CPR Familiarization Workshop

Change Process and Strategic Plan 2020-2025

Monday, 10 September 2018

Nairobi, Kenya
Key achievements over the last 7 months

- Rebuilding trust, transparency and accountability
- Strengthened programme delivery
- Excellent progress on the governance review process with the OEWG
- Enhanced credibility and recognition of UN-Habitat at all levels (e.g. HLPF)
Key achievements over the last 7 months

**US$2.3 million** for change process secured from Sweden and **US$240,000** from Norway

Successfully launched a staff-led change process

Successfully launched formulation of the strategic plan 2020-2025

Successful HLPF on SDG11, with launch of first report on progress on SDG11
Change process: Situation analysis

**Internal engagement**
- 137 respondents to Staff survey
- 500 pages of e-mail feedback
- 400 people engaged in town hall sessions
- 10 meetings with field offices and staff

**Engagement with stakeholders**
- 8 high-level meetings
- 105 bi-laterals in Kuala Lumpur, New York and Nairobi

**UN-Habitat Change Task force**
- 5-member cross-functional team
- 100 documents reviewed
Change process: Challenges & priority workstreams

**VISION**
- Purpose and value of UN-H is not well-articulated
- Not always taking a values-based approach to how we work together

**IMPACT**
- Weak focus on impact (planning, reporting, communications)
- Decline in normative work limits our role as thought leader and ability to offer evidence-based solutions
- Weak normative-operational loop
- Insufficient programme integration and country differentiation

**FUNDING**
- Non-earmarked funding has declined dramatically over the last 10 years as UN-Habitat is losing trust & confidence among funders
- Internal competition for funds
- Cost recovery model is being contested

**COLLABORATION**
- Insufficient leveraging of UN system and other stakeholders
- Fragmented approach to developing partnerships
- Limited engagement with private sector

**TEAM**
- Talent management and development is not happening (transparency in promotions; development & growth; performance management)
- Insufficient and slow response to bullying, harassment, exploitation
- Current organization structure, roles, location not fit for purpose
- Contracting – modalities, tenure, consultants

**LEADERSHIP**
- Lack of transparency & trust – commitment to change is questioned
- Silos – not working as One Habitat
- No “corporate” approach and messaging

**SYSTEMS**
- Many processes are too centralised, rigid, not transparent, cumbersome; do not take into account operational context
- SOPs, policies and KPIs are not in place or systematically applied
- Reporting requirements and alignment - too many/duplication, inconsistent data, timeliness
- Poor internal & external communications
Change process: Challenges & priority workstreams

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 (PROCESSES): Get systems and processes right for maximum efficiency

Priority 7 (LEADERSHIP): Engage and empower people to collectively drive change
Change process: Expected outcomes

UN-Habitat is trusted, transparent & accountable

UN-Habitat operates effectively, efficiently and collaboratively

UN-Habitat’s expertise is relevant, valued and in demand
Change process: Key change actions completed

Vision and mission finalized

Core values (UN-Habitat specific) proposed

Priority change actions agreed & implementation started (> 10 implemented)

Role of stakeholders in change process identified

Resource mobilization strategy finalized
Change process: change actions to be completed soon

Management and financial diagnostic/audit launched

Draft policy for harmonizing hiring of consultants developed

Change agents and their role identified

Draft policy for hiring and supervising interns developed

Strategic funding dialogues in Asia, Middle East and Africa begin
Change process: Looking ahead

Implement concrete and visible change actions

Prioritize resource mobilization

Find ways to speed up implementation of change actions

Improve communication
Revised zero draft guiding framework shared with SMB members for engagement with all staff (16 April 2018)

ED’s meeting with Staff Management Consultative Committee (20 April 2018)

Structured feedback on guiding framework submitted to ED and Task Force (25 April 2018)

Results of staff poll on main direction of change process (2 May 2018)

SMB on zero draft guiding framework for change (12 April 2018)

Start implementation Strategic Plan 2020-2025 (January 2020)

Revised draft guiding framework for change, based on feedback (7 May 2018)

Draft guiding framework informs formulation of SP 2020-2025

SMB validates proposed priorities for change, including responsibility matrix and KPIs (10 May 2018)

Medium term priorities for change implemented (January to December 2019)

First “Change monitoring report” prepared and shared with all staff (December 2018)

Short term priorities for change implemented (May to December 2018)

Second “Change monitoring report” prepared and shared with all staff (December 2019)

Start implementation Strategic Plan 2020-2025 (January 2020)

Second “Change monitoring report” prepared and shared with all staff (December 2019)
What is a Strategic Plan?

Aligning the work of different parts of the organization around common goals and strategies

Assisting the organization to make strategic choices

Reflecting UN-Habitat’s commitment to support the implementation of the SDGs, the NUA and the “no one left behind” pledge

Creating a communication vehicle internally and externally on the change that UN-Habitat aims to bring about

Strengthening UN-Habitat’s accountability framework
Update on formulation of the strategic plan 2020-2025: work so far

Situation analysis (April & May)

Survey on identity (vision, mission, philosophy & values)

Retreat + consultations (in May)

7 multidisciplinary and inclusive teams (3 on baselines & 4 on substantive workstreams)
Consultations with offices in NBO and away from HQ

Townhall and brainstorming meetings with groups

7 multidisciplinary and inclusive teams have submitted the results/outputs of the work (mid-July)

Workshop of 13&14 August to “firm up strategic focus”
Vision & Mission of UN-Habitat

“A better quality of life for all in an urbanizing world”

“UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”
A few initial thoughts...

Housing
- Affordability
- Accessibility
- Adequacy

Climate change

Smart cities and disruptive innovations
- Smart logistics
- E-commerce
- General technological applications, etc.
A few initial thoughts...

Gender, youth, boys and girls...

Sustainable mobility, transport and connectivity

Humanitarian work

Integrated and holistic sustainable urban development policies and plans
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<td>Drafting of annexes and companions documents, e.g. results frameworks, focus area action plans, costing of action plans &amp; total cost of SP, risk matrix and accountability framework, impact-focused communication strategy, performance measurement plan, etc.</td>
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- **SP Team & Groups**
  - Zero draft SP
  - SMB reviews zero draft SP
  - Consultations with CPR subcommittee
  - Consultations with UNH staff
  - Consultations with UN entities, other

- **SMB**
  - SMB reviews zero draft SP
  - SMB review

- **CPR**
  - Retreat with CPR
  - Consultations with CPR subcommittee
  - Consultations with CPR subcommittee
  - CPR endorses final draft SP
Thank You!