UNDP Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED)

Resource Mobilization Strategy and Action Plan

This document presents a focused Resource Mobilization Strategy and Action Plan for internal use to guide and monitor GC-RED RM efforts. <u>It is a live document that is monitored and updated on a quarterly basis</u>.

1. INTRODUCTION

The Nairobi-based Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) is one of UNDP's five Global Policy Centres. GC-RED is responsible for advancing global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems. It works to promote development solutions in two major areas:

1) Sustainable management of renewable natural capital for optimal livelihoods support and jobs creation, with a particular focus on the poorest and most vulnerable communities; and
2) Social and ecological resilience in drylands and other fragile ecosystems.

Building on the work of the former Drylands Development Centre (DDC), which has been in existence through various incarnations for 40 years, GC-RED works on the policy-practice interface with special focus on the following five main service areas:

1) Undertake **applied research and analysis** in the areas of renewable natural capital and resilience building and compile relevant evidence and proven good practices accumulated across UNDP;
2) Provide **policy and technical advice** for economic revitalization, job creation and environmentally sustainable livelihoods including in countries emerging from crisis;
3) Provide **programme development and implementation support** in the areas of sustainable management of natural capital and resilience building;
4) Promote **intellectual exchange** among multiple stakeholders and across disciplinary fields, facilitate the global dissemination of optimal policies and good practices, and stimulate processes for their incorporation into national and regional policy processes; and
5) Develop **tools and methodologies** for strengthening the implementation and monitoring of resilience building and sustainable management of natural capital.

As of February 2018, GC-RED delivers these five areas of service through the following projects:

- GC-RED Programme for work on land degradation neutrality and resilience building (2015-2020);
- Biodiversity and Ecosystem Services Network (BES-Net) for capacity building work on biodiversity and ecosystems (2016-2020);
- Poverty-Environment Initiative (PEI) for work on mainstreaming poverty-environment linkages into national development and budgetary frameworks (ending in December 2018); and
- Poverty-Environment Action for work on mainstreaming poverty-environment linkages through national framework (and other) investments (starting in July 2018).

2. RESOURCE MOBILIZATION OBJECTIVE

The main objective of this resource mobilization (RM) strategy is to achieve a more adequate, stable and predictable level of GC-RED resources for effective implementation of the Centre's work in support of the UNDP Strategic Plan (2018-2021). This RM strategy builds on the [Funding Channels guideline](#) which provides a snapshot of overall funding options available to UNDP.

3. RESOURCE MOBILIZATION APPROACH

3.1. REGULAR (CORE) RESOURCES

In response to dwindling core resources, including the loss of two core-funded professional posts in December 2016, GC-RED needs to raise a substantial amount of project resources to cover staff costs. Currently, as per Table 1 below, GC-RED's staffing structure is based on an average 15:85 ratio of core to non-core funded staff. As of January 2018, only the Director's post remains core-funded (see GC-RED's latest organigram attached as Annex 1).

Table 1: Proportion of GC-RED Staff Supported by Core and Non-Core Resources in 2018

Staff category	Number of staff	Core funding in 2018	Non-core funding in 2018
Professional[1]	5	20%	80%
Support[2]	2	0%	100%
Total	7	15%	85%

[1.] Includes two P5 staff, one P4 staff and two P3 staff.
[2.] Includes one G7 staff and one G5 staff.

Core resources are of critical importance to the Centre for it to keep playing a thought leadership role in its substantive focus areas. Considering the significant decrease in these resources, the Centre's capacity to undertake independent policy research has been reduced.

3.2. UNDP FUNDING WINDOWS

UNDP's new Funding Windows are designed as pooled, flexible funding to better align the efforts of UNDP and its partners towards the common goals of supporting country-level efforts to achieve the Sustainable Development Goals (SDGs). The joint efforts will help simultaneously achieve the eradication of poverty, reduction in inequalities and exclusion and improvement in peace, justice, and governance sustainably – the vision of UNDP's Strategic Plan. Partners get the benefit of pooled funding, and UNDP has greater flexibility to respond to country needs more effectively.

The Funding Windows are organized around four inter-connected themes with the aim to facilitate multi-disciplinary and integrated responses to development issues that are inherently complex, while at the same time to promote resilience in all stages of the development process and support development that is risk-informed:

1) Sustainable development and poverty eradication
2) Climate change and disaster risk reduction
3) Governance for peaceful and inclusive societies
4) Emergency development response to crisis and recovery

GC-RED activities are eligible for funding under the four funding windows. The architecture of these windows is that UNDP's corporate partners determine which Funding Window they wish to support, and it is from these windows that GC-RED will seek to mobilize resources and channel assistance to its partner countries in collaboration with the Regional Service Centres (RSCs).

3.3. NON-CORE RESOURCES

Traditionally, operations of GC-RED (and the former DDC) have largely depended on non-core funds, designated to specific programmes and projects, and this trend is expected to continue. In order to maintain and extend its operations, GC-RED seeks resources from a wide array of donors and partners in support of implementation of its existing, as well as upcoming, programmes and projects. The Centre will also continue supporting corporate RM efforts as part of the Sustainable Development Cluster. The Centre will strive to:

- Maintain and nurture good rapport with existing partners, who have proven to be reliable and consistent;
- Develop new partnerships with multilateral and bilateral donors and explore innovative funding options including contributions from emerging donor governments, and cost-sharing from recipient governments, etc.;
- Diversify its funding base beyond governments and tap into the non-traditional fundraising potential from non-state partners such as the private sector and foundations; and
- Pro-actively support corporate RM efforts through the provision of quality and timely inputs and building synergies with other UNDP initiatives/programmes.

3.3.1. Cultivation of Good Donor Relationships

As highlighted in the UNDP Resource Mobilization Toolkit, GC-RED will exert utmost effort to continually cultivate positive relationships with current and new donors by:

- Regularly reviewing their needs, interests and priorities and assessing how the Centre will help them meet their objectives;
- Consistently seeking opportunities to adjust programme/project approaches and produce outcomes in highly compatible manner with their values, objectives, and interests;
- Prioritizing to generate evidences and making visible effort to demonstrate that our approach works during face-to-face meetings and other networking opportunities;
- Being responsive and accessible throughout the entire programme/project process; and
- Placing special emphasis on donor visibility, utilizing multiple, creative ways to publically acknowledge donors' support such as reports, success stories and community or other public events.

3.3.2. Quality Assurance of GC-RED Services

In view of the highly competitive environment in the donor community, it is of critical importance, as a fundamental prerequisite, to maintain the Centre's ability to offer services of consistently high quality and increase its credibility and visibility. In particular, GC-RED will focus on:

- Increasing effectiveness, efficiency and timeliness in programme/project management, by clarifying the roles, responsibilities and mutually supporting arrangements among the staff and enhancing their respective technical/operational capacities;
- Promoting integrated results-based service delivery by improving policy-practice balance and improving linkages among various programmes (e.g., applying and extending tested and proven approaches within one programme more systematically through other programmes);
- Strengthening knowledge management capacities to keep producing concrete, cutting-edge and evidence-based resources that correspond to the corporate priorities and to stakeholders'/partners' needs;
- Establishing robust internal communication structures using both hard (e.g., regular meetings, etc.) and soft (e.g., email, Share Point, etc.) forms as the basis for better knowledge and resource sharing; and
- Developing better external commination links and networks with donors, beneficiaries and other partners by proactively testing and adopting innovative tools and channels (e.g., website, social media, other media, meetings/public forums, missions, etc.).

3.3.3. Partnership for Resource Mobilization

In order to better approach current and new donors, GC-RED will work in close collaboration with internal and external partners.
- Internal partners: UNDP Headquarters, other Global Policy Centres, RSCs (and country offices [COs]), Global Environment Facility team, etc.
- External partners: UN partners, NGOs, academic/research institutes, etc. (including GC-RED Technical Advisory Committee members).

4. RM Action Plan 2018

4.1. INTRODUCTION

This action plan is meant to guide GC-RED RM efforts in 2018, taking into account various existing contextual factors, which include, among others:

- Dwindling core resources and the pressing need to mobilize project funding for activities and staffing;
- Timeliness to develop successor initiatives to the IDDP which ended in December 2017;
- The strong outcomes of the thirteenth session of the Conference of the Parties to the UN Convention to Combat Desertification (UNCCD), including the adoption of the UNCCD Strategic Framework for 2018-2030 and Gender Action Plan;
- Strong potential of the integrated approach adopted by the IDDP and the PEI to provide thought leadership in and inform the implementation of the 2030 Agenda for Sustainable Development;
- The launch of the new programme "Poverty-Environment Action for the Sustainable Development Goals" (PEAS), which will strengthen the Centre's ability to support SDG implementation;
- GC-RED's current engagement in priorities for the international community such as support to IPBES and Poverty-Environment mainstreaming for SDG implementation, a resilient response to the Syria Crisis and to the drought in the Horn of Africa, and advancing the Land Degradation Neutrality (LDN) agenda.

The RM action plan builds on GC-RED assets, achievements and comparative advantage including its long and credible engagement in drylands development, its network of partners and donors, its on-going programs (GC-RED, BES-Net, PEI and PEAS) as well as emerging funding opportunities. Staff members will allocate about 25% of their time for partnership building and RM. Seed/catalytic funding will be allocated by GC-RED for networking, travel and consultants to develop agreed initiatives.

Results and progress of the implementation of the RM action plan will be assessed comprehensively on a quarterly basis. Meanwhile, updates and revisions of the plan will be undertaken on a regular basis in accordance with the changing RM environment.

4.2. SERVICES PROVIDED BY GC-RED

Priority RM actions for 2018 are outlined below as per the GC-RED's five main service areas:

- *Applied research and analysis*
  - *Examples of achievements*: Analytical support towards the development of corporate resilience policy; production of a number of flagship publications on drylands (e.g. Policy papers on the "Empowerment of Drylands Women", First edition of Global Land Outlook).
  - *Planned activities*: Initiate the preparation of the second edition of the Global Land Outlook in partnership with the UNCCD; Develop land-use change and land degradation scenarios for selected countries in the Horn of Africa, with the Netherlands Environmental Assessment Agency (PBL); Support implementation of Economics of Land Degradation (ELD) initiative in Somalia, in partnership with GIZ.

- *Policy and technical advice*
  - *Examples of achievements*: Applied policy and technical support provided through IDDP (USD 12 million) to 17 countries in Africa and Arab States regions to advance UNCCD implementation and sustainable development in the drylands. Building on the IDDP experiences, technical backstopping and policy advisory support was provided by GC-RED in the field of resilience building and disaster risk reduction at: global (e.g. corporate policy development), regional/sub-regional (e.g. strategic planning, partnership dialogue, etc.) and national (e.g. M&E, assessment, etc.) levels.
  - *Planned activities*: Provide policy/technical support to selected countries for the implementation of transformative LDN initiatives (3) and the preparation of National Drought Plans (3), in partnership with the UNCCD and its Global Mechanism.

- *Programme development and implementation support*
  - *Examples of achievements:* PEI and BES-Net implementation support. PEAS and Resilience programme development support.
  - Planned activities: Initiate the implementation of PEAS (July). Develop successor initiatives to the IDDP: 1) "Implementing LDN for Resilient Drylands", with IUCN; 2) "Support to the Implementation of the UNCCD Gender Action Plan", with UNCCD and UN Women; and 3) "Building Resilience Capacities of Communities in Response to the Syria Crisis", with UNDP country offices in Lebanon and Syria; 3) Continue implementation support for PEI (until end-2018) and BES-Net.

- *Intellectual exchange*
  - *Examples of achievements*: Oraganization of the first regional Trialogue, BES-Net's multi-stakeholder dialogue and face-to-face capacity building activity, with geographic focus on Eastern Europe, supporting the uptake of the IPBES Thematic Assessment Report on Pollinators, Pollination and Food Production across sectors and the communities of science, policy and practice; Establishment and management of BES-Net web portal with approximately 650 registered users, over 1,200 knowledge resources in the online library, daily updates on job/internship and event news and dissemination of bi-monthly e-newsletters to over 4,000 subscribers; Management of the Africa Drought Risk and Development Network with over 2,000 members;
  - *Planned activities*: Organization of Trialogues at regional and national levels in line with the IPBES Thematic Assessments and ongoing national ecosystem assessment exercises; Further expansion of the BES-Net web portal and social media tools for the exchange and generation of knowledge on biodiversity and ecosystems services in support of sustainable development.

- *Tools and methodologies*
  - *Examples of achievements*: Refining of the Community Based Resilience Analysis (CoBRA) methodology with publication of CoBRA Implementation Guideline (Version 2) and participation as an expert in the Webinar "*Introduction to Resilience for Development*"; Development of BES-Net Trialogue Methodology; Production of Poverty-Environment Mainstreaming handbook; GC-RED branding and visibility enhancement effort.
  - *Planned activities*: Continuous support at regional, national and sub-national levels in the Implementation of CoBRA; organization of two regional Trialogues and one national Trialogue in line with the developed methodology.

4.2.1. Priority actions (by July 2018)

- *PEAS:* Laying the foundation for the successful launch of this new programme, including finalization of the new Project Document and Standard MoU for UNDP to act as Managing Agent for this joint project with UN Environment; liaison with the European Union as the main donor to finalize new PAGODA II agreement; pursue resource mobilization with other bilateral donors (such as Austria).

- *Successor initiatives to the IDDP:* Building on the lessons learnt from IDDP implementation and the conceptual framework developed by the Centre in 2017 to guide its work on resilience building, develop the following successor initiatives and engage with potential donors to secure funding for their implementation:
  - *"Implementing LDN for Resilient Drylands",* in partnership with IUCN;
  - *"Support to the Implementation of the UNCCD Gender Action Plan",* in partnership with UNCCD and UN Women;
  - *"Building Resilience Capacities of Communities in Response to the Syria Crisis"*, with UNDP country offices in Lebanon and Syria.
  - *"Land-use Change and Land Degradation Scenarios, Horn of Africa",* with the Netherlands Environmental Assessment Agency (PBL).

- *BES-Net:* Capitalize on the successful implementation of the first BES-Net Trialogue in Eastern Europe in Oct 2017 and implement the next round of regional Trialogues; support the implementation of the national assessments and related capacity building through UNEP's World Conservation Monitoring Centre and hold at least one national Trialogue in 2018; keep BMUB/IKI closely updated and amend existing contract as needed in response to revised IPBES work programme; enhance web portal features based on SwedBio support and pursue 2019 extension of current agreement with SwedBio; meet with key donors during the Sixth Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services session; continue expanding partnerships including with Norway.

- *ELD:* Implement agreed activities in Somalia and strengthen partnership with GIZ/ELD Secretariat on possible new collaboration.

Please see Table 2 for detailed action plan for 2018.

Table 2: 2018 Action Plan

Activity	Focal Point	Timeframe	Remarks
Service 1. Applied research and analysis			
1.1. Initiate preparation of second edition of Global Land Outlook, in partnership with UNCCD	AJ/EK	Dec 2018	Strategic positioning on SLM/LDN; strengthening partnership with UNCCD and GIZ; develop partnership with PBL
1.2. Land-use change and land degradation scenarios (Horn of Africa), with Netherlands Environmental Assessment Agency (PBL)	AJ/EK	July 2018	
1.3. Implement ELD activities in Somalia, in partnership with GIZ.	AJ/EK	Dec 2018	
Service 2. Policy and technical advice			
2.1. Support implementation of transformative LDN initiatives in 3 countries, with Global Mechanism	AJ/EK	Dec 2018	Strategic positioning of GC-RED with objective of building expertise and raising resources to support implementation
2.2. Support development of National Drought Plans in 3 countries, with UNCCD	EK/YK	Dec 2018	
Service 3. Programme development and implementation support			
3.1. *"Implementing LDN for Resilient Drylands",* in partnership with IUCN	EK/AJ	Oct 2018	Develop successor initiatives to the IDDP and engage with potential donors to secure funding for their implementation
3.2. *"Support to the Implementation of the UNCCD Gender Action Plan",* in partnership with UNCCD and UN Women	EK/AJ	July 2018	
3.3. *"Building Resilience Capacities of Communities in Response to the Syria Crisis"*, with UNDP country offices in Lebanon and Syria	EK/YK	July 2018	
Service 4. Intellectual exchange			
4.1. Organize regional Trialogue with focus on Latin America and Caribbean region	AJ/YK	Jul 2018	Target regions/countries to be finalized in consultation with IPBES and other stakeholders
4.2. Organize regional Trialogue with focus on Anglophone Africa region	AJ/YK	Dec 2018	
4.3. Organize national Trialogue in one of the National Ecosystem Assessment implementing countries	AJ/YK	All year	Country to be selected as per the implementation progress and based on national needs
4.4. Expand BES-Net web portal contents and features	AJ/YK	All year	Redesigning/restructuring work based on user feedback

Service 5. Tools and methodologies			
5.1. Undertake KM efforts to enhance GC-RED image and credibility	YK/AJ	All year	Consultant recruited to support Centre's KM and branding efforts
5.2. Develop comprehensive GC-RED reports and presentations	AJ/All	All year	Advocacy and outreach activities
5.3. Promote networking, partnership building and contribution to relevant meetings and fora	AJ/All	All year	Calendar of events for 2018 regularly updated
5.4. Document and disseminate lessons learned and good practices	All	All year	KM efforts
5.5. Refine Trialogue methodology	AJ/YK	All year	Methodology is a living product and will be updated continually based on the Trialogue results and feedback from participants