

Theme III

Partnership and Resource Mobilization

1. Introduction

1.1 Overview

This paper discusses two interrelated topics, namely partnership and resource mobilization. Partnerships and resource mobilization have become essential elements for organizations to implement their programmes and projects in a world faced with competing priorities and limited resources. The current drivers for partnerships and resource mobilization include:

- (a) **Transforming our world: the 2030 Agenda for Sustainable Development:** - In 2015, the UN General Assembly adopted a plan of action for people, planet and prosperity with 17 Sustainable Development Goals and 169 targets. It provides a foundation for decision making at national and international levels on issues of sustainable Development and related policies;
- (b) The **Sendai Framework** for Disaster Risk Reduction 2015-2030 was adopted at the Third UN World Conference in Sendai, Japan in 2015. In 15 years, it aims to substantially reduce disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries. It recognizes the need to strengthen Multi-Hazard Early Warning Systems by enhancing hydro-meteorological warning services and improving emergency plans and operations to better prepare for hydro-meteorological and climate-related hazards.
- (c) The **Paris Agreement:** The Paris Agreement, under the UN Framework Convention on Climate Change, aims to strengthen the global response to the threat of climate change in the context of sustainable development and efforts to eradicate poverty.
- (d) The **Istanbul Programme of Action** charts out the international community's vision and strategy for the sustainable development of least developed countries (LDCs) for the Decade 2011-2020, with a strong focus on developing their productive capacities.
- (e) **Samoa Pathway:** The Small Island Developing States (SIDS) Action Platform, the SAMOA Pathway, endorsed during the Third International Conference on SIDS (Samoa, 2014) calls attention to efforts of SIDS to : a) build resilience to the impacts of climate change and to improve their adaptive capacity through the design and implementation of climate change adaptation measures appropriate to their respective vulnerabilities and situations; b) improve the baseline monitoring of island systems and the downscaling of climate model projections to enable better projections of the future impacts on small islands; c) raise awareness and communicate climate change risks, including through public dialogue with local communities, to increase resilience to the longer-term impacts of climate change.
- (f) The **Global Framework for Climate Services (GFCS):** The GFCS aims to enable better management of the risks of climate variability and change, and adaptation

to climate change, through the development and incorporation of science-based climate information and prediction into planning, policy and practice. The GFCS and its implementation Plan, supported by a strong corporate approach to Branding, Marketing and Communications, constitutes a strong platform for the National Meteorological and Hydrological Services (NMHSs) to demonstrate to their political leaders the social and economic benefits of weather, climate and water products and services in support of resource mobilization.

- (g) The decision of Cg-17 on the need to build new partnerships;
- (h) The future role of the private sector in meteorology;
- (i) The **International Air Transport Association** 20 year Passenger Forecast, indicating that passenger numbers were expected to reach 7.3 billion by 2034. China is projected to overtake the US as the largest passenger market by 2030; and by 2034 the fastest-growing markets in terms of new passengers per year would be China and Indonesia, and eight of the ten fastest-growing markets would be in Africa (the top five being Central African Republic, Madagascar, Tanzania, Burundi and Kuwait). This will require improvements in infrastructure and human resources to enable NMHSs in developing countries and LDCs to provide high quality services to address the projected increase in flights;
- (j) The demand for specialized skills to provide high quality, user oriented services to enhance the resilience of society to the impacts of extreme climate events; and
- (k) Priorities in WMO strategic Plan

1.2 Partnership

Rather than act individually to satisfy the rapidly evolving needs of society, organizations have been compelled to come together and form partnerships to address issues of common interest. Fundamentally, effective partnerships built upon principles, and shared goals where the contribution of each partner is respected by all contributors. Partnerships enable organizations to share their diverse competencies and resources to address issues collaboratively in the realm of their respective mandates. Partnerships and alliances are undoubtedly essential in helping organizations pursue their development priorities and engage all those in a position to make a difference.

Several partnerships have been established over the years worldwide, with some being active for only a short time. It should be noted that partnerships face several challenges, including the difficulty of setting them up and maintaining them, the need for political will and resources, and inability to realize results in a short time. Factors influencing partnerships include external drivers, partner motivations, partner and partnership characteristics and process issues.

Important characteristics to consider when choosing a partner are resource profile, previous partnership experience, area of focus, stakeholder representation, exchange of protocols and understandings, power dynamics, cultural fit, time horizons for the activities, and reputation. The process issues to consider for the success of a partnership include exploring differences, shared vision, agreeing on norms, building trust, handling conflict, reaching consensus, devising accountability criteria, sharing power, ensuring voice and cultivating effective leadership.

To address complex challenges partnerships can, and often do, function boundaries of geography, economic sector or technical background. This can involve complicated

phases of partnership building, where the potential partner need to develop an understanding of each other's boundaries, needs and competencies.

Changes in the membership of a partnership or the tasks for which the partnership was established may require a review of the partnership.

1.3 Resource mobilization

Resource mobilization is a process of mobilizing financial and non-financial resources from external or internal sources to support the implementation of an organization's activities. It should be considered as a way of nurturing lasting relationships with donors as partners. In the context of international capacity development, it is crucial to consider the international funding partners as actual partners with goals and an agenda, rather than as donors. Fundamental to any resource mobilization approach whether from international partners, national governments or the private sector is

1. a **plan** for a change,
2. with a specifically intended **benefit**
3. that is backed by **evidence**

The reasons why resource mobilization is essential to any organization include:

- (a) Enabling continued provision of services to stakeholders;
- (b) Enabling an organization to sustain its services in a world of limited resources;
- (c) Providing resources to improve or enhance services;

Factors that influence the success of resource mobilization include:

- (a) Clarity and commitment to the vision and mission;
- (b) Availability of competent staff
- (c) Having programmes with the potential to yield results;
- (d) Good previous achievements;
- (e) Evidence of effective management and leadership;
- (f) Having in place financial systems to manage the resources raised;
- (g) Having a good reputation and credibility;
- (h) Demonstrating mutual respect and knowledge sharing with stakeholders and
- (i) Ability to attract, create, and sustain new resources.
- (j) Having or establishing an evidence base that supports the requirement and process for the intended change.

It is often the case, particularly for national funds, that resources are limited and organizations have to compete for them, being able to justify the investment is crucial

2. Situation analysis

2.1 International Context

2.1.1 Partnerships

The partnerships announced at the World Summit on Sustainable Development in 2002 were recognized as a sharp departure from traditional conference practice, since they

represented an innovative mechanism for moving from paper commitments to joint action on the ground by governments, business and civil society actors.

Achieving the ambitious 2030 Sustainable Development Goals and their targets requires a revitalized and enhanced global partnership that brings together Governments, civil society, the private sector, the UN and other actors, and mobilizes all available resources. The 2030 Agenda for Sustainable Development includes, under Sustainable Development Goal 17 entitled “Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development”, a call for enhanced global partnerships for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources to support the achievement of the Goals.

2.1.2 Resource Mobilization

In 2014 the Joint Inspection Unit analysed the resource mobilization function within the UN in a study that looked at practices in twenty-eight organizations. They noted that there was no universal approach to resource mobilization across the UN System. They indicated that elaborating a strategy helps to avoid sending different messages to donors and to forestall “in-house” competition; helps to avoid piecemeal efforts; creates a sense of ownership and accountability, thus leading to better-planned, up-front pipeline resources; helps in allocating resources where they are most needed; and ultimately leads to comprehensive programme delivery and impact.

The UN global partnership for financing sustainable development has the objectives to:

- (i) ensure coherence and coordination between different policy processes, organizations and stakeholders at the systemic level, and
- (ii) help increase the mobilization and improve the allocation of resources for sustainable development across all relevant areas, stakeholders and processes of the post-2015 development agenda, while at the same time providing a framework for development cooperation.

2.2. WMO Context

2.2.1 Overview

WMO has an office dedicated to resource mobilization and partnerships. The Resources Mobilization and Development Partnerships (RMDP) coordinates efforts to identify investment mechanisms and partnership opportunities for development of weather and climate services in all Member States and Territories.

The assistance can be in the form of direct financing, by a transfer of technology and expertise, and by leveraging strategic partnerships with major development partners such as international development banks, overseas aid agencies, other UN agencies and NMHSs in developed countries. This work is undertaken in close cooperation with the Regional Offices and Technical Programmes.

The main objectives of RMDP include:

- (a) Identifying development needs at the regional and national levels with Members and Regional Offices;
- (b) Establishing strategic partnerships with development agencies and setting-up multi-annual collaborative arrangements;
- (c) Coordinating the elaboration of proposals within the Secretariat for funding of development projects;
- (d) Coordinating project implementation across Technical Programmes;
- (e) Coordinating Climate Funds accreditation and submission of funding proposals (e.g. Green Climate Fund, Adaptation Fund);
- (f) Coordinating and streamlining the Voluntary Cooperation Programme to expand its support base and accelerate fund allocation processes and timelines;

2.2.2-Partnerships

The complexity of the Earth system, the atmosphere, oceans, freshwater bodies, land and biosphere, and how it shapes environmental processes, make it a challenge for scientists and operational services to improve the quality of related information and products. No single government or agency has the necessary resources, financial or intellectual, to address all the challenges on its own. Consequently, the success of WMO depends on its ability to partner with internal stakeholders and external organizations to meet its objectives.

WMO partners with international agencies, other organizations, academia, the media and the private sector to improve the range and quality of critical environmental information and services. Strategic partnerships at WMO are designed to:

- Heighten understanding of weather, climate and water information and service capabilities of NMHSs of WMO Members and other international and national organizations. This is part of building and communicating the evidence base for the potential of NMHSs to deliver public good. Enhance the ability to use the capabilities and information of other organizations in developing and improving WMO information and services. The expectation is that the scope of services and the responsiveness of Members' agencies to emerging requirements will increase by leveraging capabilities of partners to develop and sustain service improvements. This leads to partnerships between members that deliver at the national level.
- Broaden partnerships between developed, developing and least developed countries, involving relevant national agencies. The expectation is that the capabilities of countries to acquire and exploit information for the public good will be enhanced and that all countries will benefit from closer cooperation.
- Maintain a proactive role in ensuring a coherent, science-based approach within the UN and among other stakeholders to implement international environmental conventions. The expectation is that WMO activities will be mainstreamed into agendas for action by the international community.

Education and training is essential for realizing effective implementation and sustainability of development initiatives. Over the past several decades, WMO, in partnership with UN Agencies, has been in the forefront in developing human resources capacities of the NMHSs through training, provision of educational materials and

awarding of fellowships. This has enabled NMHSs, especially those in developing countries, to optimise staffing to provide high quality services and contribute to national development and global cooperation. Over the next decade, WMO will place greater emphasis on education and training activities and issues that will continue to bridge the gap and build local capacities in science and technology. This will require enhanced partnerships and mobilization efforts.

Educational and training is often an integrated part of a development program. It is important that training actors are proactive in working during the program development phase. We do this to ensure that training is an integrated part of the program that supports the change, rather than some kind of add on activity. It is often the training partner that will bring their knowledge of competency based education to make the training more focused on what is really needed.

WMO is a founding member of the UN Alliance on Climate Change Education, Training and Public Awareness. The UN Alliance, launched in 2012, boasts 13 members and is led by the Secretariat of the UN Framework Convention on Climate Change (UNFCCC). It supports Parties in their efforts to initiate and undertake activities related to the implementation of UNFCCC Article 6 on Education, Training and Public Awareness and the closely related Article 12 of the Paris Agreement ¹.

The objectives of the UN Alliances are to maximize synergies and coherence of activities; avoid duplication of effort and utilize available expertise and resources through enhanced coordination; promote a clear link between the work of its member organizations and the UNFCCC process; and support Parties to the UNFCCC in their efforts to design, initiate and undertake activities related to climate change education, training, public awareness, public participation and public access to information. Specific activities include organizing multi-stakeholder workshops on Article 6 to facilitate a regular exchange of views, good practices and lessons learned; supporting the development of national strategies on Article 6 of the Convention; and disseminating information and resource materials on the six elements of Article 6;

This UN-wide collaboration offers WMO, its Members and bodies such as the Regional Training Centres an opportunity to expand their cooperation with other organizations and to strengthen their links with the Convention and the broader climate community. The WMO Secretariat, for example, contributes to the UN Alliance through its work with NMHSs and television stations on engaging weather presenters as climate communicators.

The WMO Secretariat reports on the various activities of WMO and its Members to the annual sessions of the Conference of the Parties (COP). These reports could include information on relevant training activities, thus raising awareness of this vital work. NMHSs may also wish to encourage their delegations to the UNFCCC sessions to include information on meteorological, climatological and hydrological training and education in the national communications that they submit periodically to the COP.

¹ Article 12 reads: "Parties shall cooperate in taking measures, as appropriate, to enhance climate change education, training, public awareness, public participation and public access to information, recognizing the importance of these steps with respect to enhancing actions under this Agreement."

2.2.3 Resource mobilization

Resource Mobilization at WMO Secretariat is guided by a strategy approved by the World Meteorological Congress. WMO recognizes the mobilization of financial and in-kind resources to undertake development efforts as a key financial management issue for many NMHSs. Extra-budgetary resources are often the only means to fund new equipment, modernization, training of staff and other initiatives essential for the NMHS to carry out its mission. In recognition of the importance of resource mobilization and the challenge faced by many NMHSs in developing countries in implementing a strategy, WMO has a dedicated Resource Mobilization and Partnership Office (RMPO) to assist NMHSs in developing countries.

During the financial period 2016-2019, WMO will seek to mobilize resources for the implementation of the WMO Strategic Plan, which has Capacity Development as a priority. This entails mobilization to both augment regular budget in “normative areas” such as research, and to enhance the full service delivery capacity of NMHS. This will be achieved through:

- Sourcing direct financing to and through the WMO Secretariat to support and promote the development of Weather, Water and Climate Services in all countries, but especially LDCs and SIDS;
- Supporting where possible NMHSs of Member countries, States and Territories to enhance direct funding to address their needs in line with Global and Regional Strategic Plans;
 - Helping Members identify needs and gaps, suggesting the best approaches to addressing these gaps and working with their governments and other partners to source funds;
 - Assisting with the preparation of long-term NMHS development plans, to comply with WMO standards and best practices;
 - Guidance on project proposal development and project implementation;
 - Partnering with international organizations to ensure NMHSs are included in project development in coordination with WMO regional offices;
- Leveraging partnerships to influence the design and implementation of relevant programmes / projects of UN and other development agencies;
- Seeking partnerships with the private sector;
- Increasing focus on research funding mechanisms; and
- Maintaining a leadership role for meteorology, climatology, hydrology and other geophysical variables and promoting the development of observational networks.

The rapidly evolving needs of society and the increase in the frequency of extreme weather events call for more efforts in education and training to develop skills for providing high quality weather, climate, hydrological and related environmental services.

3. Challenges and emerging issues

3.1 International context

The challenges and opportunities associated with partnership and resource mobilization include:

- (a) The complexity of setting up formal partnerships and potential delays in initiating activities and realizing impacts;
- (b) Political support and legislative backing
- (c) The ability to bring together all relevant actors, some of whom had been competitors;
- (d) The proliferation of partnerships resulting in more complex and fragmented resourcing processes;
- (e) The need for partners to have equal rights;
- (f) The need for partners to have ownership;
- (g) Ensuring effective oversight and accountability
- (h) Establishing how activities implemented through partnerships complement the programmes of partner organizations;
- (i) How the partner organizations establish what is achieved through the partnership;
- (j) The risk of partner organizations being preoccupied with protecting their mandates and setting unrealistic goals;
- (k) The ability to demonstrate mutual respect amongst the partners; and
- (l) Conditions attached to partnerships influencing the ability of organizations to deliver on the tasks.

3.2 WMO Context

The major challenges for WMO include:

- (a) The ability to attract resources to invest in infrastructure and human resource development (which are the most expensive elements in delivering weather, climate, hydrological and related environmental services);
- (b) Convincing partners to invest in WMO programmes and explaining the link between the WMO mandate, and the various socio-economic sectors;
- (c) Having a coordinated approach in developing weather, climate, hydrological and related environmental services in a world where many organizations are attempting to do something in the form of improving or providing services;
- (d) Maintaining standards of observations in a world where many organizations are deploying stations without involving NMHSs of the host country nor WMO; and
- (e) The ability to contribute to the increasing number and range of partnerships.

. Conclusions

Partnerships and resource mobilization have become essential elements for organizations to implement their programmes in a world faced with competing priorities and limited resources. Partnerships and alliances are the wave of the future in helping organizations pursue their development priorities and eliciting the engagement of those able to make a difference. Partnerships enable organizations to share their diverse competencies and resources to address issues that an individual organization cannot address individually.

Care should be taken when establishing partnerships to ensure that they achieve the intended outcomes and do not affect the reputation of the organizations participating in the partnership.

In a world where priorities are escalating, resource mobilization becomes an essential element in successful programme implementation. The ability of an organization to attract resources is highly dependent on the ability to achieve the intended outcome and prudent management of resources.

More investment should be directed to education and training, and modernisation of infrastructure, to enable NMHSs to provide high quality services to meet the current and future needs of society.

5. Recommendations

The following are recommendations related to thematic areas addressed in this paper.

(a) Recommendations for training institutions include:

- i. Working with other service delivery institutions to ensure that education and training needs are factored into service delivery projects as an essential element for success and sustainability;
- ii. Developing education and training programmes focused on the skills required to provide services in a world faced with rapidly evolving societal needs and advances in technology and based on the Congress approved competencies;
- iii. Forming partnerships to resource for shared education and training needs;
- iv. Investing time to develop capacity in building partnership

(b) Recommendations for the private sector include:

- i. Partnering with WMO and NMHSs to invest in the improvement of skills for providing weather, climate, hydrological and related environmental services and in modernizing infrastructure required for high quality services;
- ii. Working with WMO and NMHSs to come up with a cost-recovery policy that would sustain the infrastructure required for gathering and sharing meteorological observations, data and products;

(c) Recommendations for national governments include:

- i. Increasing investments in infrastructure and human resource development to enable NMHSs to provide high quality services and enhance the resilience of society to extreme climate events;
- ii. Developing policies that would facilitate formation of partnerships and implementation of shared initiatives;

(d) Recommendations for development partners and international organizations include:

- i. Recognizing mutual respect in establishing and implementing partnerships;
- ii. Avoiding proliferation of partners that may result in high competition for resources and duplication of efforts;
- iii. Recognizing education and training, and modernization of infrastructure, as essential elements for improving weather, climate,

hydrological and related environmental services for the benefit of society and economic development.

Reference list:

- 1) Report of the Seventeenth World Meteorological Congress 25 May – 12 June 2015 (WMO-No 1157) http://www.wmo.int/aemp/sites/default/files/wmo_1157_en.pdf
- 2) WMO Strategic Plan 2016 – 2019 (WMO no 2261) https://library.wmo.int/opac/doc_num.php?explnum_id=3620
- 3) [WMO_Resource_Mobilisation_Strategy.doc](https://www.wmo.int/pages/prog/dra/.../WMO_Resource_Mobilisation_Strategy.doc)
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