

PRIORITY ACTIONS **EXECUTIVE LEVEL** **DASHBOARD**

INTERIM REPORT

JULY 2019



VISION:

to shift the strategic and programmatic focus of the agency to make a difference in cities and communities;



IMPACT:

to deliver impact in all that we do to change lives for the better;



FUNDING:

to establish strategic partnerships and innovative funding mechanisms to deliver mandate effectively;



COLLABORATION:

to collaborate effectively within the UN system and externally to achieve more and with better impact together;



TEAM:

to create a safe and productive workplace where talent thrives;



PROCESSES:

to establish the right systems and processes for maximum efficiency; and



LEADERSHIP:

to guide, engage and empower staff to collectively drive change.

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VISION

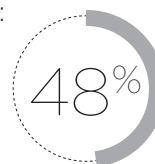


Budget:
\$87,740



Expenditure to date:
\$42,392

Implementation
rate:



- ▶ **Co-create organizational values and the way we work –**
address core values, including enhanced transparency
and ethical values

Achievements

An outline of a comprehensive and practical legal framework to address ethics and non-compliance with UN rules and standards of conduct has been developed.

Expected Outcomes / Impact

Number of reported incidents relating to abuse of authority, sexual harassment, sexual abuse reduced.

Confidence in the new 'whistleblowing' system.

Next steps

Consultations on the new framework with internal and external stakeholders underway.

- ▶ **Training, capacity development and advice on ethics
and UN standards of conduct**

Achievements

92% staff and non-staff have learned about ethics through a combination of training courses, workshops and outreach events.

Workshops on 'whistleblowing' have been run in country offices.

Next steps

More investigators trained to handle ethics issues.

Better guidance on ethics and conflicts of interest will be produced.

Effective handling of ethics cases

Achievements

An Ethics Committee has been established, and a more efficient system of handling cases is in place.

Next steps

Annual Ethics Report to be produced.



Budget:

\$27,000



Expenditure to date:

\$0

Implementation
rate:



Institutionalization of organizational values and 'ways of working'

Achievements

In partnership with the Office of the Ombudsman, UN-Habitat has developed a training package to address cultural biases, conflict management, and dignity in the workplace.

Expected Outcomes / Impact

Staff treat each other with dignity and respect.

Next steps

All teams at HQ, Regional Offices and larger Country Offices to be trained.

Assistant Secretary-General Shirin Dodson will carry out the training for the Senior Leadership Team.

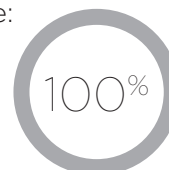


Budget:
\$172,270



Expenditure to date:
\$172,466

Implementation rate:



Strategic Plan

Achievements

The Strategic Plan for 2020-2023 was endorsed by the UN-Habitat Committee of Permanent Representatives on 6 December 2018 and approved by the UN-Habitat Assembly on 31 May 2019.

The typology of human settlement demands has been finalized.

Expected Outcomes / Impact

A new strategic direction for UN-Habitat aligned with the SDGs and the New Urban Agenda.

Next steps

Development of an impact communication strategy, a partnership strategy, and an accountability framework.

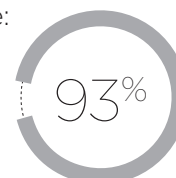


Budget:
\$24,985



Expenditure to date:
\$23,126

Implementation rate:



Work Programme & Budget

Achievements

A Work Programme for 2020 aligned with the 2020–2023 Strategic Plan has been developed. It has been finalized and submitted for review by ACABQ.

Expected Outcomes / Impact

Clear guidance (in 2020) for the implementation of the objectives and monitoring of the expected accomplishments of the Strategic Plan 2020-2023.

Next steps

Initial annual budget for 2020 for each sub-programme to be approved by the first resumed session of the Executive Board.



IMPACT ORIENTATION

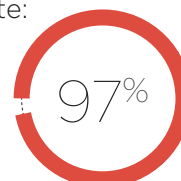


Budget:
\$141,406



Expenditure to date:
\$137,804

Implementation rate:



Human Settlements Database

Achievements

The first phase of the revised database is anticipated to go live by the end of the year.

Expected Outcomes / Impact

A 'one-stop shop' for all urban related data on all cities in the world with population of more than 50,000 people.

Next steps

The original start-up objectives have been achieved.

Urban Indicators Database will need additional funds to cover about 1000 cities (USD 250,000).

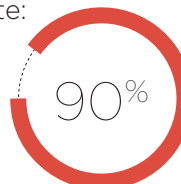


Budget:
\$127,384



Expenditure to date:
\$127,156

Implementation rate:



Results Measurement Framework

Achievements

The first draft of the Results Framework has been developed.

Expected Outcomes / Impact

Improved accessibility and visibility of outcomes to Member States and partners.

Next steps

Development of a baseline and targets for the indicators in the Results Framework, development of a performance management plan and review of the existing interactive and online performance measurement systems.



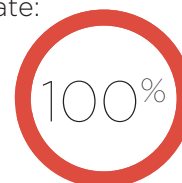
Budget:

\$24,802



Expenditure to date:

\$24,610

Implementation
rate:

Communication for impact framework

Achievements

UN-Habitat produced guidelines on “reporting with impact” as well as other relevant guidelines, for example, how to write human interest stories etc.

Expected Outcomes / Impact

How UN-Habitat has positively impacted people’s lives illustrated through a library of compelling stories, photos and videos.

Next steps

More impact stories about UN-Habitat work being created and shared, in line with guidelines.



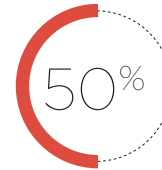
Budget:

\$141,423



Expenditure to date:

\$74,520

Implementation
rate:

Evaluation on poverty and affordable housing

Achievements

Evaluation Reference Group to oversee the whole evaluation process and ensure credibility, quality and usefulness of the evaluation established;
Evaluation Terms of Reference (TOR) developed.

Expected Outcomes / Impact

In-depth assessment of the impact of UN-Habitat policies on poverty and affordable housing.

Next steps

Recruitment of an evaluator is ongoing. The study and report will be completed by December 2019.



FUNDING

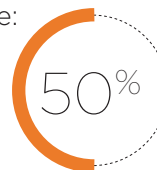


Budget:
\$110,210



Expenditure to date:
\$27,392

Implementation
rate:



Enhanced funding, including for core normative work

Achievements

A new Donor Relations and Income Strategy was developed.

New funding amounting to USD 152 million was pledged at the first UN-Habitat Assembly in May 2019.

So far, non-earmarked contributions have increased by 30% in 2019 compared to 2018.

Expected Outcomes / Impact

Increase the level of predictability and flexibility of UN-Habitat's income.

Next steps

Executive Director's resource mobilization dialogues to continue.

Enhanced communications with donors and enhanced donor visibility

Achievements

Updated guidelines on donor visibility and transparency were produced and implemented.

A donor reporting calendar has been introduced to ensure timely and informative reporting.

Expected Outcomes / Impact

Stronger and more effective partnerships through improved, strategic visibility of donors.

Next steps

Executive Director's resource mobilization dialogues to continue.



Budget:

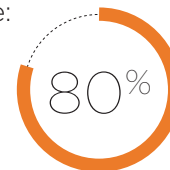
\$96,423



Expenditure to date:

\$94,267

Implementation
rate:



Broadened sources of funding for UN-Habitat's work

Achievements

A global Private Sector Strategic Dialogue (Mannheim, Germany, March 2019) was held, as well as the first UN High-level Roundtable on Sustainable Floating Cities: Exploring the Next Frontier for Human Settlements (New York, USA, April 2019) and a Business Leaders' Dialogue with over 150 business leaders, followed by the Roundtable on Capital Investment were also held at the UN-Habitat Assembly (May 2019).

Expected Outcomes / Impact

Diversification of UN-Habitat funding sources.

Next steps

Formulation of the private sector strategy;

Establishment of the business advisory group for sustainable urban development;

Private sector and city level engagement on urban investment initiatives.



COLLABORATION

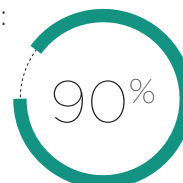


Budget:
\$119,629



Expenditure to date:
\$104,641

Implementation
rate:



Operationalize Stakeholders and UN Frameworks

Achievements

An International Stakeholders Advisory Group has been established and met for the first time ahead of the UN-Habitat Assembly.

Workshops have been run to build capacity at the national statistical offices in Bangkok, New York, Brussels, Kampala and in West Africa.

Expected Outcomes / Impact

Increasing the capacity of civil society organizations and other non-state actors (including local authorities) to monitor progress on the SDGs and the New Urban Agenda.

Next steps

A Stakeholder Advisory Workplan with a two-year road-map on stakeholder engagement in monitoring SDG 11, advocacy initiatives, capacity building initiatives, and data collection are being developed. This will be finalized by the end of the year.

UN System-wide Strategy on Sustainable Urban Development

Achievements

UN-Habitat led an inter-agency task team to prepare a UN System-wide Strategy on Sustainable Urban Development. The Strategy was initially endorsed by the UN High-Level Committee on Programmes in April 2019, before being officially adopted by the United Nations Chief Executives Board in early May 2019.

Expected Outcomes / Impact

A road map for the entire UN system to improve urban data collection as well as diagnostic tools to analyze issues such as inequality, the impacts of urbanization on economic growth, climate change, as well as disaster response and prevention.

Next steps

Mapping of urban related areas of engagement by each UN agency.



LEADERSHIP



Budget:
\$239,516



Expenditure to date:
\$155,507

Implementation rate:



Drive change process

Achievements

Change Expert recruited on 6-month contract in Feb 2019 to advise on change methods and tools appropriate for the challenges faced by the organization.

Expected Outcomes / Impact

A more holistic change approach adopted across the organization.

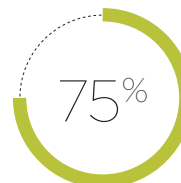


Budget:
\$53,898



Expenditure to date:
\$34,396

Implementation rate:



Staff engagement and internal communications

Achievements

Internal surveys on values and change process were carried out, regular town hall meetings are being held, and internal newsletters are being issued by the Change Management Team.

Expected Outcomes / Impact

Improved staff engagement in the change process.

Next steps

More internal communications planned to support the restructuring process.

UN-Habitat will ensure wide-scale participation in the UN Secretariat Staff Survey planned for the end of the year.



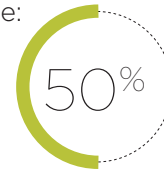
Budget:

\$148,852



Expenditure to date:

\$46,087

Implementation
rate:

Enhanced communication with Member States: Strategic Dialogues

Achievements

1. Governance reform finalized (dialogues with Member States were held to ensure dissemination and understanding of the General Assembly resolution formalizing UN-Habitat's new governance structure).
2. Strategic Plan 2020 – 2023 engagement and dialogues held with Member States on the content and direction of the Plan.
3. Dialogues were organized to ensure effective Member State engagement with, and input into, the very first UN-Habitat Assembly in May 2019.
4. Engagement with Member States on fundraising, especially efforts to increase non-earmarked contributions.
5. Improved engagement with Member States by the Executive Director through meetings of the Bureau of the Committee of Permanent Representatives to UN-Habitat (CPR) and with the five regional groups of the CPR.
6. An induction workshop was run for new CPR members – the first in four years.

Expected Outcomes / Impact

Consistent, closer and more strategic engagement with Member States.

Next steps

Further dialogues planned, including in the context of the new Executive Board.

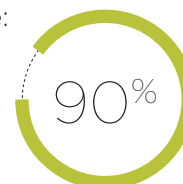


Budget:
\$36,239



Expenditure to date:
\$31,693

Implementation
rate:



Enhanced communication with Member States: Updated website

Achievements

A new website has been launched that includes a new overall look and feel, a modern information architecture, a redesign of key pages, and either new, revamped or migrated content.

Expected Outcomes / Impact

Enhanced communication with Member States and other partners.

Next steps

Improving the functionality of web pages, updating old content, progressively working towards the integration of externally hosted UN-Habitat websites, and step by step planning of the translation of website content into the six official UN languages.



Budget:
\$21,762



Expenditure to date:
\$16,728

Implementation
rate:



Management workshop

Achievements

A meeting of Senior Leaders took place in September 2018 to discuss guiding principles of the new organization and shape our priority change actions.

Expected Outcomes / Impact

Start the restructuring process and to prioritize the organizational change process.



TEAM



Budget:

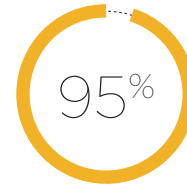
\$97,879



Expenditure to date:

\$95,112

Implementation
rate:



- Creating a safer and more productive workspace where talent thrives, to facilitate and support the broader reform.

Achievements

41 UN-Habitat Change Agents were recruited to support the organizational change process and generate enthusiasm for and greater ownership of this process.

Expected Outcomes / Impact

Support a bottom-up, staff-led change model.

Next steps

Role to develop further when behavior and culture change come to the fore after the restructuring.



PROCESSES



Budget:
\$261,640



Expenditure to date:
\$262,150

Implementation rate:



Budget:
\$243,457



Expenditure to date:
\$38,539

Implementation rate:



Independent Financial and Management Review

Achievements

The review was completed – final report includes 120 findings and 74 recommendations clustered into 13 working areas.

Expected Outcomes / Impact

‘Fit for purpose’ management systems and practices in place.

Next steps

Recommendations accepted by Senior Leadership Team. Implementation plan is being developed, focusing on quick- wins achievable in the next six months through internal change.

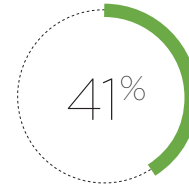


Budget:
\$119,660



Expenditure to date:
\$51,371

Implementation
rate:



▼ Systems and processes

Achievements

Key achievements thus far:

1. Decentralization of the release budget financial function
2. Closure of more than 460 grants with another 42 to be closed by the end of the year
3. Development of a matrix of high priority functions to be decentralized with timelines - leads assigned.
4. Agreement on main policies and procedures to be decentralized including training/ capacity development.
5. Assessment of non-staff for equity and organizational savings.
6. Finalization of a new cost recovery and allocation policy.

Expected Outcomes / Impact

Bring processes closer to the point of delivery for greater efficiency.

Next steps

Closure of all grants by the end of the year.

Majority of contract staff in Nairobi to be moved to UNON contracts.

▼ Talent Management Strategy

Achievements

A first draft of a strategy has been developed on how to attract, retain, and promote talent.

Expected Outcomes / Impact

Strengthen leadership and managerial culture that recognizes good performance.

Next steps

Consultations to finalize and start implementing the strategy.

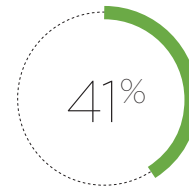


Budget:
\$53,716



Expenditure to date:
\$22,263

Implementation
rate:



Enterprise Content Management System

Achievements

UN-Habitat introduced an Enterprise Content Management platform that integrates seamlessly with other Microsoft Office tools.

Expected Outcomes / Impact

Optimizing information management across the organization.

Next steps

All offices able to access Unite Docs and Correspondence by the end of the year.