**UN-Habitat Senior Management Board: Notes**

**26 July 2018**

**Attendees:** ED,DED, Christine Musisi, Raf Tuts, Chris Kirkcaldy (item # 4), Kazumi Ogawa, Atsushi Koresawa, Andre Dzikus, Eduardo Moreno, Oumar Sylla, Paulius Kulikauskas**,** Naison Mutizwa-Mangiza, Elkin Velasquez, Marco Kamiya, Kerstin Sommer, Pacome Kossy, Liliana Contreras, Chris Mensah. **Absent:** Saidou N’Dow, Jane Nyakairu, Zena Ali Ahmad, Shipra Narang Suri

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|  | **Agenda item raised** | **Main issues & discussion** | **Action to be taken** | **By whom & when** |
| **0** | **Review of outstanding items from past SMBs** | **1.** Reminder to complete the 9 mandatory training courses & 1 additional one on audit.  **2.** Reminder on e-Performance evaluations for 17-18 & work-plans for 18-19.  **3.** Cost recovery discussion to be finalised. DED encouraged SMB to go ahead with CR in view of the current financial situation and austerity measures. | **1 & 2.** Complete training & e-performance.  **3.** To be discussed in next SMB. | **1.** End of August  **2.** End July  **3.** End August |
| **1** | **HLPF summary (ED)** | **1.** Success for UNH. Recognized as a global player in urbanisation. Recognized by DSG in her press release (<https://www.un.org/press/en/2018/dsgsm1203.doc.htm>). ED urged SMB to live up to the DSG’s expectations. UNH has received reform funding from Sweden & Norway. OEWG work concluded with a favourable outcome, thanks to CPR Chair leadership.  **2.** DED recognized ED’s leadership, vision & trust in the team. UNH is taking is embracing its lead role on urbanisation. Urged personnel to embrace change and commit to implementing the agendas and support one another. | **1 & 2**. N/A | **1 & 2.** N/A |
| **2** | **Update on change management (Naison M.)** *Refer to Report on Progress in Implementation of UNH Change Actions document & decision making flow-chart (26 July)* | **1.** 27 planned change actions May-July. Progress not as fast as envisaged. To date, 4 change actions have been completed, 23 are in progress at varying stages. Challenges in terms of streamlining operating procedures, closing projects. Absence of staff on mission and leave. Funding received will facilitate speeding up the change action process. Diagnostic assessment can now be pushed forward. Highlighted a few actions: **#A4** – discussed at SMC. Training for senior managers. **#A5** – change agents (OCHA model), invitation went out, 60 applications from staff all over. After selection, training in organisational change/management. # A11 – data lacking on staff recruited through UNOPS/UNDP, reminder has been issued. **#A12** – on track to have a first roadmap draft by next month. UNH-wide involvement through 4 tracks. Inputs have been received. Next step is for the Strategic Planning Team to meet with all groups, middle of August, review the first draft & agree on the way forward for UNH SP 2020-2025. Based on feedback/guidance, revisit draft and engage CPR and UN system wide, regional commissions and stakeholders. **#B4** – revamping human settlements database, facilitate UNH becoming go-to agency for data to, coupled with SDG 11 and NUA responsibility, this is crucial. **#B9** – TOR pending review. Suggest audit undertaken by an external entity to expedite process. **#B10** – complex action to undertake. **#B11** – good progress has been made on released budget funding (**Liliana C.** lead – organising training of PMOs to move forward), was a stumbling block in project delivery. **#B13** – very complex. Need baseline data first, # of projects completed but not closed. Message forthcoming from ED on this.  **2.** The decision-making flow of the change process/change agents explained. SMB seen as a decision-making body on change actions through consultation. Certain change actions need review/endorsement by SMB, i.e. resource mobilisation strategy. SMB will review final change proposals and support and facilitate change actions. Training for all senior managers on organisational change forthcoming. Change agents only way to make this a staff driven process. SMCC role in the change process is crucial.  **COMMENTS:** **(Kazumi O. / Chris K.)** To optimise use of human resources, including interns, suggest harmonising multiple work streams. **(Christine M.)** ERD to enhance support to the Change TF regarding monthly themes as indicated in the Change Actions plan. **(DED)** highlighted absence of resource mobilisation action. Suggested prioritising certain items in the Change Action plan, including the need for fund-raising experts. **(ED)** noted that Khazanah Nasional have offered staff for secondment. **(Naison M.)** supported the suggestion to prioritise actions to ensure impact and visibility. | **1.** SMB to submit data on staff not recruited through UNOPS/UNDP.  **2.** Change TF to harmonise with other ongoing change processes/initiatives in-house.  **3.** Send a letter with combined needs to Khazanah Nasional.  **4.** TF to work with Jane on fund raising dialogues. | **1.** SMB, 30 July 2018  **2.**, ongoing  **3.** . ongoing  **4.**, ongoing |
| **3** | **Staff Engagement Survey – plan of action** | Initiated by SG upon taking office. Shared disaggregated results with entities. HR in respective entities were to take lead to develop an action plan to respond to results. This fits nicely with the Change Management TF. Action plan highlights: areas for improvement, timeline, and focal point for each action. Next step: translate change management action and processes into the Action Plan framework. Initial deadline to submit Action Plan was 30 June, extension sought and granted. | **1.** Kazumi O. & Haris P. to lead and complete Action Plan. | **1.** ., 31 July 2018 (completed) |
| **4** | **Austerity measures** | **ED** reviewed the austerity memo with SMB.  Actions required/urged of programme managers: enhanced sustainable programme delivery = enhanced revenue on overhead to programme support. Also need to do cost recovery; UNH is starting late this year. This needs to be prioritised. Voluntary contributions are critical to the account. The austerity measures on table are demonstrating to MS a commitment of solvency of the programme and manage resources accordingly. ED is going unprecedented ways to manage. MS also need to meet the Organisation half way.  Programme managers are encouraged to recruit staff from HSPF. There is also a perception that applying to project posts is unsustainable. Mitigate human impact of this.  **COMMENTS:** As ED will travel economy, managers should strongly encourage the same.  A member suggested identifying where UNH is bleeding and develop measures to mitigate accordingly. Are current and planned measures strong enough based on on-going assessment?  A Member to Conduct a rapid assessment of our current baseline travel (details on # travel, those on economy, business, frequency, then put forward travel improvement measurements. This will enhance optics with donors – track it and show we have decreased). Resource mobilisation, reflecting four streams of income, noting the broad figure we are trying to achieve as this figure affects the length of the austerity measure. Suggested a focal point for fund raising.  **A member** Provided a breakdown of HFU. Noted that today’s memo, austerity, initial and immediate. Currently, UNH is occupying more space than needed, according to guidelines, therefore paying more rent that necessary. Need to exhaust all cost-cutting measures prior to further steps are taken, i.e. cost saved on rent could cover certain staff costs that would have to be curtailed. ED inherited an Organisation with challenges, important to demonstrate a united front. Opportunity to turn austerity into an opportunity. By demonstrating fiscal prudence, UNH will demonstrate attractiveness to donors in light of further UN overall budget cuts.  . |  |  |
| **5** | **AOB**  **System-wide strategy on Urban (DED)** | **1.** Following SMG on 6 June. DED presented flow chart table on how UNH can play the focal point role on urban as per instructed by the SG. Flow chart demonstrates how to do this in four work-streams. It is an opportunity to strategically align UNH in the urban world and found a Principals’ Group on Urban. Need to clarify steps to present this potentially at the next HLCP and CEB. DED encouraged the SMB to be active, demonstrate relevance of urbanisation and added value of UNH in the context of the 2030 Agenda for Sustainable Development and related 17 SDGs.  **COMMENTS: A member** Encouraged using the next UN resolution on UNH to reflect funding and the various existing Trust Funds/Funds as vehicles for fund raising. Further noted the need to reflect key UNH platforms in the strategy/flowchart presented, which present opportunities for partnership, i.e. GLTN, GWOPA, Medellin Platform, GAFUC etc.  **A member** Noted the need to identify data, i.e. costing local infrastructure, as a priority to enable realistic discussions/planning on financing the SDGs and the NUA. **(NAME)** Noted that a year ago, the SG instituted a panel on how to position UNH, the panel consulted many MS, with a general red thread noting that UNH should be more normative. Risk of promoting a different UNH, following the SMG, which MS will not accept – as they did in response to the proposal of a UN Urban  A member Suggested including in the mapping the involvement of regional commissions, science and use of ICT for development, best practices and awards as well as focusing on UNH as a Centre of Excellence – key for fundraising.  A member suggested need toensure complementarity with the Strategic Plan.  **2.** Mandatory mission reporting in line with ED’s memo of 20 July, all personnel to comply. An online electronic version will be forthcoming and will replace the use of the word template. | **1.** Develop a strategy paper on how to operationalize flow-chart.  **1.** SMB to provide any further comments to DED via e-mail.  **1.** Regional Directors to reflect and provide inputs to DED on how to strategically enhance UNH presence in the regions.  2. All personnel to comply. | **1.** DED, on going  **1.** SMB, 17 August  **1.** Regional Directors, 17 August  2. All, immediately. |