



UN-HABITAT

Agenda item 12:

Actions to improve the internal management, policies and procedures of the United Nations Human Settlements Programme

Executive Board of UN-Habitat: First session for the year 2024
6 to 8 May 2024

- The Executive Director as the Head of Entity has implemented strategies across various domains to enhance UN-Habitat's effectiveness and efficiency. These areas include:
 - I. Executive and Strategic Direction
 - II. Partnership Management
 - III. Management of Financial and Human Resources
 - IV. Programme Management and Development
 - V. Regional Representation
 - VI. Oversight Monitoring and Evaluation
 - VII. Ethics
 - VIII. Staff Relations Management
 - IX. Resource Mobilization



I. Executive and Strategic Direction

- **Compliance with Compact for the year 2022-2023:**
 - Enhancing recruitment practices to ensure gender parity and geographical diversity to improve diversity.
 - Advance the implementation of the recommendations from internal control bodies to ensure internal oversight compliance.
 - Ensuring effective assignment of the sub-delegated authority in accordance with the Secretary General's Bulletin **ST/SGB/2019/2**

Executive and Strategic Direction

- The **Digital Transformation Strategy of 2024** focuses on enhancing digital tools in human settlements to support their digital transformation and people-centred smart cities.
- **Digital Transformation Taskforce** with **UNICC** to develop “**Digital Workspace**”
- Alignment of vision, multi-year strategy and strategic plan with the **UN Common Agenda “UN2.0”** and “**Quintet of Change**”

UN 2.0



DATA



DIGITAL



INNOVATION



FORESIGHT



**BEHAVIOURAL
SCIENCE**



FORWARD-THINKING CULTURE

Executive and Strategic Direction

- **The UN-Habitat Accountability Framework:** Adhere to the UN Secretariat accountability framework (5 pillars: **UN Charter, strategic framework, internal controls, ethical standards and independent oversight functions**)
- Specific **Accountability Framework** to ensure good governance, transparency and integrity.
- **Activation of the Budget Steering Committee:**
 - Oversee budget allocations and performance
 - Ensure efficient and transparent financial management

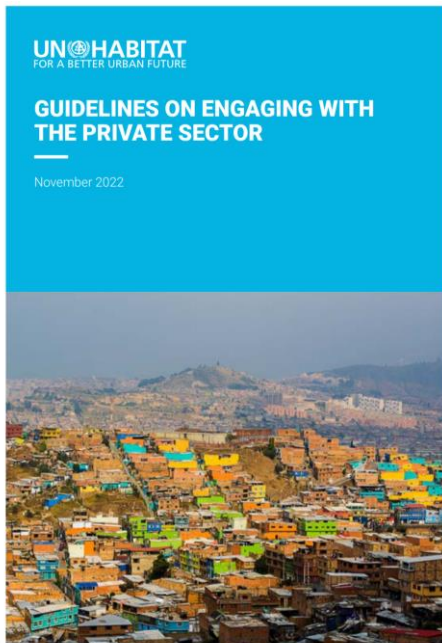


II. Partnership Management

- **A partnership strategy** : Approved by the Executive Board to guide partnerships within the context of the **Strategic Plan 2020 -2025**)
- December 2022, **templates for all Agreements** were revised & uploaded in the UN-Habitat website to conform with the United Nations Office of Legal Affairs (OLA) and audit recommendations.

UN-Habitat
**POLICY FOR
IMPLEMENTING
PARTNERS**

UN-HABITAT
FOR A BETTER URBAN FUTURE



- **Implementing Partner Policy and Procedures**: Adopted in 2017 (with updates currently ongoing), to improve partner selection and management responding to recommendations from the Joint Inspection Unit, Board of Auditors and OIOS.

III. Management of Human and Financial Resources

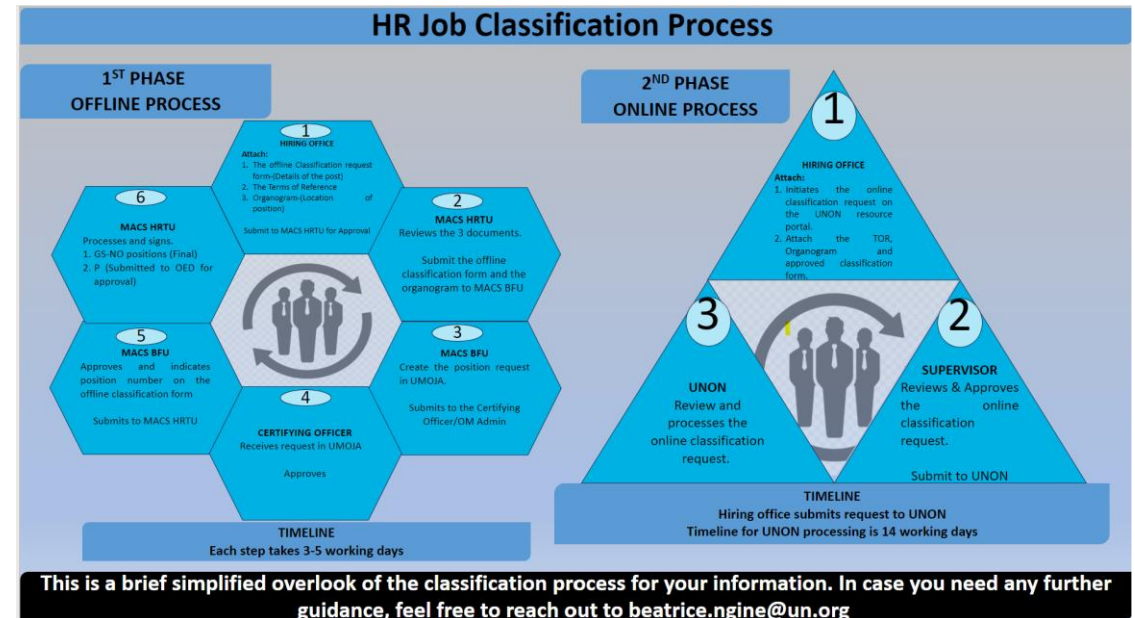
- During the reporting period, in order to ensure efficient management and use of financial, human and other resources, certain measures have been taken in the following areas:

- **Financial Resource Management**

- **Adoption of Cost Recovery Policy and Voluntary Contribution Guidelines**
- **Refinement of Operating Procedures:** Collaborated with the United Nations office in Nairobi to refine procedures related to petty cash and voluntary contributions.

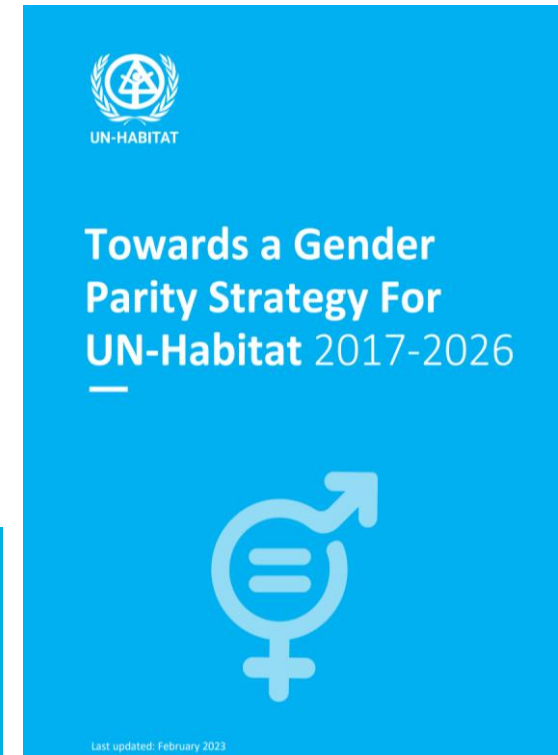
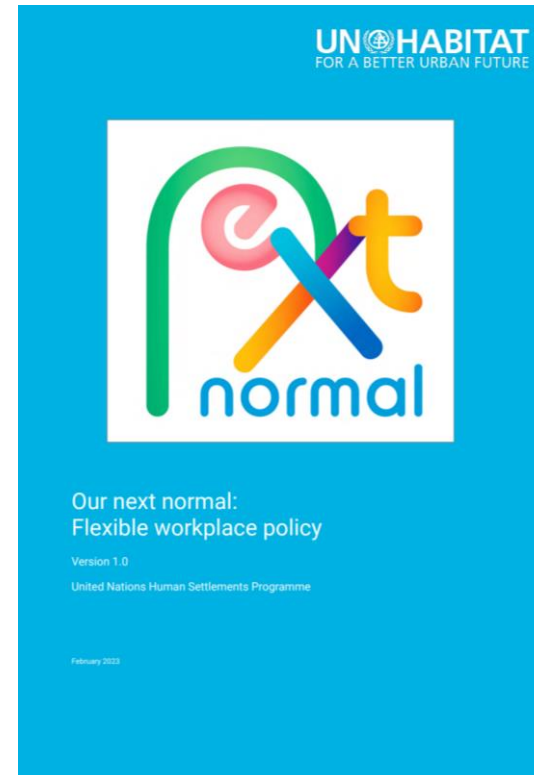
- **Human Resource Management**

- **Establishment of Standard Operating Procedures:** These guidelines facilitate efficient human resource management, expedite recruitment processes, enhance performance evaluation and talent acquisition.



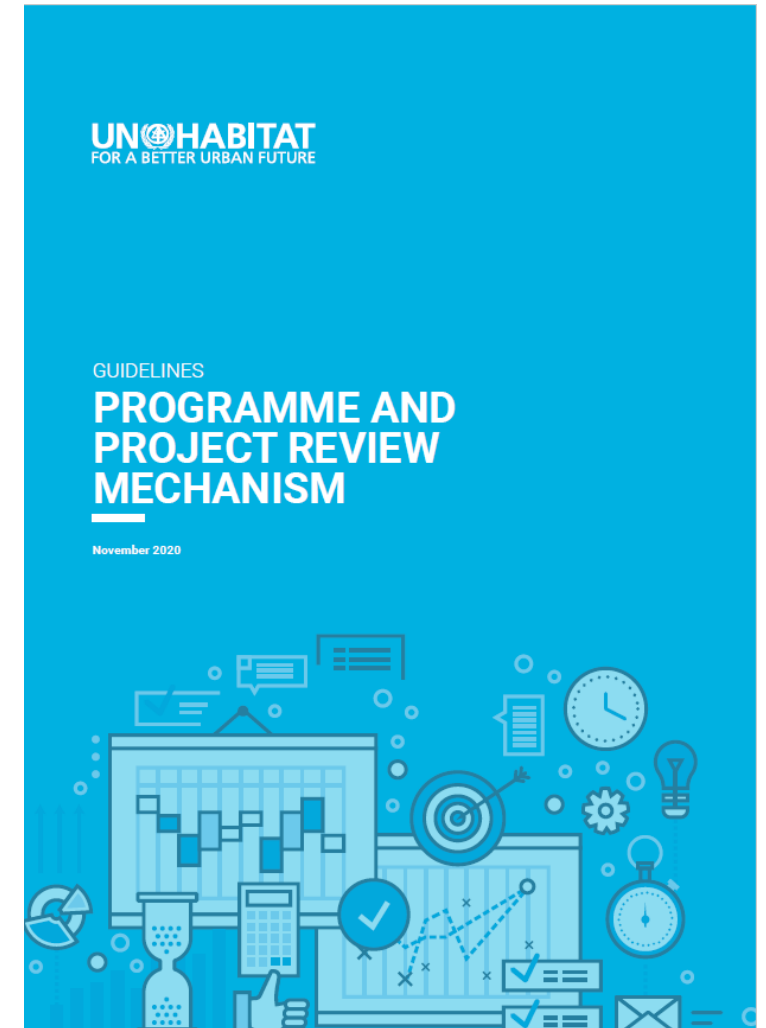
Management of Human and Financial Resources

- **Promotion of Gender Parity and Geographical Balance.**
- **Flexible Working Arrangements:** aligning with the Secretary General's Bulletin **(ST/SGB/2019/3)** and the information circular **(ST/IC/2019/15) Procurement Practices Improvement**
- **Procurement:**
 - Reconstitution of the Nairobi Local Contracts Committee
 - Appoint Procurement Officer/s



IV. Programme Management and Development

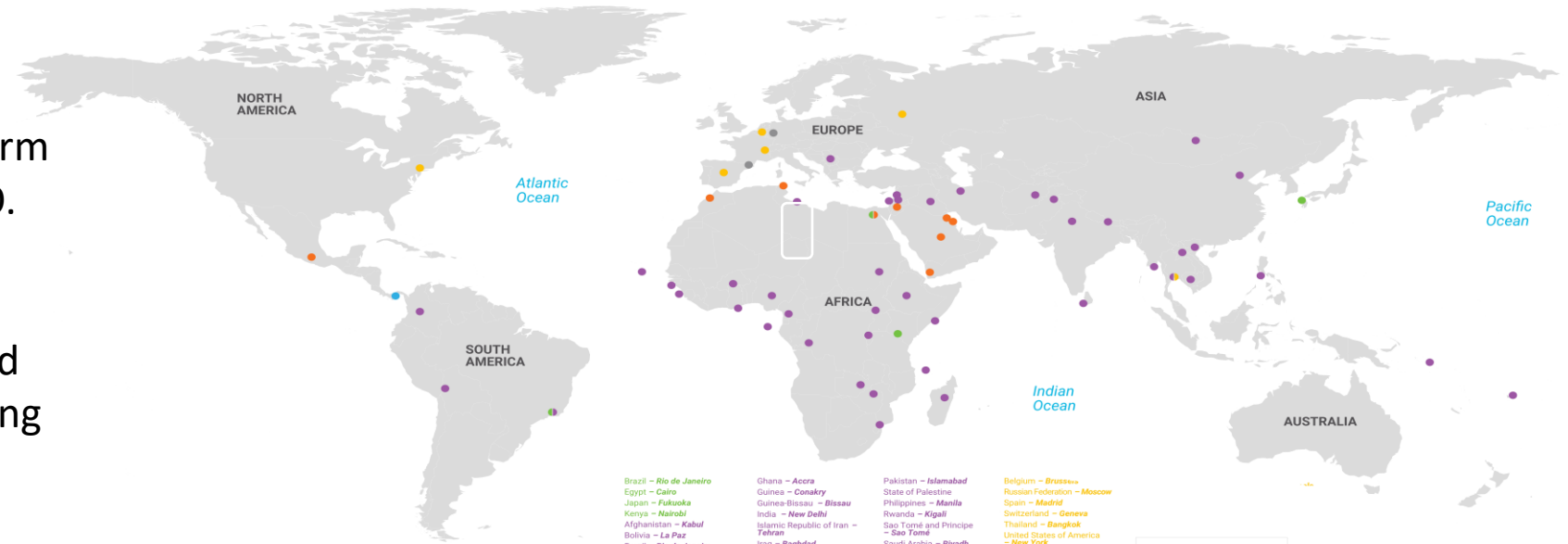
- To ensure accountability and transparency in the delivery of projects and programmes; the ED has set up the **Project Review Committee** as a quality assurance mechanism and advisory body.
- UN-Habitat aligned itself with the SG's efforts aimed at strengthening the implementation of **Result-Based Management (RBM)**, programme monitoring intended to shift towards a culture of results in the Secretariat.
- In April 2021, UN-Habitat adopted the Umoja, *Integrated Planning, Management and Reporting Solution (IPMR)*, to manage the lifecycle of its projects and programmes.



V. Regional Architecture

- Reaffirming the **General Assembly Resolution 72/279** by endorsement of the the **Reinvigorated Regional Architecture**

UN-Habitat Global Presence



Brazil – Rio de Janeiro	Ghana – Accra	Pakistan – Islamabad	Belgium – Brussels
Egypt – Cairo	Guinea-Bissau – Bissau	State of Palestine	Spain – Barcelona
Japan – Fukuoka	India – New Delhi	Philippines – Manila	Russian Federation – Moscow
Kenya – Nairobi	Islamic Republic of Iran – Tehran	Rwanda – Kigali	Spain – Madrid
Afghanistan – Kabul	Iraq – Baghdad	Sao Tomé and Príncipe – Sao Tomé	Switzerland – Geneva
Bolivia – La Paz	Kosovo* – Pristina	Saudi Arabia – Riyadh	Thailand – Bangkok
Brazil – Rio de Janeiro	Lao People's Democratic Republic – Vientiane	Solomon Islands – Honiara	United States of America – New York
Burkina Faso – Ouagadougou	Lebanon – Beirut	Somalia – Mogadishu	Germany – Bonn
Cambodia – Phnom Penh	Libya – Tripoli	South Sudan – Juba	Spain – Barcelona
Cameroon – Yaounde	Madagascar – Antananarivo	Sri Lanka – Colombo	Bahrain – Manama
Cape Verde – Praia	Mongolia – Ulaanbaatar	Sudan – Khartoum	Egypt – Cairo
China – Beijing	Myanmar – Yangon	Syrian Arab Republic – Damascus	Jordan – Amman
Colombia – Bogotá	Nepal – Kathmandu	Thailand – Bangkok	Kuwait – Kuwait
Comoros – Moroni	Nigeria – Abuja	Vietnam – Hanoi	Mexico – Mexico City
Democratic Republic of the Congo – Kinshasa		Zambia – Lusaka	Morocco – Rabat
Ethiopia – Addis Ababa		Zimbabwe – Harare	Tunisia – Tunis
Fiji – Suva			Yemen – Sana'a
			Panama – Panama

- Regional Office
- Project Office
- Liaison/Representation Office
- Global Programme Office
- Country Office
- Administrative Office

*Any reference to Kosovo in United Nations documents and United Nations websites, whether to the territory, institutions or population, is to be understood as full compliance with Security Council resolution 1244 (1999) and without prejudice to the status of Kosovo. Kosovo is therefore not listed as a country

- To ensure alignment with the Reform of UNDS & Collaboration with DCO.
- To ensure alignment with the UN-Habitat Corporate RACI
- To establish new field presence and to effectively deal with the emerging needs from regions and countries.
- To ensure alignment with the UN-System-wide coordination on sustainable urbanization.

VI. Oversight, Monitoring and Evaluation

- **UN-Habitat Enterprise Risk Management Guidelines :**
ERM guidelines updated in July 2020 to strengthen risk management practices, and navigate risk landscape & achieve the strategic goals.
- **Risk Oversight and Advisory Committee (ROAC):**
Reconstituted in May 2023 and fully operational
- **The UN-Habitat Risk Catalogue and Corporate Risk Register:** approved by ED in May 2023. It contains risks categorized as ‘very high’ and ‘high’ requiring the attention of senior management.

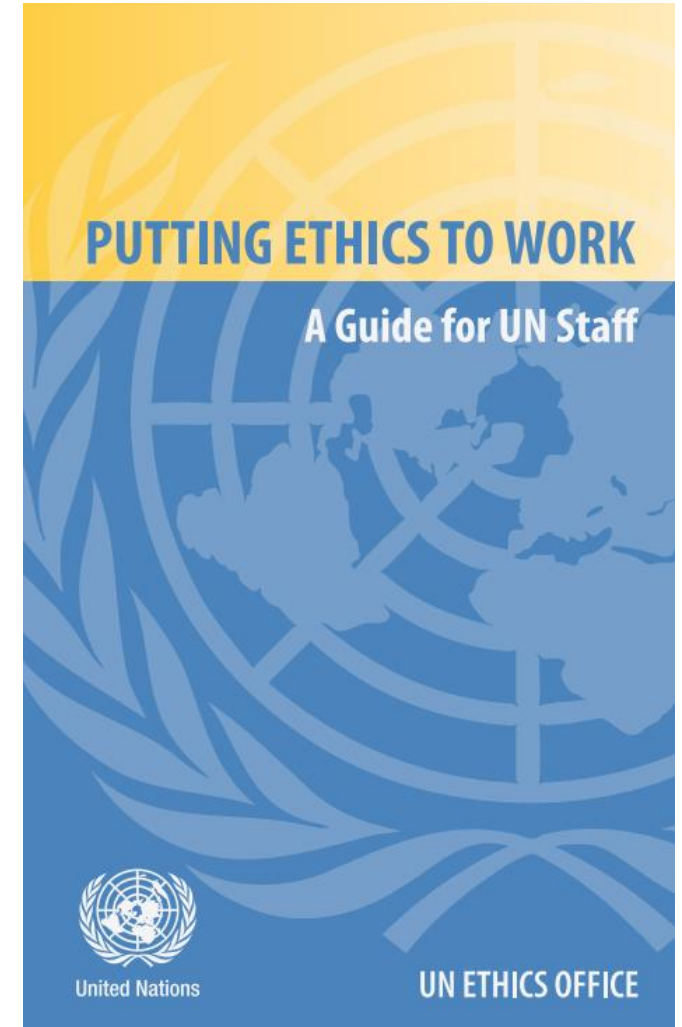


Oversight Monitoring and Evaluation

- In its **Resolution 48/216, Section A** the GA endorsed the single audit principle aimed at encouraging member states and donors to rely on assurances provided by the audits conducted by the Board of Auditors and OIOS.
- **Audits:** From the **BOA audit recommendations** reported in the audit report of financial year 2020, 67% have been implemented and closed. Of the 83% audit recommendations issued during the audit of financial years 2020, 2021 and 2022, 39% have been implemented and closed.
- More audit recommendations continue to be closed and will be reflected in the audit report of the financial year 2023.
- Implementation of **OIOS recommendations** has also improved significantly. From the 25 OIOS audit recommendation issued during the years 2021 and 2022, 32% have been implemented and closed. There was no OIOS audit in 2023.

For compliance with the ***United Nations Ethics Framework***, UN-Habitat in collaboration with UN ethics office :

- Revised and updated its Ethics Framework with the support of the UN Ethics Office.
- Appointed a focal point for Ethics, Conduct & Discipline & Prevention of Sexual Exploitation & Abuse (PSEA).
- Conducted ethics training sessions on ***‘Living the UN Values’***, ***‘Accountability in the UN Secretariat’***, and ***‘Personal Social Media Use’***, and presented the ethics report during the final session of the Executive Board 2023.
- Increased staff participation and membership of the ***UN Financial Disclosure Programme***



VIII. Staff Relations Management

- UN-Habitat has developed a robust staff management consultative mechanism to address issues relating to staff welfare concerns. The **Staff Management Consultative Committee (SMCC)**
- With regards to complaints regarding harassment, abuse of authority and discrimination pursuant to **ST/SGB/2019/8**, the office of the Executive Director has taken appropriate steps to comply with relevant processes including referring cases to OIOS and setting up investigative panels.
- In the period 2022-2023, two cases were brought before the UN dispute tribunal (**UNDT**) and one before the UN Appeals Tribunal (**UNAT**), all of which were successfully defended.

Staff Relations Management

- **Anti-Racism Mechanisms:** The Anti Racism Strategy and a comprehensive series of online anti-racism training modules have been developed, to address racism, micro aggression and other forms of discrimination.
- All UN-Habitat personnel are required to complete an online self-training as well as participate in a specified number of facilitated anti-racism workshop annually.
- A pilot training module has been developed and implemented with the personnel from the Office of the Executive Director participating.





IX. Resource Mobilization

The Resource Mobilization Strategy to finance the Strategic Plan, ratified in 1st UNHA:

- **Resource Mobilization Steering Committee:**
 - To ensure that the donor relations & resource mobilization functions are met.
 - It identify funding needs & share information on opportunities
- **Donor Focal Points System:** to increase the contributions to core non-earmarked
- **Monthly updates on the acquisition status:** provide information on new signed grants
- **Project pipeline monitoring:** conducted every month by the Donor Relations and Strategic Resource Partnerships Unit, to consolidate information on projects and proposals developed with potential donors.
- **Donor reporting compliance:** monitored by the Donor Reporting Calendar. The Donor Relations and Strategic Resource Partnerships Unit follows up with responsible offices to ensure that donor reporting requirements are completed in a timely manner.

Thank you!

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