



ANNUAL PROGRESS REPORT 2015

IMPLEMENTATION OF THE STRATEGIC PLAN (2014 - 2019)



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Foreword



This 2015 Annual Progress Report is the second one tracking progress towards achievement of the planned results of UN-Habitat's Strategic Plan for 2014-2019. During 2015, UN-Habitat moved forward strongly in the implementation of its Strategic Plan.

This report draws out the continuing evolution of the programme and shows how transformational results have been achieved. It does this by giving a detailed analysis of the achievements made towards planned results of the seven thematic areas and three divisions comprising Executive Direction and Management, Management and Operations Division, and Programme Division.

The approval of Goal 11 in the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, "*Make cities and human settlements inclusive, safe, resilient and sustainable*," is an indication of the global recognition of urbanization as an important driver of sustainable development. The 2014-2019 Strategic Plan reflects UN-Habitat's strategic approach to sustainable urbanization and is in complete alignment with Goal 11 of the SDGs. This report reflects UN-Habitat's strong positioning and preparedness to play a leading role in the implementation of Goal 11 and drive the New Urban Agenda, the outcome document expected from the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

The report demonstrates the concrete changes resulting from UN-Habitat's interventions, with each chapter highlighting results achieved and key milestones that show progress towards planned outcomes. The report provides "real life" evidence of impact, noting, for example, that there is increased security of tenure in DRC following the issuing of certificates of residency to 600 households using the Social Domain Tool Model developed by the Global Land Tool Network and partners. In Afghanistan, Herat, Mazar-e-Sharif, Jalalabad and Kandahar provinces, realized a 15 per cent increase in revenue

due to improved land surveying, land registration, tax invoicing and collection in 2015. There is significant behaviour change in Nepal in the use of toilets in 27 districts, increasing sanitation coverage to 70 per cent, up from 46 per cent in 2011.

UN-Habitat continued to implement a vision of the three pronged approach, in five pilot countries of the *Achieving Sustainable Urban Development (ASUD)* programme, namely, Egypt, Rwanda, Mozambique, Philippines and Colombia. The report presents evidence-based examples of increasing progress towards the development and adoption of National Urban Policies as well as the implementation of planned city extensions and in-fills in the five pilot countries.

The overall delivery rate on the planned work programme and budget was 92 per cent with 86 per cent of the indicator targets met or exceeded. Much progress was made on the management front, with the adoption of guidelines on Enterprise Risk Management, an Accountability Framework, completion of a fraud and corruption benchmarking exercise, and the timely implementation of Umoja.

Implementation of Umoja has not been without teething challenges. There were multiple delays which negatively impacted the delivery of the programme of work. UN-Habitat continues to work with the Department of Management to address these issues. The declining level of non-earmarked resources remains a persistent challenge which UN-Habitat is addressing through an enhanced resource mobilization strategy that gives priority to enhancing contributions to core funds.

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Executive Summary

INTRODUCTION

The 2015 Annual Progress Report marks the second update on the implementation of the six-year strategic plan for 2014-2019 approved by UN-Habitat's Governing Council in April 2013, and is in accordance with Governing Council resolution 25/3 of April 2015. This report also informs on progress made on the implementation of the first biennial Work Programme and Budget 2014-2015. The Executive Summary draws out UN-Habitat's results in 2015 the strategic plan, particularly in its evolution towards the principles of sustainable urbanization and the three-pronged approach in its programme, and also in the demonstration of the principles likely to result in the final New Urban Agenda adopted by member states later this year at Habitat III. The strategic plan is being implemented through three successive biennial strategic frameworks and programme budgets (GC resolution 24/15).

The interventions of UN-Habitat and its partners in 2015 were fully aligned with the principles of the six-year strategic plan. Implementation continued in a more systemic, integrated and transformative manner, in line with the new vision of the role of urbanization as a tool for sustainable development. The report reflects the progress made towards the objectives of the strategic plan through the interventions of UN-Habitat and its partners, comprising governments, local authorities, the private sector, United Nations Agencies and other Habitat Agenda partners, and supported by donors. This report is based on inputs from UN-Habitat branches, regional offices and country offices that deliver the Work Programme and Budget, and reports progress made at global, regional, and country levels. It is results focused and highlights achievements and progress made on defined expected accomplishments and indicator targets of the strategic plan and biennial work programme. Progress made towards indicator targets is rated and presented using a colour coding system. A new element in the Report is the summary of key results achieved in 2015, appearing at the beginning of each chapter. The report also presents analysis of the performance on budget during the year under review.

A new element in the Report is the summary of key results achieved in 2015, appearing at the beginning of each chapter. The report includes financial information for the year 2015. This information on the overall planned budget for 2014/2015, half of that which is the planned budget for 2015, and the expenditure for 2015, including a breakdown by type of funding for each focus area and offices.

The report includes an Executive Summary, followed by chapters outlining progress made towards the planned results under executive direction and management, each of the seven focus areas /sub-programmes and two divisions, namely Programme Division and Management and Operations Division. Partners who collaborated with UN-Habitat and other additional information are provided in annexes.

Management of the Programme

UN-Habitat implemented its programme of work in a matrix fashion using a project based management approach. In 2015, processes and systems were put in place to enhance accountability and transparency, mitigate and monitor risks, as well as reduce fraud and corruption. UN-Habitat adopted guidelines for the implementation of the **Enterprise Risk Management** throughout the organization and established a Risk Oversight and Advisory Committee, to monitor the overall effectiveness of risk management practices and review the risk profile of the organization. Mitigation and monitoring of risks identified in a study are now being overseen by the Risk Committee. The Agency also adopted an **Accountability Framework** to ensure good governance, create the necessary environment of accountability and transparency, and guarantee that business operations are carried out effectively. UN-Habitat completed **fraud and corruption benchmarking exercises**, against known best practices and identified fraud and corruption risk drivers, as well as possible mitigation controls in the activities carried out by third parties.

UN-Habitat has anchored its internal business transformation in sustainable urbanization, leading to a strengthened normative and growing technical cooperation portfolio. UN-Habitat has furthered its reforms and re-prioritized resources in response to Member States' commitment to ensuring the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), taking place in October 2016, produces a forward-looking, action oriented outcome document to "support sustainable development and the implementation of a New Urban Agenda (NUA)" (GA resolution 70/473).

Areas in which UN-Habitat excelled in 2015

Global Land Tool Network (GLTN)

The Global Land Tool Network (GLTN) is a platform comprised of clusters of urban civil society, rural civil society, international professional bodies and international and research institutions, multilateral and bilateral organizations, including UN agencies. In 2015, its membership grew further to 71 institutional partners and 2,115 individual members who implement the GLTN agenda. There is empirical evidence to confirm that the interventions of GLTN have achieved impressive results that are improving people's lives.

GLTN tools, especially Social Tenure Domain Model, are being used at the country level to provide tenure security in the context of production (Uganda, Kenya, DRC Congo, and Afghanistan). In the Democratic Republic of Congo, land rights have been documented and certificates of residency for resettlement of over 600 households in Luhonga community generated using the Social Tenure Domain Model. Similarly, in Uganda, the Model has been critical in improving city and community planning and access to tenure security. Its use resulted in more than 11,060 individuals able to settle and access land in four municipalities (Mbale, Tororo, Masaka and Entebbe). The dissemination of the land mediation tool at community level in Eastern DRC, contributed to enhanced capacity of 20 local community structures to document and register 972 land conflicts, among which 609 have been resolved. This initiative has greatly contributed to restoring social cohesion and helped to set an enabling environment for peace and reconstruction in support of the UN Charter.

City Prosperity Initiative (CPI)

UN-Habitat and partners continued implementation of the City Prosperity Initiative (CPI) in line with the new strategic approach. The CPI provides an indication of how strong or weak the prosperity factors of a city are, thus enabling policymakers to identify opportunities and potential areas of action for advancing towards prosperity.

More than 300 cities in Latin America, the Arab States and Africa are implementing the CPI for evidence gathering, diagnosis, and building the stock of information about the city to create action plans based on participatory processes. Evidence of the success of the CPI is demonstrated by the number of countries and cities that are collecting data and developing CPI Indicators. The success of Colombia and Mexico has motivated Brazil, Cuba, Ecuador, Peru and Panama to collect data and develop CPI indicators. In Mexico, over 130 cities are using the CPI toolkit.

Implementation of Umoja

One of the most significant achievements of UN-Habitat was the successful and timely implementation of Umoja. The agency was able to carry out all preparatory processes for the implementation, in compliance with requirements of the UN Secretariat that is leading the process. This brought about largely successful data migration and initial training of all UN-Habitat staff, including local experts and trainers who are already helping to solve some of the Umoja teething problems, but more importantly, will be able to support the agency in future. UN-Habitat is also a member of the Nairobi Services Group that ensures the efficient delivery of services.

IPSAS

In recognition of UN-Habitat's efforts, in 2015, the UN Board of Auditors issued an unqualified audit opinion on UN-Habitat's first **IPSAS** (International Public Sector Accounting Standards)-compliant financial statements for the financial year 2014.

Challenges

Implementation of Umoja

The Umoja Enterprise Resource Planning System launched in June 2015 has created an enabling environment for enhanced financial accountability. Most notably, the system provides features to support IPSAS compliance and introduces controls that ensure fund sufficiency before expenditure is incurred, and mandatory recording inspection of services and goods before payments are made. The Umoja accounting system has introduced efficiencies in some areas of UN-Habitat's business. UN-Habitat made an extraordinary effort to implement this new system, despite the fact that this was unfunded. Staff spent thousands of hours in the pre- and post-go live period, and about USD 1 million was spent on Umoja from reserves. However, Umoja brought along some teething and broader, challenges. While it was possible to make financial commitments without receiving any cash from donors in IMIS in the past, Umoja introduced strict cash availability checks that no longer allow this practice. No commitments for ordering goods and services can be made without cash.

This has negatively impacted programme implementation in instances where there are some cash delays, and where the projects are agreed on a reimbursement basis. This has resulted in delays in programme/project implementation. It has also resulted in the need for UN-Habitat to consider establishing an adequate working capital fund for lending to projects that experience delays in cash receipt from donors. Partners and contractors experienced multiple delays in receiving payments, while the additional complexity brought by Umoja slowed down work in all its aspects. The crucial Business Intelligence reporting system still does not provide a minimal level of

Reduction of Foundation Non-earmarked funds

The Foundation's declining levels of non-earmarked resources remains a challenge. In 2015, the organization experienced cuts in voluntary non-earmarked contributions by the traditional contributors, resulting in reduced Foundation non-earmarked resources. On the other hand, emerging donor countries and other non-traditional donors have increased their contributions. UN-Habitat implemented the following initiatives to enhance contributions to core funds: strengthened Resource Mobilization coordination at the corporate level; intensified regular and targeted appeal to Member States; and improved efforts to re-engage with former traditional core donors.

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