

# UN HABITAT

FOR A BETTER URBAN FUTURE

**69<sup>TH</sup> REGULAR MEETING OF THE COMMITTEE OF PERMANENT  
REPRESENTATIVES TO UNITED NATIONS HUMAN SETTLEMENTS  
PROGRAMME**

**21 JUNE 2018**

**Agenda Item 3:**

**Executive Director's Briefing to the Committee of Permanent  
Representatives (HSP/CPR/69/3)**

**Statement by the Executive Director**

## **Agenda item 3: Executive Director's Briefing to the CPR**

### **A. UPDATE ON OUR VISION, MISSION & PRIORITIES**

#### **Mr. Chairman, Excellencies, Distinguished Representatives**

During the last three months, I have continued to hold extensive consultations, meetings and discussions with UN-Habitat personnel, UN senior management, counterparts and colleagues, Member States and partners, in Nairobi, New York, Washington D.C., Stockholm, Dubai, Addis Ababa, Strasbourg, Brussels, Barcelona and Madrid. Each mission and meeting had a clear objective, broadly: to re-engage and re-align UN-Habitat's partnership, to re-assert and affirm UN-Habitat's specialized role in urbanisation, to listen to stakeholders and to receive valuable input on how UN-Habitat can best support Member States in the implementation of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals. In my briefing to the CPR in March, I shared with you my commitment to ensuring that UN-Habitat can deliver on its mandate, add value to the efforts of the broader UN system and continue to make a difference at country-level. I am pleased to update you on progress of the work of the Task Force, appointed to support me in our internal change process and in formulating our vision, mission and priorities.

The process has been guided by several key principles, including: good governance; building trust and confidence within the organisation and between the organisation and Member States; transparency; accountability; efficiency; focus on achieving results and not just outputs; and awareness of UN-Habitat's size and role, as well as of the scale and urgency of the current global challenges in urbanization and human settlements.

The reform process is progressing well. It has been highly consultative, both internally and externally. I have held meetings with all branches and regional offices of UN-Habitat. I have also held meetings with all levels of staff, starting with interns and consultants, followed by P2 to P3 staff, then P4 to P5 staff and, finally, the senior managers. I have held three townhall meetings with all staff together and have carried on-line surveys. In these meetings and surveys, I invited staff to identify what they thought was wrong with the internal management of UN-Habitat. I also asked them to propose possible solutions. In addition to this, I have received many inputs from Member States, through close to 93 bilateral meetings during the Ninth Session of the World Urban Forum, as well as meetings with yourselves here in Nairobi and with your missions in New York. Furthermore, I have had consultations with the UN Secretary-General, Deputy Secretary-General and several of my counterparts in the UN system during my missions to New York.

As you can imagine, I had hundreds of pages of inputs at the end of this process. I therefore established a Change Task Force to analyse these inputs and to summarize and organize them in an understandable way. Based on this analysis, the Task Force has prepared a document titled “Guiding Framework on UN-Habitat’s Change Process: Changing to Increase Impact”. The document is now complete, though we see it as a living document, to be updated as necessary.

The Guiding Framework identifies seven priority areas that we are now focusing on in the process of changing UN-Habitat:

1. **The first is VISION.** We need to foster a values-driven way of working to achieve our shared vision and purpose;
2. **The second is IMPACT.** We should deliver at scale in all that we do, to change lives for the better;
3. **The third is FUNDING.** We need to regain the trust and confidence of Member States if we are to secure the financial resources that we need to deliver our mandate.
4. **The fourth is COLLABORATION.** We need to collaborate effectively within the UN system and externally, to achieve more together.
5. **The fifth is TEAM structure,** organization and human resource processes, with a view to creating a safe and productive workplace where talent thrives.
6. **The sixth is administrative PROCESSES.** We need to get systems and processes right for maximum efficiency, transparency and accountability.
7. **The seventh and final change priority area is LEADERSHIP.** We need transparent and fair leadership that engages and empowers staff to collectively drive change and achieve excellence.

As you will see from the Guiding Framework that I have shared with you, we are proposing options for a new vision and a new mission of UN-Habitat. In the annex of the Framework, we are proposing detailed change actions divided into three categories. First, quick wins for implementation between May and June 2018; second, short-term actions for implementation between July and December 2018; and third, medium-term actions for implementation between January and December 2019. These change actions are intended to stabilize, change and strengthen UN-Habitat. We have now started implementing the short-term actions.

The Guiding Framework also provides for the preparation of UN-Habitat’s new six-year Strategic Plan for 2020-2025, as one of the key change actions to be completed by the end of this year.

Mr. Chairman; let me say a few words about the preparation of our new strategic plan for the period 2020 to 2025. I have established a diverse and inclusive Strategic Planning Team to lead the process. In

so doing, I have tasked the Team to carry out an inclusive and participatory process to involve and consult with UN-Habitat staff at all levels and from all regions, including through (i) forming groups to participate in the preparation of key components of the strategic plan; (ii) organizing brownbag lunch and town hall meetings; (iii) conducting short online surveys; and (iv) setting an online platform accessible to all for feedback. In the same vein, member states, UN agencies and other stakeholders will be consulted and engaged by the Strategic Planning team throughout the process.

I am pleased to report that a few weeks ago, the Strategic Planning Team met for 3 days to work on the “situation analysis”, “defining an identity” and “defining the future” components of the strategic planning process, including the development of a proposed theory of change for UN-Habitat, which should lead to the identification of areas of focus and outcomes. The work done so far will be further unpacked in the upcoming weeks. It will also be shared and discussed with the CPR.

Mr. Chairman, Excellencies, Distinguished Representatives, I have already shared with you the Guiding Framework document, and the accompanying power point presentation. I very much welcome your thoughts and comments.

## **B. ENHANCED UN-HABITAT ENGAGEMENT WITH THE CPR**

I am grateful for the guidance and engagement that the CPR has provided and shown since assuming the position of UN-Habitat’s Executive Director. I would like to explore the possibility of enhancing and engaging more with you, particularly on showcasing UN-Habitat’s work both here in Kenya and around the world, including highlighting concrete examples where UN-Habitat’s expertise could be beneficial. I would like to initiate a series of ‘human settlements and urban walks’ here in Kenya, specifically in communities facing a range of urban challenges. I would also like to explore, together with the appropriate authorities, more opportunities on localising and implementing the New Urban Agenda and the urban dimensions of the Sustainable Development Goals.

I believe that to respond to urban challenges, we need innovative urban solutions. I recently spoke with the Cabinet Secretary for Education, Ambassador Amina Mohamed, and although it was our initial discussions, I plan on working with her to initiate a school-based programme that will sensitise children from an early age, on a range of issues including: the importance of solid waste management, water wastage, energy preservation and school competitions that focus on addressing human settlements and urbanisation issues. I would like to engage you in such initiatives and welcome your guidance and ideas on how Kenya may be used as a pilot to implement the New Urban Agenda and the urban dimensions of the Sustainable Development Goals.

I would also like UN-Habitat to be clearly associated and recognized with its mandate on human settlements and urbanization. Just as UNICEF, UNHCR, WFP and UN Women, to name a few, are unmistakably recognized for their mandates on children, refugees, food and women. In that respect, I would like to seek your involvement in how to define and achieve this, in the overall branding of UN-Habitat.

Finally, I would like to CPR Induction seminar. The seminar would specifically cater to new CPR arrivals in Nairobi, to be held beginning of September, to provide Member States an overview of UN-Habitat, roles and responsibilities of the CPR, including clarifying linkages between Nairobi and New York Member States.

I welcome your feedback on these suggestions.

### **C. KEY PORTFOLIO DEVELOPMENTS**

From February up to the end of May 2018, grants amounting to USD 69.5 million have been opened. During the same period, several new projects were approved, covering all regions contributing to the implementation of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals. *A selection of these projects are detailed in the briefing shared with you, and I would now like to handover to the Director of our Programme Division, Mr Raf Tuts, to highlight some key aspects of these projects in the Power Point presentation before you.*

### **D. 2017 ANNUAL PROGRESS REPORT: IMPLEMENTATION OF UN-HABITAT'S STRATEGIC PLAN 2014-2019**

The 2017 annual progress report on the implementation of UN-Habitat's Strategic Plan 2014-2019 has been prepared in response to Governing Council resolution 25/3, April 2015. The report shows graphically the progress we have made in the implementation of the Strategic Plan through indicators of achievement. Selected results-focused case studies from eighteen countries have been used to demonstrate the transformation catalyzed by the work of UN-Habitat and partners through normative and operational work. The report further outlines our financial performance as well as highlights on audit and evaluation.

I am grateful for the CPR Sub-Committee's feedback and engagement in the process of preparing this report, including the substantive feedback received during the Donor Consultations held earlier this year.