How we deliver our work?
Implementing the Strategic Plan 2014-19
Normative and Operational activities - Impact and Challenges
Structure of the Organization - Geographical Coverage

Rafael Tuts, Director, Programme Division
Key questions for this session

- What kind of results does UN-Habitat’s work produce?
- How is the organizational structure related to the thematic areas of our strategic plan?
- What is the size, evolution and thematic/geographical distribution of our portfolio?
- How to ensure thematic integration and strong linkages between normative and operational work?
- What are our main challenges and opportunities in the further implementation of our strategic plan?
- How can Member States exercise stronger oversight in portfolio development and delivery?
Highlights of Normative Results

- More than 400 cities are now implementing the City Prosperity Initiative.

- 52 national statistical offices are producing urban data and indicators to support reporting on the Sustainable Development Goals.

- 53 cities in 30 countries have benefited from state of the art planning and design solutions by the Planning and Design Lab.
Highlights of Operational Results

- 4 million slum dwellers have been positively impacted by participatory slum upgrading interventions.

- Over 500,000 people are enjoying safety and access to 40 public spaces upgraded in 12 countries.

- About 2 million people are benefiting from improved access to water and sanitation.

- 25,000 people have access to sustainable energy supply.

- Over 500,000 people in 9 countries have been positively impacted by work in humanitarian response and reconstruction sector, including through the participatory “people’s process”.
Our programme of work is implemented through the following areas of expertise:

Subprogramme 1: Urban Land, Legislation and Governance

Subprogramme 2: Urban Planning and Design

Subprogramme 3: Urban Economy and Finance

Subprogramme 4: Urban Basic Services

Subprogramme 5: Housing and Slum Upgrading

Subprogramme 6: Risk Reduction and Rehabilitation

Subprogramme 7: Research and Capacity Development

Refer to UN-Habitat’s 2014 - 2019 Strategic Plan and related progress reports for detailed activities.
Cross-Cutting Issues

- Gender Mainstreaming
- Climate Change
- Human Rights
- Youth
United Nations Human Settlements Programme  
Final Organizational Structure

Executive Director  
Deputy Executive Director  
OFFICE OF THE EXECUTIVE DIRECTOR

Evaluation  
Strategic Advisory  
Scientific Advisory

Programme Division  
- Programme coordination  
- Cross-cutting issues

Operations Division  
- Strategic planning and quality assurance  
- Resource Mobilization  
- Finance, HR, ICT

External Relations Division  
- Liaison Offices  
- Inter-Agency + partnerships  
- AOC

Urban Legislation, Land and Governance Branch  
Urban Planning and Design Branch  
Urban Economy Branch  
Urban Basic Services Branch  
Housing and Slum Upgrading Branch  
Risk Reduction and Rehabilitation Branch  
Research and Capacity Building Branch

Regional Office for Africa  
Regional Office for Arab States  
Regional Office for Asia-Pacific  
Regional Office for Latin America and the Caribbean  
Regional Office for Europe
Portfolio Development 2012 - 2017

USD Millions

Axis Title
UN-Habitat’s Portfolio Acquisition 2017 (January-December) by Sub Programme (irrespective of cost center)

US$ 192.56 Mil

- Urban Land, Legislation & Governance
- Urban Planning & Design
- Urban Economy
- Urban Basic Services
- Housing & Slum Upgrading
- Risk Reduction & Rehabilitation
- Research & Capacity Development
- Others

Millions
Overview of UN-Habitat’s Portfolio - where our work takes us

Overview of UN-Habitat's Portfolio by Region
Total value of grants $650m in 65 countries

- Africa: 42%
- Arab States: 17%
- Asia and the Pacific: 13%
- Europe: 5%
- Latin America and the Caribbean: 22%
- Global: 1%
Project Value and number of projects

- Over 30 mil
- Between 20 mil-30mil
- Between 10 mil-20 mil
- Between 5 mil - 10 mil
- Between 4 mil - 5 mil
- Between 3 mil - 4 mil
- Between 2 mil - 3 mil
- Between 1 mil - 2 mil
- Between 500k - 1mil
- Between 300 - 500,000
- Less than US$ 300,000

Approval Limit Programme Division
Approval Limit Regional Offices
Approval Limit Branches
Normative and Operational

- **Normative work** = development of *norms and standards*, support to governments and others to *integrate* these in legislation, policies and development plans, and further *implementation* support
- UN-Habitat is a knowledge-based organization where field and normative work are intrinsically linked, and mutually reinforcing
- Knowledge production is applied to fieldwork, which then feeds back to enhanced learning and policy.
- Most of the Agency’s portfolio reflects this loop.
Example: Normative and Operational

**Social Tenure Domain Model**

**Normative**
- Industrialisation of the STDM (next step)
- Social tenure domain model (STDM, open source software) developed to map informal settlements and to register land legislative rights at low cost (GLTN)

**Operational**
- Scaling-up and implementation of the STDM updated version in various countries (e.g. Iraq, Philippines, DRC)
- STDM tested/piloted in various countries (e.g. Uganda, Philippines, Kenya etc.)

**Normative**
- Updated version of STDM informed by lessons learned drawn from the pilots
To what extent is UN-Habitat’s portfolio functionally integrated?

<table>
<thead>
<tr>
<th></th>
<th>Total Project Value US$ (Mil)</th>
<th>Total Project Value %</th>
<th>Total no of Projects</th>
<th>% of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predominantly normative</td>
<td>67</td>
<td>11</td>
<td>63</td>
<td>21</td>
</tr>
<tr>
<td>Integrated Normative/Operational</td>
<td>434</td>
<td>70</td>
<td>205</td>
<td>70</td>
</tr>
<tr>
<td>Predominantly operational</td>
<td>119</td>
<td>19</td>
<td>22</td>
<td>7</td>
</tr>
<tr>
<td>Grand Total</td>
<td>620</td>
<td>100%</td>
<td>290</td>
<td>100%</td>
</tr>
</tbody>
</table>
To what extent is UN-Habitat’s portfolio thematically integrated?
GA72 resolution para 5.

*Invites* UN-Habitat ... to continue generating evidence-based and practical guidance for the implementation of the New Urban Agenda and the related dimensions of the 2030 Agenda, as well as to further develop the action framework for the implementation of the New Urban Agenda, in close consultation with Member States, local authorities and stakeholders.
Regional and country action frameworks
Regional Strategic Plans; Habitat Country Programme Documents

World Urban Forum
Kuala Lumpur
7–13 Feb 2018

Side Event
Implementing the New Urban Agenda in Latin America and the Caribbean

DATE:
Thursday, February 8, 2018

TIME:
9 – 10 AM

PLACE:
AFINU A room,
Kuala Lumpur
Convention Center

A space for the presentation and exchange of concrete advances and projects that support the implementation and monitoring of the New Urban Agenda, the 2030 Agenda and the SDGs in Latin America and the Caribbean. ECLAC, UN-Habitat and the MINURVI will present their key regional initiatives, including the Regional Action Plan. A moderated panel allows participants to learn directly from local experiences.
Main elements of integrated approach

- Aims for high-level results of the NUA transformative commitments and related SDGs, through national and city-wide impacts.
- Undertakes simultaneous interventions in several countries and across regions, promoting exchange of experiences and knowledge between countries and cities.
- Brings together regional, national and local governments, UN Agencies, civil society, academia and the private sector in line with UN-Habitat’s Partnership Strategy.
- Follows the Action Framework for Implementation of the New Urban Agenda to reach sustainable urban development.
- Ensures financing mechanisms including pooled funds such as IFSUD and other innovative means to achieve results at sub-national and national levels.
- Ensures a system to report transparently and evaluate results and impacts at the level of the SDGs and NUA transformative commitments.
Challenges

▪ Thematic gaps in the portfolio and imbalances amongst regions
▪ Strengthening and incentivizing internal collaboration: ensuring full implementation of the matrix structure
▪ Integration of multiple themes for enhanced impact, using area based approaches
▪ Enhancing knowledge management and organizational learning culture and systems
▪ Moving from tracking outputs and results towards measuring higher level impact
Opportunities

- Develop an incremental **reporting framework** with data/inputs from all relevant stakeholders (global, regional, national, subnational)
- Create **evidence-based and practical guidance** for the implementation of NUA and urban SDGs
- Develop a new generation of **Regional Strategic Plans** and **Habitat Country Programme Documents**
- Collaborate with **Regional Commissions** and other relevant regional organizations to develop and implement **regional action plans**
- Provide advisory support to **United Nations Country Teams** including in countries where we have no major programmes
Strengthening the engagement of Member States

- Quarterly thematic/country presentations at subcommittee and full CPR
- Briefings to the working group on programme and budget
- Occasional visits to UN-Habitat field programmes
- How to improve yearly progress reports on the implementation of the strategic plan, beyond dashboards and result stories?
- How to meaningfully strengthen oversight of Member States on portfolio development and delivery, to complement the work of the Programme Advisory Board and external evaluations?
Thank you!