Introduction

This presentation responds to a request, made by the Strategic Plan Committee of Permanent Representatives (CPR) Open-ended Contact Group during its meeting of 24 August 2011, to the Secretariat to prepare a background document titled “Progress Made in the implementation of the MTSIP 2008-2013: Lessons Learnt”.

The presentation draws mainly from the six-monthly *MTSIP progress report* presented at the 41st Regular Session of the CPR on 22nd June 2011 and the *Lessons and recommendations from strategic evaluations*, a background document presented to Joint Annual Consultations 15-17 June 2011
Structure of the Presentation

- Section I outlines the issues the MTSIP was formulated to address
- Section II records highlights of MTSIP achievements
- Section III presents challenges and lessons learned

I. CRITICAL OBJECTIVES OF THE MTSIP

- Strengthening the Focus of UN–Habitat
- Enhancing coherence of UN–Habitat activities at global, regional and country levels
- Enhancing efficiency and effectiveness
A: Strengthening the Focus of UN-Habitat

a) Selection of six focus areas (FAs), in 2007. Achievements of each FA is presented in detail in Section II.

b) Implementation mechanism was established, 2007
   - A steering committee – with guidance & supervisory role
   - Four inter-divisional task forces – with the purpose of enhancing inter-divisional collaboration, *minimize ‘silo mentality’*

c) Provisional changes in UN-Habitat formal organizational structure – to deal with emerging challenges
   - Establishment of different Units (resource mobilization, urban design, and internal oversight) at HQs & humanitarian office in Geneva, and independent global urban observatory (GUO) serving all of UN-Habitat.

B: Enhancing coherence of UNH activities at global, regional and country levels

- Establishment of an enhanced normative and operational framework (ENOF) to promote sustainable urbanization.
  - Development of the policy/strategy papers (FAs coherence at HQs and at country level).
  - Completion of Habitat Country Programme Documents (to mobilize partners at country level).
  - Launch of the World Urban Campaign (harmonize global & regional efforts).

C: Enhancing efficiency and effectiveness

- Implementation of quick wins and must dos to:
  - Remove overlapping and excessive certification
  - Address lack of clear delegation of authority
  - Examine unclear role of UNON as a service provider
- Implementation of the Results Based Management (RBM) to improve planning, monitoring, evaluation and reporting.
- Introduction of a strengthened Programme Review Committee (PRC) mechanism to improve the quality of proposals.
II. PROGRESS AND ACHIEVEMENTS IN THE FOCUS AREAS PLUS CROSS-CUTTING ISSUES

Advocacy, monitoring and partnership (FA 1)
- FA1 has all 3 expected accomplishments on track

Achievements
- Increased awareness on sustainable urbanization.
- Monitoring of more urban issues and trends.
- Support to different partnership models with youth, private sector, parliamentarians, local authorities etc.

Participatory urban planning, management and governance (FA 2)
- FA2 has all 3 expected accomplishments on track

Achievements
- Support to urban policies, legislation, and strategies & capacity of partner institutions.
- Focus on risk- and vulnerability-reduction in UPMG systems.
- Risk- and vulnerability reduction in UPMG systems is being addressed under the Safer Cities programme.
- Increased participation of vulnerable groups in UN-Habitat activities.

Pro-poor land and housing (FA 3)
- FA3 has all 3 expected accomplishment on track

- The Global Land Tool Network (GLTN) is implementing land programs among the urban poor.
- Financing mechanisms for affordable housing has increased, through the Slum prevention and slum upgrading programme.
- Policies to improve security of tenure are being implemented.

Environmentally sound basic urban infrastructure and services (FA 4)
- FA4 has expected accomplishment 1 on track, 2 & 3 have mixed progress

- Increased investment in Water & Sanitation through
  - The Water and Sanitation programme.
  - Water for Asian, African & Latin America/ Caribbean Cities
- Alternative sources have increased under the urban energy programme.
### Human settlements finance systems (FA 5) have mixed progress on all expected accomplishments

- Pilot approaches for leveraging lending and enhancing credit to finance improvements of low cost housing have been tested—under ERSO & SUF
- More vulnerable urban population has access to shelter and basic services
- The capacity of local financing institutions to support low cost facilities has increased

### Excellence in management (FA 6):

accomplishments 1 & 2 are on track, accomplishment 3 has mixed progress.

- Delegation of authority at HQs, and to regional offices has been implemented.
- Operating procedures for project review and approval have improved.
- Accountability is improving following the implementation of RBM principles.
- A consolidated knowledge management strategy is finalized.

### Cross-cutting issues – Gender Mainstreaming, Disaster, ENOF & Youth

#### Gender

- Because gender expected accomplishments were not clearly specified in the MTSIP, a gender Equality Action Plan (GEAP) has been formulated to address gender field projects but not yet implemented.
- A survey on UN-Habitat actions on gender and disaster management at the regional level has been completed.
- UN-Habitat has been requested by UN Women to provide technical advice on gender and local governance in training local authorities (e.g. in Moldova).
- UN-Habitat’s gender staff were part of experts that facilitated training of district officers on performance contracts and gender in Kenya in 2011.
- Overall, resources committed to gender activities have increased.
**Disaster**

- UN-Habitat is now a member of the humanitarian affairs UN Inter-agency Standing Committee IASC
- UN-Habitat-led medium-term Strategy for Meeting Humanitarian Challenges in Urban Areas, and two-year Action Plan endorsed by IASC in November 2010 and a UN-Habitat led IASC Reference Group to coordinate, track and monitor implementation has been created
- Humanitarian agencies such as UNICEF, UNHCR and Oxfam have requested UN-Habitat’s technical advice to strengthen programmes on urban water supply, sanitation solid waste management and other basic services
- Strengthened country level support for reconstruction work, including in Haiti, Iraq, Sri Lanka, Pakistan, Afghanistan, Republic of Sudan, Republic of South Sudan, Iraq, and Somalia

**ENOF**

- Improvement of inter-divisional work within UN-Habitat at country level.
- Establishment of 35 National Forums to provide national platforms for urban campaigns and other public discussions on urban issues.
- Completed the evaluation of UN-Habitat involvement in “Delivering as One”: Challenges and Opportunities.

**Youth**

- Because youth expected accomplishment were not specified in the MTSIP, Youth Strategy for enhanced engagement has been developed.
- Urban youth issues are being integrated into various national policies and strategies.
- Completed evaluation of youth programme, including the Opportunities Fund for youth-empowerment.
- The capacity of youth in entrepreneurship skills, crime prevention and reproductive counseling has been enhanced.
III. CHALLENGES AND LESSONS LEARNED

Challenges

- Commensurate increase in resources – as the new vision of the organization takes root, and preparation for Rio +20 and for Habitat III proceed, demands and spending needs of UN-Habitat are increasing while staffing levels and financial resources remain insufficient.

- The governance of UN-Habitat still has negative efficiency impact in facilitating achievements of MTSIP results.

- The trend towards less prediction of financial resources - UN-Habitat performance on earmarked funding is promising while it is inadequate for non-earmarked, and this has consequences on the implementation of programme priorities.

- Expected accomplishments of cross-cutting issues of gender, youth, disaster and environment) were not clearly specified in the MTSIP.

Challenges Cont’d

- Multiple levels of oversight, reporting and governance has created institutional, governance and management arrangements beyond direct control of UN-Habitat.

- Engagement with Partners- integration of the ENOF framework into the UNDAF processes and ‘Delivering as One’ is still a challenge.

- Promotion of transparency and accountability – there are insufficient resources compared with expected results affecting implementation of RBM.

- Insufficient resources for baseline surveys, monitoring and evaluation functions was identified in strategic evaluations.
Lessons Learned Cont’d

➢ Assess risks prior to implementation of strategic plan

MTSIP’s adoption and implementation created overlapping systems of data collection and reporting. This resulted in confusion and additional work, some of which was duplicative. Such negative effects could have been avoided or minimized by conducting a rigorous ex ante risk assessment.

➢ Identify and support champions of change

In addition to early engagement by the Executive Director on important strategic issues, the organization also requires in-house champions to drive change, and experts to clarify cultural, strategic and institutional issues essential in tackling change.

Lessons Learned Cont’d

➢ Engage all levels of planning, from strategic to operational

The silo culture reported by the evaluations (e.g. MTSIP, GLTN, Gender, Youth, WSTF and ERSO) can be minimized and synergy realized if inter-divisional collaboration is nurtured and a culture of sharing encouraged.

➢ Develop a comprehensive and/or flexible plan

Increasing demand-driven projects with less committed donors weakens delivery of UN-Habitat mandates and trust from partners. Better results will be realized if the normative and operational activities are fully synchronized.
Lessons Learned Cont’d

➢ Promote participatory planning and budgeting
Setting out realistic and achievable strategic objectives requires involvement of partners in analysis of their needs and funding sources, and levels needed to meet expected results.

➢ Strengthen UN-Habitat presence in national processes and frameworks
Fully devolution of responsibilities to regional and country offices would improve the administrative effectiveness, results-based management (RBM) capacity and the scope of UN-Habitat activities. Such reform should not ‘re-invent the wheel’ but build on relevant previous and existing national processes and projects.

Lessons Learned Cont’d

➢ Promote learning and accountability systems
Increasing resources and independence of the evaluation function could strengthen use of evaluation findings as part of project management, resulting in informed decision-making; and improve accountability and ultimately help restore donor confidence in UN-Habitat.

THANK YOU