

## Strategic Plan 2026-2029

### Main takeaways from other UN strategies for developing UN-Habitat's strategic plan

The overview below presents the results of analysis of eight other UN strategies<sup>1</sup> on issues including: key elements, articulation of how the desired impact is achieved, measurability/monitoring frameworks, and length.

#### KEY ELEMENTS

Key elements which the strategies reviewed here consider are: relevant societal challenges that the plan focuses on for the period of the strategy; the role of the respective UN entity in addressing these areas, including through collaborations across the UN system; what will be done about this; and how/through what means this will be implemented/achieved – often in this line of reasoning. Notably, many of the entities ground their strategic plans in the SDGs and do not include a dedicated future-oriented statement.

#### ARTICULATION OF DESIRED RESULTS AND ACTIONS TO ATTAIN THEM

Most of the UN entities in this review articulate their desired results in a hierarchy of actions (e.g., UN-Women) or outputs (e.g. UNODC) that they have full control of, and outcomes which they influence directly. Others categorize “outcomes at different levels” (WFP). Some also include impacts in the same hierarchy (UNDP and UNIDO), sometimes qualifying this hierarchy of results as a “results chain” (FAO and UNIDO). However, the determinant links among these levels are almost never clearly established. Some present this hierarchy in the strategic document (UNIDO), some in the separate results framework (UNDP and UN-Women) or an annex (UNODC).

#### MEASURING PERFORMANCE

In terms of measurability, all entities commit to monitoring implementation and performance, yet there is a variety of approaches. Many draw on SDG targets (FAO), and statutory and other United Nations reporting requirements. None of the reviewed strategic plans include operational indicators. These are rather included in dedicated performance measurement frameworks, such as Integrated Results and Resources Framework of UNDP/UN Women etc., UNIDO's Integrated Results and Performance Framework. Whilst these frameworks are often aligned with the period of the Strategic Plan, UNEP's results framework is defined for the biennium in the programme of work and budget.

#### LENGTH

Most of the strategic documents are kept very concise and remain between approximately 8,500 and 10,800 words in their approved legislative texts. An outlier to this trend is UNEP with approximately 26,600 words, whilst the current strategic plan of UN-Habitat is approximately 21,000 words long.

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<sup>1</sup> The strategies included in the review are: UNEP Medium-Term Strategy 2022—2025; UNIDO 2022-2025 Medium-Term Programme Framework; UN-Women Strategic Plan 2022-2025; UNDP Strategic Plan, 2022-2025; UNODC Strategy 2021-2025; UNOPS strategic plan, 2022-2025, restated; FAO's Medium-Term Plan 2022-2025; WFP Urban Strategy 2023. Link to the documents: [Other UN strategies](#)