Draft Framework for the Medium Term Strategic and Institutional Plan for 2008-2013

Draft Zero

This document is presented as a working document for informal consultations with the Committee of Permanent Representatives. It represents work in progress. It is the direct result of extensive staff consultations and consultations with external partners. Important inputs that still remain to be integrated into this document include:

(i) The outcome of detailed log-frames being elaborated by in-house task forces. It is expected that the elaboration of these log-frames will bring modifications to some of the result areas, indicators of achievement, and modes of intervention;

(ii) Results and recommendations of the independent evaluation of the Habitat Programme Managers;

(iii) Recommendations resulting from the ongoing work of the Resource Mobilisation Task Force, including independent expert inputs and consultations with donors;

(iv) Recommendations resulting from an independent process review on resource allocation and delegation of authority;

(v) Recommendations resulting from an independent review of information sharing, knowledge generation and communications;

(vi) Consultations on the new rules and regulations governing the Habitat and Human Settlements Foundation;

(vii) A second round of consultations with key external partners within and outside the UN system.
A. Background

1. The Medium Term Strategic and Institutional Plan (MTSIP) for 2008-2013 represents the third stage in the reform and strengthening of UN-Habitat. The first stage involved the revitalization of UNCHS (HABITAT) following the Habitat II Conference held in 1996. While the Conference was an undeniable success and provided a new mandate and role for UNCHS (Habitat), the agency was in a weakened state characterized by poor staff morale and loss of donor confidence. The 1998 revitalization plan established the normative role of UNCHS (HABITAT). It restructured the organisation into two sub-programmes, spearheaded by two global campaigns, and supported by an Urban Secretariat. The appointment of a new Executive Director in 2000 and the Special Session of General Assembly in 2001 for the review of progress in the implementation of the Habitat Agenda marked the second phase of reform. The outcome of the Special Session led to the elevation of the status of the organisation into a fully-fledged programme in 2001, henceforth known as UN-Habitat. Headed by an Under-Secretary-General, the Programme was re-organised into four subprogrammes, corresponding to four substantive divisions, and a Programme Support Division. The ensuing period from 2002 to 2005 witnessed rapid growth of the Programme both in terms of staff and budget.

2. The MTSIP constitutes the third stage in the reform and strengthening of UN-Habitat. While consolidating and building upon previous reforms, the MTSIP represents an organisational response to global trends in urbanisation and urban poverty, and to system-wide reform. It sets out the core strategies and priorities that will guide UN-Habitat’s work during the period 2008-2013 within the framework of its broader mandate - the Habitat Agenda. The MTSIP responds to various resolutions of the 20th session of the Governing Council and the recommendations of the Committee for Programme Coordination resulting from an in-depth programmatic review undertaken by the Office of Internal Oversight Services in 2004. It is informed by extensive consultations with the Committee of Permanent Representatives, external partners and staff; independent assessments of the Programme’s strengths and weaknesses; analysis of emerging trends and patterns of urbanisation, slum formation and urban poverty; and system wide reform.

3. More specifically, the MTSIP builds on the comparative advantages of UN-Habitat to further strengthen its normative role and to address the following key challenges:
(a) **Sharpened focus:** the plan consists of five mutually reinforcing Focus Areas which build on the comparative advantages, core competencies and normative role of UN-Habitat;

(b) **Results-based:** each of the Focus Areas is comprised of key result areas and corresponding indicators of achievement;

(c) **Normative and operational alignment:** each of the Focus Areas is comprised of a package of policy, advocacy, capacity building, and monitoring and research activities, and presents clear linkages between these functions at the global and country levels;

(d) **Going to scale:** the plan proposes the progressive convergence of existing programmes and competencies with the efforts and resources of strategic partners to support “measurable results” at the national level in the Focus Areas;

(e) **Management change:** the plan identifies a set of short and medium-term institutional changes and improvements in management systems, tools and culture in support of the implementation of MTSIP.

### B. Guiding Principles

4. UN-Habitat’s mandate and mission are derived from various sources including General Assembly Resolutions and Government commitments expressed in, for example, the Habitat Agenda, the Declaration on cities and other human settlements, the Millennium Declaration, the Johannesburg Plan of Implementation and, more recently, by paragraph 56(m) of the 2005 World Summit Outcome.¹

5. Consistent with its mandate, the following principles will guide the implementation of the Medium-Term Strategic and Institutional Plan (MTSIP):

(a) UN-Habitat, as part of the broader United Nations system, upholds a *human rights perspective* and a commitment to *mainstream gender issues* to all its human settlements activities;

(b) The challenge of sustainable urbanisation can only be addressed through a *holistic approach* to human settlements development that recognizes the linkages between rural and urban areas, the cross-sectoral nature of urban management, and the need to build partnerships between all spheres of government, civil society and the private sector. This approach also recognizes the need for timely and planned interventions in post-conflict and post-disaster situations to ensure sustainable recovery and reconstruction;

(c) In line with system-wide reform, UN-Habitat will bring *strengthened country level programming* to its activities, identifying a set of pilot initiatives, improving the link between its policy, capacity building and monitoring activities, and to leverage its resources with those of partners to achieve impacts at scale;

(d) UN-Habitat’s programming will be demand-driven, designed to support the priorities of Member States as expressed in their national development plans or poverty reduction strategies;
(e) UN-Habitat recognizes that local authorities play a crucial role in achieving national development and poverty reduction targets, including the Millennium Development Goals, and is committed, therefore, to strengthening their capacity to fulfill their role in this regard;
(f) As a United Nations agency, UN-Habitat is committed to supporting the process of UN Reform at the global and national levels, including support for enhanced harmonization, coherence and alignment of international development assistance including improved coordination of activities through UN Country Teams.

C. Overarching Goal and Vision of the MTSIP

6. The overarching goal of the MTSIP is to ensure an effective UN-Habitat contribution to sustainable urbanisation. The goal of sustainable urbanisation is liveable, productive and inclusive cities, towns and villages. It embraces relationships between all human settlements from small towns to metropolises, between urban centres and their surrounding rural areas, and settlements in crisis. As a process, it captures a vision of ‘inclusive growth’ that is people centric and embraces social harmony, economic vitality, and environmental sustainability.

D. Objective of the MTSIP

7. The objective of the MTSIP for the period 2008-2013 is to align the work and focus the capacities of UN-Habitat to support international and national efforts in attaining the human settlements related Millennium Development Goals.

E. Organisational Outcome

8. The anticipated outcome of the MTSIP is for UN-Habitat to become by 2013:

(a) A premier reference centre for data collection, analysis, monitoring and reporting on sustainable urbanisation. This outcome is a direct response to the need to advocate for radical changes in public policy to address the combined impact of rapid urbanisation and associated slum formation and urban poverty;
(b) The first port of call for pro-poor urban development policy, ideas and attendant programmes. This outcome builds on the Programme’s competencies and comparative advantages in promoting equitable access to land and basic urban infrastructure and services. It is a direct response to strengthen capacity at the national and local levels to attain the slum upgrading and water and sanitation targets of the Millennium Declaration, and the call for urgent measures for slum prevention by the 2005 World Summit Outcome;
(c) A key player in innovative financing mechanisms for affordable housing, basic urban infrastructure and services. This outcome responds to the urgent need to help prevent the future formation of slums and urban environmental degradation through improved housing and municipal finance and investment programming.
F. Strategic Plan

9. The key elements of the MTSIP are the Focus Areas, corresponding Result Areas and Indicators of Achievement. They have been determined on the basis of several important considerations.

(a) The first consideration is the target dates for Goal 7 Targets 10 and 11 on water and sanitation and improving the living conditions of slum dwellers. Meeting these targets will require, at a minimum, the wide-spread adoption by Member States of pro-poor, gender-sensitive urban policies and slum upgrading strategies by 2013, and the mainstreaming of urban poverty reduction within the context of national development priorities and budgetary allocations;

(b) The second consideration derives from Paragraph 56(m) of the 2005 World Summit Outcome and the need to take urgent measures to prevent the future growth of slums, particularly in light of recent findings on the scale and pace of slum formation and urban poverty that will have a profound impact on the overall attainment of internationally agreed development goals.2

10. The above considerations will influence the way in which UN-Habitat works in several ways. The planning period will entail a progressive shift by the Programme towards greater emphasis on supporting national policy reform, capacity building and partnerships in support of MDG 7 Target 11 on slum upgrading while maintaining a strong focus on Target 10 on water and sanitation as a key entry point for improving the living conditions of slum dwellers.

11. Major emphasis will be placed on establishing new partnerships and strengthening existing ones to develop and pioneer innovative financing tools and instruments in support of affordable housing, slum prevention, and the provision of basic urban infrastructure and services. Key supporting areas of focus in this endeavour will be land use planning and management as a critical component of slum prevention and inclusive urban governance.

12. UN-Habitat will focus more sharply on its comparative advantages that enable it to make a distinct contribution to national capacity building in both regular and post-disaster and post-conflict situations. These include a holistic and inter-sectoral approach to land, housing and property rights; facilitating policy dialogue and multi-stakeholder cooperation and alliances; and working directly with local authorities, international and domestic financial institutions, and communities.

13. Major emphasis will be placed throughout the plan period on the alignment of existing programmes and modes of intervention at the country level to ensure greater cohesion and the scaling up of programme delivery to achieve tangible and sustained results.

14. One of the implications of the MTSIP will be the reduction, where appropriate, of support to smaller-scale project activities and one-time programme interventions. This should contribute to greater efficiency and reduced transaction costs.

The Focus Areas

Focus Area 1 - Affordable land and housing for the urban poor: Supporting the adoption by national governments and Habitat Agenda partners of pro-poor gender and age-sensitive housing and urban policies and land and property administration.

Focus Area 2 – Universal access to basic infrastructure and services: Strengthening the capacity of local authorities and their partners, including service providers, to expand access to clean water, improved sanitation, solid and liquid waste management and affordable energy and transport in urban and peri-urban areas.

Focus Area 3 - Inclusive urban management, planning and governance: Strengthening of country environments and capacities to promote and adopt more effective, efficient, transparent and accountable urban planning and management practices, including rural-urban linkages with a focus on integrated urban environmental planning and management.

Focus Area 4 - Strengthening human settlements finance systems: Devising and field-testing innovative housing and municipal finance tools and instruments to scale up the response capacity and leverage the resources of governments, local authorities, the private and community sectors and external assistance to meet demand for affordable housing, home ownership, and access to basic urban infrastructure and services by the urban poor.

Focus Area 5 – Advocacy, monitoring and partnerships: Putting urban development and urban poverty reduction at the centre of policy, legislative and budgetary provisions by generating high-quality, gender-disaggregated data and analysis as a basis for advocacy in support of sustainable urbanisation and reconstruction; and for mobilising partnerships and leveraging investments in affordable housing and basic urban infrastructure and services.

Corresponding result areas, indicators and modes of intervention

15. The focus areas are further developed and accompanied by corresponding result areas, organisational targets, indicators of achievement, modes of intervention, and coverage. These form the basis for results-based management and for improving strategic focus, alignment and cohesion.

16. Each focus area combines a mix of policy, capacity building, technical cooperation, and monitoring activities to further alignment and to maximise delivery efficiency. Each focus area specifies the key partnerships with UN agencies, bilateral donors, international finance institutions, and civil society partners that will play an important role in contributing to achieving the intended results.

17. Each result area includes organisational targets and indicators of achievement that will enable UN-Habitat to monitor progress in the implementation of the MTSIP and to fine-tune and adjust the Plan accordingly. Modes of intervention and intended coverage are also specified for each result area. While specific modes of intervention will be guided by national/regional contexts and priorities, they build on UN-Habitat’s strengths, competencies and comparative advantage. The intended coverage is an indicative planning tool that provides an idea of the scope of the Plan and a basis for resource mobilisation.
targets. It also provides an indication of the differentiated focus of the Plan on LDCs, developing countries and countries with economies in transition.  

**Focus areas, strategic intent and key results**

<table>
<thead>
<tr>
<th>Focus Area 1:</th>
<th>Affordable land and housing for the urban poor</th>
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<tbody>
<tr>
<td>Strategic intent</td>
<td>Assist Member States and other partners to adopt enabling policies and legislation for the provision of and equal access to land and affordable housing</td>
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| Key results | 1. Adoption by Member States of pro-poor housing legislation and slum upgrading policies and strategies  
2. Development and field-testing of pro-poor gender and age-sensitive land tools and instruments to promote improved access to land and property rights by the urban poor and by displaced people  
3. Development and field-testing of innovative housing finance mechanisms to improve access by the urban poor to housing finance and improve the knowledge and capacity of national and local governments and their private sector partners for affordable housing finance  
4. Support the formation/strengthening of membership-based community organisations for housing and urban infrastructure development, including housing cooperatives, building societies and credit and mortgage institutions  
5. Development and field-testing sustainable shelter and reconstruction models for post-disaster and post-conflict situations |

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<th>Focus Area 2:</th>
<th>Universal access to basic urban infrastructure and services</th>
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<tbody>
<tr>
<td>Strategic intent</td>
<td>Improve the capacity of national and local authorities and service providers to deliver water, sanitation, waste management and transport services</td>
</tr>
</tbody>
</table>
| Key results | 1. Adoption by national and local authorities, operators and service providers of appropriate norms, by-laws, standards and tariff structures for the provision of basic services to the urban poor  
2. Development and field-testing of improved planning and management tools and instruments for enhancing the performance of operators and service providers for the delivery of basic services  
3. Development and field-testing of norms and guidelines for the provision of basic services in emergency situations  
4. Improved knowledge, understanding and capacity among governments, local authorities and service providers of investment and delivery options in basic urban infrastructure and services through innovative financing mechanisms |

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<th>Focus Area 3:</th>
<th>Inclusive urban management, planning and governance</th>
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<tbody>
<tr>
<td>Strategic intent</td>
<td>Strengthen the performance of national and local authorities to manage urban growth</td>
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</table>
| Key results | 1. Adoption by Member States of more enabling legislation for fiscal and political decentralisation  
2. Improved knowledge and capacity of local authorities to adopt and apply innovative finance tools and instruments  
3. Strengthened capacity of central and local authorities and community-based organisations to engage in urban environmental planning, risk and vulnerability reduction, participatory budgeting, and community development forums  
4. Improved knowledge among governments, local authorities and partners in effective urban and local economic development practices |

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<th>Focus Area 4:</th>
<th>Strengthening human settlements finance systems</th>
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<tbody>
<tr>
<td>Strategic intent</td>
<td>Assist governments, local authorities and financial institutions to mobilize domestic and international capital for pro-poor housing and urban development</td>
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| Key results | 1. Development, field-testing and dissemination of innovative human settlements financing tools and instruments  
2. Improved knowledge and capacity of local authorities to mobilize and manage municipal finance |

3 Annex I provides an examples of a results-based matrix for each of the Focus Areas
3. Capitalisation and strengthening of the Habitat and Human Settlements Foundation to provide innovative tools, systems and facilitating finance for pro-poor housing and basic urban infrastructure and services
4. Mobilisation of strategic partners to support large-scale replication of innovative finance systems

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<th>Focus Area 5:</th>
<th>Advocacy, monitoring and partnerships</th>
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<tbody>
<tr>
<td>Strategic intent</td>
<td>Mainstream and mobilize support for the urban agenda through evidence-based data collection and analysis</td>
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</table>
| Key results | 1. Improved capacity of government and civil society to collect and analyse data on urban issues and to undertake risk and vulnerability assessments, and to include such issues in national development plans and strategies 
2. Improved global and national monitoring and reporting mechanisms on urban issues and trends including risk and vulnerability assessments and preparedness 
3. Increased levels of budgetary allocations and financial assistance for slum upgrading, basic urban infrastructure and services, and urban poverty reduction programmes at the international, national and local levels |

G. Results-based management, monitoring and reporting

18. The MTSIP matrix provides the basis for improved results-based monitoring, reporting and management. The resources, competencies and activities of the Global Programme for Sustainable Urban Development and the Global Campaign for Sustainable Urbanisation will align and converge their respective efforts on pilot initiatives and countries demonstrating commitment and political will to address urbanisation issues and to mainstream urban poverty reduction. Key indicators of achievement for the planning period include the integration of urban issues and urban poverty reduction in national development priorities and frameworks, national and local budgetary allocations for slum upgrading and the delivery of basic urban infrastructure and services, matching funds and assistance from international financial institutions and donors, and strengthened public-private-community partnerships for scaling up and replication.

19. Similarly, global monitoring, research and reporting activities, including flagship reports, will be aligned throughout the plan period with the priorities of the MTSIP and with capacity building efforts to improve country level knowledge, data collection and analysis to inform national policy-making and resource allocation.

20. Programme coordination and performance assessment will be improved by: (a) strengthening the ex-ante evaluation role of the Programme Review Committee to ensure alignment and cohesion with the focus areas and result areas of the MTSIP; (b) strengthening ex-post evaluation by focusing on fewer, high-quality and in-depth evaluation studies to assess effectiveness and lessons learned; (c) identifying, analysing and disseminating best practices in achieving MTSIP targets, and (d) strengthening national evaluation, monitoring and reporting capacities to integrate lessons learned and provide feedback to decision making processes.

H. Institutional Plan: achieving management excellence in support of the MTSIP

21. The MTSIP will progressively introduce significant improvements in management systems and tools to further enhance results-based management and help construct a

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4 Recommended by the coordinators of the Global Campaigns as the first outcome of the Expanded Task Force Retreat
“One-Habitat” culture. These improvements fall under three categories: (i) “quick-fix” changes that can be implemented by UN-HABITAT alone; (ii) medium-term changes that require a combination of external expertise, training and re-tooling; and (iii) changes that depend on system-wide reform as well as other partners, including working arrangements with UNON. They address the issues of:

(a) Programme alignment and cohesion
(b) Knowledge management
(c) Programme monitoring and reporting
(d) Resource mobilization and allocation
(e) Human resources management
(f) Administrative efficiency and delegation of authority
(g) Organisational culture and branding

Programme alignment and cohesion

22. Improvements in programme alignment and cohesion are designed to forge linkages and synergies between global and country-level activities, to overcome the so-called “normative-operational divide”, and to enhance results-based management. They involve:

- Alignment of medium-term organisational results with results-based budgeting and the biennial work programme and budget process,
- Harmonization of policies and processes for project design and approval,
- Resource allocation and sharing between different programmes to support high impact results at the country level.

23. Besides the creation of a single Global Campaign and a single Global Programme mentioned in paragraph [18] above, other short-term measures include the:

- Strengthening of the role and working methods of the Programme Review Committee (PRC) as an ex-ante evaluation and approval mechanism to ensure alignment and cohesion in programme design and delivery. All new initiatives beyond a certain threshold will be subject to interdivisional consultations, internal sub-contracting and division of labour, and sharing and leveraging of resources prior to submission to the PRC;
- Establishing criteria for selecting pilot countries and interventions for aligning: (i) global data collection, analysis, monitoring and reporting on the state of sustainable urbanisation; (ii) convergence of programme interventions with efforts by global partners at country level; and (iii) initiating new UN-Habitat interventions.

24. Medium-term changes include:

- The strengthening of the role and capacities of Habitat Programme Managers at the country level to engage in forward-looking planning and to play a more active role in coordinating UN-Habitat interventions and support in a timely and rational manner within the framework of country programmes and strategies.
- The designation of country directors and inter-divisional country teams for pilot countries and countries with large multi-year technical cooperation projects and

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5 This section will be strengthened with inputs from the HPM evaluation
multi-programme support activities. The country director will be empowered to coordinate programme interventions at the country level and to call upon the country team to provide timely inputs to maximize impact and the achievement of results.

- The alignment of Flagship Reports, WUF dialogues, Ministerial meetings and Habitat Debate themes with the Focus Areas and Result Areas of the MTSIP.

Knowledge management and information sharing

25. Knowledge management and information sharing were identified by staff and senior management as key contributing factors to building a learning organisation and as a further means of strengthening cohesion and effectiveness. A key objective during the MTSIP period will be to generate and make use of knowledge and lessons learned from field experiences. This will include the in-depth documentation and wide dissemination of good and best practices, results and lessons learned, and their transferability as part of the evaluation process of selected country-level activities and pilot interventions.

26. Another area of focus will be the mainstreaming of lessons learned from documented best practices and policies as a means of promoting evidence based arguments for policy change and reform at the national level.  

27. Short-term measures to be implemented include:

- Quarterly meetings of the SMB devoted to sharing of lessons learned, the review of progress in achieving organizational targets, and the forward planning of key areas of intervention and missions;
- Mission report format to be realigned with the focus areas of the MTSIP;
- Partners’ database to be refined to include information on areas of competence, role and contribution to the focus areas of the MTSIP;
- Creation of country and city folders on the Intranet to share programme activities and results and to review opportunities and constraints for implementing the organizational targets of the MTSIP.

28. Medium-term measures to be implemented include:

- The consolidation of various programme outcomes, evaluation reports, studies and assessments into a single country strategy and knowledge management framework to provide feedback to activities at the global level and to the development of normative tools and instruments;
- The promotion of good and best practices, results and lessons learned as an integral part of the agenda of World Urban Forum, the Flagship Reports and other publications of UN-Habitat, and as a basis for engaging in policy dialogue and consultations with governments and Habitat Agenda partners.

Programme monitoring and reporting

29. The need for strengthening UN-Habitat’s monitoring and evaluation functions were identified and acknowledged by previous reviews and are the subject of specific

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6 The mainstreaming of best practices was one of the recommendations of the OIOS in-depth programmatic assessment of UN-Habitat undertaken in 2004 and subsequently endorsed by the CPC.
recommendations and resolutions of the Governing Council. Besides strengthening the monitoring and evaluation unit, each division within the programme will prepare quarterly reports on progress in the implementation of the five focus areas of the MTSIP. The quarterly progress reports will constitute the basis for monitoring performance in implementing the MTSIP as well as in preparing mandatory reports to, inter alia, ECOSOC, the General Assembly and the Governing Council.

30. Medium-term improvements include the establishment of an integrated programme monitoring, evaluation and reporting system, and focusing monitoring and evaluation activities on fewer activities so as to deepen the analysis to include lessons learned from experience and best practices in implementing the MTSIP.

Resource mobilization and allocation

31. As per the recommendations of the Governing Council, UN-Habitat is preparing a comprehensive resource mobilization strategy. The key elements of the strategy will be to maintain and widen the donor base of UN-Habitat, correct the imbalance between earmarked and non-earmarked contributions, and explore non-conventional funding sources including the private sector. The objectives of the strategy are to:

- Secure more predictable multi-year funding for the implementation of the MTSIP;
- Secure funding for the start-up costs of the management systems and tools required to enable UN-Habitat to effectively implement results-based management in support of the implementation of the MTSIP.

32. Short-term improvements and changes include:

- Creating a donors’ database with amounts raised according to Focus Areas of the MTSIP
- Establishing a resource mobilization team
- Aligning the Job Description for Resource Mobilisation Manager with MTSIP
- Establishing policy guidelines on resource mobilization and allocation.

33. Medium-term changes include:

- Implementing cost accounting across the Programme as an integral part of results-based management. Cost accounting will be a pre-requisite for the Habitat and Human Settlements Foundation to engage in borrowing and lending activities. Its implementation should, however, be accelerated to enhance transparency, accountability and timely financial reporting and cost analysis.
- Implementing transparent processes and procedures for allocation of funding between Focus Areas of the MTSIP, including the use and sharing of overhead funds as a measure for furthering alignment and cohesion.
- Preparing funding packages for presentation to donors focusing on Focus Areas and Result Areas of the MTSIP.

Human Resources Management

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7 This section of the report will be strengthened by the inputs on the Resource Mobilisation Strategy
34. The substantive areas of focus and the organisational targets of the MTSIP will require progressive changes in human resources management. The Focus Areas of the MTSIP and their emphasis on pro-poor housing and urban development policies and programmes at the national level, pioneering innovative housing and municipal finance, and planning will require the recruitment of new staff to fill existing knowledge, skills and competency gaps.

35. Similarly, the improvements in management systems, tools and culture required for the effective implementation of the Plan will require upgrading of existing staff skills and competencies and nurturing changes in culture and behaviour to effectively implement results-based management; integrated monitoring, evaluation and reporting; cost accounting and reporting. Short-term improvements include:

- Inclusion of ICS (GS) staff in regular consultations and meetings on the MTSIP
- Mainstreaming the MTSIP and its Focus and Result Areas in all terms of reference and job descriptions
- Establishing an induction training programme for all new staff

36. Medium-term changes include:

- Aligning the recruitment of new staff with the Focus Areas of the MTSIP, with particular emphasis in two areas: (i) socio-economic analysis to respond to the focus of the MTSIP on providing value added support at the country level in policy development, knowledge generation and advocacy; and (ii) finance systems to respond to the focus areas on affordable housing, the financing of housing and basic urban infrastructure and services.
- Linking the voluntary/obligatory staff mobility policy with revised Job Descriptions aligned with MTSIP;
- Linking the Performance Appraisal System with focus areas of the MTSIP;
- Aligning UNON staff training with requirements of results-based management and the MTSIP;
- Implementing a systematic leadership training programme for task managers, programme and campaign managers and senior managers.

Administrative efficiency and delegation of authority

37. Independent process assessments are currently being undertaken in the areas of workflow analysis, delegation of authority, and working arrangements with UNON. The proposed short and medium-term improvements listed below derive from in house staff consultations and will be further elaborated pending the outcome of these assessments.

38. Short-term improvements include:

- Establishing operational and procedural guidelines and manuals and ensure compliance through training and monitoring
- Streamlining key procedures and approval processes in conjunction with delegation of authority and accountability

39. Medium-term changes include the review of delegation of authority and accountability on the basis of independent assessment to be undertaken by external consultants on resource
mobilization and allocation procedures and processes. Levels of authority to be determined on basis of seniority and responsibility and managers to be held accountable.

Organisational culture and branding

40. Building a “One-Habitat” culture is a key determinant to realising the organisational alignment, convergence and results-based approach required for the successful implementation of the MTSIP, to broadening UN-Habitat’s appeal and effectiveness in carrying out its advocacy role and function, and to realising the objectives of its resource mobilisation strategy.

41. A key first step will be to maintain the momentum acquired in the preparation of the MTSIP and to instil and maintain a culture of change throughout the Plan period. The above paragraphs identify and provide for the introduction of changes in systems and tools as pre-requisites for the effective implementation of a results-based MTSIP. More detailed changes and improvements will be proposed, pending the outcome of independent assessments, as reinforcing measures to improve customer focus, service quality and consistency, collaborative work practices and information sharing. Key areas of improvement include enhanced ICT support for information management and sharing and collaborative work practices, incentives and recognition systems for contributing to programme alignment and convergence, and a consistent interface and external communications strategy for all meetings, conferences, publications and event organisation and promotion.

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8 This section will be further developed pending the outcome of expert inputs on knowledge generation, information sharing and communication strategy.