



# Resource Mobilization Strategy Financing the Strategic Plan 2020-2023

**UN HABITAT**  
FOR A BETTER URBAN FUTURE

# Contents

I.	GOAL.....	3
II.	OBJECTIVES .....	3
III.	CURRENT SITUATION.....	5
IV.	MAIN STRATEGIC ACTIONS .....	8
V.	DONOR LANDSCAPE.....	13
VI.	RESULTS FRAMEWORK .....	15

## Executive Summary

In 2018, UN-Habitat launched major institutional reforms so that the organization is more focused, relevant, transparent, accountable, trusted and efficient, and whose services are valued and in demand. At the same time, Member States agreed to strengthen UN-Habitat's governance structure culminating in the first UN-Habitat Assembly in May 2019 which approved UN-Habitat's strategy for 2020-2023 and established an Executive Board for greater oversight of the organization's work.

An important imperative of the governance and institutional reforms was to strengthen UN-Habitat and achieve the objective of securing **adequate, predictable flexible funds** to implement UN-Habitat's strategic plan. This paper outlines the strategy to achieve this objective. It is informed by past assessments, reviews, audits, evaluations, donor consultations and surveys of UN-Habitat and takes into account global trends and experiences of other UN and development organisations.

The strategy puts forward major actions to achieve **six major objectives** to: i) secure adequate funding; ii) support delivery of urban SDG targets and the New Urban Agenda in a manner that is aligned to the UN Sustainable Development Cooperation Framework at country level and to the UN Funding Compact; iii) develop and enhance strategic partners with funding partners; iv) diversify UN-Habitat's donor base; v) demonstrate that UN-Habitat implements programmes in an accountable, efficient, transparent manner that produces transformative results and impact; and vi) find innovative partnerships and funding sources.

The **main strategic actions** put forward are:

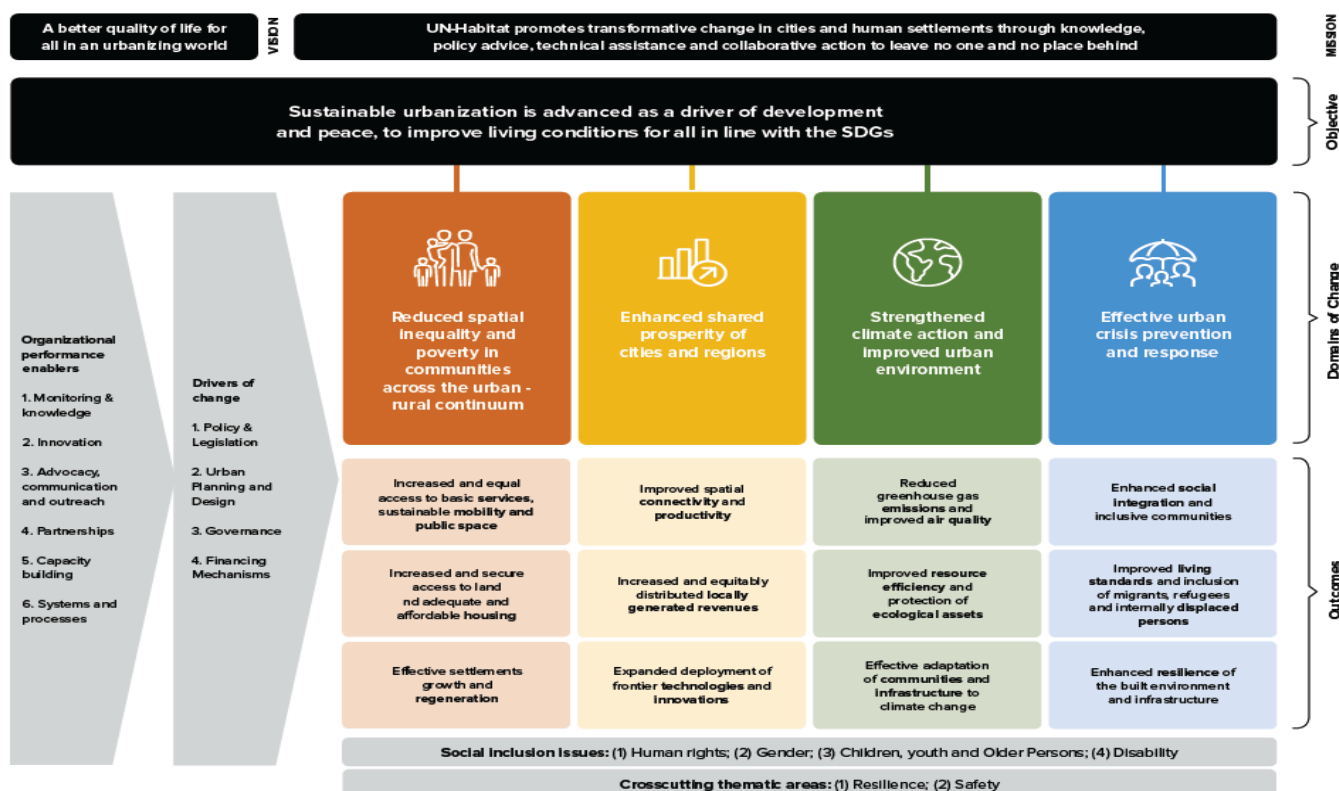
- strategic funding dialogues with member states and other development partners,

- global thematic programmes to attract multi-donor, multi-year funding to deliver high impact results at scale
- joint delivery at country level with other UN agencies under the UN Sustainable Development Cooperation Framework
- Use of a *fees for service* model in emerging economies and for local authorities building on the City Prosperity Initiative
- Proposed upgrade of the status and functions of national Habitat committees and national urban forums to include resource mobilization
- Systematic communications which highlight results and impact as well as the contributions of development partners
- Enhance engagement to nurture and strengthen relationships with key donors to deepen and enhance predictable funding for strategic programmes
- Increase engagement with the corporate sector to secure greater investment in urban programmes, and with foundations, high net worth individuals
- Explore innovative fundraising methods such as blended funding to secure different types of financing including loans and corporate investments to supplement grants, and online donations
- Improve internal policies tools, training and systems to create an environment to support effective resource mobilization throughout the organization

The paper concludes by giving an illustration of the future **donor landscape** after implementation of the strategy and **results framework** summarising the main activities, outcomes and related indicators of achievement to attain the main objective.

## I. GOAL

1. The goal of UN-Habitat's resource mobilisation strategy for 2020-2023 is to assure adequate, predictable, flexibility funding to deliver the results in the organization's strategic plan for the same period whose objective, domains of change, and desired outcomes are summarised below in the diagram below.



## II. OBJECTIVES

1

### ADEQUATE FUNDING

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



The financial target is to raise USD 1.1 billion over the next four years to implement the strategic plan. The chart below shows the targets for each fund by year starting in 2020. Projected levels for 2019 are provided for reference.

**Regular budget:** This fund is UN-Habitat's allocation from assessed contributions to the UN system. It is used mainly for costs of staff to deliver

UN-Habitat [mandates from the General Assembly](#). These relate to normative mandates on human settlements and sustainable urbanization and servicing of governing bodies. The target reflects a modest **5% annual inflationary increase** in view of current severe liquidity issues arising from unpaid assessments.

**Foundation non earmarked:** This fund consists of voluntary non-earmarked contributions from member states for the core normative work of the organization such as monitoring implementation of the urban dimensions of the SDGs, norms and policies, results-based management, advocacy and oversight. Contributions declined significantly from a high of USD20 million in 2007 to a low of USD 1.9 million in 2015 and have increased slowly to USD 5 million in 2019. The new strategy is to

increase the number of donors and level of donations based on more strategic engagement with member states to meet the significantly higher needs of the approved strategic plan: USD 109 million for 2020-2023 as compared to USD 13.6 million for the last four years ending in 2019.

**Programme support:** This is the percentage charged on earmarked contributions to cover additional indirect costs of implementing earmarked programmes for technical and administrative support. The strategy to increase the level of this fund is to incrementally improve compliance to UN system cost recovery policies and minimise exceptions in line with the SG's funding compact.



**Foundation Special Purpose:** This fund consists of earmarked contributions for global programmes that are largely normative such as the Global Land Tool Network, Participatory Slum Upgrading Programme, Cities Prosperity Initiative, and World Urban Forum, among others. The fund declined from a high of 50 million to USD 22 million in 2019 with some thematic areas attracting very little funding. The main objective is to use the experience from past programmes to develop high impact large scale programmes, under this fund to attract and leverage pooled funding from multiple donors. This will provide higher levels of funding with more balanced coverage for thematic areas. The development of entity-specific thematic programmes is in line with the UN Funding Compact.

2

**ALIGNMENT**

- SDGs, New Urban Agenda,
- National strategic plans
- UN Sustainable Development Cooperation Framework
- UN Funding Compact

**Technical Cooperation:** This fund consists of earmarked contributions for programmes at the regional and country level. While the fund has remained healthy, there is a decline in funding for countries transitioning to middle-income status mainly in Asia and Latin America and the Caribbean. Also, most support has been for fragile states and countries facing natural disasters or conflict. The strategy is to identify priority countries in each region that would benefit most from UN-Habitat's technical support to address their urban SDG priorities and gaps, and to leverage strengths of other UN agencies through joint country programmes and partnerships under the UN Sustainable Development Cooperation Framework. This will improve cooperation, efficiency, and value for money, while also streamlining more transparent reporting of results and developing more effective pooled funds.

3

**STRATEGIC PARTNERSHIPS**

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

The strategy moves away from small one-off initiatives to longer term high impact programmes that can attract funding and other support from multiple donors to leverage their resources. This entails building long term strategic relationships with development partners to bring about impact at scale.

The strategy is aimed at raising the number of countries that contribute to the core mandate of UN-Habitat, increasing the level of domestic resources for country programmes, especially those transitioning to middle income level, and building programmes that can attract financing from the [private sector](#), [local authorities](#), [foundations](#), [financial institutions](#) and [high net worth individuals](#).

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



To retain existing donors and gain new partnerships, UN-Habitat will focus on demonstrating value for money through more efficient processes, greater accountability and increased transparency by providing [timely reports](#) on the use of funds with evidence of [outcomes and impact](#). *These will be* informed by independent evaluations and audits and adhere using International Aid Transparency Initiative standards

Current resources come only on financial grants and, to a much lesser extent, in-kind contributions. The new strategy will look at innovative ways of attracting [new types of donors and investments](#) in sustainable urbanization. It will also look at new ways of raising [domestic funding](#), and at new [technologies](#) and innovative communication including smart use of social media and [influencers](#) to raise financial, political and popular support for urban SDGs.

6

#### INNOVATION

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



### III. CURRENT SITUATION

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This strategy is informed by several studies, surveys, consultations with donors, and recommendations, good practices and lessons from past assessments, audits and evaluations. Notable documents that have contributed to the strategy include:

1. UN funding compact which is aligned to GA resolution 72/279 on Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (2019)
2. Independent Management Review of UN-Habitat Systems and Processes by Ernst and Young which includes a chapter dedicated to resource mobilization (2019)
3. Global funding trends compiled by International Fundraising Leadership consisting of around 18 development and humanitarian agencies, including some UN agencies, who mobilized US\$ 30 Billion in 2018. (2018)
4. UN Joint Inspection review of donor reporting requirements across the United Nations System (2017)
5. Donor satisfaction survey (2017)

6. UN Office of Internal Oversight Services audit of resource mobilization at the United Nations Human Settlements Programme (2016). The knowledge garnered from this research, coupled with consultations with UN-Habitat staff and management, the strengths, weaknesses, challenges, opportunities and threats facing the organization are summarised in the diagram below.

## A. Strengths, Weaknesses, Opportunities and Threats

A summary of the analysis below derived from past reviews and studies stresses the need to develop new products and services to attract a diversified donor base; greater strategic engagement with donors; showing value for money through transparent efficient implementation; communicating results and impact; and publicly recognising donor inputs for accountability to their stakeholders.

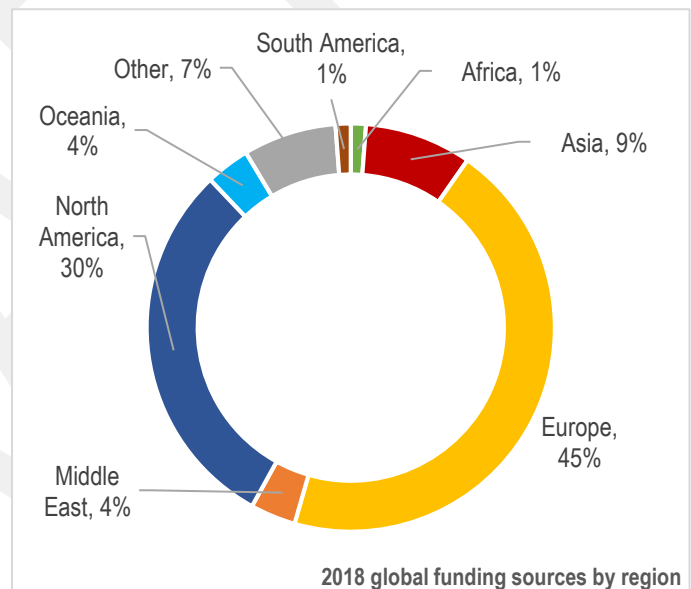
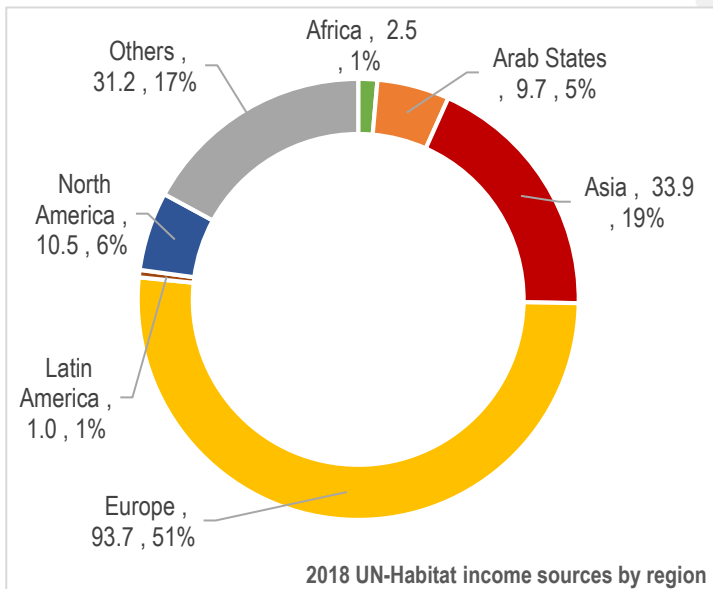
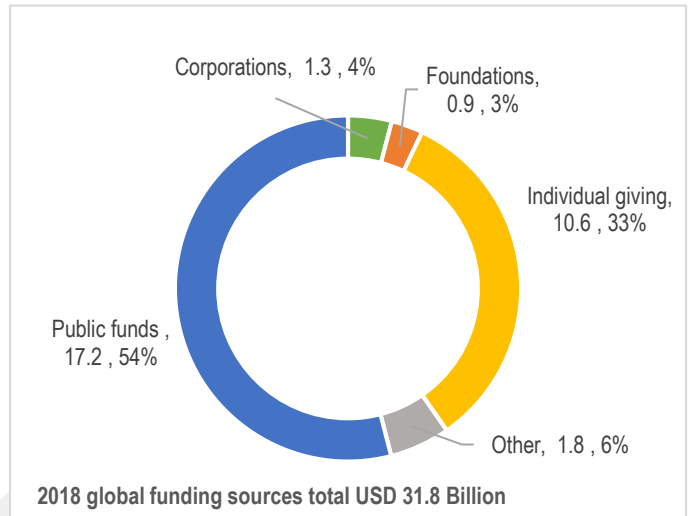
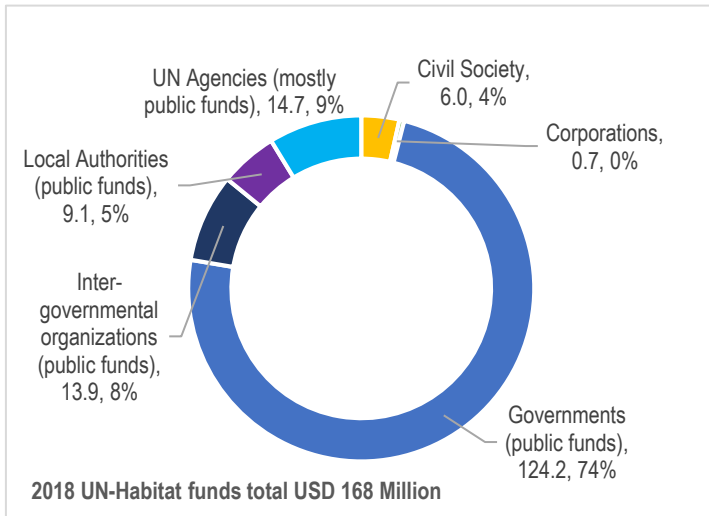
<p><b>Mandate crucial</b> – cities, home of over half of the world's population; they present challenges and opportunities for achieving the SDGs</p> <p><b>Normative expertise</b> – UN-Habitat's thought leadership and knowledge is recognized by partners</p> <p><b>Operational experience and models</b> – UN-Habitat has proven experience at country level and has applied models that are inclusive and have delivered proven results.</p> <p><b>Convening power</b> – UN-Habitat is good at partners from all sectors to advocate for sustainable urbanisation e.g. using platforms like the World Urban Forum</p>	<p><b>Weaknesses</b></p> <p><b>Limited unpredictable core income</b> - affects capacity to deliver on core mandates which underpin all work of the agency</p> <p><b>Too few donors</b>, mostly governments; top 10 donors provided 85% of funding in 2019</p> <p><b>Not efficient at country level</b> – systems and processes not geared to fast delivery</p> <p><b>Engagement with donors not strategic</b> – most grants for individual projects</p> <p><b>Internal resource mobilization capacity</b> – too few resources and disjointed efforts</p> <p><b>Communications not results-focused</b> – for visible results and impact on beneficiaries and partners</p>
<p><b>Uneven imbalanced country presence</b> – and operations mainly in conflict countries or those facing natural disasters – need for strategy to support non-resident countries deliver urban SDGs</p> <p><b>Lack of clear focal point for urban matters</b> - urbanisation runs across several ministries in many countries which affects efforts to secure funds from governments, especially so in donor countries</p>	<p><b>Pooled funding from multiple donors</b> – for large scale global programmes, and joint country programmes with other UN agencies</p> <p><b>New forms of funding other than grants</b> – explore how to secure other forms of investment from private sector or financial institutions to support urban programmes</p> <p><b>Executive Board support</b> – use greater oversight and ownership of Board to support resource mobilization</p> <p><b>Innovative fundraising models</b> – develop and explore models for domestic resources, private sector, individual giving, new fundraising technologies and methods.</p>

## B. Funding sources for humanitarian and development work: Global vs. UN-Habitat

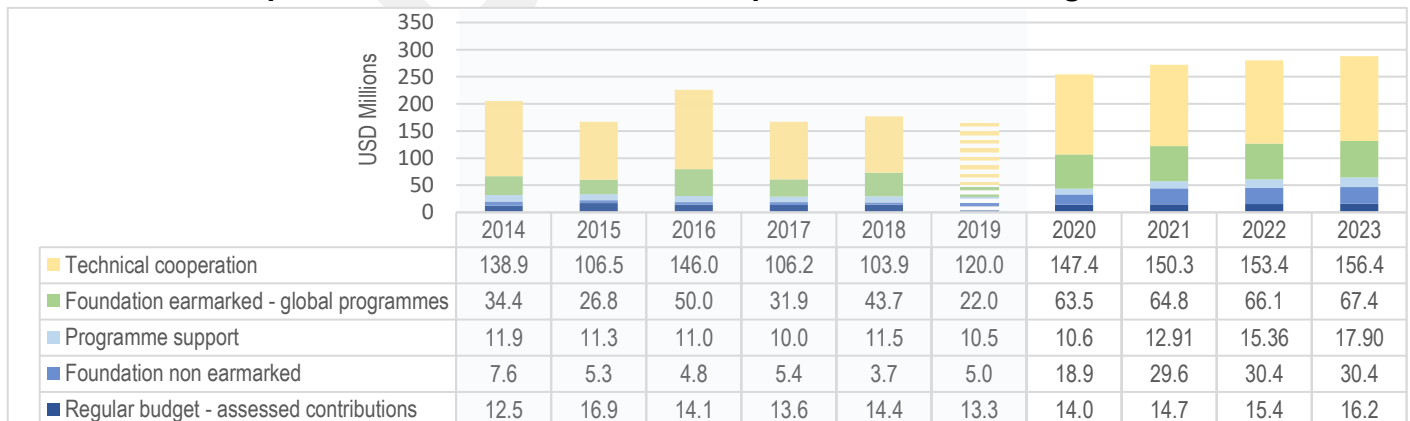
The charts below show 2018 funding sources for humanitarian and development work compiled by the International Fundraising Leadership compared to those of UN-Habitat, which

indicate potential sources of funding that UN-Habitat could tap into to reduce over reliance on public funds e.g. corporations and individual giving.

In terms of regions, the analysis highlights potential for increased levels of funding from North America.



### C. Financial performance in 2014-2019 compared to income targets for 2020-2023



Note: Figures for 2019 reflect projections as of November 2019.

Based on the needs of the strategic plan 2020-2023, UN-Habitat needs to raise **48.6% more income** in the next four years than that raised from 2014-2018. The main challenge will be to mobilize sufficient resources income under the **foundation non earmarked fund** where actual contributions were much lower though increasing slowly since 2015 (2015: 2.0M, 2016: 2.3M; 2017: 2.7 M), yet requirements for core funds in the strategic plan are significantly higher than current performance (*The figures for 2015 to 2017 for foundation non earmarked in the chart above include cost recovery*). Another important priority is to reverse the decline in earmarked funding for **global normative programmes**.

In the case of programme support the priority is to increase programme support revenue through greater efficiency in implementation and ensure greater compliance by donors to cover the full programme support costs in line with UN policy. For country programmes, where total funding has also declined slightly, the priority is more balanced support to countries that need the greatest support to implement urban SDGs including those that are not in crisis.

## IV. MAIN STRATEGIC ACTIONS

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This section the main strategic actions to secure adequate predictable funds to implement the strategic plan.

### A. Structured Funding Dialogues

In line with the UN Funding Compact, UN-Habitat proposes to include **structured funding dialogues** as a standing item of Executive Board meetings to engage and keep Member States informed of performance in securing funds to implement the strategic plan. A major aim of the dialogues is to increase the level and **improve the predictability and timeliness of non-earmarked and soft earmarked funding**. This funding is essential for cross cutting, holistic development solutions, to respond to emerging priorities, and deliver on global normative mandates.

#### Targets:

- Total non-earmarked income for 2020-2023: US\$ 109.2 million
- Number of Member States contributing to core income: 100
- % of agreements that are multi-year: 80%

The dialogues will discuss the status of income vs income targets, expenditure incurred to implement the strategic plan, results delivered under each strategic domain of change, status of joint delivery of country programmes with the UN System, delivery against the UN Funding Compact, and ways to address funding challenges.

Funding dialogues will also be held with individual Member States and groups of donors to strengthen strategic partnerships aimed at increasing the number of multi-year agreements to deliver results at scale on areas of common interest.

### B. Global Thematic Programmes

#### Targets:

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

In 2020, UN-Habitat is launching new five thematic programmes to deliver global high impact results. They are designed to attract new types of donors including corporations, local governments, foundations, financial institutions, academia and high net worth individuals. An example is the proposed **SDG Cities** programme to help cities identify development priorities, develop initiatives to address identified priorities and gaps, estimate the return on investment of these implementing these initiatives, match cities with funding partners

and private sector investors to realise the initiatives, and monitor and report on SDG impacts. Cities that are successful in reaching agreed development targets receive formal SDG



certification endorsed by UN-Habitat. The programme has already attracted wide interest and presents opportunities for blended funding to finance city investment and fund UN-Habitat's support to the global programme and to cities. More detail on the five programmes are provided in the attached Annex.

### C. Joint delivery of country programmes

Work at country level will move away from individual projects to holistic country programmes that are designed with the UN Country team under the UN Sustainable Development Cooperation Framework to respond to countries' priorities and gaps in relation to the SDGs. The aim is support efforts to mobilize pooled funds at country level from governments and partners from all sectors. The strategy is to clarify identify priority countries where UN-Habitat's presence would be strengthened and to establish multi-country offices with urban advisors to support nearby countries so that UN-Habitat can effectively participate in common country assessments, joint programming, joint resource mobilization and joint implementation of programmes to deliver holistic SDG results at scale. UN-Habitat also needs to clarify its niche within the UN System at country level and the complementary roles of other UN agencies in delivering the urban dimensions of the SDGs to minimise competition for funds.

#### Targets:

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

### D. Fees for service

#### Targets:

Percentage of UN-Habitat's total funding obtained from fees for service by 2023: At least 5%

As focal point for sustainable urbanization within the UN system, UN-Habitat is often called on by countries and cities to advise on urban policies, legislation, planning, governance and/or financing mechanisms. An example of a service that is in demand and paid for by cities is the [Cities Prosperity Initiative](#) which provides a

systematic approach and tools for cities to create baseline data and monitoring systems on economic, infrastructure, land use, social, environmental, governance and other dimensions of city development. It also identifies priority interventions for sustainable development and city prosperity. Another is the [City Resilience Profiling Programme](#) which carries out resilience profiles for cities. This type of financing is particularly relevant for those emerging economy and middle-income countries that have sufficient funds to finance their own development but need advice from UN-Habitat to plan their territorial and urban development.

### E. National Committees

Agencies like UNICEF has used national committees to raise funds for their work. There is scope to establish national committees in high income countries to raise funds, particularly for programmes that address environmental challenges, reduce poverty and respond to humanitarian crises. National committees in emerging economies, where there is declining development assistance from Organisation for Economic Co-operation and Development (OECD) countries, can help tap into increasing domestic resources to finance bankable urban programmes in those countries and to leverage public funds with investments, loans and other financial instruments. The chart on UN-Habitat's funding for different regions shows that while most funding for Africa, which has the highest number of Least Developed Countries gets 93% of its funding from development assistance, the percentages for Asia and the Pacific and Latin America are much lower at 61% and 54%

#### Targets:

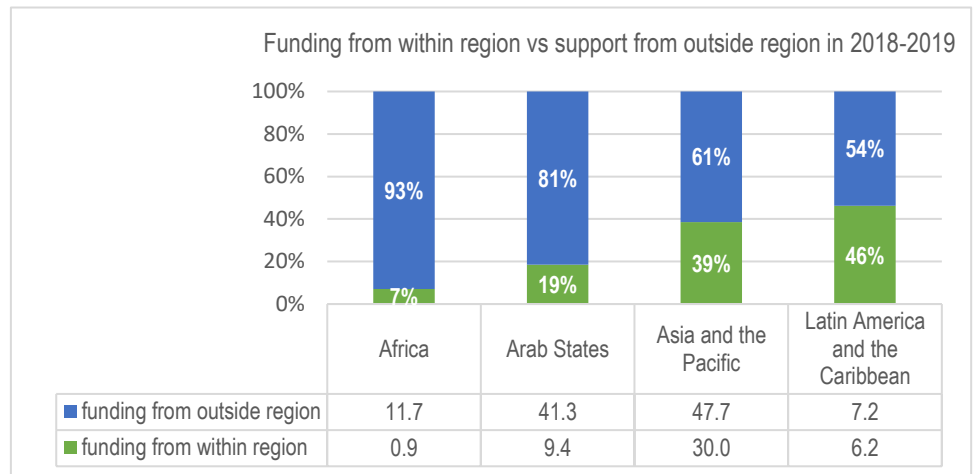
Number of pilot countries with upgraded or new national committees with resource mobilization mandate by 2023: 4

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

respectively, while development assistance of 81% for the Arab States is mostly for countries in conflict.

In line with the UN Funding Compact to identify innovative partnerships and financing options for SDG acceleration, UN-Habitat's proposed strategy is to strengthen Habitat National Committees and

National Urban Forums and review their terms of reference to incorporate resource mobilization as one of their mandates. Many of these forums and committees already have wide stakeholder membership including national and local governments, corporate sector and civil society organizations and so have the right composition to take on mobilization of domestic financing, not only through grants and donations but also through blended funding including investments from the corporate sector and loans from financial institutions.



## F. Communicating Impact

### Targets:

% of timely quality reports to donors by 2023: 100%

Followers of UN-Habitat social media sites by 2023: 0.5 million

Several UN-Habitat assessments, reviews and evaluations have noted the good work of UN-Habitat and stressed the need to better communicate the results and impact of this work. To respond to this, the new strategic plan has developed a results framework to ensure that all activities are focused on delivering the outcomes and objectives of the plan. These results will be

systematically communicated to donors, partners and the wider public through stories and testimonials from partners and end beneficiaries. The stories will show how programmes are contributing to achieving the urban dimensions of the SDGs, will give visibility to donors and partners who have financed these programmes, and show transparent and efficient use of resources for accountability using International Aid Transparency Initiative standards. To amplify UN-Habitat's message to wide audiences, the organization will look into using Goodwill Ambassadors and other influencers.

## G. Dedicated focal points for top donors

UN-Habitat has focal points for some donors but not all.

Analysis of income from UN-Habitat's donors, particularly, top donors shows unpredictable levels of income from these donors, which indicates that the organization's relationships with these donors is not strategic. It is proposed therefore, to have dedicated

focal points for important donors to develop more strategic relations with them and thus deliver more long-term programmes to achieve more sustainable results at scale.

### Targets:

Focal points for top 20 donors of the organization by 2020 established

## H. Engaging with the corporate sector

### Targets:

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

Corporate Sector participation in the financing of Sustainable Urban Development is crucial for the achievement of Sustainable Development Goals, particularly Goal 11. As 70% of the world's infrastructure in 2030 is yet to be built and 50% of that will be owned by the private sector, it is

important to ensure that UN-Habitat is better able to convince private sector partners to commit to sustainable development best practices through co-funding of normative work and the encouragement of public private people partnerships to ensure inclusive development policies are translated into action.

UN-Habitat is working closely with member states and local governments to ensure that sustainable development projects are investment ready. These proposals will be developed jointly through the Capital Advisory Platform, established by UN-Habitat to ensure that city managers are better able to identify, develop and secure suitable private sector investments for their development projects. This builds upon UN-Habitat's technical expertise in its Urban Lab, City Prosperity Initiative and City Resilience Profile programmes to meet demand from member states and local governments for technical and investment advice. To date, several member states have come forward to support this process, which will be introduced during World Urban Forum 10 at Abu Dhabi.

Private sector engagement can also yield support in kind. To date, UN-Habitat has been working closely with private sector partners to tap into expertise in the urban investment area. In addition to advocacy to ensure that capital investments are aligned with Sustainable Development Goals and the New Urban Agenda, UN-Habitat is working closely with the private sector to initiate the Capital Investment Platform, whereby UN-Habitat will help rate and evaluate projects that deliver true value, are inclusive and catalytic.

At the country level, private sector investment can be brought in to leverage pooled funds such as those related to improving basic services and infrastructure with UN-Habitat providing support to design programmes, build capacity and advocating for regulatory change for expanded private investment.

These private sector partnerships will be guided by the Global Compact and will be fully transparent to ensure that any partnership forged will not expose UN-Habitat to any form of conflict of interest issues. Any return on UN-Habitat's investment of time and technical expertise will be reinvested in the said projects and will remain not-for-profit. A dedicated private sector focal point is required in UN-Habitat for the agency to make significant progress in engaging business to invest in urban SDGs.

## I. Foundations and High Net Worth Individuals

Foundations contributed some USD 75.86 billion in the United States alone in 2018. Like the corporate sector, foundations and individual giving are now much focused on impact investments. Urban challenges have the potential of aligning the interests of foundations and high net worth individuals.

### Targets:

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

In the past two years, UN-Habitat engaged several charitable foundations and high-net worth individuals to support sustainable urban development in the areas of urban regeneration, research and innovation, housing and infrastructure and urban basic services.

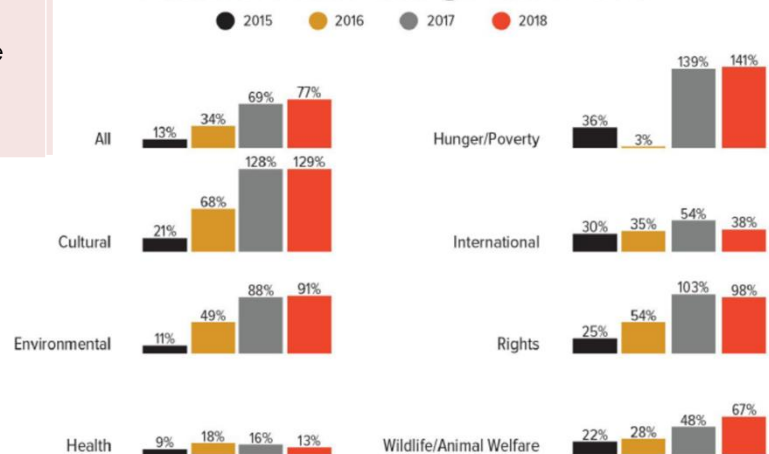
A more systematic engagement with foundations and high net worth individuals is planned to support the long-term sustainability of UN-Habitat's normative work, which has been particularly under-funded, and to establish shared objectives with single-cause foundations, family trusts and high net worth individuals to ensure UN-Habitat has a steady flow of resources and funds to carry out its mandate.

## J. Individual Giving

### Target:

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

### Online revenue change since 2014



Source: M+R experts on digital fundraising and campaigns for non-profits

Data from 18 leading humanitarian and development organizations shows that 33% of these organizations' resources come from individual giving. This is an area that has not yet been explored by UN-Habitat. New technologies including social media as well as online and mobile payments facilitate crowdfunding and have reduced the barriers of entry for raising funds from individuals.

Data from US shows areas that receive significant online funding include environment, poverty, rights, and international issues. In line with the UN Funding Compact to explore innovative sources of funding, UN-Habitat will pilot individual giving using experiences and lessons from other UN agencies and development organizations. Areas that can attract individual giving include humanitarian work in times of crisis and this forms a sizeable portion of UN-Habitat's work.

## K. Internal alignment



The Ernst and Young review of UN-Habitat's business processes highlights the main areas that UN-Habitat needs to improve to mobilize higher levels of resources for its work. These include costing the results of the strategic plan more accurately as a basis of an investment plan to deliver planned results. The costing also enables monitoring implementation against planned results and financial plans. Recommendations stress the need to address in the organization's structure, gaps in resource mobilization expertise such as expertise on corporate sector partnerships, administration of multi-

donor pooled funds, design and management of programmes financed through blended funds and other innovative resource mobilization techniques. This expertise needs to be amplified

through training and tools to better equip all personnel throughout the organization with resource mobilization responsibilities. Improved management of relations with development partners is also stressed, including through better communication of results and impact, giving partners due recognition for their inputs, and the use of the latest and most effective communications channels to reach target audiences. To enable development partners to report back to their stakeholders, measures are needed to improve compliance with reporting obligations so that the organization consistently provides quality, timely reports on the use of resources and on outcomes delivered. This will enhance transparency, accountability, coordination and donor retention.

**Targets:**

- Strategic plan results costed: 2020
- Organizational structure provides for experts in corporate sector partnerships: 2020
- Private sector partnership strategy approved: 2020
- Percentage of consistent timely reports to donors by 2021: 100%
- Training, policies and tools for staff with resource mobilization functions fully in place: 2020
- Cost recovery policy implemented: 2020

## V. DONOR LANDSCAPE

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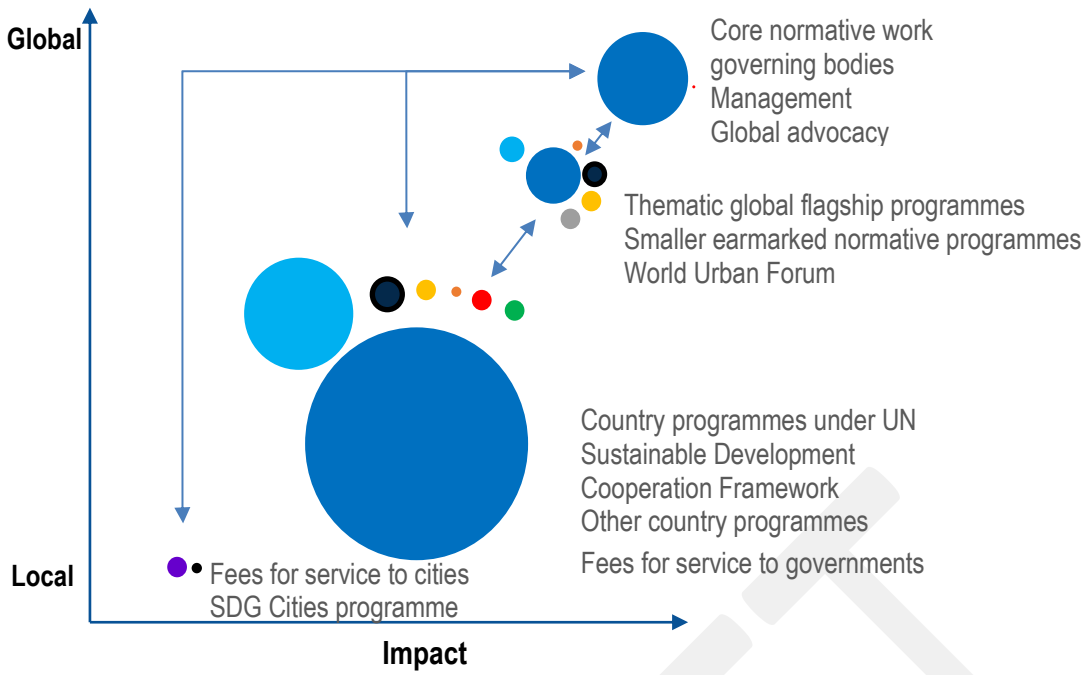
The diagram on the next page shows how the donor landscape might look on implementation of the strategic actions outlined above.

Core resources from regular budget and voluntary non earmarked contributions will continue to come from member states. These resources have the highest impact because the core normative work they support underpins all activities of the agency.

The establishment of global thematic flagship programmes has the potential to attract new funding as well as in-kind support from the private sector, foundations, academia, private sector in addition to other UN agencies and governments. This funding is also critical as its impact is global though the thematic scope of each programme is narrower.

At the country level, there is scope to increase partnerships with other UN agencies and attract funding partners from all sectors within countries through holistic country programmes that cover priority SDGs for the country. Emerging economies have greater capacity to provide fees for services and engage the private sector and finance institutions in urban programmes.

At sub-national level, the main partners will be corporations and local authorities many of whom are willing to pay for advisory services for support to help prioritise actions and address gaps so that their cities can become more prosperous and generate local income.

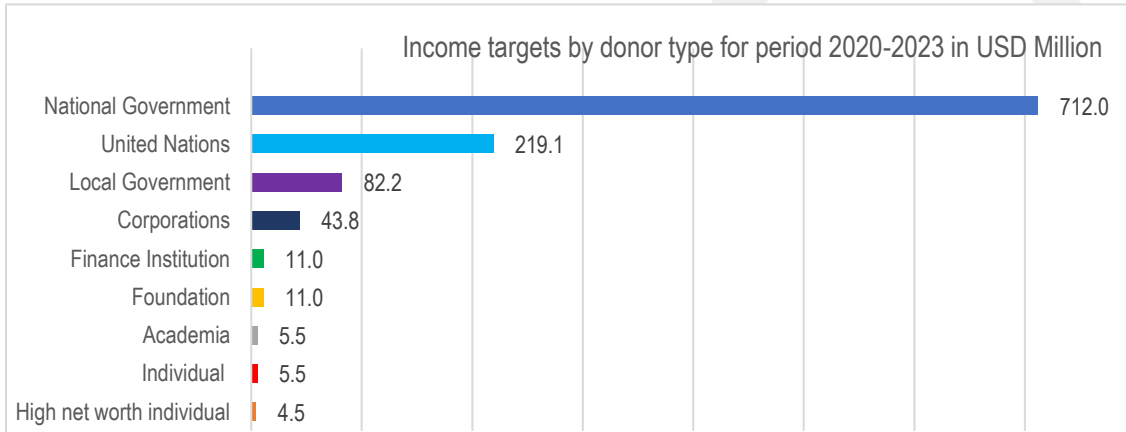


Core normative work has the greatest impact as its results apply globally.

Thematic programme results are global but limited in thematic scope.

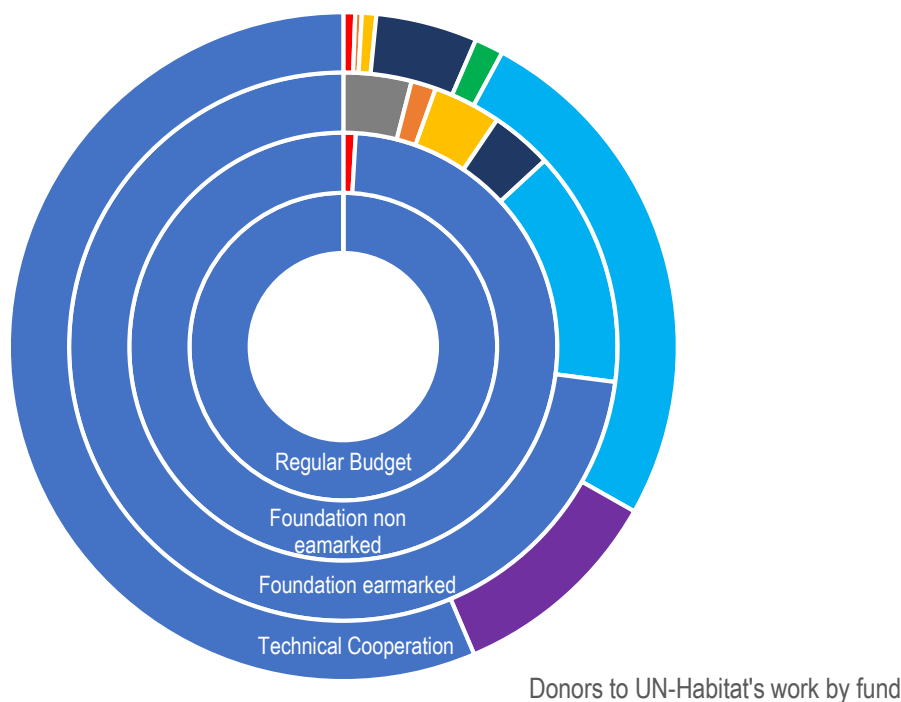
Country and local programmes test global norms for themes applied to each situation; while their direct impact is more local, their applied knowledge feeds back to enrich and refine global knowledge.

Colours of circles denote donor type, size, level of contribution and arrows knowledge feedback.



The financial targets outlined in the previous chapter are summarised in these charts.

The top bar chart shows the target level of funding from each donor type over the four years in USD millions.








The bottom pie chart shows the level of funding from each type of donor for each fund e.g. regular budget is fully funded by member states, while foundation earmarked (global largely normative programmes) and technical cooperation country programmes have the highest potential for a the most diversified donor base.

## VI. RESULTS FRAMEWORK

<p>Adequate, predictable, flexible resources secured to fully implement UN-Habitat's strategic plan 2020-2023</p>						Objective
<p>Adequate funding for core normative work as well as programmes at country and sub-national levels</p>	<p>Funds support urban SDG targets, New Urban Agenda, in line with UN Sustainable Development Framework and UN Funding Compact</p>	<p>Strategic multi-year relationships with funding partners to deliver high impact programmes at scale</p>	<p>Funds come from diverse partners including national and local governments, corporations, foundations, high net worth individuals</p>	<p>Enhanced value for money demonstrated by high impact results delivered transparently and efficiently</p>	<p>Innovative partnerships and financing options secure new sources of funding to increase resource levels</p>	Outcomes and indicators of achievement
<p>USD 1,095 M for 2020-2023</p> <p>Regular budget: 60 Foundation non-earmarked: 109 Foundation earmarked: 262 Technical Cooperation: 607</p> <p>Member states contributing core funds: 100</p>	<p>Strategic results costed</p> <p>% of country programme funds from UN pooled funds: 50%</p> <p>% of UN Funding compact commitments implemented by 2023: 90%</p>	<p>Thematic programmes established: 5</p> <p>Minimum investment per programme: USD 30 Million</p> <p>% agreements that are multi-year: 80</p>	<p>Minimum number of funding partners per global thematic programme: 3</p> <p>Target income set for each partner type achieved. See bar chart on page 14 under donor landscape</p>	<p>% donor reports submitted on time: 100%</p> <p>Donor reporting in line with UN and International Aid Transparency standards</p> <p>No. of followers of UN-Habitat's work on social media: 0.5 Million</p>	<p>National committees established to raise domestic resources: 4</p> <p>% of funding resources generated from within country in emerging economies: 25%</p> <p>Resources from non-traditional sources meet defined targets</p>	
<p>Strategic Funding Dialogues with Executive Board and Member States</p> <p>Develop and implement policies, guidelines, tools and training to empower staff with resource mobilization functions</p>	<p>Cost results framework</p> <p>Identify priority countries per region for collaboration with UN country teams</p> <p>Common Country Assessments with other UN agencies</p> <p>Monitor resource mobilization results against UN Funding Compact</p>	<p>Strategic funding dialogues with individual funding partners leading to formal agreements</p> <p>Define funding mechanisms for each global thematic programme to attract pooled funds</p> <p>Designate dedicated focal points with clear terms of reference to manage relationships with key donors</p>	<p>Finalize and implement corporate sector partnership strategy</p> <p>Secure internal expertise on partnerships with non traditional donors including corporations, foundations, financial institutions</p> <p>Define clear entry points to attract support from non traditional donors for UN-Habitat's programmes</p>	<p>Update communications policies and guidelines to ensure communications are results focused, reach target audience, give donors visibility and supported by stakeholders and beneficiaries</p> <p>Establish and monitor Key Performance Indicators on donor reporting</p>	<p>Establish national committees in pilot countries</p> <p>Research and test individual giving techniques for humanitarian work based on experience from other UN agencies</p>	Activities

## Annex: Proposed global thematic programmes

Name of programme	Document <i>(click on icon to open)</i>
Inclusive, vibrant neighborhoods and communities	 FP1-Inclusive, vibrant neighbourh
People-focused smart cities	 FP2-People-focused Smart Cities.pdf
RISE UP: Resilient settlements for the urban poor	 FP3-RISE UP.pdf
Inclusive cities – enhancing the positive impact of urban migration	 FP4-Inclusive Cities - Enhancing the pos
SDG cities	 FP5-SDG Cities.pdf