

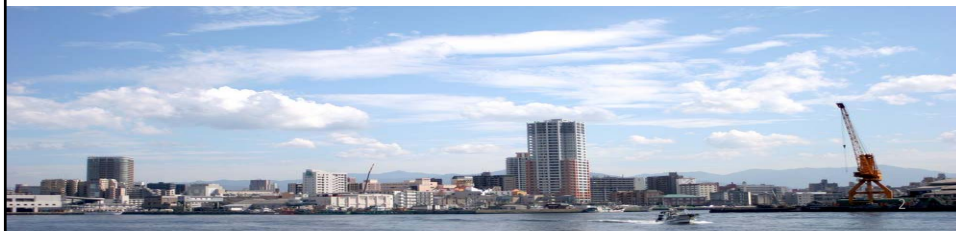


Results-Based Planning

Six-Year Strategic Plan, Biennial Strategic Framework, Work Programme & Budget, Annual Work Plan and Projects

ROAP, Fukuoka

6 November 2013



1. What Do You See in this Picture?



© 2002 Crown Copyright

Corporate Plans: Working towards shared results.

UNOHABITAT
FOR A BETTER URBAN FUTURE

2. Structure of Presentation

Presentation answering the following questions:

- Why do we plan?
- What do we plan?
- How do we plan?
- What is your role in planning?

Corporate Plans: Working towards shared results.

UNOHABITAT
FOR A BETTER URBAN FUTURE

3. Planning and Delivering Corporate Results as One UN-Habitat

- We are one UN-Habitat family with one mandate
- Are we all rowing in one direction?
- Senior management at HQ committed to close working relationship between regional & country offices and branches and offices at HQ
- Link between corporate plan and activities of regional offices has been weak.

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

4. Why does UN-Habitat Plan?

- Six-year Strategic Plans mandated by UN-Habitat GC,
 - ✓ MTSIP 2008-2013 (2005)
 - ✓ Strategic Plan 2014-2019 (Res/23/11)
- Strategic framework and work programme & budget mandated by GA
- Effective Planning is best practice
- Implementation of MTSIP ending in 2013
- Strategic plan for 2014-19 like MTSIP is implemented through 3 consecutive work programmes

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

5. Situation Analysis

- Reviewed UN-Habitat Mandate
- External environment scan/assessment
 - ✓ Main challenges
 - ✓ Urban trends, emerging issues and status of knowledge
- Internal environmental scan
 - ✓ HR, financial, operational, programmatic, etc
 - ✓ MTSIP progress reports, reviews and evaluations
 - ✓ Performance Audit
- Lessons learnt
 - ✓ Monitoring and evaluation reports, MTSIP Peer Review and mid-term evaluation, etc

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

6. Strategic Plan - Strategic Choice



Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

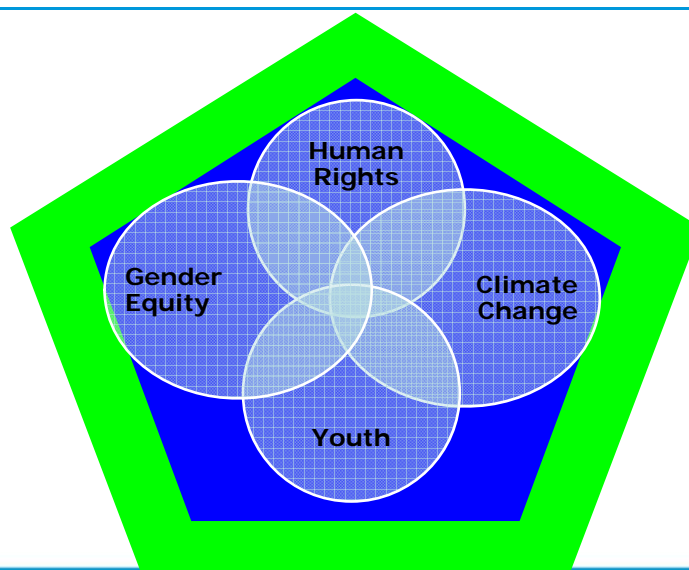
7. Thematic Priorities of Strategic Plan Aligned to Subprogrammes

FA 1	→	Urban legislation, land and governance
FA 2	→	Urban planning and design
FA 3	→	Urban Economy
FA 4	→	Urban Basic Services
FA 5	→	Housing and Slum upgrading
FA 6	→	Risk reduction and rehabilitation
FA 7	→	Research and capacity development

Corporate Plans: Working towards shared results.



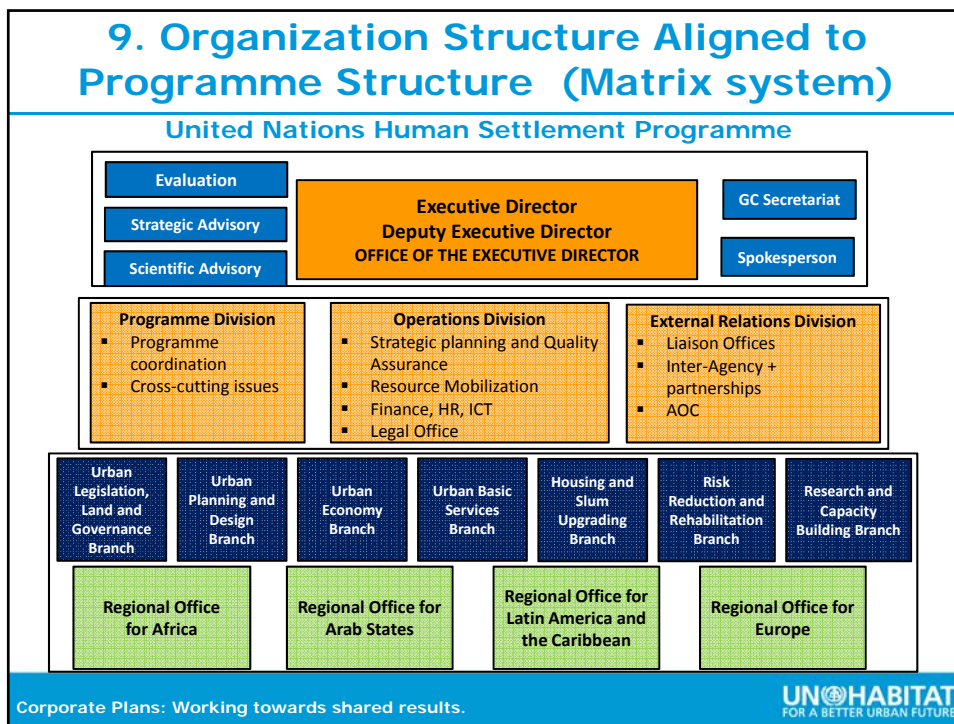
8. Mainstreaming Cross-cutting Issues



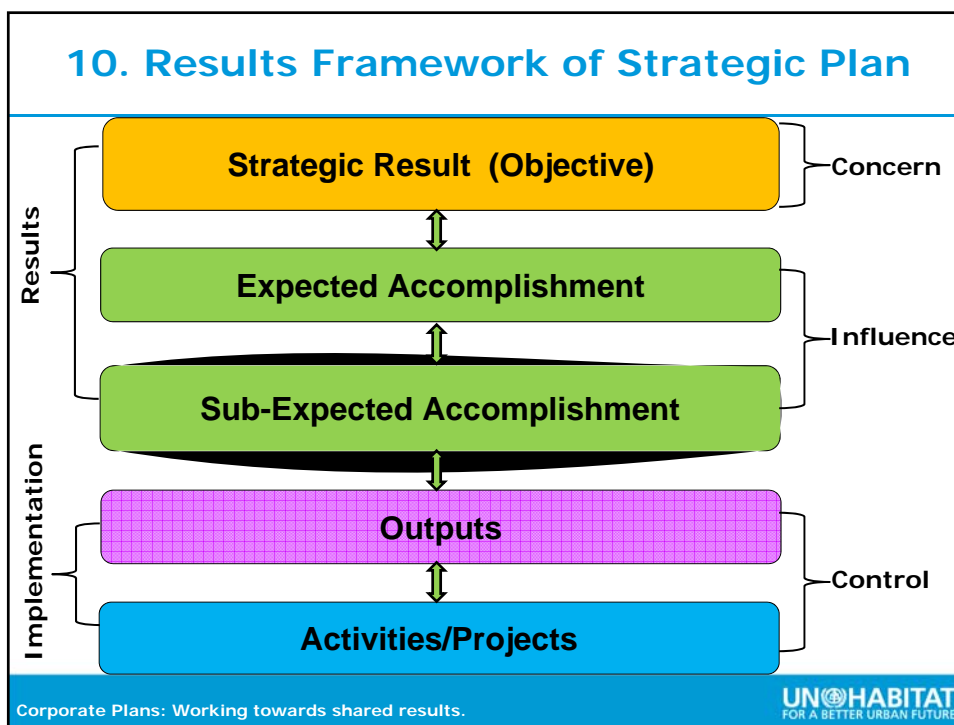
Corporate Plans: Working towards shared results.



9. Organization Structure Aligned to Programme Structure (Matrix system)



10. Results Framework of Strategic Plan



11. Development of Performance Measurement Plan for Strategic Plan

- Draft report submitted by consultants – still to be reviewed
- Performance measurement plan – describes what is being measured by indicators
- Sources of data to be collected
- Establishes baselines and targets for all indicators of the strategic plan
- Basis of Planning, Monitoring, reporting and evaluation

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

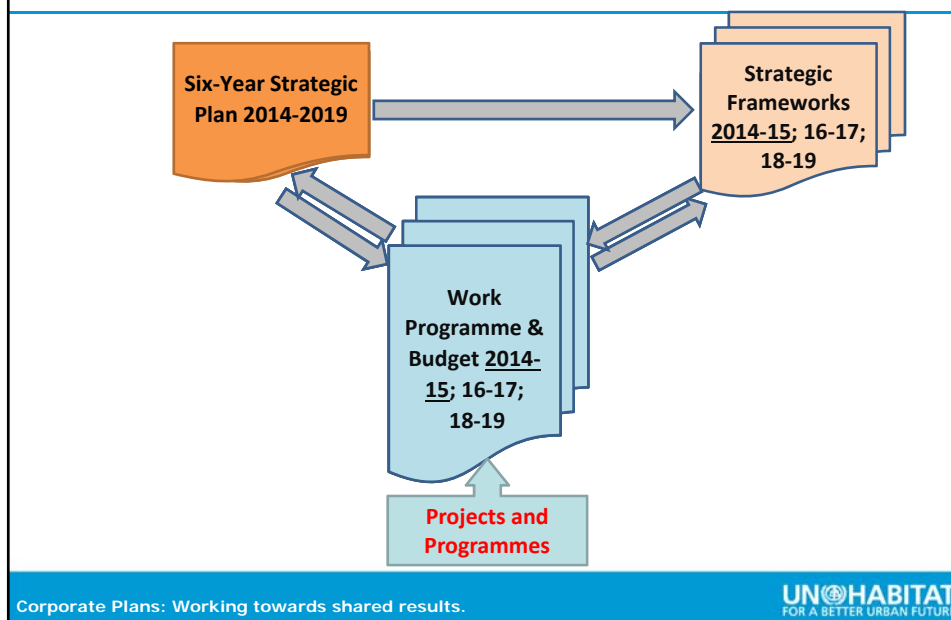
12. The Role and responsibility of Regional and Country Offices

- Participated in development of strategic plan to a limited degree by video
- Participated in development of results framework
- Participated in organizational review and restructuring
- Participated in development of performance measurement plan

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

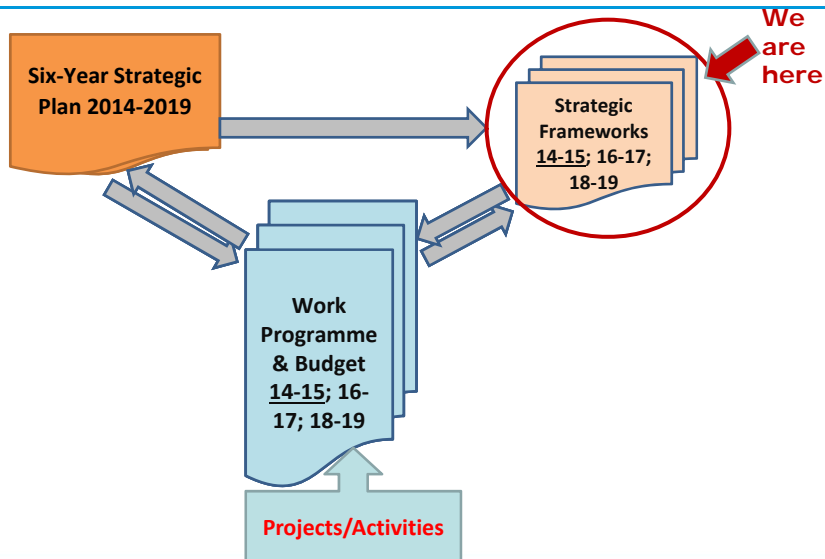
13. How is the Strategic Plan implemented?



14. Strategic Framework: What is it?

- In the UN Secretariat, the biennial Strategic Framework is the principal policy directive
- It is first step in preparation of biennial work programme and budget
- In the case of UN-Habitat, the SF is derived from the six-year Strategic Plan
- Key elements are subprogramme objective, expected accomplishments, indicators and strategy

15. The Strategic Framework: What is it?



16. Structure/Logframe of Strategic Framework

Subprogramme 1: Urban, Land and Governance

Objective: Environmentally, economically, and socially sustainable, gender sensitive and inclusive urban development policies ...

Expected Accomplishment:

EA1: Increased capacity of local and national governments and other Habitat Agenda Partners to implement enabling legislation for improving urban extension, densification, urban planning and urban finance

EA2: Increased capacity...

Indicators of Achievements:

Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance

Performance measures

Baseline 2011:
Estimate 2013;
Target 2015:

Indicator 2: Number of...

Strategy

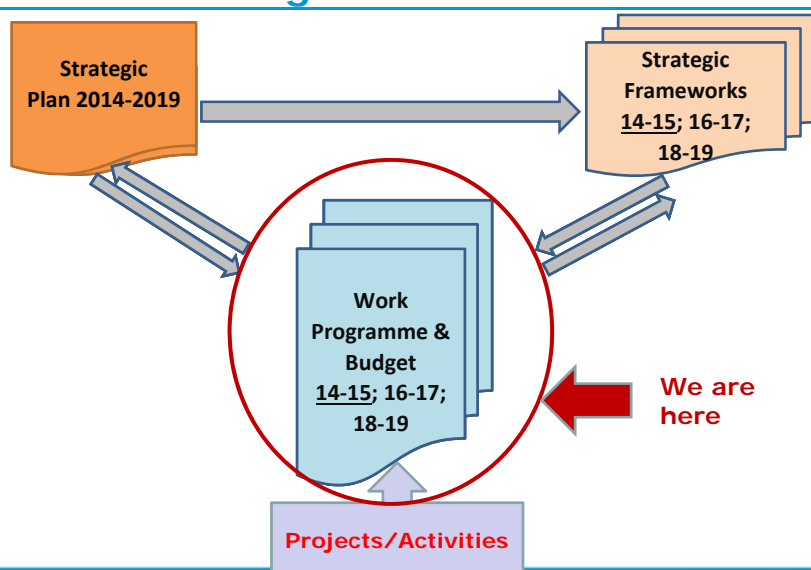
17. Biennial Strategic Framework: Role of Regional & Country Offices

- ❑ Ensure that the preparation of the SF is inclusive and participatory for ownership
- ❑ Contribute to refining of Objectives, Expected Accomplishments and indicators
- ❑ Participate to ensure strategy for achieving EAs – is inclusive and relevant for operational activities?

Corporate Plans: Working towards shared results.

UNO H A B I T A T
FOR A BETTER URBAN FUTURE

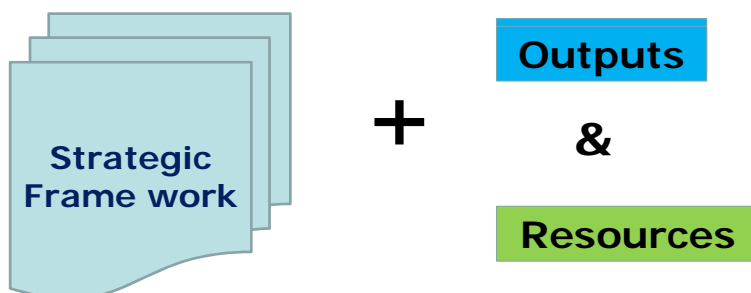
18. Biennial Work Programme and Budget: What is it?



Corporate Plans: Working towards shared results.

UNO H A B I T A T
FOR A BETTER URBAN FUTURE

19. Work programme and budget: Basis of all our activities regardless of source of funding



Corporate Plans: Working towards shared results.

UNHABITAT
FOR A BETTER URBAN FUTURE

20. Identifying Work Programme Outputs - Weakest link in UN-Habitat

- Process of determining what needs to be done to achieve the change we want at sub-EA & EA levels
- Effective organizations develop outputs strategically & are inclusive and participatory
- Outputs Should be in line with the strategy for achieving expected accomplishments
- Outputs must be relevant, high value, adequate and transformational
- Process should be inclusive & participatory
- Be realistic taking note of time & resources

Corporate Plans: Working towards shared results.

UNHABITAT
FOR A BETTER URBAN FUTURE

21. Categories of Work Programme Outputs

- Parliamentary documentation (reports for GC)
- Expert group meetings
- Recurrent publications (e.g. flagship reports)
- Non-recurrent publications (any other publications)
- Special events (WUF, APMCHUD)
- Technical materials (Training materials, tools, etc)
- Advisory services
- Group Training
- Field projects

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

22. Senior Management Retreat: Corporate Programming for Annual Work Plan

- Best practice process for unpacking WP&B into two annual work plans
- Process provides specific information of what is to be done and allocates outputs among organizational units e.g.
 - ✓ Advisory services, *what advice* should we give that leads to change, *to whom, where, when*
 - ✓ Tools - on *what, where, for whom and when*
 - ✓ Technical assistance in *what, for which cities/countries, when*, etc.

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE



1. Do we need Planning?

Is the Cheshire Cat right?

"Which road should I take?" Alice asked the Cheshire Cat.

"Where do you want to get to?" the cat asked helpfully.

"I don't know," admitted Alice.

"Then," advised the cat, "any road will take you there."

Lewis Carroll. Alice in Wonderland.

2. Your role in Achieving Our Common Results

- All our outputs are delivered through projects in line with project-based approach
- This Region delivers highest level of projects
- Your projects are critical to delivery of corporate plans and realization of change/EAs
- EAs/results are achieved from bottom up through aggregation of results of individual projects

Corporate Plans: Working towards shared results.

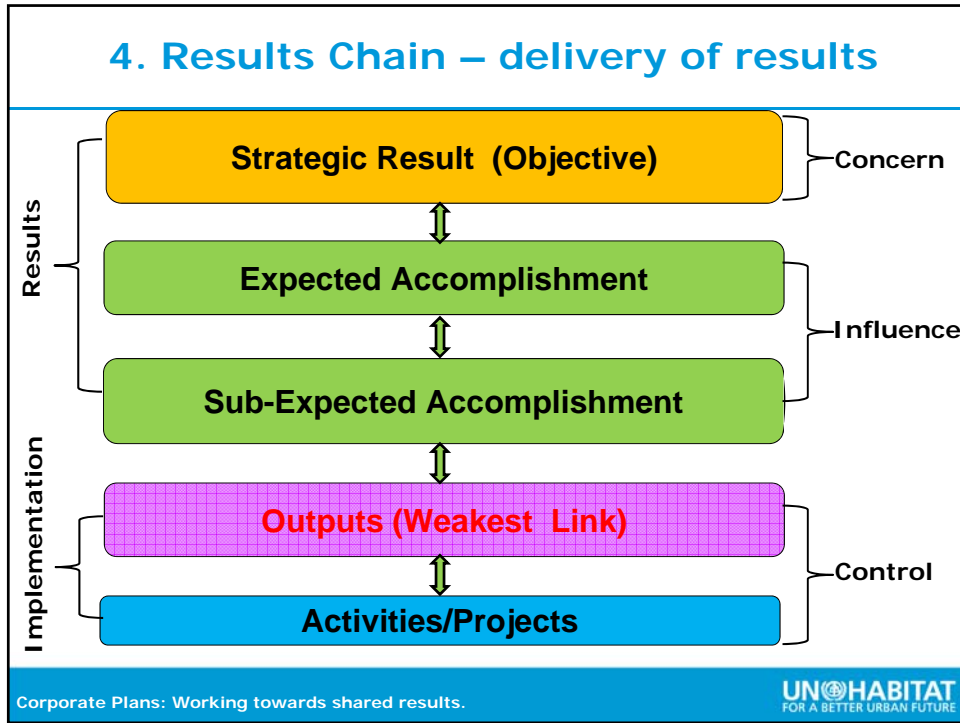
UN HABITAT
FOR A BETTER URBAN FUTURE

3. Implementing Transformational Projects

- New projects developed in 2014-2015 to select outputs from work programme also reflected in PAAS
- Planned, demand driven and disaster-related projects to select in line with country & regional priorities
- Projects should deliver relevant, high value, adequate in terms of quality and quantity
- Beyond delivering outputs, we should also try to follow and promote use of our outputs

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE



5. Achievement of Corporate Results depends on Effective Delivery of each Project - Rosa

Corporate Plans: Working towards shared results.

UNOHABITAT
FOR A BETTER URBAN FUTURE

6. Quality Assurance at Entry (Formulation) - Rosa

Corporate Plans: Working towards shared results.



7. Importance of Logframe (Rosa)

summersed reports of

Corporate Plans: Working towards shared results.



8. Observations of UN-Habitat Projects by OIOS and Auditors –May 2013

- Surprised some projects are so bad even after PAG review
- Want **summarized report showing status of all projects** reviewed by PAG
- Want to see **minutes of performance review meetings** of approved projects
- Want **Feedback attention given** by PAG on projects not performing well
- UN-Habitat to **develop mechanism for capturing donor** satisfaction/complaints
- Mechanism for identifying projects at risk

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

9. Observations of OIOS and Auditors of UN-Habitat Projects - May 2013

- Need the list of UN-Habitat projects at risk
- Recommended "UN-Habitat ensure ALL project documents contain **specific and measurable performance indicators** to facilitate project performance (monitoring, evaluation and reporting"

Corporate Plans: Working towards shared results.

UN HABITAT
FOR A BETTER URBAN FUTURE

9. Benefits of Effective Planning & Implementation

- ❑ Good Planning essential for effective monitoring & reporting
- ❑ Good monitoring essential for effective evaluation
- ❑ Effective evaluations necessary to demonstrate results
- ❑ If UN-Habitat is able to demonstrate results/impact, it will be able to tell credible stories to stakeholders
- ❑ UN-Habitat will be perceived as more effective, credible and worthy of support

Corporate Plans: Working towards shared results.

UNHABITAT
FOR A BETTER URBAN FUTURE



THANK YOU

Corporate Plans: Working towards shared results.

UNHABITAT
FOR A BETTER URBAN FUTURE

