UN-HABITAT
Review
Substantive  Organizational  Managerial

One UN innovative approach through

Nairobi, September 2011

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ONE UN-HABITAT
Drivers of Reform

To Increase:

- **EFFICIENCY** in the field:
  - Project selection not shallow but deeper
- **PRODUCTIVITY** in normative work:
  - Substantive knowledge excellence
- **TRANSPARENCY**:
  - Project allocated resources based on needs
- **ACCOUNTABILITY**:
  - Project Based Accrual accountability
Drivers of Reform:
- Efficiency
- Productivity
- Transparency
- Accountability

Reform Activities

Governance Review
Organizational Review
Catalogue of Products

New Strategy 2014-2019
GC21 Resolution 21/2 20 April 2007:
“requested the Executive Director of UN-Habitat to review the efficiency and effectiveness of the governance structure of UN-Habitat”.

Subsequently, GC22 passed resolution 22/5 in April 2009:
“requests the Executive Director and the Committee of Permanent Representatives to jointly undertake, within the work-programme and budget, an examination of the governance of UN-Habitat with a view to identifying and implementing ways to improve the transparency, accountability, efficiency and effectiveness of the functioning of the existing governance structure and to identify options for any other potential relevant changes for consideration by the Governing Council at its twenty-third session”.

Resolution justified as the governance complement to management reform to be undertaken as part of MTSIP.
Governance Review

A- HISTORY

Perceived problems associated with the current structure as identified by the joint Secretariat / CPR Implementation Team:

- Overcomplicated work programme;
- Budget and administrative process;
- The relationship between UN-HABITAT and UNON;
- Composition of representation of member states on the Governing Council;
- Insufficient oversight on important elements of UN-HABITAT activities;
- Decision-making processes unresponsive and inflexible.

A staged approach adopted to implement the Governance Review

Phase I – Formulation of ToR

Jointly drafted by the CPR and the Secretariat.

Phase II – Improvement UN-Habitat’s Existing Governance Structure

- Looked at bodies based in Nairobi and whose operations and inter-relationships can be easily altered by local decisions
- “Quick wins” and “medium/long term interventions” to be implemented at the discretion of the Executive Director and the Committee of Permanent Representatives identified.
- These measures formally adopted by the CPR and most are now at advanced stages of implementation.
A- HISTORY

A staged approach adopted to implement the Governance Review (Continued)

Phase III – Improvement of UN-Habitat Governance within the wider UN-system and its relations to other international organizations

- Options were presented in a report to the 23rd Session of the Governing Council (see later).
- Resolution (already quoted) sets in motion a process through which an action-plan for a preferred option developed jointly by Secretariat and CPR Implementation Team members. Work by the team is now underway.

B- OPTIONS

The five options reviewed were:

- current situation (baseline);
- Annual Governing Council Meetings (as opposed to current biennial meetings);
- Annual Governing Council Meetings plus an enlarged membership (include local authorities, civil society, private sector as full members);
- Executive Board (along the lines of other Funds and Programmes);
- Hybrid Governance Structure (along the lines of UN Women).
Governance Review

B- OPTIONS

Executive Board or Executive Committee could constitute the following:

- 36 member States, meeting 3 times a year;
- Up to 5 additional non-voting members representing an updated list of Habitat Agenda Partners;
- Participation of the Bureau of the Executive Board and of the executive head of UN-Habitat in the annual joint meeting of Executive Boards of UNICEF, UNDP, UNFPA, WFP and UN Women.

Governance Review

B- OPTIONS

The Hybrid Governance structure could mean that UN-Habitat adopts the following:

- A Biennial GC meeting of possibly shortened duration (odd years)
- A high-level non-legislative meeting in conjunction with the WUF to lead the debate(even years)
- An empowered CPR with the authority to approve adjustments to the Work Programme and Budget during the inter-sessional period
- Changes to the rules and regulations of the Habitat and Human Settlements Foundation to enable UN-Habitat to use more flexible rules and regulations similar to those of other Funds and Programmes
C- Current status of the Governance Review Process

Resolution 23/13 of GC23:

- Welcomed the quick wins and medium/long term interventions
- Requested the Executive Director, jointly with the Committee of Permanent Representatives to further examine the all governance options and to select a preferred option.

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Report on recommendations and the action plan is to be made if possible to the 67th session of the General Assembly – which commences in September 2012.

- Open Ended Consultative Group comprising both Secretariat and CPR members set-up to prepare Terms of Reference that will govern the process Phase 3 of the review.
- Drafting Sub-Team of Consultative Group has commenced work on ToR.
- Currently reexamining list of perceived deficits of current setup. Also reassessing the extent to which these are structural in nature.
- Will incorporate examination of implications of current Organisational Review into proposed list of activities.
- Will report back to CPR December Meeting.
Reform Activities

Drivers of Reform:
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GOVERNANCE REVIEW
ORGANIZATIONAL REVIEW
NEW STRATEGY 2014-2019
CATALOGUE OF PRODUCTS
Reform Activities

NEW STRATEGY 2014-2019

Priority Substantive Areas

- Land & GLTN
- Regional & Metropolitan Planning
- Urban Planning & Design
- Urban Economy
- Urban Basic Services
- Housing & Slum Upgrading
- Risk Reduction & Rehabilitation
- Research & Capacity Development
- Urban Risk Reduction
- Global Urban Observatory
- Urban Legislation
- City Extensions & Enlargements
- Urban & Municipal Finance
- Water & Sanitation
- Housing
- Urban Mobility
- Urban Energy
- Slum Upgrading
- Infrastructure & Rehabilitation
- Flagship Reports
- Urban and Community Management & Governance
- Market Town & Intermediate City Planning
- Urban Productivity
- Youth and Job Creation
- Urban Management
- Shelter Rehabilitation
- Climate Change Mitigation & Adaptation
- Capacity Development
- Urban Waste Management
Biennium 2012-2013: UN-HABITAT'S SUB-PROGRAMMES AND FOCUS AREAS

SUB-PROGRAMME 1
Shelter and Sustainable Human Settlements Development
FOCUS AREA 2
PARTICIPATORY URBAN PLANNING, MANAGEMENT AND GOVERNANCE
FOCUS AREA 3
ACCESS TO LAND AND HOUSING FOR ALL

FOCUS AREA 4
Environmental Sound Basic Urban Infrastructure and Services
FOCUS AREA 5
HUMAN SETTLEMENTS FINANCE SYSTEMS

SUB-PROGRAMME 2
Monitoring the Habitat Agenda
FOCUS AREA 1
Effective Advocacy, Monitoring and Partnerships

SUB-PROGRAMME 3
Regional and Technical Cooperation
FOCUS AREA 2
PARTICIPATORY URBAN PLANNING, MANAGEMENT AND GOVERNANCE
FOCUS AREA 3
ACCESS TO LAND AND HOUSING FOR ALL
FOCUS AREA 4
ENVIRONMENTALLY SOUND BASIC URBAN INFRASTRUCTURE AND SERVICES
FOCUS AREA 5
HUMAN SETTLEMENTS FINANCE SYSTEMS

SUB-PROGRAMME 4
Human Settlements Financing
FOCUS AREA 6
ENVIRONMENTALLY SOUND BASIC URBAN INFRASTRUCTURE AND SERVICES

Biennium 2012-2013: UN-HABITAT'S SUB-PROGRAMMES AND FOCUS AREAS

FOCUS AREA 1
Effective Advocacy, Monitoring and Partnerships

FOCUS AREA 2
PARTICIPATORY URBAN PLANNING, MANAGEMENT AND GOVERNANCE
FOCUS AREA 3
ACCESS TO LAND AND HOUSING FOR ALL
FOCUS AREA 4
ENVIRONMENTALLY SOUND BASIC URBAN INFRASTRUCTURE AND SERVICES
FOCUS AREA 5
HUMAN SETTLEMENTS FINANCE SYSTEMS

THEME
URBAN LAND, LEGISLATION & GOVERNANCE
URBAN PLANNING & DESIGN
URBAN ECONOMY
URBAN BASIC SERVICES
HOUSING & SLUM UPGRADING
RISK REDUCTION & REHABILITATION
RESEARCH & CAPACITY DEVELOPMENT

SUB-PROGRAMME 1
Shelter and Sustainable Human Settlements Development
SUB-PROGRAMME 2
Monitoring the Habitat Agenda
SUB-PROGRAMME 3
Regional and Technical Cooperation
SUB-PROGRAMME 4
Human Settlements Financing

Legend
- a.1-4, e.1-3; etc
- Sub-Expected Accomplishments of the Work Programme 2012-2013

26/09/2011
Reform Activities

NEW STRATEGY
2014-2019

- Preparation of strategy is on course
- Two meetings of CPR Open-ended Group held
- External & internal factors & basic plan principles agreed
- Draft of Part A of plan by 12 October 2011
- Draft of Parts A & B by 15 December
Reform Activities

NEW STRATEGY
2014-2019

- Plan will have 7 focus areas
- Draft focus area policy papers by 30 Sept. 2011
- Focus areas to reflect continuity from MTSIP
- Perfect alignment between strategic plan, work programme & organizational structure
Reform Activities

Drivers of Reform:
- Efficiency
- Productivity
- Transparency
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Governance Review
Organizational Review
New Strategy 2014-2019
Catalogue of Products

Reform Activities

Catalogue of Products

Catalogue of Products
Reform Activities

CATALOGUE
OF PRODUCTS

- Will contain UN-Habitat’s future projects at city and national level
- Average of 5 projects for each of the strategic plan’s 7 focus areas
- Projects to be demand-driven & results-focused
- Projects to be based on UN-Habitat’s proven track record

Reform Activities

CATALOGUE
OF PRODUCTS

- Catalogue to be used for fund raising
- Separate catalogue for normative & global projects planned
- Catalogue to be ready by 15 October 2011
Reform Activities

Organisational Review

Milestones

- Review process was launched in Feb 2011
- Review and analysis of UN-Habitat Project Portfolio March – Aug 2011
- Staff consultations, support from external change management experts (Dept of Mngt, UNHQ) in May – June 2011
- Staff Survey June 2011
- Receipt of the recommendations July 2011
- New vision shared with staff at large in Aug and Sept 2011
Organisational Review
Milestones – cont’d

- CPR Briefings in June and Sept 2011
- Consultations with out-posted offices and Staff Union
- Open-ended Contact Group Sept 2011
- Action Plan implementation Sept - Dec 2012
- Going live in January 2012

Organisational Review
Staff Survey – My major concerns regarding Organisational review is...

- Recommendations not implemented (no change) 39.2%
- Loss of employment 12.3%
- Focus on wrong issues 17%
- Insufficient time dedicated to analysis 9.9%
- Redeployment of staff 1.2%
- Administrative support will not improve 20.5%
Organisational Review

New Structure

- Project is central unit for all activities. Each individual project will have a Project Director to lead the Project Teams (Flex Teams).
- Seven thematic Virtual Branches
- Virtual Branch with 3-4 Units
- This project-based structure will be supported by organisational entities such as Executive Direction, Management and Administration, Cross-Cutting elements and Project Office for project support.
Organisational Review

Characteristics

- A horizontal, flatter matrix organization;
- A project-based organization which brings together normative and operational work under each project;
- A flexible organization working through flex teams;
- An organization with clear DoA, and
- Both existing field projects and normative/policy work to be managed through a project-based accountability approach.

Organisational Review

Benefits

- Closer alignment of normative and operational work to the strategic plan;
- Greater opportunities for staff in general because they will be working on different types of assignments
- Opportunity to learn new skills
- HQ staff will gain field experience and a greater understanding of the challenges faced by field staff
- Breaking down silos.
Organisational Review

Benefits – cont’d

- Lessons learned in the field will be cycled back to HQ for integration in policy and other tools
- Project Directors will have opportunities to grow
- More flexible and responsive Organisation to client needs and emerging issues;
- UN-Habitat will be viewed by the rest of the Secretariat as innovative and implementing best practice

Organisational Review

Considerations

- Change Management Strategy is required
- Roles and responsibilities will need to be redefined (including JD, org units, and reporting lines, etc).
- New tools, processes and procedures to be established (PAAS);
- An effective change and communication strategy; and
- An implementation action plan is being developed.
Reform Activities

ORGANIZATIONAL REVIEW

DRIVERS OF REFORM:
- EFFICIENCY
- PRODUCTIVITY
- TRANSPARENCY
- ACCOUNTABILITY

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