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**Executive Board of the United Nations  
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Item 8 of the provisional agenda\*

**Roadmap towards the preparation of the next  
Strategic Plan of the United Nations Human  
Settlements Programme for the Period 2026 to 2029**

## **Report of the Executive Director on the preparations for the development of the strategic plan for the period 2026 to 2029**

### **I. Introduction**

1. The United Nations Habitat Assembly (UN Habitat Assembly) at its second session held in June 2023, through decision 2/1, decided to extend the strategic plan for the period 2020–2023 until 2025 to cover the period 2020–2025, in order to align the planning cycle of the United Nations Human Settlements Programme (UN-Habitat) with the quadrennial comprehensive policy review (QCPR) of the operational activities for the development of the United Nations System. The UN Habitat Assembly in that decision also requested the Executive Director, in consultation with the Executive Board, to start preparations for the development of the strategic plan for the period 2026–2029.
2. In its decision 2/2, the United Nations Habitat Assembly at the same session, decided to adjourn its second regular session and to resume the session for a duration of two days, on 29 and 30 May 2025 in order to achieve the alignment of the planning cycle of UN-Habitat with the quadrennial comprehensive policy review of operational activities for the development of the United Nations system and further decided to consider the Strategic Plan for the period 2026 – 2029 as part of the provisional agenda of its resumed second session in 2015.
3. In line with the above and as part of the preparations, a proposed guidance and roadmap for the development of the draft Strategic Plan for the period 2026-2029 is elaborated below for consideration of the Executive Board.

### **II. Considerations for the Strategic Plan 2026-2029**

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4. The Strategic Plan 2026-2029 will be developed through a consultative process, in an open and inclusive manner, led by the Executive Director guided by the relevant rules of procedure, and particularly Rule 2(f) of rules of procedure of the UN-Habitat Assembly.
5. The development of the next Strategic Plan will be guided by lessons learnt and recommendations from consultations, assessments, and evaluations such as:
  - a) The UN-Habitat Strategic Plan mid-term review, currently being conducted by Office of Internal Oversight Services (OIOS), with a final report to be ready by March 2024.
  - b) The Multilateral Organizations Performance Assessment Network (MOPAN) assessment, starting in late 2023 and to be conducted by Germany and Spain.
  - c) In-depth consultations with Member States, United Nations Development System entities, UN-Habitat personnel and partners on lessons learnt both in terms of the preparation of the last Strategic Plan, its substance, and the modalities to support its implementation.
6. The Strategic Plan for the period 2026-2029 will be prepared using a stronger evidence base. Empirical data will be gathered from research and trends report such as the Quadrennial Reports of the Secretary-General on the Implementation of the Strategic Plan submitted to the General Assembly through ECOSOC; the synthesis report on SDG 11 “Rescuing SDG 11 for a resilient urban planet”, submitted to the SDG- UNDESA coordinating secretariat and presented at the High Level Political Forum in July 2023, the World Cities Reports<sup>1</sup>; data collected through the Global Urban Monitoring Framework and using information shared by member states and stakeholders through the Urban Agenda Platform, as well as taking into consideration innovative ideas and contributions made by stakeholders and partners at the World Urban Forum and another advocacy platform.
7. The Strategic Plan 2026-2029 will be designed to also support the implementation of all resolutions adopted at the second United Nations Habitat Assembly (June 2023) and relevant General Assembly resolutions.
8. The Strategic Plan 2026-2029 will also take into account the UN system-wide Strategy on Sustainable Urban Development, adopted by the Chief Executive Board; the outcomes of the High-Level Meeting on the Implementation of the New Urban Agenda, convened by the President of the General Assembly in April 2022; the Secretary-General’s Common Agenda; the outcomes of the SDG Summit (September 2024) and the Summit of the Future (September 2025), relevant elements of COP 28.
9. The Strategic Plan will adopt results-based management principles and a knowledge-based approach. It will also include concrete guidance on how to ensure better monitoring and reporting on project delivery and impact.
10. As requested by the Executive Board in its Decision 2021/6, paragraph 4, a financial plan will be prepared, in conjunction with the development of the strategic plan 2026-2029, in line with the methodology and format used in the draft financial plan for the current strategic plan (2020-2025), for consideration by the Executive Board.
11. In addition, drawing also on relevant evaluations, in parallel to the development of the Strategic Plan, suggestions will be made on how to further improve the institutional set-up of UN-Habitat to better support the implementation of the next Strategic Plan and taking into account a further scalability model for UN-Habitat’s budget.

### **III. Roadmap**

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<sup>1</sup> Available at <https://unhabitat.org/wcr/>

12. Timeline for the elaboration process of the Strategic Plan for the period 2026-2029 is proposed as follows:

- a) Establishing of an internal Task force on the preparation of the UN-Habitat Strategic Plan 2026-2029 in September 2023.
- b) Discussions and preliminary guidance by the ad hoc working group on programmatic, budgetary and administrative matters of the Executive Board on the proposed roadmap the preparation of the UN-Habitat Strategic Plan 2026-2029 in October 2023.
- c) Presentation, review, and discussion of proposed guidance and roadmap for the elaboration of the Strategic Plan 2026-2029 during third session of Executive Board in November 2023.
- d) Presentation of key findings and recommendations of the evaluation of the strategic plan 2020-2023 by OIOS during first session of Executive Board in 2024. As well as the proposed outline of the draft Strategic Plan for 2026 to 2029.
- e) Continuous consultations with Ad-Hoc Working Group on Programmatic, Budgetary and Administrative Matters on draft Strategic Plan 2026-2029.
- f) Presentation, review and discussions on the draft of the Strategic Plan 2026-2029 during the second session of Executive Board in November 2024, with possible recommendation by the Executive Board to the Assembly for its approval at the resumed second session of the Assembly in 2025.
- g) If required, additional consultations with Ad-Hoc Working Group on Programmatic, Budgetary and Administrative Matters on draft Strategic Plan 2026-2029 to take into account any recommendations from the Executive Board at its second session of 2024.
- h) Presentation and consideration of the financial plan during first session of Executive Board in March 2025. Final endorsement of draft the Strategic Plan 2026-2029 by the Executive Board for consideration and approval by the Assembly in May 2025.
- i) Presentation to Committee of Permanent Representatives in May 2025 in its preparations for the resumed second session of the UN-Habitat Assembly as part of the outcomes of the Assmebly.to be recommended by the CPR.
- j) Presentation, discussions and approval of the Strategic Plan 2026-2029 during resumed second session of the UN Habitat Assembly on May 2025.
- k) Presentation, discussions and approval of the Results Framework, Financial Plan, Resource Mobilisation Strategy and the monitoring and reporting mechanisms of the Strategic Plan 2026-2029 during the second session of Executive Board in November 2025.