UN-HABITAT

Implementation of the Medium-term Strategic and Institutional Plan (MTSIP)

3rd Quarterly Progress Report

Regular Meeting of the CPR

24 September 2008

1.   Introduction

The Governing Council of UN-HABITAT, in its resolution 21/2 requested the Executive Director to report to the Committee of Permanent Representatives (CPR) on a regular basis on the progress and challenges related to the implementation of the Medium-term Strategic and Institutional Plan (MTSIP). This 3rd quarterly progress report presents progress, challenges and next steps in the implementation of MTSIP Action Plan. The focus is on "quick wins", "must dos" and other relevant achievements.

2.   Summary of progress on the twelve "quick wins" and "must dos"

Overall implementation progress is encouraging:
- Four out of twelve quick wins have satisfactory implementation rate over 75%. This includes harmonization of flagship reports, preparation of UN-HABIAT Country Programme Documents, launching of ERSO activities and Branding and Resource Mobilization.
- Six quick wins have implementation rate of over 50%. Though partially achieved, they are on track.
- Progress two institutional "quick wins", (i) monitoring, evaluation, and reporting and (ii) communications and information is unsatisfactory having implementation rate of below 50%. This was predictable as progress in these two areas requires changes and adaptations in attitudes, behaviour and culture at both the individual and corporate levels. These two "quick wins" need urgent attention during the last quarter of 2008.
- All "must dos" have commenced and are partially implemented.

Key milestones achieved include:
- Delegation of authority with the doubling of thresholds for financial decision making at the divisional levels, accompanied by a draft accountability framework;
- Agreement on and piloting of a new decentralized travel policy including a travel planning framework designed to support programme alignment and coordination;
- First phase implementation of a streamlined project approval process including decentralized regional programme review procedures;
- The formulation of 33 Habitat Country Programme Documents approved by governments and key constituents at the country level, including in six Delivering as One UN pilot countries;
- ERSO Steering and Monitoring Committee established and first set of business plans developed for approval.

While the secretariat is confident that it will implement the twelve "quick wins" by the end of the year, fundamental challenges remain:
(i)   Unpredictable funding might affect implementation of the "must dos" and going "full scope";
(ii)   The lost months in the beginning of the 2008 has made it impossible to achieve the timed implementation targets of some of the "quick wins". The implementation rates in the following status of progress table is an indication of what has been achieved in relation to the whole expected accomplishment;
(iii)   The demands on MTSIP assignments and related change initiatives are enormous and growing, while staffing levels are insufficient to ensure delivery of MTSIP results.

3.   Status on progress on quick wins as measured against indicators of achievements

Quick Win	Indicator of achievement and actual progress (in bullet form)	Status
1. Harmonization of Flagship Reports	Improved collection, analysis, documentation and dissemination of information by June 2008. • Themes for flagship reports in line with MTSIP for next 5 years. • Single data collection/analysis entity established. • Sequencing of flagship reports decided to be published biannually in alternate years.	**80%**
2. Habitat Country Programme Documents (HCPDs)	Twenty HCPDs presented to UNCTs by 3Q 2008. • HCPDs prepared in 33 countries including six Delivering as One UN pilots, in consultation with governments and UNCTs.	**85%**
3. Global Campaign for Sustainable Urbanization	Concept paper by March 2008. • A campaign structure has been developed and endorsed by the MTSIP Steering Committee on 3 September 2008.	**66%**
4. Policy papers on the thematic focus areas of the MTSIP	Five concept papers presented to Habitat Partners before or during WUF 4. • Five concept papers prepared for WUF 4. • Expert meeting and partner consultations for focus areas 2 and 3 policy papers by October 2008.	**60%**
5. Strengthening the Programme Review Committee (PRC)	Strengthened PRC by March 2008. • Assessment of PRC weaknesses and potential conducted in June 2008. • Consultant recruited in August 2008 and working on proposals to strengthen PRC.	**55%**
6. Branding and fund-raising	Resource Mobilization Unit established by March 2008; Branding and fund-raising strategy launched by WUF 4. • RMU consolidated and being strengthened with new staff. • New branding toolkit applied to WUF 4 products and being implemented across the organization.	**75%**
7. Delegation of authority	Delegation of authority to division level by Q3 2008. • New thresholds agreed for financial authority. • New decentralized travel policy agreed and piloted. • Draft accountability framework prepared.	**66%**
8. Internal alignment	Proposals for intra-divisional restructuring by June 2008. • Draft proposals for new organizational structure completed • All new recruitments MTSIP aligned as of Q3 2008.	**55%**
9. Communication and information	Improved engagement of UN-Habitat staff by Q1 2008. • All decisions and minutes of MTSIP Steering Committee meetings made available on Intranet. • Staff survey instrument under development and to be conducted Q4 2008-Q1 2009.	**50%**
10. Participatory work programme and budget preparation	Improved results-based and participatory process for 2010-2011 WP and Budget • Broad-based inter-divisional consultations used for preparing 2010-2011 Strategic Framework and draft Work Programme.	**60%**
11. Performance monitoring, evaluation and reporting	RBM guiding principles and benchmarking, M&E policy by June 2008. • New M&E guidelines and policy drafted and first RBM retreat held in July 2008. • New RBM officer (P-5) and Monitoring and Evaluation officer (P-4) under recruitment. • RBM Senior consultant at D-2 level recruited in August 2008.	**45%**
12. Launching of ERSO activities	ERSO pilot projects by Q3 2008. • Steering & Monitoring Committee (SMC) established. • Six business plans developed for submission to SMC.	**80%**

Key For Progress

Satisfactory progress >75%	Partially achieved on track 50%<75%	Unsatisfactory Progress < 50%

4.   Other key relevant achievements

Strengthened catalytic role: In June 2008, UN-HABITAT became a member of the Inter Agency Standing Committee (IASC), putting the agency on anew footing in global humanitarian operations.

Enhanced advocacy platform: In August 2008, UN-HABITAT signed a contract as coordinating agency for the United Nations engagement in the Shanghai World 2010 Expo. The expo provides UN-HABITAT with broader advocacy and campaign platform. The theme of the exposition is "Better City, Better Life."

More effective partnerships:
  (i)   The Safer Cities Programme and the Swedish Police launched a joint work programme to establish networks for enhancing urban safety and security with support from SIDA;
  (ii)   In July 2008, the Cities in Climate Change Initiative secured funding from Norway to support 5 cities in preparing adaptation and mitigation strategies;
  (iii)   The 15th Special Meeting of UNACLA, held in Tunis in August 2008, reconfirmed the commitment of its members to support the implementation of policies in the Focus Areas of the MTSIP, the MDGs and the Habitat Agenda.

Linking normative and operational activities: The Global Land Tool Network (GLTN) extended its combined policy support and capacity building activities to various countries including Ethiopia, Haiti and Liberia.

Promoting monitoring and reporting at country level: The African Ministerial Conference on Housing and Urban Development (AMCHUD), held in Abuja, Nigeria, in July 2008, adopted a monitoring and evaluation framework to track progress in achieving MDG Goal 7 Targets 10 and 11.

Excellence in management:
  (i)   In-house consultations started on the Gender Equality Action Plan for 2008-2013 to mainstream cross-cutting issues.
  (ii)   Work on the review of the governance structure of UN-Habitat has started with senior consultant on board.
  (iii)   An MTSIP aligned Biennial Strategic Framework for 2010-2011 was reviewed by the Committee on Programme and Coordination and commended for it noticeable improvement in terms of results-chain and substance.

5.   Main challenges

a) UN-HABITAT's ability to maintain a consistent pace of implementation is linked to the availability of extra-budgetary resources. Of the US$15 million approved by the Governing Council as the resources required to kick-start the implementation of MTSIP, US$4.6 million have been received to date. Of these funds, the bulk was not received until June 2008 which led the secretariat to adopt a prudent approach to expenditures, especially for longer-term commitments associated with staff recruitment. To date, the Secretariat has committed expenditures of above US$2.6 million for quick win implementation and US$1 million for nine of the 18 approved MTSIP posts. Further expenditures are expected during the 4th quarter, leaving a small reserve for the roll out phase in 2009.

b) One of the consequences has been that MTSIP implementation represents a significant degree of "work overload" and many staff members are beginning to feel overwhelmed by demands of MTSIP implementation and other related change initiatives.

c) Some implementation processes have slower than expected progress owing to previously unidentified dependencies that have emerged. For example, progress on communication, job profiling and

competency assessment is dependent upon the finalisation of the policy and strategy papers for the Global Campaign and other Focus Areas.

d) Results-based monitoring, reporting and evaluation systems; accountability frameworks; and human and financial resources are still inadequate. There is a need for dedicated resources and development of staff competencies in these areas. Moreover, monitoring and evaluation systems can be effective only as an integral component of overall system of strategic programme planning. At present, planning is poorly resourced.

e) In the course of reviewing progress, quality assurance was identified as an important area to be integrated into the institutional and strategic areas of MTSIP implementation.

6. Detailed account of progress per Quick Win and Must Do measured against indicators of achievement

Objectives	Indicators of achievement	Progress	Focal[1] Point
Quick Win 1: Harmonization of Flagship Reports			
(i) Strengthen UN-HABITAT's advocacy role through improved and consolidated data collection, analysis and evidence-based policy recommendations; (ii) Streamline the sequencing of the reports and their production processes and promote brand recognition.	Improved strategy for collection, analysis, documentation and dissemination of information on human settlement conditions, trends, policies and practices through harmonized flagship reports in place by June 2008.	**Achievements** • Dedicated Global Urban Observatory unit consolidated to streamline data collection and provide evidenced-based policy recommendations; • Version 2 of Urban Info (new unified database) completed; • A decision on the themes of the next flagship reports harmonized with the MTSIP vision taken; • A decision on the sequencing of the flagship reports in alternate years has been taken; • A new publication series titled "Policy Directions" has been launched to present evidence-based policy. Three issues will be published by end of September 2008 under the following titles: (i) Reducing Urban Crime and Violence, (ii) Enhancing Security of Tenure, and (iii) Mitigating the impacts of Disasters. **Challenges and risks** • Change of culture is needed for organization to contribute to and make use of consolidated data sets; • Lack of resources for continuous updating of Urban Info; • Lack of financial resources to publish flagship reports in all UN languages. **Next steps** • Version 2 of Urban Info will be launched at WUF 4; • Processes to promote branding ongoing; • Final alignment on flagship reports following finalization of Global Campaign for Sustainable Urbanization Strategy; • Harmonization of the flagship reports production process, starting with centralized preparation of statistical annexes.	MRD

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[1] MRD=Monitoring and Research Division; RTCD = Regional Technical Cooperation Division; ENOF = Enhanced Normative and Operational Framework; TCBB = Training and Capacity Building Branch; SB = Shelter Branch; UDB = Urban Development Branch; PSD = Programme Support Division; HRM = Human Resource Management; RM Resource Mobilization; ISS = Information Service Section; M&E = Monitoring and Evaluation; ERSO = Experimental Reimbursable Seeding Operations.

Objectives	Indicators of achievement	Progress	Focal[1] Point
Quick Win 2: Habitat Country Programme Documents (HCPDs)			
(i) Promote alignment of normative and operational activities (ENOF); (ii) Strengthen engagement with national governments, UNCTs, and the UNDAF processes; (iii) Mobilize resources and partners to bring initiatives to scale.	Twenty comprehensive Habitat Country Programme Documents developed and reviewed by Task Forces and presented to UN Country Teams by the 3rd quarter of 2008.	**Achievements** • 33 HCPD approved by respective governments and presented to UN Country Teams; • 17 HCPDs professionally edited; • Anglophone and Francophone HPM training sessions on HCPD objectives and potential for enhanced normative and operational activities at country level completed; • Increased inter-divisional commitment for country focus and alignment of normative and operational activities; • Enhanced alignment of normative and operational activities at the country level evident in some countries like Somalia; • Criteria established to ease inter-divisional review process. **Challenges** • Aligning HCPD preparation to UN planning cycles; • Sufficient advocacy to outreach to as many partners as possible ensured; • Implementation of HCPDs depends on adequate resource mobilization. **Next steps** • Appointment of HCPD focal points within branches to ensure participation in review processes; • Recruit Human Settlement Officer (P-4) to coordinate all HCPDs and linking with MTSIP/ENOF; • Establish a more formal governmental and UNCT consultation processes to involve additional actors. Re-establish National Habitat Committees to initiate and provide inputs for consultation and adoption of HCPDs; • Use of extra funding to implement the HCPDs (**Full scope**).	RTCD and ENOF Task Force
Quick Win 3: Concept paper for Global Campaign for Sustainable Urbanization			
(i) Strengthen advocacy and integration between global and regional activities; (ii) Provide a clear platform for partners and enhanced partnerships; (iii) Improve resource mobilization.	Concept paper on the Global Campaign for Sustainable Urbanization to strengthen advocacy of urban issues completed by March 2008.	**Achievements** • Campaign consultant recruited to guide process; • Contacts made with relevant partners and stakeholders; • Draft Campaign structure developed in August 2008 describing the campaign goals, campaign actions, campaign spaces, and campaign base; • Campaign retreat on 2 September 2008 debated the campaign structure and provided inputs for further refinement; • Campaign structure approved by MTSIP Steering Committee on 3 September 2008. **Challenges** • The MTSIP task forces do not convene frequently. This leads to quick wins developing their own pathways and timelines independently; • Middle level managers have difficulties in combining existing workload with additional MTSIP assignments, whereby MTSIP tasks tend to suffer; • No mechanism to get an overview of the external partners which have so far been consulted in the development of various MTSIP quick wins: duplication of contacts may lead to perception of uncoordinated delivery of quick wins. **Next steps** • More formal consultation and revision process (**Must Do**), including an expert group meeting 7-9 October, with strong	TCBB as lead and all other Divisions

Objectives	Indicators of achievement	Progress	Focal[1] Point
		linkages with the policy papers for Focus Areas 2 and 3; • Final campaign strategy to be validated at WUF 4 (**Must Do**); • Preparation of national campaign criteria, operational guidelines, and a five-year work plan for the Campaign by Q4 2008 (**Must Do**).	

Quick Win 4: Policy papers on the thematic focus areas of the MTSIP

Objectives	Indicators of achievement	Progress	Focal[1] Point
(i) To sharpen programme focus; (ii) Catalyze partners; (iii) Foster programme alignment.	Five concept and/or policy papers related to implementation of MTSIP substantive focus areas developed and presented to Habitat Partners before or during WUF 4.	**Achievements** • Five concept notes developed for presentation at WUF 4 related to substantive focus areas of MTSIP: (i) spatial and regional balance in urban development, (ii) social equity and inclusiveness, (iii) economically productive cities, (iv) harmonizing the built and natural environments and (v) preserving the historical roots and soul of the city. • Three concept papers covering (i) human settlements in arctic cities, (ii) cities and climate change initiative, and (iii) global warming and Small Islands Developing States have been developed and submitted to various donors to solicit funds for policy advocacy and capacity building; • Two teams of experts recruited for FA 2 and 3 policy papers (**Must Do**); • Detailed aligned workplan for development of the policy papers agreed, including surveys and extensive consultation; • Coordination between policy papers and Campaign in planning phase to ensure synergies and avoid overlaps. **Challenges** • Alignment of processes for different concept papers. **Next steps** • Substantive concept note presented at WUF 4; • FA 3 Brochure Policy Paper distributed at WUF 4; • FA 2 concept discussed at WUF 4; • Joint Expert Group Meeting for the Global Campaign, and FA 2 and FA 3 policy papers to be held 6-9 October; • Policy papers for FA 2 and 3 finalized by Q4 2008; • FA 3 and 2 Programme documents based on policy papers finalized Q1 2009 and submitted to donors for funding.	SB, UDB and ENOF Task Force

Quick Win 5: Strengthening the Programme Review Committee (PRC)

Objectives	Indicators of achievement	Progress	Focal[1] Point
(i) Promote results-based programme planning, alignment and cohesion; (ii) Improve monitoring, potential for evaluation and reporting; (iii) Improve resource allocation and sharing.	Strengthened Programme Review Committee and Project/Consultancy Output Review Committee in place by March 2008.	**Achievements** • Initial assessment of PRC weaknesses and potential conducted June 2008; • Project proposal acceptance and project approval processes addressing oversight, culture of accountability, quality and accuracy and efficiency re-designed; • Checklist for Results-Based Quality Programming, a guide to prepare proposal and project documents, developed; • Draft Project Brief Review Checklist for PRC use developed. The brief facilitates coordination and inclusion of inputs from normative units in operational activities; • Draft standard template for the Project Brief - facilitate coordination and inclusion of inputs of various normative units in operational activities; inputs from senior staff have been received; • Programme/Project Document standard template drafted based on the current template as reflected in the Programme and Project Cycle Management Manual; • Proposed Logical Framework Matrix template developed;	PSD and HRM and RBM Task Forces

Objectives	Indicators of achievement	Progress	Focal[1] Point
		• Detailed matrix on the proposed roles and responsibilities drafted, currently reviewed by senior management; • An RBM consultant hired August 2008 to address substantive programmatic issues including PRC mandate and authority, enhancement of programme alignment, cohesion, and integration of RBM and Knowledge management.	
		Challenges • Alignment with other key processes; • Systems enhancement without adequate resources; • Acceptance and process ownership of process; performers; • Need to strengthen HQ approval processes with regional offices.	
		Next steps • Review of the PRC by RBM consultant from September 2008 (aligned with support to delivery on Quick Wins and Must Dos related to RMB, monitoring, evaluation and reporting).	

Quick Win 6: Branding and resource mobilization

Objectives	Indicators of achievement	Progress	Focal Point
To launch a branding and fund-raising strategy at WUF 4.	Resource Mobilization Unit established by March 2008; Branding and fund-raising strategy prepared and launched during WUF 4.	**Achievements** • Resource mobilization Unit being consolidated: resource Mobilization Officer (P4) post will be announced by end of September 2008; • Resource Mobilization JPO shortlisted by donor is expected in place by end 2008; • TOR for RMU network members and TOR for Country Resource Mobilization Focal Points issued; • Resource Mobilization Advisor for Foundations and Individuals for the US under recruitment; • Resource Mobilization Guiding Principles issued; • Development of donor database and catalogue for pipeline projects commenced (**Must Do**); • Branding toolkit finalized; • Launch of new branding concept on products during WUF 4 on track (**Must Do**); • Increased collaboration with development banks and prospects for new partners/donors (such as Google, Gates, Chirac Foundation, Coca Cola, DAMAC, etc.).	RM Unit ISS
		Challenges • Application and enforcement of the new Guiding Principles; • Donors preference for ear-marked funding to core funding remains a challenge.	
		Next steps • Development Partners meeting in Seville 15-16 October expected to contribute to consolidation and expansion of donor base; • Consolidate Catalogue of Pipeline/Bankable Projects (**Must Do**), priority projects identified as part of HCPD to be presented at Seville meeting; • Database of development partners expected Q2 2009 (**Must D**o).	

Quick Win 7: Delegation of authority

Objectives	Indicators of achievement	Progress	Focal Point
(i) To improve administrative efficiency and accountability; (ii) Promote	Delegation of authority to division level clearly defined in administrative	**Achievements** • Delegated authority at the division and regional levels according to threshold values for reviewing, approving and signing proposals, programme/project documents and agreements, including revisions has been approved; • Delegation of authority for staff recruitment is under review; • Delegation of authority for travel requests approved;	

Objectives	Indicators of achievement	Progress	Focal[1] Point
management excellence.	instruments by the 3rd quarter of 2008.	• Standard templates, quick guides, and checklists continuously developed to support process improvements and to facilitate quality control, programme alignment and inter-divisional collaboration; • Development and use of an In-House Agreement whereby funds are allocated from one part of the agency to another part for joint activities; • Initial draft of Accountability Framework developed which sets out the individual roles, responsibilities and accountability.	PSD. HRM Task Force and all Divisions
		Challenges • Need for additional Standard Operating Procedures, manuals/guides, tools, and information systems to support the delegated roles and responsibilities; • Change in individual mindset and practices; • Need to establish oversight mechanisms to monitor compliance, establish quality assurance upfront and address areas for continuous improvement; ▪ Risk of increased management and financial audit issues due to negligence or non-compliance to regulations and rules.	
		Next steps • Issue instructions for delegated authority at the division and regional levels according to threshold values for reviewing, approving and signing proposals, project documents and agreements; • Rolled out in phases of delegation of authority for travel requests beginning October 2008; • Endorsement from senior management on the proposed Accountability Framework; • Phased approach for roll out and implementation of Accountability Framework, including the conduct of briefing/awareness sessions and training (**Must Do**); • Set up quality standards using standard templates/formats and supported by information systems; • Enhancement of the Intranet as corporate platform for information sharing, knowledge management and learning.	

Quick Win 8: Internal alignment

To Improve working relations, focus and efficiency.	Proposals for intra-divisional restructuring in line with the MTSIP presented to the Senior Management and approved by the Executive Director by June 2008.	**Achievements** • Revised organizational structure is under discussion by senior management; • Organization-wide mapping/inventory and analysis of current human resources available completed; • Staff competencies/skills profiling exercise for P4 posts and above ongoing (**Must Do**), assessing capacity needs for implementation of MTSIP against and what is currently available with the intent to reduce gaps and/or overlaps; • Generic job descriptions for major occupational groups aligned with MTSIP; • Alignment of all recruitments with the MTSIP objectives and focus areas is being implemented continuously; • Key processes enhanced through process automation for online submissions, processing, tracking and reporting of information.	HRM Task Force ENOF Task Force

		Challenges • Active involvement and participation of senior managers and staff in coordinating and planning activities; • Cultural change from traditional to dynamic approach; • Effective communication to avoid misinterpretation of information and to ensure wider participation and transparency in the process; • Some staff may not be placed or matched to posts of their competencies.	
		Next steps • Complete best practices review of other relevant UN agencies, especially in Nairobi, with possibility of resource sharing on similar activities; • Guidelines on preparing MTSIP compliant job descriptions finalized and approved by 4Q 2008; • Endorse new organizational structure by end 2008; • Complete competency profiling by end 2008 (**Must Do**).	

Quick Win 9: Communications and information

To engage in a systematic communications and information dissemination, both internally and externally, to mobilize goodwill and commitment. This will include regular meetings of directors, senior managers, town hall meetings, and consultations with member States.	Improved engagement of UN-Habitat staff in implementation of MTSIP by the 1st quarter of 2008.	**Achievements** • Regular Steering Committee and Task Force MTSIP Meetings, as well as Directors Meetings and Senior Managers Meetings have led to increased transparency in corporate decision making, clarity of the organizational goals, and inter-divisional cooperation; • Improved UN-HABITAT websites has enhanced sharing of and retrieving information across the organization; • A staff survey has been approved to be conducted and analyzed before end of 2008. It will serve as benchmark for implementation of the MTSIP.	ISS All Divisions, Liaison offices and OED
		Challenges • Change of culture in terms of inter-Divisional communication not yet at satisfactory level; • Clarity of communicating individual expectations and organizational goals is needed; • Knowledge-management system not yet developed to support communication and information dissemination.	
		Next steps • Launch of staff survey and reporting on it in the First Quarter 2008; • Develop know-management and communication strategy for improved internal communication instruments by end 2008.	

Quick Win 10: More participatory work programme and budget preparation

Promote inter-divisional cooperation, as well as programme cohesion and alignment.	Improved results-based and participatory programme planning and budgeting applied to the preparation of the 2010-2011 Strategic Framework and in	**Achievements** • Draft work programme 2010-2011 prepared through participatory process is ready to be discussed at senior management meeting and with the CPR; • The participatory preparation of the work programme started with the exercise of mapping the strategic framework 2010-2011 with the MTSIP to align objectives, expected accomplishments and indicators of achievement. • The mapping exercise was followed by discussions at division level to elaborate outputs and budgets that would enable the achievement of results articulated in the SF and MTSIP. Discussions involved all relevant staff and were held in June; • Expected accomplishments that are cross-cutting sub-	PSD and RBM-KM Task Force

	compliance with the MTSIP.	programmes were discussed across Divisions to elaborate on how best they can be implemented, monitored and reported on; • Staff members who participated in the participatory, inclusive and transparent preparation of the biennial work programme for 2010-2011 appreciated the approach; • The Global land tool network, based in the Shelter Branch, has funded a staff member in the Training and Capacity Building Branch. This has led to joint planning and over five regional training workshops on Transparency in Land Administration.	
		Challenges • Quality of the MTSIP and Strategic Framework log frame elements to meet the SMART criteria and the measurability of indicators of achievement; • Most objectives and indicator of achievements do not pass the "SMART" Test; • Sub-progamme 3 cuts across all focus areas of MTSIP and therefore synergy with other divisions are critical; • Integration of the work of regional and country offices is integrated standard planning frameworks is still a big challenge; • At operational level of MTSIP implementation, issues of programme coordination, responsibilities, accountability and adequate resources still need clarification.	
		Next steps • Application of RBM hinges on the quality and relevance of logical frameworks. Log frames are being revisited to ensure results chain; • Articulation of inter-divisional coordination is being sought, especially on cross-cutting issues.	

11. Improved performance monitoring, evaluation and reporting

Develop strong monitoring and evaluation policies and systems that include holding managers accountable.	Results-based management guiding principles and benchmarking as well as monitoring and evaluation policy in place by June 2008.	**Achievements** • Draft UN-HABITAT Monitoring and Evaluation Guide with two parts: (i) monitoring and evaluation policy (**Must Do**) and (ii) monitoring and evaluation practical guide developed, circulated for comments and will be revised and printed by the end of 2008; • Basic RBM tutorial, developed by OIOS, has been used to sensitize and internalize RBM guiding principles, techniques, benchmarks and implementation of RBM; • RBM retreat took place end of June 2008 to elaborate on implementing RBM and KM; • A consultant at a D-2 level has been hired from August 2008 for six months to support the delivery of RBM "quick wins" and must dos; • Monitoring and evaluation officer (P-4) post advertized in Galaxy; • RBM officer (P-5) under recruitment; • Version 1 of a database for managing and follow-up of evaluation recommendations developed; • Ad hoc training on development and use of log frames has been accomplished by all divisions.	M&E Unit RBM-KM Task Force
		Challenges • UN-HABITAT still in "transition" stage in implementing RBM; RBM has not yet fully taken hold in management systems and management culture; • Clear conceptual frameworks not yet in place; • Roles and responsibilities in implementing performance measurement not well defined; • The existing tools to manage for results (work planning and	

| | | project logframes) are not fully utilized;
• Evaluation findings not effectively used for new planning and learning purposes;
• Inadequate resources (human and financial) for effective implementation of RBM;
• RBM implementation had been another exercise that takes time away from the real work and it is not yet clear.
• Knowledge management strategy to support RBM not yet in place. | |
| | | **Next steps**
• Increased engagement with staff, especially substantive staff in performance measurement;
• Guidelines for performance framework for focus areas by Q4 2008 (**Must Do**)
• RBM training initiated in October 2008 (**Must Do**);
• Refined set of SMART indicators for focus areas by Q4 2008 (**Must Do**).
• Format for progress performance reporting to UN-HABITAT partners developed. | |

Quick Win 12: Launching of ERSO activities

Identification and development of an initial set of ERSO.	Initial set of ERSO pilot projects identified and developed by the 3rd quarter of 2008 and presented to the Steering and Monitoring Committee.	**Achievements** • Consultation with multiple potential partners at country levels four target regions (NGOs, banks, microfinance institutions, Governments) to develop business plans completed; • ERSO Steering Committee established; • Research and documentation of innovative mechanisms for Low-income Shelter Finance is ongoing to establish evidence to guide decision making; • Consultation with international financial expertise for project development; • Six business plans for potential ERSO operations developed.	ERSO Unit, HSFD
		Challenges • Identifying right partners for a successful launch of the first tranche of ERSO; • Reconcile standards of financial institutions with the needs and capabilities of low-income communities in partner countries; • Achieving political support at local and national levels; • Fund-raising for developing additional experimental operations beyond the first phase.	
		Next Steps • Constituting meeting of Steering and Monitoring Committee (SMC) to be held 25-26 September 2008 in Nairobi with presentation of business plans for potential ERSO operations; • Selection of the first experimental projects by end 2008; • Preparation of legal agreements with project partners by the Q1 2009; • Finalization of implementation strategy for ERSO to cover the entire experimental period until 2011 by end 2008.	

Additional "quick wins and must dos"	Indicators of achievement	Progress of achievement	Focal Point
Preparation of Partnership strategy and monitoring system concept notes			
Improve Habitat agenda Task Monitoring System.	Preparation of Partnership strategy and monitoring system concept notes by end 2008.	**Achievements** • Consultant hired to prepare partnership strategy paper; • Concept note for Habitat Agenda task monitoring system developed; • Workplan developed and internal consultations held. **Challenges and risks** • The external consultation needs to be inclusive of key partners. Selection of strategic partners is key to the success of the strategy and its implementation; • Partners' needs to be incorporated while addressing UN-HABITAT priorities; • The links with the Global Campaign/normative and operational activities need to be clearly established. **Next steps** • First draft of Partnership Strategy Brief circulated to selected partners September 2009; • Habitat Agenda monitoring system and partnership strategy concepts discussed at WUF 4 (**Must Do**); • Expert Group Meeting on the UN-HABITAT Partnership Strategy to be held before November 2008; • Implementation of Habitat Agenda monitoring system to commence by Q4 2008 (**Full scope**); • Partnership Strategy presented Governing Council in 2009.	Partners and Youth Section, MRD
Integrated programme of normative and operational activities			
Improve Programme focus and alignment.	Integrated programme of normative and operational activities in 20 countries.	**Achievements** • 33 HCPDs prepared in close collaboration with host governments and UNCTs to ensure country ownership and ENOF; • Resource gaps have been identified; • Inter-divisional collaboration in establishment of Local Urban Observatories (LUO) and Localizing MDGs ongoing; • Normative units mainstreaming their work in collaboration with RTCD in a number of countries such as Liberia, Somalia, Tanzania, and Haiti to develop normative approaches linked to operational activities. The Housing Policy Section is also providing technical advice in several countries including Tanzania, Malawi, Uganda, Senegal and the UAE. **Next steps** • Five ENOF case studies on lessons learned from field projects by October 2008; • Pilot country teams established by December 2008; • Implementation of integrated programmes commencing in 2009 (**Full scope**).	ENOF Task Force RTCD
Review of business processes			
Effective and efficient business practices to enhance cost effectiveness and efficiency gains.		**Achievements** • Validation of the standard templates/checklists/guides, automation and testing of the Project Review and Approval Processes, Standard Operating Procedures (SOP) on the Intranet is ongoing; • Assessment of current information systems/databases with the intent of harmonization to facilitate workflow automation is ongoing (**Must Do**); • Customization of Cooperation Agreement System for online submissions, review, approval, tracking and reporting is ongoing.	HRM Task Force PSD