



UN-HABITAT

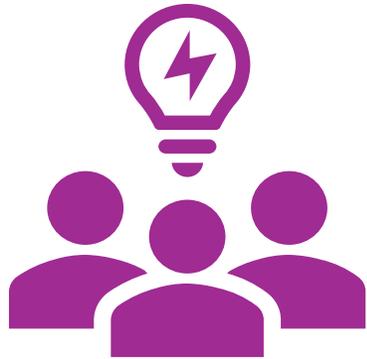
# Resource Mobilization Strategy updates



Date: 25 February 2026

# Key principles of drafting the Resource Mobilization Strategy

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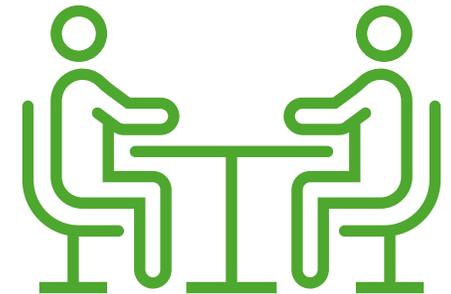
Extensive consultations at all levels, including HQ, Regional Offices and Country Offices



Balance between applicability at the corporate level and its practicability



Provision of a framework for regional and country level RM action plans, but not a substitute



Grounded in a clear situational analysis and complemented by benchmarking with other UN agencies

# Outline of the Resource Mobilization Strategy 2026-2029

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## I. Introduction

- Context
- Purpose and Scope
- UN-Habitat's Resource Mobilization Goals: Funding and Enabling

## II. UN-Habitat's Value Proposition to Funding Partners

## III. Situation Analysis

## IV. Strategic Actions to Achieve the Goals

- Funding: Strategic Actions 1-3
- Enabling: Strategic Actions 4-5

## V. Cross-cutting Organizational Support to Successful Resource Mobilization Efforts

## VI. Conclusion

# Introduction

## Context

- **Urbanization** as a defining global megatrend
- **Housing** as a human right and foundation to inclusive and sustainable development
- Increasing international development **financing pressures** and persistent gap between development ambition and financing
- **UN system-wide reform** dynamics and the need for more coherent and impactful work by the UN

## Purpose and Scope

- Provides overarching framework for operationalizing Means of Implementation 5: Effective Resource Mobilization
- Defines strategic directions and priorities at the corporate level, adaptable to regional and country contexts.
- Pursues two interdependent and mutually reinforcing goals: Funding and Enabling

# UN-Habitat's Value Proposition to Funding Partners

**A trusted, agile and technical partner, capable of delivering operational results grounded in normative leadership to address the global housing crisis and advance sustainable urban development globally.**

Clear mandate and strong normative leadership in sustainable urbanization and housing



Integrated system-based approach to urban development



Well-established partnerships with national and subnational authorities, and local communities



Wide operational presence and experience, responsive to local needs and aligned with global agendas



Whole-of-the-house approach, integrating normative leadership and operational delivery

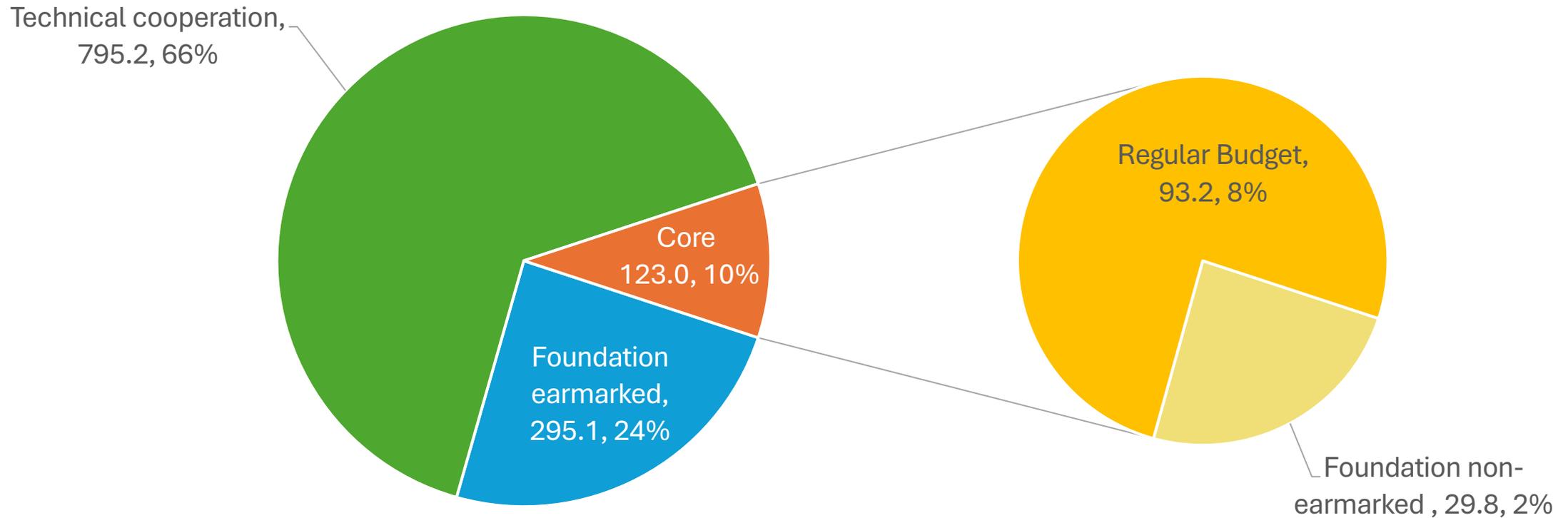


Demonstrated relevance and impact on the ground



# Situation Analysis (1) – Funding Composition

Total Revenue by fund type (2020-2025, million USD)



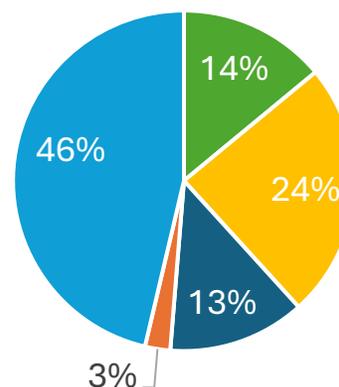
# Situation Analysis (2) – Foundation non-earmarked donors

Top 20 donors to Foundation Non-earmarked (2020-2025)

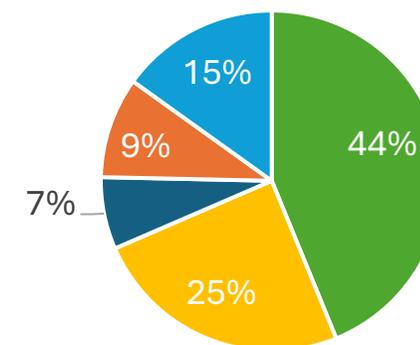
Member State	Amount of contribution (USD)
Germany	4,376,277
United States of America	4,262,997
Azerbaijan	3,650,000
Norway	2,180,130
China	2,100,000
Saudi Arabia	1,500,000
France	1,258,824
Malaysia	1,200,000
South Africa	950,000
Spain	747,272
Kenya	699,975
Namibia	600,000
Mexico	550,000
India	545,455
Angola	500,000
Republic of Korea	455,822
Philippines	350,000
Portugal	206,280
Turkey	200,000
Mauritius	200,000

**71** Member States have at least contributed once to UN-Habitat Foundation non-earmarked (2020-2025)

Amount by Regional Group



Number of donors by Regional Group



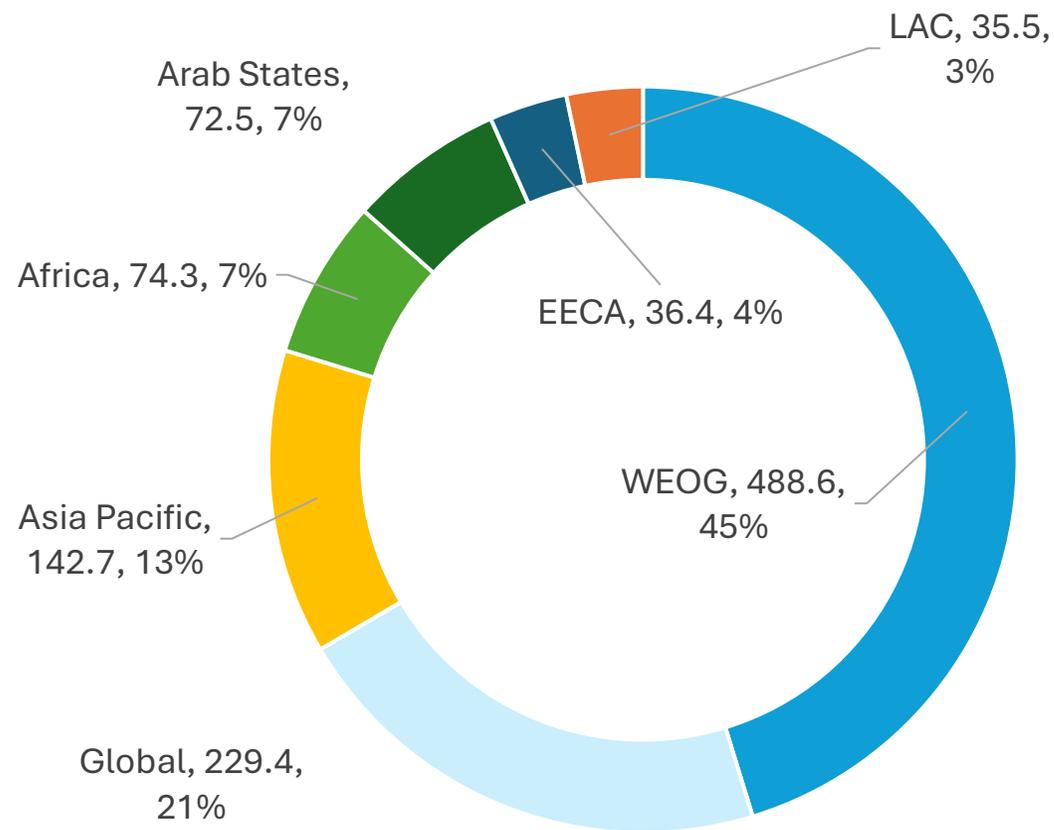
■ WEOG   
 ■ Africa   
 ■ Asia Pacific   
 ■ Eastern Europe   
 ■ LAC

# Situation Analysis (3) – Earmarked funding

Top 20 funding partners to earmarked funds (2020-2025, million USD)

Donor	Amount
European Union	188.6
Adaptation Fund	118.6
Japan	86.1
Sweden	80.2
Multi-partner Trust Fund	62.8
Germany	47.5
UNDP	38.5
Netherlands	33.4
Republic of Korea	20.9
Switzerland	20.2
Spain	17.4
United States of America	15.8
Norway	14.4
Kenya	14.1
Azerbaijan	14.0
Italy	13.9
Kuwait	13.5
World Bank Group	13.5
Egypt	10.2
Mozambique	9.5

Amount of earmarked contribution by UN-Habitat regions (million USD, %)

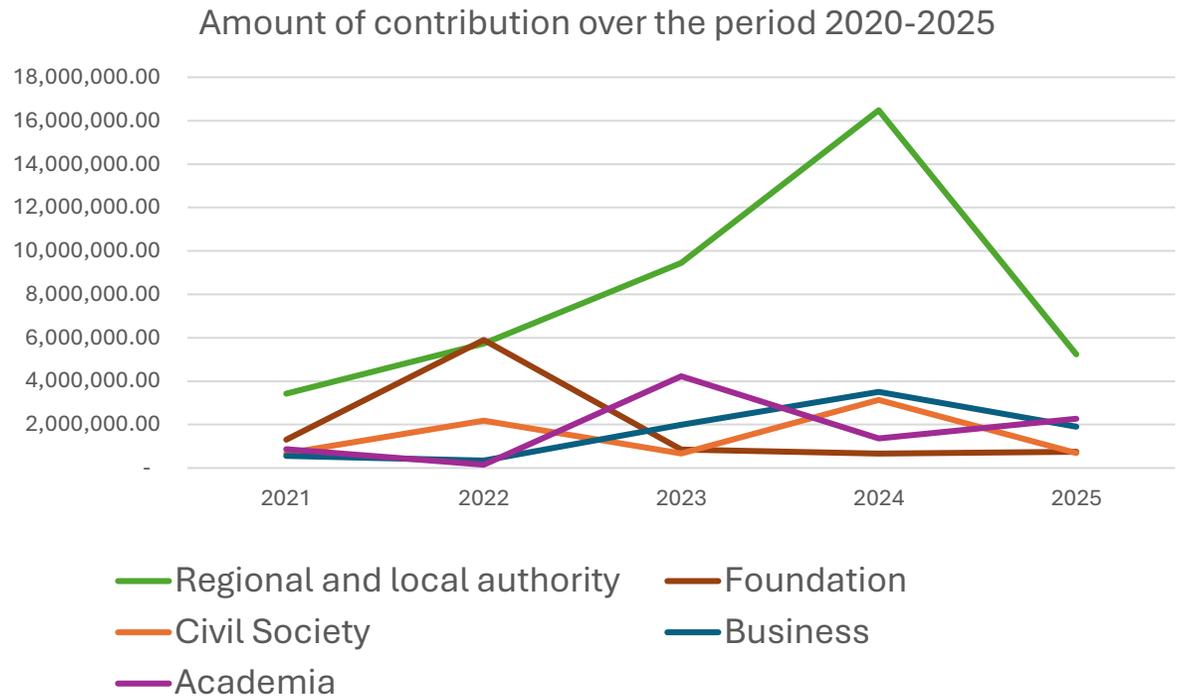


# Situation Analysis (4) – Funding partners diversification

Public funding partners remain the main type

Beside subnational authorities, diversification observed in academia, business, foundation types.

Type of funding partner	Amount of contributions (%)
Government	46%
Intergovernmental	18%
UN Agencies	14%
Global thematic and vertical funds	11%
Regional and local authority	4%
International financial institutions	2%
Foundation	2%
Civil Society	1%
Private sector	1%
Academia	1%



Examples: Foundation Botnar, Gates Foundation, Wuppertal Institute for Climate, Environment and Energy, Alwaleed Philanthropies, Awash Welday General Contractor, Global Fortune Investment Ltd

# Main structure of the Resource Mobilization Strategy 2026-2029 (1)

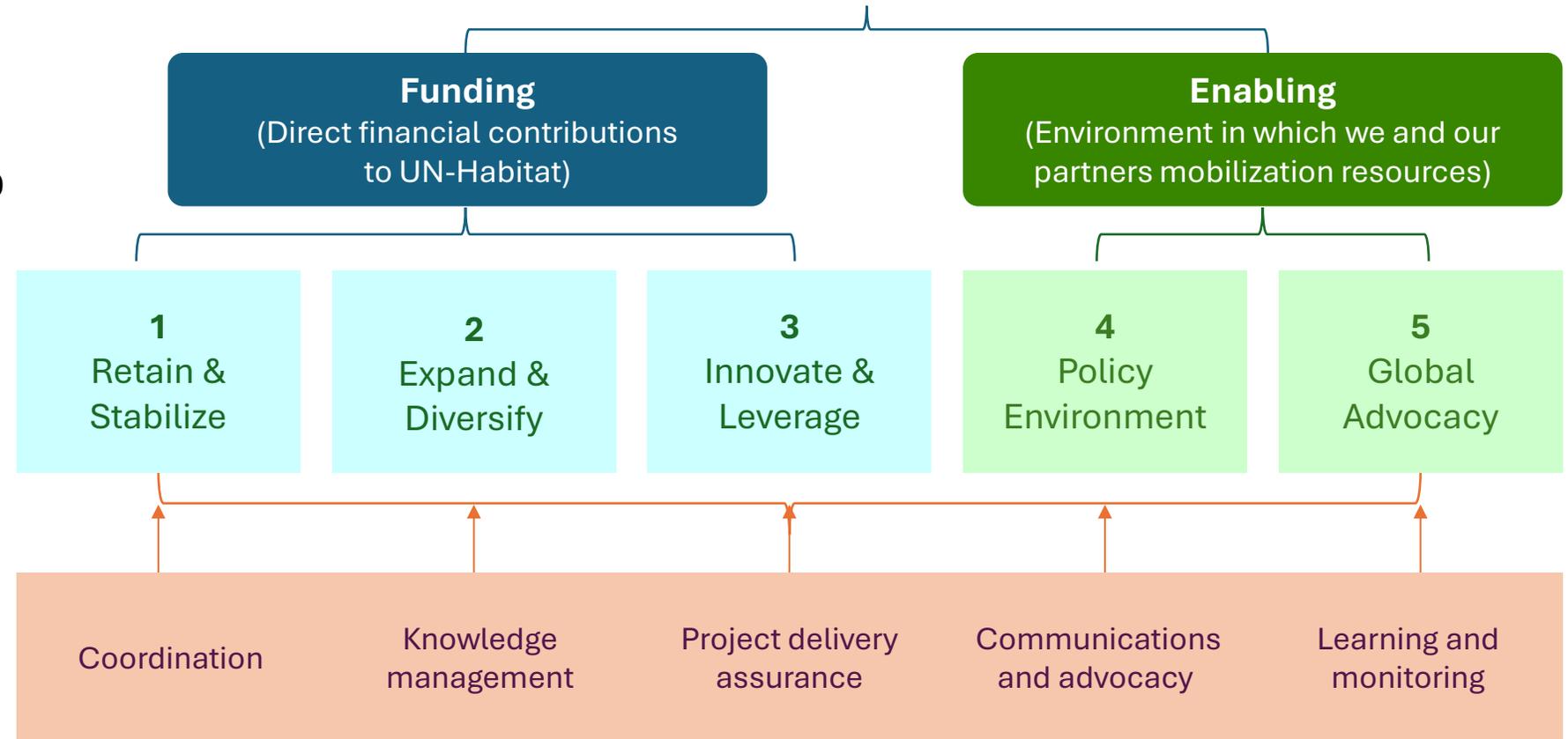
**1** guiding **OBJECTIVE**  
defined by SP 26-29

**2** interconnected **GOALS**  
in line with the MoI – Resource  
Mobilization outcome in SP 26-29

**5** strategic **ACTIONS**  
to realize the two  
interconnected goals

**5** cross-cutting  
**ORGANIZATIONAL SUPPORT**  
to empower decentralized yet  
coordinated RM activities

Effective resource mobilization outcome: **Increased and predictable** resources for **UN-Habitat** and its **partners** to advance access to adequate housing, land and basic services for all.



# Main structure of the Resource Mobilization Strategy 2026-2029 (2)

## Structured around partner segment

- Not structured around funding type.
  - Core and earmarked funding streams are complementary, not competing.
  - Normative and operational are mutually reinforcing.
- Actions for different partner segments are distinct.
  - Integrated partnership development results in a mixture of core and earmarked (both for normative and operational) funding.

## Where is each type of funds reflected?

- Core: Strategic Actions 1 and 2.
- Earmarked: Integrated normative and operational, throughout Strategic Action 1-3.
- IFIs: Strategic Action 3.
- Private sector (including business, foundation, impact investors, etc.): Strategic Action 2.

# Strategic Action 1: Funding – Retain and Stabilize

## Objective

- Strengthen relationships with existing donors
- Shift from fragmented, project-based funding to coherent, programmatic, multi-year cooperation

## Why This Matters

- Current project-based cooperation is fragmented and resource-intensive
- Consolidation enables efficiency, alignment and stronger impact

## Target Partner Segments

- Traditional donor countries and their international development agencies, EU

## Examples

- Germany: Core + Normative (UNITAC & GWOPA) + Technical cooperation
- Japan: Regional office + Wide technical cooperation globally (JSB, JICA and other earmarked source) + Focus thematic cooperation e.g. Waste management and private sector engagement for Africa

# Strategic Action 2: Funding – Expand and Diversify

## Objective

- Broaden UN-Habitat’s funding base by engaging new and underutilized partners through targeted entry points and tailored cooperation models

## Why This Matters

- Reduces reliance on traditional donors amid shrinking ODA
- Builds a more stable, flexible, and scalable resource base

## Target Partner Segments

- Developing & middle – income countries
- Subnational governments and cities
- Private sector (foundations, corporates, impact investors)
- Traditional donors with low/modest contributions

## Examples

- Non-traditional donor: South Africa country programme
- Subnational government: Paris Social Housing Hub; Shanghai support to SDG Cities Global Conference

# Strategic Action 3: Funding – Innovate and Leverage

## Objective

- Expand access to large scale sustainable financing
- Strengthen engagement with global financing mechanisms

## Why This Matters

- Major development financing flows through structured funds
- UN-Habitat has not fully tapped into these opportunities and needs stronger positioning

## Target Partner Segments

- Thematic & global vertical funds
- Intergovernmental and UN pooled financing mechanisms
- International Financial Institutions and Development Finance Institutions

## Examples

- Adaptation Fund
- Loss and Damage Fund (Barbados Implementation Modalities) pipeline

# Strategic Action 4: Policy Environment

## Objective

- Strengthen national and local policy frameworks that enable greater domestic and international financing for housing, land and basic services

## Why This Matters

- Policy frameworks determine how resources are allocated and how governments mobilize funding
- Stronger national and local policies increase opportunities for sustained, scalable financing

## Target Segments

- National and subnational governments
- UN system coordination mechanisms (UNSDCFs)
- Other UN agencies

# Strategic Action 5: Global Advocacy

## Objective

- Elevate sustainable urbanization, housing, land and basic services within global agendas, intergovernmental forums, and public discourse to strengthen the enabling environment for resource mobilization

## Why This Matters

- Global visibility influences policy, budget decisions, and donor priorities
- Positioning urban issues as central to climate action, inequality reduction, conflict recovery, and sustainable development drives stronger financing commitments

## Target Segments

- Global and intergovernmental forums
- UN system partners
- Media and the general public

# Cross-cutting Organizational Support to Successful Resource Mobilization

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## **Coordinated Resource Mobilization**

Harmonized mechanisms across HQ, Regional Offices, and Country Offices



## **Funding partner Intelligence & Knowledge Management**

Timely, accurate and accessible donor intelligence to anticipate priorities and support informed responses



## **Quality Assurance in Project Delivery**

Strong systems that strengthen donor confidence



## **Strategic Communications and Advocacy**

Consistent messaging that positions UN-Habitat as a relevant and results – driven partner



## **Learning & Performance Monitoring**

Adaptive practices and performance tracking to strengthen effectiveness

# Thank you!

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