

# THE STRATEGIC PLAN

2020-2023

## EXECUTIVE BOARD OF UN-HABITAT

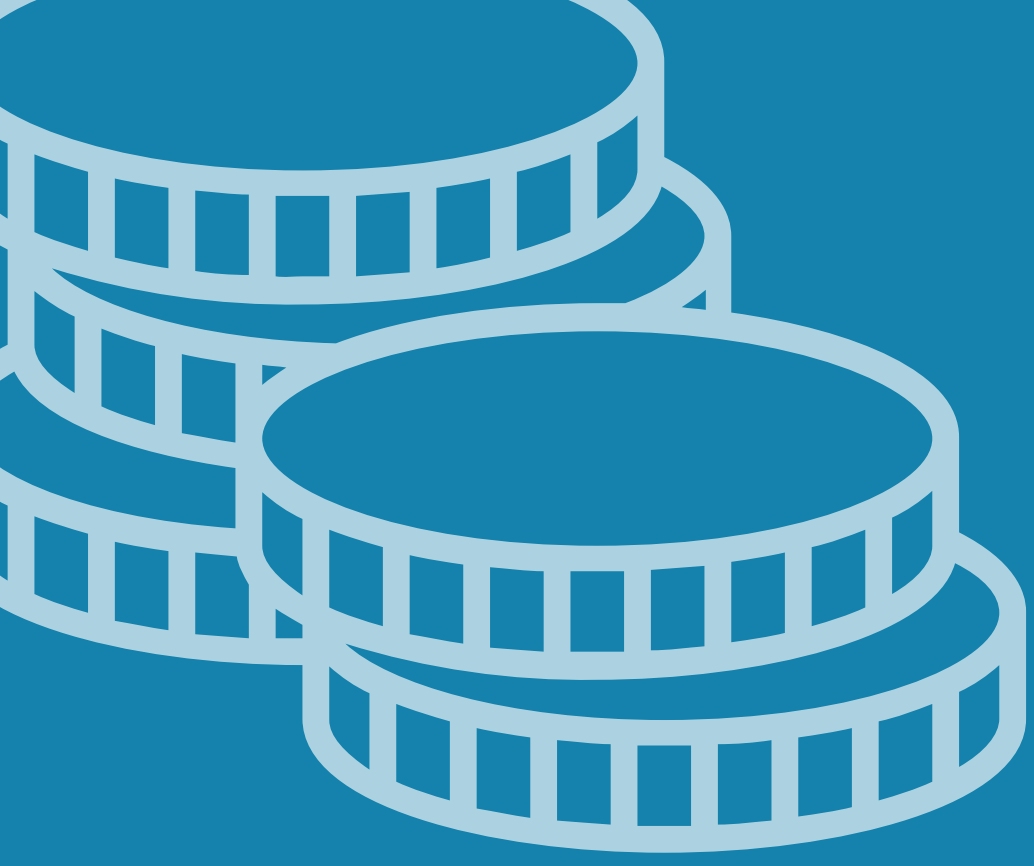
First session of the year 2022  
29-31 March 2022

### AGENDA ITEM 4

Financial, budgetary and administrative matters, including the implementation of the resource mobilization strategy in accordance with the strategic plan for the period 2020–2023 and action by UN-Habitat to address geographical and gender imbalances in the composition of its staff

Stephen Slawsky  
Director  
Management Advisory & Compliance Service

Neil Khor  
Chief of Staff, a.i. and Officer-in-Charge, Office of the ED

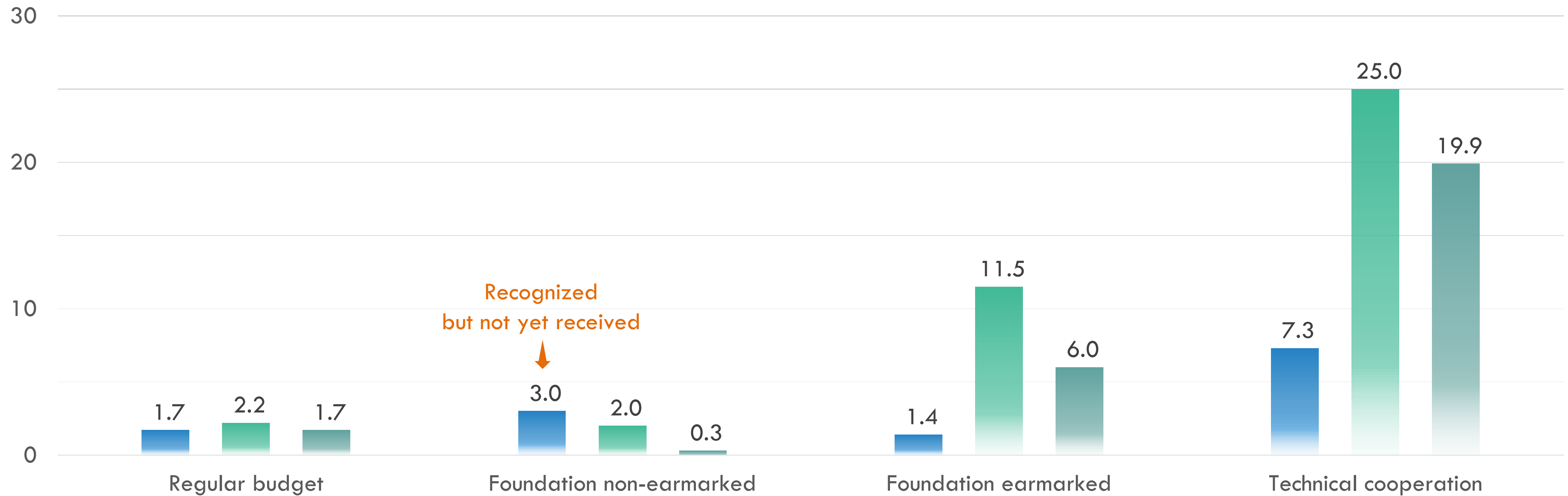


# Financial status as at 28 February 2022

# | In the first two months of 2022

All funding sources as at 28 February 2022  
(millions USD)

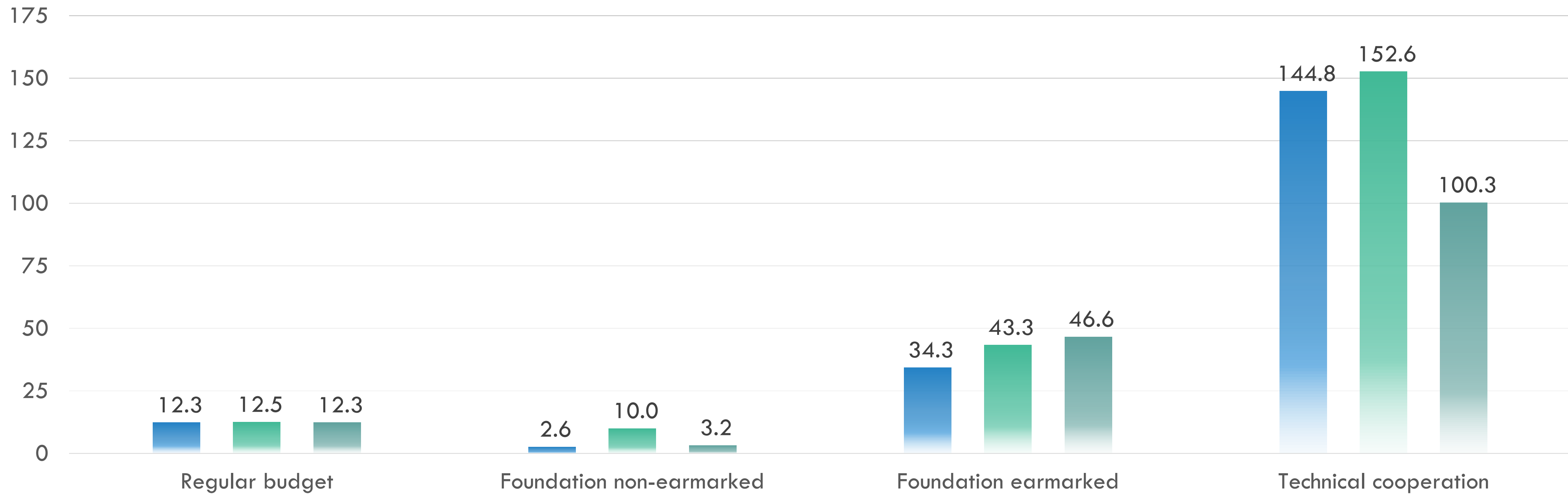
- Revenue
- Prorated budget
- Expenditure



# | For the year 2021

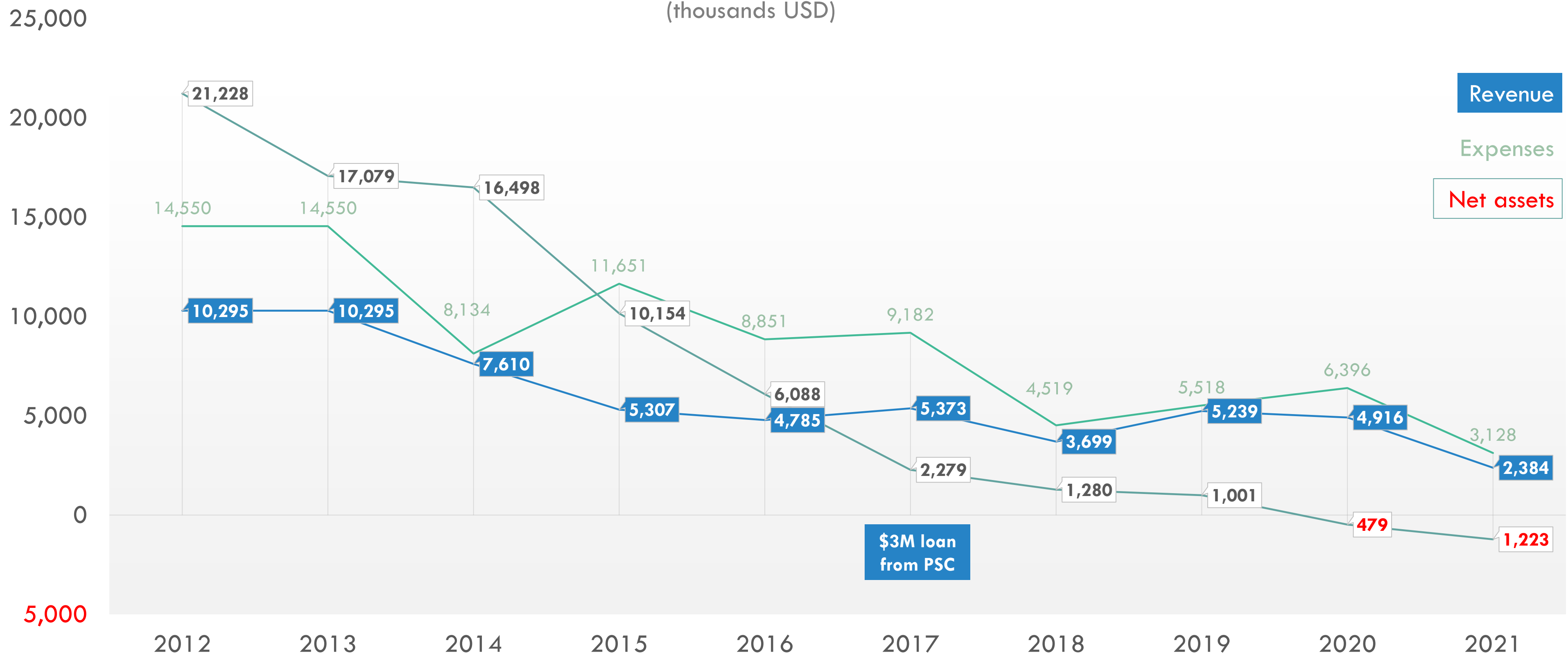
All funding sources as at 31 December 2021  
(millions USD)

Revenue  
Budget  
Expenditure



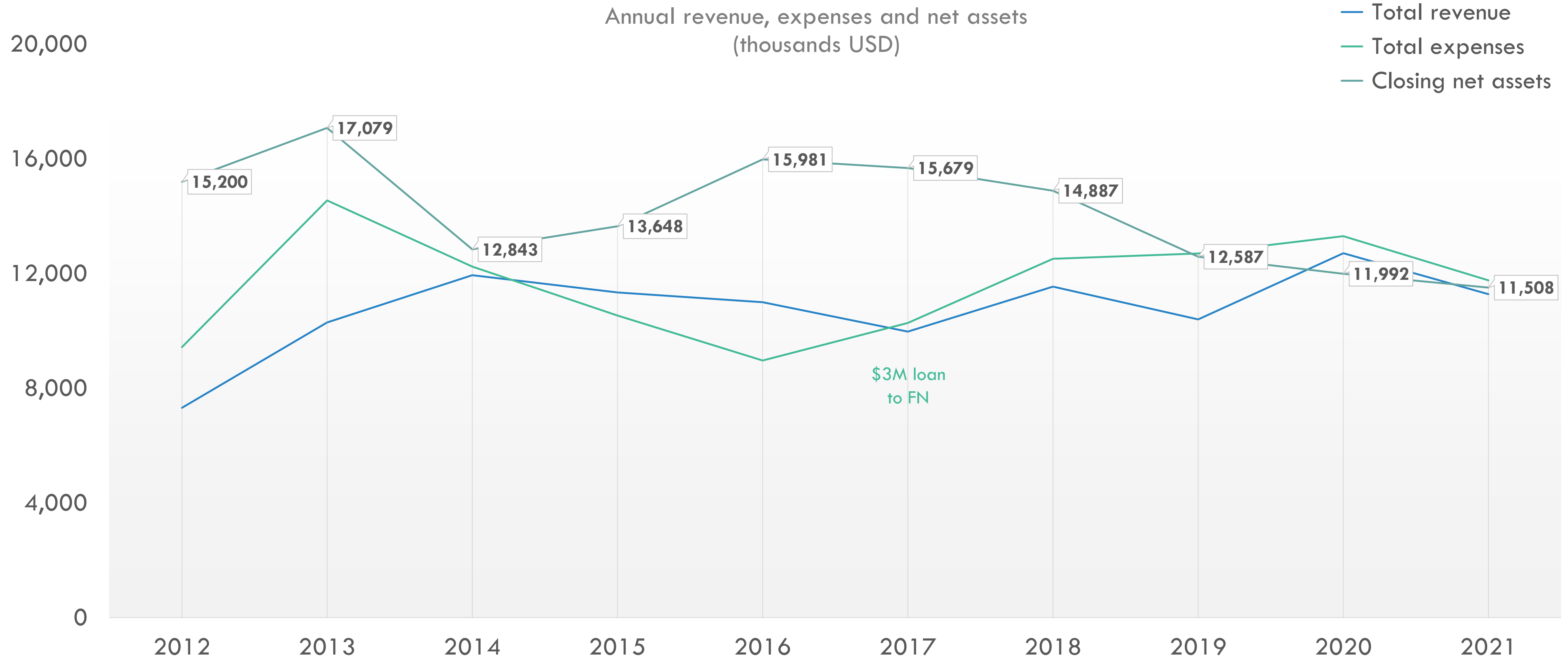
# Core Foundation trend

Annual revenue, expenses and net assets  
(thousands USD)



5,000


# Programme support trend



# Earmarked contributions in the first two months of 2022

(thousands of US dollars)

No.	Contributor	Region	Foundation earmarked	Technical cooperation	Total
1	Brazil	Latin America and Caribbean		300.0	300.0
2	Cameroon	Africa		240.0	240.0
3	European Commission	Western Europe and Other	1,200.0	8,669.6	9,869.6
4	Germany	Western Europe and Other	185.1	135.0	320.1
5	Japan	Asia and Pacific		42.5	42.5
6	United Nations entities (includes One UN fund)	Global		571.9	571.9
7	Wuhan Land Use and Spatial Planning	Asia and Pacific		300.0	300.0
<b>Total</b>			<b>1,385.1</b>	<b>10,259.0</b>	<b>11,644.1</b>

 Thematic  
 Country  
 Global  
 Regional  
 Multi-country



# Staffing status as at 31 December 2021



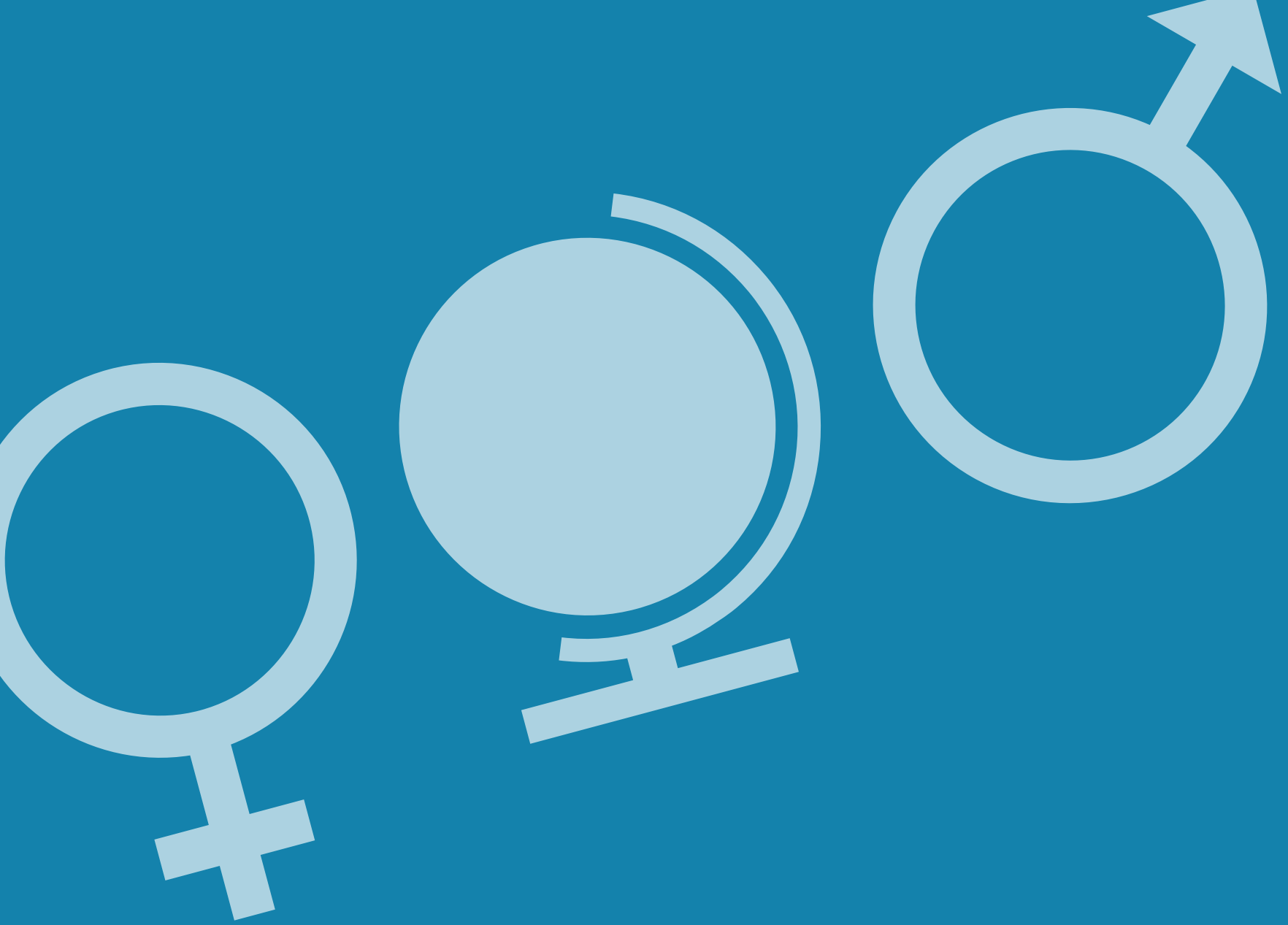
# | Post occupancy by funding source

	Funding source	Approved	Occupied	Per cent	Vacant	
Assessed contributions	Regular budget	75	68	90.7%	7	Normative intergovernmental
	General temp. assist.	7	7	100%	0	
Voluntary contributions	Core foundation	58	9	15.5%	49	Additional core functions Underfunded
	Earmarked foundation	113	97	85.8%	16	Thematic / global / multi-country
	Technical cooperation	74	58	78.4%	16	Country / regional
	Programme support	67	57	85.1%	10	Corporate support for projects
	Junior prof. officers	12	12	100%	0	Sponsored
	<b>Total</b>		<b>406</b>	<b>308</b>	<b>75.9%</b>	<b>98</b>



## Staff distribution by grade

Funding source		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	NPO	LL	Total
Assessed contributions	Regular budget	1		1	4	7	15	13	5		22	68
	General temp. assist.					2	1				4	7
Voluntary contributions	Core foundation				1	2	3	1	1		1	9
	Earmarked foundation					2	12	22	12	12	37	97
	Technical cooperation					7	10	14	2	13	12	58
	Programme support				3	7	12	6		2	27	57
	Junior prof. officers									12		12
	<b>Total</b>		<b>1</b>		<b>1</b>	<b>8</b>	<b>27</b>	<b>53</b>	<b>56</b>	<b>32</b>	<b>27</b>	<b>103</b>



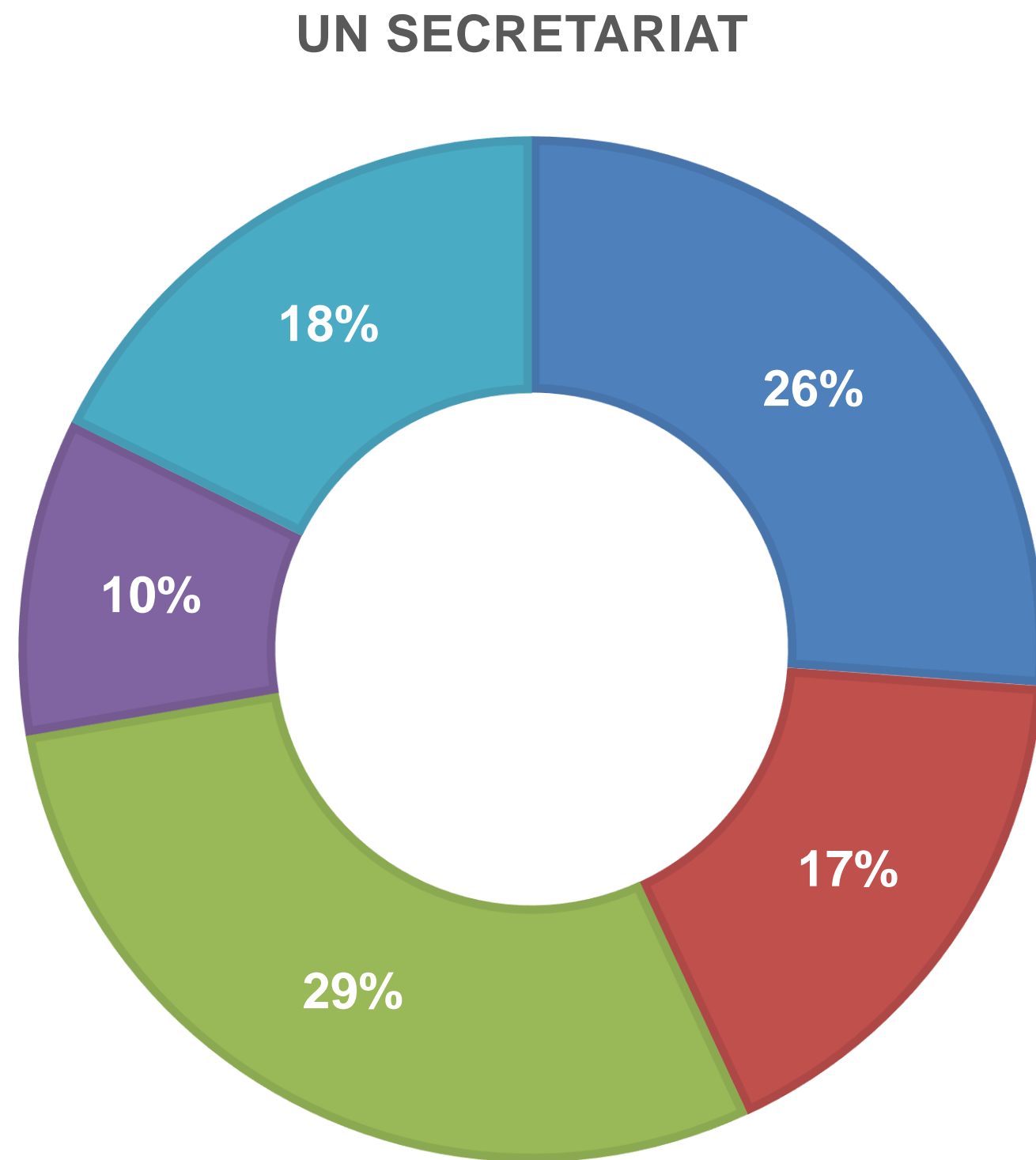
# Gender & geographical distribution

# Staff gender distribution by regional nationality

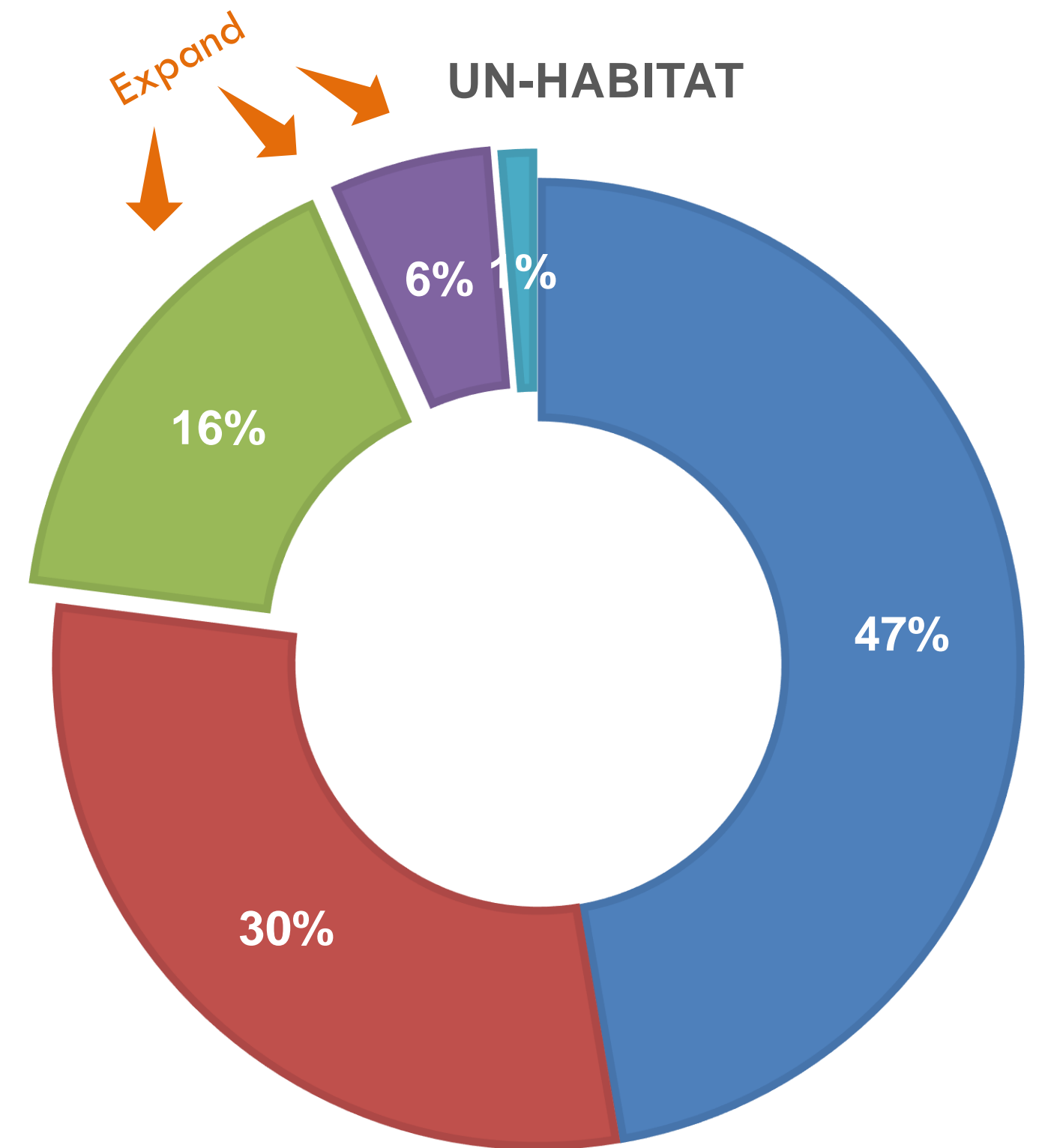
Regional nationality	Female	Per cent	Male	Per cent	Total	Per cent	UN Secretariat
Africa	81	54.7%	67	45.3%	148	47.3%	34%
Western Europe & Others	49	52.7%	44	47.3%	93	29.7%	22%
Asia-Pacific	24	47.0%	27	52.9%	51	16.3%	38%
Latin America & the Caribbean	10	58.8%	7	41.1%	17	5.4%	13%
Eastern Europe	1	25.0%	3	75.0%	4	1.3%	23%
<b>Total</b>	<b>165</b>	<b>52.7%</b>	<b>148</b>	<b>47.3%</b>	<b>313</b>		

↑  
UN Secretariat is 41% female

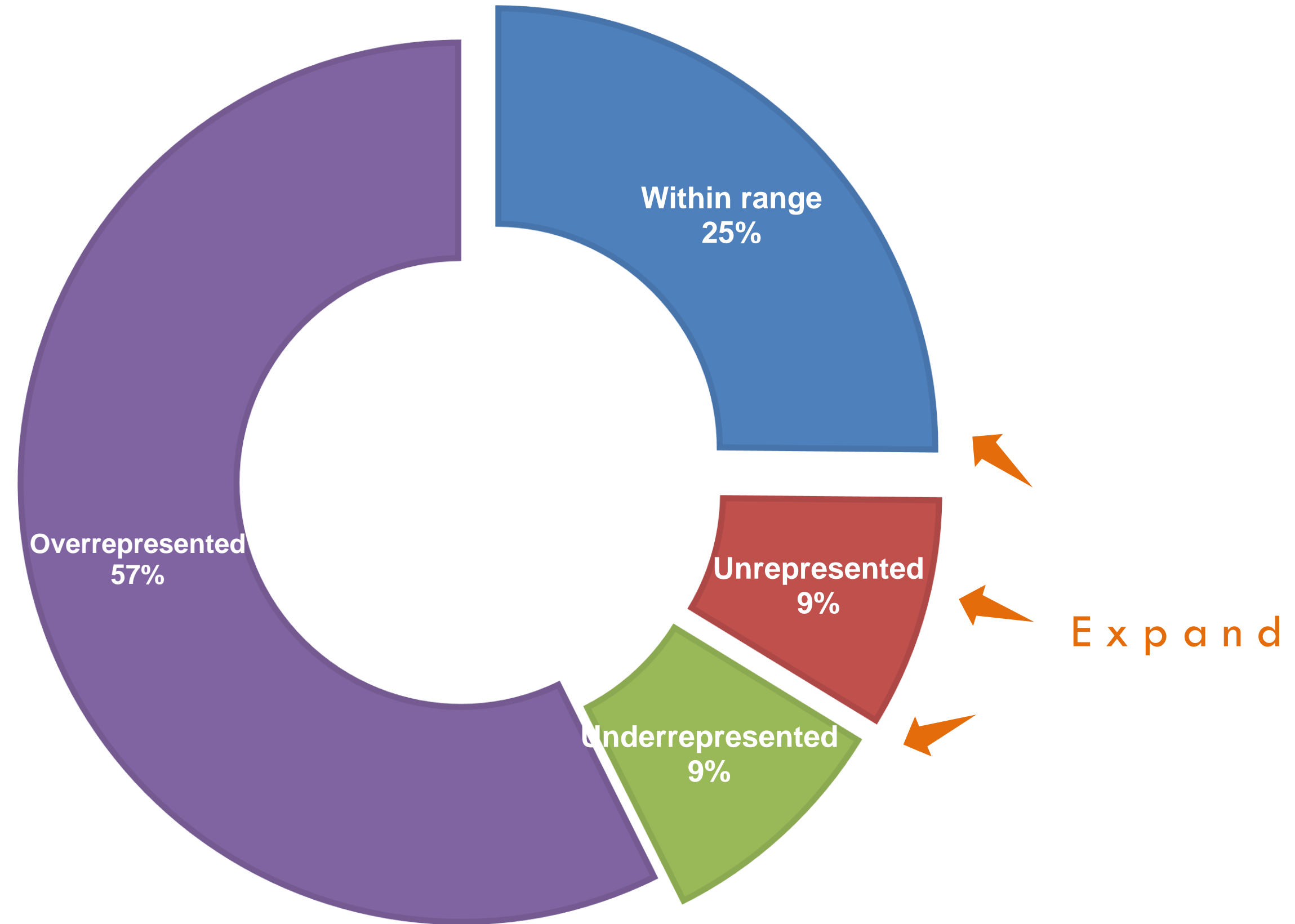
# Staff distribution by regional nationality



- Africa
- Western Europe & Others
- Asia-Pacific
- Latin American & the Caribbean
- Eastern Europe

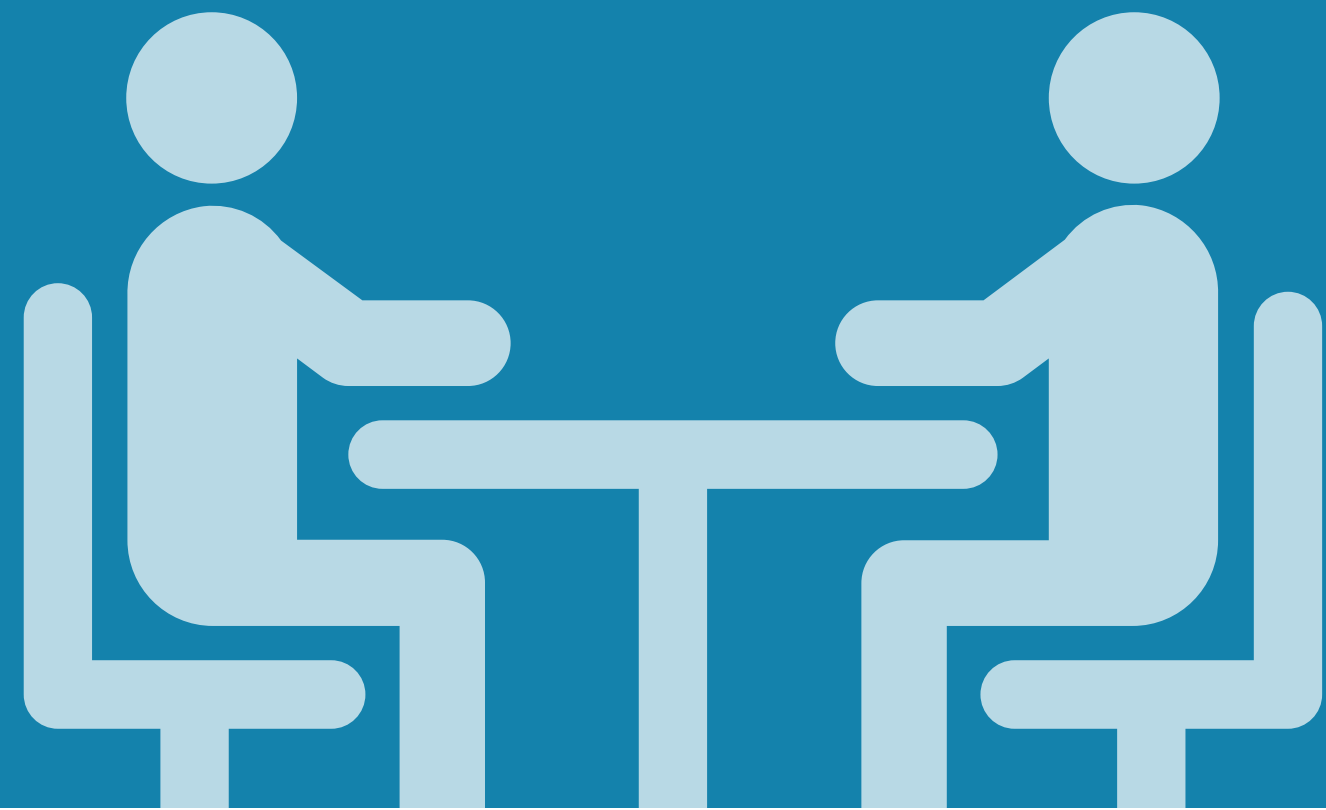


# | Staff distribution by degree of representation



## | Actions to improve gender & geographic diversity

- ✓ **Advocacy** with Member States, the UN System, Partner organisations to expand the candidate pool
- ✓ **Training** for hiring managers to sensitise colleagues on the power of diversity and on eliminating bias
- ✓ **Improved monitoring and reporting** on demographics
- ✓ **Outreach and job fairs** to expand the pool of candidates
- ✓ **New ways of working** to enable flexibility



# Resource mobilisation strategy



# Resource mobilisation objectives & actions

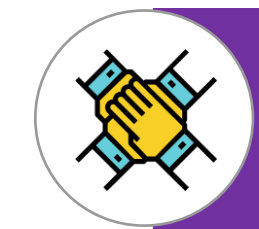
Demand responsive strategy enabled by data, partners, innovation and tools



## ADEQUATE FUNDING

- Regular budget: \$ 60M
- Non-earmarked: \$ 109M
- Normative earmarked: \$ 262M
- Country programmes: \$ 607M
- **Total \$1,038 M**

Core contribution letters  
Pledging sessions  
Bilateral meetings  
Regional Dialogues  
Soft earmarked packages



## STRATEGIC PARTNERSHIPS

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

Regional dialogues  
Top donor engagement  
Flagship programmes  
Country programmes within UN system



## VALUE FOR MONEY

- Results focused
- Efficient
- Transparent
- Accountable

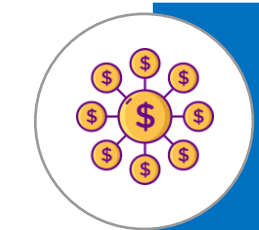
Monthly income updates to Member States  
Urban Impact news, [open.unhabitat.org](https://open.unhabitat.org)  
SOPs & KPIs  
Solutions Start with Cities



## ALIGNMENT TO STRATEGIC FRAMEWORKS

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

Regional structure  
Common Country Assessments  
Country focal points  
Regional Dialogues



## DIVERSIFIED DONOR BASE

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

Private sector strategy  
Foundations and Philanthropy Platform  
Local Government engagement  
Adaptation, Green Climate etc.



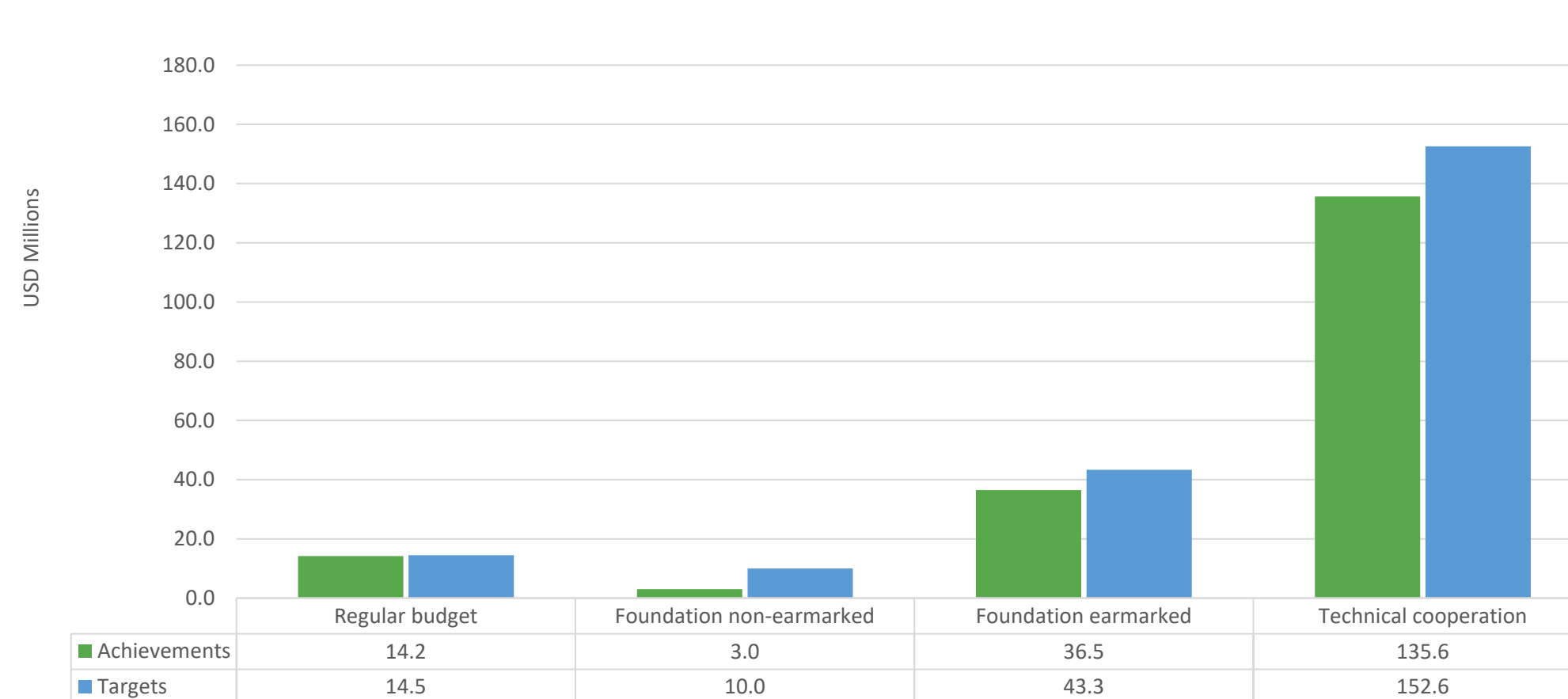
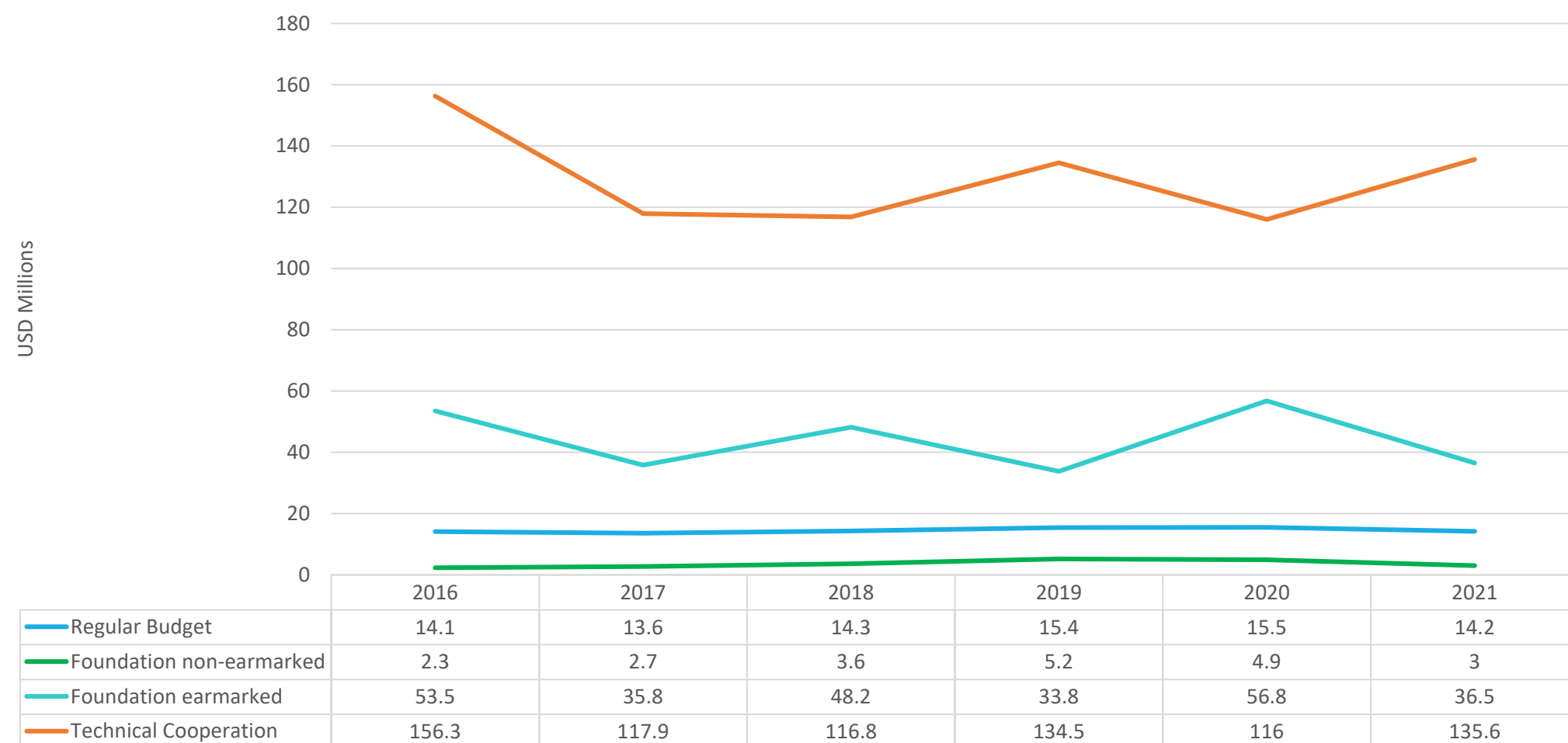
## INNOVATION

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

Endowment fund  
Feasibility Fund  
Online fundraising  
Crowdfunding  
Ambassador Programme

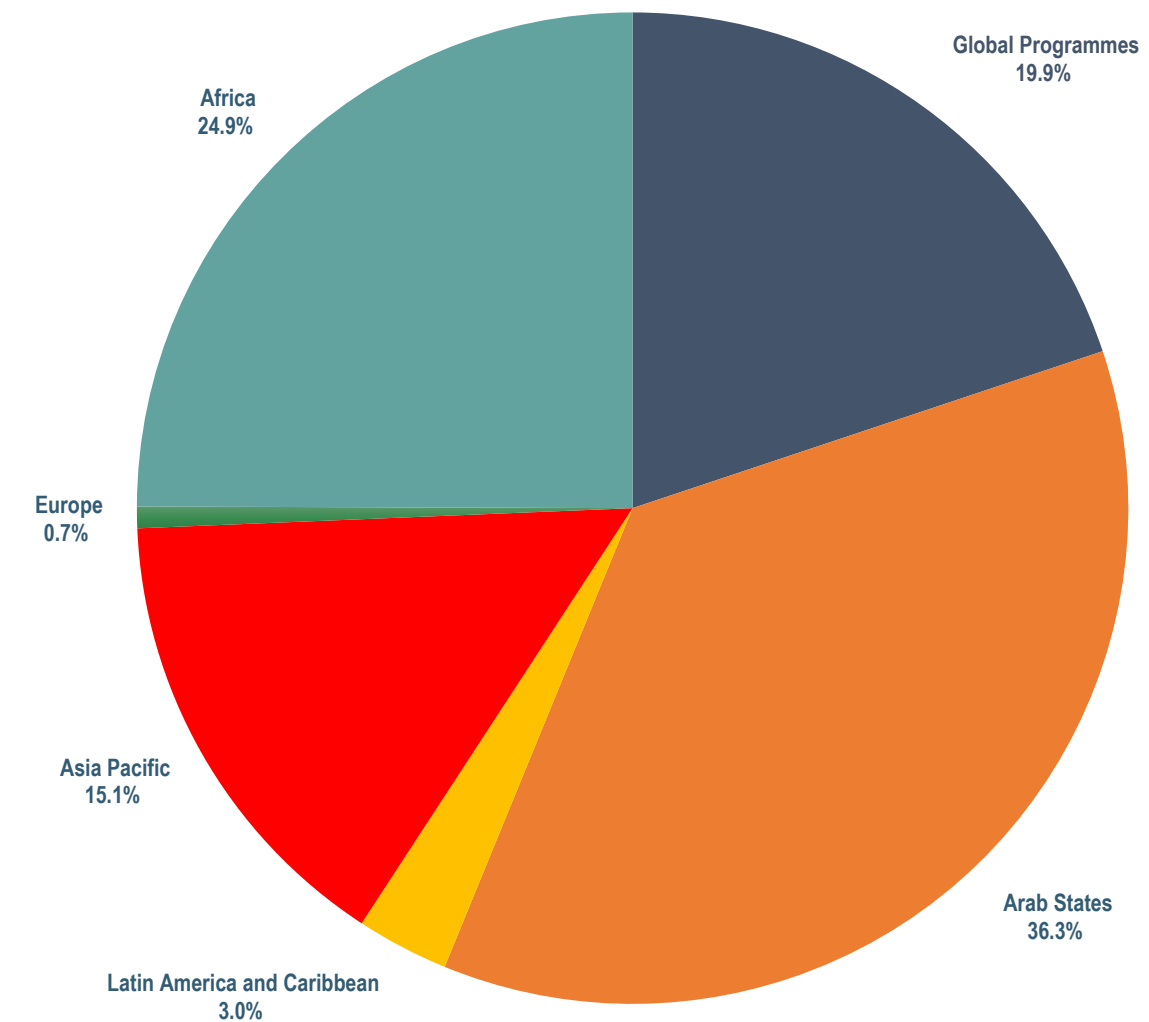
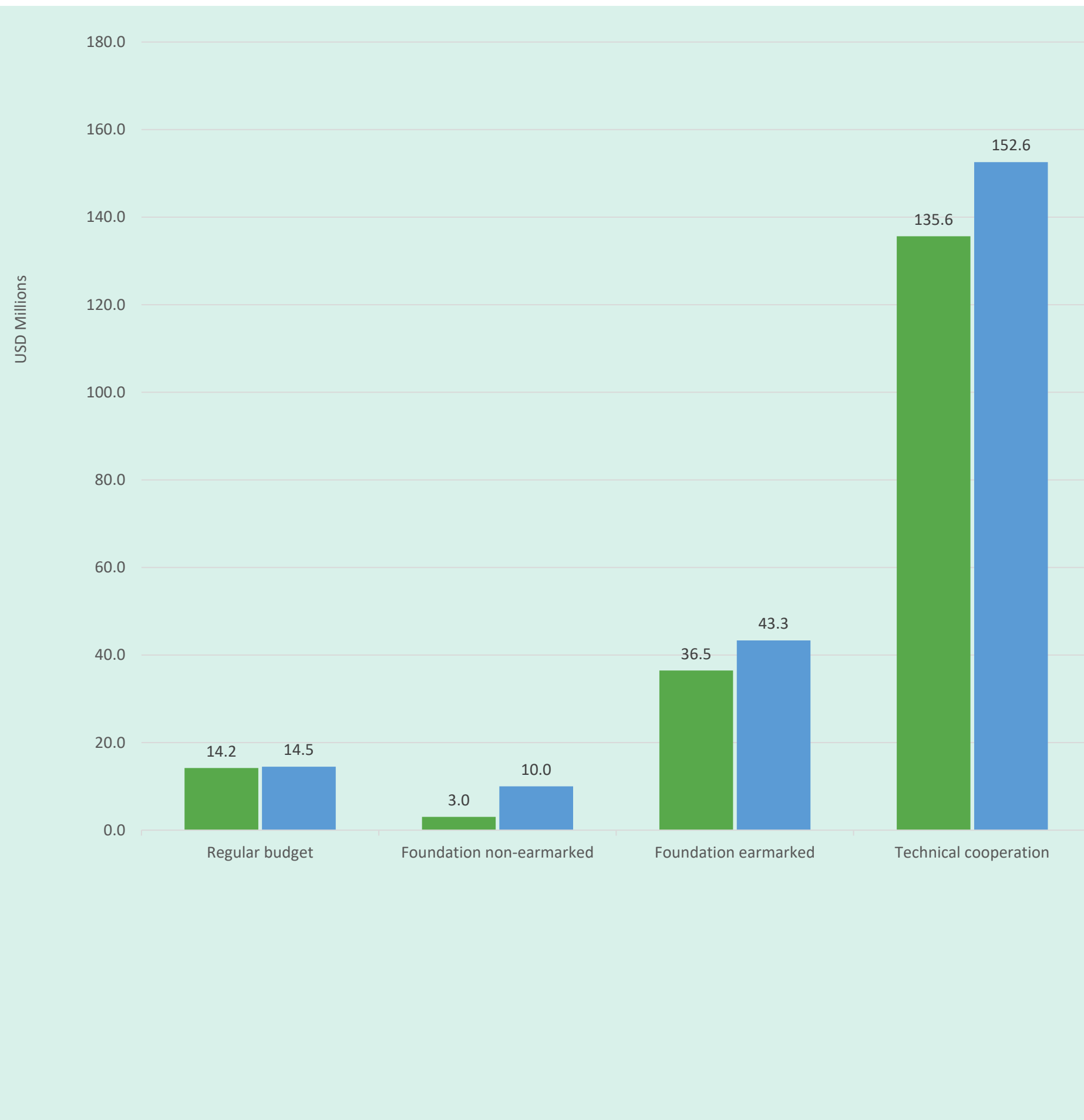


# INCOME TRENDS BY FUND 2016-2021 and PERFORMANCE IN 2021 *(as of 31 December 2021)*



<b>TOTAL CONTRIBUTIONS</b>	<b>2.2% decrease</b> income in 2021 than 2020: <b>USD 189.3 million</b> compared to <b>USD 193.2 million</b>
<b>Regular Budget</b>	UN-Habitat's allocation from assessed contributions of Member States to UN System –
<b>Foundation Non earmarked</b>	non-earmarked voluntary contributions for core normative activities; 2021 income only <b>30%</b> of target of US3.0 million; urgent support from Member States for the budget of <b>USD 12 million</b> approved for 2022.
<b>EARMARKED CONTRIBUTIONS</b>	<b>Decrease of 0.4%</b> for UN-Habitat's services for earmarked programmes
<b>Foundation Special Purpose</b>	voluntary earmarked contributions for global programmes: <b>35.7% lower</b> in 2021, reached <b>84%</b> of the target
<b>Technical Cooperation</b>	voluntary earmarked contributions for country and regional programmes <b>increase of 16.9 %</b> in 2021, reached <b>80%</b> of target for 2021

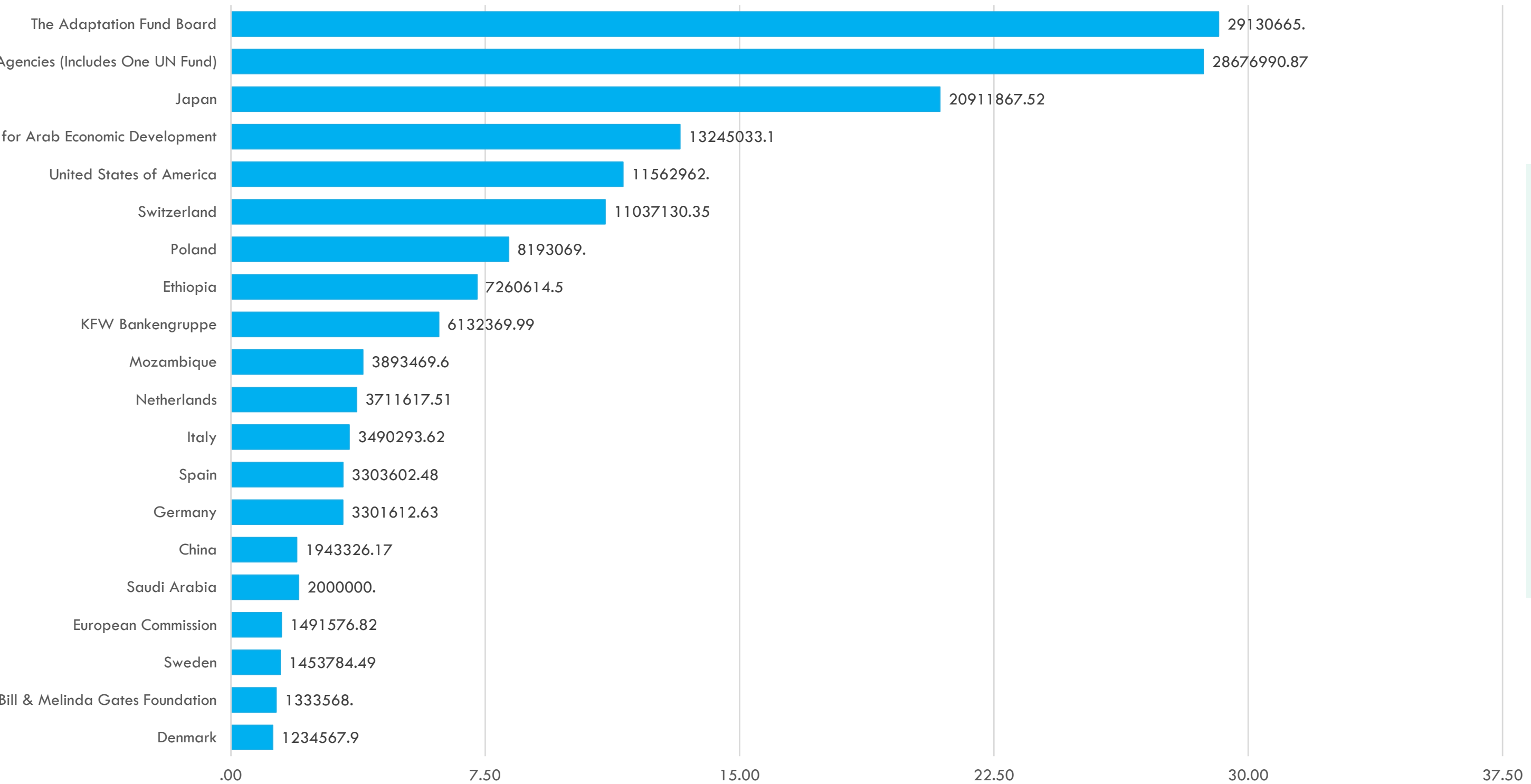
# Income acquired against 2021 targets, detail as of 31 December 2021



*Allocation of income acquired in 2021 by UN-Habitat Implementing Region as of 31 December 2021*

# Top 20 contributors in 2021 as of 31 December 2021

## Earmarked funds in USD millions\*



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

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

# | Soft earmarking of Funds and Figures since 2020

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## **Soft earmarked advantages**

- More specific reports to donors
- Can be sectoral (housing, climate change, economy, infrastructure) to match donor thematic areas
- Can be regional in line with focus of donor countries
- Can align to Domain of Change outcomes (Sweden, Germany)
- Aligns with UN Funding Compact – similar to what other UN Agencies are doing
- Can follow similar model with global funds e.g., Adaptation Fund, Green Climate Fund – and so donors are familiar with mechanism

## **Member States who adopted Soft earmarking since 2020**

- Sweden \$20 million over 4 years
- Germany 600,000 EU Over 4 years
- Switzerland 3.8 M USD, 3 years

# Top Foundation General Purpose Contributors in 2020 and 2021

## 2020 Foundation General Purpose – core funds (US\$)

Norway	2,180,130
United States of America*	650,000
Mexico**	500,000
China	350,000
France	227,740
Kenya*	196,373
Germany	179,211
South Africa	150,000
India	145,455
Republic of Korea	84,365
Nigeria*	75,000
Senegal	44,868
Botswana*	40,000
Japan	31,455
Sri Lanka	25,000
Malawi	20,000
Barbados	14,706
Algeria	10,000
Myanmar*	9,980
Mali*	9,653
Czech Republic	6,731
Pakistan	5,941
Dominican Republic	4,975
Israel	3,800
<b>Grand Total</b>	<b>4,965,384</b>

## 2021 Foundation General Purpose – core funds (US\$)

United States of America	812,997
Mexico*	500,000
China	350,000
Turkey	200,000
South Africa	160,000
Namibia	150,000
Italy	118,906
Spain	113,507
Kenya	100,000
India	100,000
Republic of Korea	84,066
Kiribati	50,000
Egypt	50,000
Philippines*	50,000
Japan	31,458
Sri Lanka	25,000
Mauritius	25,000
Botswana	20,000
Burkina Faso	17,590
Barbados	15,000
Mali	10,012
Algeria	10,000
Malawi	10,000
Rwanda	10,000
Czech Republic	6,820
Pakistan	5,992
<b>Grand Total</b>	<b>3,026,349</b>

## 2021 PLEDGES IN USD

Angola	300,000
France	300,000
Portugal	100,000
Turkey	5,000,000
Zambia	250,000
<b>Total</b>	<b>5,950,000</b>

## 2021 new donors and comebacks:

1. Egypt
  2. Italy
  3. Kiribati
  4. Mauritius
  5. Mexico
  6. Rwanda
  7. Somalia
  8. Turkey
- >>32% of total Foundation non-earmarked**

*Comebacks or new contributors to core*

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

*\* Includes previous years' contributions*

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

## Action

Executive Director led **32 structured Funding dialogues.**

Developed **soft earmarked packages** for Flagship Programmes and Strategic Plan domains of change.

Increased engagement with **local governments.**

**Increasing collaboration and implementation at country level, including for Covid-19 and post conflict recovery.**

## Result

**Eight new Member States contributed to Foundation non-earmarked in 2021**

Increase in the number of member of member states contributing to **“Soft Earmarked”** Funding in 2021.

**56 cities supported in SDG Localization.**

Support to 24 RCs to mainstream the integration of **urbanization into Common Country Agreements**

Finalized **32 Common Country Agreements** to review the urban and territorial dimensions, both in terms of missed opportunities and good examples of integration and alignment.

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

## Action

Increased engagement of foundations through the foundation and philanthropy platform

Increased traffic to Donate Now feature on UN-Habitat Website.

Increased diversification of donor base including outreach to foundations, local governments, private sector, civil society and academia.

## Result

Launch of the **feasibility fund** to facilitate a greater flow of capital towards local impact

Launched online **humanitarian appeal campaign** in the Arab region and plans underway to launch a workplace giving campaign and monthly pledging in partnership with the private sector

Launched private sector strategy and Endowment Fund and new partnership with UNCFD

**5 out of the top 20 donors are from local governments, foundations and philanthropies, UN, academia, pooled funds or civil society.**



# | Objective 5 – Value for money

## Action

**Urban Impact quarterly newsletter brief now available on online format**

Developed **Key Performance Indicators, SOPs** and enhanced the **Donor Information system**

Regular **communication and monitoring** of reports to Member states.

## Result

The New Urban Agenda Illustrated“, over **18,673 downloads** so far

Improved **monthly updates** to Member States include high impact programmes, publications and upcoming UN-Habitat events

Improved **communication and timely reporting** to member states including developing promotional material to **attract investment** to Un-Habitat

New agreements **publicized on UN-Habitat** public site and social media platforms, Urban Impact

# Resource Mobilization Strategy – priorities moving forward

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- Increase level of core contributions and number of Member States contributing to core funding
- Increase resource mobilisation efforts during key events in 2022 (ex. HLM, Africities, CHOGAM, WUF11)
- Continue to organize structured funding dialogues
- Host pledging session during
- Communicate UN-Habitat value proposition through a series of publications – “Achieving the Greatest Impact on Sustainable Urbanization”
- Enhanced transparency – including upgrade of International Aid Transparency Initiative website [open.unhabitat.org](https://open.unhabitat.org)



# On-going restructuring of UN-Habitat

# THANK YOU

**UN**  **HABITAT**  
FOR A BETTER URBAN FUTURE

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

