for public transport under the Sustainable Urban Mobility for Implementing the New Urban Agenda programme	2	1
Field projects:		
21. Promoting increased investments to finance urban basic services through mechanisms for enhanced local revenue generation	1	2
22. Supporting increased access to safe and affordable water supply under the Water and Sanitation for Cities Programme	7	2
23. Improving access to basic sanitation and hygiene under the Water and Sanitation for Cities Programme	3	2
24. Promoting uptake of energy efficiency measures and the use of clean energy under the Energy for Cities Programme	4	2
25. Demonstration project on better design for walking and cycling integrated with public transport under the Sustainable Urban Mobility for Implementing the New Urban Agenda programme	8	1
26. Supporting the development of innovative, demonstration projects on decentralized, integrative, resource-efficient provision of water, energy and food in underserved slums or informal settlements	3	1

3. Resource requirements (\$71,651,200)

96. The resource requirements by source of funding for this subprogramme are set out in table 13.

Table 13

Resource requirements by source of funding for subprogramme 4

(thousands of United States dollars)

Category	Resources (thousands of United States dollars)		
	2016–2017	Change	2018–2019
Foundation general purpose			
Post	2 478.3	(1 142.8)	1 335.5
Non-post	1 411.5	(705.8)	705.8
Subtotal	3 889.8	(1 848.6)	2 041.3
Regular budget			
Post	1 675.1	–	1 675.1
Non-post	247.6	–	247.6
Subtotal	1 922.7	–	1 922.7
Foundation special purpose			
Post	649.2	(276.3)	372.8
Non-post	32 765.2	(5 286.1)	27 479.1
Subtotal	33 414.4	(5 562.5)	27 851.9
Technical cooperation			
Post	1 980.1	(1 108.6)	871.5
Non-post	24 996.4	13 967.3	38 963.8
Subtotal	26 976.5	12 858.8	39 835.3
Total by category			
Post	6 782.7	(2 527.7)	4 255.0
Non-post	59 420.8	7 975.4	67 396.2
Total	66 203.5	5 447.7	71 651.2

97. The proposed budget for subprogramme 4, urban basic services, is estimated at \$71.7 million, as detailed in table 13. It comprises \$2 million from the Foundation general purpose fund, \$1.9 million from the regular budget, \$27.9 million from the Foundation special purpose fund and \$39.8 million from the technical cooperation fund.

(a) Foundation general purpose

98. The amount of \$2 million provides for three posts at a cost of \$1.3 million, and non-post costs of \$700,000. Non-post costs cover expenditure associated with consultants, official travel of staff, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

99. The amount of \$1.9 million provides for nine posts at a cost of \$1.7 million and non-post costs of \$200,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

100. The amount of \$27.9 million provides for one post at a cost of \$400,000 and \$27.5 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

101. The amount of \$39.8 million provides for two posts at a cost of \$800,000 and \$39 million of project expenditure in line with the target project activities for the biennium.

E. Subprogramme 5: Housing and slum upgrading

102. *Objective of the organization:* To improve access to adequate and sustainable housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner.

Expected accomplishments of the secretariat

(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living

(b) Improved slum upgrading and prevention policies, strategies or programmes

(c) Enhanced capacity of slum communities to partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums

Indicators of achievement

(i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles

Performance measures:

Baseline 2014–2015: 32

Estimate 2016–2017: 35

Target 2018–2019: 40

(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions

Performance measures:

Baseline 2014–2015: 12

Estimate 2016–2017: 22

Target 2018–2019: 25

(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools

Performance measures:

Baseline 2014–2015: 18

Estimate 2016–2017: 35

Target 2018–2019: 40

(i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies

Performance measures:

Baseline 2014–2015: 30

Estimate 2016–2017: 36

Target 2018–2019: 42

(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes

Performance measures:

Baseline 2014–2015: 35

Estimate 2016–2017: 48

Target 2018–2019: 56

(i) Increased number of partner countries that are enabling equitable community representation in coordinating bodies such as the national Habitat Committees

Performance measures:

Baseline 2014–2015: 9

Estimate 2016–2017: 27

Target 2018–2019: 36

Expected accomplishments of the secretariat**Indicators of achievement**

(ii) Increased number of partner countries where communities are empowered to lead and implement initiatives

Performance measures:

Baseline 2014–2015: 26

Estimate 2016–2017: 36

Target 2018–2019: 46

1. Strategy

103. The subprogramme will support access to adequate and sustainable housing for all in partner countries through the provision of advisory services and technical advice to strengthen policy frameworks and enhance country responses and implementation of housing and slum upgrading policies, programmes and strategies. The UN-Habitat “housing at the centre” approach and the Global Housing Strategy will provide the guiding principles for normative and operational work in partner countries. In addition, the Sustainable Development Goals and targets will guide further development of and innovation in the subprogramme’s work. The strategy for achieving the expected accomplishments will be as follows:

(a) To improve housing policies, strategies and programmes, UN-Habitat will promote the “housing at the centre” approach, a practical application of the Global Housing Strategy and the three-pronged approach, which position housing at the centre of national urban policies and conceptualization on urbanization. Through this approach, the development of segregated, low-income mass housing programmes is discouraged. Instead, the incremental nature of housing development will be promoted through more flexible and affordable alternatives, such as assisted self-construction, sites and services and allocation of land. In addition, UN-Habitat is promoting improved housing policies for inclusive housing finance and affordability, people-centred urban planning practices and realistic and enforceable legislation as a pivotal concept of the New Urban Agenda. In addition, support will be given to countries in translating their strategies into inclusive housing programmes, developing and enforcing sustainable building codes and designing tools and mechanisms to promote inclusive housing finance, bridging the housing affordability gap for the poorest while adhering to international human rights law and working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living;

(b) To improve slum upgrading and strengthen sustainable planning policies, strategies and programmes to end urban poverty, UN-Habitat will promote integrated, inclusive, in situ, incremental, climate-resilient and participatory interventions that are pro-poor and particularly target women and youth, such as the participatory citywide slum upgrading and prevention, which can generate the type of urbanization that results in broad-based prosperity and reduced inequalities. UN-Habitat will assist partner countries in developing initiatives to provide adequate and affordable housing for low-income urban residents in areas that, in most cases, are already located close to the centre of cities and towns. The strategy will address the social and spatial implications of the “housing at the centre” concept, linking it with broader urban renewal strategies for planned city infill, city extension and local economic development. The vehicle for implementing upgrading and proactive and sustainable measures to end urban poverty will be the participatory slum upgrading programme;

(c) A people-centred approach, within a framework that promotes, protects and respects human rights, will be applied throughout the subprogramme, with a view to enhancing the capacity of slum communities to advocate on their own behalf and partner with national and local authorities. In this regard, UN-Habitat will advise national and local authorities on providing leadership and empowering communities to implement strategies, programmes and initiatives. UN-Habitat uses the “community contracting” approach to contribute to the data revolution and global monitoring, and to directly implement community initiatives, creating job opportunities for sustainable livelihoods, and harnessing and strengthening capacity to maintain and further expand community infrastructure and services, as well as sustainable municipal finance instruments. UN-Habitat will promote new inclusive financial modalities such as non-collateral lending, guarantee funds and community banks for housing. Broad ownership and clear roles and responsibilities of urban actors in coordinating bodies are important components for

sustaining continued efforts, the upscaling of housing, and slum upgrading and prevention initiatives. UN-Habitat will also promote policies regarding the social production of habitat, according to national legislations and standards.

2. External factors

104. The subprogramme is expected to achieve its expected accomplishments provided that risks associated with changes in government which could slow the progress of initiatives on housing and slum upgrading will be minimal; member States and cities respond positively to the guidance and recommendations provided and have the financial and technical resources necessary to implement relevant programmes; and social and political stability prevails in the areas where projects are being implemented.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Servicing of intergovernmental and expert bodies, and reports thereto		
Other services, such as ad hoc expert groups, assistance to intergovernmental bodies:		
1. Human rights working groups	1	2
Other substantive activities (regular budget/extrabudgetary)		
Non-recurrent publications:		
2. Housing finance, sustainability and governance	1	2
3. Prevention of and alternatives to forced evictions	1	2
4. Housing finance	1	1
5. Housing culture and diversity: focusing on communities in vulnerable situations	1	2
Technical material:		
6. Policy briefs on housing and slum upgrading	1	3
7. Series of thematic policy guides on implementing participatory slum upgrading programmes, urban renewal and infill	1	1
8. National and city coordination frameworks to support non-governmental organizations and community-based organizations in endorsing New Urban Agenda principles for sustainable and inclusive slum upgrading	1	2
9. Series of guidelines and tools on community-managed projects	1	1
10. Series of guidelines and tools on community participation for inclusive slum upgrading in Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean	1	1
11. Series of practical guidelines on upgrading solutions for internally displaced people	1	2
12. Series of policy guides on upgrading and integration solutions for internally displaced peoples	1	2
13. Guidelines for assessing dilapidated inner urban neighbourhoods	1	2
14. Guidelines including principles and options for relocation of poor communities focusing on using urban infill	1	2
15. Guidelines for pro-poor city extension	1	2
16. Strategies, campaigns and advocacy materials for mainstreaming housing at the centre	1	2
17. Strategies, campaigns and advocacy materials for the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	1	2
18. Series of knowledge products to increase capacity on approaches to slum upgrading from global experience	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
19. Series of pro-poor inclusive urban policy and institutional review enabling citywide, in situ, participatory, climate-resilient slum upgrading, urban renewal and infill	1	1
20. Series of national monitoring and evaluation frameworks for the implementation of slum upgrading strategies in line with the Sustainable Development Goals	1	2
21. Policy briefs and guidelines for promoting the realization of the right to adequate housing as a component of the right to an adequate standard of living	1	2
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
22. Support to the joint partnership platform for resource mobilization from participatory slum upgrading	1	1
23. Support to South-South, North-South and triangular cooperation to facilitate exchanges between slum communities and between cities, as well as knowledge centres on participatory slum upgrading programmes	1	1
24. Enabling legislation, decentralized governance, and inclusive urban management to support process and outcomes of planning and design for informal settlements and slum upgrading	1	1
25. Promotion and facilitation of community-driven local actions for inclusive and sustainable slum upgrading in five cities	1	1
26. Mainstreaming New Urban Agenda principles for citywide strategies and for inclusive pro-poor urban renewal, infill and city extension in partner countries in Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean	1	1
27. Support to the establishment of national habitat committees in line with partnership strategy	1	1
28. Formulation and delivery of housing profiles in all regions	1	2
29. Formulation of and technical assistance on housing policy	3	1
30. Policy support and technical assistance on housing implementation strategies	3	1
31. Policy support and technical assistance on national housing legislation	1	2
32. Support to the formulation of multi-country housing finance activities	1	2
33. Assistance to the expansion of the network on slum upgrading, urban planning and policies in Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean	1	1
34. Technical assistance for sustainable upscaling of strategies for slum upgrading at the national level using diverse partnership mechanisms in three countries	1	1
35. Promoting endorsement of implementation strategies and development of strategic projects and programmes at the country and city levels	1	1
36. Mainstreaming the people's approach in slum upgrading interventions in Asia and the Pacific	1	1
37. Promoting knowledge on approaches for slum upgrading through training elaborated with partner institutions for inclusive strategies and programmes in all regions	1	1
38. Promoting knowledge on financing slum upgrading at the citywide level	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Training courses, seminars and workshops:		
39. Series of “housing at the centre” training courses and webinars	1	2
40. Global Housing Strategy national workshop series	1	1
41. Prevention of forced evictions	1	2
42. Workshops on housing for communities in vulnerable situations at the city and community levels	1	2
43. Housing finance mechanisms	1	1
44. Series of workshops on increased awareness on importance of slum upgrading and monitoring of urban poverty alleviation for sustainable urbanization in Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean	1	1
45. Series of workshops for empowering communities and local authorities to lead participatory slum upgrading programmes/projects at the city level	1	1
46. Capacity development for slum communities through dialogues, meetings, trainings and publications	1	1
47. Series of workshops for national and local government, host communities, community-based organizations, and non-governmental organizations for improved knowledge on solutions for internally displaced people	1	2
48. Increased capacity on solutions for internally displaced people and integrative approaches for cities and municipalities	1	2
49. Series of capacity-development workshops leading to improved knowledge on inclusive and sustainable slum upgrading in the context of urban renewal infill and city extension	1	1
Field projects:		
50. Promoting inclusive and improved coordination mechanisms for slum upgrading and urban poverty alleviation for inclusive urbanization in Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean	1	1
51. Ensuring improved access to housing, basic urban services and infrastructure for vulnerable communities and displaced people	1	2
52. Series of urban assessment studies for participatory citywide poverty profiling	1	1
53. Promoting inclusive citywide slum upgrading and resource mobilization strategies in five cities	1	1
54. Supporting housing implementation projects	1	2
55. Supporting national housing programmes	1	2
56. Piloting the right to adequate housing as a component of the right to an adequate standard of living for internally displaced persons	1	2
57. Housing adequacy and affordability demonstration projects for communities in vulnerable situations, at the city and community levels	1	2
58. Strategic projects for decentralized and inclusive provision of basic services through partnerships between local authorities and communities	1	1
59. Community contracting and people’s process	1	2
60. Community-managed projects for slum upgrading on land, housing and urban basic services	1	1
61. Participatory neighbourhood planning for slum upgrading	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
62. Participatory citywide slum situation analysis for improved availability of data	1	1
63. Community-managed projects for slum upgrading with a focus on gender and youth	1	1
64. Community-managed projects for slum upgrading to increase climate resilience	1	2
65. Sustainable projects on participatory slum upgrading at the country and city levels in Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean	1	1
66. Data profiling on internally displaced people for improved availability of information are formulated for decision-making	1	2
67. Participatory planning and implementation of pilot projects for pro-poor urban transformation in selected cities	1	1

3. Resource requirements (\$67,522,200)

105. The resource requirements by source of funding for this subprogramme are set out in table 14.

Table 14

Resource requirements by source of funding for subprogramme 5

(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>		
	<i>2016–2017</i>	<i>Change</i>	<i>2018–2019</i>
Foundation general purpose			
Post	2 266.6	(1 421.4)	845.2
Non-post	1 371.0	(685.5)	685.5
Subtotal	3 637.6	(2 106.9)	1 530.7
Regular budget			
Post	680.8	–	680.8
Non-post	83.4	–	83.4
Subtotal	764.2	–	764.2
Foundation special purpose			
Post	649.2	(649.2)	–
Non-post	5 944.1	5 181.3	11 125.4
Subtotal	6 593.3	4 532.1	11 125.4
Technical cooperation			
Post	3 691.2	(447.5)	3 243.7
Non-post	74 057.9	(23 199.7)	50 858.2
Subtotal	77 749.0	(23 647.1)	54 101.9
Total by category			
Post	7 287.7	(2 518.1)	4 769.7
Non-post	81 456.4	(18 703.9)	62 752.5
Total	88 744.1	(21 221.9)	67 522.2

106. The proposed budget for subprogramme 5, housing and slum upgrading, is estimated at \$67.5 million, as detailed in table 14. It comprises \$1.5 million from the Foundation general purpose fund, \$800,000 from the regular budget, \$11.1 million from the Foundation special purpose fund and \$54.1 million from the technical cooperation fund.

(a) Foundation general-purpose

107. The amount of \$1.5 million provides for four posts at a cost of \$800,000, and non-post costs of \$700,000. Non-post costs cover expenditure associated with consultants, official travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

108. The amount of \$800,000 provides for three posts at a cost of \$700,000 and non-post costs of \$100,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

109. The amount of \$11.1 million provides for project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

110. The amount of \$54.1 million provides for nine posts at a cost of \$3.2 million and \$50.9 million of project expenditure in line with the target project activities for the biennium.

F. Subprogramme 6: Risk reduction, rehabilitation and urban resilience

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

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	<p>Increased number of partner local, subnational and national governments that have included urban risk reduction and management in their plans</p> <p>Performance measures (partner local and subnational governments):</p> <p>Baseline 2014–2015: 118 Estimate 2016–2017: 135 Target 2018–2019: 147</p> <p>Performance measures (partner national Governments):</p> <p>Baseline 2014–2015: 31 Estimate 2016–2017: 45 Target 2018–2019: 62</p>
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	<p>Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 65 per cent Estimate 2016–2017: 70 per cent Target 2018–2019: 80 per cent</p>

Expected accomplishments of the secretariat	Indicators of achievement
(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	<p>Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 45 per cent Estimate 2016–2017: 50 per cent Target 2018–2019: 75 per cent</p>

1. Strategy

112. The subprogramme will support the increase of resilience of cities and human settlements to the impacts of natural and human-made disasters, and undertake response recovery and rehabilitation in ways that advance sustainable urban development in line with the outcome document of Habitat III. The tools to catalyse these processes include changing the planning paradigms to ensure that recovery plans incorporate risk, and build in resilience; and revising, updating or replacing obsolete or weak regulatory systems, and building capacities for both compliance and enforcement at all policy levels. These approaches, reflecting the New Urban Agenda, allow for the introduction of new means of generating capital and strengthening municipal finance through strengthened local economies which accounts for the final component of the three-pronged approach. The strategies for achieving the expected accomplishments will be as follows:

(a) To improve urban risk reduction policies and the resilience of cities and human settlements, including urban basic services, the subprogramme will provide technical cooperation for interested member States on the Programme-wide urban risk reduction and resilience agenda for UN-Habitat, including integrating and leveraging Programme and partner inputs with regard to urban planning, legislation and regulatory frameworks, and enhancing municipal finance capacity, leading to building more resilient cities and human settlements globally. The subprogramme will focus its efforts on facilitation, coordination and support with regard to the implementation of urban risk reduction work through the provision of technical support to national and local governments and other city stakeholders, inter-agency networks, field operations, regional offices, country offices and other thematic branches of the Programme. The strategy will generate knowledge, lessons learned, tools, guidelines and policy for urban risk reduction and resilience-building. UN-Habitat will also provide support with regard to the implementation of international frameworks, including the Sendai Framework for Disaster Risk Reduction 2015–2030, the Sustainable Development Goals and the relevant global climate change agreements and initiatives;

(b) To improve recovery and reconstruction interventions, UN-Habitat will promote sustainable settlements recovery that is focused on “building back better”, ensuring that settlements recovery benefits from improved urban planning and design, and that aspects of integrated spatial, physical, organizational and functional urban reconstruction are included. Approaches will embrace risk-informed area-based planning, people-centred, age- and gender-responsive recovery and coordination; integration and closer collaboration with local authorities; and stronger partnerships with affected communities, in particular with women and youth groups. UN-Habitat will provide technical support to Governments through field operations and regional offices, and will generate knowledge, lessons learned, best practices and guidelines to support strategic planning and programme implementation;

(c) To improve rehabilitation programmes in crisis responses, UN-Habitat will engage, through the Inter-Agency Standing Committee mechanism and the global humanitarian cluster system, in influencing and supporting humanitarian partners in gaining a better understanding of complex urban environments, including those affected by conflict and large-scale migration. UN-Habitat will provide technical support at times of crisis to national Governments and field operations, with the aim of implementing innovative projects and influencing strategic policy on sustainable shelter recovery through improved urban-based planning and design of emergency settlements, and ensuring that new settlements are fully integrated within local governance structures and legislative and financial frameworks. UN-Habitat will engage through inter-agency cooperation with global urban alliances, partnerships and networking linked to long-term technical capacity-building support for countries facing crisis.

2. External factors

113. The subprogramme is expected to achieve its expected accomplishments provided that there will be continued interest and willingness from donors and partners to provide financial and human resources, and that national and local governments will request support and have the capacity to implement the recommended actions.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Other substantive activities (regular budget/extrabudgetary)		
Non-recurrent publications:		
1. Trends in shelter rehabilitation and transforming camps into human settlements	1	2
2. Guidelines on urban resilience and urban disaster risk reduction	2	2
3. Building urban resilience in fragile States: trends and best practice report	1	2
4. Adequate responses to urban crisis bridging the gap between humanitarian and development actors	1	1
5. Trends in settlement recovery	1	2
Technical material:		
6. Standards and certification for resilience assessments	1	2
7. Standard operating procedures for efficient and timely humanitarian urban response, with a particular focus on the poor and vulnerable groups	1	2
8. Guidelines for delivery of resilience-based national, subnational and local policies in countries and cities at risk, enabling the integration of resilience-based urban planning and design central to anticipatory action	1	2
9. Guidance on developing profiles and inclusive resilience action plans in urban areas	2	1
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
10. Support to response for resilience recovery in urban crises, with a particular focus on the poor and vulnerable groups	2	1
11. Assistance to member States experiencing post-crisis settlements recovery challenges and providing enhanced response to urban crisis, through the Emergency Response and Sustainable Reconstruction Programme	2	1
12. Assistance to partner organizations to transform refugee camp settings into planned human settlements	2	1
13. Assistance to Inter-Agency Standing Committee mechanisms, including principals, the working group and emergency directors group, clusters and assessments	2	1
14. Assistance to member States experiencing post-crisis shelter rehabilitation challenges, including urban areas, through the Emergency Response and Sustainable Reconstruction Programme	1	1
15. Support to response for resilience recovery in urban crises, with a particular focus on the poor and vulnerable groups	2	1
Training courses, seminars and workshops:		
16. Urban resilience and urban disaster risk reduction, with a particular focus on the poor and vulnerable groups	3	2
17. Awareness-raising workshop for policymakers and partners on post-crisis sustainable reconstruction approaches and tools	2	2

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Field projects:		
18. Supporting city resilience profiling and disaster risk reduction projects, demonstrating inclusive rights-based and integrated sustainable approaches	5	2
19. Supporting urban resilience	4	2
20. Settlements response, “building back better”, post-crisis reconstruction programmes	9	1
21. Strengthening urban vulnerability mapping and assessment	6	1
22. Supporting post-disaster and post-conflict needs assessments	2	2
23. Safer schools – phase 2, school reconstruction	1	2
24. Shelter camps: designing as planned city extensions/urban infills, incorporating sustainable urban planning principles and integrating into local governance structure	2	2
25. Mainstreaming national urban resilience initiatives in national urban policies	3	1
26. Mainstreaming resilience principles and practices	3	1
27. Mainstreaming resilience principles and practices into post-crisis humanitarian and development operations and programmes	1	1

3. Resource requirements (\$84,981,600)

114. The resource requirements by source of funding for this subprogramme are set out in table 15.

Table 15

Resource requirements by source of funding for subprogramme 6

(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>		
	<i>2016–2017</i>	<i>Change</i>	<i>2018–2019</i>
Foundation general purpose			
Post	2 933.5	(1 951.4)	982.1
Non-post	1 492.7	(746.3)	746.3
Subtotal	4 426.2	(2 697.7)	1 728.5
Regular budget			
Post	718.3	–	718.3
Non-post	105.8	–	105.8
Subtotal	824.1	–	824.1
Foundation special purpose			
Post	522.0	(522.0)	–
Non-post	479.4	12 750.6	13 229.9
Subtotal	1 001.4	12 228.5	13 229.9
Technical cooperation			
Post	4 270.5	(543.9)	3 726.6
Non-post	71 908.5	(6 436.1)	65 472.5
Subtotal	76 179.0	(6 980.0)	69 199.0
Total by category			
Post	8 444.3	(3 017.3)	5 427.0
Non-post	73 986.4	5 568.1	79 554.5
Total	82 430.7	2 550.9	84 981.6

115. The proposed budget for subprogramme 6, risk reduction, rehabilitation and urban resilience, is estimated at \$85 million, as detailed in table 15. It comprises \$1.7 million from the Foundation general purpose fund, \$800,000 from the regular budget, \$13.2 million from the Foundation special purpose fund and \$69.2 million from the technical cooperation fund.

(a) Foundation general purpose

116. The amount of \$1.7 million provides for three posts at a cost of \$1 million, and non-post costs of \$700,000. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment, and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

117. The amount of \$800,000 provides for four posts at a cost of \$700,000 and non-post costs of \$100,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

118. The amount of \$13.2 million provides for project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

119. The amount of \$69.2 million provides for 11 posts at a cost of \$3.7 million and \$65.5 million of project expenditure in line with the target project activities for the biennium.

G. Subprogramme 7: Urban research and capacity development

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

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved monitoring of global urbanization conditions and trends	<p>(i) Increased number of urban observatories using, upon approval by appropriate authorities, UN-Habitat monitoring tools, methods and data</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 303 Estimate 2016–2017: 325 Target 2018–2019: 335</p> <p>(ii) Number of partner national statistical offices producing urban data and indicators to support reporting on the Sustainable Development Goals</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 25 Estimate 2016–2017: 35 Target 2018–2019: 45</p>

Expected accomplishments of the secretariat	Indicators of achievement
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels for evidence-based formulation	<p>(i) Number of local and national governments that have used UN-Habitat knowledge products for policy formulation</p> <p>Performance measures (local):</p> <p>Baseline 2014–2015: 300 Estimate 2016–2017: 350 Target 2018–2019: 400</p> <p>Performance measures (national):</p> <p>Baseline 2014–2015: 19 Estimate 2016–2017: 30 Target 2018–2019: 35</p> <p>(ii) Increased number of partners producing national and city reports to enhance local and national policy formulation</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 10 Estimate 2016–2017: 13 Target 2018–2019: 18</p>
(c) Improved capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization	<p>Increased number of national and local authorities and partners that have implemented plans or strategies for sustainable urbanization</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 10 Estimate 2016–2017: 20 Target 2018–2019: 25</p>

1. Strategy

121. UN-Habitat will, through subprogramme 7, support the coordination of the monitoring and assessment of the implementation of Sustainable Development Goal 11 of the 2030 Agenda for Sustainable Development and the New Urban Agenda. It will also ensure the coherent, adequate and integrated implementation of the UN-Habitat capacity development strategy at the international, national and local levels, in order to improve the formulation and implementation of policies and programmes on sustainable urbanization that are aligned with the New Urban Agenda. The strategy for achieving the expected accomplishments is as follows:

(a) To improve monitoring of global urbanization conditions and trends, and to support reporting of the implementation of the New Urban Agenda, the Sustainable Development Goals, especially Goal 11, and other urban-related goals and targets, the subprogramme will continue to build on the work of the Global Urban Observatory. In addition, the subprogramme will further develop the City Prosperity Initiative to support data collection, analysis and reporting at the national and city levels. In the framework of the initiative, a global and national sample of cities will be developed, including spatial data and new indicators to respond to emerging themes such as climate change, and inequalities;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will continue to carry out analytical work and research and use lessons learned from UN-Habitat normative and operational activities to generate new knowledge and insights that will form a basis for improved policy formulation and implementation at the local, national and global levels. In this connection, UN-Habitat will disseminate the most reliable, relevant, up-to-date and comprehensive knowledge on sustainable urbanization issues, including as part of the quadrennial report on progress in the implementation of the New Urban Agenda. The subprogramme will also publish and disseminate flagship reports on sustainable urban development issues and develop partnerships with knowledge centres, including research institutions

and universities, with the aim of exchanging knowledge and experiences on sustainable urban development. The subprogramme will promote dialogues with and among practitioners in member States to harness field-based knowledge and experience in support of the production of national and city reports;

(c) To improve the capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization, the subprogramme will ensure that UN-Habitat capacity-building activities are coherent, adequate and mutually reinforcing, and will mainstream all aspects of the New Urban Agenda. UN-Habitat will develop new approaches to capacity development across all subprogrammes, integrated in relevant projects, with a view to developing national and subnational capacity. This approach will be supplemented by cooperation with academic institutions, and tools that include tailor-made training activities, policy workshops and forums on knowledge. UN-Habitat and its partners will support the execution of regional capacity-building programmes that respond to the need to implement the Sustainable Development Goals and the New Urban Agenda effectively.

2. External factors

122. The subprogramme is expected to achieve its expected accomplishments that national and local governments have the necessary institutional and human resources to implement, manage and monitor the Sustainable Development Goals and the New Urban Agenda; national and local governments have the required financial resources to respond to challenges ahead of them; technology and data revolution associated with the implementation and monitoring of the Sustainable Development Goals and the New Urban Agenda support integration of spatial data and analysis; and human, financial and institutional resources for the effective implementation of the UN-Habitat knowledge management strategy are adequate.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Other substantive activities (regular-budget/extrabudgetary)		
Recurrent publications:		
1. World Cities Report	1	1
2. World Cities Report – abridged version	1	1
3. Report on the implementation of the New Urban Agenda	1	1
Non-recurrent publications:		
4. State of the region’s cities report	3	1
5. Country state of cities report	4	1
Technical material:		
6. Global urban database for Sustainable Development Goals and New Urban Agenda indicators	1	1
7. Guiding framework (metadata) for tracking of spatial and non-spatial Sustainable Development Goals indicators	1	1
8. Global sample of cities database enriched and expanded	1	1
9. Database on best practices, awards and systematization in support of knowledge management	1	2
10. Global urban database for Sustainable Development Goals and New Urban Agenda indicators	1	1
Technical cooperation (regular budget/extrabudgetary)		
Advisory services:		
11. City Prosperity Initiative to provide baseline data and monitor the implementation of the Sustainable Development Goals and the New Urban Agenda	4	1
12. Strengthening regional and national strategies for localization of Sustainable Development Goal 11 at the city level	4	1
13. Assistance in the establishment of national and local urban observatories	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
14. Monitoring the Arab strategies for housing and sustainable urban development	1	2
15. Best practices and lessons learned in the implementation of the New Urban Agenda	1	2
16. Support to monitor the implementation of the common African position on the New Urban Agenda	1	2
17. Implementation of the Urban Centre of Excellence to support the New Urban Agenda	1	1
18. City prosperity action plans and policies	1	2
Training courses, seminars and workshops:		
19. Supporting the implementation of the UN-Habitat partnership with universities worldwide known as “Habitat-UNI”	1	2
20. Series of lectures on the Urban Journalism Academy	1	3
21. Global Urban Learning Series	1	3
22. Global training and capacity development on Sustainable Development Goal 11 and the New Urban Agenda	1	1
23. Capacity development for the City Prosperity Initiative	1	2
24. Regional training on localizing Sustainable Development Goal 11 at the city level	4	1
25. Online dissemination of the Sustainable Development Goals and New Urban Agenda training modules	1	1
26. Capacity development programme for evidence-based policy formulation	1	3
27. Technical capacity development on best practices initiatives	1	2
28. Continuing professional development programme on sustainable urbanization	1	1
29. Strengthening capacities of local authorities and key partners in conflict situations	1	2
30. Localizing urban-related Sustainable Development Goals	1	2

3. Resource requirements (\$39,551,700)

123. The resource requirements by source of funding for this subprogramme are set out in table 16.

Table 16

Resource requirements by source of funding for subprogramme 7

(thousands of United States dollars)

<i>Category</i>	<i>Resources</i>		
	<i>2016–2017</i>	<i>Change</i>	<i>2018–2019</i>
Foundation general purpose			
Post	2 839.0	(2 183.9)	655.2
Non-post	1 614.4	(807.2)	807.2
Subtotal	4 453.4	–	1 462.4
Regular budget			
Post	3 148.8	–	3 148.8
Non-post	358.0	–	358.0
Subtotal	3 506.8	–	3 506.8
Foundation special purpose			
Post	216.6	(216.6)	–
Non-post	4 786.1	2 959.5	7 745.7
Subtotal	5 002.7	2 742.9	7 745.7

Category	Resources		
	2016–2017	Change	2018–2019
Technical cooperation			
Post	181.8	(181.8)	–
Non-post	13 953.4	12 883.5	26 836.8
Subtotal	14 135.2	12 701.6	26 836.8
Total by category			
Post	6 386.2	(2 582.2)	3 804.0
Non-post	20 712.0	15 035.8	35 747.7
Total	27 098.2	12 453.5	39 551.7

124. The proposed budget for subprogramme 7, research and capacity development, is estimated at \$39.6 million, as detailed in table 16. It comprises \$1.5 million from the Foundation general purpose fund, \$3.5 million from the regular budget, \$7.7 million from the Foundation special purpose fund and \$26.8 million from the technical cooperation fund.

(a) Foundation general purpose

125. The amount of \$1.5 million provides for three posts at a cost of \$700,000 and non-post costs of \$800,000 million. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment, and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

126. The amount of \$3.5 million provides for 12 posts at a cost of \$3.1 million and non-post costs of \$400,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

127. The amount of \$7.7 million provides for project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

128. The amount of \$26.8 million provides for project expenditure in line with the target project activities for the biennium.

V. Programme Division

129. *Objective of the organization:* The overall objective of the Programme Division is to strengthen programme coordination and oversee effective implementation of the UN-Habitat programme of work.

Expected accomplishments of the secretariat	Indicators of achievement
(a) Increased and integrated project portfolio	(i) Percentage increase in value of project portfolio Performance measures: Baseline 2014–2015: not applicable Estimate 2016–2017: 20 per cent Target 2018–2019: 70 per cent
	(ii) Percentage of approved projects that fully integrate normative and operational issues Performance measures: Baseline 2014–2015: 60 per cent Estimate 2016–2017: 70 per cent Target 2018–2019: 75 per cent

Expected accomplishments of the secretariat	Indicators of achievement
(b) Improved coordination and mainstreaming of the cross-cutting issues across all UN-Habitat programmes and projects	<p>Increased percentage of human settlements programmes and projects reflecting cross-cutting issues relating to gender, human rights, youth and climate change</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 50 per cent Estimate 2016–2017: 80 per cent Target 2018–2019: 85 per cent</p>
(c) Improved reflection of urban development issues in the United Nations Development Assistance Framework at country level and in regional reports	<p>Increased number of United Nations Development Assistance Frameworks in targeted countries incorporating urban development</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 19 Estimate 2016–2017: 20 Target 2018–2019: 25</p>

1. Strategy

130. The strategic plan and work programmes are delivered under the matrix structure that brings together normative and operational work under each project/programme. The thematic branches and regional offices have joint responsibility for the formulation and delivery of the substantive component of the work programmes. However, the thematic branch coordinators have the substantive responsibility to coordinate the development, implementation, monitoring and reporting of the subprogrammes, and hence are the subprogramme coordinators; they are also responsible for normative development and the advancement of their respective subprogrammes. Regional Directors provide guidance as it relates to regional context and country-level needs/demand to direct the proposed interventions with links to the regional strategic plans and UN-Habitat country programme documents that they are responsible for developing. The regional offices also lead the delivery of the work programme/subprogrammes at the regional and country levels, working closely with partners and other United Nations agencies.

131. Among other objectives and benefits, the UN-Habitat matrix structure is aimed at integrating the diverse parts of the organization, especially its normative and operational work, and encouraging collaboration and joint programming, which leads to the achievement of greater efficiency and effectiveness in the delivery of the work programme, and consequently makes the Programme collectively more competitive, much more relevant and fit for purpose, so that it can achieve greater impact in the field.

132. UN-Habitat, through its Programme Division, will strengthen programme coordination, collaboration and joint/integrated programming, and ensure effective implementation of the programme of work of UN-Habitat by:

- (a) Developing systems, procedures, policies, tools and guidelines necessary for strengthening the operational efficiency of project formulation, implementation and management;
- (b) Enhancing the quality of strategic relevance of its portfolio;
- (c) Promoting transformative projects/programmes with deeper integration of thematic areas;
- (d) Enhancing project/programme monitoring and lessons learned, thus facilitating the creation of a learning and knowledge-based organization;
- (e) Strengthening and enhancing its engagement with the United Nations Development Group and other strategic partners at the global, regional, national and local levels;

- (f) Institutionalizing the mainstreaming of the four cross-cutting areas (environment, youth, gender and human rights), and the environmental and social safeguards system;
- (g) Sustaining its overall leadership in creating and sharing knowledge in the areas of human settlement, sustainable urbanization and sustainable development.

2. Priorities

133. Priorities include:

- (a) Developing systems and guidelines for expanding the UN-Habitat project portfolio and strengthening project formulation, implementation, knowledge management, monitoring and reporting;
- (b) Promoting horizontal and vertical coordination of UN-Habitat normative and operational work, including joint programming and implementation;
- (c) Strengthening UN-Habitat normative work, in line with the strategic plan's focus areas, the New Urban Agenda and Sustainable Development Goal 11;
- (d) Guiding development, implementation and monitoring of operational projects, aligned with regional strategic plans and UN-Habitat country programme documents;
- (e) Mainstreaming cross-cutting issues (climate change, youth, gender and human rights) as well as the environmental and social safeguards system.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Servicing of intergovernmental and expert bodies, and reports thereto		
Ad hoc expert groups:		
1. Meetings in support of regional ministerial conferences and national urban development institutions	4	1
2. Gender forum and round table in the framework of the World Urban Forum	1	1
Other substantive activities (regular budget/extrabudgetary)		
Recurrent publications:		
3. Annual report on cross-cutting issues	2	2
Non-recurrent publications:		
4. Handbook for mainstreaming cross-cutting issues under each subprogramme	7	2
Technical material:		
5. Systems and guidelines for expanding project portfolio and strengthening project formulation, implementation, knowledge management, monitoring and reporting	4	1
6. Knowledge management system	1	1
7. Project review and approval manual and guidelines	1	1
8. Regional resource mobilization strategy	1	1
9. Advocacy material, strategies and campaigns on mainstreaming cross-cutting issues	1	1
10. Briefing and guidance notes on cross-cutting issues	1	3
11. Revised gender policy and plan for 2020–2025 in line with the strategic plan	1	1
12. Revised Gender Equality Action Plan	1	1
13. Guidelines on the UN-Habitat contribution to the United Nations Development Group and Delivering as One	1	1
14. Expanded UN-Habitat country programme documents aligned with the United Nations Development Assistance Framework and UN-Habitat strategic plans	12	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
15. Revised regional strategic plans, including road maps and tools for implementation	4	1
16. Gender audit and evaluation	1	3
Technical cooperation (regular-budget/extrabudgetary)		
Advisory services:		
17. Horizontal and vertical coordination of normative and operational work, including joint programming and implementation	2	1
18. Effective and efficient project management process, including project review and approval process	1	1
19. Project advisory group reviews to ensure compliance of each concept note and project document with the cross-cutting markers	1	2
20. Enhanced collaboration with the United Nations country teams and joint provision of policy advisory services and technical assistance for national capacity development and programme formulation and implementation	1	1
21. Advisory group on gender issues	2	2
Training courses, seminars and workshops:		
22. Cross-cutting training and workshops on human rights, gender equality, youth, climate change and environmental and social safeguards system	3	3
23. Inter-agency management training on unconscious bias	1	3
24. Joint training courses, seminars and workshops in support of national action plans for the implementation of the New Urban Agenda	4	2
Field projects:		
25. Pilot cross-cutting transformative projects to serve as best practices of observing the cross-cutting markers from implementation to evaluation	1	2

VI. Programme support (management and operations)

134. *Objective of the organization:* To strengthen organizational accountability, financial resources and systems management for effective planning, delivery and monitoring of the work programme and budget.

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved accountability and efficiency	<p>(i) Enhanced financial performance against targets specified in key performance indicator framework</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 50 per cent Estimate 2016–2017: 80 per cent Target 2018–2019: 85 per cent</p> <p>(ii) Reduced time for grant processing in Umoja</p> <p>Performance measures:</p> <p>Baseline 2014–2015: not applicable Estimate 2016–2017: 14 days Target 2018–2019: 7 days</p>

Expected accomplishments of the secretariat	Indicators of achievement
(b) Enhanced compliance of gender balance targets and reduced recruitment time	<p>(i) Reduced number of days for recruitment processes under control of UN-Habitat</p> <p>Performance measures: Baseline 2014–2015: 123 days Estimate 2016–2017: 108 days Target 2018–2019: 55 days</p> <p>(ii) Percentage of women appointed to senior level posts in the Professional and management categories</p> <p>Performance measures: Baseline 2014–2015: 33 per cent Estimate 2016–2017: 17 per cent Target 2018–2019: 20 per cent</p>
(c) Results-based management principles applied	<p>(i) Percentage of staff applying results-based management skills in their work</p> <p>Performance measures: Baseline 2014–2015: 75 per cent Estimate 2016–2017: 85 per cent Target 2018–2019: 88 per cent</p> <p>(ii) Percentage of approved projects fully aligned with the work programme and budget</p> <p>Performance measures: Baseline 2014–2015 80 per cent Estimate 2016–2017 85 per cent Target 2018–2019 95 per cent</p>
(d) Strengthened accountability on implementation of accepted audit recommendations	<p>Increased percentage of accepted audit and inspection recommendations concerning UN-Habitat implemented within required time frame</p> <p>Performance measures: Baseline 2014–2015: 75 per cent Estimate 2016–2017: 81 per cent Target 2018–2019: 85 per cent</p>
(e) Programme of work is effectively monitored and delivered	<p>(i) Increased percentage of the approved programme of work implemented in a timely manner as reflected in the programme performance report and annual progress report on the strategic plans</p> <p>Performance measures: Baseline 2014–2015: 92 per cent Estimate 2016–2017: 92 per cent Target 2018–2019: 93 per cent</p> <p>(ii) Increased percentage of strategic plan indicator targets met or exceeded</p>

Expected accomplishments of the secretariat	Indicators of achievement
(f) Improved knowledge management systems to support the organization and Habitat Agenda partners	<p>Performance measures: Baseline 2014–2015: 86 per cent Estimate 2016–2017: 87 per cent Target 2018–2019: 89 per cent</p> <p>(i) Number of staff visits to the intranet</p> <p>Performance measures: Baseline 2014–2015: 320,000 Estimate 2016–2017: 350,000 Target 2018–2019: 360,000</p> <p>(ii) Percentage of staff using the enterprise content management system</p> <p>Performance measures: Baseline 2014–2015: not applicable Estimate 2016–2017: 20 per cent Target 2018–2019: 40 per cent</p> <p>(iii) Increase in number of major networks on Urban Gateway</p> <p>Performance measures: Baseline 2014–2015: 6 Estimate 2016–2017: 8 Target 2018–2019: 10</p> <p>(iv) Increase in the number of registered partners on the Urban Gateway</p> <p>Performance measures: Baseline 2014–2015: 8,500 Estimate 2016–2017: 13,500 Target 2018–2019: 16,500</p>
(g) Improved effectiveness and efficiency of business processes	<p>Percentage of outposted offices with easy access to UN-Habitat corporate administrative and internal communication systems</p> <p>Performance measures: Baseline 2014–2015: 90 per cent Estimate 2016–2017: 95 per cent Target 2018–2019: 98 per cent</p> <p>Percentage of projects entirely formulated and monitored in the Project Accrual and Accountability System (PAAS)</p> <p>Performance measures: Baseline 2014–2015: 15 per cent Estimate 2016–2017: 55 per cent Target 2018–2019: 85 per cent</p>
(h) Enhanced protection of the legal interests of the organization	(i) Percentage of legal agreements and instruments cleared and reviewed by the Legal Unit within five working days

Expected accomplishments of the secretariat	Indicators of achievement
(i) Increased core income of UN-Habitat	<p>Performance measures:</p> <p>Baseline 2014–2015: 70 per cent Estimate 2016–2017: 80 per cent Target 2018–2019: 90 per cent</p> <p>(ii) Percentage of legal agreements and instruments received by the Legal Unit that conform to issued guidelines and procedures</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 70 per cent Estimate 2016–2017: 80 per cent Target 2018–2019: 90 per cent</p> <p>(i) Number of new donor countries contributing and existing donor countries increasing contributions</p> <p>Performance measures:</p> <p>Baseline 2014–2015: 16 Estimate 2016–2017: 20 Target 2018–2019: 25</p> <p>(ii) Increased level of total income received by UN-Habitat performance measures:</p> <p>Baseline 2014–2015: \$351 million Estimate 2016–2017: \$380 million Target 2018–2019: \$499 million</p>

1. Strategy

135. In carrying out its functions, the Management and Operations Division will:

(a) Ensure the efficient, effective and transparent allocation of the human and financial resources of the organization and other assets to meet its strategic and operational priorities, as well as promote transparent financial management, effective reporting, strong financial accountability and governance. This will include the development of key performance indicators and benchmarks related to monitoring of contributions and implementing agreements ensuring that anti-corruption measures are incorporated into the agreements. In addition, financial procedures will be updated and training given to ensure a common understanding and implementation of the International Public Sector Accounting Standards (IPSAS), and effective utilization of the enterprise resource planning system Umoja;

(b) Support the realization of the potential benefits of Umoja and its related interface with PAAS, with a view to enabling sound financial and project management, improved efficiency, and integrated business processes that facilitate greater delegation of authority to the point of delivery with automated checks and balances. This will go a long way towards improving compliance with financial and administrative rules and regulations, and effective utilization of resources;

(c) Align human resources with the organizational needs by using recruitment procedures based on merit, geographical representation and gender balance. This will be implemented through simplified and streamlined tools aligned with Umoja processes. UN-Habitat will also take into account the human resources needs at the regional and field levels. In addition, UN-Habitat will continue to work towards reducing the number of days for recruitment processes under its control, while working in close collaboration with the United Nations Office at Nairobi to substantially reduce the overall average number of days for staff recruitment. Staff development through effective training programmes in substantive programme areas, results-based management, leadership and management skills, ethics, among other things, will be undertaken to improve accountability, the quality of services and programme delivery;

(d) Lead, coordinate and strengthen application of results-based management, especially in programme planning, performance monitoring and reporting and evidence collection; provide guidance, tools and capacity-building on programme planning, monitoring and reporting, as well as evidence collection; ensure that the biennial strategic framework and work programme for 2020–2021 are derived from the six-year strategic plan for 2020–2025; support the review of key planning documents by intergovernmental bodies, namely the Governing Council, the Committee of Permanent Representatives, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions; ensure monitoring and reporting on progress made in implementation of the programme of work through the Integrated Monitoring and Documentation Information System and the annual progress report; prepare performance reports for senior management, the Committee of Permanent Representatives, the Governing Council and the General Assembly; update results-based management tools, making them accessible and utilizable online, and enhance use of performance data to improve organizational learning, planning, management decision-making, performance improvement and accountability; and contribute to the preparation of the strategic plan for the period 2020–2025, ensuring mainstreaming of results in the process;

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

(f) Update and take a coordinating role in implementing the UN-Habitat resource mobilization strategy at the corporate level and strengthen monitoring of related action plans to ensure that fundraising efforts are aligned with the strategic and approved work programme priorities. Special attention will be given to mobilization of support for the core normative work of the organization, including development of larger programmes with greater integration between their normative and operational aspects, packaging of programmes in a way that gives more flexibility, including soft earmarking of funds, developing multi-year agreements for more sustainable and predictable core funds as well as multi-donor pooled funds for thematic, regional and country programmes. To increase the number and types of donors for the organization's work, greater focus will be placed on demonstrating the results and impact delivered by UN-Habitat programmes, as well as the effectiveness and efficiency of delivery, and leveraging of donor resources through partnerships to maximize value for money. These efforts will be accompanied by sustained dialogue with existing donors and coordinated strategies to expand the donor base to non-traditional donors centred around the common goals of delivering the urban targets of the 2030 Agenda for Sustainable Development and the New Urban Agenda;

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

(h) Continue to strengthen internal and external knowledge systems through the institution of a knowledge focal point mechanism to ensure consistent update on the intranet of critical documents on strategy, policy and procedures, regular e-mail updates to inform all staff of management, policy and administrative issues, and enhance self-service and online collaboration tools. The knowledge resources on PAAS will include a corporate knowledge base compiled from the organization's corporate project portfolio on lessons learned, best practices, archives, evaluations and project impact reports to support knowledge reuse and build on approaches that have worked well, thereby avoiding previous mistakes. To support resource mobilization, enhanced features will be developed to enable more automated updates and more relevant market intelligence information on donor funding, including calls for proposal updates. Technical materials and training will be developed to promote greater usage of knowledge systems. An enterprise content management system will be used, as part of a wider United Nations initiative, to promote a proper document management, record-keeping and archiving system. The development of network features will continue to increase the number of key partner networks using Urban Gateway as the platform for knowledge exchange and collaboration, and features will be added to include current research

on urbanization topics and value-added services that generate revenue to support the platform's sustainability;

(i) Provide guidance in the preparation of legal instruments on partnerships, and work towards reducing legal disputes through the timely and effective review of legal instruments. It will also provide clear and comprehensive legal advice to senior management and other staff to minimize the possibility of claims and cases against the organization. The Division will conduct periodic reviews of legal instruments and tools, and update them as necessary, and will build staff capacity in the use of UN-Habitat legal agreements and instruments;

(j) Develop, update and streamline operational policies and procedures in critical business areas; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; improve control systems; enhance staff capacity through effective training in results-based management, leadership and management skills, including ethics training, to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

(k) Coordinate and manage project administrative functions across the organization to ensure consistent, effective support for the financial and programmatic requirements of all projects;

(l) Monitor the quality and delivery of services by third parties, including the United Nations Office at Nairobi, to ensure that they meet agreed levels of service and are delivered in a cost-effective manner.

2. External factors

136. It is anticipated that results will be achieved on the following assumptions: resources are forthcoming to enable the organization to strengthen management and supporting systems; and UN-Habitat service providers have the capacity to support efficient delivery, particularly at the country level, and administrative policies to support the greater delegation of authority and the self-service model made possible by Umoja.

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
Administrative support		
Programme planning and budgeting:		
1. Strategic framework for 2020–2021	1	1
2. Work programme and budget for 2020–2021	1	1
3. Annual work plans	2	2
4. Regular comprehensive financial reports for management, the Committee of Permanent Representatives, United Nations Headquarters, donors and other partners for the biennium 2018–2019	6	1
5. Budget performance reports and financial forecasts	2	1
6. Documentation to support intergovernmental processes (Advisory Committee on Administrative and Budgetary Questions, Committee for Programme and Coordination)	2	1
Human resources management:		
7. Enhanced processes to support more efficient recruitment activities	1	1
8. Updated service-level agreements with service providers	1	1
9. Framework to enable systematic monitoring and promotion of compliance for gender and geographical balance for all new recruitment	1	1
10. Support processes of resource allocation and realignment in the implementation of the New Urban Agenda	1	1
Internal oversight services:		
11. Series of programme performance reports	1	1

<i>Outputs</i>	<i>Quantity</i>	<i>Priority</i>
12. Annual progress reports on the implementation of the strategic plan	2	1
13. Updated Integrated Monitoring and Documentation Information System	1	1
14. IPSAS benefit realization report	1	1
15. Update of the Office of Internal Oversight Services audit tracking database	1	1
16. Inputs to the annual Board of Auditors report on the implementation of recommendations contained in its reports on the United Nations funds and programmes	2	1
Technical materials:		
17. Set of results-based management tools	1	2
18. Enhanced information and knowledge management tools	1	1
19. Enhanced external knowledge exchange system	1	1
20. Agreement on cooperation and implementing partner portal	1	1
21. Deployment of UniteDocs for document management, record management, and file sharing across UN-Habitat	1	3
22. Deployment of Office 365 e-mail and related services across UN-Habitat	1	2
23. PAAS to support project monitoring and programme reporting alongside Umoja	1	1
24. Updated and revised database of UN-Habitat legal agreements and instruments and related guidelines	1	1
25. Staff Rules and Staff Regulations of the United Nations and related rules and procedures	1	1
26. Rules of procedures of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal and the relevant jurisprudence	1	1
27. Policies, procedures and guidelines for clearing UN-Habitat legal agreements and instruments	1	1
28. Resource mobilization strategy 2018–2019	1	1
29. Package of donor communications materials, including website, social media presence, newsletter and reports	1	2
30. System for standard invoicing and receipting	1	2
31. Donor information system	1	2
32. IPSAS- and Umoja-compliant standard operating procedures	1	1
33. Development of internal job aids/guidelines on grant management	1	1
34. Set of tools on key business processes	1	2
Advisory services:		
35. Advice and support to all UN-Habitat offices to ensure compliance with United Nations rules, regulations, principles and procedures	1	1
36. Advice and support on the drafting and reviewing of legal instruments in accordance with UN-Habitat policy and directives	1	1
37. Advice and representation of the organization in matters before the United Nations Dispute Tribunal	1	1
Training courses, seminars and workshops:		
38. Capacity-building programme on results-based management for staff and partners	1	2
39. Training on information and use of knowledge management tools	4	2
40. Training programme on the use of UN-Habitat legal agreements and instruments, policy and procedures for clearing agreements and other relevant legal matters	1	2
41. Capacity development for effective decentralization of grants – management roles	1	1

3. Resource requirements (\$18,238,900)

137. The resource requirements by source of funding for this area are set out in table 17.

Table 17

Resource requirements by source of funding for programme support

(thousands of United States dollars)

Category	Resources		
	2016–2017	Change	2018–2019
Foundation general purpose			
Post	3 315.8	639.1	3 954.9
Non-post	1 420.2	(727.9)	692.4
Subtotal	4 736.0	(88.8)	4 647.2
Regular budget			
Post	1 653.4	–	1 653.4
Non-post	33.5	–	33.5
Subtotal	1 686.9	–	1 686.9
Foundation special purpose			
Post	1 976.2	1 404.2	3 380.5
Non-post	698.2	3 967.5	4 665.7
Subtotal	2 674.5	5 371.7	8 046.2
Technical cooperation			
Post	427.4	2 849.3	3 276.7
Non-post	–	581.9	581.9
Subtotal	427.4	3 431.2	3 858.6
Total by category			
Post	7 372.9	4 892.6	12 265.5
Non-post	2 151.9	3 821.5	5 973.5
Total	9 524.8	8 714.1	18 238.9

138. The proposed budget for programme support is estimated at \$18.2 million, as detailed in table 17. It comprises \$4.7 million from the Foundation general purpose fund, \$1.7 million from the regular budget, \$8 million from the Foundation special purpose fund and \$3.9 million from the technical cooperation fund.

(a) Foundation general purpose

139. The amount of \$4.7 million provides for 16 posts at a cost of \$4 million, and non-post costs of \$700,000. Non-post costs cover expenditures associated with consultants, official travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment, and reimbursement of services provided by the United Nations Office at Nairobi.

(b) Regular budget

140. The amount of \$1.7 million provides for seven posts at a cost of \$1.6 million and non-post costs of \$34,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2018–2019.

(c) Foundation special purpose

141. The amount of \$8 million provides for 15 posts at a cost of \$3.4 million and \$4.6 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

142. The amount of \$3.9 million provides for 11 posts at a cost of \$3.3 million and \$600,000 of project expenditure in line with the target project activities for the biennium.

Annex I

Legislative mandates

A. Overall programme

1. General Assembly resolutions

- | | |
|-------------|---|
| 3327 (XXIX) | Establishment of the United Nations Habitat and Human Settlements Foundation |
| S-25/2 | Declaration on Cities and Other Human Settlements in the New Millennium |
| 55/2 | United Nations Millennium Declaration |
| 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) |
| 64/135 | Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly |
| 64/213 | Fourth United Nations Conference on the Least Developed Countries |
| 67/173 | Promotion of peace as a vital requirement for the full enjoyment of all human rights by all |
| 68/239 | Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat) |
| 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development |
| 71/256 | New Urban Agenda |

2. Economic and Social Council resolutions

- | | |
|---------|--|
| 2003/62 | Coordinated implementation of the Habitat Agenda |
| 2011/21 | Human settlements |

3. Governing Council resolutions

- | | |
|-------|--|
| 19/11 | Strengthening the United Nations Habitat and Human Settlements Foundation |
| 20/1 | Youth and human settlements |
| 20/7 | Gender equality in human settlements development |
| 23/5 | World Urban Forum |
| 24/4 | Gender equality and women's empowerment to contribute to sustainable urban development |
| 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 |
| 25/3 | Strategic plan for 2014–2019 and work programme and budget of the United Nations Human Settlements Programme for the biennium 2016–2017 |
| 25/4 | Implementation of the strategic plan for 2014–2019 |
| 25/7 | United Nations Human Settlements Programme governance reform |

B. Subprogramme 1: Urban legislation, land and governance

Governing Council resolutions

- | | |
|-------|--|
| 20/16 | Enhancing the involvement of civil society in local governance |
| 21/3 | Guidelines on decentralization and strengthening of local authorities |
| 21/9 | Women's land and property rights and access to finance |
| 23/14 | Sustainable urban development through policies for safer cities and urban crime prevention |
| 23/17 | Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure |
| 24/5 | Pursuing sustainable development through national urban policies |

C. Subprogramme 2: Urban planning and design

1. General Assembly resolution

- | | |
|--------|--|
| 53/242 | Report of the Secretary-General on environment and human settlements |
|--------|--|

2. Governing Council resolutions

- | | |
|-------|--|
| 19/4 | Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme |
| 20/6 | Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals |
| 20/20 | Thirteenth session of the Commission on Sustainable Development |
| 22/3 | Cities and climate change |
| 23/4 | Sustainable urban development through access to quality urban public spaces |
| 24/3 | Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning |
| 25/6 | International guidelines on urban and territorial planning |

D. Subprogramme 3: Urban economy and municipal finance

1. General Assembly resolutions

- | | |
|--------|--|
| 65/10 | Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals |
| 67/215 | Promotion of new and renewable sources of energy |
| 67/263 | Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation |
| 67/289 | The United Nations in global economic governance |

2. Governing Council resolutions

- | | |
|-------|--|
| 23/10 | Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor |
| 24/11 | Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender |
| 24/12 | Youth and sustainable urban development |

E. Subprogramme 4: Urban basic services**1. General Assembly resolutions**

- 67/291 Sanitation for all
- 68/269 Improving global road safety
- 69/213 Role of transport and transit corridors in ensuring international cooperation for sustainable development

2. Governing Council resolution

- 24/2 Strengthening the work of the United Nations Human Settlements Programme on urban basic services

F. Subprogramme 5: Housing and slum upgrading**Governing Council resolutions**

- 19/18 Human settlements development in the occupied Palestinian territories
- 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
- 21/10 Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
- 23/3 Support for pro-poor housing
- 23/8 Third United Nations conference on housing and sustainable urban development
- 24/6 Supporting action for the creation of safer cities
- 24/7 Making slums history: a worldwide challenge
- 24/8 Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
- 24/9 Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift

G. Subprogramme 6: Risk reduction, rehabilitation and urban resilience**1. General Assembly resolutions**

- 68/180 Protection of and assistance to internally displaced persons
- 69/135 Strengthening of the coordination of emergency humanitarian assistance of the United Nations
- 69/154 Assistance to refugees, returnees and displaced persons in Africa
- 69/218 International cooperation to reduce the impact of the El Niño phenomenon
- 69/219 International Strategy for Disaster Reduction
- 69/243 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
- 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

2. Governing Council resolutions

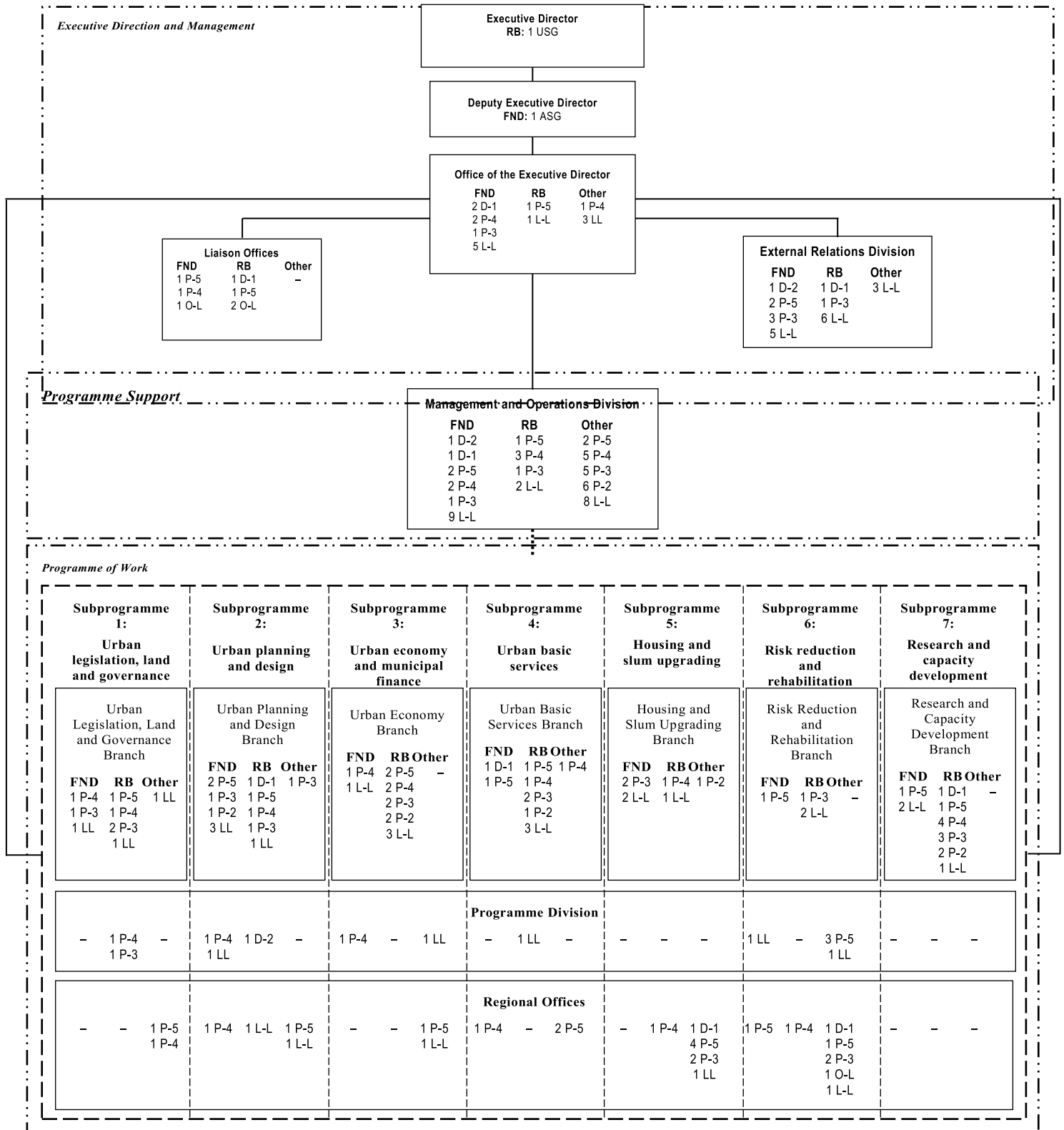
- 20/17 Post-conflict, natural and human-made disaster assessment and reconstruction
- 23/18 Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

H. Subprogramme 7: Urban research and capacity development**General Assembly resolutions**

- | | |
|--------|---|
| 34/114 | Global report on human settlements and periodic reports on international co-operation and assistance on human settlements |
| 66/137 | United Nations Declaration on Human Rights Education and Training |

Annex II

Organizational structure and post distribution for the biennium 2018–2019



Summary of posts:	
Foundation General Purpose (FND)	= 70
Regular Budget (RB)	= 75
Other funds (Other)	= 66
Total posts	= 211