



Strategic Plan 2026-2029 Zero Draft

Executive summary

The strategic plan of UN-Habitat for the period of 2026-2029 refers to key global challenges, and **three impact areas** responding to them, echoing the domains of change of the strategic plan 2020 – 2025:

- equitable and inclusive prosperity for poverty eradication,
- environment and climate action, and
- prevention, recovery and reconstruction after humanitarian crisis.

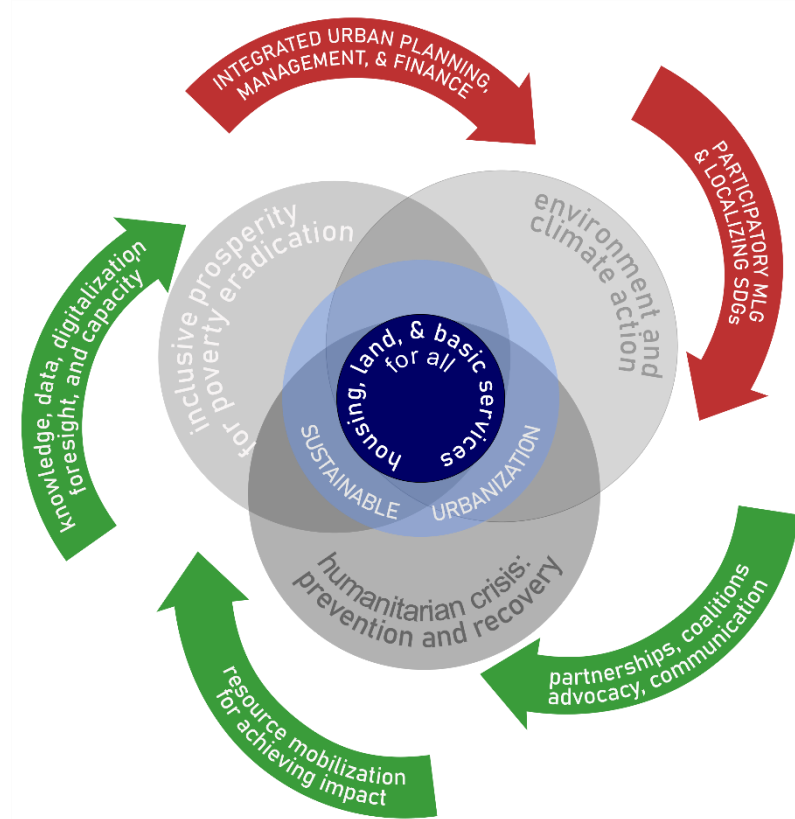
The plan introduces a strategic focus for 2026 – 2029: **adequate housing, land, and basic services for all, and the transformation of informal settlements and slums**. This integrated focus is a powerful tool, directly or indirectly, to deliver impact in the three key areas.

Five **means of implementation** enable UN-Habitat to attain the planned results:

- integrated urban and territorial planning, management, and finance;
- participatory multi-level governance and localization of the Sustainable Development Goals;
- knowledge, data, digitalization, foresight, and capacity building;
- partnerships, coalitions, advocacy and communication;
- effective resource mobilization.

Within the strategic focus, the impact in all impact areas on people's lives are realized through the means of implementation. The outcomes are delivered through outputs, together forming the planned results in the annual work programme.

i. Key elements of the strategic plan



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Introduction

Reflecting on the strategic plan for the period of 2020-2025 and on lessons learned from its implementation and evaluations, the 2026-2029 plan builds on the former plan but refines the approach with a clear focus. It considers the recommendations from the mid-term evaluation of the strategic plan for the period of 2020-2025 by the United Nations Office of Internal Oversight Services which emphasized that:

- a) a stronger focus and prioritization are needed;
- b) the current outcomes capture all key aspects of work but without a clear hierarchy;
- c) working towards better access to adequate housing would be a valid example as it captures seven key aspects; and
- d) both core and emerging priorities must be considered, including as set out in the resolutions of the United Nations Habitat Assembly.

The evaluation called for a simpler structure with more straightforward language, drawing inspiration also from the strategies of other United Nations entities.

The 2026-2029 plan ensures continuity of UN-Habitat's strategic planning by rearticulating the current domains of change as impact areas and refines the themes as challenges to global society, as set out in the Sustainable Development Goals and the New Urban Agenda. Additionally, the key elements presented in this plan are subject to the following purposes, principles and considerations.

The purposes of the strategic plan are:

- a) to articulate the priority challenges and strategic focus for 2026-2029;
- b) to identify UN-Habitat's added value to address these challenges; and,
- c) to guide the work of UN-Habitat, including the annual work programme and the allocation of core resources.

To fulfill these purposes, the five guiding principles for the strategic plan are to be:

- a) ambitious, relevant, and responsive;
- b) focused on impact and prioritized;
- c) flexible and adaptable to specific contexts;
- d) evidence- and knowledge-based; and,
- e) manageable, realistic, effective, and measurable.

The strategic plan balances the following considerations:

- a) continuity and foresight;
- b) unique proposition and added value;
- c) sustainable urbanization at the national scale, while working with individual cities and human settlements; and,
- d) global relevance and local application.

Global challenges to be addressed

Despite significant global progress in poverty reduction, eradicating poverty in all its dimensions remains a critical challenge. As of 2023, over 700 million people - roughly 9% of the global population - still live below the international poverty line (less than \$2.15 a day), while moderate poverty, affecting those living on less than \$3.65 a day, impacts more than 1.8 billion people

worldwide¹. A significant proportion of global poverty is urban especially when increasing the poverty threshold to \$6.85 a day². While urban areas generate 80% of the world's GDP, the economic benefits are not evenly distributed³. Disadvantaged groups and marginalized communities often face disproportionate barriers to securing equitable opportunities for prosperity. In many cities, rising inequality manifests in widening disparities in access to essential services, such as adequate housing. The emerging global housing crisis, with an estimated 2.8 billion people worldwide estimated to be affected by different forms of housing inadequacy, is expected to grow due to increasing urbanization and economic pressures⁴.

This crisis is compounded by the accelerating impact of climate change, which could force an estimated 216 million people to migrate within their own countries by 2050 due to rising sea levels, extreme weather events, and other climate-related factors⁵. Unchecked urbanization and inadequate housing increase global greenhouse gas emissions, with cities responsible for 70% of these emissions and more than 2 billion tons of waste annually⁶. Informal settlements, where infrastructure is inadequate, experience the harshest impacts of climate change while having the least capacity to recover. Furthermore, 99 per cent of the world's urban population live in areas that exceed the new WHO guidelines on air quality⁷. The loss of biodiversity - with around 1 million species at risk of extinction - further threatens the sustainability of ecosystems that support urban and rural livelihoods⁸. Urban sprawl, largely driven by unsustainable consumption of land for housing, has led to a 2.5% decline in urban population densities globally from 2000 to 2020⁹, which further exacerbates the erosion of biodiversity and ecosystems while increasing spatial inequalities.

Natural and man-made disasters, such as floods and fires, destroy housing and infrastructure, destruction that is especially acute in cities, disproportionately affecting vulnerable communities. Disasters cause \$300 billion in damages to infrastructure globally each year, with cities accounting for a significant portion of this loss¹⁰. These disasters exacerbate existing inequalities and place immense pressure on urban systems, particularly in informal settlements, where infrastructure is often poor - currently home to more than 1.1 billion people¹¹. The growing prevalence of conflict currently displacing over 100 million people, intensifies the housing shortage and undermines efforts to secure stable, liveable environments¹². Migration and forced displacement are increasing, with 100 million people forcibly displaced as of 2022¹³, leading to significant consequences on territories, cities, and human settlements. About 60 per cent of

¹ World Bank. (2023). *Poverty and Shared Prosperity 2023: Correcting Course*. World Bank Group.

² World Bank (2024) *Poverty, Prosperity, and Planet Report: Pathways Out of the Polycrisis*

³ UN-Habitat. (2022). *World Cities Report 2022: Envisaging the Future of Cities*. United Nations Human Settlements Programme (UN-Habitat). Nairobi, Kenya.

⁴ UN-Habitat. (2023). *Rescuing SDG 11 for a Resilient Urban Planet 2023: SDG 11 Synthesis Report*.

⁵ World Bank. (2021). *Groundswell Report: Acting on Internal Climate Migration*.

⁶ UNEP. (2021). *Cities and Climate Change: A Global Perspective on Emissions*.

⁷ UN-Habitat. (2023). *Rescuing SDG 11 for a Resilient Urban Planet 2023: SDG 11 Synthesis Report*.

⁸ UN IPBES. (2019). *Global Assessment Report on Biodiversity and Ecosystem Services*.

⁹ UN-Habitat. (2023). *Rescuing SDG 11 for a Resilient Urban Planet 2023: SDG 11 Synthesis Report*.

¹⁰ World Bank. (2019). *Lifelines: The Resilient Infrastructure Opportunity*.

¹¹ UN-Habitat. (2023). *Rescuing SDG 11 for a Resilient Urban Planet 2023: SDG 11 Synthesis Report*.

¹² UNHCR. (2023). *Global Trends: Forced Displacement in 2022*.

¹³ UNHCR. (2023). *Global Trends: Forced Displacement in 2022*

displacements due to conflicts and natural disasters occur in cities¹⁴. When unmanaged, the various types of migration can disrupt social cohesion in urban areas and intensify informality due to gaps in absorption capacity.

Impact areas to address the challenges

The integrated impact we seek is that more people in cities and human settlements, especially vulnerable groups in slums and informal settlements and those affected by humanitarian crisis and climate impacts, prosper and have their lives transformed through increased access to adequate housing, land and basic services underpinned by sustainable urban development¹⁵ in harmony with nature.

While other UN sister entities lead in the United Nations system on addressing global challenges related to poverty eradication, crises emerging from climate change, disasters and conflict, and the environment, UN-Habitat makes a unique contribution to addressing the urban and territorial dimensions of these global challenges by providing guidance and support to governments on harnessing the transformative potential of sustainable urbanization. As repeatedly acknowledged at the United Nations Conferences related to Human Settlements, notably in the Vancouver Declaration (1976) and New Urban Agenda (2016), effective human settlement strategies are essential for promoting social equity and economic growth, and human settlements are inseparable from national development¹⁶. The transformative potential of urbanization lies in its ability to foster economic opportunities, create access to essential services and build resilient communities across the rural-urban continuum. Specifically, for the 2026-2029 period, UN-Habitat focuses on the tremendous opportunity to address the following main impact areas through adequate housing, land and basic services and the transformation of slums and informal settlements as a matter of urgency.

Equitable and inclusive prosperity for poverty eradication

A more prosperous and inclusive society is fostered by properly planning and managing rapid urbanization and sustainable development of cities and human settlements, by developing infrastructure and institutions that support equitable economic growth, and by creating more decent jobs. Housing also serves as an asset creating livelihood opportunities, as well as enabling positive education and health outcomes. These interventions help eradicate poverty and provide a

¹⁴ UN-Habitat. (2023). *Rescuing SDG 11 for a Resilient Urban Planet 2023: SDG 11 Synthesis Report*.

¹⁵ “Sustainable urban development can be defined as the spatial manifestation of urban development processes that creates a built environment with norms, institutions and governance systems enabling individuals, households and societies to maximize their potential, optimize a vast range of services so that homes and dynamic neighbourhoods, cities and towns are planned, built, renewed and consolidated restraining adverse impacts on the environment while safeguarding the quality of life, needs and livelihood of its present and future populations.” ([UN-Habitat input to post-2015 UN development agenda](#))

¹⁶ This is underpinned by the following statements of the Vancouver Declaration (A/CONF.70/15: Report of the United Nations Conference on Human Settlements (Habitat I): “The goals of settlement policies are inseparable from the goals of every sector of social and economic life. The solutions to the problems of human settlements must therefore be conceived as an integral part of the development process of individual nations and the world community” (p.4); *National policies for economic and social development can no longer afford to neglect or minimize the role of human settlements*” (p.13); “Human settlement policies can be powerful tools for the more equitable distribution of income and opportunities” (p.15)

decent quality of life for all, including gender equality and the empowerment of marginalized groups.

The nexus of adequate housing, land, and basic services underpins these social and economic functions, which are essential to lay the groundwork of a society where everyone can thrive. When strong, functional, and leaving no one behind, this nexus also prevents the proliferation of informal settlements and slums and reinforces their transformation. The housing sector touches most aspects of a country's economy and interacts with many other sectors, including industry, trade, technology, finance, transport and social development. It thus plays a major role in enabling inclusive economic growth and prosperity to eradicate poverty.

UN-Habitat's role in addressing this impact area is to promote *equitable and inclusive prosperity for poverty eradication* through robust data, policies and practices for better access to adequate housing, in all its dimensions, including land and basic services. In doing so UN-Habitat supports Member States to harness the potential of urbanization to arrive at more inclusive prosperity, overcome existing spatial inequalities and transform the lives of people living in informal settlements and slums.

UN-Habitat's expertise encompasses an integrated approach to urban and territorial planning, ensuring that housing, land, and basic services are addressed holistically to advance equitable prosperity and poverty eradication. The programme has been requested by the United Nations Habitat Assembly in its Resolution on Urban planning and sustainable infrastructure to provide technical assistance and capacity-building support to countries and cities and other stakeholders in developing and implementing participatory and sustainable integrated urban planning and infrastructure development initiatives¹⁷.

Prevention, recovery and reconstruction after humanitarian crisis

Different crises, including conflict, disaster risks and humanitarian crises, are increasingly resulting in large-scale displacement including into urban areas. A shared understanding of the complex impact of converging crises on cities and territories can guide more effective prevention and response, with particular attention to the most vulnerable affected by natural and man-made disasters and conflict. Better foresight analysis can help anticipate the impact of crises on cities and territories, strengthening prevention and resilience.

A more cohesive response to displacement across the humanitarian, peace and development nexus can advance solutions from the start during humanitarian response while fully integrating solutions to displacement in urban and territorial development strategies. Adequate housing, land and access to basic services are central to peace, security and stabilization. Addressing these issues can help provide a framework for a more integrated response with all actors involved, using urban and territorial planning and multi-level governance to localize and enable solutions, working across the nexus.

UN-Habitat has a key role in assisting Member States and other important actors in disaster prevention, mitigation and preparedness, and with capacity for post-disaster rehabilitation in human settlements, as recalled by the United Nations Habitat Assembly in Resolution on Creation of a human settlements' resilience framework for early warning, foresight, risk

¹⁷ HSP/HA.2/Res.8

reduction, crisis response, and post-crisis recovery and reconstruction¹⁸. The above impact can be promoted by UN-Habitat, for example, through the agency's engagement in the humanitarian Inter-Agency Standing Committee and the cluster system; working closely with actors focused on stabilization of fragile settings and sustaining peace.

Environment and climate action

The interlinkages and implications between climate change and the current global housing crisis are clear. The state of housing in cities including their location directly impacts both climate mitigation and adaptation. Buildings and infrastructure for basic services, provision of housing in a way that enables sprawl and motorised transport, and declining green cover all exacerbate urban emissions. Meanwhile, the locality, quality and exposure of housing can compromise adaptation to climate effects. The unjust and concentrated impact of the effects of climate change on vulnerable territories and communities especially in informal settlements and slums, including on human health, is a consequence of adequate housing deficits.

Well-managed urbanization and improved adequate housing, including through urban and land-use planning and design, is thus key in addressing the causes and impacts of climate change in cities. A shift towards a circular model in the buildings and construction sector and the use of sustainable building materials is urgent. Urban planning and management to ensure green space retention and expansions that offer potential for urban heat mitigation, biodiversity preservation, and enhanced human well-being, as well as energy-conserving infrastructure and services and waste management is also critical. Strengthening resilience to climate-related hazards through adequate housing, land and basic services, especially for those most vulnerable, must be at the core of global climate change adaptation efforts.

UN-Habitat coordinates with other United Nations system entities and adds value to their efforts by supporting work in climate and environment through the dimension of people-centred urban planning, the use of land, and design, and mainstreaming of biodiversity and ecosystem services into urban and territorial planning and management, as requested by the United Nations Habitat Assembly in its Resolution on Biodiverse and resilient cities: mainstreaming biodiversity and ecosystem services into urban and territorial planning¹⁹. This value includes support to subnational authorities who have a key role in implementing policies to adapt to climate change and mitigate its effects, including through risk assessments and early warning systems. To scale up impact in cooperation with relevant partners, UN-Habitat, as requested in the United Nations Habitat Assembly Resolution on Enhancing the interlinkage between urbanization and climate change resilience, must continue efforts to support Member States and other key actors in productively leveraging this interlinkage²⁰.

¹⁸ HSP/HA.2/Res.9

¹⁹ HSP/HA.2/Res.4

²⁰ HSP/HA.2/Res.5

Our strategic focus

To achieve the impact sought across all impact areas above, urbanization, with 68% of the global population projected to live in cities by 2050²¹, presents both a challenge and a significant opportunity for achieving sustainable development. When managed and developed sustainably - growing and reshaping by planned spatial patterns, with adequate infrastructure and effective institutions, underpinning productive and equitable economies, and leaving no one behind, cities and human settlements can drive innovative solutions to address housing shortages. However, without strategic planning, synergetic investment, and coherent implementation, rapid urbanization exacerbates existing inequalities, overburdens infrastructure, and increases vulnerabilities to climate and environmental risks. Addressing the global housing crisis and global challenges related to climate change and conflict is key to ensuring that cities evolve into sustainable, equitable and resilient spaces and communities.

An integrated focus on adequate housing, land and basic services and the transformation of slums and informal settlements is a powerful tool to deliver impact, directly or indirectly, in the three impact areas above. Several United Nations entities work in these impact areas, and UN-Habitat coordinates with them to respond to related challenges from a distinct perspective, as the agency is uniquely positioned to guide how territories are planned and managed, and how people and services are housed.

Therefore, and within the broader vision of sustainable urbanization, UN-Habitat will focus on access to adequate housing, land, and basic services for all, and the transformation of informal settlements and slums. This focus will maximize our added value from 2026 to 2029. Building on the resolutions of the United Nations Habitat Assembly on Adequate housing for all²² and on Accelerating the transformation of informal settlements and slums²³ and on Action 6 of the Pact for the Future²⁴, it returns housing to the centre of our work.

ii: The seven aspects of adequate housing²⁵



Tenure security



Basic Services



Affordability



Habitability



Accessibility



Location



Cultural adequacy

Access to adequate housing, as a fundamental human right, is a cornerstone of a new social contract, crucial to fostering inclusive, sustainable, and equitable development. Housing is recognized as a common good, not just as an asset, alongside the important social and ecological

²¹ United Nations, Department of Economic and Social Affairs, Population Division (2019). World Urbanization Prospects: The 2018 Revision (ST/ESA/SER.A/420). New York: United Nations.

²² [HSP/HA.2/Res.7](#)

²³ [HSP/HA.2/Res.2](#)

²⁴ [A/RES/79/1](#), Action 6 (c): “Ensure access for all to adequate, safe and affordable housing and support developing countries to plan and implement just, safe, healthy, accessible, resilient and sustainable cities”

²⁵ [Committee on Economic, Social and Cultural Rights: General comment no. 4: The right to adequate housing, 13 December 1991.](#)

functions of land. Due to its multi-faceted and cross-sectoral nature, adequate housing has shown its potential as the engine of inclusive and sustainable urbanization with linkages to most of the other SDGs – particularly to addressing poverty (SDG 1), reducing inequality (SDG 10), particularly for women (SDG 5). Many of the SDGs cannot be achieved if people do not have adequate homes.

iii: *Housing at the centre of sustainable and inclusive development*



The New Urban Agenda elevates housing as a fundamental means to enable economic development and poverty reduction. Housing is essential for health, dignity, safety, and social inclusion, as recognized in earlier global frameworks including the Istanbul Declaration and Habitat Agenda²⁶ of 1996. Adequate housing underpins secure access to services, employment, and urban life, enhancing social cohesion and well-being. Secure housing and land tenure are particularly vital for women and girls, increasing their independence, reducing poverty, and protecting against exploitation and violence.

The transformation of slums and informal settlements is equally vital yet even more urgent. In 2022, 24.8 per cent of the global urban population lived in slums or informal settlements, equivalent to 1.12 billion people²⁷. This figure is expected to reach 3 billion by 2050 if no effective action to prevent the proliferation of slums and informal settlements is taken. As acknowledged by Member States, Sustainable Development Goal indicator 11.1.1 – “reduce the proportion of urban population living in slums, informal settlements or inadequate housing” – is one of nine indicators whose implementation has regressed globally, stressing the need for more concerted efforts to meet the target by 2030²⁸.

The strategic focus is in line with the core areas of our mandate and our unique position as the United Nations focal point for adequate housing, sustainable urbanization and human settlements²⁹, adding value to the work of other entities by concentrating on the territorial dimension of the Sustainable Development Goals and multi-level governance³⁰.

²⁶ [A/CONF.165/14](#): Report of the United Nations Conference on Human Settlements (Habitat II)

²⁷ United Nations Human Settlements Programme (UN-Habitat) Urban Indicators database, 2024.

²⁸ HSP/HA.2/Res.2

²⁹ Reaffirmed by the General Assembly in its Resolution pertaining to the New Urban Agenda (A/RES/71/256. P A/RES/71/256, OP 165) as well as the United Nations Habitat Assembly in 2023 (HSP/HA.2/HLS.1)

³⁰ [A/RES/77/173, Preamble; OP 19, OP 15](#)

Our means of implementation and expected outcomes

All means of implementation and outcomes seek the desired impact and guide the planned results across the three impact areas through the strategic focus – even when not explicitly mentioned in each of the proposed outcomes.

Integrated urban and territorial planning, management, and finance

An integrated approach to urban planning and infrastructure development is central to promoting sustainable development³¹. Long-term urban and territorial planning and design underpins the delivery of the positive outcomes of urbanization across social, economic and ecological aspects as envisioned in the New Urban Agenda. At the national scale, given the significant impacts of urbanization on national development, spatial planning is essential to improve strategic prioritization for coherent territorial development across the rural-urban continuum³². Land-use planning is fundamental in opening the fiscal space of national and local governments through stable local revenues, especially from land-based finance, to maximise the social and economic functions of land.

In line with the strategic plan, UN-Habitat will provide normative guidance and technical assistance to partners on participatory, inclusive, and sustainable integrated urban planning and infrastructure development to improve the capacity of all levels of government to coherently plan, manage and implement productive, equitable, inclusive and environmentally sustainable urban development. It will promote spatial planning for cohesive economic development and public investment across territories and the urban-rural continuum, strengthening environmentally sensitive economic productivity and social inclusion in the cities and territories by planning urban densification, urban extension, renewal and regeneration and the provision of land for housing, basic services, and public and open and green space, and supporting the implementation of plans through coherent territorial investment, underpinned by well-coordinated finance on all levels of governance.

Outcome: UN-Habitat’s partners and other key actors including multilateral development banks and the private sector, will seek coherent spatial development policies and the alignment of large-scale investments with the New Urban Agenda through the lens of the strategic focus of this plan by promoting coordinated spatial planning and territorial management across all sectors of the economy and through the levels of governance.

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

The achievement of the SDGs and the collective pursuit of more inclusive, sustainable, and resilient cities ultimately depend on governments’ capacities to create enabling environments – at the local and national level – anchored on multi-level governance and policy coherence. These must advance city-level transformation for social progress, shared prosperity and environmental protection. The localization approach hence aims to transform governance systems at all levels

³¹ HSP/HA.2/Res.8

³² African Union. Africa urban forum on sustainable urbanisation for Africa’s transformation. Declaration, Addis Ababa, 4 to 6 September 2024

through partnership and coordination, anchoring development policies and action to meet the needs of local communities.

UN-Habitat is requested by the Member States to promote the Localization of the SDGs³³. It will leverage the potential of SDG localization to foster city-level transformation through an all-encompassing approach to sustainable development and by supporting effective multilevel governance systems for the SDGs. This workstream strengthens the productive linkages among the levels and sectors of the government to enable better delivery of the Sustainable Development Goals.

Outcome: All key actors in sustainable urban development work coherently to govern, plan, and invest across multiple territorial scales and sectors in coherent and inclusive multilevel governance systems. This coordinated approach positions the strategic focus of this plan as a powerful driver for sustainable development, thereby advancing SDG localization at the local level.

Knowledge, data, digitalization, foresight, and capacity building

Many resolutions of the United Nations Habitat Assembly recognize and call for improvements in data and monitoring of sustainable urbanization. Foresight is also important to help manage uncertainty and plan ahead for effective policy action. It is urgent to leverage digital technology for a better quality of life in cities and human settlements³⁴, while managing the associated risks.

In support of effective evidence-based policy formulation and implementation to advance sustainable urban development, UN-Habitat will continue to undertake and lead global monitoring of SDG 11, the New Urban Agenda and the territorial dimensions of other SDGs, and will continue to provide technical support to Member States and other stakeholders in the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development. To that end, the programme will continue to undertake policy research, intelligence gathering, and data analytics, and promote and support research, joining the efforts of diverse researchers and practitioners for stronger communities of practice that shape effective solutions for sustainable urban development and for pursuing contextualized capacity-building strategies. UN-Habitat will support key actors in building local capacity to develop public policies and programmes for implementing this strategic plan. These activities are grounded in and geared for action, seeking that knowledge development and practice inform one another. UN-Habitat will further strengthen its normative work by better integrating efforts on the global scale and in regions and countries, leading to a greater impact on the ground.

Outcome: Governments and key actors make informed and evidence-based decisions on public policies and programmes that accelerate progress aligned with the strategic focus of this plan, and enhance the effectiveness and efficiency of implementation, supported by UN-Habitat's normative guidance, technical assistance, and capacity building.

³³ [HSP/HA.2/Res.6](#)

³⁴ [HSP/HA.2/Res.1](#)

Partnerships, coalitions, advocacy and communication

To seek impact at scale, reinforcing the role of the strategic focus of this plan as a key driver of sustainable development globally, implementation of this strategic plan will build and advance global coalitions fostering and strengthening partnerships that bring together the expertise and resources of a broad diversity of key actors in sustainable urban development.

UN-Habitat will strengthen its partnerships and stakeholder collaboration by actively engaging its advisory groups and by prioritizing strategic coalitions. Additional attention will be given to partnerships with other United Nations entities, at the global and country levels, seeking to include the strategic focus of this plan, where relevant, in Common Country Assessments and United Nations Sustainable Development Cooperation Frameworks. By advocating for sustainable urbanization and development, UN-Habitat will build on its convening power and partnership platforms, including the World Urban Forum, the New Urban Agenda Platform, and Urban October. Special attention will be given to empowering vulnerable groups through equitably addressing human rights, gender, children, youth and older persons, and persons with disabilities to ensure that broad partnerships are socially inclusive.

UN-Habitat will focus its communication on the strategic focus and impact of the new strategic plan. Through innovative strategies and the use of digital platforms and multimedia content, UN-Habitat will enhance its global presence and influence, ensuring that its work resonates across a diverse range of stakeholders, including governments, civil society, and urban practitioners and communities. UN-Habitat will adopt a multi-tiered approach drawing on the strength of partnerships at different geographical scales, amplifying the organization's strategic focus by showcasing and tracking impact. It will foster a dynamic, action-oriented dialogue, inspiring local solutions that drive global sustainable urban development. The diverse voices, expertise and capacities will reinforce productive stakeholder engagement, e.g., in communities of practice, expert advice, sharing experiences and best practices, and making scientific contributions to discussions.

Outcome: The recognition of the transformative potential of the strategic focus of this plan as a driver for sustainable urban development in the global agenda will increase among the governments, media, donors, and broad global audiences, leading to a more coherent inclusion of the urban dimension in broader sustainable development policies and plans.

Effective resource mobilization

Achieving sustainable urban development requires mobilizing substantial financial resources to provide more adequate housing and sustainable infrastructure, including mobility, energy, water, and waste management³⁵. Among the SDGs, SDG 11 faces significant funding shortfalls. Scaling up financing efforts is critical to achieving the targets for housing, public services, and urban resilience, necessitating increased efforts to mobilize resources for sustainable urbanization³⁶.

Guided by this strategic plan, UN-Habitat will mobilize greater, diversified, and more predictable resources for its work, including the implementation of the resolutions adopted by the United

³⁵ Addis Ababa Action Agenda on Financing for Development (A/RES/69/313)

³⁶ UN-Habitat. (2023). *Rescuing SDG 11 for a Resilient Urban Planet 2023: SDG 11 Synthesis Report*.

Nations Habitat Assembly³⁷. Guided by this strategic plan, UN-Habitat will mobilize greater, diversified, and more predictable resources for its work, including the implementation of the resolutions adopted by the United Nations Habitat Assembly³⁸. Through the programmatic means of implementation and their outcomes, it will enable partners and key actors globally and locally to access more resources to implement programmes delivering on adequate housing for all on the ground, seeking the impact as articulated above. This engagement, in turn, will help to mobilize resources for the work of Member States themselves, especially in response to demand in developing countries and countries most in need. Beyond traditional donors, UN-Habitat will closely collaborate with multilateral development banks and international financial institutions³⁹ and the private sector.

Outcome: Both traditional donors and new funding partners will fund the implementation of this strategic plan in larger volumes of more predictable funding. UN-Habitat's partners and other key actors will develop coherent financing frameworks and institutional capacity that attract private capital, optimize public expenditures, and leverage land-based financing mechanisms⁴⁰. They will use these opportunities for unlocking more predictable and flexible funding to support sustainable urbanization efforts beyond project-specific funding, enhancing domestic resource mobilization and using its significant potential for financing sustainable urbanization.

Our implementation and monitoring

Implementation plans for each mean of implementation will be developed as required to work towards expected outcomes. The implementation plans will provide general guidance to implementation, thus bridging the strategic plan to the annual work programme and budget. Regional implementation plans will be considered, tailoring the outcomes to specific contexts.

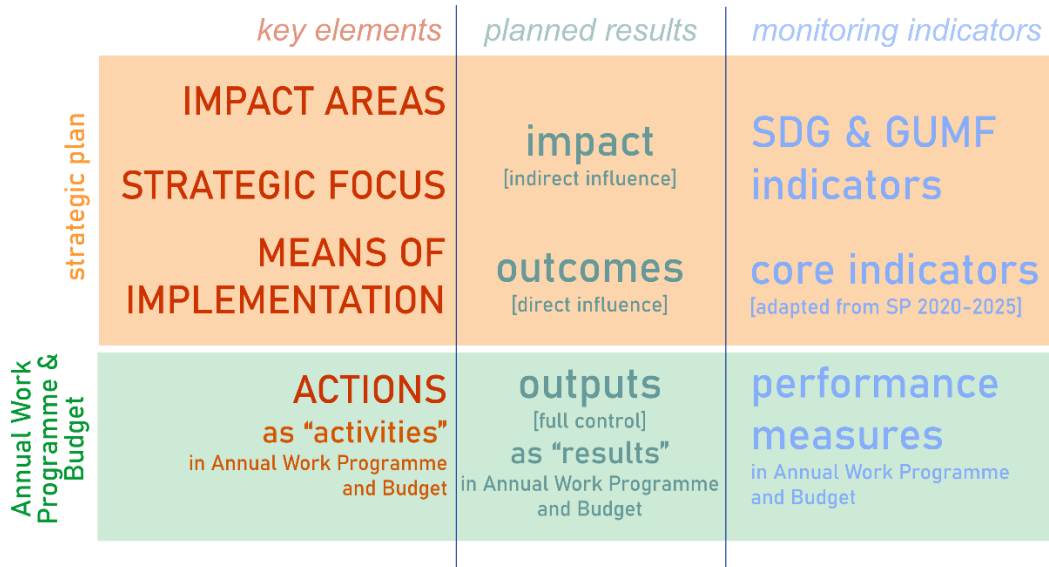
The annual work programme and budget incorporates the outputs, presented as results, as well as the activities required.

³⁷ HSP/HA.2/Res.10

³⁸ HSP/HA.2/Res.10

³⁹ A/RES/77/173 OP20

⁴⁰ UN-Habitat (2021) *Financing Sustainable Urban Development*.



The monitoring framework draws upon several existing practices and will be structured in a similar hierarchy as the implementation plan: impact will be monitored through relevant indicators of the SDGs and the Global Urban Monitoring Framework; outputs will be monitored through adapting core indicators of the strategic plan 2020-2025. Outputs/results will be monitored through the performance measures as defined in the annual work programme and budget.

Our way forward to the final draft

The Secretariat will continue its development of the strategic plan by continuing the consultative process, engaging with Member States in structured dialogues in both dedicated retreats and meetings of the ad hoc working group on programmatic, budgetary and administrative matters. The concluding retreat for Member States is planned in January 2025.