



UN-HABITAT

Agenda item 6:

Report of the Executive Director on the draft strategic plan for the 2026–2029

Executive Board of UN-Habitat: First session for the year 2025
25 to 27 March 2025

PROCESS OF DEVELOPING the proposed strategic plan



Stages of development of the strategic plan

The preparatory process included elements that **sequentially, incrementally, and iteratively** articulate the development of the plan, carried out **in consultation with the Member States and following their guidance**. The key stages of the process of developing the strategic plan were:

- **Guiding principles**, defining the purposes, approach, and other preliminary considerations;
- **Key elements of the substantive framework**: global challenges, strategic focus in the context of the vision for the period of 2026-2029, impact areas, and means of implementation;
- **Planned results**: impact on people's lives, and outcomes for the key actors and stakeholders in the process;
- **Principles for coherent implementation, monitoring** performance, and selecting indicators.

Process of developing the strategic plan

4 retreats of the Member States, to solicit their guidance;

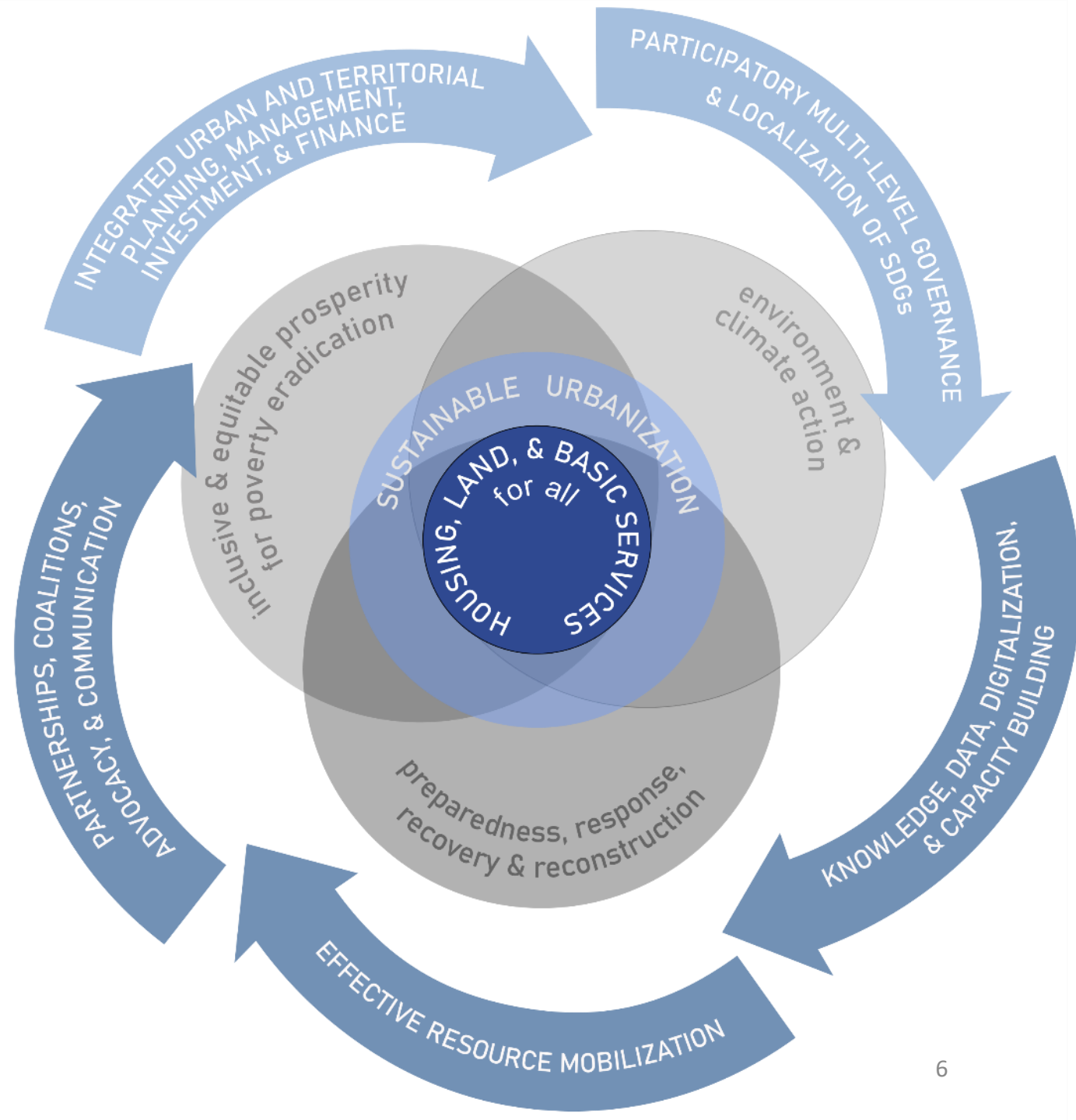
- 31 January 2024 on the **proposed guiding principles**;
- 30 May 2024 on **the priorities and goals to be included in the strategic plan**;
- 16 September 2024 on the draft annotated outline, containing **the proposed key elements of the substantive framework, the proposed hierarchy of the planned results**, and examples of the proposed formulation of the impact and outputs; and,
- 15 January 2025 on the **proposed outcomes, implementation guidance, and monitoring of implementation** performance of the strategic plan.

8 meetings of the ad hoc working group on programmatic, budgetary and administrative matters: consultations with the Member States on the development of the strategic plan;

Other consultations on development of the strategic plan

- The Executive Director held **4 retreats and consultations with staff members** on the development of the strategic plan.
- Consultations on the **alignment of the strategic plan with those of other United Nations Development System entities** took place during the 12th session of the World Urban Forum in Cairo, Egypt, from 4 to 8 November 2024, and at the annual meeting of the United Nations Strategic Planning Network in Rome, Italy, from 18 to 21 November 2024.
- **Consultations with stakeholders and partners, including civil society, professional associations, and academia** took place at the 12th session of the World Urban Forum in Cairo, Egypt, from 4 to 8 November 2024 through a dedicated session and digital feedback mechanisms for participants.

PROPOSED STRATEGIC PLAN



Strategic focus

- **Addressing the global housing crisis and challenges related to poverty, climate change, and humanitarian crises is key**
- **UN-Habitat will focus on the opportunity to address these challenges through **access to adequate housing, land and basic services for all, including the transformation of informal settlements and slums****
- **This focus will maximise our added value and returns housing to the centre of UN-Habitat's work and sustainable urban development**

Impact areas

The strategic plan of UN-Habitat for 2026-2029, **adding value to the efforts of the United Nations and the broader multilateral system**, seeks to address global challenges mirrored by **three impact areas**:

- **equitable and inclusive prosperity for poverty eradication;**
- **preparedness, response, recovery and reconstruction;**
- **environment and climate action.**

The expected global impact is that **more people** in cities and human settlements, in particular those in vulnerable situations, including people living in informal settlements and slums and those affected by humanitarian crises and climate impacts, will prosper and **have their lives transformed through increased access to adequate housing, land, and basic services for all.**

Means of Implementation and outcomes [1]

Driven by strategic focus, the **improvement of people's lives in all impact areas will be sought through five means of implementation**. They enable UN-Habitat to seek the impact through expected outcomes:

1) **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 access to adequate housing, land and basic services for all.**

2) **participatory multi-level governance and localization of the SDGs;**

Outcome: **Participatory multi-level governance mechanisms support access to adequate housing, land and basic services for all, and the mainstreaming and achievement of gender equality and the empowerment of women and girls, and accelerate SDG localization.**

Means of Implementation and outcomes [2]

3) knowledge, data, digitalization, and capacity development;

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

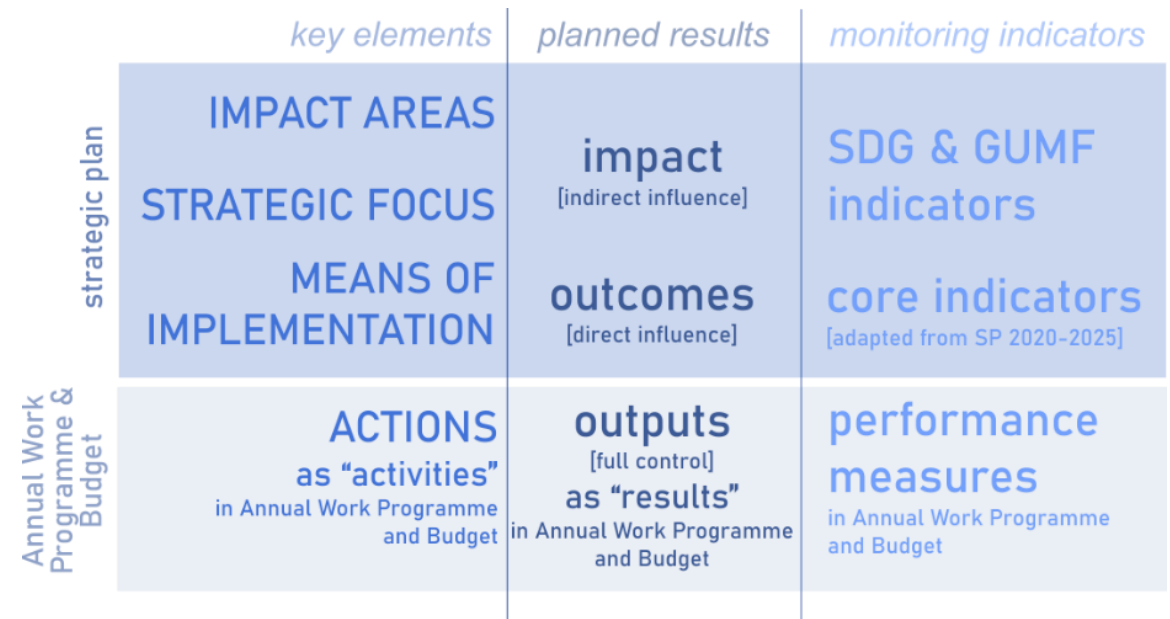
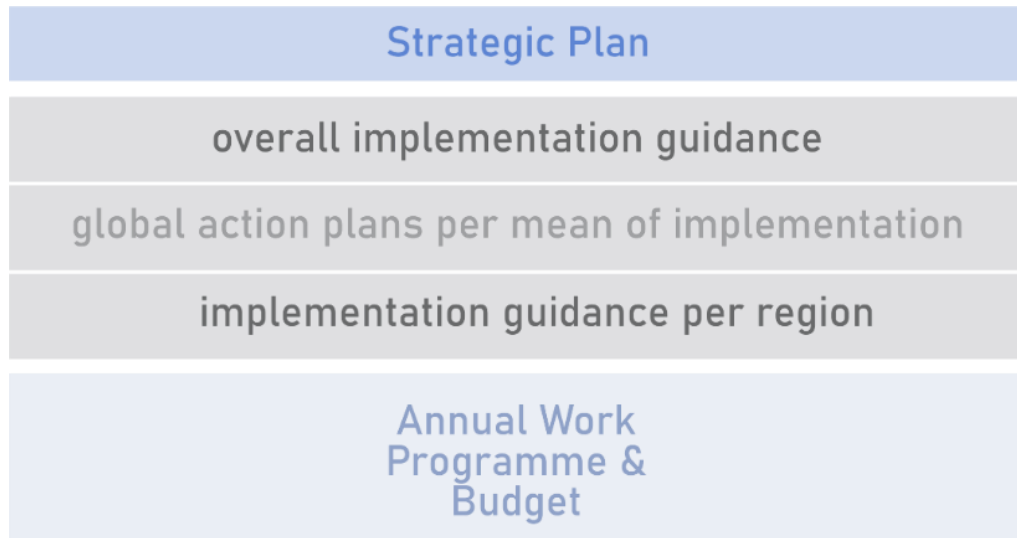
4) partnerships, coalitions, advocacy and communication;

Outcome: Increased awareness and transparency and strengthened collaboration among relevant stakeholders promote access to adequate housing, land and basic services for all.

5) effective resource mobilization.

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

IMPLEMENTATION AND MONITORING



Proposed goals for implementation

1. Ensure **horizontal coherence and collaboration** across all five means of implementation
2. Ensure **symbiotic vertical coherence** between the headquarters and field operations
3. Prioritize, encourage and support **collaboration with other United Nations entities**

Proposed principles for developing monitoring framework

- draw on **lessons learned from previous monitoring practice**;
- ensure **coherence between global goals and organisational efforts**;
- build on **existing indicators and performance measures** while developing new ones;
- take into account **UN-Habitat's capacity for data collection, analysis, and monitoring**;
- use insights from **monitoring practices from other entities within the United Nations system**.

Generating and collecting accurate data for monitoring

- Scarcity of data for outcomes calls for **collaborative data collection** methods.
- **Member States play a vital role** in filling data gaps, refining data collection methodologies, and share lessons on evidence-based decision-making.
- Combination of primary data collection, Member States data, data from UN-Habitat initiatives, and data partnerships are crucial for **comprehensive monitoring**.
- **Open-ended Intergovernmental Expert Working Group** on Housing for All and the **knowledge platform on housing** can leverage data collection and analysis, for better monitoring.

Examples of indicators: Impact level

Strategic focus dimension	Indicators
Adequate Housing	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).
Land	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 / SDG indicator 1.4.2)
Basic Services	Proportion of population living in urban households with access to basic services (Source: Sustainable Development Goals 1.4.1)

Examples of indicators: Outcome level

Outcome 1: 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	Indicator
Planning and management	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)
Finance	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)
Note: Indicator for strengthening the connection with Strategic Focus	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).

Thank you!

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