

**ECONOMIC COMMISSION FOR EUROPE**

**EXECUTIVE COMMITTEE**

Eighty-sixth Meeting  
Geneva, 16 September 2016

Item 8

Informal Document No. **2016/47**

**Resource Mobilization Strategy**

**Note from the Secretariat:**

**Draft decision:**

**Having** considered the ECE resource mobilisation strategy presented by the Secretariat under agenda item 9 of the informal segment at its eighty-sixth meeting,

**Mindful** of the critical need to mobilise additional resources for the ECE activities,

the Executive Committee

- **Decides** to approve the ECE resource mobilisation strategy as contained in document ECE/EX/2016/X.
- **Encourages** the Secretariat to implement the strategy and
- **Requests** the Secretariat to annually report on the implementation of the ECE resource mobilisation strategy to the Executive Committee.



## UNECE Resource Mobilization Strategy

### Introduction

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In 2013, member States undertook the review of the 2005 ECE reform. In the outcome document they emphasized “the importance of continued effective and efficient use of UNECE limited budgetary and human resources as well as of further efforts to ensure an adequate level of regular budget resources for UNECE to fulfil its mandate.”<sup>1</sup> They encouraged all partners and organizations to support mandated UNECE activities and work programmes with additional resources.

In 2014, the Joint Inspection Unit (JIU) made the analysis of the resource mobilization function within the United Nations system. They concluded that the unpredictability of extrabudgetary resources represents a major challenge to long-term strategic planning of the organization and reiterated its earlier request to executive heads “to develop a corporate resource mobilization strategy for the consideration and approval of the legislative bodies”.<sup>2</sup>

In 2015, the Office of Internal Oversight (OIOS) conducted an audit of UNECE selected subprogrammes and related technical cooperation. The audit drew attention to a high risk associated with donors’ voluntary contributions and recommended that UNECE develops a comprehensive resource mobilization strategy to ensure effective risk management<sup>3</sup>.

The OIOS recommendation comes at an important juncture following the adoption of the Addis Ababa Action Agenda of the Third international Conference on Financing for Development (Addis Ababa Action Agenda)<sup>4</sup> and the 2030 Agenda for Sustainable Development (2030 Agenda)<sup>5</sup>. These ambitious and transformative agendas call upon the UN system to support the achievement of the sustainable development goals and require renewed efforts and additional resources of UNECE.

The resource mobilization strategy was prepared on the basis of analysis of the UNECE extrabudgetary funding. It also took into account the outcomes of the UNECE reviews, the results of the survey of the UNECE staff, the ECE Technical Cooperation Strategy<sup>6</sup> and the JIU and OIOS recommendations on resource mobilization.

### Strategy

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The objective of this strategy is to identify the most effective ways to mobilise extrabudgetary resources for the UNECE mandated work<sup>7</sup>, in particular in support of the 2030 Agenda for Sustainable Development and the Addis

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<sup>1</sup> E/ECE/1434/Rev.1

<sup>2</sup> An analysis of the resource mobilization function within the United Nations system JIU/REP/2014/1

<sup>3</sup> Audit of selected subprogrammes and related technical cooperation projects in the Economic Commission for Europe. 26 May 2016. Assignment No. AN2015/720.01. IAD/OIOS

<sup>4</sup> A/RES/69/313

<sup>5</sup> A/RES/70/1

<sup>6</sup> E/ECE/1447/Add.2

<sup>7</sup> Treaty bodies which represent intergovernmental bodies in their own right also have their own modalities for resource mobilization.

Ababa Action Plan. Given that resource mobilization is an institutional responsibility, the strategy also outlines the roles of the stakeholders for its implementation.

## **1. Strategic Partnerships**

UNECE will strengthen its partnerships with all relevant stakeholders in the development process for the implementation of the 2030 Sustainable Development Agenda and the Addis Ababa Action Plan in the region. This will prevent the overlap and duplication of work, reduce transaction costs, leverage additional resources, increase impact and strengthen sustainability of the UNECE development activities. All partnerships will be regularly reviewed to assess their continued relevance and achievements.

## **2. Broad donor base**

UNECE will reach out more actively to the private sector, the European Commission and financial institutions (regional, inter-regional and international development banks, foundations, etc.) to widen the donor base, diversify funding and decrease current dependency on a few donors.

## **3. Pooled funding**

Consistent with legislative mandates and priorities of the organization, UNECE will establish pooled funding for cross sectoral activities. This will ensure an integrated and coherent approach to resource mobilization and facilitate cross-sectoral cooperation among the subprogrammes.

## **4. Resource mobilization officer**

A temporary capacity to support resource mobilization at the corporate level will be established in the Programme Management Unit, financed within existing resources.

## **5. Resource mobilization task force**

UNECE will establish a task force led by the Executive Secretary to mobilize extrabudgetary funding for the implementation of the 2030 Agenda for Sustainable Development to ensure high development impact and long-term sustainability of its activities.

## **6. Regional advisors**

Regional Advisors funded from the Regular Programme for Technical Cooperation will mobilize extra budgetary resources for regional advisory services (advisory missions, capacity building and field projects) in UNECE member States.

## **7. Resource mobilization capacity building**

UNECE will ensure training and strengthen the development of the knowledge and skills of its staff in project management and resource mobilization. It will also ensure effective dissemination of best practices, success stories and lessons learned in these areas, to promote organizational learning.

## **8. Junior Professional Officers/Associate Experts Programme**

Voluntary contributions of member States in the form of Junior Professional Officers/Associate Experts will be strategically explored. A multi-year JPO plan, based on organizational priorities, will be developed and implemented by UNECE to ensure these resources on a sustainable and predictable basis.

## **9. Strategic Planning**

Each subprogramme will develop a biennial resource mobilization action plan that identifies funding gaps and establishes targets and timelines for mobilizing extrabudgetary resources. These plans will be developed in

conjunction with the preparation of the Proposed Programme Budget and linked to e-Performance of individual staff members.

## **10. In-kind contributions and cost sharing**

UNECE will seek voluntary logistical and substantive in-kind contributions from its member States in different forms (technical expertise for the preparation of studies, assessments and publications; communication networks and on-site resources). These will facilitate knowledge management and capacity building in UNECE related areas of work.

## **11. Cost recovery arrangements, direct and indirect project costs**

UNECE will establish cost-recovery arrangements when planning for resource mobilization. These arrangements will be clearly defined in project/ programme documents and donor agreements.

UNECE projects will include a larger share of direct and indirect costs to reduce the burden on the staff for their management.

## **12. Streamlining the administrative procedures**

The secretariat will review and streamline its internal administrative procedures, as appropriate, to support effective resource mobilization efforts of its staff.

## **13. Enhancing national ownership**

Through its Grants Committee, UNECE will provide extrabudgetary funding to non-profit organizations for implementation of specific ( administrative, logistical and substantive) tasks to strengthen national ownership<sup>8</sup> and increase sustainability of its projects, while ensuring strict compliance of grants with UN financial rules and regulations and UN procurement rules.

## **14. Transparency and accountability**

UNECE will ensure transparency on the extrabudgetary funding and projects through the Open UNECE section on its website. It will ensure regular reporting to its intergovernmental bodies and donors on the receipt and expenditures of extrabudgetary resources to sustain their trust and support for its work. UNECE will also disseminate the results of evaluations<sup>9</sup>, audits and recommendations to facilitate evidence-based decision making on extrabudgetary resources by its member States.

## **The way forward**

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To implement this strategy, the secretariat will develop a multi-year Action Plan with clearly identified goals, actions, timing and responsibilities for resource mobilization in the UNECE.

Resource mobilization is an institutional responsibility and requires the involvement both of the secretariat and the member States. Therefore, the strategy will be submitted to EXCOM for approval. It will be regularly reviewed and updated in the light of emerging needs and priorities of the organization.

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<sup>8</sup> National execution of technical cooperation projects. JIU/REP/2008/4

<sup>9</sup> Following the UNECE evaluation policy, all projects at or above 250,000 USD are subject to evaluation.

## **Annex: Key roles and responsibilities for resource mobilization in UNECE**

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### **Executive Committee**

- Creating enabling environment
- Providing political direction
- Ensuring intergovernmental oversight
- Approving extrabudgetary funding

### **Executive Secretary**

- Taking the lead in the resource mobilization efforts of the secretariat
- Integrating resource mobilization into the budgetary process
- Reaching out to decision makers in donor countries and donor organizations
- Ensuring internal oversight of the management of extrabudgetary resources

### **Directors**

- Leading resource mobilization for the subprogrammes
- Integrating resource mobilization into the working plan of the division
- Aligning resource mobilization to countries' development needs and priorities
- Nurturing strategic partnerships with donors in relevant areas of work

### **Staff**

- Integrating resource mobilization in e-Performance
- Developing proposals for extra-budgetary funding
- Preparing and negotiating donor agreements
- Ensuring effective management (planning, monitoring, reporting and evaluation) of extrabudgetary funding

### **Executive Office**

- Providing guidance and advice on the management of extrabudgetary resources in line with UN Financial Rules and Regulations
- Ensuring compliance of donor agreements with UN Financial Rules and Regulations
- Recording extrabudgetary funding in UMOJA
- Monitoring and reporting to member States and donors on extrabudgetary resources

### **Programme Management Unit**

- Providing guidance and advice on preparation of proposals for extra-budgetary funding
- Providing quality assurance of proposals for extra-budgetary funding
- Assist Executive Secretary in reaching out to decision makers in donor countries and donor organizations.
- Strengthening capacity building on resource mobilization for UNECE staff
- Reporting on UNECE activities funded from extrabudgetary resources to EXCOM