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| UNDP logo | United Nations Development ProgrammeBureau for External Relations and AdvocacyRSCA Addis Ababa | BACK TO OFFICE REPORT (BTOR)Submitted by: Anne HoelscherTitle: Programme AnalystDate Submitted: 8 July 2019 |
| 1. Mission Period (incl. of travel days):UNDP Sierra Leone CO, Freetown, Sierra LeoneFrom: 18 June 2019 To: 22 June 2019 |
| 2. Rationale/Background: Changing donor preferences, decrease in ODA to LDCs, and the transition from funding to financing for development to achieve the Agenda 2030 and the 17 SDGs require UNDP COs to be more innovative, dynamic, and to build a more diverse range of partnerships - not only with traditional bilateral donors - but also with IFIs, host governments, local and international private sectors, vertical funds, and partners from emerging economy countries. Over the past years, UNDP SLCO implemented several multi-year projects and only relied on a few donors and core resources for funding. This narrow approach to partnerships as well as significant changes in the donor landscape (priorities, strategies) post-Ebola response have resulted in decreasing resources of the SLCO. This makes it difficult to expand existing project activities, design new activities, and improve the quality of programming. While UNDP SLCO has developed a Partnerships and Resource Mobilization Strategy (PRMS) that covers the CPD period (2015 to 2019) as well as a Partnerships and Communication Action Plan (PCAP) for the new CPD cycle (2020 – 2023), the documents do not fully consider the latest trends and developments in partnerships building and RM is consequently negatively affected. Additionally, continuously delayed and substandard reporting coupled with inadequate communication of development results and impact to the host government, development partners and other stakeholder further compromise the visibility and image of UNDP SLCO. Moreover, the notion prevails that partnerships building, resource mobilization, and communications rest solely on the shoulders of Senior Management and the respective Comms and P/RM experts and that other departments only play marginal roles.  To ensure financial stability of the office and continue working towards achieving the SDGs in Sierra Leone, it is crucial to address these gaps. Additional and diverse resource streams and more long-term funding need to be explored to decrease the financial risk and provide extra-budgetary support. The PRMS should be updated to address the remaining resource requirements for the current CPD period. Further guidance on the PCAP and how it can be effectively utilized to expand the UNDP SLCO non-core funding base is required as well. |
| 2. Objective of Mission:The objectives of the mission were:* To raise awareness of the importance of Resource Mobilization, Partnerships Building and Communications as an integral part of UNDP SLCO’s work (especially in programming);
* To enhance knowledge of P/RM and Comms procedures and tools specifically on 1) how resources can be better mobilized and 2) impact reporting and effective communication to development partners and other relevant stakeholders;
* To share best practices and lessons learned to improve current and future P/RM management;
* To provide guidance on the revision of the draft PCAP while identifying priority opportunities and engagements leading to expanded non-core resource base
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| 3. Mission Member(s) (include consultants if any)Anne Hoelscher, Programme Analyst, Regional Partnerships Team/RSCA, Addis AbabaRosemary Musumba, International Consultant -Communications, RSCA, Addis Ababa | 4. Cost USD 4,000 |
| 5. Brief Summary of the Mission: The mission encompassed a 2.5-day training on partnerships, resource mobilization and communications for the staff of the CO and debriefing meetings with the Partnerships Advisor and Senior Leadership (RR, Deputy RR) after the training:Day 1 – The Importance of P/RM and Comms and Available Tools During the morning sessions we focused on laying the foundation for successful partnerships building, communication and resource mobilization by providing an overview of the most recent development funding and financing trends globally (ODA, Financing for Development) as well as for UNDP and for UNDP Sierra Leone. The segment on Sierra Leone was present by UNDP SLCO’s Partnerships Advisor, Irene Ntanda. The crucial importance of partnerships building as the foundation for resource mobilization was further highlighted and during a group exercise each department outlined their support and commitment to enhanced partnerships building and consequently resource mobilization efforts of the office. Before Rosemary delved into an introduction to communications, we discussed best practices and tips for partnerships building and resource mobilization. During the afternoon sessions the participants were introduced to the major development partners/donors: bilateral government partners (both from OCED DAC countries and from emerging economies), vertical funds and climate financing, IFIs, Government Financing, and the private sector (both local and international). Useful P/RM tools (P/RM Toolkit, P/RM Analytics Tool, PG intranet sites, RM Opportunities 3-pager) and how to integrate DFA recommendations (which were presented by the National Economist) and tab into the support of the Finance Sector Hub were also discussed. After a session on impact reporting, Day 1 of the training concluded with an interactive exercise on how to pitch successfully to partners.Day 2 – Communication Tools, Comparative Advantage and PCAP The second day of the workshop commenced with a session on communication tools. Participants then went into groups to brainstorm SLCO’s comparative advantage in-country. Each group presented their findings to the plenary, which were actively discussed. The afternoon started off with an introductory session on the PCAP providing the background that led to its development and explaining in the detail its objectives and suggested format. Taking into account the content from the first 1.5 day of the training, the participants then critically reviewed the draft PCAP and formulated recommendations for its more thorough revision. During the afternoon, the Outlook and Strategic Objectives sections of the PCAP were reviewed. Day 3 – PCAP, Next Steps and Debriefing The participants continued to review and develop recommendations for the Action and the Risk and Evaluating Success sections of the PCAP. The workshop concluded with a post-training assessment and closing remarks by the facilitator, the RR and Deputy RR as well as a staff representative from the CO.  During the debriefing meetings in the afternoon, the need for a more integrated and inclusive approach to P/RM and Communications were discussed. It was also highlighted that the training was able to create excitement about P/RM and Comms among staff and that it is crucial that the momentum should not be lost.  5a. Results Achieved The training was able to raise awareness of the importance of P/RM and Comms as an integral and essential part to everybody’s work. It further equipped participants with the necessary tools, skills and knowledge to build more diverse partnerships, mobilize resources successfully, and communicate more effectively to partners. As a direct result, UNDP SLCO set up a RM committee which will lead the CO’s P/RM efforts in the future. Important recommendations for the revision of the PCAP were also generated during the training which will help to improve the quality of the document. 5b. Expected Outcome(s) and ImpactIt is anticipated that SLCO will be able to expand its donor base and deepen partnerships with non-traditional donors both in-country and out-country (international finance institutions, private sector, foundations, faith-based organizations and emerging donor countries) in the long term. This should lead to a more stable funding situation enabling SLCO to continue its important work in support of the SDGs and the Agenda 2030 in Sierra Leone. |
| 6. Key counterpart (s) and persons you met in each location and their contact details:Name(s): the list of training participants is available at UNDP SLCO |
| 7. Follow-up Action Matrix |
| Actions to be taken | By Whom | Expected Completion Date |
| Set up a P/RM Committee and develop ToR | P/RM Committee and Chair Person | 30 July 2019 |
| Revision of PCAP based on recommendations developed during the workshop | P/RM and Comms Committee, UNDP SLCO | 30 July 2019 |
| Finalize fact sheets and share them with RSCA Comms Consultant for technical review | Heads of Programmes, UNDP SLCO | 10 July 2019 |
| 8. Distribution List (BTOR sent to): UNDP Sierra Leone RR, Deputy RR, P/RM Advisor; RSCA Director; BERA RP Team Leader |

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