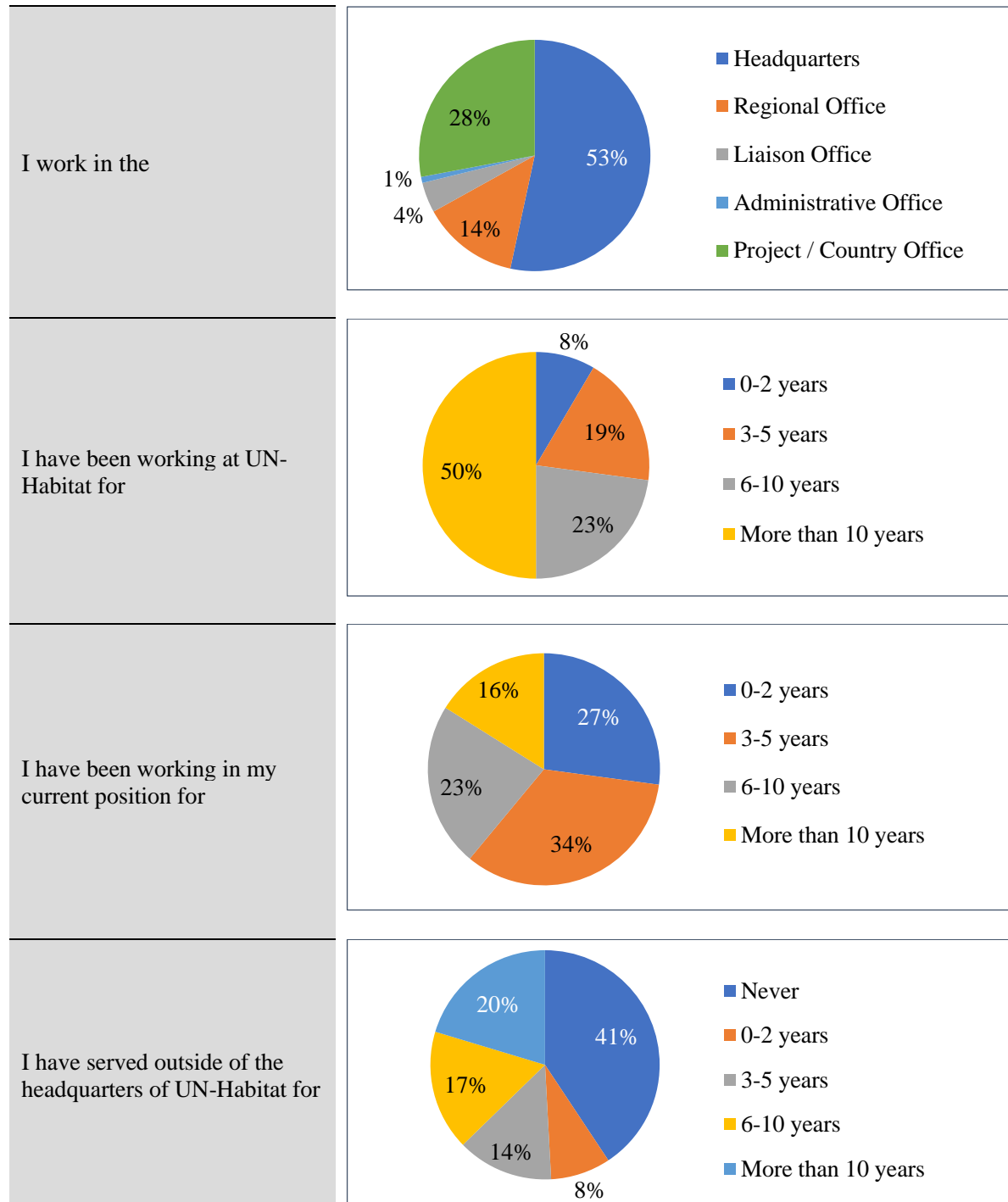


Appendix to JIU report: Review of management and administration in the United Nations Human Settlements Programme (UN-Habitat) (JIU/REP/2022/1)

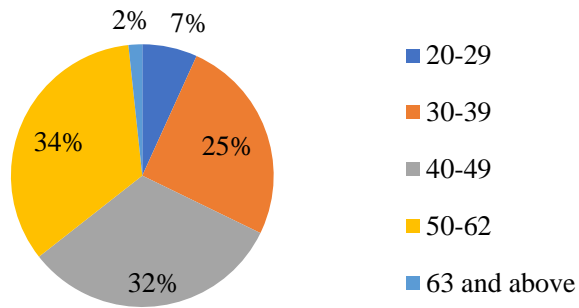
UN-Habitat Staff Survey

Online staff survey was conducted by JIU in January 2022 to collect opinions from the UN-Habitat staff and 118 completed responses were received.

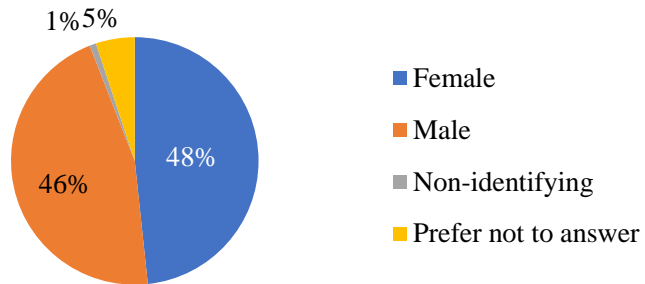
1. Profile of respondents



My age group is

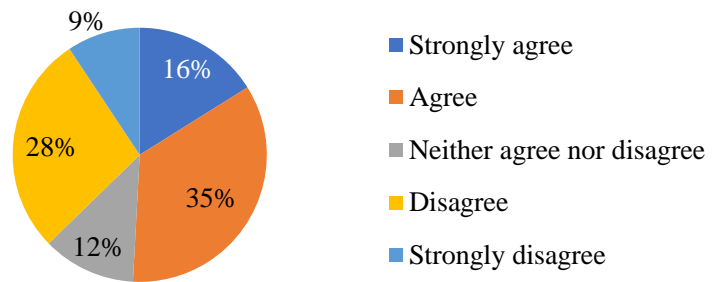


My gender is

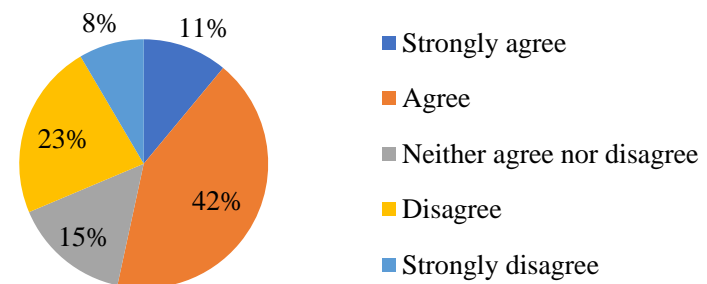


2. Working environment

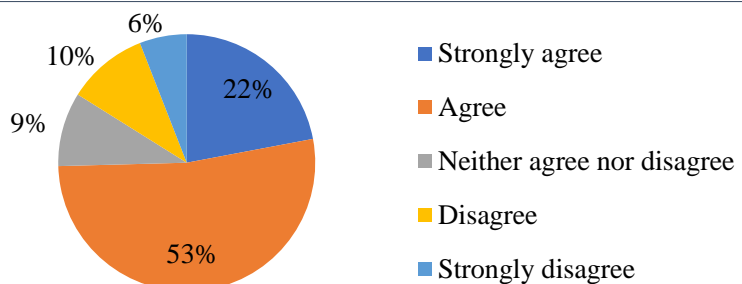
I am satisfied with the current contractual arrangement under which I am employed



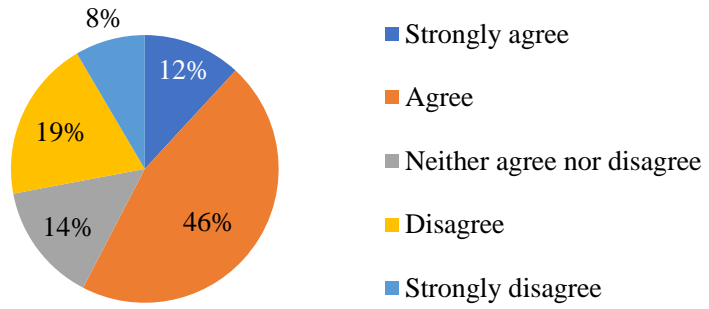
My job description reflects my actual duties



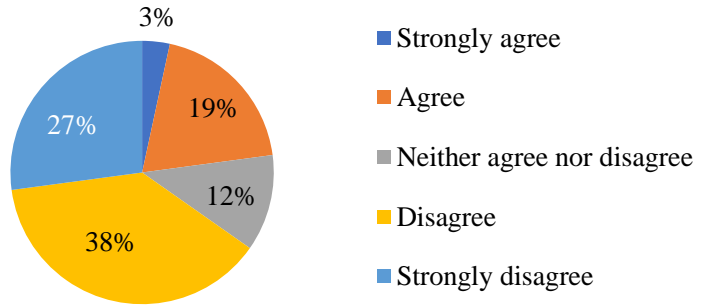
The reporting lines are clear in my unit



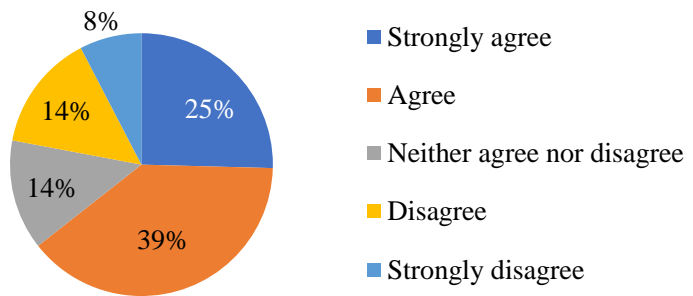
The respective responsibilities and work processes of my unit, including decision-making, are clear and well-documented



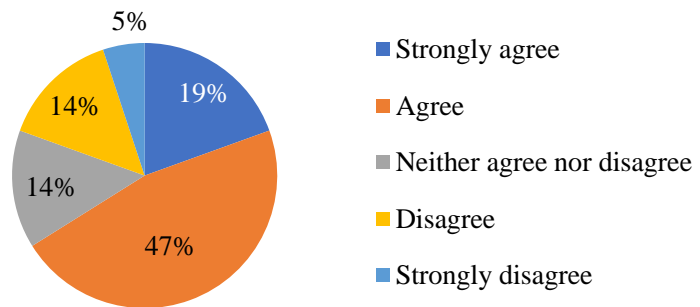
I think that my unit has adequate resources to perform its mandate / function



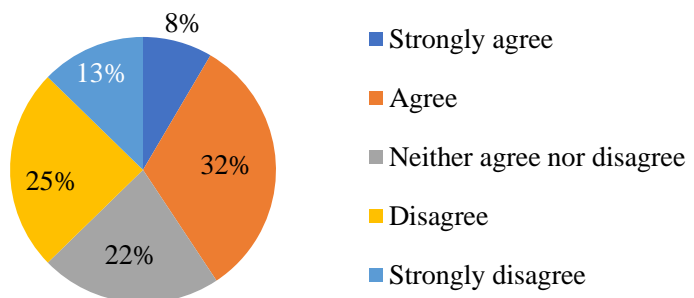
I am satisfied with the level of support that my supervisor provides to me to meet my work objectives



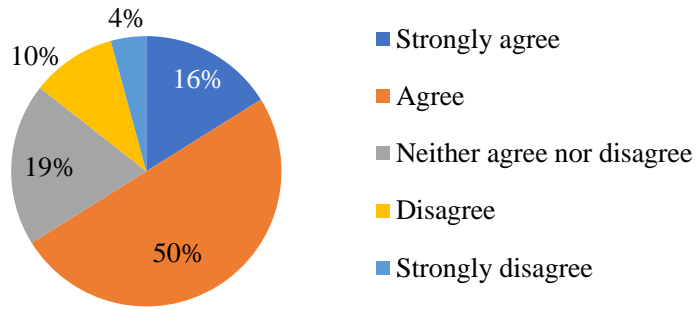
The working atmosphere in my unit is conducive to effective teamwork



I am satisfied with work/life balance policies and practices in UN-Habitat

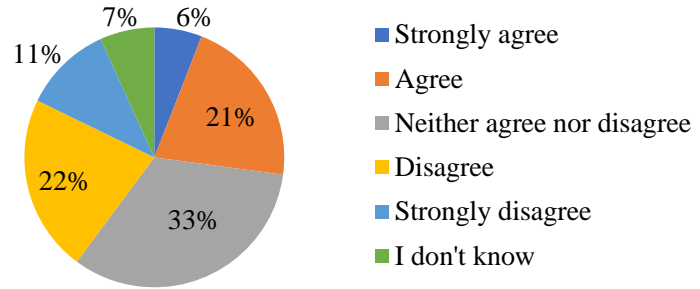


I am satisfied with the local arrangements concerning safety and security of personnel

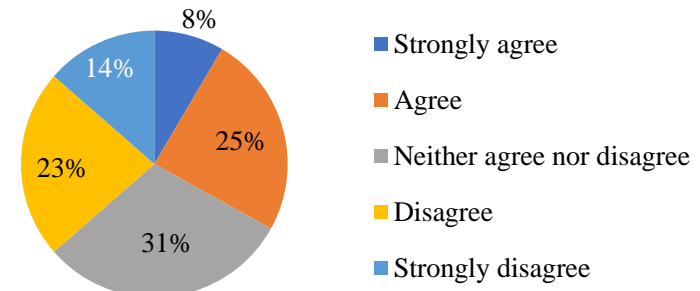


3. Management

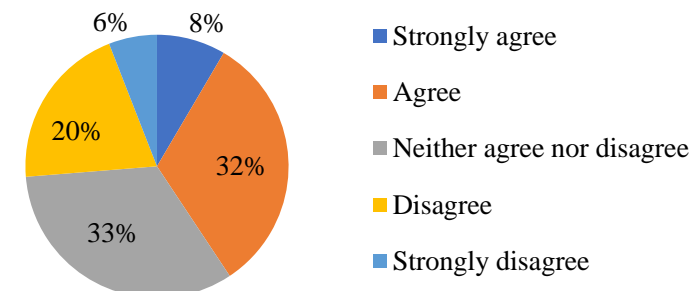
I think the recent governance reform has led to positive results on the UN-Habitat



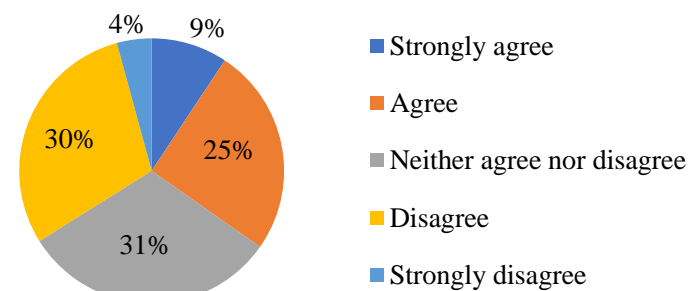
I have confidence in UN-Habitat senior management



I think that UN-Habitat senior managers foster an organizational culture of integrity and ethical values

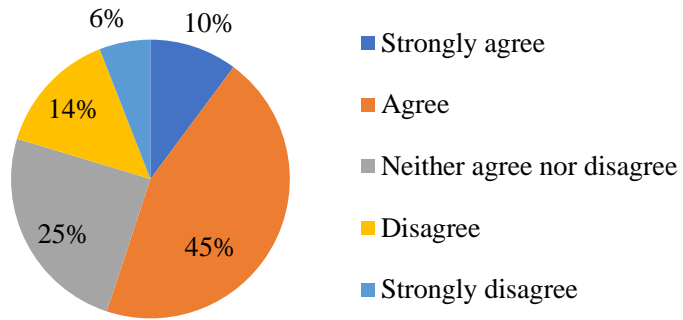


I think that UN-Habitat management encourages open discussion



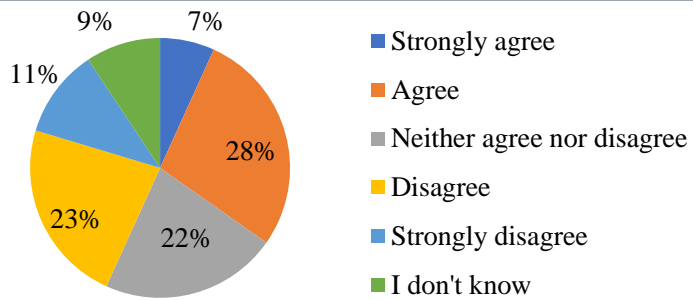
<p>I think that UN-Habitat management complies with the standards of accountability corresponding to their level of delegated authority and responsibility</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>11%</td> </tr> <tr> <td>Agree</td> <td>35%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>28%</td> </tr> <tr> <td>Disagree</td> <td>14%</td> </tr> <tr> <td>Strongly disagree</td> <td>8%</td> </tr> <tr> <td>I don't know</td> <td>4%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	11%	Agree	35%	Neither agree nor disagree	28%	Disagree	14%	Strongly disagree	8%	I don't know	4%
Response	Percentage														
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I don't know	4%														
<p>At the UN-Habitat headquarters, I think there is sufficient coordination and cooperation <i>within</i> divisions / branches / sections</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>4%</td> </tr> <tr> <td>Agree</td> <td>25%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>25%</td> </tr> <tr> <td>Disagree</td> <td>27%</td> </tr> <tr> <td>Strongly disagree</td> <td>13%</td> </tr> <tr> <td>I don't know</td> <td>6%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	4%	Agree	25%	Neither agree nor disagree	25%	Disagree	27%	Strongly disagree	13%	I don't know	6%
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Disagree	31%														
Strongly disagree	14%														
I don't know	7%														
<p>I think there is sufficient coordination and cooperation between UN-Habitat headquarters and field presences</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>3%</td> </tr> <tr> <td>Agree</td> <td>26%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>20%</td> </tr> <tr> <td>Disagree</td> <td>30%</td> </tr> <tr> <td>Strongly disagree</td> <td>17%</td> </tr> <tr> <td>I don't know</td> <td>3%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	3%	Agree	26%	Neither agree nor disagree	20%	Disagree	30%	Strongly disagree	17%	I don't know	3%
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<p>I think there is sufficient coordination and cooperation among the regions</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>3%</td> </tr> <tr> <td>Agree</td> <td>26%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>21%</td> </tr> <tr> <td>Disagree</td> <td>27%</td> </tr> <tr> <td>Strongly disagree</td> <td>9%</td> </tr> <tr> <td>I don't know</td> <td>13%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	3%	Agree	26%	Neither agree nor disagree	21%	Disagree	27%	Strongly disagree	9%	I don't know	13%
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Strongly agree	3%														
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Neither agree nor disagree	21%														
Disagree	27%														
Strongly disagree	9%														
I don't know	13%														

I think that important management decisions are adequately communicated through official channels (meetings, office memorandum, organizational directives / instruction, intranet, open platform, etc.)

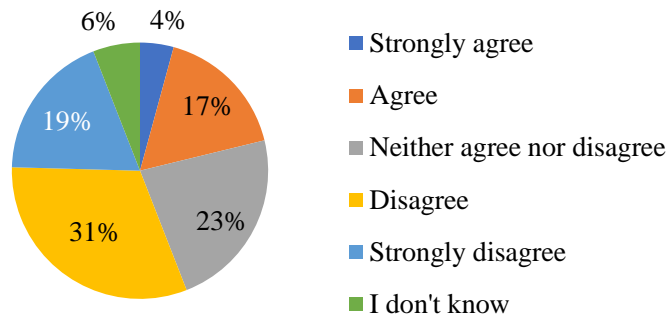


4. Structure of the UN-Habitat secretariat

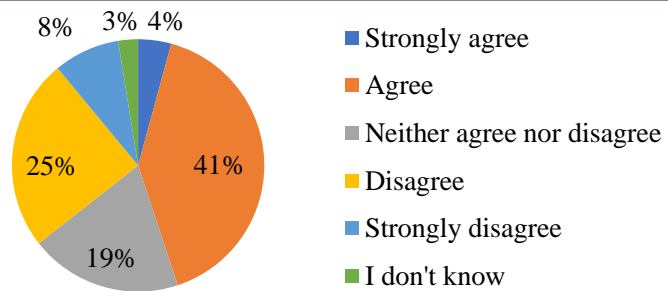
I think that the present structure of the UN-Habitat headquarters corresponds to organizational requirements



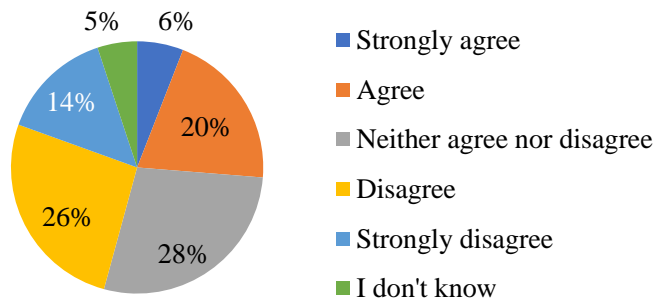
I think that the present structure of the UN-Habitat headquarters is functioning effectively



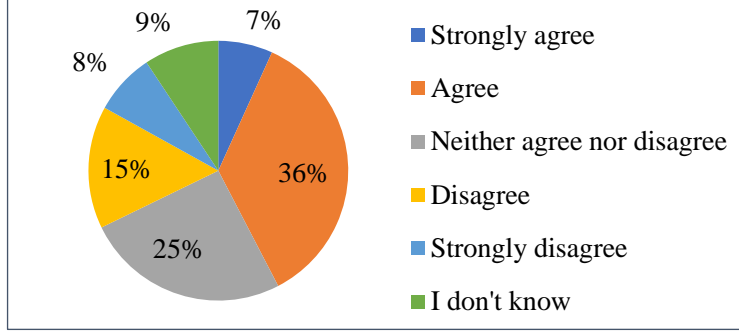
I think that the objectives of the recent restructuring of the UN-Habitat headquarters have been clearly explained and communicated to the staff



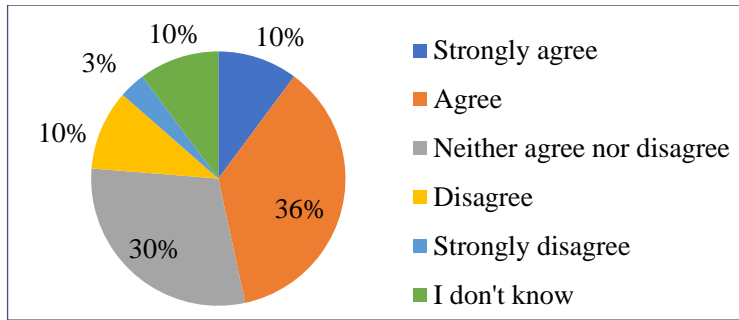
I think that the recent restructuring of the UN-Habitat headquarters has been managed in an effective and transparent manner



I think that the locations of Regional Offices are well chosen to effectively assist Member States in pursuing the 2030 Agenda, in particular SDG 11

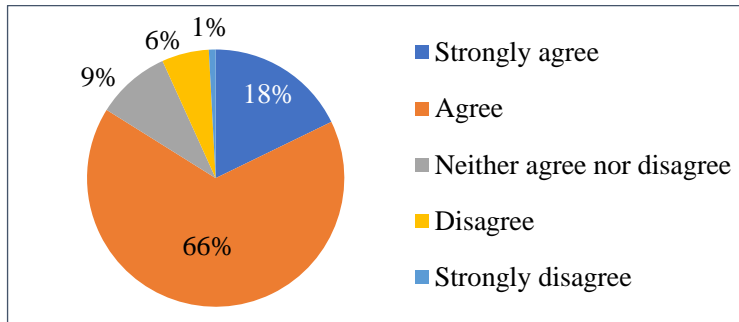


I think that the locations of field offices are well chosen to effectively assist Member States in pursuing the 2030 Agenda, in particular SDG 11

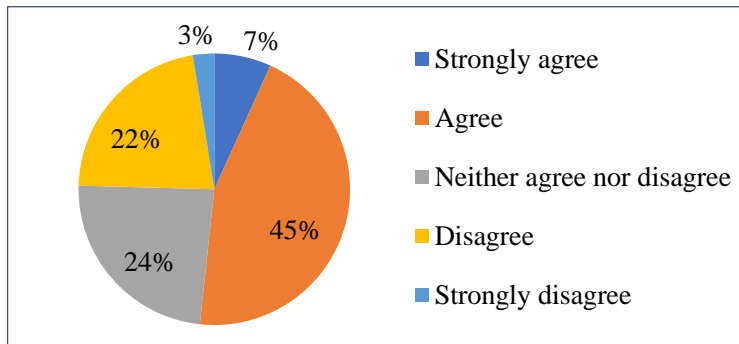


5. Results-based management

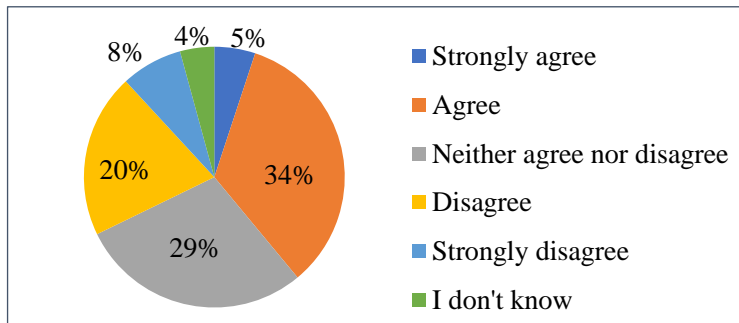
I have a basic conceptual understanding of results-based management at UN-Habitat and how it relates to my work



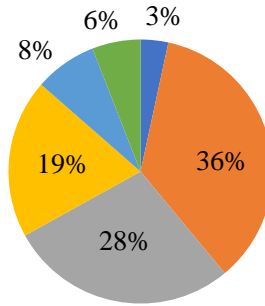
I have received sufficient training and instruction on results-based management



I think the strategic planning process at UN-Habitat is effective and supports results-based management

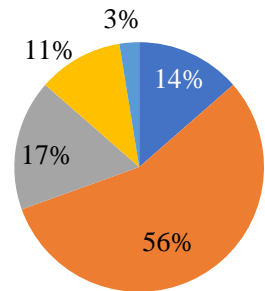


I think UN-Habitat activities are measured with clearly defined and meaningful performance indicators



- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- I don't know

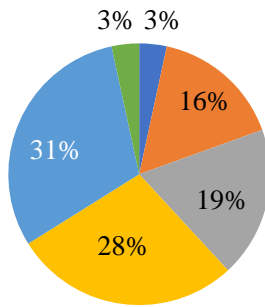
The objectives and expected results of my unit are linked to my workplan



- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

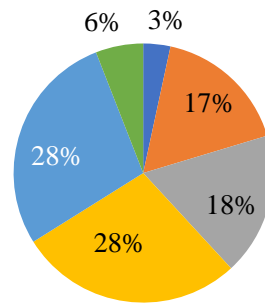
6. Administrative support services

I think that the administrative processes between UN-Habitat and UNON are efficient and clear



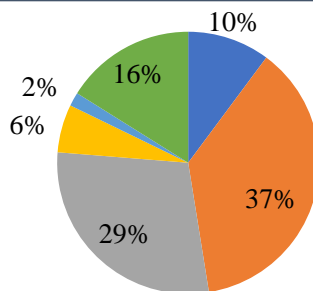
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- I don't know

I think that UNON provides excellent services to support UN-Habitat operation



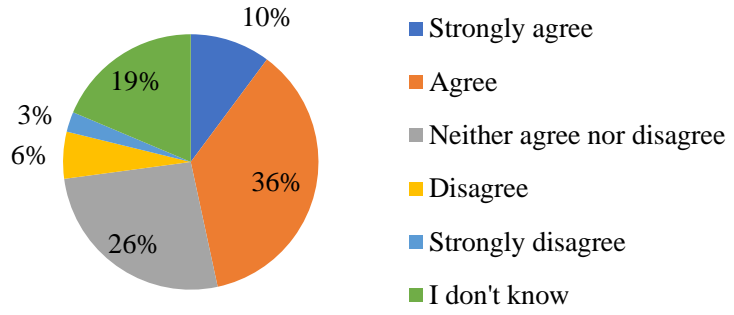
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- I don't know

I think that UNDP provides excellent services to support UN-Habitat operation



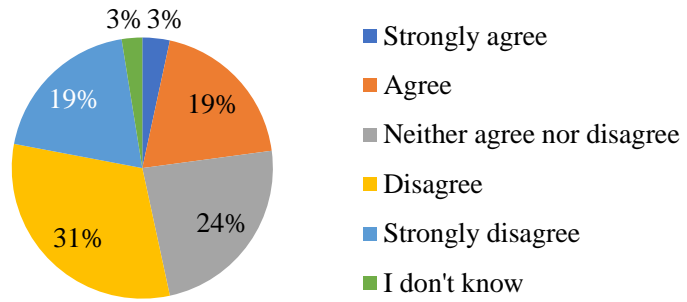
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- I don't know

I think that UNOPS provides excellent services to support UN-Habitat operation

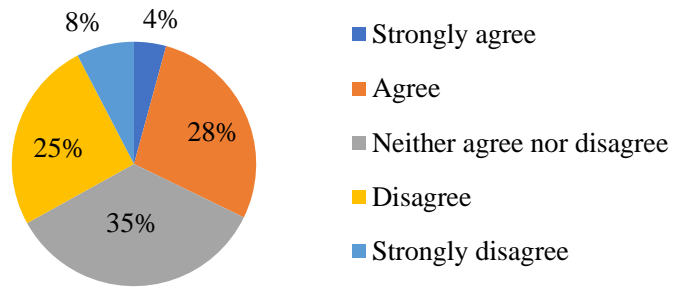


7. Human resources management

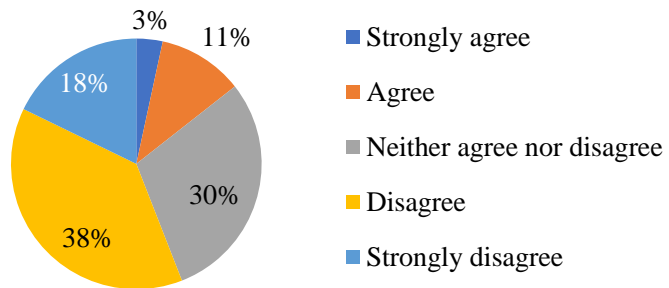
I think UN-Habitat human resources policies are implemented in a consistent and transparent manner



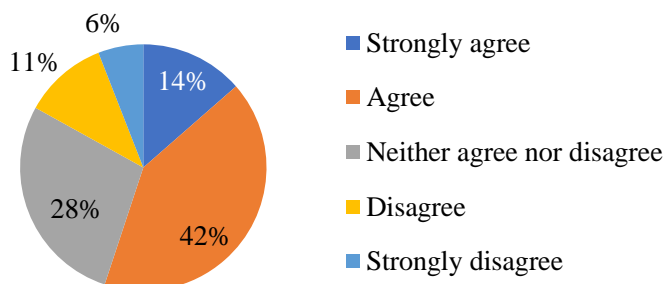
I think the recruitment process in UN-Habitat is fair and transparent



I think the promotion process in UN-Habitat is fair and transparent

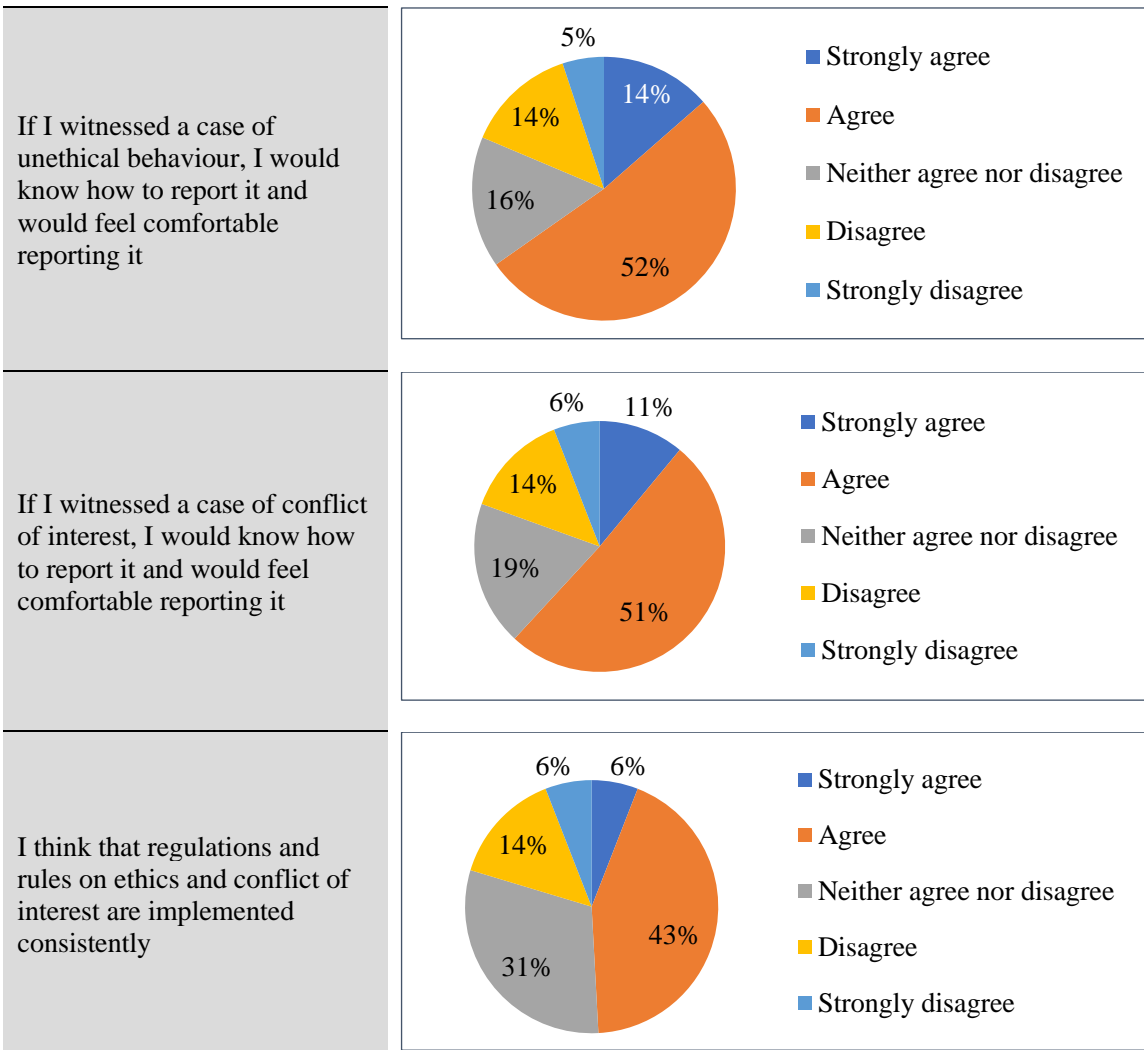


I think UN-Habitat promotes gender balance

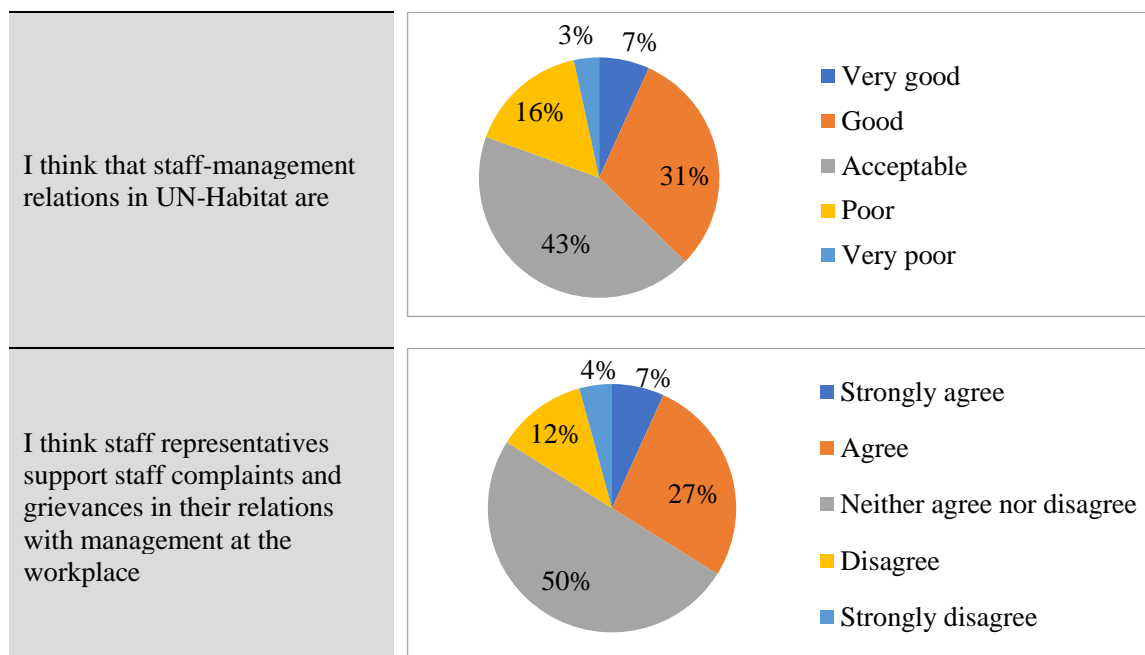


<p>I think UN-Habitat promotes geographical diversity</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>5%</td> </tr> <tr> <td>Agree</td> <td>37%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>36%</td> </tr> <tr> <td>Disagree</td> <td>13%</td> </tr> <tr> <td>Strongly disagree</td> <td>9%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	5%	Agree	37%	Neither agree nor disagree	36%	Disagree	13%	Strongly disagree	9%
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<p>I think UN-Habitat has effective management tools to recognize staff members' individual performance</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>3%</td> </tr> <tr> <td>Agree</td> <td>19%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>25%</td> </tr> <tr> <td>Disagree</td> <td>37%</td> </tr> <tr> <td>Strongly disagree</td> <td>14%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	3%	Agree	19%	Neither agree nor disagree	25%	Disagree	37%	Strongly disagree	14%
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<p>I understand how my performance is appraised</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>9%</td> </tr> <tr> <td>Agree</td> <td>51%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>23%</td> </tr> <tr> <td>Disagree</td> <td>14%</td> </tr> <tr> <td>Strongly disagree</td> <td>3%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	9%	Agree	51%	Neither agree nor disagree	23%	Disagree	14%	Strongly disagree	3%
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Strongly disagree	3%												
<p>My performance appraisal is done in a timely manner</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>10%</td> </tr> <tr> <td>Agree</td> <td>43%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>28%</td> </tr> <tr> <td>Disagree</td> <td>14%</td> </tr> <tr> <td>Strongly disagree</td> <td>5%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	10%	Agree	43%	Neither agree nor disagree	28%	Disagree	14%	Strongly disagree	5%
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Strongly disagree	5%												
<p>My performance appraisal is done in a transparent manner</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>14%</td> </tr> <tr> <td>Agree</td> <td>52%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>26%</td> </tr> <tr> <td>Disagree</td> <td>7%</td> </tr> <tr> <td>Strongly disagree</td> <td>1%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	14%	Agree	52%	Neither agree nor disagree	26%	Disagree	7%	Strongly disagree	1%
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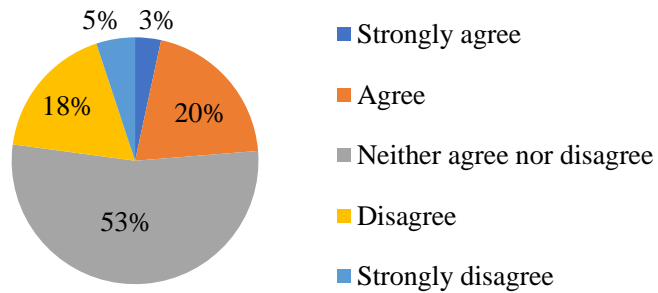
<p>My performance appraisal is done fairly / objectively</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>14%</td> </tr> <tr> <td>Agree</td> <td>53%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>28%</td> </tr> <tr> <td>Disagree</td> <td>4%</td> </tr> <tr> <td>Strongly disagree</td> <td>1%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	14%	Agree	53%	Neither agree nor disagree	28%	Disagree	4%	Strongly disagree	1%
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Disagree	4%												
Strongly disagree	1%												
<p>The training and development opportunities provided by and/or available at UN-Habitat are adequate to upgrade my skills and competences</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>6%</td> </tr> <tr> <td>Agree</td> <td>30%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>29%</td> </tr> <tr> <td>Disagree</td> <td>25%</td> </tr> <tr> <td>Strongly disagree</td> <td>10%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	6%	Agree	30%	Neither agree nor disagree	29%	Disagree	25%	Strongly disagree	10%
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Disagree	25%												
Strongly disagree	10%												
<p>I think UN-Habitat encourages mobility of its personnel within the organization and/or with other UN system agencies</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>3%</td> </tr> <tr> <td>Agree</td> <td>17%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>21%</td> </tr> <tr> <td>Disagree</td> <td>29%</td> </tr> <tr> <td>Strongly disagree</td> <td>31%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	3%	Agree	17%	Neither agree nor disagree	21%	Disagree	29%	Strongly disagree	31%
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Disagree	29%												
Strongly disagree	31%												
<p>If I witnessed an incident of harassment or discrimination, I would know how to report it and would feel comfortable reporting it</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>14%</td> </tr> <tr> <td>Agree</td> <td>53%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>18%</td> </tr> <tr> <td>Disagree</td> <td>10%</td> </tr> <tr> <td>Strongly disagree</td> <td>5%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	14%	Agree	53%	Neither agree nor disagree	18%	Disagree	10%	Strongly disagree	5%
Response	Percentage												
Strongly agree	14%												
Agree	53%												
Neither agree nor disagree	18%												
Disagree	10%												
Strongly disagree	5%												
<p>If I witnessed a case of fraud, I would know how to report it and would feel comfortable reporting it</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>17%</td> </tr> <tr> <td>Agree</td> <td>51%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>19%</td> </tr> <tr> <td>Disagree</td> <td>9%</td> </tr> <tr> <td>Strongly disagree</td> <td>4%</td> </tr> </tbody> </table>	Response	Percentage	Strongly agree	17%	Agree	51%	Neither agree nor disagree	19%	Disagree	9%	Strongly disagree	4%
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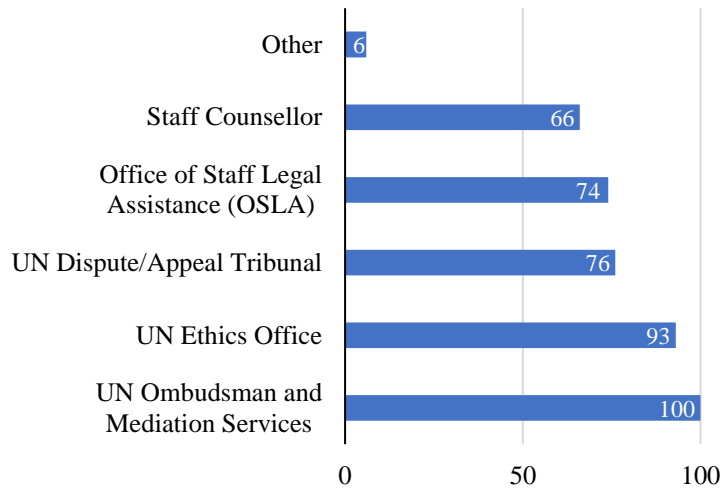
8. Staff-management relations



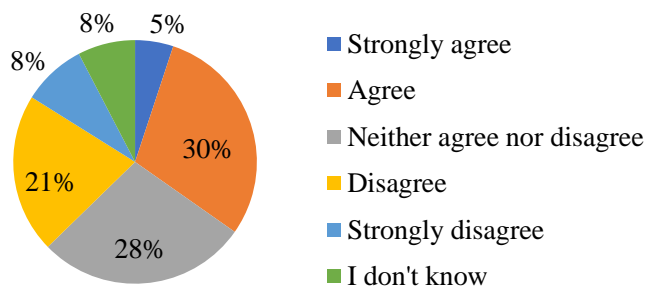
I think staff representatives are appropriately consulted by management in major decisions affecting staff



I am aware of the following modalities for formal and informal conflict resolution (Multiple answers accepted)

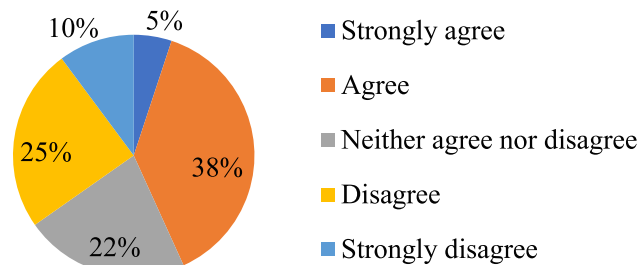


I think UN-Habitat provides staff with effective internal mechanisms and procedures to prevent and resolve conflicts and grievances at the workplace

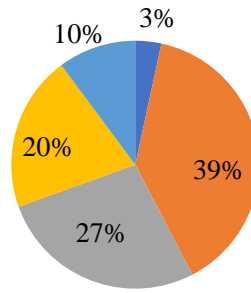


9. Knowledge management and sharing

I think UN-Habitat has adequate strategies and policies to ensure knowledge management and knowledge sharing both at headquarters and its field offices

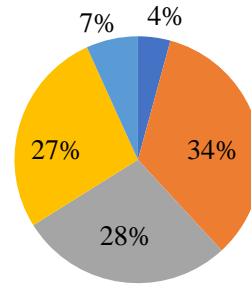


I think UN-Habitat is equipped with adequate technical tools to ensure proper knowledge management and knowledge sharing both at headquarters and its field offices



- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

I think the organizational culture is adequate to allow for proper knowledge management and knowledge sharing



- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree