



UN-HABITAT

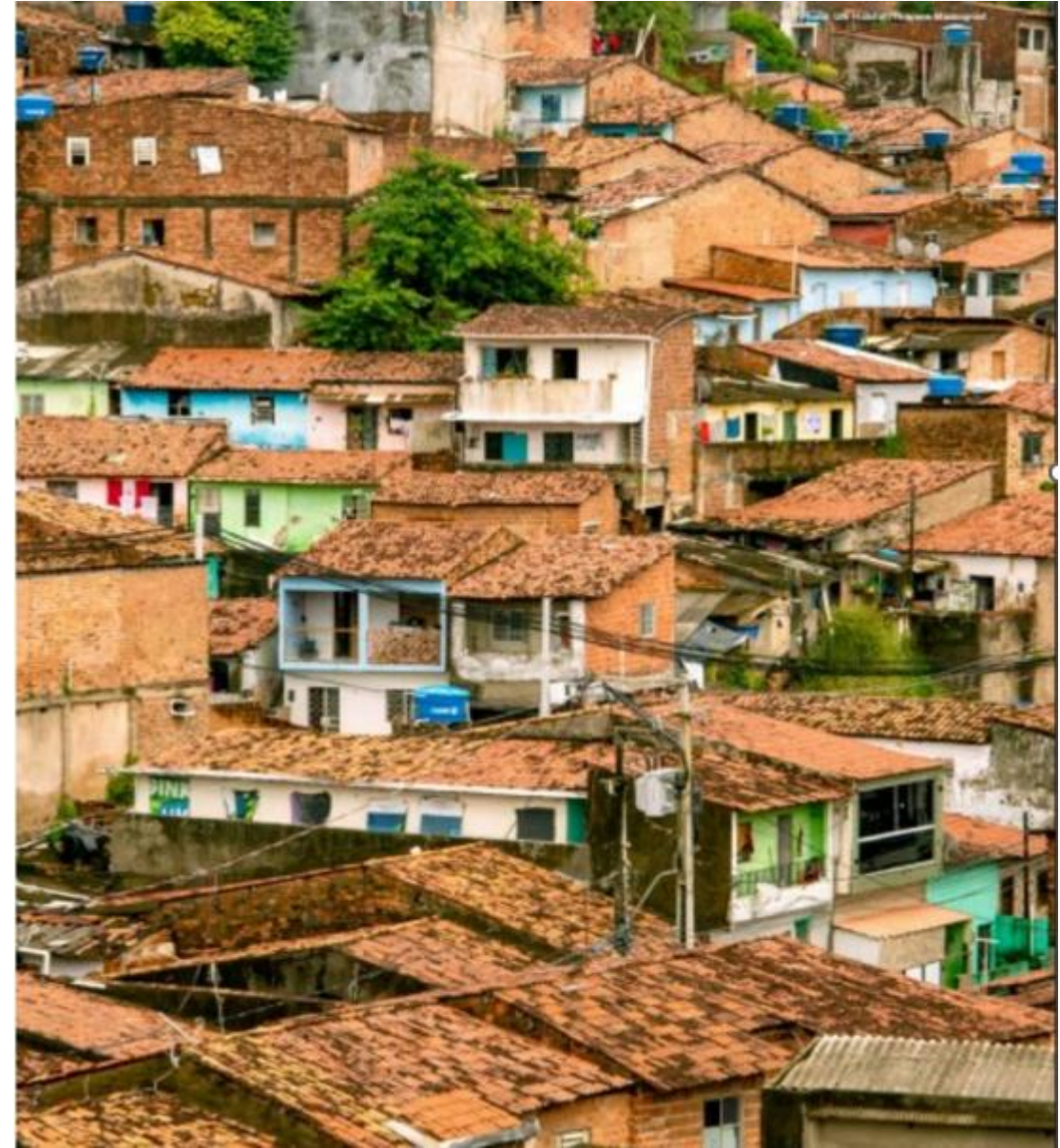
Agenda item 4: Strategic Plan 2026-2029

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14 September 2026

The Challenge: A global Housing Crisis

- **2.8 billion** people affected by housing inadequacy
- **1.12 billion** people living in informal settlements and slums
- **300 million** plus homeless people



Adequate housing for all: a fundamental human right

7 dimensions of adequate housing



Housing at the center

- Prepared through an open and consultative process with Member States
- Adopted at the resumed second session of the UN-Habitat Assembly in May 2025
- Available here: [Strategic Plan 2026-2029](#)



Strategic Plan 2026-2029: Key elements

Strategic focus

Housing, land and basic services for all

Impact areas:

1. Equitable and inclusive prosperity for poverty eradication
2. Environment and climate action
3. Preparedness, response, recovery, and reconstruction

Means of implementation:

1. Integrated urban and territorial planning, management, investment and finance
2. Participatory multilevel governance and localization of the Sustainable Development Goals
3. Knowledge, data, digitalization and capacity development
4. Partnerships, coalitions, advocacy and communication



Implementation and Monitoring

Implementation

Strategic Plan
overall implementation guidance
global action plans per mean of implementation
implementation guidance per region
Annual Work Programme & Budget

Monitoring

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

Annual work Programme and Budget

—

Translating mandates into programme planning documents

Strategic Plan

Robust and clear strategic focus to guide UN-Habitat's work. Result of a large internal and external consultative and participatory process, culminating in the adoption by the UN-Habitat Assembly.



Rule 2 (f) of the rules of procedure of the UN-Habitat Assembly gives the **UN-Habitat Assembly** the mandate to examine and approve the Strategic Plan, to be prepared by the Executive Board. The Committee of Permanent Representatives proceeds to the Mid-term review of the implementation of UN-Habitat Strategic Plan.

Annual Work Programme

Proposed annual work programme of UN-Habitat, based on the Strategic Plan. Designed to drive and focus the UN-Habitat approach to and delivery of more inclusive and integrated human settlements.



Rule 5 (c) of the rules of procedure of the Executive Board gives the mandate to the **Executive Board** to approve and oversee the implementation of the annual programme of work.

Annual Budget

Finances the backbone and essential ability of the UN-Habitat Secretariat to carry out its core functions and implement its Strategic Plan through its programme of work.



Rule 5 (c) of the rules of procedure of the Executive Board gives the mandate to the **Executive Board** to approve and oversee the implementation of the annual budget.

Annual Work Programme and Budget

Annual UN-Habitat Work Programme and Budget:

Summarizes UN-Habitat's objectives and priority areas for a given year

Contains a detailed list of the evaluation activities that the UN-Habitat will undertake

Defines the human and financial resources required to implement the annual work programme.



This Annual Work Programme document sets out the proposed annual work programme and budget of UN-Habitat which is based on strategic plan for the corresponding period

ROADMAP

Nairobi

ADWG on programmatic,
budgetary and
administrative matters

1st
Executive
Board

NOV

DEC

JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

PROGRAMME PLAN
PREPARATION

PROGRAMME PLAN
AND BUDGET
FINALIZED

CPC

ECOSOC

RESOURCE
REQUIREMENTS

ACABQ

New York

ADWG on programmatic,
budgetary and
administrative matters

2nd
Executive
Board

MAIN
COMMITTEES

FIFTH
COMMITTEE

GENERAL ASSEMBLY

Structure of Work Programme

Overall orientation

1. Mandates and background
2. Strategy and external factors for 2027
3. Programme performance in 2025
4. Legislative mandates
5. Deliverables (cross-cutting)
6. Evaluation activities

Across subprogrammes

1. Objective
2. Strategy
3. Programme performance in 2025
4. Results for 2027
5. Deliverables

Structure of the Budget: Components and sources of funding

Components

- A. Policymaking organs**
- B. Executive direction and management**
- C. Programme of Work (*Substantive subprogrammes*)**
 - Subprogramme 1*
 - Subprogramme 2*
 - Subprogramme 3*
 - Subprogramme 4*
- D. Programme support**

Sources of funding

- A. Foundation non-earmarked fund**
- B. Regular budget funds**
- C. Foundation earmarked funds**
- D. Technical cooperation funds**
- E. Programme support fund*

Structure of the Budget: Categories of costs and objects of expenditure

Categories of costs

1. Posts
2. Non-post

Objects of expenditure

1. Posts
2. Other staff costs
3. Hospitality
4. Consultants
5. Experts
6. Travel of representatives
7. Travel of staff
8. Contractual services
9. General operating expenses
10. Supplies and materials
11. Furniture and equipment

Structure of the Budget: Organigram and recommendations of oversight bodies

Organigram

1. Annex showing the organigram of UN-Habitat
2. Organigram shows post levels and the funding sources
3. Organigram also shows subprogrammes of the positions

Oversight Bodies

1. Annex on actions taken on recommendations of the ACABQ
2. Annex on actions taken on recommendations of the Board of Auditors

Resource Mobilization

Strategy for the implementation of the Strategic Plan 2026-2029

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Cross-cutting Organizational Support to Successful Resource Mobilization



Coordinated Resource Mobilization

Harmonized
mechanisms across
HQ, Regional Offices,
and Country Offices



Funding partner Intelligence & Knowledge Management

Timely, accurate and
accessible
donor intelligence to
anticipate priorities
and support
informed responses



Quality Assurance in Project Delivery

Strong systems that
strengthen donor
confidence



Strategic Communications and Advocacy

Consistent messaging
that positions UN-
Habitat as a relevant
and results – driven
partner



Learning & Performance Monitoring

Adaptive practices
and performance
tracking
to strengthen
effectiveness

Main structure of the Resource Mobilization Strategy 2026-2029

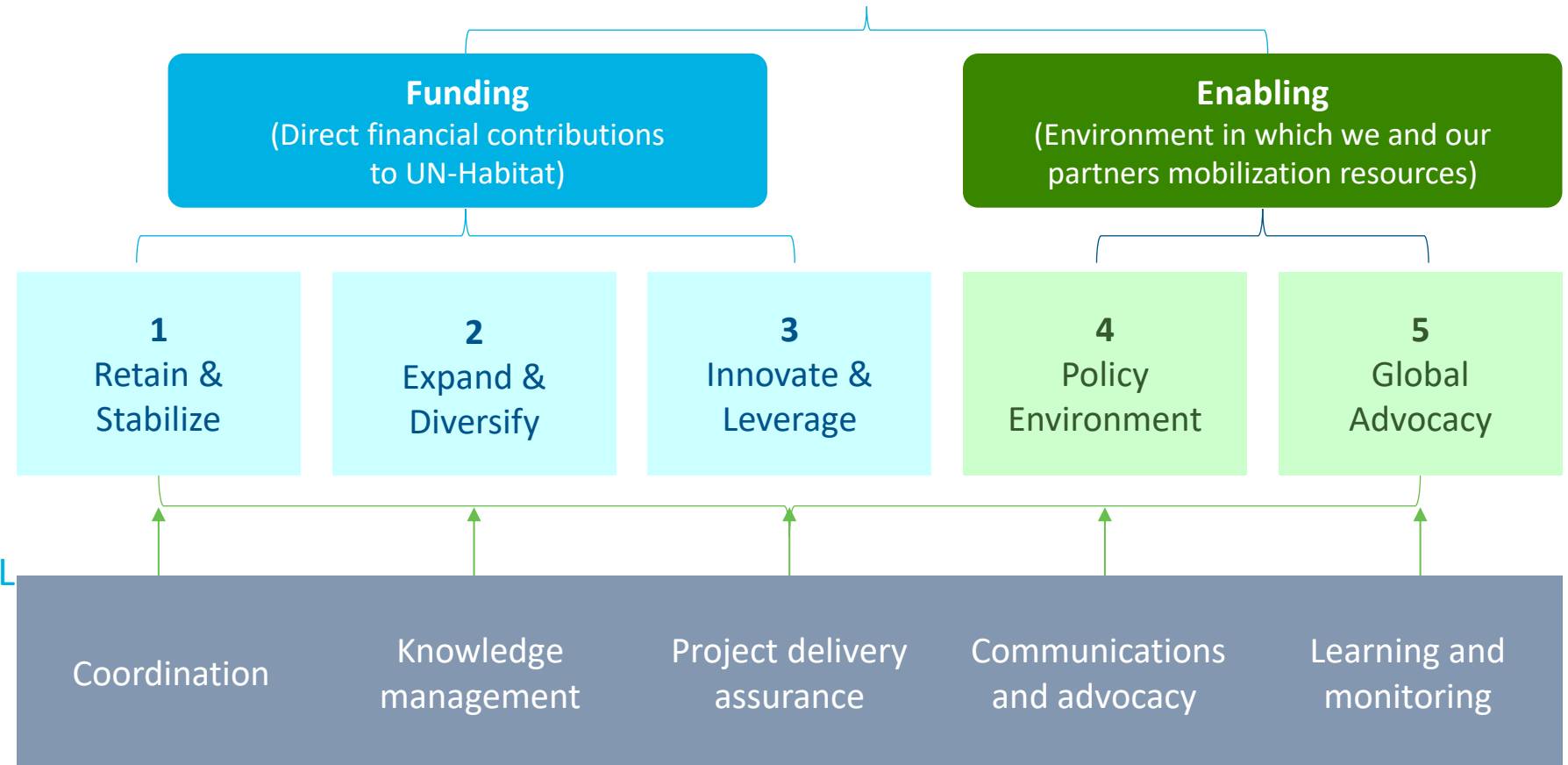
1 guiding **OBJECTIVE** defined by SP 26-29

2 interconnected **GOALS** in line with the MoI – Resource Mobilization outcome in SP 26-29

5 strategic **ACTIONS** to realize the two interconnected goals

5 cross-cutting **ORGANIZATIONAL SUPPORT** to empower decentralized yet coordinated RM activities

Effective resource mobilization outcome: **Increased and predictable** resources for **UN-Habitat** and its **partners** to advance access to adequate housing, land and basic services for all.



Four ways for Member States to contribute

Member States can support UN-Habitat in four complementary ways – from flexible core funding to targeted policy support, country-level projects and specialized personnel.



01 | CORE FUNDING

Give UN-Habitat the flexibility to act where it is needed most.

→ Foundation non-earmarked fund

3%

of revenue, 2020–2025



02 | GLOBAL POLICY & KNOWLEDGE

Help shape the policies, standards and knowledge that guide sustainable urbanization.

→ Foundation earmarked fund

25%

of revenue, 2020–2025



03 | SOLUTIONS ON THE GROUND

Turn global commitments into tangible results.

→ Technical cooperation fund

56%

of revenue, 2020–2025



04 | PEOPLE & EXPERTISE

Strengthen UN-Habitat through talent and specialized expertise.

→ Sponsored and seconded personnel

Programme Support Costs (PSC): not a way of contributing, but how earmarked projects cover their own indirect costs (standard: 13% of expenditure from earmarked funding)

01

Give UN-Habitat the flexibility to act where it is needed most.

3%

of total revenue, 2020–2025

WHAT IT IS

- Part of UN-Habitat's core resources
- Funds executive direction, intergovernmental bodies, and operational and administrative support — risk and compliance, human resources, financial management
- 2026 budget: **USD 5 million**

WHAT YOU GIVE



Annual contributions, in response to the Executive Director's annual appeal to the Foundation Non-Earmarked Fund



Multi-year commitments and predictable funding

WHAT IT ALLOWS

Flexibility and predictability to coordinate UN-Habitat's operations, ensure continuity and stability and respond where needs are greatest, aligned with the Strategic Plan 2026–2029.

02

Help shape the policies, standards and knowledge that guide sustainable urbanization.

25%

of total revenue, 2020–2025

WHAT IT IS

- Finances earmarked global programmes, key normative work and advocacy
- For example: the Open-ended Intergovernmental Working Group on Housing, the Local 2030 Coalition, the UN-Habitat Assembly Trust Fund and global observances of UN International Days

WHAT YOU GIVE



Thematic (soft-earmarked) support to normative priorities and workstreams



Targeted (earmarked) contributions aligned with the Strategic Plan 2026–2029



Dedicated support to the Open-ended Expert Working Group on Adequate Housing for All



Contributions to the UN-Habitat Assembly Trust Fund

WHAT IT ALLOWS

Policies, standards, methodologies, knowledge and intergovernmental processes that help countries respond to urban challenges and advance sustainable development.

03

Turn global commitments into tangible results.

56%

of total revenue, 2020–2025

WHAT IT IS

- Finances earmarked regional and country portfolios
- Operational projects on the ground, including integrating the normative work
- **Largest share** of UN-Habitat's funding — 56% of total revenue in 2020–2025
- Fluctuates over the years — demand-driven and affected by donor priorities

WHAT YOU GIVE



Support country programmes or thematic portfolios through soft-earmarked funding



Fund specific projects through earmarked contributions



Partner with national and local governments through domestic cooperation initiatives

WHAT IT ALLOWS

Practical solutions in housing, informal settlements, land governance, urban planning, climate resilience, municipal finance and crisis recovery.

04 Strengthen UN-Habitat through talent and specialized expertise.

WHAT IT IS

- Talent and specialized expertise made available to UN-Habitat
- Chanelled through the UN Junior Professional Officer Programme, the UNV programme managed by UNDP, and secondment arrangements for gratis personnel

WHAT YOU GIVE



Sponsor Junior Professional Officer (JPO) positions at UN-Habitat through the UN Junior Professional Officer Programme



Sponsor United Nations Volunteer (UNV) positions at UN-Habitat through the UNV programme managed by UNDP



Second gratis personnel and technical experts to support specialized areas of work

WHAT IT ALLOWS

Specialized expertise and additional capacity across UN-Habitat's policy, normative and operational work, and a pipeline of talent for UN-Habitat and the wider UN system, whose experience can also benefit the country of origin.

Programme Support Costs (PSC)

NOT A WAY OF CONTRIBUTING — A COST-RECOVERY RULE

How earmarked projects cover their own indirect costs.

Cost recovery %
of the expenditure from earmarked funding

WHAT IT IS

- Covers indirect costs related to earmarked projects — administrative, budget and finance, human resources, procurement services and support
- Standard rate per UNGA resolution: 13% of the expenditure from earmarked funding

MEMBER STATES' ROLE

- Comply with UN Secretariat cost-recovery policies when agreeing project budgets
- Ensure that core funds do not subsidize earmarked projects, in line with General Assembly resolution A/RES/67/226, which requested implementation of full cost recovery

An earmarked contribution

=

Direct project costs

+

Programme support costs (PSC)

WHY IT MATTERS: full cost recovery keeps scarce core resources available for their intended purpose, instead of covering the running costs of earmarked projects.

Quarterly funding status updates shared with Member States

UN-Habitat's Funding Status as of 30 June 2026



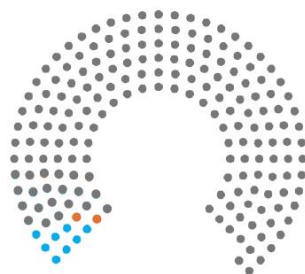
Foundation non-earmarked – core funds (USD) *

CONTRIBUTORS IN 2026

China	350,000
India	100,000
Philippines	100,000
Tanzania	100,000
Japan	48,490
Burkina Faso	17,582
Pakistan	5,912
Peru	5,473
Burkina Faso	17,582
Total Member States contributions	727,907

* Figures reflect only cash effectively received and exclude pledges and transfers in progress.

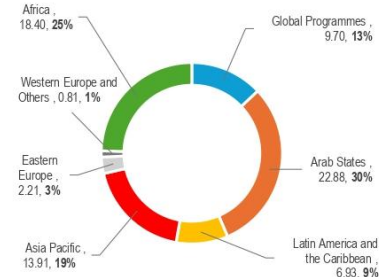
NUMBER AND CATEGORY OF MEMBER STATE CONTRIBUTORS OUT OF 193



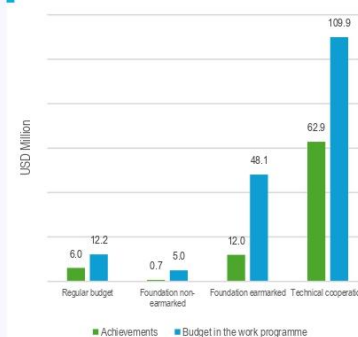
8 Contributors 2 Pledge 183 non-contributors

UN-Habitat is grateful for contributions received and
appeals to Member States to provide timely **core**
contributions for 2026.

2026 earmarked income allocation by UN-Habitat implementing region



2026 funding acquisition overview





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