



**United Nations Habitat Assembly of the
United Nations Human Settlements Programme
Second session**

Nairobi, 5–9 June 2023

Item 11 of the provisional agenda*

Strategic plan of UN-Habitat for the period 2024–2027

**Proposed extension of the current strategic plan of UN-Habitat
for the period 2020–2023 to cover the period 2024–2025,
including alignment of the quadrennial comprehensive policy
review process with UN-Habitat planning cycles****

Report of the Executive Director

1. The **United Nations Habitat Assembly** at its first session in 2019, and in its decision 1/3 on “Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme”, recognized the importance of aligning the planning cycles of UN-Habitat with the quadrennial comprehensive policy review process especially in the light of the new governance structure of UN-Habitat, and decided that it will further consider how to best achieve such an alignment.
2. In line with the above, at its resumed session in November 2019, the Executive Board through its decision 2019/1 contained in document HSP/EB.1/11 reiterated the importance of aligning the planning cycles of UN-Habitat with the quadrennial comprehensive policy review process and requested the Executive Director to brief the Executive Board on alternatives for achieving such an alignment.
3. Subsequently, at first session of the Executive Board in 2021, the document HSP/EB.2020/16/Add. “**Alignment of the Quadrennial Comprehensive Policy Review process with UN-Habitat Planning Cycles****”¹ was presented by the Executive Board with several options for QCPR alignment, including:
 - (a) Shortening the term of the approved UN-Habitat Strategic Plan 2020-2023 and develop a Strategic Plan for 2022-2025;
 - (b) Retaining the current Strategic Plan 2020-2023 to its full term by developing an interim two-year Strategic plan for the period 2024-2025 and then develop a Strategic Plan for the full period 2026-2029; and
 - (c) Extend the current Strategic Plan 2020-2023 by another two years to the period 2020--2025 and develop a Strategic Plan for the period 2026-2029.

* HSP/HA.2/1.

** The present document has not been formally edited.

¹ Accessible [here](#).

4. This matter was subsequently discussed by the **ad hoc working group on programmatic, budgetary and administrative matters** for recommendation to the Executive Board at its 2021 second session.
5. The **Committee of Permanent Representatives**, at its first meeting for a high-level midterm review, in June 2021, took note of the report and briefing by the Executive Director on the alignment of the planning cycles of UN-Habitat with the quadrennial comprehensive policy review process (HSP/OECPR.2021/INF/4) and made recommendations with specific reference to the implementation of resolution 1/1 on the strategic plan 2020-2023 (HSP/HA.1/Res.1), as set out in doc HSP/OECPR.2021/8.
6. Taking into consideration the COVID 19 Pandemic and other factors, the Committee noted that the framework provided by the strategic plan for the period 2020–2023, with its 4 domains of change and 12 outcomes, proved to be robust. At that stage in the implementation of the strategic plan, however, what was needed was a recalibration of UN-Habitat's normative and operational work² while retaining the original structure of the plan.
7. Subsequently, the Report of the Executive Director to the Executive Board at its second session for 2021, **“Recalibration of the strategic plan of UN-Habitat for the period 2020–2023 following the first meeting of the Committee of Permanent Representatives to UN-Habitat for a high-level midterm review”** (HSP/EB.2021/19) provided guidance on the way in which the strategic plan of UN Habitat for the period 2020-2023 could be recalibrated, based on the “three-lens approach”.
8. The use of the three-lens approach would help UN-Habitat to rebalance investment and establish a better connection to available knowledge, as well as its own assets and capacities. The proposed three lenses were as follows:
- (a) Ensuring that all new programming responds to new vulnerabilities and risks in cities.
 - (b) Pursuing more integrated programming to adapt the function and form of cities to respond to current and future crises in terms of resilience and climate change.
 - (c) Creating conditions for all programmes to support long-term socioeconomic urban recovery that helps to overcome spatial inequality and addresses the climate emergency.
9. The Executive Board, at its second session for 2021:
- (a) Considered, under Agenda item 3, the report³ by the Chair of the WG on PBA and welcomed the proposed adjustment to the implementation of the strategic plan.
 - (b) and noted with concern the challenges described in the report of the Executive Director on the recalibration of the strategic plan for the period 2020-2023 (HSP/ED.2021/19) in the execution of the fiduciary responsibility to monitor, evaluate and report against the strategic plan; and recommended the Executive Director implement the proposed adjustment, taking into account the linkages between normative and operational activities.
10. The Executive Board in its Decision 2021/6 paragraph 14 recommended **that the United Nations Habitat Assembly at its second session of 2023 consider approving the extension of the current strategic plan for the period 2020–2023 until 2025** to cover the period 2020–2025 in order to align the planning cycle of UN-Habitat with the quadrennial comprehensive policy review⁴. In addition, in paragraph 16 of its Decision 2021/6, the Executive Board requested the Executive Director to prepare a new comprehensive options paper, in line with General Assembly resolution 73/239 of 20 December 2018 and the relevant rules of procedure, to consider ways of approving the strategic plan for the period 2026–2029 and the implications thereof for the two permanent intersessional organs of the United Nations Habitat Assembly, and present it to the United Nations Habitat Assembly for its consideration at its second session of 2023.
11. The United Nations Habitat Assembly may therefore consider the extension of the current Strategic Plan to cover the period 2020 to 2025 based on the recommendation of the Executive Board and to enable the organization to align with the QCPR.

² Recommendation made by the Committee of Permanent Representatives to UN Habitat at the first meeting of the Committee for a high-level midterm review, held online from 29 June to July 2021.

³ The report can be accessed [here](#).

⁴ Para 14 of Decision 2021/6 adopted by the Executive Board of 2021 can be accessed [here](#).

12. The Secretariat wishes to note that in line with the provisions of rule 2.f of the rules of procedure of the UN-Habitat Assembly,⁵ the United Nations Habitat Assembly shall examine and approve the UN-Habitat Strategic Plan, to be prepared by the Executive Board.
13. For the purposes of adopting the UN-Habitat Strategic Plan for 2026-2029, and take up any other matter that might require the consideration by the Assembly in 2025, the Assembly may consider the following scenario in convening its session:
- (a) The United Nations Habitat Assembly would extend the UN-Habitat Strategic Plan 2020-2023, to a period of six years, 2020-2025. For this to take effect, the United Nations Habitat Assembly's meetings scheduled in 2023 can effect the extension.
 - (b) The Assembly would meet in 2025 for a third session to adopt the next four-year UN-Habitat Strategic Plan 2026-2029. This would enable UN-Habitat to align its planning process with the QCPR mechanism, specifically the QCPR 2025-2028.
 - (c) Should the extension be granted for 2020-2025 Strategic Plan in 2024, UN-Habitat would initiate preparation of the Strategic Plan 2026-2029 working under the guidance of the Executive Board as provided for in the rules of procedure.
 - (d) In 2024, the General Assembly will adopt resolution on QCPR 2025-2028.
 - (e) Following the adoption of such a Resolution, in 2025, the UN Secretary General would be expected to put forth a plan to implement General Assembly resolution on QCPR 2025-2028.
 - (f) In 2025, the United Nations Habitat Assembly would then convene for its third Session, to adopt a Strategic Plan for the period 2026-2029.
14. Details of the scenarios are contained in the Report of the Executive Director on the alignment of the Quadrennial Comprehensive Policy Review process with UN-Habitat Planning Cycles (HSP/EB.2021/16.Add1).
15. With respect to the request to the Executive Director to prepare a comprehensive options paper, to consider ways of approving the strategic plan for the period 2026–2029, the Secretariat presents the following scenarios:
- (a) A two-day session of the United Nations Habitat Assembly in 2025. This session would be held either in-person, in a hybrid format, or virtually.
 - (b) A three-day session of the United Nations Habitat Assembly. This session would be held either in-person, in a hybrid format, or virtually. A Five-day session of the UN Habitat Assembly. This session would be held either in-person, in a hybrid format, or virtually.
16. A detail of the cost estimates for each of these options are contained in the Annex below.

⁵ [HSP/HA.1/HLS.2 Decision 1/1 - Rules of procedure of the United Nations Habitat Assembly | UN-Habitat \(unhabitat.org\)](#)

Annex***Cost estimates for the next session of the United Nations Habitat Assembly****Note by the secretariat**

1. This cost estimate is based on the following three scenarios:
 - (a) Two-day UN-Habitat Assembly
 - (b) Three-day UN-Habitat Assembly, and
 - (c) Five-day UN-Habitat Assembly
2. The cost estimate below was prepared by the UNON Division of Conference Services and is at the request of the ad-hoc working group on programmatic budgetary and administrative issues of the Executive Board at its meeting held on 3 March 2021 to support the discussions of the working group on alignment of the planning cycles of UN-Habitat with the quadrennial comprehensive policy review (QCPR).
3. The cost estimates are based on the projection of documents that would be required for the next session of the UN-Habitat Assembly as prepared by the UN-Habitat Secretariat based on paragraph 7 of decision 1/3 of the first session of the UN-Habitat Assembly which outlines the provisional agenda for the second session of the UN-Habitat Assembly to be held in June 2023.
4. The projections are provided for both in-person sessions or virtual sessions for a two-day session, three-day session and a five-day session of the UN-Habitat Assembly.
5. These estimates focus on mandated activities and do not cover non mandated activities such as security, temporary structures and medical coverage, side events, exhibition, or travel for LDCs among others.
6. The cost estimates by no means reflect the actual documentation requirements that may emanate closer to the session particularly in line with Rule 10 and Rule 12 of the rules of procedure of the UN-Habitat Assembly on the Agenda for each session.

Cost estimates for the next session of the UN-Habitat Assembly

(US \$)

<i>Regular budget resources (RB)</i>	<i>UNHA 2 (2 days) Virtual</i>	<i>UNHA 2 (2 days) On-site</i>	<i>UNHA 2 (2 days) Hybrid</i>	<i>UNHA 2 (3 days) Virtual</i>	<i>UNHA 2 (3 days) On-site</i>	<i>UNHA 2 (3 days) Hybrid</i>	<i>UNHA 2 (5 days) Virtual</i>	<i>UNHA 2 (5 days) On-site</i>	<i>UNHA 2 (5 days) Hybrid</i>
RB	RB	RB	RB	RB	RB	RB	RB	RB	RB
Meetings	72 429	43 936	43 936	108 287	108 206	108 206	177 119	164 083	164 083
Pre-session	145 860	145 860	145 860	211 497	211 497	211 497	269 841	269 841	269 841
In-session	25 526	28 649	28 649	47 405	52 089	52 089	51 051	58 859	58 859
Post-Session	32 819	32 819	32 819	65 637	65 637	65 637	94 809	94 809	94 809
Report writing	8 415	21 087	21 087	9 683	25 777	25 777	15 081	33 255	33 255
RSI Platform	16 000	–	16 000	24 000	–	24 000	40 000	–	40 000
Total (RB)	301 048	272 350	288 350	466 508	463 206	487 206	647 901	620 847	660 847

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