

RETREAT OF THE UN MEMBER STATES to discuss preparations for UN-Habitat's Strategic Plan 2026-2029

Lord Erroll, Gigiri, Nairobi
Wednesday, January 31, 2024



OPENING

Michal Mlynár,
Acting Executive Director of UN-Habitat



INTRODUCTION

Edlam Yemeru,

Chair of the Strategic Plan Task Force

Chief (a.i) External Relations, Strategy, Knowledge and Innovation Division



The process

III Session of 2023 of the Executive Board of UN-Habitat (November), Member States further requested UN-Habitat's Executive Director to continue the development the Strategic Plan for the period 2026-2029.

The Strategic Plan 2026-2029 will be developed through a **consultative process, in an open and inclusive manner.**

The development process will be guided by:

- lessons learnt and recommendations from consultations, assessments, and evaluations;
- through in-depth consultations with Member States, United Nations Development System entities, UN-Habitat personnel and partners
- starting with a first retreat in January 2024.

The Objectives of the Retreat

Today we seek your guidance on:

- ✓ The guiding **key principles** of the Strategic Plan;
- ✓ The proposed **structure**;
- ✓ The **process of engaging** the Member States and other stakeholders.

Subsequently, the next dialogue will be focus on discussing the priorities for 2026-2029

PROPOSED PRINCIPLES

Paulius Kulikauskas,

Secretary of the Strategic Plan Task Force

Chief of the Strategic Planning and Monitoring Branch



Key Guiding Principles of the Strategic Plan

- ✓ **Relevant:**
defining role of UN-Habitat in the UN where its work responds to the needs of the Member States; contributes to broader UN priorities, and adds value;
- ✓ **Focussed and Prioritised:**
addressing reasonable and workable number of relevant priority issues and/or challenges rather than broadly covering all relevant themes and activities;
- ✓ **Evidence and knowledge-based:**
informed by experience by UN-Habitat and other partners and stakeholders;
- ✓ **Manageable:**
 - Clearly structured in attainable goals and measurable objectives - easy to align to and to implement;
 - supported by a clear framework of meaningful indicators;
 - unambiguously assigning responsibilities and accountabilities across the organizational structure.

A limited scope

- **Avoid including everything in UN-Habitat's mandate or the ongoing work programme in the Strategic Plan.**
- All of UN-Habitat's operations contribute to the Strategic Plan, yet they might **not need to serve the strategic priorities directly**, and so
- **not all activities and projects must be aligned to the priorities.**

FRAMEWORK FOR COLLABORATION

Carmen Sanchez-Miranda,
Head of the Strategic Planning Unit (a.i)
Head of the Monitoring and Reporting Unit



2023

2024

2025

Initiating the process

Draft Process and Discussions

Approval

Discussions and preliminary guidance by **Ad-Hoc WG** programmatic, budgetary and administrative matters, **September 2023**

Presentation of: **Outline of SP 2026-2029** and **Key findings Evaluation SP 2020-2023** by OIOS
I Executive Board, 2024

Presentation, review and discussions of **Draft of the Strategic Plan 2026-2029 - II Executive Board, 2024**

Endorsement of draft of the **Strategic Plan 2026-2029**
I Executive Board, 2025

Presentation, review and discussion **Considerations and Roadmap**
III EB, November 2023

Continuous consultations with Ad-Hoc Working Group on Programmatic, Budgetary and Administrative Matters

Consideration and approval of **Strategic Plan 2026-2029**, resumed **Session of the UN Habitat Assembly**, **May 2025**

UN-Habitat Strategic Plan Task Force

Presentation to **Committee of Permanent Representatives**

Presentation, discussions and approval of **Results Framework, Financial Plan and Resource Mobilization Strategy- II Executive Board, 2025**

Consultations with Member States

Consultations with UN entities and partners

Consultations with UNH Staff, Regional and Country Offices

The collaboration

Engaging the MS and key stakeholders through **structured dialogues:**

- focusing on clearly determined issues, and driven to concrete conclusions on these issues
- themes follow the vector of the structure of the Strategic Plan: from priorities to objectives.

Jan 31	MS Dialogue 1: Principles discussed, and the scope of priorities launched	MS Retreat 1
Feb-Mar <i>tbd</i>	Dialogues on vision and scope of priorities	
Mar 11	MS Dialogue 2: Scope of priorities discussed, priorities as issues launched	AHWG PBA
Mar (<i>tbd</i>)	Dialogues on formulating priorities as issues	
Apr 8	MS Dialogue 3: Priorities as issues discussed, strategic goals launched	AHWG PBA
Apr (<i>tbd</i>)	Dialogues on formulating strategic goals	
May 6-8	MS Dialogue 4: Principles, priorities endorsed, and strategic goals discussed	I Executive Board
May-Aug	Dialogues on strategic goals and global-local links	
Jul (<i>tbd</i>)	Margins of HLPF: coordination with UN System	UN Retreat
Sep (<i>tbd</i>)	MS Dialogue 5: Articulate global and local links	MS Retreat 2

“MIDDLE OF THE ROAD”

Sep (<i>tbd</i>)	Margins of African Urban Forum: regional dialogue	
Oct-Nov (<i>tbd</i>)	Dialogues on formulating priorities as issues	
Nov (<i>tbd</i>)	MS Dialogue 6: Goals endorsed in principle; measurable objectives discussed	II Executive Board 2024
Nov 2024	Consultations at the WUF12 in Cairo, Egypt	
Nov - Mar	Drafting the SP for presentation to EB in Mar 2025; Dialogues as required on contentious issues	
Mar 2025	MS Dialogue 7: SP draft endorsed in principle	I Executive Board 2025
April – May	Final Draft of SP	
May 29-31	MS Dialogue 8: SP Presented to the UN-Habitat Assembly	UNHA 2

The content and the format of the dialogues

- Sometimes have an internal dialogue, and sometimes – a joint one – as required
- Sometimes convened globally, and sometimes – in the regions, to ensure respect to varied specific contexts of the world
- The synthesized reporting on conclusions of the dialogues to inform next Dialogues and feed into the drafting of the Strategic Plan

Discussions of Key guiding principles

- ✓ **Relevant:** role of UN-Habitat in the bigger picture
- ✓ **Focussed and Prioritised:** few priorities as issues
- ✓ **Evidence and knowledge based:** lessons learned
- ✓ **Manageable:** monitoring, responsibility, accountability
- ✓ **Limited scope:** not all activities included
- ✓ **Sequential process:**
articulated priorities > attainable goals > measurable objectives

SHORT BREAK



PREVIEW OF THE NEXT STEP – ARTICULATING PRIORITIES FOR IMPACT

Paulius Kulikauskas



Current priorities [A/RES/77/173]

- ✓ access for all to adequate, safe and affordable **housing**,
- ✓ inclusive urban **prosperity and finance**,
- ✓ effective climate action and **environmental sustainability**,
- ✓ **multilevel governance and localization** of the Sustainable Development Goals, and
- ✓ effective urban **crisis response and recovery**.

AND

- ✓ need to be **visionary, responding to the rapid changes in the world, and looking forward past 2030**

The proposed flow

- ✓ Once **priorities** have been reconfirmed by the Member States, we suggest **articulating them as issues to be addressed or challenges to be resolved**, where **UN-Habitat has a critical, if not leading, role**
- ✓ Priority issues would be **translated into attainable strategic goals** for the period, which will **clearly determine the role of UN-Habitat** and guide its activities in attaining the goals
- ✓ **Strategic goals will be supported by measurable objectives**, which will also serve in monitoring progress of attaining the Strategic goals

CLOSING REMARKS

Michal Mlynár,
Acting Executive Director of UN-Habitat

