

# UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

*Policy and Procedural guide for the substantive  
implementation of the Work Programme*

**UN HABITAT**  
FOR A BETTER URBAN FUTURE

Programme Division,  
March 2016

**Contents**

- 1. **CONTEXT** ..... 2
- 2. **OBJECTIVE** ..... 3
- 3. **SCOPE**..... 3
- 4. **POLICY STATEMENT** ..... 4
- 5. **PRINCIPLES**..... 5
- 6. **POLICY GUIDELINES**..... 5
  - 6.1 **Understanding UN-Habitat Matrix Structure**..... 5
  - 6.2 **Implementing the Work Programme** ..... 8
    - 6.2.1 **Roles and Responsibilities** ..... 8
      - a. Work Programme Coordination/Overall Programme Coordination ..... 8
      - b. Subprogramme Coordination ..... 9
      - c. Workprogramme Development..... 9
      - d. Subprogramme Implementation ..... 11
      - e. Subprogramme Monitoring, Evaluation and Reporting ..... 13
      - f. Accountability for the Work Programme/Subprogrammes ..... 14
      - g. Regional Portfolio Performance..... 14
      - h. Project/Programme Formulation, Implementation and Management ..... 14
      - i. Collaboration and Coordination..... 19
      - j. Communication and Information Sharing ..... 19
      - k. Conflict Resolution/Management..... 19
      - l. Key Roles ..... 19
      - m. Contacts ..... 20

### 1. CONTEXT

A peer review of the implementation of the medium-term strategic and institutional plan (MTSIP 2008-2013) was carried out in 2009 and published in 2010. One of the recommendations of the peer review requested that: the Executive Director of UN-Habitat should consider whether to recommend a change in the organizational structure of UN-Habitat to better align it with the focus areas of the MTSIP. Consequently, UN-Habitat started the review of its organizational structure in February 2011. The new organizational structure took into account key recommendations of the peer review: establishment of an organizational structure to better achieve planned results; establishment of a unified planning, monitoring, and reporting function; transparent definition of programme priorities; establishment of an independent evaluation function and strengthening of interdivisional collaborations in the delivery of the UN-Habitat programme of work. The new organizational structure is aligned to the programme structure, thus simplifying accounting and reporting and enhancing accountability and transparency. The creation of the seven substantive thematic subprogrammes (as listed below) was one of the outcomes of the new structure; as well as the creation of the matrix management structure.

- (a) Subprogramme 1: urban legislation, land and governance;
- (b) Subprogramme 2: urban planning and design;
- (c) Subprogramme 3: urban economy;
- (d) Subprogramme 4: urban basic services;
- (e) Subprogramme 5: housing and slum upgrading;
- (f) Subprogramme 6: risk reduction and rehabilitation;
- (g) Subprogramme 7: research and capacity development.

The Governing Council of UN-Habitat, through its resolution 23/11 April 2011, requested the Organization to prepare a six-year strategic plan for the period 2014-2019, which forms the basis for the strategic framework and the work programme and budgets. The strategic plan takes into account the lessons learned from the implementation of the MTSIP of 2008-2013. Through its resolution 24/15 of April 2013, the Governing Council approved the six-year strategic plan for the period 2014-2019 which will be implemented through three successive biennial strategic frameworks, work programmes and budgets for 2014-2015, 2016-2017, and 2018-2019. The strategic framework and programme is funded from regular budget and extra budgetary resources.

According to its strategic plan and work programme 2014-2015, UN-Habitat will implement its programme of work through its seven thematic subprogrammes. As the United Nations focal point on human settlements, UN-Habitat will lead advocacy efforts to raise awareness of sustainable urbanization issues; provide evidence-based policy advice; build capacities; develop tools, norms and standards based on best practices; work on demonstration projects, provide assistance to national Governments, local authorities and other public institutions responsible for urban issues and promote partnerships for sustainable urban development at all levels.

### **2. OBJECTIVE**

The objectives of this policy guide are:

- To provide information and clarification on the interpretation of the UN-Habitat matrix structure.
- To provide guidance and clarity on the operationalization of the UN-Habitat matrix structure.
- To provide clarity on roles and responsibility of various stakeholders for the substantive implementation of the strategic plan and work programme within the context of the matrix structure; in order to foster effective coordination and collaboration, particularly between the thematic Branches, Regional Offices and other offices that implement and support projects/programmes on various areas including resource mobilization, advocacy, outreach, partnerships, as well as projects/programme formulation and management.

### **3. SCOPE**

This policy provides guidance for the substantive implementation of the UN-Habitat strategic plan and work programme; it is expected to provide guidance to the organization as a whole (the Regional Offices, thematic Branches, Programme Office, other Divisions/Offices that implement and support projects/programmes and Management and Operations Division).

The policy guide should be read in conjunction with other relevant document or policies such as the Project Based Management Policy (2012). Where there is a conflict/disparity between any provision and statement in this policy and that of the Project Based Management Policy; this Policy document supersedes.; the Director, Programme Division should be consulted for further guidance where position is still not clear or where there is a conflict/disparity between this policy and any other document/policy.

For specificity as there are other Branches within the organization, the seven thematic Branches are referred to in this document as Thematic Branches.

This policy document will be reviewed at the end of the Work Programme 2016 – 2017 to reflect on lessons learnt during its operationalization and adapt it accordingly.

#### **4. POLICY STATEMENT**

To enable it to respond to the challenges and opportunities of twenty-first century cities and human settlement in a more holistic way, and also to address one of the most significant areas of need in developing countries; UN-Habitat has adopted a more strategic and integrated approach that is more systemic, going beyond addressing only the symptoms of malfunctioning urbanization. It is integrated, rather than sectoral, transformative rather than fragmentary and links urbanization and human settlements to sustainable development by focusing on prosperity, livelihoods and employment.

A three-legged/pronged approach has been adopted where urban legislation, urban planning and urban economy (municipal finance) are seen as the levers for transforming cities and human settlements into centres of greater environmental, economic and social sustainability and as a foundational approach upon which the other subprogrammes (basic services, housing and risk reduction and rehabilitation and research and capacity development) are built; the three legged/pronged approach could be seen as pre-condition for their success. All seven subprogrammes will be implemented simultaneously, as they are all important and are closely intertwined.

The seven subprogrammes' focus areas are not seen as watertight compartments; rather, there is an expected overlap among the themes and issues. Hence, cross-programme linkages are encouraged during the life of the six-year strategic plan, particularly, the integration of the three legged/pronged approach is important. Mainstreaming of cross-cutting issues (Gender, Youth, Climate Change and Human Rights) is also important.

The strategic plan and work programmes will be delivered under the matrix structure that brings together normative and operational work under each project/programme. Under the supervision of the

Director, Programme Division, the thematic Branches and Regional Offices have joint responsibility for the substantive delivery of the work programmes.

### 5. PRINCIPLES

Successful implementation of the strategic plan and work programmes within the context of the matrix structure and effective cross-programme linkages, including the integration of the three legged/pronged approach require:

- senior management and broad ownership;
- goal congruence – all working together to deliver the same goal: the new vision and approach;
- results and evidence based approach, aligned strongly to transformative impact;
- greater collaboration between the Regional Offices and the thematic Branches;
- proper planning;
- efficient and effective coordination;
- collegial culture as against hierarchical;
- team relationship;
- trust environment;
- effective communication;
- partnership building;
- accountability at all levels; and
- learning organization.

### 6. POLICY GUIDELINES

#### 6.1 Understanding UN-Habitat Matrix Structure

**General Definition:**

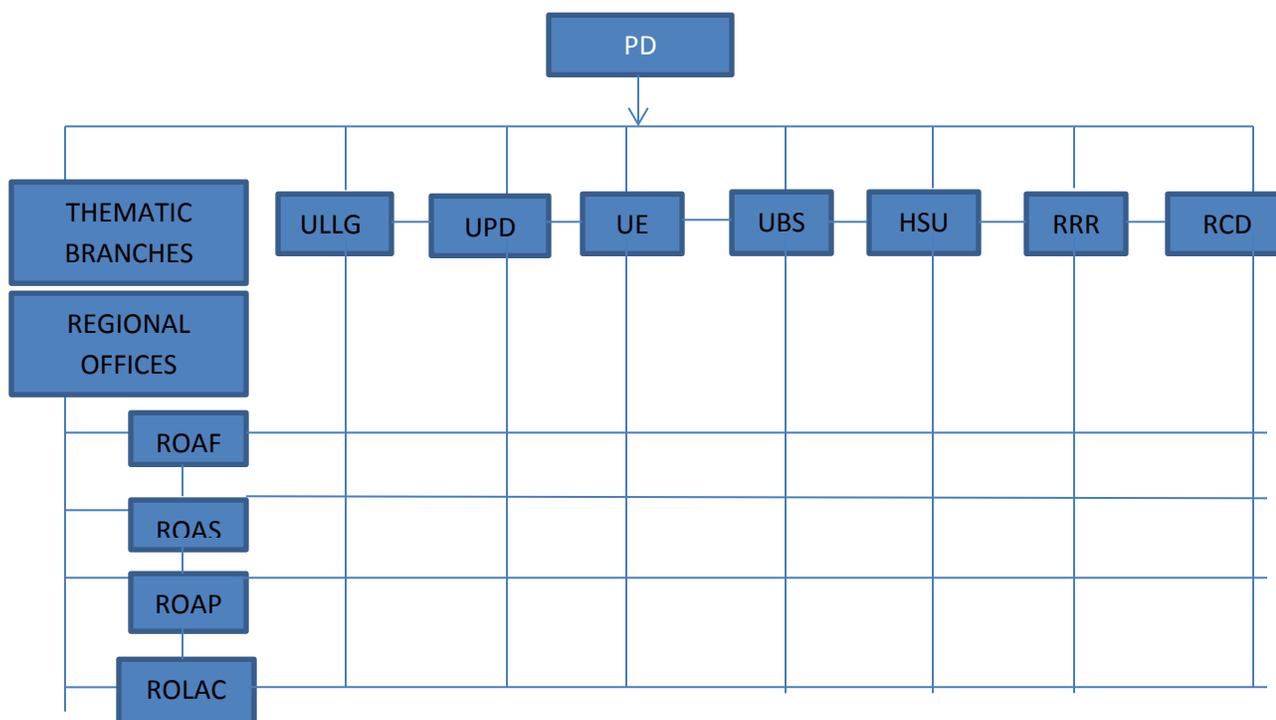
A matrix structure is an organizational structure that facilitates the horizontal flow of skills and information. It draws employees from different functional disciplines for assignment to a team without removing them from their respective positions (draws on talents wherever it is found). In a matrix organization, people are assigned full time to a functional organization, but can be temporarily assigned full or part-time to a project as well. In this case, the functional manager maybe responsible for part of the team’s workload and a project manager may be responsible for

assigning the work associated with the project. Employees in a matrix organization report on day-to-day performance to the project or product manager whose authority flows sideways (horizontally) across departmental boundaries. They also continue to report on their overall performance to the head of their department whose authority flows downwards (vertically) within his or her department. Successful implementation of a matrix structure requires collegial culture as against hierarchical.

### **What does it mean for UN-Habitat?**

The UN-Habitat matrix structure is aimed to integrate the diverse parts of the organization (especially the normative and operational works of the agency); facilitate horizontal flow of skills and information amongst thematic Branches, Regions and other Offices and encourage collaboration. The matrix structure allows for shared and flexible use of resources across geographical and thematic areas; it is also aimed at achieving best utilization of internal skills and capacity, creating a platform for better critical analysis and peer review of projects/programmes including knowledge sharing; it is expected to promote: synergies, efficiency (time and cost), optimal capacity, reduced transactional cost, value for money and in the overall achieve greater efficiency and effectiveness in the delivery of the work programme that consequently makes us collectively more competitive, much more relevant and fit for purpose.

For the substantive implementation of the work programme, staff members (based on required skills) are drawn temporarily from relevant Branches (thematic and others), and regional offices to support specific project or programme implementation. The assignment will usually be part-time and the timeline can be for the duration of the project or shorter period. The project could be initiated from any of the Branches (thematic and others) or Regional Offices. In many cases, the Regional Directors and Branch Coordinators will have shared authority and responsibilities.



### Administrative and Other Support

For the successful implementation of the UN-Habitat matrix structure, the following are important administrative and other support requirements:

#### Under Management and Operations Division's (MOD) Responsibility

- effective financial tools
- effective information management System - Project Accrual and Accountability System (PAAS)
- efficient and effective cost recovery system (jointly with PD)
- approved consultant (technical experts) fee structure (jointly with PD)

#### Under Programme Division's (PD) Responsibility

- effective knowledge management system (jointly with MOD and ERD)
- inter-office agreement
- internal expert database
- capacity development of staff (jointly with MOD)

Under External Relations Division's (ERD) Responsibility

- integrated partner information management system (jointly with PD and MOD)
- partner strategy and framework (jointly with PD and MOD)
- interagency framework (jointly with PD and MOD)

## **6.2 Implementing the Work Programme**

### **6.2.1 Roles and Responsibilities**

The thematic Branches are headed by Branch Coordinators and the Regions are headed by Regional Directors; both are under the supervision and management of the Director, Programme Division. Other non-thematic Branches have their respective Divisional Directors.

a. Work Programme Coordination/Overall Programme Coordination

The Programme Division (PD) responsible for the formulation and delivery of the work programme at programmatic level will:

- coordinate the project/programme portfolio.
- coordinate substantive input into the work programme, and with the Management and Operations Division provide quality control and ensure proposed results (expected accomplishments); outputs and related activities are directly linked and contribute to the delivery of the Strategic Plan.
- strengthen the project development and management processes and ensure efficient and effective implementation of the project life cycle.
- increase and communicate the impact of UN-Habitat at regional, national and local levels; and work with the thematic Branches, Regional Offices and ERD to achieve this.
- ensure quality of projects/programmes at entry and house the Project Advisory Group. Also ensures that cross cutting issues are consistently incorporated in all projects at all stages of project cycle.
- coordinate the implementation of the work programme and ensure delivery of planned outputs and outcomes.

### b. Subprogramme Coordination

- ⇒ The thematic Branch Coordinators have the substantive responsibility to coordinate the development, implementation, monitoring and reporting of the subprogrammes, hence are the Subprogramme Coordinators.
- ⇒ The thematic Branch Coordinators are responsible for normative development and the advancement of their respective subprogrammes.

### c. Workprogramme Development

- ❖ Programme Division oversees the overall coordination, quality of the substantive elements of the work programme and its alignment to the Strategic Plan.
- ❖ Thematic Branches and Regional Offices lead the development of the work programme collaboratively.
- ❖ Programme Division facilitate strategic programme development and review (including for lessons learnt/knowledge management) meetings/workshop between the Regional Offices (represented by the Regional Directors (heads of country offices and SHSOs may participate as necessary and as decided by the related Regional Director) and Branches (thematic and other relevant Branches) (represented by the Branch Coordinators and Unit heads as decided by the Branch Coordinators) twice a year to jointly agree the vision, focus and expected accomplishments (outcome, impacts and indicators of achievement) for all subprogrammes, that will contribute to the achievement of the Strategic Plan for the period/cycle under consideration, taking into consideration the Regional Strategic Plans (developed under the leadership of the Regional Directors) and the Habitat Country Programme Documents (developed under the leadership of the SHSO and/or Country Managers as applicable), including taking cognizance of emerging global, regional, national and local issues (e.g. local market, local capacity) and priorities, including other variables (such as level of urbanization etc.), that allows for flexibility to emerging local situations during implementation. The meetings will delineate the areas of focus for the Regions, countries and Branches, ensure reflection/inclusion of joint programming that integrates the three legged approach and also be used to review final drafts of the work programme. The meeting can be face-to-face, or by telephone/video conference.

## UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

- ❖ Programme Division facilitate strategic meetings/workshop to review performance of the work programme, with the view of discussing opportunities, threats and challenges facing the delivery and jointly agreeing on solutions. The meeting can also be used to share knowledge and discuss emerging trends and global issues that affect the work of the Agency
- ❖ Regions and branches' joint participation in the work programme development and joint agreement on vision, focus and expected accomplishments (outcome and impacts) is required.
- ❖ Programme Division to invite External Relations Division to the strategic meetings/workshop as required to advise on communication, advocacy and partnerships
- ❖ Thematic Branch Coordinators coordinate the development of the relevant subprogramme.
- ❖ Regional Director provides guidance as it relates to regional context and country level needs/demand to direct the proposed interventions (with links to the RSPs and HCPDs).
- ❖ To support the Regional Directors, Senior Human Settlement Officers provide political and strategic inputs to the process; bringing in-country specific context.
- ❖ Thematic Branch Coordinators are responsible for the normative role which focused on policy, technical assistance and research.
- ❖ Thematic Branch Coordinators ensure that the normative work of UN-Habitat is mainstreamed into technical cooperation activities, hence will take active role in the conceptual development, planning, implementation and evaluation of technical cooperation field projects. Programme Division ensures all cross cutting issues are mainstreamed across all seven subprogrammes.
- ❖ Regional Directors send inputs/contributions to the respective Branch Coordinator based on agreements reached at the work programme strategic meeting.
- ❖ Thematic Branch Coordinators collect information/contributions, consolidate, review, and synthesize for respective subprogrammes in line with agreement reached at the work programme strategic meeting.
- ❖ Director, Programme Division approves final draft of the work programme for submission to Management and Operations Division and Executive Office.
- ❖ Thematic Branches as Subprogramme Coordinators record/input the final approved work programme into the official information management system (IMDIS).

### d. Subprogramme Implementation

- Director, Programme Division has the overall responsibility and coordination for the successful implementation of the subprogrammes as per the approved work programme.
- Thematic Branches and the Regional Offices jointly implement the subprogrammes, however, as the Subprogramme Coordinator; each thematic Branch Coordinator will lead the implementation of its corresponding subprogramme.
- Regional offices lead the delivery of the work programme/subprogrammes at the regional and country levels, taking into account national priorities articulated in national urban policies/ development plans, and reflected in UNDAFs, Regional Strategic Plans and Country programme documents (ensuring alignment to the UN-Habitat Strategic Plan), working closely with partners and other United Nations Agencies
- Thematic Branches have operational role that includes actual implementation of projects at country level which must be carried out in agreement with regional offices (including national offices as applicable). Consultation with relevant regional office must be from the conceptualization and project/programme development stages.
- Thematic Branches involve/consult with Regional Offices for development of new tools from the design stage. Thematic Branch Coordinators take leadership to develop global programmes and contribute to normative field projects.
- Regional Directors take the lead to actively build integrated projects in close collaboration with relevant Branch Coordinators, from the conceptualization and project/programme developments stages
- Regional Directors and Branch Coordinators through regular interactions are jointly responsible for proactive programme and project development.
- Each Regional Offices and Branches implement its own component (expected outputs and outcomes) of the subprogrammes as agreed.
- All thematic Branches work closely and collaborate in implementing relevant planned activities, particularly to ensure the effective integration of the three legged/pronged approach.
- Regional Offices operate where possible, within the United Nations Development Assistance Framework to deliver as one with sister Agencies

## UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

- Thematic Branches implement pilot initiatives or test new tools as approved in the work programme or related project document jointly developed with the relevant Regional Office (or subsequent joint meeting between the relevant Regional Office(s) and the related Branch(s) facilitated by the Programme Division). The Regional Offices are responsible for upscaling or replicating the successful pilot project.
- Regions and Branches hold regular joint implementation review meetings (with other branches/offices that implement projects/programmes within the Agency) as necessary but at least every quarter. The meeting can be initiated by either the Regional Director or Branch Coordinator anytime during the implementation period as required but must be called by the Branch Coordinator every quarter as a minimum. Participation can be delegated to technically competent members of the respective team but the related Regional Director and Branch Coordinator(s) must attend at least two review meetings annually.
- The periodic joint implementation review meetings may also be used to review project/programme pipelines thematically and agree the thematic contributions that projects/programmes can likely deliver to the respective subprogrammes.
- Use of in-house expertise by thematic Branches and Regional Offices for project/programme development and implementation is required and should be given priority over the use of external experts. High value delivery is expected from the internal expert. The benefits of using UN-Habitat internal experts are enormous, therefore, the use of external experts should be a last resort and in consultation with the related Branch Coordinator. The relevant Branch Coordinator should be consulted to provide technical support for the recruitment of the external experts and where necessary the relevant Branch Coordinator should provide technical supervision of the external expert. All measures must be taken by all parties to ensure that external experts are rarely used.
- The UN-Habitat internal expert database should be used to support the constitution of project team (including for peer review and project conceptualization/development).
- Fee structure developed by Programme Division jointly with the Management and Operations Division to be used by the Regional Offices and Branches in procuring and charging for its services.

## UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

- The Inter-Office Agreement should be used to documents agreed modality for collaboration and/or joint implementation. The Management and Operations Division will use the agreed budget allocations stated in the Inter-Office Agreement to create allotments in UMOJA without need for consultation with the parties.
- Parties to Inter-Office Agreement are obliged to comply with the agreement and fulfill their agreed responsibilities to the highest possible quality. Any changes or deviations will require written agreement of the participating parties.
- Regional Offices and Branches to take advantage of ERD's expertise to enhance communication, advocacy and partnership components of the work programme implementation

### e. Subprogramme Monitoring, Evaluation and Reporting

- ⇒ Regional Offices and Thematic Branches jointly monitor, evaluate and report on the status of the implementation of the work programme subprogrammes in collaboration with Evaluation Unit on evaluation of projects/programmes for technical guidance and support.
- ⇒ Thematic Branch Coordinators and Programme Division ensure that lessons learnt from country programmes/projects are integrated into updated policies and strategies and fed into the knowledge management system working with the Office responsible for knowledge management.
- ⇒ Thematic Branch Coordinators receive quarterly work programme subprogrammes implementation status reports from the Regional Directors, consolidate, review and submit a subprogramme implementation report to the Director, Programme Division; highlighting results, areas of concern, lessons learnt, and required actions with deadlines. The submitted report and final report should be result based; also the quality of the report is critical.
- ⇒ Thematic Branches record the final approved status report into the official information management system (IMDIS).
- ⇒ Respective Project Managers record projects at inception and status up to closure into the Project Accrual Accounting System (PAAS) at least on a quarterly basis.

## UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

⇒ Branch Coordinators share the report of their work at the regional level with the related Regional Director and consult with the relevant Regional Director on political and strategic issues related to the project under implementation.

### f. Accountability for the Work Programme/Subprogrammes

- Director, Programme Division is responsible for the overall delivery of the substantive component of the work programme
- Thematic Branch Coordinators and Regional Directors are jointly accountable for the delivery of the work programme subprogrammes' approved results; however, each is individually accountable for the portion of the work programme that is under its responsibility to implement as agreed.
- Branch Coordinators coordinate all the activities of the thematic branches and are accountable for the delivery of its work

### g. Regional Portfolio Performance

- Regional Directors coordinate all the activities of the Regional and Country Offices and are accountable for the delivery of their work

### h. Project/Programme Formulation, Implementation and Management

#### i. Project Manager:

- may conceptualize the project (where possible);
- is assigned/appointed by either the Regional Director or Branch Coordinator (by the Lead) or jointly by both. As much as possible, project manager should be assigned at the conceptualization or design stage; he/she may be an internal-expert or newly recruited; however, first consideration should be to have an internal expert;
- is accountable for the delivery of project's objective, outputs and outcomes;
- develop project management plan
- acquire/mobilize required expertise for project implementation (recruit project staff and consultant where necessary);
- direct and manage project execution (implement the project);
- lead the team that is responsible for achieving the project objectives

## UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

- manage and direct the assigned project resources to best meet project objective;
- is accountable for project budget; monitor and ensure project cost stays within approved budget and seeks written approval as required from authorized stakeholder/institution/office for exceptions;
- identify, analyze, monitor and respond to project risk;
- is responsible for project time management;
- is responsible for project quality management;
- is responsible for project procurement management;
- nurture and maintain dialogue/communication with project stakeholders;
- manage relationship with a wide range of groups (including all project contributors)/stakeholder management;
- create project in PAAS upon approval by the PAG and Office of Management;
- monitor coordination and progress of project throughout the project life from conceptualization through approval, implementation and closure;
- work closely and in collaboration with other project roles, such as subject experts
- update PAAS with project implementation status regularly, at least quarterly;
- update PAAS with project closure report highlighting results;
- provide inputs to Regional and HQ regular reports on country projects/programmes
- may be required to lead without authority as the team will often comprise of team members from various subprogrammes and/or regions based on the requirement of the project;
- report to the Regional Director through the Senior Human Settlement Officer or Country Manager (as applicable) if project is led by the regional office or report to the Branch Coordinator if project is led by the Branch. The Project Manager may also report to either as may be agreed by the related Regional Director and Branch Coordinator regardless of the project lead. Reporting line must be stated in the Inter-Office Agreement;
- evaluate and certifies work done and gives approval for payment; subsequently, the Programme Management Assistant processes and Programme Management Officer/Programme Administrator certifies the payment in the accounting system (UMOJA) for disbursement.

### ii. Initiation/formulation of projects/programmes:

- the project initiator develops a concept note (using agreed template) and submits same to the Director, Programme Division and share with all thematic Branch Coordinators and Regional Directors (regardless of the originator or source). Also, concept notes should be shared with all relevant UN-Habitat internal subject experts using the Internal Expert Database (this can be done through the Project Advisory Group review mechanism).
- note the all; this is to facilitate knowledge sharing and more robust inputs to enhance the quality of the project. The assumption that only the relevant region or branch has the knowledge and information about the proposed project under discussion may not be true at all times.
- project implementation plan must be agreed by all participating parties (Region and Branches) as a basis for accountability. The agreed plan must be complied with. The Inter Office Agreement should be used and signed copy submitted to the Management and Operations Division

### iii. Staffing/Human Resources:

- reiterate Section 6.2.1(d): Use of in-house expertise by thematic Branches and Regional Offices for project/programme development and implementation is required and should be given priority over the use of external experts. High value delivery is expected from the internal experts. The benefits of using UN-Habitat internal experts are enormous, therefore, the use of external experts should be a last resort and in consultation with the related Branch Coordinator. The relevant Branch Coordinator should be consulted to provide technical support for the recruitment of the external experts. Where recommended by the Branch Coordinator and deemed necessary by both parties, the relevant Branch Coordinator should provide technical supervision of the external experts. Approved fee structure to be used.
- the Project Manager put together the team required for the project implementation. He/She makes request to relevant Branch Coordinators or Regional Directors specifying required skills set. The receiving Branch Coordinator and/or Regional Director to identify

and assign the best possible staff member that is technically (in terms of skills and capacity) best fit for the assignment.

- project Manager may request specific staff member based on the possession of technical expertise required for project implementation. The receiving staff member's manager should give consideration to this request unless with justification for the unavailability of the requested staff member.
- project Manager is responsible for the team/staff working on the project but not accountable for the human resource management of the team/staff, such as the performance evaluation and professional development. The project Manager may be an additional reporting officer in the performance evaluation as agreed with the assigned staff member and/or the relevant Branch Coordinator/Regional Director
- effective use of staffs' skills and expertise should be considered.

iv. Budgeting:

Relevant regions and branches will jointly develop and agree the project budget but to be led and managed by the Project Manager. Clear delineation of task and related cost is required.

v. Implementation:

Is led by the Project Manager, he/she ensures continuous consultation with relevant Branch/Regional Office.

vi. Strategic/Flagship Project Oversight:

For strategic or flagship projects/programme (as pronounced by the Director Programme Division after consultation with all relevant stakeholders), a project steering committee may be established by the Director, Programme Division, comprising the Country Office, Regional Office, Branch and Programme Division.

vii. Monitoring and Gathering of Lessons Learnt:

- is led by the Project Manager or his/her designated person.

## UNDERSTANDING AND OPERATIONALIZING THE UN-HABITAT MATRIX STRUCTURE

- lesson learnt and emerging trends/issues that is important to the organization should be shared with the Regional Offices, Branches and the Knowledge Management Unit on a regular basis or agreed timelines.
- viii. Evaluation:
- evaluation is led by the Project Manager (preferably but where not possible by a person designated by the relevant project Lead – Regional Director or Branch Coordinator) in line with the Evaluation Policy. Programme Division to ensure compliance of the policy.
  - best practices and successful projects (including pilot projects) should be shared with all Regional Offices and country offices for knowledge management and for replication. These should also be shared with all Branch Coordinators to influence policy and normative activities.
  - copy of the evaluation report should be uploaded in PAAS by the evaluation lead (either Project Manager or designate)
- ix. Reporting/Closing:
- project manager will send report to own first reporting officer (the Regional Director or Branch Coordinator as applicable) and provides copies of reports to the related subprogramme Coordinator and Programme Division.
  - project manager will update PAAS at least quarterly and with final report latest by three months after closure of project implementation.
  - programme division will collate all submitted project reports, analyze them and present the projects performance quarterly to the senior management board during its meetings.
- x. Inter-Office Agreement:
- To be jointly signed by the internal implementing partners to formalize agreed modality, roles and responsibility, outputs, budget distribution, monitoring and reporting of project to be jointly implemented.
- xi. Accountability for project delivery:
- Project Manager is fully responsible.

### i. Collaboration and Coordination

- ❖ Director, Programme Division is responsible to ensure effective and efficient collaboration is fostered through effective coordination.
- ❖ Director, Programme Division ensures and/or facilitates:
  - regular strategic and operational meetings
  - retreats for the formulation of work programme
  - strategic direction for future programming

### j. Communication and Information Sharing

- ⇒ Director, Programme Division is responsible for effective communication and information sharing.
- ⇒ He/She ensures the use of:
  - PAAS
  - IMDIS
  - Shared drive

### k. Conflict Resolution/Management

- ⇒ Differing parties must use all measures to resolve conflicts through discussions, negotiation and compromise/concessions.
- ⇒ Conflict must be resolved in a team environment
- ⇒ Director, Programme Division to act as mediator and attempt to resolve conflict to the best of his/her ability and refer cases that he/she feels unable to resolve to the appropriate office as applicable.

### l. Key Roles

- ✓ Matrix Leader – Director Programme Division
- ✓ Matrix Manager – Regional Directors and Thematic Branch Coordinators
- ✓ Matrix Team – Staff of thematic Branches and Regional Offices (including country offices and other offices that implement projects/programmes within the Agency)

### m. Contacts

- Director Programme Division –
- Director Regional Office for Africa (RoAf) –
- Director Regional Office for Arab States (ROAS) –
- Director Regional Office for Asia and Pacific (ROAP) –
- Director Regional Office for Latin America and Caribbean (ROLAC) –
- Branch Coordinator/Subprogramme Coordinator, Urban Legislation Land and Governance –
- Branch Coordinator/Subprogramme Coordinator, Urban Planning and Design –
- Branch Coordinator/Subprogramme Coordinator, Urban Economy –
- Branch Coordinator/Subprogramme Coordinator, Urban Basic Services –
- Branch Coordinator/Subprogramme Coordinator, Housing and Slum Upgrading –
- Branch Coordinator/Subprogramme Coordinator, Risk Reduction and Rehabilitation –
- Branch Coordinator/Subprogramme Coordinator, Research and Capacity Development –
- Director, Management and Operations Division –
- Director, External Relations Division –
- Legal Officer –
- Chief of Staff, Office of Executive Director –