UNICEF resource mobilization strategy

1. In response to Executive Board decision 2015/14, UNICEF will present a resource mobilization strategy at the first regular session of the Executive Board in February 2016.

2. This paper presents an overview of the resource mobilization strategy, which aims to maximize flexible and predictable revenue to achieve significant results for children in accordance with the UNICEF Strategic Plan, 2014–2017; increase the share of regular resources against total revenue; obtain multi-year commitments for resources, including pooled and blended funding; and expand strategic engagement with public and private sector partners to leverage resources and support for the realization of children’s rights, especially those most disadvantaged.

3. The UNICEF resource mobilization strategy therefore addresses both fundraising for UNICEF-supported programmes as well as advocacy for the allocation of resources to child-focused programmes in general, not necessarily through UNICEF.

I. Introduction

4. Transforming our world: the 2030 Agenda for Sustainable Development (Agenda 2030) makes a strong case for a universal agenda for children and presents a solid foundation – and a unique opportunity – for the work of UNICEF over the next 15 years. If implemented well, this Agenda will result in better lives and futures for all children. The Sustainable Development Goals expand opportunities for partnerships and engagement with a much wider group of stakeholders, including civil society and the private sector. Likewise, opportunities for mobilizing and leveraging additional resources for children from the public and private sector, and from domestic and international sources, are also presenting themselves. On the other hand, there are signs that official development assistance (ODA) from traditional donor countries may be stagnating or – in some cases – may be redirected to address new challenges, such as the refugee and migration crisis in Europe, with possible consequences for the resources available for UNICEF and other agencies dedicated to development and humanitarian action.

5. The alarming rise in humanitarian emergencies and the complex and protracted nature of many of these crises have highlighted the urgency of strengthening the integration of development and humanitarian efforts. This must include promoting complementarity between humanitarian and
development funds. The upcoming World Humanitarian Summit (23 to 24 May 2016) provides opportunities to look at innovative modalities to drive this integration and to make financing of increasing humanitarian demands more robust and predictable.

6. The UNICEF resource mobilization strategy looks at opportunities to attract more flexible and predictable multi-year funding, to be able to respond to the needs of the most disadvantaged children. It considers the changing aid environment, which is characterized by both the growing partnership landscape and the trends and challenges posed by global economic and financial realities. This picture includes rising private development financing, the rising trend of earmarking ODA rather than providing flexible funds, and the impressive trend in recent years of rising domestic resource mobilization in many middle-income countries, which are now at risk of being partly reversed due to changes in the global economy.

7. In order to be more ‘fit for purpose’ in supporting the implementation of Agenda 2030, UNICEF and other United Nations agencies need to explore and expand the use, at the country, regional and global levels, of funding modalities that support integrated delivery and results. Joint financing mechanisms such as common humanitarian funds, the United Nations Joint Programme on Adolescent Indigenous Girls in Guatemala, the United Nations Peacebuilding Fund, and the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting, have contributed to enhanced coordination and coherence. Going forward, UNICEF will participate actively in helping to develop instruments that support more integrated and coherent action across the development, humanitarian and peace pillars of the United Nations.

II. Resource mobilization pillars

8. The UNICEF resource mobilization strategy integrates both public and private funding streams and involves: (a) fostering a shared vision of priorities and results with the broadest possible range of resource partners (Governments, international financial institutions (IFIs), foundations, businesses and individuals) as a basis for strong, sustained, flexible and predictable resourcing of UNICEF; (b) pursuing partnerships and resources that help to connect shared, global development and humanitarian goals and targets to the specific priorities of national governments and the challenges children face in each and every country; (c) working with United Nations agencies, IFIs, global programme partnerships (GPPs) and other partners to align programme and funding arrangements; (d) accelerating a scaled-up response to humanitarian crises by engaging at global, regional and country levels with public and private, traditional and emerging partners and exploring innovative financing opportunities; (e) broadening the base of resource partners to promote the universality and impartiality of the UNICEF mandate, as well as diversify the organization’s financial risk and share the financial burden to partners; (f) capitalizing on the long-standing engagement with citizens and the private sector in high-income countries, principally through the network of 35 National Committees for UNICEF, for fundraising and advocacy to mobilize public opinion around children’s rights; (g) investing in middle-income countries and newly emerged high-income countries to maximize public and private fundraising in growing markets; and (h) undertaking more robust results-based management and budgeting, strengthening quality reporting and recognizing our partners more systematically for their contributions.

9. The strategy capitalizes on the organization’s almost global presence through its network of field offices, headquarters divisions and National Committees for UNICEF. The organization seeks to optimize the sharing of results for children by disseminating lessons learned and good practices, including in the area of resource mobilization.
III. Public and private sector revenue streams

10. UNICEF generates significant resources from both the public and private sector. In each of these sectors, the organization taps into several revenue streams, each requiring a tailored approach.

A. Public sector

11. Governments and intergovernmental partners: UNICEF will continue to seek the best possible collaboration and partnership with Governments and intergovernmental partners around the world to promote the rights and interests of children. Strong engagement and sustained dialogue on the issues that are critical for children form the best basis for mobilizing and leveraging resources for children and for the organization to continue its work on their behalf. An example is the extensive dialogue with Governments throughout the post-2015 process to the adoption of Agenda 2030 and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, which together forge a strong global commitment to prioritizing investments in children. Going forward, UNICEF will prioritize finding ways to build the strongest possible support from Governments for receipt of regular and flexible thematic resources, which are critical to the organization’s ability to deliver results for children in both development and humanitarian settings. UNICEF will seek to strengthen investment in advancing children’s well-being from all relevant sources. The organization will also seek to support South-South and triangular cooperation in ways that enhance opportunities and outcomes for children. And UNICEF will be positioned as a strategic partner for children at the global level; a partner deserving of increased financial support. The number of Governments contributing financially to UNICEF is continuously increasing, ranging from 129 in 2013 to 135 in 2014, which is a strong sign of a broadening resource base.

12. Global programme partnerships: Engagement in this area capitalizes on the benefits of collective action, drawing on the respective strengths and comparative advantages of a range of actors at global, regional and country levels. Examples include the Global Partnership for Education and Gavi, the Vaccine Alliance. UNICEF engages with GPPs on the basis of alignment of strategic priorities, for example by acting as a facilitator between a GPP and Governments, especially in difficult and fragile contexts. UNICEF is also engaged in some 80 GPPs through advocacy and in many cases as part of governance boards, to help to shape the strategies of GPPs that reflect the interests of children. A good example is the memorandum of understanding signed in 2014 by UNICEF and the Global Fund to Fight AIDS, Tuberculosis and Malaria to improve alignment and results on maternal, neonatal and children health interventions. New partnerships being explored related to the Sustainable Development Goals and the World Humanitarian Summit include a partnership on the prevention of violence against children and a partnership on the provision of education in emergency contexts. These initiatives have the potential to produce additional results and funding for children.

13. United Nations pooled funding mechanisms: UNICEF is actively engaged with partner United Nations agencies to increase coherence in pooled funding modalities that reflect a changing sustainable development and humanitarian landscape. This includes global funding mechanisms like the Central Emergency Response Fund (CERF) and the United Nations Peacebuilding Fund, country-specific pooled and trust funds (e.g. emergency response funds, common humanitarian funds and Delivering as One funds), and joint programmes. UNICEF is among the top three recipient agencies of CERF funding. Since 2006, CERF has supported UNICEF humanitarian operations in 88 countries, reaching millions of children and their communities. UNICEF also
benefits from pooled funds administered by United Nations partners, including the Office for the Coordination of Humanitarian Affairs, the United Nations Development Programme and the United Nations Population Fund, while also administering a number of joint programmes that particularly fit its mandate for children. In 2013 and 2014, UNICEF administered a total 17 joint programmes, involving 11 United Nations agencies in 11 countries. The organization will continue to seek opportunities to leverage additional resources from pooled funding mechanisms.

14. **Innovative financing mechanisms:** UNICEF has benefited from innovative financing, particularly in the health sector. UNICEF is also exploring with multiple partners (for example, Governments, the World Bank and the World Health Organization) new guarantee and insurance-based mechanisms that would provide predictable funds and enable a rapid response in the case of emergencies. Other new areas are being explored including UNITLIFE, an initiative based on micro levies on oil and minerals to finance nutrition interventions in Africa.

15. **International financial institutions:** UNICEF works closely with IFIs, such as the World Bank and regional development banks, to influence IFI agendas globally and regionally and to leverage resources in areas that matter to children. Examples include extensive collaboration in the Ebola response, where the World Bank was among the largest contributors to UNICEF, and the blended finance mechanisms and financing partnership arrangements such as the Global Financing Facility and the proposed Pandemic Emergency Facility.

B. **Private sector**

16. The five private sector revenue streams that National Committees, UNICEF country offices and headquarters divisions employ to maximize resources are:

17. **Pledge giving:** Pledge stands for regular monthly giving. Pledge donors are individuals who provide funds regularly throughout the year, for instance by giving monthly through a direct debit facility. Pledge giving has proved to be recession-resistant and is one of the most reliable, predictable and sustainable sources of private sector income. Pledge is also the main source of regular resources from the private sector. While the focus in individual donor recruitment is on acquiring donors directly for pledge giving, a secondary strategy for pledge recruitment is to pursue ‘pathways to pledge’, i.e. conversion of one-off donors to regular pledge giving.

18. **Global corporate alliances:** UNICEF works with corporations to generate quality cash contributions and to promote and advance child rights in business practices. With the growing role of the corporate sector in sustainability and the growth of corporate giving, there is potential – despite economic downturns – to significantly increase the total income from UNICEF corporate alliances. To increase cash contributions and overall efficiency, UNICEF focuses on partnerships with higher income potential and the most effective fundraising mechanisms (notably strategic philanthropy, cause-related marketing, licensing and customer giving), favouring and encouraging those partnerships that generate quality income. UNICEF proactively seeks strategic global corporate alliances, which can then be rolled out at the country level.

19. At the same time, UNICEF leverages partnerships for their value beyond cash income – extending relationships with partners to promote and advance child rights in business practices, reaching new audiences with UNICEF messaging, acquiring new donors and building the profile and value of the UNICEF brand.
20. **Fundraising from major donors**: Major donors are individuals or small private trusts/foundations that give $100,000 or more to UNICEF each year. A key enabling factor to proceed with major donor fundraising has been the establishment of a central coordination point within UNICEF for foundation partnerships. This dedicated resource is also stewarding the growth of the global network of UNICEF major donor fundraisers, and encouraging more National Committees and country offices to engage with and invest in this revenue stream.

21. **Legacy giving**: Legacies are funds or assets that individuals leave to UNICEF in their wills. They are also known as bequests. One of the advantages of a strong private sector fundraising track record is the presence of large databases of supporters in many countries. Combined with increasingly wealthy ageing populations, this creates very high growth potential in the area of legacies. Legacy giving provides a high long-term return on investment, and can be a significant source of regular resources.

22. **Private foundations**: Partnering with foundations offers the potential for contribution growth and an opportunity to leverage expertise and convening power to advance child rights. In recent years, private foundations have become increasingly important players in international development. Partnering with foundations with an international reach offers UNICEF both strong potential for income growth, and an opportunity to leverage assets such as technical expertise and convening power to advance children’s rights. Partnerships are built strategically around common values and thematic areas of mutual interest, and combine fundraising with programmatic engagement.

**IV. Implementation**

23. The implementation of the resource mobilization strategy is guided by the global Resource Mobilization Steering Committee, which is chaired by the Deputy Executive Director for Partnerships. The Committee oversees the implementation of the strategy, including divisional coordination, follow-up and delivery. The following four areas are key to successful implementation:

   (a) **Articulate the case for support globally and for each of the Strategic Plan outcome and cross-cutting areas.** The cases lay out the key results to be achieved, supported by an explicit theory of change that includes a situational analysis, planned evidence-based solutions, the role and areas of focus of UNICEF based on comparative advantages, UNICEF joining in partnership with others, and lessons learned, risks and mitigating measures. The cases detail the resources required to meet results and are an important basis for resource mobilization and partnership engagement going forward. The Cases for Support are available on the UNICEF website as follows: <www.unicef.org/publicpartnerships/66662_66875.html>

   (b) **Deliver and demonstrate results through clear targets, monitoring and evaluation mechanisms, and transparent reporting at the impact, outcome and output levels.** Since 2014, in line with the UNICEF Strategic Plan 2014–2017, the integrated results and resources framework associates outcome-level results with the resources required to fulfil those results, including for greater transparency and accountability. In relation to demonstrating the results of the

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1 The Resource Mobilization Steering Committee, chaired by the Deputy Executive Director for Partnerships, is made up of the Deputy Executive Director for Field Results, the Public Partnerships Director, the Private Fundraising and Partnerships Director, the Programme Director, the Emergency Programmes Director, the Division of Communication Director, the Division of Research and Policy Director, one Regional Director, and the Comptroller.
Strategic Plan in alignment with national development priorities, the Annual Results Reports for each Strategic Plan outcome and cross-cutting area have been elevated from thematic pool reports to sectoral annual reports. In addition, UNICEF has been pursuing the commitment to be open and transparent by scaling up both the quality and depth of country-level data on programmes, results and finances. This data is publicly available on the UNICEF Transparency Portal: <http://open.unicef.org/>.

*(c) Leverage established partnerships through policy and programme*

UNICEF engages in influencing policies to leverage greater resources for children, not necessarily through UNICEF. Partnering with programme countries and emerging economies to leverage domestic resources and broker South-South and triangular cooperation are central to this strategy. Leveraging also includes policy discussions and targeted advocacy through National Committees and other United Nations agencies. UNICEF also influences results for children through the boards of the global programme partnerships.

*(d) Cultivate select new partnerships to diversify the UNICEF resource mobilization base.* This includes exploring and further developing engagement with middle-income countries and innovative development finance opportunities.

V. Conclusion

24. With a changing fundraising environment, UNICEF needs to be agile and innovative in the face of the current trend of tightening regular and flexible resources, and to be more proactive in expanding its donor base. This effort requires adjustment to meet the new demands and a continued emphasis on increased management performance by the organization. UNICEF must continue to nurture support from traditional as well as emerging public and private partners to further invest in regular and flexible resources for children, and find new ways to make this an attractive and compelling proposition. The recently completed Cases for Support mentioned earlier are core to this effort.

25. The UNICEF Strategic Plan requires adequate financing to fulfil the results approved by the Executive Board and reinforced by Agenda 2030. With continued guidance and strong support from the Board, our shared commitments to children can be resourced and realized.