

# Second Session of the UN-Habitat Executive Board

**Programmatic, budgetary  
and administrative  
matters: 15-16 November  
2021 Agenda Item 4**

**Gary Landes**

Director (ai), Management, Advisory and  
Compliance Services



**UN HABITAT**  
FOR A BETTER URBAN FUTURE

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- Updated 2021 Financial Status of UN-Habitat
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- Implementation of the resource mobilization strategy in accordance with the strategic plan





# FINANCIAL STATUS UPDATE AS AT 31 JULY 2021



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# | July 2021 Financial Status of UN-Habitat

<b>Funding sources</b>	<b>Approved 2021</b>	<b>Approved 2021 Pro-rated to July 2021</b>	<b>Actual Revenues / Expenditures (July 2021)</b>
Revenues			
Foundation non-earmarked	10,000.0	5,833.3	774.5
Regular budget (Section 15)	12,495.8	7,289.2	6,182.3
Regular budget (Section 23 and Section 35)	2,559.0	1,492.8	765.4
Foundation earmarked	43,330.8	25,276.3	5,067.2
Technical cooperation	152,573.1	89,001.0	47,876.8
End of service benefits	-		10.0
Programme support costs	9,778.8	5,704.3	6,053.1
<b>Total revenues</b>	<b>230,737.5</b>	<b>134,596.9</b>	<b>66,729.3</b>

<sup>a</sup> Revenue is stated net of adjustments.



# | July 2021 Financial Status of UN-Habitat

<b>Funding sources</b>	<b>Approved 2021</b>	<b>Approved 2021 Pro-rated to July 2021</b>	<b>Actual Revenues / Expenditures (July 2021)</b>
Expenditures			
Foundation non-earmarked	10,000.0	5,833.3	1,950.7
Regular budget (Section 15)	12,495.8	7,289.2	6,182.3
Regular budget (Section 23 and Section 35)	2,559.0	1,492.8	765.4
Foundation earmarked	43,330.8	25,276.3	28,488.3
Technical cooperation	152,573.1	89,001.0	59,106.2
End of service benefits	-		15.0
Programme support costs	9,778.8	5,704.3	7,257.1
<b>Total expenditures</b>	<b>230,737.5</b>	<b>134,596.9</b>	<b>103,765.0</b>
<b>Net Revenues</b>			<b>-37,035.7</b>

1. <sup>a</sup> Revenue is stated net of adjustments.





# FINANCIAL STATUS UPDATE AS AT 31 OCTOBER 2021



**UN HABITAT**  
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# | Updated October 2021 Financial Status of UN-Habitat

<b>Funding sources</b>	<b>Approved 2021</b>	<b>Approved 2021 Pro-rated to October 2021</b>	<b>Actual Revenues / Expenditures (October 2021)<sup>a/b</sup></b>
<b>Revenues</b>			
Foundation non-earmarked	10,000.0	8,333.4	2,024.3
Regular budget (Section 15)	12,495.8	10,413.3	10,413.3
Regular budget (Section 23 and Section 35)	2,559.0	2,132.5	2,132.5
Foundation earmarked	43,330.8	36,109.2	20,119.2
Technical cooperation	152,573.1	127,144.3	100,266.9
End of service benefits	-		30.9
Programme support costs	9,778.8	8,149.1	8,829.7
<b>Total revenues</b>	<b>230,737.5</b>	<b>192,281.8</b>	<b>143,816.8</b>

<sup>a</sup> Revenue is stated net of adjustments.

<sup>b</sup> Timing differences from prior year-carried over project revenues



# | Updated October 2021 Financial Status of UN-Habitat

<b>Funding sources</b>	<b>Approved 2021</b>	<b>Approved 2021 Pro-rated to October 2021</b>	<b>Actual Revenues / Expenditures (October 2021)<sup>a/b</sup></b>
<b>Expenditures</b>			
Foundation non-earmarked	10,000.0	8,333.4	2,219.8
Regular budget (Section 15)	12,495.8	10,413.3	9,659.9
Regular budget (Section 23 and Section 35)	2,559.0	2,132.5	1,532.5
Foundation earmarked	43,330.8	36,109.2	38,902.9
Technical cooperation	152,573.1	127,144.3	84,663.7
End of service benefits	-		36.0
Programme support costs	9,778.8	8,149.1	9,916.6
<b>Total expenditures</b>	<b>230,737.5</b>	<b>192,281.8</b>	<b>146,931.4</b>
<b>Net Revenues</b>			<b>(3,114.6)</b>

<sup>a</sup> Revenue is stated net of adjustments.

<sup>b</sup> Timing differences from prior year-carried over project revenues





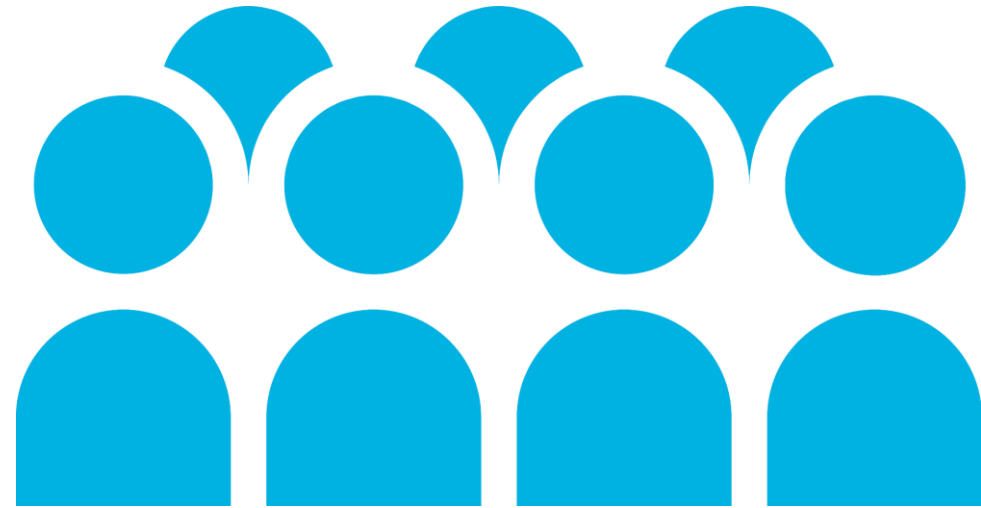


# GENDER AND GEOGRAPHICAL DISTRIBUTION AS AT 31 JULY 2021



**UN HABITAT**  
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- Gender Distribution
- Geographical Distribution
- Challenges & Future Planning



# | Staff Gender Distribution according to Regional groups

Region	Female	Male	Total	% Female	% Male	% of Total
Africa Group	83	69	152	54.6%	45.4%	49.2%
Asia-Pacific	20	27	47	42.6%	57.4%	15.2%
Eastern Europe	2	4	6	33.3%	66.7%	1.9%
Latin America and the Caribbean	6	5	11	54.5%	45.5%	3.6%
Western Europe and others	49	44	93	52.7%	47.3%	30.1%
<b>Grant Total</b>	<b>160</b>	<b>149</b>	<b>309</b>	<b>51.8%</b>	<b>48.2%</b>	<b>100.0%</b>



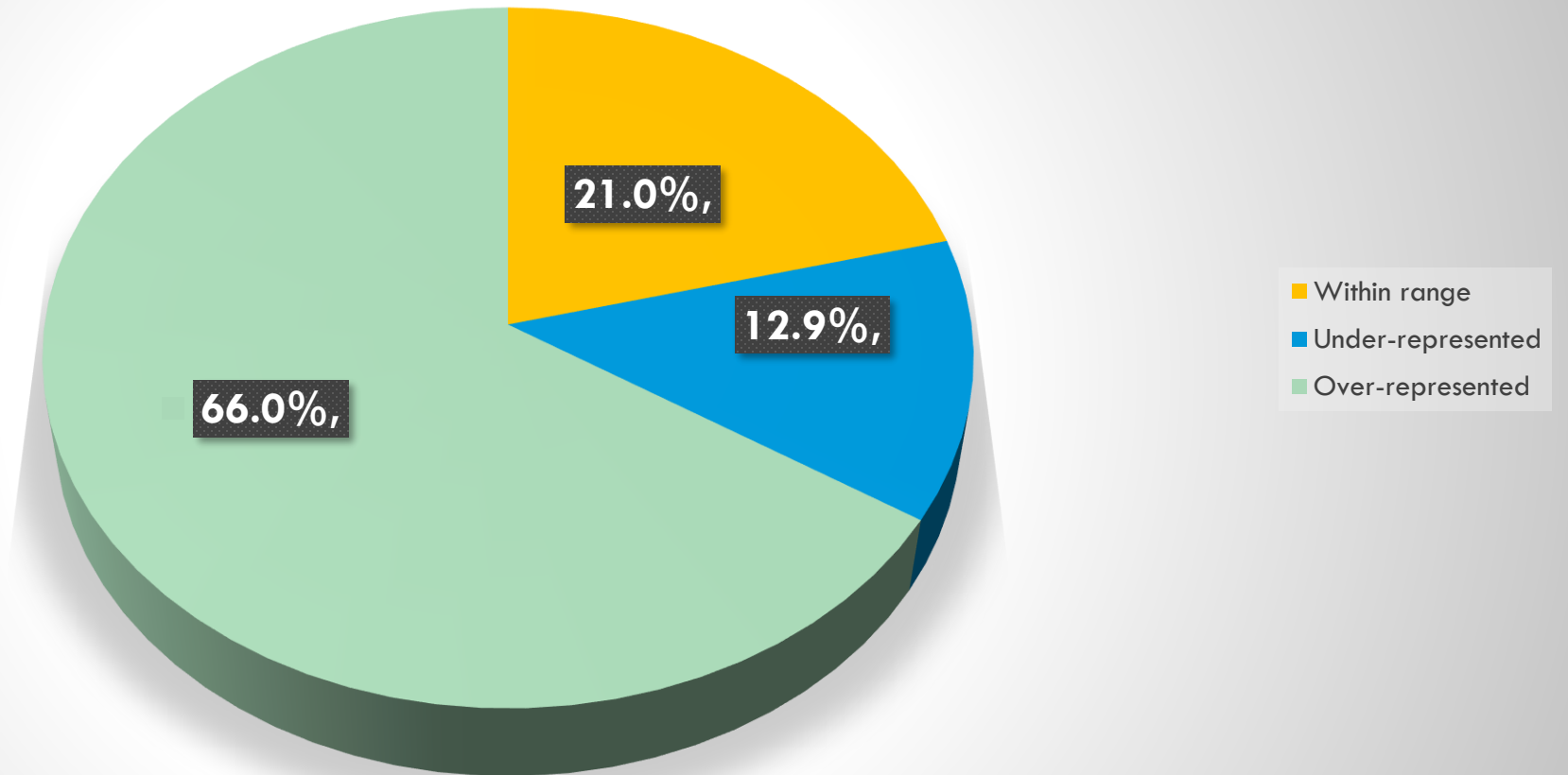
## | Staff Numbers according to Gender (by Level)

Level	Female	Male	Total	% Female	% Male	% of Total
USG	1	-	1	100.0%	0.0%	0.3%
ASG	-	1	1	0.0%	100.0%	0.3%
D-2	1	1	2	50.0%	50.0%	0.6%
D-1	1	6	7	14.3%	85.7%	2.3%
P-5	2	26	28	7.1%	92.9%	9.1%
P-4	30	25	55	54.5%	45.5%	17.8%
P-3	26	27	53	49.1%	50.9%	17.2%
P-2	17	11	28	60.7%	39.3%	9.1%
NO-C	-	6	6	0.0%	100.0%	1.9%
NO-B	9	4	13	69.2%	30.8%	4.2%
NO-A	1	5	6	16.7%	83.3%	1.9%
G-7	11	7	18	61.1%	38.9%	5.8%
G-6	19	11	30	63.3%	36.7%	9.7%
G-5	29	10	39	74.4%	25.6%	12.6%
G-4	11	6	17	64.7%	35.3%	5.5%
G-3	1	2	3	33.3%	66.7%	1.1%
G-2	1	1	2	50.0%	50.0%	0.6%
<b>Grant Total</b>	<b>160</b>	<b>149</b>	<b>309</b>	<b>51.8%</b>	<b>48.2%</b>	<b>100.0%</b>

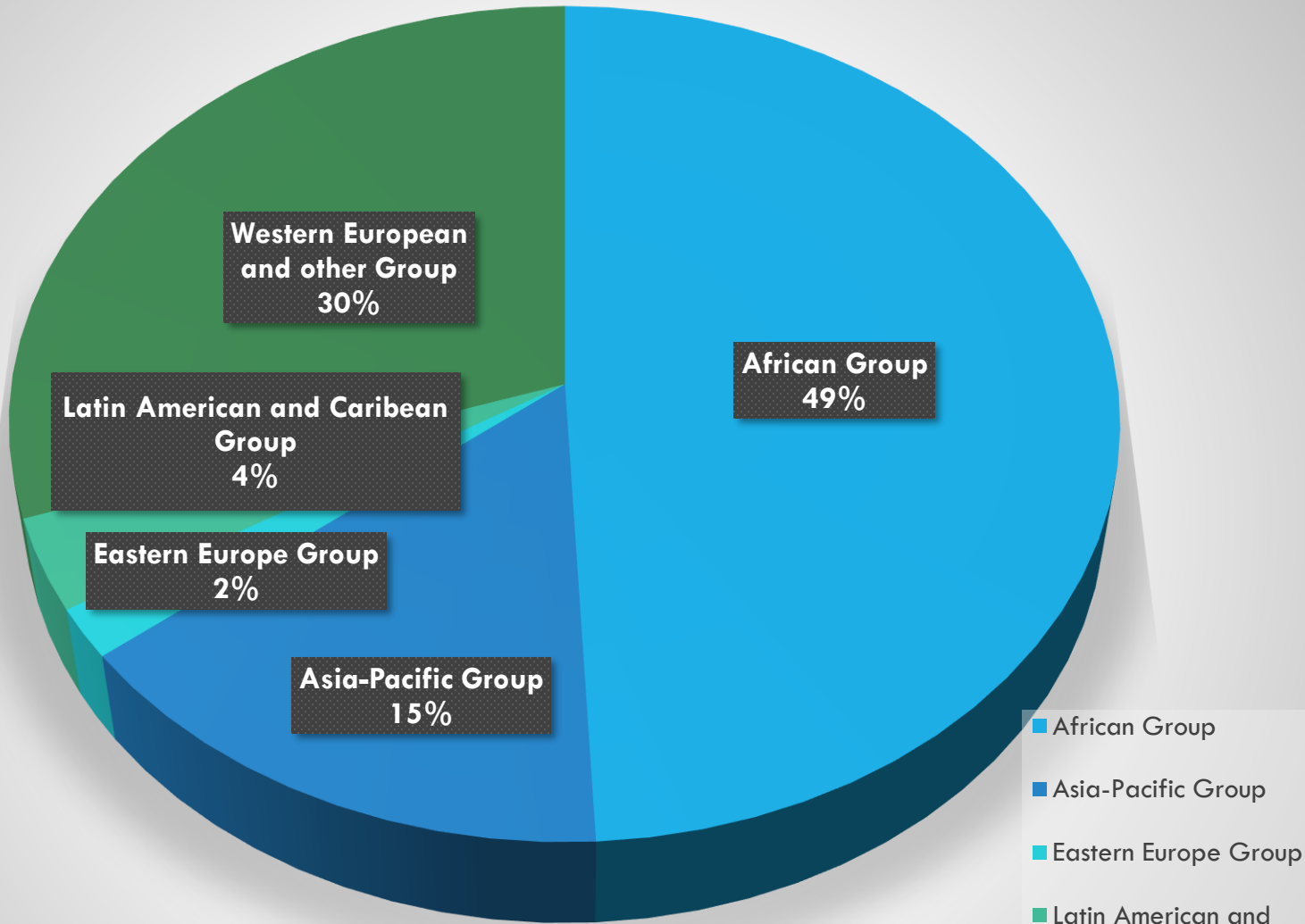


# Staff Geographical Distribution within 193 Member States

## Geographical Distribution



# Staff Numbers and Country representation according to Regional groups



African Group - 152  
Asia-Pacific Group - 47  
Eastern Europe Group - 6  
Latin American and Caribbean Group - 11  
Western European and others Group - 93

- African Group
- Asia-Pacific Group
- Eastern Europe Group
- Latin American and Caribbean Group
- Western European and other Group



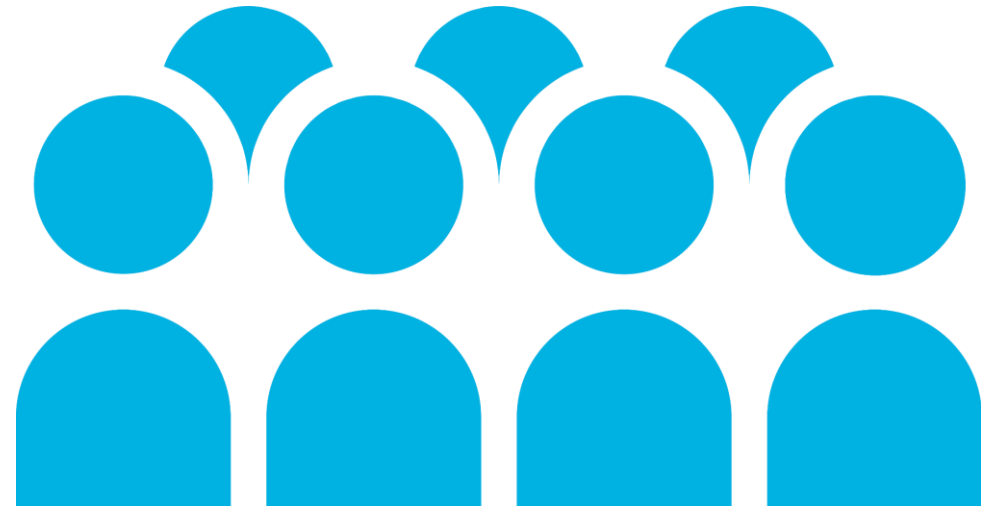


# GENDER DISTRIBUTION GEOGRAPHICAL DISTRIBUTION AS AT 31 OCTOBER 2021



**UN HABITAT**  
FOR A BETTER URBAN FUTURE

- Gender Distribution
- Geographical Distribution
- Challenges & Future Planning





## | Staff Gender Distribution according to Regional groups

Region	Female	Male	%Female	%Male	Total	% Total
African Group	81	67	54.73%	45.27%	148	100.00%
Asia- Pacific	26	27	49.06%	50.94%	53	100.00%
Eastern Europe	2	3	40.00%	60.00%	5	100.00%
Latin America and Carribean	6	7	46.15%	53.85%	13	100.00%
Western Europe and Others	49	45	52.13%	47.87%	94	100.00%
<b>Grand Total</b>	<b>164</b>	<b>149</b>	<b>52.40%</b>	<b>47.60%</b>	<b>313</b>	<b>100.00%</b>

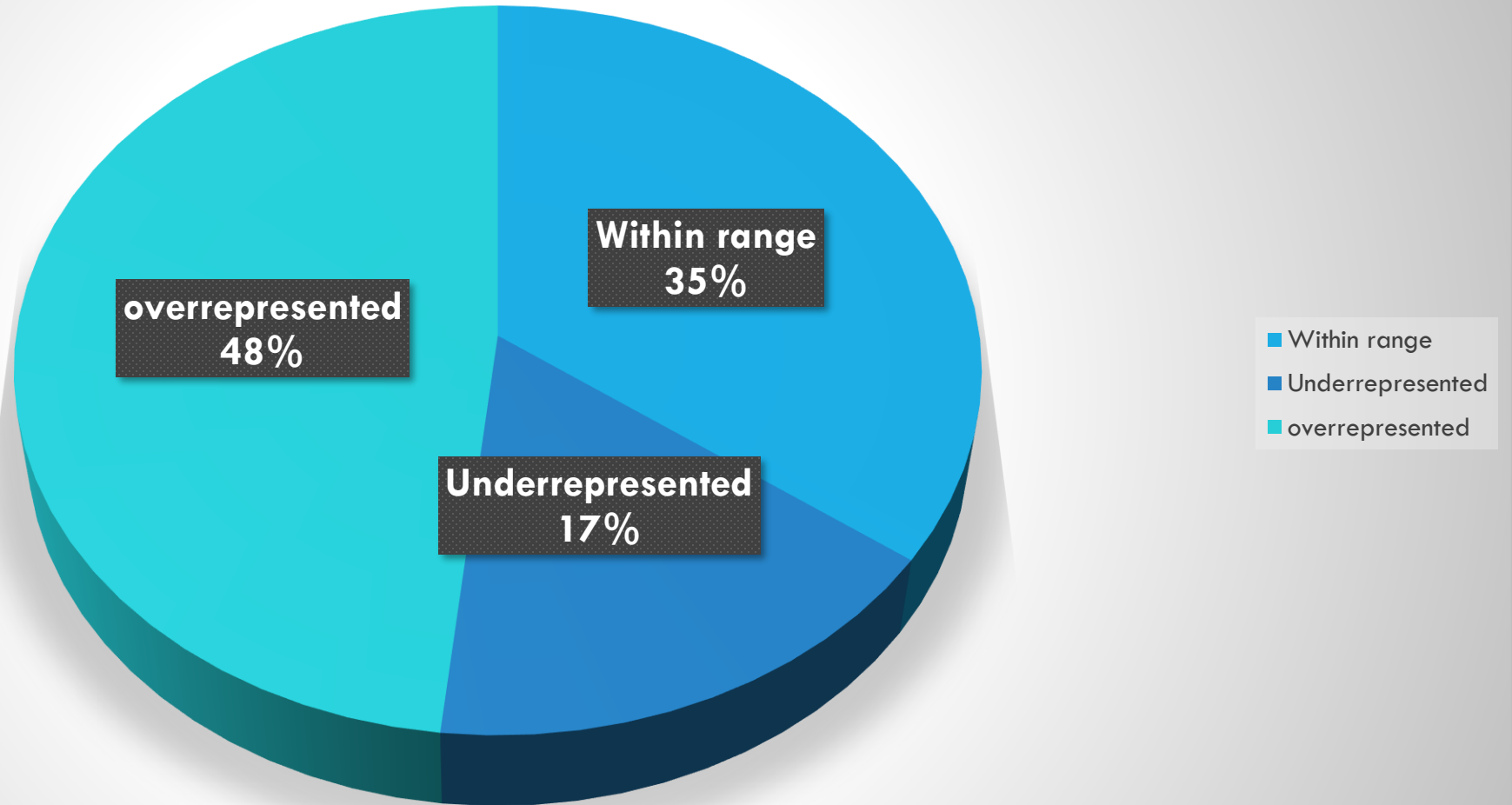


# Staff Numbers according to Gender (by Grade)

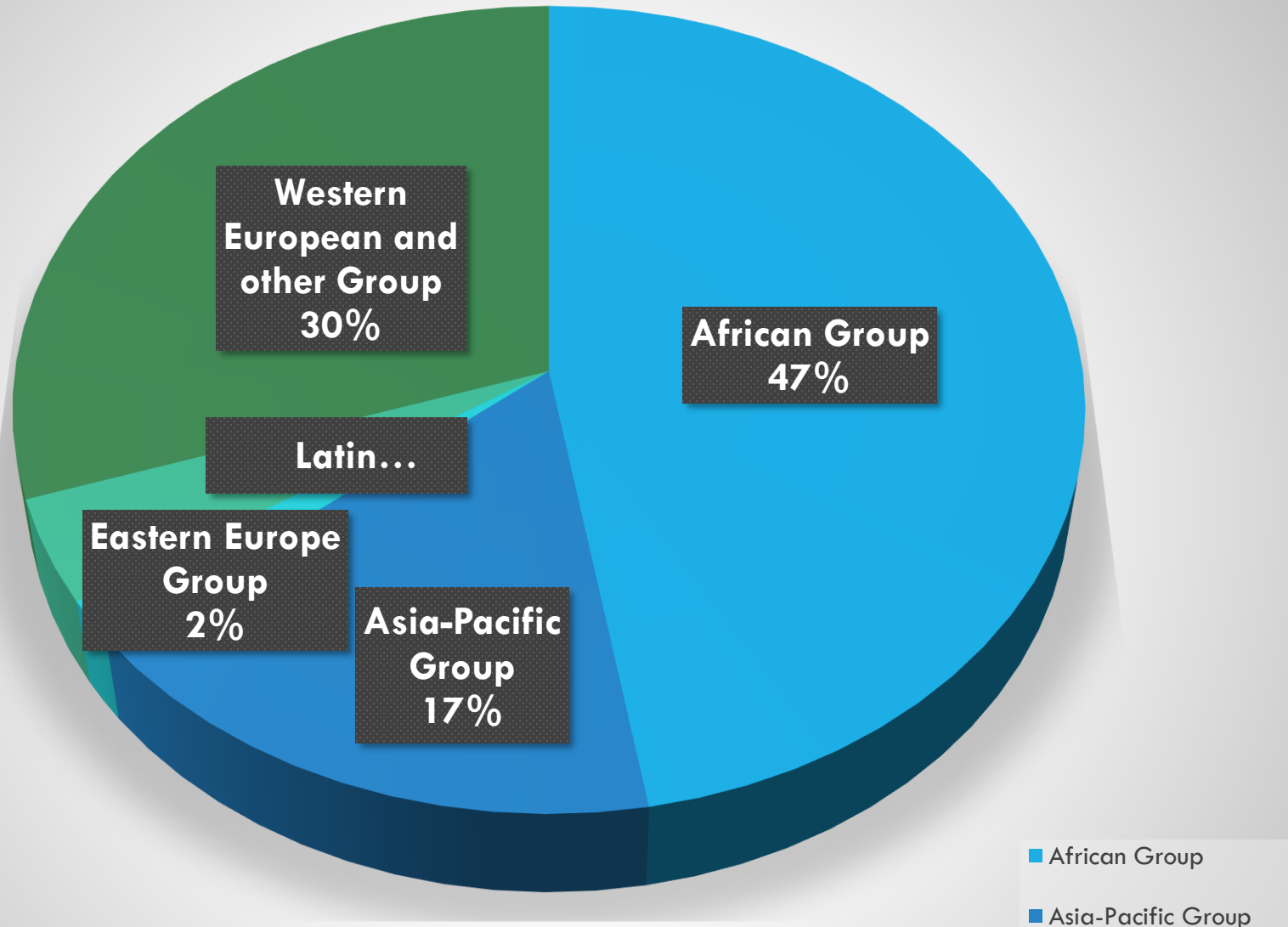
Level`	Female	Female %	Male	Male %	Total
USG	1	100.0%	0	0.0%	1
ASG	0	0	0	0	0
D-2	0	0.0%	1	100.0%	1
D-1	1	14.3%	6	85.7%	7
P-5	2	7.1%	26	92.9%	28
P-4	31	56.4%	24	43.6%	55
P-3	26	47.3%	29	52.7%	55
NO-C	1	16.7%	5	83.3%	6
P-2	19	59.4%	13	40.6%	32
NO-B	12	75.0%	4	25.0%	16
NO-A	1	20.0%	4	80.0%	5
G-7	11	61.1%	7	38.9%	18
G-6	20	64.5%	11	35.5%	31
G-5	26	72.2%	10	27.8%	36
G-4	11	64.7%	6	35.3%	17
G-3	1	33.3%	2	66.7%	3
G-2	1	50.0%	1	50.0%	2
	164	52.4%	149	47.6%	313



# STAFF GEOGRAPHICAL DISTRIBUTION WITHIN 193 MEMBER STATES PROFESSIONAL STAFF INCLUDING NATIONAL OFFICERS



# STAFF NUMBERS AND COUNTRY REPRESENTATION ACCORDING TO REGIONAL GROUPS

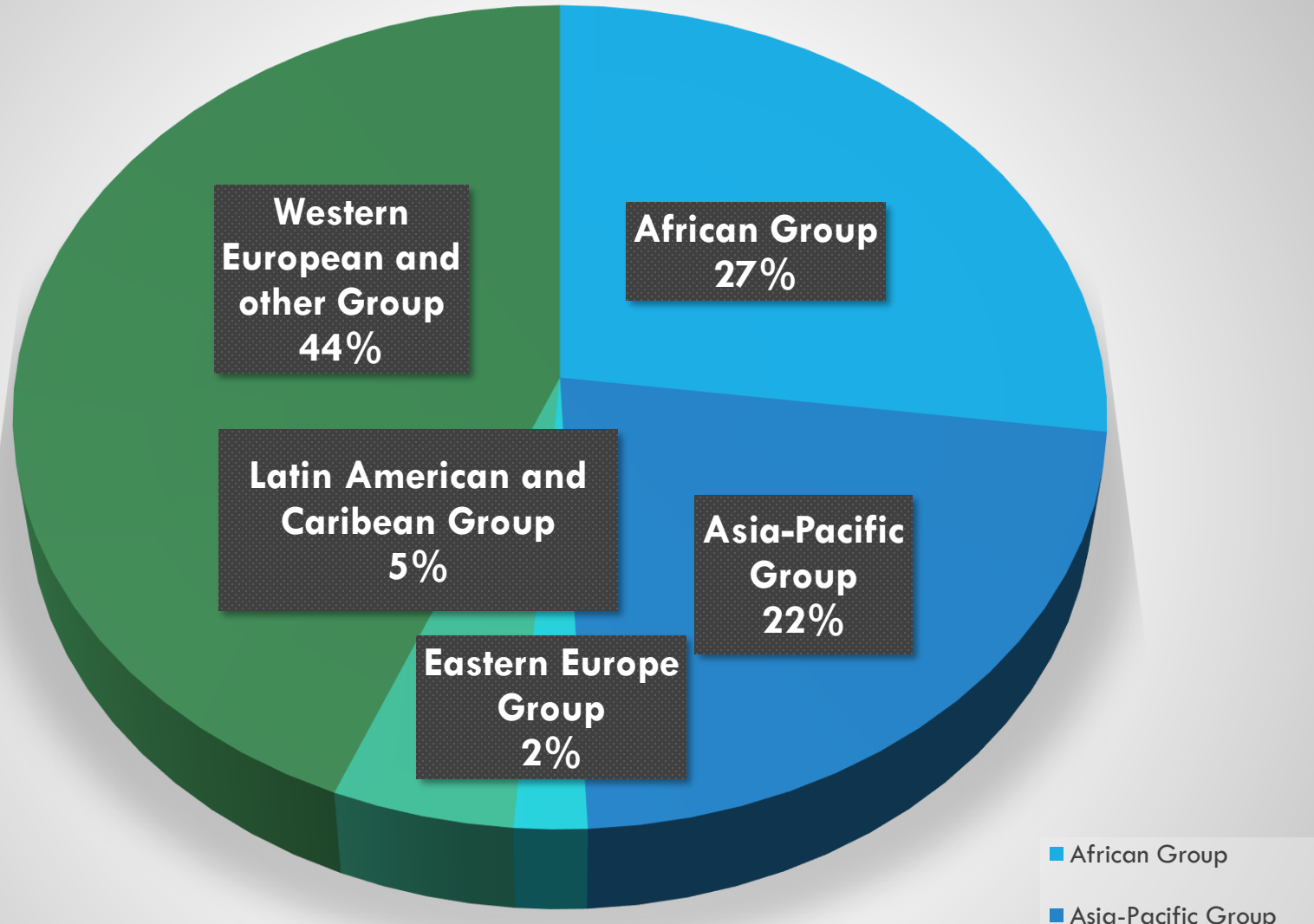


African Group —148  
Asia-Pacific Group -53  
Eastern Europe Group — 5  
Latin American and Caribbean Group — 13  
Western European and others Group - 94

■ African Group  
■ Asia-Pacific Group



# STAFF NUMBERS AND COUNTRY REPRESENTATION ACCORDING TO REGIONAL GROUPS – PROFESSIONAL STAFF INCLUDING NATIONAL OFFICERS



African Group – 55  
Asia-Pacific Group - 45  
Eastern Europe Group – 4  
Latin American and Caribbean Group – 10  
Western European and others Group - 89

■ African Group  
■ Asia-Pacific Group

# | ACTIONS TAKEN TO IMPROVE GENDER AND GEOGRAPHICAL DIVERSITY

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The Secretariat has taken various steps to improve geographical diversity of its staff members including:

- (a) **Advocacy** with Member States, the UN System, Partner organisations to expand the candidate pool;
- (b) **Training for Hiring Managers** to sensitize colleagues on the need to improve productivity by way of diversifying the work force
- (c) **Streamlining the relationship with UNON service provider** to avoid duplication, encourage efficiency and improve monitoring
- (c) **Participation in job fairs** to build up the pool of candidates and to **improve existing roaster** of candidates.

While the primary goal of the newly developed strategy is to ensure a more diverse and inclusive workforce that exhibits the core values that the organisation upholds, OHR will work closely with all the entities to secure the highest standards of efficiency, competence and integrity in line with [Article 101 of the UN Charter](#) during any recruitment process.





# UN-HABITAT COST RECOVERY POLICIES AND METHODOLOGIES 2021 UPDATE



# Cost-recovery policies and methodologies of UN-Habitat 2021

Revenue and expenses for the programme support fund for the period 2019–2021 (Thousands of United States dollars)

Description	2017	2018	2019	2020	2021*
<b>Total revenue</b>	9 975.0	11 543.0	10 400.0	12,709.0	10 625.2
<b>Total expenses</b>	10 277.0	12 514.0	12 700.0	13 304.0	11 854.0

\* 2021 projected figures.

Programme support revenue as a percentage of earmarked fund revenue for the period 2016–2021 (Thousands of United States dollars rounded)

<b>Programme support cost revenue</b>	<b>10.0</b>	<b>11.5</b>	<b>10.4</b>	<b>12.7</b>	<b>8.8*</b>
<b>Foundation earmarked</b>	35.1	47.5	29.2	56.8	38.9
<b>Technical cooperation</b>	116.7	112.8	121.8	116.0	84.7
<b>Total, earmarked funds</b>	151.8	160.3	151.0	172.8	123.6
<b>Programme support cost revenue as a percentage of earmarked funds</b>	6.6	7.2	6.9	7.3	7.1

\* 2021 figures are as at 31 October 2021.





# Agenda item 4: Implementation of the resource mobilization strategy in accordance with the strategic plan



# Resource Mobilization Strategy Objectives 2020-2023

1

## ADEQUATE FUNDING



Regular budget: \$ 60M  
Non-earmarked: \$ 41M\*  
Foundation earmarked: \$ 262M  
Technical cooperation: \$ 607M  
Total: \$ 970M

\*projected funding

3

## STRATEGIC PARTNERSHIPS

Joint strategy development  
Multi-year agreements  
Pooled funding  
Large scale high impact programmes



5

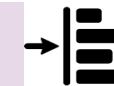
## VALUE FOR MONEY

Results focused  
Efficient  
Transparent  
Accountable



2

## ALIGNMENT



Urban dimensions of the SDGs, NUA  
UN-Habitat Strategic Plan  
National strategic plans  
UN Sustainable Development Cooperation Framework  
UN Funding Compact

4

## DIVERSIFIED DONOR BASE



More Member States contributing  
Domestic resources  
Private Sector, Local Authorities, other  
Multi-donor pooled funds

6

## INNOVATION



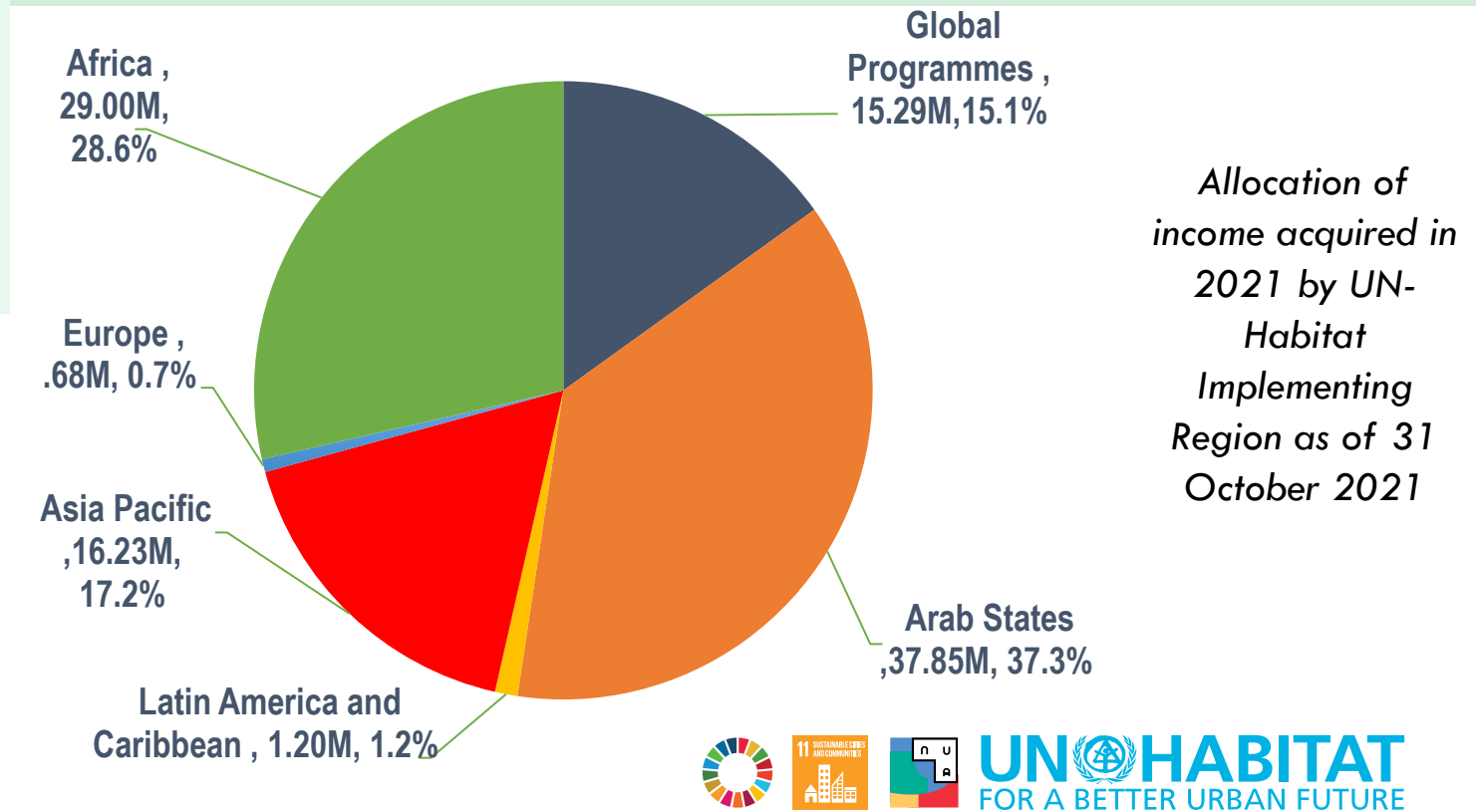
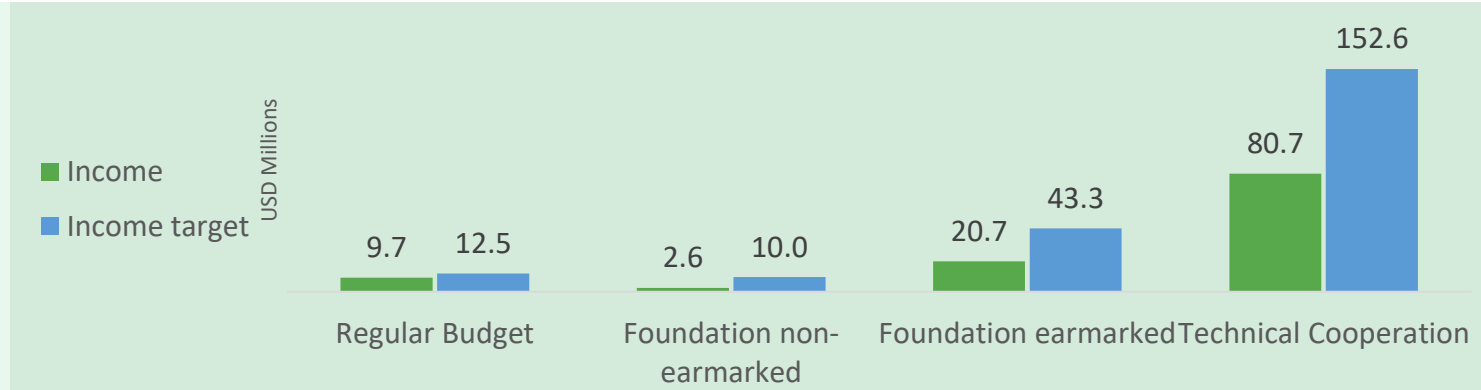
Blended funding: loans, grants  
National Committees  
High Net Worth Individuals, Influencers  
Technology support, social media



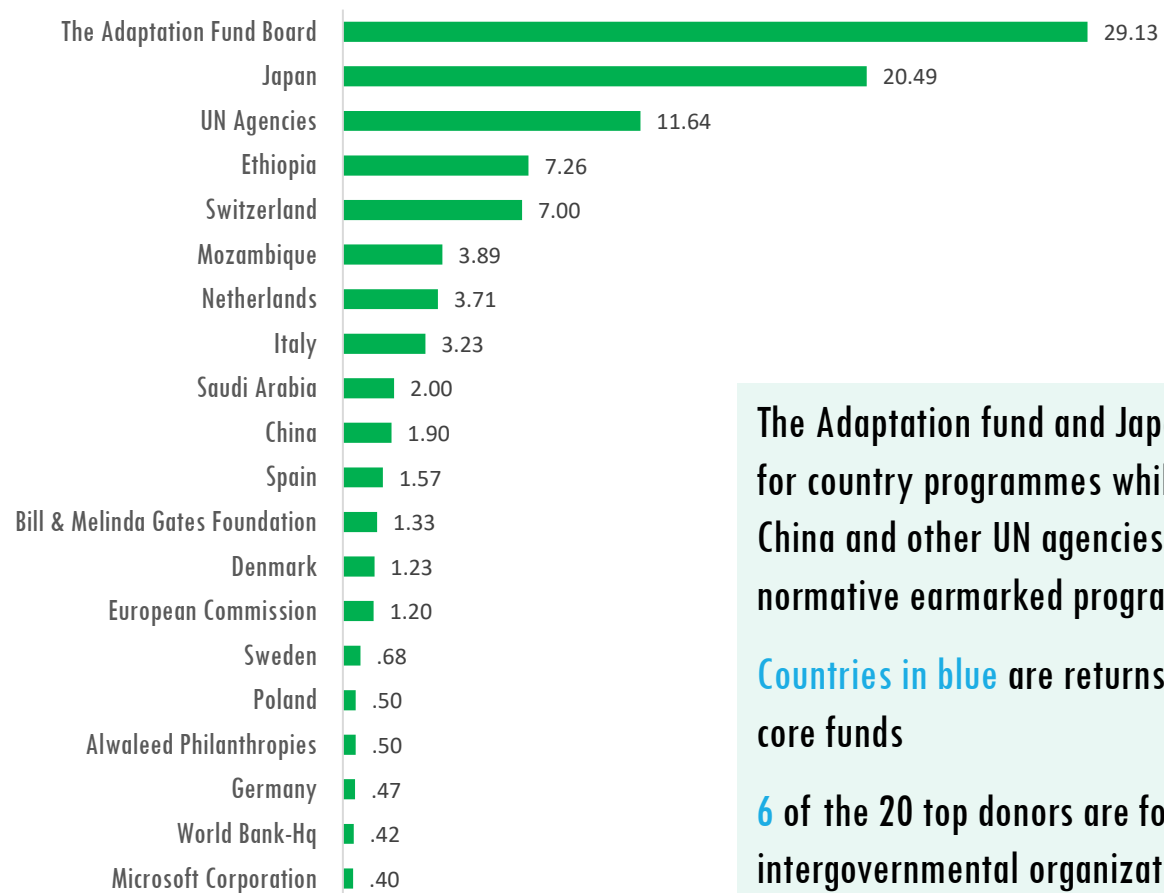
# | Income acquired against 2021 targets, detail as of 31 October 2021

## Outcomes

- Only **26%** of foundation non-earmarked requirements secured – Member States diverting resources to COVID-19 recovery.
- **Three** new contributors to core funds and **one** Member State returned to funding the Foundation Non-Earmarked Fund.
- Healthy performance on technical cooperation and earmarked funds shows continuing demand for UN-Habitat's services.



# | Top contributors in 2021 as of 31 October 2021



The Adaptation fund and Japan are top contributors for country programmes while Switzerland, Japan, China and other UN agencies are top contributors for normative earmarked programmes

Countries in blue are returns or new contributors to core funds

6 of the 20 top donors are foundations, intergovernmental organizations, private sector, civil society or UN agencies showing greater diversification of funding sources

*Comebacks or new contributors to core*

*\* Includes contributions received in 2021 for earlier year pledges*

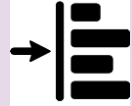


# Objectives 2 and 3 - Strategic partnerships for funding that is aligned to mandates

2

## ALIGNMENT

Urban dimensions of the SDGs, NUA  
UN-Habitat Strategic Plan  
National strategic plans  
UN Sustainable Development Cooperation Framework  
UN Funding Compact



3

## STRATEGIC PARTNERSHIPS

Joint strategy development  
Multi-year agreements  
Pooled funding  
Large scale high impact programmes



## Main Actions

- Donor Focal Points have facilitated 30 strategic funding dialogues with Member States
- Strategic discussions on soft earmarked for Flagship Programmes and Strategic Plan domains of change
- Regional structure finalized
- Alignment of the Resource Mobilization Strategy with the realignment of UN-Habitat's Strategic Plan
- Increased engagement with top donors, middle income and lower income countries
- Regional Dialogues conducted with member states

## Results

- As a result of the funding dialogues facilitated by Donor Focal points three new donors and one country have returned to contributing to UN-Habitat Non-Earmarked Fund.
- Sweden is providing one-time soft earmarked support of approximately USD 800,000 for domain of change three and thereby has Strengthened climate action and improved urban environment.
- Increasing collaboration and implementation at country level, including for Covid-19 recovery.



# Objectives 4 and 6 – Innovative ways to achieve a more diversified donor base

4

## DIVERSIFIED DONOR BASE



More Member States contributing  
Domestic resources  
Private Sector, Local Authorities, other  
Multi-donor pooled funds

6

## INNOVATION



Blended funding: loans, grants  
National Committees  
High Net Worth Individuals, Influencers  
Technology support, social media

## Main Actions

- Increased engagement of Foundations through the Foundation and Philanthropy platform.
- Creation of Private Sector Engagement Strategy.
- Finalizing the creation of an endowment fund to support sustainable urban development.
- Finalizing the establishment of a feasibility fund to facilitate a greater flow of capital towards local impact.
- Plans are underway to launch a workplace giving campaign, where UN-Habitat staff will have the opportunity to donate to UN-Habitat Humanitarian and Emergency responses and donate online through the Donate Button.

## Results

- Foundations and Philanthropy Platform launched a goal to fund Cities Investments during the SDG Cities Conference **Oct 30 2021**.
- **76 of the 20 top donors** from local governments, foundations and philanthropies, UN, academia, pooled funds or civil society.
- **Donate** feature on UN-Habitat site to crowdfund donations for UN-Habitat's Humanitarian Appeal in the Arab Region was launched in June 2021.



# | Objective 5 – Value for money

5

## VALUE FOR MONEY

Results focused  
Efficient  
Transparent  
Accountable



## Main Actions

- **Urban Impact** quarterly newsletter brief improved to highlighting impact of UN-Habitat's work in countries.
- **Key Performance Indicators** for Resource Mobilisation finalised.
- **Standard Operating Procedures** finalized to form part of UN-Habitat **Operations Manual**. xc
- UN-Habitat **Cities and Pandemics report** published to show where UN-Habitat adds value in emergency responses such as COVID.
- **Donor Information System** enhanced to include regional profiles and domains of change.
- **Recalibration** of UN-Habitat's Strategic **aligned** with Resource Mobilisation efforts.

## Results

- New agreements publicized on UN-Habitat public site and social media platforms, Urban Impact
- Regular communication and monitoring of reports to Member States
- Finalisation of the Key Performance Indicators for Resource Mobilisation
- Positive feedback of recent publication and over **4,807 downloads** of UN-Habitat's **Cities and Pandemics Report**
- **Monthly updates to Member States** include high impact programmes and upcoming UN-Habitat events

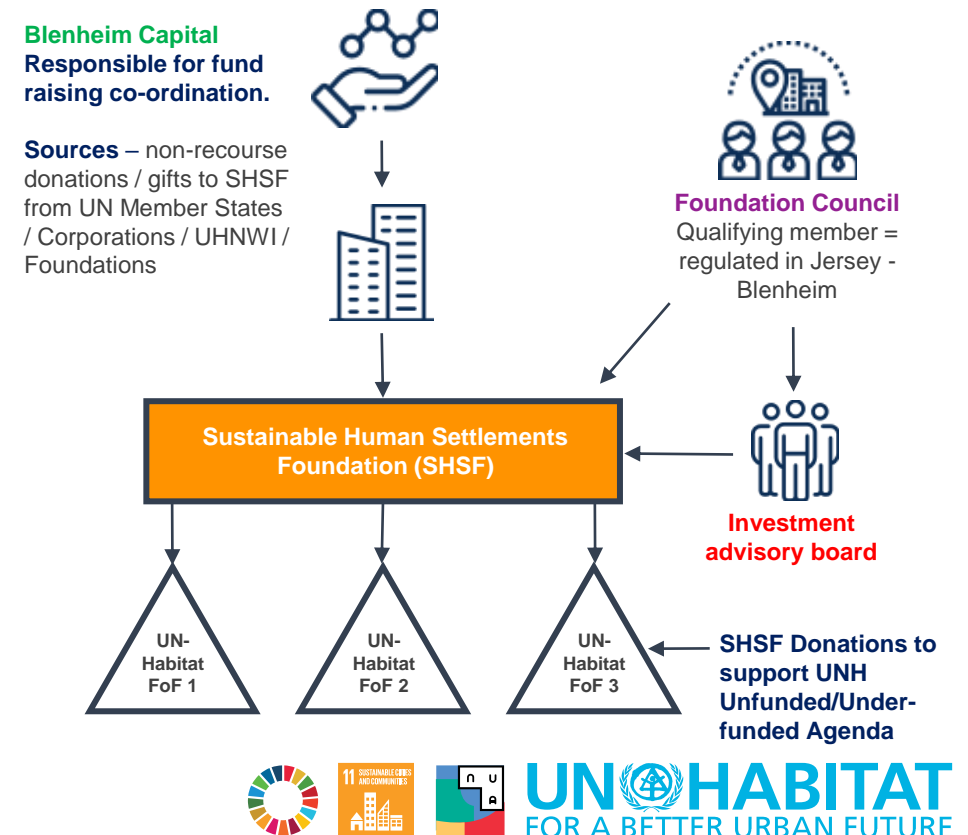


# | The UN-Habitat Endowment Fund

- **Organisational Goal:** Build a perpetual endowment **\$1 bn fund by 2028** for UN-Habitat, to provide funding for the implementation of the Strategic Development Agenda 2030 and the New Urban Agenda

- Establishment of the **Sustainable Human Settlements Foundation (SHSF)** as a Charity registered in Jersey or England, with the oversight of the Charities Commissioner
- **Initial Foundation funds** provided by **Blenheim Capital** that has signed Letter of Intent with UN-Habitat
- Establishment of the **Foundation Council**, to have ultimate oversight and will consist of appointees from UN-Habitat, Blenheim Capital, and the appointed independent regulated fiduciary as qualifying member and any other appointee
- Foundation Council can delegate oversight of investment performance to an appointed **Investment advisory board** (UN-Habitat, Others)
- **Potential Donors** - UN Member States; Corporates, Foundations, Family Offices, High Net Worth Individuals
- **Ultimate & Sole beneficiary = UN-Habitat**

## Structure





# | Moving Forward - Member States Role and Support

- Commitment and support from Member States to help amplify UN-Habitat [Global Agenda Setting](#) role and urban mandate for sustainable development
  - inclusive economic and green recovery post-Covid-19
  - climate resilience leading up to WUF11
- Support from Member States through [Non-Earmarked Fund contributions](#): Plan to share 2022 core contribution letters after the Executive Board meeting
- Support from Member states on [thematic areas including Flagship Programmes or other soft-earmarked support](#)
- Increase engagement with the private sector, including foundations, private individuals and private businesses, exploring [public-private partnerships](#) and drawing from experiences and modalities of other members of the UN family.



# THANK YOU!

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[www.unhabitat.org](http://www.unhabitat.org)

