Contents

EXECUTIVE SUMMARY ........................................................................................................... 2

PPD TARGETS & STRATEGIES ............................................................................................... 4
Outcome 1: Develop Partnerships - Children’s rights are at the centre of the political agenda at the global and national levels ........................................................................................................ 6
Outcome 2: Mobilize Partnerships - Resources mobilized and leveraged match the planning and expected levels ...................................................................................................................... 9
Outcome 3: Manage Partnerships - Improved oversight and effective management of UNICEF public-sector partnerships ......................................................................................................... 17

EVALUATIONS AND RESEARCH .............................................................................................. 20

Abbreviations ........................................................................................................................... 22

Cover Photo by Roger LeMoyne.

Caption: On 17 August 2016 in Belize, 4-year-old Orin Mejia (right), sitting with his cousin Philsha, 5, plays a drum outside his mother’s house, in the town of Dangriga, on the south-eastern coast. (ID: UN035744)

For more information, please contact Fernando Gutierrez-Eddy (fgutierrez@unicef.org).

EXECUTIVE SUMMARY
Throughout 2016, the Public Partnerships Division (PPD) continued its work to strengthen UNICEF’s position as a partner of choice for children’s rights among governments, among multi-lateral stakeholders and other public sector actors around the world.

The year saw major global changes, most prominently the referendum in the United Kingdom deciding to exit the European Union and the election of Mr. Donald Trump as President of the United States. The refuge and migrant crisis continued to affect millions of children and the scale and scope of the humanitarian landscape reached new highs, with an estimated “535 million children – nearly one in four – living in countries affected by conflict or disaster, often without access to medical care, quality education, proper nutrition and protection.”

Within this context, PPD continued to give life and meaning to partnerships to achieve joint results around programming for children and implementation of the SDGs. The year saw the Division achieve several key results, one of which was deepening and broadening UNICEF’s partnership base. This was important given the centrality of a multi-partner approach to achieving the SDGs by 2030. Highlights of these efforts included: (i) working with the African diaspora throughout Europe; (ii) positioning UNICEF and its work in relation to the World Bank, and other IFIs; (iii) moving forward with the World’s Largest Lesson, a partnership to bring Agenda 2030 into every classroom; (iv) continuing our work to engage with partners on the refugee and migrant crisis in Europe; (v) tapping into opportunities through our strengthened presence in Geneva, the second largest UN/international hub in the world; (vi) developing a new funding model to increase flexible funding; and (vii) revitalizing our engagement with key government partners.

The Division, together with EMOPS, led the organization’s efforts to influence the World Humanitarian Summit (WHS), which concluded, amongst other things, in the Grand Bargain, a set of commitments to ensure more efficient and effective humanitarian funding, while improving the nexus between humanitarian and development financing. An internal taskforce will steer the implementation of the Grand Bargain in UNICEF. The organization also contributed to the refugee and migrant response, including raising awareness via a high level event on the eve of the UN Summit for Refugees and Migrants.

According to preliminary figures, UNICEF’s overall revenue from the public sector in 2016 increased by $42 million, or 1 per cent, reaching overall $3.61 billion. This was due in part to an increase in revenue from governmental partners by 4 per cent. The overall revenue of $3.61 billion surpassed the Executive Board’s 2016 target by 10 per cent. Regular Resources (RR) from public sector partners increased by 3 per cent from $547 million in 2015 to $565 million in 2016, exceeding the Executive Board estimate by 4 per cent, in large part thanks to an unprecedented additional contribution from Sweden.

PPD led the work with other UN agencies around the scope and direction of the new Quadrennial Comprehensive Policy Review (QCPR). Adopted in December 2016, after months of discussions and negotiations, the QCPR is based on principles rather than processes, allowing flexibility for adaptation to national context and circumstances. It is grounded in the 2030 Agenda and the need to support national governments in their commitments to the SDGs and to leave no one behind.

1 Source: https://www.unicef.org/media/media_93863.html
2 Preliminary figures are from 31 January 2017.
There were several challenges in 2016, such as the previously mentioned changing geopolitical landscape, as well as: (i) the ever-growing number of global humanitarian crises; (ii) loss of funding due to organic decreases, including in unearmarked Regular Resources, and external drivers such as exchange rate variances (e.g. GBP post Brexit); and (iii) increasing resource partners expectations on efficiency, coordination with other actors, higher value for money and more frequent non-standard reporting. These challenges have translated into higher transaction costs, and in certain circumstances and paradoxically, an overall negative impact on our ability to effectively deliver results for children. Furthermore, the Division also continued to face resource gaps in fulfilling its broad and complex mandate.

A fundamental component as 2017 begins will be continuing to build trust with UNICEF’s partners, and adapting to changing partner engagement modalities to strengthen the organization’s ability to bring diverse partners together around powerful ideas, including building stronger partnerships for continued implementation of the SDGs.

PPD TARGETS & 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 and UNICEF’s advocacy and resource mobilization efforts are key to achieving this.
In 2016, PPD focused on positioning children’s rights at the center of the political agenda through leveraging and further developing UNICEF’s partnerships. With the adoption of Agenda 2030, this year saw the Division articulating UNICEF’s role in the implementation
of the SDGs with our partners, including leveraging these partnerships to drive more flexible funding that allow the delivery of more robust results and for solidifying the message that children are not only passive recipients of development aid, but actors and agents of change for development in their own right. A highlight from this was the continued success of the SDG’s World’s Largest Lesson. The Division also worked with other UN agencies around the scope and direction of the new Quadrennial Comprehensive Policy Review (QCPR), including developing UNICEF’s corporate response to key QCPR mandates and “fit for purpose” issues.

Leading up to the World Humanitarian Summit (WHS) in May, PPD supported the organization through reinforcing advocacy of key messages vis-à-vis governments for the event, including support and participation in the Grand Bargain process. The Division also worked with established partners to further strengthen our partnerships. Highlights included engaging on the EU’s Consensus on Development (CoD), the UN-World Bank inter-agency high-level policy dialogue and coordination processes, and engaging on humanitarian policy dialogue within the Inter-Agency Standing Committee’s (IASC) Humanitarian Working Group.

1.1 Leverage and facilitate programmatic policy dialogue and advocacy centered on CRC, UNICEF Strategic Plan, Agenda 2030, etc.

UNICEF engaged in the Financing for Development (FfD) follow-up process, leading and coordinating the cluster of investing in children and youth in the inter-agency task force (IATF). This included leading on the draft of investing in children and youth section in the inaugural IATF FfD Report in collaboration with other agencies, establishing monitoring targets for FfD and Means of Implementation targets.

The Division played a substantial role in developing guidance for the Agenda 2030 implementation, providing country offices with various tools and key asks – such as developing a Field Support Package on the SDG implementation for UNICEF country offices and National Committees – and working with partners on the World’s Largest Lesson.3 PPD also contributed to the ongoing strategic Geneva-based advocacy partnership with the UNOG-led SDG-related initiatives. These initiatives focused on innovation and communication, such as the SDG-inspired children’s storybook, “Fairy Tales for a Fairer World,”4 which was developed through interactive online conversations with experts.

PPD also engaged with EU institutions and Member States on the EU Consensus on Development (CoD) review5, the European Union’s blueprint document for its development policy and programming, to align it with Agenda 2030. In collaboration with Programme Division (PD), the Division of Data, Research and Policy (DRP) and the Office of the Executive Director (OED), UNICEF developed a concept paper, “The Case for Investing in Generation 2030: A Call to European Action,” as basis for dialogue with the EU on its revised CoD. The Division facilitated the renewed meetings between the Japanese Ministry of Foreign Affairs (MoFA), the Japanese NatCom and UNICEF, contributing to enhanced information.

---

3 The World’s Largest Lesson is a global initiative aimed at bringing the SDGs to the classroom through lesson plans, videos, comics and other creative content and is freely available in a multitude of languages for educators to download, use or adapt for their classrooms.

4 Fairy Tales for a Fairer World was launched in December 2016.

5 Negotiations will continue through May 2017.
sharing and joint advocacy efforts towards **SDG implementation** and partnership for the Tokyo Olympics/Paralympics 2020.

**UNICEF played a key role in the WHS preparations** through supporting advocacy of key messages and participating in the High Level Panel. In follow up to the Grand Bargain, the organization, led by PPD and EMOPS, was selected – together with Canada – to convene partners around the work stream on multi-year planning and financing.

**Refugee and migration policy dialogues were prominent in the aid landscape.** The work focused on scaling-up collaboration with relevant EU institutions involved in protecting children along the **migration** routes (from origin to destination), and advocating for children’s priorities to be reflected in relevant EU policies and legislation, which has led to key UNICEF asks being included in **legislative proposals and Standard Operating Procedures**. The organization also participated in several public/private partnership events with the US Government to bring more attention to the plight of **refugee children**, particularly in the Syrian crisis. These events in Silicon Valley, and during the UN General Assembly, helped to give visibility to the *Education Cannot Wait* initiative and bring a child-lens to the high-level migration summits.

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

The interests, needs and rights of children being at the forefront of inter-governmental processes **was a focus in 2016**. Through the work of the **Group of Friends of Children and the SDGs**, key messages and language proposals were supported to advance children’s issues in relevant intergovernmental outcome documents and declarations, including the WHS, the 2016 High Level Political Forum, the UN General Assembly, the High-Level Plenary Meeting on Refugees and Migrants, and the UN Conference on Habitat III. PPD served as secretariat to the Group of Friends, which grew its membership to 51 Member States. Based on these achievements, PPD is planning to facilitate a similar Group of like-minded Member States in Brussels.

**During the General Assembly (GA) Committees and ECOSOC meetings**, PPD engaged with key partners (both Member States, UN partners and other actors) to clearly articulate the best interests, needs and rights of children in intergovernmental processes. This included not only numerous meetings, but also inputs into high-level Secretary General (SG) and interagency reports. Director-level participation in Financing for Development (FfD) meetings, including at the inaugural ECOSOC Forum on FfD, gave UNICEF strong visibility.

**In its humanitarian financing and inter-agency work**, the organization continued to engage on humanitarian policy dialogue within the Inter-Agency Standing Committee’s (IASC) Humanitarian Working Group, its subsidiary bodies and with bilateral operational agencies and relevant partners. Throughout the year, PPD served as UNICEF’s focal point for the humanitarian financing inter-agency task force, supporting and providing inputs to documents such as policy on pooled funds, the cash transfers task force, the roll-out of global guidance and a donor conditions paper.

---

6 The first informal kick-off meeting is scheduled to be held in Brussels in February 2017.
1.3 Conduct and disseminate analyses on global aid/economic environment, ODA, and resource partner intelligence

Reports that analyzed the aid environment and partner intelligence were prepared to support the organization’s work. These key reports included regular public-sector revenue projections and analysis, as well as in-depth qualitative and quantitative analysis of revenue trends through the *Compendium of Resource Partner Contributions* publication, and 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*. The Division provided the organization with information on the global aid environment, such as through its *Public Partnerships Quarterly Newsletter*, regular disaggregated analysis of funding trends for *humanitarian responses* and an issue brief for the *2017 IATF FfD Report*, which analyzed the latest available data on government and ODA spending in children and youth.

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

Key consultations and dialogues were held to strategically engage partners around important institutional issues. These meetings were held through different fora, including the Executive Board mandated *Structured Dialogue on financing the results of the Strategic Plan* and informal *Financing Consultations* to explore ways to advocate for flexible resources. *High profile annual consultations* were held with a number of partners, including the first Strategic Dialogue with the UK’s Department for International Development (DFID), the first annual consultation with Germany’s Federal Ministry for Economic Cooperation and Development (BMZ) and the first ever planning meeting with Germany’s Federal Foreign Office (AA). The Sixth Tokyo International Conference on African Development (TICAD VI) was held in Kenya – the first time it was held outside of Japan. Also, Japan’s Parliamentary League for UNICEF went with UNICEF on a field visit to the State of Palestine and Jordan in September, which has led to a strengthened partnership with Japan on their humanitarian response for Syria and Palestine. The *UK’s Multilateral Aid Review* (MAR) and the *Multilateral Organization Performance Assessment Network* (MOPAN) conducted assessments of the organization in 2016. In both cases, UNICEF received strong marks in terms of its organizational effectiveness.

UNICEF senior management, with support from PPD, engaged in *IFI high-level meetings* including the World Bank Group (WBG)/International Monetary Fund (IMF) Spring and Annual Meetings, and the WBG’s Fragility Forum. Through these meetings, UNICEF positioned its mandate in the UN-WB inter-agency high-level policy dialogue and coordination processes.

In addition, PPD supported the production of the global-level *Annual Results Reports for 2015* by sectoral and cross-cutting outcome areas and organized a briefing for partners on the reports. Our partners expressed strong appreciation for the high quality of these Results Reports.

1.5 Operationalize the relevant mandates of Quadrennial Comprehensive Policy Review and strategically engage with the UN system to influence the UN coherence agenda in support of results for children
The year saw the preparations for, and negotiations of, the new Quadrennial Comprehensive Policy Review of Operational Activities for Development of the UN System (QCPR). The new QCPR was adopted by the General Assembly in December 2016. UNICEF’s advocacy and outreach, with Member States and inside the UN Development Group, helped drive a more principle-oriented document that focuses on a limited number of strategic issues for UN reform at the country, regional and global level and is grounded in the 2030 Agenda. The need to support national governments in their commitments to the SDGs and leaving no one behind is highlighted, in line with UNICEF’s mandate for reaching all children, including the most disadvantaged.

PPD supported the Office of the Executive Director with engaging in various coordination bodies and committees. These included the Chief Executives Board, UN Development Group and the High Level Committees on Programmes and Management. Through these structures, UNICEF made a major contribution to a number of system-wide products and initiatives, such as the common principles to guide the UN’s support to implementation of the 2030 Agenda, guidance on common business operations, and a new joint fund for integrated policy support. UNICEF continued to play a convening role among UN Partners in a number of ways, including co-chairing two UNDG Working Groups (Sustainable Development, and Fiduciary Management and Oversight) and by co-leading a UNDG reference group on the new QCPR. The Deputy Executive Director of Partnerships also provided UNICEF’s vision for UN reform, focusing on the most marginalized communities.

The Division effectively supported UNICEF’s engagement with the Joint Inspection Unit (JIU) by leading on requests for analysis on public-sector engagement, ensuring that all requests made by the JIU were met in a timely and effective manner.

1.6 Explore opportunities to develop knowledge and innovation together with partners

Space to engage partners in dialogue around key issues was created. In the first year of operation, the Geneva office was successful in increasing visibility for UNICEF’s mandate and children issues, through participation and representation in 205 events with development actors, and advocated for children’s issues through its speaking roles during these events. The Geneva office also organized/co-sponsored 20 advocacy events and 24 high level meetings to advocate for children’s issues and promoted gender equity for children, as part of the “Geneva Gender Champions” initiative, co-chaired by the UN and the United States Permanent Mission. Together with Plan International, on the International Day of the Girl, an awareness action was organized where an adolescent Zambian girl “took over” the Geneva Liaison Office Director position for a day.

2016 saw the successful culmination of a unique partnership involving UNICEF, the EU and GIZ/German Development Cooperation. This partnership focused on strengthening the awareness of children’s rights and capacity building for development experts and national authorities. Overall 597 development experts and public officials were reached by the EU-UNICEF Child Rights Toolkit and related training workshops.

Mobilizing children and young people as agents of change for achieving the SDGs was an important focus in 2016. A highlight from this space is the continued success of two flagship

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

and the High Level Committees on Programmes and Management. Through these structures, UNICEF made a major contribution to a number of system-wide products and initiatives, such as the common principles to guide the UN’s support to implementation of the 2030 Agenda, guidance on common business operations, and a new joint fund for integrated policy support. UNICEF continued to play a convening role among UN Partners in a number of ways, including co-chairing two UNDG Working Groups (Sustainable Development, and Fiduciary Management and Oversight) and by co-leading a UNDG reference group on the new QCPR. The Deputy Executive Director of Partnerships also provided UNICEF’s vision for UN reform, focusing on the most marginalized communities.

The Division effectively supported UNICEF’s engagement with the Joint Inspection Unit (JIU) by leading on requests for analysis on public-sector engagement, ensuring that all requests made by the JIU were met in a timely and effective manner.

1.6 Explore opportunities to develop knowledge and innovation together with partners

Space to engage partners in dialogue around key issues was created. In the first year of operation, the Geneva office was successful in increasing visibility for UNICEF’s mandate and children issues, through participation and representation in 205 events with development actors, and advocated for children’s issues through its speaking roles during these events. The Geneva office also organized/co-sponsored 20 advocacy events and 24 high level meetings to advocate for children’s issues and promoted gender equity for children, as part of the “Geneva Gender Champions” initiative, co-chaired by the UN and the United States Permanent Mission. Together with Plan International, on the International Day of the Girl, an awareness action was organized where an adolescent Zambian girl “took over” the Geneva Liaison Office Director position for a day.

2016 saw the successful culmination of a unique partnership involving UNICEF, the EU and GIZ/German Development Cooperation. This partnership focused on strengthening the awareness of children’s rights and capacity building for development experts and national authorities. Overall 597 development experts and public officials were reached by the EU-UNICEF Child Rights Toolkit and related training workshops.

Mobilizing children and young people as agents of change for achieving the SDGs was an important focus in 2016. A highlight from this space is the continued success of two flagship
global partnerships, co-founded by UNICEF, aimed at making children aware of and being active on the SDGs: **The World’s Largest Lesson** and **Comics Uniting Nations**. Both of the initiatives leverage a combination of creative and educational content to bring the messages and the values of the SDGs to children in and out of the classroom, and feature partners from the NGO community, the private sector, the creative/entertainment business and the UN System. UNICEF used these materials to further its partnership with the US Fund to hold its first ‘SDG Activate Talk,’ which brought together local young change makers and organizations on sustainable consumption issues. The methodology has been shared with UNICEF country offices and National Committees for replication to foster innovative partnerships on SDG activation.

Attracting more flexible and predictable multi-year funding, allows UNICEF to be able to respond to the needs of the most disadvantaged children. Throughout 2016, opportunities to further this type of funding were explored, including through further assessment of a new **funding approach** that is based on costed results and alignment to the SDGs/Strategic Plan. PPD mobilized **$3.61 billion according to preliminary figures** through its outreach to partners, where many governments gave generously.

**Analysis of UNICEF’s Public-Sector Revenue**

**Overall Revenue**

According to preliminary figures, UNICEF’s overall revenue from the public sector in 2016 increased by $42 million, or 1 per cent, reaching overall **$3.61 billion**. This surpassed the Executive Board’s 2016 target by 10 per cent. While revenue increased by 4 per cent from governmental partners in 2016, it decreased by 17 per cent from inter-organizational arrangements (i.e. through UN agencies), by 2 per cent from GPPs and INGOs and by 9 per cent from inter-governmental partners.

**Cumulative RR/ORR/ORE by month**

![Graph showing cumulative RR/ORR/ORE by month]

**Regular Resources**

Regular Resources (RR) from public sector partners increased by 3 per cent from $547 million in 2015 to $565 million in 2016. This exceeded the Executive Board estimate by 4 per cent.

---

7 All figures in this report are based on preliminary data from 31 January 2017.
Despite the exchange rate variances, this increase was only possible due to 100 per cent additional funding from Sweden.

**Other Resources – Regular**
Other Resources – Regular (ORR) decreased by 1 per cent to $1.43 billion, which was lower than the Board plan of a 5 per cent decrease.

**Other Resources – Emergency**
Other Resources – Emergency (ORE) increased by 2 per cent reaching $1.6 billion, exceeding the Board estimate by 32 per cent. This revenue growth is mainly driven by response to five large-scale emergencies in Ethiopia, Iraq, South Sudan, the Syrian Arab Republic and neighbouring countries and Yemen.

**PPD 2016: Revenue against UNICEF’s 2014 – 2017 SP Estimate and PPD Projections**
Thematic Funding

In 2016, overall thematic funding for the seven Strategic Plan Outcome Areas was $181 million, with thematic humanitarian reaching $145 million. Thematic funding from public and private sector resource partners decreased by 16 per cent, or $63.8 million. Thematic funding accounted for 11 per cent of total earmarked OR funding.

There is a noteworthy increase of +15 per cent in HIV and AIDS, +16 per cent in Education, +3 per cent in Child Protection, and +35 per cent in Social Inclusion. In 2016, the Gender pool was funded for the first time ever. The WASH and Humanitarian pools decreased by over 25 per cent.

<table>
<thead>
<tr>
<th>Theme</th>
<th>2016</th>
<th>vs 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>12,985,819</td>
<td>86%</td>
</tr>
<tr>
<td>HIV and AIDS</td>
<td>7,809,228</td>
<td>115%</td>
</tr>
<tr>
<td>Water, Sanitation and Hygiene</td>
<td>35,999,363</td>
<td>73%</td>
</tr>
<tr>
<td>Nutrition</td>
<td>3,395,528</td>
<td>33%</td>
</tr>
<tr>
<td>Education</td>
<td>95,547,377</td>
<td>116%</td>
</tr>
<tr>
<td>Child protection</td>
<td>18,689,795</td>
<td>103%</td>
</tr>
<tr>
<td>Social Inclusion</td>
<td>6,007,887</td>
<td>-</td>
</tr>
<tr>
<td>Gender</td>
<td>576,282</td>
<td>135%</td>
</tr>
<tr>
<td>Humanitarian Action</td>
<td>145,361,883</td>
<td>71%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>326,373,122</strong></td>
<td><strong>84%</strong></td>
</tr>
</tbody>
</table>

Overall, among the public sector resource partners, Norway, with an increase of 26 per cent and Sweden, with a decrease of 19 per cent, remained the two largest public sector donors to thematic funding, with increased funding received from Belgium, Finland and the Netherlands.

**2016: Top 20 Resource Partners to Thematic Funding**

<table>
<thead>
<tr>
<th>Donor</th>
<th>Thematic ORE</th>
<th>Thematic ORR</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norway</td>
<td>88,323,271</td>
<td>88,323,271</td>
<td>176,646,542</td>
</tr>
<tr>
<td>Sweden</td>
<td>45,943,376</td>
<td>48,107,969</td>
<td>94,051,345</td>
</tr>
<tr>
<td>German Committee for UNICEF</td>
<td>2,465,753</td>
<td>25,709,470</td>
<td>28,175,223</td>
</tr>
<tr>
<td>United Kingdom Committee for UNICEF</td>
<td>6,642,270</td>
<td>23,670,858</td>
<td>30,313,128</td>
</tr>
<tr>
<td>Netherlands</td>
<td>20,859,596</td>
<td>20,859,596</td>
<td>41,719,192</td>
</tr>
<tr>
<td>United States Fund for UNICEF</td>
<td>2,623,049</td>
<td>17,973,217</td>
<td>20,596,266</td>
</tr>
<tr>
<td>Japan Committee for UNICEF</td>
<td>145,548</td>
<td>13,704,969</td>
<td>145,253,517</td>
</tr>
<tr>
<td>Netherlands Committee for UNICEF</td>
<td>4,866,242</td>
<td>7,700,796</td>
<td>12,567,038</td>
</tr>
<tr>
<td>Spanish Committee for UNICEF</td>
<td>2,120,676</td>
<td>7,516,107</td>
<td>9,636,783</td>
</tr>
<tr>
<td>French Committee for UNICEF</td>
<td>1,465,748</td>
<td>6,493,904</td>
<td>7,959,652</td>
</tr>
<tr>
<td>Belgium</td>
<td>5,970,098</td>
<td>5,970,098</td>
<td>11,940,196</td>
</tr>
<tr>
<td>Italian National Committee</td>
<td>5,614,822</td>
<td>1,496,736</td>
<td>7,111,558</td>
</tr>
<tr>
<td>Finnish Committee for UNICEF</td>
<td>615,056</td>
<td>5,527,138</td>
<td>6,142,194</td>
</tr>
<tr>
<td>Korean Committee for UNICEF</td>
<td>5,511,291</td>
<td>5,118,844</td>
<td>10,629,135</td>
</tr>
<tr>
<td>Danish Committee for UNICEF</td>
<td>728,995</td>
<td>4,874,309</td>
<td>5,603,304</td>
</tr>
<tr>
<td>Finland</td>
<td>4,951,362</td>
<td>3,376,299</td>
<td>8,327,661</td>
</tr>
<tr>
<td>Norwegian Committee for UNICEF</td>
<td>1,495,162</td>
<td>3,376,299</td>
<td>4,871,461</td>
</tr>
<tr>
<td>Swedish Committee for UNICEF</td>
<td>1,377,667</td>
<td>3,100,165</td>
<td>4,477,832</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>2,891,156</td>
<td>2,891,156</td>
<td>5,782,312</td>
</tr>
<tr>
<td>Canadian UNICEF Committee</td>
<td>434,950</td>
<td>2,830,065</td>
<td>3,264,955</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>131,557,076</strong></td>
<td><strong>170,027,315</strong></td>
<td><strong>301,584,391</strong></td>
</tr>
</tbody>
</table>
In 2016, the United States was the top public sector resource partner, followed by the United Kingdom and Germany. There were noteworthy increases from Germany, Italy, Japan, Luxembourg, the Netherlands, Norway, Portugal and Sweden. There were decreases from Australia, Belgium, Denmark, Finland, France, New Zealand, Republic of Korea and Spain. The non-OECD-DAC countries that provided increased contributions included Bulgaria, India, Mexico, Monaco, Russian Federation and Turkey, while there were significant decreases from Gulf States.

2.1 Invest in selected and high potential partnership with Governments

High profile annual consultations played an important role in 2016 in strategically strengthening UNICEF’s partnerships with key governments. Specific results included (i) the US’s largest ever core contribution of $132.5 million; (ii) Canada’s first ever $80 million via multi-year humanitarian funding for the Syria crisis; and (iii) $192 million contribution from Japan⁸, a funding increase of $31.8 million as compared to 2015. UNICEF and Canada have also strengthened the partnership around multi-year funding for humanitarian crises, by co-leading a WHS Grand Bargain work stream, and UNICEF and Australia formulated a new strategic partnership framework for 2016-2020, confirming key common priorities.

The Division strengthened partnerships to champion children’s issues. The European Commission, through the EU Trust Fund in Response to the Syrian Crisis (the MADAD Trust Fund), gave an additional EUR 90 million in 2016 to support the No Lost Generation initiative in Jordan, Lebanon and Turkey⁹. Following ECHO’s decision to increase to 4 per cent of the EU’s overall humanitarian budget in 2016 to Education in Emergencies, UNICEF received

---

⁸ Preliminary figures as of 31 January 2017.
⁹ The initial contribution in 2015 was EUR 12.5 million
EUR 23.5 Million. Canada showed its ongoing commitment to child survival through new funding of $52 million for Child Health Days.

PPD contributed to finalized major global agreements for the End Violence Fund and Education Cannot Wait, and supported a number of pledging conferences throughout the year. Examples include the London Conference for Syria and the Region, held in February, which brought a stronger focus by the international community on education in the region, and the CERF High Level Annual event held in December, which saw UNICEF receiving a total of US$ 104.4 million.

Humanitarian funding was mobilized through leveraging partnerships. In 2016, UNICEF appealed for $3.2 billion to assist 63 countries. Half of the funding requested in 2016 was for only four crises: Iraq, South Sudan, Syria and neighboring countries, and Yemen. In collaboration with country and regional offices, PPD enabled public sector funding, amounting to 92 per cent of the humanitarian income received at $1.43 billion, while the remainder was received from private sector partners. UNICEF is the second largest recipient of the UN Central Emergency Response Funds (CERF) annually. As of preliminary figures in January 2017, UNICEF received a total of $104.2 million from CERF (24.67 per cent of total allocated), enabling COs to accelerate and expand their humanitarian responses.

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.

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

UNICEF strengthened its partnerships with several emerging partners in 2016. PPD established a new team to focus on the CEE/CIS region, which resulted in 12 out of 22 government partners increasing their funding this year. PPD is also exploring new and innovative ways of partnering with high-income countries in the region, such as through the proposal of the Alliance of Children among Visegrad countries. The Division also continued consultations on engaging the African Diaspora on children’s rights, including opportunities for leveraging remittances through partnership with Money Transfer Operators. To position UNICEF as partner of choice for the Gulf, PPD developed efficient and effective mechanisms to strengthen strategic engagement in promoting the agenda for children in emergencies and beyond, as well as contributed to the development of the new Resource Mobilization Gulf Strategy. This has led to the Kingdom of Saudi Arabia, the United Arab Emirates, Kuwait and Qatar providing substantial funding to UNICEF to respond to crises in the region and globally.

UNICEF made strong headway in terms of facilitating the allocation of resources from IFIs / GPPs and innovative financing for programme countries. Overall funding for programme countries through GPPs and IFIs in 2016 remained stable at approximately $280 million, with almost half coming from Gavi. A new $125 million contribution from the World Bank has been negotiated for Yemen, for an emergency health and nutrition project. This is the first time that IDA funding will be directly available to non-government partners, opening up

---

10 In December, 2016 Commissioner Stylianides announced a further increase to 6 per cent.
11 Preliminary figures, as of 31 January 2017.
12 The main GPPs in the 2016 PPD portfolio are: Gavi – The Vaccine Alliance, Global Partnership for Education (GPE), The Global Fund (formerly GFATM), the Micronutrient Initiative (MI), and UNITAID.
a new engagement modality with the World Bank. UNICEF is also well positioned in new innovative finance partnerships, such as the Global Concessional Financing Facility (for refugees in MICs) and Pandemic Emergency Financing Facility (insurance to respond to outbreaks and pandemics).

**Strategic and operational collaboration has been formalized with GPP and IFI partners.** PPD helped initiate two Strategic Partnership Frameworks negotiations with the World Bank and the Islamic Development Bank, engaged with the Multi-Partner Trust Fund Office on the development of the joint UN/World Bank Global Concessional Financing Facility (initially focusing on Lebanon and Jordan) and new global programmatic partnerships concluded with IFIs, such as on Early Childhood Development. UNICEF held the first global consultation with the Global Fund, resulting in agreement to extend a global Memorandum of Understanding, and underpinning it with a joint work plan identifying six priority areas for increased collaboration through 2019. UNICEF also negotiated/revised framework agreements with UNITAID and the GPE.

**The Emerging Economies and Regional Powers (EERPs) initiative** explored opportunities that aim to identify areas for closer collaboration and provide practical recommendations to UNICEF at all levels for strengthened political, technical, and resource partnerships with selected countries. In 2016, a select number of countries (of the original 18) were identified for further follow-up and implementation of recommendations following Phase 1. Progress in this area has been linked to CPD cycles at national level and will require continued follow-up in 2017. Also, within the umbrella of the initiative, an advance draft Guidance Note on engaging with 8 EERPs was developed and will be rolled out in Q1 of 2017.

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

**Different fora provided opportunities to advocate for flexible resources.** Examples of these include the Executive Board mandated Structured Dialogue on financing the results of the Strategic Plan, informal Financing Consultations to explore ways to advocate for flexible resources with partners, the exploration of increasing flexible and predictable funding through a multi-year approach, the UN Pledging Conference, 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 2015 and other institutional reporting.

One specific example includes the work with UNICEF’s Nordic partners, which provided visibility, increased tailor-made messages, and emphasized the importance of flexible funding. This led to an increase in Regular Resources from Sweden by 100 per cent.

### 2.4 Strengthen inter-divisional collaboration for enhanced partnerships

**Strategic engagement of Country and Regional Offices and inter-divisional collaboration between HQ Divisions has been critical to achieving these results.** PPD continued to coordinate UNICEF’s overall engagement in the Third Committee of the General Assembly. The Division monitored key issues at stake for UNICEF during the negotiations of resolutions under agenda item 64, “promotion and protection of the rights of children”. In close

---

13 Draft outlines agreed, with final signatures expected in Q1 2017.
collaboration with EMOPS, COs and ROs, remained engaged in inter-agency mechanisms such as Rights Up Front, Inter Agency Task Force and informal group consultations.

A Strategic Dialogue with the United Arab Emirates, in close collaboration with PD, was initiated to embark on a new partnership on Early Childhood Development and advocated with the Gulf countries to support various initiatives, such as No Lost Generation. The Division also partnered with PD in the development of new funds/partnerships, including UNITLIFE (nutrition) – with the interim Secretariat set up in Geneva, Education Cannot Wait (education in emergencies), and the End Violence Against Children Fund, with PPD advising on governance structures and fund flow modalities.

The inter-divisional Agenda 2030 focal points group, co-chaired by PPD, PD and DRP, was revitalized for the purpose of knowledge-sharing and supporting UNICEF’s Agenda 2030 advocacy, implementation and monitoring efforts.

In addition to the inter-agency meetings, the Division also led quarterly meetings, and an annual consultation, with OCHA, WFP and UNHCR on resource mobilization for humanitarian response. In particular, PPD strengthened its coordination with PFP on large scale and critical crises. On the eve of the Summit for Refugees and Migration, in collaboration with DOC, a high level event was held to galvanize commitment for action for refugee and migrant children during the General Assembly High Level week.

2.5 Provide support and guidance, and build capacity of Country and Regional offices and HQ to strengthen partnerships

Support to field offices and Headquarters Divisions/sections on resource mobilization and partnership management was provided through a range of tools and meetings. For example, through its resource mobilization webinar series, PPD produced webinars that aimed to build capacity on advocating for thematic funding, Joint Programming and the Resource Partner Management System (RPMS), which was relaunched in the fourth quarter. The RPMS provides the organization with accessible up-to-date intelligence and revenue data by partner. The first ever Global Network Meeting on Public Sector Resource Mobilization was held in New York, which brought together over 55 staff from country offices worldwide. This network meeting focused on engaging colleagues in critical resource mobilization and partnerships issues, to strengthen the capacity at the country and regional level. Also, in collaboration with the Regional Office and PFP, PPD organized a regional workshop that was held in the CEE/CIS region, which brought together colleagues from 21 country offices.

With the shift to implementing the SDGs in 2016, the Agenda 2030 team focused on coordinating and developing support materials to assist UNICEF Country, Regional and National Committee Offices. In March 2016, PPD – together with PD, PFP and DRP, as well as several country and regional offices – developed a set of key asks and principles to assist UNICEF offices with providing technical and policy support to their host governments who were participating in a SDG national review at the annual meeting of the High-level Political Forum (HLPF) taking place every July. These asks have been updated for the 2017 HLPF, to which 40+ countries will be reporting. These asks were also part of a broader SDG field support package, a one stop-shop of existing and newly developed materials to assist UNICEF and National Committee staff working on SDG implementation in national and regional contexts.
To strategically strengthen partnerships, systematic support was given. Examples of this included providing COs with support to develop tailored proposals to Nordic partners, as well as providing ongoing support to strengthen capacity of COs and ROs to manage the partnership with the EU institutions though training sessions and onsite support. Following the partnership dialogue between UNICEF and DEVCO, a “Reference Pack” (to be rolled out in Q1 2017) was jointly developed to help UNICEF COs and EU Delegations engage in strategic dialogue and collaboration.

GPP engagement is taking place at headquarters, regional, and country level. Direct engagement of UNICEF country offices in country-level GPP partner fora (e.g. as a member in Country Coordinating Mechanisms, or as Coordinating Agency for Local Education Groups, etc.) facilitated partner coordination and contributed to aid harmonization and effectiveness efforts. PPD also engaged with GPPs at country and regional level through developing joint workplans and identifying the organization’s value proposition in alignment with partner strategies. UNICEF country and regional offices also provided direct technical assistance to programme country governments in the development of funding proposals to ensure effective access by programme countries of their GPP funding allocations, with due consideration to child needs in programme implementation.

PPD provided direct support to COs in development of fundraising strategies for L3/L2 and other key emergencies.

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

Throughout the year, PPD sought the best possible collaboration and partnership with UNICEF’s public sector partners around the world to promote the rights and interests of children. To do this, the Division continued to improve on partnership management through various measures. Highlights included developing an engagement strategy for the top resource partners that helped coordination across the house, including with OED, simplifying and standardizing engagement with IFIs and GPPs, providing field support to colleagues in COs and ROs on resource mobilization and partnership engagement and providing guidance on UN coherence.

3.1 Provide Regulatory Framework on public-sector partnerships

Simplified and standardized engagement and reporting modalities with IFIs and GPP partners were defined. This included new standard templates (under finalization) with the World Bank for technical assistance and output-based projects, as well as signing up for the UN/World Bank Financial Management Framework Agreement (FMFA). PPD also worked with partners to strengthen international policy frameworks especially in areas with large expected impacts for children, such as Early Childhood Development and monitoring of global child poverty, and established groundwork for future collaboration with World Bank and Islamic Development Bank in fragile and non-fragile settings, such as through new strategic partnership frameworks, new financing partnerships, and improved opportunities for information and staff exchange.

Work on Phase 1 on the revision of the UNICEF-wide accountabilities framework for resource mobilization was largely completed, mapping out the current state of accountabilities.
and responsibilities, as well as identifying key functional areas for improvement. The Phase 2 will look at revisions to the framework, based on the work and learnings from the preceding phase, and continued cross-divisional participation, especially with PFP, FOs, PD, EMOPS, and DFAM.

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

The Division led webinars, produced communication products and provided resources to enhance its UN coherence work. In order to guide and support UNICEF field offices in their coordination and coherence activities within UN Country Teams, PPD undertook a number of region-specific webinars, supported RMT presentations, and circulated various communication products (e.g. the Handy Guide on UN Coherence). This work supported over 108 COs with issues related to pooled funds and joint programmes, continuing to expand and deepen partnerships with other members of UN country teams throughout 2016. UNICEF continues to lead or co-lead Results Groups in areas of its comparative advantage (such as education and social protection) and mobilized over US $346 million\(^1\) for results for children through inter-agency pooled funds.

3.3 Guidance on quality partner reporting

Reporting quality and timeliness were key, dedicated sessions in both the global network meeting on resource mobilization and partnerships that took place with 55+ colleagues throughout the world in NYHQ, and the subsequent and corresponding regional network meeting for the CEE/CIS region.

Reporting templates were finalized, including the standardized programmatic reporting templates with GPE. Efforts are also underway with Gavi and the Global Fund to align financial reporting in order to facilitate results monitoring of GPP partners.

3.4 Guidance on partner recognition and visibility

Partners were provided opportunities for visibility through tailor-made messages. The importance of flexible funding was emphasized, resulting in Regular Resources increasing by 100 per cent from Sweden, as well as an increase in Other Resources – Emergency from Norway. The partnership with the EU was further profiled and boosted by large-scale communication and visibility campaigns implemented jointly by UNICEF and EU institutions. An example of this visibility include the joint ECHO-UNICEF #EmergencyLessons campaign, implemented together with 10 UNICEF National Committees from EU Member States, which increased awareness, understanding and support to education in emergencies.

New Standard Operating Procedures (SOPs) for Recognition of Public Sector Resource Partners as well as an e-course module on partner recognition were progressed, with launch planned for Q1 2017. The tools were developed with cross-division coordination including DOC and FOs. The SOPs contain a clear definition of different recognition, visibility and communication (RVC) products and actions, suggest a frequency for their production as well as responsibility and accountability for specific staff in HQ, ROs and COs.

\(^1\) Figures as of 31 December 2016.
3.5 Support the oversight of resource management

The Division led on multiple organizational reviews in 2016. This included analyzing and coordinating the internal responses of DFID’s Multilateral Aid Review (MAR), which acknowledged UNICEF as a strong partner of choice for DFID. PPD also coordinated an inter-divisional task team that led the Multilateral Organization Performance Assessment Network (MOPAN) review. In both cases, UNICEF received strong marks in terms of its organizational effectiveness.

15The final MOPAN assessment report was received 8 February 2017.
EVALUATIONS AND RESEARCH
Throughout the course of 2016, PPD produced advocacy materials, speeches, presentations, briefing notes, blog posts, newsletters, etc. A selection of publically available materials produced in 2016 include the following:

Publications
Title: Annual Results Reports 2015 (by outcome area + Humanitarian and Gender)
Audience & objectives: The reports provide information on the results of UNICEF’s efforts in 2014, one on each of the seven outcome areas of the Strategic Plan, one on gender and one on humanitarian action.
Author: Led by PPD, in collaboration with PD, EMOPS, DRP, PFP and DFAM, UNICEF
Quantities: Estimated Cost:

Publications
Title: Better Together: Country Stories of UNICEF Working with UN Partners
Audience & objectives: A collection of country stories of UNICEF Working with UN Partners
Author: PPD, UNICEF
Quantities: Estimated Cost:

Title: Compendium of Resource Partner Contributions 2015
Audience & objectives: Resource Partners (donors), informing about contributions to the organization for the previous year by fund type and partner.
Author: PPD, in collaboration with PFP and DFAM, UNICEF
Quantities: Estimated Cost:

Title: Funding the UN in the SDG Era: Why We Should Link Funding With the Goals and Aspirations of Agenda 2030 in Financing the United Nations Development System: Current Trends and New Directions
Audience & objectives: A “think piece” written to stimulate discussion and reflection on how the UN can leverage funding modalities to achieve the Agenda 2030 goals, especially to maximize opportunities and action for children.
Author: Olav Kjorven, Director of PPD, UNICEF
Quantities: N/A
Estimated Cost:

Title: Horizons – January 2016 & September 2016 Issues
Audience & objectives: Led the production of two in-house publications about economic, humanitarian, social, technological and environmental trends and their implications for children.
Author: PPD, in collaboration with DRP and other HQ Divisions, UNICEF
Quantities: Estimated Cost:

Title: Investing in all children: Towards Equitable, Inclusive and Sustainable Development in Impakter Magazine (25 August 2016)
Audience & objectives:
Author: Nicholas Alipui (Child health & Development, DRP) & Shannon O’Shea (Agenda 2030 team, PPD) UNICEF

Title: Investing in Children and Youth, UNICEF - Office of the SG’s Envoy on Youth in an Issue Brief for the Inter-Agency Task Force on Financing for Development

Audience & objectives: Background report for the Inter-Agency Task Force Issue Brief on financing trends and challenges for children in terms of FfD.

Author: PPD, in collaboration with various HQ Divisions, UNICEF

Quantities: 

Estimated Cost:

Title: Progress in the implementation of commitments to children and youth under the Addis Ababa Financing for Development Agenda for the background report for the Interagency Task Force on Financing for Development

Audience & objectives: Background report for the Inter-Agency Task Force on financing trends and challenges for children in terms of FfD.

Author: PPD, in collaboration with various HQ Divisions, UNICEF

Quantities: 

Estimated Cost:

Title: UNICEF Outlook on UN Coherence: Perspectives from the field


Author: PPD, UNICEF

Quantities: 

Estimated Cost:

Title: The unlikely journey to the 2030 Agenda for Sustainable Development on ODI’s Deliver 2030.org

Audience & objectives: A “think piece” written to capture the “inside story of the negotiations for history’s most ambitious development agenda”, Agenda 2030.

Author: Olav Kjorven, Director of PPD, UNICEF

Quantities: N/A

Estimated Cost:

Title: The World’s Largest Lesson: Engaging and Inspiring Children Everywhere through Classrooms Across the World on IISD Knowledge Hub

Audience & objectives: A blog post to spread the word on UNICEF’s efforts to inspire children and young people with the SDGs.

Author: Olav Kjorven, Director of PPD, UNICEF

Quantities: N/A

Estimated Cost:
Abbreviations
CERF - Central Emergency Response Fund
CPD - Country Programme Document
CO - Country Office
DOC - Division of Communication
DRP - Division of Data, Research and Policy
ECOSOC - Economic and Social Council
EERP - Emerging Economies and Regional Powers
EMOPS - Office of Emergency Programmes
FiD - Financing for Development
GA - General Assembly
GPE - Global Partnership for Education
GPP - Global Programme Partnership
HIC - High Income Country
IASC - Inter-Agency Standing Committee
JIU - Joint Inspection Unit
MAR - Multilateral Aid Review
MIC - Middle Income Country
MOPAN - Multilateral Organization Performance Assessment Network
PAGODA - Pillar Assessed Grant or Delegation Agreement
PD - Programme Division
PPD - Public Partnerships Division
OED - Office of the Executive Director
OR - Other Resources
ORE - Other Resources - Emergency
QCPR - Quadrennial Comprehensive Policy Review
RO - Regional Office
RR - Regular Resources
SC - Security Council
SDGs - Sustainable Development Goals
SG - Secretary General
UNDG - United Nations Development Group
WB - World Bank