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Briefing on “Monitoring of the Strategic Plan 2026-2029”

63st meeting of the Ad hoc working group on programmatic, budgetary and administrative matters
17 February 2025

□ Approach

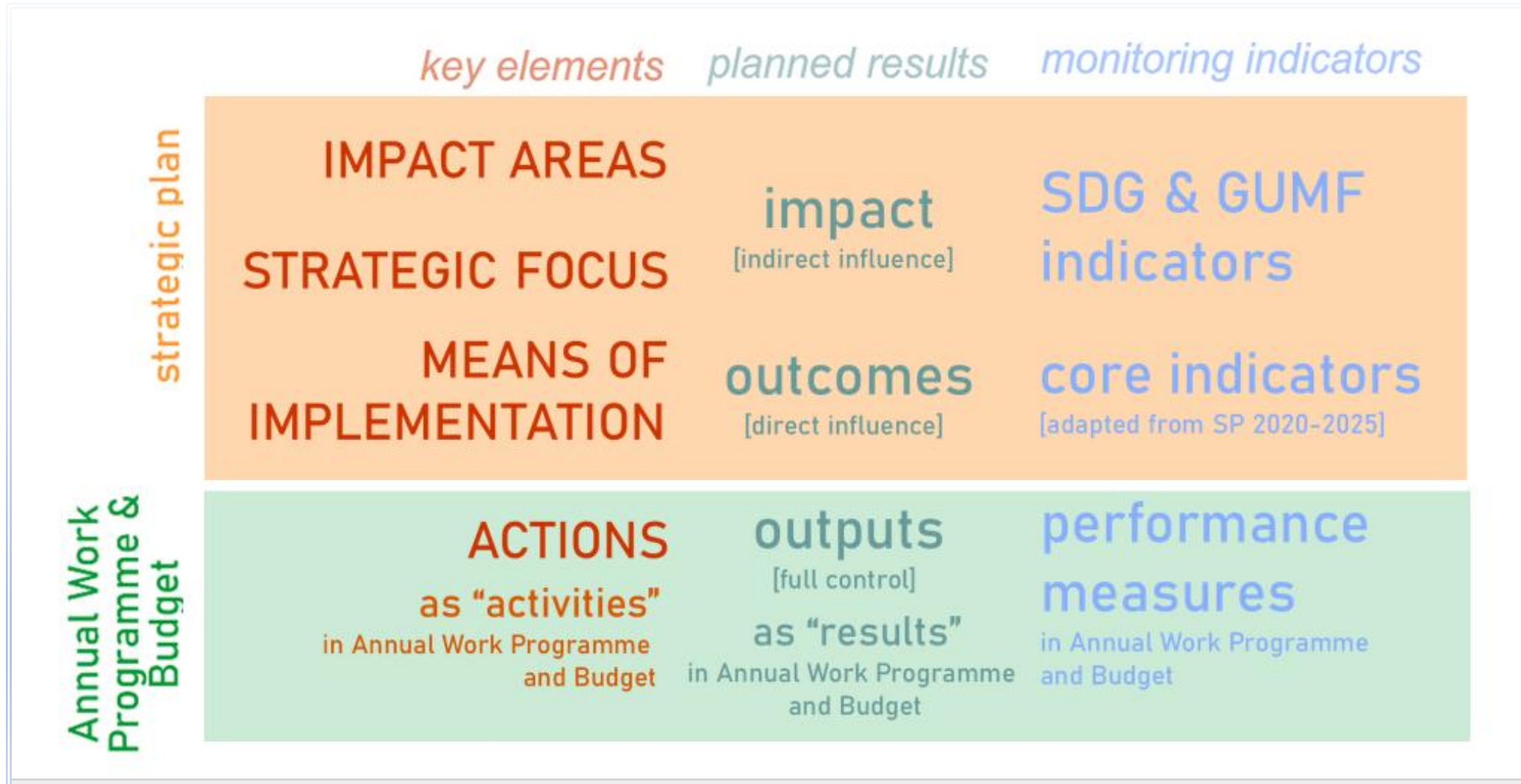
- Results chain in the draft strategic plan 2026-2029

□ Key considerations

- Progress assessed against the strategic focus
- Collaborative approach to data: member States, UN-Habitat, partners
- Existing and new indicators

- Draws on **lessons learned** from previous monitoring efforts.
- Ensures **coherence** between global priorities and organizational efforts.
- Builds on **existing indicators** and performance measures while developing new ones.
- Is **pragmatic** and takes into account UN-Habitat's capacity for data collection, analysis, and monitoring.
- Draws insights from monitoring practices from other entities within the **UN system**.
- This process responds to the **challenges** identified by the OIOS mid-term evaluation of the 2020–2025 Strategic Plan

Objectives and core structure



- **Considering** indicators from **global frameworks and** leveraging its **existing monitoring** to identify indicators, while **developing new ones**.
- **Criteria:**
 - Applying **SMART** principles (Specific, Measurable, Attainable, Relevant and Time-bound).
 - Need for a **manageable scope** and coverage within the strategic plan period.
 - **Reasonable attribution** to UN-Habitat's work and actions.
 - Indicators that have data available, or clear pathways of **data collection**
 - Indicators whose budget requirements are within the **capacities** of the agency and implementing partners to collect and analyse data.
 - Indicators with which **evidence** is verifiable and observable.



➤ Impact Level (6)

- **3 dimensions of the Strategic Focus** (Housing, Land, and Basic Services)
- **3 impact areas** (Equitable and inclusive prosperity for poverty eradication; Preparedness, response, recovery and reconstruction; Environment and climate action)

➤ Outcome Level

- Specific indicators outlined for each of the **dimensions** included in proposed outcomes
- In some cases, **additional** indicators to complement the existing ones—either by strengthening the connection to the strategic focus **or** emphasizing areas where UN-Habitat serves as a global leader



Clarifications

- **Examples** of some of the indicators we are working on, organized by components and dimensions.
- A **‘housing lens’** will be applied to all indicators, including those at the impact level.
- Primary preference is to focus on **available data**, new indicators and data collection methods will be required, including surveys and other tools will be required.
- **Reporting cycles**
- Consideration to distinguish monitoring the overall global situation and progress versus monitoring the situation in the countries where UN-Habitat works (**partner countries and cities**).

IMPACT LEVEL

STRATEGIC FOCUS	
Dimension	Indicators
<i>Adequate Housing</i>	Proportion of urban population living in slums, informal settlements or inadequate housing (Source: Sustainable Development Goals 11.1.1 /Results Based Framework SP2020-2025 1.f).
<i>Land</i>	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 (Source: Global Urban Monitoring Framework 1.4.2)
<i>Basic Services</i>	Proportion of population living in urban households with access to basic services (Source: Sustainable Development Goals 1.4.1)

Impact Areas		
	Equitable and inclusive prosperity for poverty eradication	Proportion of urban population under the international poverty line (Source: SDG 1.1.1) / Number of partner cities that have implemented urban and territorial renewal and regeneration initiatives that preserve, protect and enhance socio-economic assets, natural heritage and tangible and intangible cultural heritage. (Source: Selected Core Indicators of SP2020-2025. 1.3.b)
	Preparedness, response, recovery and reconstruction	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 particular in contexts of displacement, in line with the principles of building back better and ensuring that no one is left behind. (Source: Selected Core Indicators of SP2020-2025 4.1.b).
	Environment and climate action	Number of people living in partner cities and human settlements that have benefited from climate change and environmental action (Source: Selected Core Indicators of SP2020-2025. 3.a)
		Number of partner countries with stronger urban content in national and global climate action frameworks and instruments (in particular NDCs) (Source: Selected Core Indicators of SP2020-2025. 3.1f)



OUTCOME LEVEL

Means of implementation

Integrated urban and territorial planning, management, investment and finance

Outcome

Spatial development plans, policies and legislation, planning systems and finance frameworks foster the social and ecological function of land and catalyse public and private investments for adequate housing, land and basic services for all

Dimension

Planning and management

Finance

Note: Indicator for strengthening the connection with Strategic Focus

Indicator

Number of partner countries implementing national urban frameworks (policies, laws, spatial development plans) that adopt inclusive urban governance and planning approaches (Source: Selected Core Indicators of SP2020-2025. 4.1.e)

Number of partner countries that have strengthened the incentives for own-source revenue optimization in the fiscal decentralization framework (Source: Results Based Framework SP2020-2025 2.2.a)

Population in partner countries benefited from national housing policies and strategies that provide adequate and affordable housing for all in line with SDG 11.1 and the right to adequate housing (Source: Results Based Framework SP2020-2025 1.2.c). Note: LHS is using it for partner countries



Means of implementation	Outcome	Dimension	Indicator
Participatory multi-level governance and localization of the Sustainable Development Goals	Participatory multi-level governance mechanisms support adequate housing, land, and basic services for all, mainstreaming gender equality and women’s empowerment, and accelerate SDG localization	Participatory Multi-level governance for SDG’s localization	Number of countries with active multilevel governance mechanisms for SDG-related policy and decision-making inclusive of local governments and local community representatives (Source: new)
		Gender mainstreaming	Number of partner national and subnational authorities that are ensuring the equal participation of women and men in all joint initiatives. (Source: Results Base Framework of SP2020-2025. 6.2.b)
		Additional Indicator	Number of partner countries and partner cities carrying out / completing voluntary national reviews and voluntary local reviews on urban Sustainable Development Goals (Source: Results Base Framework of SP2020-2025.8.3 c)



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Means of implementation	Outcome	Dimension	Indicator
Knowledge, data, digitalization, and capacity development	Improved knowledge and capacities for evidence-based, innovative policies on adequate housing, land, and basic services for all	Knowledge	Number of local and national governments that have used UN-Habitat knowledge products for “Adequate Housing, Land and Basic Services” policy formulation (Sources: Results-Framework Strategic Plan 2013-2019)
		Data	Number of local and national governments that have adopted/ applied the Global Urban Monitoring framework approach to track progress of SDGs and NUA (source: new)
		Capacities	Number of individuals directly benefitting from professional capacity development activities and materials developed or supported by UN-Habitat on “Adequate Housing, Land and Basic Services” (source: new)
		Innovation	Number of countries and cities that mainstream and uptake the international guidelines on people-centred smart cities to formulate, implement and monitor smart city policies, plans and strategies (Source: new)

Partnerships, coalitions, advocacy and communication	Increased awareness and strengthened collaboration among relevant stakeholders promote adequate housing, land, and basic services for all	Increased awareness	Number of cities and countries engaging on corporate events and campaigns such as World Urban Forum, Urban October (World Habitat Day and World Cities Day) to scale up partnerships and coalitions. (Source: new)
		Strengthened collaboration	Number of national, subnational and local governments, multistakeholder and multilevel coalitions significantly promoting housing, land, and basic services as drivers of sustainable development at all levels. (Source: new)
Effective resource mobilization	Increased and predictable resources for UN-Habitat and its partners advance adequate housing, land, and basic services for all	Resources for UN-Habitat	Total value of grants signed in Contribution Agreements per year (volume of project funding). (Source: new)
			Amount of non-earmarked contributions per year. (Source: new)
			Percentage of multi-year funding (predictability). (Source: new)
		Resources for UNH partners	-



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Thank you





- 17 Feb 2025** Briefing of progress in selecting monitoring indicators to MS at AHWG PBA
- 17 Mar 2025** Possible submission of INF in-session update to EB on progress of developing monitoring framework as an annex to ED Report on SP 2026-2029
- XX Apr 2025** Possible submission of INF in-session update on progress of developing monitoring framework as an annex to SP 2026-2029 to UNHA
- XX Oct 2025** **Submission of Monitoring Framework to 3rd session of EB 2025**
Approval of the Monitoring Framework during 3rd session of EB 2025





OIOS recommendations on SP monitoring and evaluation:

- **Inadequate results framework:** Despite a clear theory of change and focus on outcomes, the SP lacked a proper framework to track progress; the result framework went through multiple revisions of indicators.
 - **Monitoring issues:** Data for indicators was often missing, and the monitoring process lacked clear, systematic tracking.
 - **Coordination challenges:** Subprogramme coordination was assigned to four mid-level staff with limited time (about 10% of their role) and no supervisory power over implementing units, resulting in inconsistent guidance and tracking across subprogrammes.
 - **IPMR system weaknesses:** The IPMR project database contained many vague or irrelevant indicators, with numerous empty or outdated data cells, making it unreliable for results monitoring.
 - **Limited resources:** There was a low level of dedicated resources for results monitoring, despite efforts to train staff in results-based management.