Sixty-ninth Regular Meeting of the CPR
Agenda Item 3: Executive Director’s Briefing to the CPR
Content

1. Update on vision, mission and priorities
2. Recent missions
3. Enhanced UN-Habitat engagement with the CPR
4. Key portfolio developments
5. Annual progress report
UN-Habitat Vision, Mission and Priorities: Changing to increase impact
UN-Habitat continues to adapt to a changing world

- **Habitat I**
  - Conceived: 1976
  - Created as a Centre: 1977
  - Became a Programme: 2002

- **Habitat II**
  - Received enhanced mandate: 1996

- **Habitat III**
  - Received new roles through the New Urban Agenda: 2016

- **UN-Habitat Internal Change**
- **UN-Habitat Reform OEWG**
- **UN System reform**
40 years of work, supporting over 95 countries

- **59** Offices/representation in 59 countries
  - 24 countries have Habitat Programme Managers (HPMs)
  - 16 countries have Chief Technical Advisors (CTAs)

- **95** Technical, Advisory 95 countries
  - 45% LDCs
  - 44% MICs
  - 11% HIC

- **4** Regional Offices

- **3** Liaison Offices in New York, USA; Geneva, Switzerland and Brussels, Belgium.
Our normative work complements our operations and vice versa
We mobilize and coordinate urban stakeholders and catalyze action through platforms and partnerships

Examples of thematic networks:

UN-Habitat’s partnerships:

3,700 partners in national governments, local authorities and networks, NGOs, development banks, the private sector

25 UN entities
Partnerships for normative innovation and operational impact

UN-Habitat and 48 partners developed / endorsed the Guiding Principles for City Climate Action Planning.

UN-Habitat and game “Minecraft” increase youth participation in urban design and governance.

Using the Social Tenure Domain Model in Iraq to improve the land rights of women, including resolving land-related conflicts in the Yazidi community.

Developed gender-balanced Community Development Councils in Afghanistan as a tool for community members to interact with municipal representatives.
We also contribute to collective efforts to address global challenges through urban solutions.
Some outstanding results have been achieved in the past three years, with UN-Habitat building on its knowledge and experience to achieve direct results with partners. It has also contributed to shifting strategic approaches in the international context.

MOPAN evaluation report, January 2017

UN-Habitat has been recognised over the years for its work on local governance, decentralisation, sustainable urbanisation and human settlements.

Report of the High Level Independent Panel, August 2017

UN-Habitat demonstrates a clear strategic direction and performs well in relation to strategic management.

Report of the mid-term evaluation of strategic plan, October 2017
However we face a number of challenges
We are starting to address these challenges

Internal engagement

137 respondents to Staff survey
500 pages of e-mail feedback
400 people engaged in town hall sessions
10 meetings with field offices and staff

Engagement with stakeholders

8 high-level meetings
105 bi-laterals in Kuala Lumpur, New York and Nairobi

UN-Habitat Change Task force

5-member cross-functional team
100 documents reviewed
We assessed the issues raised across seven areas
A number of issues that need attention were identified:

**VISION**
- Purpose and value of UN-H is not well-articulated
- Not always taking a values-based approach to how we work together

**IMPACT**
- Weak focus on impact (planning, reporting, communications)
- *Decline in normative work limits our role as thought leader and ability to offer evidence-based solutions*
- Weak normative-operational loop
- Insufficient programme integration and country differentiation

**FUNDING**
- Non-earmarked funding has declined dramatically over the last 10 years as UN-Habitat is losing trust & confidence among funders
- Internal competition for funds
- Cost recovery model is being contested

**COLLABORATION**
- Insufficient leveraging of UN system and other stakeholders
- Fragmented approach to developing partnerships
- Limited engagement with private sector

**TEAM**
- Talent management and development is not happening (transparency in promotions; development & growth; performance management)
- Insufficient and slow response to bullying, harassment, exploitation
- Current organization structure, roles, location not fit for purpose
- Contracting – modalities, tenure, consultants

**SYSTEMS**
- Many processes are too centralised, rigid, not transparent, cumbersome; do not take into account operational context
- SOPs, policies and KPIs are not in place or systematically applied
- Reporting requirements and alignment - too many/duplication, inconsistent data, timeliness
- Poor internal & external communications

**LEADERSHIP**
- Lack of transparency & trust – commitment to change is questioned
- Silos – not working as One Habitat
- No “corporate” approach and messaging

**WORK IN PROGRESS**
We are working on a number of priorities to address these issues

Priority 1 (VISION): Foster a values-driven way of working to achieve our shared vision and purpose

Priority 2 (IMPACT): Deliver impact at scale in all that we do to change lives for the better

Priority 3 (FUNDING): Regain trust and confidence of funders to deliver our mandate

Priority 4 (COLLABORATION): Collaborate effectively within UN system and externally to achieve more together

Priority 5 (TEAM): Create a safe and productive workplace where talent thrives

Priority 6 (PROCESSES): Get systems and processes right for maximum efficiency

Priority 7 (LEADERSHIP): Engage and empower people to collectively drive change
Our aspiration is to deliver three outcomes as we change

- UN-Habitat is trusted, transparent & accountable
- UN-Habitat operates effectively, efficiently and collaboratively
- UN-Habitat’s expertise is relevant, valued and in demand
To make this a reality, we will need to implement more than 40 actions by end-2019

<table>
<thead>
<tr>
<th>Priority</th>
<th>No. of Actions</th>
<th>Example of Actions Proposed</th>
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<tbody>
<tr>
<td>Priority 1 (VISION): Foster a values-driven way of working to achieve our shared vision and purpose</td>
<td>4</td>
<td>▪ Refine Vision-Mission-Values to better reflect UN-H’s role in an urbanising world</td>
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<tr>
<td>Priority 2 (IMPACT): Deliver impact at scale in all that we do to change lives for the better</td>
<td>7</td>
<td>▪ Finalise and communicate Typologies of Human Settlements and relevant responses to meet different needs</td>
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<td>Priority 3 (FUNDING): Regain trust and confidence of funders to deliver our mandate</td>
<td>4</td>
<td>▪ Develop fundraising strategy with targeted approaches for different donors, including the private sector</td>
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<td>Priority 4 (COLLABORATION): Collaborate effectively within UN system and externally to achieve more together</td>
<td>7</td>
<td>▪ Operationalize the Stakeholder &amp; UN Collaborative Framework (including focal point system)</td>
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<tr>
<td>Priority 5 (TEAM): Create a safe and productive workplace where talent thrives</td>
<td>8</td>
<td>▪ Continue engagement with staff, with immediate actions to indicate that change process is real</td>
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<td>Priority 6 (SYSTEMS): Get systems and processes right for maximum efficiency</td>
<td>9</td>
<td>▪ Fill critical staffing gaps to deliver strategic priorities</td>
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<tr>
<td>Priority 7 (LEADERSHIP): Engage and empower people to collectively drive change</td>
<td>4</td>
<td>▪ Conduct management and financial audit</td>
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We are refining our Vision, Mission and Values

**DRAFT VISION STATEMENT**

**OPTION 1:**
A better quality of life for all in an urbanizing world where no one and no place is left behind

**OPTION 2:**
An urbanizing world, with inclusive, safe, resilient and sustainable cities and other human settlements, where everyone can decently live, work and play

**DRAFT MISSION STATEMENT**

**OPTION 1:**
UN-Habitat catalyzes transformative change in cities and other human settlements. We combine practical knowledge, policy advice, technical assistance and collaborative action to support governments at all levels and other stakeholders to achieve sustainable urbanization

**OPTION 2:**
UN-Habitat combines practical knowledge, policy advice, technical assistance and collaborative action to support governments at all levels to achieve sustainable urbanization thus improving standards of living everywhere, for everyone

**THINK**  **DO**  **PARTNER**  **SHARE**
We are developing the Strategic Plan 2020-2025 in a consultative manner

- An inclusive consultation process to identify priorities
- Ensure a coherent UN system wide approach
- Strengthen normative work
- Clear results-based framework
- Enhance feedback loop between normative and operational work
- Do less, better

Comprehensive implementation of the New Urban Agenda to achieve the Urban SDGs and contribute better to other global priorities
We are moving forward together to make change happen

Organisation Review → Validate and prioritise actions → Implement prioritised actions → Track and report results

Deliver Confidence-building Measures

Imperatives for success

Implement 2018 Initiatives

Manage the longer term repositioning

Empower and engage people throughout change process
- Inclusive consultations (Townhall meetings, FB Workspace, Workshops, Meetings)
- Identify and empower change agents
- Training to cultivate new behaviours and ways of working
We need to invest together to achieve sustainable change and impact –

- **STABILIZE**: Address the financial deficit
  - Address normative gaps in current Strategic Plan

- **CHANGE**: Internal governance, accountability, trust and competence
  - Organizational restructuring

- **STRENGTHEN**: Strategic Plan 2020 - 2025
  - Improve funding
  - Coordination role
  - Partnerships

Governance and Institutional Reform Member State-led
Timelines: Consultations, Validation and Implementation of Priorities for Change in UN-Habitat

10 April 2018
- Video, PPT and zero draft strategic paper (vision, mission and priorities) shared with SMB

12 April 2018
- Special SMB on zero draft strategic paper

16 April 2018
- Zero draft strategic paper circulated to all staff

16 April 2018
- Immediate reform actions announced to all staff

20 April 2018
- Results of staff poll on main direction of change process

4 May 2018
- Revised draft strategic paper based on detailed feedback from SMB

10 May 2018
- SMB validates proposed priorities for change, including roles and KPIs

- Second “Change monitoring report” prepared and shared with all staff
- Medium term Priorities for change implemented
- First “Change monitoring report” prepared and shared with all staff
- Immediate and short term Priorities for change are implemented

Start implementation Strategic Plan 2020-2025

Jan 2020
- ED’s mission to Stockholm

Dec 2018
- ED’s mission to NYC

Dec 2019
- Draft Strategic paper informs formulation of SP 2020-2025
Recent Missions

1. New York
2. Washington DC
3. Stockholm
4. Dubai
5. Addis Ababa
6. Strasbourg
7. Brussels
8. Madrid
Enhanced UN-Habitat Engagement with the CPR

Grateful for CPR advice and engagement and would like to explore possibility of:

• Showcasing UN-Habitat work in Kenya and around the world
• Human settlements and urban walks
• Localizing NUA and SDG implementation
Enhanced UN-Habitat Engagement with the CPR cont'd.

- School-based programme on solid waste and other human settlements issues
- Using Kenya as a pilot for NUA and SDG implementation
- Branding of UN-Habitat
- CPR induction seminar series, beginning September 2018
Key Portfolio Developments

• Total grants approved, February to May 2018: US$69.5 million
• Several new projects approved in all regions
• Examples to be presented separately

- Report prepared in response to GC resolution 25/3
- Indicators of achievement show progress
- Results-focused case studies included
- Financial performance outlined
- CPR engaged and provided feedback, for which we are grateful
Leadership
Trust
Governance
Impact

Walk the talk