

Public Partnerships Division
Annual Report 2015

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Executive Summary

In 2015, UNICEF's **Public Partnerships Division (PPD)** continued its work to strengthen UNICEF's position as a partner of choice for children's rights among governments and other public sector actors around the world.

The year 2015 saw unprecedented political resolve to address some of the greatest global challenges, including the adoption of the **sustainable development goals (SDGs), also known as Agenda 2030**, the **Addis Ababa Action Agenda (AAAA)** on development financing, and the **Conference of Parties21 (COP21)** climate change agreement in Paris. Agenda 2030 is of enormous importance to children and the work of UNICEF for the coming 15 years. It sets multiple, ambitious, child-centered targets that demands both significant and sustained investment for the long term and the formation of powerful, new partnerships. In its role as interlocutor with public sector partners, PPD helped facilitate the work of the Member State-led **Group of Friends of Children and the SDGs** that played an instrumental role in advocating for the language on children in the final text for the SDG outcome document as well as the AAAA.

UNICEF and PPD faced a challenging economic climate due to slowing economic growth and currency fluctuations. Global economic growth in 2015 slowed to 2.4% from 2.6% in 2014. According to 2015 preliminary figures¹, while public-sector revenue surpassed the UNICEF Executive Board target for 2015 by 9% or \$275 million, **UNICEF overall revenue from the public sector and Global Programme Partners (GPPs) decreased by 8% to \$3.5 billion** from \$3.8 billion in 2014. This decrease was mainly due to the depreciation of major European currencies and the Japanese Yen vis-à-vis the US dollar. **Regular Resources (RR) fell to its lowest level in 10 years. At \$520 million, this was a 21% decrease from 2014, and it accounted for 15% of total public sector revenue.** Of this decline, at least \$30 million can be attributed to the currency depreciations, as there was no decrease in currency of origin for 12 partners. Humanitarian funding, however, increased to \$1.7 billion, a nearly 5% increase from the \$1.6 billion total in 2014. This was 52% of UNICEF's total 2015 humanitarian requirements of \$3.2 billion. PPD played a pivotal role in fundraising for UNICEF emergency response, with **over 88% of humanitarian funding coming from the public sector.**

The scale and scope of the **Refugee and Migrant crisis** in Europe demanded intense and sustained efforts in the second half of the year. PPD provided inputs and guidance in defining UNICEF's parameters of support to the relevant governments to safeguard the rights of migrant children and to finalize the legal agreements needed to provide technical assistance in the European countries where UNICEF has traditionally not worked programmatically. In addition, several European donors increasingly used Official Development Aid (ODA) for domestic spending to respond to the Refugee and Migrant crisis. This redirection of resources for internal use will likely impact RR and OR funding to UNICEF and the wider UN system, especially in 2016.

PPD and partners worked to strengthen international policy frameworks and financing partnerships in areas with significant expected additional impact for children. **New and innovative finance modalities/partnerships** in 2015 included **UNITLIFE, Power of Nutrition, Child Protection Partnership and Fund, Islamic Finance, Global Financing Facility for Every Woman Every Child, Pandemic Emergency Financing Facility, and blended finance on WASH in collaboration with International Financial Institutions and other partners**, leveraging grants and loans to the sector.

PPD was strongly engaged in positioning UNICEF through the preparatory work for the **Quadrennial Comprehensive Policy Review (QCPR)** that will be negotiated in 2016. The Economic and Social Council (ECOSOC) undertook a first series of dialogues on the longer-term repositioning of the UN development system, including on the functions, funding, organizational arrangements and governance structures necessary to support implementation of Agenda 2030. Within UNICEF, PPD helped foster internal synergies around UN reform, helping drive thinking on how UNICEF could be more "fit for purpose" in supporting the delivery of the SDGs.

¹ Figures are preliminary and as per 15th of January 2015. The figures reported are revenue-based, not budget-based and only include revenue received in 2015.

2. Divisional Targets and Strategies

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:

Strengthened public partnerships through evidence-based policy advocacy and resource mobilization for realizing children's rights in the context of UNICEF Strategic Plan 2014-2017 and the Post-2015 Development Agenda

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 programmatic policy dialogue and advocacy centered 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 Country and Regional offices and 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

Outcome 1: Children's rights are at the center of the political agenda at the global and national levels

The main results in 2015 for Outcome 1 were the language on children incorporated both in the *Financing for Development conference (FfD) Outcome Document* (July 2015) and the final *Agenda 2030 Outcome Document* (finalized in August 2015 and adopted in September 2015); as well as preparation for implementing Agenda 2030 and the *SDGs*. Other important results included PPD's work in support of UNICEF's child-rights centered response to the *Refugee and Migrant crisis* in Europe.

By strategy:

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

The **AAAA and Agenda 2030 outcome documents both** contain much to celebrate for children. The AAAA was a success in that it clearly went beyond previous FfD agreements (Monterrey and Doha) by including a commitment to equity-focused investments in children and several child-focused targets in the areas of social protection, health and education, access to technology and data disaggregation. For the Agenda 2030 outcome document, in addition to seeing increased levels of ambition on goals that were also part of the *Millennium Development Goals* (MDGs), there are now goals and targets on critical issues for children that were not part of the MDGs, such as combatting child poverty, reducing inequality and protecting children from violence, exploitation and abuse. There are also new goals and targets on the environment, sustainable consumption and production, inclusive economic growth, urbanization and migration. The *Agenda 2030 Declaration* also contains useful language on the need to "invest in children" and the recognition that children and young people "are critical agents of change and will find in the new goals a platform to channel their infinite capacities for activism into the creation of a better world." The language was inspired by the words of a 13 year old that participated in a consultation on the draft outcome document, led by UNICEF on the [WorldWeWant2015.org consultation platform](http://WorldWeWant2015.org).

The **Member State-led Group of Friends of Children and the SDGs**: Facilitated by PPD, the Group had an instrumental role in advocating for the language on children in the final texts of the FfD and Agenda 2030 outcome documents. The Group met six times over the course of 2015 and was strategically leveraged to support key messages and language proposals for children in the respective outcome documents. The Group issued three statements during the negotiations with PPD support. PPD also facilitated an FfD side event with the Community of Latin American and Caribbean States (CELAC) on investing in Children. And UNICEF led many of the efforts to make sure that the SDG process was participatory, including co-leading the [Participatory Monitoring for Accountability Global Consultation](#), together with UN Women, which culminated in a high-level meeting in Lima, Peru, in March. To leverage the EU's role in shaping the SDGs, the **PPD Brussels Office partnered with a number of UNICEF National Committees** to facilitate the participation of young EU representatives in the G7 meeting, under German chairmanship.

Refugee and Migrant crisis: PPD supported UNICEF's response to the *crisis* in Europe from its Brussels, Geneva and New York offices, facilitating timely exchange of information; liaising in the arrangements of the needs assessment missions (6 missions completed in 2015); and defining the parameters of support from UNICEF to the relevant governments in terms of ensuring the rights of migrant children and finalizing the legal agreements needed for the provision of technical assistance in European countries without UNICEF programmatic presence. Through this engagement, important steps have been taken that may shape UNICEF and UN contributions to delivering support for a key new dimension of the SDGs, namely universality.

Country Programme Documents (CPDs): For all countries that had their CPD presented to the Executive Board in 2015, PPD briefed the Missions on the process and invited them to speak for their countries prior to the Board.

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

The **Second and Third Committees of the General Assembly (GA) and the ECOSOC High Level Political Forum as well as other intergovernmental and interagency fora**: PPD continued focusing on having the interests, needs and rights of children being clearly articulated including in the Secretary General's (SG) reports to the Security Council (SC), at the GA, and ECOSOC. Priority agenda items included the resolutions on the Rights of the Child, South-South Cooperation, Development Cooperation with Middle Income Countries, Rights of Indigenous Peoples,

Implementation of *Agenda 21* as well as the Task Force dialogue on African countries, the SG's Rights Up Front (RUF) initiative, and most vulnerable children affected by ongoing conflicts (Iraq, Syria, Yemen, etc.). UNICEF's engagement with the Third Committee resulted in the preparation and presentation of three reports before the committee.

Humanitarian financing and inter-agency work: PPD, in close collaboration with the Office of Emergency Programmes (EMOPS), continued to steer UNICEF's positions on humanitarian financing through policy dialogue with the Inter-Agency Standing Committee's (IASC) Humanitarian Working Group, to increase UNICEF's influence and funding and provide inputs that will feed into the recommendations for the 2016 *World Humanitarian Summit*.

Conduct and disseminate analyses on global aid/economic environment, ODA, and resource partners

In 2015, PPD continued preparing regular public-sector revenue projections and analysis for the organization, as well as in-depth qualitative and quantitative analysis of revenue trends through its *Compendium of Resource Partner Contributions publication*; monthly *Public-Sector Revenue Reports* and *emergency funding updates*. Inputs on public-sector partnerships and resource mobilization were also provided for UNICEF institutional reports such as the *Executive Director's Annual Report* and the *UNICEF Annual Report*. Other analyses included:

- *Resource Mobilization through a Replenishment Model? Lessons from Development Banks and Global Programme Partnerships*
- *Influencing Results: PPD support to UNICEF offices in Middle Income Countries*

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

Different fora allowed PPD to strategically engage with partners on institutional issues, among these, the Executive Board mandated *Structured Dialogue on financing the results of the Strategic Plan*, high profile annual *consultations* with a number of partners (including the Utstein-donor group), and *multilateral aid assessments/reviews* (Australia's MPA and the United Kingdom's MAR). In addition, PPD supported the production of the global-level *Annual Results Reports* for 2014 by sectoral and cross-cutting outcome areas and organized a briefing for partners on the Reports. PPD also supported the finalization of ten *Cases for Support* to market UNICEF's work by each of its outcome and cross-cutting areas. The division also organized a one day *UNICEF 101 briefing* for new staff at NY-based missions on 8 October. Targeted messages were sent out to partners on UNICEF's transparency portal *open.unicef.org* and other strategic initiatives.

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

With regard to *member state engagement on QCPR implementation*, PPD focused on making UNICEF's positions on possible future reforms reflected in the first phase of the ECOSOC dialogues which focused on governance, funding, organizational arrangements, capacity, impact and partnerships. UNICEF strategically positioned itself and PPD successfully facilitated a common United Nations Development Group (UNDG) position ahead of the new QCPR. **Within UNICEF**, PPD helped foster internal synergies around reform, for example, through the interdivisional-field expert group on fit for purpose, to help drive thinking on how UNICEF could be more "fit for purpose/results" in supporting the delivery of the SDGs.

On the inter-agency front, UNICEF led and strategically engaged to influence system-wide positioning on several UN coherence issues. The Office of the Executive Director (OED) was well placed to strategically engage in 20 high level meetings of the **Chief Executives Board (CEB)** and its pillars and successfully advocate UNICEF's positions, which often led to UNDG/system-wide adoption of positions. Examples include: the core principles of UN Coherence and key principles for the UN's coordinated support for SDGs implementation (advocated by the Executive Director).

Joint Inspection Unit (JIU): PPD effectively supported UNICEF's engagement with the JIU by coordinating relevant engagement across divisions and ensuring that all requests made by the JIU were met in a timely and efficient manner.

Explore opportunities to develop knowledge and innovation together with partners

Agenda 2030 partnerships: An innovative and strategic partnership with a group of **child-focused civil society organizations, comprised of ChildFund Alliance, Plan International, Save the Children, SOS Children's Villages and World Vision** jointly produced the "child-friendly" version of the SDGs: *The World We Want: A Guide to the Goals for Children and Young People*, which was widely praised by Member States and, in 2015, was updated and

integrated as a key resource into the [World's Largest Lesson](#) project, which **reached over 500 million children in over 100 countries**. Both the World's Largest Lesson and the [Comics Uniting Nations](#) (child-friendly materials in the form of comics) initiatives were consolidated to build awareness of the SDGs and of human rights among children and youth and inspire action.

The first Global Innovation Summit for Children and Youth was co-hosted by UNICEF and the Government of Finland in Helsinki 9-10 November, bringing together thought and action leaders from the private sector, government, and civil society with a common vision for children: information, opportunity, and choice through innovations. The pledged contributions from the Government of Finland and the Page Family Foundation are an important step in leveraging resource mobilization to help scale innovative investments for children.

Communication and visibility activities with the EU: PPD, together with several UNICEF divisions, partnered with EU institutions in organizing and promoting high profile initiatives such as *#fightunfair*, a large exhibition on girls' education for the 2015 "Europe's Day". Recognition of these efforts helped to secure a record budget (€1 million) from ECHO for *Against All Odds* - a campaign that will be implemented in 2016 together with seven UNICEF National Committees and the Division of Communication (DOC).

Outcome 2: Resources mobilized match the planning and expected levels

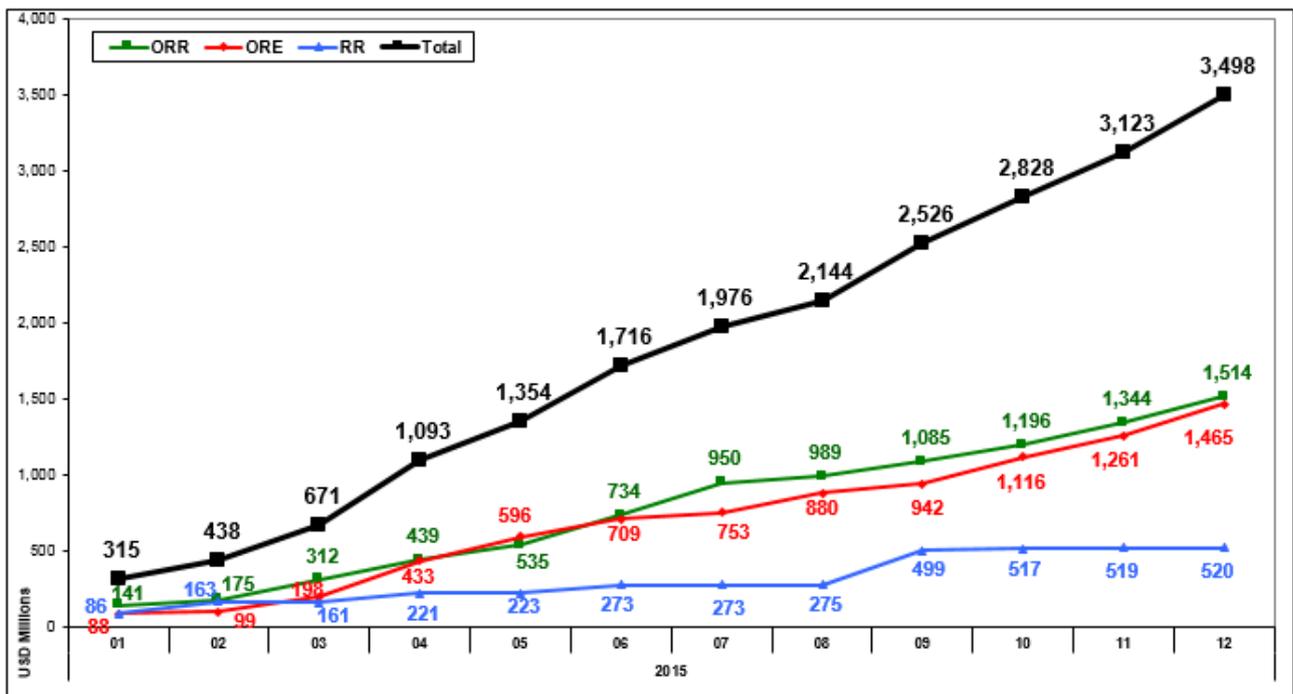
Analysis of UNICEF's Public-Sector Revenue

Overall Revenue

According to preliminary figures, UNICEF **overall revenue from the public sector plus GPPs decreased by 8% in 2015 to \$3.5 billion**, from \$3.8 billion in 2014. The decrease was mainly due to the depreciation of major European currencies and the Japanese Yen vis-à-vis the US dollar. Despite the decrease, public sector revenue surpassed UNICEF Executive Board's target for 2015 of 9% or \$275 million.

Cumulative RR, ORR, ORE by Month

Government, Inter-governmental, Non-governmental, Inter-organizational Arrangements (PPD Resource Partners only)



Regular Resources

Regular Resources (RR) from public sector resource partners decreased by 21% from \$660 million in 2014 to \$520 million in 2015. This was 7% less than the Executive Board's Planned Financial Estimate for 2015.

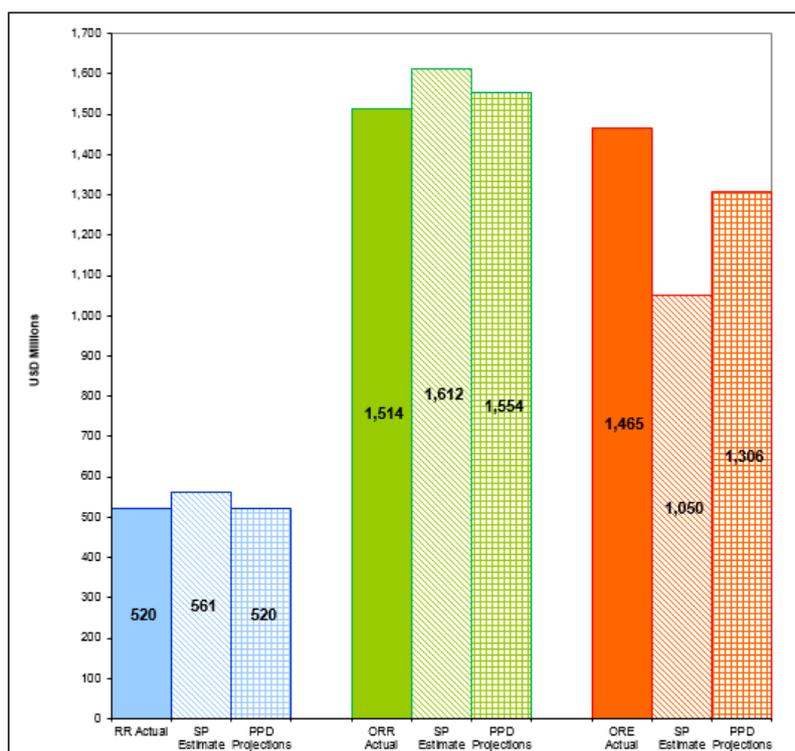
Other Resources – Regular

Other Resources - Regular (ORR) from public sector resource partners decreased by 10% from \$1.7 billion in 2014 to \$1.5 billion in 2015. This was 6% less than the Executive Board's Planned Financial Estimate for 2015.

Other Resources - Emergency

The Other Resources - Emergency (ORE) from public sector resource partners increased by 1% from \$1.4 billion in 2014 to \$1.5 billion in 2015. This constituted 88% of UNICEF's total 2015 ORE revenue and surpassed the Executive Board's Planned Financial Estimate for 2015 by 40%. This revenue growth is mainly driven by response to the Syria Crisis, Ethiopia, the Nepal earthquake, Yemen, Ukraine, as well as the Refugee and Migrant crisis in Europe.

PPD 2015 : Revenue against UNICEF's 2014-17 Strategic Plan Estimate and PPD Projections



Thematic Funding

Thematic Funding from public and private sector resource partners increased by 8% or \$12 million. There is a noteworthy increase of +142% in WASH, +39% in Nutrition and +39% in Humanitarian. Currency-explained decreases affected the rest of the outcome areas, except for HIV/AIDS and Social Inclusion, which declined by over 50%. The Gender pool continued to be unfunded. Overall, among the public sector resource partners Norway and Sweden remained the largest two public sector donors to thematic funding, with significant increased funding from the Netherlands and Belgium and a decrease from Finland.

2015 YTD Comparison

Theme	2015	vs 2014
Health	14,166,458	79%
HIV/AIDS and Children	3,626,500	31%
Water, Sanitation, Hygiene	47,915,407	242%
Nutrition	6,454,386	139%
Education	79,722,218	69%
Child protection	16,737,029	74%
Social Inclusion	4,429,451	49%
Gender		
Thematic Humanitarian Response	193,931,336	139%
Total	366,982,785	108%

2015: Top 20 Resource Partners to Thematic Funding

Donor	Thematic ORE	Thematic ORR	Total
Norway		69,840,047	69,840,047
SIDA - Sweden		59,519,328	59,519,328
United States Fund for UNICEF	23,162,961	2,713,576	25,876,537
Japan Committee for UNICEF	23,975,193	299,857	24,275,049
United Kingdom Committee for UNICEF	18,435,217	4,187,531	22,622,748
German Committee for UNICEF	16,340,705	1,251,643	17,592,347
Netherlands	16,321,299		16,321,299
Swedish Committee for UNICEF	9,030,357	2,568,561	11,598,918
Korean Committee for UNICEF	7,811,866	3,625,327	11,437,194
Spanish Committee for UNICEF	7,845,373	2,340,921	10,186,293
Italian National Committee	5,241,090	2,527,278	7,768,367
Netherlands Committee for UNICEF	2,955,968	4,459,546	7,415,514
French Committee for UNICEF	5,122,578	980,216	6,102,794
Australian Committee for UNICEF	5,348,889	346,564	5,695,453
Canadian UNICEF Committee	5,271,048	379,709	5,650,757
Hong Kong Committee for UNICEF	4,564,901	858,754	5,423,655
Belgium	5,279,009		5,279,009
Norwegian Committee for UNICEF	3,734,104	1,381,494	5,115,598
Finland	4,886,792		4,886,792
Danish Committee for UNICEF	3,233,262	963,139	4,196,401
Total	168,560,609	158,243,492	326,804,101

While overall revenue from governmental partners decreased by 6%, there were slight increases from France, Germany, the Republic of Korea and the United Kingdom. The United States was the top public sector resource partner, followed by the United Kingdom and the European Commission. The non-OECD/DAC countries that provided increased contributions were Bolivia, Estonia, Kuwait, Monaco, Oman, Russian Federation, Saudi Arabia, Thailand, and Tunisia. There were decreases in revenue inter-governmental partners by 19% and from inter-organizational by 15%. Discounting for the GPE and UNOCHA humanitarian funding, joint programmes and MDTFs from the UN-system increased by 19% or \$38 million. 2015 also witnessed an increase from global programme partnerships (GPPs) of 7% mainly from GAVI (+29%) and the Micronutrient Initiative (+36%).

OECD/DAC, European Commission resource partners (plus Andorra and Liechtenstein)

Financial Year 2015

Amount in US\$

Resource Partner	RR		ORR		ORE		Total	
	Actual	vs 2014 Total%	Actual	vs 2014 Total%	Actual	vs 2014 Total%	Grand Total	vs 2014 Total%
USA	132,000,000	100%	161,847,220	71%	356,049,276	114%	649,896,497	97%
The United Kingdom	60,355,030	91%	274,961,155	109%	163,724,916	96%	499,041,100	102%
European Commission	-	-	173,067,155	69%	110,500,115	105%	283,567,270	80%
Germany	9,537,409	60%	8,512,715	40%	197,806,577	126%	215,856,701	111%
Sweden	62,396,006	78%	87,732,985	136%	22,042,268	47%	172,171,259	90%
Norway	57,870,370	80%	84,322,241	73%	17,881,654	163%	160,074,265	81%
Japan	18,231,209	84%	17,985,438	34%	122,858,109	124%	159,074,755	91%
Canada	12,970,376	88%	63,934,430	67%	68,253,361	86%	145,158,167	77%
Netherlands	21,324,355	64%	55,830,346	65%	52,916,919	190%	130,071,620	89%
Republic of Korea	3,900,000	100%	32,613,514	179%	7,644,976	243%	44,158,490	175%
Denmark	28,261,084	83%	5,235,559	37%	8,845,828	57%	42,342,471	66%
Australia	14,705,882	25%	21,506,084	44%	3,262,715	28%	39,474,681	33%
Switzerland	24,545,860	113%	9,997,953	72%	3,852,646	52%	38,396,458	89%
Finland	22,099,448	84%	3,141,771	25%	7,610,103	54%	32,851,322	62%
Belgium	19,355,309	82%	192,293	8%	10,648,218	72%	30,195,820	74%
France	3,869,625	82%	8,570,586	78%	7,954,293	1616%	20,394,503	126%
Italy	3,485,839	86%	5,348,244	103%	8,793,283	83%	17,627,366	89%
Ireland	7,964,602	73%	4,391,818	34%	4,349,602	112%	16,706,022	61%
New Zealand	4,363,636	84%	3,547,004	90%	1,421,015	33%	9,331,655	70%
Luxembourg	2,941,176	86%	3,560,235	79%	830,140	121%	7,331,552	86%
Spain	-	-	2,097,015	56%	2,396,514	84%	4,493,529	68%
Austria	1,111,111	80%	853,206	53%	164,474	-	2,128,790	71%
Iceland	738,332	116%	1,147,071	121%	200,000	200%	2,085,403	124%
Czech Republic (The)	-	-	-	-	204,837	147%	204,837	147%
Slovenia	-	0%	-	-	88,113	-	88,113	290%
Andorra	28,002	82%	-	0%	5,531	18%	33,532	12%
Liechtenstein	24,900	90%	-	0%	-	-	24,900	16%
Greece	-	-	-	-	-	0%	-	0%
Portugal	-	0%	-	-	-	0%	-	0%
Slovak Republic	-	0%	-	-	-	-	-	0%
Poland*	-	-	-	0%	(223)	-	(223)	0%
Grand Total	512,079,562	81%	1,030,396,037	67%	1,180,305,259	90%	2,722,780,858	89%

Inter-governmental, Non-governmental and UN Donors
(Amount in USD)

Resource Partner	Resource Partner	Total 2014 (Jan-Dec)	Total 2015 (Jan-Dec)
Inter-governmental	African Development Bank		
	African Union Commission*	37	(26,286)
	Aqfund		
	Asian Development Bank***	291,480	294,811
	Council of Europe Development Bank		
	European Commission	355,317,735	283,567,270
	Inter-American Development Bank		
	OPEC Fund		343,438
	UNITAID	1,613,000	1,097,548
	West African Health Organization	419,975	
Revenue Adjustments	(3,278,444)		
Inter-governmental Total		354,363,782	285,276,781
Non-governmental	Alliance Cote d'Ivoire***	419,457	548,280
	Bill & Melinda Gates Foundation****	802,986	-
	Micronutrient Initiative	13,586,365	18,472,338
	Rotary International*: *****	3,481,537	(432,017)
	The Alexander Bodini Foundation	60,000	60,000
	GAVI***	57,052,590	73,474,945
	GFATM***	33,887,557	30,097,282
	United Nations Foundation Inc.*****	233,087	(548,144)
	Tetsuko Kuroyanagi	1,689,839	1,629,992
	Partners in Health	150,000	30,000
	FOSAP***	3,038,324	1,526,195
	Oak Philanthropy Ltd	254,771	
	Velux Foundation	333,768	
	World VISION - Somalia*		(17,599)
	Global Alliance for Improved Nutrition*		(102,946)
	International Development Research*		(28,248)
	One-off donations individuals		90,000
	Bernard Van Leer Foundation		(118,766)
	Other*	95,700	
	Revenue Adjustments	1,451,153	
Non-governmental Total		116,537,135	124,681,311
Inter-organizational Arrangements Total	Global Partnership for Education****	76,446,673	57,848,748
	Pan American Health Organization		
	UNAIDS	12,601,954	11,335,408
	UNDP - JP***		
	UNDP - MDTF	101,207,972	93,397,842
	UNDP - USA	16,119,809	4,910,374
	UNFPA - USA	35,974,983	55,220,283
	UNHCR - Geneva	6,987,861	530,199
	United Nations Joint Programmes	21,421,074	40,275,798
	UNMAS - New York	198,301	
	UNOCHA - CERF, Bilaterals	216,114,404	121,065,946
	UNOPS - New York	2,423,438	14,576,276
	UNTFHS	4,172,395	636,201
	United Nations Environment Programm	29,259	
	WFP - Italy	1,345,447	646,553
	WHO - Geneva	7,065,473	18,046,572
	UNAMI - UN Assistance Mission for Iraq		
	UN Office on Drugs & Crime (UNODC)		
	ILO - Geneva		24,000
	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)*	731,321	1,442,821
	International Fund for Agricultural Development (IFAD)		
	United Nations Safety and Security	10,000	
	UNESCO	683,316	
	World Bank***		667,660
	International Organization for Migration	33,960	1,355,188
	FAO - Italy		573,518
	UN Habitat		50,925
	UNMEER-Guinea		49,220
	Revenue Adjustments	(5,476,812)	
	Inter-organizational Arrangements Total		498,090,827
Grand Total		968,991,745	832,611,623

In 2015, PPD together with PFP continued serving as the **Secretariat of the Steering Committee overseeing the implementation of UNICEF's 2014-17 Integrated Resource Mobilization Strategy.**

By strategy

Invest in selected and high potential partnership with governments

High profile annual consultations played an important role in 2015 in strategically strengthening UNICEF's partnerships with key governments, such as Norway, Japan, Luxembourg, and the Republic of Korea (RoK). For example, in the case of **Norway**, the thorough preparation of the annual consultations and key meetings with Norwegian diplomats and members of parliament were deciding factors which led Norway to reconsider funding cuts that had initially been foreseen for UNICEF. The engagement with **Japan** led to a \$12 million funding increase for 2016 humanitarian crises as compared with 2015 through Japan's supplementary budget despite a very challenging budget situation. Likewise, the partnership with the **Republic of Korea** was enhanced through strategic high-level dialogues, structured annual policy consultations, evidence based advocacy, and intensive follow up. As a result, PPD Seoul was able to mobilize the largest-ever contributions from Korea: \$43.4 million that included the Ebola response and funding for DPRK (North Korea).

Other high level engagement with governments: The Executive Director, with support from PPD and other divisions, successfully engaged at the third world **UN conference on Disaster Risk Reduction** in Sendai, Japan and in the **World Education Forum 2015** in Incheon, RoK, with the result that UNICEF priorities were reflected in the outcome documents. In June 2015, the ED travelled to **the Netherlands**; a major new milestone with the Netherlands was the cooperation in the humanitarian area and significant support to UNICEF's Humanitarian Thematic Fund. Thanks to the advocacy and policy dialogue (including by OED) with **the EU Commission directorates**, UNICEF secured a total of €334.9 million in financial contributions from the **EU** to support UNICEF's development programmes and humanitarian operations². Signed grants represent a 53% annual increase compared with 2014 for development programmes, and a 34% annual increase for humanitarian aid. This exceeds the PPD OMP Outcome 2 target for 2015. The EU is also one of the major donors to the Syria crisis response. UNICEF was the first UN agency to benefit from the newly established EU Syria Trust Fund ('the Madad Fund'), with an initial €12,5 million contribution to UNICEF's education programme in Turkey. UNICEF and the **US Government** likewise engaged in dialogue on many levels, with PPD organising and accompanying visits, for example, from UNICEF Headquarters to Washington DC, including the Executive Director to participate in meetings on Syria, including collaboration with the private sector on meeting the education needs of Syrian refugees in Turkey. Substantial US contributions included \$128 million from the State Department's Bureau of Population, Refugees and Migration (PRM) for Syrian refugees in neighbouring countries (up from \$115 million in 2014). Other OED visits included DPRK, Ecuador, Haiti, Nepal, Myanmar, and Sri Lanka, as examples.

Champions on children's issues: On an advocacy and mobilization level, PPD leveraged partnerships with several governments that took a lead role in a number of areas: **The first Partnership Dialogue on Education and Health** organized in October by the European Commission/DEVCO and UNICEF constituted an unequivocal expression of the expanding partnership between the EU and UNICEF. The results of this Dialogue will enable more regular exchanges on policies, programmes and implementation. The adoption of the EC's Guiding Principles on **"Integrated Child Protection Systems"** and inclusion of **"Child Protection Systems Building"** as a priority in the EU Action Plan on Human Rights and Democracy for 2015-2019 were other milestone results. For the first time, the EU Action Plan commits EU Delegations worldwide to support countries to strengthen national child protection systems. As another example, the Permanent Representative of **Canada** hosted a luncheon for other Permanent Representatives on the **Children Not Soldiers Campaign** to discuss next steps to end and prevent the recruitment and use of children by national armed forces by the end of 2016.

Other strengthened partnerships: PPD continued the extensive advocacy to better inform **Gulf partners** of key initiatives to leverage resources for children and organized a number of high level meetings on Early Childhood Development, Education and "No Lost Generation". Significant opportunities have been identified to further engage with the Gulf on child related issues, notably: the opening of the *Ministry of International Assistance and Development (MICAD)* in the UAE and the establishment of the *King Salman Humanitarian Aid and Relief Centre* in Saudi Arabia.

The continued tight economic situation; greater scrutiny of the effectiveness of ODA; and the increased competition with bilateral assistance are challenges for UNICEF's resource mobilization efforts. PPD has invested additional efforts in advocacy to safeguard continued financial and political support from our partners.

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

BRICS/MICS partners: As part of a mapping of key areas of common interest to BRICS (Brazil, Russia, India, China and South Africa) and Middle Income Country (MIC) partners, the **MICs/ High Income Countries (HICs) initiative** explored opportunities that UNICEF can facilitate among selected MICs and new HICs. Such partnerships extend beyond the traditional donor/recipient international development cooperation modality. The initiative aims to identify areas for closer collaboration and synchronization among HQ, regional and country offices for strengthened political (advocacy), technical (knowledge), and resource (funding) partnerships with selected countries and provide practical recommendations to UNICEF at all levels. In phase 1, a total of 18 government partnership reviews were drafted, consulted, and shared with the selected country and regional offices. The recommendations will be rolled-out in 2016 to strengthen collaboration with the governments of the selected countries. Challenges related

² ORR: EUR 220.9 M; ORE: EUR 113.9 M: signed contracts, not actual income.

to capacity at both regional and country offices as well as at HQ, likely mean that the aggregated end-results will be uneven between countries.

The UN Central Emergency Response Fund (CERF) marked its 10th year anniversary on the 17th of December 2015, and surpassed \$1 billion contributions through UNICEF during that decade in 2015. PPD provided key support to CERF and the Office of the Executive Director for the high level event. UNICEF is the second largest recipient of CERF funds annually and received a total of US\$ 102.7 million (25.73% of total) in 2015 from CERF grants which enabled country offices to accelerate and expand on their humanitarian responses. In collaboration with EMOPS and the Field Results Group (FRG), PPD strengthened UNICEF programming of CERF grants by implementing systems and training to increase the effectiveness of disbursement of sub-grants to partners resulting in efficiencies in timing.

GPPs and IFIs: In 2015, UNICEF secured increased funding for country and regional offices through GPPs and IFIs – from \$312 million in 2014 to \$319 million in 2015. PPD has strengthened UNICEF’s systematic engagement with GPPs and IFIs at the Country and Regional Office level through technical assistance, capacity building - especially on new strategy, operational models and funding modalities of IFIs (i.e. World Bank Group and Regional Development Banks) and GPPs³.

Innovative finance modalities and partnerships: PPD and partners worked to strengthen international policy frameworks and financing partnerships, especially in areas with large expected additional impact for children, including child protection, nutrition, maternal, new born and child health, water and sanitation, and humanitarian finance. New modalities/partnerships include *UNITLIFE*, *Power of Nutrition*, *Child Protection Partnership and Fund*, *Islamic Finance*, *Global Financing Facility for Every Woman Every Child*, *Pandemic Emergency Financing Facility*, and *blended finance on WASH in collaboration with IFIs and other partners*, leveraging grants and loans to the sector.

Advocate for un-earmarked, and flexible and predictable earmarked resources

Different fora allowed PPD to advocate for flexible resources, among these, the Executive Board mandated **Structured Dialogue on financing the results of the Strategic Plan**, high profile annual **consultations** with a number of partners (for example the Utstein-partners), the UN Pledging Conference (November), the PPD-produced **Compendium of Resource Partner Contributions** publication as well as the coordinated **Annual Results Reports** by Strategic Plan outcome and cross cutting area for 2014 and other institutional reporting.

As a specific example - PPD Seoul conducted a third nation-wide public opinion poll (survey) in the Republic of Korea in April 2015. The majority (81.8%) of responses were in favour of the Government providing assistance to children in the DPRK, and the key findings were widely shared and utilized to advocate the Government of Korea on its assistance for DPRK Children. As a result, on 19 May 2015, UNICEF Executive Director and the Republic of Korea Minister of Unification signed the first-ever multi-year (2015-2020) Memorandum of Understanding (MoU) that can contribute to reducing risks of unpredictability, and UNICEF received \$4 million for health in 2015.

Strengthen inter-divisional collaboration for enhanced partnerships

Strategic engagement of Country and Regional Offices and inter-divisional collaboration between PPD, PD, DRP, EMOPS, DOC, DFAM, OSEB, and others, have been critical to achieving the results for Outcomes 1&2. PPD also successfully managed the inter-divisional coordination mechanism that was instrumental to **UNICEF’s engagement during the High-level week of the 70th session of the GA**. An extensive review of invitations and documentation related to over 80 side-events and 40 requests for bilateral meetings with the Senior Management ensured that these engagements were strategic, structured and coherent.

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

PPD continued to provide support to field offices and Headquarters divisions/sections on resource development strategy; funding sources, modalities and instruments; grant agreement negotiations; communicating on institutional issues with partners; and capacity to engage in relevant UN processes and discussions, including efforts to advance effective cooperation and coherence across the UN system. PPD also consistently made sure that relevant Country Offices were aware of the discussions and outcomes from a range of meetings. For example: PPD delivered its second **Regional Workshop on Resource Development, Mobilization and Management** – for country offices of the West and Central Africa region. Also, an e-Course on resource mobilization is being developed in

³ The GPPs in the 2015 PPD portfolio are: Gavi – The Vaccine Alliance, Global Partnership for Education (GPE), The Global Fund (formerly GFATM), Micronutrient Initiative (MI), and Global Alliance for Improved Nutrition (GAIN)

coordination with the Division of Human Resources with expected launch date before mid-2016. The division also developed and launched a **Partner Interest (PI) Mapping Tool** - to support colleagues throughout UNICEF to identify potential resource partners and funding opportunities. The **Webinar Series on Public-Sector Partnerships and Resource Development** in collaboration with field offices was continued with a webinar on *Financing for Development - The Road to Addis Ababa*. PPD Director and Deputy Director (“5 questions series”) as well as several initiatives (regional workshop, results reports, compendium, new intranet etc.) were featured on UNICEF intranet ICON and the Resource Mobilization Yammer Group to give the work visibility internally.

Outcome 3: Improved oversight and effective management of UNICEF public partnerships

Tighter monitoring of unspent balance and the timely submission of donor reports, are steps that PPD has taken to strengthen the adequate management of funding records.

By strategy

Provide Regulatory Framework on public-sector partnerships

Simplified and standardized engagement with IFIs and GPP partners: New standard templates were agreed with the World Bank for technical assistance and supplies. A Framework Agreement was negotiated with the Global Fund and agreement templates with other GPP partners were simplified, which facilitated increased collaboration between Country Offices and these partners.

Developed efficient governance structures and modalities for new initiatives, including the innovative financing mechanism for nutrition, UNITLIFE, and the Child Protection Partnership and Fund. PPD also engaged in discussions on how to leverage Islamic Finance.

New standard agreement templates: Throughout 2015, PPD worked with the Governments of Australia and Canada and the UNICEF legal department to agree on new standard agreement templates, which will be finalized in 2016. With the current UNICEF-Australia strategic partnership framework expiring in June 2016, discussions started in 2015 with the Australian Department of Foreign Affairs and Trade also on a new framework.

EU - due to new contractual modalities, also known as PAGODA (Pillar Assessed Grant or Delegation Agreement), negotiations for grants with the EU are becoming more complex and require additional legal and technical assistance to be provided to Country Offices. In cooperation with DFAM, Legal, Office of Internal Audit and Investigation, and Supply Division, the Brussels Office organised its first EU Verification and Contribution Management training and sent contribution management specialists to country offices for “on site” support.

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

The **field was well engaged** and informed of the latest developments through the launching of the *UN Coherence Wiki* (a platform for sharing and showcasing coherence experiences from Country Offices), seven webinars (five of them for Regional Management Team meetings), the global dissemination of three issues of “*Heads-up*” on UN coherence and the Global and Regional Outlooks on UN coherence. In partnership with the UN Staff College, PPD also launched the 2015 system-wide e-Handy Guide on UN Coherence. Finally, PPD supported over 85 country offices to address over 192 non-EU joint programme/trust funds and 98 UN-to-UN-agreements with over 22 UN agencies and UN offices. Contributions facilitated through these modalities amounted to over \$248 million. The development and dissemination of the *Handy Guide on Joint Funding* was particularly important in this regard.

Guidance on quality partner reporting, recognition, and visibility

In 2015, donor reports and recognition/visibility were highlighted at the **Regional Workshop on Resource Development, Mobilization and Management** in Dakar, Senegal, as well as in the development of the e-Course on resource mobilization, with specific chapters on reporting and on donor visibility/recognition.

Support the oversight of resource management

The UK’s Department for International Development (DFID) conducted its Multilateral Aid Review (MAR): PPD successfully coordinated the collection and submission of evidence in consultation with all parts of UNICEF (HQ and Regional Offices) against the 16 assessment criteria of the MAR 2015. UNICEF was expecting the final MAR report for fact checking in January 2016 and the MAR is expected to be released in March 2016.

Australia conducted its Multilateral Performance Assessment (MPA): The results of the MPA 2015 for UNICEF were very positive; all six dimensions were rated as “good” (i.e. satisfies criteria in most areas). At a more disaggregated level, four elements reviewed were rated as “Very Good”, 20 as “Good” and 12 as “Adequate”.

IMPROVE WORK PROCESSES, AND INCREASE PARTICIPATION AND TEAM WORK

Created in 2014 by the merger of two divisions and one unit, PPD continued to refine its structure and functions. **The Geneva Liaison Office** was established in October 2015 as a hybrid liaison office in order to strengthen and consolidate UNICEF’s engagement with UN Member States, UN Specialized Agencies, Funds and Programmes, GPPs, Civil Society Organizations, and other key partners, working in coordination with the other Geneva-based UNICEF divisions (EMOPS, PFP, CEE/CIS RO). The Office Management Plan (OMP) 2014-17 and Annual Work Plan were updated accordingly. The division organized a ½-day Collaborative Discussion to agree on Divisional priorities for 2015 and foster collaboration around the priorities through coordination mechanisms. Follow-up as well as space for wider strategic discussions was given through the mid and end of year retreats. The division reported on its performance through the Divisional Annual Report and made inputs to UNICEF’s Results Assessment Module (RAM). The Consolidated Divisional Risk and Control Self-Assessment Report was regularly updated in RAM. Throughout 2015, regular Office Management Team meetings as well as office/team/section meetings were held. The Learning Committee supported staff proposals for learning and several staff members also participated in stretch assignments/SURGE other temporary support as well as learning opportunities.

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ANNEXES

EVALUATIONS, RESEARCH, STUDIES, SURVEYS and PUBLICATIONS COMPLETED in 2015

Throughout the course of 2015, PPD produced advocacy materials, speeches, presentations, briefing notes, blog posts, newsletters, etc. A selection of publically available materials produced in 2015 include the following.

Post-2015:

- [Participatory Monitoring and Accountability: Critical Enablers for the Successful Implementation of the Post-2015 Sustainable Development Goals](#) (Report of the Global Consultation on SDG Implementation)
- [Investing in All Children: Towards Equitable, Inclusive, and Sustainable Development](#) (Alipui, N. and O’Shea, S.; *Harvard international Review*, September 2015)
- [E-consultation with Children and Youth on the Draft SDGs Declaration](#) (Final Report of the Global Consultation)
- Post 2015 Issue Briefs: [Monitoring, Follow-up and Review](#) of the SDGs and [Annex: Priority Indicators for Children](#)
- [Your Rights, Your World: The Power of Youth in the Age of the Sustainable Development Goals](#) (Occidental at the UN Youth Task force for UNICEF; December 2015)
- [The World We Want: A Guide to the Goals for Children and Young People](#) (Originally done in 2014 with child-focused NGO partners, updated in 2015)
- [Inequality Harms Us All](#) (Alipui, N. Huffington Post)
- [The Road to the SDGs: A Discussion with Students](#) (Animated video for children)
- [The Sustainable Development Goals Explained: Reduced Inequalities](#) (video)
- [Comics Uniting Nations](#) (partner in producing various products)

PPD also contributed to UNICEF’s external and internal communications with several blog entries, a piece on Islamic finance and an advocacy [two pager](#) outlining the investment case for children in the context of FfD and Agenda 2030.

Others:

Title: *Fit for what? Delivering Results to Children in the Early Years of Agenda 2030*

Audience & objectives: A “think piece” written to stimulate internal discussion and reflection on how UNICEF can leverage Agenda 2030 to maximize opportunities and action for children, and the changes that UNICEF may consider to be as fit for results as possible.

Sequence number: 2015/001

Authors: *David Steven*, Senior Fellow, Center on International Cooperation, New York University

Quantities: electronic only

Estimated cost: US\$13,000

Link: n/a

Title: *Handy Guide on UN Coherence*

Audience & objectives: Partners, CO, RO – practical advice and guidance on UN Coherence

Sequence number: 2015/002

Authors: UNICEF PPD & UN System Staff College

Quantities: electronic only

Estimated cost: n/a

Link:

http://www.unicef.org/publicpartnerships/files/Handy_Guide_on_UN_Coherence_FINAL_final15_July_2015.pdf

Title: *Better Together: Country Stories of UNICEF Working with UN Partners*

Audience & objectives: Partners, CO, RO – collection of country office experiences with UN Coherence

Sequence number: 2015/003

Authors: *Kelly O'Neill* with UNICEF COs

Quantities: electronic only

Estimated cost: US\$14,600

Link: n/a

Title: *Annual Results Reports 2014 (by outcome area + Humanitarian)*

Audience & objectives: Resource Partners (donors)

Sequence number: 2015/004

Authors: PD, EMOPS

Quantities: Approximately 200 copies/each of the eight reports

Estimated cost: PD and EMOPS budget

Link: http://www.unicef.org/publicpartnerships/66662_66837.html

Title: *Compendium of Resource Partner Contributions 2014*

Audience & objectives: Resource Partners (donors), informing about contributions to the organization for the previous year by fund type and partner

Sequence number: 2015/005

Authors: internal

Quantities: 260 copies + electronic

Estimated cost: USD 3,500

Link:

http://www.unicef.org/publicpartnerships/files/UNICEF_Compndium_of_Resource_Partner_Contributions_2014.pdf

Title: *The Future Generation of EU Neighbours: Children and Adolescents at the Heart of the ENP*

Audience & objectives:

Sequence number: 2015/006

Authors: PPD Brussels

Quantities:

Estimated Cost:

Link:

Title: *European Union and UNICEF, Partnerships for Education and Health System Strengthening: Lessons Learned from Previous Engagements and Recommendations for the Future Fit for what? Delivering Results to Children in the Early Years of Agenda 2030 (confidential)*

Audience & objectives: Internal background paper for the first EU-UNICEF Partnership Dialogue on education and health, October 2015

Sequence number: 2015/007

Authors: PPD Brussels, PD

Quantities: n/a

Estimated cost:

Link:

Title: *Protecting undocumented children: Promising policies and practices from governments,*

Audience & objectives:

Sequence number: 2015/008

Authors: PICUM, Platform for International Cooperation on Undocumented Migrants with the support and input from PPD Brussels

Quantities:

Estimated cost:

Link:

Title: *Prioritizing Access to Justice for All Children, In EU Neighborhood & enlargement policies and in relations with Central Asia Protecting undocumented children: Promising policies and practices from governments (policy brief)*

Audience & objectives:

Sequence number: 2015/009

Authors: PPD Brussels co-published jointly with CEE/CIS Regional Office (Child Protection)

Quantities:

Estimated cost:

Link:

Title: *EU Children of Peace* (desk review)

Audience & objectives:

Sequence number: 2015/010

Authors: UNICEF and Save the Children

Quantities: electronic only

Estimated cost:

Link:

Surveys:

- PPD Tokyo conducted a survey on Japanese youth to grasp the trend of their perceptions towards social issues as well as their level of interest in global children's issues, in the occasion of Japan having lowered its voting age from 20 to 18 years old in 2015. The survey was designed and conducted through a smart-phone basis, and 1,000 children between 15 and 18 were consulted. The results will be utilized to partner with Japanese youth groups to advocate with key decision makers about world children's issues. The key findings will be available shortly.
- In previous years, the IFI survey was conducted as part of UNICEF's annual reporting process, and therefore mandatory. In 2014, the questionnaire was removed from the annual report and sent out to Country and Regional Offices as an independent survey. A total of 49 programme countries responded to the survey (survey title: *UNICEF's Engagement with the International Financial Institutions 2014 Country and Regional Office Survey Results*, August 2015). The survey results helped to inform UNICEF's engagement with IFIs.

ABBREVIATIONS:

AAAA - Addis Ababa Action Agenda
CEB - Chief Executives Board
CELAC- Community of Latin American and Caribbean States
CERF - Central Emergency Response Fund
COP - Conference of Parties
CPD - Country Programme Document
DFAM – Division of Financial and Administrative Management
DHR – Division of Human Resources
DOC - Division of Communication
DRP – Division of Research and Policy
ECOSOC – Economic and Social Council
ED - Executive Director
EMOPS - Office of Emergency Programmes
FfD - Financing for Development conference
GA - General Assembly
GPP - Global Programme Partnership
HIC – High Income Country
IASC - Inter-Agency Standing Committee
JIU - Joint Inspection Unit
MAR - Multilateral Aid Review
MDGs - Millennium Development Goals
MIC – Middle Income Country
MPA - Multilateral Performance Assessment
MoU - Memorandum of Understanding
OED - Office of the Executive Director
OIAI – Office of Internal Audit and Investigations
OMP - Office Management Plan
PAGODA - Pillar Assessed Grant or Delegation Agreement
PD – Programme Division
PPD – Public Partnerships Division
RMT – Regional Management Team
RoK - Republic of Korea
RUF - Rights Up Front initiative
RR – Regular Resources
SC – Security Council
SDGs - Sustainable Development Goals
SG - Secretary General
UNDG - United Nations Development Group
QCPR - Quadrennial Comprehensive Policy Review