

Guiding Framework for UN-Habitat's Change Process: Changing to Increase Impact



The purpose of this document is to provide a guiding framework for the organizational change process UN-Habitat is carrying out between January 2018 and December 2019. The document specifies the expected outcomes of the change process, the key areas of change, the priority actions in the immediate, short and medium term. The change exercise aims to make UN-Habitat fit-for-purpose, maximizing its added value to UN system-wide efforts and effectively supporting Member States as they tackle the challenges of sustainable urbanization. It should be noted that updated priorities related to substantive content will be developed in coming months with the preparation of the Strategic Plan for 2020-2025 and are not covered in this paper.

This document is based on initial engagement with Member States and other stakeholders during the World Urban Forum; intensive consultations with staff at all levels across the Agency, through surveys, townhalls and focus group discussions; and work sessions with senior management. It will be used as a tool for further consultations and most importantly to guide the formulation of the Strategic Plan 2020-2025, which will set UN-Habitat's programmatic priorities for that period and provide an adequate organizational structure.



1

Challenges of and opportunities of urbanization and human settlements

The world is urbanizing fast, transforming both urban and rural territories

In thirty years, two thirds of the world's population will live in urban areas. In the next few decades, the world will need to double the space occupied by cities and towns during the last 2000 years. Ninety percent of urban growth will occur in Africa and Asia at a fast pace where capacities and resources are most constrained and development challenges most intense. Unplanned urbanization fuels the continuous growth of informal settlements. Inequality is a universal concern both within cities and across territories. Gender-based discrimination has persisted in many parts of the world, while challenges associated with both the youth and aged population are increasing. Poverty, humanitarian crises and conflict are becoming increasingly urban phenomena. By 2016, 80 million people globally were displaced by conflicts and disasters. Cities play a key role in mitigating and adapting to the impacts of climate change, but also accumulate most of the risk. Rural areas are equally affected and often do not benefit from overall growth, feeding a continuous rural-urban migration.

Cities are key in achieving the Sustainable Development Goals (SDGs)

The urban transformation is not just a challenge, it is a once-in-a-lifetime opportunity to bring the benefits of urbanization to all levels of human settlement, from small rural communities, villages and market towns to intermediate cities and metropolises. Cities and towns are the major catalysts of economic growth and development and can help drive an overall transformation of territories, connecting rural and urban areas. The implementation of the New Urban Agenda provides pathways to accelerate this transformation towards achieving the SDGs. If we get our cities right (SDG 11), it will be easier to reach other goals and targets such as those on climate change, sanitation, water, and energy. The challenges we face and the opportunities in front of us require a full-scale mobilization and joined-up efforts, both at global, national and local levels, and in both developed and developing countries.

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Expected outcome of change process

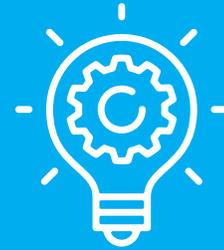
Our aspiration is to deliver three outcomes as we change:



UN-Habitat is trusted, transparent & accountable



UN-Habitat operates effectively, efficiently and collaboratively



UN-Habitat's expertise is relevant, valued and in demand

3

Options for vision and mission statements

The following options can be the basis for further drafting of the vision and mission statements of the Agency. It is recognized that these need to be clear and ultimately fully owned by the Agency as a whole.

Proposed Vision statements



OPTION 1:

A better quality of life for all in an urbanizing world where no one and no place is left behind.



OPTION 2:

An urbanizing world, with inclusive, safe, resilient and sustainable cities and other human settlements, where everyone can decently live, work and play.

Proposed Mission statements



OPTION 1:

UN-Habitat catalyzes transformative change in cities and other human settlements. We combine practical knowledge, policy advice, technical assistance and collaborative action to support governments at all levels and other stakeholders to achieve sustainable urbanization.



OPTION 2:

UN-Habitat combines practical knowledge, policy advice, technical assistance and collaborative action to support governments at all levels to achieve sustainable urbanization thus improving standards of living everywhere, for everyone.

4

What UN-Habitat will do: four main roles

UN-Habitat's work can be organized around four main roles which also guide its collaboration with other UN agencies and non-UN actors and which relate to the core functions of the UN Development System as outlined in the Secretary-General's Report on "Repositioning the United Nations development system to deliver on the 2030 Agenda". This will need to be detailed in the next Strategic Plan 2020–2025. The next Strategic Plan should balance and connect an enhanced and focused normative mandate with a differentiated operational engagement at the country level while greatly strengthening our role as a focal point for sustainable urbanization. There are of course close inter-relations between the roles and, as such, they are not intended to be stand alone in the organizational structure.



Data, knowledge, reporting and advocacy [THINK]

Within the context of its normative role, UN-Habitat, working closely with DESA, the Regional Economic Commissions and key non-UN knowledge partners, is a knowledge platform, which is the first global port of call for **data and knowledge** on cities, towns and rural settlements in all regions and countries of the world. It should continually inform United Nations Member States, subnational governments and all other stakeholders on urbanization and human settlements conditions and trends. To achieve this, UN-Habitat should reinvigorate its **flagship publications** and establish a credible open global database on urbanization, cities, towns and rural settlements.

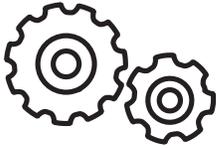
UN-Habitat should scale up the **development and dissemination of policies, evidence-based strategies, guidelines and tools in thematic areas where our added value is the strongest**, working closely with partners. These should be differentiated and targeted at low-income, middle-income and high-income countries, as well as at conflict and disaster contexts and tested through **pilot field projects**. There should be a continuous feedback loop between UN-Habitat's normative and operational work.

UN-Habitat should be a **leading voice**, mobilizing Member States, the UN and urban stakeholders around critical urban actions and capitalizing on emerging strategic opportunities and trends to achieve the SDGs, offering pathways through the practical implementation of the New Urban Agenda.

UN-Habitat, as the custodian agency for key indicators of SDG 11 and mandated to coordinate the quadrennial reporting on the implementation of the NUA, will support Member States in **developing and implementing monitoring mechanisms**, within a global system of measurement, that generates both qualitative and quantitative data.

UN-Habitat should strengthen its **analysis of urbanization and human settlements trends**, at national, regional and global levels.

UN-Habitat has a long-standing expertise and experience in disaster and conflict-affected countries bringing in planning, land and housing. It has contributed to bridging the humanitarian – development divide, sustaining peace and fast-tracking resilience. However, the knowledge gained has insufficiently been integrated into the normative work of the organization.



Operations [DO]

There is a strong call to focus on the **practical implementation of the New Urban Agenda**, starting with an action framework for implementing the New Urban Agenda that clearly articulates how this will help achieve the SDGs overall, with a focus on SDG 11, and that also allows the creation of cohesiveness and better integration with the efforts of the broader UN system and other stakeholders.

We need more **outcome-oriented programmes, with a strong evidence base**, that address poverty and social exclusion, including that of women and young people; build the economy and opportunities for all; support the achievement of environmental sustainability; address the impacts of climate

change; ; and where needed, help to manage migration, reduce risk, overcome crises, **help bridge the humanitarian – development divide**, prevent conflict and support sustaining peace. Such programmes will bring the value of our corporate expertise to UN system-wide efforts.

We need a **differentiated approach to country support**. We will strive to develop stronger country teams in least developed countries, countries that lack frameworks for achieving sustainable urban development and countries experiencing urban crisis, functioning effectively under the leadership of Resident Coordinators. In locations where our full-time presence is not warranted, or affordable, we will develop cost-effective modalities, including with sister UN agencies to provide technical assistance required by Member States and partners.

We will build on our recognized added value of being **both normative and operational**. Our normative work, developing norms and standards, regulatory frameworks, guidelines, codes of practice and other standard setting instruments will be strengthened considering regional and country level differences, and will be better integrated into normative support provided by the UN. It will be more effectively aligned with the implementation of the New Urban Agenda and better publicized. The normative work will feed our operations for tangible impacts that improve the quality of life of people living in cities and other human settlements. Lessons learnt during implementation will loop back to further refine normative development.



Convening and Leveraging public, private and community resources for scaled-up achievement of the NUA and urban SDGs [PARTNER]

There is a growing number of effective constituencies contributing towards the implementation of the New Urban Agenda and the achievement of the SDGs. UN-Habitat should further build on its **unique convening capacity** for urban stakeholders as demonstrated in the Ninth Session of the World Urban Forum, and mirror that at the (sub)regional, national and local levels. In this respect, UN-Habitat will need to play a more proactive coordination role in bringing the UN system together in support to the implementation of the New Urban Agenda as well as the urban dimension of the SDGs. The General Assembly resolution 71/256 on the New Urban Agenda provides UN-Habitat with a coordination role (the preparation of the quadrennial report will be coordinated by UN-Habitat in close collaboration with other relevant entities of the United Nations system, ensuring an inclusive United Nations system-wide coordination process), which the agency will need to discharge effectively.

There is a recognition that, considering our scale and footprint, we need to **focus on and effectively manage (strategic) partnerships** both within the UN but also with non-UN actors, such as local governments and civil society organizations, and facilitate their

partnerships with each other. The role other UN Agencies can play in implementing the New Urban Agenda needs to be enhanced as part of an integrated approach. A UN-Collaborative Implementation Framework for Sustainable Development and an improved Action Framework for the Implementation of the New Urban Agenda (AFINUA) could be the anchors for that discussion.

It is imperative to mobilize **private sector** organizations in much better ways so as to tap into their knowledge, expertise and investment capital to the benefit of our cities and other human settlements.

Achieving the SDGs will require the significant mobilization of domestic, private and public-sector **financing for sustainable urbanization**. UN-Habitat will support putting in place enabling factors to achieve this and strengthen linkages with sources of finance to drive solutions. The proposed Implementation Facility for Sustainable Urban Development (IFSUD), as part of the UN Joint Agenda 2030 Fund, and a solution that will help catalyze investments through the World Bank and other International Financial Institutions, is a good example.

Advocacy and communication [SHARE]

To effectively play the three roles (Think, Do and Partner) highlighted above, UN-Habitat must also **strengthen its commitment to strategic advocacy, communication and campaigning** through improved funding as well as ensuring that all of UN-Habitat's led products and events (including the World Urban Forum, the World Urban Campaign, World Habitat Day, World Cities Day, Flagship Programmes and reports, digital communication tools such as the website and social media platforms, etc) are collaborative, mobilizing the UN-system and a wide range of stakeholders and integrated and aligned with UN-Habitat's strategic plan.

5

Making UN-Habitat fit for purpose: a change agenda

To deliver the roles outlined above, UN-Habitat must be fit for purpose. We must **focus on impact for people**, in particular those at risk of being left behind, including through transformative change in partner institutions and their governance processes.

We need to **strengthen our normative work, be operational where we are needed and maximize the potential of our focal point role**.

We need to **rethink our focal point role and collaborate better** with the whole UN system and all urban stakeholders if we want to deliver integrated solutions at scale.

Who we are, what we do, and how and with whom we work needs to be defined within the shifting development landscape. UN-Habitat needs to be **more outward looking**, seeing our focal point role, not uniquely as leading, but also to facilitate actions by others, mobilize and catalyze, as we aim to achieve scale and impact in line with the global urbanization challenges.

The mandate of the programme is derived from General Assembly resolution 3327 (XXIX), by which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the General Assembly upgraded the United Nations Centre for Human Settlements [UNCHS (Habitat)] to a Programme, the 'United Nations Human Settlements Programme (UN-Habitat)'.

In the New Urban Agenda, adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito in October 2016, Member States re-affirmed the role and expertise of UN-Habitat, within its mandate, as a focal point on sustainable urbanization and human settlements, including in the implementation, follow-up to and review of the New Urban Agenda, in collaboration with other United Nations system entities. The New Urban Agenda also strengthened the coordination mandate of UN-Habitat, as did the General Assembly Resolution on Strengthening UN-Habitat adopted at its 72nd Session.

We need to better articulate our **added value and comparative advantage** to contribute to sustainable urbanization and higher-level priorities captured in the SDGs such as poverty, inequality, climate change, migration and prevention, set against the UN system wide efforts and efforts led by non-state actors, including the private sector, foundations, and others.

We will do what it takes to make UN-Habitat **more efficient, effective, accountable and transparent**.

UN-Habitat will need to respond to requests for **assistance in a flexible, dynamic, efficient and innovative manner**. However, recent assessments have observed inefficiencies in programme implementation, due to the lack of adequate policies, systems, and procedures across all areas of business, especially in (i) procurement, (ii) human resources; and (iii) budget and financial management.

We need to **fix the internal administrative and management challenges**, listening carefully to staff and partners. The transformation of UN-Habitat needs to be anchored in the UN Secretary-Generals' reform of the entire UN system while responding to the findings of recent evaluations and assessments of UN-Habitat.

The need for the agency to urgently **strengthen programme effectiveness** (i.e. strengthen achievement of and report on sustainable outcomes and impacts, improve financial reporting) has also been highlighted in many reports, while staff surveys have stressed the importance of quickly addressing internal governance issues.

We need to **improve trust** among UN-Habitat staff and between the UN-Habitat Secretariat and Member States, in the process ensuring transparency, accountability and ethical management. This involves, among others, transparent, consistent and timely reporting of UN-Habitat's financial status and trends, timely response to questions and issues raised by Member States, timely financial reporting to donors on grant expenditures and robust implementation of audit and evaluation recommendations.

We need to complete the **review of the organizational structure of UN-Habitat** that was started in 2011. We need to go back to the drawing board to reconsider the distribution of roles and functions of the different parts of the Agency, maximizing the comparative advantage of various locations and considering that regions require a differentiated normative and operational approach. We need **more coherence and consistency across the Agency**, incentivizing vertical and horizontal integration, feedback loops between normative and operational work, and collective research and development.

In this context, it is necessary to assess the **relevance, viability, efficiency, capacity and financing needs of all UN-Habitat's current organizational units**, especially the seven branches. An assessment of the

organisational structure, including divisions, branches and units should be conducted to ensure coherence and effective delivery of the organisation's strategic results. Leadership and staff gaps need to be filled, providing more secure staff contracts, ensuring proper use of consultants and aligning skills with the priorities of the Strategic Plan. Rotation of staff between field and headquarters may also be considered to strengthen normative and operational synergy and as a way of maintaining a dynamic and alert workforce.

There is a need to move towards **simplification and decentralization of decision-making** processes through, for example, further delegation of authority, putting in place key performance indicators for all processes, units, branches and offices, and implementing fast-track operational procedures for projects in conflict and disaster contexts.

We need to talk with **one voice**, be focused and strategic in our **communication**, targeting our different audiences, keeping the urban agenda alive, and to strengthen the **visibility of what works** in the work we do.

We need to develop a **system to monitor and report on programmatic results** aligned with SDG indicators, and through convening the UN System and partners on urban SDGs and New Urban Agenda implementation.

The **financial challenges** that UN-Habitat is facing need to be addressed swiftly. The decrease in core funding poses a threat to the financial viability of the Agency and has undermined its normative mandate. This will have to go hand in hand with the building of trust with Member States and other stakeholders. A change budget is needed to bridge the financial deficit of the organization and to translate the change agenda into action. Among the change actions, efforts will also be required to widen the donor base and to strengthen our capacity to mobilize resources effectively.

Priorities going forward

Priorities to foster change

The ideas related to change, coming out of the consultations, have been structured around seven (7) key priorities, which enabled organization of the actions needed to drive change. These proposed actions are detailed in the annex. They are proposed as the starting point for further consultation, prioritization and validation.



Priority 1 (VISION):
Foster a values-driven way of working *to achieve our shared vision and purpose*

Priority 2 (IMPACT):
Deliver impact at scale in all that we do *to change lives for the better*

Priority 3 (FUNDING):
Regain trust and confidence of funders *to deliver our mandate*

Priority 4 (COLLABORATION):
Collaborate effectively within UN system and externally *to achieve more together*

Priority 5 (TEAM): Create a safe and productive workplace *where talent thrives*

Priority 6 (PROCESS-ES): Get systems and processes right for maximum efficiency

Priority 7 (LEADERSHIP): Engage and empower people *to collectively drive change*



Strategic Plan 2020 – 2025

The process of developing the Strategic Plan 2020 – 2025 will be the instrument for identifying more precisely UN-Habitat's added value and unique comparative advantage. This will help to narrow down the most important thematic areas of expertise of UN-Habitat and to think through how the Agency can be best structured to deliver impact at scale. A clear results-based framework is needed.

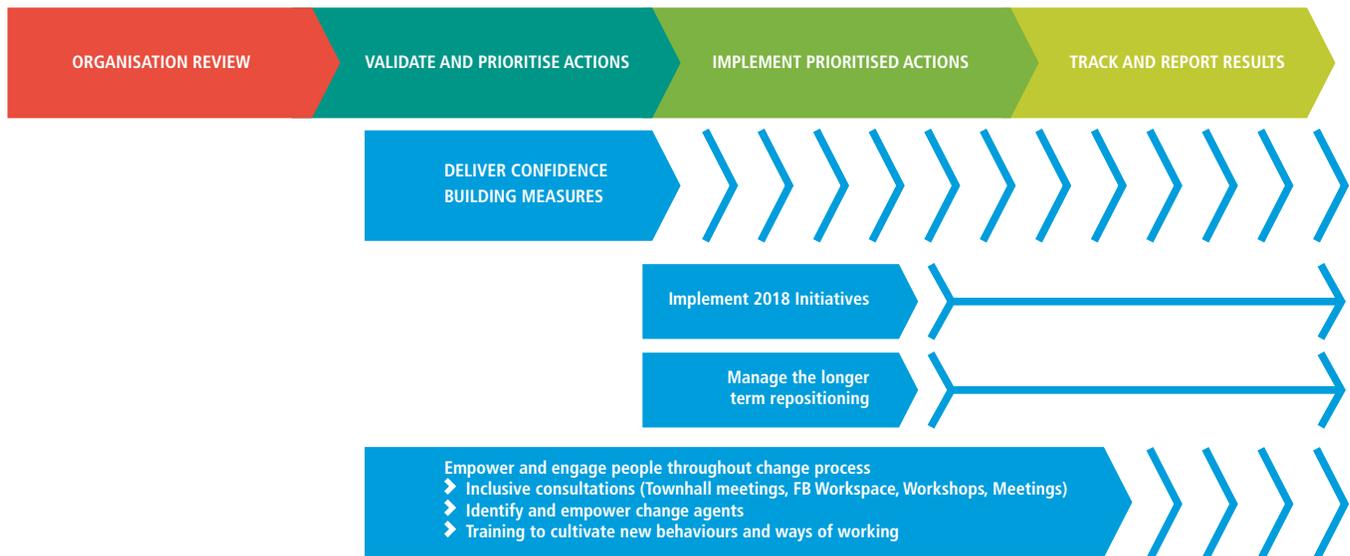
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Moving forward together to make things happen

While UN-Habitat will do what it can to improve internal governance and effectiveness in the short term, Member States, are encouraged:

- To take the critical decisions to ensure UN-Habitat is strengthened into a mature organization, capable of delivering what Member States expect from it. This includes (i) an improved governance mechanism; (ii) a viable financing model; and (iii) appropriate administrative and financial rules and regulations that enable UN-Habitat to respond much faster to demands for assistance, especially in conflict and disaster contexts;
- To provide the extra means (financial and other) necessary to ensure UN-Habitat can implement a sustainable change process.
- On its part, following the timeline shown in annex 2, the UN-Habitat secretariat will:
 - Implement immediate and short-term actions across the 7 priority areas identified above;
 - Fully mobilize staff and provide means to effectively deliver the change programme, including addressing critical staff shortages (e.g., through secondment); and
 - Dedicate staff to lead the process at headquarters and in the regions, together with external support.

The illustration below gives an indication on the proposed process for consultation and engagement moving forward to ensure that the change process remains consultative throughout.



Based on the enclosed annex 1 on the key issues, priorities and actions needed for the change process and as a result of the extensive consultation process that has taken place both internally and externally, our most important undertakings for this year should lead us to:

- strengthen internal governance, trust, transparency, accountability and competence;
- improve the organizational structure;
- improve administrative processes;
- formulate the strategic plan for 2020-2025; and
- enhance the financial health of the organization.

The successful and timely implementation of the change agenda will require UN-Habitat to quickly mobilize resources to constitute a much-needed reform financing package

ANNEX 1

UN-Habitat Strategic Realignment - Key Issues, Priorities and Actions Needed

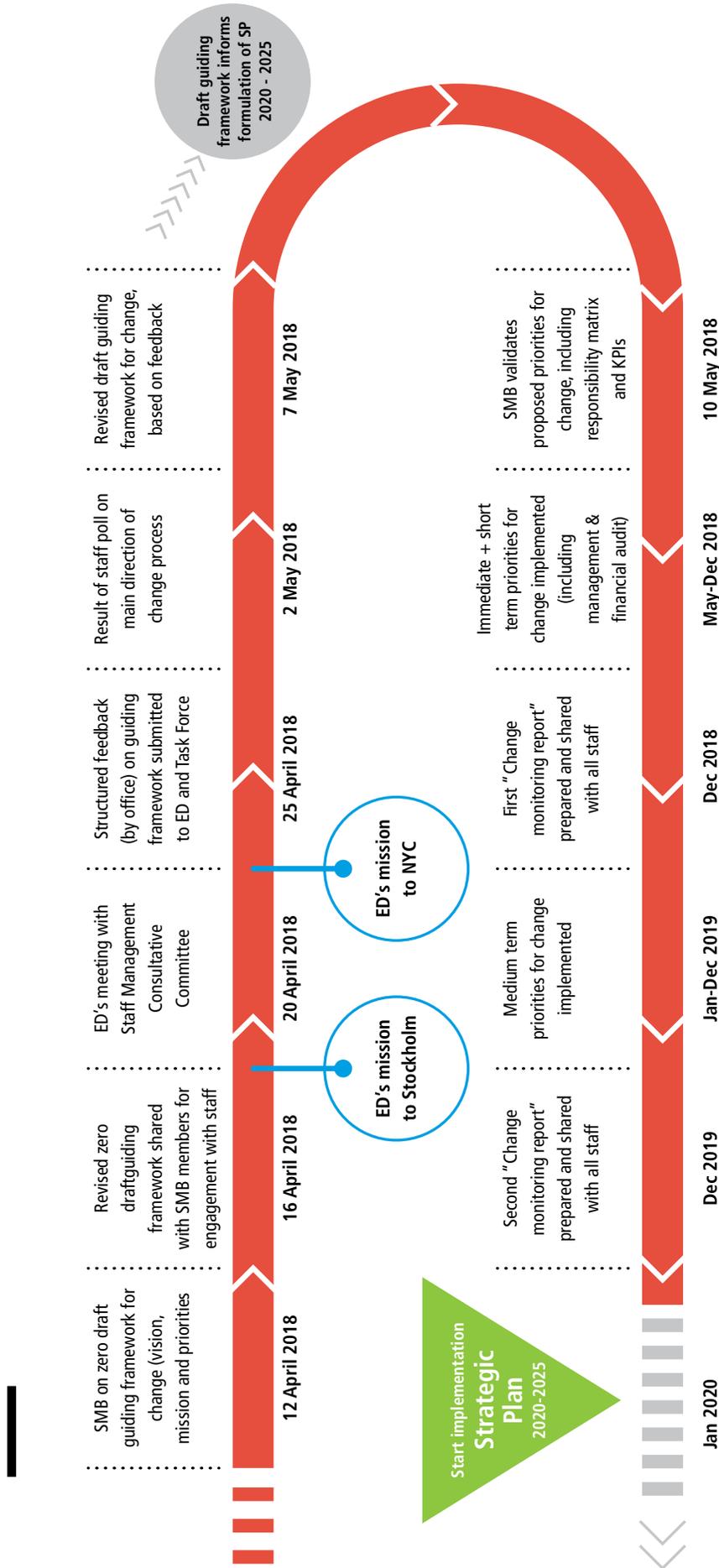
KEY AREAS	ISSUES	IMMEDIATE (APR-JUN 2018)	SHORT TERM (JUL-DEC 2018)	MEDIUM TO LONG TERM (2019)
DIRECTION (Vision-Mission, Values, Strategy)	1. Purpose and value of UN-H is not well-articulated 2. No organisational values and values-based approach to how we work together	1.1. Refine Vision & Mission (no extra funds needed) 1.2. Co-create Organisation Values & the Way We Work (\$) (secondments)	1.3. Develop the Strategic Plan 2020 – 2025 through a broad-based inclusive consultative process [Develop global integrated programmes on key thematic issues; rationalize our approach to country presence] (\$\$) 1.4. Recast AFINUA to be more practical, people-centered and linked to country contexts (\$\$)	
Impact Orientation	1. Weak focus on impact in planning, reporting and communication 2. Decline in normative work limits our role as thought leader and ability to offer evidence-based solutions 3. Weak normative-operational loop 4. Insufficient programme integration within UN-H 5. Not taking a differentiated approach to different types of countries	2.1. Adopt and operationalize knowledge management system (\$\$) 2.2. Finalize and communicate Typologies of Human Settlements and response/approach (no extra funds needed) 2.3. Finalize and communicate proposed approach to results measurement (no extra funds needed)	2.4. Create/Update Human Settlements Database, including country-level data - and Disseminate (\$\$\$)	2.5. Produce & disseminate Flagship Annual Report (Strengthen Analysis- conditions & trends; accurate data, visual presentation) (no extra funds needed) 2.6. Systematic & strategic production of global guidelines to support Member States (to address Normative concerns) (no extra funds needed) 2.7 Develop a Results measurement and reporting System (no extra funds needed)
Funding	1. Non-earmarked funding has declined dramatically over the last 10 years as UN-Habitat is losing trust & confidence among funders 2. There is internal competition for funds	3.1. Launch strategic financing dialogues with Member States, including a change financing package (\$) 3.2. Update/develop fundraising strategy with targeted approaches for different donors, including the private sector (\$) (secondments) 3.3 Establish IFSUD including private sector engagement mechanism and implement in selected countries in 4 regions (\$\$\$)	3.4. Develop a “business case for urbanisation” (how urbanisation generates value) to catalyze funding from private sector, public sector and communities (\$\$)	

KEY AREAS	ISSUES	IMMEDIATE (APR-JUN 2018)	SHORT TERM (JUL-DEC 2018)	MEDIUM TO LONG TERM (2019)
Focal Point & Partnerships	<ol style="list-style-type: none"> 1. Insufficient leveraging of UN system and other stakeholders 2. Fragmented approach to developing partnerships 3. Limited engagement with private sector 	<ol style="list-style-type: none"> 4.1. Finalize the partnerships and stakeholder engagement strategy (no extra funds needed) 4.2. Operationalize the Stakeholder & UN Collaborative Framework (including focal point system) (\$) 	<ol style="list-style-type: none"> 4.3. Define approach for collaboration with the private sector (including system) (\$\$\$) 4.4. Define framework and process for NUA & SDG Reporting with Member States, and UN System (no extra funds needed) 	<ol style="list-style-type: none"> 4.5. HCPDs completed for key countries as part of UNDAF to ensure UN coherence (no extra funds needed) 4.6. All regions to establish platforms for collaboration with regional economic commissions and other actors (e.g., on urban data and coherent policy advisory) (no extra funds needed) 4.7. Develop bankable projects to connect national and local authorities to funding sources (no extra funds needed)
Leadership	<ol style="list-style-type: none"> 1. Lack of transparency & trust – commitment to drive change is questioned 2. Silos – not working as One Habitat; driven by cost-recovery 3. No “corporate” approach and messaging 	<ol style="list-style-type: none"> 5.1. Top Team Alignment to deliver strategic priorities, and lead UN-H change process wholeheartedly (\$) 5.2. Continue engagement & seeking feedback with staff - communication, actions to indicate that change process is real (e.g., town-hall, FB, survey - acknowledge how feedback has been absorbed, share way forward & implementation progress) (\$\$) 5.3 Engage external support to help drive Change Process (\$\$\$) 	<ol style="list-style-type: none"> 5.2 (CONTINUED) - (\$\$\$) 5.3. Structured approach to ensure consistent, close and strategic engagement with Member States & Leaders, UN Agencies, NY and other key stakeholders - ED, DED, Rest of SMB (\$\$\$) 5.4. Identify and replicate successful practices to enhance collaboration across HQ-Regional Offices-Country Offices-Liaison Offices (NO) 	
Team	<ol style="list-style-type: none"> 1. Talent management and development is not happening (transparency in promotions; development & growth; performance management) 2. Insufficient and slow response to bullying, harassment & sexual harassment, exploitation 3. Current organization structure, roles, location not fit for purpose 4. Contracting – modalities, tenure, consultants 	<ol style="list-style-type: none"> 6.1. Critical Org adjustments to address immediate “fit-for-purpose” needs (no extra funds needed) 6.2. Fill critical staffing gaps to deliver strategic priorities, including any vacant RB posts (\$\$\$) 6.3. Co-create internal communications plan with tools (e.g., FB Work) and activities (e.g., Townhall) to strengthen interactions across UN-H (no extra funds needed) 6.4. Reinforce Zero Tolerance on bullying, harassment & sexual harassment, exploitation - all managers to complete staff briefing; all staff complete mandatory training and safe/trusted reporting channels (attention to Field Offices) (no extra funds needed) 6.5. Mapping exercise to clarify and address contracting issues for staff & consultants (no extra funds needed) 6.6. Teambuilding exercises for individual teams to strengthen cohesion and relationships between consultants and staff (\$\$) 	<ol style="list-style-type: none"> 6.2 (CONTINUED) - (\$\$)*** 6.6 (CONTINUED) - (\$\$) 6.7. Implement internal communications plan (\$\$\$) 	<ol style="list-style-type: none"> 6.8. Implement revised Organisation Structure to improve and optimize HR where needed to address staff shortage - complemented by effective change management processes

KEY AREAS	ISSUES	IMMEDIATE (APR-JUN 2018)	SHORT TERM (JUL-DEC 2018)	MEDIUM TO LONG TERM (2019)
Systems & Processes	<p>1. Many processes* are too centralised, rigid, not transparent, cumbersome; do not take into account operational context</p> <p>2. SOPs, policies and KPIs are not in place or systematically applied</p> <p>3. Reporting requirements and alignment - too many/ duplication, inconsistent data, timeliness</p> <p>4. Poor internal & external communications</p> <p>5. Cost recovery model is being contested</p> <p>*HR processes, knowledge management, financial administrative process duplications, grant management, partnership management</p>	<p>7.1. Complete HR-Recruitment and Grant Management SOP & KPIs (no extra funds needed)</p> <p>7.2. "SWAT" Comms Team - FAQs, media monitoring, response protocol (\$\$) (secondments)</p> <p>7.3. Draft Communications Calendar for 2018 - key events & messaging [HLPF, Urban October]; workplan for follow-up actions from WUF9 (no extra funds needed)</p> <p>7.4. Conduct Management & Financial Audit (\$\$\$)</p> <p>7.5. Proposal for revised & streamlined reporting completed for discussion with member states & GC; with quick wins implemented (including data/ information repository) (no extra funds needed)</p>	<p>7.6. Complete reviewing/developing SOPs, policies & KPIs - HR, Knowledge Management, Financial process duplications (no extra funds needed)</p> <p>7.7. Update & implement Advocacy and External Communications Strategy & systems (\$\$\$)</p> <p>7.8. Define and implement a revised model for cost-recovery (no extra funds needed)</p>	<p>7.9 Implement Rules & Regulations as defined by Member States-led reform (no extra funds needed)</p>

ANNEX 2

Timelines - Consultations, Validation and Implementation of Priorities for Change





*Creating a better quality of life for
all in an urbanizing world where
no one or no place is left behind*

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