



**UN HABITAT** Executive Board  
of the United Nations  
Human Settlements  
Programme

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Executive Board of the United Nations  
Human Settlements Programme  
Second session of 2022  
Nairobi, 21–23 November 2022  
Item 4 of the provisional agenda\*

**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**

**Progress in the implementation of the resource mobilization  
strategy in accordance with the United Nations Human  
Settlements Programme strategic plan for the period 2020–2023**

**Report of the Executive Director**

**I. Introduction**

1. This report builds on the previous report of the Executive Director on the implementation of the resource mobilization strategy in accordance with the United Nations Human Settlements Programme (UN-Habitat) strategic plan for the period 2020–2023 (HSP/EB.2022/2/Add.2), of which the Executive Board took note at its first session of 2022, and provides an update on the implementation of the approved resource mobilization strategy, highlighting the resource mobilization priorities of the Programme for 2022.
2. The primary goal of the resource mobilization strategy is to ensure sufficient predictable, flexible, long-term funding to implement the approved activities under the strategic plan. It aims to be results-focused, efficient, transparent, and accountable to maximize the return on grants and investments.
3. Investments in the UN-Habitat strategic plan, which is based on global insights and practices, allow the organization to continue its work as a more agile and anticipatory organization. UN-Habitat normative and operational work is driven by countries' priorities, based on a theory of change through which each country develops its own transformation pathway.
4. In order to reduce risk and ensure broad ownership of the UN-Habitat mandate, the strategy aims to diversify the number and types of donors to the Programme. Six primary goals are outlined in the strategy: (a) to secure adequate funding; (b) to support the delivery of the urban-related Sustainable Development Goal targets and the New Urban Agenda in a manner aligned with the United Nations Sustainable Development Cooperation Framework at the country level and with the funding compact; (c) to develop and enhance strategic partnerships with funding partners; (d) to diversify the donor base; (e) to find innovative partnerships and funding sources; (f) to demonstrate

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\* HSP/EB.2022/14.

that UN-Habitat implements programmes in an accountable, efficient and transparent manner that produces transformative results and impact. The objectives of the strategy and key actions taken in 2022 are summarized in table 1.

Table 1  
Donor relations strategy focus areas

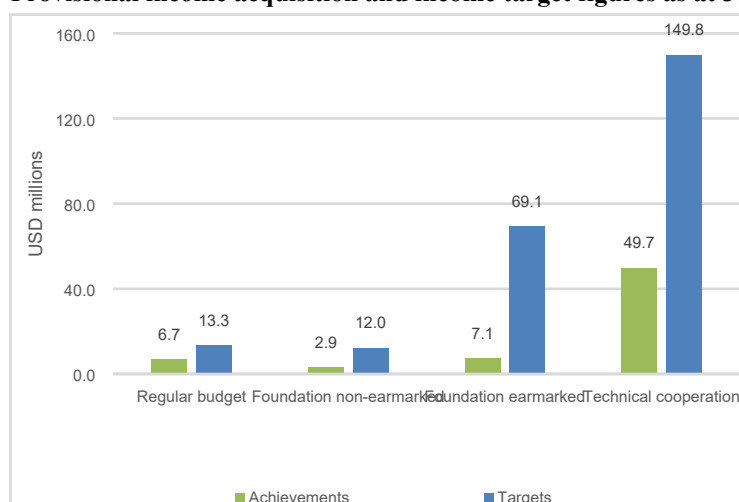
Demand-responsive strategy enabled by data, partners, and innovation		
<b>ADEQUATE FUNDING</b>	<ul style="list-style-type: none"> <li>- Regular budget: \$60 million</li> <li>- Non-earmarked: \$109 million</li> <li>- Normative earmarked: \$262 million</li> <li>- Country programmes: \$607 million</li> <li>- <b>Total: \$1,038 million</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Core contribution letters</li> <li>▪ Soft earmarked packages</li> <li>▪ Bilateral meetings</li> <li>▪ Regional dialogues</li> </ul>
<b>STRATEGIC PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>- Joint strategy development</li> <li>- Multi-year agreements</li> <li>- Pooled funding</li> <li>- Large-scale high impact programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regional dialogues</li> <li>▪ Top donor engagement</li> <li>▪ Flagship programmes</li> <li>▪ Country programmes within United Nations system</li> </ul>
<b>VALUE FOR MONEY</b>	<ul style="list-style-type: none"> <li>- Results-focused</li> <li>- Efficient</li> <li>- Transparent</li> <li>- Accountable</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly income updates to Member States</li> <li>▪ Urban Impact news, <a href="https://open.unhabitat.org">open.unhabitat.org</a></li> <li>▪ Standard operating procedures and key performance indicators</li> <li>▪ Solutions Start with Cities</li> </ul>
<b>ALIGNMENT TO STRATEGIC FRAMEWORKS</b>	<ul style="list-style-type: none"> <li>- Urban dimensions of the SDGs, New Urban Agenda</li> <li>- UN-Habitat strategic plan</li> <li>- National strategic plans</li> <li>- United Nations Sustainable Development Cooperation Framework</li> <li>- Funding compact</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regional structure</li> <li>▪ Common country assessments</li> <li>▪ Country focal points</li> <li>▪ Regional dialogues</li> </ul>
<b>DIVERSIFIED DONOR BASE</b>	<ul style="list-style-type: none"> <li>- More Member States contributing</li> <li>- Domestic resources</li> <li>- Private sector, local authorities and others</li> <li>- Multi-donor pooled funds</li> </ul>	<ul style="list-style-type: none"> <li>▪ Private-sector strategy</li> <li>▪ Foundations and Philanthropy Platform</li> <li>▪ Local government engagement</li> <li>▪ Adaptation, green climate, etc.</li> </ul>
<b>INNOVATION</b>	<ul style="list-style-type: none"> <li>- Blended funding: loans, grants</li> <li>- National committees</li> <li>- High-net-worth individuals, influencers</li> <li>- Technology support, social media</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Investment Facility</li> <li>▪ Feasibility fund</li> <li>▪ Online fundraising</li> <li>▪ Crowdfunding</li> <li>▪ Ambassador Programme</li> </ul>

5. At its first session of 2022, the Executive Board took note of the approved draft work programme of UN-Habitat and the United Nations Habitat and Human Settlements Foundation non-earmarked budget for 2022 of \$12 million.

6. Provisional income acquisition figures for 2022 as of 30 June 2022 for the various funds are shown in figure 1, compared to income target figures. Non-earmarked contributions received amounted to \$3 million, of which \$0.46 million were contributions for previous years. The \$3 million in contributions for 2022 represented 33 per cent of the annual target of \$12 million. The Foundation earmarked fund provided global programmes with \$7.05 million, representing 10 per cent of the

annual target. Contributions to the technical cooperation fund amounted to \$49.74 million, or 33 per cent of the annual target.

Figure 1  
Provisional income acquisition and income target figures as at 30 June 2022



7. The top 10 donors contributing to the UN-Habitat funds in 2022 are shown in table 2.

Table 2  
Top 10 donors contributing to UN-Habitat funds in 2022

<i>Foundation non-earmarked</i>	<i>Foundation earmarked</i>	<i>Technical cooperation</i>
Azerbaijan	United Nations entities	Adaptation Fund Board
Angola <sup>a</sup>	China	International Development Association
China	Egypt	United Nations entities
France	Sweden	Instituto Pereira Passos
South Africa	Russian Federation	Japan
Kenya	Oman	Fukuoka International Exchange
United Republic of Tanzania <sup>b</sup>	Germany	INFONAVIT – Instituto del Fondo Nacional de la Vivienda para los Trabajadores
Philippines	Western Indian Ocean Marine Science	Canada
Japan	Open Society Foundation	Municipio de Juarez
Singapore	Consejo Superior de los Colegios de Arquitectos de España	Nigeria

<sup>a</sup> The contributions from Angola in 2022 include arrears of previous years.

<sup>b</sup> The contributions from the United Republic of Tanzania in 2022 include arrears of previous years.

8. The allocation of 2022 income to the various regions is shown in figure 2. The Arab States received the highest level of funding, followed by the Asia-Pacific, Latin American and the Caribbean, global and African regions. Funding for Europe remains low as at the end of the second quarter of 2022.

Figure 2  
**Allocation of 2022 income to the UN-Habitat implementing regions as at 30 June 2022**  
 (United States dollars)

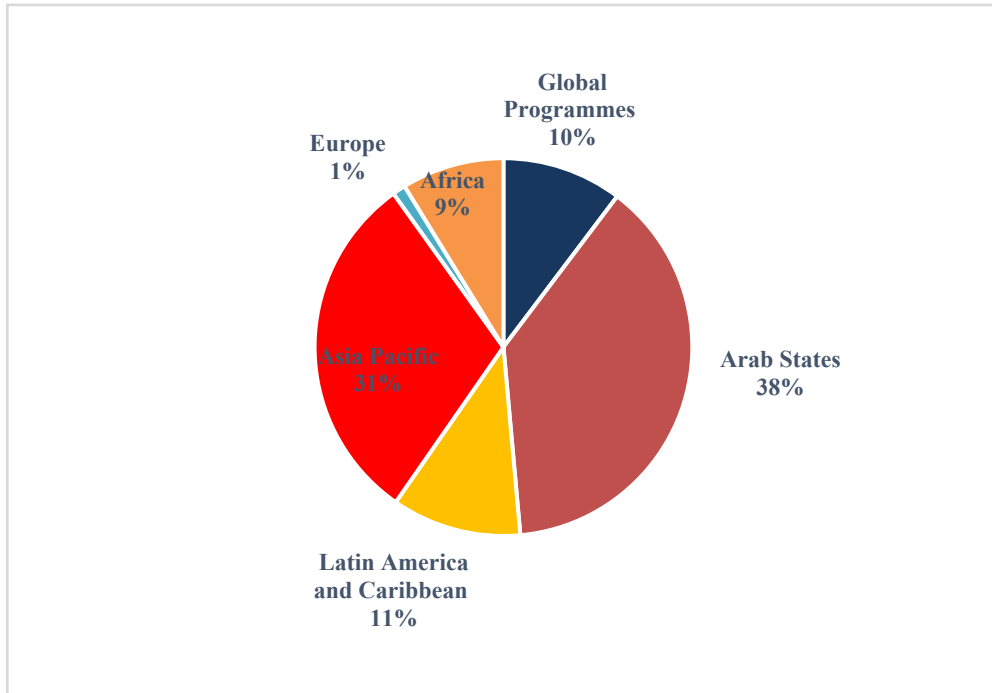
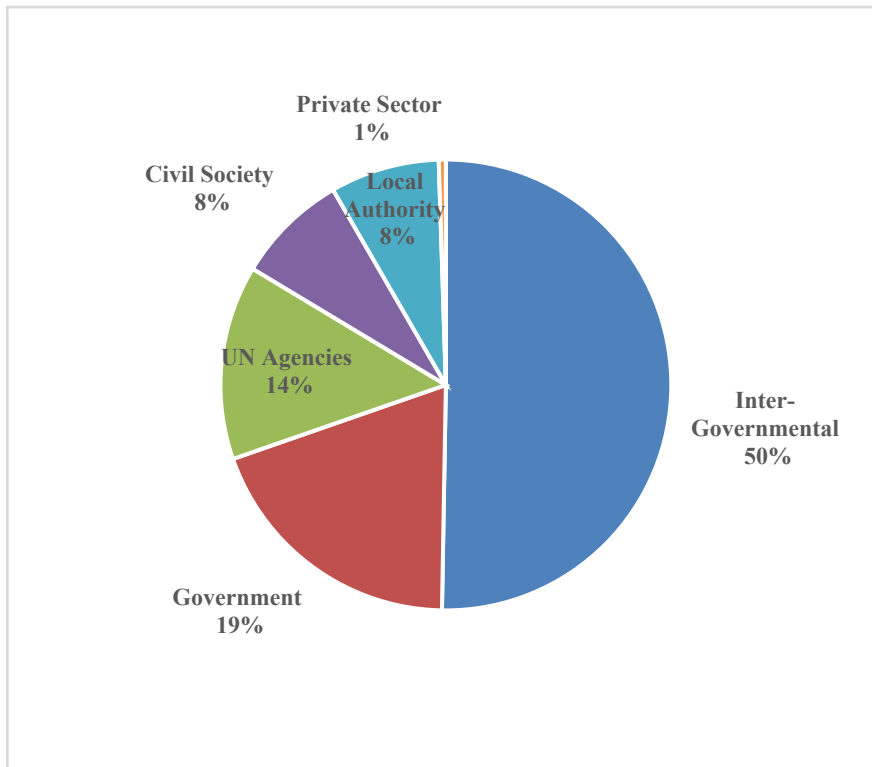


Figure 3  
**Sources of income by partner category as at 30 June 2022**  
 (United States dollars)



9. Following approval by the Executive Board in November 2021 of the UN-Habitat work programme and budget for 2022, UN-Habitat transmitted an appeal for core contributions to Member States. The Executive Director also actively engaged with Member States during the high-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda, the 2022 Commonwealth Heads of Government Meeting, the Africities Summit and the eleventh session of the World Urban Forum with a view to mobilizing resources in support of the approved

work programme. The Executive Director's efforts have yielded positive results: for example, following the high-level meeting of the General Assembly to assess progress in the implementation the New Urban Agenda Member States agreed to create a "Friends of UN-Habitat" working group to increase political and financial support for the Programme. In addition, during the eleventh session of the World Urban Forum the Government of Germany announced new core support of 1 million euros to UN-Habitat.

10. UN-Habitat continues to demonstrate that it is a strong and trusted partner. As a result of the climate crisis, current and ongoing conflict, and the coronavirus disease (COVID-19) pandemic, progress in resource mobilization against the current strategic plan slowed in 2022, but did not move off track. Repurposing regular budget and other resources enabled UN-Habitat to take swift action but some original plans – including for the regional architecture – were postponed or adjusted as UN-Habitat shifted towards crisis response and mitigation.

11. One of the principal objectives of the UN-Habitat resource mobilization strategy is to develop and enhance strategic partnerships with funding partners. In that regard, 35 strategic dialogues led by the Executive Director were held between UN-Habitat executive management and individual Member States to foster synergies and mobilize support for the UN-Habitat work programme. These discussions have led to securing new core contributions from Angola, Azerbaijan and Somalia – with Angola covering the current year and prior commitments; the United Republic of Tanzania as a returning Member State; and one-time pledges totalling \$10.5 million from Benin, Burkina Faso, Germany, Ghana, Malawi, Mexico, Namibia, Portugal, Türkiye, the United States of America and Zambia. If these pledges can be converted into contributions, the total core contribution for 2022 as of 31 August will be \$13.5 million, exceeding the approved work programme and budget of \$12 million.

12. To address the objective of diversifying the UN-Habitat donor base, UN-Habitat continues to engage foundations through the Foundations and Philanthropy Platform. A successful foundations round table was held during the eleventh session of the World Urban Forum with over 100 in-person and 513 online participants. The event concluded with eight new foundations expressing an interest in joining the Foundations and Philanthropy Platform. In addition, a sustainable human settlements foundation will be formally launched during the last quarter of 2022. The Office of the Controller issued new guidelines for contribution agreements in June 2022. At the time of writing, the revised contribution agreement was being reviewed by the Sustainable Human Settlements Foundation.

13. UN-Habitat has improved the quality and timeliness of its reporting to donors through the targeted use of key performance indicators and a monthly financial update to Member States to demonstrate the results of resource mobilization efforts and to acknowledge financial contributions.

14. To enhance communication and show value for money, UN-Habitat has improved its "Urban Impact" quarterly newsletter, which now captures the value of the organization's in-depth local knowledge by making connections to country programmes with similar experiences and to best practices throughout the United Nations system and beyond. Two issues of "Urban Impact" have already been distributed to Member States and more than 15,000 partners.

15. The rapidly changing development environment, the ongoing disparity between flexible regular resources and other resources, and crises such as the COVID-19 pandemic, climate change, current and ongoing conflicts, as well as the capital crisis, are major themes in the current budgetary landscape and will continue to have an impact on future plans. Building on the outcomes of previous and ongoing investments as well as the strategic plan's vision for a better quality of life for all in an urbanizing world, UN-Habitat will continue to work towards greater effectiveness, accountability and efficiency, while maximizing the mobilization of resources for and investments in the organization.