

EXECUTIVE BOARD

2021 Session 1

AGENDA ITEM 11 Annual report on the Executive Director's Actions to Update and Improve the Internal Management, Policies and Procedures of UN-Habitat

Maimunah Mohd Sharif
Executive Director



UN HABITAT
FOR A BETTER URBAN FUTURE

| Internal Management: - Organisational Restructuring

1. In April 2018, a **task team** was formed to propose a new structure for the organisation to ensure efficiency and effectiveness.
2. Appointed **Change Agents** from different parts and different levels of staff to champion reforms and set the stage for a 'all of house' approach with the generous support from Sweden & Norway.
3. In April - October 2019, the Task Team organised workshops with the senior management to develop the **new organisational structure**.
4. New Structure proposed by the task team to the ED and approved on 31 December 2019. **New Structure implemented** through a 'lift and shift' exercise. This was completed on 31 January 2020
5. From January to Sept 2020, to ensure smooth implementation, the task team **reviewed and classified posts** according to the new structure.
6. A **RACI** exercise to bring to life the new structure was carried out and this has been completed in May 2020.
7. A **Focal Point list** based on the RACI was completed in June 2020 and updated in September 2020.
8. A Task Team on the **Field Architecture** completed its policy recommendation, which was approved by the Executive Committee in February 2021



| Internal Management: Managing Change



- 1. Governance Framework** - to conclude the 14-year impasse at the General Assembly.
- 2. Restructuring** commenced in October 2018 to ensure better effectiveness, country focus, alignment with Agenda 2030; new structure endorsed by the EB in Nov 2019 and completed in Q1 2020;
- 3. Financial Stabilisation** by imposing austerity measures and effective management of finances by ensuring we meet the required reserves for all funds.
- 4. Management Efficiency: SOPs** introduced to enhance control mechanisms at MACS & OED; design to secure ISO certification for management.
- 5. Talent Management: Staff lists** including contract management initiated to ensure compliance and training introduced for better talent management.
- 6. Programmatic Alignment** commenced with the with the development of the 2020-2023 Strategic Plan with RBM approach, SDG-aligned results framework, and impact indicators.
- 7. Transparency: Strengthening of the Programme Review Committee** is on-going; ToRs established; transition to electronic PRC initiated; **Project closure** - from 797 (2019) to 66 (2020) is on-going; donor confidence partially restored.
- 8. Resource Mobilisation Strategy revised**; move towards diversifying income streams to include donor governments returning to multi-year, general and soft-earmarked funding; members of UN Habitat Assembly providing annual subscriptions; new endowment model; exploration with direct contributions from cities & private sector; and continued growth of earmarked funds for programming innovation and execution of country-level projects.
- 9. Communicating Impact** - to align different platforms, ensure singular branding across all platforms & developing a dedicated team to communicate impact, including launch of Urban



| Policies: - New Strategic Plan

May 2019 - Approved by the UN-Habitat Assembly

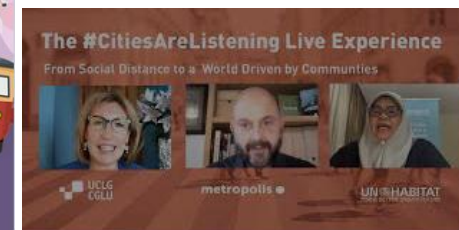
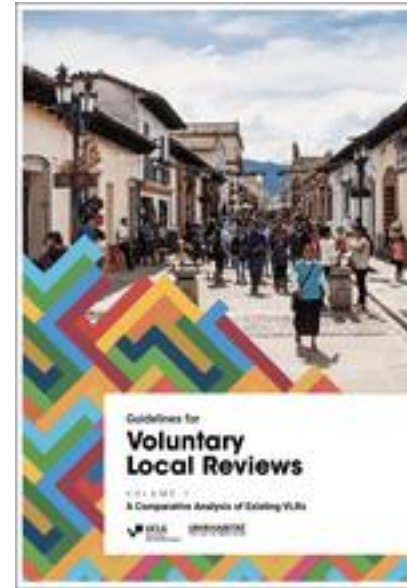
Feb 2020 - Officially launched at the 10th WUF with flagship programmes; adopted as the basis for the regional level action plans.

Dec 2020 - First 12 months of its implementation, the SP influenced by COVID-19; USD 202 million revenue generated in support of the Strategic Plan



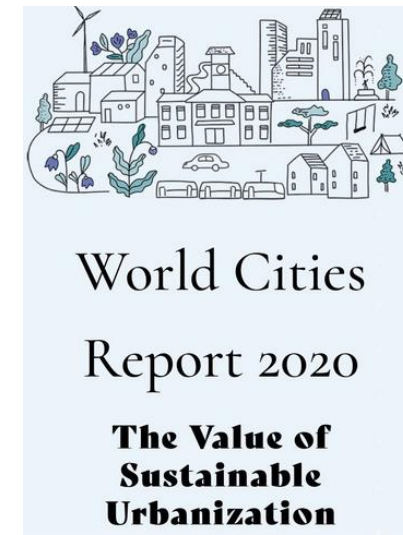
| Policies: - Contributing to the Secretariat

1. Focal point list established based on the new structure in March 2020.
2. Led **inter-agency process of HLCP** to develop UN systemwide strategy for sustainable urban development endorsed by CEB in May 2019.
3. **2020 Report of the Secretary-General on UN-Habitat** submitted to General Assembly within the deadline.
4. Contributed to the **UNSDG's Report on COVID-19** and Socio-economic impact (chapter 5)
5. Appointed **penholder for the SG's Report on COVID in the Urban Age**.
6. Supported EOSG in convening of SMG on **future of cities** and follow up meetings



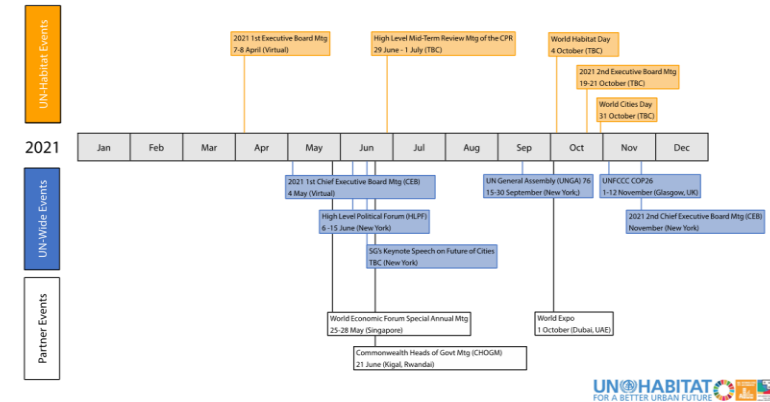
| Policies: - Strengthening UN-Habitat's Convening Role

1. Successfully convened the first **UN-Habitat Assembly** in May 2019.
2. ED's representation strengthened at HLPF, UNGA, CEB, UNSDG, IASC and other **UN platforms**.
3. UN-Habitat convened the **World Urban Forum 9** and **10** (the first in Southeast Asia and Arab States region respectively).
4. **World Habitat Day** 2018 (Nairobi), 2019 (Mexico City), 2020 (Surabaya) successfully convened; as well as **World Cities Day** 2019 (Etkeninburg), 2020 (Kisumu); all forming **Urban October** involving over 500 events in xx cities & countries.
5. **World Urban Campaign** revived in 2020.
6. **State of the World Cities Report** revived (last one was published in 2016).
7. **State of the World Cities Report** (special issue) on **Cities & Pandemics** published in March 2021.



Procedures: - Policy into Practice

1. **UN-Habitat Strategic Plan 2020-2023** delivered through a whole of house approach.
2. **UN-Habitat Assembly 2019** demonstrate a all of house approach
3. **UN-Habitat successfully delivered** the 10th World Urban Forum in a cohesive manner.
4. **Whole of house approach** in developing and rolling out the UN-Habitat COVID-19 Response Plan in 64 countries
5. UN-Habitat support for **recovery programme** of the Beirut Explosion
6. **SOPs developed at OED** to ensure transparency, efficiency and effectiveness.
7. **Alignment of ED's Compact** with the organisation's work plan.
8. **Alignment of division work plan** with that of the E-PAS of all staff members.
9. **UN-Habitat Corporate Dashboard** provides a map of all of the organisation's activities, its footprint and their alignment with the Strategic Plan.
10. **UN-Habitat in Numbers** - quarterly compilation of the organisation's portfolio in numbers.



THANK YOU!

UN  **HABITAT**
FOR A BETTER URBAN FUTURE

www.unhabitat.org

