EXECUTIVE BOARD

2020 Session 2

AGENDA ITEM 6

Christine Knudsen
Director, External Relations, Strategy, Knowledge and Innovation

Gary Landes
Director (ai), Management, Advisory and Compliance Services
Agenda Item 6 - Implementation of UN-Habitat Strategic Plan - Overview

(a) Annual report for 2019 on the strategic plan for the period 2014–2019

(b) Update on the final report on the strategic plan for the period 2014–2019 and the ongoing evaluation of the strategic plan for the period 2014—2019

(c) Implementation of the strategic plan for the period 2020–2023:
   i. Accountability framework
   ii. Financial plan
   iii. Results-based management policy;
   iv. Results framework;
   v. Partnership strategy, including UN-Habitat engagement with the private sector and with non-governmental partners;
   vi. Impact communication strategy;
   vii. Resource mobilization strategy and review of the investment funds.
Agenda Item 6 (a):


Agenda item 6 (b):

- HSP/EB.2020/5: Update on the final report of the full cycle of the 2014-2019 UN-Habitat Strategic Plan, including on the inception of the evaluation report
Agenda item 6 (a)
Annual report for 2019 on the implementation of the strategic plan for the period 2014–2019
The Annual Report 2019 highlights results achieved by the end of 2019 in the seven subprogrammes and at the institutional level.

An internal change process transformed the organization into a streamlined Agency in line with United Nations System-wide reforms.

Development of the new governance structure as established in December 2018 by General Assembly Resolution 73/539.

The first session of the UN-Habitat Assembly convened in May 2019 and approved UN-Habitat Strategic Plan 2020-2023.
Subprogramme 1: Urban Legislation, Land, and Governance

The UN System-wide Guidelines on Safer Cities and Human Settlements were adopted.

1,600 Stakeholders (45 per cent of them women) from 36 institutions improved their capacity to promote and implement pro-poor and gender responsive land tools.

Subprogramme 2: Urban Planning and Design

17 cities used inclusive, integrated and compact planning and design approaches.

New Guidelines on Enhancing Urban-Rural Linkages for Sustainable Urbanization and Human Settlements were adopted.

3 national authorities and 2 subnational authorities now have stronger climate change adaptive capacity, thanks to UN-Habitat’s support.
Key highlights 2019

**Subprogramme 3: Urban Economy and Municipal Finance**

17 partner cities prepared integrated local economic development plans.

The Global Municipal Finance Database was launched and provides unique information for comparative analysis on municipal budgets and population data for 94 cities.

**Subprogramme 4: Urban Basic Services**

17 new water operators joined the Global Water Operators Partnership Alliance GWOPA.

109 cities joined the global Waste Wise Cities Campaign for urgent action on solid waste management.

Almost 1 million people benefitted from improved access to water and sanitation.
Subprogramme 5: Housing and Slum Upgrading

5 countries revised their policy and regulatory frameworks to promote inclusive and integrated slum upgrading.

8 countries implemented frameworks to prevent forced evictions.

Over 2,000 urban stakeholders enhanced their knowledge and practical skills on participatory housing, slum upgrading and prevention approaches.

Subprogramme 6: Risk Reduction and Rehabilitation

13 cities in 7 countries used the City Resilience Profiling Tool to measure and strengthen their resilience to multi-hazard impacts, including climate change.

More than 1 million people benefitted from UN-Habitat’s interventions in sustainable urban reconstruction in post-crisis situations and within protracted conflict environments.
Key highlights and challenges 2019

Subprogramme 7: Urban Research and Capacity Development

17 new urban observatories utilized UN-Habitat tools, methods and data in monitoring urban trends and conditions at national and local authority levels.

230 institutional partners and over 1,800 individual members globally were part of UN-Habitat’s University Initiative.

Challenges

Inadequate and unpredictable funding constrained overall results for programme delivery.

The lack of funding undermined the implementation of work with proven track record at scale, such as municipal finance, public space, urban legislation and housing.

The capacity of UN-Habitat to effectively manage and build key partnerships, carry out monitoring, scale up outreach and advocacy, also suffered from a lack of resources.
Agenda item 6 (b)
Update on the final report on the strategic plan for the period 2014–2019 and the ongoing evaluation of the strategic plan for the period 2014–2019
UN-Habitat’s strategic plan 2014–2019 was revised in 2016 following a midterm evaluation and the adoption of the New Urban Agenda.

The revision of the Plan also considered the 2030 Agenda for Sustainable Development and the SDGs, the Addis Ababa Action Agenda, the Sendai Framework, the Paris Agreement and the New York Declaration for Refugees and Migrants.

UN-Habitat achieved important outcomes through its transformative normative tools, technical advice and programmatic work.

UN-Habitat support strengthened the capacity of member states to advance sustainable urban development while leaving no one and no place behind.
6 (b): Final report on the strategic plan for the period 2014–2019

Key highlights

Subprogramme 1: Urban Legislation, Land, and Governance

13 countries implemented land policy reforms.

77 local authorities implemented effective urban safety programmes.

1,800 urban legislation instruments are now stored in UN-Habitat’s global urban legislation database, UrbanLex.

More than 1.82 million people enjoy safe access to more than 104 public spaces in 75 cities.

10,000 cities joined the Global Covenant of Mayors for Climate and Energy, the world’s largest network of cities committed to climate action.

Over 100 cities are now using inclusive, integrated and compact planning and design approaches to urban development.
6 (b): Final report on the strategic plan for the period 2014–2019

Key highlights

Subprogramme 3: Urban Economy and Municipal Finance

- 40 partner cities implemented strategies for improved urban and municipal finance.
- 61 cities adopted urban youth policies or programmes promoting youth inclusive cities for improved employment and sustainable livelihoods.
- Municipal revenue generation improved in a number of countries, including by 90 per cent in Afghanistan and 300 per cent in Somalia.

Subprogramme 4: Urban Basic Services

- More than 3.7 million people benefited from improved access to water and sanitation.
- 187 water operators’ partnerships improved water service delivery, benefitting 39 million people.
- 149 local governments improved their policies and guidelines on equitable access to sustainable urban basic services.
6 (b): Final report on the strategic plan for the period 2014–2019

Key highlights

Subprogramme 5: Housing and Slum Upgrading

43 countries formulated and implemented improved housing policies.

516,000 people, including 267,000 women, benefitted from participatory slum upgrading interventions.

35 citywide, national and regional strategies for slum upgrading were developed.

Subprogramme 6: Risk Reduction and Rehabilitation

More than 2 million people benefitted from sustainable urban reconstruction in post-crisis situations and protracted conflict environments.

Over 600 local government personnel and other stakeholders gained skills on the application of the City Resilience Profiling Tools.

30 cities across 12 countries in Africa have strengthened their resilience to natural and human-made hazards.
6 (b): Final report on the strategic plan for the period 2014–2019

Key highlights and challenges

Subprogramme 7: Urban Research and Capacity Development

355 urban observatories used UN-Habitat tools and methods to monitor urban trends and conditions at national and local authority levels.

73 national statistical offices produced urban data that support reporting on Sustainable Development Goals and New Urban Agenda using UN-Habitat tools.

More than 70 per cent of the indicator targets set for the end of the six-year strategic plan were achieved or surpassed by the end of 2019, however:

- A major challenge for the implementation of programmatic work throughout the strategic plan period was inadequate and unpredictable funding, especially core funding for normative work;

- The limited nature of non-earmarked funds undermined the capacity to allocate flexible funding for the organization’s essential core work and negatively affected the capacity for in-house and external collaboration.

Challenges
Agenda item 6 (b):
Update on the ongoing evaluation of the strategic plan for the period 2014–2019
Conducted by two independent international consultants, March – September 2020.

Informed by desk review of relevant documents, consultations with UN-Habitat stakeholders and UN-Habitat implementing partners survey

Scope included organization and programme levels

Conducted remotely due to COVID-19 pandemic. Field visits to operational locations was not possible.

UN-Habitat is preparing a management response to the evaluation report (pending)
6 (b): MAIN FINDINGS

- Overall UN-Habitat was assessed to have delivered satisfactorily on expected results, although achievement of organization strategic results indicator targets was not well demonstrated.
  - Effective in achieving results, but gaps remain in integration of approaches between sub-programmes, regional and country-based operations.

- Satisfactory achievement of planned results at subprogramme level
  - Shortfalls attributed to insufficient resources, changing contexts, and bureaucratic challenges.

- UN-H delivers value for money in terms of results achieved, although core funding concerns throughout period left limited resources for emerging priorities and core functions.

- Evaluation notes lack of robust process for systematic indicator development, in design, data collection and quality assessment.

- UN-Habitat demonstrates increased coherence with global frameworks, yet noted lack of coherence across UN-Habitat activities, and tension between operational and normative work streams.

- UN-Habitat significantly contributes to sustainable urban development and demonstrates an effective impact model; insufficient resources constrain delivery of relevant approaches.
6 (b): RECOMMENDATIONS TOWARD IMPROVED IMPACT

1. Capitalise on strengths & leadership role in sustainable urbanization
2. Communicate successes for wider influence
3. Link operational and normative work for greater impact
4. Improve core systems: Communication, business systems, excellence in stakeholder management, resource mobilization, risk management, etc.
5. Strengthen measurement & tracking of results, innovation and learning outcomes
6. Engage with key stakeholders on improving efficiency and effectiveness
Agenda item 6 (c)
Implementation of the strategic plan for the period 2020–2023

i. Accountability framework
ii. Financial plan
iii. Results-based management policy;
iv. Results framework;
v. Partnership strategy, including UN-Habitat engagement with the private sector and with non-governmental partners;
vii. Impact communication strategy;
vii. Resource mobilization strategy and review of the investment funds.
Agenda Item 6(c): Supporting documents

- **HSP/EB.2020/6**: Progress in the implementation of the strategic plan for the period 2020–2023: revision of the accountability framework
- **HSP/EB.2020/24**: Organizational and personnel accountability within the United Nations Human Settlements Programme: implementing the accountability framework of the United Nations Secretariat
- **HSP/EB.2020/8**: Progress in the implementation of the strategic plan for the period 2020–2023: draft results-based management policy
- **HSP/EB.2020/9/Rev.1**: Progress in the implementation of the strategic plan for the period 2020–2023: draft results framework
- **HSP/EB.2020/10/Rev.1**: Progress in the implementation of the strategic plan for the period 2020–2023: draft partnership strategy
- **HSP/EB.2020/11/Rev.1**: Progress in the implementation of the strategic plan for the period 2020–2023: draft communication strategy
- **HSP/EB.2020/12/Rev.1**: Progress in the implementation of the strategic plan for the period 2020–2023: draft resource mobilization strategy
Agenda item 6 (c) (i)
Accountability Framework Update
Organizational and Personnel Accountability within UN-Habitat
(implementing the accountability framework of the United Nations Secretariat)
Accountability Framework: Assessing and Monitoring Accountability in UN-Habitat

a) Executive Board: review of, among other things, the annual report on the implementation of the Programme’s strategic plan, the progress report on its financial status, the report on staffing and the report on recruitment, equitable geographical distribution and gender parity;

b) Annual review and strengthening of Secretariat accountability by the Secretary-General and the General Assembly

c) Management review by the Joint Inspection Unit: In 2021, the Joint Inspection Unit is scheduled to conduct an independent review of the management and administration of UN-Habitat;

d) Annual external audit by the Board of Auditors;

e) Annual internal audits, investigations, inspections and evaluations by the Office of Internal Oversight Services;
Accountability Framework: Assessing and Monitoring Accountability in UN-Habitat

(f) Continuous monitoring by the Business Transformation and Accountability Division of the Department of Management Strategy, Policy and Compliance.

(g) Independent evaluations: Independent Evaluation Unit established in January 2012

(h) Continuous oversight of the accountability system and risk management processes: a risk oversight and accountability committee at the senior management level,

(i) Certification of internal controls: Certification of the adequacy of the internal control system from 2021

(j) In-house focal point for conduct and discipline
Agenda item 6 (c) (ii)  
Financial Plan
Item 6c: UN-Habitat Financial Plan Proposed Elements

- Proposed time period to be covered by the Financial Plan:
  - Initial forecast for the four-year Strategic Plan
  - Forecast established during implementation of Strategic Plan will be for the remaining years.

- Proposed Scope of Funds to be covered: all UN-Habitat funds in the following groups:
  - Foundation unearmarked
  - Regular Budget
  - Foundation earmarked
  - Technical Cooperation Funds
  - Programme Support Costs
  - End-of-Service-Benefits
### UN-Habitat Financial Plan

**Calendar Years 2024 - 2027**

**FINANCIAL PLAN OF PROJECTED REVENUES AND EXPENDITURES**

(Thousands of United States dollars)

<table>
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<th>Funding sources</th>
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**Net Revenues**
- Contingencies and Operating Reserves
- Excess / (Shortfall) of Revenues over Expenditures and Operating Reserves

**Projected Financial resources requirements by category of expenditure**

(Thousands of United States dollars)

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### UN-Habitat

**Calendar Years 2023 - 2027**

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Agenda item 6 (c) (iii)
Results-based management (RBM) policy
Provide guidance on the purpose, basis, context, scope, principles and roles, and responsibilities for mainstreaming RBM throughout the organization.

**Function:**

- Define realistic expected results (outcomes and impact), targets, and clear performance indicators.
- Integrate lessons learned into management decisions and reporting on performance.
- Improve management effectiveness and accountability.

**Purpose:**

- The policy (based on UN secretariat directives) covers strategic, programme and project planning, implementation, monitoring and evaluation, as well as reporting by UN-Habitat to Member States, donors, partners and other stakeholders on its achievements in terms of transformational change and impact.
### Senior Leadership

Accountable for the achievement of results by the organization, and demonstrate the critical value of and need for a results culture in the organization.

<table>
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<tr>
<th>Global Solutions Division</th>
<th>Management Advisory and Compliance Service</th>
<th>Regional Programmes Division</th>
<th>External Relations, Strategy, Knowledge and Innovation Division</th>
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<td>▪ Ensure that normative and operational work is results-focused;</td>
<td>▪ Critically appraise reported performance in relation to human and financial resources;</td>
<td>▪ Assure quality for regional, multi-country and country offices;</td>
<td>▪ Develop updates and facilitate RBM outputs;</td>
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<td>▪ Ensure submission of high-quality inputs into strategic and programmatic frameworks and reporting.</td>
<td>▪ Use results to hold others accountable.</td>
<td>▪ Engage in joint reporting for the United Nations Sustainable Development Cooperation Framework.</td>
<td>▪ Guide development of the strategic, planning and programming outputs.</td>
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### All staff

Plan for result and monitor implementation, learn from evidence and adjust delivery of results accordingly.
Agenda item 6 (c) (iv)
UN-HABITAT Results framework
The results framework is a means to measure success on the implementation of the Strategic Plan 2020-2023 and its contribution to the Sustainable Development Goals.

The results-based management instrument enables UN-Habitat to track the achievement of impact in line with the Strategic Plan.

It is a tool for project planning, implementation, monitoring, and reporting.

Scope: UN-Habitat’s interventions.

Components:
- Institutional outcomes
- Catalytic outcomes
- Human impact
### Type of indicators analysis

#### By human impact and institutional outcomes

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<th>Type</th>
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Total number of catalytic outcomes indicators: **11**

#### By quantitative or qualitative indicators

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Notes: The distinction between qualitative and quantitative indicators is based on the research methods used to collect data. If an indicator uses qualitative surveys (e.g., perception surveys) or content analysis (e.g., the quality of policy analysis), it is a qualitative indicator. If an indicator uses quantitative scale, counting numbers through direct observations, GIS mapping, national reports of numbers, national/subnational economic or demographic statistics, etc., it is a quantitative indicator.
Further finetune the Performance Measurement Plan (PMP)

- Clearly states the constituent elements of each indicator and provides a methodology for their measurement;
- Establishes coordination and collaboration among the various organizational units in UN-Habitat.

Establish a monitoring and reporting system

- Integrated into an agency-wide management information system;
- One stop shop for reporting on the implementation of work programmes.
Agenda item 6 (c) (v)
Partnership strategy, including UN-Habitat engagement with the private sector and with non-governmental partners
Support for UN-Habitat mandates

- Stakeholder involvement in UN-Habitat’s inter-governmental body meetings as observers
- Share urban best practice and solutions and enhance partnerships through events such as the World Urban Forum
- Support localizing implementation of urban agenda, partner involvement in local and national voluntary reviews for SDG

Knowledge and Innovation

- Co-create urban knowledge and innovation
- Share urban knowledge, experiences and good practice
- Expand academic and professional networks on sustainable urbanization

Advocacy and Mobilization

- Mobilize partners to advocate for sustainable urbanization globally, and at national, local and community levels
- Help mobilize resources and investments for transformative urban programmes to improve quality of lives for all

Impact on the Ground

- Engage partners in delivery urban programmes through technical assistance, expertise, community mobilization, capacity building
- Support and engagement for UN-Habitat’s flagship and country programmes

United Nations Coordination

- Collaborate to develop urban knowledge, joint programming and delivery of global and country programmes
- Leverage resources and harmonize management practices
Stakeholder engagement policy and accreditation procedure for participation in inter-governmental processes

Mandatory reporting on partnerships, including UN cooperation and stakeholder engagement

Peer-to-peer learning on monitoring SDGs

Capacity building for Voluntary Local Reviews and Voluntary National Reviews

Training Manual for Stakeholders on SDGs and New Urban Agenda

Global Stakeholder Forum

Enhanced visibility of partners and their collaboration on UN-Habitat’s work
Agenda item 6 (c) (vi)
Impact communication strategy
Objectives

▪ Raise awareness of urban issues, solutions and best practices
▪ Advocate and campaign for policy change and implementation
▪ Demonstrate the impact of UN-Habitat’s operational and normative work on people’s lives
▪ Promote UN-Habitat’s convening role to mobilize for action
▪ Amplify UN-Habitat as a knowledge leader and centre of excellence

How UN-Habitat will inform and engage governments, stakeholders and the public

▪ Developing compelling narrative focusing on results and impact
▪ Inspiring and driving change across the sector
▪ Positioning UN-Habitat as an authoritative voice through wider media engagement
▪ Promoting UN-Habitat’s visibility and brand worldwide

The Communication Strategy builds on UN-Habitat’s key strengths

▪ Strong mandate relative to SDGs and the New Urban Agenda
▪ Effective networks including grassroots communities and local authorities
▪ High-quality, ground-breaking research, data and reports
▪ Professional, experienced and highly qualified staff with wide variety of skill sets
COVID-19

- COVID-19 Response Plan and Campaign widely publicized through networks in all UN languages
- Secretary-General’s Policy Brief on COVID19 in an Urban World - Noon briefing and package of materials
- Opinion pieces/Interviews - Reuters, Foreign Policy, BBC — joint pieces with UNDP, World Bank, UNDRR, UCLG, UN Women

WUF10 Coverage

- Over 2,100 mentions of WUF on online news sites/blogs, #WUF10 - trending hashtag, live UNTV feed and daily IISD reports
- Daily coverage on global UN outlets with huge audiences
- Press conference room hosted 20 events — first regional Goodwill Ambassador announced
- 268 journalists registered, most from Arab region outlets

Advocacy and Campaigns

- Three action campaigns +200 organizations engaged
- ‘Take Action in Cities and Communities’ COVID-19 Campaign
- ‘Housing for All’ Campaign
- ‘40 days Safer Cities Challenge’
- +3,500 participants in Urban Thinkers Campuses on Covid-19-related topics
Communications Strategy implementation in 2020

Website/social media
1.1 million page views in 2020 - 50% increase on same time last year
New pages and improved search engines, guidelines on story writing, style, photography, branding and donor visibility
Social media - new followers this year -103K - overall total now 412k

Publications
Impact of UN-Habitat’s publications increased due to higher search engine ranking, social media promotion and marketing.
Cumulative 24,129 downloads and 23,572 views of the top 5 publications on Website, 110% increase over 2019
Media and communications

- Build on new relationships with media to promote groundbreaking reports and data (on COVID and other areas)
- Leverage global UN, agencies, donors and partners for wider dissemination of innovative, new material and formats
- Continue close contact with PRs, Informal Contact Group on Communication

Advocacy and Campaigns

- Use advocacy as an organizational performance enabler to position UN-Habitat as an essential player in the UN system to deliver the 2030 Development Agenda and a solution-oriented organization delivering on the ground with relevant partners using the World Urban Campaign.
- Build on the UN Decade of Action to run targeted action campaigns to implement SDG11 and related targets.

Website

- Complete the overhaul of corporate website including governance and donor relations pages
- Develop data bank for consistent facts and figures and activate editor roster

Publications

- Launch of the World Cities Report 2020 on World Cities Day, Pandemics Report
- Relaunch Publications Board and disseminate strategically

Branding

- Ensure UN-Habitat brand consistently used everywhere to become synonymous with urbanization
Agenda item 6 (c) (vii): Resource mobilization strategy and review of the investment funds
Agenda Item 6 (c) (vii) - Resource Mobilization Strategy Objectives and Actions

1. ADEQUATE FUNDING
   - Regular budget: $60M
   - Non-earmarked: $41M
   - Normative earmarked: $262M
   - Country programmes: $607M
   - Total: $1,027M
   - Core contribution letters
   - Pledging sessions
   - Bilateral meetings
   - Endowment fund
   - Monthly updates to MS
   - Soft earmarked packages

2. ALIGNMENT
   - Urban dimensions of the SDGs, NUA
   - UN-Habitat Strategic Plan
   - National strategic plans
   - UN Sustainable Development Cooperation Framework
   - UN Funding Compact
   - Regional dialogues
   - Country focal points
   - Value proposition

3. STRATEGIC PARTNERSHIPS
   - Joint strategy development
   - Multi-year agreements
   - Pooled funding
   - Large scale high impact programmes
   - Value proposition
   - Regional dialogues
   - Top donor engagement
   - Flagship programme financing mechanism
   - Donor intelligence

4. DIVERSIFIED DONOR BASE
   - More Member States contributing
   - Domestic resources
   - Private Sector, Local Authorities, other
   - Multi-donor pooled funds
   - Private sector strategy
   - Foundations and Philanthropy platform
   - Local Government engagement

5. VALUE FOR MONEY
   - Results focused
   - Efficient
   - Transparent
   - Accountable
   - Value proposition
   - open.unhabitat.org
   - Urban Impact
   - Key Performance Indicators
   - Training for staff

6. INNOVATION
   - Blended funding: loans, grants
   - National Committees
   - High Net Worth Individuals, Influencers
   - Technology support, social media
   - Endowment fund
   - Donate Button
   - Crowdfunding

UN-HABITAT
FOR A BETTER URBAN FUTURE
THANK YOU!