

**PEER REVIEW OF THE IMPLEMENTATION OF  
UN-HABITAT'S MEDIUM-TERM  
STRATEGIC AND INSTITUTIONAL PLAN  
(2008–2013)**



**AUGUST 2010**

**UN HABITAT**  
FOR A BETTER URBAN FUTURE

PEER REVIEW OF THE IMPLEMENTATION OF  
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STRATEGIC AND INSTITUTIONAL PLAN**  
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## FOREWORD

This report presents the findings of the Peer Review of the implementation of UN-HABITAT's Medium-term Strategic and Institutional Plan (MTSIP) for 2008-2013. The review was in response to Governing Council resolution 21/2, adopted at its twentieth session in 2007, which requested the Executive Director to establish a peer review process for regular assessment of the progress in the implementation of the MTSIP. The review was conducted by an independent review panel of nine members, established by the Committee of Permanent Representatives (CPR). The nine members included two external international evaluators, a representative of Habitat Agenda partners, two professional evaluators from a peer organization (UNEP) and four representatives of the CPR (Germany, Spain, Uganda and Republic of Korea).

The MTSIP is implemented in four phases: this review focused on assessment of the implementation of the first phase, 2008-2009. The central questions for the Peer Review were:

*Whether UN-HABITAT has become more strategic with a sharper focus; and whether UN-HABITAT has become more efficient and effective in its operations after two years of the MTSIP implementation.*

The review provides a comprehensive assessment of the progress made, focusing on strategic and programmatic aspects; organizational structure and alignment; programme planning and review process; business processes; and resource mobilization. From the report, it is evident that the MTSIP has introduced positive developments, including a stronger

common vision for the organization; enhanced enthusiasm and commitment among staff; reduced internal barriers; and improved collaboration and greater focus on shared results. The MTSIP process has strengthened normative and operational linkages at the global, regional and country levels. The Peer Review also reveals areas where progress has been slow and some organizational constraints that should be addressed, specifically business processes, resource mobilization and organizational restructuring.

Findings, lessons learned and the recommendations were discussed by UN-HABITAT's Management and the CPR. A management response was agreed to implement most of the recommendations.

On behalf of the Peer Review Panel, I would like to thank CPR representatives, donors and Habitat Agenda partners and all UN-HABITAT staff who, in one way or another, participated in or contributed to this review. I hope that UN-HABITAT's management, staff and governing bodies will make use of this peer review and its recommendations to improve the implementation of the MTSIP.



**Ambassador Agnes Kadama Kalibbala,**  
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to UNEP and UN-HABITAT  
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