2014 Annual Report

Public Partnerships Division

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unicef
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**SECTION 1: EXECUTIVE SUMMARY**

The context of international development is evolving rapidly. On the one hand, increased scope and frequency of conflicts and disasters are taking a heavy toll on growing numbers of people and not least on children. The international humanitarian and development system is under increasing pressure to respond to complex emergencies while at the same time finding ways to support communities and nations in charting a more resilient and sustainable path forward. On the other hand, a large number of developing countries are making impressive social and economic progress. They are also playing an increasingly visible and important role in international development beyond their own borders. The new global ‘Post-2015’ agenda for sustainable development that is currently emerging reflects this new complex and multifaceted reality. It attempts to address our most intractable challenges, from climate change to extreme poverty to peace, and is the product of an unprecedentedly inclusive process involving people and governments from all over the world.

The Public Partnerships Division (PPD) was established against this backdrop to help UNICEF forge the type of partnerships for the future that can advance the rights of children everywhere and leverage the new development agenda to accelerate progress and address the many challenges. In 2014, PPD continued to mobilize and leverage resources and development results for children, as well as position UNICEF as a trusted partner for governments and other key stakeholders in the implementation of UNICEF’s Strategic Plan and the Post-2015 Development Agenda.

PPD contributed to the discussions on the Sustainable Development Goals (SDGs) and corresponding financing (FID) to place children’s rights at the centre of the Post-2015 Development Agenda. The Division further strengthened the work of UNICEF with the intergovernmental UN governance bodies (i.e. General Assembly and ECOSOC, and their subsidiary bodies) and provided guidance for implementing intergovernmental resolutions relevant to UN coherence such as the Quadrennial Comprehensive Policy Review (QCPR).

PPD mobilized and leveraged resources that exceeded planning and expected levels, and further improved oversight and effective management of UNICEF public-sector partnerships. Despite the tight global economic situation, UNICEF continued to increase its overall revenue from the public sector for the third year in a row to $3.70 billion in 2014, up from $3.50 billion, $2.84 billion and $2.75 billion in 2013, 2012 and 2011 respectively. Increases versus 2013 were 6% or $207 million. Public-sector revenue surpassed UNICEF Executive Board’s target for 2014 by 32% or $889 million. The emergency funding from public-sector resource partners increased by 24% from $1.1 billion in 2013 to $1.4 billion in 2014. PPD played a key role in mobilizing high levels of funding for humanitarian emergencies in CAR, Iraq, Philippines, South Sudan and Syria; and Ebola crises.

Drawing on organization-wide expertise, PPD continued to maintain close contact with resource partners through high-level engagement, meetings and consultations, including in global programme partners’ Boards and Committees. The Division continued to work with resource partners to advocate for more predictable and flexible contributions. In this regard, a number of formal and informal ‘Structured Dialogues’ were organized with the Member States on financing results of the UNICEF Strategic Plan. The Division modernized resource development through real-time Official Development Assistance (ODA) and policy intelligence, which is disseminated through smart platforms to the field where funding decisions are becoming decentralized, and shared at HQ to help shape organizational policy, strategy and operations.

The interlinked and interdependent development agendas and associated processes – from Sendai to the World Humanitarian Summit – converge on the Post-2015 Development Agenda. In 2015, using the universality of the Post-2015 Development Agenda as a base for UNICEF’s public partnerships, and in collaboration with other HQ Divisions, PPD will coordinate development of UNICEF’s positions and approach to post 2015 implementation, including the identification of key themes in the new agenda that UNICEF will champion to build a shared agenda across countries, and leverage support and resources for children.

In addition, the Division will invest in selected and high potential partnerships with public-sector partners across the globe, while pursuing new funding opportunities, including through innovative financing and global partnerships. Nowhere is the financing situation more acute than for humanitarian emergencies. PPD will support UNICEF play a facilitating role in strategically addressing this challenge to unblock progress and release resources for resilience and sustainable development.

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1 Based on preliminary unofficial data as of 21 January 2015 as accessed from Income Analysis Cube in InSight.
2 UNICEF strategic plan: updated financial estimates, 2014-17
### SECTION 2: ANALYSIS OF PROGRAMME STRATEGIES AND RESULTS

Within the framework of UNICEF’s Strategic Plan 2014-2017, and as per PPD’s Office Management Plan for 2014-17, the Division aims to achieve the following results:

**Impact:**

**Outcome 1:**
Develop Partnerships - Children’s rights are at the centre of the political agenda at the global and national levels

**Major Strategies**
- Leverage and facilitate policy dialogue and advocacy centred on CRC, UNICEF Strategic Plan, Post-2015, etc.
- Reflect the interest and needs of children and the protection of their rights in the outcomes of relevant UN inter-governmental processes and inter-agency mechanisms, including the General Assembly, and ECOSOC and their pertinent subsidiary bodies
- Conduct and disseminate analyses on global aid/economic environment, ODA, and resource partner intelligence
- Strategically communicate on institutional issues to build trust and credibility with partners
- Operationalize the relevant mandates of Quadrennial Comprehensive Policy Review and strategically engage with the UN system to influence the UN coherence agenda in support of results for children
- Explore opportunities to develop knowledge and innovation together with partners

**Outcome 2:**
Mobilize Partnerships - Resources mobilized and leveraged match the planning and expected levels

**Major Strategies**
- Invest in selected and high potential partnership with Governments
- Mobilize and leverage partnerships with emerging partners, funding mechanisms/initiatives, and global programme partnerships
- Advocate for un-earmarked, and flexible and predictable earmarked resources
- Strengthen inter-divisional collaboration for enhanced partnerships
- Provide support and guidance, and build capacity of COs/ROs/HQ to strengthen partnerships

**Outcome 3:**
Manage Partnerships - Improved oversight and effective management of UNICEF public-sector partnerships

**Major Strategies**
- Provide Regulatory Framework on public-sector partnerships
- Strategically advice and inform Country and Regional Offices on UN coherence issues in support of effective programme delivery and results for children
- Guidance on quality partner reporting
- Guidance on partner recognition and visibility
- Support the oversight of resource management
Analysis of global partnerships environment in 2014

Global partnerships environment in the context of Post-2015 Development Agenda

A number of initiatives set the stage for the global partnerships environment, particularly in the context of the Post-2015 Development Agenda. These included:

U.N. Secretary-General Ban Ki-moon presented a “synthesis report” on the Post-2015 Agenda, which will guide discussions on drafting the final sustainable development goals led by Ireland and Kenya. The report contains six focus areas — dignity, people, prosperity, the planet, justice and partnerships — as well as 17 goals and 169 targets.

The Millennium Development Goals Report 2014 was launched by the UN Secretary-General, and presents the latest assessment of global and regional progress towards the MDGs. The report shows that significant progress has been made across all goals and millions of lives have been saved. Yet, much more effort is needed in many areas. Continued progress towards the MDGs in the remaining year is essential in order to provide a solid foundation for the Post-2015 development agenda.

Addis Ababa is hosting a UN financing for development conference in July 2015, and the timing of the talks, before the SDGs are announced in September 2015, is a strong message from Member States that if credible financial commitments are not made, the whole exercise to refresh the global development agenda with new goals will be little more than words on a page.

The General Assembly formally received an expert report setting out options that can be weighed by Member States on ways to finance the United Nations-driven sustainable development agenda. The report by the Intergovernmental Committee of Experts on Sustainable Development Financing, established that, with appropriate reallocation, a robust $22 trillion in annual global savings could meet the financing needs for sustainable development in the future. The overarching message of the report reiterates putting the full range of available financing to work to achieve more sustainable and equitable development outcomes.

An Independent Expert Advisory Group on the Data Revolution was named by the Secretary-General Ban Ki-moon to provide him with inputs to shape “an ambitious and achievable vision” for a future development agenda beyond 2015.

The GA adopted the resolution on operational activities for development, which asks for a ‘review in the composition and functions’ and ‘early reform’ in the governance structures of the funds and programmes. In addition, the ECOSOC initiated a dialogue among Member States on the ‘longer-term positioning of the UN’, with a specific focus on funding, organizational capacity, partnerships and governance – the so-called “fit for purpose” discussions.

After a two-day OECD meeting, the world’s main providers of ODA hailed what they called a “historic agreement” to modernise the statistical system by which aid flows are calculated, saying this will allow them to better meet global development targets after 2015. The key changes include modifications to the way concessional loans are calculated and reported, a recommitment to target more assistance to least-developed countries (LDCs) and other vulnerable nations, and moves to create a broader definition of aid flows.

Global Economic Environment in 2014 and beyond

The global economy continued to expand during 2014 at a moderate and uneven pace, as the prolonged recovery process from the global financial crisis was still saddled with unfinished post-crisis adjustments. Global recovery was also hampered by some new challenges, including a number of unexpected shocks, such as the heightened geopolitical conflicts in various areas of the world. Growth of world gross product (WGP) is estimated to be 2.6 per cent in 2014, marginally better than the growth of 2.5 per cent registered in 2013.

Separately, the leaders of Brazil, Russia, India, China and South Africa (BRICS) announced the creation of two financial institutions: the New Development Bank (NDB) to finance infrastructure and sustainable development projects, with $50 billion in capital to start with, and the $100 billion Contingent Reserve Arrangement (CRA), to members in financial difficulties.
An OECD Economic Policy Paper on ‘Policy Challenges for the Next 50 Years’ identified that global growth is likely to slow and become increasingly dependent on knowledge and technology, while the economic costs of environmental damages will mount. The rising economic importance of knowledge will tend to raise returns to skills, likely leading to further increases in earning inequalities within countries. The paper points to the growing need for international coordination and cooperation to deal with these issues over the coming 50 years.

*Insights on Development Cooperation Strategies and Trends in 2014 and beyond*

This has been a period of unprecedented reform in the strategic orientations and organisation of development co-operation. Development has been increasingly integrated into foreign and trade policy. Global public goods have also risen up in the agenda. One consequence of these trends has been a new, or in some cases renewed, focus on middle-income countries.

With the ongoing tight economic environment, most Member States continue to fall well short of the 0.7% ODA/GNI commitment. A majority of countries have made efforts to concentrate their development co-operation both geographically and thematically. In this context, aid to least developed countries (LDCs) has been declining, despite many countries maintaining a strong policy focus on LDCs and fragile states.

**Australia:** Australia is planning to cut the country’s foreign aid budget for the next 3 years until 2018 by a further AUS$3.7 billion ($3 billion). The move will put the overall cuts in the country’s ODA at over AUS$11 billion — on top of the original AUS$7.6 billion also announced in 2014 — and marks the third time that the government has decreased the aid budget.

Australian Foreign Minister Julie Bishop announced the Abbott government’s new plan to push for “economic diplomacy” as the keystone of the country’s continuously evolving foreign, aid and trade policies. Bishop explained that the new comprehensive policy will focus on trade, investment and growth as the main driver of national and, to an extent, global prosperity while highlighting the importance of the private sector in promoting Australia’s brand of economic cooperation worldwide.

**Canada:** Canada’s foreign aid envelope will remain unchanged in 2015, according to the federal budget tabled. Finance Minister Jim Flaherty announced that the Conservative government will maintain its international aid spending, while seeking ways to improve the “governance, coherence and effectiveness of international aid spending.”

Canada’s PM Harper pledged $3.5 billion to extend a maternal, child health initiative to 2020. The commitment is slightly more than the $3.25 billion that a coalition of aid groups had been asking for and was widely hailed by the organizations that are working with the Prime Minister on the international initiative.

**Denmark:** According to the 2015 budget released, the government wants to redirect one fifth of Denmark’s foreign aid budget to housing and feeding refugees - a proposal to cut 2.5 billion kroner ($420 million) from Denmark’s foreign aid budget.
Denmark launched a vision paper “More Denmark in the World”. The paper defines three crucial indicators for Denmark’s foreign policy interests: security; prosperity; and values.

**European Union:** The European Parliament voted to increase the 2015 EU budget — including an extra €400 million ($505 million) for international development and humanitarian assistance.

EU Member States adopted the EU Council Conclusions on the post 2015 agenda, according to which, eradicating poverty, fighting inequalities, protecting human rights, ensuring that health systems are sustainable and making gender equality a stand-alone goal are the key aims that the EU would seek to include in the Post-2015 global development agenda. Separately, European Parliament’s influential Committee on Development — known as DEVE — agreed to push forward on previous commitments on human development, food security and civil society as priority areas.

Following May 2014 European elections, former Luxembourg’s PM Jean-Claude Juncker was appointed as the new head of the EU Commission. Federica Mogherini is the new high representative for foreign affairs and security policy of the European Union. Neven Mimica replaced Andris Piebalgs as the European Commissioner for Development while Christos Stylianides replaced Kristalina Georgieva as the European Commissioner for International Cooperation, Humanitarian Aid and Crisis Response.

**Germany:** The Bundestag’s 2015 budget plan included a €1.8 million increase to a total of €6.44 billion in funds for development cooperation. With the 2013 share at only 0.38% of GNI, Germany’s contribution remains far from the 0.7% target.

German Chancellor Angela Merkel and Development Minister Gerd Müller have presented the Charter for the Future (‘Zukunftscharta’). It highlights poverty reduction and equality, renewable energy resources, human rights, peace and good governance, innovative technologies and global multi-stakeholder partnerships as key areas for the post 2015 sustainable development agenda.

As part of the third Merkel Government, Gerd Müller became Germany’s Minister for Economic Cooperation and Development (BMZ). As soon as Mr Müller took office, he emphasised a new agenda, including plans to increase the development budget.

**Japan:** The government of Japan aims to expand its international aid flow starting 2015 by introducing amendments to its ODA charter. From simply extending grants and providing loans, the Japanese government will include partnerships with its recipients, changing the position from assistance to cooperation. Japan redefines the role of its ODA in a new era as a catalyst to attract private sector investments and, in the end, a catalyst to link these investments with “Quality Growth”. Celebrating its 60th anniversary of its ODA started in 1954, the Foreign Minister pledged to intensify both the quality and volume of Japan’s ODA.

The ruling coalition secured over two-thirds of the seats in the House of Representatives election. Prime Minister Abe has been aiming at elevating the status of Japanese economic diplomacy through policies such as partnering with the private sector as well as supporting middle-income and high-income countries with ODA.

**Netherlands:** For 2015, the Dutch government plans to spend €3.7 billion on development cooperation, down 21% from 2014’s €4.68 billion allocation. The government has allocated €570 million to a Relief Fund and €375 million of additional funding to help the Netherlands host asylum seekers.

**Norway:** presented the Government Budget for 2015, according to which the Regular Resources for UNICEF will remain at 450 million Norwegian Kroner ($69.48 million) in the 2015 budget year in addition to 70 million Norwegian Krone ($11 million) for social inclusion, protection and WASH. The budget discussions were underway when this analysis was prepared.

Separately, Norway contributed $98.5 million to UNICEF in a record-breaking agreement. The funds will contribute to the global thematic funds for education; water, sanitation and hygiene; child protection and social inclusion.

**Sweden:** In its budget for 2015, the Swedish government announced that ODA will be maintained at 1% of GNI for 2016-2018. In real terms, in 2015 the ODA budget frame will increase by 5.4% to $5.563 billion (SEK 40.445
billion). Priorities are set on poverty eradication, fighting climate change, assist countries affected by the crisis in Syria, strengthening the UN, women rights and Sexual and Reproductive Health and Rights.

The Social Democrat Party came back to power but with no clear parliamentary majority. Isabella Lövin was appointed as the new Swedish Development Minister.

**United Kingdom:** Britain reached its goal of spending 0.7 percent of gross national income on foreign aid, while the Netherlands fell below 0.7 percent for the first time since 1974. An overwhelming majority of lawmakers under the House of Commons supported a proposal that aims to keep U.K. aid spending at a minimum of 0.7% of gross national income.

Improved interaction with the business sector is a part of DfID’s new development model, which focuses on providing aid through a variety of mechanisms including traditional grants, loans and other investments. This means that in 2015/16 DFID will plan to target £1.8 billion of its budget on economic development, more than doubling the amount spent in 2012/13.

**United States:** Congressional negotiators announced a $1.1 trillion U.S. spending bill that provides emergency funding for critical crises like Ebola and will sustain current aid efforts into 2015. The international affairs portion of the budget amounts to $50.9 billion, a marginal increase over 2014’s total. The legislation funds most government agencies through September 2015.

USAID will “realign” its $2.9 billion maternal and child health portfolio over the next three years in an effort to prioritize certain interventions over others, depending on a given country context — and, the agency hopes, to save up to 500,000 lives.

Seeking to strengthen the United States’ economic ties with in Africa, President Obama announced $33 billion in commitments aimed at shifting U.S. ties with Africa ‘beyond aid’ and toward more equal economic partnerships. Separately, U.S. lawmakers introduced the Food for Peace Reform Act of 2014. President Barack Obama’s administration has been pushing to overhaul the $1.4 billion U.S. food aid program for years.

**World Bank:** The World Bank Group and Governments of Canada, Norway, and the United States announced that they will jumpstart the creation of an innovative Global Financing Facility (GFF) to mobilize support for developing countries’ plans to accelerate progress on the health-related Millennium Development Goals (MDGs) and bring an end to preventable maternal and child deaths by 2030. The initial resource partner commitments to the World Bank Group for the GFF include grants in the amounts of $600 million from Norway and $200 million from Canada. This will be used to supplement IDA loans to countries.

**Various pledges in 2014:**
- Resource partners pledged over $400 million for 2015 UN Central Emergency Response Fund (CERF).
- The UN Green Climate Fund (GCF) had reached $10 billion by early December for projects to fight global warming, drawing investment from Mongolia to Mexico in a break with tradition that money comes only from the industrialized world.
- Global development lenders, including the World Bank, African Development Bank and European Union, pledged more than $8 billion to boost economic growth and reduce poverty in eight countries in the Horn of Africa.
- Resource partners at the launch of the Global Fund’s Fourth Replenishment pledged $12 billion for the next three years, the largest amount ever committed to fight against AIDS, tuberculosis and malaria.
- A record $28.5 billion was pledged for Global Partnership for Education in its Replenishment Conference. This included $2.13 billion from donor countries/foundations, and $26 billion from programme countries.
Aid effectiveness and efficiency

- The new score / rankings for the Aid Transparency Index have been published for 2014. UNICEF’s rank has shot up to 14 (from 21 in 2013 and 63 in 2012), with a score of GOOD.

- The European Commission launched an internet portal that pulls together information on European development and humanitarian aid aimed at improving transparency. The EU Aid Explorer presents information on resource partners, beneficiaries, sectors and trends in EU aid.

- Japan is planning to roll out a new anti-fraud measure to ensure accountability within its foreign aid operation, after bribery allegations rocked three of its country programs earlier this year. The anti-bribery mechanism will be rolled out in Vietnam first before potential adoption in Indonesia and Uzbekistan — the three countries where a private contractor has been accused of paying local officials roughly $780,000 to win development projects.

- Norway has published the review reports of 29 multilateral organisations, including UNICEF. UNICEF was positively reviewed on the basis of its ability to document results, relevance in relation to Norway’s political priorities, planning, budgeting and results reporting systems, and internal audit and anti-corruption systems, among others.

- A new version of the Swedish aid transparency tracker Openaid.se has now been released. Among its most exciting features is that it runs on IATI data – and that anyone looking to publish and visualise IATI data on their own aid tracker will be able to use its source code to do the same.

- France’s National Assembly adopted a historic bill which will allow members of parliament to debate policies on international development for the first time, and make French aid more transparent.
Outcome 1: Develop Partnerships - Children’s rights are at the centre of the political agenda at the global and national levels

Achievements

1.1. Leverage and facilitate policy dialogue and advocacy centred on CRC, UNICEF Strategic Plan, Post-2015, etc.

Over the course of 2014, PPD worked together with other Divisions to position UNICEF as a partner of choice, building a case in favour of children while demonstrating UNICEF's comparative advantages, and maximising outreach of key advocacy messages. EMOPS and PPD continued to develop UNICEF positions on humanitarian financing and resource mobilization through policy dialogue and engagement with the IASC Humanitarian Working Group, its subsidiary bodies and with bilateral operational agencies to increase UNICEF’s influence and income.

In 2014, PPD, with other parts of the house, continued to influence partnerships and development agendas. Examples included:

- In the context of upcoming high level conferences of Financing for Development and Post 2015 agenda/SDGs, PPD supported the Pakistan Mission’s initiative for organizing a Member States led Group of Friends of Children and SDGs. The Group attracted a strong interest from 30 Member States and aims to serve as an advocacy platform for a cross-regional coalition of Member States that would champion children's issues during the upcoming negotiations.

- PPD facilitated the high level engagement of UNICEF’s senior management with the Prime Minister and Foreign Minister of Japan to jointly advocate for the importance of Disaster Risk Reduction/resilience, universal health coverage and gender equity in the Post-2015 development agenda.

- On the occasion of the 25th anniversary of the UN CRC, the Council of the EU adopted conclusions on the promotion and protection of the rights of the child, reflecting UNICEF’s key priorities on equity. In parallel, the European Parliament adopted a resolution requesting the EU to “undertake additional measures to ensure the respect for the rights of every child, everywhere, especially the most vulnerable”. European parliamentarians also formed an “Intergroup for children’s rights” to improve mainstreaming across EU’s policies, with UNICEF serving as informal secretariat.

- The Council of the EU adopted conclusions on “Preventing and combating all forms of violence against women and girls, including female genital mutilation (FGM)” reflecting UNICEF’s key request to adopt comprehensive action plans to prevent and combat violence against women and girls, improve data collection and availability, protect victims, prosecute perpetrators and increase cooperation with international organisations on FGM.

- The effective advocacy on UNICEF’s innovation initiatives obtained strong buy-in from the Republic of Korea, (RoK) as a result of which Korea pledged to be one of 10 co-sponsors of UNICEF global innovation centre. ROK is the only Asian resource partner country that supports the centre.

- UNICEF and the governments of Chile and Rwanda co-hosted the Breakfast of Early Childhood Development (ECD) Champions during the General Assembly which mobilized political will to invest in early childhood. As a result, the value and importance of investing in early childhood was not only mentioned in President Bachelet’s speech at the General Debate but also was featured in the SG’s synthesis report on the Post-2015 development agenda.

- Partnership with the governments of Sweden and Mexico in tabling the GA resolution for the celebration of the CRC’s 25th anniversary resulted in a milestone intergovernmental event for UNICEF.

- A meeting between the Executive Director and the African Group of Permanent Representatives to the UN was an important opportunity for the Executive Director to engage in a dialogue on the situation of children in Africa.
PPD organized two events during the Annual session of the Executive Board focusing on the children in Africa. In addition to the members of the Board, the sessions were attended by government ministers from Africa and other high ranking representatives, including the Queen of Spain and the First Lady of Burkina Faso.

The UK Government and UNICEF successfully hosted the first-ever Girl Summit to rally support for much faster progress to end female genital mutilation (FGM) and child marriage – two practices affecting girls across the globe.

1.2. Reflect the interest and needs of children and the protection of their rights in the outcomes of relevant UN inter-governmental processes and inter-agency mechanisms, including the General Assembly, and ECOSOC and their pertinent subsidiary bodies

PPD engaged in the coordination of technical and policy (or normative) work and advocacy at various levels to raise the visibility of children’s issues and ensure these are appropriately addressed in key resolutions and other outcomes and commitments emanating from UN inter-governmental and inter-agency fora. Examples included:

- The Open Working Group (OWG) on Sustainable Development Goals (SDGs) released a report with 17 headline goals and 169 targets as the proposed set of new Sustainable Development Goals. PPD closely tracked the progress of the OWG over the previous 18 months, and rapidly released an analysis of the OWG Report from a child rights perspective, which celebrated the strengths of the final report while also offering some concrete ideas for where the targets could be refined and improved. The report has been well-received by Governments and other partners. This analysis was also followed up by the production of a 14-part series of 2 page “issues briefs” which provide a data snapshot and suggested targets on major issues for children in the new agenda.

- PPD closely followed the deliberations of the OWG and worked with partners in civil society and the UN system to influence the final outcome. For example, through the UNDG consultation process that began in 2012, the UN system was able to gather the views of millions of people on what the new SDGs should cover. Government decision-makers and the UN Secretary-General have acknowledged on multiple occasions that these contributions have been important to the Post-2015 debate. UNICEF co-facilitated a number of these consultations at the global and national levels, including the consultation on Participatory Monitoring and Accountability in 2014.

- UNICEF was also an active member of the UN Technical Support Team (TST) which provided technical support to the OWG as they crafted their final report. UNICEF co-lead the sub-groups on inequality, health and education and contributed on several others. This support included developing policy and statistical briefing notes, providing inputs on targets for key suggested goal areas, etc. This resulted in valuable gains for children and improvements to language of the goals and targets in the OWG Final Report.

- Successful organization of the High-level Meeting of the General Assembly on the 25th Anniversary of the Convention on the Rights of the Child (CRC@25) with participation of children, as well as high-level representation from Member States, private sector and civil society. The High-level Meeting was an initiative proposed and coordinated by PPD, both internally, as well as externally with Member States, the Office of the President of the General Assembly, the UN Secretariat, other UN entities, and civil society.

- PPD successfully positioned UNICEF within the Post-2015 Financing for Development (FID) agenda through close monitoring of and reporting on the on-going FID preparatory meetings. The Division provided guidance and took leadership on the FID debate within UNICEF (together with PD-Social Policy). This included developing a position paper with financing and performance targets for child-related interventions in the context of the upcoming Third International Conference on FID in Addis Ababa in July 2015.

- As a result of engagement in Asia Pacific intergovernmental discussions, the Colombo Declaration of the World Conference on Youth, and Samoa Pathway of the International Conference on Small Island Developing States (SIDS) explicitly documented all crucial issues that concerned children.

- Issues of concern to children were advocated and reflected in various reports i.e. the SG’s reports to ECOSOC on the Non-Self Governing Territories and the Situation of the Palestinian Children in West Bank including East Jerusalem; priority resolutions in the main committees of the General Assembly especially
1. Conduct and disseminate analyses on global economic/partnerships environment, ODA, and resource partner intelligence

i. Strategic Analysis: As a broker of knowledge and analyses on the global aid and economic environment, as well as resource partner policies and priorities, PPD continued to disseminate real-time information on partnering opportunities and challenges in 2014. Examples included:

- Monitored up-to-date developments in ODA trends and partner policies to capture timely market intelligence through the PPD Monitor; and disseminated it organization-wide to senior management of HQ Divisions, 7 Regional Offices and 190 Country Offices. PPD also started leveraging collective intelligence with NatComs in a timely, coordinated and strategic manner to produce the PPD Monitor newsletters. The UNICEF-EU Partnerships newsletter was also shared widely on a quarterly basis.

- Qualitative and quantitative analysis of UNICEF public-sector revenue projections

- Financing for Development positioning paper


- 14 Post-2015 Issue Briefs on topics such as child poverty; early childhood development; and the rights of children with disabilities.

- Analysis on global aid environment, ODA trends, major global issues and development cooperation priorities. For example, the piece on 'Top 5 global trends in public-sector resource development'

- Analysis of public-sector revenue trends e.g. through Compendium of Contributions publication; monthly Office Management Reports; Thematic Funding Status reports; and Emergency Funding Updates.

- Analysis inputs on public-sector resource mobilization in UNICEF Corporate Reports, including: UNICEF’s Annual Corporate Report; UNICEF Executive Director’s Annual Report to the Executive Board; Humanitarian Action for Children appeal for 2015; UNICEF’s Annual report to the UN Economic and Social Council (ECOSOC); and UNICEF’s Annual Regular Resources Report.

- Research on Japan’s loan scheme for health beyond polio eradication to strengthen health management capacity, in particular of local government authority which will be an opportunity for UNICEF to leverage resource for children and achieve the common goals of health system strengthening and provision of health services for all, including the most un reached.

ii. Knowledge Management: The Division put in place efficient mechanisms and systems to manage and share content and knowledge. Examples included:

- PPD continued to develop, update and maintain resource partner profiles, which serve as a resource for fundraising organization-wide. The Division launched the ‘Resource Partner Management System’ to modernize resource partner profiles, interests and intelligence, supported with a live link to VISION data on historical and current revenue flow trends.

- A new PPD Teamsite was developed based on a further enhanced platform (SharePoint Platform). Staff members were given hands-on training on the use of the Teamsite.

- Brown bags were organized on various topics, including: Income Analysis Cube; Resource Partner Management System; PPD Teamsite, etc.

- The memberships for PPD’s Yammer Community increased from 270 to 416, representing an increase of 54% in 2014.
• PPD ensured smooth maintenance and functioning of Divisional shared drive for an optimum best practice repository. In addition, research materials and books on ODA trends and development cooperation policies were procured for the Divisional library.

1.4. Strategically communicate on institutional issues to build trust and credibility with partners

UNICEF’s responses to concerns of resource partners were disseminated through the internet on e.g. policy issues on transparency and accountability, and value for money. These were also highlighted in OED meetings, visits to donor capitals, headquarters and NY-based Missions, UNICEF publications, high-level UN events and meetings, and meeting day to day partner requirements.

In 2014, PPD strengthened trust with partners through harmonized advocacy and communication and systematic and streamlined contributions management with the field offices. The improved reporting system was well recognized by resource partners, particularly Nordic countries that had reservations in 2013.

The new score / rankings for the Aid Transparency Index have been published for 2014. UNICEF’s rank has shot up to 14 (from 21 in 2013 and 63 in 2012), with a score of GOOD.

The US government undertook its annual "UN Accountability and Transparency Initiative” survey in 2014, which included UNICEF. PPD led the submission process covering topics such as audit, evaluation, whistle-blower protection and financial regulations. UNICEF again scored well in the rating, which the State Department uses to discuss future support with Congress and others.

PPD was heavily engaged in Australia’s review of the multi-country, multi-year programme to support UNICEF’s work in disabilities. The end-of-programme evaluation concluded strong results and value for money, resulting in a second round of activity from 2015-2018 and a strengthened partnership in this emerging programme area.

PPD Brussels Office intensified its partnership with the EU's institutions (Commission, Council, and Parliament) with strategic dialogues on humanitarian aid and key development issues. Some 80 UNICEF Country Representatives and colleagues from Regional Offices and HQ Divisions engaged in a regular exchange of views with EU counterparts. PPD Brussels also increased its cooperation with pan-European media and Brussels-based think tanks to communicate UNICEF’s capacity and added value in delivering results for children in partnership with the EU institutions.

PPD Tokyo Office worked with policy makers, opinion leaders, influential media as well as national committees of Japan and Korea to accelerate strategic communication to enhance the understanding of multilateral assistance and UNICEF’s capacity to deliver results for children and promote the rights of children, to safeguard resources and maintain public support. The office also intensified the level of engagement with the UNICEF Parliamentary Leagues in Japan and Korea to urge them to serve as a safeguard for child rights and share the experience as a model for other countries especially the emerging economies.

1.5. Operationalize the relevant mandates of Quadrennial Comprehensive Policy Review and strategically engage with the UN system to influence the UN coherence agenda in support of results for children

PPD effectively monitored and reported on QCPR implementation, including all relevant time-bound mandates. At the Annual Session of the Executive Board, 21 Permanent Representatives delivered statements, commending UNICEF for its comprehensive monitoring and reporting on QCPR implementation in the Executive Director’s Annual Report. Several Member States also acknowledged UNICEF’s leadership role in following up on critical QCPR mandates.

Challenges

The emerging Post-2015 agenda represents both major challenges and exciting opportunities for UNICEF. These include:

• Work out what the SDGs will mean for UNICEF’s mandate at the country level, in partnership with host governments, UN partners and other stakeholders. UNICEF must be at the forefront of defining how to apply the SDGs to make accelerated progress for children, and engage actively in shaping SDGs-based UNDAFs and CPDs.
• Related to the above, UNICEF will need to take active part in forging multi-stakeholder movements and partnerships that can deliver sustainable development outcomes for children, at national and global levels.

• The Post-2015 agenda is universal. This represents a fascinating opportunity to advance and deepen partnerships for children in High Income Countries (HICs), building on National Committees as well as country office presence in newly emerged HICs. UNICEF is well placed to play a leadership role within the UN in this regard.

• There is considerable uncertainty around the prospects for a successful FID Summit in Addis Ababa. It is crucial to contribute to positive momentum and strive to make a strong investment case for children.

• Increased conflicts, natural disasters and climate crises are taking a heavy toll on children. The international development and humanitarian system is overstretched. Financing for Development, the Post-2015 Summit, COP21 in Paris and next year's World Humanitarian Summit provide unique opportunities to strengthen multilateral cooperation in order to address increasingly complex challenges, and in doing so, build a better future for the world's children. UNICEF must strive to contribute to meaningful outcomes of these conferences.

• At the same time, many emerging economies are making progress in economic and development spheres, and are now playing an increased role in international development. However, developing partnerships with these emerging economies requires a different approach than the traditional methods. Hence, UNICEF needs to explore a customized partnerships model to meet the unique requirements of these emerging economies.
Outcome 2: Mobilize Partnerships - Resources mobilized and leveraged match the planning and expected levels

Analysis of UNICEF’s Public-Sector Revenue

Overall Revenue

In advancing UNICEF’s Integrated Resource Mobilization Strategy in support of the Strategic Plan, PPD continued to position UNICEF as a strategic partner of choice; developed efficient and effective mechanisms to strengthen partnerships and resources; support the field and all parts of the organization to enhance public sector resource development; and build capacity in planning, analysis, knowledge management, and advocacy.

Despite the tight global economic situation, UNICEF continued to increase its overall revenue from the public sector for the third year in a row to $3.70 billion in 2014, up from $3.50 billion, $2.84 billion and $2.75 billion in 2013, 2012 and 2011 respectively. Increases versus 2013 were 6% or $207 million. Public-sector revenue surpassed UNICEF Executive Board’s target for 2014 by 32% or $889 million.

2014 witnessed major increases from governmental partners and inter-organizational arrangements (i.e. through UN agencies), representing overall revenue increase of 6% and 47%, respectively. There were increases in revenues from United States and Germany. Revenue from GPPs and INGOs (excluding Rotary International and UN Foundation as its management moved to PFP), decreased by 8%. Revenue from inter-governmental partners also decreased by 8%.

United States was the top public sector resource partner, Followed by the United Kingdom and European Commission.

Thematic funding from public-sector resource partners (representing 54% of the total thematic funding) decreased to $174 million by 6% or $10 million. There was a decrease of 36% in Young Child Survival and Development sector (Health, Nutrition and WASH), while slight increases in the rest of the sectors.

The positive trend of increased funding from non-OECD/DAC resource partners continued in 2014 as well. This represented $163 million from 77 governments – an increase of 36% compared to 2013. The countries that provided increased contributions were Brazil, India, Mexico, Turkey, Singapore and the United Arab Emirates.

Regular Resources

Regular Resources (RR) from public sector increased by 9% from $588 million in 2013 to $640 million in 2014. This was 98% of the Executive Board’s Planned Financial Estimate for 2014.

There were noteworthy increases from Belgium, Denmark, Germany, Republic of Korea, Sweden, Switzerland, and United States. In addition, Australia’s made its pending 2013 contributions in 2014 in line with the Government of Australia’s budget cycle. On the other hand, Austria, Canada, Finland, Netherlands, Iceland, Ireland, Japan and Luxembourg decreased their RR contributions to UNICEF compared to their contributions in 2013.

Thematic Funding

PPD oversaw the mobilization of $174 million in contributions to thematic funding, which constituted 54% of total thematic funding received. In 2014, Finland, Norway and Sweden remained the largest contributors to UNICEF thematic funding, with increased funding from Finland.

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3 Based on preliminary unofficial data as of 21 January 2015 as accessed from Income Analysis Cube in InSight. For UNICEF’s overall income (public + private), preliminary 2014 actual as on 28 January 2015 (provided by DFAM) has been used.
4 Does not include Contributions In-Kind for right to use of premises, which is recognized as Regular Resource income
5 Does not include Contributions In-Kind for right to use of premises, which is recognized as Regular Resource income
Other Resources - Regular

Other Resources - Regular (ORR) decreased by 6% from $1.8 billion in 2013 to $1.7 billion. Despite the decrease, the income surpassed the Executive Board’s Planned Financial Estimate for 2014 by 13%.

Government Resource Partners (-9%):
The United Kingdom continue to lead with a share of 23% in ORR revenue of Government resource partners, despite a decrease of 22% compared to its 2013 level. There were noteworthy increases in ORR funding from Australia, Denmark, Finland, Germany, Ireland, New Zealand, Republic of Korea, Spain and United States.

In 2014, new partners to ORR included Andorra, Azerbaijan, Ethiopia, Mexico, Poland and Tajikistan. Partners that contributed in 2013 but not in 2014 included Bolivia, Chile, Egypt, Kyrgyz Republic, Libya, Monaco, Morocco, Qatar and Slovak Republic.

Inter-Governmental Organizations (+9%):
The European Union continue to lead with 99% of ORR revenue from inter-governmental organizations, representing an increase of 9% compared to its 2013 level. This year, new resource partners included the Agfund and UNITAID. Partners that contributed in 2013 but not in 2014 included Inter-American Development Bank and African Development Bank.

Inter-Organizational Arrangements (+19%):
The Global Partnership for Education (GPE) continue to lead with a share of 37% of ORR revenue from inter-organizational arrangements, representing an increase of 43% compared to its 2013 level.

Global Programme Partners and INGOs (-8%):
The GAVI Fund continue to lead with 51% of ORR revenue of GPPs and INGOs, representing an increase of 20% compared to its 2013 level. This year, new partner to ORR included Partner in Health. International Development Research was the only partner that contributed in 2013 but not in 2014.

Other Resources- Emergency

The Other Resources – Emergency (ORE) from PPD resource partners increased by 24% from $1.1 billion in 2013 to $1.4 billion in 2014. This constituted 98% of UNICEF’s total 2014 ORE revenue and surpassed the Executive Board’s Planned Financial Estimate for 2014 by 201%. The increase is primarily attributed to the high funding for humanitarian emergencies in CAR, Iraq, Philippines, South Sudan and Syria; and Ebola crises.

Government Resource Partners (+27%):
United States leads with 21% share of ORE income of Government resource partners, representing a significant increase compared to its 2013 level. There were noteworthy increases in ORE funding from Belgium, Canada, Finland, Germany, Ireland, Italy, Netherlands, New Zealand and Sweden. In 2014, new partners to ORR included Andorra, Croatia, Greece, Lithuania, Mexico, Singapore, Turkey and United Arab Emirates. Partners that contributed in 2013 but not in 2014 included Austria, Poland, Russian Federation, Slovak Republic, Slovenia and South Africa.

Inter-Governmental Organizations (-29%):
The European Commission represents almost 100% of the ORE funding from inter-governmental organizations. Contributions from the EC decreased by 29% in 2014. In 2014, new partner to ORR included West African Health Organization.

Inter-Organizational Arrangements (+77%):
CERF and Country-based Pooled Funds lead with 97% of revenue from inter-organizational arrangements, representing an increase of 71% from 2013 levels.
**Achievements**

2.1. **Invest in selected and high potential partnership with public-sector resource partners**

In 2014, PPD continued to manage and strengthen partnerships and policy dialogue with resource partners. Despite the tight global economic situation, UNICEF continued to maintain and increase its overall revenue from the public sector for the third year in a row to reach the record high of $3.70 billion in 2014, up from $3.50 billion, $2.84 billion and $2.75 billion in 2013, 2012 and 2011 respectively. Increases versus 2013 were 6% or $207 million. Public-sector revenue surpassed UNICEF Executive Board’s target for 2014 by 32% or $889 million.

Drawing on inter-organizational expertise for shared commitments on major programmatic drives (e.g. UK-UNICEF Girl Summit which helped elevate critical issues affecting girls on the global development and rights agenda), PPD continued to maintain close contact with resource partners through:

- high-level engagement,
- high level meetings and consultations (e.g. with Norway and Sweden leading to significant investments in Education and Child Protection thematic funds for UNICEF; with Japan and ROK resulting in identifying mutual areas of priorities; EU Commissioners/top officials and UNICEF led to increased EU’s commitments for children on CAR, Syrian crisis, Education (Global Partnership for Education Replenishment Conference), Ebola),
- global programme partners’ Boards and Committees, such as GAVI and the Global Fund, and
- sustained dialogue and engagement specific to each resource partner.

The Division also supported programme-level dialogue, playing a sometimes subtle but critical role in brokering relationships between UNICEF partners, and PD, EMOPS, and field offices. In addition, the Division strengthened and streamlined partnerships through standard frameworks with resource partners. Technical support was also provided to country offices on the development of local agreements in support of government cost-sharing, enabling country offices to receive funding from the national governments.

With the overall lead of DRP, the Division supported the articulation of Cases for Support in line with the implementation of UNICEF’s Integrated Resource Mobilization Strategy for 2014-17. PPD envisioned the project with the development of a concrete concept note, verified the proposed template with resource partners (public and private), and continues to work with ITSS and PFP to develop the online platform to support the cases.

For Level 3 and other emergencies, PPD worked tirelessly to provide updated information on UNICEF’s response, coordinate and facilitate cooperation with partners, and intra-divisional advice on policies, procedures and funding opportunities. The high level of support received from our main resource partners, representing $1.4 billion or a 33% increase, for UNICEF’s emergency work reflects this attention. UNICEF maintained comparable funding levels from CERF in 2014. As of December 2014, $112 million compared to $116 million in 2013. UNICEF’s proportion of the overall CERF allocation increased slightly, as did UNICEF’s allocation through the Underfunded Emergencies window. In addition to CERF, the Humanitarian Unit facilitated through OCHA a $97 million contribution from the Kingdom of Saudi Arabia to UNICEF’s country office in Iraq.

The strengthened partnerships with Japan and Republic of Korea positioned UNICEF as a partner of choice for an innovative partnership among UNICEF, JICA and the Gates Foundation (leveraged $77 million to procure 476 million oral polio vaccines for children in Nigeria); and ROK’s innovative financing mechanism ($13.6 million over three year through its Air Ticket Solidarity Levy).

2.2. **Mobilize and leverage partnerships with emerging partners, funding mechanisms/initiatives, and global programme partnerships**

PPD continued to develop expanded partnerships with countries where UNICEF has programmes of cooperation, including BRICS (Brazil, Russia, India, China and South Africa), Gulf countries, Central/Eastern European countries, and other countries whose partnerships potential is still to be tapped, such as the Republic of Korea, Mexico and Indonesia. The positive trend of increased funding from non-OECD/DAC resource partners continued in 2014 as well. This represented $163 million from 77 governments – an increase of 36% compared to 2013. This has contributed to increased contributions from Brazil, India, Mexico, Turkey, Singapore and United Arab Emirates.
PPD secured increased funding from GPPs and IFIs. The development of a number of proposals for new partnership programmes and innovative financing modalities were supported, such as the Catalytic Financing for Nutrition Facility (CaFiN), and the Global Fund for Child Protection, which is expected to open up new collaboration and resource mobilization opportunities for the coming years. UNICEF also secured for the first time funding from the World Bank in fragile contexts, such as CAR and Ebola affected/ preparedness countries.

Clear and regular communication with IFIs/GPPs and country offices on project/programme delivery and funding opportunities has secured continued trust in UNICEF as a competitive and valued partner. Close collaboration within PPD and with other divisions (especially PFP, PD, and field offices) in exploring new opportunities with resource partners (UK, The Netherlands) on innovative financing mechanisms has helped UNICEF to build new partnerships fostering south-south cooperation and potential global financing arrangements for Post-2015/SDGs.

2014 witnessed closer partnership with the Gulf countries especially around humanitarian and development issues. Relations-building, engagement and advocacy helped reflect the interest and needs of children and the protection of their rights in discussions and country visits of senior leadership to various countries in the Gulf. Discussion are underway to improve the Gulf Strategy – a new approach to resource mobilization.

With strong support from HQ Divisions and EAPRO, ESARO and WCRD as well as UNICEF China Office, a field mission was successfully undertaken to scope the potential of China’s support to children in Africa in the context of expanding UNICEF’s partnership with China. Significant opportunities were identified for UNICEF to engage with China on child health in Africa through China’s bilateral aid programmes.

As a result of continued dialogue and engagement both at country and HQ levels, Japan’s loan for GPEI in partnership with the Bill and Melinda Gates Foundation for Nigeria, totalling $90 million, includes 476 million doses of Oral Polio Vaccines which UNICEF is to procure and carry out immunization campaigns for 2014-2015. This is the second time UNICEF leverages Japan’s loan assistance for polio eradication, following the case of loan for Pakistan in 2011 totalling $65 million, out of which $26 million worth of OPV was procured by UNICEF.

### 2.3. Advocate for un-earmarked, and flexible and predictable earmarked resources

Advocacy for core and unrestricted resources, and complementarity and balance between core/non-core funding requires an organization-wide effort. In 2014, PPD, DOC and PFP continued to work on the implementation of UNICEF’s RR Strategy. At the global level, targeted audiences included UN Member States through high-level processes such as annual ECOSOC sessions on Funding of Operational Activities for Development of the UN; the QCPR action plan; development of the Post-2015 Development Agenda, reviews and evaluations of joint funding arrangements, among others.

Examples included:

- **PPD continued to provide guidance on current partner policies and expectations, and flagging critical decisions and actions that need to be taken in order to build, protect and potentially increase revenue. For example, through ‘structured dialogue on financing results of the UNICEF Strategic Plan and critical mass of core resources’.

- In collaboration with DOC, the Division launched a page on intranet on ‘mobilizing core resources’. The page features a communication plan, videos, and background on Regular Resources.

- Overall increase in 2014 Regular Resources, with noteworthy increases from Belgium, Denmark, Germany, Republic of Korea, Sweden, Switzerland, and United States.

- Except for health-related sectors (health, nutrition, WASH), there were slight increases in thematic funding in the rest of the sectors. In 2014, Finland, Norway and Sweden remained the largest contributors to UNICEF thematic funding, with increased funding from Finland.

- Organization of the annual UNICEF pledging events, and coordination of UNICEF’s participation in the annual UN pledging conference. This included dissemination of key messages through the Executive Director and PPD Director’s opening and closing statements. A total of 28 countries pledged $65 million in RR for 2015 to UNICEF at the 2014 UN Pledging Conference for Development Activities.
- Upgraded Compendium of Contributions publication with Regular Resources and thematic advocacy pieces.
- Coordinated production of the annual thematic funding partner reports and organized related partner briefings. The attendance was the highest PPD has ever seen for thematic briefings (42, including NatComs), and the feedback from top thematic funders Norway and Sweden, as well as other participants, has been overwhelmingly positive, as have comments of the reports overall.

2.4. Strengthen inter-divisional collaboration for enhanced partnerships

PPD strived to optimize joint resource development efforts across UNICEF through improvements in coordinated communication, engagement, and capacity building. PPD worked with PD and other Divisions to prioritize global and multi-country proposals, thematic funding through annual consultations, technical meetings, etc. In addition, PPD partnered with PD and DRP to advocate for global sectoral priorities and provide technical advice to Member States in the GA and ECOSOC discussions, including on issues related to children with disabilities, migrant children, indigenous children, and child poverty, among others.

In 2014, PPD and National Committees (NatComs) collaborated more closely. PPD Brussels engaged relevant UNICEF National Committees with EU institutions to leverage more visibility and support for public policies focusing on children. As part of the EU collaboration framework developed with EU-based National Committees and PFP, the joint EU-UNICEF social media campaign “Voices of children” has been an innovative example of enhanced cooperation reaching over 150 million citizens.

PPD collaborated with PD and country offices to organize a Breakfast of ECD Champions during the General Assembly, which was co-hosted by UNICEF and governments of Chile and Rwanda. UNICEF is working with Chile to champion the ECD outcome during the Addis Ababa conference in 2015.

PPD Tokyo invested further in joint accelerated advocacy with PD’s Polio Team for the Global Polio Eradication Initiative. A series of advocacy activities and media outreach were carried out jointly which resulted in enhanced partnership with key partners, including Rotary International and civil society partners, and increased awareness of UNICEF’s role among the general public, policy makers, and GoJ officials.

2.5. Provide support and guidance, and build capacity of COs/ROs/HQ to strengthen partnerships

Providing support to regional and country offices is a core function of PPD. Lessons learnt indicate that providing customized support to country, regional and HQ offices in their interactions with partners, and proactively mobilizing COs in multi-country approaches focusing on specific programme areas in collaboration with partners have been successful strategies. Building on this, PPD strengthened its field support efforts in 2014. This included providing field support for:

- resource development strategies
- funding sources, modalities and instruments
- grant agreement negotiations
- efficiencies in mobilizing quality resources aligned to results
- communicating institutional issues with resource partners
- capacity to engage in relevant UN processes and discussions, including efforts to advance effective cooperation and coherence across the UN system

The support was provided through a number of instruments and channels. For example, PPD initiated Regional Workshops on Resource Development, Mobilization and Management in joint collaboration with PFP and regional offices, and with inputs and participation from country offices, and HQ Divisions including PD. After successfully piloting the first workshop with ROSA in 2014, three workshops are scheduled in 2015 for MENA, WCAR and CEE/CIS. In addition, PPD is in coordination with DHR to develop e-learning module on different topics covered in these workshops.

PPD continued Webinar Series on public-sector partnerships and resource development in collaboration with regional and country offices. The objective of this initiative is to provide a platform to share practices, lessons, tools and resources on public-sector resource development. The topics ranged from donor proposals to recognition. Webinars recording and presentations widely shared through intranet and communities of practice.
PPD commissioned a consultancy on best practices and lessons on UNICEF donor proposals. The results were disseminated through a webinar and communities of practice. The consultancy resulted in improved and updated guidance on developing donor proposals, with a special focus on results-based management. PPD is working with DFAM to further refine guidance on preparing programme/project budgets in the proposal.

PPD teams, including those in Tokyo, Brussels and Seoul, continued to provide guidance and support on a daily basis to offices in decisions related to funding on entering, exiting and receiving resources from different funding sources, modalities and instruments. Systematic guidance and field support was strengthened through a number of tools and services, such as internet, intranet, webinars, newsletters, guidelines, trainings, toolkits, and participation in RMTs and other regional-level meetings, such as DRops. Furthermore, regional and country offices were invited and presented in PPD retreats in 2014.

PPD built on the ongoing initiatives to develop tools and resources with the aim of modernizing resource development. Examples include: a) revamping of intranet and internet sites; b) development of TeamSite; c) Donor Reports Online library (work in progress in conjunction with open.unicef.org); d) Online Donor Toolkits on institutional funding priorities (work in progress with PFP/DRP/PD/EMOPS; replacing Investment Cases with the Cases of Support); e) Resource Partners Management System, f) EU partnership portal, g) online pipeline tool (work in progress on advance financing with DFAM/PFP), h) InSight Humanitarian Dashboard / ORE tracking tool, i) ASK about UN Coherence, and j) UN Coherence wiki.

The Division revamped existing and developed new communication tools in support of a knowledge base on UN coherence and partnerships on the ground. The UN partnerships intranet site and the field help-desk “ASK” were redesigned on the new SharePoint platform. The design is showcased as a best practice on ITSSDs online site. The recently developed UN Partnerships Wiki platform is an innovative tool that will help PPD leverage UN coherence best practices for both internal and external consumption. The second edition of the popular UN Coherence handbook is now finalized.

PPD staff was also deployed temporarily in the field (e.g. in Indonesia, Jordan, CEE/CIS and ESAR regional offices, and NY-based Ebola task force) to support field offices build capacity for resource development. In addition, PPD continued to process ORR ceilings from new and extended Country Programme Documents.

**Challenges**

In 2014, the challenges related to political and economic climate continued to weigh-in on resource mobilization. For example, Australia and the Netherlands cut their development aid budgets. Due to fiscal pressures in Japan, the humanitarian funding’ from the supplementary budget faced an overall cut of 44% globally compared to the previous year.

The trend towards highly earmarked funding continues and makes it challenging to negotiate core and thematic funding. The interest of resource partners in being more directly engaged led in some cases to increased requirements in agreements, additional earmarking, and higher transaction costs in the administration of contributions. In addition, UNICEF faced specific challenges with changing engagement modalities with GPPs, including increased expectations for non-standard reporting and push-back on UNICEF’s cost recovery approach.

There has been a sharp increase in resources and related demands over the last several years. However, the human resources to manage an increased workload remain the same. In addition, there is scope for clarifying accountabilities and speed up decision-making at various levels.

There is a growing interest among partners as to how UNICEF can contribute in the area of climate change. Responding to this demand will be important in the run-up to CoP21 in Paris at the end of 2015.
Outcome 3: Manage Partnerships - Improved oversight and effective management of UNICEF public-sector partnerships

Achievements

3.1. Provide Regulatory Framework on contributions management of public-sector partnerships

PPD continued to collaborate with DFAM in providing Regulatory Framework on public-sector partnerships to clarify the organization’s policy on roles, responsibilities and accountabilities on partnerships in line with UNICEF’s rules and regulations. During the June 2014 GMT discussions, the Executive Director asked for an Oversight document outlining the division of accountabilities on contributions management among Country Office, Regional Offices, and HQ Divisions. The guidance document was prepared by PPD in consultation with the Regional Directors, Division Directors, the Comptroller a.i. and the Legal Advisor. PPD will roll-out the document to Country Offices through a number of channels.

Other examples of support to the field included: development of Matching Funds Policy in collaboration with PFP (work in progress, pending OED clearance); and Cost Recovery Rate Guidance, finalized in collaboration with DFAM.

3.2. Strategically advise and inform Country and Regional Offices on UN coherence issues in support of effective programme delivery and results for children

PPD ensured organization-wide dissemination of the Global and Regional Outlooks on UN coherence: “perspective from the field”. These analyses have been used at all the RMTs, and have served as a basis for identifying critical UN coherence issues faced by the field, providing evidence for shaping UNICEF’s corporate positioning around key UN coherence issues. Furthermore, the Secretary-General launched the Standard Operating Procedures (SOPs) for Delivering as One countries, supported by a full package for UN Country Teams. UNICEF played an instrumental role in the shaping of the SOPs and facilitated the work on many aspects of the guidance package, to keep it relevant and practical for UNCTs.

3.3. Guidance on quality partner reporting, recognition and visibility

PPD, in collaboration with the accountable reporting offices, continued to explore ways to increase reporting quality, for example through uploading donor reports on an online portal, resulting in improved transparency and strengthened accountability for results. Improvement in the quality of thematic reports was well recognized by key resource partners, such as the Nordics.

PPD, in collaboration with DOC, continued to provide guidance to the field offices on resource partner recognition and visibility on how to appropriately recognise resource partner support to public sector partnerships impacting the lives of children.

3.4. Support the oversight of resource management

PPD continued to support the oversight of resource management, including via smart IT solutions. For example, some PPD teams undertook a quality assurance exercise to 1) ensure that all Vision records were complete and accurate; and 2) review those narrative reports that had not been submitted. For narrative reports that were overdue, PPD worked with Country Offices to make sure that reports were submitted and that the records were complete.

2014 was marked by a number of high-profile crises, as well as high levels of needs in protracted emergencies. The call for a data revolution prompted the design and creation of a robust humanitarian information management system that allows PPD to meet its humanitarian resource mobilization goals by responding efficiently information requests. Also as a result of this new and improved information system, UNICEF is now able to produce timely reports for key decision makers, including OED senior management, UNICEF Country and Regional Offices, OCHA and PPD.

PPD co-led with the NGO coalition, InterAction, a task team to identify best practices for more timely disbursement of sub-grants to NGO partners. UNICEF and InterAction presented the findings to the CERF
Advisory Board in October, 2014. Following the CERF Advisory Board, PPD participated in an inter-divisional task team to identify specific ways for UNICEF to improve the timeliness of disbursement.

**Challenges**

Timely disbursement and utilization of funds is sometimes a challenge. Repeated requests for extensions undermine future funding opportunities. Coupled with occasionally poor results reporting, it impacts the relationship with resource partners and weakens negotiations for future funding. For example, the slow disbursement of CERF funding to NGO partners was highlighted by a number of key resource partners.

Inconsistent interpretation of the cost-recovery policies resulted in substantial exchanges with resource partners in the negotiation of agreements and amendments.

New contractual modalities for development cooperation published by the EU, also known as PAGODA (Pillar Assessed Grant or Delegation Agreement) will require additional effort by PPD Brussels, in cooperation with DFAM and Regional Offices, in order to make sure all operations and programmes colleagues are correctly informed and/or trained.
SECTION 3: STRATEGIC PLANNING AND MANAGEMENT

2014 was the year of setting strategic directions for public-sector partnerships in the organization. The merger of PARMO and GMA to a new Division, following the recruitment of the new Director, required PPD to establish a new vision and results. A new Office Management Plan and Integrated Results and Resources Matrix for 2014-17 was developed in close alignment with UNICEF’s Strategic Plan. This included a review of past OMPs and work plans; an analysis of partnerships trends, the development and aid environments, and partner intelligence; outputs from UNICEF’s 3.0, 4.0, and Effectiveness and Efficiency initiatives; and a participatory planning process that elicited staff inputs from other HQ Divisions, and PPD New York, Brussels and Tokyo offices.


Other activities around strategic planning and coordination included the facilitation of implementation of recommendations of PARMO’s 2013 internal audit, PARMO and GMA 2014 Workplans; UNICEF’s Results Assessment Module (RAM); UNICEF’s Risk Assessment Module; and organization of mid-year reviews and Divisional retreats.

The Learning Committee organized a number of trainings including: Effective Partnering and Negotiation Skills; and Building Partnerships for Development Effectiveness. In addition, staff engaged in individual trainings e.g. Senior Leadership Development Programme (SLDP); Leadership Development Programme (LDP); and Management Development Programme (MDP). PPD staff was also supported the field offices on stretch assignments and missions. PPD Brussels staff also supported Country Offices for verifications and to support policy dialogue at country level. Opportunities were also provided to staff members to support other HQ Divisions on short assignments.

Transparent and participatory management approaches characterize the office and units within PPD. The following governance arrangements were used by the Division in 2014:

- All staff meetings
- Weekly senior advisors meetings
- Office Management Team meetings
- Individual office/team/section meetings

The restructuring process and many changes due to vacancies and staff turn-over contributed to a challenging work environment and heavy work-loads for all members of the team. Due to strong teamwork and commitment, there was continuity in this period and PPD successfully maintained partnerships engagement with Member States, and increased its overall revenue despite operating in a demanding resource environment.
In collaboration with PFP and DFAM, the Division initiated a project on ‘Advance Financing through Streamlined Income Forecasting in UNICEF’. The purpose of this project is twofold: to implement an advancing financing mechanism in UNICEF, with the support of a streamlined income forecasting system.

In 2014, innovations included streamlining work processes to gain efficiencies both in time and staff capacity. For example, negotiating large multi-year thematic tranches, such as from Sweden for Child Protection and Norway for Education, saved time spent on individual transactions.

The advance funding for L3s helped improved efficiencies in swift disbursement of funds to the field for contributions from our key resource partners.

“Bundled” and pre-negotiated grants with large resource partners increased efficiency and avoided time-consuming case-by-case negotiations. For example, a standing grant with USAID provides a mechanism by which any USAID mission or HQ section can provide support to any part of UNICEF. The terms of the grant, including reporting requirements, etc., are pre-negotiated and therefore do not need to be discussed each time with the partner.

New templates for agreements were designed to streamline negotiation and finalization of awards, such as with Canada, and RoK/KOICA.

PD Polio Team and PPD Tokyo jointly planned and drafted an advocacy and communication strategy to enhance partnership and mobilizing resources for Global Polio Eradication Initiative (GPEI). A series of advocacy activities and media outreach were carried out jointly which resulted in enhanced partnership with JICA, the Rotary International and civil society partners, and increased awareness of UNICEF role among the general public, policy makers, and GoJ officials.

The Division organized a joint advocacy event with Korean Parliamentary League and Korean NGO (World Vision Korea) to promote children’s rights and eliminate child labour and exploitation in the process of economic growth and development. Key relevant ministries, reputable development think tanks and Korean NGOs were invited to discuss how Korea can advance its leading role to eliminate child labour in the international platform. This joint event raised public awareness of UNICEF’s programme and recognition in general.

Timely and transparent reporting to partners was made sure via OCHA’s Financial Tracking system, particularly for key crises such as Ebola.

UNICEF embraced the international Financing for Development (FfD) debate as an overarching agenda for developing new initiatives in the areas of resource mobilization and partnership development, including exploring new partnerships around innovative financing for development (WBG, UN, partners) and outreach to other partners like OECD, Gates Foundation, and Global Partnerships fora including GPE, GFATM, Gavi and other partners). For example engagement with the WBG at country level is structured around the Bank’s new Systematic Country Diagnostics; their new policy to work crises situations, or successful inclusion of MNCH in the GFATM through a joint MoU.

PPD Brussels organised an Activate Talk at the European Parliament, in cooperation with the Chair of the Committee on Development, on “The promise of innovation – how to leverage emerging technologies for children in development and humanitarian aid” bringing together UNICEF, DG DEVCO, DG ECHO, DFID, researchers at Oxford University and Sakharov Laureate Hauwa Ibrahim.

PPD set the engagement with IFIs (WBG and Regional Development Banks) and GPPs on a more strategic footing to achieve greater leveraging power and funding. Engaged systematically with partners in the context of their new strategies and priorities (i.e. reflecting new strategies recently introduced by World Bank Group, GFATM, GPE, Gavi and other partners). For example engagement with the WBG at country level is structured around the Bank’s new Systematic Country Diagnostics; their new policy to work crises situations, or successful inclusion of MNCH in the GFATM through a joint MoU.

At the opening session of the CRC@25, the traditional UN protocol for speakers in a GA plenary meeting was changed as per UNICEF’s request in order to allow precedence to a girl child speaker from Swaziland.
The pilot regional workshop with ROSA was designed in client-needs-based and customized fashion in close collaboration with the regional and country offices, as well as other HQ Divisions such as PD and PFP. Resource partners were also involved by soliciting feedback on UNICEF’s performance in the region through a panel session led by the Regional Director.

The UNGA69 report was re-designed in a new, concise and easy-to-read format that allowed an easier and faster communication of the most relevant issues during the 69th session of the General Debate of the General Assembly.

PPD defined a set of good UN coherence principles based on the SOPs and the global and regional analyses. These principles can be universally applied in all contexts, regardless of DaO. The Division advocated these principles widely among country offices, agencies and partners.

First ever system-wide UNDG guidance on Communicating as One was produced under UNICEF’s leadership. Additionally, with the aim of mainstreaming the MoRES approach system-wide, PPD is leading the first ever UNDG guidance piece on joint approaches to monitoring results.

The Resource Partner Management System was launched which is directly linked with VISION and facilitate the process of creating new resource partner intelligence and profiles, and collecting information from HQ and field offices.

With an effort to modernize resource mobilization, PPD with ITSSD updated the Divisional Teamsite to SharePoint Online Platform.

Lessons

Consistent dialogue and engagement with resource partners is helpful e.g. through annual consultations. PPD needs to explore the possibility of having Joint Annual Consultations with multiple resource partners to save time and gain efficiencies. In addition, direct high-level engagement, including by the ED, can be very effective in developing partnerships particularly with new governments/administrations. The results can be clearly seen in support to UNICEF.

Following the launch of a major movement or campaign that closely engages resource partners, such as the No Lost Generation, it is critical to articulate our long-term vision and to maintain focus and momentum. Failure to follow through or changing course after engaging resource partners can pose a significant risk to UNICEF’s credibility and long-term relationships.

Creating an enabling and supportive environment is key to maintaining resources and support for the global agenda for children under a challenging fiscal situation. Engagement with Goodwill Ambassadors, the general public, and parliamentarians are essential to sustain support for UNICEF.

Proactive review of CERF performance data; continuing support to country offices on timelines for their CERF obligations; and importance of guidance to country offices on CERF reporting to ensure coherence in reporting of dates.

UNICEF’s entry into new issue areas (like Climate Change, FfD, new GPP models etc.) leads us into terrain where UNICEF’s positions and expertise are less developed. However, a forward-looking, less risk averse approach would help to capitalize and leverage on emerging partnership opportunities and trends, and help to position UNICEF as a trusted and strategic development partner in the Post-2015 development agenda for children.

UNICEF’s ability to position itself as a competitive and attractive development partner will also depend on cost effective and agile operations at all levels.

Strategic alliances with sister agencies played a significant role in 2014. UNICEF needs to continue strengthening partnerships with sister agencies to ensure that focus remains on results and action and not on process and architecture. Continued efforts are needed to make sure all Divisions in UNICEF play a proactive role and own the follow-up on relevant QCPR mandates.