

# 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)**

## **Introduction**

Since the last meeting of the Committee of Permanent Representatives (CPR) on 21 March 2018, in addition to our regular programmatic work and key portfolio developments, UN-Habitat continues to adapt and change under new leadership, including anticipating the outcomes of the Open-Ended Working Group and the internal change process that I have initiated. This briefing will cover the following:

1. Update on our vision, mission and priorities
2. My suggestions for enhanced UN-Habitat engagement with the Committee of Permanent Representatives
3. Update on the Quadrennial Report on the Progress of the Implementation of the New Urban Agenda
4. Key portfolio developments
5. 2017 annual progress report on the implementation of the Strategic Plan 2014-2019
6. Recent missions undertaken by myself and the Deputy Executive Director

### **1. Update on my vision, mission and priorities**

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, regional offices and many of our offices in the field. I have also held meetings with all levels of personnel, starting with interns and consultants, followed by P2 to P3 staff, then P4 to P5 staff and, finally, with senior management. I have held town hall meetings and have initiated a number of feedback mechanisms, such on-line surveys and organisational studies, all by internal initiative. In all these meetings and feedback

mechanisms, I invited staff to identify what they thought was wrong with the internal management of UN-Habitat. Equally important, I also asked them to propose possible solutions.

The internal and external consultations have resulted in hundreds of pages of input. These have been analysed and summarised into a comprehensive 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. This Guiding Framework identifies seven priority areas that we are now focusing on in the process of changing UN-Habitat: 1) Vision: we need to foster a values-driven way of working to achieve our shared vision and purpose; 2) Impact: we should deliver at scale in all that we do, so as to change lives for the better; 3) Funding: we need to regain the trust and confidence of Member States if we are to secure predictable financial resources that we need to deliver our mandate; 4) Collaboration: we need to collaborate effectively within the UN system and externally, in order to achieve more together; 5) Team structure: organisation and human resource processes, with a view to creating a safe and productive workplace where talent thrives; 6) Administrative processes: we need to get systems and processes right for maximum efficiency, transparency and accountability; and 7) Leadership: we need transparent and fair leadership that engages and empowers staff to collectively drive change and achieve excellence.

In this Guiding Framework, 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: 1) Quick wins for implementation between May and June 2018; 2) Short-term actions for implementation between July and December 2018; and 3) Medium-term actions for implementation between January and December 2019. These change actions are intended to stabilise, 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.

## **2. Enhanced UN-Habitat engagement with the Committee of Permanent Representatives**

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 in order 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, in order 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.

### **3. Update on the Quadrennial Report on the Progress of the Implementation of the New Urban Agenda**

The New Urban Agenda requests the Secretary-General to submit a first Quadrennial Report on the Progress of the Implementation of the New Urban Agenda to the General Assembly through ECOSOC in 2018. The Quadrennial Report, presented by the Secretary-General to the General Assembly every four years until 2036, is essentially an inclusive collaborative process between the UN system, member states and other partners, which UN-Habitat coordinates as the UN focal point for sustainable urbanization and human settlements. The agenda item dedicated to this update, will update you on the process and status of the First Quadrennial Report. The final draft of the Quadrennial Report was prepared through a broad participatory method. This included a preliminary discussion on the strategy and principles of the report during the Ninth session of the World Urban Forum, followed by an Expert Group Meeting to co-produce the first full draft report and a review of the draft report by the UN system entities.

Furthermore, the Quadrennial Report was discussed twice in the CPR Sub-Committee; first in February focusing on the long-term strategy of New Urban Agenda reporting as well as the content of the first report, and second time in March to review the draft report outline. The final draft was submitted to the Executive Office of the Secretary-General in early April. UN-Habitat is glad to inform that the final draft was approved with minor further clarifications and additions only. The report will be discussed in the ECOSOC meeting on 2 and 3 July 2018.

The Report emphasises an integrated approach to the pursuit of the New Urban Agenda targets. It summarises actions deployed by different actors at different levels with the aim to achieve synergic relations, close coordination and stronger capacities to monitor the global urban related sustainability agendas. Detailed information on process and content of this report has been shared in the brief shared in advance of this meeting.

#### 4. 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 is listed below:

##### Asia-Pacific region

Two projects supported by the Adaptation Fund

- **Cambodia:** “Climate Change Adaptation through small-scale & protective infrastructure interventions in coastal settlements of Cambodia”, with a value of USD 4,608,300.
- **Mongolia:** “Flood Resilience in Ulaanbaatar Ger areas: Climate Change Adaptation through community-driven small-scale protective and basic services interventions” with a value of USD 4,143,094.

##### Arab States region

- **Egypt:** a three-year project “Clean water for integrated Local Development” with a value of USD 3,220,000 supported by the Coca Cola Company and the Government of Egypt that aims at improving the living conditions (access to clean potable water) for 1.2 million inhabitants in four Upper Egyptian Governorates of Minya, Sohag, Assiut and Qena, where over 90 per cent of Egypt’s most vulnerable and marginalized villages are located.
- **Sudan:** a one-year project “Support to Hosting communities affected by South Sudanese refugees in Aljabalain, White Nile State” with a value of USD 900,000 and funded by the Japanese Government that aims at providing safe, clean and accessible market places and public spaces and to enhance self-reliance of South Sudanese refugees and the hosting communities.

##### Africa region

- **Ethiopia:** a one-year project “Technical Support to Solid Waste Management in Addis Ababa: Rehabilitation of the Koshe dump site through Implementing the Fukuoka Method” with a value of USD 2,000,000 and funded by the Japanese Government which aims to improve the situation of solid waste management in Addis Ababa city and to prevent further collapses of the existing dumpsite.
- **Somalia:** a 15-month project “Youth Political Empowerment: enabling Somali young women and men to meaningfully engage in governance, peacebuilding and reconciliation efforts”, with a total value of USD 1,999,899, supported by the Peace Building Fund which seeking to change the political culture in the newly-created Federal institutions in Somalia.

##### Latin America and the Caribbean

- **Ecuador:** a two year project “Neighbourhood Integrated Redevelopment Upgrading and Comprehensive Urban Planning in Cuenca” with a total value of USD 542,963 funded by the Municipality of Cuenca, aimed at strengthening the capacity of the municipality in developing technical tools to implement efficient land management of its territory.

## **Global**

- A three-year project, led by the Housing and Slum Upgrading Branch, entitled “Mediterranean City-City migration (MC2CM)” with a total value of EUR 1.2 million that aims to improved, rights-based migration governance at local level in cities of the five countries of the North of Africa region and two cities from Middle East, notably through partnership with cities in Europe, with a specific focus on integration and inclusion. The projects main outcome will be mechanisms for multi-level governance on migration and migrant integration and inclusion in the five countries of the North of Africa improved, and horizontal and vertical inter-institutional cooperation and coordination enhanced, facilitating holistic approaches to migrant inclusion.

## **5. 2017 annual progress report on the 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.

## **6. Recent missions by the Executive Director and the Deputy Executive Director**

### Missions by the Executive Director:

From 16 to 18 April, I participated in the Stockholm Forum on Gender Equality, where I showcased on a high level panel, how UN-Habitat is operationalizing the 2030 Agenda for Sustainable Development through engagements aimed at empowering women and girls. I also had meetings with the Ministry of Housing and Digital Development, the Ministry of Foreign Affairs, the Swedish International Development Cooperation (Sida), the Swedish Association of Local Authorities and Regions, over 20 Swedish urban partners and a site visit to Fryshuset Youth Centre. The purpose of these meetings was to re-engage with Sweden as a longstanding partner and donor of UN-Habitat, communicate my priorities and vision for the organisation, including brief on the on-going internal and external reforms with a view to enhanced collaboration in the future.

From 23 to 27 April, I travelled to New York and Washington D.C., to specifically represent UN-Habitat and participate in the High-Level event on Peacebuilding and Sustaining Peace hosted by the President of the General Assembly, with the view to highlight the role that urban has in peacebuilding. I took the opportunity to meet with my senior managers, the Secretary-General, the Deputy-Secretary-General, as well as engage with the Under-Secretary-

General from UN DESA, the Associate Administrator of UNDP and the Controller of the United Nations. These meetings served to report back to, and obtain guidance from management on my progress since assuming Office and strategically position UN-Habitat as a key partner in the larger UN development arena and reinforce our leading role on urban.

I further met with Member State representatives from Canada, Slovakia, Brazil, the European Union, Indonesia, Germany, Mexico, Malaysia, the United States, Singapore, Sweden, Egypt and Japan. These engagements provided crucial dialogue in the framework of the on-going governance reform of UN-Habitat. I also met with senior management of United Cities and Local Governments, members of Civil Society Organizations and stakeholders.

I travelled to Washington D.C. to meet with high-level representatives of the US Department of State, specifically the Bureau for International Organisation Affairs and the Economic and Social Development Office, to discuss interest and direction on enhanced support to UN-Habitat and provide an update on the internal and external governance reforms.

From 2-4 May, I travelled to London to attend the UN Sustainable Development Group Principals Meeting chaired by the Deputy-Secretary-General and the Chief Executives Board for Coordination meeting, chaired by the Secretary-General. In addition to the agenda as set by the Secretary-General, I reinforced UN-Habitat's leading role on urban within the United Nations system.

On 13 May, I joined the winners of the Dubai International Awards for Best Practices in the award ceremony in Dubai. During the event, I met with the Director-General of Dubai Municipality, and discussed ways to strengthen our collaboration and raise the profile of this award. Among the winners was INFONAVIT – the National Fund for Workers' in Mexico. I met INFONAVIT's Director General and discussed the success of the Cities Prosperity Index initiative in Mexico and how this success can be replicated to other cities in the world.

On 14 May, I engaged with the African Ministers of Finance, Planning and Economic Development during the Fifty-First Session of the Economic Commission for Africa in Addis Ababa. I also met with the Secretary-General Special Representative to the African Union and the Minister for Urban Development and Housing of Ethiopia. These meetings were crucial in positioning UN-Habitat and the African Union in light of the economic opportunities that sustainable urbanization presents for Africa, especially now, during the inception of the African Continental Free Trade Area.

From 23 to 25 May, I travelled to Strasbourg, France, to contribute to the UCLG and UN-Habitat Sustainable Cities Dialogue, which, for the first time, brought together local representatives (UCLG side) and central government representatives (UN-Habitat side) to exchange on the progress and best practices for the localisation of SDG 11. I seized this opportunity to meet with the Minister for Habitat of Algeria, the Vice-Minister for the Interior of Thailand, the Lebanese Ambassador to France, as well as representatives from Palestine, from the Global Alliance for Urban Crises, and from the regional sections of UCLG. All these aimed at strengthening UN-Habitat's on-going efforts at localising the implementation of SDG 11, and focused on how we can work together at local and national levels in implementing the New Urban Agenda and the urban dimensions of the Sustainable Development Goals. Outcomes from

this meeting will also be consolidated in a report for reporting purposes on SDG 11 for the High Level Political Forum in July.

On 31 May, I participated in the Inter Agency Standing Committee (IASC) Principals Meeting during which I provided concrete examples on how different country offices are developing sensitization material towards raising awareness on the prevention of sexual exploitation and abuse (PSEA) and sexual harassment against aid workers (SHA), adapted to the local context. Addressing humanitarian crises in urban settings remains one of IASC's priorities for 2018 – 2019, and falls under the 'humanitarian – development' collaboration. I further stressed that UN-Habitat's engagement in the humanitarian system and the IASC is increasingly relevant, taking into account the required focus on humanitarian and development collaboration and the need to adapt the humanitarian system to the increasing urban nature of crisis.

From 4 to 6 June, I travelled to Brussels to engage in the European Development Days and UN-Habitat's key partners in the European institutions. I specifically contributed to the debate on cities for girls and women, highlighting how UN-Habitat supports countries in development policies for safe, accountable, inclusive, resilient and sustainable spaces. My meetings served to re-establish relationships with the institutions and strengthen existing ones, with a view to reinforcing UN-Habitat's role in sustainable urbanisation and the services that the organisation can provide, to both the global south and north.

On 7 and 8 June I visited the UN-Habitat offices in Barcelona and Madrid to engage with colleagues leading projects on the Global Water Operators' Partnerships Alliance and the Urban Resilience Hub, including our country representative, in order for me to establish contact and enhance partnership with our Spanish partners.

#### Missions by the Deputy Executive Director:

Following the signing of an agreement with the County Government of Meru in March on supporting youth, local development and municipal finance, my Deputy Executive Director attended the Meru Youth Conference: "Build the Youth, Build the Future", organized by UN-Habitat and the County Government, bringing together the youth, local and national government, the private sector and multi-lateral agencies to discuss and offer practicable solutions on how to improve employment opportunities and provide socio-economic empowerment to the youth of Meru. The conference served to launch the Meru Youth Service (MYS) programme and recognized the 1,000 youth trainees inducted already. The Deputy Executive Director oversaw the awarding of certificates with H.E. Governor Kiraitu Murungi and H.E. Margaret Kobia, Cabinet Secretary in the Ministry of Public Service, Youth and Gender Affairs. In total, 5,000 youth (1,000 per year over a period of five years) will be given the opportunity to participate in the programme that is funded by Meru County and the Government of Kenya. UN-Habitat is further working with Meru County to set up a One Stop Youth Resource Centre, to strengthen municipal finance on a long-term basis, and to support productive activities.