



UN Albania

Resource Mobilization Strategy

2012 – 2016 Programme of Cooperation

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I. Introduction

a) *About this strategy*

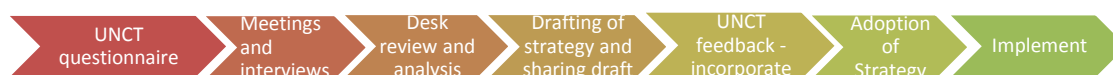
The idea behind a strategy in resource mobilization is that it would serve as a guiding tool in support of UNCT future resource mobilization efforts. It would help us capture key strategic considerations and actions for targeting the most viable donors in order to enhance our resource mobilization potential in a challenging and evolving development landscape.

The resource mobilization strategy has been developed through an extensive process involving all stakeholders (UN agencies, government, and development partners) in response to a number of realities including the decreased funding from external donors (external factors), the need for UNCT to coordinate better our activities around resource mobilization, in order to maximize the potential to deliver results (internal factors).

b) *Methodology*

An assessment was conducted through a questionnaire and a round of semi-structured interviews which provided feedback on the experiences, knowledge and needs of the members of the UNCT. Following this internal information-gathering and analysis, a series of external meetings with both Government and the donor community were held to further inform the development of the strategy.

Following these activities, a comprehensive desk review was undertaken along with a consultation meeting with the UNCT dedicated to discussing the strategy outline. Following the feedback received from the UNCT members, the present draft has been prepared for further review by UNCT.



c) *Context*

Albania is classified as a upper middle income country with a gross national income (GNI) of USD 3,980 per capita (2011) which has grown at an average rate of 5.7% per annum since 2005 (WDI, 2011). It has a population of 3.216 million, 0.6% of whom (20 000 people) currently live under the 1.25 dollar-a-day income poverty line (WDI, 2011). Since the collapse of the communist regime in 1991, Albania has faced aggressive market reforms, government modernization, greater individual freedoms, better living standards, and international integration. Albania's economy is one of the fastest growing in the Balkans. Since 2005, net ODA has averaged 3% of GNI (WDI, 2011). The top five donors contributed 66% of Albania's core ODA.

During the past two years, many development partners have scaled down or withdrawn from Albania and there have been positive progressive developments in most public sectors in Albania. There is an ongoing EU accession process, where the Government of Albania is benefitting from the EU's instrument for pre-accession (IPA). The external environment is also characterized by the global financial crisis.

The Government of Albania – United Nations Programme of Cooperation 2012-2016 is the joint programme of 19 UN agencies, funds and programmes and of the International Organization for Migration in support of Albania’s development priorities. The programme reflects ongoing UN reform at global and country levels, in line with the principles of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. The consequences of the financial crisis and Albania’s attainment of middle-income country status is a challenging scenario for the resourcing of the 2012-2016 Programme of Cooperation (POC). Many development partners have scaled down or withdrawn from Albania, due to the progressive developments made, and also due to other factors, including the concurrent EU accession process, where the Government of Albania is benefitting from the EU’s instrument for pre-accession (IPA).

The reality of this is that the United Nations in Albania is now operating in a resource constrained environment and there is consequently a need to shift the way in which the UN is working with resource mobilization actions, in order for the possibilities of appropriately resourcing the POC and for it to materialize in a predictable manner.

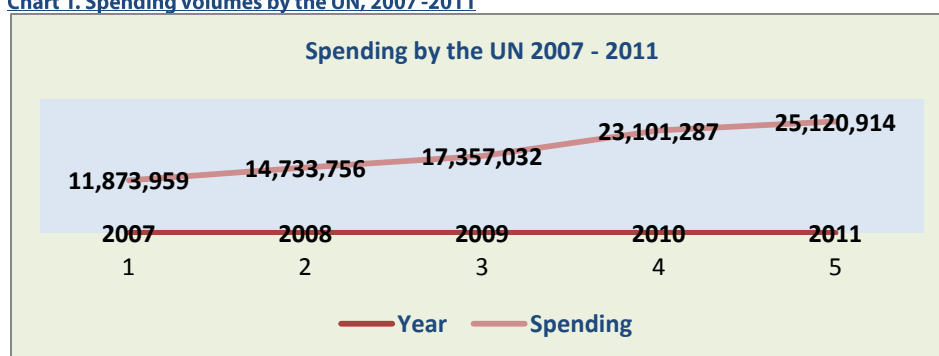
In light of this, the current Resource Mobilization Strategy will guide the resource mobilization activities and actions of the UNCT to fully seize the opportunities to work jointly to achieve the common goals in resource mobilization.

II. Resourcing the Programme of Cooperation 2012 -2016

At the request of the Government, Albania was selected in January 2007 as one of the Delivering as One UN pilots, in line with the Government of Albania’s long standing commitment to UN Reform and continuous reforms for coordination and alignment of external assistance to national plans and budgets.

Chart 1 below shows a steady increase in UN spending during the first phase of the DaO through the One UN Programme, totaling USD 92,186,947 during 2007 – 2011.

Chart 1. Spending volumes by the UN, 2007 -2011



a) Government of Albania – United Nations Programme of Cooperation 2012 – 2016 – Priority programme areas

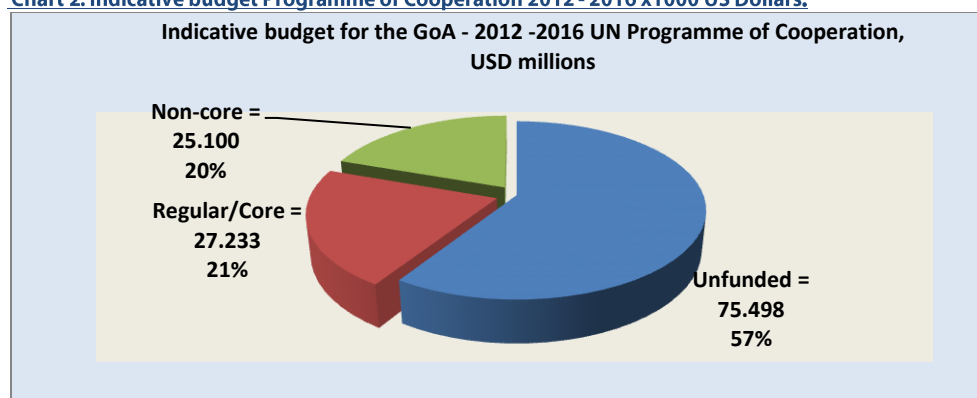
In continuing the experiences from the first programme phase, the POC 2012 – 2016 was signed on 24 October 2011. It supersedes the first One UN programme (2007-2011) with a single, coherent plan for

all UN-system agencies in Albania, in which each is responsible for delivering on a set of key actions that jointly contribute to shared results. The POC aims to reduce duplication in planning requirements for UN-system agencies and national partners, while increasing synergies and complementarities between UNCT members.

The POC 2012-2016 supports national priorities in the following development priority areas:

- Governance and Rule of Law;
- Economy and Environment;
- Regional and Local development; and
- Inclusive Social Policy.

Chart 2. Indicative budget Programme of Cooperation 2012 - 2016 x1000 US Dollars.



b) The resource situation of the POC 2012 - 2016

Table 1. Resources framework and the funding gap – per outcome of the POC.

PROGRAMME OF COOPERATION - 2012-2016 INDICATIVE RESOURCES FRAMEWORK					
Outcome		Total revised budget	Core funds	Non-core funds	Revised total funding gap (to be mobilized)
Outcome 1.1	Governance and Rule of Law	7,980,000	1,030,000	1,100,000	5,524,295
Outcome 1.2		11,305,000	2,233,689	340,000	7,757,080
Outcome 1.3		8,400,000	780,000	0	7,468,758
Subtotal		27,685,000	4,043,689	1,440,000	20,750,133
Outcome 2.1	Economy and Environment	7,034,500	193,689	789,500	6,063,697
Outcome 2.2		19,150,000	2,463,689	4,340,000	11,561,997
Subtotal		26,184,500	2,657,378	5,129,500	17,625,694
Outcome 3.1	Regional and local development	28,980,000	13,180,000	10,000,000	4,450,000
Outcome 3.2		4,455,000	225,000	420,000	3,810,000
Subtotal		33,435,000	13,405,000	10,420,000	8,260,000
Outcome 4.1	Inclusive social policy	18,999,000	2,067,689	2,400,000	13,914,773
Outcome 4.2		7,030,000	850,000	450,000	5,736,024
Outcome 4.3		12,835,000	3,845,000	2,310,000	6,252,271
Outcome 4.4		6,095,000	363,689	2,950,000	5,524,295
Subtotal		44,959,000	7,126,378	8,110,000	29,369,605
GRAND TOTAL		132,263,500	27,232,445	25,099,500	75,498,960

c) Programme of Cooperation 2012 – 2016 Funding gap

As a result of the resource planning consultations in developing the new POC, a broad and ambitious programme was elaborated, encompassing 41 outputs supporting delivery of 11 outcomes. This in itself resulted in a resource framework with a funding gap of USD 79.9 million or 60%, which by August 2012 had reduced to roughly USD 75.5 million, or 57%. The mid-year review of the POC held in September 2012, also highlighted a need to revise the resources framework for realistic planning for next years to come. The current strategy is cognizant of this discussion. It was also clear from the discussions of the mid-year review, that although a number of UN agencies make funding projections based on past performance, having realistic funding targets, will help the UNCT focus on achieving results better as a realistic (smaller) funding gap would lead to more appropriate results planning and expectations for fundraising.

Table 2. Fundraising projections / targets 2012-2016 – per annum.

OUTCOMES	Total budget 2012-2016	PROJECTED TARGETS PER ANNUM				
		2012	2013	2014	2015	2016
Outcome 1	27,685,000	1,950,568	4,830,609	5,623,053	4,714,592	3,631,311
Outcome 2	26,184,500	1,457,042	3,858,997	4,862,344	4,850,000	2,597,311
Outcome 3	33,435,000	1,941,000	2,069,000	1,800,000	1,660,000	790,000
Outcome 4	44,959,000	4,495,208	8,956,335	7,126,062	5,650,000	3,142,000
GRAND TOTAL	132,263,500	9,843,818	19,208,469	19,411,459	16,874,592	10,160,622

Source: Figures are based on indicative 2012 mid-year review data and GoA-UN Programme of Cooperation 2012-2016 integrated resources framework

d) UN Coherence Fund

The One UN Coherence Fund, underpinned by the Expanded Funding Window, was established in late 2007, to provide development partners with a mechanism to channel *un-earmarked contributions* to a *single pooled fund* in support of *national developmental priorities* without the need to deal with multiple UN agencies separately. Decisions on fund allocations have been taken by the Joint Executive Committee which is co-chaired by the Government official and the UN Resident Coordinator. This further increased the level of Government ownership over the first One UN Programme 2007-2011.

Moreover, the *pooled funding approach* aimed to reward agency *performance*, thanks to the *competitive process* in the submission of funding requests and the *performance-based allocation criteria* adopted by the Joint Executive Committee in allocating funds from the One UN Coherence Fund.

The total funding of the One Programme 2007-2011 and the available funds for the first year of the Government of Albania-United Nations Programme of Cooperation 2012-2016 (mainly un-earmarked funding) from Coherence Fund for the period 2007-early 2012 amounts to **USD 27,109,892**. As shown in the table below Austria, the European Commission, Finland, Netherlands, Norway, Spain, Sweden and Switzerland have contributed resources to the fund. 7.65% of Coherence Fund resources were soft-earmarked by the Netherlands to the areas of Gender (2008) and Environment (2009). In 2011, the Government of Sweden provided soft-earmarked funding to the Coherence Fund in the amount of **USD 2,893,937** for the years 2011 and 2012 under the new Programme of Cooperation 2012-2016.

As the below table shows, contributions to the Coherence Fund have *decreased* during the phase of the first One UN Programme, partly due to Albania's attainment of middle-income country status and

EU pre-accession country. This downward trend hampers the DaO initiative in Albania, and is highly contradictory as the Coherence Fund was by and large launched at the outcry of the donor community's wish for the UN to be more coherent including in its fundraising approaches in support of UN activities at the country level.

It has to be noted that in 2011, the Coherence Fund had contributed approximately 22% of the total programmable funds for the 2007-2011 One Programme, compared to the 27% in 2010, 31% in 2009 and 24% in 2008. For the period 2007-2011, the Coherence Fund contributed an average of 25% to the total programme funding.

Table 3. The evolution of funding contributions channeled through the UN Coherence Fund 2007-2011. (Source: UN)

Contributions to the Coherence Fund 2007 – 2011 (USD)							
Year	2007	2008	2009	2010	2011	2012	2007-2011
Donor							
Austria		387,675	296,500	276,400	254,162		1,214,737
EU			3,011,951	446,705		17,434	3,476,090
Expanded Funding Window			1,070,000	2,243,000	295,000		3,608,000
Finland					394,240		394,240
Netherlands		507,600	1,858,260	1,479,840			3,845,700
Norway	1,081,276	1,414,227		842,886			3,338,389
Spain	1,000,000	1,000,000	2,000,000				4,000,000
Sweden			1,380,100	1,345,400	1,440,300	1,446,969	5,612,769
Switzerland	285,363		873,052	461,553			1,619,968
Totals	2,366,639	3,309,502	10,489,863	7,095,784	2,383,702	1,464,402	27,109,892

A discussion in the UNCT on how to generate the interest to pool funds for the Coherence Fund will be vital and decisions have to be made as to what possible changes are necessary to boost interest in funding UN through the Fund.

While the UNCT is contemplating the future of the Coherence Fund, it is crucial to continue conveying to donors a clear message on the Coherence Fund's added-value, centered on its critical function of **enabler** for "delivering more with less" through sustained *jointness* of UN operations in country.

We also have to be cognizant of the fact that donors will in the future only channel money to the UN through the Coherence Fund if we have a demonstrated efficiencies gains and comparative advantage based on a track record in achieving results in a timely manner, as donors demand clear reported results in return for the money they spend on UN supported programmes.

Consultations with key donors may therefore consider stressing both cost/benefits and appropriateness aspects such as:

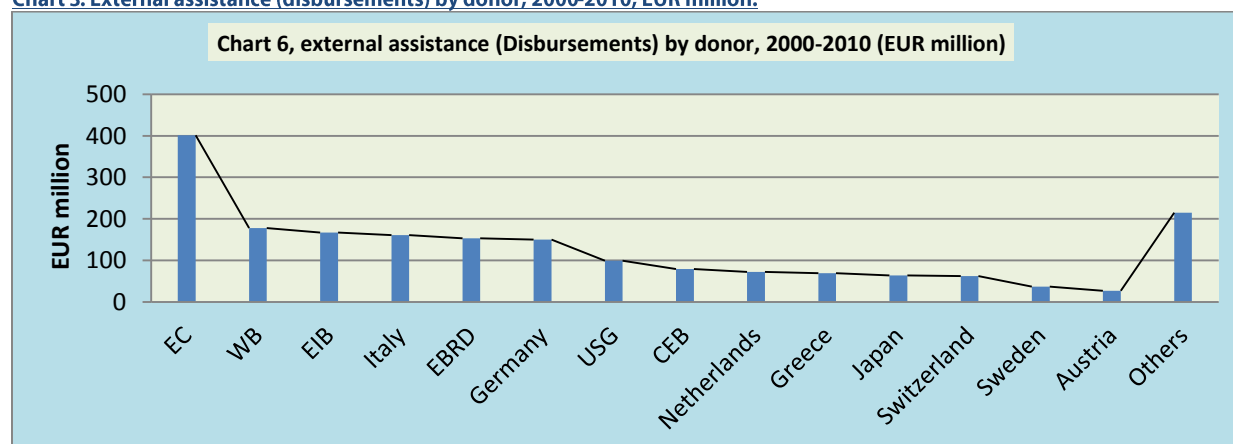
- The overall reduction of transaction costs for donors providing resources;
- The increased co-ownership in line with the aid effectiveness agenda and Paris Declaration principles and enforced by the One UN approach;
- The importance of the DaO initiative in the broader context of the UN system-wide coherence.

III. The Donor Landscape in Albania

a) Main donors to Albania¹

Ten multilateral donors (whose assistance constitutes approximately 49% of the external assistance) and 26 bilateral donors (with approximately 51%) operate in Albania. The six largest multilateral donors during the 2000-2010 period have been the EC (providing grants with over EUR 545 million) and EIB, WB, EBRD, CEB and IDB (providing over EUR 1.021 billion in loans), altogether accounting for 42% of external assistance.

Chart 3. External assistance (disbursements) by donor, 2000-2010, EUR million.



Source: Donor Database, DSDC

Note: Only key donors are represented separately in this figure. Donors with a contribution of less than 1% of total assistance are grouped under "others".

As for bilateral donors, over the same period, the five largest donors have been Germany (providing over EUR 347 million in both grants and loans), Italy (providing over EUR 309 million, in both grants and loans), Japan (with almost EUR 142 million in both grants and loans), the US (with over EUR 123 million in grants), and the Netherlands (with over EUR 84 million grants), altogether accounting for slightly more than 27% of total external assistance during 2000-2010. The United States (providing assistance mainly through the U.S. Agency for International Development (USAID)) is the second major bilateral donor that has delivered more than EUR 124 million of grants as assistance to support Albania's transition and long-term development.

Snapshot of donor willingness and/or commitment of a few donors to support the UN in Albania (autumn 2012)

¹Source: Based on data of the 2010 external assistance report issued in 2011 by the Department of Strategy and Donor Coordination (DSDC)

Donor	Official position
European Commission	Discussion is ongoing
Sweden	Is currently supporting
Switzerland/SDC	Is currently supporting
Germany	Is positive to partnering with UN, discussions are ongoing
Austria/ADA	Has been a strong supporter but will downsize operations
USAID	Has shown an interest and discussions are ongoing
Netherlands	Has shown renewed interest in partnering with the UN
Finland	Has shown an interest and discussions are ongoing
Kuwait	Has shown interest, discussions are ongoing
Hungary	Has shown interest, discussions are ongoing

b) Best potential donors to the UN

Looking at the current situation in Albania with regard to the external support dimension, establishing a sound and sustained working relation with the **European Commission** over the next years to come will be a key priority for the UN. The EC is a key partner to the government of Albania particularly with regards to funding sector priorities through the Instrument for Pre-Accession (IPA), and is also a partner that is in Albania to stay for the next years to come – therefore the EC is a donor partner with whom the UN has to find ways and means to partner with. Initial discussions and outreach has begun.

Practically the UNCT will focus on working with those donors that have shown an interest in the work of the UN in the past and who generally have been supportive of the DaO initiative. Therefore, the Nordic donors including Sweden, Norway, Finland and Denmark will be targeted as they have shown also globally a strong and continued commitment to the DaO initiative. Norway and Finland have also supported UN in Albania through the Coherence Fund in the past – although they were not resident donors. Sweden is the only bilateral donor that is currently funding UN interventions through the Coherence Fund.

As for other bilateral partners, Germany will be targeted as a new potential donor for the UN as the volume alone of Germany's assistance to Albania has increased in the past years, while many others are discontinuing or minimizing their support and operations in Albania.

In reaching out to donor partners, also donors which have not been targeted or negotiated with extensively before, but who are increasing the volume of their aid to Albania, including Germany as noted above. Continued and dedicated work around the donor information system will be a priority to better understand the donor priorities and policies to further enhance our targeting.

The best potential bilateral partners are: **Sweden, Germany, and Switzerland (through SDC)**. These donors are also currently resident in Tirana. Other **Nordic** donors and **Japan** are also potential non-resident donor partners, albeit not considered best potential partners.

Best multilateral/intergovernmental donors are: the **European Commission** (Which stands out of the rest), the **World Bank** including its trust funds will also be pursued.

Fundamentally, working in today's development context in Albania if one of our common objectives is to raise and leverage funding for POC delivery - we need to **diversify our donor base** to include

untapped markets including non-traditional and emerging donors, the private sector and foundations.

As for other non-traditional and potential donors, potential emerging bilateral donors, including **China, Turkey, Korea**, and other non-traditional donors including Arab and Gulf states, funds and foundations will be pursued based on a continued analysis of their funding priorities.

There are also **agency specific trust funds and thematic or global trust funds and programmes** to which viable proposals can be submitted in a strategic manner. This will require the continued willing cooperation of the UNCT members. These possible funds include the Human Security Trust Fund (supported by Govt. of Japan), the Global Environment Facility funding, the UN Violence Against Women Trust Fund and also Europeaid's grant-making, to name a few. Continued monitoring of these opportunities, sharing timely information amongst the UNCT and also practically coordinating development of viable proposals for funding, stemming from these opportunities will need dedicated staff time.

From a partnership-building perspective, working closer with the **private sector**, e.g. through the UN Global Compact initiative, will also be pursued. It is rather from the partnership lens, vis-à-vis a funding lens - that possible support is foreseen from the private sector in the short- to medium term. To name a few opportunities, we will pursue the **Albanian-American Enterprise Fund (AAEF), HP, Microsoft Corporation**, the banking and telecom sectors. In-kind support however will be pursued from the private sector, to support UN interventions and projects throughout Albania.

It is important to note, that more detailed, analytical and continuously updated donor information system will support the continued work around resource mobilization, to support UNCT members for fundraising purposes. 100% of the respondents to the assessment/questionnaire sent out in July 2012 were of the view that such a system would be positive. This system is planned to be established before the end of 2012.

Discussing the external dimension and possible opportunities, it should be noted that we are working in a fluid environment where opportunities can arise anytime, situations may change with short notice and we need to be cognizant of this and be flexible in our approaches in seizing these opportunities, while doing this in a coordinated manner.

IV. UN joint Resource Mobilization Strategy

a) Key Assumptions

The strategy is based on the following *key assumptions*:

- There is a need for a resource mobilization strategy amongst the UNCT to ensure resourcing the POC in a predictable and multi-annual way;
- UNCT is positive in working together to maximize the potential for successful resource mobilization to ensure the delivery of expected results as articulated in the POC;
- The current priorities of the POC prevail and the programmatic dimension is results-based and operationalized through output working groups;
- Absorption capacities of UNCT members are in place.

b) UNCT Resource mobilization assessment

A preparatory assessment - with a view to gain an understanding of the main issues, constraints and opportunities for joint resource mobilization was conducted in July/August 2012. An analysis of the results of the assessment is provided in Annex I. 92% of respondents believe the UNCT should work together on mobilizing funds and achieving results for the 2012-2016 Programme of Cooperation. 92% of respondents saw more probability in attracting more resources when we work together on resource mobilization issues to deliver POC results. The assessment includes qualitative data, also included in Annex I below.

c) Why joint resource mobilization?

- Integrated way of mobilizing resources in support of the POC and is aimed to help government of Albania to realize internationally agreed development goals;
- Reduces duplication and focuses of resource mobilization efforts of the different UN agencies at country level;
- Increases the ability for the UN as a system to coordinate and target its efforts better;
- Increases the probability of realizing the POC by ensuring adequate resources are raised in a structured manner;
- Reduces transaction costs to partners due to streamlined interaction with the UN agencies;
- Identifies specific added value and alignment between and strategic priorities of the POC and the donor partner priorities.

d) Rationale and aim of the joint resource mobilization strategy

A main rationale of the current resource mobilization strategy is to guide the development and presentation of a convincing business case in a resource constrained environment, that the UN is well positioned to be the best partner in response to national priorities as articulated through the POC. Doing so, we will both mobilize and leverage resource resources.

The strategy is also aimed at providing the UNCT with scenarios and approaches to consider for increasing the potential for fundraising to the Programme of Cooperation.

To this end, this strategy is aimed at supporting the resource mobilization efforts of the UNCT in Albania, with a view to meet the funding targets of the POC, in response to national development objectives and to progressively over time ensure that the existing funding gap is closed.

The need for a strategy for enhanced and dedicated resource mobilization efforts implies that the UNCT has to continuously (re-) position itself in today's development context in Albania, in order to successfully raise funds in a pragmatic, sustained and predictable manner.

Working jointly with resource mobilization and guided by this strategy, it is anticipated that we would see a further reduction in potential, uncoordinated and parallel fundraising efforts of the UNCT members. This would increase the ability for the UN as a system to coordinate and target its efforts more coherently. This will reciprocate positively with the donor community in Albania, to the benefit of our host Government.

e) The specific objectives of the joint resource mobilization strategy

- To identify priority areas of funding and gaps of the POC;
- To support strategic leveraging of funds and resources for the implementation of the POC;
- To support mobilization of predictable multi-year allocations to fully operationalize the POC.

f) Strategic considerations

Internal dimension:

- Continued review and adaptation of the strategic positioning of the UN, its value added and the various comparative advantages including impartiality, convening power, universal norms and standards – viewed in light of the donor priorities will be critical for targeting the right donors;
- The approach is not to “prepare projects” and try to sell these to in-country donors, but rather to engage with donor partners on the subject matters of their priority so that over time they realize the value added of the UN’s role and contribution and consider the UN as a trusted partner that achieves results;
- Working jointly on resource mobilization entails that we capitalize on UNCT members’ comparative advantages to address issues of the existing funding gap in a coordinated manner;
- The Coherence Fund is supporting the DaO initiative, however in light of the downward income channeled through the Coherence Fund we need to scale up the experiences of maintaining the Coherence Fund as a continued funding option for external donors;
- Agency specific fundraising will continue parallel to the mobilization of resources through the Coherence Fund; however, agency specific resource mobilization should not preclude other agencies from being involved and having a stake in that negotiation if there is a result that requires joint execution;
- Fundraising options and planning should be a multiyear undertaking, while fund utilization should be based on Annual Work Plans. In negotiating funding for POC results from any donor or fund – it is critical to point out the necessity of multi-year predictable funding options from the donor partner while increasing the proportion of un-earmarked funding (quality resources) if this dimension at all is possible to influence;
- As the POC is composed of multi-agency output working groups for achieving common results, it establishes a need for a coordinated approach for realistic and joint resource planning through mobilizing funds (earmarked and/or un-earmarked), agency-specific or through the Coherence Fund – to support delivery of POC results;
- Accountability. In the continuum, we need to elevate our credibility vis-à-vis donors to make best and timely use of resources to achieve planned results, as stipulated in bilateral donor agreements;
- Advocacy and increased visibility of UN’s presence in Albania to external partners for increased fundraising potential.

External dimension:

- Enhanced partnership with the European Commission and in connection to the IPA - explore funding opportunities in areas where UN can contribute and has comparative advantage – this should be considered an urgent priority for 2013 and beyond;

- Broaden donor base: Expansion of the **non-traditional donor base** to include international financial institutions and development banks, non-traditional donors including Gulf States, foundations, the private sector and emerging donors such as China, Turkey and others as well as global or agency specific thematic and sectoral funding options will be approached;
- Broaden donor base: Expand the funding base from both **traditional/main bilateral donors**. Donor country capitals and their focal points in Albania and specific sectors or themes focal points/departments will also be reached. The approach, in which the UN will establish and re-establish its connections with the donor community, will be flexible and pragmatic;
- DSDC as a key partner and advocate for UN as a trusted partner for donors. Influencing opportunities are not many but one main opportunity we can possibly influence is the periodic DSDC consultation meetings with bilateral partners where amongst others, funding priorities and other arrangements are discussed;
- Government cost-sharing opportunities to be further negotiated with relevant government authorities - the rationale is that this is a government owned programme and as such, cost-sharing will increase further that ownership.

g) Preliminary Initiatives²

- Develop and continuously update a donor intelligence and information system, which encompasses elements such as donor profiles, sector/theme priorities and other relevant data;
- Build relations and systematize our engagement with donors; 1) donors who have contributed to UN Albania in the past, 2) existing and 3) potential new donors: it means meeting with and negotiating with donors face-to-face (this may be with resident donors in Tirana, but also to include donor capitals, missions and representations), depending on the specific situation, in presenting the priority, UN's relevance and value added through which the UN is the best suited partner;
- Build a strong partnership with the European Commission (EC). Conduct meetings with the European Commission, to negotiate funding for strategic activities of the UN, in areas where the UN and IPA is aligned but where government cannot absorb or implement that particular programme or programme issue. Discussions on the relation with the EC will be a continued priority for the UNCT in the short term;
- Develop an advocacy brochure for dissemination to the donor community in Albania - communicating our efforts and results more effectively to existing and all potential donors to revitalize the value added of the UN in Albania;
- Develop a time bound and multi-annual implementation plan following endorsement of this strategy, which also needs continuous periodic monitoring and adjustment.

V. Implementation Plan, Monitoring of Resources, Roles and Responsibilities, Accountability

a) Implementation Plan

A strategy is only as good as its implementation efforts are reflected through collaborative, timely, well-thought and strategic actions and therefore a time-bound *implementation plan* aligned with the current strategy will support the UNCT in approaching the right donors, with the right ideas, for the

² These actions will be further logically sequenced and detailed in the multi-annual UNCT Resource Mobilization Implementation Plan.

right objectives in a timely manner. In other words – to mobilize funds for national priorities, where the United Nations is relevant and has a value added – will be a key driving force of the future efforts to come. In ensuring proper coordination amongst members of the UNCT in translating the current strategy into actions – through the implementation plan, there will also be a need for a dedicated coordination around these actions which will be discussed jointly, in those areas where we need joint planning and coordination, to further the implementation of the strategy. The strategy and implementation plan needs continuous monitoring and adjustment for making headway in mobilizing funds and increasing the credibility vis-à-vis the donor community. Support for the implementation of this common strategy will be done through the RC Office, incorporating the inputs of all UNCT members on a continuous basis.

b) Monitoring of resources

The Results Framework (Annex A to the Programme of Cooperation) and the corresponding Integrated Resources Framework (Annex B to the Programme of Cooperation) are the cornerstones of the Delivering as One UN initiative and provide an incentive mechanism to encourage agencies to be results oriented and to work within the Programme of Cooperation. The Integrated Resources Framework offers greater predictability of resources by presenting a clear picture of the agreed, costed results of the Programme of Cooperation including:

- Core/regular resources of the UN agencies involved;
- Existing/ongoing extra-budgetary or non-core resources from all sources; and
- The funding gap between existing resources and the total cost of the Programme of Cooperation.

The Resources Framework is updated by the participating agencies.

The Office of the UNRC maintains and shares on a regular basis an up-to-date overview of Programme of Cooperation's funding status, including:

- Contributions of donors to the Coherence Fund;
- Overview of donors that have expressed interest to contribute to the Coherence Fund;
- Allocation by the Joint Executive Committee (JEC) by participating agency and pillar of the Programme of Cooperation.

c) Roles and Responsibilities

In the context of guiding implementation of the strategy in a minimum best manner, the proposed *Roles and Responsibilities* of the common work are the following:

- The UNCT members and the Government will meet periodically to discuss and update the strategy;
- Under the leadership of the UNRC, the members of the UNCT, will work together in a coordinated manner, to mobilize funds to cover the existing funding gap;
- The UNRC will provide ongoing support to UNCT members for the mobilization of additional resources;
- Through the semi-annual reporting the RCO will share information on the funding status of the POC with updated information on the financial status of the Coherence Fund;

- The Government will work closely with the UNCT to mobilize resources from donors to support the implementation of the Programme of Cooperation;
- The Government through its line Ministries will ensure that counterpart funds (Government cost-sharing) necessary for the POC will be made available in a timely and adequate manner, which consists of both in-kind and in-cash contributions for personnel, premises, supplies, and technical assistance;
- A close working relation with the DSDC in the mobilization of government financial and in-kind resources will be critical in this connection;
- Alignment of UN planning process with governmental planning cycle.

d) A note on the accountability dimension

In order to maintain solid working relation with our donor partners, and in ensuring a continued high level of credibility of the UN in Albania, accountability vis-à-vis our donors is critical, regardless of these contributions being agency specific or channeled through the Coherence Fund. Accountability through effective management of donor contributions is therefore an increasingly critical element of the partnership dimension with external donors.

Continuing sustainably with successful fundraising and leveraging of resources from donor partners is critically dependent on the timely reporting on the various contributions as per the contribution agreements stemming through performance, delivery and absorption of funds.

In today's development context in Albania, and for the UNCT to increase the continued opportunities for raising funds for POC delivery – we need to be cognizant of the importance of maintaining a high level of credibility and accountability of donor funds through our reporting efforts in our future collective work in resource mobilization.

VI. Conclusion

The UNCT will have to be prepared for a considerable effort in meeting funding need and targets to deliver the POC. Only a handful of donors are based in Tirana, and in the current situation, diversifying our donor base will be critical. The partnership with European Commission will be critical, while we will work closer with Government in influencing policy decisions of main donors in Albania.

A few main issues can be summarized as follows:

- The external situation calls for the UN to coordinate and work together in order to deliver the POC;
- Diversifying and expanding the donor base when we aim to increase funding opportunities for POC delivery;
- Implementation arrangements and internal roles and responsibilities of the future actions will have to be discussed and planned well in consensus;
- Stronger coordination, transparency and teamwork will be important issues in the context of resource mobilization for the UNCT in Albania.

VII. ANNEXES

ANNEX I. Assessment Questionnaire in Resource Mobilization and Partnerships, UNCT Albania, July/August 2012

		Yes	No
1.	Does your agency have an Albania country specific Resource Mobilization Strategy or Plan?	x	xxxx xxxx xx
2.	Does your agency have a dedicated focal point for Resource Mobilization to support your programme and operations in the context of implementing the 2012-2016 Programme of Cooperation in Albania?	xx	xxxx xxxx x
3.	Do you believe that we will have more probability of attracting additional funding when we work together with resource mobilization issues?	xxxx xxxx xx	
4.	Do you see a need for your office to build capacity in terms of resource mobilization? (Pls. see link to question 12)	xxxx xxxx vx	x
5.	Would it be a value added if the UNCT established a Resource Mobilization Task Team to ensure the implementation of a UN Resource Mobilization Strategy in Albania?	xxxx xxxx v	x

6.	Do you have some ideas for new partnerships with non-traditional donors, the private sector or other stakeholders? (Pls. elaborate below)
	International foundations, and newly opened embassies from high income countries in Tirana. Private sector could be something to explore. SWG, Islamic Development Bank. Joint projects with UNICEF and UNDP in a more integrated approach with one joint work plan, working in the same areas and beneficiaries, under the same timeline and coordination. Our agency sees more opportunities at the country level than at the HQs level. Possibilities for working with China, Japan, Korea and other Asian/Arab donor must be explored Cooperation with International organization/NGO-s such as World Vision, and the World Bank increased Due to Headquarters control and policies on donations in general, it is difficult to identify non – traditional donors. It is anyhow a good source for small but well tackled projects, related to issues which are somehow accepted by the Government as of particular concern. In the non – traditional donors the most important and embassies or entities establish to operate as foundations (deliver external aid) from countries which have recently become donors. Yes, for instance with the private sector. But our idea is not that the private sector funds or gives money to the UN – but that the national wealth/resources (wherever these are located, in private or public sector or so called non-traditional donors) are used for the “right” purposes.

	Our agency works in other countries with an array of non-traditional donors, such as HP. Microsoft, etc. Personally, I do not believe in UN partnership with the private sector (especially in Albania where there is a lack of transparency).
7.	What opportunities do you see for fundraising? (Pls. elaborate below)
	To have a few donors involved in sectoral working groups if we present a coherent approach. EU funds seem to be the future. For the rest it looks more difficult. Work on preparing project proposals that fill the gaps of the National Plan. SUN (Scale Up Nutrition) (FAO/UNICEF) UNREDD (FAO/UNEP/UNDP) GEF To organize consultations with Donors and Governmental Senior officials around thematic areas. Opportunities for EC/EU funds to be closely monitored Regional Initiatives be kept in the loop Through presenting small projects whose result can be measured to the most concrete possible. The non-traditional donors mentioned above and sometimes private sector interested in financing projects of humanitarian projects can be addressed more and more through ensuring them (sometimes a challenge <i>per se</i>) the required visibility. Partnership activities organized by the Government and our agency to stimulate public private partnership building (involving international companies operating in Albania). Other IC actors: EU, OSCE, Council of Europe, Embassies. Not too many opportunities, unfortunately.
8.	What suggestions would you have to improve the way we work with resource mobilization and/or partnership-building? (Pls. elaborate below)
	Increase trust among UN agencies and adopt common UN messages. Drafting the strategy ASAP, updating a data-base of the donors, meeting regularly and exchanging information and views. Understand better the gaps the Government has, matching them better to the priorities of donors. A mapping of the potential donors is needed. We should prepare a thematic area based RM in order to avoid agencies fighting. A more elaborated advocacy strategy to go hand in hand with the resource mobilization strategy is needed. Resources are mainly raised around the quality of the proposed interventions and the performance of the fund recipient. If we want to raise more funds, we need to improve the conceptualization of the

	needed national reform efforts and how we support these, and we need to improve the “visible” performance of our participating agencies (including my own). Communicate more, be more visible, about our CONCRETE actions in the field.
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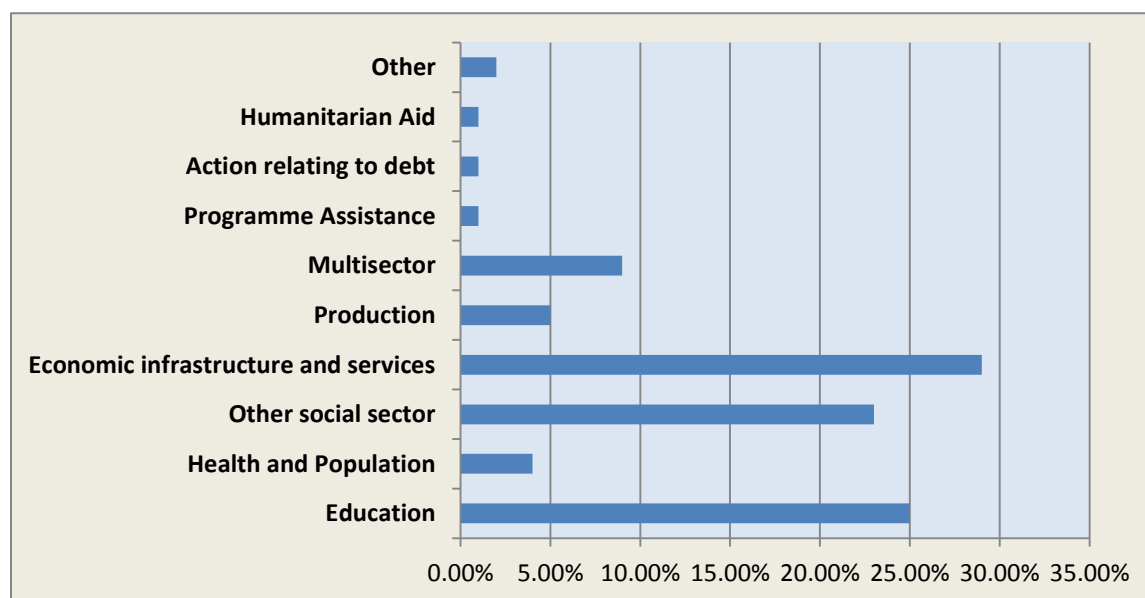
		Strongly agree	Somehow Agree	Somehow disagree	Strongly disagree	Don't know
9.	The UNCT should work together on mobilizing funds and achieving results for the 2012-2016 Programme of Cooperation?	xxxx xx	xxx			x
10.	What are the main constraints to mobilizing funds for your agency and the Programme of Cooperation?					
	a) We lack staff	xxx	xx	xx	x	
	b) We lack the time	xx	xxx	xx	x	
	c) It is difficult to raise funds in a Middle Income and EU pre-accession Country	xxxx xx	xxx	x		
	d) Shifting donor priorities	xx	xxxx x	xx		
	e) Bureaucracies within our office and HQ	x	xxx		xxx	x
	f) Other – Please specify.					
	g) All of the above (A-C)	x				
11.	In terms of partners, which do you prioritize?					
	a) Government of Albania	Xxxx x	xxx		x	
	b) Bilateral government donors	xxxx xxxx	xxx			
	c) Civil Society Organizations	xxx	xx		x	
	d) Non Governmental Organizations	xx	xxxx			
	e) UN including Development Banks	xxx	xxx	x		
	f) Foundations	x	xxxx xx			
	g) Private Sector	xxx	xx	xx		
	h) Other – Please specify.	Trade Unions, Employers Associations (Strongly agree)				
12.	What capacity would you need in terms of enhanced resource mobilization to support your programme?					
	a) Writing proposals with a view to fundraising	xxxx	xxx	x		
	b) Negotiating and communicating with donors	xxxx	xxxx	x		
	c) Periodic progress reporting/contribution management	xxx	xxxx	xx		
	d) Advocacy efforts to increase visibility	xxxx	xxxx x			
	e) Information about donors and their priorities	xxxx xxxx		x		
	f) Other – Please specify.					
The United Nations Resident Coordinator (UNRC) acting fairly on behalf of the Non Resident Agencies (NRAs)						

13.	Any other comments you would like to share at this point? Pls. elaborate below.
It is very important to ensure the visibility and involvement of NRAs in any resource mobilization initiative: The UNRC should represent the NRA's and advocate for NRAs' activities and expertise on the basis of inputs provided by NRA's. Use audio/videoconferences as often as necessary.	
We have to be able to do more with less money, be more strategic, in areas of high impact where UN is relevant and has comparative advantage.	

ANNEX II. A snapshot of Albania aid statistics, January 2012, Source OECD/DAC and Worldbank.

Receipts	2008	2009	2010	Top Ten Donors of Gross ODA (2009-2010 average)	M USD
Net ODA (USD million)	363	357	338	EU	72
Bilateral share (gross ODA)	72%	68%	67%	1 institutions	
Net DA/GNI	2.80%	3.00%	2.90%	2 Germany	54
Net Private Flows(USD million)	367	372	464	3 Greece	53
				4 Italy	53
				United States	32
				5 IDA	30
				6 Switzerland	13
				7 Sweden	11
				8 Spain	10
				9 OFID	8
				10	

<i>For reference</i>	2008	2009	2010
Population (million)	3.2	3.2	3.2
GNI per capita (Atlas USD)	3,820	3,960	3,960



ANNEX III. Evolution of the nature of ODA flows to Albania, type/sector.

Chart. Total external assistance to Albania, disbursements, grants and loans ratio, (EUR million). (DSDC database 2012)

