

## PREPARATION OF UN-HABITAT'S STRATEGIC PLAN FOR 2014-2019

### DRAFT TERMS OF REFERENCE FOR THE CPR OPEN-ENDED CONTACT GROUP AND SECRETARIAT STRATEGIC PLAN TEAM

#### A. INTRODUCTION

1. The Committee of Permanent Representatives (CPR) Open-Ended Contact Group and Secretariat Strategic Plan Team (jointly called Strategic Plan Group) will, guided by the roadmap approved by the CPR (revised version), prepare UN-Habitat's Strategic Plan for 2014-2019 consisting of three parts:

- **Strategic Analysis**, providing what could be considered to be the rationale of the strategic plan, or answering the question 'why?';
- **Strategic Choice**, containing the strategic plan itself, or answering the question 'what?';
- **Strategy Implementation**, addressing issues of how the strategic plan will be implemented, i.e. answering the question 'how?'

#### B. STRATEGIC ANALYSIS

1. **Urban Development Challenges:** Identify current global trends and major challenges of urbanization, including demographic, environmental, economic, social and spatial challenges. The identified global trends and challenges should be evidence-based and should draw from recent analyses of global urbanization trends, including major studies by academic researchers, UN-Habitat's recent flagship reports and recent reports by other multi-lateral institutions, such as UNDP and the World Bank.

2. **Lessons from MTSIP 2008-2013:** Determine the main lessons learnt from the process of formulating the current Medium-term Strategic and Institutional Plan for 2008-2013 (MTSIP) and from its implementation during the last three and half years. The lessons should draw from the Peer Review of the implementation of the MTSIP conducted in 2010, six-monthly MTSIP progress reports, and evaluations and assessments of individual MTSIP focus areas.

3. **Strengths, Weaknesses, Opportunities and Threats (SWOT):** In light of the identified current urban trends and challenges, and of the lessons learnt in the implementation of the MTSIP, identify UN-Habitat's internal strengths and weaknesses. The Strategic Plan Group should also look at both opportunities and threats arising from changing internal and external environments. It should draw from a number of analyses that have been carried out as part of the on-going UN-Habitat reform process, as well as from the outcome of the brainstorming sessions of the Strategic Plan Group.

4. **Guiding Principles for 2014-2019 Strategic Plan:** Synthesize the implications for the 2014-2019 strategic plan of the issues specified above, i.e. current urban trends and challenges, lessons learnt from the implementation of the current MTSIP and the results of the SWOT analysis. The synthesis should be in the form of principles guiding the formulation and implementation of the strategic plan for 2014-2019. The principles should take into account the

Executive Director's new strategic priorities and UN-Habitat's official mandate, address issues of continuity between the MTSIP 2008-2013 and Strategic Plan 2014-2019, and address issues of alignment with the biennial strategic framework and programme budget (or work programme and budget).

### C. STRATEGIC CHOICE

1. **Vision:** Formulate, in precise terms, UN-Habitat's vision statement. This should reflect the nature of the urban world to whose creation UN-Habitat would like to contribute. The statement should be derived from the principles of a "better city", which incorporates the main elements of sustainable development, including its environmental, social and economic dimensions, and should take into account the new strategic direction and priorities of the organization as recently outlined by the Executive Director.
2. **Mission:** Formulate UN-Habitat's mission statement. This should describe the fundamental purpose of UN-Habitat, how it intends to contribute to the realization of its vision and what it will actually do over the six-year period in order to achieve this. The mission statement should take into account the new strategic direction and priorities of the organization as recently outlined by the Executive Director.
3. **Values:** Succinctly outline the values underlying UN-Habitat's organizational culture. This could include the human rights and pro-poor approaches. At a more practical level, this could include the integrated (or holistic) approach to improving cities and towns, as opposed to sectoral approaches.
4. **Strategic Goals:** Identify and specify clearly UN-Habitat's overall strategic goals. The goals should reflect the substantive urban improvements that UN-Habitat aims to achieve in the long-term, in light of its official mandate, comparative advantage and overall implementation strategy.
5. **Focus Areas, Objectives, Scope, Implementation Approaches, Assumptions and Risks:** Identify and outline clearly UN-Habitat's substantive focus areas (or subprogrammes), the rationale underlying the selection of each focus area, a clear objective for each focus area, the substantive scope of each focus area and the approach to be adopted in the implementation of each focus area. In addition, identify the assumptions and risks likely to affect the implementation of each focus area.
6. **Plan's Results Framework: Focus Area Results and Indicators of Achievement**

In line with results-based management (RBM), specify clearly the results to be achieved by each focus area over the six year strategic plan period, and for each result, specify an indicator of achievement. The results should be SMART, i.e. specific, measurable, attainable, relevant and time-bound. By its formulation, the results framework should provide a flexible logical framework for the formulation of the mandatory biennial strategic frameworks and programme budgets for 2014-2015, 2016-2017 and 2018-2019.

## D. STRATEGY IMPLEMENTATION

1. **Implementation Phases through the Biennial Workprogramme and Budget:** Prepare a six-year roadmap for the implementation of the strategic plan. This should indicate how the strategic plan for 2014-2019 will be implemented in phases through three successive biennial programme budgets. This should include an indication of how the achievement of the results for each focus area will be spread over the six-year period and how the biennial indicators of achievement will be used to measure progress towards the attainment of the six-year strategic plan results.
2. **Organizational Structure for Implementing the Strategic Plan:** On the basis of on-going organizational reforms, outline the changes in UN-Habitat's organizational structure that will be required for the effective implementation of the strategic plan, including the rationale for those changes. Also determine the organizational culture changes that will be required.
3. **Financial and Human Resources Required to Implement the Plan:** With assistance from the Programme Support Division, estimate the human and financial resources that will be required to implement the strategic plan. The resources required for implementing organizational structure and culture changes should also be included in the estimates. The estimates should be presented in the form of three income scenarios, i.e. best, worst and middle/medium case scenarios.
4. **Performance Measurement Plan:** Prepare an overall performance measurement plan to guide monitoring of the strategic plan's implementation, evaluation of progress, learning, and reporting. This should be in the form of two distinct components, i.e. a monitoring and reporting plan and an evaluation plan.