

# OPERATIONS MANUAL

## Resource Mobilization and Donor Relations

### Overview

Donor relations and resource mobilization are aimed at securing adequate, predictable, flexible funding to deliver results to deliver the results outlined in UN-Habitat's strategic plans. UN-Habitat's main sources of funding are:

- a) **Regular budget:** UN-Habitat's allocation from Member States' assessed contributions to the United Nations system.
- b) **Foundation non-earmarked:** voluntary non-earmarked contributions mainly from Member States for the core work of the organization.
- c) **Foundation earmarked:** earmarked contributions from Member States and other donors for global programmes that are largely normative, such as the Global Land Tool Network and World Urban Forum.
- d) **Technical cooperation:** earmarked contributions from Member States and other donors for programmes at the country and regional level.
- e) **Programme support:** a percentage is charged on earmarked contributions to cover the additional indirect cost of technical and administrative support

Resource mobilization is carried out by all offices in UN-Habitat. Regional offices focus on raising funds for technical cooperation activities in their countries and Headquarters offices focusing on raising funds for global normative programmes. This work is supported by the Donor Relations and Resource Strategic Partnerships Unit in the External Relations, Strategy and Innovation Division and a system of donor focal points ensures that we develop and maintain good relations with development partners

### Services provided by the Donor Relations and Resource Partnerships Unit

1. Develop the corporate [resource mobilization strategy](#) and monitor its implementation
2. **Core contributions:** The unit prepares letters twice a year from the Executive Director requesting non earmarked contributions for UN-Habitat's core work and follows up directly on payment of these contributions with Member States through their missions in Nairobi and through the donor focal points.
3. **Donor meetings and events:** organize and support a) strategic funding dialogues between UN-Habitat and development partners in line with the Secretary General's Funding Compact, b) joint consultations with donors at global and regional levels, c) bilateral meetings with donors and development partners to develop and strengthen strategic relations
4. **Communications:** encourage offices and regions to provide impact stories and coordinate production of the quarterly Urban Impact brief to donors and partners
5. **Tools:** maintain and ensure access to all staff to the [Donor Information System](#) which provides a) profiles of over 600 donors and partners, b) dashboards on UN-Habitat's donors by region and globally and the status of the organization's income by year, fund and donor type c) donor reporting calendar and central

repository of donor reports on earmarked contributions; d) central repository of resources on resource mobilization including training materials, among other features. Develop resource mobilization guidelines such as the [Donor Visibility Guideline](#).

6. **Donor intelligence:** a) carry out targeted donor intelligence at the request of offices b) regularly update the donor profiles in the Donor Information System, c) provide offices with access to external donor intelligence systems such as [Devex](#).
7. **Monitoring and reporting for Member States and Management:** a) provide monthly updates to Member States on UN-Habitat's income, b) provide income projections against approved budgets, c) provide monthly updates on donor reporting status to senior management, d) organize and provide updates to the quarterly meetings of the Resource Mobilization Steering Committee
8. **Donor Reporting** a) organize monthly meetings with donor reporting focal points to improve timely reporting on contribution grants b) provide regular reports to management on corporate wide reporting on contribution agreements, c) maintain the donor reporting calendar
9. **Capacity building:** a) organize training by external experts for staff with resource mobilization functions, b) offer internal training on the Donor Information System and other resource mobilization guidance
10. **Focal point role for key donors and donor categories:** act as focal point for selected donors such as Norway and Sweden and for Foundations and Philanthropists

### **Guidelines relating to donor relations and resource mobilization**

1. For information on donor relations and resource mobilization contact [unhabitat-donorrelations@un.org](mailto:unhabitat-donorrelations@un.org)
2. Resource Mobilization Strategy 2020-2023
3. Donor Visibility Guidelines
4. Contributing to quarterly Urban Impact brief that goes to over 14,000 partners including donors
5. Relations with Foundations and Philanthropists
6. Donor Information System
7. Donor Intelligence and Market Research
8. Donor Focal Point System
9. Bilateral and joint consultations with donors
10. Donor Reporting
11. Standard Interim Donor Reporting Template – aligned to UN System template
12. Standard Final Donor Reporting Template – aligned to UN System template