

Resource Mobilization

UNEP's funding is made up of a) Core Funding, comprised of the Environment Fund (EF), and the UN Regular Budget (RB), and b) Extra-Budgetary Funding (XB). Core funding is primarily used to fund staff posts, with a small amount allocated to funding project activities. Most funding for project activities comes from XB funding. Core funding makes up around 15% of UNEP's funding, XB accounts for around 85%.





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Approach and Principles

At the organizational level, resource mobilization efforts are guided by the [Resource Mobilization Strategy for the UNEP](#). Its objective is to ensure funding is available for the implementation of the Medium-Term Strategy (MTS) 2022-2025 and related Programmes of Work (PoW).

Resource Mobilization at the project-level is often non-linear and will take place during concept development and project design and continue during project implementation. A project must have a minimum of 25% of its **activity costs** secured from XB funding sources to gain approval from UNEP's Project Review Committee (PRC).

The following principles apply to all resource mobilization efforts:



Resource mobilization is a shared responsibility among senior managers throughout the organization. It is coordinated through meetings such as internal EU coordination meetings, and the internal XB funding meetings.



Where an effort is made to mobilize resources at country level, Staff members must liaise with the relevant Regional Office(s) to ensure that outreach is conducted, keeping in mind that procedures can vary from country to country.



Various teams and units in UNEP have roles and responsibilities in the organization's resource mobilization efforts, and relationships with funding partners. This includes [the Public Sector Partnerships and Resource Mobilization Unit](#), [Private Sector Unit](#), [GCF Coordination Office](#), [GEF team](#) and EC Operations Unit (EC funding) in the Corporate Services Division (CSD), and the Policy and Programme Division (IKI, UNDA, SDG Fund). To ensure support and coordination staff members engaging in resource mobilization should coordinate with the relevant unit responsible for the partner relationship.



All projects submitted to any potential public or private sector funding partner must be cleared as a Project Concept, by UNEP's Concept Approval Group (CAG). The Project Concept is the document upon which discussions are held with a potential funding partner and the Project Document (ProDoc) is then developed. The fully developed Project Document should not be signed off by a funding partner until after UNEP's approval of the project is provided via the Project Review Committee (PRC). (See Chapter 3- Project Cycle Management).



Staff applying for funding must coordinate with the funding partner to ensure that the final ProDoc responds to all the funding partner's substantive and formal requirements. If, because of the Review and Approval phase, significant changes are required to comply with a funding partner's requests, the project must be re-submitted to the approval process (See Chapter 3- Project Cycle Management).



When approaching a non-UN, non-governmental, inter-governmental entity, private sector or philanthropic entity, the [Due Diligence Procedure](#) applies and partners need to be screened before any legal agreements can be concluded. See Chapter 7 - Partnerships for more information.



Legal agreements formalizing the funding partner's contribution to a specific project can be signed only after the ProDoc has been approved in the organization. The approved ProDoc is then attached and forms an integral part of the legal agreement. Should the funding partner insist on using an agreement different from the standard UNEP text, the Project/Task Manager should submit the partner's text to the UNEP Legal Unit at the earliest possible opportunity for clearance. (See Chapter 8 – Legal Agreements).



Environment Fund (EF)

The Environment Fund (EF) finances the core functions needed to implement UNEP's Medium-Term Strategies (MTS) and Programmes of Work (PoW).

All UN Member States are encouraged to make regular contributions to the Environment Fund. The Public Sector Partnerships and Resource Mobilization Unit, working closely with the Executive Office, Divisions and Regional Offices, leads mobilization efforts for contributions to the Environment Fund. The share that each Member State is encouraged to contribute to the Environment Fund is represented by the Voluntary Indicative Scale of Contributions (VISCO). Staff members should, remember at all times when interacting with funding partners, that the priority for UNEP is to increase contributions to the Environment Fund to support the approved Medium-Term Strategies (MTS) and Programmes of Work (PoW).

As of 2022 the Environment Fund provides USD \$70-\$80 million of funding annually. It allows UNEP to carry out its mandate of being the leading global authority on the

environment, helps us support countries to deliver on the environmental dimensions of the 2030 Agenda and the Sustainable Development Goals (SDGs).

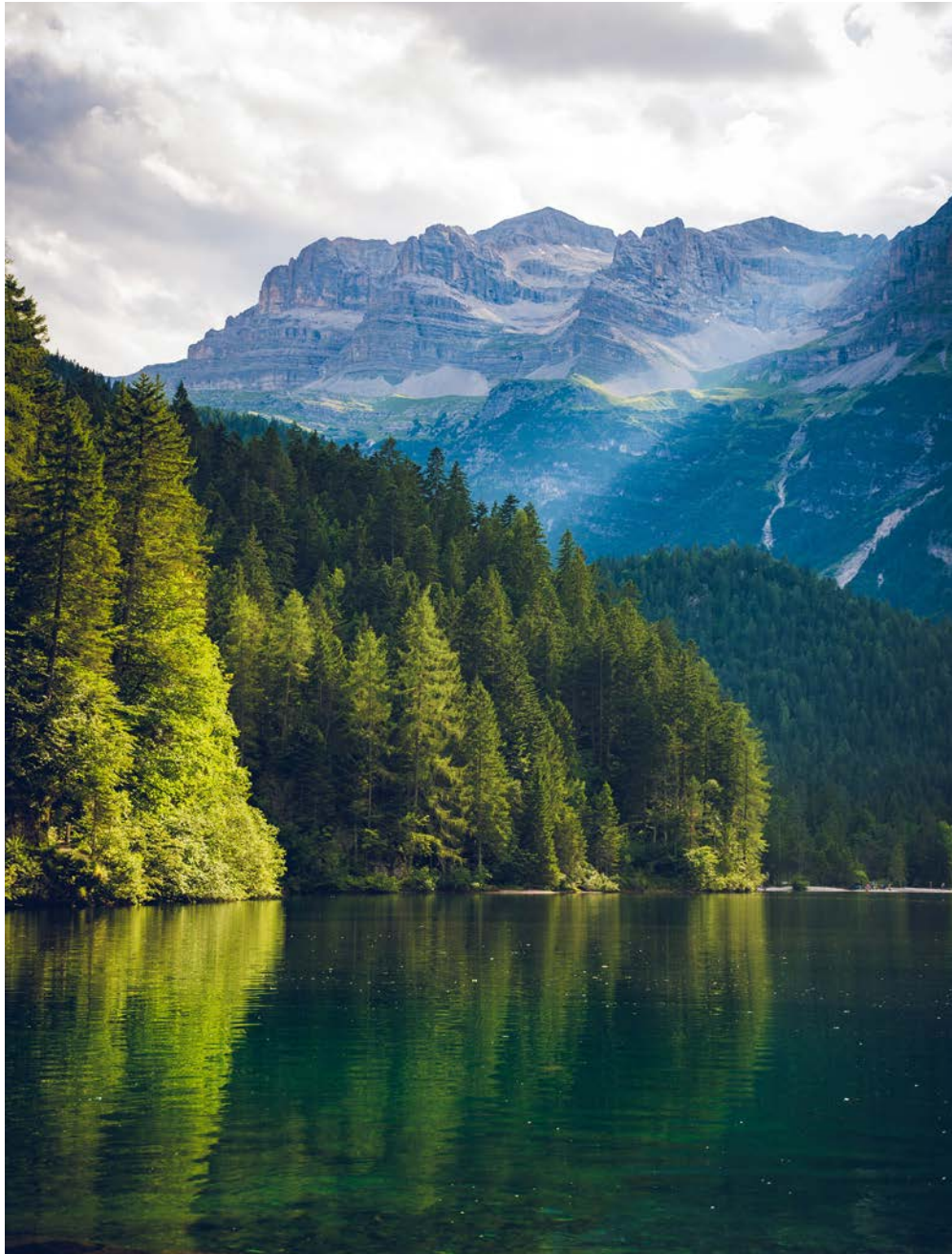
85 per cent of the fund is used for thematic sub-programmes and programmes. The rest supports strategic direction, management, and programme support, which are critical for implementing the organization's vision and ensuring robust oversight and delivery. At the project-level, the EF primarily funds staff positions. The EF plays an important role in UNEP's project delivery work. It is used to bridge funding gaps, and to leverage XB funding. Further information can be found on the [Environment Fund](#) page of WeCollaborate.



UN Regular Budget (RB)

The regular budget of the UN is core budget from the UN Secretariat.

Funded by assessed contributions from Member States, as of 2022 it provides USD \$20-\$25 million annually in limited funding support to UNEP for executive and management functions. The Secretariat informs the Executive Office of funds allocated to UNEP for each biennium based on a review of UNEP's PoW. The RB tends to cover management and coordination functions rather than project activities.



Extra-Budgetary (XB) Funding

Extra-Budgetary (XB) describes resources that come from sources other than the EF and RB.

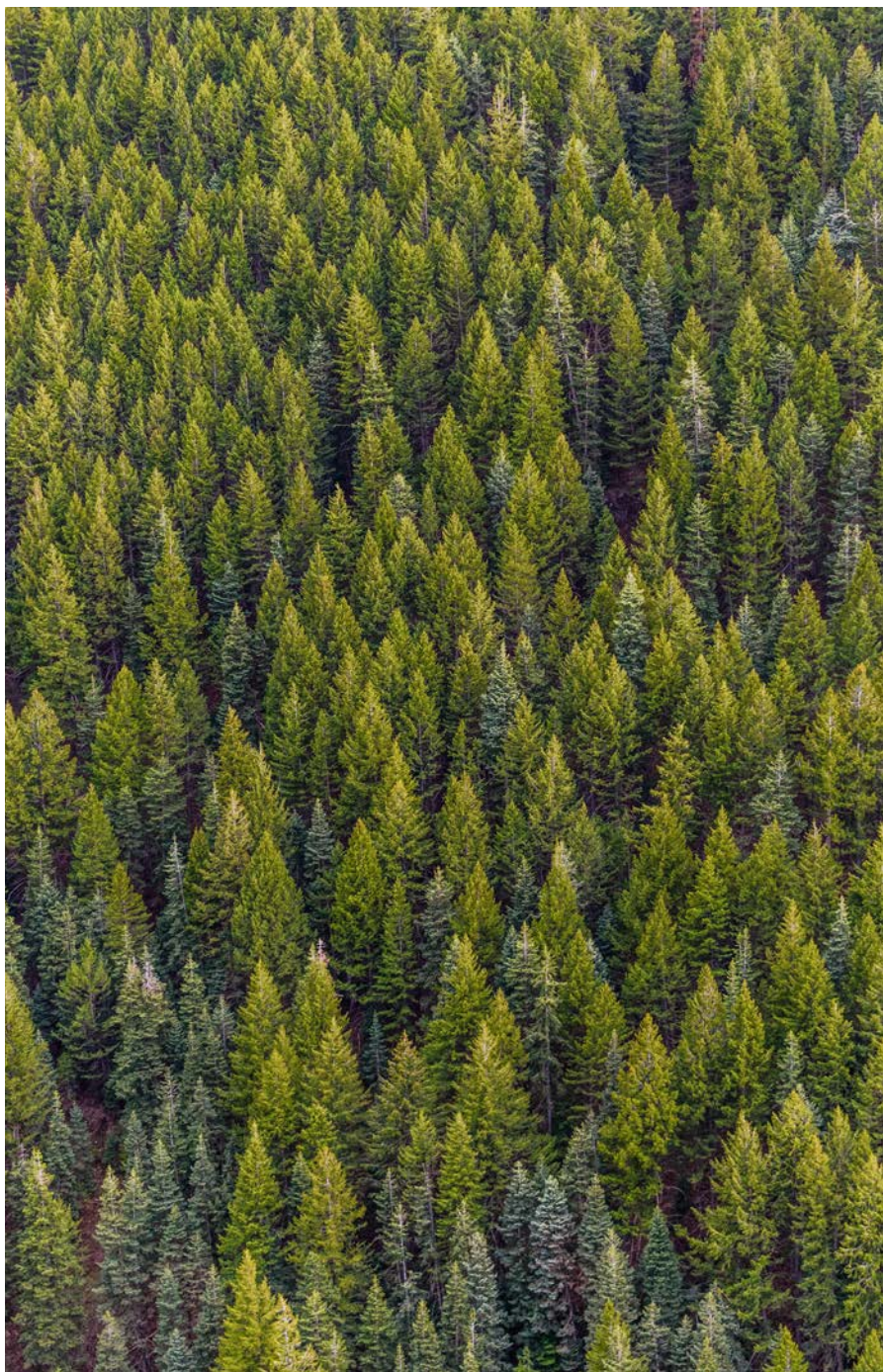
XB funds programme and project delivery in support of UNEP's PoW and MTS, and primarily through earmarked funding aligned with regional, national, strategic, or thematic priorities of the funding partner. Some of UNEP's largest earmarked contributions come from Member States, such as the European Union/Commission as well as multilateral financing mechanisms such as the Global Environment Facility (GEF), the Green Climate Fund (GCF), etc. Other sources include non-governmental partners, the private sector, and not-for-profit organizations. XB comes from many different sources and across UNEP and a variety of people and teams are involved in identifying and raising XB. Further information on the main sources of XB funding, and how these are accessed and managed in UNEP is described below:

Member States

Corporate-Level Funding Agreements

XB funding from Member States is provided through corporate-level funding agreements (also known as Programme Cooperation Agreements (PCAs)). These are generally multi-year agreements with partners providing funds that support the delivery of UNEP's PoW. These agreements are designed to promote long-term stability and to strengthen the cooperation between partners at a more strategic and cross-cutting level. These agreements include:

- **Softly earmarked funds** are funds that are provided (mostly) at a sub-programme level. Current agreements* are with Norway, Sida and Finland.

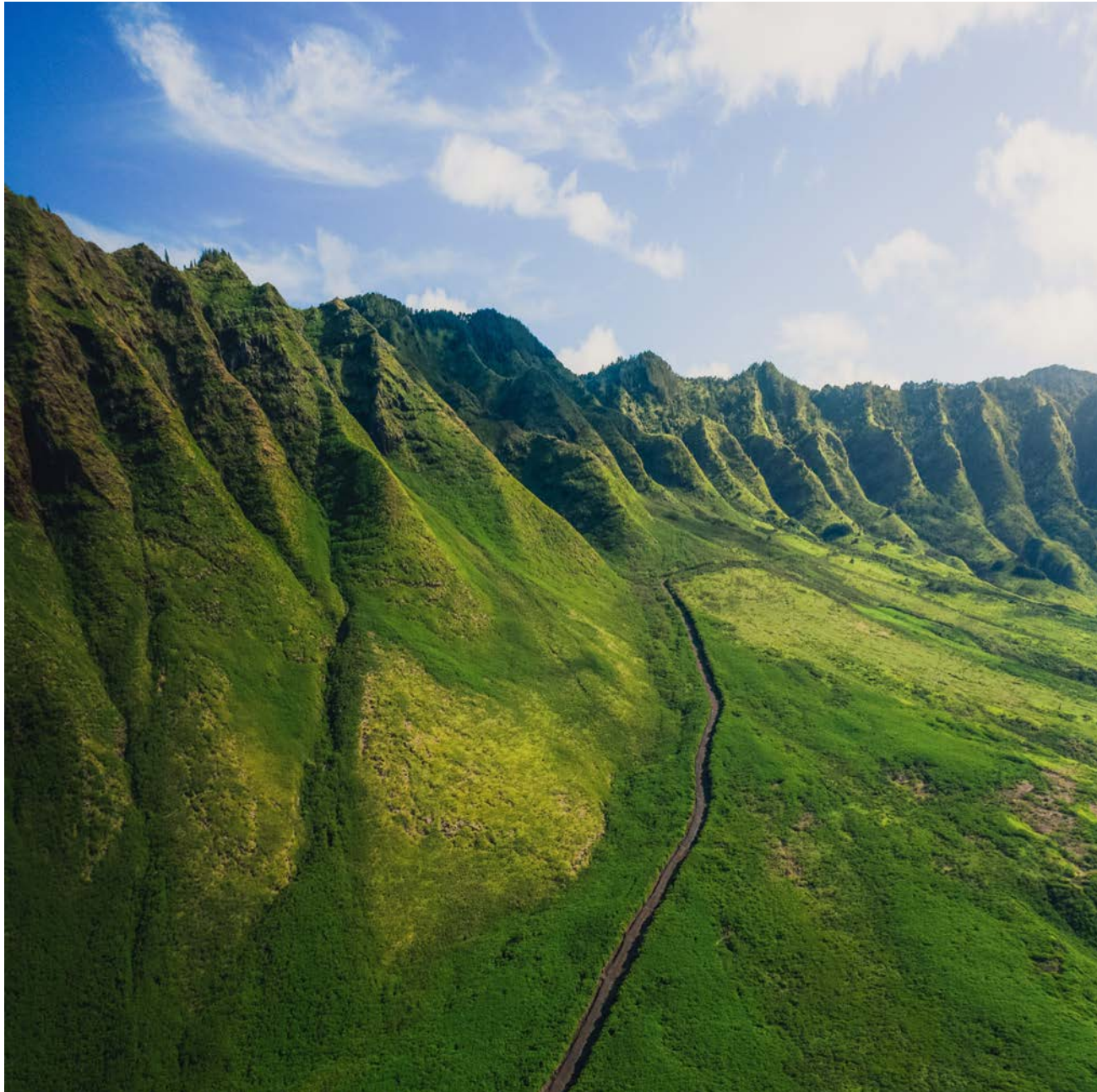


- **Cross-cutting tightly earmarked funds** are funds that support multiple sub-programmes through specific projects. Current agreements* are with China and the United States Environmental Protection Agency (EPA).
- **Hybrid funds** consist of both core funding to the Environment Fund and earmarked funds for specific projects. Current agreements* are with Israel and Monaco.
- *Correct at the time of writing October 2022.

Whenever possible with Member States, UNEP encourages 'soft-earmarking' of funding, rather than tight earmarking. While tightly earmarked contributions allow Member States to report on priority issues based on their respective government's agenda, soft earmarking, targeted for example at the sub-programme level enables UNEP to deliver the programme in a more balanced and cost-effective manner. Soft earmarking reduces programme support costs by simplifying administrative procedures. Member States providing the highest levels of softly earmarked funding to UNEP include Norway, Japan, Germany, and Sweden.

XB funding arrangements with Member States may be multi-year in duration, however funding is often received, and allocated internally on an annual basis. This type of

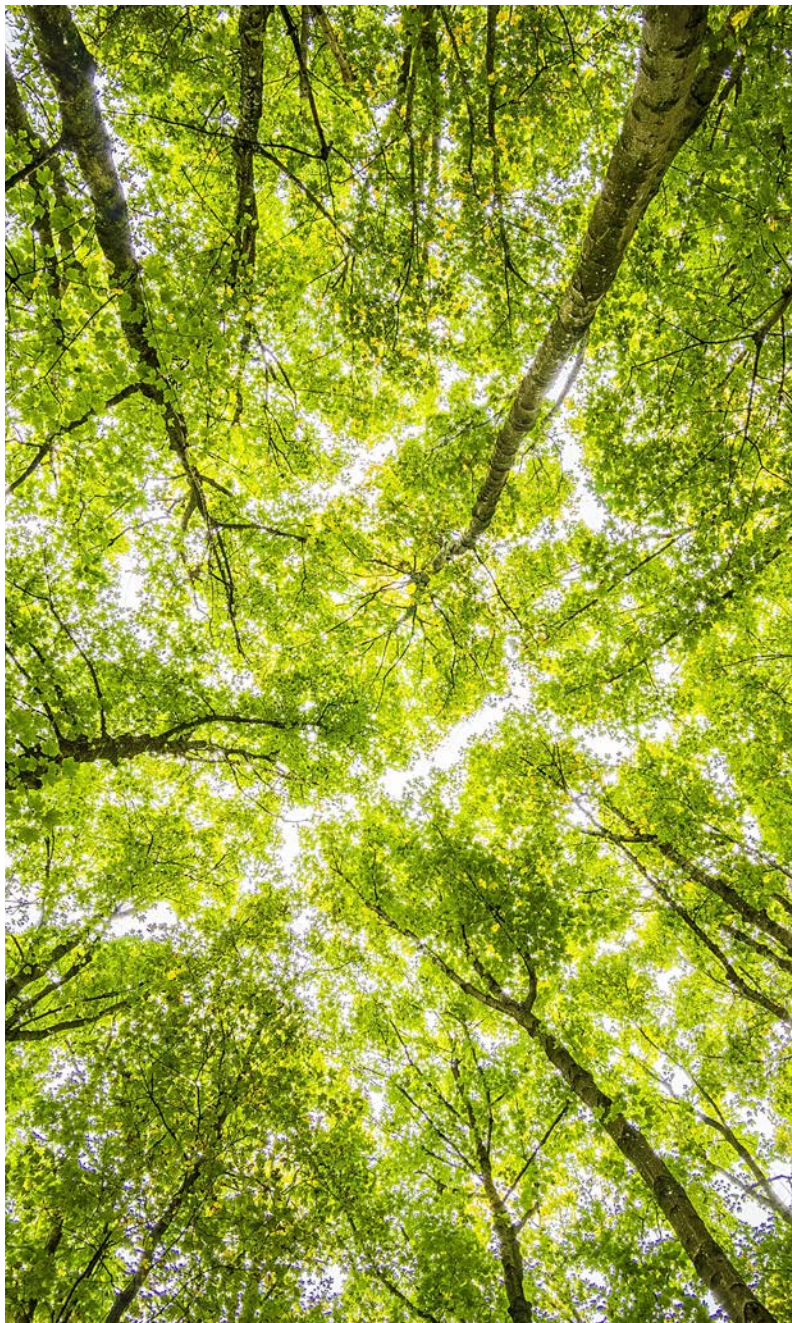
funding is managed and allocated in UNEP by the Policy and Programme Division (PPD), and the Budget Office in Corporate Services Division (CSD). Sub-Programme Coordinators and Directors are tasked with recommending how allocations are to be apportioned to projects and initiatives. Funds can be used to support new programmes and project work and to fill funding gaps on projects with an approved Project Document (ProDoc). Recommendations for how funds are to be apportioned must be reviewed and approved by UNEP's Budget Committee. Project Managers who are interested in accessing these types of funding should discuss their interest with their respective subprogramme Coordinator. Further information is available on the [Corporate Level Funding Agreement](#) page of WeCollaborate.



Project Specific Funding

Earmarked XB funding is also received through bi-lateral agreements with Member States, for specific projects, via submission of applications to specific funds. UNEP may make submissions in response to annual or more-frequent calls for proposals, or in response to ad-hoc calls for proposals where a Member State ministry or department asks UNEP to create a concept aligned to a specific thematic area and funding envelope. Funding raised in this way is formalized through the signature of a legal instrument between UNEP and the partner specific to the project for which funding is received.

PPD supports applications for this type of funding, and internally coordinates a strategic approach, aligned with UNEP's MTS and PoW, and priorities of the fund or donor. PPD leads UNEP's response to calls for proposals from Member States, including from Germany's Internationale Klimaschutzinitiative (IKI) and other donors. PPD provides guidance on thematic/priority areas and application windows, and coordinates submissions. Staff interested in this funding mechanism should contact the [Strategic Planning Unit \(SPU\)](#).



Multilateral Financing Mechanisms

Global Environment Facility (GEF)

UNEP is an Implementing Agency of the GEF (and occasionally an Executing Agency, in specific circumstances). UNEP's role is to engage, lead or contribute to the Facility's impact initiatives in areas relevant to GEF and UNEP strategies. For each GEF replenishment period, UNEP, considering country priorities, prepares focal area strategies both to guide its programming and to provide a basis for engaging with the GEF Secretariat to develop a shared programming vision. These strategies guide the choice of UNEP projects put forward for GEF financing. UNEP's GEF programming must be clearly driven by country priorities and align with both GEF and UNEP programming priorities. At the time of writing UNEP's multi-year GEF portfolio of earmarked XB funding totals USD \$1.4 billion, making UNEP the third largest Implementing Agency in terms of funds received from the GEF.

UNEP's relationship with the GEF is managed by the GEF Team in the Corporate Services Division (CSD), and by GEF Portfolio Managers and Task Managers in programme divisions. The process of applying for GEF funding is lengthy

and requires significant resources to be dedicated to concept development and project design. The application process is described in detail in Chapter 3: Project Cycle Management. All funding applications to the GEF must be accompanied by a Letter of Endorsement (LoE) from the Member State where the project will take place to demonstrate that project is consistent with national priorities, has been discussed with relevant stakeholders and that the country is committed to implementation. When a request for a project is received in the form of an LoE, the Task Manager should engage with the relevant GEF Portfolio Manager, the relevant Sub-Programme Coordinator, and/or the specific technical area unit within UNEP to discuss the request. Further information is available on the [GEF page](#) of WeCollaborate.



Green Climate Fund (GCF)

The Green Climate Fund (GCF) was established as a dedicated financing vehicle for developing countries serving the Financial Mechanism of the UNFCCC and the Paris Agreement. UNEP is currently accredited to implement micro- and small-scale Green Climate Fund (GCF) programme funding (less than US\$50 million including co-finance). UNEP is also accredited to award grants using Green Climate Fund resources. During its upcoming re-accreditation process UNEP is aiming for accreditation to implement medium-scale GCF projects (budget up to \$250 million, including co-finance). At the time of writing, UNEP's multi-year GCF portfolio of earmarked XB funding totals USD \$240 million.

UNEP's relationship with the GCF is managed by the UNEP Green Climate Fund Coordination Office, GCF Portfolio Managers in programme divisions, and Task Managers. The climate rationale for any new GCF project must be very strong and clear if it is to be successful in the GCF review and approval process and

all funding proposals must be accompanied by a no-objection letter (NOL) from the National Designated Authority (NDA)/focal point in the country where the project is to take place. A NOL is one of the key tools to ensure country ownership. When a request is received by a Member State to apply for GCF funding, the Task Manager must engage the UNEP GCF Coordination Office, and the relevant GCF Portfolio Manager(s). The process of applying for GCF funding is lengthy and requires significant resources to be dedicated to concept development and project design. The application process is described in detail Chapter 3: Project Cycle Management. Further information is available on the [GCF page](#) of WeCollaborate.

European Commission

The European Union's resources are allocated to the European Commission through the European Union's seven-year Multi-Annual Financial Framework (MFF). The current MFF covers the period 2021-2027. 30% is allocated to fight climate change and specific focus is given to green-digital transition, biodiversity protection, and gender mainstreaming. UNEP aims to deepen its policy partnership with the EC, and as an authoritative body working on the science-policy interface, is supporting the EU and the EU Member States in employing an evidence-based approach to internationalizing the EU Green Deal. XB earmarked funding from the European Commission is provided to UNEP primarily via two mechanisms:

- **Multi-Year Framework Agreements (one contract – a portfolio of projects).** Under this agreement funding is provided for UNEP programmes and projects, as well as the activities of Multi-lateral Environment Agreements (MEAS). Decisions on how funding is allocated are driven by engagement between UNEP and MEA technical teams and their counterparts in the EC. Project

development and related funding allocation follows the rules and procedures in force under the Framework Agreements. In UNEP this funding relationship is negotiated and managed by the Programme Management Unit (PMU) in the Corporate Services Division. Further Information can be found in the [EC-UNEP framework Agreements](#) on WeCollaborate.

- **Project Specific Agreements.** The EC provides earmarked funding for specific projects through two routes. Staff interested in this funding mechanism should contact the EU Operations Unit, CSD, in Brussels.

- **Route 1:** Project contract resulting from a “policy dialogue” stream. The process is driven by engagement between UNEP technical teams and their counterparts in the EC, based on EU priorities and the Global Environmental Agenda, UNEP's MTS and PoW, the Annex to the MoU, and MEA agreed activities. It is a lengthy process that requires

significant investment of time and resources by UNEP. Discussion should start between UNEP and the EC at least **one year** in advance of planned activities, and to gain funding the concept must be accepted by the EC and included in an EC Annual Action Plan (AAP). If accepted UNEP will develop a funding agreement in liaison with relevant EC Service.

- **Route 2:** Project contract resulting from an EC Call for Proposals (open competition). Under this modality, the UNEP technical team identifies an EC call for proposals from the EC Funding & Tenders Portal or from the website of an EU Delegation and applies in compliance with the guidelines of the call for proposals. If the proposal is shortlisted by the EC selection committee, the UNEP technical team will be requested to develop an agreement with the EC with an approved funding.

Other Public Sector Mechanisms

Policy and Programme Division (PPD) role

The Policy and Programme Division coordinates submissions for all relevant calls for proposals, such as the UN Development Account (UNDA), and the SDG Fund. UNEP actively participates in the implementation of the UN Development System Reform and, as part of that, implements its responsibilities set in the UN Funding Compact. Multi-Donor Trust Funds established in cooperation with other UN agencies to respond to a specific interest can also provide earmarked funding for UNEP’s work.

Public Sector Partnerships Unit role

In instances where other public sector funding partners makes resources available through a call for proposals UNEP’s Public Sector Partnerships may lead the process of reviewing the opportunity and coordinating applications. The following workflow provides an indication of how this can work:

| STEP | ROLE | RESPONSIBILITY |
|---------------|--|--|
| STEP 1 | Public Sector Partnerships and Resource Mobilization Unit | <ul style="list-style-type: none"> The Public Sector Partnerships and Resource Mobilization Unit in the Corporate Services Division undertakes an initial review of the funding opportunity to ensure that it addresses the priorities within the UNEP Medium-Term Strategy and Programme of Work. |
| STEP 2 | Sub-programme Coordinators | <ul style="list-style-type: none"> Where there is a fit, the Unit requests Sub-programme Coordinators to coordinate with their teams in the Divisions and Regional Offices to identify proposals that meet the requirements |
| STEP 3 | Project Manager/Developer | <ul style="list-style-type: none"> Sub-programme Coordinators request the relevant staff to prepare a submission in the format specified by the funding partner and provide these proposals to the Public Sector Partnerships and Resource Mobilization Unit. |
| STEP 4 | | <ul style="list-style-type: none"> Project Concept Review takes place. See Project Concept Workflow, Chapter 3 Project Cycle Management (PCM) |
| STEP 5 | Public Sector Partnerships and Resource Mobilization Unit | <ul style="list-style-type: none"> The Public Sector Partnerships and Resource Mobilization Unit submits the final list of prioritized approved proposals and follows up with the funding partner. The Unit may also manage requisite progress reporting to the funding partner in close collaboration with the relevant project teams. |



Foundations and High Net Worth Individuals

Foundations and High Net Worth Individuals are starting to play a growing and potentially important role in fundraising efforts. These philanthropic sources of funding can provide significant levels of financing for development and environmental work. UNEP aims to expand its mobilization of financial resources from foundations, both by deepening ties with existing partners and through targeted outreach to new partners.

UNEP approaches opportunities with these stakeholders from a partnership angle, mapping opportunities where a clear fit between respective agendas and aims exists, and building relationships focused on long-term transformative partnerships for change. Foundations can provide not only financial resources but also have significant influence that can drive positive change. Staff interested in this area of Resource Mobilization should contact the [Private Sector Unit](#).

Private Sector

The private sector is critical for implementing policies and regulatory frameworks and for promoting innovation, creating new green jobs, and fostering sustainable economic development.

UNEP is currently elevating its engagement with the private sector by building strategic partnerships. This includes supporting public-private partnerships and collaborations that contribute to the implementation of the organization's mandate, propelling the private sector to green their own businesses while also promoting the sharing of data, technologies, knowledge, and best practices.

In addition to bilateral partnerships, UNEP is moving increasingly to engage the private sector on platforms that can help to amplify the transformational action for sustainability taken by business. UNEP engages with the private sector after following a comprehensive due diligence process to minimize reputational risks and maximize impact from these partnerships. Find more information on the partnerships chapter.

UNEP's Private Sector Unit is the focal point for UNEP's corporate engagement with the private sector and the philanthropic community. The Unit is currently focusing on building UNEP's funding opportunities with foundations. To this end, it is researching opportunities, strategizing on UNEP's approach, establishing relationships, and improving UNEP's financial and transaction-based mechanisms to receive funds from philanthropic sources.

All funding opportunities shall be used to mobilize resources for projects that contribute to the delivery of the outcomes described in the PoW and MTS. Further information is available on the [Private Sector page](#) of WeCollaborate.. Where a private sector funding partner makes resources available for a project, the following process is followed:

| STEP | ROLE | RESPONSIBILITY |
|---------------|----------------------------------|--|
| STEP 1 | Project Manager/Developer | <ul style="list-style-type: none"> Project leads submit a funding opportunity from the private sector, along with information on the entity, to the Private Sector Unit in the Corporate Services Division. |
| STEP 2 | Private Sector Unit | <ul style="list-style-type: none"> The Private Sector Unit undertakes a review of the funding opportunity and conducts a comprehensive due diligence process with risk and strategy assessments to ensure that the opportunity addresses the priorities within the UNEP MTS and PoW and does not put UNEP’s reputation at risk. If the entity is medium or high risk, the Private Sector Unit requests a Risk Mitigation Plan from the Project Manager/Developer. |
| STEP 3 | Director | <ul style="list-style-type: none"> The Director then either approves or rejects the funding opportunity. |
| STEP 4 | Partnership Committee | <ul style="list-style-type: none"> The Private Sector Unit then directs the funding opportunity to the Partnership Committee, which reviews the potential partner and either approves or rejects it. |
| STEP 5 | Private Sector Unit | <ul style="list-style-type: none"> Once approved, the Private Sector Unit follows up with the project lead to draft and complete a Donor Agreement with the entity. If there are any substantive changes to the standard template, they must be reviewed by the CSD Legal Unit. The Unit also requests and manages reporting on impacts and results of partnerships for the Annual Report to the CPR on Private Sector Engagement. |

New Thematic Funds

In order to implement the MTS and associated PoW, UNEP's funding should be flexible. The organization has approved a new way of giving unearmarked funds, with the creation of three thematic funds on *Climate Stability, Living in Harmony with Nature, and Towards a Pollution Free Planet*. Establishing these funds will aim to shift the balance away from tightly earmarked funding towards a healthier income distribution and resource allocation. Thematic giving will enable a comprehensive, science-based approach, which will further position UNEP as an environmental protector and global thought leader. The use of these funds will not be limited to the three priorities but will financially support all activities included in the MTS, including the scientific work and the work related to international environmental law conducted by UNEP.

Country Level Official Development Assistance

Country-level Official Development Assistance (ODA) is another potential source of resources for UNEP cooperation with, and support to, Member States. Getting access to regional and country-level Official Development

Assistance funds requires close collaboration between UNEP and national governments, as well as the regional/country representatives of the development agencies of major funding partners. The initial request for ODA must come first from a government authority; only then may UNEP step in as a partner facilitating access to the Official Development Assistance funding.

The UNEP Regional Offices of both the funding partner and recipient countries are the primary UNEP focal points for identifying and pursuing country-level ODA funding opportunities. Following consultations with government authorities, the UNEP Regional Office, and its substantive staff, Sub-programme Coordinators and/or Divisional/Regional Directors or heads of branches and units are to contact, in coordination Public Sector Partnerships and Resource Mobilization Unit, the Official Development Assistance focal points of major funding partners based in the relevant country/region. They can then negotiate allocations of Official Development Assistance funding towards a particular project.

Another mechanism for accessing Official Development Assistance funding work closely with other UN agencies through the One UN process and within the United Nations Sustainable Development Cooperation Framework (UNSDCF or 'Cooperation Framework').

Relevant staff interested in learning more about Official Development Assistance funding opportunities are encouraged to contact the Public Sector Partnerships and Resource Mobilization Unit. For information on the United Nations Sustainable Development Cooperation Framework process, contact the relevant Regional Office.

Special Fundraising Initiatives

UNEP is well positioned to launch special fundraising initiatives to finance high-profile or emergency interventions, such as partnerships with potential private sector donors or partners. Fundraising initiatives and campaigns may be organized by the [Public Sector Partnerships and Resource Mobilization Unit](#), by the Private Sector Unit, by the [Communication Division](#) or by other relevant UNEP offices. Proponents must seek authorization from the Executive Office for such initiatives. UNEP may establish a special fund or account for such contributions and subsequently forward those contributions to a select project account or accounts. Any partnership with the private sector must go through the Private Sector Unit and follow the institutional due diligence process through the Partners Portal.

Roles and Responsibilities

Across UNEP a variety of people and teams are involved in identifying and raising funding. The following table summarizes roles and responsibilities during resource mobilization in UNEP.

| ROLE | RESPONSIBILITY |
|---|---|
| Public Sector Partnership and Resource Mobilization Unit | <ul style="list-style-type: none"> • Guides public sector resource mobilization and ensures that the development of resource mobilization strategies at the programme level is synchronized with implementation at the divisional level. • Gathers intelligence on funding partners, which in turn feeds into programme-level resource mobilization strategies and action plans, helping to fill the gaps in programme funding at global, regional, and national levels. • Leads the resource mobilization efforts and reporting for the Environment Fund (EF) • Works closely with Regional Offices and Branch Heads and leads the identification of potential funding partners and their priorities. • Works with the Sub-programme Coordinators to outline funding strategies by programme. The aim is to effectively allocate corporate-level resources and attract extra-budgetary financing. • Leads the resource mobilization efforts and reporting for global Corporate Level Funding Agreements. • Leads the work on communication and outreach efforts in support of resource mobilization., as well as disseminating key messages on the value added and strengths of the organization; as well as on the importance of core funding. |
| Private Sector Unit | <ul style="list-style-type: none"> • Focal point for UNEP’s corporate engagement with the private sector and the philanthropic community • Coordinates potential resource mobilization from the private sector and new opportunities related to foundations and high net worth individuals. • Focusses on building up UNEP’s funding opportunities with foundations by researching opportunities, establishing relationships, and improving UNEP’s financial and transaction-based mechanisms to receive funds from philanthropic sources. |

| ROLE | RESPONSIBILITY |
|---|--|
| Subprogramme Coordinators | <ul style="list-style-type: none"> • Coordinates the development of programme-level resource mobilization strategies. • Identifies funding gaps and priorities across the different sources of funding at the global, regional, and national levels in consultation with their teams in Divisions \ and Regional Offices as well as advising on the allocation of funds. • Agree on targets and roles and responsibilities for mobilizing funds across the organization. |
| Divisional/Regional Directors | <ul style="list-style-type: none"> • Guide the development and execution of fundraising strategies • Provide programmatic intelligence and advice to the Corporate Services Division, Regional Offices and Sub-programme Coordinators. They are ultimately accountable for mobilizing the funds for projects managed by their Division/Regional office. • Regional Directors oversee the identification and development of relationships with funding partners originating from their regions including at national and even subnational levels. • Regional Directors also prioritise member states for targeted action, recommending them for bilateral consultations, intelligence gathering and country strategy development etc. |
| Executive Director/Deputy Executive Director | <ul style="list-style-type: none"> • Lead policy dialogues and resource mobilization efforts with Member States, provide strategic and policy guidance and make final decisions where internal consensus has not been reached. |
| Regional Offices | <ul style="list-style-type: none"> • Regional Offices lead efforts to mobilize contributions to the Environment Fund and other sources for corporate-level contributions from individual countries in their regions. • Provide regional and national programmatic, policy and fundraising intelligence, and work with the Public Sector Partnerships and Resource Mobilization Unit, Division Directors, and Subprogramme Coordinators to encourage and assist countries to contribute to the Environment Fund, and to provide complementary funding through Trust Funds. • Accountable for mobilizing the resources from both the public and private sectors for projects managed by their respective Offices. |

| ROLE | RESPONSIBILITY |
|--|---|
| Communication Division | <ul style="list-style-type: none"> • Collaborates with the Public Sector Partnerships and Resource Mobilization Unit on messaging for resource mobilization efforts, including support in the production and dissemination of global and regional outreach materials. • Plays a leading role in liaising with Regional Offices and external partners in relation to branding and outreach strategies. |
| Programme Management Unit, CSD | <ul style="list-style-type: none"> • Designs and coordinates implementation of strategic framework agreements with the European Commission. • The portfolios of projects covered under these agreements are negotiated with the European Commission and implemented by the UNEP Divisions, Regional Offices, and the MEA Secretariats. |
| GCF and GEF Coordination Offices | <ul style="list-style-type: none"> • The GCF and GEF Coordination Offices in UNEP are responsible for managing UNEP's relationships with GEF/GCF financing mechanisms, and coordinating a strategic corporate approach to applications, advising on thematic/priority areas, and process and procedures, and coordinating the process for submission of funding proposals. |
| Policy and Programme Division (PPD) | <ul style="list-style-type: none"> • Leads UNEP's response to calls for proposals from Member States, including from Germany's Internationale Klimaschutzinitiative (IKI) and other donors. • PPD provides guidance thematic/priority areas and application windows, and coordinates submissions, often reviewing concepts to ensure a corporate strategic approach to fundraising from these partners. |