Formulation of the Strategic Plan 2020-2025
What is a Strategic Plan?

Aligning the work of different parts of the organization around common goals and strategies

Assisting the organization to make strategic choices

Creating a communication vehicle internally and externally on the change that UN-Habitat aims to bring about

Reflecting UN-Habitat’s commitment to support the implementation of the SDGs, the NUA and the “no one left behind” pledge

Creating an investment vehicle

Strengthening UN-Habitat’s accountability framework
Journey so far...

Situation analysis (April & May)
7 multidisciplinary and inclusive teams (3 on baselines & 4 on substantive workstreams)

Retreat + consultations (in May)

Survey on identity (vision, mission, philosophy & values)
Journey so far...

Consultations with offices in NBO and away from HQ

Townhall and brainstorming meetings with groups

7 multidisciplinary and inclusive teams have submitted the results/outputs of the work (mid-July)

Workshop of 13&14 August to “firm up strategic focus”
Vision & Mission of UN-Habitat...

“A better quality of life for all in an urbanizing world”

“UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”
Sustainable urbanization is advanced as a driver of development and peace, to improve living conditions for all

Drivers of change (How) – Support achievement of planned results:
1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Objective or Desired Change

Domains of Change or Focus Areas

Outcomes (What)

16 Outcomes/Result Areas

Social inclusion issues: (1) Human rights; (2) Gender (3) Age & (4) Disability

Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication
Proposed Theory of Change

Reduced poverty and spatial inequality in urban and rural communities

Drivers of change (How) – Support achievement of planned results:
1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Outcomes (What):
- Increased and equal access to basic and social services, and sustainable mobility
- Increased and equal access to land, and adequate and affordable housing
- Increased and equal access to public space
- Enhanced social integration, inclusive communities and effective urban regeneration

Social inclusion issues: (1) Human rights; (2) Gender; (3) Age; (4) Disability

Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) Interagency collaboration; (6) Communication

Domain of Change or Focus Area

Work in Progress
Proposed Theory of Change

Enhanced shared prosperity of cities and regions

Drivers of change (How) – Support achievement of planned results:
1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Outcomes (What):
- Improved spatial connectivity and productivity of cities and regions
- Increased and equal access to decent jobs and livelihoods
- Increased and fairly distributed locally generated revenues
- Expanded deployment of frontier technologies and innovations for urban development

Social inclusion issues: (1) Human rights; (2) Gender; (3) Age; (4) Disability
Cross-cutting thematic areas: (1) Resilience; (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) Interagency collaboration; (6) Communication
Proposed Theory of Change

Strengthened climate action and improved urban environment

Drivers of change (How) – Support achievement of planned results:

1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Outcomes (What):

- Improved protection of urban biodiversity and ecological assets
- Reduced greenhouse emissions and improved air quality
- Improved resource efficiency and sustainable waste management
- Effective adaptation of communities and infrastructure to climate change

Social inclusion issues: (1) Human rights; (2) Gender; (3) Age & (4) Disability

Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication
Proposed Theory of Change

Effective urban crises prevention and response

Drivers of change (How) – Support achievement of planned results:
1. Policy
2. Planning
3. Legislation
4. Governance and Institutions
5. Financing Mechanisms
6. Advocacy
7. Capacity development

Secured Housing
Land Property
Rights

Enhanced social cohesion and Inclusive planning for conflict prevention and recovery

Improved living standards and inclusion of migrants, refugees and internally displaced persons

Enhanced resilience of the built environment and infrastructure

Social inclusion issues: (1) Human rights; (2) Gender (3) Age & (4) Disability
Crosscutting thematic areas: (1) Resilience & (2) Safety

Organizational enablers: (1) Data & Knowledge; (2) Systems & processes; (3) Partnerships; (4) Innovations; (5) interagency collaboration; (6) Communication

Outcomes (What)
Indicative questions for discussion

1. How can we improve the proposed strategic focus (in the spirit of doing less better)?

2. Have we articulated well issues relevant to UN-Habitat’s mandates and niche?

3. How can we turn the strategic plan into an investment plan?

4. How can we better leverage strategic partnerships?

5. How lessons learned from the current UN-Habitat’s strategic plan and others can be used for improvements?
Upcoming work from September to December 2018

Drafting of annexes and companions documents, e.g., results frameworks, focus area action plans, costing of action plans & total cost of SP, risk matrix and accountability framework, impact-focused communication strategy, performance measurement plan, etc.