

# **MOPAN 2015-16 Assessments**

## **United Nations Human Settlements Programme (UN-Habitat)**

Institutional Assessment Report



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# Preface

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## ABOUT MOPAN

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The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of donor countries with a common interest in assessing the effectiveness of multilateral organisations. Today, MOPAN is made up of 18 donor countries: Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, Korea, Spain, Sweden, Switzerland, the United States of America and the United Kingdom. Together, they provide 95% of all development funding to multilateral organisations.

The mission of MOPAN is to support its members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. The Network's assessments are primarily intended to foster learning, and to identify strengths and areas for improvement in the multilateral organisations. Ultimately, the aim is to improve the organisations' contribution to overall greater development and humanitarian results. To that end, MOPAN generates, collects, analyses and presents relevant information on the organisational and development effectiveness of multilateral organisations. The purpose of this knowledge base is to contribute to organisational learning within and among multilateral organisations, their direct clients, partners, and other stakeholders. MOPAN members use the findings for discussions with the organisations and with their partners, and as ways to further build the organisations' capacity to be effective. Network members also use the findings of MOPAN assessments as an input for strategic decision-making about their ways of engaging with the organisations, and as an information source when undertaking individual reviews. One of MOPAN's goals is to reduce the need for bilateral assessments and lighten the burden for multilateral organisations. To that end, MOPAN members are closely involved in identifying which organisations to assess and in designing the scope and methodology of the assessments to ensure critical information needs are met.

## MOPAN 3.0 — A reshaped assessment approach

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MOPAN carries out assessments of multilateral organisations based on criteria agreed by MOPAN members. Its approach has evolved over the years. The 2015-2016 cycle of assessments uses a new methodology, MOPAN 3.0. The assessments are based on a review of documents of multilateral organisations, a survey of clients and partners in-country, and interviews and consultations at organisation headquarters and in regional offices. The assessments provide a snapshot of four dimensions of organisational effectiveness (strategic management, operational management, relationship management and performance management), and also cover a fifth aspect, development effectiveness (results). Under MOPAN 3.0, the Network is assessing more organisations concurrently than previously, collecting data from more partner countries, and widening the range of organisations assessed. Due to the diversity of the organisations' mandates and structures, MOPAN does not compare or rank them.

MOPAN assessed 12 multilateral organisations in the 2015-2016 cycle. They are the African Development Bank (AfDB); Gavi; the Global Fund to Fight Aids, Tuberculosis and Malaria (The Global Fund); the Inter-American Development Bank (IDB); the International Labour Organization (ILO); the Joint United Nations Programme on HIV/AIDS (UNAIDS); the United Nations Development Programme (UNDP); the United Nations Environment Programme UNEP; UN-Habitat; the United Nations Children's Fund (UNICEF); the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA); and the World Bank.

## Acknowledgements

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We would like to thank all participants in the MOPAN 2015-2016 assessment of UN-Habitat. UN-Habitat's senior management and staff made valuable contributions throughout the assessment, in particular in relation to the document review and headquarters interview processes, and they provided lists of their direct partners and co-sponsors to be surveyed. Survey respondents contributed useful insights and time to respond to the survey. The MOPAN Institutional Lead, Norway, represented MOPAN in this assessment, liaising with UN-Habitat throughout the assessment and reporting process. MOPAN members provided the MOPAN Country Facilitators who oversaw the process in the partner countries where the survey took place.

### **Roles of authors and the MOPAN Secretariat**

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The MOPAN Secretariat, led by Björn Gillsäter (until early May 2016) and Chantal Verger (since then), worked in close co-operation with the MOPAN Technical Working Group and IOD PARC on all methodological aspects. Together they developed the Key Performance Indicators (KPIs) and micro-indicators (MIs), designed the survey and its methodology, and defined the approach to the document review. The MOPAN Secretariat drew up lists of survey respondents with the help of MOPAN members and the multilateral organisations being assessed, and approved the final survey questionnaire. IOD PARC carried out the survey in partnership with Ipsos mori. IOD PARC also analysed the survey, carried out the document reviews, conducted the interviews, analysed the data and drafted the reports. The MOPAN Secretariat oversaw the design, structure, tone and content of the reports, liaising with MOPAN's Institutional Leads and the focal points of the multilateral organisations. Chantal Verger from the MOPAN Secretariat provided the oversight for this UN-Habitat report.

IOD PARC is an independent consultancy company specialising on performance assessment and managing change in the field of international development. Through this blended expertise IOD PARC helps organisations, partnerships and networks identify the needs, chart the journey and deliver improved performance to achieve greater impact.

Website: <http://www.iodparc.com>

For more information on MOPAN and to access previous MOPAN reports, please visit the MOPAN website: [www.mopanonline.org](http://www.mopanonline.org)

# Contents

<b>List of figures and tables</b>	iv
<b>Acronyms and abbreviations</b>	v
<b>EXECUTIVE SUMMARY</b>	vi
<b>1. INTRODUCTION</b>	1
<b>1.1 The United Nations Human Settlements Programme</b>	1
Mission and mandate	1
Governance	1
Organisational structure	2
Strategy and services	2
Finances	3
Organisational change initiatives	3
<b>1.2 The assessment process</b>	4
Assessment framework	4
Lines of evidence	4
<b>1.3 Structure of the report</b>	5
<b>2. ASSESSMENT OF PERFORMANCE</b>	6
<b>2.1 Organisational effectiveness</b>	7
Performance area: Strategic management	7
Performance Area: Operational management	11
Performance Area: Relationship management	15
Performance Area: Performance management	20
<b>2.2 Development Effectiveness</b>	25
Performance Area: Results	25
<b>3. CONCLUSIONS</b>	29
<b>3.1 Current standing of the organisation against requirements of an effective multilateral organisation</b>	30
Relevance	30
Efficiency	31
Effectiveness	32
Impact/sustainability	33
<b>3.2 The performance journey of the organisation</b>	33
<b>ANNEXES</b>	36
Annex 1: <b>Detailed scoring and rating on KPIs and MIs for UN-Habitat</b>	37
Annex 2: <b>List of documents analysed for UN-Habitat</b>	112
Annex 3: <b>Process map of the MOPAN 3.0 assessment of UN-Habitat</b>	119
Annex 4: <b>Results of the MOPAN survey of UN-Habitat Partners</b>	120

## Figures and tables

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### Figures

Figure 1: Partner Survey Analysis – Strategic management	10
Figure 2: Partner Survey Analysis – Operational management	14
Figure 3: Partner Survey Analysis – Relationship management	19
Figure 4: Partner Survey Analysis – Performance management	23

### Tables

Table 1: Performance areas and Key Performance Indicators	4
Table 2: Strengths identified in 2016	35
Table 3: Areas identified for improvement and/or attention in 2016	35

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## Acronyms and abbreviations

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AfDB	African Development Bank
AU	African Union
CPR	Committee of Permanent Representatives
ECOSOC	UN Economic and Social Council
ERM	Enterprise risk management
GC	Governing Council of the United Nations Human Settlements Programme
GEAP	Gender Equality Action Plan
GLTN	Global Land Tool Network
IATI	International Aid Transparency Initiative
IMDIS	Integrated Monitoring and Document Information System
INGO	International non-governmental organisation
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicator
MEA	Multilateral environmental agreement
MI	Micro-indicator
MOPAN	Multilateral Organisation Performance Assessment Network
MTS	Medium-term Strategy
NGO	Non-governmental organisation
OIOS	UN Office of Internal Oversight Services
PAAS	Project and accrual accounting system
PAG	Project Advisory Group
PoW	Program of work
RBM	Results-based management
ROAP	UN-Habitat Regional Office for Asia and the Pacific
SDG	Sustainable Development Goal
SWOT	Strengths, weaknesses, opportunities and threats
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNON	United Nations Office at Nairobi
UN-SWAP	UN System-wide Action Plan on Gender Equality and the Empowerment of Women

## Executive summary

This institutional assessment of UN-Habitat covers the period from 2014 to mid-2016. Applying the MOPAN 3.0 methodology, the assessment considers organisational systems, practices and behaviours, as well as the results UN-Habitat achieves. The assessment considers five performance areas: four relate to organisational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assesses UN-Habitat's performance against a framework of key indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation. The assessment also provides an overview of its performance trajectory. This is the first MOPAN assessment of UN-Habitat.

### Context

#### UN-HABITAT

- Is mandated by the UN General Assembly to promote the development of socially and environmentally sustainable human settlements and the achievement of adequate shelter for all
- Is governed by a 58-member Governing Council and is managed as a non-resident agency of the UN subject to UN, rules and regulations
- Is focused on promoting urban governance and planning, economic opportunities and delivery of basic services, with the aim of ensuring that slum upgrading programmes, and risk reduction and rehabilitation, are integrated with overall city planning and development
- Is seeking more predictable multi-year funding for its normative work, as the volume of voluntary non-earmarked contributions for its core activities is declining
- Has gone through an extensive reform process to improve efficiency, shifting to a decentralised and matrix-based operating model and a new system for financial and performance management

#### Organisation at a glance

- Established 1978
- Expenditure: USD 167 million (2015)
- Active in 76 countries
- Over 400 core staff
- Secretariat operates through:
  - Nairobi headquarters
  - 4 regional offices
  - 4 liaison offices
  - 55 country offices

### Overall performance

The 2016 MOPAN assessment concludes that overall, UN-Habitat largely meets the requirements of an effective multilateral organisation and is fit for purpose, although performance can be strengthened and improved in some areas. It provides strong leadership on sustainable urbanisation, demonstrating a deep understanding of the changing nature of urbanisation and a capability to adapt and respond to these changes. UN-Habitat's organisational architecture is aligned with its mandate, and its programmes and interventions achieve impressive results. The organisation brings innovative and creative approaches to its operations.

UN-Habitat demonstrates relevance, and is responsive to the demands of its partners and the conditions where it works. Its operational models and programmes are relevant and well-designed; they flow from its strategic mandate and the interests of partners. It demonstrates transparency and accountability in its operations, and strong compliance with financial requirements. The inflexibility of UN systems, related to financial and human resources management, pose key constraints to the organisation's efficiency and effectiveness, as does the decline in its core funding. The organisation delivers positive results in a reasonably efficient and cost-effective way across all areas of operation, with impact particularly in relation to sustainable urbanisation. While the organisation has evolved in a positive direction, performance can be further improved in a number of areas.



## Key strengths and areas for improvement

### Key strengths

- **Made strategic shift to sustainable urbanisation** and how cities will be managed in future
- **Strategic Plan is aligned with global urbanisation challenges** and implemented consistently at all levels
- **Considerable investment made in reform of the organisation:** the new decentralised matrix management approach is working effectively to achieve integrated results across programmes and normative work
- **A strong team approach** facilitates agility, learning and efficiency
- Its technical work adds value and its participatory project design ensures relevance; **its partners value its support and have high levels of confidence in it**
- **Its powerful new partnerships** with city, regional and national governments, as well as traditional and new development partners, have the potential to be transformative
- **Has embraced results-based management at all levels**, improving accountability for results
- **Positive results achieved** across all areas of operation

### Areas for improvement

- **Stabilise core funding**, and increase the proportion and volume of flexible core funding, to better focus on strategic priorities and normative work
- **A new partnership strategy**, linked to the inter-agency framework and the current resource mobilisation strategy, is an opportunity to address the funding issue with members and donors
- **Expedite institutional reforms**, specifically the roll out of the Umoja management system, to minimise disruption and more quickly achieve efficiency and transparency benefits
- **Deepen mainstreaming of cross-cutting issues:** strengthen processes for embedding climate change and human rights approaches and knowledge into programme and project design, implementation and oversight
- Engage in **more comprehensive consultation with beneficiaries** to improve analysis and results in cross-cutting issues
- **Strengthen reporting at the outcome level;** apply a more systematic approach to establishing targets and data collection
- **Develop comprehensive results analysis tools**, more **systematic approaches** to knowledge management, and better processes to **track partnerships and accountability** across the organisation
- **Incorporate learning from evaluations** through a stronger feedback mechanism to improve organisational performance
- **Focus more on sustainability** in interventions and on identifying and managing risks throughout the programme delivery process



# INTRODUCTION



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## 1.1 The United Nations Human Settlements Programme

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### Mission and mandate

The mission of UN-Habitat is to promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all. Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanisation, with six out of every ten people in the world expected to reside in urban areas by 2030. Over 90% of this growth will take place in Africa, Asia, Latin America and the Caribbean. Without effective urban planning, this rapid urbanisation will have dramatic consequences.

UN-Habitat's vision of urbanisation encompasses all levels of human settlements including small rural communities, villages, market towns, intermediate cities, large cities and metropolises — wherever a stable community is continuously located and there are housing units together with permanent social and economic activities, common public space, urban basic services and local governance structure.

It is the focal point for all urbanisation and human settlement matters within the UN system. The main documents outlining UN-Habitat's mandate are the Vancouver Declaration on Human Settlements (Habitat I), the Istanbul Declaration on Human Settlements (Habitat II and the Habitat Agenda), the Declaration on Cities and Other Human Settlements in the New Millennium, UN General Assembly Resolution 56/206, and the Paris Declaration (Fast-track cities: ending the AIDS epidemic). UN-Habitat's mandate is also shaped by UN General Assembly Resolution 3327 (XXIX), which, in 1975, established the United Nations Habitat and Human Settlements Foundation (UNHHSF). Habitat III took place in Quito in October 2016, where Member States agreed a New Urban Agenda.

### Governance

UN-Habitat's work and relationships with its partners are periodically examined by the Governing Council of the United Nations Human Settlements Programme, which serves as the intergovernmental decision-making body of UN-Habitat. The Governing Council meets every two years and is composed of 58 member states elected for four-year terms. It reports to the UN General Assembly through the United Nations Economic and Social Council. Its main functions are as follows:

- Sets the policy of UN-Habitat by developing and promoting policy objectives, priorities and guidelines regarding existing and planned programmes of work in the field of human settlements;
- Oversees working relations with partners by closely following the activities of UN agencies and other international organisations in the field of human settlements, and by proposing ways to best achieve overall human settlements policy objectives within the UN system;
- Approves UN- Habitat's biennial work programme and budget.

### Organisational structure

UN-Habitat, a non-resident agency within the UN system, is structured in three main bodies and a working group:

- The Governing Council (GC), whose role (as detailed above) is to set the major strategic and policy directions and approve its programmes and budget;
- The UN-Habitat Secretariat is the executive body of the organisation. Its task is to ensure the execution of the Governing Council's decisions and translate them into specific strategies, programmes and initiatives. It is headquartered in Nairobi, Kenya, and led by an Executive Director proposed by the UN Secretary-General and elected by the General Assembly. It is the focal point for all urban and human settlement matters within the UN system.
- The Committee of Permanent Representatives (CPR), whose role is to ensure that the Governing Council's decisions are enacted by the Secretariat within the set framework. It has a supervising role and represents the Governing Council at the Secretariat to address issues arising between the biennial Governing Council meetings. The CPR is composed of ambassadors or foreign envoys of member states accredited to UN-Habitat.
- The Working Group on Programme and Budget was established following a request by the Governing Council in April 2015, with a view to strengthen the oversight role of the Governing Council and the Committee of Permanent Representatives. The Working Group consists of three representatives of each regional group. It meets regularly, and no less than twice a year for three days, to make actionable recommendations to the Executive Director and submit periodic reports to the CPR at each of its regular sessions and biennial reports to the GC.

UN-Habitat operates in 76 countries. The Secretariat comprises an executive team and three division chiefs, for programmes, operations and external relations. The organisation uses a matrix management structure with seven branches corresponding to each of the seven focus areas in the Strategic Plan 2014-2019, as well as regional offices for Africa, Arab states, Asia Pacific, and Latin American and the Caribbean. The regional offices support country and liaison offices. The organisational structure at the time of this assessment listed 55 country offices. These have limited staff and in some cases are operated only as part of UN-Habitat programme activities, not as a formal field presence. The specific countries with such offices vary according to funding availability. The four liaison offices are in New York, Brussels, Bangkok and Geneva.

### Strategy and services

UN-Habitat recently conducted a reorganisation to improve efficiency and optimise resources, and is guided by its Strategic Plan 2014-2019. The plan outlines seven focus areas (see Box 1). The organisation deems as priorities the first four focus areas, which have seen lower investment in the past in favour of other areas that were then deemed of higher priority.

#### Box 1: UN-Habitat focus areas 2014-2019

- |   |                                      |
|---|--------------------------------------|
| 1. Urban legislation, land and governance | 5. Housing and slum upgrading        |
| 2. Urban planning and design              | 6. Risk reduction and rehabilitation |
| 3. Urban economy                          | 7. Research and capacity development |
| 4. Urban basic services                   |                                      |

Adequate urban policies and legal frameworks are key components to achieving the overall development goals of UN-Habitat. Enabling structures and strong guidelines support proper urban planning and design and help to reduce through strategic interventions the number of unresolved land use issues. The approach of UN-Habitat is to combine good urban planning and design so that programmes to upgrade housing and slums are integrated with overall city planning and development. UN-Habitat works closely in its interventions with the specific pertinent governments, local authorities, non-governmental organisations (NGOs), the private sector, academia and civil society on improving urban planning. As part of the normative aspects of its work, it also invests in developing norms and standards that can be applied more widely.

The Strategic Plan 2014-2019 places great emphasis on the catalytic role of UN-Habitat and its ambition to be a leading authority on urbanisation matters. This is a critical shift, given the adoption in 2015 of the Sustainable Development Goals (SDGs) and the importance placed on sustainable cities and communities (SDG 11). UN-Habitat's expertise and experience place it in a strategic position to contribute to global processes regarding sustainable urbanisation and improved city planning and management.

### **Finances**

The financial framework of UN-Habitat comprises three sources of funding: United Nations regular budget allocations approved by the General Assembly; United Nations Habitat and Human Settlements Foundation contributions, consisting of general purpose budget allocations that are approved by the Governing Council and special purpose budget allocations that are approved by the Executive Director; and technical co-operation contributions, for which budget allocations are approved by the Executive Director. UN-Habitat receives a declining volume of voluntary non-earmarked contributions for core activities, and in response is seeking more predictable multi-year funding for normative work.

Overall resource requirements for UN-Habitat for the biennium 2016-2017 are projected at USD 482.3 million, an increase of 22.2 % over the USD 394.5 million estimated for the biennium 2014-2015. The expected increase is mainly due to a significant growth in the volume of tied technical co-operation budget the organisation receives. This growth reflects increasing demand for UN-Habitat's advisory services and for capacity-building and operational support activities at the regional and country level.

### **Organisational change initiatives**

UN-Habitat has gone through an extensive reform process in recent years. This has resulted in a new decentralised and matrix-based organisational structure and operating model. Each of seven branches is aligned to a focus area outlined in the Strategic Plan 2014-2019, and works closely with the regional offices that play a critical role in implementing programmes and projects at the country and regional levels. A decentralised approach is further applied at the country level, with the regional offices maintaining effective normative and operational oversight and guidance. This approach has strengthened the relationships between headquarters, the regional offices and the liaison offices.

As part of the restructure, UN-Habitat and other UN partners, led by the United Nations Office at Nairobi (UNON), introduced the Umoja system for financial and performance management. As part of the Umoja system installation in 2012, many core functions were re-centralised to improve and streamline operational guidelines and approaches. Now that the system is installed, decentralisation is being re-established in stages.

## 1.2 The assessment process

### Assessment framework

This MOPAN 3.0 assessment covers the period from 2014 to mid-2016 and looks specifically at the UN-Habitat Secretariat. It addresses organisational systems, practices and behaviours, as well as results achieved during the relevant period of the 2014-2019 Strategic Plan. The assessment focuses on five performance areas. The first four performance areas, relating to organisational effectiveness, each have two Key Performance Indicators (KPIs). The fifth performance area (results), relating to development and humanitarian effectiveness, is comprised of four KPIs.

Each KPI is based on a set of micro-indicators (MIs) that when combined, enable assessment against the relevant KPI. The full set of KPIs and MIs is available in Annex 1.

**Table 1: Performance Areas and Key Performance Indicators**

Performance Area	KPI
Strategic Management	<p><b>KPI 1:</b> Organisational architecture and financial framework enable mandate implementation and achievement of expected results</p> <p><b>KPI 2:</b> Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels</p>
Operational Management	<p><b>KPI 3:</b> Operating model and human/financial resources support relevance and agility</p> <p><b>KPI 4:</b> Organisational systems are cost- and value-conscious and enable financial transparency/accountability</p>
Relationship Management	<p><b>KPI 5:</b> Operational planning and intervention design tools support relevance and agility (within partnerships).</p> <p><b>KPI 6:</b> Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources.</p>
Performance Management	<p><b>KPI 7:</b> Strong and transparent results focus, explicitly geared to function</p> <p><b>KPI 8:</b> Evidence-based planning and programming applied</p>
Results	<p><b>KPI 9:</b> Achievement of development and humanitarian objectives and results – e.g. at the institutional/corporate-wide level and regional/country level, with results contributing to normative and cross-cutting goals.</p> <p><b>KPI 10:</b> Relevance of interventions to the needs and priorities of partner countries and beneficiaries.</p> <p><b>KPI 11:</b> Results delivered efficiently</p> <p><b>KPI 12:</b> Sustainability of results</p>

### Lines of evidence

Four lines of evidence have been used in the assessment: a document review, a survey, interviews and consultations. These evidence lines have been collected and analysed in a sequenced approach, with each layer of evidence generated through the sequential assessment process informed by, and building on, the previous one. See Annex 2 for a list of documents analysed as part of the UN-Habitat assessment and Annex 3 for a process map of the assessment. The full methodology for the MOPAN 3.0 assessment process is available at <http://www.mopanonline.org/ourwork/ourapproachmopan30/>.

The following sequence was applied:

- The assessment began with the collection and analysis of 59 documents. This included a limited number of independent evaluations. An interim version of the document review was shared with UN-Habitat. It set out the data extracted against the indicator framework and recorded an assessment of confidence in the evidence for each of the MIs. UN-Habitat provided feedback and further documentation to enable finalisation of the document review, which was completed in September 2016.
- An online survey was conducted to gather both perception data and an understanding of practice from a diverse set of well-informed partners of UN-Habitat. The survey generated 57 responses drawn from 10 countries (Afghanistan, Brazil, Burkina Faso, Colombia, Iraq, Liberia, Mozambique, Nepal, Nigeria and Somalia), including from donor and national government representatives, UN agencies and INGOs and NGOs. An analysis of both the quantitative and qualitative data has informed the assessment. Annex 4 presents results of the Partner Survey.
- Interviews and consultations were carried out at the UN-Habitat Secretariat in Nairobi with 68 senior and technical staff, ensuring coverage of all the main parts of the organisation. The interviews were carried out in a semi-structured way, guided by the findings and evidence confidence levels of the interim document review.

Analysis took place against the MOPAN 3.0 scoring and rating system, which assessed data from all evidence lines combined. These scores, and the evidence that underpins them, form the basis for this report. Annex 1 presents the detailed scoring and rating system as applied to UN-Habitat.

A limitation faced by the assessment was the limited number of evaluations available to assess the results of UN-Habitat. UN-Habitat's evaluation function is relatively recently established. If the current UN-Habitat evaluation plan is implemented as proposed, there will be significantly more evaluative material available in the future. There was also limited recent evaluative evidence available to assess the changes underway in UN-Habitat's institutional systems. This assessment report itself therefore represents only a snapshot view of UN-Habitat at a particular moment in time.

### **1.3 Structure of the report**

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This report has three sections. Section 1 introduces UN-Habitat and the MOPAN 3.0 assessment process. Section 2 presents the main findings of the assessment in relation to each performance area. Section 3 presents the conclusions of the assessment.

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## 2. ASSESSMENT OF PERFORMANCE

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## 2.1 ORGANISATIONAL EFFECTIVENESS

### PERFORMANCE AREA: STRATEGIC MANAGEMENT

*Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities*

**Strategic management:** UN-Habitat demonstrates a clear strategic direction and performs well in relation to strategic management. The organisation's strategic and financial management approaches are transparent and effective. UN-Habitat has made reasonable progress in terms of integrating and delivering results on cross-cutting issues. The organisation faces challenges with strategic management for resource management and human resource processes. These are primarily where UN systems and procedures are insufficiently flexible to allow the organisation to respond to partner priorities and demands, and are beyond the direct control of the organisation. The organisation is hindered from pursuing its strategic plans by insufficient core funding to support its normative or basic organisational support work for its own strategic objectives. While funding overall is increasing, funds are generally tied to strategic objectives of partners. While the partner objectives do align with the UN-Habitat strategic directions at the operational level, there is often only a small contribution to normative work. This means that core functions and normative work are severely underfunded compared to project and programme activities.

#### SCORING COLOUR CODES

Highly unsatisfactory  
(0.00 – 1.00)

Unsatisfactory  
(1.01 – 2.00)

Satisfactory  
(2.01 – 3.00)

Highly satisfactory  
(3.01 – 4.00)

KPI 1: Organisational architecture and financial framework enables mandate implementation and achievement of expected results

KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels

### KPI 1: Organisational architecture and financial framework enable mandate implementation and achieve expected results

UN-Habitat's performance against this KPI is rated as **highly satisfactory**.

**A clear strategic plan reflective of UN-Habitat's comparative advantage is in place, yet funding mechanisms are not aligned with its potential:** UN-Habitat has a clearly articulated vision and a strategic plan that is based on analysis of comparative advantage as well as consideration of strengths, weaknesses, opportunities and threats. However, UN-Habitat's funding mechanisms are not aligned with its potential. There is a need for the organisation to work more closely with member states and partners to promote the core functions that will enable better and more even implementation of key strategies and harness the potential of its normative work.

The Strategic Plan 2014-2019 is underpinned by a results framework and a performance management plan that includes baselines and targets for each indicator. The planning and programming approach ensures that all country and regional strategies, projects and programmes are aligned with and advance

the respective goals and expected results outlined in the Strategic Plan. UN-Habitat is contributing to improved collaboration within the UN system on a range of normative frameworks related to sustainable urbanisation, and engages actively under the “Delivering as One” initiative at the country level.

A financial framework is in place to ensure that all core and non-core-funded activities are aligned with the Strategic Plan. UN-Habitat has made progress in increasing total voluntary contributions. However, non-earmarked income for UN-Habitat’s core budget has suffered a considerable decline in recent years and is inadequate to respond to core functions and other organisation priorities. Income from the United Nations regular budget is likely to remain stagnant, or to decline as well, and the imbalance between earmarked and non-earmarked income is a persistent theme throughout the assessment.

There is some optimism within the organisation that the outcome of Habitat III, together with a renewed commitment from the international community for the New Urban Agenda, will go some way to making new flows of funds available. This includes increasing the share of UN-Habitat’s products that are funded directly by clients. However, a strong core budget is required to ensure that, within its mandate, UN-Habitat is able to match its products and services to the demands of member states and local partners. Without new flows of funds, there is a risk that UN-Habitat activities will become even more donor-driven. This would impact on its ability to implement its approved work programme and maintain its strategic focus and priorities, especially the normative elements.

## **KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues**

UN-Habitat’s performance against this KPI is rated as **satisfactory**.

**The Strategic Plan integrates some cross-cutting issues:** UN-Habitat operates with four cross-cutting issues: gender, climate change, human rights, and youth. Good governance is not defined explicitly as a cross-cutting issue, but there are many activities supported by the organisation that fall within this definition, such as activities to strengthen the capacity of local and national governments to formulate and implement plans and strategies for addressing governance issues.

**Work is under way on fully embedding cross-cutting issues into organisational practice:** Despite progress on all cross-cutting issues, concerns have been raised that, with the exception of gender, cross-cutting issues are yet to be fully embedded across UN-Habitat. The development of cross-cutting markers for the implementation, monitoring and evaluation stages of the project cycle is foreseen but is not yet fully evident.

The architecture to support institutional mainstreaming of the cross-cutting issues may need to be reviewed. The staff members assigned to cross-cutting issues generally work in individual branches, and also have substantial programme and resourcing responsibilities. They are too stretched to advance the mainstreaming of cross-cutting issues across the entire organisation. These staff members, or focal points, have established “markers” — questions that require project proponents to demonstrate they have adequately considered cross-cutting issues — that are included in the project approval format. The markers have been designed for use at the project planning and design stage to also engage relevant stakeholders with project proponents to explain any cross cutting research and analysis that has been carried out. The extent to which the markers lead to improved outcomes is not yet effectively tracked. For the organisation to fulfil its mandate related to sustainable cities, substantial focus is required to strengthen environmental markers, safeguards and performance. This may occur through stronger partnerships with appropriate partners, but does require embedding the strategic environmental approaches and

knowledge within UN-Habitat's own portfolio. Partner perceptions of UN-Habitat's mainstreaming of cross cutting issues at country level were largely positive (see Figure 1).

**Gender equality:** Gender equality has been best mainstreamed of all the cross-cutting issues. The Gender Equality Action Plan (GEAP) ensures that detailed plans are in place to promote gender equality both in programming and at the institutional level. Internal institutional arrangements are increasingly in place, in progressive compliance with the performance standards set out in the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). However, effective structures and mechanisms to integrate gender issues in evaluation processes are lacking, leading to insufficient evidence about performance on this issue across the organisation.

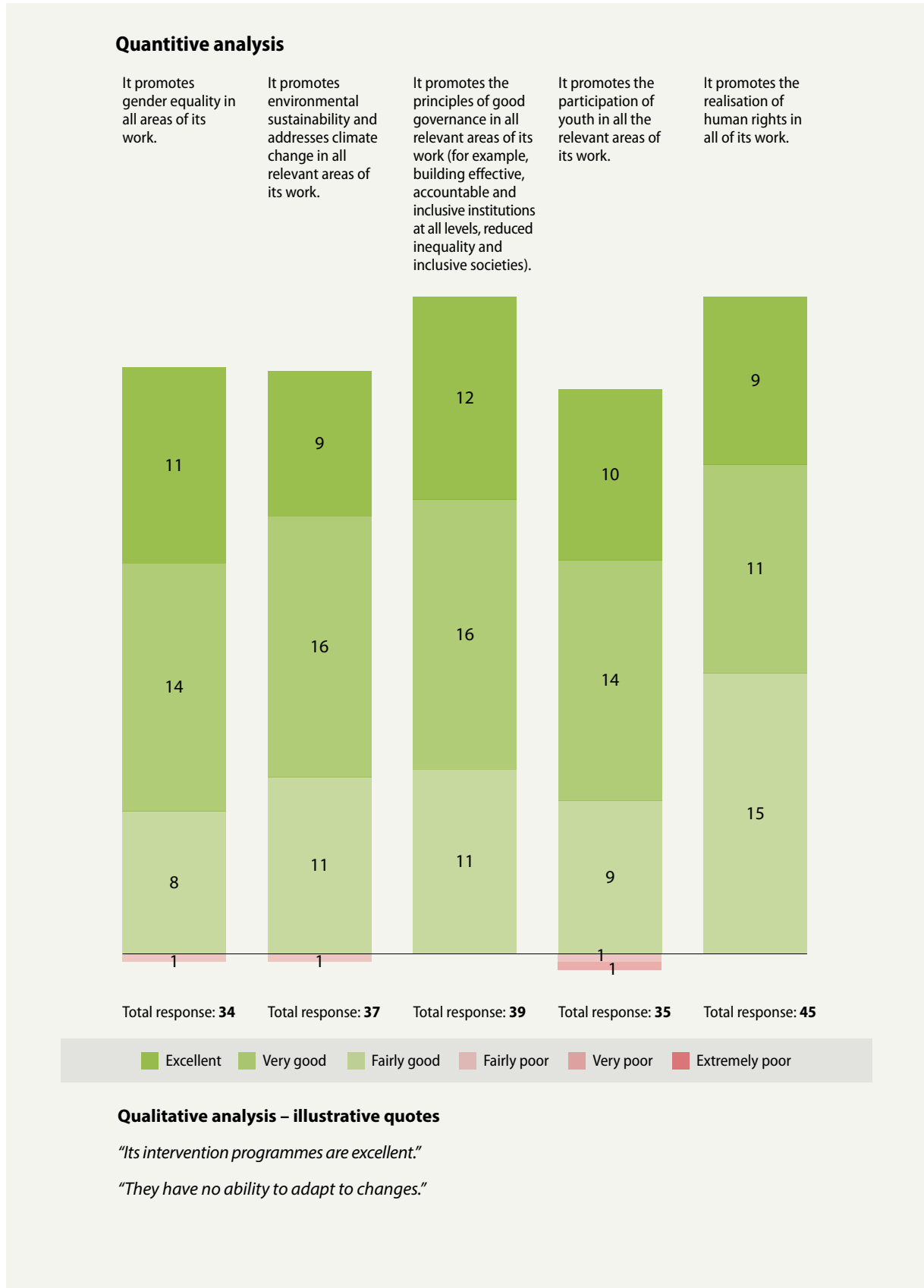
**Climate change:** The issue of climate change occupies a dual position in UN-Habitat's Strategic Plan 2014–2019. First it is an expected programme result area. Second it is a cross-cutting issue to be mainstreamed in all thematic areas through cross-programme linkages. The organisation-wide Climate Change Strategy provides guidance for achieving the associated targets. At the same time, the environmental markers in the approval process are not mandatory. By consequence and despite the shared goal of "sustainable cities" as highlighted in SDG 11 and the Habitat III agenda, environmental factors are not sufficiently prioritised at the programme level. UN-Habitat has increased its dedicated staffing and adjusted its structure to continue to build its attention to this aspect of its work.

**Human rights:** In 2013 the Governing Council approved the mainstreaming of human rights as a cross-cutting issue in Resolution 24/11. The organisation has yet to finalise and implement all aspects of its draft human rights strategy of 2013 aimed at implementing that resolution. But there are indications that UN-Habitat's capacity to support mainstreaming of human rights is increasing, including through different projects and sub-programmes such as the UN Housing Rights Programme and the Global Land Tool Network. Human rights is a key pillar of UN-Habitat's normative and operational work on land issues. UN-Habitat has been systematically engaging with the human rights monitoring system, the universal periodic review, which has contributed significantly to conceptualising the UN Human Rights agenda in relation to the mandate of UN-Habitat.

**Youth:** Youth is the fourth cross-cutting issue adopted by UN-Habitat. The organisation's commitment is demonstrated by the Governing Council's adoption of six stand-alone resolutions on this issue and a youth strategy. UN-Habitat has a large youth project portfolio and operationalised stand alone and intra-agency joint projects to address the livelihoods of urban youth – strengthening the basis for evidence based policy recommendations – while also working to mainstream youth into programming across the agency where relevant.

The Project Advisory Group (PAG) within UN-Habitat, comprising senior officers across the seven focus areas, screens all project proposals. It provides a good forum to ensure that cross-cutting issues are embedded within interventions at the design stage. The project approval process includes markers for considering cross-cutting issues. An appropriate score on gender and human rights issues is mandatory for successful project proposals. The markers for climate change and youth, however, are not mandatory. Youth is a specialist area so has a range of specific projects and activities. PAG discussions allow little time for detailed consideration of cross-cutting issues and while gender and human rights are given prominence, environmental matters (including climate change) do not appear well investigated.

**Figure 1: Partner Survey Analysis – Strategic Management**  
 An illustration of aggregated partner views from across the countries



## PERFORMANCE AREA: OPERATIONAL MANAGEMENT

*Assets and capacities organised behind strategic direction and intended results to ensure relevance, agility and accountability*

**Operational management:** UN-Habitat's operating model is set up to be efficient and responsive to both the strategic mandate of the organisation and the interests of partners. The organisation has been moving through a change management process and has adopted a matrix management approach that is now well embedded. The human and financial resources systems are designed to support relevance and agility to the extent that UN systems and procedures allow. However, there are temporary challenges with the change management process and it is too early to judge the gains from decentralisation. Policies and procedures are in place and geared towards supporting resource allocation in line with strategic priorities. These have been assessed as reasonably robust and transparent, with clear lines of accountability and robust internal control systems. UN-Habitat is subject to uneven cash flow as commitments made by member countries are not always forthcoming or are delayed. This results in challenges to effective and efficient budgeting and operational management. It also puts pressure on staff members as they have limited resources to both respond to partner interests and pursue strategic objectives and normative work.

### SCORING COLOUR CODES

Highly unsatisfactory  
(0.00 – 1.00)

Unsatisfactory  
(1.01 – 2.00)

Satisfactory  
(2.01 – 3.00)

Highly satisfactory  
(3.01 – 4.00)

KPI 3: Operating model and human/financial resources support relevance and agility

KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/accountability

### KPI 3: Operating model and human/financial resources support relevance and agility

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Managing the introduction of Umoja:** UN-Habitat ensures that human resources are aligned with organisational needs through the use of the Umoja system, which is also designed to provide flexibility to manage in a changing environment. However, the roll out of Umoja has been complex. In some instances it has been directly responsible for delays in programme implementation, and the organisation is less agile than it was. This is expected to be a temporary challenge and UN-Habitat is working with UNON to restore and improve functionality across the organisation.

**Efforts to address and adjust to limited core budget contributions:** Annual spending limits and budget allocations by cost centre are based on a number of criteria: performance, efficiency, the extent of collaboration on projects internally or with other agencies, and how all relevant thematic aspects are incorporated into project design and implementation. In this respect some key functions required for strategic and evidence-based operations receive a relatively low level of financial resources. These include partnerships development, development of country and regional strategies, and evaluations.

UN-Habitat developed a Resource Mobilisation Action Plan in 2015, out of concern over a decline in non-earmarked funding. The plan sets out concrete targets and outlines a decentralised fundraising model whereby all staff are, to varying degrees, responsible for mobilising resources in the form of projects. The resource mobilisation strategy has increased the level of contributions for earmarked activities, but failed to increase voluntary core contributions. UN-Habitat still has not fully adapted its donor relations and income model sufficiently to respond to changing donor behaviour and the wider development assistance environment. More could be done to promote to member countries and partners the value of its normative work and its core role.

***UN-Habitat has become a more cost-effective organisation:*** Non-staff costs have been halved since 2010, while staff costs have been reduced by some 30%, despite a modest expansion in the portfolio. There is a special focus on staff training to assure alignment to organisational priorities.

***Alignment of business processes to a decentralised approach:*** The key implementation modality of a UN-Habitat regional office is decentralisation at the country level, with the regional office maintaining normative and operational oversight and guidance. Umoja was introduced to ensure integrated co-ordinated business processes that facilitate greater delegation of authority to the point of delivery. It aims to automate checks and balances to ensure compliance with financial and administrative rules and regulations. It should also ensure that expenditures conform to their intended purpose in line with United Nations system-wide reforms. A number of critical business processes are decentralised to regional officers and country officers with a sizeable project portfolio. This includes procurement, recruitment/approval of consultants, legal instruments and financial certification of payments. No evidence was found of the extent to which reprogramming and reallocation decisions can be made/ have been made at a decentralised level. It is too early to assess the overall effectiveness of Umoja. Therefore, this assessment is of a new system in the early stages of implementation.

#### **KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/ accountability**

UN-Habitat's performance against this KPI is rated as **highly satisfactory**.

***Systems support a balanced approach to resource allocation:*** UN-Habitat's organisational systems and processes are on the whole very good and fit for purpose. Through Umoja enterprise resource planning, all UN-Habitat projects are fully aligned to the work programme that is derived from the Strategic Plan, and resources across the seven focus areas are allocated according to an analysis of what each requires. This balanced approach in the allocation of resources ensures that the role of each strategic priority in delivering the programme of work is accurately represented and that all project proposals are linked to the UN-Habitat mandate, strategic plan and biennial work programme results.

The introduction of Umoja is expected to effectively support results-based management, link resources to objectives and allow an improved performance assessment. Performance information from monitoring and evaluation will be used more systematically to take corrective action, enhance programmatic or organisational decision making and accountability, and ensure that programme objectives are met within a given budget by comparing actual progress against what was planned. It is too early to assess the overall effectiveness of Umoja, yet indications are that processes prior to the introduction of Umoja were cost and value-conscious and that the same approach is being applied to further strengthen systems.

Processes for screening and approving projects are well established: projects must have quality assurance clearance before resources are allocated. As shown in Figure 2, the survey results indicate a high level of stakeholder satisfaction with UN-Habitat's allocation of resources.

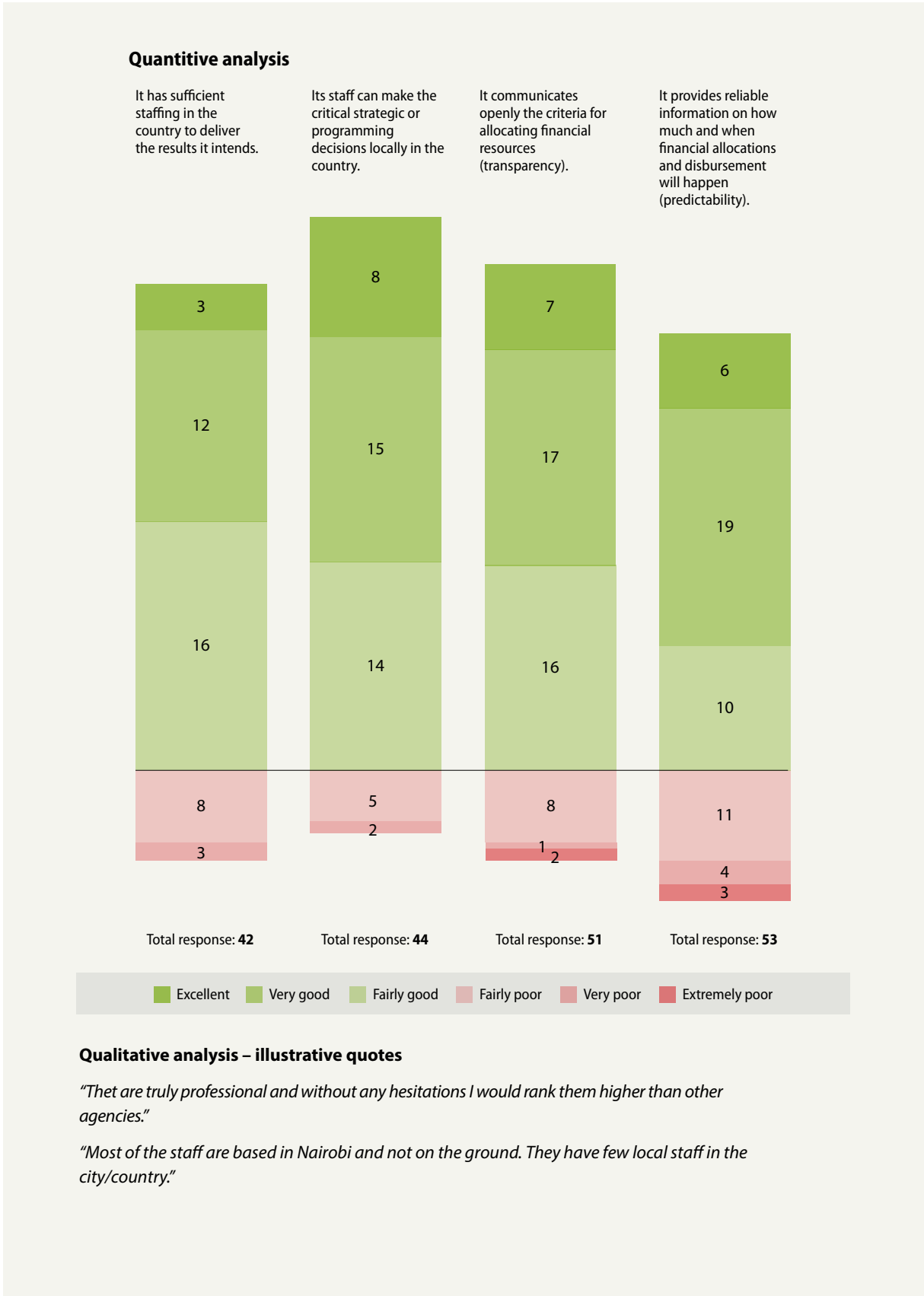
**Staff recruitment through the UN system constrains the agility of the organisation:** The processes for staff recruitment are onerous throughout the UN system and not in line with the agile nature of the organisation. The UN Secretariat procedures are not designed for field operations, are expensive to manage and are not flexible. This requires UN-Habitat to find other mechanisms to deploy personnel.

**Solid measures for control of financial resources:** Overall, resources seem to be disbursed as planned although there is evidence from audits and sample countries of a few cases of comparatively high rates of underutilisation, in particular in countries suffering political instability. On the other hand, the utilisation rates of 110% for the regular budget and 102% for the United Nations Habitat and Human Settlements Foundation general purpose fund are slightly higher than the allotments due to core staff costs. This is addressed by cost recovery through projects and programmes.

The implementation of Umoja is creating challenges for decentralisation of accountability. Decentralisation is in progress but needs to be expedited to enable responsive and transparent approaches at the local level.

UN-Habitat, along with the other United Nations Secretariat entities, implemented the International Public Sector Accounting Standards (IPSAS) as of 1 January 2014. The compliance of UN-Habitat financial statements with these standards was 100% by the end of 2014. There is a robust internal control system with good follow up mechanisms. UN-Habitat has an effective set of controls in place to prevent fraud and corruption.

**Figure 2: Partner Survey Analysis – Operational Management**  
 An illustration of aggregated partner views from across the countries





**PERFORMANCE AREA: RELATIONSHIP MANAGEMENT**

*Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)*

**Relationship management:** Partnerships are central to UN-Habitat's intent and practice of service delivery. Overall there is considerable evidence that UN-Habitat has appropriate intervention design processes and tools in place to support relevance and agility within partnerships. There are increasing direct partnerships with city, sub-national and national governments that recognise its expertise in sustainable urban development. Partners surveyed indicate a level of satisfaction with selected aspects of how UN-Habitat partners. However, an update of the partnership strategy, drafted in 2011, is pending, and there is limited integrated evidence on how UN-Habitat is governing, managing and tracking outcomes from its partnerships. An updated strategy underpinned by a clear results framework and articulation of comparative advantage would strengthen coherence of UN-Habitat's approach and contribute towards improved knowledge management.

## SCORING COLOUR CODES

Highly unsatisfactory  
(0.00 – 1.00)

Unsatisfactory  
(1.01 – 2.00)

Satisfactory  
(2.01 – 3.00)

Highly satisfactory  
(3.01 – 4.00)

KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)

KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources

**KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)**

UN-Habitat's performance against this KPI is rated as **satisfactory**.

There is a clear corporate intent that UN-Habitat's interventions be aligned with national and regional development priorities. UN-Habitat, as a non-resident UN agency, uses the established UN mechanisms put in place by the UN system to enable UN agency expertise and accumulated analytical and normative experience to support development at the country level. UN-Habitat channels its participation through the United Nations Development Assistance Framework (UNDAF) and by implication – subject to the quality of the fit of UNDAF in any given context - addresses national priorities. It responds to specific requests from countries for advisory and technical support, and participates in joint programmes. A selection of country and regional strategies provides evidence of the successful implementation of this approach. However, the UN Office of Internal Oversight Services (OIOS, in a 2015 assessment of projects in 20 countries, found that less than half were explicitly aligned with national priorities, indicating a lack of consistency in managing this issue across the organisation. This MOPAN assessment was not able to find evidence to either support or contradict this finding, but all interviews suggested that there is a strong effort to align efforts as far as possible with national priorities. The exceptions may arise when UN-Habitat is working with specific partners on particular local projects that may not be directly acknowledged in national priorities, e.g. in city development support or land tenure activities.

At the corporate level there is a recognition that context is key, as is capacity, and that flexibility is needed to address diversity in contexts and varying capacities. There is some evidence of analysis to ensure the relevance of interventions and that capacity analysis informs project design. The project design template requires a detailed understanding of the context. UN-Habitat's 2015 annual report shows that it reprioritised resources to identify gaps in the capacity of relevant institutions, partners and stakeholders at national and local levels to monitor urban-related SDG indicators.

**Limited room for manoeuvre on cumbersome processes for recruitment and procurement:** With respect to speed of implementation, there is evidence of heavy and slow processes both in terms of recruitment and procurement. These constraints are to some extent beyond the control of UN-Habitat, because UN-Habitat is required to abide by the United Nations Secretariat administrative rules and regulations. UN-Habitat is, however, committed to work towards reducing the number of days required for recruitment processes under its control.

**Strengthening approaches to risk management:** Corporate systems and tools are in place to support effective risk management, including through the implementation of an enterprise risk management framework introduced in 2015, a risk governance mechanism (a risk committee chaired by the Deputy Executive Director), and the availability of online risk management training. There is also some evidence that country programmes are engaging in risk management, including by identifying effective risk mitigation strategies. However, neither the extent to which these strategies have been implemented nor their impact is clear.

**Implicit rather than explicit approach and practice on sustainability:** There is insufficient documentary evidence to assess measures to ensure sustainability. Interviews with staff indicate that the organisation focuses more on effective implementation and achievement of results than on assessing whether the results are likely to be sustained. The project approval mechanisms include a requirement to report on expected maintenance arrangements for infrastructure but do not require articulation of strategies for sustainability of impact. Overall, there is also little evaluative evidence that projects and programme adequately consider sustainability of interventions.

**Continuing efforts to utilise limited resources to more effectively embed cross-cutting priorities in programming:** UN-Habitat has made a corporate commitment, expressed in key strategic documents, to integrate cross-cutting issues in the design and implementation of all policies, knowledge management tools and operational work. This is captured within the project design process through the application of a series of cross-cutting markers. Yet, the proportion of programmes and projects reflecting gender and other cross-cutting issues increased only marginally, to 65% in 2014 from 60% in 2013. An OIOS evaluation in 2015 concluded that although UN-Habitat has taken steps to effectively mainstream gender throughout its programmes, and has done so with limited resources, the other cross-cutting priorities have not been similarly embedded. This MOPAN assessment concurs with the OIOS finding that there is room for improvement with regard to cross-cutting issues, but notes that the organisation has made progress despite limited core funding for this work.

## **KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources**

UN-Habitat's performance against this KPI is rated as **satisfactory**.

### ***Centrality of partnerships to be reinforced and guided through updating of the partnership strategy:***

UN-Habitat has committed to become the partner of choice for those wishing to advance the work of sustainable urbanisation. In 2014, it signed 457 new agreements with a range of partners including civil society, local authorities, academia, research organisations and the private sector. It also has longstanding partnerships with regional institutions such as the African Union, the African Development Bank and the United Nations Economic Commission for Africa (UNECA). There is also a particularly clear commitment to engage actively with the "One United Nations" initiative, something that had also been requested by the Governing Council. An inter-agency meeting has for example been held with the United Nations Environment Programme and UN-Habitat to identify a number of synergies in their work.

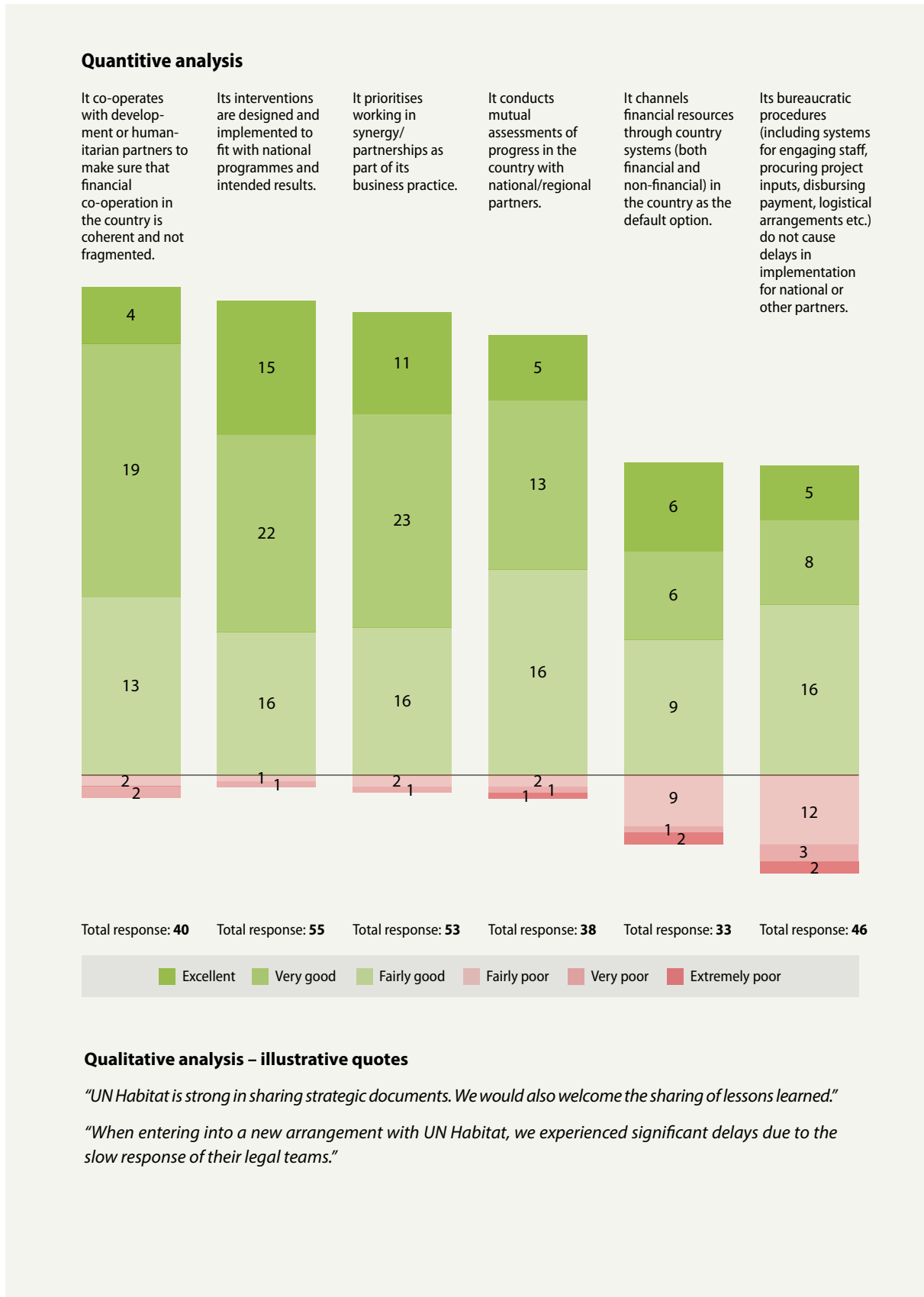
Partnerships are listed as one of UN-Habitat's core operational principles within its medium-term strategies, and UN-Habitat has a significant number of partnerships that operate at the global, regional and national level. Policies, procedures and guidance covering partnerships that enable agility within them are in place. The evidence indicates that UN-Habitat is committed to consultation with partners and that some key business practices are co-ordinated with relevant partners, in particular within the UN, and that some key information is shared with partners. However, collaboration with local stakeholders and beneficiaries appears to be decreasing as the organisation works more at the strategic level with global and national partners as well as with local governments. UN-Habitat has recently drafted an inter-agency framework with the aim of enhancing inter-agency co-ordination to address sustainable urbanisation and support progress toward SDG 11 concerning cities and human settlements. This specific framework is designed to contribute to the strengthening of internal co-ordination mechanisms for engagement with UN agencies, funds and programmes. It may continue to evolve as the Habitat III and SDG 11 implementation processes unfold.

***Limited sense of where and how partnerships can be most effective:*** Despite acknowledging the centrality of partnerships to its business model for programmes and projects, an update of the partnership strategy, drafted in 2011, is pending. There is not currently an effective mechanism in place to govern and manage its partnerships. The absence of an updated strategy, one underpinned by a clear results framework and clear statements of comparative advantage, further hampers an assessment of the benefits to be gained from UN-Habitat's wide range of traditional partners and the new partners that are emerging, particularly individual cities. An updated strategy would assist the organisation in prioritising its partnership approaches and identifying the most appropriate approaches to different types of partners. Different requirements, for example, might be appropriate for member countries that contribute to untied funding, for partners that provide multi-country programme funds, and for partners specific to one project or location. A new partnership strategy may also cover an improvement to risk management strategies to ensure that risks are systematically identified and evaluated. This would also assist in strengthening evidence in relation to sustainability of interventions. Where resources permit greater engagement of stakeholders and target beneficiaries at the design, implementation and evaluation stages of UN-Habitat interventions would be beneficial to ensure relevance and inclusiveness. This may be achieved by supporting implementing partners to include effective coordination mechanisms. Partner perceptions on partnering behaviour and supporting actions of UN-Habitat are largely positive (see Figure 3).

**Gaps in systematic management of knowledge:** The 2015 OIOS evaluation concluded that at least 10 previous evaluations and audits pointed to shortcomings in information and knowledge management within UN-Habitat. This MOPAN assessment finds that despite a new knowledge management strategy being finalised in 2015, there are still significant improvements to be made in the way UN-Habitat both captures knowledge and makes it centrally available so it can be applied to different contexts.

This MOPAN assessment found insufficient evidence to assess use of country systems, accountability to beneficiaries and mechanisms for mutual assessments. However, UN-Habitat has invested considerable human and financial resources in the Open UN-Habitat Transparency Initiative. This will allow UN-Habitat to show donors, partners and the public where and with whom the agency is working and the decisions being taken, as well as the funding and reporting related to each project implemented or supported by UN-Habitat.

**Figure 3: Partner Survey Analysis – Relationship Management**  
 An illustration of aggregated partner views from across the countries



**PERFORMANCE AREA: PERFORMANCE MANAGEMENT**

*Systems geared to managing and accounting for development and humanitarian results, as well as the use of performance information, including evaluation and lesson learning*

**Performance management:** UN-Habitat embraces results-based management (RBM) and planning, with strong support and commitment from senior management. Substantive progress has been achieved in recent years. At the same time, the organisation does not adequately track and document its results. Much of the reporting is activity-based rather than outcome-based, and trend analysis of results and knowledge management is ad hoc and not optimised. The performance tracking system could be improved. The next stage in implementation of the Umoja system should facilitate this. There is clear evidence of a process for implementing evaluation recommendations and clear levels of accountability for following up and implementing recommended changes, but the scope and coverage of evaluations are still limiting factors. Stakeholders express high levels of satisfaction with UN-Habitat's ability to use evidence-based planning. The organisation relies heavily on word of mouth to transfer knowledge and to capture best practices. This results in systemic gaps where information is not well analysed or disseminated across the organisation. Cross-cutting work is effective but thinly spread, and environmental assessments and initiatives require better analysis and a more mature approach to mainstreaming.

## SCORING COLOUR CODES

Highly unsatisfactory  
(0.00 – 1.00)

Unsatisfactory  
(1.01 – 2.00)

Satisfactory  
(2.01 – 3.00)

Highly satisfactory  
(3.01 – 4.00)

KPI 7: Strong and transparent results focus, explicitly geared to function

KPI 8: Evidence-based planning and programming applied

**KPI 7: Strong and transparent results focus explicitly geared to function**

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Momentum is building on a results-based management approach and architecture:** There is considerable support from the UN-Habitat leadership to apply a results-based management (RBM) approach, and good progress is being made to strengthen capacity within the organisation, including through formal training and the development of a comprehensive RBM policy and handbook. Corporate and programme strategies have a clear results-based logic and focus, and these are well linked to UN-Habitat's longer term vision and intended outcomes. While it is recognised, internally and externally, that the full transition to RBM remains a work in progress, substantive progress has been achieved in recent years. Survey results suggest a strong level of partner satisfaction with UN-Habitat's performance in terms of the organisation's results focus.

**Weaknesses in monitoring outcomes:** Outputs are monitored through the Integrated Monitoring and Document Information System (IMDIS), a centrally managed United Nations Secretariat-wide system that tracks delivery of work programmes with data from many sources including national statistics. However, monitoring of outcome indicators is weak due to the unavailability of performance data at the project level in the Project and Accrual Accounting System (PAAS). The UN-Habitat Governing Council recognised in 2015 that the organisation needs to improve its results-based management and further harmonise results-based reporting.

OIOS has also voiced concern that monitoring and evaluation reports other than those produced and supported by the evaluation unit, an organisation-wide monitoring programme, are not centrally available. This gap has important ramifications for knowledge management as it greatly reduces the likelihood that knowledge from these sources will be used to improve performance. This assessment confirmed the OIOS finding that the dissemination of monitoring reports and other evidence of performance was not consistent across the organisation.

Despite the strong commitment to RBM, limited evidence was found of how performance data were applied in planning and decision making, or how evidence underpinned results targets. The use of performance information, including evaluation and lesson learning, is neither systematic nor comprehensive. The sharing of lessons learned from interventions is largely organic and tends to occur through the planning meetings and the Policy Advisory Group (PAG). Knowledge management processes are not optimised.

A database to track evaluations is in place and is integrated in the UN-Habitat PAAS. The introduction of an online evaluation mechanism that systematically tracks the implementation of recommendations has further enhanced the use of performance information. In 2014, out of 208 accepted and partially accepted recommendations, 150 (72%) were implemented.

#### **KPI 8: Evidence-based planning and programming applied**

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Maturing evaluation systems:** UN-Habitat was relatively late, compared to other UN organisations, in establishing an independent, central evaluation function and in developing an evaluation policy. There is little evaluative evidence that predates their establishment in 2012.

UN-Habitat commissions and conducts two types of evaluations: centralised evaluations managed by the UN-Habitat evaluation unit and decentralised evaluations managed by programme and project managers with technical support from the evaluation unit. In addition, other entities such as donors may commission evaluations of UN-Habitat programmes and projects.

The number and scope of evaluations conducted are still not fully representative of the broad mandate and areas of UN-Habitat's work. The percentage of projects with a budget value over USD 1 million that have been evaluated by external evaluators also remains fairly low. The baseline in 2012–13 is 8%. An estimate for 2014–15 is 20% and the target for 2016–17 is 30%. A review of the UN-Habitat project portfolio in May 2015, based on the UN-Habitat Project and Accrual Accounting System (PAAS), found that only 41% (18) of 44 projects over USD 1 million and closing in 2015 had planned for evaluation. Nonetheless, going forward, UN-Habitat has committed that all projects and programmes of valued at more than USD 300 000 must have a budget provision for evaluation or they will not be approved at the design stage.

**Use of lessons learnt:** Utilisation of evaluation findings is encouraged in various planning processes, and there is a dedicated section in project documents for “lessons learned”. An evaluation tracking database is in place and is integrated in the PAAS. An evaluation management response mechanism has led to enhanced corporate accountability by tracking management responses to evaluations.

Evaluation use can be assessed by the uptake of recommendations and the use of lessons learned. On the first, UN-Habitat is progressing as the number of evaluation recommendations implemented increased to 77% in 2015, up from 72% in 2014 and 60% in 2013. The increase can be attributed to good practice in the follow up to management responses and implementation of action plans using an online evaluation recommendation tracking system. In terms of the second, however, OIOS expressed concern that the uptake of lessons learned is not systematically applied to all UN-Habitat projects due to the lack of centrally available monitoring and evaluation information. An assessment by OIOS in 2015 found that in the “lessons learned” sections of 77 project documents, staff explicitly pinpointed lessons or best practices for application to their own work in 43 cases. In 34 cases they did not. Partners perceptions of how UN-Habitat learns lessons from previous experience were generally positive (see Figure 4).

**Challenges in resourcing of evaluations:** While the quality of evaluations is solid and they are being used for planning and programming, there is concern that evaluations may not be regarded as sufficiently independent — not because of the organisational structure but for lack of budgetary independence. While the evaluation unit has independence to suggest and negotiate which evaluations to undertake, it is dependent on donors providing funds for specific evaluations because the core budget is inadequate to fund the full evaluation programme. Overall, financial and staffing resources are inadequate to support a comprehensive evaluation function that would provide critical and timely information to inform decision making and strengthen accountability and results.

This affects the credibility of UN-Habitat’s evaluation function as it results in low evaluation coverage of programmes and projects. Full implementation of the 2015-2016 evaluation programme will be a significant test of the commitment and priority given to this critical evaluation function.

The organisation needs to pay greater attention to building a more robust data monitoring and analysis system that clearly links and documents interventions to results/outcomes. While the proposed Umoja amendments will address this in future, there are already improvements that could be achieved by strengthening rigour in current monitoring, reporting and evaluation systems and mechanisms. This would generate a more complete and coherent record and meta analyses of data and evaluative resources.

In addition to strengthening data rigour and addressing data gaps, more could be done to make effective use of performance data and placing and achieving a greater emphasis on ensuring that lessons learned are fully incorporated into programming.



**Figure 4: Partner Survey Analysis – Performance Management**  
 An illustration of aggregated partner views from across the countries



## Organisational effectiveness scoring summary

### SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)
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### PERFORMANCE AREA: STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities.

KPI 1: Organisational architecture and financial framework	MI 1.1	MI 1.2	MI 1.3	MI 1.4
KPI 2: Implementation of cross-cutting issues	MI 2.1	MI 2.2	MI 2.3	MI 2.4

### PERFORMANCE AREA: OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability.

KPI 3: Operating model and human/financial resources	MI 3.1	MI 3.2	MI 3.3	MI 3.4		
KPI 4: Financial transparency/ accountability	MI 4.1	MI 4.2	MI 4.3	MI 4.4	MI 4.5	MI 4.6

### PERFORMANCE AREA: RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, leverage effective solutions and maximise results (in line with the Busan Partnership commitments).

KPI 5: Planning and tools support relevance and agility	MI 5.1	MI 5.2	MI 5.3	MI 5.4	MI 5.5	MI 5.6	MI 5.7		
KPI 6: Leveraging/ensuring catalytic use of resources	MI 6.1	MI 6.2	MI 6.3	MI 6.4	MI 6.5	MI 6.6	MI 6.7	MI 6.8	MI 6.9

### PERFORMANCE AREA: PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results, and the use of performance information, including evaluation and lesson learning.

KPI 7: Strong and transparent results focus	MI 7.1	MI 7.2	MI 7.3	MI 7.4	MI 7.5		
KPI 8: Evidence-based planning and programming	MI 8.1	MI 8.2	MI 8.3	MI 8.4	MI 8.5	MI 8.6	MI 8.7

## 2.2 DEVELOPMENT EFFECTIVENESS

### PERFORMANCE AREA: RESULTS

*Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way*

**Results:** Internal performance reviews suggest a solid level of performance in relation to achieving stated objectives and attaining expected results at the corporate, sub-programme and project level. The organisation's results span normative institutional change initiatives, strategic investments and humanitarian support objectives. UN-Habitat interventions are generally aligned with member needs and priorities, contribute to improved development outcomes, and are reasonably well-integrated with the work of other agencies. The organisation makes solid contributions to progress in sustainable urbanisation across regions and countries and at the local level. Results can be improved by adopting more realistic time frames for building national capacity, more clearly identifying appropriate exit strategies, and building a better evidence base on the sustainability of results, especially at the country level. There is indication that the organisation is supporting innovation in sustainable urban development approaches and that implementing partners appreciate its advocacy and technical support.

Overall UN-Habitat delivers results in a reasonably efficient and cost-effective manner. The investment in Umoja has contributed towards improving efficiency in some areas, although there are still areas where administrative efficiency, decentralised decision making and tracking of results could be improved. Systemic gaps where information is not well analysed or disseminated exist across the organisation.

#### SCORING COLOUR CODES

Highly unsatisfactory  
(0.00 – 1.00)

Unsatisfactory  
(1.01 – 2.00)

Satisfactory  
(2.01 – 3.00)

Highly satisfactory  
(3.01 – 4.00)

KPI 9: Achievement of development and humanitarian objectives and results

KPI 10: Relevance of interventions to needs and priorities of partner countries and beneficiaries

KPI 11: Results delivered efficiently

KPI 12: Sustainability of results

### KPI 9: Achievement of development and humanitarian objectives and results

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Making a difference:** There is a strong evidence base identifying UN-Habitat's contribution to advancing issues globally and influencing normative frameworks. It performs well in terms of meeting results targets results identified in its Strategic Plan 2014-2019. According to the 2015 annual report, the organisation achieved 86% of indicator targets by the end of 2015. Of the remaining targets, 10% were achieved at slightly below target, 3% were well below the target and information for one target (1%) is still to be provided. The 2014 annual report showed strong performance in projects that contributed significantly to the focus area strategic results.

Specific programmes such as the Urban Planning and Design Lab, the Global Land Tool Network and the City Prosperity Index are cutting edge and exert influence far beyond their direct targets. Implementing partners express appreciation for UN-Habitat’s advocacy and technical support. Box 2 provides some examples of implementing partners’ active engagement and progression from strategic planning into technical implementation.

### Box 2: Examples of UN-Habitat engagement at the country level

In Zambia UN-Habitat provided support to the Ministry of Local Government in the implementation of the National Urbanisation Policy Road Map. In collaboration with UNDP, UN-Habitat supported the Lusaka City Council in developing the Disaster Risk Reduction Strategy and helped to conduct demonstration activities in selected settlements.

In the West Bank and Gaza Strip, support was provided to the Ministry of Planning on preparation of a development vision for independent Palestine within the pre-1967 boundaries. Various sector papers were prepared, including work on mobility, freight and external transport links, and regular technical advice was provided to the National Spatial Planning Team.

Other examples are cited in the UN-Habitat *Global Country Activities Report 2015 – Increasing Synergy for Greater National Ownership*, and in progress reports of partners. Interviews conducted for this MOPAN assessment substantiated the documentary evidence.

There has been a marked increase in the number of local and national authorities and other Habitat Agenda partners that have adopted UN-Habitat guidelines on decentralisation and access to basic services for all. Partners who responded to the MOPAN survey expressed satisfaction with UN-Habitat’s support. UN-Habitat has also increased the capacities of many local and national governments to formulate and implement plans and strategies that address security and governance issues. Some partner countries actively seek advice from UN-Habitat. This work is effective in most cases. However, the reach and level of support UN-Habitat can provide is constrained by its lack of core funding. The evidence indicates overall positive results in achieving intended results relating to governance at national and sub-national levels.

**UN-Habitat’s contribution to policy change and capacity building is difficult to determine because of a lack of evidence:** One factor may be its very limited national presence. Another may relate to the type of indicators UN-Habitat uses to assess performance; these are often more output/process indicators than actual outcome/impact indicators. At the sub-programme and project level, the available evidence on performance is overall positive but its quality is mixed. The lack of a comprehensive performance tracking system means that the organisation cannot fully substantiate results.

**Some clear demonstrable results for beneficiaries:** At the project level, clearly targeted interventions and strong community involvement have led to some good results. Evidence indicates that UN-Habitat interventions generally realise the intended benefits for UN-Habitat’s specific target groups of urban populations and, in particular, young people. In terms of gender, management information from the 2015 annual report shows progress towards improving gender sensitivity and the empowerment of women in UN-Habitat projects and programmes. Greater progress has been achieved in meeting gender sensitivity targets in the area of sustainable urbanisation compared with human settlement programmes. Overall, however, results have not been credibly and consistently measured and communicated because of a lack of baseline information and methodological difficulties. Management information from the same annual report shows UN-Habitat is on track to achieve its climate change-related indicator targets, and contributes positively to climate change adaptation. But, as in the case of gender targets, a lack of data and evidence makes it difficult to assess the organisation’s impact and effectiveness in reaching development goals on environmental sustainability and climate change.

### KPI 10: Relevance of interventions to the needs and priorities of partner countries and beneficiaries

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Relevant and coherent interventions, increasingly partner-led:** Evaluative evidence supports the relevance of UN-Habitat's interventions to its partner countries and diverse target groups, which range from governments to local communities. Participatory processes for preparing country strategies ensure that partners have a voice and that the resulting strategies are aligned with their needs. There is also evidence that UN-Habitat is responsive to changes in the needs of its partners and target groups. There may be a shift towards engaging more with local governments than directly with other beneficiary groups.

It is evident that UN-Habitat's country strategies are designed to align with and contribute to national development strategy. The organisation participates in national-level planning processes and forums where it takes an advocacy role. However, limited evaluative evidence is available to assess whether this approach has contributed positively to the realisation of national development goals and objectives.

UN-Habitat programmes are often delivered as part of UNDAF and with other partners. Its work is predominantly in response to requests for assistance from partners to address particular identified problems. The evidence indicates that it works closely with and encourages participation from local organisations in a coherent response to problems.

### KPI 11: Results delivered efficiently

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Mixed picture on efficiency in delivering results:** Evidence from the few evaluations that explore how effectively UN-Habitat delivers results shows mixed performance. According to management information, most projects are delivered within the planned time frame, and overall are delivered cost-efficiently, although with some delays and cost overruns. A common complaint of staff and stakeholders is that there are delays in implementation that test the patience of central and local governments and of beneficiary communities. Delays stem from underestimates of budget requirements, over-ambitious design, projects with too many components, and overly bureaucratic and administrative procedures on the part of both participating countries and UN-Habitat.

Nevertheless, the organisation works closely with partners to leverage resources for programmes and projects to deliver them more efficiently and within available resources. In the countries where UN-Habitat engages in programme and project activity, its on-the-ground presence and decentralised structure is a strength; allowing personnel to respond quickly to problems or opportunities that arise. However, local offices rely on partnership and programme funding so their focus is on programme implementation; they have limited resources for normative work or comprehensive reporting.

### KPI 12: Sustainability of results

UN-Habitat's performance against this KPI is rated as **satisfactory**.

**Positive contributions to strategic aspects of sustainable urbanisation:** Aspects of UN-Habitat's work in strengthening the enabling environment for development appear to have generated clear results. In particular, the organisation has influence on legal and regulatory instruments, and through generating

dialogue around urban development issues. Respondents to the survey indicated satisfaction with UN-Habitat knowledge products. However at the project level, there are rarely sufficient resources for implementers to assess the sustainability of results after the project formally ends.

There is a limited evidence base of UN-Habitat interventions for outcomes achieved and sustainability beyond the completion date of the project or programme. There is an assumption that results are sustainable, mainly due to high levels of local ownership and responsibility, stronger capacity at the community level, and financing for maintenance. Prospects for sustainability are greater when these factors are present, in countries where the national government is contributing financially to UN-Habitat's work, and where political support for the intervention continues. Risks to the sustainability of future interventions could be mitigated if UN-Habitat expanded its engagement with partners to ensure beneficiary participation in achieving outcomes and in review, such as through implementation of the 'People's Process' in a broader number of countries. Sustainability clauses in some contracts help to ensuring the transfer of responsibility to local partners. However, there are also several cases where UN-Habitat interventions have no clear exit strategies or processes for transferring responsibility.

Overall, inadequate measurement and evaluation of results limit assessment of sustainability and are the main area needing improvement. Greater resources need to be allocated for evaluative activities to ensure that appropriate and sufficient baseline information is collected. These are also needed to collect post-project data so the sustainability of interventions can be assessed and to evaluate a greater proportion of programmes and projects.

## Development effectiveness scoring summary

### SCORING COLOUR CODES



### PERFORMANCE AREA: RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way.

KPI 9: Achievement of results	MI 9.1	MI 9.2	MI 9.3	MI 9.4	MI 9.5	MI 9.6
KPI 10: Relevance of interventions	MI 10.1	MI 10.2	MI 10.3			
KPI 11: Results delivered efficiently	MI 11.1	MI 11.2				
KPI 12: Sustainability of results	MI 12.1	MI 12.2	MI 12.3			



## 3. CONCLUSIONS

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### 3.1 CURRENT STANDING OF THE ORGANISATION AGAINST REQUIREMENTS OF AN EFFECTIVE MULTILATERAL ORGANISATION

This section brings together the findings of the analysis against the micro-indicators (MIs) and Key Performance Indicators (KPIs) of the MOPAN assessment methodology to report against MOPAN's understanding of the current requirements of an effective multilateral organisation. These are reflected in four framing questions corresponding to relevance, efficiency, effectiveness and impact/sustainability.

#### Illustrative quotes from Partner Survey on overall performance

*"UN-Habitat is recognised as leading the UN system on sustainable urbanisation, in particular as the main implementer of Goal 11 of the SDGs ... As the only UN agency specialising in urbanisation and human settlements, it plays a unique role."*

*"Financial stability would give UN-Habitat a possibility of mid-term planning and focusing on implementation instead of ad hoc acquisitions."*

#### RELEVANCE

*Does UN-Habitat have sufficient understanding of the needs and demands it faces in the present, and may face in the future?*

The adoption of a longer term vision, strategy and results framework to 2030 in line with the Sustainable Development Goals, and as part of the 2018-2020 Medium Term Strategy conveys a clear sense from UN-Habitat on how it reads the future and positions itself for future challenges. The 2014-2019 Strategic Plan provides an effective, forward-looking framework for ensuring that future interventions continue to be relevant and are linked to higher-level outcomes.

On the whole, UN-Habitat's interventions at the country level are assessed as generally positive and appear to be aligned with member needs and priorities. Key stakeholders strongly endorse UN-Habitat's relevance. However, there is room for improvement in documenting the actual results/benefits delivered to target beneficiaries in order to build a stronger case for relevance across countries and programmes. In general, project reporting tends to focus more on activities and outputs rather than outcomes and results, and hence evidence on relevance is weak.

While there is evidence that UN-Habitat leverages effective partnerships and catalyses resources to deliver results at the national level, it also needs to better align and integrate its interventions with the work of other UN agencies. This would serve to maximise the organisation's relevance to member countries, especially in areas where there is potential overlap with other agencies or programmes. To this end, during the 2014-15 biennium UN-Habitat commenced a process of strengthening its regional presence to better align its strategic planning and programme of work with members' needs and priorities now and in the future. This should help to ensure that UN-Habitat interventions remain relevant and are better integrated with the work of others going forward.

UN-Habitat is playing a significant role in the global processes in relation to the 2030 Agenda for Sustainable Development, with a particular focus on Sustainable Development Goal (SDG) 11 that focuses on sustainable cities and communities. UN-Habitat contributed technical input to the development of SDG 11 indicators and targets and has also played an important role in the preparation for the Habitat III global event. UN-Habitat staff members have contributed towards a range of technical papers that will guide the Habitat III deliberations. It is likely to be identified as a lead agency for some of the key actions that emerge from the process.



## EFFICIENCY

*Is UN-Habitat using its assets and comparative advantages to maximum effect in the present, and is it prepared for the future?*

There is clear evidence that UN-Habitat's organisational architecture is aligned to the organisation's mandate and comparative advantages. The planning and design of sub-programme interventions are targeted at areas where UN-Habitat can have maximum impact; they are also evidence-based and linked to the longer-term results framework.

The matrix management system is now well embedded in UN-Habitat and through the increasingly efficient use of the organisation's skills and assets across the staff group the organisation is providing valued integrated responses to urbanisation issues. On the whole UN-Habitat is assessed as using its assets and comparative advantage to maximum advantage, and has the demonstrated capacity to respond to changing needs and priorities.

Within UN-Habitat human and financial resources are being allocated according to strategic priorities and are generally results-oriented within the constraints of the funding profile, in particular earmarked voluntary contributions. Nevertheless the application of results-based budgeting is still a work in progress. Financial resource allocation processes across the organisation are reasonably efficient, flexible and responsive to the changing needs and priorities of the organisation and member states, and resources are generally disbursed as planned. Despite some concerns regarding the transparency of resource allocation, decision making appears fair, evidence-based and in line with organisational priorities. However better documentation of resource allocation decisions, and the reasoning underpinning these decisions, could facilitate greater internal transparency and awareness.

The formation of effective partnerships is the cornerstone of UN-Habitat's service delivery model and the organisation is assessed as performing well in relation to operational partnerships. There is clear evidence that UN-Habitat has leveraged considerable additional resources through effective partnerships, especially at the international level, and also evidence that these partnerships are based on respective comparative advantages. UN-Habitat has been able to apply its assets relatively efficiently and effectively, and to maximum advantage in many instances. UN-Habitat has effectively partnered with other UN organisations in some areas, and in doing so it is responding to country priorities. But the lack of core funding means that UN-Habitat is more responsive to donors or partners who give earmarked funding and is less able to fully pursue its programming priorities.

UN-Habitat operates in a relatively decentralised manner – which is considered an asset - but with the introduction of Umoja, there has been recentralisation of functions and decision making. At times this has reduced operational efficiency, particularly at the regional and national level. However, as Umoja functionality improves, there will be redelegation of authority, as well as improved clarity on lines of accountability and decision-making responsibilities between headquarters and regional and national offices. However, it is too early to assess the effect of these changes on organisational efficiency.

## EFFECTIVENESS

*Are UN-Habitats systems, planning and operations fit for purpose? Are they geared in terms of operations to deliver on its mandate?*

UN-Habitat is assessed as having a sound operational model and has in place the appropriate policies, processes and procedures expected of a well-functioning multilateral organisation. UN-Habitat has embraced results-based management and there is evidence that it is being applied effectively across the organisation; it is well embedded in the management approach. UN-Habitat has achieved some progress in terms of results-based budgeting, but this is not yet embedded and will take some time to fully achieve.

There has been a notable improvement in performance in terms of integrating cross-cutting issues into UN-Habitat operations and its programme design processes. Gender has received a much greater focus in strategic planning and project design, with good progress achieved on gender mainstreaming. Internal capacity for supporting gender-related matters has increased, and there is a high level of organisational awareness on gender. However, there is less compelling evidence of gender results being delivered or effectively monitored at the project level. UN-Habitat's performance in terms of integrating climate change and environmental sustainability considerations into programming demonstrates weaknesses when it comes to the analysis and integration of environmental issues. This is clearly an area that needs great attention from UN-Habitat.

Systems are in place to support evidence-based planning and programming but they are not applied in a consistent manner. This limits the credibility of performance data. Systems to capture lessons learned from past interventions would strengthen planning outcomes. Project screening and approval processes are reasonably efficient and robust, and have also been strengthened in recent years to focus greater attention on contextual analysis and relevance.

Internal financial systems operate effectively, with sound risk management, accountability and fraud detection guidelines and processes in place. Overall, UN-Habitat has a good compliance record in terms of audit findings and operates in accordance with UN financial regulations. While still a work in progress, completing the transition to the new Umoja accounting/enterprise resource planning system should improve financial system efficiency and transparency.

UN-Habitat has a reasonably independent evaluation office, which works effectively and efficiently. External reviewers have rated the quality of evaluations as satisfactory, and UN-Habitat is tracking the implementation of evaluation recommendations. However, the evaluation office does not have adequate resources to meet demand, despite measures to augment those resources. . On the whole, UN-Habitat is assessed as fit for purpose in terms of the internal policies and systems needed to operate efficiently and effectively as a multilateral organisation.

## IMPACT/SUSTAINABILITY

*Is UN-Habitat delivering and demonstrating relevant and sustainable results in a cost-efficient way?*

Overall, the evidence suggests a solid level of performance in relation to achieving stated programme objectives and obtaining expected outputs. Although UN-Habitat has been assessed as performing well in terms of the delivery of target outputs covered by performance reports, it is more difficult to determine the actual impact and results associated with specific interventions given the limited evaluative evidence. Reporting is generally focused on activities and outputs, rather than actual outcomes and impact. Many project and programme targets and results indicators are also output-focused, and outcome indicators are often not tracked. Consequently there is limited documented and quantifiable evidence on actual results and impact achieved at the project level; limited target beneficiary monitoring; and a lack of post-intervention monitoring and assessment to determine the actual sustainability of results.

Evidence of outcomes on cross-cutting issues is limited. In general, more attention needs to be devoted to building a stronger evidence base on project outcomes and impact and to increasing post-intervention monitoring and evaluation to substantiate the sustainability of outcomes. UN-Habitat may well be contributing significantly to delivery of substantive outcomes at the project and country level, but these are not adequately documented. Evaluation documentation also suggests that few projects articulate a clear sustainability or exit strategy, and that the sustainability of results is at times unclear.

### 3.2 The performance journey of the organisation

The overall conclusion of the 2016 MOPAN assessment is that UN-Habitat largely meets the requirements of an effective multilateral organisation and is fit for purpose, although it could improve and strengthen performance in some areas. UN-Habitat provides strong leadership on sustainable urbanisation, demonstrates a deep understanding of the changing nature of urbanisation globally, and has the capability to shift organisationally to respond to these changes. UN-Habitat has an organisational architecture aligned with its mandate, and demonstrates the capability to deliver substantive results from its programmes and interventions. The organisation brings innovative and creative approaches to its operations to achieve results.

Against the 12 MOPAN key performance indicators (KPIs), UN-Habitat has achieved either a satisfactory rating (10 KPIs) or highly satisfactory rating (2 KPIs). For those KPIs that received a satisfactory rating, meaning areas for improvement were identified, scores were generally at the upper end of the satisfactory rating scale, indicating a solid performance overall and no major issues or deficiencies. The survey results indicate a high level of partner satisfaction with how UN-Habitat operates, with most areas rated as positive.

UN-Habitat has high performance in strategic management, transparency and responsiveness in relationship management. The organisation performs well in relation to compliance with financial requirements and in risk management. Most of the aspects where UN-Habitat did not perform in a manner rated as satisfactory are beyond the direct control of the organisation. These relate primarily to UN systems and procedures that are insufficiently flexible to allow the organisation to respond to partner priorities and demands. The organisation is hindered from pursuing its strategic plans by insufficient core funding to support its normative work towards its strategic objectives. While funding is increasing, the funds are generally tied to strategic objectives of partners. While the partner objectives do align with the UN-Habitat strategic directions at the operational level, there is often only a small contribution to strategic normative work. This means that core functions and normative work are severely underfunded compared to project and programme activities.

As this is the first MOPAN assessment of UN-Habitat, there is no earlier assessment to provide the basis for a trend analysis. The 2015 OIOS evaluation made a number of recommendations, and this assessment concurred with some of the OIOS findings, in particular that the organisation needs to strengthen the internal results tracking and knowledge management processes. Positively, this assessment found that UN-Habitat has made improvements in internal processes, communication with partners and in operational efficiency since the OIOS review. Constant change can be disruptive to organisational functioning but UN-Habitat seems to have managed the process of change in an ordered and timely manner.

While the evolution and performance of the organisation has clearly been in a positive direction and UN-Habitat is, on the whole, an efficient and well-functioning multilateral organisation, it is recognised that the journey is not yet complete and there are a number of areas where performance could be further strengthened and improved.

**Table 2: Strengths identified in 2016**

Strengths
<ul style="list-style-type: none"> <li>● <b>Strategic shift to sustainable urbanisation:</b> UN-Habitat has shifted from an organisation that focuses on housing and slum settlements to an organisation that addresses the major global challenges of urbanisation and how to address the Sustainable Development Goals (SDGs), particularly SDG 11 on Sustainable Cities and Human Settlements. The seven focus areas of the Strategic Plan are well-aligned with the global processes related to urbanisation. This strategic framework is consistently applied at all levels of the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Organisational change:</b> UN-Habitat has invested considerably in organisational reform. The matrix management approach is working effectively to achieve integrated results across programmes and normative work. There is a strong team approach among staff that facilitates responsiveness and organic learning. It also contributes to a high level of cost efficiency and agility across the organisation. The implementation of the Umoja system has been resource-intensive but is steadily improving transparency and accountability organisation-wide.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Operational partnerships:</b> The survey results and the increase in project funding demonstrate the confidence that partners have in the work of UN-Habitat. The project design process is participatory with lead partners, and it is aligned to country needs. The project approval mechanisms allow adjustment to specific contexts and good response to partner requirements. New partnerships are emerging, directly with city governments, with development partners and through multi-stakeholder networks.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Results-focused:</b> UN-Habitat has improved its accountability for results. Available evidence shows that positive results are being achieved across all areas of operation; despite insufficient evaluative evidence of outcomes. The project approval process clearly identifies expected results and UN-Habitat has embraced results-based management at all levels.</li> </ul>

**Table 3: Areas identified for improvement and/or attention in 2016**

Areas for improvement
<ul style="list-style-type: none"> <li>● <b>Stabilise core funding:</b> The limited availability of untied core funding limits the normative and other core functions of UN-Habitat, including attention to cross-cutting issues. Improved conversion of member commitments into effective funds flow is important to allow budgets to be operationalised in line with the strategic plan rather than tied to donor priorities. The preparation and approval of an updated partnership strategy, linked to the inter-agency framework and the current resource mobilisation strategy, will be important.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Expedite institutional reform:</b> Progress with Umoja is beneficial but also creates operational challenges. Effective roll out, with clear communication and capacity building across the organisation, would facilitate smooth, transparent and responsive processes at the programme and national level. Initiatives that assist with operational agility, e.g. overcoming the onerous UN human resource system requirements, and increased core funding would improve its ability to respond to country requirements.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Deepen mainstreaming of cross-cutting issues:</b> Environmental approaches and knowledge need to be better embedded into programme and project design, implementation and oversight. Where possible and through investment or partnerships, UN-Habitat should undertake more comprehensive consultation with beneficiaries to improve analysis and results in cross-cutting issues.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Strengthen reporting at the outcome level:</b> A more systematic approach to establishing targets and data collection, and a more complete approach for capturing and analysing results, would allow stronger evidence-based learning. This would also lead to a more systematic approach to knowledge management. Reporting should move from being predominately activity-based to include outcomes; partnership processes, accountability and knowledge management should also be improved across the organisation. The scope and coverage of evaluations is already being strengthened, but a mechanism for learning from those evaluations would improve organisational performance.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Stronger focus on sustainability:</b> A more focused approach is required to investigate the sustainability of interventions as well as to collate, distil and share good practices and challenges in relation to achieving sustainable results. Risks to sustainability can be more strongly incorporated in the project approval process. Gaps in documentary evidence related to sustainability and risk management implementation in reporting need to be addressed.</li> </ul>



## 4. ANNEXES

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1. Detailed scoring and rating on KPIs and MIs for UN-Habitat
2. List of documents analysed for UN-Habitat
3. Process map of the MOPAN 3.0 assessment of UN-Habitat
4. Results of the MOPAN survey of UN-Habitat Partners

## Annex 1: Detailed scoring and rating on KPIs and MIs for UN-Habitat

The Scoring and Rating was agreed by MOPAN members in May 2016.

### Scoring

**For KPIs 1-8:** The approach **scores** each Micro Indicator per element, on the basis of the extent to which an organisation implements the element, on a range of 1-4. Thus:

Score per element	Descriptor
0	Element is not present
1	Element is present, but not implemented/implemented in zero cases
2	Element is partially implemented/implemented in some cases
3	Element is substantially implemented/implemented in majority of cases
4	Element is fully implemented/implemented in all cases

**For KPIs 9-12:** An adapted version of the scoring system for the OECD DAC's Development Effectiveness Review is applied. This also **scores** each Micro Indicator on a range of 0-4. Specific descriptors are applied per score.

Score per element	Descriptor
0	Not addressed
1	Highly unsatisfactory
2	Unsatisfactory
3	Satisfactory
4	Highly satisfactory

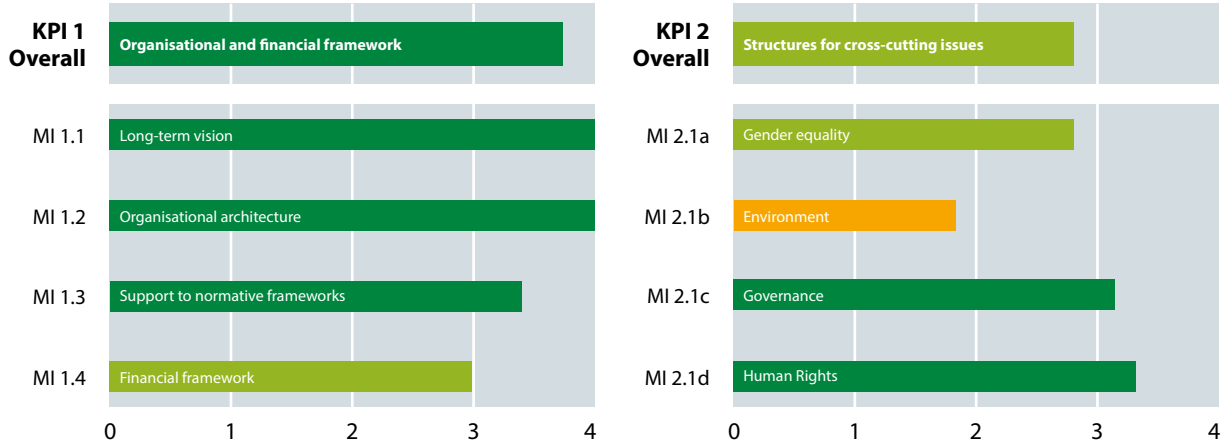
### Rating

Taking the average of the constituent scores per element, an overall **rating** is then calculated per MI/KPI. The ratings scale applied is as follows:

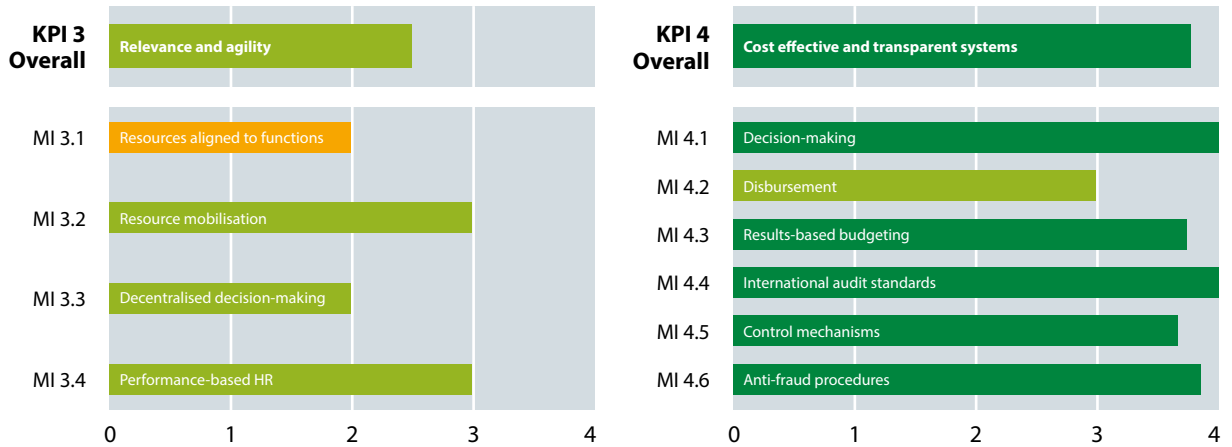
Rating	Descriptor
3.01-4	Highly satisfactory
2.01-3	Satisfactory
1.01-2	Unsatisfactory
0-1	Highly unsatisfactory

## MOPAN scoring summary

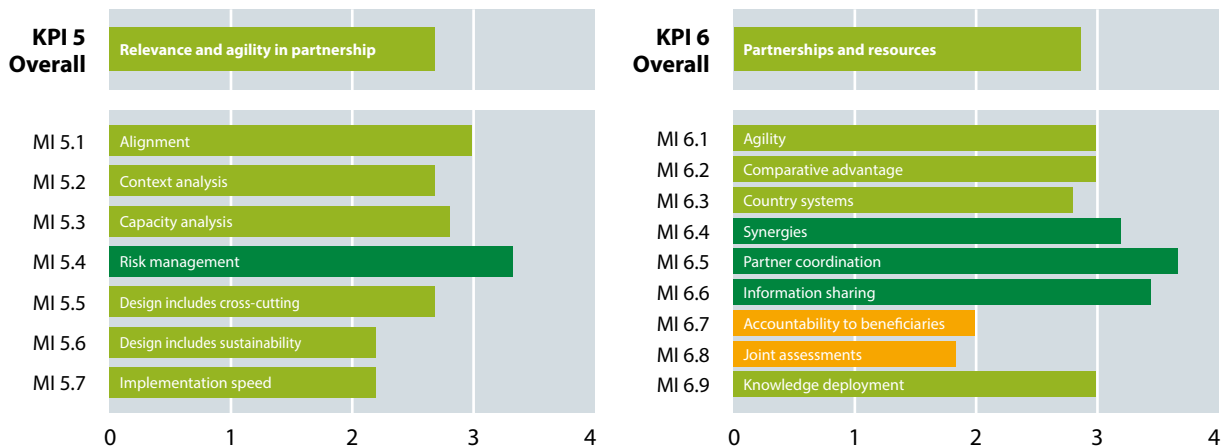
### PERFORMANCE AREA: STRATEGIC MANAGEMENT



### PERFORMANCE AREA: OPERATIONAL MANAGEMENT



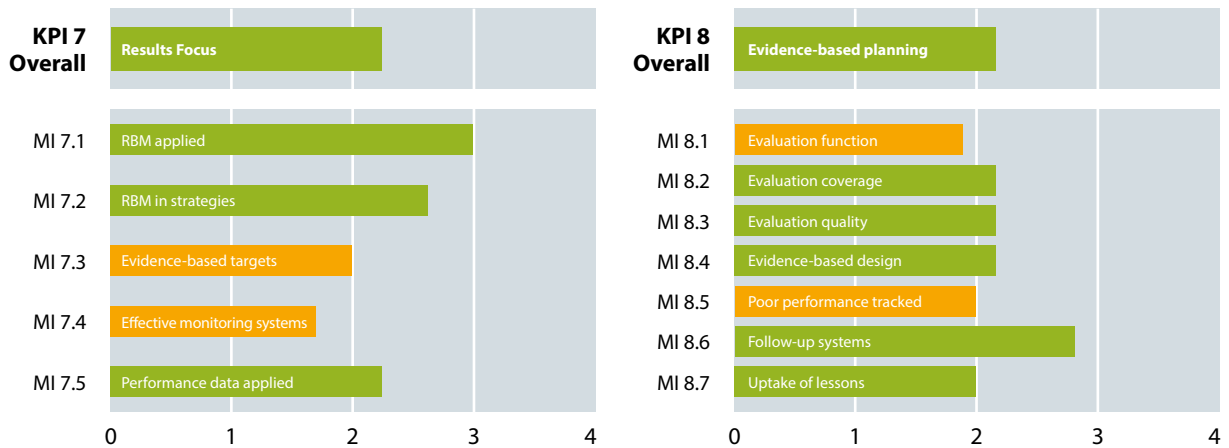
### PERFORMANCE AREA: RELATIONSHIP MANAGEMENT



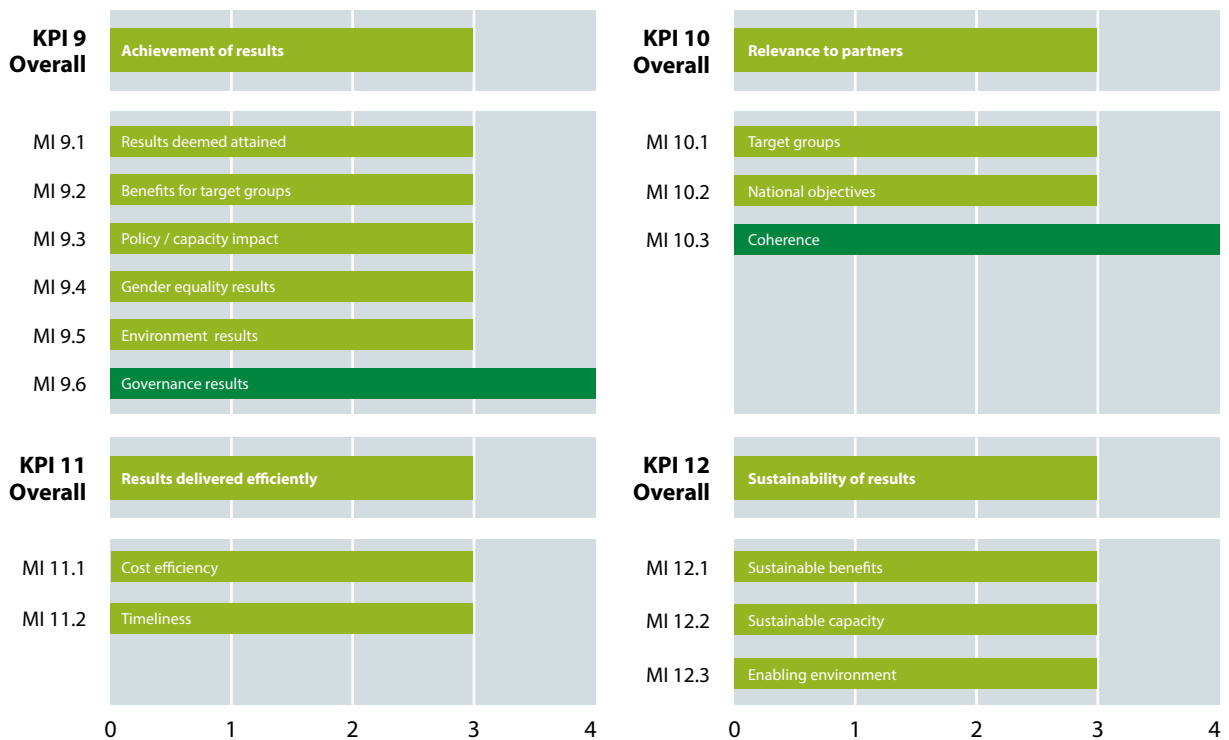


## MOPAN scoring summary

### PERFORMANCE AREA: PERFORMANCE MANAGEMENT



### PERFORMANCE AREA: RESULTS



#### SCORING COLOUR CODES



## Performance Area: Strategic Management

*Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities*

**KPI 1:** Organisational architecture and financial framework enables mandate implementation and achievement of expected results

<b>Overall KPI Score</b>	<b>3.6</b>	<b>Overall KPI Rating</b>	<b>Highly satisfactory</b>
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*MI 1.1: Strategic plan and intended results based on a clear long term vision and analysis of comparative advantage*

Element	Score	Narrative	Source Documents
Element 1: The Strategic Plan (or equivalent) contains a long term vision	4	UN-Habitat’s Strategic Plan has received strong attention from the organisation. UN-Habitat’s vision is “to promote stronger commitment of national and local governments as well as other relevant stakeholders to work towards the realisation of a world with economically productive, socially inclusive and environmentally sustainable cities and other human settlements”. This vision is based on a comprehensive assessment of UN-Habitat’s comparative advantage and perceived value added, conducted through a SWOT analysis. A clear goal and strategic results framework, consistent with this vision, has been articulated, and operationalised through a Strategic Plan.	1, 3, 8, 13, 16, 25, 26, 27, 28, 29, 36, 53
Element 2: The vision is based on a clear analysis and articulation of comparative advantage	4	The Strategic Plan incorporates seven focus areas and identified cross-cutting issues such as human rights, gender, youth and climate change. The results framework clearly aligns with these strategic focus areas, providing a clear vision towards sustainable development.	
Element 3: A strategic plan operationalizes the vision, including defining intended results	4	Consistent with UN-Habitat’s vision of urbanisation under the New Urban Agenda – as a transformative force to harness economic growth, inclusiveness and	

Element 4: The Strategic Plan is reviewed regularly to ensure continued relevance	4	prosperity – UN-Habitat has mandated that a ‘three-pronged approach’ must be applied to each of its investments (i.e. must be present in some form). The three ‘prongs’ include urban planning and design, municipal finance and urban governance.	
<b>Overall Score:</b>	4	The vision is promoted widely by the organisation. The strategic plan is used to drive the three pronged approach which is being operationalised as part of the organisation’s comparative advantage. A results framework and a performance management plan underpin the Strategic Plan and includes baselines and targets for each indicator. The planning and programming approach ensures that all country and regional strategies, projects and programmes are aligned with, and progress, actions towards the goal and results in the Strategic Plan.	
<b>Overall Rating:</b>	Highly satisfactory		

*MI 1.2: Organisational architecture congruent with a clear long term vision and associated operating model*

Element	Score	Narrative	Source Documents
Element 1: The organisational architecture is congruent with the strategic plan	4	UN-Habitat has recently gone through an organisational reform process that was designed to align with their vision and strategic plan. The operating model is clear, effective and clearly aligns with the organisation's strategic intent towards results. The recent organisational reform process has led to the creation of 7 branches, each corresponding to a sub-programme (focus area) of the Strategic Plan. There is evidence to indicate this is leading to more joint programming, implementation and monitoring, and these have contributed to the improved quality of the UN-Habitat project portfolio.	1, 2, 5, 7, 8, 16, 30, 36
Element 2: The operating model supports implementation of the strategic plan	4	In implementing the sub-programmes, UN-Habitat relies on a matrix structure in which each branch works closely with four regional offices, which play a critical role in implementing programmes and projects at the country and regional levels. The branches and regions are centralised in one office (the Programme Division), to ensure congruence in strategies, delivery and coordination. UN-Habitat have established hubs or centres of excellence in Mexico City, Rio, Porto Prince, and Bogota which enables them to have a presence and build networks. In this way the organisation has built country interest and elevated the importance of sustainable urban agendas.	
Element 3: The operating model is reviewed regularly to ensure continued relevance	4	A decentralised approach is further applied to country level, with effective normative and operational oversight and guidance maintained at the regional offices; this approach has strengthened the relationships between headquarters, the regional offices and the liaison offices. On 1st June 2015, UN-Habitat implemented Umoja, Enterprise Resource Planning (ERP) using SAP software to improve internal operations.	
Element 4: The operating model allows for strong cooperation across the organisation and with other agencies	4	UN-Habitat has been through restructuring, but there is room for improvement in administration and financial systems. The focus of future improvement is in two	

Element 5: The operating model clearly delineates responsibilities for results	4	<p>main areas:</p> <ul style="list-style-type: none"> <li>The Umoja system that has been introduced has value as it has an enhanced capacity for budgeting and is an integrated single platform for all financial transaction types. The Umoja implementation process through user access mapping, identifying system roles, identifying which posts held which authorities and security/access has taken time to implement and still requires focus to reach its potential.</li> <li>Actual interventions on the ground are very operational (for example, assisting Afghanistan to rebuild in the wake of conflict). Connecting this reality on the ground to the 7 focus areas of the strategic plan has sometimes been reported as being a challenge.</li> </ul>	High confidence
<b>Overall Score:</b>	4		
<b>Overall Rating</b>	Highly satisfactory		

*MI 1.3: Strategic plan supports the implementation of wider normative frameworks and associated results (i.e. the quadrennial comprehensive policy review (QCPR), replenishment commitments, or other resource and results reviews)*

Element	Score	Narrative	Source Documents
Element 1: The strategic plan is aligned to wider normative frameworks and associated results	4	<p>UN-Habitat's normative work supports the wider UN and national normative frameworks. This work is adequately reported on, however the available resources for normative work is limited and the lack of resources is evidenced in a tracking and reporting system that does not fully capture the organisation's level of results.</p> <p>There is clear evidence to suggest UN-Habitat is contributing to improved collaboration within the UN system on a range of normative frameworks related to sustainable urbanisation, and engaging actively under the Delivering as One initiative at the country level. This also includes a significant contribution to global consultations on the post-2015 development agenda. UN-Habitat has provided advice and feedback on the document 'New Urban Agenda' (a product of Member States) submitted at Habitat III in October 2016. The normative work of the organisation is seen as extremely important but under resourced. Normative work in programmatic areas is carried out as an inclusive approach of programs as a means to engage with other wider normative frameworks such as Habitat 3 and the SDGs. The active, but limited presence of UN-Habitat at the country level poses</p>	1, 2, 5, 8, 13, 16, 27, 29, 30, 34, 36, 43, 53
Element 2: The strategic plan includes clear results for normative frameworks	4		
Element 3: A system to track results is in place and being applied	2		
Element 3: Clear accountability is established for achievement of normative results	3		
Element 4: Progress on implementation on an aggregated level is published at least annually	4		

		challenges to its full engagement with UNDAF as it has limited resources to apply to the identified priorities.	
<b>Overall Score:</b>	3.4	Conscious of a need for continued relevance, UN-Habitat has also committed to revising its strategic plan 2014-19 in line with the outcomes of the post-2015 development agenda and Habitat III. Habitat's strategic thrust is to enable and support policies which will result in sustainable cities.	
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*MI 1.4: Financial Framework (e.g. division between core and non-core resources) supports mandate implementation*

Element	Score	Narrative	Source Documents
Element 1: Financial and budgetary planning ensures that all priority areas have adequate funding in the short term or are at least given clear priority in cases where funding is very limited	2	The financial policy for UN-Habitat is clear as most funds are earmarked for specific purposes and are reviewed by funders and are audited. The Umoja system has tightened financial accountability into a single budgetary framework; although timing issues with the system are being experienced. A financial framework is in place to ensure that all core and non-core activities are aligned with the Strategic Plan. However, non-earmarked income for UN-Habitat's core budget has suffered a considerable decline in recent years and is inadequate to respond to core functions and other organisation priorities. Core funding is largely used for permanent staff, this has meant that the number of core staff has declined and been shifted to temporary/short term contracts for technical staff which is proving problematic for good and efficient management.	1, 8, 13, 16, 21, 23, 36, 47
Element 2: A single integrated budgetary framework ensures transparency	3	Overall, the lack of unallocated funds prevents the organisation from fully deploying resources to priority activities. The reliance on tied funding for projects and programs means that program priorities are not financed in a balanced	

Element 3: The financial framework is reviewed regularly by the governing bodies	4	<p>manner.</p> <p>UN-Habitat has made important progress in increasing total voluntary contributions; between 2012 and 2014 total contributions have increased by almost 10% from USD 146.6 million in 2012 to USD 161.1M in 2014. Yet, this growth has been predominantly the result of an increase (13.5%) in earmarked contributions within both Foundation special purpose and technical cooperation funds. UN-Habitat has also diversified its donor base; while the participation of traditional donor countries in total contributions has been steady, other donors, including private sector, municipalities and the UN system have increased their share of the total contributions to UN-Habitat.</p> <p>Consequently there is a risk that UN-Habitat activities will be increasingly donor-driven, and its ability to implement its approved work programme, especially the normative elements, constrained, as most of the increased voluntary contributions from donors are limited to earmarked funding. Furthermore, UN-Habitat has insufficient core resources to devote to partnerships. This is critical, because it is through partnerships that UN-Habitat can leverage additional resources.</p> <p>There is some anticipation that the outcome of Habitat III, together with a renewed commitment from the international community to the New Urban Agenda, will lead to an increase in non-earmarked income. However, globally donors are increasingly earmarking their voluntary contributions to specific programmes aligned to their priority themes and countries. Income from the United Nations regular budget is also likely to remain stagnant, or to decline as well, and the imbalance between earmarked and non-earmarked income may therefore persist.</p>	
Element 4: Funding windows or other incentives in place to encourage donors to provide more flexible/un-earmarked funding at global and country levels	3		
Element 5: Policies/measures are in place to ensure that earmarked funds are targeted at priority areas	3		
<b>Overall Score:</b>	3		
<b>Overall Rating:</b>	Satisfactory		
		<b>High confidence</b>	

**KPI 2:** Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels

<b>Overall KPI Score</b>	<b>2.79</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>
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*MI 2.1: Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for cross-cutting issues.*

*a) Gender equality and the empowerment of women*

Element	Score	Narrative	Source Documents
Element 1: Dedicated policy statement on gender equality available and showing evidence of use	4	<p>UN-Habitat has a clear commitment to gender equality and systems and processes which are integrated into the organisation's planning and operations. There is a clear corporate commitment to gender as a cross-cutting issue, including in the regional strategies. Gender equality and women's empowerment is now seen as a fundamental way to do business and not as a program or cross cutting issue. All staff are expected to mainstream gender concerns in design of all programs and there is demonstrable progress across UN-Habitat with regard to the proportion of projects that reflect gender considerations.</p> <p>The Gender Equality Unit (GEU) is a member of Programme Advisory Group (PAG) and the gender markers are applied to the approval process for every project design. Gender tools have been developed, such as gender issue guides on the thematic areas of urban research, capacity-building and risk reduction and rehabilitation, and the World Urban Campaign Gender Toolkit, to strengthen staff capacity to mainstream gender.</p> <p>Detailed plans are in place to promote gender equality both in programming and at the institutional level. The Gender Equality Action Plan (GEAP) operationalizes this and ensures that internal institutional arrangements are increasingly in place, in progressive compliance with the performance standards set out in the System-Wide Action Plan for Gender Equality and The Empowerment of Women (UN-SWAP). However, while each project and program is required to consider gender</p>	1, 2, 3, 5, 6, 8, 16, 28, 30, 32, 36, 38, 39, 40, 41, 44
Element 2: Gender equality indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	3		
Element 3: Accountability systems (including corporate reporting and evaluation) reflect gender equality indicators and targets	2		
Element 4: Gender screening checklists or similar tools used for all new intervention	4		



Element 5: Human and financial resources (exceeding benchmarks) are available to address gender issues	2	equality and does so to a high degree there are very limited resources available to address gender needs and associated capacity development. The gender team met informally with other cross-cutting advisors/equivalents to produced a joint report on performance in 2015 however this was voluntary, and there is no budget for regular projects of this kind.	
Element 6: Capacity development of staff on gender is underway or has been conducted	2		
<b>Overall Score</b>	2.83	Consequently, while mainstreaming of gender across programmes and projects has improved, evidence for the outcomes achieved is mixed (particularly in country programmes) and there is evidence that gender considerations have not been effectively integrated into evaluation processes, something that the new cross-cutting markers may to some extent address. Furthermore, internal gender disparities remain within UN-Habitat at the human resources level.	
<b>Overall Rating:</b>	Satisfactory		High confidence

*b) Environmental Sustainability and Climate Change*

Element	Score	Narrative	Source Documents
Element 1: Dedicated policy statement on environmental sustainability and climate change available and showing evidence of use	2	<p>UN-Habitat at a strategic level acknowledges the importance of environmental sustainability and climate change. Evidence reveals that environment/climate change considerations have been successfully integrated, in the Strategic Plan; however, there are concerns that the architecture to support institutional mainstreaming of environment/climate change as a cross-cutting issue is inadequate. Despite the existence of the climate change marker, there are insufficient core resources to support the climate change focal point joining the PAG and actually reviewing the designs of new projects. So while project designs are expected to cover off on climate change, this is not a go/no go issue (unlike gender and human rights).</p> <p>There have been some efforts to align urban development work with the climate change strategy, yet the environmental and climate change work is not embedded in the detailed operational processes and consideration for environmental factors in project approvals is encouraged but not required. Additionally a comprehensive system of environmental and social safeguards for UN-Habitat's interventions is not currently in place. Efforts have been made to increase focus on this area but to date have not been mainstreamed into operational procedures due to lack of resources.</p> <p>Therefore, to date, cross-cutting work on climate change has chiefly occurred through the implementation of interdivisional projects and the inclusion of activities related to climate change by projects in different branches and regional offices. New processes of regular meetings between cross-cutting experts may help address this. In addition negotiations for Habitat III are capturing the integration of climate change considerations into sustainable urbanisation interventions.</p>	1, 2, 3, 7, 8, 16, 27, 28, 30, 36, 38, 39, 44
Element 2: Environmental sustainability and climate change indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	2		
Element 3: Accountability systems (including corporate reporting and evaluation) reflect environmental sustainability and climate change indicators and targets	2		
Element 4: Environmental screening checklists or similar tools used for all new intervention	2		
Element 5: Human and financial resources (exceeding benchmarks) are available to address environmental sustainability and climate change issues	1		
Element 6: Capacity development of staff on environmental sustainability and climate change is underway or has been conducted	2		
<b>Overall Score:</b>	1.83		
<b>Overall Rating:</b>	Unsatisfactory		High confidence

*c) Good governance (peaceful and inclusive societies for sustainable development, reduced inequality, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)*

Element	Score	Narrative	Source Documents
Element 1: Dedicated policy statement on good governance available and showing evidence of use	3	<p>UN-Habitat works extensively on good governance. UN-Habitat clearly promotes participatory governance. However, urban legislation is now the core focus of the urban legislation Land and Governance branch. By supporting governments to introduce new legal frameworks and improved accountability more sustainable outcomes are achieved and protected for the future. The legal and governance aspects of the three pronged approach has also proven critical to addressing structural city issues and engaging poor communities into mainstream economy and community. This work is still carried on through the local governments' networks but is now on a project basis, when funding is available, rather than a core operating model.</p> <p>Good governance is captured within Focus Area 1 (of 7 Focus Areas) of the Strategic Plan: Urban legislation, land and governance. It is not treated as a cross-cutting issue in the same vein as gender, climate change, human rights and youth. However, UN-Habitat does have activities that fall within this definition of good governance as above. The 2014 Annual Progress Report signals good progress both in the adoption of guidelines by partners on decentralisation and access to basic services for all, and on increased capacity of many local and national governments to formulate and implement plans and strategies for addressing governance issues. This issue will, like the other cross-cutting issues, benefit from proposed institutional strengthening in the form of additional training, expert meetings and the introduction of markers.</p> <p>Strengthening practices in good governance is embedded in the Strategic Plan and UN-Habitat's programs, projects and especially for the normative work is a fundamental approach within the organisation. UN-Habitat follows standard UN processes and has invested heavily in the installation of Umoja . From an accountability point of view, Umoja strengthens governance although the system is not yet operating at full capacity.</p>	1, 2, 3, 8, 27, 28, 30, 36, 44
Element 2: Good governance indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	3		
Element 3: Accountability systems (including corporate reporting and evaluation) reflect good governance indicators and targets	4		
Element 4: Good governance screening checklists or similar tools used for all new intervention	4		
Element 5: Human and financial resources (exceeding benchmarks) are available to address good governance issues	3		
Element 6: Capacity development of staff on good governance and climate change is underway or has been conducted	2		
<b>Overall Score:</b>	3.17		
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*d) Cross-cutting issues of Human Rights and of Youth*

Element	Score	Narrative	Source Documents
Element 1: Dedicated policy statements on Human Rights and on Youth as cross-cutting issues available and showing evidence of use	3	UN-Habitat has a clear corporate commitment to mainstreaming the consideration of human rights across all programs and projects. It also has an intensive focus on youth. It takes a proactive approach to investing time and resources at both strategic and operational levels to improve outcomes for vulnerable communities. Resilience is a clear focus in the urban development work although accountability measures could be improved. The key positives and negatives identified are:	1, 2, 3, 8, 13, 14, 16, 18, 29, 30, 32, 36, 44, 45, 46
Element 2: Indicators and targets on Human Rights and on Youth fully integrated into the organisation's strategic plan and corporate objectives	4	<ul style="list-style-type: none"> <li>Human Rights have been identified in key strategic documents as a cross-cutting issue to be mainstreamed in programming. Human rights is a key pillar of UN-Habitat's normative and operational work on land, and there is also evidence that UN-Habitat has been systematically engaging with the human rights monitoring system, the universal periodic review, which has contributed significantly to conceptualising the UN Human Rights agenda in relation to the mandate of UN-Habitat.</li> </ul>	
Element 3: Accountability systems (including corporate reporting and evaluation) reflect Human Rights and Youth indicators and targets	3	<ul style="list-style-type: none"> <li>UN-Habitat has been a global leader in evidence-based programs for young people. Youth aspects are mainstreamed into all other units; for example, looking at youth and land participation through the GLTN. UN-Habitat has operationalised projects to better the livelihoods of urban youth – strengthening the basis for evidence-based policy recommendations.</li> </ul>	
Element 4: Screening checklists or similar tools on Human Rights and Youth used for all new intervention	4	<ul style="list-style-type: none"> <li>There are concerns that the mainstreaming of both human rights and youth remains to be fully embedded across UN-Habitat, but progress is being made to better institutionalize these issues. The agency has yet to finalise and implement all aspects of its human rights strategy of 2012, but there are indications that UN-Habitat's capacity to support mainstreaming of human rights in the management of its programme and project cycle is increasing.</li> </ul>	
Element 5: Human and financial resources (exceeding benchmarks) are available to address Human Rights and Youth issues	3	The appropriateness of the architecture to support the institutional mainstreaming of the cross-cutting issue has been raised as an issue by OIOS and may need review. Focal points tend to work out of individual substantive branches, and responsible personnel are tasked primarily with project implementation and	

Element 6: Capacity development of staff on Human Rights and on Youth is underway or has been conducted	3	resource mobilisation within their own branches, rather than working to mainstream either youth and/or human rights across the Agency. However, new initiatives, such as regular meetings of cross-cutting experts, the introduction of cross-cutting “markers” and new guidance on project preparation may address this weakness. The markers have been designed to be employed at the project planning and design stage of the project cycle. The development of cross-cutting markers for the implementation, monitoring and evaluation stages of the project cycle is foreseen.	
<b>Overall Score:</b>	3.33		High confidence
<b>Overall Rating:</b>	Highly satisfactory		

**Performance Area: Operational Management**

*Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability*

**KPI 3:** Operating model and human/financial resources support relevance and agility

**Overall KPI Score**

**2.5**

**Overall KPI Rating**

**Satisfactory**

*MI 3.1: Organisational structures and staffing ensure that human and financial resources are continuously aligned and adjusted to key functions*

Element	Score	Narrative	Source Documents
Element 1: Organisational structure is aligned with, or being reorganised to fit the requirements of, the current Strategic Plan	2	<p>The recent organisational restructure has been effective in terms of enabling the organisation to be flexible and responsive. Survey respondents suggest that programming implemented through the matrix structure, works well. There is now a consistent, congruent system in the organisation for integrating the normative work with UN-Habitat's work on the ground. Without the matrix structure, it would have been much harder to translate normative work/tools etc to the ground. Furthermore, staff mobility in-between country teams and yearly regional meetings have provided opportunities for knowledge exchange and capacity building beyond issues relevant to the individual country</p> <p>At the same time, the flow of resources into the organisation means that the ability of the organisation to respond effectively to its priorities and goals is constrained. Staffing is aligned with available funding for specific programs and projects that are driven largely by donor requirement not necessarily by the vision and strategy of the organisation. Resource allocation cannot happen in a systematic way due to the irregular inflow of funds from member countries.</p> <p>The link between the organisational structure and the UN requirements through Umoja has been cumbersome. The implementation of Umoja, intended as a tool to streamline procedures, has been extremely complex. Some recent delays in programme implementation can be directly attributed to issues with Umoja which are still in the process of being resolved. Partners and contractors also experienced delays in receiving payments.</p>	1, 2, 5, 8, 14, 16, 18, 23, 30, 32, 36, 53
Element 2: Staffing is aligned with, or being reorganised to, requirements set out in the current Strategic Plan,	2		
Element 3: Resource allocations across functions are aligned to current organisational priorities and goals, as set out in the current Strategic Plan	1		
Element 4: Internal restructuring exercises have a clear purpose and intent, aligned to the priorities of the current Strategic Plan	3		
<b>Overall Score:</b>	2	<p>Flex teams have been recently introduced for each project and a staff member may be assigned to several projects, against which their time is accounted. The new approach will ensure maximum flexibility and efficiency in the use of human resources. However, survey respondents expressed that this method improves efficiency, but stretches staff to an unreasonable extent.</p>	
<b>Overall Rating:</b>	Unsatisfactory	<p>It is also of concern that insufficient financial resources have been allocated to some key functions including partnerships, development of country and regional strategies, and evaluations.</p>	High confidence

*MI 3.2: Resource mobilisation efforts consistent with the core mandate and strategic priorities*

Element	Score	Narrative	Source Documents
Element 1: Resource mobilisation strategy/case for support explicitly aligned to current strategic plan	4	<p>UN-Habitat does take effort to try and mobilise resources in line with its core mandate and strategic priorities; resource mobilisation is initially linked to its own Strategic Plan and priority initiatives. In reality, due to limited core resources, it becomes responsive to opportunities and open to the priorities of partners, rather than the strategies and systems in relation to their own priorities. This means that the full expertise of the organisation is not being harnessed. Yet, staff throughout the organisation are cognisant of this concern and have made commendable and successful efforts to mobilise local resources to support localised strategies. One emerging area of financing is through contributions by city governments.</p> <p>The Resource Mobilisation Strategy (2015) has been successful in increasing the level of contributions for earmarked activities. The strategy has also been successful in expanding the donor base to non-traditional funding sources, in particular emerging donor countries, other non-traditional countries, and the UN system, as well as vertical funds and other Multi- donor country development funds. For instance, UN-Habitat is seeking to become accredited with multilaterals in terms of its climate change and environmental policies and standards, which will open up potential funding opportunities such as with the Green Climate Fund.</p> <p>However, the Resource Mobilisation Strategy has not been as successful in increasing voluntary core contributions. Yet, despite the declining voluntary core contribution trend, UN-Habitat managed to attract new donors in 2014 and 2015 and raise core contributions from some emerging donor countries. UN-Habitat also introduced a full-cost recovery model as a critical complement to the core funding strategy, which has yielded additional revenue. The cost recovery model is changing attitudes, and donors are increasingly accepting it. It should be noted also, that Umoja has cost recovery in-built, which allows cost-parameters to be built into budgets with high efficiency in operations.</p>	1, 5, 8, 13, 16, 21, 29, 36, 47
Element 2: Resource mobilisation strategy/case for support reflects recognition of need to diversify the funding base, particularly in relation to the private sector;	2		
Element 3: Resource mobilisation strategy/case for support seeks multi-year funding within mandate and strategic priorities.	3		
Element 4: Resource mobilisation strategy/case for support prioritises the raising of domestic resources from partner countries/institutions, aligned to goals and objectives of the Strategic Plan/relevant country plan	3		
Element 5: Resource mobilisation strategy/case for support contains clear targets, monitoring and reporting mechanisms geared to the Strategic Plan or equivalent	3		
<b>Overall Score:</b>	3		
<b>Overall Rating:</b>	Satisfactory		High confidence



*MI 3.3: Aid reallocation/programming decisions responsive to need and can be made at a decentralised level*

Element	Score	Narrative	Source Documents
Element 1: An organisation-wide policy or guidelines exist which describe the delegation of decision-making authorities at different levels within the organisation	3	The key implementation modality of a UN-Habitat regional office has been decentralisation at country level, with normative and operational oversight and guidance maintained at the regional office. Regional strategies must be aligned with the focus areas of the corporate strategic plan 2014-19, but within that regional offices have the flexibility to design their own strategies. The regional offices have the freedom to adjust financial allocations to their own context/region, making it work in terms of the partners they select etc.	4, 5, 8, 25, 30
Element 2: <i>(If the first criterion is met)</i> The policy/guidelines or other documents provide evidence of a sufficient level of decision making autonomy available at the country level (or other decentralised level as appropriate) regarding aid reallocation/programming	2	Managers at all levels of the Organisation are expected to provide their staff with the appropriate authority, resources and tools to enable them to assume responsibility and be accountable for fulfilling their duties. Staffs, in turn, are accountable for exercising their authority and achieving agreed results as outlined in their EPAS [Performance Appraisal System] by using resources and tools in an effective and efficient manner, in accordance with UN and UN-Habitat regulatory frameworks, rules and regulations.  A number of critical business processes are decentralised to regional officers and country officers with a sizeable project portfolio. This includes procurement (limits apply), recruitment/ approval of consultants, legal instruments and financial certification of payments.	
Element 3: Evaluations or other reports contain evidence that reallocation / programming decisions have been made to positive effect at country or other local level, as appropriate	2	No evidence was found of the extent to which reprogramming and reallocation decisions can be made/ have been made at a decentralised level. Survey responses were mixed on whether staff can make critical strategic or programming decisions locally in the relevant country of operation. Responses were also mixed regarding the flexibility of financial resources – with 43% (n=19) of responses positive and 33% (n=15) negative.	

<p>Element 4: The organisation has made efforts to improve or sustain the delegation of decision-making on aid allocation/programming to the country or other relevant levels</p>	<p>3</p>	<p>Umoja was introduced to ensure integrated coordinated business processes that facilitate greater delegation of authority to the point of delivery, with automated checks and balances to ensure compliance with financial and administrative rules and regulations and that utilisation of expenditures conforms to its intended purpose in line with United Nations system-wide reforms.</p>	
<p><b>Overall Score:</b></p>	<p>2.5</p>	<p>The organisational decision making has been centralised as a result of the installation of Umoja. The process has been protracted and is still in a state of flux. The change process has been challenging particularly in relation to decentralised decision making so that the current status is rated as unsatisfactory. However, the investments that the organisation has made in Umoja is gradually bearing fruit in terms of accountability and the potential to reinstate more responsive decision making.</p>	
<p><b>Overall Rating:</b></p>	<p>Satisfactory</p>		<p>High confidence</p>

*MI 3.4: HR systems and policies performance-based and geared to the achievement of results*

Element	Score	Narrative	Source Documents
Element 1: A system is in place which requires the performance assessment of all staff, including senior staff	4	<p>The organisation has a standard HR process that follows the UN systems and policies. Given UN-Habitat's status within the UN system, much responsibility for HR processes is guided by and shared with the United Nations Office at Nairobi (UNON).</p> <p>From the perspective of the micro-indicator elements that focus on the extent of the systems in place the organisation can be assessed as highly satisfactory from an HR systems point of view. However management faces difficulties in responding to HR issues in a timely and constructive manner. Numerous HR issues are experienced in terms of ensuring sufficient human resources being applied to achieve the desired results. So while the systems are highly satisfactory the context in which those systems operate is challenging.</p> <p>Although comprehensive HR systems may be in place, the Elements do not provide for a rating of implementation. There is a general lack of adequate human resources in programming and in human resources allocated to managing the Human Resources function as a whole (this has multiple implications for core operational staff, who are already stretched to deliver on their work and consequently experience frustrations in acquiring staff even when it is approved).</p>	8, 43
Element 2: There is evidence that the performance assessment system is systematically and implemented by the organisation across all staff and to the required frequency	3		
Element 3: The performance assessment system is clearly linked to organisational improvement, particularly the achievement of corporate objectives, and to demonstrate ability to work with other agencies	2		
Element 4: The performance assessment of staff is applied in decision making relating to promotion, incentives, rewards, sanctions etc	3		
Element 5: A clear process is in place to manage disagreement and complaints relating to staff performance assessments	3		
<b>Overall Score:</b>	<b>3</b>		
<b>Overall Rating:</b>	<b>Satisfactory</b>	<b>High confidence</b>	

**KPI 4:** Organisational systems are cost and value conscious and enable financial transparency/accountability

**Overall KPI Score**

**3.71**

**Overall KPI Rating**

**Highly Satisfactory**

*MI 4.1: Transparent decision-making for resource allocation, consistent with strategic priorities*

Element	Score	Narrative	Source Documents
Element 1: An explicit organisational statement or policy exists which clearly defines criteria for allocating resources to partners	4	The organisation functions under clear statements and polices designed to ensure transparent decision making. The evidence presented throughout the assessment at all levels demonstrated that decision making is constant with strategic priorities.	4, 8, 16, 24, 25, 36, 53
Element 2: The criteria reflect targeting to the highest priority themes/countries/areas of intervention as set out in the current Strategic Plan	4	All UN-Habitat projects are now fully aligned to the work programme that is derived from the strategic plan. This is evidenced by the number of projects and programmes derived from the six-year strategic plan, which rose from 80% in 2013 to at least 95% by the end of 2014.	
Element 3: The organisational policy or statement is regularly reviewed and updated	4	The allocation of resources across the seven strategic priorities is based on an analysis of resource requirements for each strategic area based on the outputs for each sub-programme for the biennium 2016–2017; this balanced approach in the allocation of resources ensures that the role of each strategic priority in delivering the programme of work is accurately represented and all project proposals are linked to the UN-Habitat mandate, strategic plan and biennial work programme results. The alignment is tracked through a dedicated indicator: Percentage of approved projects fully aligned with the work programme and budget: Baseline 2012–2013: 60%; Estimate 2014–2015 80%; Target 2016–2017: 100%.	
Element 4: The organisational statement or policy is publicly available	4	However lack of resources is hindering project implementation. This means that strategic priorities cannot always be addressed. The decision on where to reduce funding is always made in a collaborative way. The aim is to retain core staff where possible in line with the strategic priorities, but it is not always possible	
<b>Overall Score:</b>	4	Some concern had been expressed by OIOS regarding the project approval process with OIOS noting weaknesses in the transparent accounting of project advisory group deliberations and decision-making but the MOPAN assessment found the process robust with all respondents noting that information on decision-making was made freely available.	
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*MI 4.2: Allocated resources disbursed as planned*

Element	Score	Narrative	Source Documents
Element 1: The institution sets clear targets for disbursement to partners	4	The disbursement of allocated resources follows standard practice and financial tracking is in place. However, budgeted funds may not be received from member countries so disbursement plans are only operationalised once allocations have been received. This causes a need to make considerable adjustments between budgets and actual disbursements.	23, 36
Element 2: Financial information indicates that planned disbursements were met within institutionally agreed margins	2	The evidence indicates that most resources were disbursed as planned in 2014. Out of a total of \$259.9 million, \$223.6 million was disbursed, representing a utilisation rate of approximately 86%. The utilisation rates of 110% for the regular budget and 102% for the Foundation general purpose fund are slightly higher than the allotments due to the payment of personnel costs for core staff.	
Element 3 Clear explanations are available in relation to any variances	3	However, evidence from audits and sample countries indicates some comparatively high rates of underutilisation, leading to delays in the realization of the intended benefits of the projects in those countries. This concern has been underlined by the Board which noted from country visits and evaluation reports that there had been budget underutilisation ranging from 5% to 67% of the allotted budgets for the year 2014. UN-Habitat attributed the budget underutilisation to political instability in Iraq, Sri Lanka and the State of Palestine, as well as long procedures and a long process for the recruitment of the experts required for the projects in Egypt.	
Element 4: Variances relate to external factors rather than internal procedural blockages	3	The budgets, now that they are managed through Umoja, are very strict. Operationally, funding issues arise when the allocated resources do not arrive due to member countries failing to meet their commitments. Then it is necessary to curtail activities. However, Umoja also enables a distinction to be made between the operational and the financial date for project closure, which lessens the risk of an overspend occurring. In addition budgets are managed through IPSAS, which records the original budget compared to the final expenditure. Progress is then reviewed every 6 months.	
<b>Overall Score:</b>	3		
<b>Overall Rating:</b>	Satisfactory		Medium confidence

*MI 4.3: Principles of results-based budgeting applied*

Element	Score	Narrative	Source Documents
Element 1: The most recent organisational budget clearly aligns financial resources with strategic objectives/intended results of the current Strategic Plan	4	The organisation completes a comprehensive organisational budget using participatory planning and budgeting. Throughout the Umoja process all systems are now tracking costs between activities through to results; although this process has not yet been fully operationalised	1, 4, 8
Element 2: A budget document is available which provides clear costings for the achievement of each management result	4	UN-Habitat implemented Umoja, Enterprise Resource Planning (ERP) using SAP software which operates on detailed budgeting that is linked to operations. This is expected to improve transparency and timely reporting to Member States and senior management on expenditure, commitments and results. Umoja is expected to effectively support results based management and link resources to objectives and will also allow an improved performance assessment. With Umoja budgets are clearly allocated and variation requires approval and clear justification in relation to expected results. The system is not yet connected with the results-based management system of the United Nations and the IMDIS.	
Element 3: Systems are available and used to track costs from activity through to result (outcome)	4	Performance information from monitoring and evaluation will also be used more systematically so as to take corrective action, to enhance programmatic or organisational decision-making and accountability and to ensure that programme objectives are met within a given budget by comparing actual progress against what was planned.	
Element 4: There is evidence of improved costing of management and development results in budget documents reviewed over time (evidence of building a better system	3	Most funds are program or project related and are carefully budgeted in line with donor requirements, therefore UN-Habitat seeks to follow the requirements that they provide. Any additional results for normative work are generated as added value from results based budgeting according to the donor.	
<b>Overall Score:</b>	3.75		
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*MI 4.4: External audit or other external reviews certifies the meeting of international standards at all levels, including with respect to internal audit*

Element	Score	Narrative	Source Documents
Element 1: External audit conducted which complies with international standards	4	The organisation complies with all external audit requirements in line with international standards.	4, 23, 36
Element 2: Most recent external audit confirms compliance with international standards across functions	4	UN-Habitat, along with the other United Nations Secretariat entities, implemented the International Public Sector Accounting Standards (IPSAS) as of 1 January 2014. The shift to IPSAS from the United Nations System Accounting Standards (UNSAS), previously used by the United Nations, required a significant upgrade in UN-Habitat financial systems and practices and human resources to meet international best practices set by IPSAS. The compliance of UN-Habitat financial statements with IPSAS was 100% by the end of 2014.	
Element 3: Management response is available to external audit	4		
Element 4: Management response provides clear action plan for addressing any gaps or weaknesses identified by external audit	4		
Element 5: Internal audit functions meet international standards, including for independence	4	The UN has a policy and methodology for corporate Risk management - this reflects the whole UN Secretariat. Habitat sits on the UN Risk working group. Habitat's Risk strategy cascades from this high level set of risks - in April 2015 an internal risk analysis was undertaken and identified six primary risks. An implementation plan to manage and mitigate risks was generated. All staff are required to complete an on-line risk training course. UN-Habitat are devising a comprehensive catalogue of risks for projects so that these can be more accurately considered in project design	
Element 6: Internal audit reports are publicly available	4		
<b>Overall Score:</b>	4	Program activities are tightly audited and staff work closely with the auditors to make sure systems and operations are adequately prepared. To date there have been no difficulties achieving the required standards (Audits to UN Standards). An audit exercise was being conducted just prior to this assessment and UN-Habitat have been given the all clear with no qualifications.	
<b>Overall Rating:</b>	Highly satisfactory		High confidence



*MI 4.5: Issues or concerns raised by internal audit mechanisms (operational and financial risk management, internal audit, safeguards etc) adequately addressed*

Element	Score	Narrative	Source Documents
Element 1: A clear policy or organisational statement exists on how any issues identified through internal control mechanisms will be addressed	4	<p>The organisation has invested considerable resources and effort in developing the Umoja internal control mechanisms. The Umoja system has been constructed to ensure that all necessary procedures, risk managements and safe guards are adequately addressed. Evidence shows a robust internal control system with good follow up mechanisms. For instance, all new agreements over \$100,000 must be cleared by the legal team before they can be signed. The system is still under final development but is building internal control mechanisms that are highly satisfactory.</p> <p>As part of the development of Umoja, there were detailed operational and management flow reviews to address operational efficiency and transparency. There is now in place a detailed on-line system that tracks budgets, approvals and payments. As part of the process, there are regular administrative and financial management meetings to address issues as they arise. There are remaining issues that cannot yet be addressed by the system because not all modules of the Umoja system are operations, particularly in relation to project tracking.</p> <p>Staff take action to identify operational issues at the program, regional and country level. These appear to be addressed in a timely manner, apart from initial operational issues with Umoja. Nonetheless, at the level of compliance and reporting on required audit requirements, the organisation performs well.</p>	23, 53
Element 2: Management guidelines or rules provide clear guidance on the procedures for addressing any identified issues, including timelines	4		
Element 3: Clear guidelines are available for staff on reporting any issues identified	4		
Element 4: A tracking system is available which records responses and actions taken to address any identified issues	3		
Element 5: Governing Body or management documents indicate that relevant procedures have been followed/action taken in response to identified issues, including recommendations from audits (internal and external)	4		
Element 6: Timelines for taking action follow guidelines/ensure the addressing of the issue within twelve months following its reporting.	3		
<b>Overall Score:</b>	3.67		
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*MI 4.6: Policies and procedures effectively prevent, detect, investigate and sanction cases of fraud, corruption and other financial irregularities*

Element	Score	Narrative	Source Documents
Element 1 : A clear policy/guidelines on fraud, corruption and any other financial irregularities is available and made public	4	UN-Habitat has clear and robust policies to guard against any lack of transparency. The evidence indicates that UN-Habitat has an effective set of controls in place to ensure the prevention of fraud and corruption.	8, 23, 43, 53
Element 2: The policy/guidelines clearly define the roles of management and staff in implementing/complying with the guidelines	4	The Umoja system design is rigorous against fraud and corruption and the primary responsibility for preventing and detecting fraud rests with management, and is carried out by Management and Operations Division. Procedures and mechanisms are thorough, and staff training is still underway.	
Element 3: Staff training/awareness-raising has been conducted in relation to the policy/guidelines	3	No instances of material fraud or corruption were identified in 2014 other than one case with no direct financial loss, which was appropriately managed.	
Element 4: There is evidence of policy/guidelines implementation, e.g. through regular monitoring and reporting to the Governing Body	4	Corporate responsibilities for detecting and preventing fraud are clear and are adequately reported to the Governing Body.	
Element 5: There are channels/mechanisms in place for reporting suspicion of misuse of funds (e.g. anonymous reporting channels and “whistle-blower” protection policy	4		
Element 6: Annual reporting on cases of fraud, corruption and other irregularities, including actions taken, ensures that they are made public	4		
<b>Overall Score:</b>	3.83		
<b>Overall Rating:</b>	Highly satisfactory		High confidence

## Performance Area: Relationship Management

*Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)*

**KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)**

<b>Overall KPI Score</b>	<b>2.72</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>
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*MI 5.1: Interventions aligned with national /regional priorities and intended national/regional results*

Element	Score	Narrative	Source Documents
Element 1 : Reviewed country or regional strategies make reference to national/regional strategies or objectives	4	The evidence suggests a clear corporate intent that UN-Habitat's interventions be aligned with national and regional development priorities. UN-Habitat's work often links to the development of national policies or standards, and then training takes place at national level. This work is part of the core normative and strategic work for which the organisation is substantially underfunded.	1, 8, 16, 21, 25, 26, 27, 28, 29, 33, 34, 35, 38, 39, 40, 41, 51
Element 2: Reviewed country strategies or regional strategies link the results statements to national or regional goals	3	Implementation of this commitment seems mixed. UN-Habitat works when possible within the framework of UNDAF and therefore national priorities, and a selection of country and regional strategies provide evidence to support this being successfully implemented, while growth in financing from developing countries provides further evidence that UN-Habitat's products and services are consistent with developing country priorities. However, an independent assessment by OIOS of projects in 20 countries found that less than half were explicitly aligned with	

<p>Element 3: Structures and incentives in place for technical staff that allow investment of time and effort in alignment process.</p>	<p>2</p>	<p>national priorities, indicating a lack of consistency in managing this issue across the agency.</p> <p>An identified risk is that UN-Habitat will respond to a partner government, or a donor when funds/resources are available because of the lack of certainty for core funding. Furthermore, staff carry out country-level activities without sufficient structural support and incentives. The work does appear to be embedded in the UNDAF, but without a sufficient or formal presence on the ground, there are processes that UN-Habitat is not sufficiently engaged with, given their potential in relation to national planning for sustainable cities.</p>	
<p><b>Overall Score:</b></p>	<p>3</p>		<p>High confidence</p>
<p><b>Overall Rating:</b></p>	<p>Satisfactory</p>		

*MI 5.2: Contextual analysis (shared where possible) applied to shape the intervention designs and implementation*

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs contain a clear statement that positions the intervention within the operating context.	4	UN-Habitat has a clear mechanism for addressing context in its program and project designs. At the corporate level there is a recognition that context is key, and flexibility is needed to address changes in this context.	24, 25, 27, 28, 29, 30, 33, 34
Element 2: Context statement has been developed jointly with partners	4	A detailed understanding of the context is a critical element of the design process and a requirement of the project design template. During the Project Advisory Group meetings, there is active discussion on the proposed initiatives and their respective contexts. There is evidence of sharing of experiences across different contexts and that the difference in contexts is considered in analyses.	
Element 3: Context analysis contains reference to gender issues, where relevant	2		
Element 4: Context analysis contains reference to environmental sustainability and climate change issues, where relevant	2	The Regional Strategic Plan therefore does not prescribe one particular approach in any given situation, but rather offers a range of meaningful approaches towards finding location-specific tailored solutions. Much of this work is drawn through partnerships processes at regional and country levels.	
Element 5: Context analysis contains reference to governance issues, including conflict and fragility, where relevant	2		
Element 6: Evidence of reflection points with partner(s) that take note of any significant changes in context.	2		
<b>Overall Score:</b>	2.67		
<b>Overall Rating:</b>	Satisfactory		High confidence

*MI 5.3: Capacity analysis informs intervention design and implementation, and strategies to address any weaknesses are employed*

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs contain a clear statement of capacities of key national implementing partners	2	<p>Capacity analysis is an integral aspect of design and implementation, largely because resources and capacity are stretched. Therefore there is an effort by the organisation to analyse capacity to maximise potential results.</p> <p>Evidence from the 2015 Annual Report shows that UN-Habitat initiated a reprioritisation of existing resources to identify capacity gaps in relevant institutions, partners and stakeholders at national and local levels to monitor urban related SDGs indicators. There is also evidence from some country programmes and regional strategies to show that capacity analysis informs the design of UN-Habitat’s interventions.</p> <p>Capacity building strategies are incorporated in programs and projects where possible however adequate resourcing is not always available to implement these proposed initiatives.</p> <p>If weaknesses in capacity are identified it is made a priority to address these as quickly as possible through mentoring and linking to capacity development. Most survey respondents (91%, n=39) rated performance at least fairly good in relation to realistic assessments of national/regional capacities in the relevant country/s of operation.</p>	1, 2, 13, 25, 26, 27, 28, 30, 34, 53
Element 2: Capacity analysis considers resources, strategy, culture, staff, systems and processes, structure and performance	3		
Element 3: Capacity analysis statement has been developed jointly where feasible	3		
Element 4: Capacity analysis statement includes clear strategies for addressing any weaknesses, with a view to sustainability	3		
Element 5: Evidence of regular and resourced reflection points with partner(s) that take note of any significant changes in the wider institutional setting that affect capacity	3		
<b>Overall Score:</b>	2.8		
<b>Overall Rating:</b>	Satisfactory		High confidence

*MI 5.4: Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks*

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs include detailed analysis of and mitigation strategies for operational risk	4	<p>UN-Habitat has established a risk identification matrix as part of the standard project template. In terms of operational risk, the country office owns and manages the risks and will escalate to regional office if required. The OIOS review expressed concern that i) risks are not systematically identified and addressed at the project level across the agency, and ii) some discrepancies between the risks identified at the design stage and those encountered at implementation have been discovered, indicating weaknesses in the risk identification and management system</p> <p>This assessment found that the organisation is aware of the importance of risk management and requires assessment of risks in initiative design. There is some evidence that country programmes are successfully engaging in risk management, including by identifying effective risk mitigation strategies.</p> <p>The extent to which risk analysis is carried out with identification of mitigation strategies that can actually be implemented as well as the tracking risk limitation actions has been limited due to restricted resources.</p> <p>Regional offices will escalate risk concerns to HQ if required. Risks are also captured in PAAS with proposed mitigation approaches. Risk is dealt with in the Agreements of Cooperation and Partner organisations who implement carry that risk. The People's Process reduces risk where it is implemented but knowledge of the practice is not universal across the Agency and resources are limited for extensive consultation processes.</p> <p>Project risk management will be streamlined and strengthened as part of the continuing deployment of ERM in 2016.</p>	1, 4, 16, 22, 23, 24, 25, 26, 36, 53
Element 2: Intervention designs include detailed analysis of and mitigation strategies for strategic risk	4		
Element 3: Intervention designs include detailed analysis of and mitigation strategies for political risk	4		
Element 4: Intervention designs include detailed analysis of and mitigation strategies for reputational risk	2		
Element 5: Risks are routinely monitored and reflected upon by the partnership	4		
Element 6: Risk mitigation actions taken by the partnership are documented and communicated	2		
<b>Overall Score:</b>	3.33		
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*MI 5.5: Intervention designs include the analysis of cross-cutting issues (as defined in KPI 2)*

Element	Score	Narrative	Source Documents
Element 1 : Intervention design documentation includes the requirement to analyse cross cutting issues	4	UN-Habitat does take action to incorporate cross cutting issues in intervention design. UN-Habitat has been through the 'first phase' of considering cross-cutting issues in a more systematic way ('funding surge' to establish a base level of knowledge). It is now at the operational stage.	1, 2, 5, 8, 16, 24, 36, 39, 44
Element 2: Guidelines are available for staff on the implementation of the relevant guidelines	2	In September 2015, UN-Habitat launched a series of 'cross-cutting markers', mainstreaming tools that promote quality assurance at the project level, and that build the capacity of staff to integrate cross-cutting issues. Project design templates include 'markers' for each of the four cross-cutting issues - gender, human rights, climate change and environment and youth. Two of the four issues are go/no go in terms of being passed by the PAG (gender and human rights), while the markers for climate change and environment and youth are generally not applied (ie projects are expected to show how they will incorporate these issues, but there is no QA process for the content). Projects submitted to the PAG at the concept stage do not generally need to consider cross-cutting issues, however cross-cutting focal points will still generally provide input (gender and human rights).	
Element 3: Approval procedures require the assessment of the extent to which cross-cutting issues have been integrated in the design	3		
Element 4: Intervention designs include the analysis of gender issues	3		
Element 5: Intervention designs include the analysis of environmental sustainability and climate change issues	2		
Element 6: Intervention designs include the analysis of good governance issues	3		
Element 7: Plans for intervention monitoring and evaluation include attention to cross cutting issues	2		
<b>Overall Score:</b>	2.71		The consideration of gender issues and human rights has been foremost although the consideration of environmental sustainable and climate change issues is lagging. While consideration of cross cutting issues is evident in design there is less clear attention to these factors in monitoring and evaluation. There are funding constraints in the core budget, that tend to counteract the organisation's attempts to treat the consideration of cross-cutting issues as business as usual.
<b>Overall Rating:</b>	Satisfactory		



*MI 5.6: Intervention designs include detailed and realistic measures to ensure sustainability as defined in KPI 12)*

Element	Score	Narrative	Source Documents
Element 1 : Intervention designs include statement of critical aspects of sustainability, including; institutional framework, resources and human capacity, social behaviour, technical developments and trade, as appropriate.	2	<p>The extent to which UN-Habitat considers sustainability in intervention and design has not been sufficiently developed. There are considerations of maintenance for infrastructure and in some cases of how sustainable the government systems will be. However, these aspects are not explicit in designs or in how assumptions for designs are incorporated toward sustainable outcomes.</p> <p>The weak monitoring and evaluation of investments means that consideration of sustainability measures, and how realistic and successful they have been, are not sufficiently developed.</p> <p>There is a commonly-held perspective across the organisation that UN-Habitat interventions will be sustainable by their very nature of building governance processes, rather than because of the application of specific frameworks or systems. The PAG does include consideration of sustainability mechanisms in line with the context. The PAG also has a fast-track procedure for emergencies but does look for processes to ensure sustainability and durability.</p> <p>Aligning UN-Habitat interventions with national priorities and strategies gives a certain guarantee of sustainability for programmes. UN-Habitat looks to build communities of practice to ensure sustainability, and to empower partners to take more responsibility.</p> <p>Yet, projects tend to follow the requirements of the donor. In many cases, sustainability is asked for and sustainability mechanisms are embedded into design. However, each donor has a different definition and requirement and the mechanisms for sustainability are not clearly linked to institutional frameworks.</p> <p>It is difficult to maintain good relationships with governments without core resources covering policy development and implementation support. The expertise of UN-Habitat is recognised but there is competition with universities, NGOs and private sector companies, that may be subsidised, reducing opportunities for cost recovery for UN-Habitat.</p>	1, 25, 27, 30
Element 2: Key elements of the enabling policy and legal environment that are required to sustain expected benefits from a successful intervention are defined in the design	3		
Element 3: The critical assumptions that underpin sustainability form part of the approved monitoring and evaluation plan.	2		
Element 4: Where shifts in policy and legislation will be required these reform processes are addressed (within the intervention plan) directly and in a time sensitive manner.	2		
<b>Overall Score:</b>	2.25		
<b>Overall Rating:</b>	Satisfactory	Medium confidence	

*MI 5.7: Institutional procedures (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.) positively support speed of implementation*

Element	Score	Narrative	Source Documents
Element 1 : Internal standards are set to track the speed of implementation	3	The organisation finds the UN bureaucracy constraining in relation to be able to respond effectively to member country needs. The level of bureaucracy does mean procedural compliance is clear and that standards are met, however the speed of implementation was consistently reported as being hindered by the length of time that these systems and procedures require.	1, 8, 16, 23, 24, 33, 36
Element 2: Organisation benchmarks (internally and externally) its performance on speed of implementation across different operating contexts	3	The requirement that UN-Habitat abide by United Nations Secretariat administrative rules and regulations has an impact on business processes, particularly the time it takes to recruit personnel and procure goods and services, and this impacts the competitiveness of UN-Habitat in achieving efficient delivery, particularly for operational programmes. There is evidence of heavy and slow processes both in terms of recruitment and procurement. UN-Habitat is however committed to work towards reducing the number of days required for recruitment processes under its control, namely recommendation and selection of candidates, while working in close collaboration with the United Nations Office at Nairobi to substantially reduce the overall average number of days for staff recruitment.	
Element 3: Evidence that procedural delays have not hindered speed of implementation across interventions reviewed	1		
Element 4: Evidence that any common institutional bottlenecks in speed of implementation identified and actions taken leading to an improvement	2	UN-Habitat will often work around the system, such as asking other organisations to hire staff on UN-Habitat's behalf. The organisations internal controls are expensive but effective, and they take too long (11 steps) – there is a need for a middle ground. However, this robust system does make UN-Habitat transparent and trustworthy.	
<b>Overall Score:</b>	2.25		
<b>Overall Rating:</b>	Satisfactory		High confidence

**KPI 6: Working in coherent partnerships directed at leveraging / ensuring relevance and catalytic use of resources**

<b>Overall KPI Score</b>	<b>2.88</b>	<b>Overall Rating</b>	<b>Satisfactory</b>
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*MI 6.1: Planning, programming and approval procedures enable agility in partnerships when conditions change*

Element	Score	Narrative	Source Documents
Element 1 : Mechanisms in place to allow programmatic changes and adjustments when conditions change	3	<p>The UN systems that UN-Habitat use are cumbersome and lengthy but staff engage with partners, particularly at the regional and national level to be as agile as possible e.g. using UNDP and UNOPs as well as coursing resources through partners' systems.</p> <p>There is evidence of a corporate commitment to partnerships, and an explicit commitment for UN-Habitat to become the partner of choice for those wishing to advance the work of sustainable urbanisation. A partnership strategy was drafted in 2011 but never formalised, subsequently resurrected in 2013 but the final document, scheduled for finalisation in December 2013, remains in draft form. The limited evidence suggests that despite the centrality of partnerships, and recognition of the need for a clear strategy and for a review and update of business processes in light of an increased and systematic role of partnerships in the work of UN-Habitat, there is not currently an effective mechanism in place to govern and manage its partnerships. This means that potential partners may not understand how to get involved with UN-Habitat programmes, including in the lead-up to and including Habitat III.</p> <p>However, the Resource Mobilisation Strategy 2016-17 is designed to be responsive and to offer different options for programming planning and approval procedures. Different 'modes' of partnership are available to UN-Habitat, which provides some flexibility. For emergency/crisis response situations, the regular project approval processes can be circumvented.</p>	16, 20, 53
Element 2: Mechanisms in place to allow the flexible use of programming funds as conditions change (budget revision or similar)	3		
Element 3: Institutional procedures for revisions permit changes to be made at country/regional/HQ level within a limited timeframe (less than three months)	3		
Element 4: Evidence that regular review points between partners support joint identification and interpretation of changes in conditions	3		
Element 5: Evidence that any common institutional bottlenecks in procedures identified and action taken leading to an improvement	3		
<b>Overall Score:</b>	<b>3</b>		
<b>Overall Rating:</b>	<b>Satisfactory</b>		<b>High confidence</b>

*MI 6.2: Partnerships based on an explicit statement of comparative advantage e.g. technical knowledge, convening power/partnerships, policy dialogue/advocacy*

Element	Score	Narrative	Source Documents
Element 1 : Corporate documentation contains clear and explicit statement on the comparative advantage that the organisation is intending to bring to a given partnership	3	UN-Habitat has a clear vision and strategy and its comparative advantages in sustainable urban development are clear. The evidence indicates a strong corporate awareness of the importance of engaging with a diverse array of partners, and to leverage the unique strengths of partners in delivering UN-Habitat's programme of work.	1, 2, 8, 16, 20, 28, 36
Element 2: Statement of comparative advantage is linked to clear evidence of organisational capacities and competencies as it relates to the partnership	3	In 2014, UN-Habitat signed a total of 457 new agreements with a range of partners, including with civil society, local authorities, academia and research organisations and the private sector. In addition UN-Habitat has longstanding partnerships with regional institutions such as AU, AfDB, UNECA.	
Element 3: Evidence that resources/ competencies needed for intervention area(s) are aligned to the perceived comparative advantage	3	However, more could be done to make that comparative advantage more explicit. The timing is not conducive to UN-Habitat raising its profile as a leader but it is working behind the scenes of Habitat III.	
Element 4: Comparative advantage is reflected in the resources (people, information, knowledge, physical resources, networks) that each partner is able (and willing) to bring to the partnership	3	A new corporate 'partnership' strategy is also in the process of being finalised and is due to be approved shortly (to be in place ahead of Habitat III). The intention is that this will be used at the country level, and will be complementary to other documentation (eg implementing partners' strategy). The partnership strategy will be a framework for the organisation – e.g., the selection criteria used, the types of partnerships that will be sought etc – however it is expected that each region will adopt their own particular context.	
<b>Overall Score:</b>	3	Once Habitat III has been completed, UN-Habitat aims to position itself in a relevant way for the implementations of the agreements reached.	
<b>Overall Rating:</b>	Satisfactory		High confidence

*MI 6.3: Clear adherence to the commitment in the Busan Partnership for Effective Development Cooperation on the use of country systems*

Element	Score	Narrative	Source Documents
Element 1 : Clear statement on set of expectations for how the organisation will seek to deliver on the Busan commitment/QCPR statement (as appropriate) on use of country systems within a given time period	2	<p>UN-Habitat works closely with country systems both through partnerships with governments and other strategic partners and within the UNDAF framework. An example is the way that UN-Habitat heads the Global Land Tenure Network (GLTN) which draws resources from partners and UN-Habitat leads the analyses that are then shared across all partners as well as within UN-Habitat.</p> <p>The organisation has limited resources its-self but seeks to stretch those resources as far as possible by working with governments which show the most interest, and willingness to commit their own resources to developing approaches.</p> <p>The organisation uses regional events and activities for sharing of successes. UN-Habitat also seeks to pull together partners at the country level and encourage them to contribute their resources. Program staff are asked to connect with management to provide information from the global level that can be applied at country level. Then the country staff work very closely with national systems to engage partners and apply technical solutions using country systems and resources as far as possible.</p>	18, 34
Element 2: Internal processes (in collaboration with partners) to diagnose the condition of country systems	4		
Element 3: Clear procedures for how organisation to respond to address (with partners) concerns identified in country systems	4		
Element 4: Reasons for non-use of country systems clearly and transparently communicated	2		
Element 5: Internal structures and incentives supportive of greater use of country systems	3		
Element 6: Monitoring of the organisation trend on use of country systems and the associated scale of investments being made in strengthening country systems	2		
<b>Overall Score:</b>	<b>2.83</b>		
<b>Overall Rating:</b>	<b>Satisfactory</b>	<b>Medium confidence</b>	

*MI 6.4: Strategies or designs identify synergies, to encourage leverage/catalytic use of resources and avoid fragmentation*

Element	Score	Narrative	Source Documents
Element 1 : Strategies or designs clearly recognise the importance of synergies and leverage	4	<p>UN-Habitat is committed to establishing synergies and improving collaboration both with the UN system and with external partners and other stakeholders. Regional strategies have been developed to capitalise on the similarities across the region so that synergies could be identified, and a team based approach taken to our regional and country programs.</p> <p>A snapshot of country/regional strategies shows clear intent to collaborate with a broad range of stakeholders from policy engagement and advocacy to the activity level. Furthermore, UN-Habitat in 2014 made a concerted effort to participate in coalitions with partners, and leverage the strengths of partners on the path towards Habitat III and the post-2015 development agenda.</p> <p>UN-Habitat has a clear process and strong intentions to work closely with partners in a synergistic way. Staff demonstrated that they look for leverage in many different ways. The approach is more implicit than explicit. At the same time the individual special needs for each country are recognised. There is a particularly clear corporate commitment to engage actively with the “One United Nations” initiative, something that has also been requested by the Governing Council.</p>	1, 2, 5, 7, 8, 10, 13, 26, 27, 28, 29, 30, 49
Element 2: Strategies or designs contain clear statements of how duplication/fragmentation will be avoided based on realistic assessment of comparative advantages	3		
Element 3: Strategies or designs contain clear statement of where an intervention will add the most value to a wider change.	3		
Element 4: Strategies or designs contain a clear statement of how leverage will be ensured	3		
Element 5: Strategies or designs contain a clear statement of how resources will be used catalytically to stimulate wider change	3		
<b>Overall Score:</b>	3.2	<p>UN-Habitat provides additional value by approaching action plans in a multidimensional way and incorporating inputs from all seven Branches. Programs are also able to adapt ideas from other countries. The action plan blends all of the sectoral elements into one integrated solution. It is very important for UN-Habitat’s experts to be able to produce this integrated solution.</p>	High confidence
<b>Overall Rating:</b>	Highly satisfactory		

*MI 6.5: Key business practices (planning, design, implementation, monitoring and reporting) coordinated with other relevant partners (donors, UN agencies, etc.) as appropriate*

Element	Score	Narrative	Source Documents
Element 1 : Evidence that the organisation has participated in joint planning exercises, such as the UNDAF	4	<p>At the national level the organisation clearly participates in joint planning exercises such as UNDAF and links closely with other key partners in planning, implementation and evaluation. In some countries, UN-Habitat has less capacity to engage in the delivery joint-evaluation activities than other agencies with an official in-country presence.</p> <p>UN-Habitat has introduced mechanisms for managing implementing partners - for example a portal has been established for partners to upload their results - this will ultimately be linked to IATI and therefore publicly available. In addition this will demonstrate to donors what UN-Habitat is doing, and will also highlight sustainability. The evidence indicates that UN-Habitat is committed to consultation with partners and that some key business practices are coordinated with relevant partners, in particular within the UN</p> <p>An Inter-agency collaboration framework has been developed, which will help UN-Habitat to increase engagement within the UN system (important as core resources are declining), particularly in terms of opportunities for joint programming. The inter-agency framework positions UN-Habitat to engage strategically with other agencies in the UN system in the lead up to Habitat III. It also assists in coordinating a number of multi-stakeholder thematic networks, such as for the development of tools for sustainable urban development. UN-Habitat are coordinating with other partners but, cannot work with them all. It is a balance to be able to respond to need and having enough resources to do something worthwhile with a selected group of partners.</p>	16, 25, 26, 27, 28, 29, 32, 36, 43
Element 2: Evidence that the organisation has aligned its programme activities with joint planning instruments, such as UNDAF	4		
Element 3: Evidence that the organisation has participated in opportunities for joint programming where these exist	4		
Element 4: Evidence that the organisation has participated in joint monitoring and reporting processes with key partners (donor, UN etc)	4		
Element 5: Evidence of the identification of shared information gaps with partners and strategies developed to address these	4		
Element 6: Evidence of participation in the joint planning, management and delivery of evaluation activities	2		
<b>Overall Score:</b>	3.67		
<b>Overall Rating:</b>	Highly satisfactory		High confidence

*MI 6.6: Key information (analysis, budgeting, management, results etc.) shared with strategic/implementation partners on an ongoing basis*

Element	Score	Narrative	Source Documents
Element 1 : Clear corporate statement on transparency of information	4	<p>Key documentations for UN-Habitat are available to partners and information is readily available; although more could be done to increase the ease of access to information in a concise and verifiable manner.</p> <p>UN-Habitat has also invested considerable human and financial resources into the Open UN-Habitat Transparency initiative, which will allow UN-Habitat to show donors, partners and the public where and with whom the agency is working, the decisions taken, as well as the funding and reporting related to each project implemented or supported by UN-Habitat.</p> <p>The Partners and Inter-Agency Coordination Branch is the focal point for liaising with other agencies within the United Nations system and other intergovernmental organisations and for policy-level coordination of partnerships with Habitat Agenda partners. The Branch ensures that major partner groups are kept adequately informed of UN-Habitat activities by disseminating the policies, publications, programmes and projects of the organisation to gain broader support for and understanding of the Habitat Agenda. In 2015, UN-Habitat made significant contributions to development of the SDGs and the monitoring indicators by participating in taskforces and working groups, with particular focus on sustainable urbanisation outcomes.</p> <p>At the Regional level, the Regional Office for Asia-Pacific, for example, promotes operational collaboration between country teams by cloud sharing of thematic and operational information, working with virtual teams, sharing of IT capacity for country-based websites, etc.</p> <p>Recently UN-Habitat has focused on information targeted at donors, due to the resource situations. Content focuses on UN-Habitat's critical mandate and achievements and impact of UN-Habitat's normative and operational work.</p>	2, 8, 13, 21, 26, 27, 30, 32, 53, 54
Element 2: The organisation has signed up to the International Aid Transparency Initiative	4		
Element 3: Information is available on analysis, budgeting, management in line with the guidance provided by the International Aid Transparency Initiative	4		
Element 4: Evidence that partner queries on analysis, budgeting, management and results are responded to in a timely fashion	2		
Element 5: Evidence that information shared is accurate and of good quality.	3		
<b>Overall Score:</b>	3.4		
<b>Overall Rating:</b>	Highly satisfactory		High confidence



*MI 6.7: Clear standards and procedures for accountability to beneficiaries implemented*

Element	Score	Narrative	Source Documents
Element 1 : Explicit statement available on standards and procedures for accountability to beneficiary populations e.g. Accountability to Affected Populations	2	<p>Traditionally UN-Habitat has been strong in the realm of participatory development with feedback to beneficiaries. More recently UN-Habitat has strengthened its strategic processes but the link back to beneficiaries has not followed evenly across all programs and projects and locations. This means that processes systems and staff are more directed towards implementation and immediate results rather than linking back to the beneficiaries of those results to confirm longer term impact.</p> <p>UN-Habitat does have early warning systems in their project planning, and quality of delivery is signed off by a substantive officer. There have been disagreements in terms of results required, but this is usually when the context has changed.</p> <p>However, UN-Habitat used to be closer to its direct beneficiaries. Now it works more at the policy and strategic levels and seems to have lost some of the direct connections to community. It is still a focus in some countries and regions in the organisation but is now given less prominence. One key aspect is that when seeking to incorporate local stakeholders with limited resources it is necessary to be sure that local authorities can handle the work required, therefore projects tend to be designed for the context and the skills level of partners.</p>	No documentary evidence available for Document Review
Element 2: Guidance for staff is available on the implementation of the procedures for accountability to beneficiaries	2		
Element 3: Training has been conducted on the implementation of procedures for accountability to beneficiaries	2		
Element 4: Programming tools explicitly contain the requirement to implement procedures for accountability to beneficiaries	2		
Element 5: Approval mechanisms explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries will be addressed within the intervention	2		
Element 6: Monitoring and evaluation procedures explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries have been addressed within the intervention	2		
<b>Overall Score:</b>	2		
<b>Overall Rating:</b>	Unsatisfactory		Medium confidence

*MI 6.8: Participation with national and other partners in mutual assessments of progress in implementing agreed commitments*

Element	Score	Narrative	Source Documents
Element 1 : Evidence of participation in joint performance reviews of interventions e.g. joint assessments	2	<p>UN-Habitat engages with partners in joint performance reviews in line with compliance for particular funding streams. Where there are opportunities, staff participate in multi stakeholder dialogue. In particular, UN-Habitat has been very engaged in the Habitat III processes with other stakeholders. Nonetheless, formal assessments, evaluations, surveys and other forms of mutual progress assessments are not evident.</p> <p>UN-Habitat invests heavily in national partnerships with government and through the UNDAF process. This often involves joint review of progress. Often implementation throws up what needs to be included in local or national policy. This enables UN-Habitat to build a good body of knowledge of good practice. Staff report that the organisation is improving, for example the PAG looks for innovative solutions in partnerships for reporting. There is also potential to sharing this knowledge in the open UN portal which will carry project based results information. Un-Habitat also has a good tracking system for ensuring the implementation of evaluation recommendations.</p> <p>However there are insufficient resources to engage at the strategic level with partners in review of thematic progress. Individual projects are now required to allocate a small amount of resources to monitoring and evaluation but this is rarely enough.</p>	5, 12, 15, 50, 51, 56
Element 2: Evidence of participation in multi-stakeholder dialogue around joint sectoral or normative commitments	3		
Element 3: Evidence of engagement in the production of joint progress statements in the implementation of commitments e.g. joint assessment reports	2		
Element 4: Documentation arising from mutual progress assessments contains clear statement of the organisation's contribution, agreed by all partners	2		
Element 5: Surveys or other methods applied to assess partner perception of progress	0		
<b>Overall Score:</b>	1.8		
<b>Overall Rating:</b>	Unsatisfactory		Medium confidence

*MI 6.9: Deployment of knowledge base to support programming adjustments, policy dialogue and/or advocacy*

Element	Score	Narrative	Source Documents
Element 1 : Statement in corporate documentation explicitly recognises the organisation's role in knowledge production	3	<p>Generation of knowledge products is a common feature of programs, projects and normative activities. Feedback from partners on quality and timeliness of knowledge product is good. Although there are missed opportunities to capture more knowledge from initiatives in a more systematic way. Concerns were expressed through interviews that UN-Habitat's knowledge management strategy has not been effectively embedded within the organisation. While a knowledge management strategy, articulating its vision of becoming the "premier reference centre for information, knowledge and strategic learning about sustainable urbanisation" has been developed, the architecture to ensure its implementation has not been developed and the strategy does not define roles and responsibilities surrounding accountability for the implementation of the strategy, and UN-Habitat has not yet decided on the final functions or location of the knowledge management support unit.</p> <p>While a knowledge management strategy exists (2010) it has been moderately successful in ensuring strong knowledge management in UN-Habitat. The OIOS evaluation concluded that "at least 10 previous evaluations and audits have pointed to shortcomings in information and knowledge management within UN-Habitat... ". The lack of centrally available monitoring and evaluation information, for example, reduces the likelihood that knowledge from these sources will be used to improve performance. The development and use of internal knowledge sources is also low in programme and project design. In the "lessons learned" sections in 77 project documents, staff explicitly pinpointed lessons or best practices for application to their own work in 43 cases; in 34 cases they did not".</p> <p>Within the revised evaluation framework it is noted that "As a learning and knowledge-based organisation, UN-Habitat needs to better use knowledge generated and stored in the organisation to increase its ability to respond better to demands, meet objectives and facilitate progress towards the achievement of organisational goals. UN-Habitat intranet is not routinely updated and key information such as evaluation reports by donors and other entities are not centrally available."</p>	2, 16, 19, 27, 30, 48
Element 2: Evidence of knowledge products produced and utilised by partners to inform action	3		
Element 3: Knowledge products generated and applied to inform advocacy at country, regional or global level.	3		
Element 4: Evidence that knowledge products generated are timely/perceived as timely by partners	3		
Element 5: Evidence that knowledge products are perceived as high quality by partners	3		

Element 6: Evidence that knowledge products are produced in a format that supports their utility to partners.	3	Note: the MI elements as noted generate a numerical average rating that leads to a 'satisfactory' rating; whereas the overall conclusion on the assessment team would be 'unsatisfactory'.	
<b>Overall Score:</b>	3		High confidence
<b>Overall Rating:</b>	Satisfactory		

## Performance Area: Performance Management

*Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning*

<b>KPI 7: Strong and transparent results focus, explicitly geared to function</b>			
<b>Overall KPI Score</b>	<b>2.3</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>

*MI 7.1: Leadership ensures application of an organisation-wide RBM approach*

Element	Score	Narrative	Source Documents
Element 1 : Corporate commitment to a result culture is made clear in strategic planning documents	4	The organisation has a commitment to RBM and has put in place systems and procedures for implementation. However due to limited resources the actual wide implementation of tools for measuring and managing results are scarce.	1, 2, 4, 5, 6, 8, 13, 16, 23, 24, 36, 53
Element 2: Clear requirements/incentives in place for the use of an RBM approach in planning and programming	4	There is a clear intent to strengthen RBM at the agency level outlined in key strategic documents, including a comprehensive RBM handbook and RBM policy. During the 2016-2017 biennium, UN-Habitat will continue to strengthen results-based management in line with Governing Council resolution 24/15.	
Element 3: Guidance for setting results targets and develop indicators is clear and accessible to all staff	4	UN-Habitat tracks the progress made in implementing the strategic plan through the PAAS and the work programme and budget through the IMDIS and reports back through the annual progress report. All projects and programmes are prepared in the PAAS which has the entire work programme comprising expected accomplishments, indicators and outputs. This was done to strengthen application of results-based management as well as ensuring that the agency's work is directly contributing to planned results. The intention is to launch a new results-based agenda at Habitat III - for presentation to Member States.	
Element 4: Tools and methods for measuring and managing results are available	2		
Element 5: Adequate resources are allocated to the RBM system	1	UN-Habitat funding largely comes from development partners with a particular process so while there are activities in RBM, the actual approach depends on the donor requirements. Although there are systems for RBM, it relies on staff entering the relevant data into the system and this does not happen in a rigorous or systematic way. It tends to happen on a project by project basis and so tracking on an organisation wide basis is challenging. UN-Habitat tries to integrate RBM throughout all programs, however there are rarely sufficient resources and therefore coherent processes are difficult to achieve.	
Element 6: All relevant staff are trained in RBM approaches and method	3		
<b>Overall Score:</b>	<b>3</b>		
<b>Overall Rating:</b>	<b>Satisfactory</b>		<b>High confidence</b>

*MI 7.2. Corporate strategies, including country strategies, based on a sound RBM focus and logic*

Element	Score	Narrative	Source Documents
Element 1 : Organisation-wide plans and strategies include results frameworks	3	<p>The organisation used to on rely on input and output based reporting. In recent reports, more has been done to present results and trend analysis.</p> <p>Evidence is particularly strong at the regional level where a focus on RBM is a feature of regional strategies. For example, the Regional Office for the Asia-Pacific is explicitly committed to continue to structure its country programmes and define its projects in such a way that the generate adequate in-project and in-country monitoring and reporting results – progress reports, evaluation studies (as required by donors and counterparts), specialized studies produced as part of projects and of course reports and information tailored for the in-country and ROAP websites.</p> <p>The evidence suggests a strong commitment to an overarching RBM framework that ensures that projects are derived from the approved biennial work programme, and linked to the results chain and logframe of the work programme and outputs, thus ensuring that all projects are contributing to expected accomplishments. However, evidence of explicit RBM focus of different corporate strategies, with associated mechanisms for implementation - with the exception of some regional strategies - was not found across the organisation.</p>	5, 6, 16, 18, 29, 30, 36
Element 2: Clear linkages exist between the different layers of the results framework, from project through to country and corporate level	2		
Element 3: An annual report on performance is discussed with the governing bodies	3		
Element 4: Corporate strategies are updated regularly	3		
Element 5: The annual corporate reports show progress over time and notes areas of strong performance as well as deviations between planned and actual results	2		
<b>Overall Score:</b>	2.6		
<b>Overall Rating:</b>	Satisfactory		High confidence

*MI 7.3: Results targets based on a sound evidence base and logic*

Element	Score	Narrative	Source Documents
Element 1 : Targets and indicators are adequate to capture causal pathways between interventions and the outcomes that contribute to higher order objectives	2	<p>The organisation relies heavily on the expertise of its staff in the design process. The design documents contain a brief analysis of context and where resources are available, deeper analysis is available. However, the approach to building program logic baselines, evidence based and learning based design is underdeveloped.</p> <p>The document review provided no information on how results targets are set. Recently UN-Habitat have started to track the implementation of evaluation recommendations to generate evidence on strategic improvements. Evidence collected from monitoring systems is used to inform planning, such as the setting of indicator targets.</p> <p>The venue for learning about results and evidence is ad-hoc. Lessons learned are organically used to inform setting of targets, but this information is generally not centrally available – it depends more on an individual’s own professional experience and contacts. There is a need for more consistency on the indicators used to measure results across programmes.</p> <p>The use of project and program and corporate evaluations more proactively and with greater coverage would generate a broader evidence base for annual planning.</p>	No documentary evidence available for Document Review
Element 2: Indicators are relevant to the expected result to enable measurement of the degree of goal achievement	2		
Element 3: Development of baselines are mandatory for new Interventions	2		
Element 4: Results targets are regularly reviewed and adjusted when needed	2		
<b>Overall Score:</b>	2		
<b>Overall Rating:</b>	Unsatisfactory		High confidence



*MI 7.4: Monitoring systems generate high quality and useful performance data*

Element	Score	Narrative	Source Documents
Element 1 : The corporate monitoring system is adequately resourced	1	<p>The corporate monitoring system is not adequately resourced. The current monitoring systems are fragmented and not comprehensively populated. There is no robust system for ensuring complete and quality data.</p> <p>Monitoring systems draw data from a wide range of sources including national statistics for programme monitoring. Outputs are monitored continuously through the Integrated Monitoring and Document Information System (IMDIS), a centrally managed United Nations Secretariat-wide system that tracks delivery of work programmes. Monitoring of outcome indicators is weak due to the unavailability of performance data at the project level in PAAS. This has made performance reporting of results challenging, and has compromised effective capturing and demonstration of results.</p> <p>Internal monitoring and evaluation reports other than those produced and supported by the Evaluation Unit are not centrally available. OIOS raised this as an information management gap as a concern. These gaps have important ramifications for knowledge management. The lack of centrally available monitoring and evaluation information, for example, greatly reduces the likelihood that knowledge from these sources will be used to improve performance. The PAG can pick any project in PAAS and request a review. But there are insufficient resources to systematically follow up with all project managers. In addition PAAS is not a particularly user friendly system, so it is sometimes hard to track down monitoring/performance information</p> <p>UN-Habitat has insufficient capacity (resources) to generate enough high quality, useful, monitoring information. Staff at regional and country offices are often so busy implementing that monitoring and reporting is given a lower priority.</p>	1, 8, 14, 15, 16, 25, 26, 28, 36, 53
Element 2: Monitoring systems generate data at output and outcome level of the results chain	2		
Element 3: Reporting structures are clear	3		
Element 4: Reporting processes ensure timely data for key corporate reporting, and planning	2		
Element 5: A system for ensuring data quality exists	0		
Element 6: Data adequately captures key corporate results	2		
<b>Overall Score:</b>	1.67		
<b>Overall Rating:</b>	Unsatisfactory		High confidence

*MI 7.5: Performance data transparently applied in planning and decision-making*

Element	Score	Narrative	Source Documents
Element 1 : Planning documents are clearly based on performance data	2	<p>An evaluation tracking database is in place and is integrated in the UN-Habitat Project and Accrual Accounting System (PAAS). Use of performance information has been enhanced following introduction of an online evaluation mechanism that systematically tracks the implementation of recommendations.</p> <p>The matrix management structure offers considerable opportunities for learning and information sharing, although these tend to be ad hoc rather than formalised. When data is available the organisation does apply information in the planning and decision making process in a transparent manner.</p> <p>The OIOS evaluation found that monitoring and evaluation reports other than those produced and supported by the Evaluation Unit are not centrally available; this assessment confirmed that concern. The lack of centrally available monitoring and evaluation information reduces the likelihood that knowledge gained can be used to improve performance.</p> <p>Despite the strong commitment to RBM, limited evidence was found of how performance data was applied in planning and decision making. There is a gap in availability of sufficient performance data to adequately inform decisions. There are plans for Umoja to be expanded for use to improve capture of performance data but this still a long way off.</p>	16, 36
Element 2: Proposed adjustments to interventions are clearly informed by performance data	2		
Element 3: At corporate level, management regularly reviews corporate performance data and makes adjustments as appropriate	3		
Element 4: Performance data support dialogue in partnerships at global, regional and country level	2		
<b>Overall Score:</b>	2.25		
<b>Overall Rating:</b>	Satisfactory		High confidence

**KPI 8: Evidence based planning and programming applied**

<b>Overall KPI Score</b>	<b>2.18</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>
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*MI 8.1: A corporate independent evaluation function exists*

Element	Score	Narrative	Source Documents
Element 1: The evaluation function is independent from other management functions such as planning and managing development assistance ( <i>operational independence</i> )	3	<p>In 2012, UN-Habitat created a distinct Evaluation Unit, backed by clear terms of reference and a new evaluation policy, and introduced a system for tracking evaluation recommendations. The evaluation function split out from the monitoring function at that time, despite initial concerns that both functions were already weak, and splitting them would make them weaker. While the Evaluation Unit has independence to suggest and negotiate evaluations to be conducted, it is dependent on donor funds given to specific evaluations because the core budget is inadequate to fund the full evaluation programme. The Independent Evaluation Unit reports directly to the Executive Director. However, evaluations at the corporate level are not directly linked into decision making processes or given high profile.</p> <p>From an operational perspective, the evaluation function is independent however its operations are still strongly tied to main operations. The evaluation function has low level of funding and this impacts on the extent and quality of evaluation outputs and influence.</p> <p>Concerns have been expressed that evaluations may not be regarded as sufficiently independent, not because of the organisational structure, but for lack of budgetary independence.</p> <p>Furthermore, much of the learning in the organisation occurs informally. The Evaluation function, while operating out of a separate office and generating independent report, does not have sufficient strength to influence strategic direction due to lack of evaluation coverage and resources for incisive meta</p>	1, 14, 16, 32, 36, 48
Element 2: The Head of evaluation reports directly to the Governing Body of the organisation ( <i>Structural independence</i> )	2		
Element 3: The evaluation office has full discretion in deciding the evaluation programme	2		
Element 4: A separate budget line (approved by the Governing Body) ensures <i>budgetary independence</i>	1		
Element 5: The central evaluation programme is fully funded by core funds	1		
Element 6: Evaluations are submitted directly for consideration at the appropriate level of decision-making pertaining to the subject of evaluation	2		

<p>Element 7: Evaluators are able to conduct their work throughout the evaluation without undue interference by those involved in implementing the unit of analysis being evaluated. (<i>Behavioural independence</i>)</p>	<p>2</p>	<p>evaluations.</p>	
<p><b>Overall Score:</b></p>	<p>1.86</p>		<p>High confidence</p>
<p><b>Overall Rating:</b></p>	<p>Unsatisfactory</p>		

*MI 8.2: Consistent, independent evaluation of results (coverage)*

Element	Score	Narrative	Source Documents
Element 1 : An evaluation policy describes the principles to ensure coverage, quality and use of findings, including in decentralised evaluations	3	<p>The evaluation function is governed by the Regulation and Rules Governing Planning, the Programme Aspects of the Budget, the Monitoring of implementation and Methods of Evaluation as well as the professional guidelines set by UNEG’s Norms and Standards. Overall, the evaluation resources in terms of financial and staffing resources are still inadequate to promote and facilitate a comprehensive evaluation function that provides critical and timely information to inform decision-making and strengthen accountability and results achieved. This affects the credibility of UN-Habitat’s evaluation function as it results in low evaluation coverage of programmes and projects.</p> <p>The evaluation policy has been recently updated and an evaluation plan is in place. The current coverage is low and not evenly implement across all countries.</p> <p>UN-Habitat undertakes different types of evaluations: corporate evaluations of strategic significance, programme and project evaluations, self-evaluations and impact evaluations. All projects with a budget of over \$1 million are subject to external evaluation upon completion. UN-Habitat will conduct one impact evaluation per year during the first five years of the Strategic Plan and two impact evaluations during the last year of the Plan. Impact evaluations attempt to determine changes that are attributable to the intervention. They determine a range of effects of programmes/project activities including long-term effects as well as effects on people or environment outside immediate target group/area. Due to the relative newness of the Evaluation function, only limited evaluative evidence is available prior to 2012. The number and scope of evaluations conducted are still not fully representative of the broad mandate and areas of UN-Habitat’s work. Only approx. 70% of intended evaluations are completed each year.</p>	1, 2, 5, 8, 14, 16, 24, 32, 36, 48, 53
Element 2: The policy/an evaluation manual guides the implementation of the different categories of evaluations, such as strategic, thematic, corporate level evaluations, as well as decentralised evaluations	2		
Element 3: A prioritized and funded evaluation plan covering the organisation’s planning and budgeting cycle is available	2		
Element 4: The annual evaluation plan presents a systematic and periodic coverage of the organisations’ Interventions, reflecting key priorities	2		
Element 5: Evidence from sample countries demonstrate that the policy is being implemented	2		
<b>Overall Score:</b>	2.2		
<b>Overall Rating:</b>	Satisfactory		High confidence

*MI 8.3: Systems applied to ensure the quality of evaluations*

Element	Score	Narrative	Source Documents
Element 1: Evaluations are based on design, planning and implementation processes that are inherently quality oriented	2	<p>The evaluation function is being implemented using core funds where possible. However most evaluations are covered under the contracts with development partners. At present there is no systematic mechanism for harnessing the knowledge base of the evaluations across the organisation. UN-Habitat needs to improve the extent to which it evaluates its contributions to outcomes in the seven focus areas.</p> <p>No effective systems seem to exist to ensure the quality of decentralised evaluations with quality assurance simply a penalty for units or offices that do not comply with evaluation standards. Concerns have been expressed by OIOS that the systems applied do not lead to decentralised evaluations of sufficient quality: “Very few of the global initiatives or country operations reviewed had been subjected to evaluation during the period reviewed by OIOS, and even fewer are of sufficiently high quality to provide credible evidence of results achieved”. This assessment confirmed the paucity of evaluation products and the limited use of evaluation findings for quality improvements.</p>	5, 14, 16, 32, 48
Element 2: Evaluations use appropriate methodologies for data-collection, analysis and interpretation	2		
Element 3: Evaluation reports present in a complete and balanced way the evidence, findings, conclusions, and where relevant, recommendations	2		
Element 4: The methodology presented includes the methodological limitations and concerns	3		
Element 5: A process exists to ensure the quality of all evaluations, including decentralised evaluations	2		
<b>Overall Score:</b>	2.2		
<b>Overall Rating:</b>	Satisfactory		Medium confidence

*MI 8.4: Mandatory demonstration of the evidence base to design new interventions*

Element	Score	Narrative	Source Documents
Element 1: A formal requirement exists to demonstrate how lessons from past interventions have been taken into account in the design of new interventions	3	<p>The UN-Habitat design processes blend strategic and opportunist processes. There is a clear commitment to strategic objectives, but most embedding of lessons learned occurs through informal mechanisms or through the PAG. Nonetheless, the active sharing of lessons learned is evident across the matrix structure of the organisations through the extent of communication and liaison.</p> <p>The PAG meets at least monthly and initially concepts are presented. There is a requirement to ensure that the justification for all new projects and programs have strong rationale with supporting evidence. The project assessment process is taken seriously by the PAG members and they are required to review all evidence supporting applications from their own area of expertise and the discussion on evidence is very active during the meetings. However the PAAS is not used consistently to its full potential to provide evidence on project design. It is more used for basic reporting to donors.</p> <p>Utilisation of evaluation findings is encouraged in the formulation of UN-Habitat's strategic plans, biennial work programmes, annual work plans, and projects that commit the organisation to achieve results. There is a dedicated section in project documents for "lesson learned" and "best practice". Evaluation findings and recommendations should be followed-up to influence decision-making; and the lessons learned should be applied in future programme planning, design and delivery of new programmes and projects; yet there was consistent feedback that there are insufficient (range and number) of evaluation products.</p>	8, 14, 16, 32
Element 2: Clear feedback loops exist to feed lessons into new interventions design	2		
Element 3: There is evidence that lessons from past interventions have informed new interventions.	2		
Element 4: Incentives exist to apply lessons learnt to new interventions	2		
Element 5: The number/share of new operations designs that draw on lessons from evaluative approaches is made public	2		
<b>Overall Score:</b>	2.2		
<b>Overall Rating:</b>	Satisfactory		Medium confidence

*MI 8.5: Poorly performing interventions proactively identified, tracked and addressed*

Element	Score	Narrative	Source Documents
Element 1: A system exists to identify poorly performing interventions	2	<p>Most of the performance management occurs within the units, branches and regions in an informal way. Nonetheless, the organisational culture towards quality outputs and efficiency means that process management is strong.</p> <p>The project documents spell out deliverables, and payment to partners is based on deliverables. The deliverables are defined to include beneficiary participation, technical quality in terms of process and often the need to trigger funding from other sources. Quality control is done by locally-based colleagues. However, most follow-up of underperforming interventions at the programme level is 'informal'.</p> <p>Regional offices and country offices are in regular contact where there is an issue of underperformance that can't wait until the next reporting cycle. Issues are generally address at the country/regional level, rather than being escalated to HQ. If something goes wrong at the policy level (or related to the normative work), it is escalated to HQ, rather than managed at the country level. There are monthly board meetings held 'virtually' for the Heads of Country Programmes, where underperformance can be raised and discussed.</p> <p>Partners are selected very carefully and their capacity to do the work assessed. With government partners it is difficult to deal with poor performance and the organisation aims to work closely with partners and build internal capacity. In some circumstance, UN-Habitat provides NGO partners with support to build their internal systems.</p>	No documentary evidence available for Document Review
Element 2: Regular reporting tracks the status and evolution of poorly performing interventions	2		
Element 3: A process for addressing the poor performance exists, with evidence of its use	2		
Element 4: The process clearly delineates the responsibility to take action	2		
<b>Overall Score:</b>	2		
<b>Overall Rating:</b>	Unsatisfactory		Medium confidence



*MI 8.6: Clear accountability system ensures responses and follow-up to and use of evaluation recommendations*

Element	Score	Narrative	Source Documents
Element 1: Evaluation reports include a management response (or has one attached or associated with it)	4	<p>A progress tracking database is in place and is integrated in the UN-Habitat Project and Accrual Accounting System (PAAS). However, there is no compliance requirement for staff to provide regular updates or to record the results of activity completion. There is little self-assessment unless required in partner agreements.</p> <p>An evaluation management response mechanism is in place and has led to enhanced corporate accountability by tracking management responses to evaluations. The management response clearly indicates whether management accepts, partially accepts or rejects the recommendations. However, while the evaluation recommendations are actively tracked, this is not an automatic system, it requires active follow up and it is difficult to get internal responses. A system of tracking implementation of evaluation recommendations is also in place. The effective use of the system is hampered by staff who have little time to devote to system-wide strategic matters. Consequently, little emphasis is given to evaluation findings in developing strategic directions.</p> <p>Nonetheless, the number of evaluation recommendations being implemented is increasing. Evaluation use can be seen by the percentage of evaluation recommendations implemented, which increased from 60% in 2013 to 72% in 2014, and then to 77% in 2015. The increase can be attributed to an increasing profile of the value of learning and accountability through evaluations and the active efforts of the evaluation staff in following up information.</p>	1, 8, 14, 32, 36, 53
Element 2: Management responses include an action plan and /or agreement clearly stating responsibilities and accountabilities	3		
Element 3: A timeline for implementation of key recommendations is proposed	3		
Element 4: A system exists to regularly track status of implementation	3		
Element 5: An annual report on the status of use and implementation of evaluation recommendations is made public	1		
<b>Overall Score:</b>	2.8		
<b>Overall Rating:</b>	Satisfactory		Medium confidence

*MI 8.7: Uptake of lessons learned and best practices from evaluations*

Element	Score	Narrative	Source Documents
Element 1: A complete and current repository of evaluations and their recommendations is available for use	2	Details of evaluations undertaken by the Evaluation Unit are available on the UN-Habitat website. Internally, an evaluation tracking database is in place and is integrated in the PAAS.	1, 7, 8, 14, 16, 24, 25, 28, 32, 36, 48, 53
Element 2: A mechanism for distilling and disseminating lessons learned internally exists	2	Evaluations are largely carried out at the project level in partnership with financiers. Resources for evaluations are scarce. There is not a systematic approach to collation, publication and meta-evaluation of project and program evaluation, largely due to insufficient resources for the evaluation functions.	
Element 3: A dissemination mechanism to partners, peers and other stakeholders is available and employed	2	Learning should be captured in PAAS, but the system is not set up well enough.	
Element 4: A system is available and used to track the uptake of lessons learned	2	Learning also comes from evaluations. Some evaluation outputs are accessible on PAAS, others are not. The evaluation office has a seat on the PAG, but if that person is away then there is no other way for information/knowledge to be included.	
Element 5: An annual report on the status of use and implementation of evaluation recommendations is made public	3	There is only 'ad hoc' learning, so potential for knowledge and lessons to be missed is high. Furthermore, concern has been expressed by both staff and stakeholders that the uptake of lessons learned is not systematically applied to all projects implemented by UN-Habitat, due to the lack of centrally available monitoring and evaluation information	
Element 6: Evidence is available that lessons learned and good practices are being applied	1		
Element 7: A corporate policy for Disclosure of information exists and is also applied to evaluations	4		
<b>Overall Score:</b>	2.29		
<b>Overall Rating:</b>	Satisfactory		High confidence

## Performance Area: Results

*Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way*

**KPI 9:** Achievement of development and humanitarian objectives and results e.g. at the institutional/corporate wide level, at the regional/country level, and contribution to normative and cross-cutting goals

<b>Overall KPI Score</b>	<b>n/a</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>
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*MI 9.1: Interventions assessed as having achieved their stated development and/or humanitarian objectives and attain expected results*

Rating	Narrative	Source Documents
<p style="text-align: center;">Satisfactory</p> <p><i>Organisations either achieve at least a majority of stated output and outcome objectives (more than 50% if stated) or the most important of stated output and outcome objectives are achieved</i></p>	<p>In the 2015 Annual Report, 86% of indicator targets were achieved by the end of 2015; 10% were slightly below target; 3% were well below the target and information for 1 target (1%) is still to be provided. The 2014 Annual Report indicates strong performance in terms of the percentage of projects that contributed significantly to the focus area strategic results (100%).</p> <p>There is however limited evaluative evidence against this indicator to corroborate results, and what evidence is available shows inconclusive or mixed performance. There is clear evidence of objectives being achieved or partly achieved in three programmes, (Low Emission Urban Development Strategies Project; Participatory Slum Upgrading Programme II; Municipal Spatial Planning Support Programme Phase 3) but methodological difficulties and lack of baselines prohibited assessment of two programmes (UN-Habitat's role in Joint Programming for the Delivery of MDGs in LAC 2014; Identification of Best Practices (Local Delivery of Basic Urban Services)).</p> <p>Furthermore, in one case (Identification of Best Practices (Local Delivery of Basic Urban Services)) revisions to project designs have been so profound that an assessment has not been possible; the evaluation concluding that: "the signed project underwent major revisions that significantly altered its scale and content --expanding from two to eight and back to four components, with successive adjustments to results and deliverables. The signed project document and the revised version that guided actual implementation have very little in common. There is not a consistent baseline on which to measure levels of project achievement, which can be considered more or less satisfactory depending on the project document or annual report that is used for reference."</p>	<p>14, 33, 34, 35, 36, 38, 39, 40, 53, 55</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;">Medium confidence</p>

*MI 9.2 Interventions assessed as having realised the expected positive benefits for target group members*

Rating	Narrative	Source Documents
<p style="text-align: center;">Satisfactory</p> <p><i>Interventions have resulted in positive changes experienced by target group members (at the individual, household or community level). These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency</i></p>	<p>UN-Habitat’s target group is its partners, and they express positive results through the extent to which they use the materials that have been generated. However, the project design template does not have a place to present a theory of change. Reporting on the results framework tends to capture outputs, rather than outcomes/impact.</p> <p>The available evidence, which includes evaluative evidence of benefits for numbers of people in specific target groups, suggests good overall performance against this indicator, with most interventions having a positive impact on the lives of target group members in a broad range of areas.</p> <p>UN-Habitat also has a specific niche in ensuring urban response is sustainable and that urban centres can be prepared for and resilient in the face of possible disasters. However, to facilitate this more widely and to ensure that UN-Habitat is fit for purpose, donor support is needed for these processes. This kind of approach is also an opportunity to address landlessness and homelessness and for urbanised populations to become stabilised.</p> <p>Another specific focus of UN-Habitat is young people. The positive benefits for young people in UN-Habitat projects is driving change globally to recognise how engagement of young people generates benefits to the young people but also wider benefits to the community.</p>	<p>35, 39, 40, 41</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;">Medium confidence</p>

*MI 9.3: Interventions assessed as having contributed to significant changes in national development policies and programs (policy and capacity impacts), or needed system reforms*

Rating	Narrative	Source Documents
<p style="text-align: center;">Satisfactory</p> <p style="text-align: center;"><i>Interventions have made a substantial contribution to either re-orienting or sustaining effective national policies and programmes in a given sector or area of development disaster preparedness, emergency response or rehabilitation</i></p>	<p>The legal work of Habitat 3 is to directly influence national policies. The countries that UN-Habitat work with, actively seek advice on policy changes. Where changes are occurring in the legal framework of the capital cities as a result of UN-Habitat support, the outcomes can have a country wide impact.</p> <p>For example, across the Pacific, UN-Habitat plays an important role at the national level, particularly where governments of small island nations are stretched. However, without core funding program, existing budgets cannot support normative work at the national level in line with previous levels of support and intervention and far below the potential for this type of work.</p> <p>Management information indicates a notable increase in the number of partner local and national authorities and other Habitat Agenda partners that have adopted guidelines on decentralisation and access to basic services for all, and in the capacities of many local and national governments to formulate and implement plans and strategies for addressing security and governance issues.</p> <p>There is, on the other hand, also evidence of lack of tangible results for example in Local Delivery of Basic Urban Services where no indications was found of influence on national policies or legislation, with the exception of Ecuador where stakeholder discussions and best practices offered inputs for a proposed national urban policy, that was submitted to ministry authorities for consideration.</p> <p>Overall, the expectation that these programme activities would have effects at national policy levels is unsubstantiated and may be unrealistic considering the levels of activity and limited follow-up. Overall project impact levels were satisfactory at the municipal level, yet the extent of effect on national urban policies or central government capacities is positive but uncertain.</p>	<p>34, 35, 36, 39, 40</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;">Medium Confidence</p>

*MI 9.4: Interventions assessed as having helped improve gender equality and the empowerment of women*

Rating	Narrative	Source Documents
<p>Satisfactory</p> <p><i>Interventions achieve a majority (more than 50%) of their stated objectives</i></p>	<p>Management information from the 2015 Annual Report indicates that progress is being made towards achieving improved gender sensitivity and the empowerment of women in UN-Habitat projects and programmes. The percentage of key strategic events that reflect gender sensitivity in line with the gender checklist increased from 60% in 2013 to 75% in 2014, and to 84% in 2015. The number of partnerships promoting gender equality in sustainable urbanisation issues as per gender checklist with assistance from UN-Habitat also increased, from 30 in 2014 to 36 in 2015, and then increased again to 41 in 2015. More modest performance is recorded for the percentage of human settlement programmes and projects reflecting gender and other cross cutting issues as these only showed a marginal increase from 60% to 65%, against a 2015 target of 80%.</p> <p>This is consistent with evaluation findings which show increased representation of women in several projects and programmes across countries, but also cases where gender was not directly considered in the project's design, planning and implementation, reporting and monitoring, or which were not responsive to all recommendations from the Gender Unit. The feedback from respondents indicated that the organisation makes good efforts towards mainstreaming gender but that not all efforts are documented.</p> <p>The effect of introducing gender markers and embedding gender concerns within the project design process has made a massive impact on benefits for women. In addition, the integration of gender considerations into local planning has taken a major shift; even basic aspects such as the positioning of toilets at play parks so that women can use the facilities makes a difference. It has been a focus of the organisation to embed gender equality as a mainstream approach to urban development. UN-Habitat aims to ensure that women's voices are heard in the design process through the markers.</p>	<p>34, 35, 36, 38, 39, 40, 41, 53, 54</p> <p>Medium confidence</p>

*MI 9.5: Interventions assessed as having helped improve environmental sustainability/helped tackle the effects of climate change*

Rating	Narrative	Source Documents
<p style="text-align: center;">Satisfactory</p> <p><i>Interventions include some planned activities and project design criteria to ensure environmental sustainability and help tackle climate change. These activities are implemented successfully and the results are environmentally sustainable and contribute to tackling the effects of climate change</i></p>	<p>In terms of management reporting, the 2015 Annual Report showed that UN-Habitat is on track in terms of delivering its climate change related indicator targets, including: number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation. Yet, there is no requirement for projects to track environmental impact unless it is part of the programme design.</p> <p>UN-Habitat are applying to be accredited to some of the global climate change funds and are increasingly asking program staff to incorporate climate change considerations in their design. The Urban Planning and Design Lab takes a proactive approach with regard to environmental planning and climate change considerations because they are using the most up to date tools available which all incorporate climate change considerations.</p> <p>A high proportion of the staff in UN-Habitat are engineers or planners and environmental skills are limited. This means that there is not sufficient expertise within the organisation for effective review of the projects or to influence project and program design. Some projects hire environmental expertise, but the capacity is not embedded within the organisation.</p>	<p>33, 34, 36, 38, 41, 53</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;">Medium confidence</p>



*MI 9.6: Interventions assessed as having helped improve good governance*

Rating	Narrative	Source Documents
<p>Highly satisfactory</p> <p><i>Interventions include substantial planned activities and project design criteria to promote or ensure 'good governance'. These plans are implemented successfully and the results have helped promote or ensure 'good governance'</i></p>	<p>The 2015 Annual Report shows that UN-Habitat's target for the number of consultative legal reform processes to improve urban extension, densification, urban planning and finance has been exceeded. There is evaluative evidence against this indicator in two evaluations, namely phase II of the three phase Participatory Slum Upgrading Programme, and a self-evaluation of the Afghanistan Community Based Municipal Support Programme, both of which show positive results.</p> <p>In the Urban Legislation Land and Governance branch, UN-Habitat are consistently working with both local and national governments on improving their legal and governance frameworks. Administration of land is a major issue and initiatives like the GLTN are providing them with a range of new tools for better governance. UN-Habitat are working globally to bring together the best practice tools in relation to land governance. The partners are all working together on these and once a new tool is generated these are quickly spread across national governments through the networks of all the partners.</p> <p>Programs also work closely with national governments and often the bottle necks that arise relate to out of date policies and procedures of governance. Using technical support the UN-Habitat programs can usually offer rapid and high quality support for the preparation of more inclusive contemporary policies and procedures for national and sub national governments.</p> <p>However, UN-Habitat's work with the local governments tends to be with those who are most interested in making a change; these are willing partners. A real challenge is governments that are not willing and UN-Habitat do not have the resources to tackle the reluctance to improve governance even when there are new and better tools available.</p>	<p>36, 39, 41, 53</p> <p>Medium confidence</p>

**KPI 10:** Relevance of interventions to the needs and priorities of partner countries and beneficiaries, and extent to which the multilateral organisation works towards results in areas within its mandate

<b>Overall KPI Score</b>	<b>n/a</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>
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*MI 10.1: Interventions assessed as having responded to the needs/priorities of target groups*

Rating	Narrative	Source Documents
<p style="text-align: center;">Satisfactory</p> <p><i>Interventions are designed to take into account the needs of the target group as identified through a situation or problem analysis (including needs assessment for relief operations) and the resulting activities are designed to meet the needs of the target group</i></p>	<p>The evidence from five evaluations indicate UN-Habitat’s interventions are relevant to the needs of partner countries, and a diverse range of target groups from community members to the highest levels of government. Evidence also demonstrates in at least one case a capacity to adjust to changing circumstances to ensure continued relevance.</p> <p>When UN-Habitat develops the country strategies, a wide range of target groups are encouraged to participate in local and national planning processes. By helping partners to raise their voice in UN-Habitat processes they become more vocal in other processes. This means that their needs and priorities become more visible. Furthermore, UN-Habitat has a tradition of coming close to the target groups that it supports. Now operations tend to occur more at the policy and legal level. The benefits are still there and are probably larger but the direct connection with the target groups is less clear.</p> <p>Habitat cannot bridge all the gaps in countries, but programs look at pilots or demonstration projects and then work with governments to upscale or replicate the models. The Programme Coordination unit is currently producing a special report for the CPR. It will trace the impacts for Habitat’s total engagement in at least one country per region (there may be two countries for Asia &amp; Arab States). Information collection is including a narrative questionnaire which asks about replication of methods, whether there have been interventions focused on women, and the lessons from all programmes. Each region is sending through reports from projects that show impact. The report aims to show lasting impact from humanitarian to sustainable development areas. City governance relies often on the response from the local residents. Thus UN-Habitat attempts to work with governments to make sure that they are linking with their communities to understand the needs.</p> <p>The City Prosperities Index is a tool that could be used to cover all of Habitat’s work eventually if it is repeated periodically in cities. It provides data that should inform normative process development and policy frameworks, however it is not currently used for the main programs.</p>	<p>33, 34, 39, 40, 41</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;">Medium confidence</p>

*MI 10.2: Interventions assessed as having helped contribute to the realisation of national development goals and objectives*

Rating	Narrative	Source Documents
<p>Satisfactory</p> <p><i>Interventions have contributed substantially to the achievement of specific national development goals or have contributed to meeting humanitarian relief objectives agreed to with the national government and/or the humanitarian community</i></p>	<p>The some evidence available indicates that UN-Habitat interventions are generally aligned with national development goals and objectives.</p> <p>In the development of country strategies, UN-Habitat aims to be aligned with the national development strategy. It is made a priority to accept all invitations to participate in national planning and implementation forums. Here UN-Habitat can advocate for better sustainable urban planning in relation to the national priorities.</p> <p>For programme in relation to the three pillars, UN-Habitat works closely with partners on both city and national systems. In many cases, these relate to identified national priorities such as improving land tenure, improving land use planning and streamlining city administrative and legal processes.</p>	<p>33, 34, 35, 39, 41, 55</p> <p>Medium confidence</p>

*MI 10.3: Results assessed as having been delivered as part of a coherent response to an identified problem*

Rating	Narrative	Source Documents
<p>Highly satisfactory</p> <p><i>The organisation consistently achieved a high level of partnership in implementing its interventions</i></p>	<p>UN-Habitat is well known for the work that it does. Consequently UN-Habitat is often contacted by national governments asking for help with their urban planning and implementation issues.</p> <p>The Country Strategies are used to prioritize clearly identified needs. To this end, and from a cross cutting perspective, UN-Habitat work together as a team to identify the most critical problems for those target groups that are most disadvantaged.</p> <p>The very limited evidence available from three evaluations, one being a self-evaluation, suggests that UN-Habitat interventions address an identified problem and are delivered as part of a coherent response. The project teams and the methods applied have encouraged participation of local organisations, and guided collaboration towards common objectives that addressed local needs as well as policy/regulatory issues.</p> <p>Additional anecdotal evidence during the assessment demonstrated the extent to which staff work in cross-sectoral teams to identify and address urban development-related issues. The PAG is an opportunity to raise awareness of the problems and address them as an integral component across different projects.</p>	<p>33, 35, 41</p> <p>Medium confidence</p>

KPI 11: Results delivered efficiently			
<b>Overall KPI Score</b>	<b>n/a</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>

*MI 11.1: Interventions assessed as resource/cost efficient*

Rating	Narrative	Source Documents
<p>Satisfactory</p> <p><i>Results delivered when compared to the cost of activities and inputs are appropriate even when the program design process did not directly consider alternative program delivery methods and their associated costs</i></p>	<p>Staff evidently work hard at ensuring that programmes are as cost efficient as possible. The teams are all aware of the budget restrictions, yet work as though there are far more resources available in terms of our outputs and outcomes.</p>	<p>33, 38, 39, 40, 41, 54, 55</p>
	<p>Therefore staff work very closely with partners to leverage resources and to work across the region in the most efficient way possible. Staff work to mobilise resources from a wide range of other partners, and engage them in projects and programs that are in line with their interests and resource availability.</p> <p>Yet, despite the high level of efficiency, programs do not receive enough resources through UN-Habitat for the prioritized program of work. Internal and external auditors make recommendations that are risk based. In the last processes procurement, Human Resources management and financial management were identified as needing attention. An investigation is underway to determine if they reflect single incidents or represent systemic problems, however an identified issue is that while the systems are available within the organisation, because they are not used to the optimum staff waste time chasing information when it should be available on-line. A significant increase in productivity would be expected if improvements were made to the application of Secretariat rules and regulations, and the proliferation of coordination mechanisms.</p>	
		<p>Medium confidence</p>

*MI 11.2: Implementation and results assessed as having been achieved on time (given the context, in the case of humanitarian programming)*

Rating		Source Documents
<p style="text-align: center;">Satisfactory</p> <p><i>More than half of intended objectives of interventions are achieved on time, and this level is appropriate to the context faced during implementation, particularly for humanitarian interventions</i></p>	<p>Management information, presented in the 2015 Annual Report, shows a very positive picture of results with performance only slightly below target, with 95% of projects delivering output and outcomes within the planned project period, against a target of 100% in 2015.</p> <p>The matrix management approach means that communication across the organisation is immediate and direct. When issues occur any officer can directly call on another UN-Habitat officer who may have the experience or skills that they need at the time. This makes the delivery of support very responsive. Thus when calamities occur across the region, the response is always very quick.</p> <p>The decentralised nature of the organisation means that there is always a UN-Habitat staffer close to the site of concern and usually with some knowledge of the situation. This means that even if a program does not have the resources directly, staff time can be allocated to support their processes in a very timely way. However, while programs have the ability and capability to be responsive, there is not enough coverage. If a program needs to do tasks that require more people consultants are appointed. This can take considerable time and delays the ability of UN-Habitat to respond effectively to demand or need.</p> <p>A common complaint of staff and stakeholder is that there are delays in implementation which tests patience of central and local governments in participating countries, and also that of local communities expecting to benefit from the interventions.</p> <p>A key cause of the delays seem to be bureaucratic and administrative procedures on the part of both participating countries and UN-Habitat, aggravated sometimes by challenges in raising the counterpart funding on time. Evaluations have also found that in some cases projects had over- ambitious and at times unrealistic outputs and results planned and concluded that the inability of projects to fully achieve their outputs or results was more a problem of design than insufficient time.</p>	<p>34, 35, 36, 39, 40, 41, 53</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;">Medium confidence</p>

**KPI 12: Sustainability of results**

<b>Overall KPI Score</b>	<b>n/a</b>	<b>Overall KPI Rating</b>	<b>Satisfactory</b>
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*MI 12.1: Benefits assessed as continuing or likely to continue after project or program completion or there are effective measures to link the humanitarian relief operations, to recover, resilience eventually, to longer-term developmental results*

Rating	Narrative	Source Documents
<p><b>Satisfactory</b></p> <p><i>Evaluations assess as likely that the intervention will result in continued benefits for the target group after completion. For humanitarian relief operations, the strategic and operational measures to link relief to rehabilitation, reconstruction</i></p>	<p>The limited evidence for sustainability of impact across the UN-Habitat is a constraining factor in assessing long term benefits. Core resources are declining. The PAAS data upload is finished when the project ends as there are insufficient resources for post evaluations or impact assessments to really test the extent to which results are being sustained.</p> <p>Three evaluations provide evidence of probable sustainability beyond the completion date of the project or programme, with the causal aspects relating to a high levels of local ownership and responsibility. In another programme, sustainability was strengthened through the use of national systems (Afghanistan).</p> <p>On the other hand, there are also several cases of UN-Habitat interventions having no clear exit strategies or processes for transferring responsibility to local partners, which places gains made through the life of the project at considerable risk.</p> <p>Countries are increasingly paying for UN-Habitat services themselves (particularly in Latin America), which increases prospects for sustainability, and demonstrates that countries believe that UN-Habitat interventions are sustainable. UN-Habitat projects have a sustainability clause where local governments commit to maintain projects for ten years, and staff also seek to empower the community to keep up the demand for good services, via sms. This is because most of projects take one year from inception to completion.</p> <p>However there is a suggestion from staff of the need to change the business model in terms of the way some of UN-Habitat's tools are being developed and financed, to ensure long-term sustainability of the work/tool. There is a strong suggestion that partners are responsible for sustainability, but not all are active or contributing financially.</p>	<p>33, 35, 39, 40, 41, 55</p>
		<b>Medium confidence</b>

*MI 12.2: Interventions/activities assessed as having built sufficient institutional and/or community capacity for sustainability, or have been absorbed by government*

Rating		Source Documents
<p>Satisfactory</p> <p><i>Interventions may have contributed to strengthening institutional and/or community capacity but with limited success</i></p>	<p>There is generally positive, but mixed evidence for this indicator. In the evaluations that have been undertaken, the results for sustainability seem to be quite strong, but there is also evidence that sustainability has been given insufficient attention.</p> <p>Four evaluations show evidence that UN-Habitat interventions have built institutional capacity through different approaches including through training. But it is not clear what the outcome of that capacity building is.</p> <p>Two projects have demonstrated likely sustained political support when the programme ended in several of the countries involved, thus enhancing the probability of absorption by government.</p> <p>The close involvement of communities is noted as a key factor in sustainability and in one case community members provided significant co-financing for the projects. Yet, at the same time, the organisation seems to be reducing its support for community-based initiatives.</p> <p>One project evaluation noted that there was no clear plan to develop a sustainable support strategy for local government to replace the work that UN-Habitat has been doing, thus jeopardizing sustainability.</p>	<p>33, 34, 35, 38, 39, 55</p> <p>Medium confidence</p>



*MI 12.3: Interventions/activities assessed as having strengthened the enabling environment for development*

Rating		Source Documents
<p style="text-align: center;"><b>Satisfactory</b></p> <p><i>Interventions have made a notable contribution to changes in the enabling environment for development including one or more of: the overall framework and process for national development planning; systems and processes for public consultation and for participation by civil society in development planning; governance structures and the rule of law; national and local mechanisms for accountability for public expenditures, service delivery and quality; and necessary improvements to supporting structures such as capital and labour markets</i></p>	<p>There is evidence that UN-Habitat has materially strengthened the enabling environment for development in a number of ways. One evaluation concludes that three out of nine projects in the evaluation sample have influenced the legal and regulatory environments at national or sub-national levels with UN-Habitat involvement.. Another notes that the “enabling conditions for dialogue and consensus building on urban policy issues were strengthened in these countries. However, project resources were insufficient to support the follow up that was needed to move beyond individual events and build a “critical mass” of consensus on urban issues, improve capacities within central/local governments or influence national urban policies”.</p> <p>Other examples include:</p> <ol style="list-style-type: none"> <li>1. UN-Habitat’s work with the UN Youth Envoy is raising the profile of young people as a specific target group for development and that is a major shift in the enabling environment.</li> <li>2. The UN-Habitat role in the preparation for Habitat 3 demonstrates the recognition of Habitat’s experience and knowledge in relation to sustainable urban development. UN-Habitat expertise has been engaged in the majority of technical papers which are being prepared. This represents a substantial influence in the enabling environment for sustainable development</li> <li>3. The work that is being done in urban economy and finance is cutting edge and is very topical given the development for finance focus globally</li> <li>4. Clear success in developing tools that can be used in development contexts (eg GLTN, Cities Prosperity Index...), which clearly strengthen the enabling environment for development</li> </ol>	<p>35, 40</p> <p style="text-align: right; background-color: #0070C0; color: white; padding: 5px;"><b>Medium confidence</b></p>

## Annex 2: List of documents analysed for UN-Habitat

### 2a) Bibliography

Full name of document
UN Habitat (2014), <i>Afghanistan Country Programme Document 2015-2019</i>
UN Habitat (2015), <i>Annual Progress Report, 2014</i>
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UN Habitat (2013), <i>Youth and the New Urban Agenda</i>

## 2b) List of documents numbered as source material for Document Review

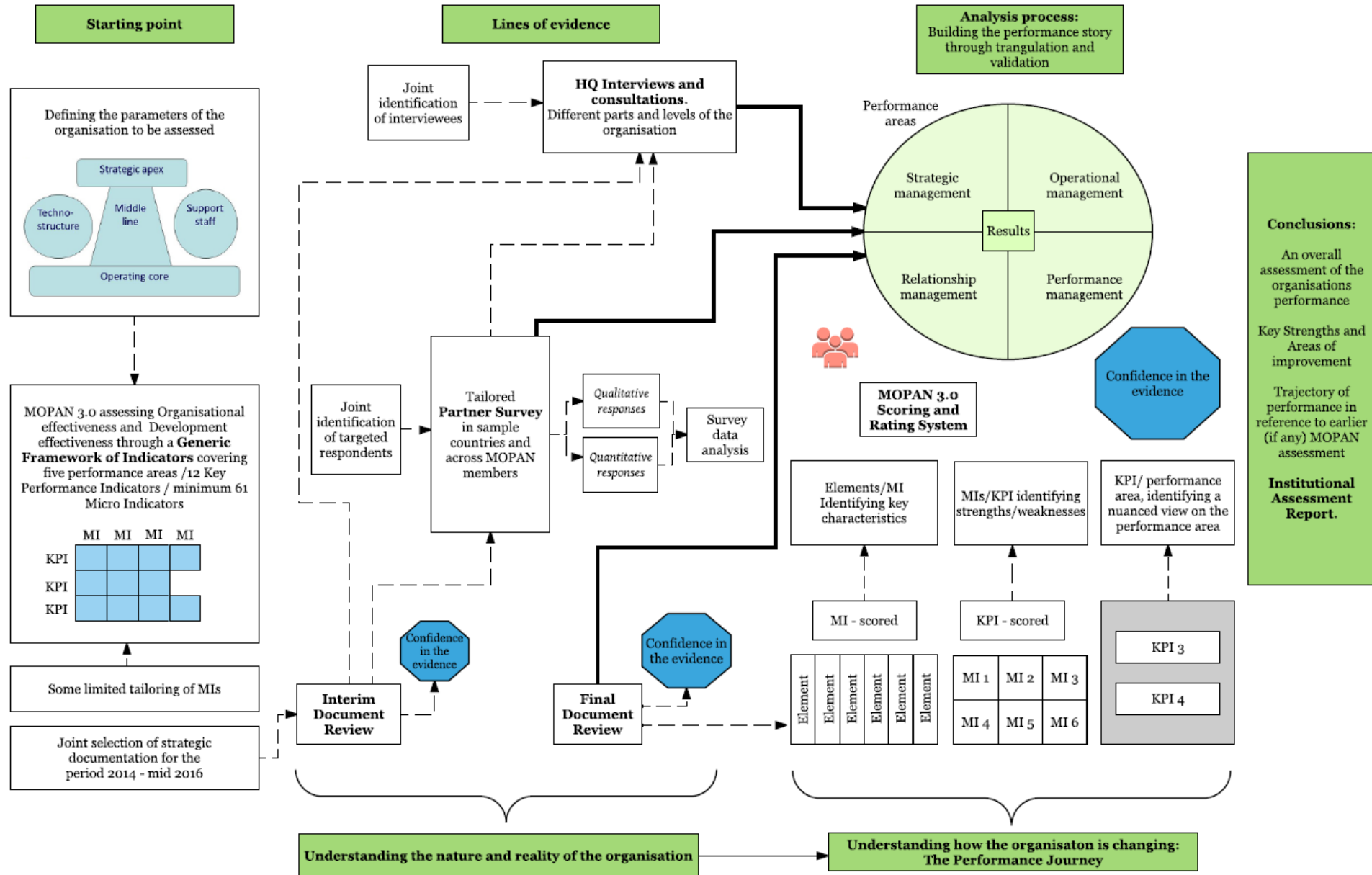
Document Number	Full name of document
1	UN Habitat (2015), <i>Strategic Plan, 2014-2019</i>
2	UN Habitat (2014), <i>Strategic Framework, 2016-17</i>
3	UN Habitat (2015), <i>Results Framework, 2014-2019</i>
4	UN Habitat (2015), <i>UN Habitat Programme Accountability Framework</i>
5	UN Habitat (2014), <i>Policy and Plan for Gender Equality and the Empowerment of Women, 2014-2019</i>
6	UN Habitat (2014), <i>Gender Equality Action Plan, 2014-2019</i>
7	UN Habitat (2015), <i>Climate Change Strategy, 2014-2019</i>
8	UN Habitat (2015), <i>Proposed work programme and Budget, 2016-2017</i>
9	UN Habitat (2015), <i>Proposed work programme and Budget, 2014-2015</i>
10	UN Habitat (2014), <i>Joint progress report of the Executive Directors (cooperation between UN Habitat and UNEP)</i>
11	UN Habitat (2015), <i>Report of the Executive Director (broader cooperation with partners)</i>
12	UN Habitat (2015), <i>Status of voluntary contributions, 2014</i>
13	UN Habitat (2015), <i>Proceedings of the Governing Council for the UN Settlements Programme (25th session)</i>
14	UN Habitat (2013), <i>Evaluation Policy, 2013</i>
15	UN Habitat (2012), <i>Peer Review of UN-Habitat Evaluation Function - United Nations Evaluation Group 2012</i>
16	UN Habitat (2015), <i>Evaluation - Report of the Office of Internal Oversight Services (OIOS)</i>
17	UN Habitat (2013), <i>Staff Survey Global Results 2013</i>
18	UN Habitat (2012), <i>Human Rights Strategy</i>
19	UN Habitat (2010), <i>Knowledge Management Strategy (Internal)</i>
20	UN Habitat (2011), <i>Partnership Strategy</i>

Document Number	Full name of document
21	UN Habitat (2015), <i>Resource Mobilisation Action Plan</i>
22	UN Habitat (2015), <i>Enterprise Risk Management</i>
23	UN Habitat (2015), <i>Financial report and audited financial statements for the year ended 31 December 2014</i>
24	UN Habitat (2012), <i>Project Based Management policy</i>
25	UN Habitat (2014), <i>Afghanistan Country Programme Document 2015-2019</i>
26	UN Habitat (2011), <i>Ethiopia Country Programme 2015-2020</i>
27	UN Habitat (2014), <i>Myanmar Country Programme Document 2014-2016</i>
28	UN Habitat (2016), <i>Regional Strategy - Africa</i>
29	UN Habitat (2016), <i>Regional Strategy - Arab States</i>
30	UN Habitat (2016), <i>Regional Strategy - Asia Pacific</i>
31	UN Habitat (2016), <i>Regional Strategy - Latin America and Caribbean</i>
32	UN Habitat (2014), <i>Biennial Evaluation Report 2012-2013</i>
33	UN Habitat (2014), <i>Evaluation of Municipal Spatial Planning Support Programme Phase 3 (Decentralized Evaluation) July 2014</i>
34	UN Habitat (2015), <i>Evaluation of UN-Habitat Sudan Country Programme 2012-2015 (Nov 2015)</i>
35	UN Habitat (2014), <i>Evaluation of UN-Habitat's role in Joint Programming for the Delivery of MDGs in LAC 2014</i>
36	UN Habitat (2015), <i>Annual Progress Report, 2014</i>
37	UN Habitat (2014), <i>Evaluation of UN-Habitat's role in Joint Programming for the Delivery of MDGs in LAC 2014 – Management Response</i>
38	UN Habitat (2015), <i>Interim Evaluation of the Urban LEDS Project (Promoting Low Emission Urban Development Strategies) 2015</i>
39	UN Habitat (2015), <i>Mid-Term Evaluation of the Participatory Slum Upgrading Programme II 2015</i>

Document Number	Full name of document
40	UN Habitat (2015), <i>Evaluation of Identification of Best Practices (Local Delivery of Basic Urban Services in Colombia)</i>
41	UN Habitat (2015), <i>Self-Evaluation of Afghanistan Community Based Municipal Support Programme 2015</i>
42	OIOS (2015), <i>OIOS-IED Final report of UN Secretariat scorecards 2012-2013</i>
43	UN Habitat (2016), <i>UN-habitat reform and relevance note</i>
44	UN Habitat (2015), <i>Cross-Cutting Issues Progress Report</i>
45	UN Habitat (2013), <i>Youth and the New Urban Agenda</i>
46	UN Habitat (2015), <i>Human Rights Progress Report</i>
47	UN Habitat (2016), <i>Donor Relations and Income Strategy</i>
48	UN Habitat (2015), <i>Revised UN-Habitat Evaluation Framework</i>
49	UN Habitat (2016), <i>UN Inter Agency Framework for Sustainable Urban Development</i>
50	UN Habitat (2014), <i>Performance Measurement Plan for the Strategic Plan</i>
51	UN habitat (2012), <i>Iraq Country Programme Document, 2013-2015</i>
52	UN Habitat (2015), <i>Nigeria Country Programme Document, 2015-2017</i>
53	UN Habitat (2016), <i>Annual Progress Report, 2015</i>
54	UN Habitat (2016), <i>Evaluation of the Open UN-Habitat Transparency Initiative</i>
55	UN Habitat (2016), <i>Evaluation of Planning and Urban Legislation Project (Egypt)</i>
56	UN Habitat (2015), <i>Evaluation of the Project for Rehabilitation of Community Infrastructure and Facilities (Sri Lanka)</i>
57	UN Habitat (2016), <i>Final Project Impact Assessment Myanmar Consortium for Community Resilience (Myanmar)</i>
58	UN Habitat (2015), <i>OIOS Report, Strengthening the role of evaluation and the application of evaluation findings</i>
59	UN Habitat (2015), <i>Knowledge Management Strategy</i>



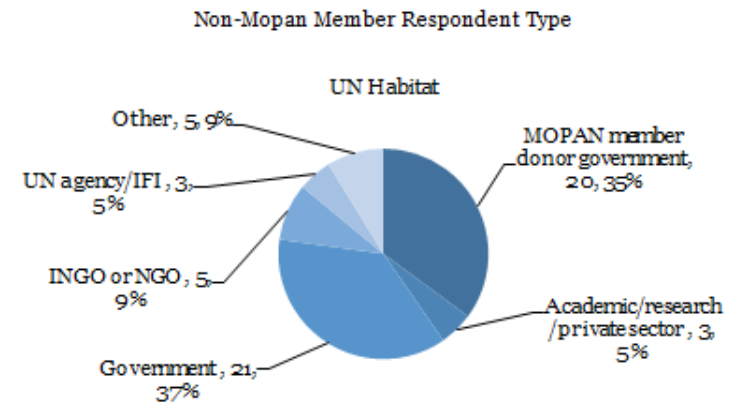
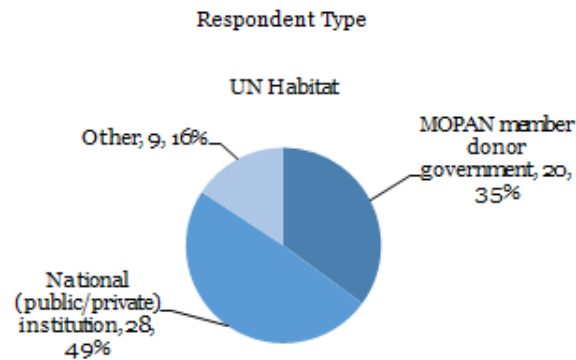
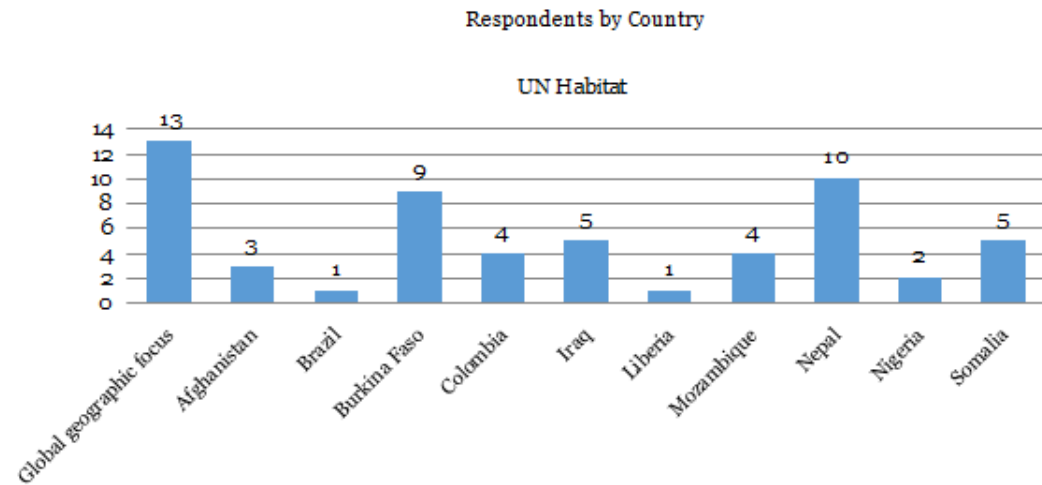
## Annex 3: Process map of the MOPAN 3.0 assessment of UN-Habitat



## Annex 4: Results of the MOPAN survey of UN-Habitat Partners

An Evidence Stream for the MOPAN 3.0 assessment of UN Habitat, 2016

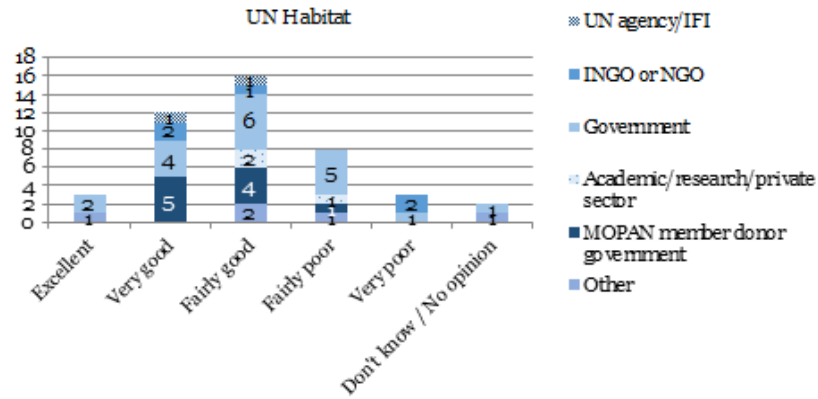
Total number of responses for the UN Habitat Survey: 57



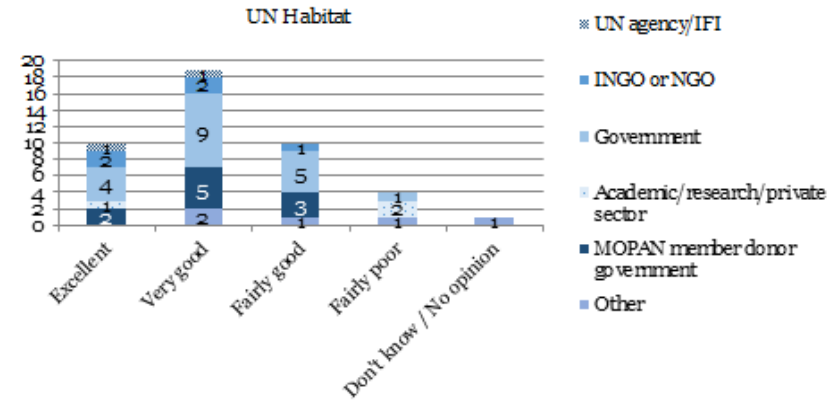
## Staffing

How well do you think UN Habitat performs in the areas below?

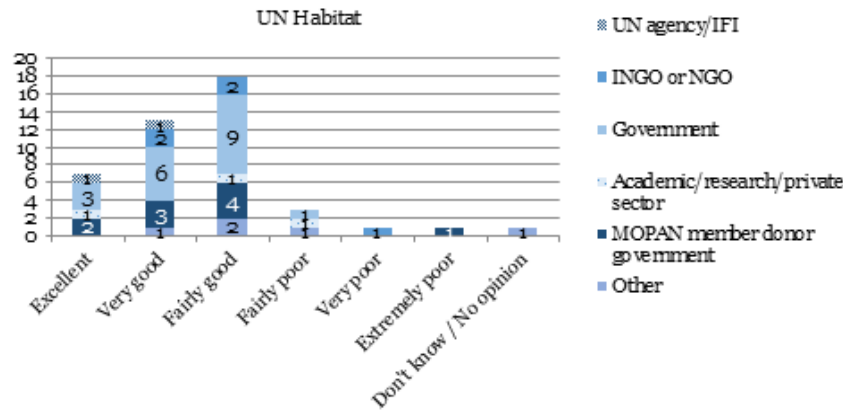
**It has sufficient staffing in the country to deliver the results it intends through a partnership approach.**



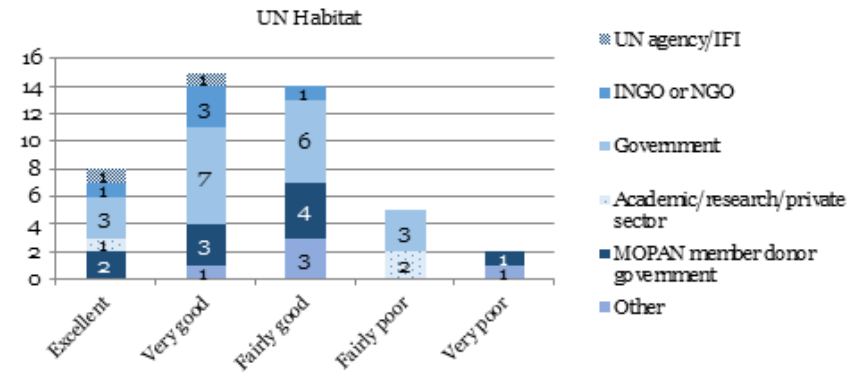
**Its staff are sufficiently senior/experienced to work successfully in the country.**



**It has sufficient continuity of staff to build the relationships needed in the country.**



**Its staff can make the critical strategic or programming decisions locally in the country.**

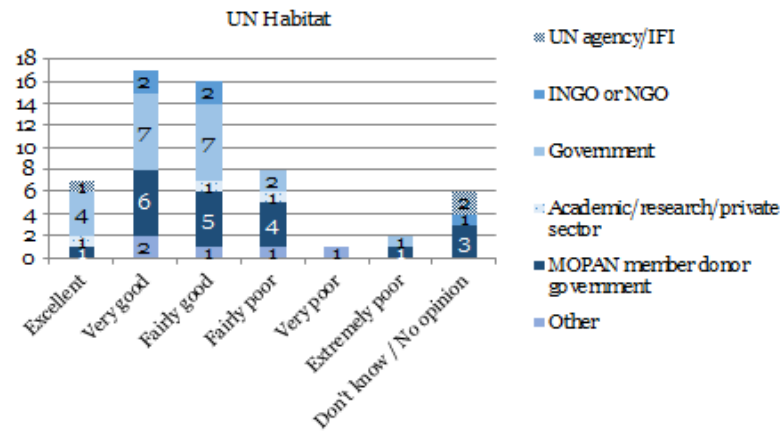


Respondents who identified their geographical focus as "global" were not asked to answer these four questions since it is only relevant to respondents with a specific country focus.

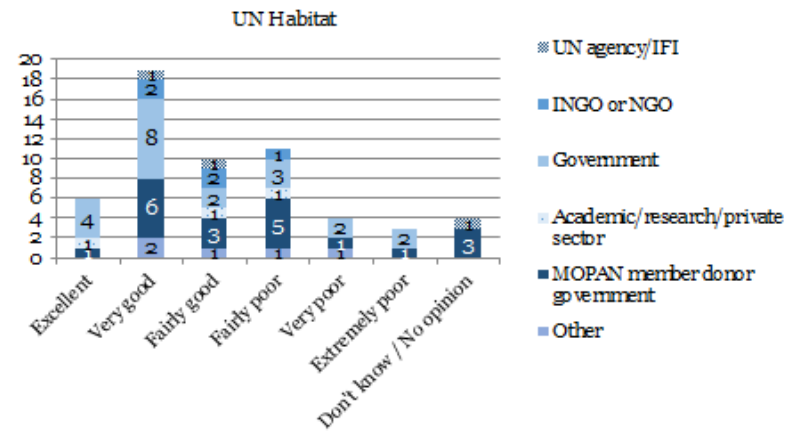
## Managing financial resources

How well do you think UN Habitat performs in relation to the statements below

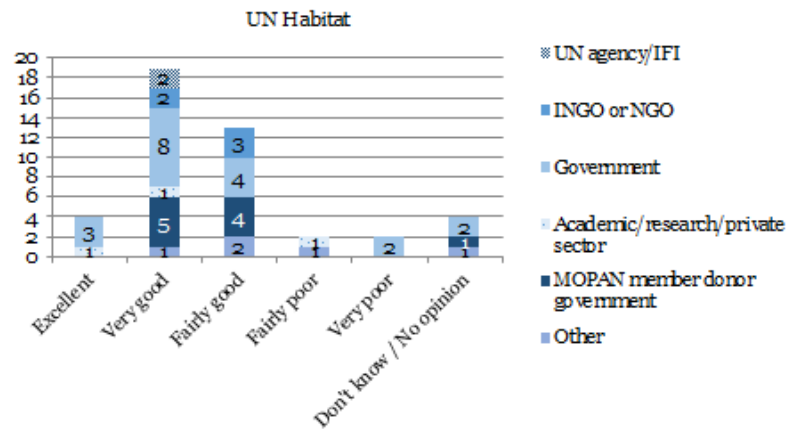
**It communicates openly the criteria for allocating financial resources (transparency).**



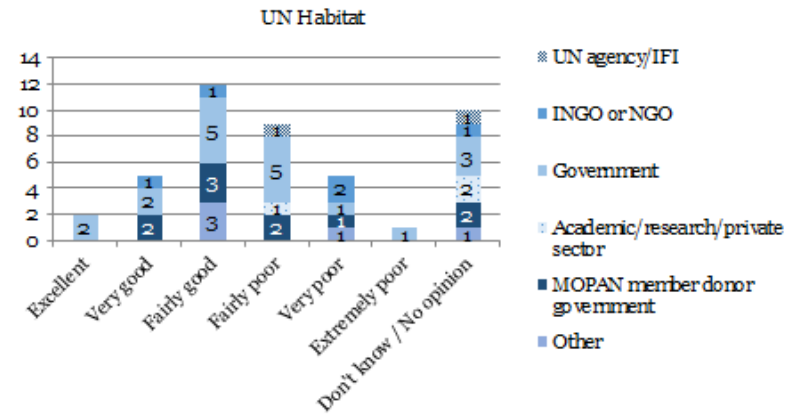
**It provides reliable information on how much and when financial allocations and disbursement will happen (predictability).**



**It co-operates with development or humanitarian partners to make sure that financial co-operation is coherent and not fragmented.**



**It has enough flexible (i.e. non-earmarked) financial resources to enable it to pursue the goals and targeted results set out in its Strategic Plan 2014-2019.**

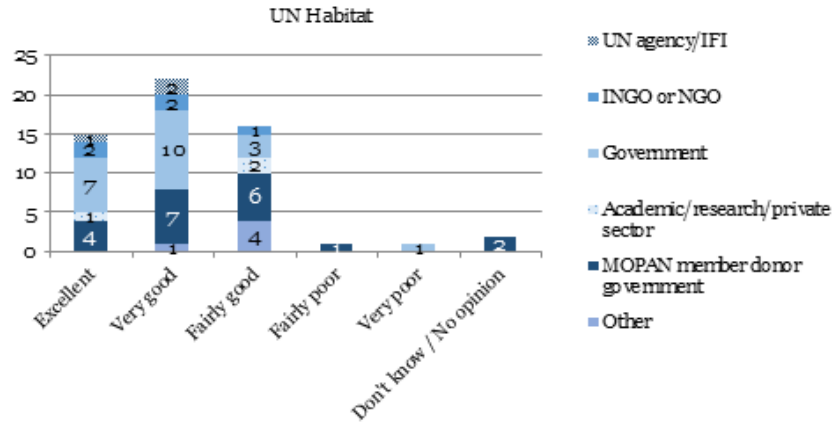


Respondents who identified their geographical focus as "global" were not asked to answer the two lower questions since it is only relevant to respondents with a specific country focus.

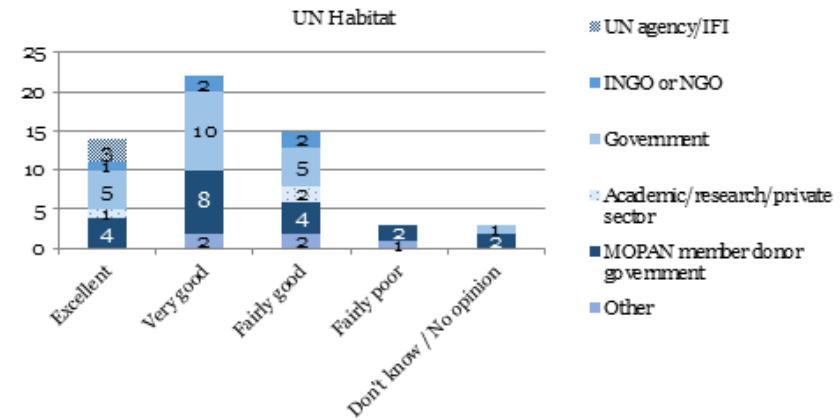
## Interventions (programmes, projects, normative work)

How well do you think UN Habitat performs in relation to the areas below?

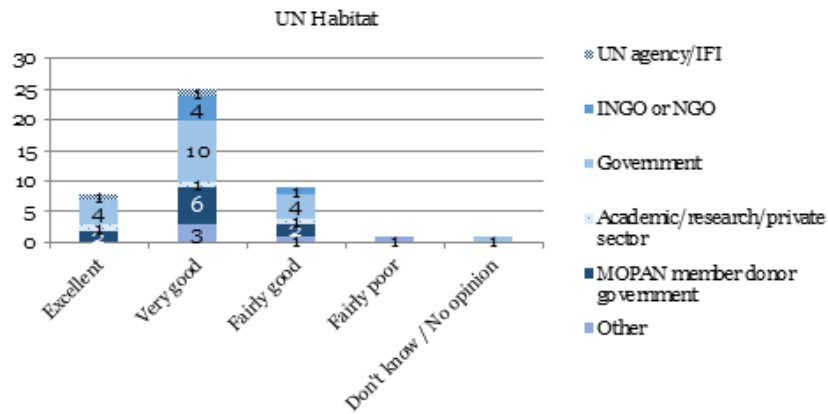
**Its interventions are designed and implemented to fit with national programmes and intended results.**



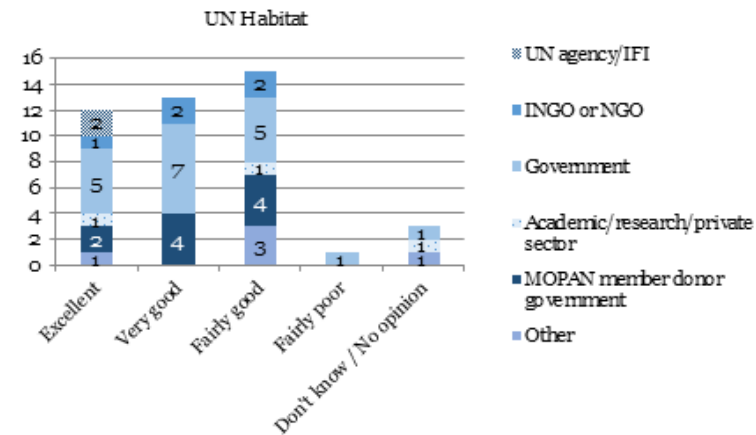
**Its interventions are tailored to the specific situations and needs of the local context.**



**Its interventions are based on a clear understanding of why it is best placed (comparative advantage) to work in the sectoral and/or thematic areas it targets in the country.**

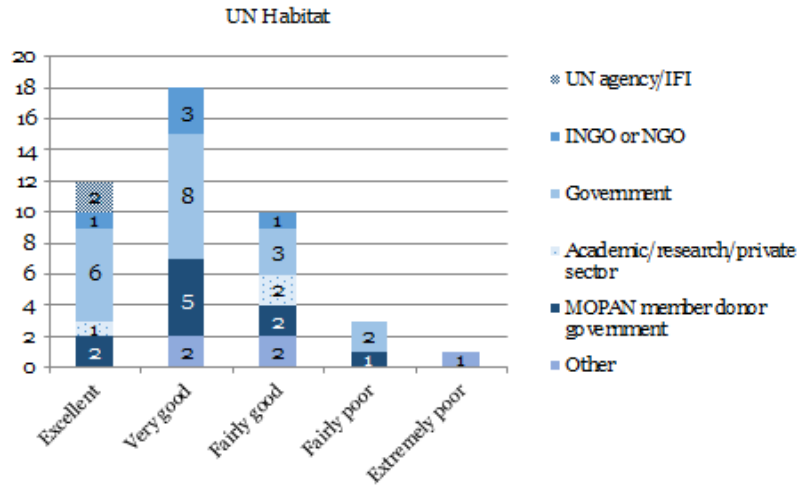


**It adapts or amends interventions swiftly as the context in the country changes.**

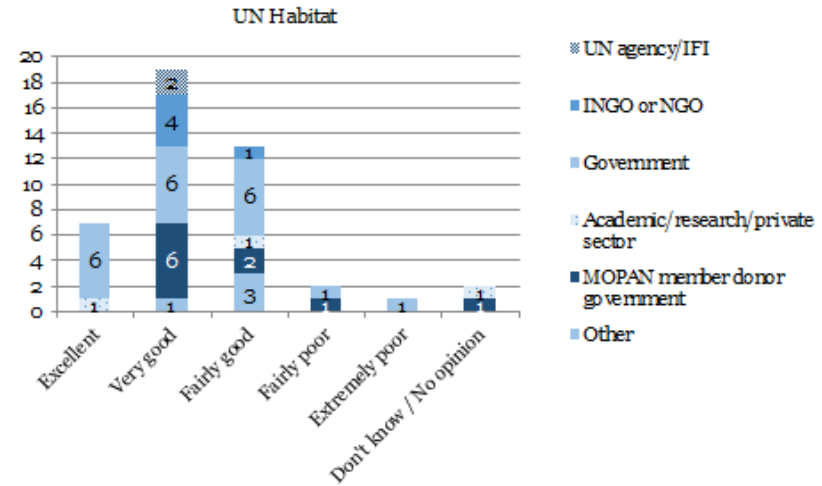


Respondents who identified their geographical focus as "global" were not asked to answer the two lower questions since it is only relevant to respondents with a specific country focus.

**Its interventions in the country are based on realistic assessments of national/regional capacities, including government, civil society and other actors.**



**Its interventions appropriately manage risk within the context of the country.**

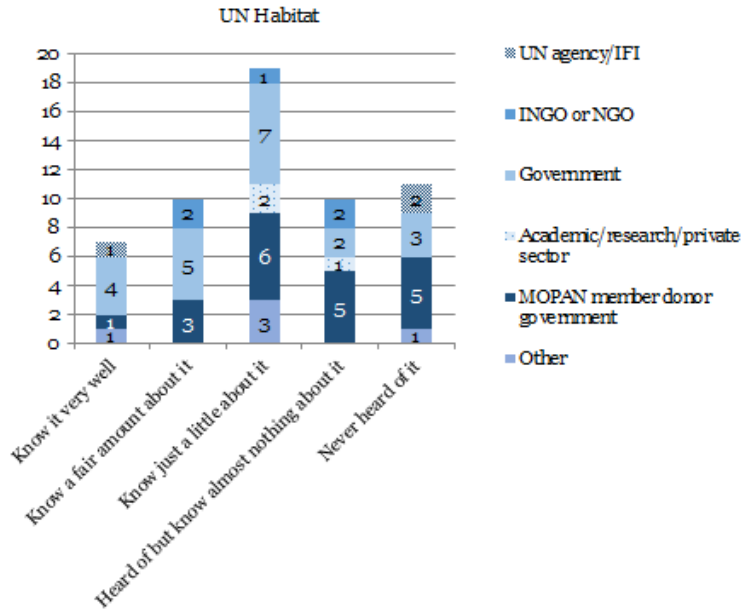


Respondents who identified their geographical focus as "global" were not asked to answer these two questions since it is only relevant to respondents with a specific country focus.

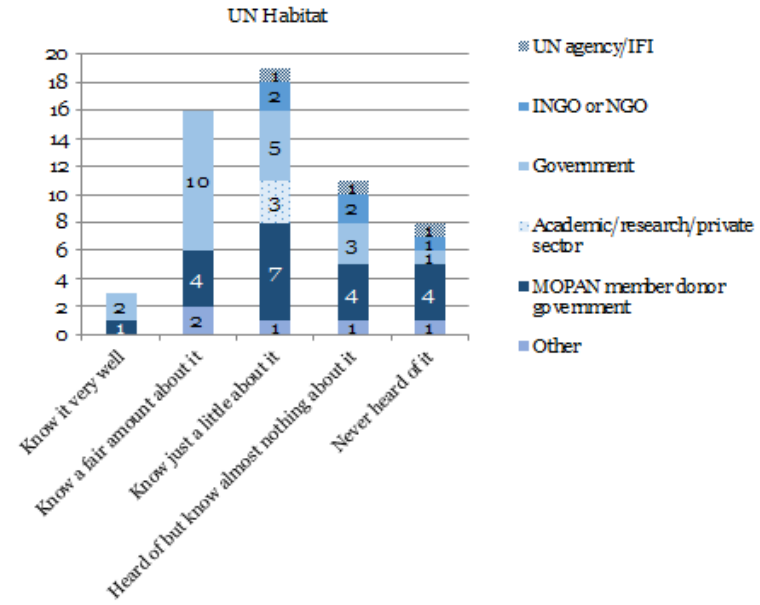
## Interventions (Cross cutting issues) part 1

How familiar are you with each of the following?

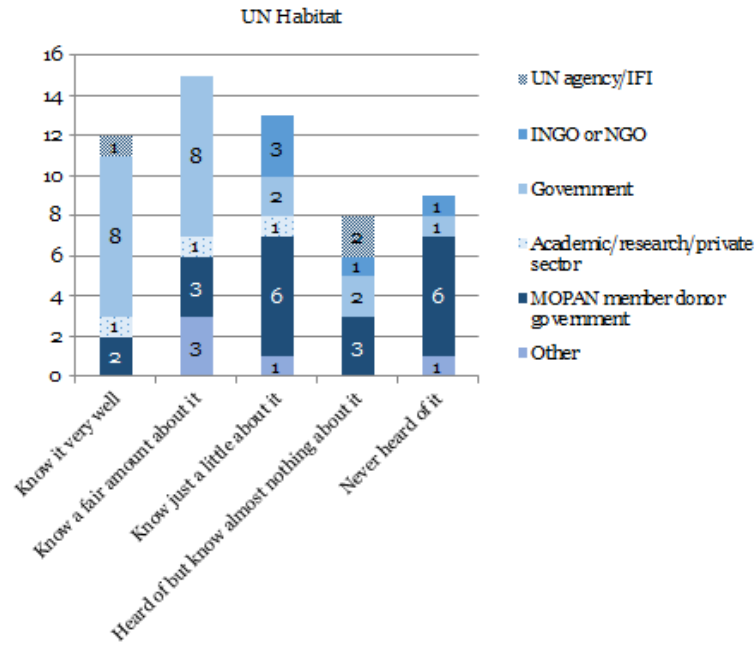
**UN Habitat's Policy and Plan for Gender Equality and the empowerment of Women, 2014-2019.**



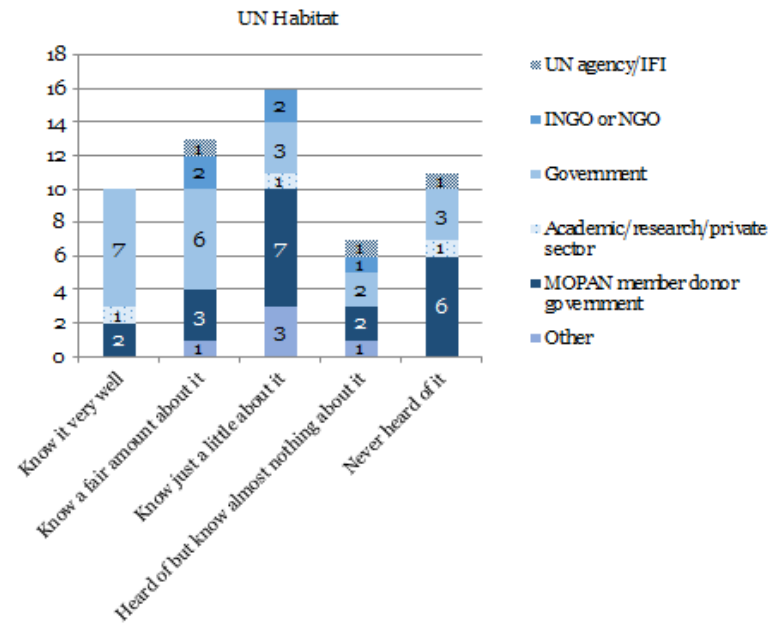
**UN Habitat's Climate Change Strategy, 2014-2019.**



**UN Habitat's approach to the promotion of good governance (specifically building effective, accountable and inclusive institutions at all levels, reduced inequality and inclusive societies).**



**UN Habitat's approach to the promotion of the full participation of youth as a cross cutting issue across all its work.**

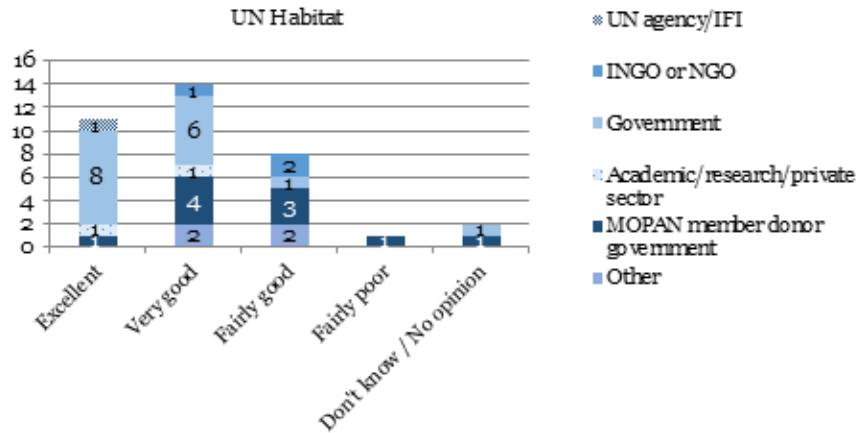




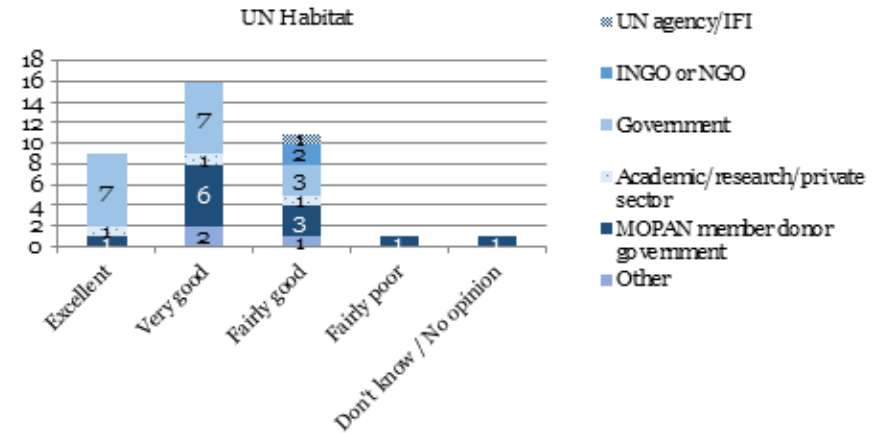
## Interventions (Cross cutting issues) part 2

How well do you think UN Habitat performs in relation to the priorities/areas stated below

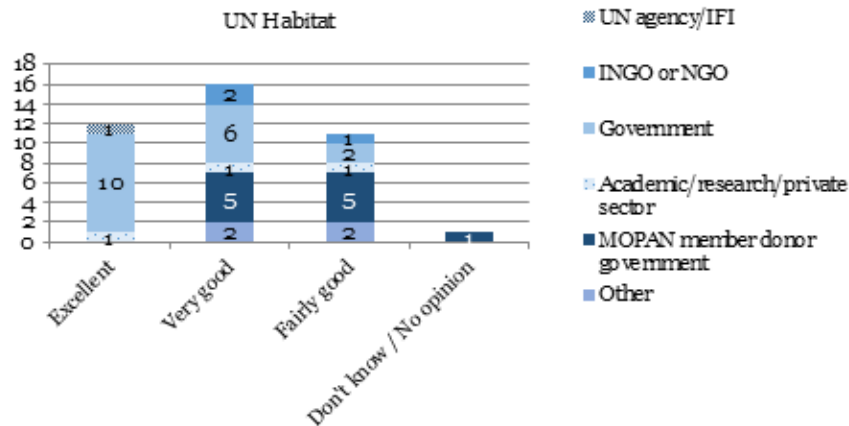
**It promotes gender equality, in all areas of its work.**



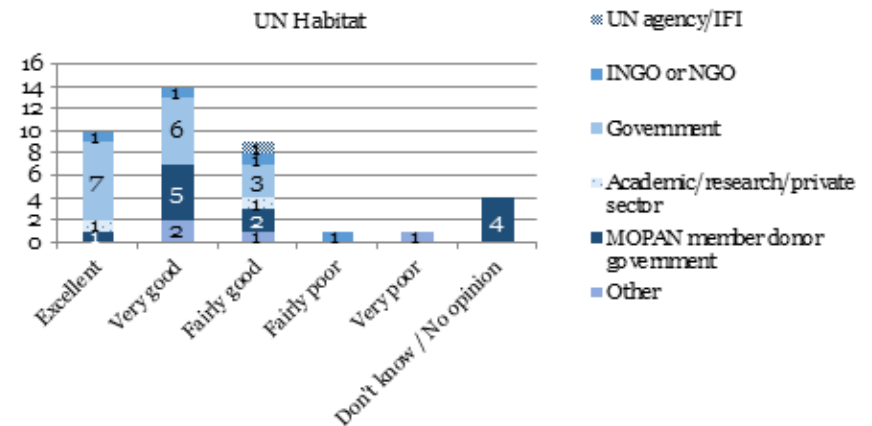
**It promotes environmental sustainability and addresses climate change in all relevant areas of its work.**



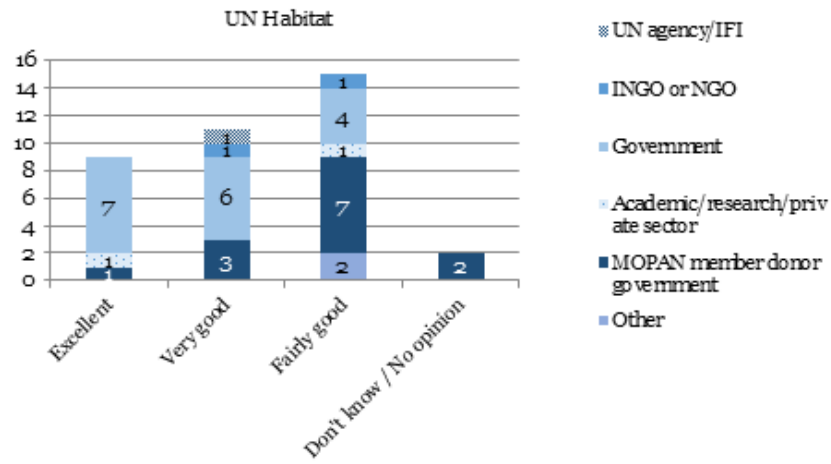
**It promotes the principles of good governance in all relevant areas of its work (for example, building effective, accountable and inclusive institutions at all levels, reduced in quality and inclusive societies).**



**It promotes the participation of youth in all relevant areas of its work.**



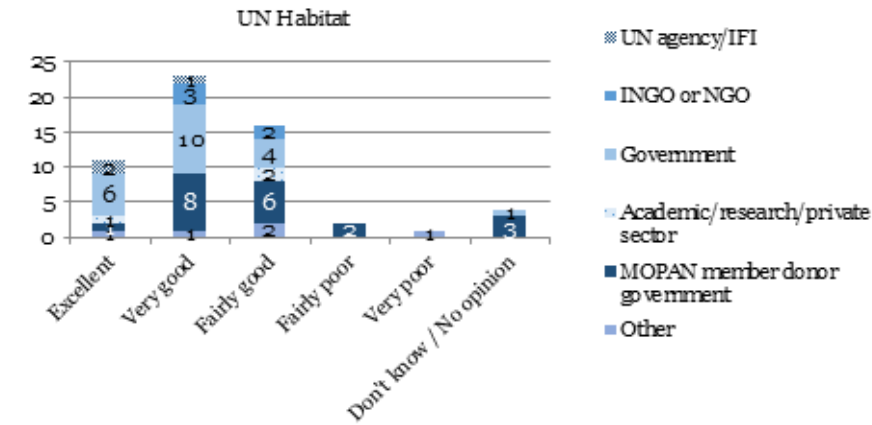
**It promotes the realisation of human rights in all of its work.**



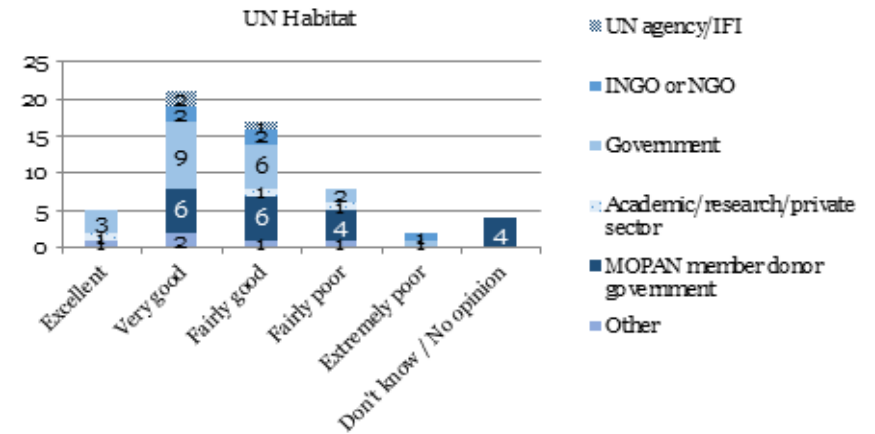
## Managing relationships

How well do you think UN Habitat performs in relation to each of these areas?

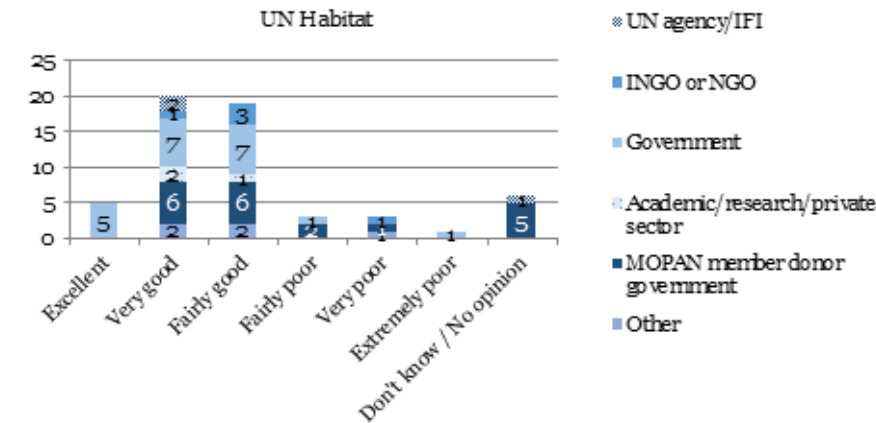
**It prioritises working in synergy/partnerships as part of its business practice.**



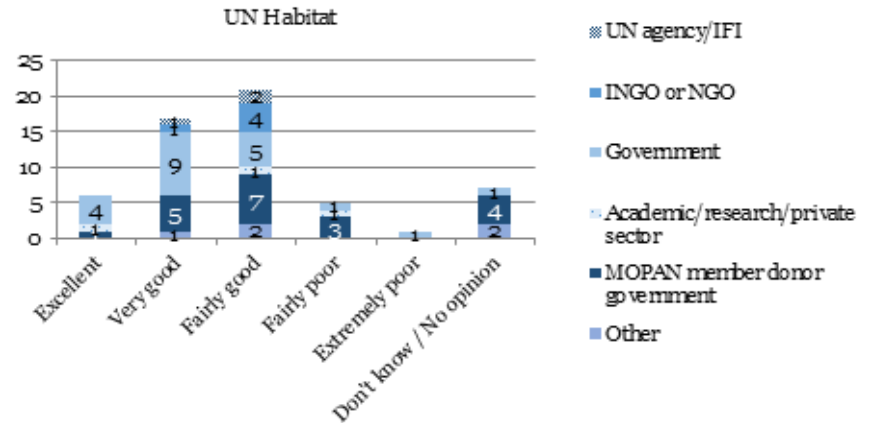
**It shares key information (analysis, budgeting, management, results) with partners on an ongoing basis.**



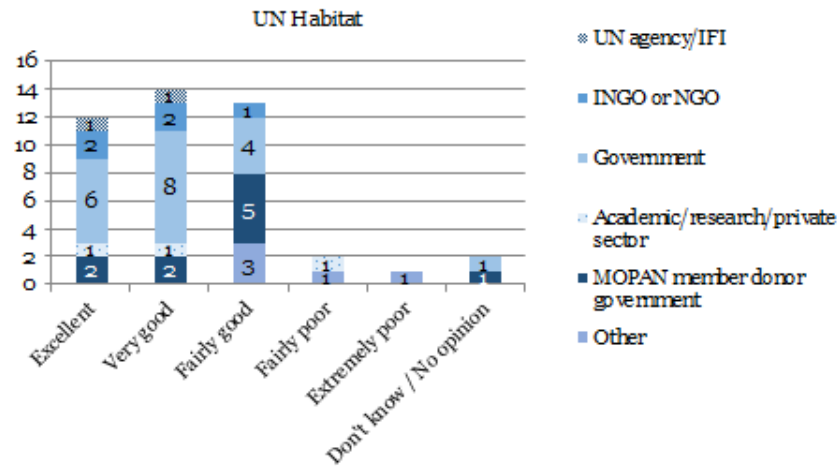
**Knowledge generated from UN Habitat's work including lessons learnt are easily accessible to others.**



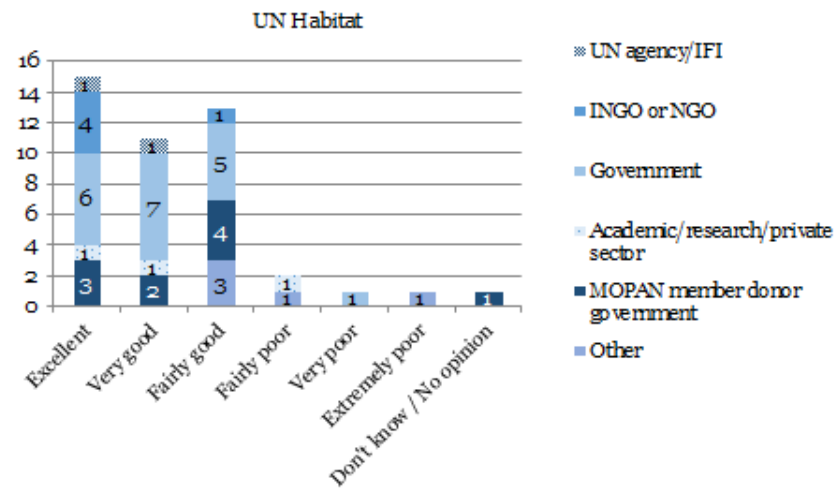
**It ensures that its bureaucratic procedures (planning, programming, administrative, monitoring and reporting) are synergised with those of its partners (for example, donors, UN agencies).**



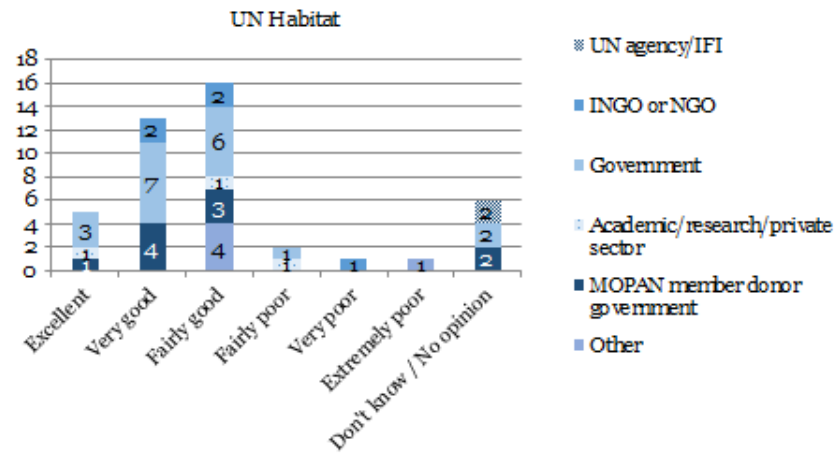
**It provides high-quality inputs to policy dialogue in the country.**



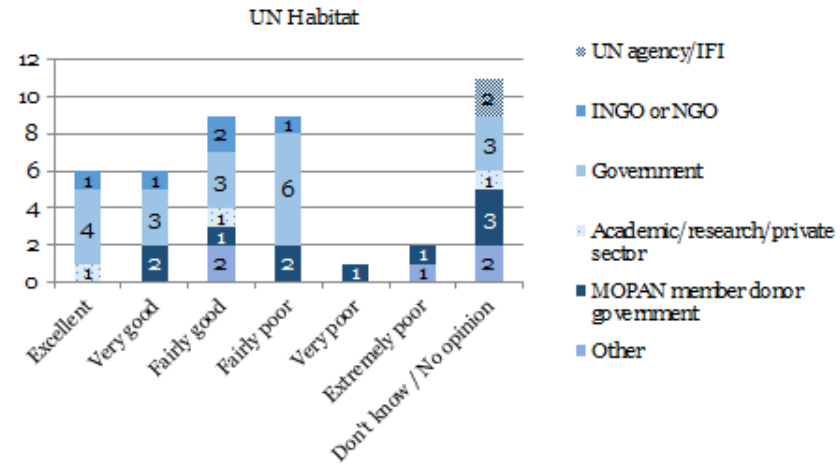
**Its views are well respected in policy dialogue forums in the country.**



**It conducts mutual assessments of progress in the country with national/regional partners.**

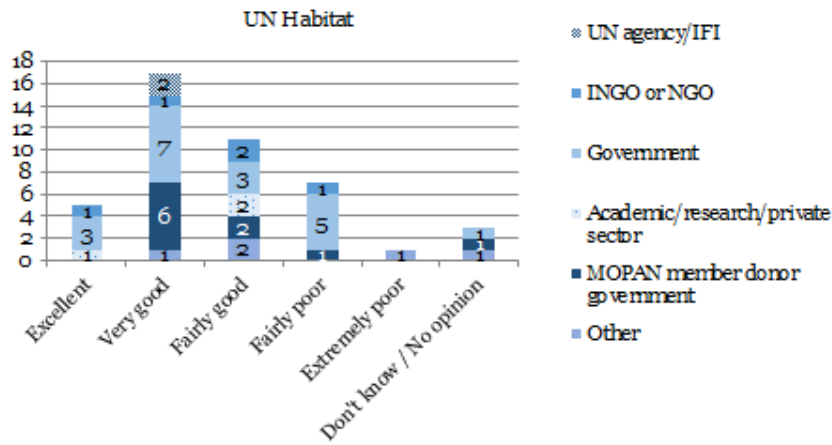


**It channels financial resources through country systems (both financial and non-financial) in the country as the default option.**

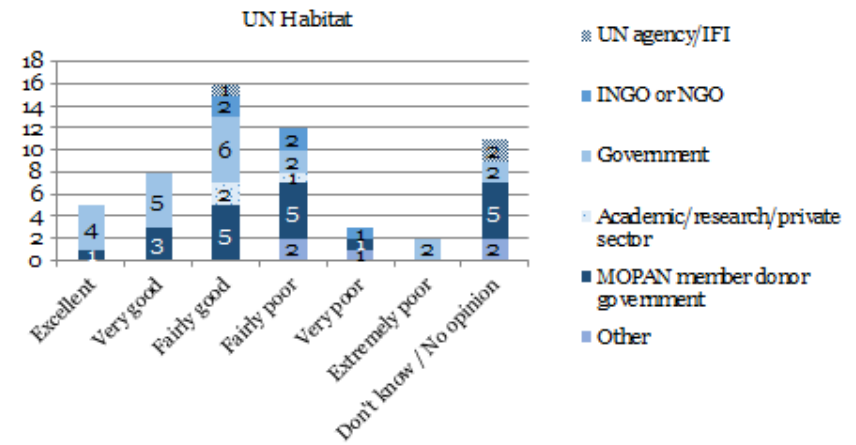


Respondents who identified their geographical focus as "global" were not asked to answer these four questions since it is only relevant to respondents with a specific country focus.

**It takes action to build capacity in country systems in the country where it has judged that country systems are not yet up to a required standard.**



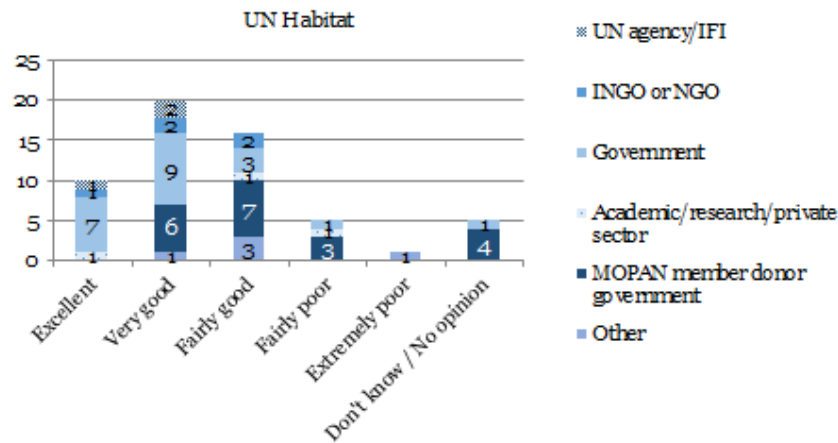
**Its bureaucratic procedures (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.) do not cause delays in implementation for national or other partners.**



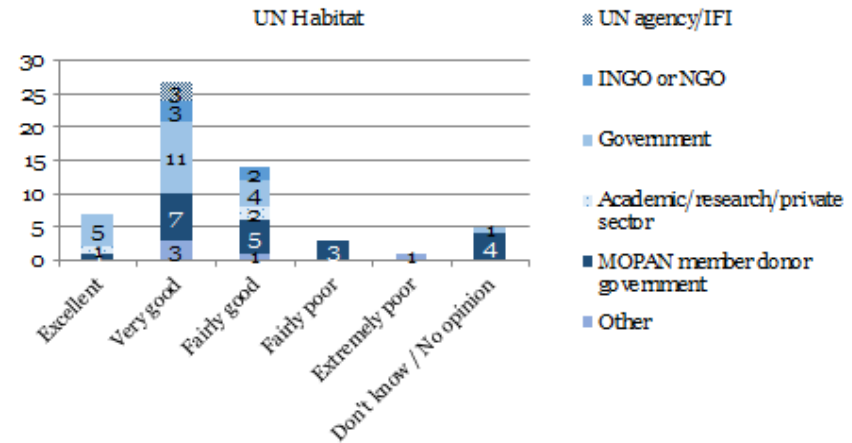
## Performance management, part 1

How well do you think UN Habitat performs in relation to the areas below?

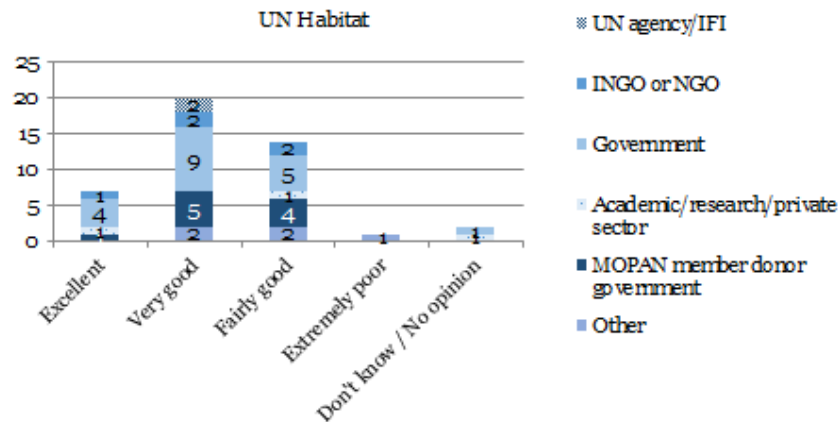
**It prioritises a results-based approach – for example when engaging in policy dialogue, or planning and implementing interventions.**



**It insists on the use of robust performance data when designing or implementing interventions.**



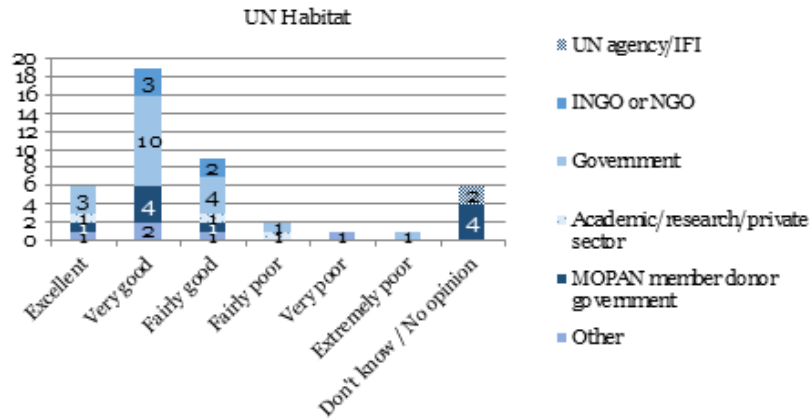
**It insists on basing its guiding policy and strategy decisions in relation to its work in the country on the use of robust performance data.**



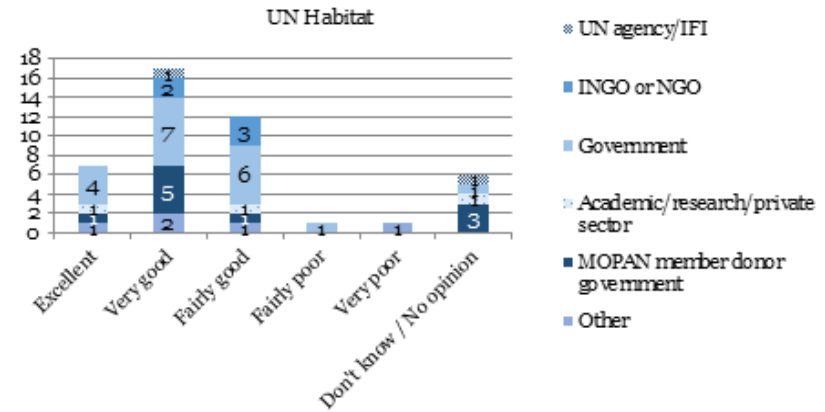
## Performance management, part 2

How well do you think UN Habitat performs in relation to the areas below?

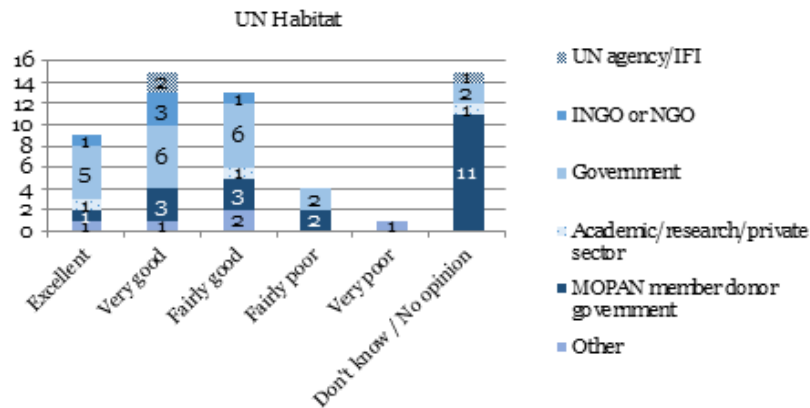
**It has a clear statement on which of the interventions it has funded must be evaluated (e.g. a financial threshold).**



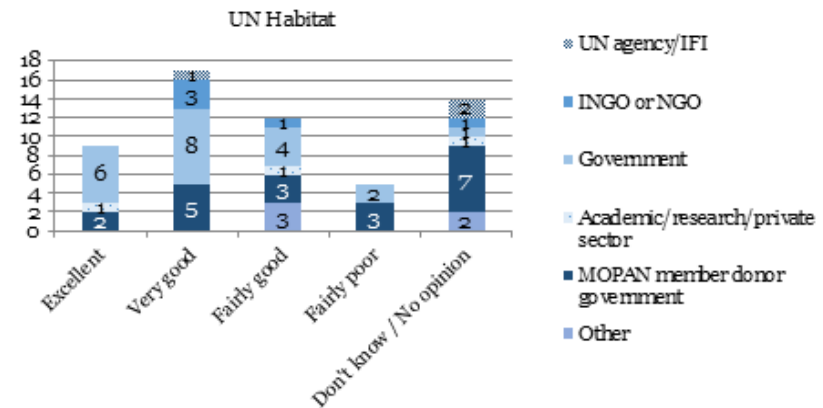
**Where interventions are required to be evaluated, it follows through to ensure evaluations are carried out.**



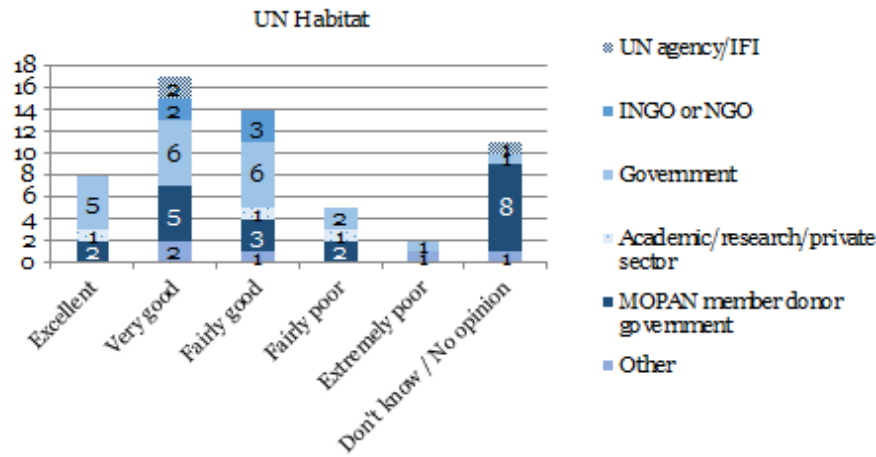
**It participates in joint evaluations at the country/regional level.**



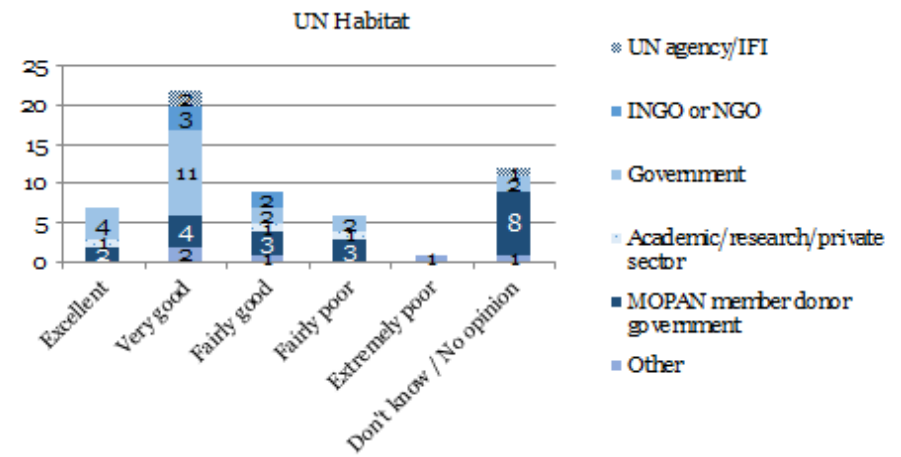
**All new intervention designs of UN Habitat include a statement of the evidence base (what has been learned from past interventions).**



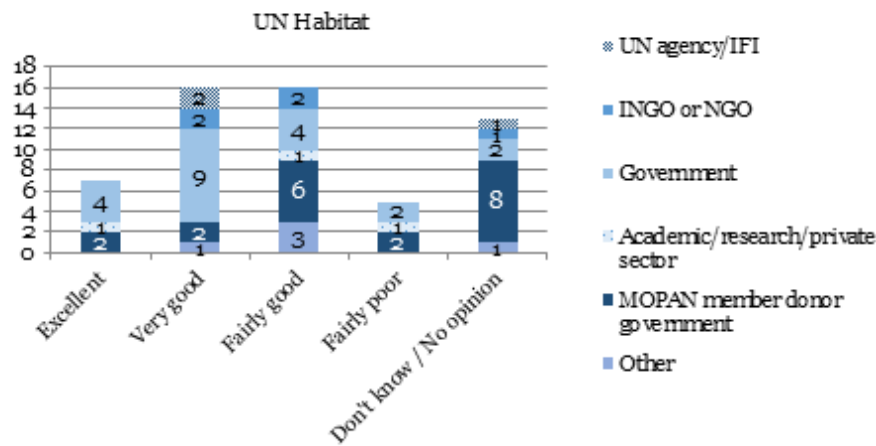
**It consistently identifies which interventions are under-performing.**



**It addresses any areas of intervention under-performance, for example, through technical support or changing funding patterns if appropriate.**



**It follows up any evaluation recommendations systematically.**



**It learns lessons from previous experience, rather than repeating the same mistake.**

