



"A BETTER QUALITY OF LIFE FOR ALL IN AN URBANIZING WORLD"

# THE STRATEGIC PLAN

2020-2023

## EXECUTIVE BOARD OF UN-HABITAT

**First session of the year 2022**  
29-31 March 2022

**AGENDA ITEM 13:** Annual report on action by the Executive Director to update and improve the internal management, policies and procedures of UN-Habitat.

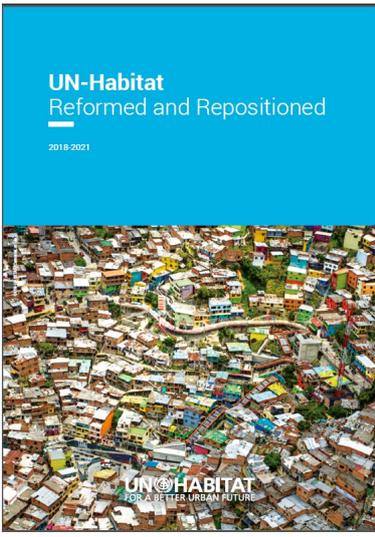
Neil Khor, Chief (a.i.)  
Office of the Executive Director




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### | UN-Habitat: Reformed and Repositioned

<p><b>Areas of reform</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><b>Reform of the governance architecture</b></p>  </div> <div style="width: 45%;"> <p><b>Strategic Plan 2020-2023</b></p>  </div> </div>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><b>Internal change process</b></p>  <p style="font-size: small; color: #0070C0;">Vision, Leadership, Collaboration Systems, Impact, Funding, Team</p> </div> <div style="width: 45%;"> <p><b>Organizational restructuring</b></p>  </div> </div>	

“an opportunity to highlight our continued vision and the relevance of the Programme in each region, how we hope to operate to deliver better, and what opportunities present themselves as we help Member States guide their urban process to ensure no place and no one is left behind in our urbanising world”

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## | Executive Director Reforms : Managing Change

- **June 2018:** Submission of a new UN-Habitat governance structure to the Secretary-General
- **June 2019:** Convening of the UN-Habitat Assembly
- **July 2021:** High-Level Mid-Term Review of the Strategic Plan
- **To date:** 7 meetings of the Executive Board



## | The 3-lens Approach: Recalibrating the Strategic Plan



**USD 400 million** raised in *earmarked* funding in the first two years of the implementation of The Strategic Plan

## | UN-Habitat Reforms alignment with UN Reforms

- **United Nations Task Force on the Future of Cities**
- **The Local 2030 Global Campaign**
- **UN System-wide Strategy on Sustainable Urban Development**
- **Inter-Agency Standing Committee framework for engagement of Local Governments in humanitarian operations**

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## | UN-Habitat support to SDGs and the wider UN

- Advocacy for a common agenda on localisation of the Sustainable Development Goals (SDGs): **Local 2030, Executive Office of the S-G, UNDP**
- Urban dimensions and the role of local governments: Global Compact on Refugees, Global Compact on Migration, emerging agenda around internal displacement (with **UNHCR**), High-Level Panel on Internal Displacement (with **IOM**).
- Cities in climate action further elaborated following the Paris Agreement, working closely with the Intergovernmental Panel on Climate Change (**IPCC**) and the United Nations Framework Convention on Climate Change (**UNFCCC**).

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## | Change Management Process

- **4 Townhall** meetings convened
- **4 Executive Committee** meetings
- **Monthly Programme Management Committee** meetings
- **52 weekly broadcasts** by the Chief of Staff
- **49 issues of Habpost** since April 2020.
- **39 meetings of the Project Review Committee** to review 109 projects



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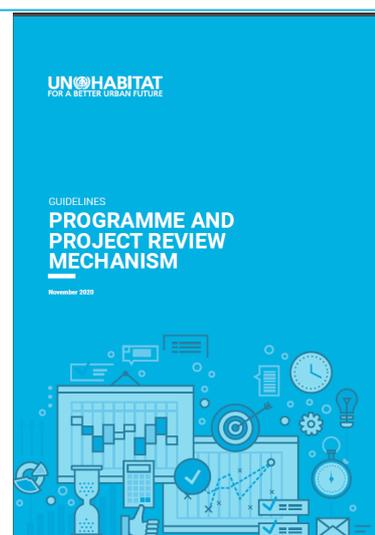
## | Change Management Process: Programme and Project Review

- **44 meetings** in 2021 and 2022 of the **Project Review Committee** to review **120 projects**

### This process ensures that:

- Programmes attributed to the various sub-programmes, co-created through a 'whole of house approach' and meets the requirements of the Environmental Social Safeguards Standards (ESSS).
- Projects conform to the requirements for evaluation, gender and social inclusion and corporate communications.
- Results Based Management policy is implemented consistently in all regions.

The Executive Director has also delegated the review of all projects under USD 2 million to region-al-level Project Review Committees based on the Standard Operating Procedures and Guide-lines developed at HQ with oversight from the HQ-based PRC.



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## | Change Management Process: Resource Mobilisation Committee

- **Resource mobilization Committee**, chaired by the ED



Improvement in donor reporting from **62%** in 2020 to **78%** in 2021;  
publication of the *Urban Impact* newsletter

# Urban impact

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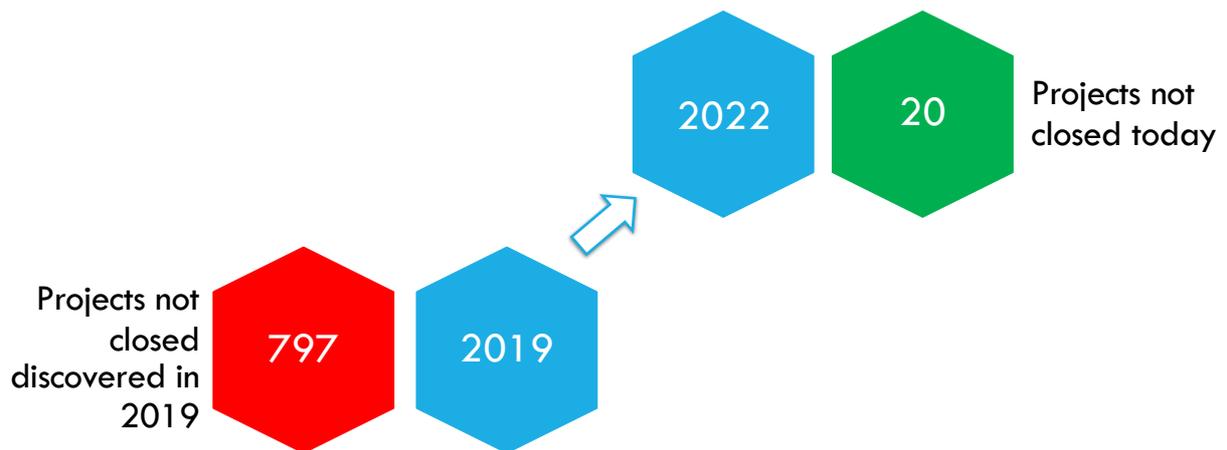
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## Change Management Process: Review of Outstanding Project Grants



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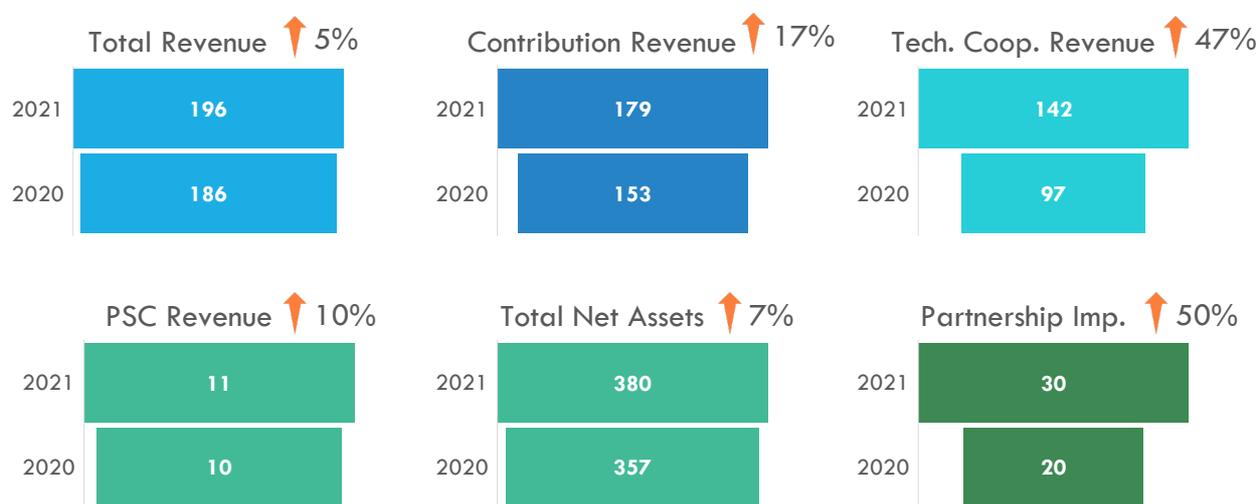
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## Change Management Process: Growth Driven by Operations



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## | Change Management Process: Staff-management relations

- The Chief of Staff meets with the **Staff Union** on the first Monday of **every month**.
- Executive Director revived the **Staff Management Consultative Committee** that met twice in 2021.
- Ethics Training was also conducted with **99%** attendance rate in 2021.

With dedicated core support, we will also be able to carry out better Prevention of Sexual Ex-ploitation & Abuse (PSEA) training, monitoring and other related activities as requested by Member States.

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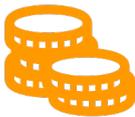
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**| Change Management Process: Budget Steering Committee**



**Budget Steering Committee**

- **Main Goal:** ensure a timely and effective budget management to coincide with reporting to the Executive Board
- The Committee shall meet at least **4 times a year**



**Project Support Cost (PSC) and Cost Recovery Policy**

- In 2022, the Executive Director will also establish the Project Support Cost (PSC) and Cost Recovery Policy as recommended by the Board of Auditors.

**THANK YOU!**

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