EXECUTIVE BOARD
2020 Session 2

AGENDA ITEM 6

Christine Knudsen
Director, External Relations, Strategy, Knowledge and Innovation

Gary Landes
Director (ai), Management, Advisory and Compliance Services

UN@HABITAT
FOR A BETTER URBAN FUTURE

| Agenda Item 6 - Implementation of UN-Habitat Strategic Plan- Overview

(a) Annual report for 2019 on the strategic plan for the period 2014—2019

(b) Update on the final report on the strategic plan for the period 2014—2019 and the ongoing evaluation of the strategic plan for the period 2014 —2019

(c) Implementation of the strategic plan for the period 2020—2023:

i.   Accountability framework
ii.   Financial plan
iii.   Results-based management policy;
iv.   Results framework;
v.   Partnership strategy, including UN-Habitat engagement with the private sector and with non-governmental partners;
vi.   Impact communication strategy;
vii.   Resource mobilization strategy and review of the investment funds.

| **Agenda Item 6 (a, b) – Supporting documents**

Agenda item 6 (a):

- **HSP/EB.2020/5/Add.1:** Annual Progress Report on the implementation of the 2014-2019 Strategic Plan for the year 2019 – (Summary report)

- **HSP/EB.2020/INF/4:** Annual Progress Report on the implementation of the 2014-2019 Strategic Plan for the year 2019 – (Full report)

Agenda item 6 (b):

- **HSP/EB.2020/5:** Update on the final report of the full cycle of the 2014-2019 UN-Habitat Strategic Plan, including on the inception of the evaluation report

- **HSP/EB.2020/23:** Full-cycle report on the implementation of the strategic plan of the United Nations Human Settlements Programme for the period 2014–2019

- **HSP/EB.2020/INF.5:** Final report on the strategic plan for the period 2014–2019 for the period 2014-2019 (Full Report)

Wednesday 28 October 2020   EXECUTIVE BOARD 2020, SESSION2

Agenda item 6 (a)
Annual report for 2019 on the implementation of the strategic plan for the period 2014–2019

The Annual Report 2019 highlights results achieved by the end of 2019 in the seven subprogrammes and at the institutional level.

An internal change process transformed the organization into a streamlined Agency in line with United Nations System-wide reforms.

Development of the new governance structure as established in December 2018 by General Assembly Resolution 73/539.

The first session of the UN-Habitat Assembly convened in May 2019 and approved UN-Habitat Strategic Plan 2020-2023.

UN@HABITAT
FOR A BETTER URBAN FUTURE
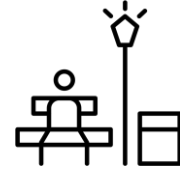
Subprogramme 1: Urban Legislation, Land, and Governance

The UN System-wide Guidelines on Safer Cities and Human Settlements were adopted.

1,600 Stakeholders (45 per cent of them women) from 36 institutions improved their capacity to promote and implement pro-poor and gender responsive land tools.

Subprogramme 2: Urban Planning and Design

17 cities used inclusive, integrated and compact planning and design approaches.

New Guidelines on Enhancing Urban-Rural Linkages for Sustainable Urbanization and Human Settlements were adopted.

3 national authorities and 2 subnational authorities now have stronger climate change adaptive capacity, thanks to UN-Habitat's support.

UN@HABITAT
FOR A BETTER URBAN FUTURE

Subprogramme 3: Urban Economy and Municipal Finance

17 partner cities prepared integrated local economic development plans.

The Global Municipal Finance Database was launched and provides unique information for comparative analysis on municipal budgets and population data for 94 cities.

Subprogramme 4: Urban Basic Services

17 new water operators joined the Global Water Operators Partnership Alliance GWOPA.

109 cities joined the global Waste Wise Cities Campaign for urgent action on solid waste management.

Almost 1 million people benefitted from improved access to water and sanitation.

UN@HABITAT
FOR A BETTER URBAN FUTURE

Subprogramme 5: Housing and Slum Upgrading

5 countries revised their policy and regulatory frameworks to promote inclusive and integrated slum upgrading.

8 countries implemented frameworks to prevent forced evictions.

Over 2,000 urban stakeholders enhanced their knowledge and practical skills on participatory housing, slum upgrading and prevention approaches.
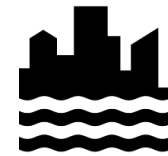
Subprogramme 6: Risk Reduction and Rehabilitation

13 cities in 7 countries used the City Resilience Profiling Tool to measure and strengthen their resilience to multi-hazard impacts, including climate change.

More than 1 million people benefitted from UN-Habitat's interventions in sustainable urban reconstruction in post-crisis situations and within protracted conflict environments

UN@HABITAT
FOR A BETTER URBAN FUTURE
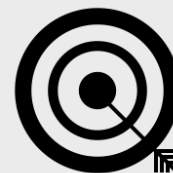
Subprogramme 7: Urban Research and Capacity Development

17 new urban observatories utilized UN-Habitat tools, methods and data in monitoring urban trends and conditions at national and local authority levels.

230 institutional partners and over 1,800 individual members globally were part of UN-Habitat's University Initiative.

Challenges

Inadequate and unpredictable funding constrained overall results for programme delivery.

The lack of funding **undermined the implementation of work with proven track record at scale**, such as municipal finance, public space, urban legislation and housing.

The **capacity of UN-Habitat to effectively manage and build key partnerships, carry out monitoring, scale up outreach and advocacy**, also suffered from a lack of resources.

UN@HABITAT
FOR A BETTER URBAN FUTURE

Agenda item 6 (b)
Update on the final report on the strategic plan for the period 2014–2019 and the ongoing evaluation of the strategic plan for the period 2014–2019

6 (b): Final report on the strategic plan for the period 2014—2019

UN-Habitat's strategic plan 2014–2019 was revised in 2016 following a midterm evaluation and the adoption of the New Urban Agenda.

The revision of the Plan also considered the 2030 Agenda for Sustainable Development and the SDGs, the Addis Ababa Action Agenda, the Sendai Framework, the Paris Agreement and the New York Declaration for Refugees and Migrants.

UN-Habitat achieved important outcomes through its transformative normative tools, technical advice and programmatic work.

UN-Habitat support strengthened the capacity of member states to advance sustainable urban development while leaving no one and no place behind.

Subprogramme 1: Urban Legislation, Land, and Governance

13 countries implemented land policy reforms.

77 local authorities implemented effective urban safety programmes.

1,800 urban legislation instruments are now stored in UN-Habitat's global urban legislation database, UrbanLex.

More than 1.82 million people enjoy safe access to more than 104 public spaces in 75 cities.

10,000 cities joined the Global Covenant of Mayors for Climate and Energy, the world's largest network of cities committed to climate action.

Over 100 cities are now using inclusive, integrated and compact planning and design approaches to urban development.

Subprogramme 2: Urban Planning and Design

UN@HABITAT
FOR A BETTER URBAN FUTURE

Subprogramme 3: Urban Economy and Municipal Finance

40 partner cities implemented strategies for improved urban and municipal finance.

61 cities adopted urban youth policies or programmes promoting youth inclusive cities for improved employment and sustainable livelihoods.

Municipal revenue generation improved in a number of countries, including by 90 per cent in Afghanistan and 300 per cent in Somalia.

More than 3.7 million people benefited from improved access to water and sanitation.

187 water operators' partnerships improved water service delivery, benefitting 39 million people.

149 local governments improved their policies and guidelines on equitable access to sustainable urban basic services.

Subprogramme 4: Urban Basic Services

UN@HABITAT
FOR A BETTER URBAN FUTURE

Subprogramme 5: Housing and Slum Upgrading

43 countries formulated and implemented improved housing policies.

516,000 people, including 267,000 women, benefitted from participatory slum upgrading interventions.

35 citywide, national and regional strategies for slum upgrading were developed.

More than 2 million people benefitted from sustainable urban reconstruction in post-crisis situations and protracted conflict environments.

Over 600 local government personnel and other stakeholders gained skills on the application of the City Resilience Profiling Tools.

30 cities across 12 countries in Africa have strengthened their resilience to natural and human-made hazards.

Subprogramme 6: Risk Reduction and Rehabilitation

UN@HABITAT
FOR A BETTER URBAN FUTURE

Subprogramme 7: Urban Research and Capacity Development

355 urban observatories used UN-Habitat tools and methods to monitor urban trends and conditions at national and local authority levels.

73 national statistical offices produced urban data that support reporting on Sustainable Development Goals and New Urban Agenda using UN-Habitat tools.

More than 70 per cent of the indicator targets set for the end of the six-year strategic plan were achieved or surpassed by the end of 2019, however:

Challenges

- A major challenge for the implementation of programmatic work throughout the strategic plan period was **inadequate and unpredictable funding,** especially core funding for normative work;

- **The limited nature of non-earmarked funds** undermined the capacity to allocate flexible funding for the organization's essential core work and negatively affected the capacity for in-house and external collaboration.

UN@HABITAT
FOR A BETTER URBAN FUTURE

Agenda item 6 (b):
Update on the ongoing evaluation of the strategic plan for the period 2014–2019

- Conducted by two independent international consultants, March – September 2020.

- Informed by desk review of relevant documents, consultations with UN-Habitat stakeholders and UN-Habitat implementing partners survey

- Scope included organization and programme levels

- Conducted remotely due to COVID -19 pandemic. Field visits to operational locations was not possible.

- UN-Habitat is preparing a management response to the evaluation report (pending)

6 (b): MAIN FINDINGS

- Overall UN-Habitat was assessed to have delivered satisfactorily on expected results, although achievement of organization strategic results indicator targets was not well demonstrated

  - Effective in achieving results, but gaps remain in integration of approaches between sub-programmes, regional and country-based operations.

- Satisfactory achievement of planned results at subprogramme level

  - Shortfalls attributed to insufficient resources, changing contexts, and bureaucratic challenges.

- UN-H delivers value for money in terms of results achieved, although core funding concerns throughout period left limited resources for emerging priorities and core functions.

- Evaluation notes lack of robust process for systematic indicator development, in design, data collection and quality assessment

- UN-Habitat demonstrates increased coherence with global frameworks, yet noted lack of coherence across UN-Habitat activities, and tension between operational and normative work streams.

- UN-Habitat significantly contributes to sustainable urban development and demonstrates an effective impact model; insufficient resources constrain delivery of relevant approaches.

6 (b): RECOMMENDATIONS TOWARD IMPROVED IMPACT

1. Capitalise on strengths & leadership role in sustainable urbanization

2. Communicate successes for wider influence

3. Link operational and normative work for greater impact

4. Improve core systems: Communication, business systems, excellence in stakeholder management, resource mobilization, risk management, etc.

5. Strengthen measurement & tracking of results, innovation and learning outcomes

6. Engage with key stakeholders on improving efficiency and effectiveness

Agenda item 6 (c)

Implementation of the strategic plan for the period 2020–2023

i. Accountability framework

ii. Financial plan

iii. Results-based management policy;

iv. Results framework;

v. Partnership strategy, including UN-Habitat engagement with the private sector and with non-governmental partners;

vi. Impact communication strategy;

vii. Resource mobilization strategy and review of the investment funds.

| Agenda Item 6(c) Supporting documents

Agenda item 6 (c):

- **HSP/EB.2020/6:** Progress in the implementation of the strategic plan for the period 2020–2023: revision of the accountability framework

- **HSP/EB.2020/24:** Organizational and personnel accountability within the United Nations Human Settlements Programme: implementing the accountability framework of the United Nations Secretariat

- **HSP/EB.2020/8:** Progress in the implementation of the strategic plan for the period 2020–2023: draft results-based management policy

- **HSP/EB.2020/9/Rev.1:** Progress in the implementation of the strategic plan for the period 2020–2023: draft results framework

- **HSP/EB.2020/10/Rev.1:** Progress in the implementation of the strategic plan for the period 2020–2023: draft partnership strategy

- **HSP/EB.2020/11/Rev.1:** Progress in the implementation of the strategic plan for the period 2020–2023: draft communication strategy

- **HSP/EB.2020/12/Rev.1:** Progress in the implementation of the strategic plan for the period 2020–2023: draft resource mobilization strategy

Agenda item 6 (c) (i)
Accountability Framework Update
Organizational and Personnel Accountability within UN-Habitat
(implementing the accountability framework of the United Nations Secretariat)

Accountability Framework:
Assessing and Monitoring Accountability in UN-Habitat

a) **Executive Board :** review of, among other things, the annual report on the implementation of the Programme's strategic plan, the progress report on its financial status, the report on staffing and the report on recruitment, equitable geographical distribution and gender parity;

b) **Annual review and strengthening of Secretariat accountability by the Secretary-General and the General Assembly**

c) **Management review by the Joint Inspection Unit:** In 2021, the Joint Inspection Unit is scheduled to conduct an independent review of the management and administration of UN-Habitat;

d) **Annual external audit by the Board of Auditors;**

e) **Annual internal audits, investigations, inspections and evaluations by the Office of Internal Oversight Services;**

Accountability Framework:
Assessing and Monitoring Accountability in UN-Habitat

(f) **Continuous monitoring by the Business Transformation and Accountability Division of the Department of Management Strategy, Policy and Compliance.**

(g) **Independent evaluations: Independent Evaluation Unit established in January 2012**

(h) **Continuous oversight of the accountability system and risk management processes:** a risk oversight and accountability committee at the senior management level,

(i) **Certification of internal controls:** Certification of the adequacy of the internal control system from 2021

(j) **In-house focal point for conduct and discipline**

11 SUSTAINABLE CITIES AND COMMUNITIES

UN@HABITAT
FOR A BETTER URBAN FUTURE

Agenda item 6 (c) (ii)
Financial Plan

❑ Proposed time period to be covered by the Financial Plan :
- Initial forecast for the four-year Strategic Plan
- Forecast established during implementation of Strategic Plan will be for the remaining years.

❑ Proposed Scope of Funds to be covered: all UN-Habitat funds in the following groups:

- Foundation unearmarked
- Regular Budget
- Foundation earmarked
- Technical Cooperation Funds
- Programme Support Costs
- End-of-Service-Benefits

UN-Habitat Financial Plan
Calendar Years 2024 - 2027
FINANCIAL PLAN OF PROJECTED REVENUES AND EXPENDITURES

(thousands of United States dollars)

Funding sources		Approved Budget 2023	Proposed Budget 2024	Projected Budget 2025	Projected Budget 2026	Projected Budget 2027
REVENUES						
Foundation non-earmarked						
Regular Budget						
Foundation earmarked						
Programme Support Costs						
	Total Revenues					
EXPENDITURES						
Foundation non-earmarked						
Regular Budget						
Foundation earmarked						
Programme Support Costs						
	Total Expenditures					
Net Revenues						
Contingencies and Operating Reserves						
Excess / (Shortfall) of Revenues over Expenditures and Operating Reserves						

UN-Habitat Financial Plan
Calendar Years 2024 - 2027

Projected Financial resources requirements by category of expenditure

(thousands of United States dollars)

Component	Approved Budget 2023	Proposed Budget 2024	Projected Budget 2025	Projected Budget 2026	Projected Budget 2027
Subcategory of expenditure					
Posts and other Staff costs					
Non-post					
Total					
Post					
Non-post					
Total					

UN-Habitat
Calendar Years 2023 - 2027
FINANCIAL PLAN OF PROJECTED REVENUES AND EXPENDITURES

(thousands of United States dollars)

Funding sources	Actuals 2023	Approved Budget 2024	Projected Budget 2025	Projected Budget 2026	Projected Budget 2027
REVENUES					
Foundation non-earmarked					
Regular Budget					
Foundation earmarked					
Foundation Technical Cooperation					
End-of-Service-Benefits					
Progrmme Support Costs					
Total Revenues					
EXPENDITURES					
Foundation non-earmarked					
Regular Budget					
Foundation earmarked					
Foundation Technical Cooperation					
End-of-Service-Benefits					
Progrmme Support Costs					
Total Expenditures					
Net Revenues					
Contingencies and Operating Reserves					
Excess / (Shortfall) of Revenues over Expenditrures and Operating Reserves					

UN-Habitat
Calendar Years 2023 - 2027
Projected Financial resources requirements by category of expenditure

(thousands of United States dollars)

Component	Actuals 2023	Approved Budget 2024	Projected Budget 2025	Projected Budget 2026	Projected Budget 2027
Subcategory of expenditure					
Posts and other Staff costs					
Non-post					
Total					
Post					
Non-post					
Total					

UN@HABITAT
FOR A BETTER URBAN FUTURE

Agenda item 6 (c) (iii)
Results-based management (RBM) policy

| 6 (c) (iii): Results-based management (RBM) policy

FUNCTION

Provide guidance on the purpose, basis, context, scope, principles and roles, and responsibilities for mainstreaming RBM throughout the organization.

PURPOSE

Define realistic expected results (outcomes and impact), targets, and clear performance indicators.

Integrate lessons learned into management decisions and reporting on performance.

Improve management effectiveness and accountability.

SCOPE

The policy (based on UN secretariat directives) covers strategic, programme and project planning, implementation, monitoring and evaluation, as well as reporting by UN-Habitat to Member States, donors, partners and other stakeholders on its achievements in terms of transformational change and impact.

UN@HABITAT
FOR A BETTER URBAN FUTURE

6 (c) (iii): RBM policy – Roles and key responsibilities

Senior Leadership

Accountable for the achievement of results by the organization, and demonstrate the critical value of and need for a results culture in the organization.

Global Solutions Division

- Ensure that normative and operational work is results-focused;
- Ensure submission of high-quality inputs into strategic and programmatic frameworks and reporting.

Management Advisory and Compliance Service

- Critically appraise reported performance in relation to human and financial resources;
- Use results to hold others accountable.

Regional Programmes Division

- Assure quality for regional, multi-country and country offices;
- Engage in joint reporting for the United Nations Sustainable Development Cooperation Framework.

External Relations, Strategy, Knowledge and Innovation Division

- Develop updates and facilitate RBM outputs;
- Guide development of the strategic, planning and programming outputs.

All staff

Plan for result and monitor implementation, learn from evidence and adjust delivery of results accordingly.

Agenda item 6 (c) (iv)
UN-HABITAT Results framework

The results framework is a means to measure success on the implementation of the Strategic Plan 2020-2023 and its contribution to the Sustainable Development Goals.

The results-based management instrument enables UN-Habitat to track the achievement of **impact** in line with the Strategic Plan.

It is a tool for project planning, implementation, monitoring, and reporting.

Scope: UN-Habitat's interventions.

Components:
- o **Institutional outcomes**
- o **Catalytic outcomes**
- o **Human impact**

UN@HABITAT
FOR A BETTER URBAN FUTURE

Type of indicators analysis

By human impact and institutional outcomes

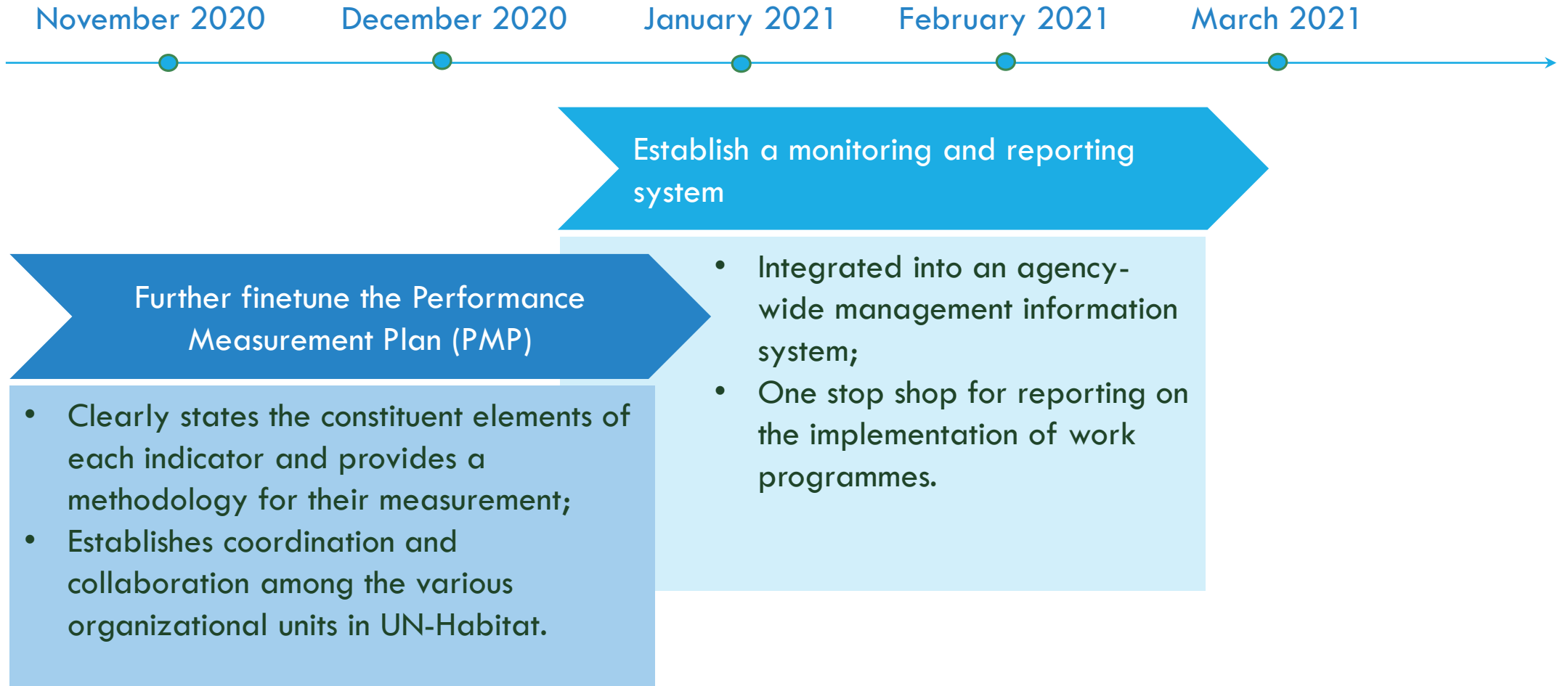| Type	Objective level	Domain of Change 1	Domain of Change 2	Domain of Change 3	Domain of Chang 4	Social inclusion	Subtotal
Human impact	0	7	2	5	7	1	22
Institutional outcomes	4	18	17	17	11	11	78
Subtotal	4	25	19	22	18	12	100

Total number of catalytic outcomes indicators: **11**

By quantitative or qualitative indicators

Type	Objective level	Domain of Change 1	Domain of Change 2	Domain of Change 3	Domain of Chang 4	Social Inclusion	Subtotal
Quantitative	1	16	9	19	7	9	61
Qualitative	3	9	10	3	11	3	39
Subtotal	4	25	19	22	18	12	100

Notes: *The distinction between qualitative and quantitative indicators is based on the research methods used to collect data. If an indicator uses qualitative surveys (e.g. perception surveys) or content analysis (e.g. the quality of policy analysis), it is a qualitative indicator. If an indicator uses quantitative scale, counting numbers through direct observations, GIS mapping, national reports of numbers, national/subnational economic or demographic statistics, etc., it is a quantitative indicator.*

ABITAT
RBAN FUTURE

| 6 (c) (iv): Results framework – Next steps

November 2020   December 2020   January 2021   February 2021   March 2021

Establish a monitoring and reporting system

- Integrated into an agency-wide management information system;
- One stop shop for reporting on the implementation of work programmes.

Further finetune the Performance Measurement Plan (PMP)

- Clearly states the constituent elements of each indicator and provides a methodology for their measurement;
- Establishes coordination and collaboration among the various organizational units in UN-Habitat.

UN HABITAT
FOR A BETTER URBAN FUTURE

Agenda item 6 (c) (v)
Partnership strategy, including UN-Habitat engagement with the private sector and with non-governmental partners

| Agenda Item 6 (c) (v)- Partnership strategy: objectives and actions

Support for UN-Habitat mandates

Stakeholder involvement in UN-Habitat's inter-governmental body meetings as observers

Share urban best practice and solutions and enhance partnerships through events such as the World Urban Forum

Support localizing implementation of urban agenda, partner involvement in local and national voluntary reviews for SDG

Knowledge and Innovation

Co-create urban knowledge and innovation

Share urban knowledge, experiences and good practice

Expand academic and professional networks on sustainable urbanization

Advocacy and Mobilization

Mobilize partners to advocate for sustainable urbanization globally, and at national, local and community levels

Help mobilize resources and investments for transformative urban programmes to improve quality of lives for all

Impact on the Ground

Engage partners in delivery urban programmes through technical assistance, expertise, community mobilization, capacity building

Support and engagement for UN-Habitat's flagship and country programmes

United Nations Coordination

Collaborate to develop urban knowledge, joint programming and delivery of global and country programmes

Leverage resources and harmonize management practices

UN@HABITAT
FOR A BETTER URBAN FUTURE

❑ Stakeholder engagement policy and accreditation procedure for participation in inter-governmental processes

❑ Mandatory reporting on partnerships, including UN cooperation and stakeholder engagement

❑ Peer-to-peer learning on monitoring SDGs

❑ Capacity building for Voluntary Local Reviews and Voluntary National Reviews

❑ Training Manual for Stakeholders on SDGs and New Urban Agenda

❑ Global Stakeholder Forum

❑ Enhanced visibility of partners and their collaboration on UN-Habitat's work

Agenda item 6 (c) (vi)
Impact communication strategy

Agenda Item 6 (c) (vi)   Impact Communication Strategy 2020 – 2023

Objectives

- Raise awareness of urban issues, solutions and best practices
- Advocate and campaign for policy change and implementation
- Demonstrate the impact of UN-Habitat's operational and normative work on people's lives
- Promote UN-Habitat's convening role to mobilize for action
- Amplify UN-Habitat as a knowledge leader and centre of excellence

How UN-Habitat will inform and engage governments, stakeholders and the public

- Developing compelling narrative focusing on results and impact
- Inspiring and driving change across the sector
- Positioning UN-Habitat as an authoritative voice through wider media engagement
- Promoting UN-Habitat's visibility and brand worldwide

The Communication Strategy builds on UN-Habitat's key strengths

- Strong mandate relative to SDGs and the New Urban Agenda
- Effective networks including grassroots communities and local authorities
- High-quality, ground-breaking research, data and reports
- Professional, experienced and highly qualified staff with wide variety of skill sets

Communications Strategy implementation in 2020

COVID-19

- COVID-19 Response Plan and Campaign widely publicized through networks in all UN languages

- Secretary-General's Policy Brief on COVID19 in an Urban World - Noon briefing and package of materials

- Opinion pieces/Interviews - Reuters, Foreign Policy, BBC — joint pieces with UNDP, World Bank, UNDRR, UCLG, UN Women

WUF10 Coverage

- Over 2,100 mentions of WUF on online news sites/blogs, #WUF10 - trending hashtag, live UNTV feed and daily IISD reports
- Daily coverage on global UN outlets with huge audiences
- Press conference room hosted 20 events — first regional Goodwill Ambassador announced
- 268 journalists registered, most from Arab region outlets

Advocacy and Campaigns

- Three action campaigns +200 organizations engaged

- 'Take Action in Cities and Communities' COVID-19 Campaign

- 'Housing for All' Campaign

- '40 days Safer Cities Challenge'

- +3,500 participants in Urban Thinkers Campuses on Covid-19-related topics
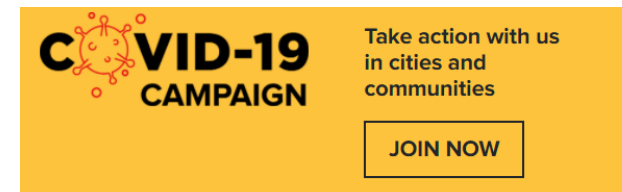
Communications Strategy implementation in 2020

Website/social media

1.1 million page views in 2020 - 50 % increase on same time last year

New pages and improved search engines, guidelines on story writing, style, photography, branding and donor visibility
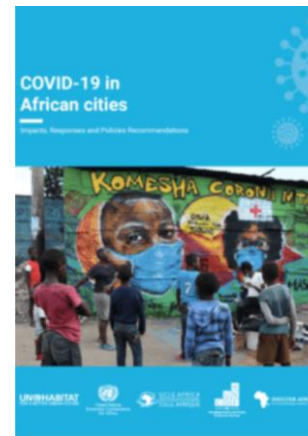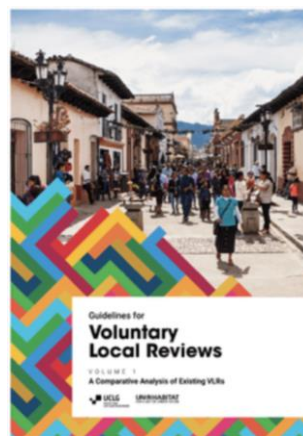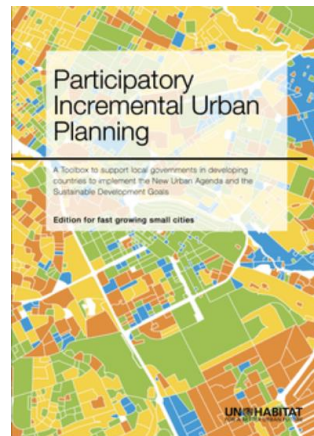
Social media - ew followers this year -103K - overall total now 412k

Publications

Impact of UN-Habitat's publications increased due to higher search engine ranking, social media promotion and marketing.

Cumulative 24,129 downloads and 23,572 views of the top 5 publications on Website, 110 % increase over 2019

Agenda Item 6 (c) (vi) - Communication Strategy – Implementation going forward

Media and communications

- Build on new relationships with media to promote groundbreaking reports and data (on COVID and other areas)

- Leverage global UN, agencies, donors and partners for wider dissemination of innovative, new material and formats

- Continue close contact with PRs Informal Contact Group on Communication

Advocacy and Campaigns

- Use advocacy as an organizational **performance enabler** to position UN-Habitat as **an essential player** in the UN system to deliver the 2030 Development Agenda and a **solution-oriented organization** delivering on the ground with relevant partners using the **World Urban Campaign.**
- Build on the **UN Decade of Action** to run targeted **action campaigns** to implement SDG11 and related targets.

Website

- Complete the overhaul of corporate website including governance and donor relations pages

- Develop data bank for consistent facts and figures and activate editor roster

Publications

- Launch of the World Cities Report 2020 on World Cities Day, Pandemics Report

- Relaunch Publications Board and disseminate strategically

Branding

- Ensure UN-Habitat brand consistently used everywhere to become synonymous with urbanization

Agenda item 6 (c) (vii): Resource mobilization strategy and review of the investment funds

Agenda Item 6 (c) (vii) - Resource Mobilization Strategy Objectives and Actions
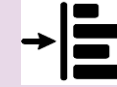
1

ADEQUATE FUNDING

Regular budget:	$ 60M
Non-earmarked:	$ 41M
Normative earmarked:	$ 262M
Country programmes:	$ 607M
Total:	$ 1,027M

- Core contribution letters
- Pledging sessions
- Bilateral meetings
- Endowment fund
- Monthly updates to MS
- Soft earmarked packages

2

ALIGNMENT

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

- Regional dialogues
- Country focal points
- Value proposition

3

STRATEGIC PARTNERSHIPS

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

- Value proposition
- Regional dialogues
- Top donor engagement
- Flagship programme financing mechanism
- Donor intelligence

4

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

5

VALUE FOR MONEY

Results focused
Efficient
Transparent
Accountable

- Value proposition
- open.unhabitat.org
- Urban Impact
- Key Performance Indicators
- Training for staff

6

INNOVATION

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

- Endowment fund
- Donate Button
- Crowdfunding

UN@HABITAT
FOR A BETTER URBAN FUTURE

THANK YOU!

UN⊕HABITAT
FOR A BETTER URBAN FUTURE

www.unhabitat.org