

## MEMORANDUM

To: All UN-Habitat Staff

Reference: UNH-OED-M-200513-01

From: Maimunah Mohd Sharif  
Under-Secretary General and  
Executive Director

Date: 13 May 2020

Subject: **STATE of the World's Cities: Post-COVID TASK Team**

As we continue to contribute to our UN sister agencies as well as serve the most vulnerable communities to face the challenges of COVID-19, it is important that we cast an eye to the future. It is important to ask ourselves what will the new normal be and is the state of cities post-COVID.

Kindly find in attachment the concept note, work plan and the terms of reference for the task team that I have set up to help us navigate through these challenging times. This task team will be headed by Rafael Tuts, our Director of Global Solutions Division, and supported by a steering committee including Christine Knudsen, Director of ERSKI, Eduardo Moreno, the Head of Research & Knowledge Branch, and Neil Khor, OiC for OED.

I have reviewed the team members who will be supporting the steering committee and they come from all parts of the organisation, particularly from both HQ-based branches as well as from the field. They include representatives from both the normative and operational sides of the house and they will support the steering committee to deliver their mandate.

The following are the co-leads:

- a) Rethinking the state, re-organizing local governance mechanisms - Paulius Kulikauskas, Remy Sietchiping;
- b) Addressing the increase of poverty and the exacerbation of inequalities in cities - Robert Lewis Lettington, Srinivasa Popuri;
- c) Rethinking urban morphology, creating new evidence on density and compactness - Laura Petrella, Alain Grimard;
- d) Reducing the risk of failure of the current urban economy business model - Bruno Dercon, Marco Kamiya;
- e) Cross-cutting: tracking of data, articles, policy initiatives on a shared platform - Paula Pennanen, Robert Ndugwa, Andrew Rudd.

Please accord them all the support and cooperation as they help deliver and position UN-Habitat in the Post-COVID world. Colleagues are also encouraged to reach out to the co-leads if they would like to contribute to any of the specific areas of work.

Thank you.

CC: Victor Kisob, Deputy Executive Director and Assistant-Secretary-General

Raf Tuts, Director, Global Solutions Division

Gary Landes, Director (ai), Management, Management, Advisory & Compliance Division

Neil Khor, (OIC), Chief of Staff