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%
Engaging with the corporate sector

**2020 actions**
- City Investment Platform launched at WUF10
- Expert being engaged to draft private sector engagement strategy

**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

**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**
- **USD 43.8M** Financial support from the private sector for urban programmes from 2020-2023
- **USD 15.5M** Financial support from Foundations and High Net Worth Individuals from 2020-2023
- **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

**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**

**2020 Actions**
- 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%**

**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 Target:**
- **USD 5.5M** income raised from individuals for the period 2020-2023

**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

**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
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**

<table>
<thead>
<tr>
<th>Country</th>
<th>Amount in USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Botswana</td>
<td>*20,000</td>
</tr>
<tr>
<td>China</td>
<td>350,000</td>
</tr>
<tr>
<td>France</td>
<td>227,740</td>
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<tr>
<td>Japan</td>
<td>31,455</td>
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<tr>
<td>Kenya</td>
<td>*96,938</td>
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<tr>
<td>USA</td>
<td>*105,000</td>
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</table>

* Relate to 2019 pledges / balances
<table>
<thead>
<tr>
<th>Country</th>
<th>2020 Core Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Received</td>
</tr>
<tr>
<td>Botswana</td>
<td>20,000</td>
</tr>
<tr>
<td>China</td>
<td>350,000</td>
</tr>
<tr>
<td>France</td>
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<td>Kenya</td>
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<tr>
<td>Nigeria</td>
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<td>Norway</td>
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<tr>
<td>Republic of Korea</td>
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<tr>
<td>Senegal</td>
<td></td>
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<tr>
<td>United States of America</td>
<td></td>
</tr>
<tr>
<td>Zambia</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>734,195</td>
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</table>

Additional 672,000 expected based on historical data
# UN-HABITAT COVID-19 RESPONSE

## RESOURCE MOBILIZATION

### NEW UN-HABITAT COVID-19 RESPONSE FUNDING STATUS

<table>
<thead>
<tr>
<th>Region</th>
<th>Country</th>
<th>Pledged or Received</th>
<th>Donors</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROAF</td>
<td>Regional</td>
<td>Pledged</td>
<td>*Sida Funding for Subsaharan Africa</td>
<td>1,200,000.00</td>
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<tr>
<td>ROAF</td>
<td>Burkina Faso</td>
<td>Pledged</td>
<td>Burkina Faso - Hard Pipeline</td>
<td>1,117,900.00</td>
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<tr>
<td>ROAF</td>
<td>Nigeria</td>
<td>Pledged</td>
<td>Islamic Development Bank - Hard pipeline</td>
<td>1,000,000.00</td>
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<tr>
<td>ROAF</td>
<td>Mozambique</td>
<td>Received</td>
<td>UNICEF</td>
<td>312,000.00</td>
</tr>
<tr>
<td>ROAF</td>
<td>Sao Tome and</td>
<td>Received</td>
<td>MPTF</td>
<td>77,000.00</td>
</tr>
<tr>
<td>ROAF</td>
<td>Somalia</td>
<td>Pledged</td>
<td>EU - 5.2M Eur</td>
<td>5,715,268.00</td>
</tr>
</tbody>
</table>

**ROAF Total**: 9,422,168.00

| ROAP   | Lao PDR         | Received            | MPTF                                        | 169,690.00   |

**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             | Cities Alliance                            | 50,000.00    |
| ROAS   | Tunisia         | 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 funding for core normative work, as well as programmes at the country and subnational levels
- $1,095 million for 2020–2023
- Regular budget: $50 million
- Foundation non-earmarked: $109 million
- Foundation earmarked: $262 million
- Technical cooperation: $607 million
- Programme support: $57 million

#### 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
- $1,095 million for 2020–2023
- 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

#### Strategic multi-year relationships with funding partners to deliver high-impact programmes at scale
- Thematic flagship programmes established: 5
- Minimum investment per programme: $30 million
- Percentage of agreements that are multi-year: 80

#### Funds come from diverse partners, including national and local governments, corporations, foundations and high-net-worth individuals
- Minimum number of funding partners per global thematic programme: 3
- Target income set for each partner type achieved: see bar chart in figure 9

#### Enhanced value for money demonstrated by high impact results delivered transparently and efficiently
- 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

#### Innovative partnerships and financing options secure new sources of funding to increase resource levels
- 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

#### Outcomes and indicators of achievement

<table>
<thead>
<tr>
<th>Objective</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Establish national committees in pilot countries. Research and test individual giving techniques for humanitarian work based on the experience of other United Nations entities</td>
</tr>
<tr>
<td>Conduct common country assessments with other United Nations entities</td>
<td>Monitor resource mobilization results against the funding compact</td>
</tr>
<tr>
<td>Identify priority countries per region for collaboration with United Nations country teams</td>
<td>Establish monitoring key performance indicators for donor reporting</td>
</tr>
<tr>
<td>Hold strategic funding dialogues with individual funding partners leading to formal agreements</td>
<td>Secure internal expertise on partnerships with non-traditional donors, including corporations, foundations and financial institutions</td>
</tr>
<tr>
<td>Define funding mechanisms for each global thematic flagship programme to attract pooled funds</td>
<td>Define clear entry points for attracting support from non-traditional donors for UN-Habitat programmes</td>
</tr>
<tr>
<td>Designate dedicated focal points with clear terms of reference to manage relationships with key donors</td>
<td>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</td>
</tr>
<tr>
<td>Finalize and implement a corporate-sector partnership strategy</td>
<td>Establish and monitor key performance indicators for donor reporting</td>
</tr>
</tbody>
</table>

**Adequate, predictable, flexible resources secured to fully implement the UN-Habitat strategic plan for the period 2020–2023**
Thank you