

**ECONOMIC COMMISSION FOR EUROPE**

**EXECUTIVE COMMITTEE**

Remote informal  
meeting of members  
of the Executive Committee  
Geneva, 20 May 2020

Item 9

Informal Document No. 2020/27/Rev.1

**Resource Mobilization Strategy**

## **Note by the Secretariat**

### **Draft decision:**

**Having** considered the UNECE resource mobilization strategy presented by the Secretariat under agenda item 9 of the remote informal meeting of the Members of EXCOM, 20 May 2020,

**Mindful** of the critical need to mobilize additional resources for the UNECE activities,  
the Executive Committee

- **Decides** to approve the ECE resource mobilization strategy as contained in document 2020/27.
- **Encourages** the Secretariat to implement the strategy; and
- **Invites** member States to continue supporting the UNECE by providing additional resources for its mandated activities, and
- **Requests** the Secretariat to annually report on the implementation of the UNECE resource mobilisation strategy to the Executive Committee, through the Technical Cooperation report;

### *French*

#### **Projet de décision :**

**Après examen** de la stratégie de mobilisation des ressources de la CEE-ONU présentée par le secrétariat au point 9 de l'ordre du jour de la réunion informelle à distance des membres du Comité exécutif, le 20 mai 2020,

**Tenant compte** de la nécessité de mobiliser des ressources supplémentaires pour les activités de la CEE-ONU,

le Comité exécutif

- **Décide** d'approuver la stratégie de mobilisation des ressources de la CEE telle qu'elle figure dans le document 2020/27.
- **Encourage** le secrétariat à mettre en œuvre la stratégie ; et
- **Invite** les États membres à continuer de soutenir la CEE-ONU en lui fournissant des ressources supplémentaires pour les activités statutaires, et
- **Demande** au secrétariat de présenter chaque année au Comité exécutif la mise en œuvre de la stratégie de mobilisation des ressources de la CEE-ONU, par le biais du rapport sur la coopération technique.

*Russian*

Проект решения:

**Рассмотрев** стратегию ЕЭК ООН по мобилизации ресурсов, представленную Секретариатом в рамках пункта 9 повестки дня удаленного неофициального совещания членов Исполнительного комитета 20 мая 2020 года,

**Памятуя** о крайней необходимости мобилизации дополнительных ресурсов для деятельности ЕЭК ООН,

Исполнительный комитет

- **постановляет** утвердить Стратегию ЕЭК по мобилизации ресурсов, содержащуюся в документе 2020/27,
- **призывает** секретариат выполнять эту стратегию, и
- **предлагает** государствам-членам продолжать оказывать поддержку ЕЭК ООН путем предоставления дополнительных ресурсов для ее деятельности, предусмотренной мандатом, и
- **просит** Секретариат ежегодно предоставлять отчет Исполнительному комитету об осуществлении стратегии ЕЭК ООН по мобилизации ресурсов в рамках Отчета о техническом сотрудничестве.



## UNECE Resource Mobilization Strategy

### Introduction

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In 2011-2012, member States undertook the review of the 2005 Economic Commission for Europe (ECE) reform. In the outcome document adopted by the Commission in April 2013, they emphasized “the importance of continued effective and efficient use of ECE limited budgetary and human resources as well as of further efforts to ensure an adequate level of regular budget resources for ECE 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) analysed the resource mobilization function within the United Nations system. The JIU concluded that the unpredictability of extrabudgetary resources represented a major challenge to long-term strategic planning for 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>

Pursuant to a 2015 external audit of UNECE selected subprogrammes and related technical cooperation by the Office of Internal Oversight (OIOS)<sup>3</sup>, a Resource Mobilization Strategy was presented to and approved by the UNECE Executive Committee (EXCOM) during its 86<sup>th</sup> meeting<sup>4</sup> in September 2016.

In 2018, OIOS reviewed the Resource Mobilization Strategy in the context of the Audit of the management of trust funds at the Economic Commission for Europe<sup>5</sup>. OIOS recommended that UNECE “review its resource mobilization strategy and multi-year plan and take appropriate steps such as: (i) incorporating measurable and quantifiable performance indicators in the strategy; (ii) instituting a process to track the progress achieved; and (iii) including the impact of resource mobilization activities in its annual report to the Executive Committee.”

This revised Resource Mobilization Strategy takes stock of UNECE’s efforts since approval of the 2016 strategy, recommendations from evaluations of projects and subprogrammes performed since 2016, the 2019 strategic review of UNECE, and the recommendations of OIOS.

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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> OIOS 2016/054 - Audit of selected subprogrammes and related technical cooperation projects in the Economic Commission for Europe. 26 May 2016.

<sup>4</sup> [http://www.unece.org/fileadmin/DAM/commission/EXCOM/Agenda/2016/87Excom-18Nov16/Item\\_2-Chair\\_conclusions\\_16.09.2016.pdf](http://www.unece.org/fileadmin/DAM/commission/EXCOM/Agenda/2016/87Excom-18Nov16/Item_2-Chair_conclusions_16.09.2016.pdf)

<sup>5</sup> OIOS 2018/084 - Audit of the management of trust funds at the Economic Commission for Europe. 21 September 2018

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## Vision

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In its resolution 72/279<sup>6</sup> on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, adopted in May 2018, the General Assembly requested the Secretary-General to revamp the United Nations development system at the regional level to support the implementation of the 2030 Agenda.

During the first phase (2018-2019) of the reform, functions have been optimized and collaboration enhanced at the regional and subregional levels between the regional commissions and the rest of the United Nations development system, as well as with the United Nations country teams. A second phase is ongoing and is expected to provide options on a region-by-region basis for longer-term reprofiling and restructuring of regional assets.

With its programme of work fully aligned with the Sustainable Development Goals (SDGs), UNECE is strongly positioned to take advantage of the reform process to respond to emerging needs, development challenges and opportunities in the region through 2030. This includes but is not limited to expanding cooperation with our network of over 18,000 experts, fostering greater internal synergies and building closer partnerships and collaboration with stakeholders across the region to produce practical global public goods.

The Resource Mobilization Strategy is a vehicle to deliver on this ambitious agenda, by supplementing our core regular budget resources with predictable extrabudgetary resources funding projects driven by the needs of UNECE member States. While our mandates and the 2030 Agenda constitute the overarching framework, UNECE is also an agile organization with the capacity to respond to unforeseen events or emerging priorities, upon guidance from its member States.

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## Principles

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### 1. A nexus approach to achieve a greater impact on SDGs

The multidisciplinary nature of its mandate enables UNECE to deliver on a number of the cross-sectoral dimensions of the 2030 Agenda for Sustainable Development by focusing on those SDGs which reflect both, the strongest capacities of UNECE and country needs for SDG implementation, namely SDGs 3, 6, 7, 8, 9, 11, 12, 13 and 15 and the cross-cutting SDGs 5 and 17. The sectoral expertise of UNECE is deployed to assist member States to shape integrated policies that take into account the multifaceted aspects of sustainable development.

UNECE intends to leverage its in-house expertise to achieve a greater impact on sustainable development in the region. Working across the eight subprogrammes, cross-sectoral teams will engage in areas where multiple SDGs converge (nexus areas): (a) sustainable and smart cities; (b) sustainable use of natural resources; (c) sustainable mobility, and smart connectivity; and (d) measuring and monitoring progress towards the SDGs.

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<sup>6</sup> <https://undocs.org/a/res/72/279>

## **2. Strategic Partnerships**

Strengthened cooperation is required to mobilize action and resources across the public and private sectors. UNECE serves as a solid platform for governments and other stakeholders to collaborate and engage to develop norms, standards and legal instruments. Its intergovernmental convening power capitalizes on an estimated network of 18,000 experts who collaborate to develop normative instruments, generate knowledge and compile best practices in a cost-effective and efficient manner.

The nexus approach will enable the development of integrated solutions to clusters of interrelated SDGs and deepen partnerships, including cooperation with the private sector. In line with the four nexus areas, UNECE will expand and strengthen its network of knowledge partnerships with a wide range of actors, including with other organizations in the United Nations system. A separate annual report on partnerships will be prepared to inform EXCOM on updates.

## **3. A decentralized approach**

Over the last decade, the decentralized approach proved the most effective for mobilizing extrabudgetary resources in support of the work of UNECE. The temporary function of Resource Mobilization Officer established in 2016 was discontinued at the end of 2017 in the absence of effective results to mobilize additional resources for UNECE flagship projects and to broaden the donor base. Nevertheless, the overall extrabudgetary resources of UNECE have continue to grow in 2018 and 2019, driven by efforts and outreach at the subprogramme level.

Against this background, a decentralized approach is recommended to mobilize resources. The subprogrammes are best positioned to leverage in-house expertise and normative instruments to seek extrabudgetary funding to develop demand-driven projects to support member States in the implementation of the 2030 Agenda. The nexuses contribute to the coordination of the mobilization efforts by avoiding duplication and encouraging synergies.

Regional Advisers funded from the Regular Programme for Technical Cooperation (RPTC, section 23 of the regular budget) have a specific role in mobilizing extrabudgetary resources for technical cooperation activities to complement the resources from the RPTC. In coordination with UNECE nexuses and subprogrammes, but also with the Resident Coordinators, they play an important role in mobilizing extrabudgetary resources for delivering technical cooperation to UN Programme Countries (advisory missions, capacity building and field projects) in UNECE member States. In consultation with the Resident Coordinators, Regional Advisers ensure alignment of resource mobilization to countries' development needs and priorities.

## **4. Promoting national ownership**

UNECE will continue to seek better ways to incorporate the principles of sustainability into our projects by inter alia (a) tailoring solutions to specific national realities, (b) planning exit strategies, and (c) anchoring ECE interventions in national development planning processes to ensure national ownership and long-term development gains. UNECE projects for the period 2021-2025 will be

systematically aligned with national priorities and aligned with the new UN Sustainable Development Cooperation Framework (UNSDCF)<sup>7</sup>.

## 5. Contributing to South-South and Triangular Cooperation for Sustainable Development

Together with political dialogue and financial cooperation, South-South cooperation has promoted a large number of knowledge and expertise exchanges through programs, projects and initiatives that have helped solve specific problems in the countries of the Global South. UNECE is committed to draw from the lessons of its successful projects and share them widely through upscaled cooperation.

## 6. Transparency and accountability

UNECE will continue to 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 continue to disseminate the results of evaluations<sup>8</sup>, audits and recommendations to facilitate evidence-based decision making on extrabudgetary resources by its member States.

## Planning, monitoring and reporting

### 1. Planning

The Deputy Executive Secretary will lead the resource mobilisation efforts and ensure prioritization and coherence of UNECE efforts. Each subprogramme and each nexus will develop a biennial resource mobilization action plan, including measurable annual targets and quantifiable performance indicators, following a central template. Final resource mobilization action plans will be communicated to EXCOM for information.

Resource mobilization action plans are developed with the core objective to achieve a greater impact on the SDGs, while remaining within UNECE mandated activities and work programmes, as outlined in the approved programme plan in the deliverables of each subprogramme. Once approved, the resource mobilization action plans are referred to in the divisions workplans and cascaded into the e-Performance of responsible staff and division directors.

In line with the decentralized approach, the following recommendations apply: (a) Donors should be presented with a fully costed project which includes all applicable direct and indirect costs; (b) regular budget funded staff should not be used to subsidize the management of extrabudgetary projects or it should be proportionate to the size of the project and kept to a minimum; (c) project managers and project assistants should be hired when possible to run extrabudgetary projects with a thorough assessment of time and costs involved at the planning stage; (d) due diligence must be conducted for private sources of funding in line with existing directives; (e) resource mobilization action plans

<sup>7</sup> General Assembly resolution 72/279 elevates the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework) as “the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda).”

<sup>8</sup> In line with UNECE evaluation policy, all projects at or above 250,000 USD are subject to evaluation. Evaluation reports, management responses and progress reports are available in [Open UNECE](#). An annual report on evaluation is also presented to EXCOM.

should seek to diversify funding sources; (f) joint programmes or projects with UN system entities are encouraged, especially at the country level, in consultation with Resident Coordinators; and (g) joint projects with other international organisations are also encouraged.

## **2. Monitoring and reporting**

The Project Monitoring Tool (PMT) provides information on all projects and activities funded from extrabudgetary resources. The PMT contains project documents, implementation progress reports, and end of project reports.

Nexuses and subprogrammes are required to assess annual resource mobilization efforts at the end of each year of the biennium, against defined targets and performance indicators. A summary of the results will be communicated to EXCOM for information through the annual Technical Cooperation report.

The Technical Cooperation report, prepared every year by the Programme Management Unit (PMU) and presented to EXCOM, convey on an annual basis the level of contributions and the impact of resource mobilization activities, structured by the core SDGs where UNECE has the strongest impact.

## **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

#### **Deputy Executive Secretary**

- Taking the lead in the resource mobilization efforts of the secretariat
- Issuance of a central guidance to facilitate the preparation of subprogramme resource mobilization plans
- Reaching out to decision makers in donor countries and donor organizations

#### **Directors**

- Leading resource mobilization efforts for the subprogrammes and the nexuses
- Integrating resource mobilization into the working plan of the division
- Nurturing strategic partnerships with donors in relevant areas of work

#### **Nexus Coordinators**

- Coordinating resource mobilization efforts at the nexus level
- Ensuring alignment of resource mobilization to countries' development needs and priorities, in close coordination with Resident Coordinators.

#### **Dedicated capacities in the divisions**

- Integrating resource mobilization metrics 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 and expenditures in UMOJA
- Monitoring and reporting to member States and donors on extrabudgetary resources

#### **Regional Advisers**

- Ensuring alignment of resource mobilization to programme countries' development needs and priorities, in close coordination with Resident Coordinators.

**Programme Management Unit**

- Providing quality assurance and guidance for project proposals for extrabudgetary funding
  - Reporting on extrabudgetary contributions and UNECE activities funded from extrabudgetary resources to EXCOM
  - Coordinating audit and evaluation of the management of extrabudgetary resources
-