



Senior Management Programme Performance Review

2014 Annual Progress Report Focus Areas of
the Strategic Plan 2014-2019

05 February 2015



Why Senior management Programme Performance Review of the work programme?

- ❑ The Senior management performance review process is a UN Board of Auditors and OIOS requirement but also best practice;
- ❑ Before CPR and donors review document senior management needs to assess, own, verify, validate, learn about progress made, what is working and what needs to change;
- ❑ Management accountable for the performance of their respective focus areas

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Introduction

- ❑ Progress made on 7 focus areas, EDM, Programme Division, Office of Management and Cross-cutting Issues for 2014-2015 and for 2014 only
- ❑ Assessing status of programme delivery (IMDIS), progress on indicator targets and resource utilization
- ❑ Progress achieved through the contributions of UN-Habitat and its partners, many of them mentioned;
- ❑ Information on budget planned, resources allocated and utilized.
- ❑ Challenges, opportunities and lessons learnt

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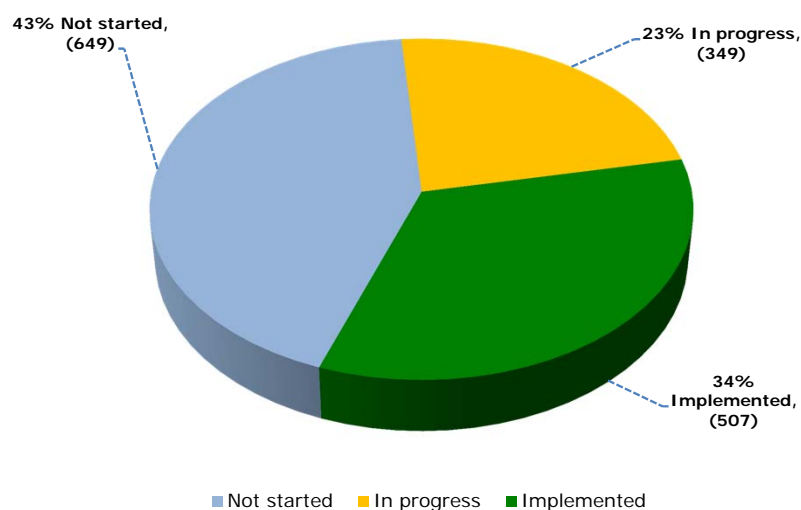
Introduction

- ❑ Information received from country and regional offices, and global programmes, i.e. branches
- ❑ Status of programme delivery as of 29th Jan 2015 (IMDIS)
- ❑ Financial information provided by Finance colleagues in Office of Management
- ❑ Very few findings from evaluations and reviews to support what is reported
- ❑ Many additional outputs reported – instead of adapting programmed outputs. Problems with OIOS, ACABQ and UN Auditors – indicated for each focus areas
- ❑ On average, most focus areas are behind in programme delivery as reflected in IMDIS, less than 50% completed.
- ❑ Most indicators are on course to achievement in 2015 but several are not

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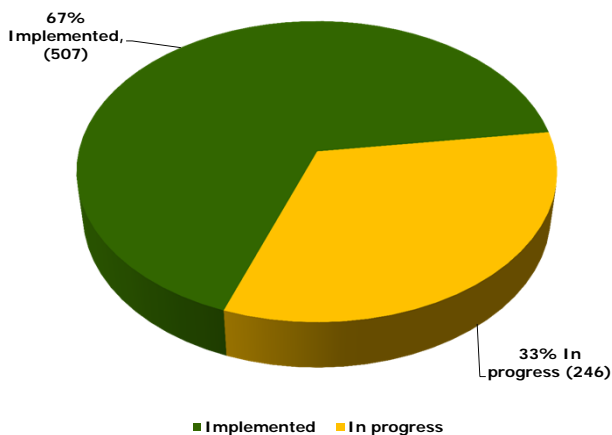
Status of Delivery of Work Programme for 2014-2015 by January 2015



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Status of Delivery of Work Programme for 2014 by January 2015



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Colour coding key—traffic light system



- Rating of indicator on traffic lights is comparison of actual against median between indicator and target

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Progress Towards Indicator Targets in Six Focus Areas of Strategic Plan	
Focus Areas	Progress
Executive Direction and Management	
FA 1: Urban Land, Legislation and Governance	
FA 2: Urban Planning and Design	
FA 3: Urban Economy	
FA 4: Urban Basic Services	
FA 5: Housing and Slum Upgrading	
FA 6: Risk Reduction and Rehabilitation	
FA 7: Research and Capacity Development	

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Overall comments

- ❑ On average programme delivery for 7 sub programmes is lagging behind at 67% completed and 33% in progress
- ❑ Status of indicators: Out of indicators, are on course while are behind schedule
- ❑ There is need to increase the implementation speed

Financial Resources for 2014

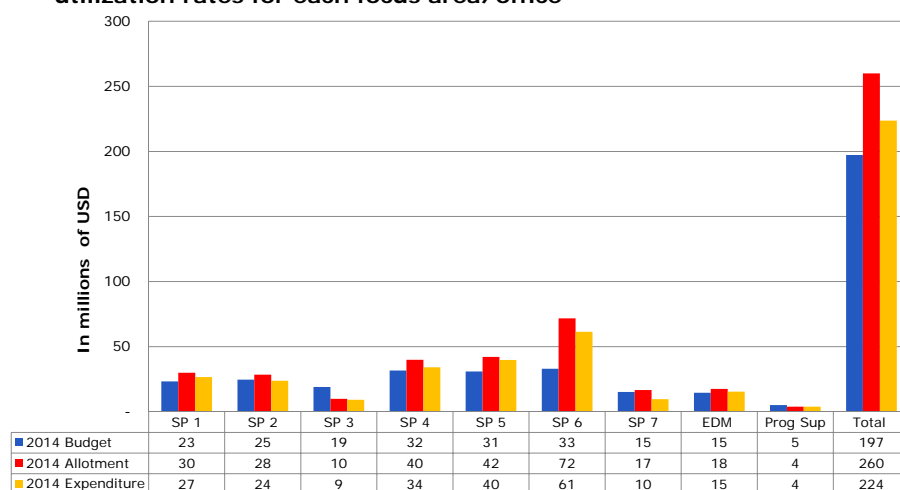
- The approved budget for 2014-2015 work programme was USD 394.5 million.
- The total amount allocated for 2014 was USD 259.9 million.
- The total amount of resources utilized is USD 223.6 million with an average utilization rate of 86%
- Utilization rate varied from 57% to 94 % by Focus Area and average is
- Programme delivery rate was 64% compared to budget utilization rate of 84%

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Financial Resources for 2014 cont..

Figure 1. provides an overview of the budgets, allocations and utilization rates for each focus area/office

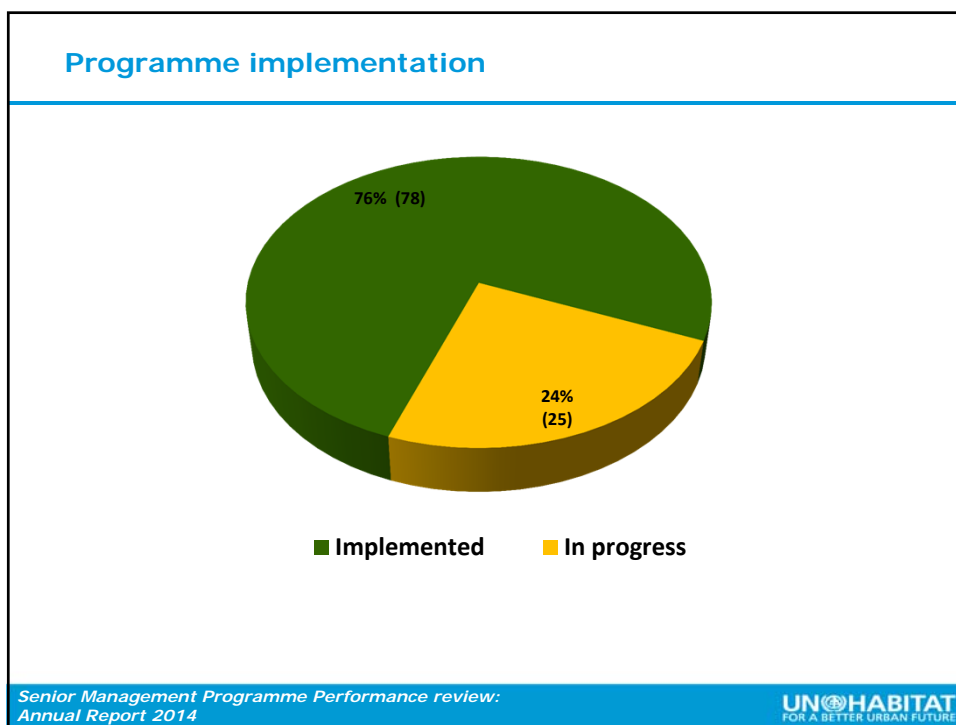


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Programme implementation vs resources utilization					
Expected Accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA a): Enhanced policy coherence in the management of human settlements activities in the UN system	Indicator 1	40	45	44	Green
	Indicator 2	60%	80%	72%	
EA b): Improved use of performance information from evaluations to influence decision-making and performance	Indicator 1	50%	65%	53%	Red
	Indicator 2	5%	0%	2%	
EA c): Reduced exposure of UN-Habitat to risks, legal liabilities and claims	Indicator 1	5%	0%	2%	Green
EA d): Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	Indicator 1	305	335	457	Green
	Indicator 2	30	50	47	
	Indicator 3	50	250	223	
EA e): Enhanced awareness and mobilization of the public and the media on sustainable urban development	Indicator 1	42,000	45,000	NA*	NA
	Indicator 2	2,4m downloads; 600,000 reads	2,800,000 downloads; 1,000,000 reads	NA*	
	Indicator 3	50%	90%	80%	
	Indicator 4	90	100	??	
EA f): Increased core income of UN-Habitat	Indicator 1	USD 15.3 million	USD 46 million	USD 5.2 Million	Red

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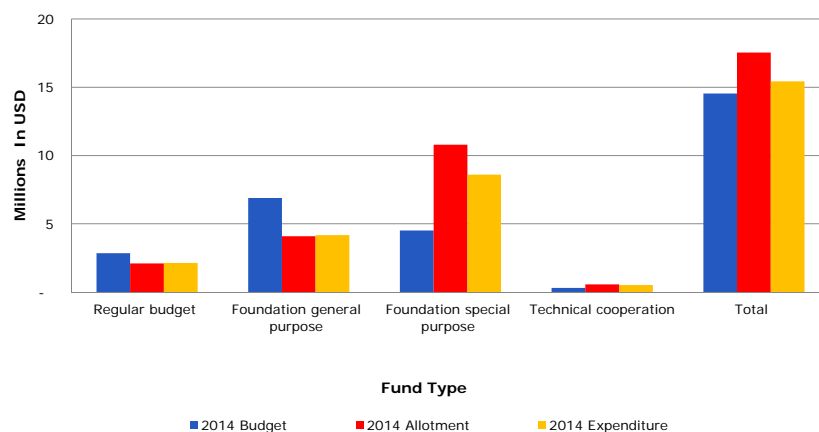


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Resources utilization

Executive Direction and Management



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Overall FA comments

- ❑ Programme delivery 76% completed, 24 in progress
- ❑ Targets for 7 out of 12 indicators on course to be achieved by end of 2015, while 2 are behind schedule
- ❑ Resource utilization rate is 88% against programme delivery rate of 76% for 2014
- ❑ Additional outputs

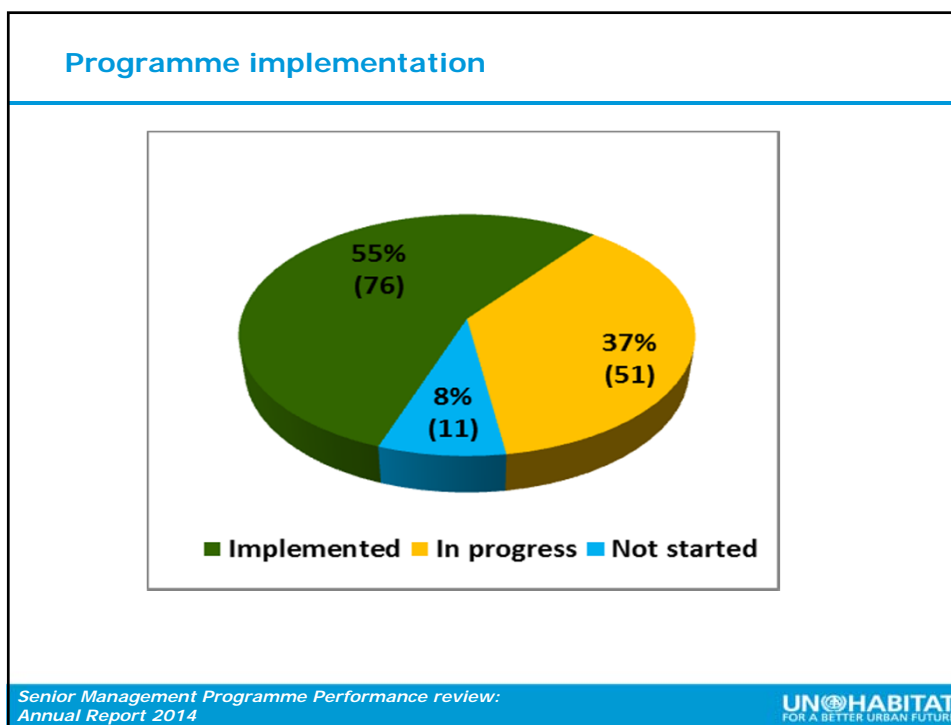
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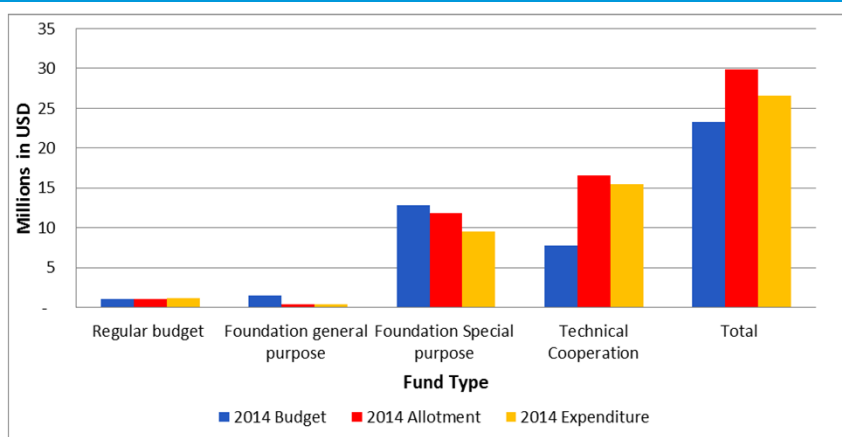
Focus Area 1					
Expected accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 1.1: Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, planning and finance	Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance	12	23	21	
EA 1.2: Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities	Number of programmes to improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities implemented by partner local and national governments and other Habitat Agenda partners (HAPs)	Local: 1 National: 2 HAPs: 5	Local: 5 National: 6 HAPs: 7	Local: 3 National: 4 HAPs: 6	
EA 1.3: Local, regional and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	Number of partner local and national authorities and other Habitat Agenda partners that have adopted guidelines on decentralization and access to basic services for all	Local: 30 National: 12 HAPs: 16	Local: 40 National: 18 HAPs: 31	Local: 37 National: 15 HAPs: 25	
	Number of partner local and national authorities that have adopted crime prevention strategies	Local: 77 National: 4	Local: 90 National: 7	Local: 90 National: 7	

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Resources utilization



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Overall FA comments

- ❑ Programme delivery rate – 55% completed, 37% in progress and 8%
- ❑ All indicators are on course and are likely to be met by end of 2015
- ❑ Resource utilization rate is 89% and programme delivery rate was 55%
- ❑ Additional Outputs -

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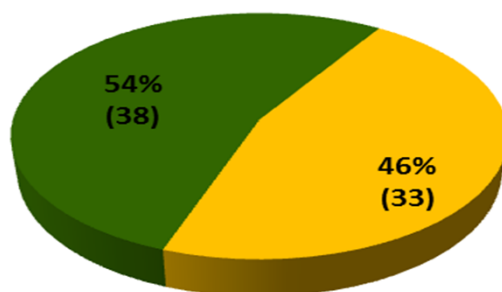
Focus Area 2

Expected Accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	
EA 2.1: Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities	Metropolitan: 0	Metropolitan: 1	Metropolitan: 1	
		Regional: 0	Regional: 1	Regional: 0	
		National: 4	National: 6	National: 5	
EA 2.2: Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	Number of partner cities that have adopted policies, plans and designs for compact, integrated and connected cities and neighbourhoods	10	30	25	
EA 2.3: Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	Number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation	City: 8	City: 14	City: 10	
		Regional: 1	Regional: 2	Regional: 2	
		National: 6	National: 8	National: 7	

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Programme implementation

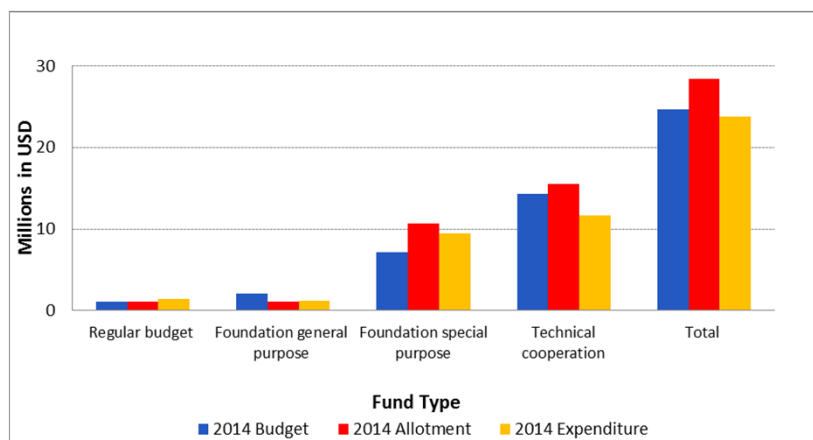


■ Implemented ■ In progress

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Resources utilization



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Overall FA comments

- Programme delivery – 54% completed, 46% in progress
- 6 of 7 indicators on course to met targets in 2015, while one is behind schedule
- Resource utilization rate of 89% against programme delivery rate of 55%
- Additional outputs -

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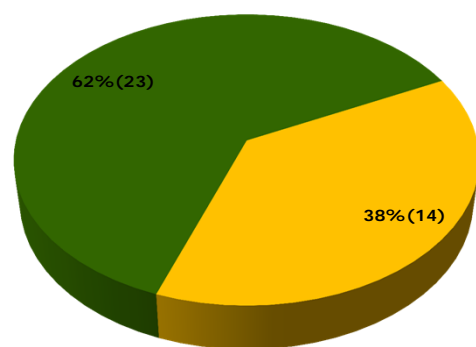
Focus Area 3

Expected accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 3.1: Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	Number of partner cities that have prepared local economic development plans	0	6	3	
	Number of partner cities that have prepared set priorities based on local economic assessment	0	7	4	
EA 3.2: Improved capacity of targeted cities to adopt urban policies and programmes supportive of increased employment, livelihoods and opportunities, and with focus on urban youth and women	Number of partner cities that have adopted programmes supportive of increased employment opportunities and livelihoods, with focus on urban youth and women	7	25	16	
EA 3.3: Improved capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance	Number of partner cities that have adopted programmes and strategies for improved urban and municipal finance	8	12	15	

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Programme implementation vs resources utilization



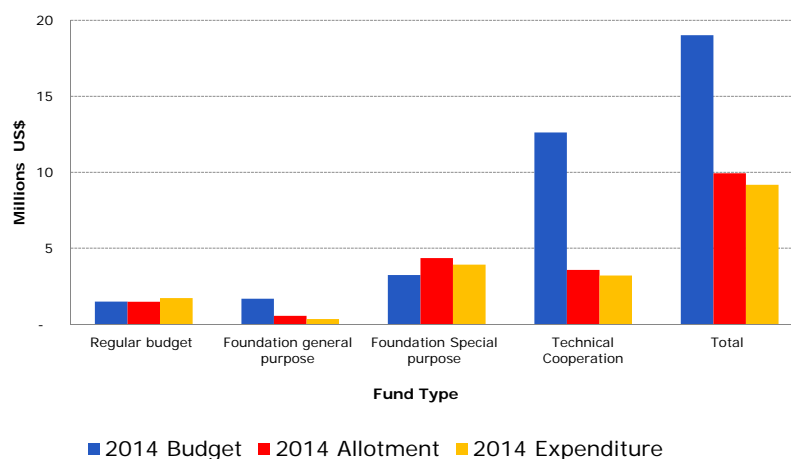
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Overall FA comments

- Program delivery 62% completed, 38% in progress
- Progress was greater towards the indicator targets for EA 3.1 and 3.3, but progress towards EA 3.2 is lagging behind and may not be achieved by the end of 2015
- Utilization rate is 92% and programme delivery rate was 62%
- Additional Outputs -

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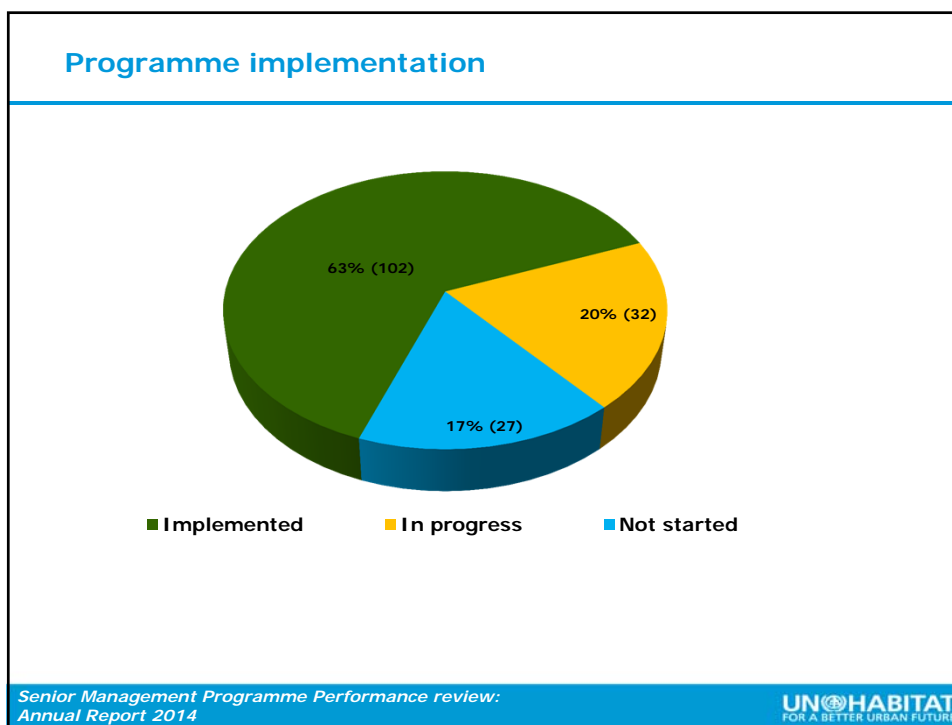
Focus Area 4

Expected accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 4.1: Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities	Increased number of partner local, regional and national authorities implementing policies and the International Guidelines on Decentralization and Access to Basic Services for All	Local: 165 National: 27 Regional: 5	Local: 170 National: 30 Regional: 7	Local: 186 National: 28 Regional: 6	
EA 4.2: Increased flow of investment into urban basic services catalysed by UN-Habitat programmes in partner countries with a focus on the urban poor	Amount of investment in urban basic services catalysed by UN-Habitat programmes in partner countries	US\$40 million	US\$50 million	US\$53.5 million	
EA 4.3: Increase in the use of sustainable urban basic services in partner cities	Percentage of consumers in partner cities with access to sustainable water and sanitation services	60%	70%	65%	
	Percentage of households in partner cities using sustainable energy supply	45%	50%	To be provided	
	Percentage of population in partner cities using sustainable modes of transport	55%	60%	N/A	

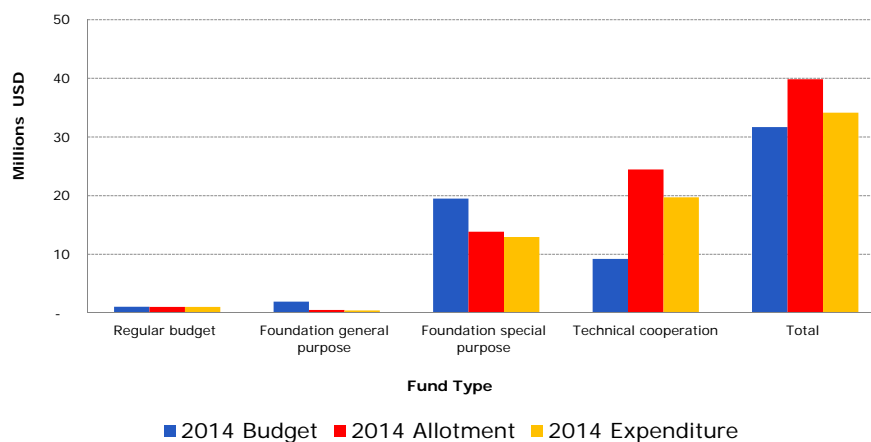
Direct benefits to people from sustainable means of transport are expected to come mainly from the ongoing GEF-supported SUSTRAN project that is supporting the development of the first BRT demonstration corridors in the cities of Addis Ababa, Nairobi and Kampala, where more than 1 million people or about 10 per cent of the respective city population are expected to benefit on commission of the corridors in 2017.

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Resources utilization



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Overall FA comments

- Program delivery 63% complete, 20% in progress and 17% not started
- 5 out of 7 indicators on course to meeting target while information for 2 was not provided
- Resource utilization rate of 86% against programme delivery rate of 63%
- Additional Outputs -

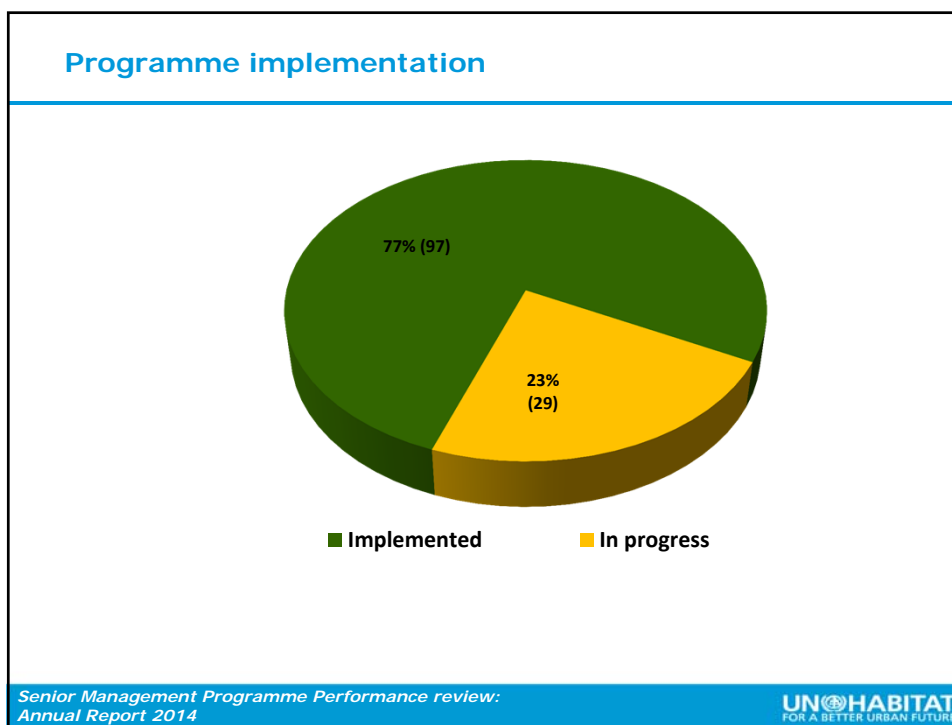
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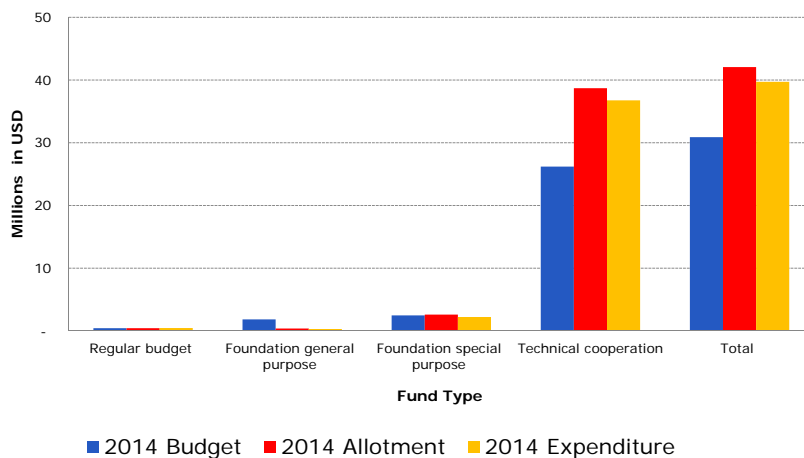
Focus Area 5					
Expected Accomplishment (EA)	Indicator of achievement	Baseline	Target	Actual	Rating
		2013	2015	2014	
EA 5.1: Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated	Number of local, regional, national and supranational authorities and partners that have responded favorably to interventions within the context of the Global Housing Strategy	24	60	66	
	Number of partner countries that are working towards the progressive realization of the right to adequate housing as a component of the right to adequate standard of living, particularly the reduction of unlawful forced evictions	6	12	10	
	Number of countries that are implementing sustainable building codes and regulations	0	18	9	
EA 5.2: National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented	Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented	28	39	36	
	Increased number of partner national authorities commencing implementation of slum upgrading programmes	8	34	21	
EA 5.3: National housing, slum upgrading and prevention strategies and programmes integrating Global Housing Strategy vision and principles are mainstreamed and implemented at city and community level	Number of city and community development plans formulated and implemented based on the national housing, slum upgrading and prevention strategies and programmes	8	34	9	

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Resource utilization



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Overall FA Comments

- Programme delivery 77% complete, 23% in progress
- All indicator targets on course
- Resource utilization rate of 97% against programme delivery rate of 77%
- Additional outputs

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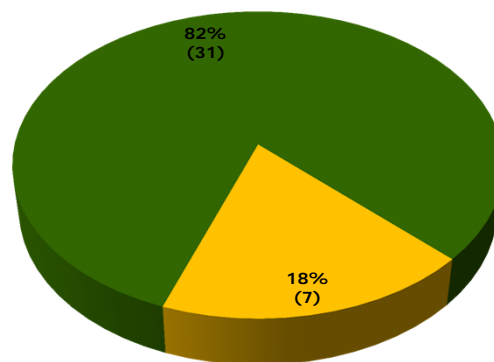
Focus Area 6

Expected Accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 6.1: Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans	Local and regional: 76 National and partner: 5	Local and regional: 100 National and partner: 7	Local and regional: 95 National and partner: 17	
EA 6.2: Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	60 percent	65 percent	62 percent	
	Percentage of UN-Habitat emergency interventions integrating long-term development and risk reduction	80 percent	90 percent	85 percent	
EA 6.3: Shelter rehabilitation programmes in crisis response have contributed to sustainable and resilient cities and other human settlements	Percentage of shelter rehabilitation programmes of partners contributing to disaster-resilient permanent housing	40 percent	45 percent	42 percent	
	Percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster-resilient permanent housing	80 percent	90 percent	85 percent	

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Programme implementation

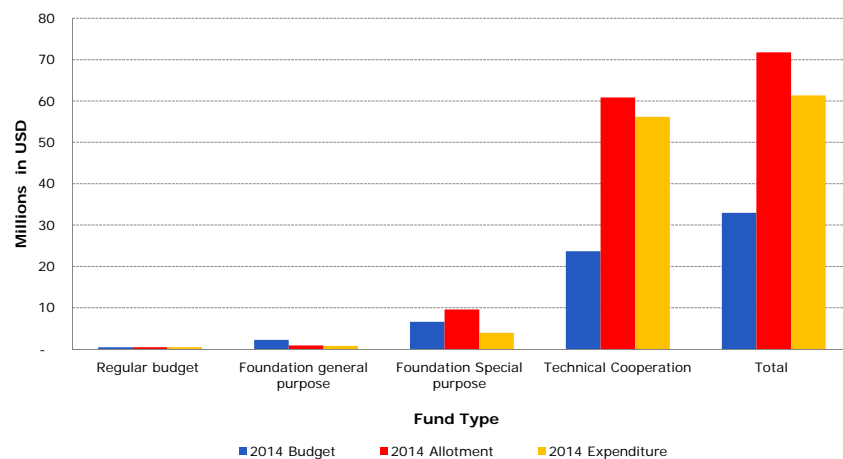


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Resources utilization



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Overall FA Comments

- Programme delivery 82% competed 18 inprogress
- All the indicators on course to meeting targets in 2015 as shown in table 6.1.
- Resource utilization rate of 85% against programme delivery rate of 82%
- Additional outputs

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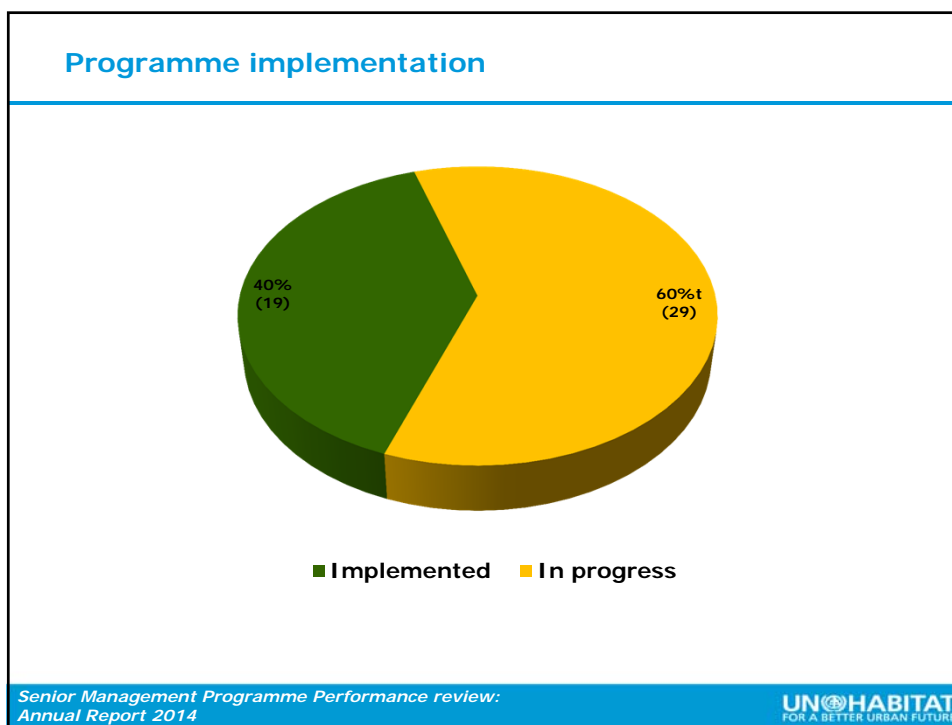
Focus Area 7

Expected Accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 7.1: Improved monitoring of urban conditions and trends	Number of urban observatories using UN-Habitat monitoring tools, methods and data	274	300	288	
	Number of partner national statistical offices producing urban data and indicators	15	25	19	
EA 7.2: Improved knowledge of sustainable urbanization issues at the local, national and global levels	Number of local and national governments that have used UN-Habitat flagship publications and best practice database for policy formulation	LGs: N/A NGs: N/A	LGs: 300 NGs: 10	LGs: 200 NGs: 10	
	Number of partner countries producing national cities reports to enhance local and national policy planning	7	10	9	
EA 7.3: Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes	Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes	10	15	100	
	Increase in the number of policies and programmes utilizing evidence-based information	10	15	20	

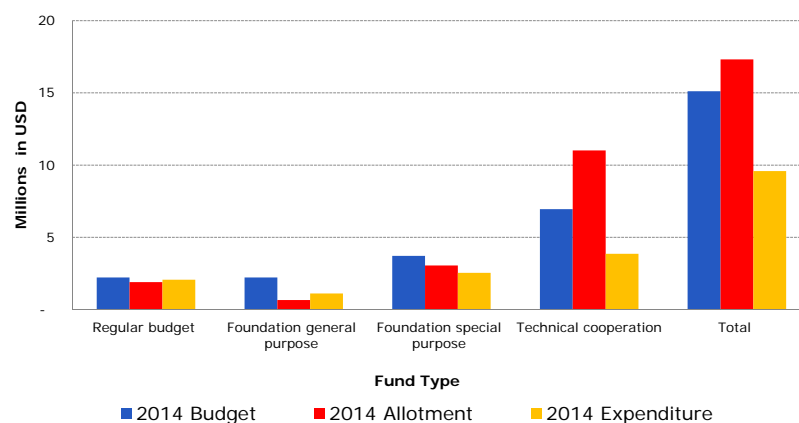
Key: LGs- Local governments, NGs – National governments

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Overall FA Comments

- Program delivery 40% against 60 in progress
- All indicators except the last one on course to meet targets
- Resource utilization rate is 57% and programme delivery rate of 40%
- Additional outputs

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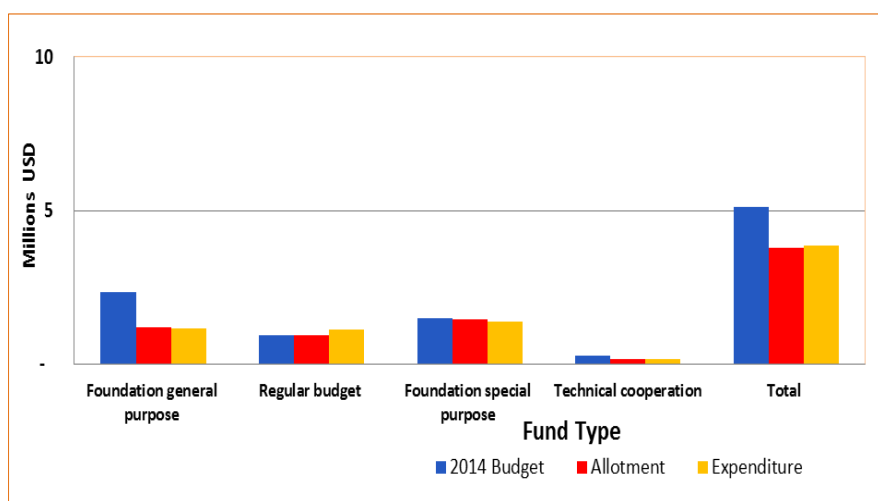
Office of Management

Expected Accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 1.1: Improved financial accountability and efficiency	Increased percentage of projects compliant with financial policies and procedures in PAAS	90%	98%	96	Green
	Increased percentage of mandatory reports streamlined and automated	70%	98%	95	Green
	UN-Habitat financial statements comply with IPSAS	NA	100%	100%	Green
EA 1.2: Staff skills aligned with organizational priorities	Percentage of staff whose skills are aligned to organizational priority areas	85%	100%	99%	Green
EA 1.3: Results-based management principles applied	Programmes derived from the six-year strategic plan	80%	90%	95%	Green
	Percentage of staff applying results-based management skills in their work	40%	75%	71%	Green
	Percentage of accepted audit and inspection recommendations on UN-Habitat implemented within the required time frame	92%	95%	65%	Yellow
EA 1.4: Increased efficiency in the completion of key business processes	Number of days taken for project approval	7	14	10	Green
	Percentage of out posted offices with easy access to UN-Habitat corporate administrative and internal communication systems	7	14	8	Red

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Programme Division					
Expected Accomplishment (EA)	Indicator of achievement	Baseline 2013	Target 2015	Actual 2014	Rating
EA 8.1: Improved value and quality of UN-Habitat project portfolio	Indicator 1	60 % of projects & programs developed jointly	100 % of projects & programs developed jointly	80% projects/ programs developed jointly	Green
	Indicator 2	USD 140 million	USD 298 million	USD 90 million	Red
	Indicator 3	80 per cent	100 per cent	60 per cent	Red
	Indicator 4	70 per cent	100 per cent	50 per cent	Red
	Indicator 5	98 per cent	99 per cent	100	Green
EA 8.2: Improved gender sensitivity & the empowerment of women in UN-Habitat projects and programmes	Indicator 1	60 per cent	80 per cent	75	Green
	Indicator 2	60 per cent	80 per cent	65	Green
	Indicator 3	30	40	30	Green
EA 8.3: Increased corporate resources	Indicator 1	70	90	117	Green
	Indicator 2	USD280 million	USD323 million	USD 105 million	Red
EA 8.4: Improved reflection of urban development issues in the UNDAF at country level	Indicator 1	7	14	22	Green

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