

**Executive Board Ad-hoc Working Group
on
Programmatic, Budgetary and Administrative Matters
Draft Resource Mobilization Strategy**

June 2020

GOAL: Sufficient, predictable, long term funding to support the New Urban Agenda and urban related SDGs

2020-2023 Strategic Plan
US\$ 1.1 billion over four years

Objectives the draft Resource Mobilization Strategy

1

ADEQUATE FUNDING



Regular budget: \$ 60M
Non-earmarked: \$ 109 M
Normative earmarked: \$ 262M
Country programmes: \$ 607M
Total: \$ 1,095M

2

ALIGNMENT

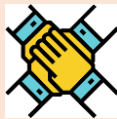


Urban dimensions of the SDGs, and the NUA
UN-Habitat Strategic Plan 2020-2023
National strategic plans
UN Sustainable Development Cooperation
Framework
UN Funding Compact

3

STRATEGIC PARTNERSHIPS

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



4

DIVERSIFIED DONOR BASE



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

5

VALUE FOR MONEY

Results focused
Efficient
Transparent
Accountable



6

INNOVATION

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



Progress on implementation of Resource Mobilization Strategy 2020-2023

Structured Funding Dialogues

2020 actions

- Donor meetings during the World Urban Forum – over 80
- Executive Director Briefing to Executive Board – 31 March 2020
- Briefing on support for Covid-19 Response Plan – 4 May 2020
- Ongoing bilateral meetings with Member States

2020-2023 targets

- **USD 18.9M** Foundation non-earmarked income for 2020
- **100** Member States contributing to core income
- % of agreements that are multi-year: 80%

Global Thematic Programmes

2020 actions

- Five flagship programmes launched at WUF10
- Donor events on flagship programmes at WUF10 for SDG Cities, Migration and Inclusive Neighbourhoods
- Partner engagement through **SAGE**, civil society advisory body and **World Urban Campaign** on flagship programmes

2020-2023 Targets:

- **5** New thematic programmes established
- Number of partners involved in each programme: 3 or more
- **USD 30M** Investment in each programme by 2023

Joint delivery of country programmes

2020 Actions

- Engagement in Covid-19 Global Humanitarian Response Plan and Multi Donor Trust Fund
- Development of standard reporting template with other UN finalized for review
- Continuing alignment with UN Resident Coordinator System

2020-2023 Targets:

Percentage of UN-Habitat technical cooperation income from pooled funds by 2023: at least 50%

Progress on implementation of Resource Mobilization Strategy 2020-2023 – (2)

Engaging with the corporate sector

2020 actions

- City Investment Platform launched at WUF10
- Expert being engaged to draft private sector engagement strategy

2020-2023 Targets:

USD 43.8M Financial support from the private sector for urban programmes from 2020-2023

Foundations and High Net Worth Individuals and Philanthropists

2020 actions

- Foundations and Philanthropists Roundtable at WUF10
- Executive Director dialogue with Foundations on 30 June 2020
- Letter of Intent with Botnar Foundation (Switzerland) for five-year programme on digital technology for children and youth in cities
- Approaching public personalities as “Champions” and Goodwill Ambassadors to raise visibility and funding profile

2020-2023 Targets:

USD 15.5M Financial support from Foundations and High Net Worth Individuals from 2020-2023

Communicating Impact

- Impact stories on UN-Habitat website and social media incl. Covid-19
- Urban Impact – newsletter every 2 months to development and other partners starts mid-June 2020
- Systems and procedures in place to support timely reporting on contribution grants to demonstrate impact and value for money

2020-2023 Targets

100% of timely quality reports to donors by 2023

0.5M Followers of UN-Habitat social media sites by 2023

Progress on implementation of Resource Mobilization Strategy 2020-2023 – (3)

Individual giving

2020 actions

- Developing online donation feature for Covid-19 Response and flexible funding support

2020-2023 Target:

USD 5.5M Income raised from individuals for the period 2020-2023

Internal alignment

2020 Actions

- Organizational structure and responsibilities for resource mobilization complete
- Policies, systems, training and tools being enhanced to improve partner engagement and monitoring of contribution grants

2020-2023 Targets

Strategic plan results costed in 2020

Organizational structure provides for corporate sector expert: 2020

Private sector partnership strategy approved in 2020

Training, on policies and tools : 2020

Cost recovery policy implemented: 2020

Fees for service

2020 Actions

- Developing UN-Habitat Catalogue of Services
- Lessons from City Prosperity Initiative, City Resilience Profiling
- Emerging economies possible clients

Targets:

5%+ of UN-Habitat's total funding obtained from fees for service by 2023

National Committees

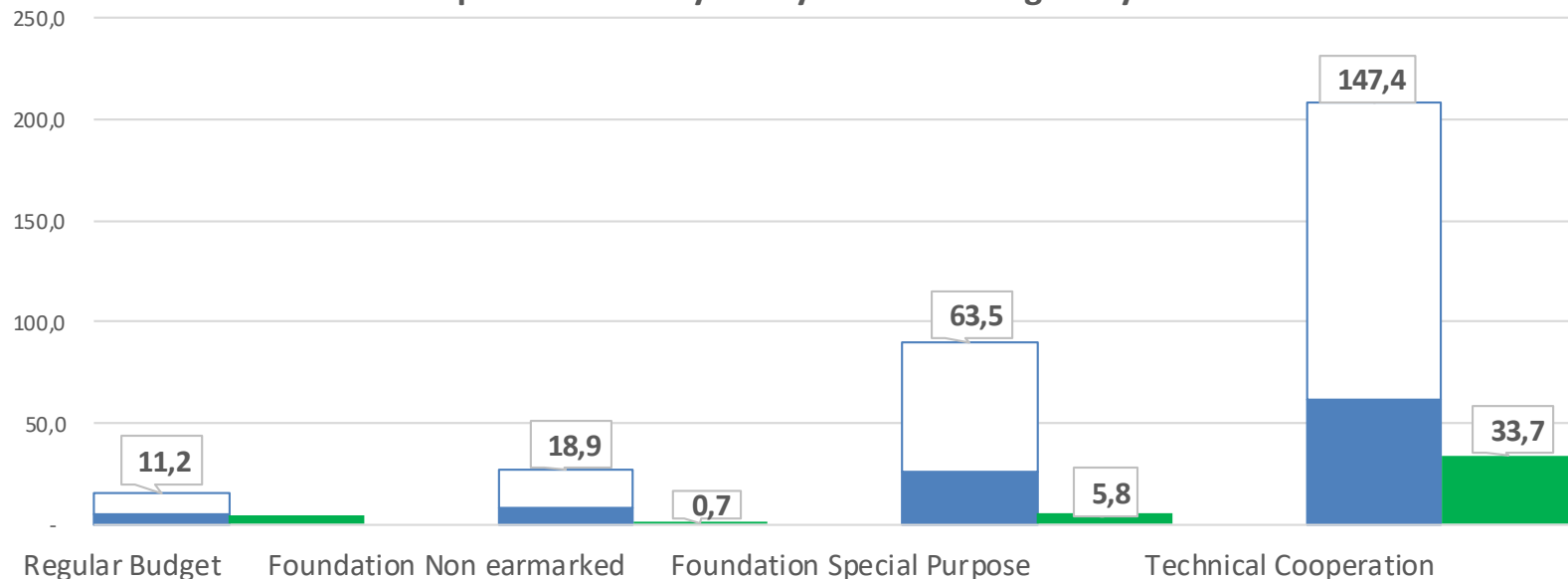
- Explore national committees for resource mobilization

Targets:

4 pilot countries with upgraded or new national committees with resource mobilization mandate by 2023

Percentage funds from within country in emerging economies for own sustainable urbanisation programmes: 25%

2020 Income acquisition January – May vs annual targets by fund in USD Millions



Only **USD735K** core contributions against budget of **USD 18.9 million**

URGENT need for countries to provide core contributions

Cannot retain staff carrying core functions unless contributions increase

- **January** - Executive Director letters sent to Member States
- **February** – Over 80 bilateral meetings with donors during WUF10
- **March** – Executive Board briefing to Member States
- **Ongoing** - bilateral meetings to follow up on core contributions

Covid-19: Response plan: **12.5 M** new income, **USD 4 M** repurposing of existing programmes out of total needs of **USD 72 M**

Core contributions in 2020

Country	Amount in USD
Botswana	*20,000
China	350,000
France	227,740
Japan	31,455
Kenya	*96,938
USA	*105,000

* Relate to 2019 pledges / balances

Revenue IPSAS Basis	2020 Core Funding		
Country	Received	Pledged	Total
Botswana	20,000		20,000
China	350,000		350,000
France	227,740		227,740
India			100,000
Japan	31,455	-	31,455
Kenya		100,000	100,000
Nigeria		75,000	150,000
Norway		1,900,000	1,900,000
Republic of Korea		82,000	82,000
Senegal		50,000	50,000
United States of America	105,000	700,000	805,000
Zambia		50,000	50,000
Total	734,195	2,957,000	3,691,195

Additional 672,000 expected based on historical data

UN-HABITAT COVID-19 RESPONSE

RESOURCE MOBILIZATION

NEW UN-HABITAT COVID-19 RESPONSE FUNDING STATUS				
Region	Country	Pledged or Received	Donors	Amount
ROAF	Regional	Pledged	*Sida Funding for Subsaharan Africa	1,200,000.00
ROAF	Burkina Faso	Pledged	Burkina Faso - Hard Pipeline	1,117,900.00
ROAF	Nigeria	Pledged	Islamic Development Bank - Hard pipeline	1,000,000.00
ROAF	Mozambique	Received	UNICEF	312,000.00
ROAF	Sao Tome and	Received	MPTF	77,000.00
ROAF	Somalia	Pledged	EU - 5.2M Eur	5,715,268.00
ROAF Total				9,422,168.00
ROAP	Lao PDR	Received	MPTF	169,690.00
ROAP		Pledged	Swiss Development Corporation	314,280.00
ROAP Total				483,970.00
ROAS	Egypt	Pledged	Drosos - Cost extension	51,567.00
ROAS	Iraq	Pledged	Alwaleed Philanthropies	500,000.00
ROAS	Lebanon	Received	UN Global Humanitarian Response Plan	50,000.00
ROAS	Palestine	Pledged	Alwaleed Philanthropies	350,000.00
ROAS	Sudan	Pledged	Alwaleed Philanthropies	350,000.00
ROAS	Syria	Pledged	Alwaleed Philanthropies	310,000.00
ROAS	Tunisia	Pledged	Alwaleed Philanthropies	300,000.00
ROAS		Pledged	Cities Alliance	50,000.00
ROAS		Pledged	MPTF	209,962.00
ROAS Total				2,171,529.00
ROLAC	Mexico	Pledged	Spain - 100K Eur	108,000.00
ROLAC Total				108,000.00
Unallocated Funding	Unallocated	Pledged	*SIDA Funding	800,000.00
Grand Total				12,985,667.00

Figure 10
Results framework for the UN-Habitat resource mobilization strategy

Adequate, predictable, flexible resources secured to fully implement the UN-Habitat strategic plan for the period 2020–2023						Objective
Adequate funding for core normative work, as well as programmes at the country and subnational levels	Funds support for urban Sustainable Development Goal targets and the New Urban Agenda, in line with United Nations Sustainable Development Cooperation Framework and the United Nations funding compact	Strategic multi-year relationships with funding partners to deliver high-impact programmes at scale	Funds come from diverse partners, including national and local governments, corporations, foundations and high-net-worth individuals	Enhanced value for money demonstrated by high impact results delivered transparently and efficiently	Innovative partnerships and financing options secure new sources of funding to increase resource levels	Outcomes and indicators of achievement
\$1,095 million for 2020–2023 Regular budget: \$60 million Foundation non-earmarked: \$109 million Foundation earmarked: \$262 million Technical cooperation: \$607 million Programme support: \$57 million	Strategic results costed Percentage of country programme funds from United Nations pooled funds: 50 Percentage of United Nations Funding Compact commitments implemented by 2023: 90	Thematic flagship programmes established: 5 Minimum investment per programme: \$30 million Percentage of agreements that are multi-year: 80	Minimum number of funding partners per global thematic programme: 3 Target income set for each partner type achieved: see bar chart in figure 9	Percentage of donor reports submitted on time: 100 Donor reporting in line with United Nations and International Aid Transparency Initiative standards Number of followers of UN-Habitat work on social media: 500,000	National committees established to raise domestic resources: 4 Percentage of funding resources generated from within country in emerging economies: 25 Resources from non-traditional sources to meet defined targets	
Hold strategic funding dialogues with the Executive Board and Member States Develop and implement policies, guidelines, tools and training to empower staff with resource mobilization functions	Cost the results framework Identify priority countries per region for collaboration with United Nations country teams Conduct common country assessments with other United Nations entities Monitor resource mobilization results against the funding compact	Hold strategic funding dialogues with individual funding partners leading to formal agreements Define funding mechanisms for each global thematic flagship programme to attract pooled funds Designate dedicated focal points with clear terms of reference to manage relationships with key donors	Finalize and implement a corporate-sector partnership strategy Secure internal expertise on partnerships with non-traditional donors, including corporations, foundations and financial institutions Define clear entry points for attracting support from non-traditional donors for UN-Habitat programmes	Update communications policies and guidelines to ensure that communications are results-focused, reach target audiences, give donors visibility and are supported by stakeholders and beneficiaries Establish and monitor key performance indicators for donor reporting	Establish national committees in pilot countries Research and test individual giving techniques for humanitarian work based on the experience of other United Nations entities	Activities

Thank you

UN**HABITAT**
FOR A BETTER URBAN FUTURE