UN-HABITAT

Presentation and discussion on the preparation of the Strategic plan for the period 2026 to 2029

Executive Board of UN-Habitat

47th meeting of the Ad hoc working group on programmatic, budgetary and administrative matters

11 March 2024 – 10:00 am to 4.30pm EAT

Purposes of a strategy for UN-Habitat

From the **UN Secretariat entity** perspective: guiding structure and articulation to the work of UN-Habitat, structuring it in subprogrammes, approved by the Member States;

From the **UN-Habitat mandate** perspective: select and articulate challenges in the society, formulate attainable goals for the medium-term period, define action to be take by the UN-Habitat in the multi-lateral system to attain the goals;

From the **project-funded entity** perspective: profile UN-Habitat as feasible actor which can address issues prioritized by the donors and final beneficiaries, set the goals fundable by the donors, and create flexible organizational structure of capacities and competences to respond to opportunities of getting its work funded.

Suggested elements of the work plan

a)   **Guiding principles and considerations** defining the approach, scope and focus of the strategic plan;

b)   External **environmental scanning** of major global drivers including megatrends, transitions, and the role of other actors;

c)   **Internal analysis** of strengths, weaknesses, opportunities, and threats, expressed as lessons learnt, including those from evaluations;

d)   **Vision** including priorities as challenges to provide aspired success/impact and strategic direction; **Mission as priority impact areas** in response to long-term challenges defined as articulated thematic areas of focus;

f)   **Strategic, attainable goals** reflecting targeted achievements to realize the vision;

g)   **Shorter term measurable objectives** to track progress in the plan's implementation.

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Juxtaposed considerations

Continuity and prognosis: retaining successful and relevant legacy themes, keeping proven impact, experience, and existing capacity **-** and attending to the rapid changes in the world, identifying competences to be developed and capacity to be built;

Niche and added value: seeking "a niche" i.e. the field of activities where no other multilateral actors engage, empowering UN-Habitat to build on its comparative advantages **-** and identifying where UN-Habitat can "add value" with its experience and expertise to the work of other multilateral actors;

Globally relevant, locally applicable: proposed interventions of UN-Habitat address articulated global priorities **-** translatable to the diverse contexts of the regions and countries to respond to the requests of the Member States.

Tentative entry points to challenges and priorities

using **power of urbanization to** overcome inequalities and advance **equitable prosperity** achieving an adequate standard of living for all: gender equality, improving universal access to housing, infrastructure, and basic services;

human settlements in harmony with the natural environment: mitigating pollution, environmental degradation and climate change impacts, enhancing biodiversity and ecosystems services, and harnessing the full power of circular economy;

enhancing the **resilience of cities and communities** by addressing **human settlements dimension of migration and displacement** and **building back better** in post conflict and post-disaster situations.

Potential approaches to responding to challenges

integrated and effective national policies and legislative frameworks **for territorial planning, management, and investment** at all levels and scales, including intermediary cities and rural-urban linkages and connecting development planning and finance flows;

planning system and multi-level governance, enabling coherence between national and regional spatial and economic development strategies, based on whole-of-government approach, and **driven by localizing SDGs**;

using **evidence-based policy making** supported by **robust and innovative data capacities and systems; improved and systematized knowledge management** and strengthening **people-centered digital systems**, while enabling inclusive decision making and innovative urban solutions that create city level impact and systems change.