

# Proposed alternative scenarios of the proposed work programme plan and budget for 2021

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The present document sets out the requested overview of alternative scenarios of the draft work programme of the United Nations Human Settlements Programme and draft budget of the United Nations Habitat and Human Settlements Foundation for 2021.

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## Proposed alternative scenarios of the proposed work programme plan and budget for 2021

- 1) This scenario paper is presented in response to the request of the Executive Board in HSP/EB.1/11 that the Executive Director, in consultation with the ad hoc working group on programmatic, budgetary and administrative matters. In light of the current funding position of UN-Habitat it proposes a prioritization process for the consideration of the Executive Board with respect to normative and operational activities approved in the Strategic Plan for the period 2020–2023. In its meeting of 4 March 2020, the working group on programmatic, budgetary and administrative matters requested alternative scenarios to be available for consultation at its next meeting on 11 March 2020.
- 2) This scenario paper should be read as an addition to document HSP/EB.2020/4 published 27 February 2020.
- 3) Please note that UN-Habitat’s vision, “A better quality of life for all in an urbanizing world,” remains unchanged from the strategic plan, focusing on impact and improving people’s lives. The mission likewise remains “to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one behind.” The programme of work is structured with four subprogrammes which align with four interconnected and mutually-reinforcing domains of change. These are:
  - a) Reduced spatial inequality and poverty in communities across the urban-rural continuum;
  - b) Enhanced shared prosperity of cities and regions;
  - c) Strengthened climate action and improved urban environment;
  - d) Effective urban crisis prevention and response.
- 4) The four subprogrammes were approved in the Strategic Plan 2020-2023 at the first session of the UN-Habitat Assembly which met in May 2019 in Nairobi. The delivery of the Strategic Plan is already being compromised by a lack of funding to implement the work programme approved for 2020. Within this context of the first quarter of the first year of the approved Strategic Plan, the capacity of UN-Habitat to implement the work programme will be further affected by the proposed scenario requested by the ad hoc working group on programmatic, budgetary, and administrative matters. Current lack of funding for core normative work is not only a challenge for this first period, but will directly compound the challenges to deliver the Strategic Plan. Further, reduced capacity at this point will reduce the medium and longer-term ability to develop innovative and high quality approaches to emerging issues in the sector.
- 5) UN-Habitat has prepared four additional scenarios in addition to the full draft 2021 advance proposed work programme and budget as follows:
  - a) A plan to deliver 80% of the proposed 2021 mandated deliverables;
  - b) A plan to deliver 60% of the proposed 2021 mandated deliverables;
  - c) A plan based on current staffing levels, including the Chief of Staff (currently under recruitment), which is equivalent to a 27% staffing level;
  - d) A plan that is at a resource level of \$5.2 million, which is equivalent to a 14% staffing level.
- 6) The UN-Habitat Secretariat would like to inform the ad hoc working group on programmatic, budgetary, and administrative matters that based on the work of the International Civil Service Commission in February 2020 an increase in Post Adjustment of 7.2% was enacted for Kenya following the annual post adjustment consolidation in January 2020. Post Adjustment increases enacted for Japan, Spain, Switzerland, and the U.S.A - New York have

been taken into account as required. The impact of the new rates of remuneration for UN-Habitat is \$0.8 million for the full staffing of 183 personnel.

- 7) In considering the following scenarios it should be noted that not all changes are linear. For example, as the level of staffing is reduced, certain changes happen in steps; at a certain level of staffing some activities may not be undertaken at all.
- 8) Similarly, another example involves having only two Executive Board meetings in 2021 to meet the target of USD 5.2 million scenario. This also means one of Executive Board meetings will be organized in conjunction with the meeting of the Committee of Permanent Representatives.
- 9) In the event that resources are not forthcoming, or received in a delayed timeframe, the Secretariat has also considered options which would include separating staff and the consequent separation costs. This exercise will have a severe impact on the organization in multiple ways. First, a short-term deep gap in capacity which will lead to further long-term losses in ability to meet its mandate; second, a deeply reduced capacity to fulfill the core mandate or providing normative guidance; and third, an inability address the geographic and gender balance of staffing. Despite the relevance of UN-Habitat’s mandate in the Secretary-General’s Decade of Action, and the governance and structural reforms undertaken by the Executive Director, the continued austerity measures and unsustainable reliance on programme support costs will reduce the organisation's ability to serve member states and communities most affected by rapid urbanisation.
- 10) **The mandates provide the legislative framework for the programme’s deliverables.** Table 1.0 lists the cross-cutting deliverables, under the guidance of executive direction and management, by category and subcategory, for the period 2020, plus 2021, inclusive of scenarios.

## Overall orientation – Executive Direction and Management

**Table 1.0**

### Cross-cutting deliverables for the period 2019–2021, by category and subcategory

	<i>2020 plan ned</i>	<i>2021 plan ned 100 %</i>	<i>2021 plan ned 80%</i>	<i>2021 plan ned 60%</i>	<i>2021 planned Current Staffing</i>	<i>2021 planned resources \$5.2m</i>
<b>A. Facilitation of the intergovernmental process</b>						
Substantive service for meetings (number of 3-hour meetings)	3	4	3	3	3	2
1. Meetings of the Governing Bodies (UN-Habitat Assembly, Executive Board and CPR)	3	4	3	3	3	2
Parliamentary documentation (number of documents)	-	2	2	2	2	2
1. UN-Habitat inputs to reports of the Secretary-General and other UN system-wide documents	1	1	1	1	1	1

	2020 <i>plan ned</i>	2021 <i>plan ned</i> 100 %	2021 <i>plan ned</i> 80%	2021 <i>plan ned</i> 60%	2021 <i>planned Current Staffing</i>	2021 <i>planned resources \$5.2m</i>
2. 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	-	1	1	1	1	1
<b>B. Generation and transfer of knowledge</b>						
Publications (number of publications)	1	1	1	1	1	1
3. UN-Habitat flagship reports*	0	0	0	0	0	0
4. UN-Habitat annual report	1	1	1	1	1	1
<b>Non-quantified deliverables</b>						
<b>C. Communication deliverables</b>						

Outreach programmes, special events and information materials: Brochures, flyers and profiles on urban monitoring and reporting, public information materials and advocacy for national and regional fora and key events, including World Urban Forum, World Habitat Day; World Cities Day; Private sector focused engagement frameworks; Approximately 5 events, 2 on empowerment of women, youth and vulnerable groups, 1 on Commission of the Status of Women, 1 on the World Urban Forum and at the UN-Habitat Assembly.

Digital platforms and multimedia content: Mobile phone-based application content for national and citywide citizen consultation in the realization of SDG11.

- 11) The above table reflects a correction on the UN-Habitat flagship report, which are covered under Sub-Programme 2. This would also include publication of the World Cities Report and any Regional or National Cities Reports, inclusive of the African Cities Report and the Afghanistan Cities Report.
- 12) The non-quantifiable communications deliverables can only be partially met with reduced funding and priority will be for GA mandated activities including World Habitat Day, World Cities Day, and communications requirements for the Committee on Permanent Representatives.

## Subprogramme 1 – Reduced spatial inequality and poverty in communities across the urban rural continuum

- 13) The objective, to which this subprogramme contributes, is to reduce inequality between and within communities, and to reduce poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land and adequate and affordable housing and effective human settlements growth and regeneration.
- 14) The mandates provide the legislative framework for its deliverables. Table 1.1 lists all deliverables, by category and subcategory, for the period 2020, plus 2021, inclusive of scenarios that contributed and are expected to contribute to the attainment of the objective stated above.

**Table 1.1**

**Subprogramme 1: output performance for the period 2019–2021, by category and subcategory**

	<i>2020 planned</i>	<i>2021 planned 100%</i>	<i>2021 planned 80%</i>	<i>2021 planned 60%</i>	<i>2021 planned Current Staffing</i>	<i>2021 planned resources \$5.2m</i>
<b>B. Generation and transfer of knowledge</b>						
<b>Field and technical cooperation projects</b> (number of projects)	<b>32</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>37</b>	<b>37</b>
1. Projects on urban basic services - mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space.	13	15	15	15	12	12
2. Project on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1	1	1
3. Pilot projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal, regeneration	9	12	12	12	9	9
4. Projects on land tenure security, land-based financing, implementation of the UN/SG Guidance note on land and conflict	-	10	10	10	7	7
5. Projects for integrated urban and territorial planning developing and implementing effective planning laws	6	9	9	9	6	6
6. Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements	3	3	3	3	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>51</b>	<b>79</b>	<b>64</b>	<b>47</b>	<b>18</b>	<b>10</b>
7. Workshops and trainings on urban basic services - mobility, water and sanitation, energy and solid waste management	21	29	23	18	10	4
8. Workshops and trainings on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Labs and crime prevention and urban safety	13	20	16	12	2	2

	<i>2020 planned</i>	<i>2021 planned 100%</i>	<i>2021 planned 80%</i>	<i>2021 planned 60%</i>	<i>2021 planned Current Staffing</i>	<i>2021 planned resources \$5.2m</i>
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs.	5	7	6	4	1	-
10. Technical workshops on monitoring the Sustainable Development Goals and New Urban Agenda	4	2	2	1	1	1
11. Training on policy, planning and design, governance, legislation and finance and data collection	8	14	11	8	2	2
12. Training on land and conflict; land tenure, governance and financing; EGM on urban land governance in the Arab States region	-	7	6	4	2	1
<b>Publications</b> (number of publications)	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>-</b>
13. Publication on low carbon options for sustainable mobility	1	-	-	-	-	-
14. Global report: Transforming one billion lives – improved living conditions and sustainable urbanization – the challenge of slums and informal settlements in 2020 (follow-up of the publication from 2003)	1	-	-	-	-	-
15. Land tenure and land degradation	-	1	1	-	-	-
16. Global Report on Land Governance	-	1	1	1	1	-
17. Publication on affordable and sustainable housing	-	1	1	1	-	-
<b>Technical materials</b> (number of materials)	<b>32</b>	<b>19</b>	<b>15</b>	<b>13</b>	<b>5</b>	<b>3</b>
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty	2	-	-	-	-	-
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	4	2	2	2	1	1
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility, and public space.	2	2	1	1	-	-

	<i>2020 planned</i>	<i>2021 planned 100%</i>	<i>2021 planned 80%</i>	<i>2021 planned 60%</i>	<i>2021 planned Current Staffing</i>	<i>2021 planned resources \$5.2m</i>
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children	1	-	-	-	-	-
22. Guide for land management and spatial plans for poverty reduction and spatial equality	1	2	2	2	1	1
23. Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups including migrants	3	2	1	1	-	-
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	1	1	1	1	-	-
25. Toolkits, housing profiles, technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing, and on slum upgrading programmes	4	4	3	2	1	1
26. Series of guides and tools to improve land management and tenure security	10	2	2	1	1	-
27. Guidelines and handbooks on slum upgrading solutions	3	3	2	2	1	-
28. Neighbourhood planning guidelines on participation and inclusive regeneration	1	1	1	1	-	-

### **Non-quantified deliverables**

#### **C. Substantive deliverables**

Consultation, advice, advocacy: Advice to Member States on reporting, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals (SDGs), including advisory services on SDG reporting, data collection, analysis and monitoring of indicators, namely on SDG 11.1, 11.3.1, 11.3.2, 11.7.1, leveraging on the NUA online platform – incorporating best practices.; Advisory services on the right to adequate housing and tenure security for vulnerable groups, housing policies, urban law reform and compliance for regeneration and urban growth as well as effective regeneration and growth management through: inclusive territorial and urban planning and design, inclusive and participatory governance, public space design and management, design labs, planned city extensions, city infills, heritage preservation; Technical advice on urban regeneration and heritage conservation, urban land administration and management to different stakeholders (UN-Habitat Regional and country offices, other UN Agencies, national and local governments, non-government organizations, grassroots organizations; Activities to strengthen partnership and existing networks

#### D. Communication deliverables

Outreach programmes, special events, and information materials: Advocacy materials, brochures, flyers and profiles featuring the work of the subprogramme; Networks to disseminate information, including Global Network of Public Space with around 100 members, UN Public Space Network with 10 UN agencies as members and Urban regeneration; Best Practice Award category on Urban Regeneration (case studies published/articles); Social media advocacy on women's empowerment, youth empowerment and disability-friendly cities specially in urban regeneration and public space); Communication materials on Urban Land governance and management; partnerships and cross-learning activities (GLTN) for achieving sustainable urbanization

External and media relations: Media kits, press releases, web stories and social media updates, and events on slum upgrading, urban renewal, public space and affordable and adequate housing; Urban land governance and management, partnerships and cross-learning activities with partner organizations

Digital platforms and multimedia content: Maintenance of social media accounts of the subprogramme to enhance issues on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; Multimedia content, including video documentaries, infographics, presentations, webinars. Global Urban Plans Database start-up version.

- 15) The non-quantifiable substantive deliverables will be fully met with at least 60% funding for 2021, except for activities to strengthen partnerships and existing networks and the New Urban Agenda (NUA) online platform which can only be fully met with 100% funding.
- 16) The non-quantifiable communications deliverables will be fully met with at least 80% funding for 2021.

### Subprogramme 2 – Enhanced Shared Prosperity of Cities and Regions

- 17) The objective, to which this subprogramme contributes, is to enhance shared prosperity of cities and regions through; improved spatial connectivity and productivity; increased and equitably distributed locally generated revenue; and expanded deployment of frontier technologies and innovation.
- 18) The mandates provide the legislative framework for its deliverables. Table 1.2 lists all deliverables, by category and subcategory, for the period 2020, plus 2021, inclusive of scenarios that contributed and are expected to contribute to the attainment of the objective stated above.



Table 1.2

**Subprogramme 2: output performance for the period 2019–2021, by category and subcategory**

	<i>2020 planned</i>	<i>2021 planned 10 0%</i>	<i>2021 planned 80%</i>	<i>2021 planned 60%</i>	<i>2021 planned Current Staffing</i>	<i>2021 planned resources \$5.2m</i>
<b>B. Generation and transfer of knowledge</b>						
<b>Field and technical cooperation projects</b> (number of projects)	<b>37</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>37</b>	<b>37</b>
1. National, urban, regional and interregional projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	10	15	15	15	10	10
2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	11	15	15	15	11	11
3. National, urban, regional and interregional projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	16	20	20	20	16	16
<b>Seminars, workshops and training events</b> (number of days)	<b>74</b>	<b>66</b>	<b>51</b>	<b>39</b>	<b>19</b>	<b>10</b>
4. Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, and national urban policies	41	44	34	27	12	6
5. Training events and workshops on use of ICT, innovation, frontier technologies, best practices, legal and governance frameworks, and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	21	21	16	11	6	3
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	12	1	1	1	1	1
<b>Publications</b> (number of publications)	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>-</b>

7.	National Cities Report (Regional / National Cities Reports)	1	3	1	1	-	-
8.	World Cities Report	1	1	1	1	-	-
	<b>Technical materials</b> (number of materials)	<b>21</b>	<b>30</b>	<b>24</b>	<b>18</b>	<b>6</b>	<b>2</b>
9.	Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, and national urban policies	7	10	8	6	5	2
10.	Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7	10	8	6	1	-
11.	Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks, and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	7	10	8	6	-	-

#### Non-quantified deliverables

#### C. Substantive deliverables

Consultation, advice and advocacy: Advisory services and technical assistance to member states on: national urban policy, territorial development, urban-rural linkages, metropolitan development, preparation of local economic development plans and strategies and on improving local revenue generation; use of frontier technologies, innovations and development of solutions; urban law reform, compliance and community contracting, urban prosperity including the use of the City Prosperity Initiative (CPI) tool and monitoring of the Sustainable Development Goals

Databases and substantive digital materials: national urban policy database, compendium of urban-rural linkages case studies, Global municipal database; CPI- Best Practices expert system

#### D. Communication deliverables

Outreach programmes, special events and information materials: [www.urbanpolicyplatform.org](http://www.urbanpolicyplatform.org); Content for social media coverage, Brochures, flyers and profiles on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring and reporting, basic services, mobility and public space; third International Conference on National Urban Policy, First International Forum on Urban-Rural Linkages ; Private sector focused engagement frameworks

Digital platforms and multimedia content: Mobile application content for national and citywide citizen consultation in the realization of SDG11;

- 19) The non-quantifiable substantive deliverables related to consultation, advice and advocacy will be fully met with 80% funding, while the databases and substantive digital materials, including the national urban policy database, global municipal database, and CPI – best practices expert system require 100% funding to be fully met.
- 20) The non-quantifiable communications deliverables require 100% funding in 2021 to be fully met, with a direct impact on the ability of UN-Habitat to deliver the platform and maintain the CPI perception survey.

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

- 21) The objective, to which this subprogramme contributes, is strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improve air quality, improving resource efficiency and protection of ecological assets, and effective adaptation of communities and infrastructure.
- 22) The mandates provide the legislative framework for its deliverables. Table 1.3 lists all deliverables, by category and subcategory, for the period 2020, plus 2021, inclusive of scenarios that contributed and are expected to contribute to the attainment of the objective stated above.

**Table 1.3**

**Subprogramme 3: output performance for the period 2019–2021, by category and subcategory**

	<i>2020 planned</i>	<i>2021 planned 100%</i>	<i>2021 planned 80%</i>	<i>2021 planned 60%</i>	<i>2021 planned Current Staffing</i>	<i>2021 planned resources \$5.2m</i>
<b>B. Generation and transfer of knowledge</b>						
<b>Field and technical cooperation projects (number of projects)</b>	<b>28</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>23</b>	<b>23</b>
1. Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings.	4	4	4	4	2	2
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, and climate change mitigation and low-carbon basic services, and greener infrastructure and buildings.	2	3	3	3	1	1
3. Demonstration projects on resilience building and adaptation of communities and infrastructure to climate change, and Disaster Risk Reduction.	10	11	11	11	10	10

	2020 planned	2021 planned 100%	2021 planned 80%	2021 planned 60%	2021 planned Current Staffing	2021 planned resources \$5.2m
4. Improved policies, legal instruments, plans and strategies for effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e. remote sensing) and processing	5	6	6	6	5	5
5. Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4	4	4	4	4	4
6. National, regional and local policies, plans and strategies for improved urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of renewable energy and energy efficiency	3	4	4	4	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>93</b>	<b>100</b>	<b>80</b>	<b>60</b>	<b>47</b>	<b>20</b>
7. Seminars, workshops and training events leading to enhanced awareness and capacity of partners and vulnerable groups (e.g. in informal settlements) to plan for, manage and act on climate change mitigation, air quality and low-carbon basic services	30	35	28	21	15	7
8. Seminars, workshops and training events leading to strengthened capacities of UN-Habitat partners to plan for, manage, and act on effective adaptation of communities and infrastructure to climate change	55	55	44	33	28	11
9. Seminars, workshops and training events leading to enhanced understanding of green city models and their application, green infrastructure and green-blue urban planning	4	5	4	3	2	1
10. Training on Environment and Climate dimensions (air quality, water, sanitation, waste management) and SDGs monitoring in urban areas	4	5	4	3	2	1
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	-	-
11. Publications on climate change mitigation and air quality	1	1	-	-	-	-
12. Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure to climate change	1	1	1	1	-	-
13. Publication on improved low-carbon urban services and resource efficiency (e.g. focusing on technological innovation)	1	1	1	1	-	-
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>13</b>	<b>8</b>	<b>6</b>	<b>3</b>	<b>1</b>

	2020 planned	2021 planned 100%	2021 planned 80%	2021 planned 60%	2021 planned Current Staffing	2021 planned resources \$5.2m
14. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	1	1	1	-
15. Series of technical materials on climate change mitigation and air quality	2	3	2	1		
16. Series or set of non-recurrent set of case studies on climate action, basic services or environment in human settlements	2	3	2	2	1	1
17. Series of non-recurrent compilation of national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and eco-system services.	1	2	2	1	-	-
18. Series of technical material on improved low-carbon urban services, resource efficiency and (electric) mobility solutions and infrastructure (incl. monitoring)	2	2	1	1	1	-

**Non-quantified deliverables**

**C. Substantive deliverables**

Advisory services to UN Member States on reducing urban Climate Change Mitigation and Adaptation, improving air quality and low-carbon urban services; improving resource efficiency and protecting ecological assets,

Databases on urban climate or environment relevant subjects and substantive digital materials (i.e. simulations) on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

**D. Communication deliverables**

Outreach programmes, special events (i.e. national and regional urban fora), and information materials: on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

External and media relations: Articles on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

Digital platforms and multimedia content: Websites and social media and multimedia content on reduced greenhouse gas emissions and improved air quality; Improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change

- 23) The non-quantifiable substantive deliverables related to advisory services to UN Member States on reducing urban climate change mitigation and adaption can be fully met with 80% as a priority action, but the related databases and substantive materials require 100% funding to be able to fully deliver the mandate.

- 24) The non-quantifiable communications deliverables related to outreach programmes, external and media relations on reduced greenhouse gas emissions and effective adaptation of communities and infrastructure to climate change can be met as a priority with 80% funding, while the related digital platforms will require 100% funding to be fully met.

## Subprogramme 4 – Effective Urban Crisis Prevention and Response

- 25) The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response. This is done through social integration and inclusive communities as well as improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees; and enhanced resilience of the built environment and infrastructure.
- 25) The mandates provide the legislative framework for its deliverables. Table 1.4 lists all deliverables, by category and subcategory, for the period 2020, plus 2021, inclusive of scenarios that contributed and are expected to contribute to the attainment of the objective stated above.

**Table 1.4**  
**Subprogramme 4: output performance for the period 2020-2021, by category and subcategory**

	2020 planned	2021 planned 100%	2021 planned 80%	2021 planned 60%	2021 planned Current Staffing	2021 planned resources \$5.2m
<b>Quantified deliverables</b>						
<b>B. Generation and transfer of knowledge</b>						
<b>Field and technical cooperation projects</b> (number of projects)	<b>28</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>20</b>	<b>20</b>
1. Projects on enhanced social integration and cohesive communities	10	10	10	10	7	7
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced people	10	11	11	11	7	7
3. Projects on enhanced resilience of the built environment and infrastructure	8	10	10	10	6	6
<b>Seminars, workshops and training events</b> (number of days)	<b>42</b>	<b>45</b>	<b>43</b>	<b>30</b>	<b>14</b>	<b>7</b>
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	16	18	14	12	6	3
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people	13	13	10	9	4	2
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	13	14	10	9	4	2

	2020 planned	2021 planned 100%	2021 planned 80%	2021 planned 60%	2021 planned Current Staffing	2021 planned resources \$5.2m
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	-	-
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced people	1	1	1	1	-	-
8. Publication on enhanced resilience of the built environment and infrastructure	1	1	1	-	-	-
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>9</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>3</b>
9. Technical materials on enhanced social integration and cohesive communities	3	3	2	1	1	1
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people	3	3	2	2	1	1
11. Technical materials on enhanced resilience of the built environment and infrastructure	3	3	2	2	1	1

#### Non-quantified deliverables

##### C. Substantive deliverables

Consultation, advice and advocacy: Advisory services to member states on crisis mitigation and response, housing issues and inclusive settlements development for returnees, and on enhancing urban resilience to multi hazard threats

##### D. Communication deliverables

Outreach programmes, special events, and information materials: 12 Brochures and fliers on access to adequate housing, land tenure security, basic urban services and economic opportunities for all; brochures, flyers and profiles on urban crisis prevention, resilience building and recovery.

26) The non-quantifiable substantive deliverables related to advisory services to Member States on land and housing issues, and on inclusive settlements development for returnees, plus enhancing urban resilience to multi-hazard threats will be a priority action item for delivery with at least 80% funding.

27) The non-quantifiable communications deliverables for outreach programmes on urban crisis prevention, resilience building and recovery will be a priority action item for delivery with at least 80% funding.

## Financial and human resources requirements

28) The tables below provide the resource requirements and staffing levels based on the four scenarios to achieve the reduced mandated deliverables covered in the tables above.

29) The tables below provide the resource requirements and staffing levels based on the 80% scenario.

## Funding of 80% of the 2021 proposed work programme

**Table 2.1 (80%)**

### Resource breakdown by subcategory of expenditure and strategic priority

(thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Subpro-gramme 1</i>	<i>Subpro-gramme 2</i>	<i>Subpro-gramme 3</i>	<i>Subpro-gramme 4</i>	<i>Policy making organs</i>	<i>Executive direction &amp; managt</i>	<i>Programme support</i>	<i>Total</i>
Posts	4,100.8	2,814.7	4,319.4	5,108.9	396.8	4,321.0	3,302.1	24,363.7
Other staff costs	15.0	15.0	15.0	15.0	10.5	9.6	13.6	93.7
Hospitality	-	-	-	-	12.0	-	-	12.0
Consultants	160.0	160.0	100.0	160.0	-	20.0	210.0	810.0
Travel of staff	672.4	560.4	844.4	409.2	15.0	143.2	19.6	2,664.2
Contractual services	61.6	25.6	21.6	17.6	-	8.0	-	134.4
General operating expenses	303.9	247.1	352.1	331.5	627.2	239.3	202.6	2,303.7
Supplies and materials	10.6	8.6	11.8	14.6	1.0	11.3	13.6	71.5
Furniture and equipment	-	-	-	-	-	27.5	-	27.5
Grants and contributions	50.0	-	-	-	-	-	-	50.0
<b>Total</b>	<b>5,374.3</b>	<b>3,831.4</b>	<b>5,664.3</b>	<b>6,056.8</b>	<b>1,062.5</b>	<b>4,779.9</b>	<b>3,761.5</b>	<b>30,530.7</b>

**Table 2.2**

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

	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>	<i>General service</i>		<i>Grand total</i>
									<i>Local level</i>	<i>Other level</i>	
Subprogramme 1	-	1	1	7	3	5	2	19	3	-	22
Subprogramme 2	-	-	2	5	2	3	-	12	6	-	18
Subprogramme 3	-	1	3	7	4	1	1	17	7	-	24
Subprogramme 4	-	-	3	7	7	4	2	23	8	-	31
Policy making organs*	-	-	-	-	1	-	1	2	-	-	2
Executive direction and management	1	2	-	6	3	4	1	17	6	-	23
Programme support	-	-	1	2	1	10	-	14	13	-	27
<b>2021 total</b>	<b>1</b>	<b>4</b>	<b>10</b>	<b>34</b>	<b>21</b>	<b>27</b>	<b>7</b>	<b>104</b>	<b>43</b>	<b>-</b>	<b>147</b>



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

\*PMO is 0.5 position as it is cost shared with UNEP

30) The tables below provide the resource requirements and staffing levels based on the 60% scenario.

### Funding of 60% of the 2021 proposed work programme

**Table 2.3 (60%) Resource breakdown by subcategory of expenditure and strategic priority**  
(thousands of United States dollars)

Subcategory of expenditure	Subprogramme 1	Subprogramme 2	Subprogramme 3	Subprogramme 4	Policy making organs	Executive direction & managt	Programme support	Total
Posts	2,756.4	1,839.5	3,142.8	4,026.5	312.6	3,571.3	3,302.1	18,951.2
Other staff costs	12.0	12.0	12.0	12.0	10.5	7.2	10.2	75.9
Hospitality	-	-	-	-	12.0	-	-	12.0
Consultants	120.0	120.0	75.0	120.0	-	15.0	-	450.0
Travel of staff	504.3	420.3	633.3	306.9	15.0	107.4	14.7	2,001.9
Contractual services	56.2	19.2	16.2	13.2	-	6.0	157.5	268.3
General operating expenses	137.4	106.8	159.2	207.0	16.5	180.8	213.3	1,021.0
Supplies and materials	7.6	5.5	8.5	11.1	0.8	9.1	13.6	56.2
Grants and contributions	50.0	-	-	-	-	-	-	50.0
<b>Total</b>	<b>3,643.9</b>	<b>2,523.3</b>	<b>4,047.0</b>	<b>4,696.7</b>	<b>367.4</b>	<b>3,896.8</b>	<b>3,711.4</b>	<b>22,886.5</b>

**Table 2.4 (60%) United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority**

	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	General service		
									Local level	Other level	Grand total
Subprogramme 1	-	1	1	3	2	4	1	12	3	-	15
Subprogramme 2	-	-	2	3	1	1	-	7	4	-	11
Subprogramme 3	-	1	2	5	2	1	1	12	5	-	17
Subprogramme 4	-	-	3	6	5	1	2	17	5	-	22
Policy making organs*	-	-	-	-	1	-	-	1	-	-	1
Executive direction and management	1	2	1	3	2	2	1	12	5	-	17
Programme support	-	-	1	2	1	10	-	14	13	-	27
<b>2021 total</b>	<b>1</b>	<b>4</b>	<b>10</b>	<b>22</b>	<b>14</b>	<b>19</b>	<b>5</b>	<b>75</b>	<b>35</b>	<b>-</b>	<b>110</b>

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

\*PMO is 0.5 position as it is cost shared with UNEP

- 31) The tables below provide the resource requirements and staffing levels based on current staffing, plus the Chief of Staff, which is under recruitment.

## Funding of current staffing levels

**Table 2.5 (Current 27%) Resource breakdown by subcategory of expenditure and strategic priority**

(thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Subprogramme 1</i>	<i>Subprogramme 2</i>	<i>Subprogramme 3</i>	<i>Subprogramme 4</i>	<i>Policy making organs</i>	<i>Executive direction &amp; managt</i>	<i>Programme support</i>	<i>Total</i>
Posts	1,760.8	501.9	1,165.4	1,448.8	98.2	1,735.4	528.9	7,239.4
Other staff costs	6.0	6.0	6.0	6.0	10.5	5.8	6.8	47.1
Hospitality	-	-	-	-	12.0	-	-	12.0
Consultants	54.0	54.0	33.8	67.5	-	15.0	-	224.3
Travel of staff	285.8	191.1	287.0	140.1	15.0	79.5	8.8	1,007.3
Contractual services	40.0	12.2	10.0	7.7	-	2.7	153.4	226.0
General operating expenses	144.4	86.4	148.3	121.3	607.4	109.4	51.3	1,268.5
Supplies and materials	4.5	2.0	4.0	5.0	0.3	4.5	3.5	23.8
Grants and contributions	50.0	-	-	-	-	-	-	50.0
<b>Total</b>	<b>2,345.5</b>	<b>853.6</b>	<b>1,654.5</b>	<b>1,796.4</b>	<b>743.4</b>	<b>1,952.3</b>	<b>752.7</b>	<b>10,098.4</b>

**Table 2.6 United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority**

	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Total</i>	<i>General service</i>		<i>Grand total</i>
									<i>Local level</i>	<i>Other level</i>	
Subprogramme 1	-	1	1	1	2	2	-	7	3	-	10
Subprogramme 2	-	-	-	1	-	1	-	2	2	-	4
Subprogramme 3	-	-	1	1	2	-	-	4	4	-	8
Subprogramme 4	-	-	1	2	2	-	-	5	5	-	10
Policy making organs*	-	-	-	-	-	-	-	-	-	-	-

Executive direction and management	1	-	2	1	2	-	-	6	3	-	9
Programme support	-	-	1	-	-	-	-	1	6	-	7
<b>2021 total</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>25</b>	<b>23</b>	<b>-</b>	<b>48</b>

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

\*PMO is 0.5 position as it is cost shared with UNEP

- 32) The tables below provide the resource requirements and staffing levels based on the requirement to ensure resource level \$5.2 million. This scenario will require UN-Habitat to reduce current staffing levels. If this scenario is enacted there will be additional separation costs to be calculated based on the determination of the staff members who will be separated.

### Funding of \$5.2 million in resources

**Table 2.7 (\$5.2m 14%) Resource breakdown by subcategory of expenditure and strategic priority**

(thousands of United States dollars)

<i>Subcategory of expenditure</i>	<i>Subpro-gramme 1</i>	<i>Subpro-gramme 2</i>	<i>Subpro-gramme 3</i>	<i>Subpro-gramme 4</i>	<i>Policy making organs</i>	<i>Executive direction &amp; managt</i>	<i>Programme support</i>	<i>Total</i>
Posts	1,051.6	501.9	333.8	571.7	98.2	649.5	419.7	3,626.4
Other staff costs	3.0	3.0	3.0	3.0	7.0	5.8	6.1	30.9
Hospitality	-	-	-	-	6.0	3.6	-	9.6
Consultants	54.0	50.5	33.8	56.3	-	10.0	-	204.6
Travel of staff	119.5	94.4	150.5	73.1	3.6	53.6	6.0	500.7
Contractual services	26.8	9.0	6.8	4.5	-	-	-	47.1
General operating expenses	75.4	52.4	75.5	71.4	406.8	52.2	32.5	766.2
Supplies and materials	2.5	1.5	2.5	3.0	1.0	2.0	2.0	14.5
<b>Total</b>	<b>1,332.8</b>	<b>712.7</b>	<b>605.9</b>	<b>783.0</b>	<b>522.6</b>	<b>776.7</b>	<b>466.3</b>	<b>5,200.0</b>

**Table 2.8****United Nations Habitat and Human Settlements Foundation estimated distribution of posts by strategic priority**

	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	General service		Grand total
									Local level	Other level	
Subprogramme 1	-	1	-	1	1	1	-	4	2	-	6
Subprogramme 2	-	-	-	1	-	1	-	2	2	-	4
Subprogramme 3	-	-	-	-	1	-	-	1	2	-	3
Subprogramme 4	-	-	-	1	1	-	-	2	3	-	5
Policy making organs*	-	-	-	-	-	-	-	-	-	-	-
Executive direction and management	1	-	1	-	-	-	-	2	-	-	2
Programme support	-	-	1	-	-	-	-	1	3	-	4
<b>2021 total</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>-</b>	<b>24</b>

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

\*PMO is 0.5 position as it is cost shared with UNEP

- 34) The UN-Habitat Secretariat welcomes consultations on this important matter as effective planning and management in achieving the UN-Habitat 2020 – 2023 Strategic Plan can only be enacted based on an achievable and predictable level of resources.