

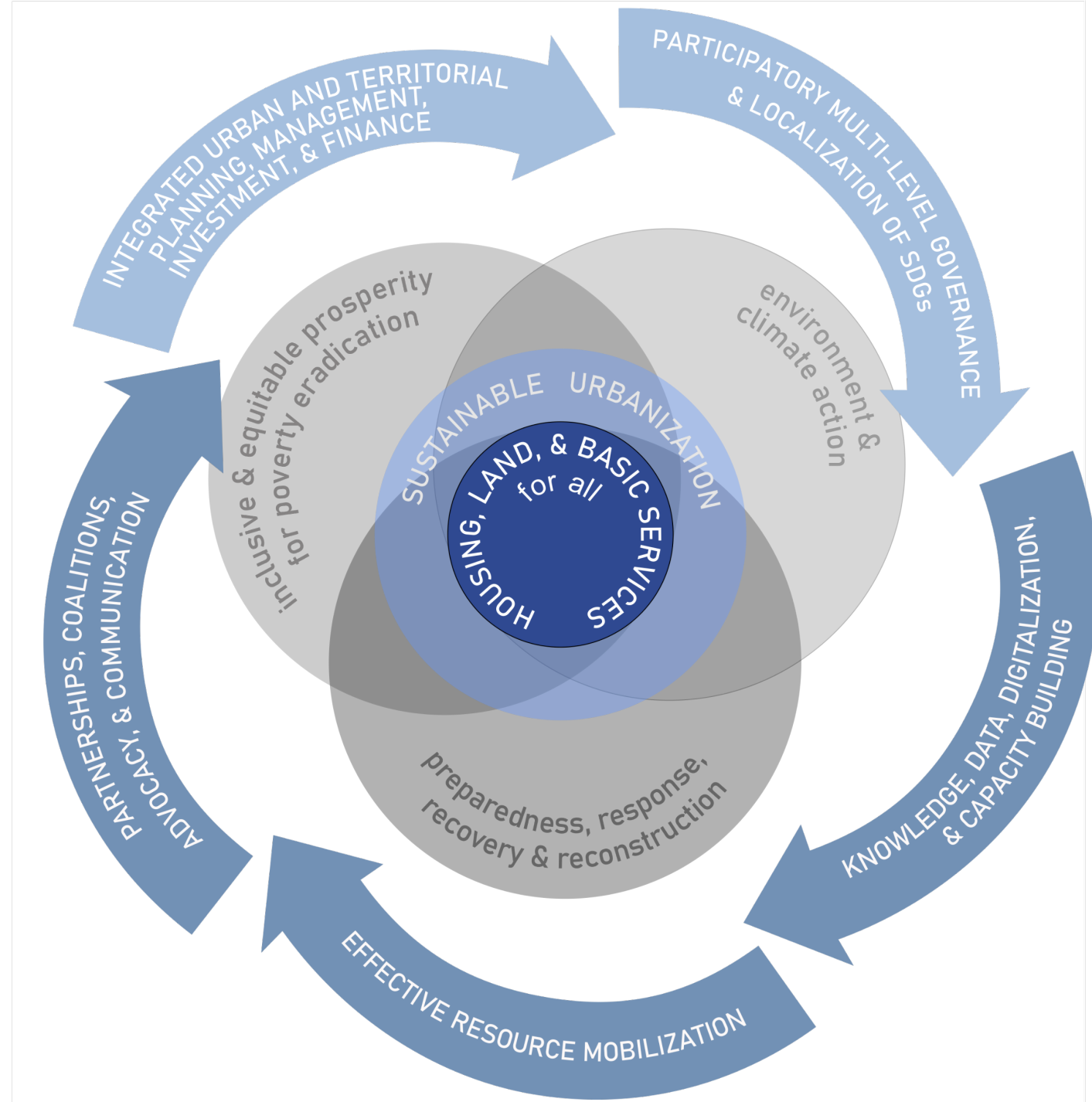


UN-HABITAT

UN-Habitat Strategic Plan 2026 – 2029

Fourth Retreat of the Member States
2025 01 15

Session I: Proposed outcomes of the Strategic Plan 2026-2029



Relation of the proposed MoI and Outcomes

Results chain hierarchy:

Impact: what occurs in people's lives [*indirect influence*]

Outcomes: what we enable our partners to do better [*direct influence*]

Outputs: deliverables of our work [*full control*]

Relation of the proposed MoI and Outcomes:

Outcomes = distinct level in the hierarchy of the results chain

Means of Implementation = instruments to seek outcomes

Examples of outcomes of other UN entities [1]

UNODC:

- Improved monitoring and analysis of the world drug problem
- Improved quality and coverage of drug prevention treatment, care and rehabilitation services, with a focus on youth, women and people in vulnerable circumstances

UN Women

- A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of all women and girls is strengthened and translated into gender-responsive laws, policies, and institutions.
- Public and private financing advance gender equality through gender-responsive financing policies, strategies and instruments.

Examples of outcomes of other UN entities [2]

UNIDO:

- Strengthening knowledge and institutions:
 - firms are enabled to boost their innovative capacity, adopt circular models and best-available, low-carbon and digital technologies, and apply and develop best practices to achieve Inclusive and Sustainable Industrial Development
 - stakeholders and institutions are encouraged to work in partnership, establish networks and diffuse knowledge. (...) “
 - national, regional and international policymakers prioritize ISID in sustainable development agendas, and introduce transformative industrial strategies. Countries align normative frameworks with international best practices, strengthen industrial data and evidence-based, inclusive policymaking.

UN-Habitat's Mol and outcomes [1]

Mol: Integrated urban and territorial planning, management, investment and finance

Outcome: Effective spatial development plans, ~~planning systems~~ policies and legislation, and finance frameworks promote the social and ecological function of land and catalyse public and private investments for adequate housing, land and basic services for all.

Mol: Participatory multi-level governance and localization of the Sustainable Development Goals

Outcome: Effective participatory multi-level governance mechanisms for adequate housing, land and basic services for all and accelerated SDG localization.

UN-Habitat's Mol and outcomes [2]

Mol: Knowledge, data, digitalization, and capacity development

Outcome: Improved knowledge and capacities for evidence-based, innovative policies on adequate housing, land, and basic services for all.

Mol: Partnerships, coalitions, advocacy and communication

Outcome: Increased awareness and strengthened collaboration among relevant stakeholders for achieving adequate housing, land, and basic services for all

Mol: Effective resource mobilization

Outcome: Increased and predictable resources for UN-Habitat and its partners for promoting adequate housing, land, and basic services for all.

Referring to the strategic focus in each outcome

Should we keep it as is – or should we rather refer to it in an overarching paragraph, before we list Mol and outcomes?

	<i>key elements</i>	<i>planned results</i>	<i>monitoring indicators</i>
strategic plan	<p>IMPACT AREAS</p> <p>STRATEGIC FOCUS</p> <p>MEANS OF IMPLEMENTATION</p>	<p>impact [indirect influence]</p> <p>outcomes [direct influence]</p>	<p>SDG & GUMF indicators</p> <p>core indicators [adapted from SP 2020-2025]</p>
Annual Work Programme & Budget	<p>ACTIONS as “activities” in Annual Work Programme and Budget</p>	<p>outputs [full control] as “results” in Annual Work Programme and Budget</p>	<p>performance measures in Annual Work Programme and Budget</p>

Session II: implementation and monitoring

Principles for guiding implementation ^[1]

How to ensure that the Mol work coherently toward the strategic plan at different levels (and regions) across the organization?

- **Ensure horizontal coherence and collaboration across** all 5 Mol by gearing all work **in support of the strategic focus:**
 - **Seek coherence and integrated delivery** through global programmes and initiatives to integrate Mol **at different levels across normative and operational pillars;**

Principles for guiding implementation [2]

- **Ensure symbiotic vertical coherence between HQ and field operations:**
 - to promote the strategic focus, **global programmes and services work with country and regional level field projects** managed by country offices;
 - HQ supports with relevant knowledge and expertise and harvests new knowledge in a constant feedback loop to enhance the expertise;
- **Prioritize, encourage and support collaboration with other UN entities** and the broader multilateral system **where the strategic focus adds value in the three impact areas**. This will primarily assure the overall impact in the three impact areas in coordination with the UN system entities leading in those impact areas (i.e., UNDP, UNHCR and UNEP).

Challenges to implement these principles

How to allocate responsibilities for coordination of collaboration pursuing the strategic focus and global impact, and pursuing outcomes under individual Mol?

Consider two-tier responsibilities: for individual Mol/outcomes, including for horizontal and vertical collaboration (HQ divisions/branches), and for horizontal and vertical coordination and coherence (OED).

How to enforce/motivate coherence and collaboration for the common focus and goals?

HQ and field managers have goals of different nature which must be bridged; every manager both at the HQ and in the field strives to fully control their staff, budgets, and timelines, whilst collaboration across organization requires sharing control and resources for coordination.

Next steps

Take stock of existing practices within UN-Habitat that already conform with some of the above principles and modalities (even if with different substantive focus), and consolidate lessons;

Initiate, promote and support pilot initiatives (including the adjustment of existing programmes) conforming to the above principles;

Consider **organizational and resource alignment to assign clear authority and responsibilities** and ensure integration as well as coherence;



Next steps

Timeline

- **24 Jan** submit update on process for translation for the EB 1st session of 2025,
- **10 Feb** consultation with MS @AHWG PBA (incl. report on regional c),
- **24 Feb** final consultation with MS @AHWG PBA,
- by **28 Feb** develop final draft, and submit it as INF in ENG only to EB,
- **6 Mar** submit the same for translation for UNHA,
- **24 Mar** translations for UNHA ready
- **25-27 Mar** EB 1st session of 2025,
- 31 March submit tracked changes [redline] to 6 March version to translators, taking EB deliberations into account [if negotiated with DCS]

Strategic Plan 2026 -2029: Proposed Monitoring Framework

- ❑ Drawn on **lessons learned** from previous monitoring efforts.
- ❑ Ensures **coherence** between global priorities and organizational efforts.
- ❑ Incorporates an analysis of existing indicators and performance measures to ensure **relevance and efficiency**.
- ❑ Is **pragmatic**, taking into account UN-Habitat's capacity for data collection, analysis, and monitoring.



PROPOSED MONITORING FRAMEWORK



IMPACT LEVEL Indicators

Derived from relevant SDGs and UMF Indicators

1.4.1 Proportion of population living in urban households with access to basic services (UMF)

1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure (UMF)

11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG 11)

11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generated, by cities (SDG 11)

11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities (SDG 11)

11.a.1 Number of countries that have national urban policies or regional development plans that (a) respond to population dynamics; (b) ensure balanced territorial development; and (c) increase local fiscal space (SDG 11)

OUTCOME LEVEL Indicators

Build upon the current core Indicators of SP 2020-2025

Indicators aligned to the proposed SP 2026-2029 outcomes				
Means of implementation	SP 2026-2029 Proposed Outcomes	Prioritized Core Indicators SP 2020-2025 (29)	Other indicators from the Results Framework 2020-2025 (120)	Design of new indicators?
Integrated urban and territorial planning, management, investment and finance	Effective spatial development plans, planning systems and finance frameworks promote the social and ecological function of land and catalyse public and private investments for adequate housing, land and basic services.			
Participatory multi-level governance and localization of the Sustainable Development Goals	Effective participatory multi-level governance mechanisms for adequate housing, land and basic services for all and accelerated SDG localization.			
Knowledge, data, digitalization, and capacity development	Improved knowledge and capacities for evidence-based, innovative policies on adequate housing, land, and basic services for all.			
Partnerships, coalitions, advocacy and communication	Increased awareness and strengthened collaboration among relevant stakeholders for achieving adequate housing, land, and basic services for all.			
Effective resource mobilization	Increased and predictable resources for UN-Habitat and its partners for promoting adequate housing, land, and basic services for all.			

PRIORITIZED CORE INDICATORS FROM SP 2020-2025 RESULT FRAMEWORK

Subprogramme 1: Reduced spatial inequality and poverty in communities across the urban-rural continuum	
Domain of Change Level Indicators	
1.a	Total population having access to adequate housing in partner cities
1.b	Total population in partner cities having convenient access to open public space.
1.d	No. of people in partner cities with access to basic services incl. (a) basic drinking water services, (b) basic sanitation and basic hand-washing facilities, (c) basic waste collection services, (d) modern energy services in partner cities due to UN-Habitat initiatives
1.e	Proportion of population that has convenient access to public transport in partner cities (reformulated) No. of people in partner cities with access to public transport and sustainable mobility options due to UN-Habitat initiatives
1.i	Number of people living in areas that have a statutory plan in partner cities
1.j	Number of partner cities with institutionalized mechanisms for inclusive participation of civil society in urban planning and management
Outcome Level Indicators	
Outcome 1.1: Increased and equal access to basic services, sustainable mobility and public space	
Outcome 1.2: Increased and secure access to land and adequate and affordable housing	
1.2f	Number of households who have secure tenure rights to land with officially recognized documentation in partner cities [reformulated] Number of households with increased secure tenure rights to land documentation <u>with in</u> partner countries
1.2g	Number of partner cities implementing innovative financing partnerships for slum upgrading and low-cost housing
Outcome 1.3: Effective settlements growth and regeneration	
1.3b	Number of partner cities that have implemented urban and territorial(a) renewal and (b) regeneration initiatives that preserve and protect both natural heritage and tangible and intangible cultural heritage
Subprogramme 2: Enhanced shared prosperity of cities and regions	
The SP2 indicators are as presented in the original Indicator metadata sheets. No revised indicators were provided.	
Domain of Change Level Indicators	
2.a	Territorial per capita income disaggregated by urban and rural areas (based on national definition of urban and rural) *
Outcome Level Indicators	
Outcome 2.1: Improved spatial connectivity and productivity of cities and regions	
2.1a 1	Number of partner countries that have a National Urban Policy or Regional Development Plans that align with UN-Habitat's guidelines
2.1a 2	Number of partner countries with urban and territorial plans that reflect at least 6 of the 12 principles of the International Guidelines on Urban and Territorial Planning
2.1a 3	Number of partner countries that have governance structures and mechanisms advancing metropolitan development
2.1a 4	Number of partner countries that have adopted OR are implementing sub-national integrated mobility systems

2.1a 5	Number of partner countries that are implementing the Guiding Principles for Urban-Rural Linkages
Outcome 2.2: Increased and equitably distributed locally generated revenues	
2.2b	Number of partner subnational authorities with increased local per capita revenue generation
2.2e	Number of partner subnational authorities that have increased their spending on non-recurrent expenditure
Outcome 2.3: Improved use of frontier technologies and innovation for inclusion and sustainable urban development	
2.3d	Number of partner national and local authorities that have adopted policies, strategies and approaches to make use of frontier technologies and urban innovations to improve social inclusion, urban environment, resilience and quality of life
Subprogramme 3: Strengthened climate action and improved urban environment	
Domain of Change Level Indicators	
3.a	Number of people living in partner cities and human settlements that have benefited from climate change and environmental action
Outcome 3.1: Reduced greenhouse emissions and improved air quality	
3.1f	Number of partner countries with stronger urban content in national and global climate action frameworks and instruments (in particular NDCs)
Outcome 3.2: Improved resource efficiency and protection of ecological assets	
3.2c	Number of partner cities with increased proportion of municipal solid waste received by recovery facilities out of the total municipal solid waste generated
Outcome 3.3: Effective adaptation of communities and infrastructure to climate change	
Subprogramme 4: Effective urban crises prevention and response	
Outcome 4.1: Enhanced social integration and inclusive communities	
4.1h	Proportion of partner crisis-affected cities that are implementing inclusive, evidence-based, sustainable recovery approaches that foster social integration, inclusiveness and transition to sustainable development, in line with the principles of building back better and ensuring that no one is left behind
Outcome 4.2: Improved living standards and inclusion of migrants, refugees, internally displaced persons and returnees through effective crisis response and recovery	
4.2a	Number of partner cities that integrate the concerns of migrants, refugees, IDPs, returnees and host communities into their urban planning and management
Outcome 4.3: Enhanced resilience of the built environment and infrastructure	
4.3c	Number of partner cities implementing local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction
Cross-cutting Thematic Areas	
Outcome 5.2: Safety	
5.2b	Number of partner local authorities that are implementing sustainable and inclusive local safety strategies and approaches
Social inclusion issues: human rights; gender-based discrimination; older persons, children and youth; disability	
Outcome 6.1: Human Rights	
6.1d	Number of partner cities that are implementing participatory approaches that ensure the meaningful engagement of all segments of the population in urban management processes
Outcome 6.2: Gender-based Discrimination	
6.2c	Proportion of UN Habitat initiatives that have a dedicated budget (minimum 10 per cent of total budget) for gender-specific activities
Outcome 6.3: Children, Youth, Older Persons and Persons with Disability[1]	
6.3a	Number of partner cities that are implementing initiatives aimed at child- and youth-friendly cities and spaces

SP 2026-2029 Proposed Outcomes	Prioritized Core Indicators SP 2020-2025 (29)	Other indicators from the Results Framework 2020-2025 (120)	new indicators?
<p>Effective spatial development plans, planning systems and finance frameworks promote the social and ecological function of land and catalyse public and private investments for adequate housing, land and basic services.</p>	<p>1.1 Number of people living in areas that have a statutory plan in partner cities</p> <p>4.1.e Number of partner countries implementing national urban frameworks (policies, laws, spatial development plans) that adopt inclusive urban governance and planning approaches</p> <p>2.1a.2 Number of partner countries with urban and territorial plans that reflect at least 6 of the 12 principles of the International Guidelines on Urban and Territorial Planning</p>		
<p>Effective participatory multi-level governance mechanisms for adequate housing, land and basic services for all and accelerated SDG localization.</p>	<p>1.j Number of partner cities with institutionalized mechanisms for inclusive participation of civil society in urban planning and management</p> <p>2.1a.3 Number of partner countries that have governance structures and mechanisms advancing metropolitan development</p>	<p>Number of partner countries and partner cities carrying out voluntary national reviews and voluntary national and local reviews on urban Sustainable Development Goals</p>	
<p>Improved knowledge and capacities for evidence-based, innovative policies on adequate housing, land, and basic services for all.</p>	<p>2.3 d: Number of partner national and local authorities that have adopted policies, strategies and approaches to make use of frontier technologies and urban innovations to improve social inclusion, urban environment, resilience and quality of life</p>		
<p>Increased awareness and strengthened collaboration among relevant stakeholders for achieving adequate housing, land, and basic services for all.</p>		<p>Number of stakeholders participating in intergovernmental processes</p> <p>Total number of partners organizing events and supporting UN Habitat campaigns and Urban Thinkers Campuses</p>	
<p>Increased and predictable resources for UN-Habitat and its partners for promoting adequate housing, land, and basic services for all.</p>		<p>Total value of income agreements signed, as well as income from non-earmarked contributions and the regular budget appropriation to support the implementation of</p>	<p>Volume of Predictable and Flexible Funding Secured measured as the total amount of funding committed annually by both traditional donors</p>

THANK YOU!

