

# Workshop on Innovative Resource Mobilization Strategies for International Organizations

**17 July 2025, 11:30 - 16:00 ET**

VENUE (in-person and online)

**Bahá'í International Community's United Nations Offices**  
866 United Nations Plaza #120, New York, NY 10017

Convened by the **United Nations University Centre for Policy Research (UNU-CPR).**

The global funding environment for international organizations (IOs) is under unprecedented strain. Official Development Assistance (ODA) has been in relative decline for years, even as the scale and complexity of global challenges – ranging from conflict and forced displacement to climate impacts, growing inequality and health emergencies – continue to grow. Both new and legacy institutions face fiscal constraints alongside rising demands. Some major donors have announced plans to reduce multilateral contributions, adding pressure on mandates and operations.

At the same time, IOs are called upon to help govern a new generation of policy issues – from data and artificial intelligence to biotechnology, outer space and freshwater – that have potential to accelerate progress on the Sustainable Development Goals (SDGs). However, many of these institutions are under-resourced, fragmented, or still in formation and lack stable, scalable financing to operate effectively and inclusively.

As German Minister of Development Reem Alabali Radovan stated at the 2025 Hamburg Sustainability Conference, “In times of scarcity, new creativity is needed to find alternative sources of financing.” Mobilizing additional resources in a fiscally constrained environment is no longer a niche technical issue – it is central to the future of multilateralism.

This workshop is a key component of the Global Governance Innovation Platform (GGI) – a policy-oriented research and collaboration platform led by UNU-CPR. The GGI aims to foster innovative multilateralism by identifying policy innovations and mechanisms to make multilateral institutions more effective, adaptable and fit-for-purpose. It brings together practitioners, innovators, policy makers and stakeholders to learn from real-world cases and collectively generate solutions.

This workshop moves beyond broad appeals for “innovative finance” by examining concrete institutional approaches IOs have used to raise resources. Some – such as Unitaids’ airline ticket levy or IFFIm’s bond-based financing – are well documented. Others – like the export levies administered by the International Oil Pollution Compensation Funds or the International Telecommunications Union’s satellite registration fees – are less well known but rich in lessons.

Whether to fund a new institution or to help an existing one diversify its resources, understanding these mechanisms – and how they operate in practice – is key to strengthening multilateral institutions at the core of the international system.

This expert workshop will bring together practitioners, policy makers, economists and IO leaders to:

- Map the most innovative and impactful resource mobilization strategies across sectors and institutions;
- Identify the institutional, legal and political design features that enable these mechanisms to emerge and scale;
- Explore how these lessons can be applied to underfunded mandates – particularly those without a clear private return;
- Build connections among funders, international institutions and policy innovators interested in designing and testing the next generation of funding modalities.

The workshop will be held under Chatham House Rule to allow frank and creative exchanges. It will inform UNU-CPR's ongoing work on reshaping multilateral governance and provide actionable insights for, inter alia, UN reform processes such as UN80, implementation of the Pact for the Future and the lead-up to COP30.

# Agenda

## Welcome Remarks

11:30 – 11:40 (10 minutes)

- **Michael Franczak** | Senior Researcher, UNU-CPR
- **David Passarelli** | Director, UNU-CPR

## Keynote Remarks

11:40 – 12:00 (20 minutes)

- **Helge Elizabeth Zeitler** | Director, Federal Ministry of Economic Cooperation and Development (BMZ)

## Session 1: Market-Based Revenue Streams

12:00 – 12:45 (45 minutes)

Moderator:

- **Michael Franczak** | Senior Researcher, UNU-CPR

Panelists:

- **Riefqah Jappie** | Senior Liaison Officer, International Telecommunication Union
- **Silvia Mancini** | Senior Program Officer, Adaptation Fund
- **Tove Maria Ryding** | Policy and Advocacy Manager, Eurodad
- **Stephen Hammer** | President and CEO, New York Climate Exchange

This session explores revenue streams tied to global public goods, including registration fees, carbon market proceeds and solidarity levies.

**12:45 – 13:00 | Working lunch served**

## Session 2: Pooled and Pre-Arranged Finance

13:00 – 13:45 (45 minutes)

Moderator:

- **Bhim Adhikari** | Senior Environmental Economist, International Development Research Centre

Panelists:

- **Christopher Armstrong** | Senior Partnerships Specialist, Pandemic Fund
- **Juan Chaves-Gonzalez** | Insurance and Pre-arranged Finance, UN-OCHA
- **Heewoong Kim** | Reporting and Evaluation Manager, UN Joint SDG Fund
- **Katja Roll** | Head of Resource Mobilisation and Investor Relations, Coalition for Epidemic Preparedness Innovations (CEPI)

This session examines mechanisms that provide predictable finance for emergency or crisis response, through pooled donor funds or pre-arranged risk finance.

## Session 3: Public-Private Partnerships and Philanthropy

13:45 – 14:30 (45 minutes)

Moderator:

- **Michael Franczak** | Senior Researcher, UNU-CPR

Panelists:

- **Eleonora Smeriglio** | Partnerships Focal Point, UNESCO
- **Christopher Clark** | Head of Marketing & Partner Relations, ITU
- **Megan Gilgan** | Deputy Director, UNICEF
- **Miya Eun Mee Lee** | External Relations Expert, UNIDO

This session explores how international organizations leverage partnerships with the private sector and philanthropic actors to raise funds.

**14:30 – 14:45 | Coffee break**

## **Session 4: Bonds, Banks and Guarantees**

*14:45 – 15:30 (45 minutes)*

Moderator:

- **Michael Franczak** | Senior Researcher, UNU-CPR

Panelists:

- **Nicholas Vaughan** | Special Advisor, Innovative Finance, IFFEd
- **Natalia Toschi** | Treasury Senior Officer, IFAD
- **Paolo Sison** | Director, Innovative Finance, GAVI, The Vaccine Alliance
- **Lucy Wanjiru** | Partnerships Specialist, UNDP's Sustainable Finance Hub

This session explores how IOs use financial engineering tools – such as bonds, guarantees and development bank partnerships – to unlock additional finance at scale.

## **Reflections and Way Forward**

*15:30 – 16:00 (30 minutes)*

Closing discussion to capture key lessons, outstanding challenges and opportunities for joint follow-up work.

# Annex: Landscape of funding tools for international and multilateral organizations

## A. Bonds and capital markets

| Mechanism                   | Institution                    | Description  |
|-----------------------------|--------------------------------|--|
| Vaccine bonds               | IFFIm                          | IFFIm issues bonds backed by long-term donor pledges to frontload funds for immunization programs.             |
| Catastrophe bonds           | CCRIF                          | Transfers disaster risk to capital markets, providing rapid liquidity to member countries after events.        |
| Climate bonds               | Climate Investment Funds (CIF) | Pioneered bond issuance among climate funds to frontload donor pledges, similar to IFFIm.                      |
| IFAD bonds                  | IFAD                           | Issues AA+-rated bonds under its Sustainable Development Finance Framework to fund rural development projects. |
| Islamic bonds (green sukuk) | Islamic Development Bank       | Issues Sharia-compliant green bonds to finance climate-aligned development projects.                           |
| Diaspora bonds              | World Bank                     | Structured to tap diaspora savings for development by offering fixed-income returns and national solidarity.   |
| Carbon offsets/credits      | Adaptation Fund                | Funded through a share of proceeds from CDM and Article 6.4 of the Paris Agreement.                            |
| Carbon offsets/credits      | UN REDD+, LEAF Coalition       | Generates revenue from selling verified carbon credits from forest conservation.                               |
| Carbon offsets/credits      | UNEP, Verra pilots             | Tests ocean-based carbon removal for future credit generation and market viability.                            |

## B. Taxes and levies

| Mechanism          | Institution | Description   |
|--------------------|-------------|---|
| Solidarity Levy    | Unitaid     | Funds raised through airline ticket levies in participating countries to support global health. |
| Oil Pollution Levy | IOPC Funds  | Mandatory contributions from oil cargo receivers to fund compensation for oil spills.           |
| Carbon levy        | IMO         | Proposal under negotiation for a global carbon levy on shipping to cut maritime emissions.      |
| Carbon levy        | EU CBAM     | Imposes a carbon price on imports of carbon-intensive goods into the EU.                        |
| Coordination levy  | UN          | 1% levy on tightly earmarked contributions to support the Resident Coordinator system.          |

## C. Blended finance and de-risking

| Mechanism                | Institution  | Description  |
|--------------------------|--|--|
| Blended Finance          | Tropical Forest Forever Facility                     | Combines public, sovereign, and philanthropic capital to attract private investment for forest conservation.                                     |
| Blended Finance          | GPE Multiplier                                       | Matches donor contributions with partner country financing to incentivize additional external funding for education.                             |
| Blended Finance          | Education Outcomes Fund                              | Uses outcomes-based contracts combining donor and investor funds tied to education results.  |
| Equity investments       | Global Innovation Fund (GIF)                         | Mobilizes private capital through equity investments and grants for social innovations.  |
| Local currency financing | New Development Bank                                 | Raises funds in local currencies to reduce exchange rate risk for borrower countries.  |
| De-risking               | International Finance Facility for Education (IFFEd) | Uses sovereign-backed guarantees to reduce credit risk and catalyze multilateral development bank lending for education in low-income countries. |
| Risk pooling             | ARC  | Mutual insurance mechanism allowing African states to pool disaster risk and access payouts quickly.   |
| Risk pooling             | Global Agriculture and Food Security Program         | Uses tiered risk sharing structures to attract private and public investment in food security.   |
| Risk pooling             | World Bank PEF                                       | Combines catastrophe bond proceeds and insurance premiums to fund pandemic response.   |

## D. Philanthropic and private donations

| Mechanism                  | Institution               | Description   |
|----------------------------|---------------------------|---|
| Matching Grants            | Gavi, GAIN                | Leverages matching funds from private donors like the Gates Foundation to boost impact. |
| Crowdfunding               | UNICEF                    | Engages small donors via online platforms like Inspired Gifts and digital campaigns.    |
| Celebrity Campaigns        | Education Cannot Wait     | Uses high-profile ambassadors like Shakira to raise awareness and donations.            |
| Legacy & Bequest           | WHO Foundation            | Accepts planned giving and legacy donations to support long-term global health efforts. |
| Endowment                  | United Nations University | Funded through a permanent endowment, generating returns for operations and research.   |
| Blockchain Fundraising     | WFP (Building Blocks)     | Piloting blockchain to streamline digital donations and fund transfers.                 |
| Collaborative Philanthropy | Co-Impact                 | Pooled donor platform supporting large-scale systems change in health and education.    |

## E. Innovative contributions by members

| Mechanism                | Institution                 | Description  |
|--------------------------|-----------------------------|--|
| Special Drawing Rights   | IDB & AfDB                  | Accepting SDRs in hybrid capital structures to strengthen balance sheets and increase lending. |
| Regional Sovereign Pools | ASEAN Infrastructure Fund   | Pooled sovereign contributions to co-finance regional infrastructure.                          |
| South-South Cooperation  | New Development Bank        | Capitalized with equal contributions from all BRICS members.                                   |
| City-level Contributions | C40 Cities Finance Facility | Cities co-fund climate projects with donor support.  |
| Tiered Contributions     | IRENA                       | Applies GDP-based scales for member state contributions.                                       |
| In-kind Contributions    | FAO, WFP                    | Receives non-cash support like equipment, logistics, and technical services.                   |

## F. Revenue-generating services

| Mechanism                  | Institution      | Description   |
|----------------------------|------------------|---|
| Financial Services         | World Bank, UNDP | Offer trustee and investment services for multi-donor trust funds and portfolios. |
| Project Management         | UNOPS            | Self-financed entity implementing partner projects and charging service fees.     |
| Capacity-Building Services | UNDP             | Delivers paid advisory, training, and technical assistance globally.              |
| Cost-Recovery and Fees     | ITU              | Revenue from satellite registration fees and memberships from non-state actors    |
| Registration Fees          | WIPO             | Charges users for filing patents and trademarks under global IP systems.          |
| Training & Certification   | ITCILO           | Provides capacity-building and training programs on a fee basis.                  |
| Data & Licensing           | OECD             | Sells premium access to databases, publications, and policy tools.                |
| Digital Subscriptions      | World Bank Group | Freemium model: basic tools free, advanced ones by subscription.                  |