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**REVISED STRATEGIC PLAN 2014-2019
BASED ON MID TERM EVALUATION OF
THE STRATEGIC PLAN**

**59TH MEETING OF THE SUBCOMMITTEE ON POLICY AND
PROGRAMME OF WORK OF THE CPR**

WEDNESDAY, 8 NOVEMBER 2017

FOCUS OF THE MEETING

- You may recall that the 26th GC, through Resolution 26/5, operational paragraph 2, urged the Executive Director to adjust the strategic plan 2014-2019 on the basis of the results of the midterm evaluation and to present it without delay to the CPR for review and approval.
- The purpose of this meeting is therefore to share with the CPR sub-committee the additional revisions based on the final Mid term evaluation.
- The revised strategic plan, the evaluation report and the management response were circulated to you earlier.

BACKGROUND

- The UN-Habitat Strategic Plan for 2014-2019 was approved by the GC through Resolution 24/15 of 19 April 2014.
- It was approved with an evaluation framework. Specifically paragraph 95 mandates that there was to be a midterm evaluation of the implementation of the Strategic Plan
- And that the strategic plan will be adjusted on the basis of the midterm evaluation, the outcome of Habitat III and any changes in the governance structure of UN-Habitat
- The midterm evaluation was conducted, by two independent consultants, during February and March 2017

WHAT HAS BEEN ADJUSTED IN THE STRATEGIC PLAN

- The first adjustments were made to take into account the outcome of Habitat III – the New Urban Agenda, the 2030 Agenda, Addis Ababa Action Agenda, Sendai Framework for Disaster Risk Reduction, the Paris Agreement on Climate Change and the 2016 NY declaration for refugees and migrants.
- The document before you reflects the changes made as a result of the recommendations of the Mid Term Evaluation.
- A detailed management response, with proposed actions, timeframe for implementing the proposed actions, and responsible offices has been circulated to you.
- Not all elements of Management Action in the management response require changes to the existing Strategic Plan

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 1

Rec. 1: Gear up to take a strategic, leading role in the NUA and SDG 11: Raise the profile of UN-Habitat's Vision and Guiding Statements and capitalize on its notable achievements and expertise within the context of the NUA and SDGs.

Specific recommendations on strengthening:

1. Knowledge Management
2. Communications
3. Work that defines characteristics of a sustainable city
4. Normative support to countries
5. Production of Data

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 1

- Adjustments are reflected in **paragraphs 26-28**, highlighting how Focus Area 2 (Urban Planning and Design) will strengthen work that defines the characteristics of a sustainable city and key tools and guidelines for achieving progress towards SDG 11 and New Urban Agenda .
- **Paragraph 110**, puts emphasis on the demonstration of results and impact in context of NUA and SDGs and improved efficiency, effectiveness and accountability.
- It emphasizes strengthened communications and development partner engagement

RECOMMENDATION 1 CON...

- **Paragraphs 40-42, page 12 under Focus Area 7 – Research and Capacity Development** – prioritize the provision of regular data showing UN-Habitat's contribution to country level SDG target achievements

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 2

Rec. 2: Enable programmatic integration towards transformative results: UN-Habitat is achieving transformational results and must strengthen systems to acknowledge, support and increase these, and enable meaningful measurement of progress.

Specific Recommendations:

1. Develop concise Theory of Change
2. Develop set of 'transformational indicators'
3. Link results to knowledge management, communications & resource mobilization
4. Integrate whole organization enablers with planning, delivery & reporting
5. Add risk and resilience as fifth cross-cutting issue

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 2

- **Annex iv** shows a clear Theory of Change linking focus area results to the Strategic Results Framework in **para 53**.

This theory of change is still work in progress, and will be finalized as part of the next 2020-2025 strategic plan.

- **Paragraph 64** emphasizes the catalytic role of UN-Habitat in global monitoring, assessment and advocacy, as well as in national policy and institutional capacity development, drawing on strategic partnerships.

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 3

- **Rec. 3 : Advocate for ‘fit-for-purpose’ UN structure and systems:** Given UN-Habitat’s identified leadership role in the New Urban Agenda; input into the Secretary General’s review should advocate for a governance structure that is in line with current good practice oversight, and that enables rather than hinders operational functionality.
- Most management actions in response to specific recommendations do not require changes to the current strategic plan. Many of the management actions are in progress.

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 3

- **Paragraph 65** - Partnerships with United Nations bodies and international finance institutions will be strengthened and expanded for the monitoring, reporting and advocacy of urbanization issues and for capacity development and technical assistance at the national and local levels.
- Of particular importance will be the enhancement of UN-Habitat participation in the “Delivering as one” initiative at the country level, including its participation in United Nations country teams and United Nations Development Assistance Frameworks.
- UN System Collaborative Framework under discussion

ADJUSTMENT BASED ON EVALUATION RECOMMENDATION 4

Rec. 4: Improve internal effectiveness and efficiency: There are a range of initiatives underway to improve internal efficiency. These require serious attention by senior management to improve strategic results.

- Adjustments pertaining to this recommendation had already been made and are in paragraph 80 and 84 as well as in Section F of the revised strategic plan, approved by the GC in May.

IMPLEMENTING THE EVALUATION RECOMMENDATIONS

- Detailed management responses to each of the four recommendations and their sub-recommendations, with proposed actions, timeframe and responsible units for the implementation of the recommendations have been captured in the matrix that was transmitted to you.
- UN-Habitat is committed to implement the accepted recommendations and will be informing you regular basis the status of implementation.