

EXECUTIVE BOARD 2021 Session 1

AGENDA ITEM 8

Status of implementation of resolutions and decisions adopted during the first session of the UN-Habitat Assembly

Res. 1/1 Strategic Plan

Res. 1/2 Safer Cities

Res. 1/3 Capacity Building

Res. 1/4 Gender

Res. 1/5 Urban-Rural Linkages

Dec. 1/3 Stakeholder Engagement Policy

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PROGRESS REPORT

Resolution 1/1: United Nations Human
Settlements Programme strategic plan for the
period 2020–2023

Resolution 1/1: United Nations Human Settlements Programme strategic plan for the period 2020–2023

Secretariat actions requested by Member States:

- a) A **Results framework** with performance indicators and a data collection method
- b) An **impact communication strategy**
- c) A **partnerships strategy**
- d) A **typology of human settlement demands**
- e) An **accountability framework**
- f) A **resource mobilization strategy**
- g) A **financial plan**
- h) A **results-based management policy**

Approved by the
Executive Board
Decision 2020/3



Results Framework and Results-based Management Policy

Approved at the Executive Board meeting October 2020

The Results Framework



- All new projects will draw from **200 performance indicators** catalogued in the framework, making data collection, monitoring, and reporting more cohesive and consistent
- Forms the basis of the **Performance Measurement Plan (PMP)**; zero draft of the PMP completed and under internal review with roll-out and operationalization planned for 2021

Monitoring and reporting system

- Indicators measuring human impact, institutional outcomes, catalytic outcomes
- Stakeholder consultations to develop strong methodology and prototype development ongoing
- To be integrated into enterprise monitoring and reporting systems e.g. Umoja SMA and IPMR



Results-Based Management Policy Roll-Out

- Disseminated and integrated into the Project Review Committee (PRC)
- 11 **RBM training** sessions were held, with 267 staff from all Regional Offices and Headquarters
- RBM Handbook to be completed mid-2021



Impact Communications Strategy

Three objectives: Inform and engage, Inspire Change, and Position UN-Habitat

2020 Achievements

- COVID-19 Response Plan and Campaign
- 1.1 million website page views, up 50 %
- 110% increase in top page views and downloads
- Social media – 96K new followers
- Three action campaigns +200 organizations engaged
- #Housing4AllCampaign launched on WHD with 20 events globally, ; #TakeAction4Cities
- +3,500 participants in Urban Thinkers Campuses
- 2000+ media mentions of WUF
- #WUF trended globally, 1m impressions

2021 Priorities

- Build on momentum of Cities/Pandemics report
- Integrate Contact Group recommendations
- Action campaign launching 15 April on Climate Solutions for Cities
- Build on the UN Decade of Action to run targeted action campaigns to implement SDG11
- Complete the overhaul of corporate website
- Relaunch of Publications Board with calendar and launches for the year
- Planning World Habitat Day and World Cities Day with climate themes
- Align themes and build-up to WUF 11 and World Cities Report 2022



| Partnership Strategy

To advance partnership for successful implementation of the strategic plan; leverage existing partnerships to deepen strategic collaboration; enhance and influence United Nations system-wide coordination and cooperation on sustainable urban development.

2020 Achievements

- Collaboration with 194 implementing partners including National and local governments, civil society organisations and UN agencies.
- World Urban Forum: 13,000+ partners from 168 countries
- Enhanced collaboration with United Nations system on future cities dialogue and the Regional Economic Commissions within the context of UN reforms.
- Organization-wide partnership approach drafted for discussion with staff

2021 Priorities

- Mobilization for WUF11, Urban October, and Campaigns,
- Building capacity to monitor SDGs and NUA
- Renew SAGE and integrated workplan
- Strengthen Partner Information Management System to raise partners' visibility
- Staff Dialogues and Community of Practice on partnerships.
- Stakeholder Handbook
- Support Executive Board's consideration of Stakeholder Engagement policy



Resource Mobilization Strategy

2020 Achievements

- Regular bilateral and regional group briefings, strategic dialogues
- Monthly financial updates with programmatic highlights
- Private sector strategy, foundations and philanthropist's platform, online public giving (“Donate now” button)
- Enabling environment: stronger and more systematic internal procedures, donor information system
- Income acquisition:
 - Earmarked grants: USD 172.2M
 - Voluntary core contributions: USD 4.9M
 - Regular budget: USD 12.5M

2021 Priorities

- Increase core contributions and number of contributors
- Explore thematic and pooled resources
- Create soft earmarked funding propositions
- UN-Habitat Funding Appeal for 2022
- Implement strategies to diversify donor base
- Enhanced International Aid Transparency Initiative open.unhabitat.org
- Capacity building on resource mobilization



Typology of human settlement demands

Resolution 1/1 emphasizes the importance of developing a knowledge-based approach to urban and territorial development, including assessment tools and methodologies. In this regard, UN-Habitat was requested to prepare a typology of settlements demands, which was approved by the Executive Board in November 2019.



The **typology of settlements** has so far been used in the following ways:

- a. To develop the criteria used for corporate guidance on the identification of countries for prioritized support for addressing urbanization in Common Country Analyses (CCA) and United Nations Sustainable Development Cooperation Frameworks (UNSDCF)
- b. For monitoring the United Nations System Wide Strategy on Sustainable Urban Development.

PROGRESS REPORT:
UN-Habitat Accountability Framework

e) Accountability framework

As approved by the General Assembly in its resolution [64/259](#), the accountability system of the Secretariat has six main components:

- (a) the Charter of the United Nations;
- (b) the programme, planning and budget documents;
- (c) results and performance;
- (d) internal systems and controls;
- (e) ethical standards and integrity;
- (f) the oversight roles and functions.



e) Accountability framework – Going Forward (A/75/686 para. 21)

The Secretariat will continue with its efforts:

- a. To strengthen results-based management through the improvement of guidance and training, and on the basis of staff feedback;
- b. To launch of an online overall results-based management training programme in 2021;
- c. To support all entities in the development of their annual results frameworks in accordance with the results-based management principles through workshops and technical support;
- d. To mainstream the use of the integrated planning, management and reporting solution in the Secretariat and adapt its functionality to the needs of assessed contributions;
- e. To ensure alignment of Umoja Extension 2 with CPAS;
- f. To integrate programmatic data with transaction data seamlessly to enable more in-depth and cross-cutting analyses of the work of the United Nations and facilitate real-time decision-making and reporting on results by linking the resources to results at appropriate levels;
- g. To report to the Management Committee on a regular basis on progress in embedding the strategic planning, budget formulation and performance management in the organization and in measuring the mainstreaming of the solution across the United Nations Secretariat, thus ensuring its fullest adoption.



e) Accountability framework - Update to HSP/EB.2020/24

- a. *Executive Board.* The Executive Board continued to meet in 2020 remotely because of the COVID-19 pandemic to provide oversight
- b. Annual review and strengthening of Secretariat accountability. The Secretary-General submitted (A/75/686): Tenth progress report on accountability: strengthening accountability in the United Nations Secretariat. Subsequently, the ACABQ submitted its corresponding report A/75/804.
- c. *Management review by the Joint Inspection Unit.* In 2021, the Joint Inspection Unit is rescheduled its independent review of the management and administration of UN-Habitat. review commenced in February 2021.
- d. *Annual external audit by the Board of Auditors.* The Board of Auditors performs an annual audit on the use of the financial resources and the effectiveness of the internal control system of UN-Habitat and issues an opinion and a set of recommendations meant to improve the Programme's internal controls. The annual Financial Audit commenced 01 April 2021.
- e. *Internal audits, investigations, inspections and evaluations by the Office of Internal Oversight Services.* OIOS performs approximately four risk-based internal audits per year on the adequacy and effectiveness of governance, risk management and control processes in ensuring the efficient and effective implementation of UN-Habitat programmes



e) Accountability framework - Update to HSP/EB.2020/24

- f. Continuous monitoring by the Business Transformation and Accountability Division of the Department of Management Strategy, Policy and Compliance. The Business Transformation and Accountability Division continues to release additional monitoring tools and dashboards as shown in the next slide.
- g. Independent evaluations. UN-Habitat evaluates its own work to assess how well its interventions are achieving the intended results and how effectively those results are contributing to broader development goals. Its reports are available to the public on its website (<https://unhabitat.org/evaluation>);
- h. Continuous oversight of the accountability system and risk management processes. UN-Habitat has set up a risk oversight and accountability committee at the senior management level, headed by the Deputy Executive Director, which meets on a quarterly basis to review the adequacy of the accountability system and the risk management framework. The committee's deliberations are posted on the organization's intranet for staff consumption;
- i. Certification of internal controls., UN-Habitat has commenced in January 2021 an annual self-assessment of its own internal controls that will be reported to the Secretary-General at year-end.
- j. In-house focal point for conduct and discipline. UN-Habitat has established a focal point for conduct and discipline, who is responsible for facilitating the implementation of policies and procedures relating to conduct and discipline, monitoring compliance with such policies and procedures and tracking, reporting on and facilitating timely action taken on allegations of misconduct, including discrimination, sexual harassment and the abuse of authority. The focal point tracks cases using the Misconduct Tracking System of the Department of Management Strategy, Policy and Compliance.



e) Accountability framework

Figure III|
Secretariat-wide risk dashboard^a

Strategic	Governance	Managerial	Operational	Financial	Fraud and corruption
Planning and resources allocation	Governance	Management	Support services	Funding and investments	Control environment
Vision, mandate and public perception	Control environment and risk management	Management of organizational transformation	Procurement and supplier management	Financial contributions	ICT governance and cybersecurity
Strategic planning, budgeting	Organization structure and synchronization	Leadership and management	Facilities and real estate management	XB management and implementing partners	Umoja system control environment
Organizational culture, human resources strategy and accounting	Ethical behaviour	Staff/management relations	Business continuity	Accounting and reporting	Programme delivery
Organizational Transformation and management reform	Ethics and professional conduct	Programme Management	HR Operations	Financial Mgmt./Reporting	Political influence on programme implementation and reporting
Principal organs, and partners	Sexual exploitation and abuse	Research, analysis and advisory	Health-care management		Contingent-owned equipment
GA, Committees and Member States		Mission activities	Occupational safety and health	Compliance	Theft of fuel, rations and inventory
Partnership and coordination		Peacekeeping and special political mission mandates	Security	Regulatory	Human resources and central services
Internal and external factors		Mission planning	Intellectual property	Internal Policies and Resolutions	Human resources fraud and corruption
Political climate			Knowledge and information management		Procurement fraud
Pandemics			Information resources		False statements and laissez passer
			ICT strategy and infrastructure		

Abbreviations: GA, General Assembly; ICT, information and communications technology.

Legend: Red = critical and very high risk; orange = high risk; yellow = medium risk

^a Numbers associated with each risk refer to the risk number in the overall Risk Universe of the Secretariat (Annex III).



e) Accountability framework - ACABQ Report A/75/804

- The Advisory Committee considers that the concept of an accountability system should represent a critical pillar of the Organization with a central role in all reform efforts, as well as in all organizational, administrative and operational changes, and should be anchored by the aforementioned definition of accountability, which has remained in place since the sixty-fourth session of the General Assembly.
- The Advisory Committee looks forward to the results of the evaluation by the Office of Internal Oversight Services, including on the role and the functioning of the Business Transformation and Accountability Division of the Department of Management Strategy, Policy and Compliance, and expects that the related findings will be presented in the eleventh progress report of the Secretary-General on the accountability system.
- The Advisory Committee recalls that it has stressed that the full and timely implementation of recommendations of oversight bodies is an integral part of the accountability system, in particular of performance evaluations in the context of senior managers' compacts, and that the Business Transformation and Accountability Division should ensure the use of lessons learned and data analysis as a result of oversight bodies' reports (see [A/74/741](#), paras. 36–37).



e) Accountability framework - ACABQ Report A/75/804

- The Advisory Committee considers that it is not evident how, and if, the totality of the activities, initiatives and pilot projects are linked to the development of a strong culture of accountability in the United Nations Secretariat and to the ongoing oversight of the delegation of authority. The Committee recalls its view that it is essential to align workplans with approved programme activities arising from established mandates, while also monitoring the performance and accountability of individuals and entities against the implementation of mandated activities (A/75/765, paras. 27–28). The Committee recommends that the General Assembly request the Secretary-General to provide information, including on how the implementation of results-based management and results-based budgeting and their potential alignment across the three related sources of funding can come together to form a sustainable and holistic system of accountability.
- The Advisory Committee looks forward to an update, in the context of the next progress report of the Secretary-General, on the work of the cross-functional task force on managing fraud risk. Furthermore, the Committee trusts that details with respect to the anti-fraud and anti-corruption guidebook and strategy, including how the guidelines will be disseminated and how their implementation will be monitored, will be presented in the next progress report.
- The Advisory Committee trusts that an update on the details with respect to the guidelines for agreements with implementing partners, including how they will be disseminated and their implementation monitored, will be presented in the next progress report.



e) Accountability framework

- The Advisory Committee trusts that environmental sustainability will extend to the entire United Nations Secretariat. The Committee recommends that the General Assembly request the Secretary-General to include in future progress reports specific information on outcomes, results and financial implications, including costs and benefits for the United Nations Secretariat and for peacekeeping operations
- With respect to the evaluation of the United Nations accountability system, currently conducted by the Office of Internal Oversight Services and to be concluded in June 2021, the Advisory Committee recommends that the General Assembly request the Secretary-General to present the findings, including any financial implications, in the eleventh progress report on the accountability system. Subject to its observations and recommendations in the paragraphs above, the Committee recommends that the Assembly request the Secretary-General to present in future progress reports, the specific outcomes (including specific instances when staff and senior managers were held accountable and the resulting actions), quantitative and qualitative results, and associated costs, as they pertain to the various components of the accountability system.



PROGRESS REPORT

Resolution 1/2: UN System wide Guidelines on
Safer Cities and Human Settlements

Adoption of the Guidelines

Secretariat actions requested by Member States:



A **concept note** on the implementation of a review process for the Guidelines;



Development of an **inter-agency framework**;



The allocation of **voluntary financial resources**, for the effective implementation of the Safer Cities Programme and partnerships;




Resolution 1/2 on safer cities

Terms of Reference for the Peer Review Mechanism



Lebanon has been identified as one of the pilot countries for the peer review mechanism



JOINT PROGRAMMING WITH UNODC ON SAFER CITIES

The two agencies have finalized the joint programming framework building on an MOU signed in 2018

PROGRESS REPORT

Resolution 1/3 on enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development.

Capacity Building strategy : update

1 Objective 1: Fill the institutional and operational gap within UN-Habitat for greater coordination, coherence, and monitoring of results

1.1 Institutional anchoring

1.2 Consistent, integrated and long-term capacity building programs

2 Objective 2: Improve and expand the delivery of capacity building services to address capacity gaps

2.1 Capacity building "Suite of services"

2.2 Cross-cutting capacity-building / UN system-wide collaborative implementation framework

2.3 Strengthened engagement with training institutions and universities

2.4 Build broad coalitions

Monitoring of capacity building efforts from headquarters to field level

Lack of resources to ensure consistent monitoring, alignment and synergies

Development of knowledge, tools and partnerships to fast track the use of digital technologies for capacity building

Ongoing engagement with universities and training institutions, to support training and education of professionals worldwide, including innovative approaches



Capacity-building for the implementation, monitoring and reporting on the New Urban Agenda



UN-Habitat capacity building toolkit on the New Urban Agenda:

- New Urban Agenda Illustrated **handbook** released in January 2021 (English version):
10 000 downloads by the end of February
- New Urban Agenda free online **course: Part 1 available, Part 2 released in April 2021.**
- Ongoing efforts to mobilize resources for the translation of the toolkit in UN official languages



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Digital innovation for capacity-building



A UN-Habitat **strategy and guide for digital learning**

- Practical guidance for all UN-Habitat staff ready to be disseminated
- Strategy document under review to accelerate the digital transformation of capacity-building and learning activities:

Strategic partnerships with other UN programmes

- Participation in a working group with UNDESA and selected agencies leading on digital innovation for capacity building
- Inter-agency collaboration for UNDA projects implementation





Enhanced and coordinated programmes and partnerships

- Development of a capacity building component for the 5 flagship programmes. First targeted flagship programme: SDG cities.
 - Online diagnostic tools
 - Online training tools
 - Learning communities
- Partnership with Arcadis, to develop the “Shelter Academy”, held virtually from 19 to 22 October 2020
- Partnership with the United Nations System Staff College to build a course for UN-habitat staff on the United Nations Sustainable Development Cooperation Framework



Support to regional centers of excellence and universities

- Continuous support to **the establishment of a Center of Excellence** on housing and urban sustainability in the WAEMU region, working with universities in Senegal and Burkina Faso
- Development of capacity development materials, in partnership with the **International Urban Training Center (IUTC) in Korea**:
 - Workshop on “Public health and public response to the COVID-19 pandemic” for public health authorities of Mongolia
 - International online course on integrated urban water management, including the impacts of the coronavirus disease (COVID-19)





Initiative by  ARCADIS with UN-Habitat



UNITED NATIONS
SYSTEM STAFF COLLEGE



PROGRESS REPORT

Resolution 1/4: Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements

Resolution 1/4 on gender equality

Scope of the resolution

- 1) Two-fold gender strategy:
 - a) Mainstreaming gender equality and women's empowerment into UN-Habitat's normative and operational work
 - b) Setting policies and programmes towards achieving gender equality and women's empowerment
- 2) Partnerships
- 3) Engagement with Advisory Group on Gender Issues (AGGI)
- 4) Revised Gender Policy and Plan (2020 – 2023)



Resolution 1/4 on gender equality

Continued project reviews for projects presented to **Project Review Committee** to strengthen 'Leaving No One Behind' agenda (gender, human rights and social inclusion)

The revision of the **UN-Habitat Policy and Plan for Gender Equality** is almost finalized. **The Gender Equality evaluation** final draft has been submitted for review internally

Advisory Group on Gender Issues (AGGI) – continued engagement and plan to renew members in 2021 including CPR members

On March 8th (International Women's Day), UN-Habitat was involved in various advocacy events in partnership with GoK, UN agencies in Nairobi, International Gender Champions and civil society groups.

We hosted 3 side events at the **Commission on the Status of Women (CSW)** which runs from 15-26 March 2021.



Resolution 1/5 on enhancing urban-rural linkages for sustainable urbanization and human settlements

SCOPE OF THE RESOLUTION



- The resolution requests the Executive Director [...] to develop mechanisms [...] for enhancing urban-rural linkages and calls upon the Executive Board of UN-Habitat to consider possible implementation options.



- The resolution [...] encourages Member States to take into account urban-rural linkages in [...] development planning policies and processes [...].



- The resolution requests [...] to raise awareness [...] regarding the impact of urban-rural linkages on sustainable urbanization, territorial cohesion and national development.



- The resolution requests [...] to disseminate and share good practices and policies relating to the impact of urban-rural linkages [...].



- Finally, the resolution requests [...] to assist Member States, upon request, in developing policies and programmes to address migration from rural to urban areas.



RESOLUTION 1/5

FORTHCOMING PUBLICATIONS AND TECHNICAL MATERIALS



Synthesis report from webinar series
&
Second issue brief on URL-GP and covid-19



THEMATIC GUIDE on Food systems and
Nutrition



SMART Villages paper and respective
case studies



Completed translations of the mainstreaming Guide of
URL in NUP to **french** and **Arabic**



RESOLUTION 1/5



Launch of the **second compendium** of URL-GP case studies



Contributed to the soil and land flagship publication by FAO NENA through territorial approach lenses



Synthesis report of the series of 9 sessions of webinars and lessons learnt



Upcoming URL **E-learning course**



RESOLUTION 1/5

2ND ISSUE
URBAN-RURAL LINKAGES
Newsletter | May 2020

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3rd issue of Newsletters on Urban Rural Linkages



Territorial approach selected as a priority by the Italian government for G20; UN-Habitat contributing with OECD



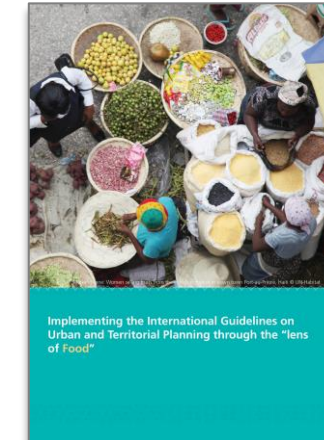
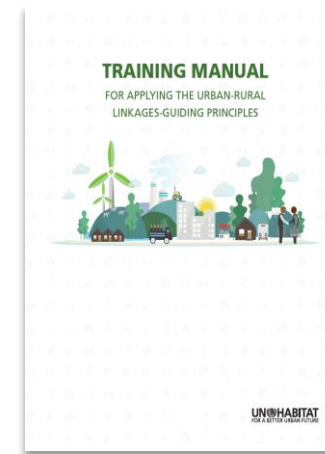
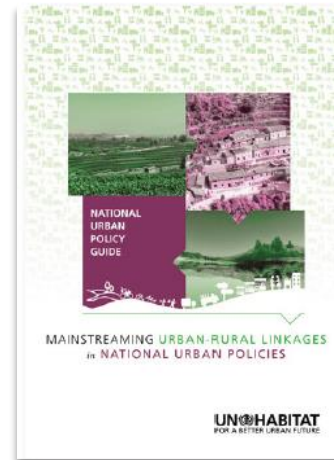
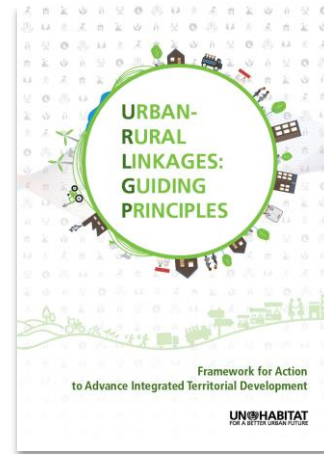
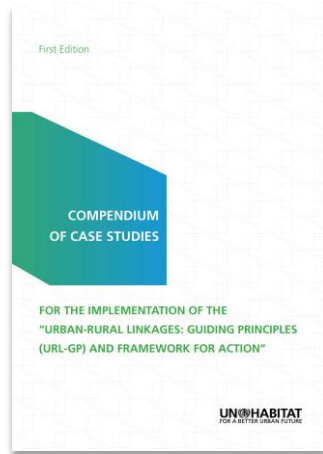
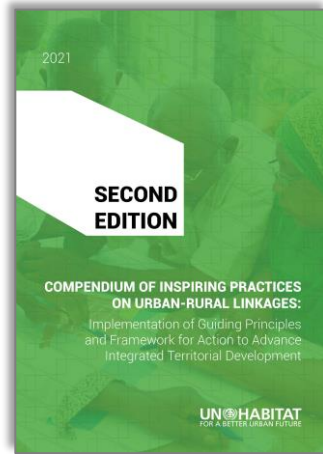
Ongoing discussions and collaboration with FAO and other partners on the Green cities initiative and the food systems summit



Workshops in Niger State, Nigeria; Zanzibar, Tanzania; and Cameroon



SOME PUBLICATIONS ON URBAN-RURAL LINKAGES



For more; <https://urbanrurallinkages.wordpress.com/resources-case-studies-and-readings/>



PROGRESS REPORT

Decision 1/3 on arrangements for the transition towards the new governance structure of UN-Habitat –
Stakeholder engagement policy

Decision 1/3 Operative Paragraph 5.



- No progress to report.
- Ad-hoc working group on stakeholder engagement policy to meet when in person meetings are possible according to the Executive Board decision 2020/6 paragraph 5.



THANK YOU!

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