resource mobilization strategy
2018-2019
Recommendations from 2017

**Donors**
- reporting
- transparency, trust
- accountability
- efficiency
- core resources
- coordinated approach
- communicate results

**OIOS**
- smart indicators
- link to strategic plan
- strategic countries
- subprogramme, regional, branch strategies, targets
- risk management
- capacity of donor relations unit
- skills of staff raising funds

**UN-Habitat**
- transparency
- coordinate
- invest in acquisition
- prioritize in balanced way
- communicate results
- monitor and report
- reduce bureaucracy
2017 donor categories

- Central Government, 150.9, 78%
- UN Agencies, 23.4, 12%
- Civil Society, 8.5, 4%
- Private Sector, 5.9, 3%
- Intergovernmental organizations, 0.7, 0%
- Local Government, 4.9, 3%

Most revenue from national Governments, few countries

Core: Balanced support from all regions: need more support from Arab States, Asia Pacific, Latin America

Strategy for private sector and local authorities

Explore individual giving – e.g. for humanitarian, urban poor, youth, women
2017-18 achievements

• **Enhancing relations with donors**
  - 2017: Bilateral meetings Africa: 8; Asia Pacific: 9; Arab States: 1; Latin America: 2; Europe: 9; North America 2;
  - 2018: over 70 meetings between Member States and ED at WUF9; Strategic Dialogues with over xx Member States
  - Positive feedback on reforms taking place in 2018

• **Increase in core contributions** — 15% annual increase in contributions in 2017; 27% increase in 2018 – but revenue still short by US$9.7 million against annual 2018 budget

• **Funding for earmarked normative work** acquisition exceeded budget in 2017;

• **Broader donor base**
  - 2017 new donors: Côte D'Ivore, Myanmar, Namibia, Sierra Leone, Zambia, Czech Republic; increased contributions: Barbados, Japan, South Africa.
  - 2018 new donors: Botswana, Malaysia, Tanzania, increased contributions: Philippines, Slovakia

• **Softer earmarking** – Norway, Sweden

• **Support for institutional reforms** — Norway, Sweden, interest from other Member States

• **Enhanced coordination of fundraising efforts** — Corporate Donor Information System to support decentralized fundraising efforts launched in 2018; donor profiles, market research, resources for fundraisers, funding opportunities

• **Transparency** quarterly donor briefs, improved CPR financial reports, enhanced donor website info
2018-2019 goals

- Increased funding esp. core, softer earmarking
  - Governance and institutional reforms → stronger organization
  - Strategic dialogues
  - Multi-year framework agreements include core normative work
  - Regular reminders for core contributions

- Broader donor base
  - Pooled funds – e.g. IFSUD, Adaptation Fund, Green Climate Fund
  - Integrated, proposals and programming for greater impact
  - Private sector, local authorities, foundations
  - Individual giving, new

- Improved relations with donors
  - Consistent, transparent, timely reports: project, country, thematic
  - Enhanced coordination
  - Communications: donor visibility, results and impact focus
  - Enhanced monitoring
Priority actions

Cooperation
- Policies and procedures
- Capacity building
- Coordination - focal point system
- Central repository of donor information to support decentralized fundraising

Strategic Dialogues
- Visits to selected countries
- Joint consultations
- Multi-year agreements – incorporate funding for core
- Major events
- Reduce funding gap

Monitoring
- SOPs
- Performance indicators
- Maintain relationships
- Resolve issues early
- Overdue, returns, write offs, write downs, bottlenecks

Communication
- Results, impact
- More authorized publishers
- Quality content

Reporting
- Consistent format, content
- Calendar - timely
- Database of donor reports
- Enhanced donor website: IATI standard, country and thematic

- More authorized publishers
- Quality content
Thank you