Public Partnerships Division Annual Report - 2017

Results for children
## Contents

**EXECUTIVE SUMMARY** ........................................................................................................................................... 4

**DIVISIONAL TARGETS AND STRATEGIES** ........................................................................................................... 6

- Outcome 1: Child rights are at the centre of the policy agenda at the global and national levels ................................................................. 6
- Outcome 2: Resources mobilized match the planned and expected levels ................................................................. 9
- Outcome 3: Improved oversight and management of UNICEF partnerships ................................................................. 12

**EVALUATIONS AND RESEARCH** .................................................................................................................................. 13

**ANNEXES** ........................................................................................................................................................................ 14

- Annex 1: Top 20 Public Sector Resource Partners and Top 5 Public Sector Thematic Funding Partners .......................... 14
- Annex 2: Abbreviations ................................................................. 15
EXECUTIVE SUMMARY

Over the course of 2017, PPD collaborated closely with other UNICEF Divisions, including DFAM, DOC, DRP, EMOPS, FRG, GSSC, PD and PFP, and with Regional and Country Offices, to place children’s rights at the center of policy and partnership agendas at global and national levels and to mobilize resources for results for children.

With country, regional and headquarters offices, PPD supported another year of record-breaking resource mobilization, with US$4,309 million in public sector revenue – a 26% increase compared to both 2016 and the UNICEF Strategic Plan estimate for 2017. From 2016 to 2017, contributions significantly increased from the top three public sector resource partners: the United States (27%), the United Kingdom (28%) and the European Commission (52%), and contributions rose significantly from Germany (52%). The World Bank became the fifth public sector resource partner for UNICEF in 2017, with a total contribution of US$321 million, including for emergency assistance in Yemen. The United States remains the top RR contributor, and Sweden made three separate RR contributions to UNICEF during the year. Thematic funds from the public sector increased by 1%, totalling over US$193 million, with the highest global thematic contribution from Norway and a first-time contribution from the Netherlands for global thematic funding for nutrition. Revenue from inter-organizational arrangements\(^1\) increased by 92%, reaching a total of US$ 664 million.

Shortfalls include a 7% decline in Regular Resources from the public sector compared to 2016 (though the 2017 Strategic Plan estimate was exceeded by 2%), and continued heavy earmarking of funds and attaching conditions to funding, including additional reporting, which can divert critical time, resources and focus away from programming for children.

The top 20 public sector resource partners for 2017, inclusive of Global Programme Partnerships, are listed in Annex 1, with further segmentation by funding type, including regular resources. Annex 1 also contains a list of the top five thematic funding partners.

PPD convened multiple stakeholders to advocate for child rights, in line with Strategic Plan and Cause framework priorities. This included coordination of high level events around ECOSOC, the General Assembly, and the Child Rights Committee, as well as UNICEF’s engagement in the high-level political forum on sustainable development in New York and high-level forum on universal health coverage in Tokyo. The Division also coordinated or facilitated the Korean Parliamentary Friends of UNICEF 10th Anniversary event in Seoul; the International Conference on Social Protection in the Contexts of Fragility and Forced Displacement in Brussels; a technical workshop in the UAE on advancing Early Childhood Development (ECD) in the Middle East and launch of the Lancet ECD Series, and engagements around World Children’s Day and child participation in Agenda 2030.

The division also strategically positioned UNICEF — and children - in key inter-agency and inter-governmental spaces. Global reports and meeting outcomes, which set priorities for Member States and partners and supported evidence-based programming, reflected advocacy messages and the latest data on children’s issues. Examples include SG Reports and Resolutions on Rights of the Child and Girl Child, Group of Friends of Children and EU Group of Friends meetings, the outcome document of the 5th African Union – European Union summit, and the final Communiqué of the G20 Summit 2017 in Hamburg, which highlighted UNICEF’s ‘children uprooted’ policy asks. Following advocacy by UNICEF Country Offices – with support from PPD – 35 of 43 SDG voluntary national reviews by countries reflected children’s issues.

PPD steered new breakthrough strategic partnerships for children, including in countries affected by fragility, violence and conflict (FVC). Two Strategic Partnership Frameworks were signed with the World Bank Group and Islamic Development Bank, providing opportunities for systemic engagement

\(^1\) Inter-Organizational arrangements include: FAO, GPE, IFAD, IOM, OECD, PAHO, UNAIDS, UNDP, UNDPO, UNESCO, UNFPA, UN Habitat, UNHCR, UNOCHA, UNODC, UNOPS, UN Women, United Nations Secretariat, UNTFHS, UNWG, World Bank, WFP, WHO as well as UN Joint Programme where UNICEF is the Administrative Agent.
at the global, regional and country levels under a global umbrella. The Yemen Country Office received US$ 295 million from the WBG IDA as part of the UNICEF-World Bank Strategic Partnership Framework, to provide essential health and nutrition services and social protection through emergency cash transfers to the most vulnerable conflict-affected populations. PPD also supported the China CO to negotiate grant agreements for the Government’s South-South Cooperation Assistance Fund (SSCAF), with additional funds in the pipeline for 2018. Further strengthening these partnerships will be a priority in 2018.

PPD also influenced UN system wide initiatives, including the current QCPR, to focus on light processes and results. PPD engaged in the shaping of the Secretary-General’s UN Reform proposals, in collaboration with OED and other HQ Divisions, to help make the UN Reform more results focused. The Division also coordinated UNICEF’s contributions to the system-wide mapping led by the DSG’s office on the UN’s functions and capacities to deliver SDGs, facilitated interagency discussions on the Common Chapter of the UNICEF Strategic Plan, 2018-2021, and supported sessions with Member States on UN Working together around the QCPR provisions and UN Reform agenda.

In building partners’ trust and strengthening transparency, the MOPAN assessment of UNICEF and exit meeting were successful, concluding that while there are some areas where performance can be improved, UNICEF meets the requirements of an effective multilateral organisation. For the third year, in its annual evaluation of International Organizations, the Japanese Ministry of Foreign Affairs scored UNICEF as a Grade A UN agency, the highest score in the A – C scaling. The production of nine Annual Results Reports and respective briefings for Member States were coordinated and well-received by partners. PPD produced detailed analysis of revenue to UNICEF through the 2016 Compendium of Resource Partner Contributions, which is a public document. PPD contributed to the UNICEF Annual Report and UNICEF Report on Regular Resources, ensuring visibility of top public sector partners. Throughout the year, more than 30 new visibility initiatives were undertaken for top public sector partners for flexible funding contributions.

Throughout 2017, PPD engaged with Member States on the development of the SP 2018-2021 and results and resources framework, to align priorities and commitments for children. With PFP, PPD prepared for the informal and formal sessions of the Executive Board on the Structured Dialogue on Financing the Results in the UNICEF Strategic Plan, 2018-2021, highlighting the importance of flexible funding and laying out key elements of UNICEF’s fundraising strategy for the new Strategic Plan. Additional efforts will be made in 2018 to increase flexible funding from public sector partners, including through annual consultations, strategic dialogues, technical consultations, and improved resource partner recognition and visibility for RR and thematic contributions.

In 2017, PPD further strengthened the capacity of UNICEF staff in mobilizing and managing partnerships, including through innovations. PPD provided support to ROs and COs on advocacy for funding, joint funding modalities, resource mobilization strategies and clearing contribution agreements, and contributed to DROPS, RMTs, regional advisers meetings and global network meetings. It also launched UNICEF’s first e-Course on resource mobilization in response to requests from HQ Divisions, and regional and country offices. Guidance notes were produced on Emerging Economies and Regional Powers (ERRP) and engagement strategies were developed for Gulf Council Countries, Czech Republic, Hungary, Poland, Slovakia and Slovenia. Periodic newsletters on Agenda 2030 and UN Coherence were disseminated as well as the Public Partnerships Quarterly Newsletter, monthly internal and external humanitarian updates and monthly analytics on public sector revenue. In addition, PPD and DFAM jointly convened an inter-divisional working group, which developed recommendations to improve UNICEF’s reporting in line with resource partner expectations and provide consistent guidance to offices, with an initial focus on financial reporting.

To identify key actions and strengthen UNICEF-wide collaboration to support public sector fundraising for the UNICEF Strategic Plan 2018-2021, a Global Network Meeting on Public Sector Fundraising and Partnership Leveraging was held, bringing together colleagues from HQ, ROs, COs
and National Committees. PPD also coordinated the drafting of an *Accountability Framework for Resource Mobilization and Management for the UNICEF Strategic Plan*, which clarifies the roles, responsibilities and resources needed for each division/office with regards to resource mobilization.

In 2018, collaboration with EMOPS, DOC, PFP, Programme Division, and ROs and COs will be further strengthened to raise additional resources for the Strategic Plan and to better capitalize on partnership opportunities in support of results for children.

**DIVISIONAL TARGETS AND STRATEGIES**

**Outcome 1: Child rights are at the centre of the policy agenda at the global and national levels**

Through convening of multiple stakeholders, partnerships were strengthened in favour of children’s rights and sectoral priorities

PPD convened multiple stakeholders to advocate for child rights, in line with sectoral and Cause Framework priorities, and in close partnership with other UNICEF Divisions, including PD, EMOPS, DRP and PFP, and with Regional and Country Offices. This high-level advocacy helped maintain child rights on the development agenda and generate or renew commitment of leaders and partners to accelerate results for children. Examples include:

- High level side events were organized around the General Assembly on issues related to **child marriage, education and child protection** in countries affected by the Syria crisis, and on universal health coverage. PPD also advocated for child rights during the Child Rights Committee in Geneva, in close collaboration with OHCHR and child rights organizations.
- On the side lines of the 61st session of the Commission on the Status of Women, the governments of Bulgaria and Panama, and the Inter-Parliamentary Union and PPD co-organized a high-level event on ‘Breaking the Cycle of Violence against Girls and Boys: The Role of Parliamentarians’, marking a significant milestone in UNICEF’s Cause Framework Campaign on **Ending Violence against Children**.
- In partnership with France, UNICEF co-hosted a ministerial international conference in Paris on the 10th Anniversary of the Paris Commitments and Principles to protect children from unlawful recruitment or use by armed forces and children associated with armed forces or armed groups. The event led to key international actors reaffirming their commitment to implement the Paris Commitments and Principles.
- Together with the governments of Czech Republic, Japan and Thailand, PPD organized an event on “Disaster Risk Reduction in the Context of the 2030 Agenda - Lessons and Experiences from the Implementation of the Sendai Framework.” It highlighted the linkages between the SDGs and implementation and monitoring of the Sendai Framework, and sought to foster greater coherence in advancing **DRR and climate change adaptation** as part of a wider prevention agenda.
- The International Conference on Social Protection in the Contexts of Fragility and Forced Displacement in Brussels brought together key partners, including the EU, FAO, Germany, SIDA, Finland, DFID, UNHCR, WBG, and World Food Programme (WFP) to define a common framework on **social protection**. The EU offered to set up a Secretariat to ensure follow-up to the Conference, and UNICEF will be tasked to set it up.
- A technical roundtable workshop on ‘Advancing Early Childhood Development (ECD): From Science to Scale in the Middle East’, and launch of *The Lancet* series on ECD were held in the
United Arab Emirates. The workshop generated political commitment and increased investment in translating the latest evidence on ECD into national policies and programmes.

- There has been excellent collaboration on policy development and resource mobilisation at the technical level with various EU Commission Directorates and a solid partnership with European Parliamentarians. As a result, joint guidelines were developed on health and education. European policies on children in migration were influenced to better protect children. The PPD Brussels Office is developing a strategy to strengthen the positioning of UNICEF in 2018, including through more regular engagement between high level EU decision-makers and OED and UNICEF senior staff. The Office will also strengthen its collaboration with Country Offices and National Committees in EU Member States to further engage the public, particularly adolescents and young people, in support of UNICEF’s mission and results in the SP.

- PPD Tokyo, in close collaboration with PD, supported the high-level forum on universal health coverage, jointly organized by UNICEF, the Government of Japan, Japan International Cooperation Agency, the World Bank Group and WHO, which built greater political support for achieving affordable quality health coverage for all by 2030, with an equity focus advocated by UNICEF.

- PPD Seoul extensively engaged in outreach activities vis-à-vis the Korean Parliamentarians Friends of UNICEF and relevant government offices to advocate for child rights, including in the lead up to the G20 Summit. This helped strengthen overall resource partnership in the 2017-2018 fiscal year.

- UNICEF and the United Kingdom’s Department for International Development (DFID) also strengthened collaboration on Child Protection, leading to new funding and policy dialogue.

In addition, as the coordinating division for UNICEF engagement in ECOSOC, PPD provided guidance and support to UNICEF divisions on engagement and advocacy opportunities for the various Segments/Forums of ECOSOC, including the High-level Political Forum (HLPF) on Sustainable Development, which has a central role in the follow up and review of the 2030 Agenda. PPD also provided UNICEF COs and National Committees with guidance on how to advocate with governments to include children’s issues and voices in SDG implementation and monitoring efforts. As a result, 81% of voluntary national reviews on the SDGs submitted by governments at the HLPF referenced consultations with children and/or youth, compared to only 14% in 2016.

Also, related to child participation, PPD continued to work closely with DOC and partners, including the World’s Largest Lesson, Comics Uniting Nations and initiatives such as We the Peoples and the SDG Activate Talk Series, to produce tools and materials for governments and partners to more easily engage children and youth in SDG implementation and monitoring efforts. Specifically, in 2017, PPD co-managed UNICEF’s first Climate Comic Contest, engaging 25,000 people from 162 countries, and co-hosted two SDG Activate Talks: one on the margins of the United Nations Ocean Conference and the other at the UN Climate Change Conference, both welcoming young panellists and high level Member State participation. The We the Peoples pilot project and report – which gathered data on people’s perceptions of the SDGs - was implemented in partnership with the UNICEF Office of Innovation, World Food Programme, SDG Action Campaign, and IDS.

To amplify and support World Children’s Day, PPD helped coordinate activities including a children’s takeover of the UN Headquarters in New York, and the UN Palais des Nations in Geneva with the participation of more than 300 children and young people. Other events included a high level event at the European Parliament under the auspices of its President and children’s takeover of the National Assembly in the Republic of Korea, interview with World Bank Group CEO Kristalina Georgieva, participation of the New York City Mayor’s Office/Jr. Ambassadors Programme, mobilization of the Nord Anglia Education International School system, coordination of the World’s
Largest Lesson/World Children’s Day Lesson Plan and homepage feature, and mobilization of the Group of Friends of Children.

Finally, and importantly, PPD engaged Member States on the development and finalization of the SP 2018-2021 and related results and resources framework, to align priorities and commitments for children.

**UNICEF – and children - were strategically positioned in key inter-agency and inter-governmental spaces**

With PD, DRP and OED, PPD played a key role in coordinating UNICEF advocacy and inputs to global reports and meetings, so they reflected children’s issues, including the SG’s reports to the Third Committee and draft priority resolutions on the Rights of the Child and the Girl Child, and SG reports on Middle Income Countries, Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway report and a report on the Cuba Embargo, including its impact on children. In addition, PPD coordinated UNICEF’s inputs to and participation in inter-agency country-specific meetings linked to the UN Inter-Agency Task Force and Regional Monthly Reviews.

An EU Group of Friends - representing all 28 EU Member States- was launched to provide an informal platform for discussion and information sharing among EU Member States on issues which impact children’s rights. Meetings were held focusing on uprooted children (under the Maltese presidency) and on children in Africa and the demographic dividend (under the Estonian presidency), during which the UNICEF report *Generation 2030 Africa 2.0: Prioritizing investments in children to reap the demographic dividend* was used to position children on the agenda of the 5th AU-EU Summit. A meeting was also held on children in a digital world to launch the 2017 State of the World’s Children report. PPD further worked with partners to help ensure that children’s issues were included in the strategic outcome document of the 5th AU-EU Summit, including through using U-Report to consult with nearly 130,000 youth, and presenting the Africa Generation 2030 report to the European Parliamentarian Committee on Development, providing important data, analysis and advocacy messages a week before the Summit.

Due to coordination of five meetings of the Group of Friends of Children in New York ahead of key intergovernmental meetings, important issues relating to children were included in key outcome documents, agreements, and resolutions, including on migration, disaggregated data, and climate change. Due to successful leveraging of the German G20 Presidency, UNICEF’s ‘children uprooted’ policy asks were highlighted in the final Communiqué of the G20 Hamburg summit.

In the inter-agency fora, PPD, along with PD and ICTD, scaled-up its engagement in the High Level Committee on Programmes and in the High Level Committee on Management to advance children’s issues related to food security, technology, and cybersecurity. PPD also coordinated UNICEF participation in technical interagency working groups through facilitating engagement of staff from DFAM, DHR, DOC, DRP, EMOPs, FRG and PD.

**Policies and strategies of GPPs and IFIs were informed and dialogue shaped to leverage partnership opportunities and resources, resulting in new partnership frameworks**

PPD steered UNICEF’s engagement with the World Bank in 2017 - a strategic partner – not simply a resource partner. The first UNICEF-World Bank annual consultation resulted in agreement on joint priorities and initiatives at the global, regional and national levels, as part of the new way of working in countries where development outcomes are affected by Fragility, Conflict, and Violence (FCV). The
first thematic deep dive identified opportunities to strengthen the UNICEF-World Bank partnership in Yemen, following International Development Association (IDA) 17 and IDA 18 financed projects.

In addition, two Strategic Partnership Frameworks were developed and signed with the World Bank Group and Islamic Development Bank, and were rolled out to field offices, allowing for stronger links between WBG investments and lending programmes and UNICEF country strategies. Capacity of UNICEF staff needs to be strengthened on engaging with WBG and other IFIs to fully capitalize on partnership opportunities; this will be a priority in 2018.

PPD also provided input to GPP policies on resource mobilization, funding and risk management, thereby facilitating GPP support for programme countries. This was done by providing technical inputs into 15 board and committee meetings of GPPs, representing the multilateral organizations on the Global Partnership for Education’s Finance and Risk Committee and representing UNICEF on the Education Cannot Wait Finance Task Team. In addition, PPD increased engagement with GPP secretariats to develop options for strengthening financial and programmatic reporting and improving GPPs’ understanding of and trust in UNICEF’s oversight and assurance mechanisms.

While this helped to strengthen existing partnerships with GPPs, no framework agreements with additional or new GPPs were signed, largely due to challenges in reconciling GPP and UNICEF policies and procedures, specifically on reporting, financial management, and audit/oversight. In collaboration with PD, PPD organized a UNICEF-wide workshop on ‘Increasing the Leverage of UNICEF’s Engagement in GPPs’, which resulted in 20 recommendations for strengthening work with GPPs in 2018.

The current QCPR was supported and global discussions on UN partnerships were influenced to focus on light processes and results

PPD coordinated UNICEF’s inputs to the system-wide mapping led by the DSG’s office on functions and capacities to deliver on the SDGs, and facilitated interagency discussions on the Common Chapter of the UNICEF SP 2018-2021. Throughout 2017, PPD supported sessions with Member States on UN Working together, QCPR provisions and UN Reform processes.

The Division also coordinated UNICEF’s inputs into UN Development System reform streams, including a) the regional review of UN entities; b) RC system review; c) new generation of UNCTs and common back office functions at country level; d) system-wide strategic results; and d) a UN funding compact with Member States. These efforts helped shape the SG’s UN Reform proposals to make them more results focused.

**Outcome 2: Resources mobilized match the planned and expected levels**

With COs, ROs and other HQ Divisions, record-setting revenue was mobilized to support Strategic Plan results, with several partnership breakthroughs

In support of UNICEF’s Strategic Plan (SP) results, 2017 marked another year of record-breaking resource mobilization, with US$4,309 million in public sector revenue – a 26% increase compared to both 2016 and the UNICEF Strategic Plan estimate for 2017. The top 20 public sector resource partners for 2017, inclusive of Global Programme Partnerships, are listed in Annex 1, with further segmentation by funding type, including regular resources. Annex 1 also contains a list of the top five thematic funding partners.
Examples of partnership breakthroughs are:

- From 2016 to 2017, contributions significantly increased from the top three public sector resource partners. Contributions from the US rose by 27%, totalling over US$ 837 million, while those from the UK increased by 28%, reaching over US$ 511 million, and those from the European Commission increased by 52%, totalling over US$ 445 million.

- The United States remains the top RR contributor. Sweden made three separate RR contributions to UNICEF during the year, reaffirming its commitment to provide UNICEF the flexibility needed to respond to the needs of children globally.

- From 2016 to 2017, contributions from Germany increased by 52%, totalling over US$ 344 million. While MENA remains the largest recipient, including through record-high single contributions to Lebanon (€55 million) and Turkey (€49 million), the partnership became more geographically diverse, covering additional countries and regions.

- The World Bank is now the fifth largest public sector contributor to UNICEF, with a total contribution of over US$321 million. The Yemen Country Office received over US$ 295 million from the WBG IDA as part of the UNICEF-World Bank Strategic Partnership Framework, to provide essential health and nutrition services and social protection through emergency cash transfers to the most vulnerable conflict-affected populations.

- Revenue from inter-organizational arrangements increased by 92%, reaching a total of US$ 664 million.

- Overall thematic funds (public and private) increased by 8% from 2016 to US$ 351.7 million. (This includes a 1% increase from the public sector, reaching a total of US$ 176.8 million). Norway’s global thematic contribution of over US$ 71 million confirmed this partner as one of UNICEF’s most flexible resource partners. For the first time, the Netherlands supported UNICEF’s global thematic funding for nutrition, contributing US$ 56 million for 2018-2021.

- Funding for ‘children on the move’ in line with UNICEF’s EU Engagement Strategy and new Global Programmatic Framework was secured from the EU for Libya, Afghanistan and a multicounty program in Central and Southeast Asia. For the first time, UNICEF received significant funding (€34 million) for an innovative conditional cash transfer programme for education in Turkey. A new opportunity to receive funding from the Africa Trust Fund for child protection and education for migrant children and host communities was identified for countries in North Africa, with UNICEF in Libya receiving EU funding for the first time.

- PPD supported the China CO to negotiate grant agreements for the Government’s South-South Cooperation Assistance Fund (SSCAF). This included US$ 2 million for Somalia and US$ 1 million for Lebanon. There is another US$ 8 million in the pipeline for African countries, which is likely to be disbursed in 2018.

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2 Inter-Organizational arrangements include: FAO, GPE, IFAD, IOM, OECD, UNAIDS, UNDP, UNDPO, UNFPA, UN Habitat, UNHCR, UNOCHA, UNODC, UNOPS, UN Women, UNESCO, UNTFHS, World Bank, WFP, WHO as well as UN Joint Programme where UNICEF is the Administrative Agent.
PPD also supported four major humanitarian pledging conferences in 2017, which generated additional pledges for crises in Nigeria and the Lake Chad region, Syria and neighbouring countries, Yemen, and the Rohingya refugee crisis as well as the London Somalia Conference held in May 2017 focusing on security sector reform, drought and humanitarian crisis. EMOPS and PPD represented UNICEF in the Grand Bargain process and PPD was also the co-convener with Canada for the work stream on multi-year planning and funding, under which an interagency/resource partner workshop was held and action plan established to step up multi-year planning and funding in 2018.

There were a few shortfalls in terms of resource mobilization. Regular Resources from the public sector declined by 7% compared to 2016 (though the 2017 Strategic Plan estimate was exceeded by 2%). Some resource partners continue to heavily earmark funds and attach conditions to funding, including additional reporting, which reduces efficiency and effectiveness and impacts on overall results for children.

While advances have been made in developing innovative financing models, in partnership with PFP and PD, such as the exploration of blended finance, insurance and development impact bonds, these have yet to generate income to the organization. The work stream needs to allow for trial and error to demonstrate feasibility and alignment with UNICEF’s policies and delivery models.

**Capacity of UNICEF staff was strengthened on mobilizing and managing partnerships and information related to public partnerships was disseminated**

Significant support was provided to HQ Divisions, ROs, and COs to strengthen capacities on mobilizing and managing partnerships. Support was continually provided to COs on advocacy for funding from key resource partners, joint funding modalities and clearing contribution agreements. PPD also made significant contributions to DROP, RMT and regional and global network meetings on public partnership mobilization and management, risk management, UN Coherence and UN Reform, and engaging with GPPs. Specific trainings on EU partnerships were also conducted in ESAR and WCAR for ROs and COs, and three workshops were held on innovative financing at the global level. A Global Network Meeting on Public Sector Fundraising and Partnership Leveraging was held, bringing together colleagues from HQ, ROs, COs and National Committees, to identify key actions and strengthen collaboration to support public sector fundraising for the UNICEF SP 2018-2021. Support was also provided to ROs and COs on the development and implementation of resource mobilization strategies, including in humanitarian contexts. PPD launched UNICEF’s first e-course on resource mobilization in response to the capacity gaps and requests from HQ Divisions, and regional and country offices.

Several guidance notes were also developed and disseminated throughout UNICEF, including on Emerging Economies and Regional Powers, and partnerships with governments including Canada and Japan. To help country offices broaden their partner base, detailed engagement strategies were launched for emerging partners such as the Czech Republic, Hungary, Poland, Slovakia and Slovenia.

PPD further streamlined support to ROs and COs on joint programmes through comprehensive advisory and quality assurance services. As a result, KPI targets were exceeded with a review of over 60 UN to UN agreements, and 40 joint programme agreements. PPD facilitated the soft launch of the Joint Fund for the SDGs, resulting in UNICEF’s nomination to the Joint Funding Board. The Division was also successful in heightening visibility of the joint programmes/pooled funding portfolio for resource mobilisation especially in countries with low levels of funding.

In terms of knowledge management, PPD conducted nine webinars in 2017 for UNICEF offices on partnerships and resource mobilization, and disseminated 30 newsletters (3 on Agenda 2030, 3 on UN Coherence and Joint Programmes, the Public Partnerships Quarterly Newsletter, and monthly internal and external humanitarian updates). The first edition of the *UN Coherence in Action* was...
published, highlighting nine successful country examples of UNICEF’s inter-agency work. In addition, a monthly report on public sector revenue was produced and disseminated. Regular webinars to share partner intelligence throughout UNICEF would be useful to organize in 2018. Overall, there are limited resources for gathering and disseminating partner intelligence; strengthening this function in 2018 will be a priority.

For programme countries that are emerging resource partners, it is important to clarify roles and responsibilities between the CO and PPD vis-à-vis relations with the Ministry of Foreign Affairs to avoid duplication of efforts and ensure consistency in approach and messaging to partners.

PPD participation in Regional Management Team meetings will be prioritized in 2018, based on positive experiences in 2017. PPD will also foster stronger working mechanisms with other Divisions at Headquarters, including PFP, PD and DOC, and with ROs and COs in support of Strategic Plan results, especially those related to the Cause Framework priorities.

**Outcome 3: Improved oversight and management of UNICEF partnerships**

**Results based management, transparency, reporting and visibility were strengthened to build trust with resource partners**

The MOPAN assessment of UNICEF and exit meeting – coordinated by PPD - were successful, concluding that while there are some areas where performance can be improved, UNICEF meets the requirements of an effective multilateral organization. UNICEF’s commitment to organizational transparency of both financial and programmatic data was highlighted as a key strength. For the third year, in its annual evaluation of international organizations, the Japan Ministry of Foreign Affairs scored UNICEF as a Grade A UN agency, the highest score in the A – C scaling.

Along with PFP, PPD prepared the paper and presentations for the informal and formal sessions of the Executive Board on the *Structured Dialogue on Financing the Results in the UNICEF Strategic Plan, 2018-2021*, highlighting the importance of flexible funding and laying out key elements of UNICEF’s fundraising strategy for the new SP.

The nine Annual Results Reports and respective briefings for Member States were coordinated and were well received by partners. The 2016 *UNICEF Compendium of Resource Partner Contributions* was produced, and inputs were provided to the *UNICEF Annual Report and UNICEF Report on Regular Resources*, with visibility of top public sector partners. More than 30 new visibility initiatives were undertaken for top public sector resource partners for flexible funding contributions. Short country case studies highlighting the value of flexible funding was a good practice in 2017 and will be replicated for the top 10 countries that are recipients of RR in 2018. In cooperation with Germany, a virtual reality film was developed and will be launched in 2018.

Additionally, PPD analysed information on UN Coherence in 129 Country Office Annual Reports, which informed improvements in quality of annual reporting on joint programmes and UN Coherence. Further work is envisioned in this area in 2018 to respond to the proposals made in the Secretary-General’s December 2017 report on UN Reform.

**Policies related to resource mobilization and management were developed/updated**

With PFP, PPD coordinated the drafting of an *Accountability Framework for Resource Mobilization and Management for the UNICEF Strategic Plan*, which clarifies the roles, responsibilities and resources needed for each division/office with regards to resource mobilization. The *Directive on Contributions to UNICEF and Management of Other Resources Contributions* was also updated and
clarifies internal procedures and roles and responsibilities related to acceptance and management of public sector contributions, both RR and OR. In addition, a Risk Management Plan was developed, which highlights key risks to UNICEF related to resource mobilization and management and how to mitigate and address these risks.

Also of note, PPD Japan significantly reduced unspent balances due to more proactive communication with ROs and COs, PPD NY and DFAM. The Accountability Framework and updated Directives, as well as additional guidance notes in 2018, will help to further improve grant management. UNICEF also needs to strengthen internal systems to better track and monitor the use of funds across the humanitarian-development nexus.

PPD has been working with DFAM to develop a cash forecasting module in VISION, which will help streamline and centralize income projections; this will be finalized in 2018 and will be integrated in UNICEF’s new Budget Formulation Tool.

EVALUATIONS AND RESEARCH

**Title:** UN Coherence in Action: Delivering Results for Children  
**Audience:** Permanent Missions, resource partners, UNICEF staff, DOCO/UNDG, and UN Country Teams  
**Authors:** PPD in collaboration with COs  
**Quantities:** 1,000 printed copies and an electronic version  
**Estimated Cost:** $20,000

**Title:** UNICEF Compendium of Resource Partner Contributions, 2016  
**Audience:** All UNICEF staff and partners, and general public  
**Authors:** PPD in collaboration with DFAM and PFP  
**Quantities:** 300 printed copies and an electronic version  
**Estimated Cost:** $5,000

**Title:** UNICEF Annual Results Reports 2016 (9 total)  
**Audience:** All UNICEF staff and partners, and general public  
**Authors:** PPD in collaboration with PD, EMOPS, DRP, PFP and DFAM  
**Quantities:** 200 printed copies of each report and electronic versions  
**Estimated Cost:** $43,000 (includes design and printing costs borne by PD and EMOPS. Additional costs include writers and copy-editors, not reflected in this amount.)
## ANNEXES

Annex 1: Top 20 Public Sector Resource Partners and Top 5 Public Sector Thematic Funding Partners

### Top 20 Public Sector Resource Partners

<table>
<thead>
<tr>
<th>Resource Partners</th>
<th>Regular Resources (US$)</th>
<th>Other Resources (regular) (US$)</th>
<th>Other Resources (emergency) (US$)</th>
<th>Total (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States of America</td>
<td>132,509,000</td>
<td>148,542,957</td>
<td>555,909,926</td>
<td>837,932,883</td>
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<tr>
<td>The United Kingdom</td>
<td>53,691,276</td>
<td>220,764,520</td>
<td>215,624,527</td>
<td>510,980,523</td>
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<tr>
<td>European Commission</td>
<td>289,922,471</td>
<td>156,164,938</td>
<td>516,490,399</td>
<td>962,682,808</td>
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<tr>
<td>Germany</td>
<td>16,912,264</td>
<td>43,881,396</td>
<td>283,432,017</td>
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<td>95,433,225</td>
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<td>3,670,580</td>
<td>20,308,449</td>
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<td>32,036,687</td>
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### Top 5 Public Sector Thematic Funding Partners

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<thead>
<tr>
<th>Rank</th>
<th>Donor</th>
<th>Amount (US$ millions)</th>
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<td>Norway</td>
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<td>Sweden</td>
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<td>Denmark</td>
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<td>Netherlands</td>
<td>18.8</td>
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<td>5</td>
<td>Luxembourg</td>
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</table>
Annex 2: Abbreviations

AU – African Union
CERF - Central Emergency Response Fund
CPD - Country Programme Document
CO - Country Office
DOC - Division of Communication
DFAM – Division of Financial and Administrative Management
DSG – Deputy Secretary-General
DROPs - Deputy Representatives and chiefs of Operations
DRP - Division of Data, Research and Policy
DRR - Disaster Risk Reduction
ESAR – East and Southern Africa Region
ECOSOC - Economic and Social Council
EERP - Emerging Economies and Regional Powers
EMOPS - Office of Emergency Programmes
EU – European Union
FAO - Food and Agriculture Organization of the United Nations
FfD - Financing for Development
GA - General Assembly
GPE - Global Partnership for Education
GPP - Global Programme Partnership
HLPF – High-Level Political Forum
HIC - High Income Country
IASC - Inter-Agency Standing Committee
ICTD – Information Communication and Technology Division
IFI - International Financial Institution
MIC - Middle Income Country
MOPAN - Multilateral Organization Performance Assessment Network
PD - Programme Division
PPD - Public Partnerships Division
PFP – Private Fundraising and Partnerships
OED - Office of the Executive Director
OHCHR – Office of the high Commissioner for Human Rights
OR - Other Resources
ORE - Other Resources - Emergency
QCPR - Quadrennial Comprehensive Policy Review
RC – Regional Coordinator
RO - Regional Office
RR - Regular Resources
RMT - Regional Management Team
SIDA - Swedish International Development Cooperation Agency
SDG - Sustainable Development Goal
SG – Secretary-General
SP – Strategic Plan
UNCT – UN Country Team
UNDG - United Nations Development Group
UNHCR - UN Refugee Agency
WBG - World Bank Group
WCAR – West and Central Africa Region
WFP - World Food Programme