



UN-HABITAT

Strategic Plan, 2026 – 2029

Presentation and discussion on the preparation of the new
UN-Habitat Strategic Plan for 2026 – 2029

Executive Board of UN-Habitat
49th meeting of the Ad hoc working group on programmatic,
budgetary and administrative matters
8 April 2024 – 10:00 am to 12:00 pm EAT

- a) Detailed **process** of elaboration of the Strategic Plan:
 - Governance
 - Legislative Roadmap
 - Calendar of consultations and engagement
- b) Progress of the **analytical framework** for the Strategic Plan:
- c) **Retreat** with the Member States the week of May 27



| GOVERNANCE OF THE DEVELOPMENT OF THE STRATEGIC PLAN



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THE NEW
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The specific **governance structure** to the development of the Strategic Plan:

- ❖ **Executive Director** (ED) has authority to **propose** to the Executive Board.
- ❖ **Executive Board** (EB) is mandated by the rules of procedure of the UN-Habitat Assembly to **prepare** the Strategic Plan.
- ❖ **Ad Hoc Working Group on Programmatic, Budgetary and Administrative Matters**, subsidiary to the EB, supports the EB in **consultations** towards the preparation the Strategic Plan.
- ❖ **Committee of Permanent Representatives** (CPR) prepares the sessions of UN-Habitat Assembly, such as draft decision/outcome, including language related to the Strategic Plan, for consideration by the UN-Habitat Assembly based upon recommendation by the EB.
- ❖ **United Nations Habitat Assembly** (UN-Habitat Assembly) has the mandate to **consider and approve** the Strategic Plan as prepared by the EB.
- ❖ **Economic and Social Council** (ECOSOC) may provide **recommendations** to the General Assembly.
- ❖ **General Assembly** (GA), subsequent to decisions of UN-Habitat Assembly and of ECOSOC, has final authority to **decide**.

LEGISLATIVE ROADMAP

2023

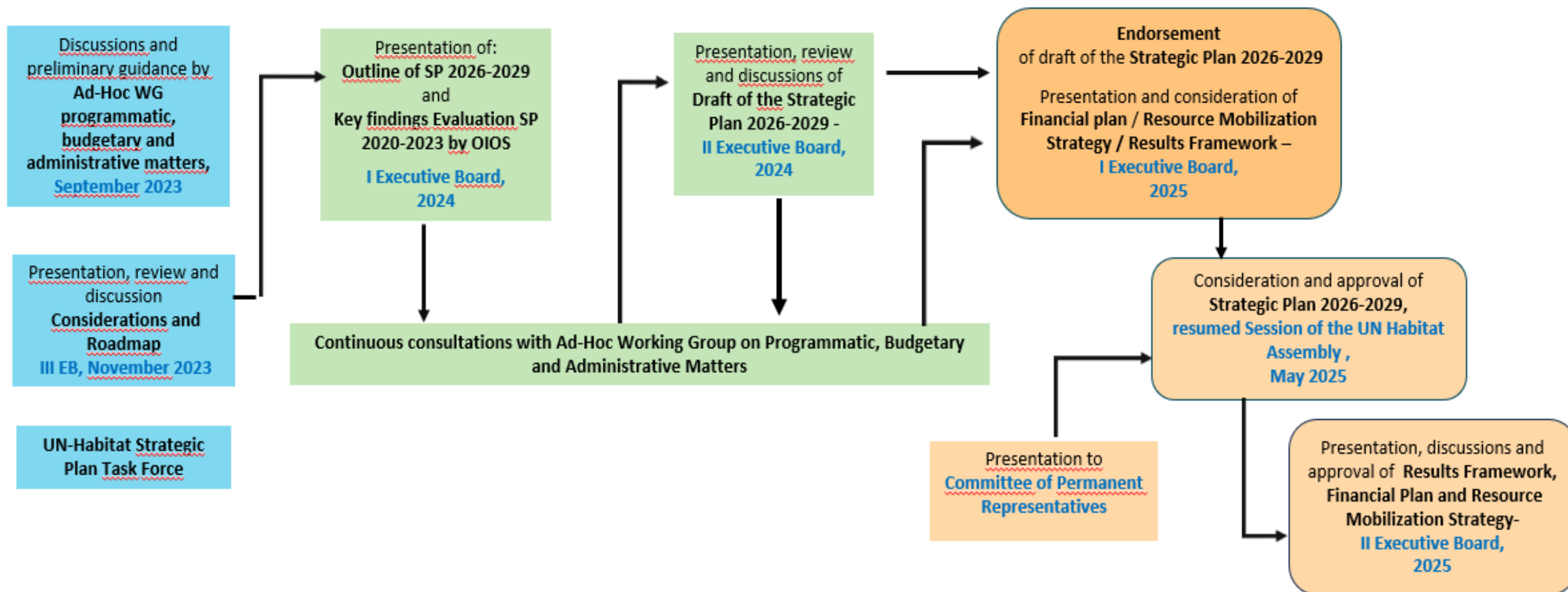
2024

2025

Initiating the process

Draft Process and Discussions

Approval



| CALENDAR OF CONSULTATIONS



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Consultations and engagement with Members States



Consultations with UN Development System entities



Engagement with Stakeholders and partners



Consultations with UN-Habitat Staff



First opportunity to maximize complementarity across our respective future SPs, and aligning human settlements dimension in strategic planning among key partner entities at the UN based on the

UN system-wide Strategy on Sustainable Urban Development.

- **Ongoing:** Bilateral consultations by AED and UN entities
- **Ongoing:** Consultations with **Strategic Planning Focal Points** and **UN Strategic Planning Network**
- **June-September:** Online Coordination Meetings with UNDP, UNEP, UN Woman, FAO, UNIDO and UNDRR
- **November 2024:** **UN System Development System Workshop** during WUF12, 4-8 November, in Cairo, Egypt



| CONSULTATIONS WITH STAKEHOLDERS AND PARTNERS



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Consultations led by **Stakeholder Advisory Group Enterprise** (SAGE) (Strategic advisory body on stakeholder participation and engagement in normative and operational programmes and intergovernmental processes)

➤ **SAGE internal working group** set up to consult with other stakeholder and groups a **proposed Roadmap for Engagement on the process of elaboration of the Strategic Plan 2026-209**

➤ Proposed consultations with **AGGI, Youth Advisory Board**, etc...

➤ Other events for engagement: ie. Civil Society Conference on the Summit of the Future 9th-10th May, Nairobi / WUF12 in Cairo

➤ Questionnaire (TBC)



| CONSULTATIONS WITH UN-HABITAT STAFF



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- **Strategic Plan Task Force** set up in January 2024:
 - Monthly meetings
 - Workshop 12th March / June (date tbc) / September (date tbc)

- *On going:* Discussion Sessions with Divisions, Branches and Regional Offices

- **15-16 May (TBC). UN Habitat Staff Retreat.** Harvesting lessons learned from whole-of-the house and ideas for continuity through the strategic planning periods.

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- *April 2024:* **Survey**

DATE	ACTIVITY	FORMAT
Apr 8	MS Dialogue 3: Analytical framework for Strategic Plan and detailed roadmap	ad-hoc WG
	<i>Presentation of detailed legislative roadmap and expected outcomes of the dialogues with the Member States.</i>	
	<i>Expected outcomes: Analytical framework for SP and roadmap and expected outcomes adjusted and acknowledged by MS; statements prepared the MS on the analytical framework at the EB session.</i>	
Apr 25	Regional dialogue with African MS in Nairobi	Africa Retreat
	<i>Positioning Africa's priorities into the Strategic Plan: Understanding the process towards the strategic plan and identifying opportunities the ADC can support the process.</i>	
	<i>Expected outcomes: Specific context of challenges of the urbanization and the human settlements in Africa is taken into account when drafting the strategic plan 2026-2029.</i>	
May 6-8	MS Dialogue 4: Principles, considerations, train of thought	EB
	<i>MS comments on Analytical framework: purposes of a strategy for UN-Habitat, proposed guiding principles, balancing considerations, train of thought for drafting the strategic plan, tentative entry points to challenges and priorities, and potential approaches.</i>	
	<i>Expected outcomes: Member States discuss and take note of the analytical framework, enabling the drafting of the strategic plan to commence, and the detailed roadmap with expected outcomes.</i>	

DATE	ACTIVITY	FORMAT
Week of May 27	MS Dialogue 5: priority challenges, role of UN-Habitat, strategic goals <i>Deep dive: MS inputs and discussions on the scope of challenges UN-Habitat plans to address in 2026-2029, the role UN-Habitat will play in addressing the challenges, and the strategic focus articulated as goals for the period.</i> Expected outcomes: Member States share their views and deliberate on the scope of priority challenges and focus on strategic goals for UN-Habitat for the period of 2026-2029, directing the drafting of these parts of the plan.	MS retreat 2
Interim consultation on the progress of drafting: as a meeting or a written procedure		
Sep tbd	MS Dialogue 6: action to be defined in the SP discussed <i>Deep dive: MS inputs and discussions on the draft proposed actions of UN-Habitat to achieve the strategic goals;</i> Expected outcomes: Member States share their views and deliberate on the proposed draft action of UN-Habitat during 2026-2029 to attain the strategic goals, directing the drafting of this part of the plan;	MS retreat 3
Nov 3 tbc	Advanced full draft of SP submitted to MS <i>MS prepare their comments to the advanced draft for the EB session in Dec 2024;</i> Expected outcomes: statements of the MS on the draft SP at the EB session	

DATE	ACTIVITY	FORMAT
Dec 3-5 2024	<p>MS Dialogue 7: SP draft endorsed in principle; action discussed</p> <p><i>Expected outcome: Member States discuss and take note of the advanced draft of the SP, enabling to finalise the drafting of the strategic plan.</i></p>	EB
Jan-Feb 2025 tbd	<p>MS Dialogue 7bis: further discussion of UN-Habitat's action formulated in the Strategic Plan 2026-2029</p> <p><i>Further refining the formulation in the SP of the action UN-Habitat must undertake to attain the strategic goals in this period.</i></p> <p><i>Expected outcome: consensus of the MS on the action enabling the Task Force to complete the drafting of the Strategic Plan 2026-2029</i></p>	AHWG PBA tbd
Mar 2025	<p>MS Dialogue 8: SP final draft endorsed</p> <p><i>Expected outcome: Member States discuss the Strategic Plan of UN-Habitat for 2026-2029 and transmit it to the resumed 2nd session of the UN-Habitat Assembly.</i></p>	EB
May 29- 31	<p>SP presented to the UN-Habitat Assembly</p> <p><i>Expected outcome: Member States discuss and adopt the Strategic Plan of UN-Habitat for 2026-2029.</i></p>	UNHA 2

- **b) Progress of the analytical framework for the Strategic Plan**



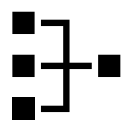
Purposes of a strategy for UN-Habitat

From the **UN-Habitat mandate** perspective: select and articulate priority challenges in the society, formulate attainable goals for the medium-term period, define action to be taken 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;

From the **UN Secretariat entity** perspective: provide guiding structure and articulation to the work of UN-Habitat, approved by the Member States - to inform structuring the work in sub-programmes.

Guiding principles



Ambitious, relevant, and responsive: defining the role of UN-Habitat in the UN adding value, and responding to the needs of the Member States;



Focused and Prioritized: addressing reasonable and workable number of relevant priority issues articulated as challenges



Flexible and adaptable: allowing for flexibility and adaptability to respond to the Member States' demands in specific contexts







Evidence and knowledge-based: informed by data, scientific research, and experience by UN-Habitat and other partners and stakeholders;



Manageable, realistic, effective, and measurable: clearly structured in measurable objectives unambiguously assigning responsibilities for attaining them.

Balancing considerations

-  **Continuity and foresight:** 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;
-  **Unique proposition and added value:** engaging in 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;
-  **Urbanization and human settlements:** addressing urbanization at a national scale as e.g. system of human settlements and working with individual human settlements;
-  **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.

Proposed train of thought for the Strategic Plan

OUR VALUES-BASED VISION e.g. human settlements in harmony with nature; equitable prosperity for all; resilience of human settlements to crises and building back better

OUR SCOPE FOR 2026-29 Priorities articulated as **challenges** to the global society

OUR ROLE What can UN-Habitat do to **address those challenges** in the multilateral system

OUR FOCUS What **goals** UN-Habitat will set for itself to address the challenges

OUR ACTION What will UN-Habitat do to attain the goals



Tentative entry points to challenges and priorities



Leveraging urbanization to advance **equitable prosperity** and achieve adequate standard of living for all (e.g., gender equality, improving universal access to housing, infrastructure, and basic services);



Harmonizing human settlements and nature mitigating pollution, environmental degradation and climate change impacts, enhancing biodiversity and ecosystems services, and harnessing the full power of circular economy;



Building urban resilience to conflicts and crises by addressing human settlements dimension of **migration and displacement** and building back better in post-conflict and post-disaster situations.

Potential approaches 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**;



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 solutions that create city-level impact and systems change.

- **c) Retreat with the Member States the week of May 27**



MS Retreat 2: priority challenges, role of UN-Habitat, strategic goals

Background document: proposed annotated outline of the SP

Content: Deep dive - MS inputs and discussions on

- the scope of challenges UN-Habitat plans to address in 2026-2029,
- the role UN-Habitat will play in addressing the challenges,
- the strategic focus articulated as goals for the period.

Expected outcomes: Member States share their views and deliberate on the scope of priority challenges and focus on strategic goals for UN-Habitat for the period of 2026-2029, directing the drafting of these parts of the plan.

THANK YOU!

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