

UN-Habitat Transformation

Key Messages

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| <p>Top 3 top line key messages</p> <p>(if you can't remember / say anything else, remember / say this!)</p> | <ul style="list-style-type: none"> • We are changing to increase impact. By January 2020, we want to be in the strongest possible position to implement our new Strategic Plan and create better cities and better lives. • The change process is consultative. We are changing together, as one UN-Habitat. Ensuring the unique expertise of our colleagues, in and outside of Nairobi, is considered and their voices are heard is our priority. • The change process is continuous. Much has been achieved, particularly externally facing, but more still needs to be done, particularly internally. This is our focus for 2019. |
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| <p>Overview</p> | <p><i>A holistic transformation of UN-Habitat is needed to deliver on UN-Habitat's mandate, to align with the broader United Nations reform and maximize our impact on places and communities.</i></p> <p><i>This means a new governance structure that provides both strategic guidance and more direct oversight; a new vision and a new Strategic Plan; a new organizational structure; more efficient and effective systems and processes; a new approach to nurturing our talent; as well as a new, positive work culture that is focused on results through collaboration and team work.</i></p> |
| <p>What are the external forces that UN-Habitat is responding to?</p> | <p>Sustainable urbanization is one of the most pressing issues facing the world..</p> <p>Half the world's population now live in cities and this is projected to increase to two-thirds by 2050. Cities are the hub for economic development and can improve lives – but can also exacerbate inequalities and create challenges such as lack of affordable housing or access to services and infrastructure, as well as pollution, crime and disease.</p> |

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| | <p>Sustainable urbanization is central to the realization of the global development goals as set out in the suite of global agreements concluded between 2015 and 2016, including, most importantly, the 2030 Agenda for Sustainable Development, which includes the Sustainable Development Goals (SDGs) as well as the New Urban Agenda (NUA) and others.</p> |
| <p>How has UN-Habitat responded?</p> | <p>Maimunah Mohd Sharif was appointed as Executive Director (ED) in January 2018.</p> <p>She pledged to implement an ambitious change agenda right from the start, and the change process has been a central focus of her work aimed at improving the work of UN-Habitat on behalf of Member States, to better serve people around the world.</p> |
| <p>How long will the transformation take?</p> | <p>We plan to have completed the significant building blocks of change by the end of 2019. This includes a restructuring of the agency which will come into effect on 1 Jan 2020.</p> <p>The transformative process will continue to unfold over the next 12 months. More will be done throughout this period including changes in business processes and working methods and culture.</p> |
| <p>Who is carrying out this change process?</p> | <p>This is internally driven process under the oversight of the Executive Director.</p> <p>Dedicated teams have been created to support different phases of the change process. Expert organizational change support has been brought in to provide guidance as appropriate.</p> <p>Our senior leadership function as change leaders, they implement the changes we have collectively agreed, and our Change Agents from across the agency support the</p> |

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| | <p>process, engaging with their colleagues and channel feedback between the different constituencies.</p> <p>Collaborating effectively with our internal and external stakeholders has been a key priority for UN-Habitat in the change process. As such, we have focused on robust engagement with UN-Habitat colleagues in the (regular town halls, 600 pages of email feedback, in-person meetings with all colleague groups).</p> <p>We also ensured active engagement in Strategic Plan process – over 50 colleagues directly participated in drafting, over 600 internal comments received.</p> |
| <p>What is a change agent?</p> | <p>After an open selection process, 41 colleagues were selected to act as Change Agents.</p> <p>These are based in headquarters, as well as the Regional and Country Offices. Change Agents are a diverse group and include General Service Staff, Professional Staff and consultants.</p> <p>Their role involves supporting Change Leaders, connect with their colleagues on the change process, keep their finger on the pulse of the organization and role model and spearhead the change in their own teams.</p> |
| <p>How were the Priority Change Actions determined?</p> | <p>After a series of intensive consultations, both with UN-Habitat colleagues internally, as well as Member States and Stakeholders, a change road map, was developed that contained over 48 Priority Actions for change.</p> |
| <p>Governance</p> | <p>After 14 years of discussions, UN-Habitat’s new government structure was confirmed by the General Assembly.</p> <p>As a result, UN-Habitat is now governed by the UN-Habitat Assembly has universal intergovernmental</p> |

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| | <p>membership and meets every four years to adopt global policies on urbanization. It also approves UN-Habitat’s strategic plans.</p> <p>The Committee of Permanent Representatives will support the preparation and ensure a mid-term review.</p> <p>The Executive Board ensures enhanced oversight, improving trust and accountability. It has a balanced geographic representation of 36 members and will meet two to three times per year. It plays a key role is approving UN-Habitat’s work programme and budget.</p> <ul style="list-style-type: none"> ✓ More direct engagement with all Member States ✓ Better integration into the UN system ✓ Authoritative decision-making on the future of sustainable urban development |
| <p>Vision & Strategy</p> | <p>UN-Habitat’s Strategic Plan 2020 – 2025, to be adopted at this Assembly, puts forward four key domains of change:</p> <p>(1) Reduced spatial inequality and poverty in communities across the urban-rural continuum;</p> <p>(2) Enhanced shared prosperity of cities and regions;</p> <p>(3) Strengthened climate action and improved urban environment; and</p> <p>(4) Effective urban crisis prevention and response.</p> <p>As a focal point for sustainable urbanization and human settlements, UN-Habitat facilitates the development and roll out of a United Nations System-wide strategy for sustainable urban development.</p> <ul style="list-style-type: none"> ✓ Bold new vision ✓ Internal alignment towards strategic priorities ✓ Greater connection with the global agendas ✓ Stronger focus on innovation ✓ Recognizing UN-Habitat’s focal point role |

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| <p>Programme & Financing</p> | <p>Increasing and stabilizing our funding is a key priority. As such, we have stepped out our engagement with current and potential donors. The main goal of this strategy is to increase the level, predictability and flexibility of income for UN-Habitat’s income to enable the organization to effectively execute its mandate of promoting sustainable urbanization and effectively implement the approved strategic plan.</p> <p>Significant progress has already been made and voluntary non-earmarked contributions have increased by 38%.</p> <p>A key achievement for greater impact is the UN System-wide Strategy on Sustainable Urban Development (UN-Habitat drafted UN Strategic on Sustainable Urban Development passed by High Level Committee on Programmes April 2019, adopted by Chief Executive Board in May 2019)</p> <ul style="list-style-type: none"> ✓ Increased cohesion in the UN’s overall approach towards sustainable urban development ✓ Integrated approach to support Member States with sustainable urbanization ✓ Increased ability of UN-Habitat to realize its focal point role on sustainable urban development in the UN system |
| <p>Restructuring</p> | <p>The implementation of the Strategic Plan 2020-2025 requires organizational changes and a new model for financial sustainability to ensure that UN-Habitat resources are commensurate with its mandates and roles.</p> <p>The team working on restructuring will take a long-term view and ensure the UN-Habitat target operating model is aligned with our mandate, changing operational environments, and updates in the workplace</p> <p>Consultation with all UN-Habitat colleagues is a key part of the process. The restructure team therefore organized a Senior Manager Workshop (March 2018), as well as mini</p> |

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| | <p>workshop consultations with all UN-Habitat colleagues on the strategic direction of restructure process (March – April 2019).</p> <p>These mini workshops focused around nine different themes relevant to restructure with expert level seminar leaders. The workshops saw diverse participation with over 100 colleagues across the agency. Change Agents and colleagues from country and regional offices were strongly involved.</p> <p>Staff will continue to be closely involved throughout the process.</p> |
| <p>Systems & processes</p> | <p>Following an independent Review undertaken by Ernst & Young, five areas have been identified where UN-Habitat needs to focus its efforts to make its managerial processes and administrative systems more efficient and effective.</p> <p>The Review involved a detailed examination of all core business processes to determine where working methods could be more responsive and efficient.</p> <p>In addition, the Review found a number of cross-department processes with potential for additional efficiencies and these are being investigated further.</p> <p>The recommendations are now being prioritized and improvements will be implemented over the course of 2019/20, subject to funding.</p> |
| <p>Talent Management</p> | <p>We will adopt a new HR Strategy that that will enable the Agency to better combine workforce planning, staff development, performance management and recruitment processes.</p> <p>Key expected outcomes are new policies to attract, retain, and promote the talent necessary to deliver the broad spectrum of programmatic activity in the multitude of geographic locations where UN-Habitat operates.</p> |

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| | <p>It will also strengthen our leadership and managerial culture, and organizational environment that recognize excellent performance, enhance linkage to career development.</p> |
| Values & Behaviours | <p>Ongoing throughout the change process, we aim to make the behavioral shifts needed consistent with UN values to become the organization we want to be in the future.</p> <p>This means confronting persistent patterns of behaviour that are blocking the organization from higher performance, diagnosing its consequences, and identifying the underlying assumptions and values that have created them.</p> <p>Emblematic achievements to date:</p> <ul style="list-style-type: none">✓ Development of five key behavioural shifts to be implemented across UN-Habitat✓ Ongoing pulse checks with feedback sessions, surveys and other staff engagement✓ Completed organizational culture study✓ Organization of UN-Habitat-wide team building around civility in the work place in partnership with Office of the Ombudsman (including Regional and Country Offices) |

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| About UN-Habitat | <p>UN-Habitat is a Programme of the United Nations working towards a better quality of life for all in an urbanizing world.</p> <p>UN-Habitat's mission is to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind.</p> <p>UN-Habitat works in over 90 countries supporting people in cities and human settlements for better urban lives. The organization has been focusing on human settlements and sustainable urban development for over 40 years.</p> <p>Working with governments and local partners, its high impact projects combine world-class expertise and local knowledge to deliver timely and targeted solutions.</p> |
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