



Work Programme 2021

Consultations with the Ad-hoc working group on Programmatic,
Budgetary and Administrative Matters of the Executive Board

13 January 2020

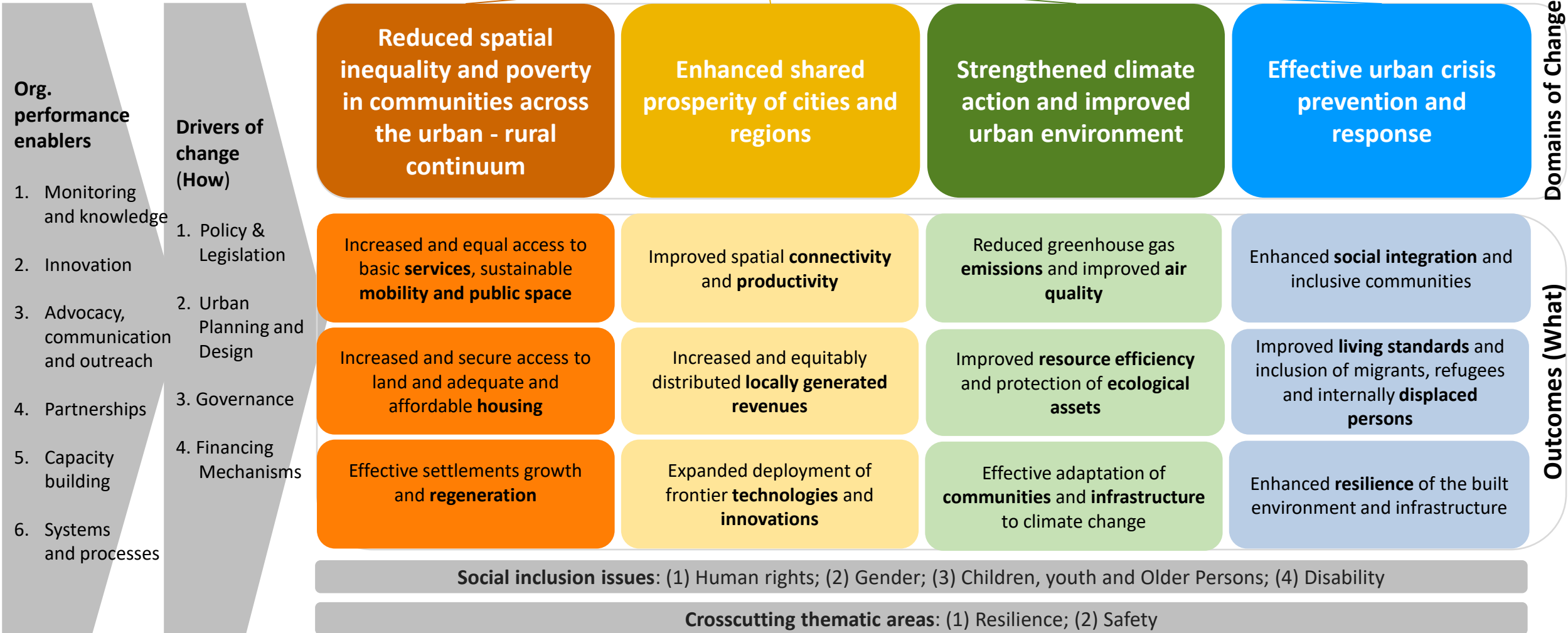
UN HABITAT
FOR A BETTER URBAN FUTURE

A better quality of life for all in an urbanizing world

Vision

UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind

Sustainable urbanization is advanced as a driver of development and peace, to improve living conditions for all, in line with the Sustainable Development Goals





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**How will the
Strategic Plan
2020-2023 be
implemented?**



Strategic Plan 2020-2023



We are
here now



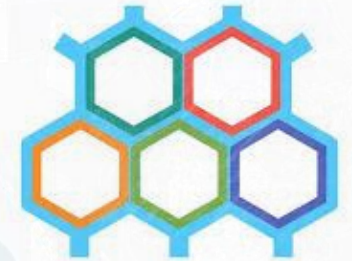
Work Programme and Budget 2020; 2021; 2022 and 2023

- Normative deliverables (e.g. World cities report)
- Operational deliverables (e.g. Participatory Slum Upgrading Programme)
- Post resources (i.e. staff cost)
- Non post resources (i.e. non staff cost)

Captures key elements of the Strategic Plan 2020-2023

- ❑ 4 subprogrammes are aligned with 4 domains of change, including objectives and strategies

- ❑ New way of doing business
 - Better integration between normative and operational work
 - Strong focus on social inclusion/cross-cutting and human rights
 - Use flagship programmes to showcase our new approach and expertise
 - Position UN-Habitat as a Centre of Excellence



Structure of Annual Work Programme 2021...

Foreword

Overall Orientation

- 1.Mandates and background
- 2.Strategy and external factors
- 3.Legislative mandates
- 4.Deliverables (Cross cutting)
- 5.Evaluation activities

Programme of work for 2021: 4 Subprogrammes

- 1.Objective
- 2.Strategy
- 3.Programme plan for 2021: *Planned Story for 2021*
- 4.Legislative mandates
- 5.Deliverables

Programme performance for 2019 (7 Subprogrammes for 2019)

- 1.Objective
- 2.Programme performance in 2019: *Results story for 2019*
- 3.Programme performance in 2019, against planned result
- 4.Deliverables (actual for 2019)



Structure of Annual Work Programme 2021: Deliverables...

The programme of work 2021 has a full list of deliverables, which includes:

❑ Normative deliverables e.g.

- Technical Materials (National Urban Policies, Guidelines)
- Publications (world cities report),
- Special events (World Habitat Day)
- Seminars, trainings and workshops

❑ Operational deliverables e.g. Projects and programmes

❑ Cross cutting and social inclusion issues embedded



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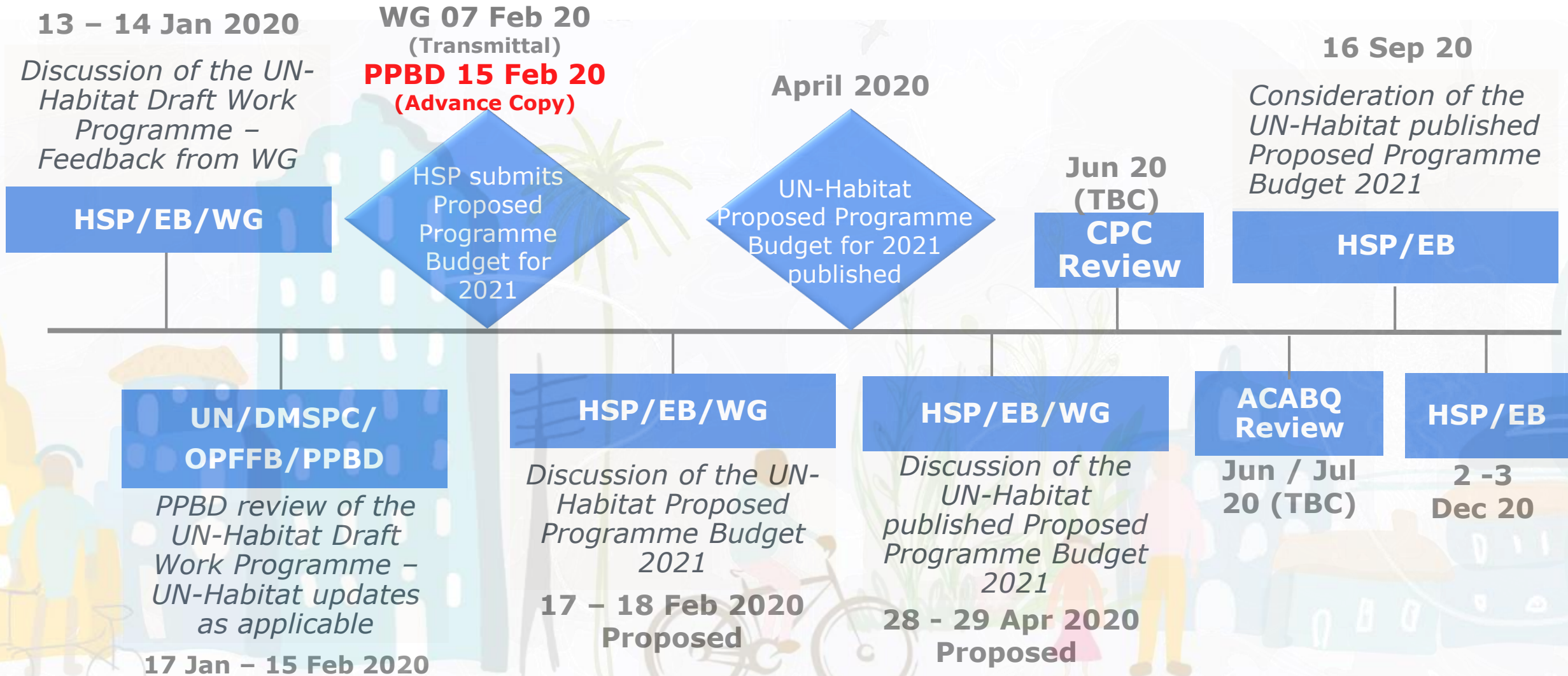


Programme of Work 2021 includes Performance of 2019 under the seven subprogrammes of the SP 2014-2019:

- ❑ An actual results story for 2019
- ❑ Performance measures for last 5 years
- ❑ Actual deliverables for 2019



UN-Habitat Executive Board and Ad Hoc Working Group Proposed Schedule



Thank you!

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What is changing at the Programme level

Incorporating feedback from Departments and CPC

Elements	2020	2021
Foreword	With picture and narratives	Only narratives
List of mandates	Supplementary	Fascicle
Charter and alignment with SDGs	✓	✗
Recent Development	✓	✗
Strategy	✓	✓
Evaluation	✓	✓

What is changing at the subprogramme level

Incorporating feedback from Departments and CPC

Elements	2020	2021
Objective	✓	✓ Broader
Alignment with SDGs	✓	✗
Strategy	-	✓
Result Narratives	✓	✓ Shorter ✗ No pictures
Mandates		
• Types	Fascicle	✗
• Full list	Supplementary	Fascicle
Deliverables		
• Aggregated	✓	✗
• Detailed	Supplementary	Fascicle
• Explanation of variances	✓	✗



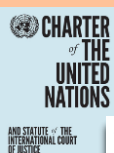
Feedback from 2020 process

Feedback from CPC

Lengthy discussions culminated in practical and constructive guidance

Discontinued Elements

Added Elements



UN Charter / Aggregation of SDGs and alignment of objectives with SDGs

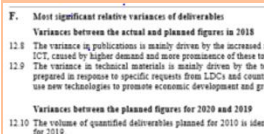
No consensus. Repetitive reference to purposes in UN Charter. At times alignment and consolidation of SDGs contributed to distorted interpretation



Pictures generated controversy

Interest in preserving the more austere format of the budget document expressed.

Some pictures failed to illustrate results effectively. Challenging to identify suitable pictures



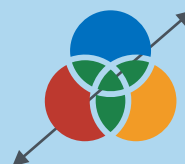
Explanation of variances in deliverables

Not essential. In the past, CPC managed without



Single document

Mandates and deliverables in published document



Cover all our work

Broader objectives

Complete strategies also for subprogrammes



More context

Performance information to cover a period of 5 years



Feedback from Departments

Main concerns voiced

One result for all we do

- Strategy at the subprogramme will cover entire scope of work
- Workload and lack of capacity to produce more results frameworks

Process

- Timing and responsiveness during review process
- Process needs to be streamlined

Templates restrict message

- More flexibility. Less templated language

Reporting cross-sectoral work

- Cross-sectoral deliverables need proper reporting

Mandates

- Which mandates? Also regional?
- Presented in annex or main body?



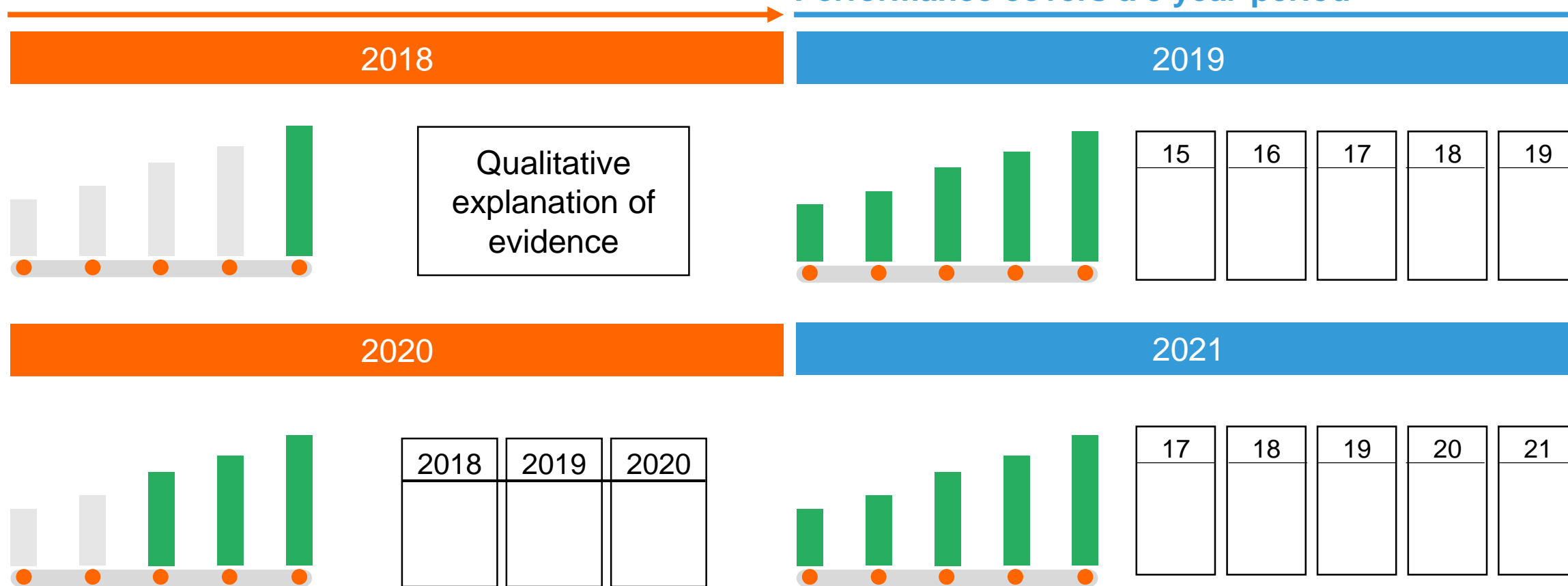
Changes in the 2021 PoW

Performance information will cover longer period

Longer time period expected to provide a sense of evolution and perspective

Performance without context is less informative

Performance covers a 5 year-period

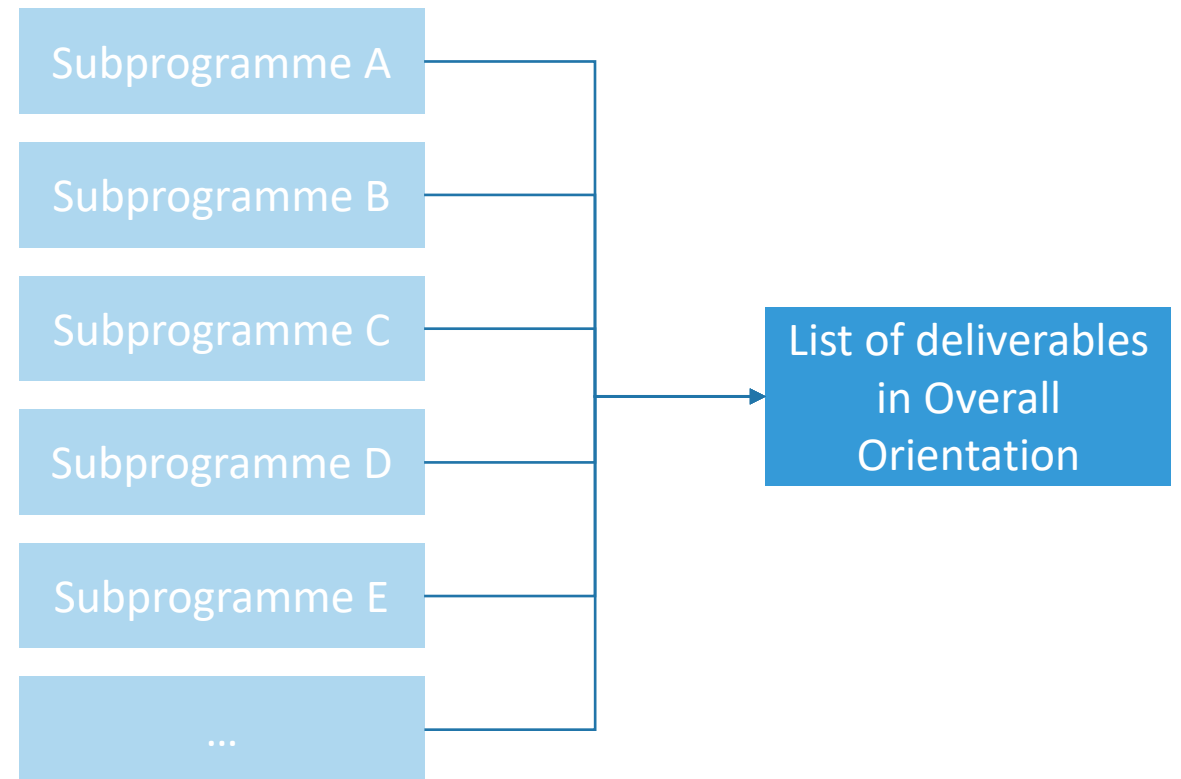
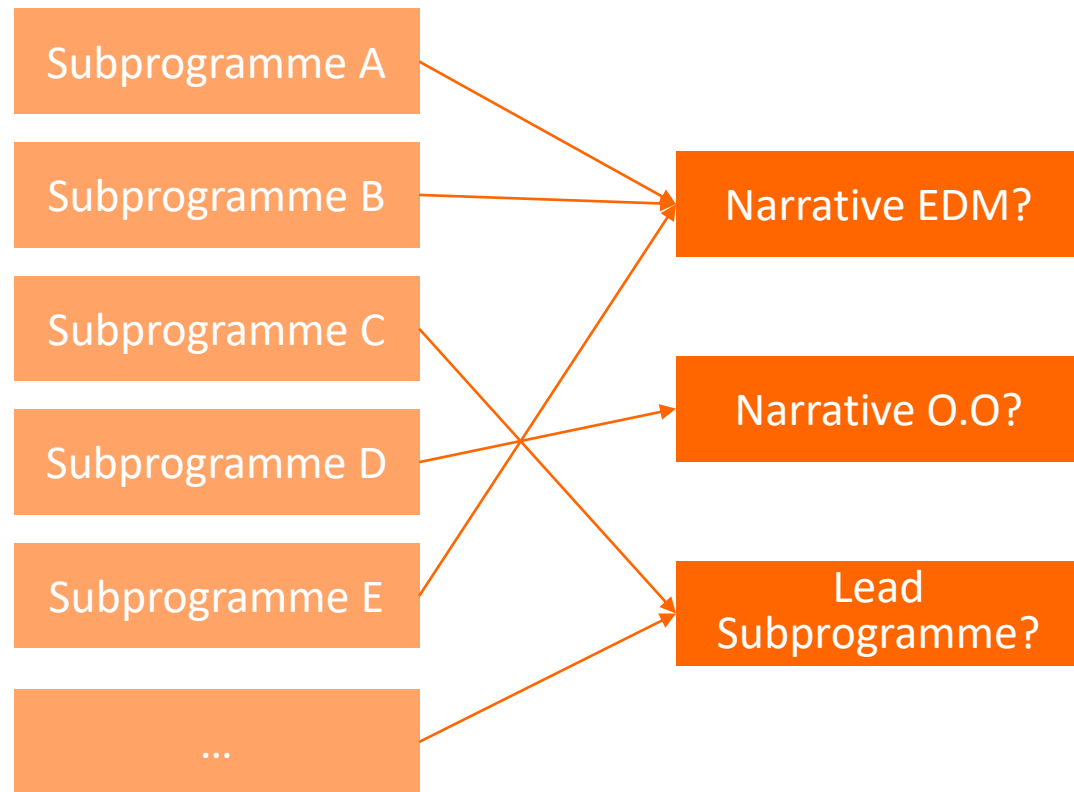


Cross-sectoral work at the programme level

List of cross-sectoral deliverables consistently featured in the Overall Orientation

Challenging to report on cross-sectoral work

List of deliverables at the programme level





The 2021 Programme of Work

Geographical Distribution of highlighted stories

	Africa	Asia	Arab States	Latin America	GLOBAL
Domains of Change (Planned for 2021)	-	-	-	-	DC1,2,3 4 (flagship programmes)
Sub programmes (Results for 2019)	Kenya (SP3) Mozambique (SP6)	Afghanistan (SP1) Nepal (SP4)	Iraq (SP5)	Belize (SP2)	SP7 (Global)