

# Resource Mobilization at Country Level

UN Development Assistance Plan (UNDAP) 2011-16

Issued January 2014

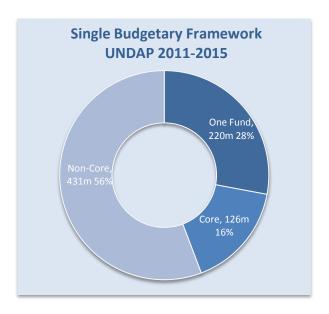
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#### **Rationale for Coherent Resource Mobilisation**

The UNDAP includes a Single Budgetary Framework (One Budget) comprised of agency core, agency non-core and One Fund resources. Each initiative may draw upon one, two or all three sources of funding to resource activities.

- i. Agency Core resources are provided by member states on a voluntary basis for core (and some programmatic) functions of the agency. These are allocated by headquarters to country offices. Only a few UN agencies can draw upon core funding.
- ii. Agency Non-Core resources constitute supplementary funding for programmatic (and some core) functions of the agency. These are financed through resource mobilization efforts at headquarter, regional and country level. All UN agencies utilize non-core funding streams, although some rely more heavily on these type of resources than others.



iii. The One Fund in Tanzania was established in 2007 under the Delivering as One UN reform agenda, to finance both programmatic and operation functions at the country level. It is managed by the Multi-Partner Trust Fund (MPTF) Office in New York and resourced through Development Partners' contributions at headquarters through mechanisms such as the Expanded Funding Window as well as at the country-level. Almost all UN agencies contributing to the UNDAP 2011-2016 in Tanzania draw upon One Fund resources.<sup>1</sup>

Delivery of the UNDAP, including the reform agenda, depends upon the successful mobilisation of all three sources of funding. It is therefore critical that the UN Country Team develop and execute a coherent, transparent and above all effective resource mobilisation strategy for the UNDAP Outcomes to be realised.

Joint resource mobilization (RM) at the country level is guided by the following principles, articulated in statements/documents agreed and produced by the UN Country Management Team (UNCMT) and/or UN Development Group (UNDG)<sup>2</sup>:

<u>Coherence and Transparency</u>: RM should target agreed UNDAP priorities and be undertaken collectively, wherever possible. Where joint engagement is not appropriate, information regarding the resource mobilization dialogue/activities should be shared for full transparency.

<u>Flexibility and Responsiveness:</u> The UN should employ a multi-year RM and allocation system based on the Single Budgetary Framework. This should promote multiple approaches, utilizing agencies' own RM strategies as well as those derived from inter-agency endeavours such as the Programme Working Groups' RM Action Plans.

<u>Dispute Resolving Mechanism:</u> All UNCT members shall adhere to the principles and agreements outlined in the UNDAP and Code of Conduct for the realization of agreed results, including implementation arrangements, monitoring and

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<sup>&</sup>lt;sup>1</sup> The major vehicle for public transparency of operations under the One UN Fund is the Multi-Partner Trust Fund (MPTF) Office GATEWAY (<a href="http://mdtf.undp.org">http://mdtf.undp.org</a>). It is a knowledge platform providing real-time data from the MPTF Office accounting system and is designed to provide transparent, accountable fund-management services to the UN system to enhance its coherence, effectiveness and efficiency.

<sup>&</sup>lt;sup>2</sup> These include: UNDG Management and Accountability System of the UN Development and Resident Coordinator System 2008; The UN Tanzania Vision 2015 Statement, UNCMT, 26 May 2010; Resource Mobilization Guiding Principles, 2011; One Fund Revised Terms of Reference, 2013

evaluation as well as mobilization of funds. In the first instance any disagreement or dispute regarding RM will be dealt with in accordance with the country-level accountability mechanism defined in the Code of Conduct. In exceptional cases whereby a dispute cannot be managed or resolved through the country-level accountability mechanism, the SOP of the Dispute Resolution Mechanism for UN Country Teams, approved by UNDG on 29 January 2009 will be invoked.

<u>One Fund Preference for Unearmarked Funds:</u> In order to ensure focus on the national priorities and allow the JSC the maximum flexibility of planning and funds allocation, the UN's preference is for un-earmarked funding of the One UN Fund. Nevertheless, earmarked funding can be accepted on an exceptional basis, at Programme level, subject to the agreement of the JSC.

<u>Emergency Financing under the One Fund:</u> In cases of humanitarian emergencies, the Flash Appeal/CERF mechanism remains and should be considered as a global resource mobilisation effort. However, wherein immediate funds are required, monies may be released from the One UN Fund for direct execution on the authority of the Resident Coordinator, with the post facto approval of the JSC. This should be undertaken in full transparency, in accordance with the agreed Code of Conduct

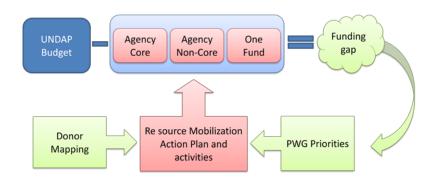
#### **Role of Stakeholders:**

- i. The Resident Coordinator is responsible for effectively managing the process of RM and resource allocation at the country level—including promoting, facilitating and supporting the relationship between UNCT members and major donors in the country, as necessary—as well as producing substantive reports for internal and external stakeholders.
  - The Resident Coordinator also takes leadership in RM for the One UN Fund in collaboration with participating UN Organizations and provides strategic leadership of the One UN Fund in consultation with the UNCMT. The Resident Coordinator is accountable for the overall management of the One UN Fund and the utilization of the funds in the One UN Fund Account.
- ii. The UNCMT supports the RC function in terms of providing access to the necessary technical expertise, contributing to inter-agency resource mobilisation to the One UN Fund and adhering to the agreed UN Tanzania Code of Conduct.
- iii. Programme Working Groups (PWGs) are empowered to contribute to RM at country level. Each agrees priorities for resource mobilisation, identifies and implements related RM activities captured in the Resource Mobilization Action and Monitoring Plans.
- iv. The JSC provides strategic leadership of the One UN Fund on the basis of the UNDAP, making decisions on available fund allocation (with documented process and rationale for these decisions) in accordance with the agreed One Fund Memorandum of Understanding and Terms of Reference.
- v. The Friends of the UN supports the One UN process in Tanzania. During each AWP period, the Resident Coordinator will ensure UN participation in at least two meetings per year at the level of Heads of Mission, using the fora as an opportunity to share results achieved and secure support for UN initiatives going forward. In support, the Resident Coordinator's Office (RCO) will engage in at least three meetings per year at the technical level, inviting members of the UNCT to showcase aspects of their programming.

#### **Resource Mobilization Process**

Resource mobilization at country level comprises of four principal steps:

- i. Understanding the funding gap. This requires real-time reporting on resources mobilized, for Agency Core, Agency Non-Core and the One Fund. This is then subtracted from the UNDAP total budget to identify the shortfall.
- Mapping the donor environment, including non-traditional donors, to identify funding opportunities.



- iii. Identification of priority areas by PWGs where current resources are insufficient to meet the entire funding requirement.
- iv. Development of a Resource Mobilization Action Plan (RMAP). This is informed by the funding opportunities identified through the donor mapping and PWG priorities.

# I. Understanding the Funding Gap (Agency and RCO RM Focal Points)

Effective resource mobilisation is founded upon a complete and accurate understanding of UN Tanzania's funding needs and priorities. This is calculated accordingly:

Step 1: At the commencement of the UNDAP, each agency was required to produce a budget defining the resources they required under each relevant working group to effectively contribute to the realisation of agreed Outcomes. This was disaggregated by Agency Core and Agency Non-Core (sometimes referred to as extra-budgetary) resources, as well as those that would be drawn from the One UN Fund. This information is captured in the UNDAP Results Monitoring System (RMS), totalling USD 777 million.

Step 2: During UNDAP implementation, agencies must input up-to-the-minute data on funds mobilised for their Core and Non-Core components of the UNDAP budget in the RMS. This information should be updated each time new monies are committed (ie through a Memorandum of Understanding) and deposited.

Step 3: The RCO must input One Fund monies mobilised for implementation of the UNDAP in the RMS. This data will be entered each time new monies are committed (ie with signature of the Standard Administrative Agreement) and deposited. The information is also available on the Multi Partner Trust Fund Office Gateway, <a href="http://mptf.unDevelopmentPartner.org/factsheet/fund/TZ100.">http://mptf.unDevelopmentPartner.org/factsheet/fund/TZ100.</a>

Step 4: Agencies to display in the RMS how funds committed or deposited—across Agency Core, Agency Non-Core and One Fund—are allocated to each of the PWGs. This will afford a clear understanding of the funding gap distribution across PWGs and allow for due prioritisation by the UNCT.

# II. Mapping the Donor Environment (RCO RM Focal Points)

To facilitate RM efforts including prioritisation, the RCO to coordinate a biannual mapping of Development Partner priorities at country level to be logged in the RMS. Data may be updated in the interim, if significant changes occur.

Donor profiles of current and potential partners will be developed. These will draw upon agency information, DP strategic plans (global and national), data from the Friends of the UN and DPG Secretariat. Efforts will be made to look beyond traditional funding partners.

For each programming area, the following information will be reflected:

- Resources that are currently channelled through UN agencies, via individual or multi-agency agreements but excluding the One UN Fund (see Step Two above)
- Resources that are currently channelled through the One UN Fund (see Step Three above)
- Funding opportunities that *can* be channelled through UN agencies, through individual or multi-agency agreements
- Funding opportunities that can be channelled through the One UN Fund

## III. Identifying PWG Priorities (PWGs)

In light of funding constraints, PWGs will find it necessary to prioritize areas for resource mobilisation. Decisions should be based on the potential funding environment and opportunities that exist at the time, as well as the current funding status of results areas.

Each PWG should collectively agree up to five priorities that require specific resource mobilization attention. This must be reviewed regularly, at a minimum on a quarterly basis, and where necessary updated. In line with the Participating UN (PUN) Guiding Principles, each member of the PWG should have consulted senior staff to ensure adequate representation of the agency position and status. Likewise, each member of the PWG should brief agency colleagues (including Senior Staff) on decisions reached by the PWG.

NB: A priority area does not have to reflect a specific outcome but could encompass thematic concerns, such as youth employment or maternal mortality.

# IV. Creating a Resource Mobilization Action and Monitoring Plan (PWGs)

Based upon the information gathered and decisions made under Steps I-III, the PWGs should formulate a RMAP. This should be reviewed and updated on a minimum quarterly basis.

The Plan should be logged in the RMS and contain the following elements:

- Priority Area
- RM Activities
- Responsible Agency
- Responsible Persons
- Start and End Dates

The status of each activity should be reported on a quarterly basis, including any funds mobilised. Each RMAP-including status updates-will be shared with the UNCMT on a quarterly basis.

# **Entering Resource Mobilization Data on the RMS**

## I. Accessing the RMS

- a) Open Internet Explorer (note the system may not operate in other web browsers)
- b) Type the following URL: http://dad.synisys.com/undaprms. You will see the home screen of RMS.
- c) Guidance for use of the RMS and related processes is available on the right hand side



There are five types of access to the RMS:

- Read Only by clicking on the Green Button 'Enter to View Reports', anyone (internal and external to the UN) can access the report section of the RMS to read or export reports
- <u>Activities/Inputs Data Entry</u> Agency appointed RMS focal points may access the RMS to enter data regarding activities and inputs under their agency's key actions, using the individual username and password ascribed to them, for the formulation or review of Annual Work Plans (AWPs)
- <u>Financial Data Entry</u> Agency appointed RMS financial focal points may access the RMS to enter data regarding the financial data of their agency at working group level, using the individual username and password ascribed to them, for the formulation or review of AWPs
- RM Data Entry Agency appointed RM focal points may access the RMS to enter data regarding commitments or deposits to Agency Core and Non-Core Resources, using the individual username and password ascribed to them
- Working Group Data Entry WG lead coordinators may access the RMS to enter the RMAP and data regarding
  cross cutting considerations, target reporting and summary reporting for the formulation or review of AWPs.

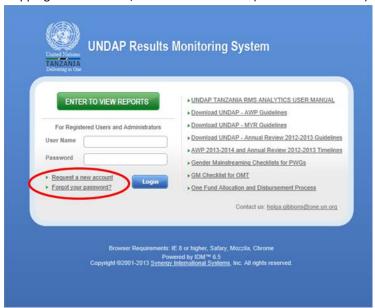
Please note, if an RMS Focal Point has more than one data entry function only one username and password is required.

d) Agency staff may request a new account or request assistance if a password is forgotten by clicking on the respective link circled below.

# II. Accessing the Resource Mobilization Home Page

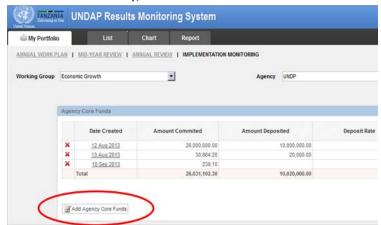
- a) After login, you will be navigated to the front section of the RMS. By default, this will open at the current AWP module
- b) To access the Resource Mobilisation section, click on the tab named Resource Mobilization, your agency will be selected by default
- c) The Resource Mobilization module contains the following sections, users with editing rights in bracket:

- Agency Core Funding (Agency RM focal point)
- Agency Non-Core Funding (Agency RM focal point)
- One Fund (RCO RM Focal Point)
- Resource Allocation (Agency RM focal point)
- RMAP (PWG lead)
- Mapping of Contributor/Partner Environment (RCO RM Focal Point)



## III. General Functions

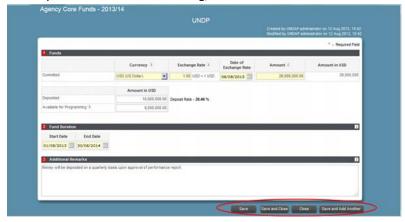
a) To add a new data entry, click on the 'Add' button below the relevant section



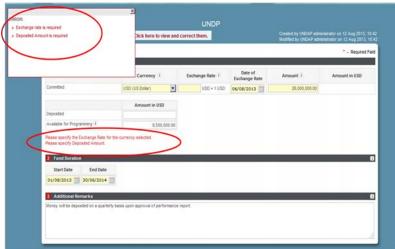
b) To edit a previous input, click on the underlined text in the relevant row. The data entry sheet will open, click on Edit on the top left of the page.



- c) To delete an entry from the home page, click on the red cross on the left hand side of the table. Note that a core or non-core entry cannot be deleted if money already have been allocated from that partner.
- d) When you have finished entering, use the buttons at the bottom of the form to save your data.

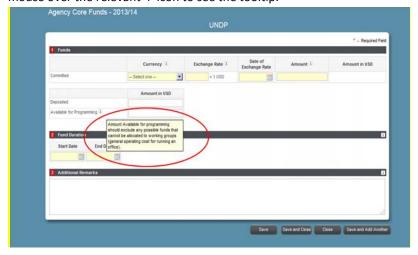


e) If you did not provide data for all required fields (marked by an asterix), the system will return an Error Message when you try to save your form. Click on the Alert at the top of your form to open the list of errors. Clicking on a specific error will navigate you to the section in the form where you need to provide a correction.



f) Some fields contains a warning, where you are reminded to fill in information but it is not a requirement. When saving and receiving a warning, ensure that you did not intent to fill in the data, then proceed to close.

g) The information icons on the right provide guidance regarding the type of information expected. Put your mouse over the relevant 'i' icon to see the tooltip.



# IV. Entering Core Funds (Agency RM Focal Point)

- a) Click on the 'Add Agency Core Funds' button to create a new entry for your agency. Note that you will only be able to see the relevant function, if you have been given RM access privileges
- b) When you click on the Add Agency Core Funds button, a blank Core Fund input form will open

NB: Only applicable for agencies with core funds

## 1 Agency reference code [required]:

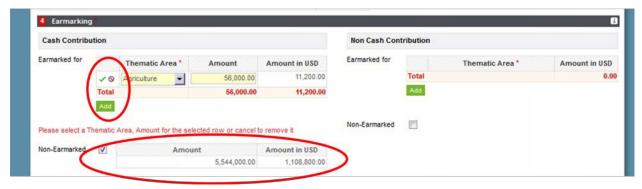
i. Add your agency reference code. It may be used to facilitate cross-tabulation between the RMS and the agency's own system.

## **2 Funds** [required]: The amount committed in the original currency.

- ii. List the total amount committed
- iii. Select the relevant currency from the drop-down list
- iv. List the official exchange rate on day of commitment. If the commitment is in USD you will not be required to enter the exchange rate. UN official exchange rates can be found by clicking the link View exchange rates or at: http://treasury.un.org/operationalrates/OperationalRates.aspx
- v. The RMS will automate the committed amount to USD if another currency has been choosen.
- vi. Add the amount available for programming, meaning funds that are available to be allocated to PWGs during the UNDAP period July 2011 to June 2016. This amount should not only include deposited funds.
- vii. Enter how much of the funds that have been deposited, note that deposits are only in USD. This row will require update after you have saved your Core fund commitment. The field is not required, but a warning will remind users to enter deposits.
- **3 Fund Duration** [required]: Represents the dates of the agreement within the funds can be utilized. Click on the calendar to enter the first and end dates that the funds can be utilized. If the agreement extents beyond 30 June 2016, make sure you only enter the amount that can be utilized during the UNDAP period in the amount available for programming.
- 4 Additional remarks [optional]: Include any other information that could be relevant related to the Core Fund entry.

#### V. Entering Non-Core Funds (Agency RM Focal Point)

- a) Click on the 'Add Agency Non-Core Funds' button to create a new entry for your agency. Note that you will only be able to see the relevant function, if you have been given RM access privileges.
- b) When you click on the Add Agency Non-Core Funds button, a blank Core Fund input form will open
- **1 Contributor/Partner** [required]: Identifies the partner providing the funds. If the relevant partner is not available in the drop-down list, contact the administrator to have it added.
  - i. Select the partner from the drop-down list.
  - ii. Add a partner reference code if it is utilized within your agency system, eg. the partner acronym.
  - iii. Add your agency reference code. It may be used to facilitate cross-tabulation between the RMS and the agency's own system.
- **2 Funds** [optional]: The amount committed should be in the original currency.
  - i. List the total amount committed
  - ii. Select the relevant currency from the drop-down list
  - iii. List the official exchange rate on day of commitment. If the commitment is in USD you will not be required to enter the exchange rate. UN official exchange rates can be found by clicking the link View exchange rates or at: <a href="http://treasury.un.org/operationalrates/OperationalRates.aspx">http://treasury.un.org/operationalrates/OperationalRates.aspx</a>
  - iv. The RMS will automate the committed amount to USD if another currency was chosen.
  - v. Add the amount available for programming, meaning funds that are available to be allocated to PWGs during the UNDAP period July 2011 to June 2016. This amount should not only included deposited funds
  - vi. Enter how much of the funds that have been deposited, note that deposits are only in USD. This row will require update after you have saved your non-core fund commitment. The field is not required, but a warning will remind users to enter deposits.
- **3 Non-cash contribution** [optional]: In this section non-cash contributions such as vehicles, food, machinery etc. should be displayed. Note that if a partnership agreement includes both cash and non-cash contribution they should be recorded in the same data sheet with the correct agency reference code.
  - i. If the agreement covers non-cash contributions tick the box
  - ii. Describe the content of the non-cash contribution in plain text, eg. 4 Toyota Land cruisers for census project.
  - iii. Provide an estimated value of the contribution, the estimated value should reflect the current market value of the goods.
- **4 Earmarking** [required]: Earmarking is listed separately for cash and non-cash contribution. The non-cash contribution earmarking will only be visible of you have provided information in the non-cash contribution section. Funds that are not specified as earmarked are considered un-earmarked by the system.
  - i. To select earmarking, click on the **Add** button
  - ii. Select the earmarking sector by clicking in the box.
  - iii. Specify the amount, in the original currency, that has been earmarked for the specific sector. The system will automate the amount in USD in accordance with the exchange rate indicated in the top-section.
  - iv. Confirm your earmarking by clicking on the green v.
  - v. To enter additional earmarking, click on the **Add** button.
  - vi. The system will generate the amount not earmarked at the end of the section, meaning that if no funds have been specified as earmarked then the total amount will be listed as un-earmarked.
  - vii. If a non-cash contribution has been listed, repeat the steps above for the non-cash section.



- **5 Fund Duration** [required]: Represents the dates of the agreement within the funds can be utilized. Click on the calendar to enter the first and end dates that the funds can be utilized. If the agreement extends beyond 30 June 2016, make sure you only enter the amount that can be utilized during the UNDAP period in the amount available for programming.
- **6 Additional remarks** [optional]: Include any other information that could be relevant related to the Non-Core Fund entry.
- 7 Attachment for Partner Agreement [optional]: Attach a copy of the partner agreement.
  - i. To add a Partner agreement click on Add Attachment.
  - ii. Click on browse to select the file you wish to upload
  - iii. Give the file a title that clearly outlines the content
  - iv. Provide a description of the file in the description box.
  - v. There is a requirement to note the reason why a partner agreement has not been attached.

## VI. Entering One Fund Balance (RCO RM Focal Point)

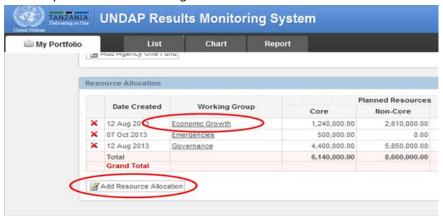
RCO focal point will be responsible for updating the One Fund Balance. The information will include: Contributor/Partner (reference codes), funds committed (currency, exchange rates, deposit rate, amount available for programming), earmarking (PWG and amount), fund duration, additional remarks and an copy of the Standard Administrative Agreement.

The One Fund balance will be updated continuously by the RCO as funds are committed or deposited. The information will always be available for viewing in the Report section.

## V. Entering Resource allocation (Agency RM Focal Point)

- a) Agencies enter allocations by WG. Only one row per PWG will be displayed.
- b) To add a new resource allocation to a new PWG not already listed click on the tab **Add Resource Allocation** and a new data entry sheet will open.

c) To update a resource allocation for an existing PWG, click on the PWG name. Click on edit on the top of the data entry sheet to enable edit rights.



**1. Working Group [required]** Select the Working Group by clicking on the drop down list. Note that only WG relevant to your agency and those not already given a resource allocation will be visible.

#### 2. Resource allocations

- i. Planned resources will be automated by the RMS.
- ii. The funding gap will be automated by the RMS.

#### Core Funds

iii. To enter Core funds allocation click on the box beneath core funds and enter the amount in USD. Note that you can not allocate more in total than you have listed in the Amount available for programming in the Core section.

#### Non-core funds

- iv. To enter Non-core funds allocation click on the box beneath non-core funds and enter the amount in USD. Note that you cannot allocate more in total from a specific partner than you have listed in the Amount available for programming in the Non-core section.
- v. Select the relevant Contributor/Partner from the drop-down list. The drop-down list for Contributor/Partner will display those Contributors/Partners registered by your agency in the Non-core section.
- vi. Select the relevant agency reference code from the drop-down list. The agency reference code is automated if only one selection is available.
- vii. To confirm your entry, click on the green Add button
- viii. To list another non-core allocation, continue with a new row.

#### One Fund

ix. Enter the one fund allocation in the box beneath One Fund. This should reflect the sum of JSC allocation to date for the working group.



# VII. Entering the RMAP [PWG leads]

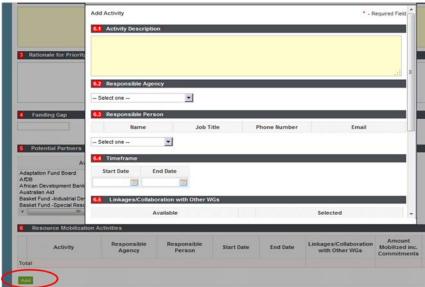
a) The Resource Mobilization Action Plan (RMAP) is developed by individual PWGs but the priorities and activities can be cross-PWGs.

- b) Each PWG can add up to five prioritised areas in the RMAP.
- c) The action plan is to be developed after consultation with Heads of Agencies.
- d) To add a new Priority, click on the tab Add Prioritised area and a new data entry sheet will open.
- e) Each PWG are able to list up to five prioritised areas in their RMAPs.
- f) To update a prioritised area, click on the prioritised area. Click on edit on the top of the data entry sheet to enable edit rights.
- 1. PWG [automated] The PWG will be automated at the top of the page, depending on the selection on the Home Page of the Module. If you have multiple access rights to more than one PWGs, ensure that the correct PWG is selected on the Home Page
- 2. Prioritized area [required] Describe the prioritized area in less than 150 characters
- **3. Rationale for priority [required]** In less than 500 characters explain the reasons why the priority has been selected, eg supporting statistical evidence from the MDGs or reports, government strategy/priority area.
- **4. Funding Gap [required]** This does not have to be linked to a specific activity or key action. It should correspond to the estimated funds needed to respond to the prioritized area listed.
- 6. Potential Partners [required] List relevant potential partners that will be target.
  - i. To add, select the relevant partner from the 'available' list presented on the left hand side, click the right pointing arrow to transfer to selected. Repeat for more than one partner.
  - ii. To remove, click the relevant partner from the 'selected' column presented on the right hand side, click the left pointing arrow to transfer back to the original available listing.

#### 7. Resource Mobilization Activities [required]

#### Adding a new activity

- i. To add a Resource Mobilization activity click on the Add button and a new data sheet will appear.
- ii. In free text, provide a description of the activity.
- iii. Select the responsible agency from the drop-down list.
- iv. Select the responsible person from the drop-down list.
- v. If person is not available click on Add Contact and fill in the form.
- vi. Provide the timeframe for the activity by clicking on the calendar.
- vii. If the activity cuts across to other PWGs add them under the Collaboration/Linkages with other WGs.
- viii. To save the activity click on OK or Add another to add an additional activity.



#### Updating an activity – performed on a quarterly basis

- ix. To update an activity, first click on the prioritized are in the RMAP on the homepage.
- x. Click on Edit on the top of the data sheet to enable editing.
- xi. Click on the Activity name in the Resource Mobilization Action and Monitoring Plan data sheet.
- xii. Update the Amount Mobilized including commitments when monies have been secured.
- xiii. On a minimum quarterly basis, review the activities and update their status.

#### 8. Comments [optional]

i. Provide any relevant comments to the priority area.

The plan should be updated on a minimum quarterly basis, in particular when activities are implemented or new resources secured. Status of the RMAPs will be shared with the CMT on a quarterly basis.

# VI. Entering Mapping of Contributor/Partner Environment [Administrator]

The RCO will lead the process of donor mapping and the database is to be updated on a biennial basis. Information will be available throughout the year.

Contributor/Partner environment will contain information of the following: Interest indicated sectors according to the dialogue structure, contributions to the One Fund, what agencies the partner is currently contributing to, agencies the partner could contribute to, additional relevant information such as timeframes for strategies, contact information, and possible links to important documents/web pages etc.

VII. Generating Reports (Available to all, including Public Users)

**TBA**