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For information

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Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021

I. Introduction

1. In response to General Assembly resolution 67/226 of 21 December 2012 and, more specifically, resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) that urges United Nations agencies, consistent with their mandates, "to improve the functioning and effectiveness of the structured dialogues on how to fund the development results agreed in the strategic plans", and in line with UNICEF Executive Board decisions 2014/17, 2015/14, 2016/13 and 2017/14, UNICEF will include on the provisional agenda of its 2018 second regular session of the Executive Board the structured dialogue on financing the results of its Strategic Plan, 2018–2021. Thus, this background paper considers financing of the UNICEF Strategic Plan, as endorsed by the Executive Board.

2. The structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 should be informed by General Assembly resolution 72/279 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and consider system-wide funding and collaboration, in particular the United Nations funding compact and the funding dialogue, which is scheduled to be held ahead of the United Nations Economic and Social Council operational activities for development segment in February 2019.

3. In addition to traditional fundraising, the structured dialogue will consider leveraging partnerships and resources as a key strategy to achieve results for children in the new Strategic Plan, including influencing domestic financing systems and fiscal policies so they have a focus on children.

4. The ideas and proposals in this paper consider feedback received from numerous consultations, including from informal briefings with members of the Executive Board, as well as discussions with the other United Nations funds and programmes and several

* E/ICEF/2018/19.

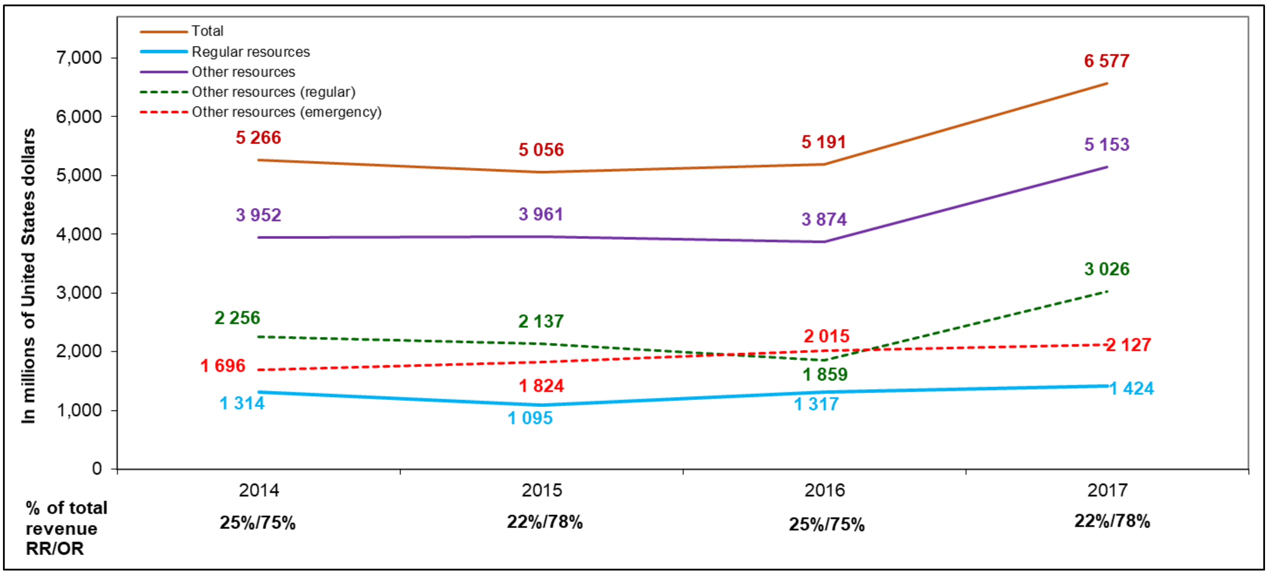
resource partners. UNICEF is working with the other funds and programmes on its approach to improve the structured dialogue by sharing key principles and continuously learning from and contributing to learning among the others.

II. 2017 funding update

5. UNICEF wishes to thank all its resource partners for making 2017 a record-breaking year for resource mobilization. The total revenue for UNICEF was $6.577 billion, which represents an increase of 27 per cent or $1,386 million from 2016. Regular resources (RR) increased by 8 per cent or $107 million, from $1,317 million in 2016 to $1,424 million in 2017. However, from 2016 to 2017, RR as a proportion of total revenue decreased from 25 per cent to 22 per cent. Other resources (OR) increased by 33 per cent or $1,279 million, from $3,874 million in 2016 to $5,153 million in 2017, partly due to a spike in other resources emergency (ORE) received due to unprecedented crises in countries around the world.

6. The revenue figures are based on the new UNICEF policy for recognizing revenue from voluntary contributions, which was made effective for 2017. The years 2014 to 2016 have been included for purposes of comparison. Under the previous policy, UNICEF recognized revenue based on payment plans due dates included in resource partner grant agreements (which served as a proxy for identifying the period in which programmatic activities were being carried out and conditions met). Under the new policy, revenue is recognized in full, including for multi-year contributions, at the time an agreement is signed with the partner. For purposes of comparison, the revenue figures for prior years included in this document have been restated based on the new policy.

Figure 1
Revenue by type of funding, 2014–2017 (in millions of United Stated dollars)



Note: The revenue amounts included in this figure are based on the new UNICEF revenue recognition policy for voluntary contributions. Revenue figures are pending audit.

7. Public sector revenue constituted 72 per cent or $4,729 million of total revenue, representing an increase of 29 per cent or $1,055 million compared to 2016. This revenue was mostly from Governments and interorganizational partners. Private sector revenue constituted 26 per cent or $1,710 million of total UNICEF revenue, an increase of 22 per cent or $313 million over 2016 levels. This revenue was mostly from National Committees for UNICEF, UNICEF country office private sector fundraising and non-governmental

organizations. Other revenue, including income from interest, procurement services and other sources, amounted to $138 million or 2 per cent of total UNICEF revenue.

8. Regular resources remain the most flexible contributions to UNICEF. A multi-step approach is followed in the allocation of RR to country programmes. In accordance with the modified system for allocation of regular resources for programmes approved by the Executive Board in 1997 (decision 1997/18) and modifications introduced in 2008 and 2013, a country with a UNICEF office or country programme receives a minimum allocation of $850,000. An additional share of the RR is provided on the basis of three criteria (the under-five mortality rate, the child population and gross national income per capita). A combined lump sum is allocated to the multi-country programmes that cover small and less populous countries and to the area programmes approved by the Executive Board. It is noteworthy that the Multilateral Organisation Performance Assessment Network (MOPAN) Assessment of UNICEF (2015–2016) highlighted that UNICEF has a clear and explicit decision-making structure for the allocation of resources, which is partly reflected in the integrated results and resources framework of the UNICEF Strategic Plan, 2014–2017, and in the allocation of RR to country programmes.

9. In 2017, $580 million or 41 per cent of RR was contributed by government partners and $706 million or 49 per cent was contributed by private sector partners. The remaining $138 million or 10 per cent included income from interest, procurement services and other sources. The top 20 resource partners to RR by contributions received are shown below.

Table 1

Top 20 resource partners to regular resources by contributions received, 2017 (in United States dollars)

Rank	Resource partners	Regular resources
1	United States of America	132 500 000
2	Japan Committee for UNICEF	111 292 625
3	Korean Committee for UNICEF	99 290 126
4	Sweden	84 527 727
5	United Kingdom	53 691 275
6	Spanish Committee for UNICEF	52 801 476
7	Norway	47 970 048
8	German Committee for UNICEF	44 198 400
9	French Committee for UNICEF	43 805 980
10	Swedish Committee for UNICEF	41 826 049
11	Dutch Committee for UNICEF	41 112 687
12	Italian Committee for UNICEF	35 353 950
13	United States Fund for UNICEF	34 960 704
14	Switzerland	23 944 579
15	Netherlands	20 148 462
16	Japan	19 018 327
17	Belgium	18 295 655
18	Germany	16 912 264
19	Australia	15 981 735
20	United Kingdom Committee for UNICEF	14 089 993

10. Thematic funds are softly earmarked pooled funds categorized as OR, which directly support the achievement of key results aligned with the Strategic Plan. These funds allow for long-term planning, sustainability and reductions in transaction costs for both UNICEF and its resource partners. Thematic funds are allocated based on standardized criteria, chief among these being to fund programmes that are: (a) furthest from achieving the targets of the UNICEF Strategic Plan, the Sustainable Development Goals and other global development and humanitarian goals; (b) are in the least developed countries and low-

income countries, as well as in fragile and post-conflict situations; (c) have a strong implementation record; and (d) demonstrate opportunity and capacity to leverage resource partner contributions and national budgets.

11. In 2017, overall thematic funding for the seven Strategic Plan outcome areas as well as the gender equality cross-cutting area was $199 million, and thematic funding for humanitarian action was $164 million. This represents an increase in thematic funding of 16 per cent as compared to 2016. For the second consecutive year, partners contributed thematic funds for gender programming. Thematic funding accounted for 8 per cent of total earmarked OR funding, which is at the same level as in 2016. The top 10 resource partners to thematic funding, by contributions received, are shown below.

Table 2

Top 10 resource partners to thematic funding, by contributions received, 2017 (in United States dollars)

Rank	Resource partners	Regular resources
1	Norway	71 229 850
2	Sweden	42 098 736
3	German Committee for UNICEF	32 369 957
4	Netherlands	32 143 010
5	Denmark	29 831 694
6	United States Fund for UNICEF	24 865 521
7	United Kingdom Committee for UNICEF	20 992 783
8	Korean Committee for UNICEF	15 956 148
9	Japan Committee for UNICEF	11 756 668
10	Spanish Committee for UNICEF	8 098 452

12. In 2017, overall contributions to UNICEF from pooled funds and joint programmes were $182 million, a 39 per cent decrease compared to $298 million in 2014. Total direct income to UNICEF in 2017 from the World Bank Group - –International Development Association was $351.4 million, in addition to $26.7 million via programme country Government agreements, for a total of $378.1 million in other resources regular (ORR).

13. For the 2014–2017 quadrennium, five of the seven Strategic Plan outcome areas recorded a funding fulfilment of the original planned amounts largely due to an increase in ORE. Emergency appeals through the Humanitarian Action for Children were, however, only funded approximately 50 per cent over the same quadrennium. The HIV and AIDS and social inclusion outcome areas recorded funding shortfalls against planned amounts, of 53 per cent and 27 per cent, respectively. Regular resources were underfunded against planned amounts for four of the seven outcome areas, including for health; HIV and AIDS; water, sanitation and hygiene; and education.

Table 3

Planned funding vs. funding fulfilment, by outcome, 2014-2017

Outcome	Planned 2014–2017 (US$ millions)				Expenses 2014–2017 (US$ millions)*				Funding fulfiment vs. Planned 2014–2017 (%)			
	Regular resources	Other resources (regular)	Other resources (emergency)	Total resources	Regular resources	Other resources (regular)	Other resources (emergency)	Total resources	Regular resources	Other resources (regular)	Other resources (emergency)	Total resources
Health	1 023	2 331	1 429	4 783	929	1 135	3 207	5 271	-9.2%	-51.3%	124.3%	10.2%
HIV and AIDS	183	416	255	854	146	21	233	400	-19.9%	-95.1%	-8.5%	-53.1%
WASH	548	1 248	766	2 562	460	1 833	1 270	3 563	-16.0%	46.8%	65.9%	39.1%
Nutrition	365	832	511	1 708	460	1 086	831	2,377	25.9%	30.5%	62.8%	39.1%
Education	730	1 665	1 021	3 416	611	1 465	2 048	4 125	-16.3%	-12.0%	100.6%	20.7%
Child protection	438	999	612	2 049	637	896	921	2 453	45.3%	-10.3%	50.4%	19.7%
Social inclusion	365	832	511	1 708	503	327	423	1 253	37.8%	-60.8%	-17.1%	-26.7%
Totals	**3 652**	**8 323**	**5 105**	**17 080**	**3 746**	**6 762**	**8 934**	**19 442**	**2.6%**	**-18.8%**	**75.0%**	**13.8%**

* *Expenses as a proxy for funding.*

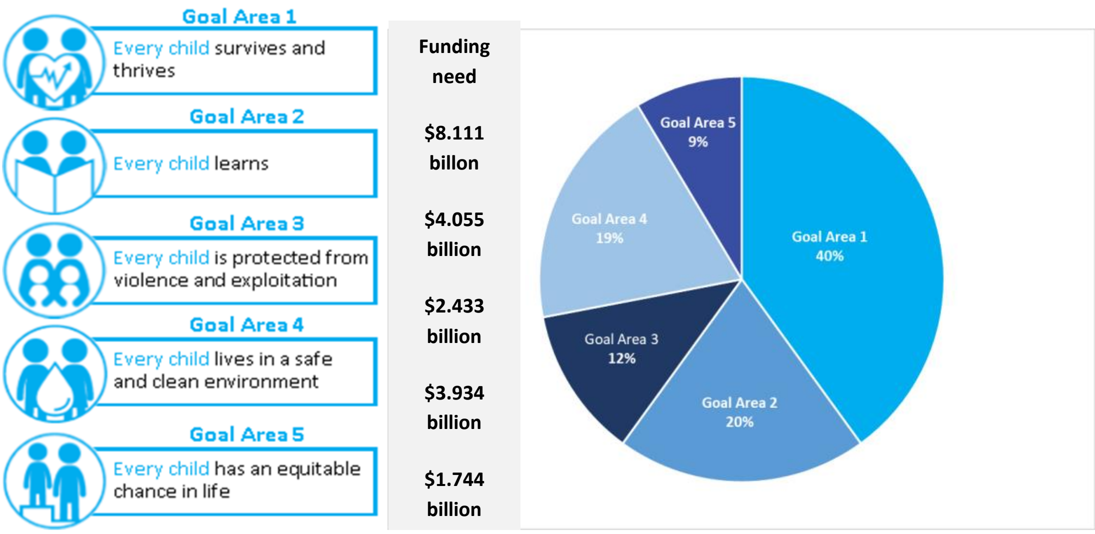
III. Fundraising goals to support the UNICEF Strategic Plan, 2018–2021

14. For the 2018–2021 period, UNICEF is proposing a 9 per cent growth in revenue compared to the previous Strategic Plan quadrennium if the organization is to meet the results put forward in the Strategic Plan. This will result in total revenue of $22.8 billion over the four years of the Plan, segmented as $6.3 billion (or 28 per cent) in unrestricted resources (RR) and $16.5 billion (or 72 per cent) in earmarked OR. For OR, the objective is that, by the end of the Strategic Plan period, softly earmarked thematic funds aligned with the results under the five Goal Areas will represent 15 per cent of overall earmarked funds, up from 8 per cent in 2016.

15. Of the $22.8 billion in total revenue, UNICEF is seeking to raise $14.8 billion, including $2.2 billion in RR from Governments, international financial institutions (IFIs), innovative financing arrangements, Global Programme Partnerships and United Nations joint programmes. The private sector revenue goal is to raise $7.6 billion (net) from 2018–2021, including $3.6 billion (net) in RR. This revenue will be raised from individuals ($4.4 billion (net) from 2018 to 2021); key influencers ($2.4 billion (net) from 2018 to 2021); and businesses ($760 million (net) from 2018 to 2021). The remaining revenue will be from other sources.

16. The UNICEF Strategic Plan seeks to contribute to the realization of the rights of all children, especially the most disadvantaged. UNICEF aims to achieve results for every child under the five Goal Areas of the Plan: every child survives and thrives; every child learns; every child is protected from violence and exploitation; every child lives in a safe and clean environment; and every child has an equitable chance in life. These five Goal Areas require funding in the amount of $20.3 billion for the period 2018–2021.

Figure 2
Funding requirements by Strategic Plan Goal Area, 2018–2021



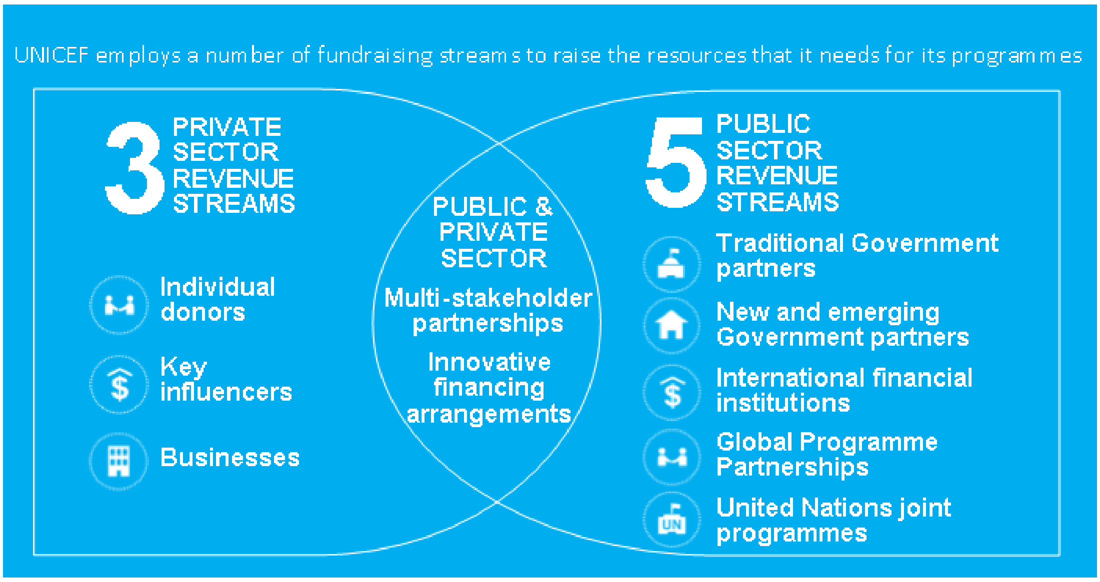
17. Maximizing the potential of the United Nations system, Governments, civil society organizations and the private sector, and in line with and contributing to the Sustainable Development Goals and the United Nations youth strategy, UNICEF and a group of partners are developing a new global partnership dedicated to expanding opportunities for young people, ages 10–24. The Young People's Agenda is centred on finding new ways to

ensure that every young person is in school, learning, training or employment by 2030 – with a focus on those in the greatest danger of being left behind, including girls, the poorest, young people with disabilities, young people on the move and young people affected by conflict and natural disasters. The UNICEF contribution to the Young People's Agenda is anchored in its Strategic Plan, 2018–2021. Through resource mobilization for and implementation of the Strategic Plan, and by supporting the brokering and leveraging of partnerships, UNICEF will contribute to the goals of the Agenda.

IV. Strategy for resource mobilization, 2018–2021

18. To achieve its revenue goals for 2018–2021, UNICEF will further strengthen and diversify its long-standing portfolio for resource mobilization, with a focus on the revenue streams depicted below.

Figure 3
Public and private sector revenue streams



A. Public sector

19. **Traditional government resource partners**: UNICEF will strengthen its relationships with traditional government resource partners to mobilize additional resources – especially RR and thematic funds – and to bolster advocacy efforts to place children at the heart of development aid agendas and national development agendas and budgets. The expected results include:

(a) Increased funding from traditional government partners, including RR, thematic and multi-year funding;

(b) Strengthened strategic cooperation around joint thematic priorities (e.g. early childhood development, health and education), linked to the UNICEF Strategic Plan, 2018–2021;

(c) Reduced conditions on OR and an increase in longer-term grants for ORE;

(d) Strengthened humanitarian partnerships.

20. **New and emerging government partners**. UNICEF will continue to strengthen relationships with new and emerging government partners in international development and humanitarian cooperation, for example China and India. These include partnerships around

mobilizing additional resources for UNICEF programmes (both financial and in-kind contributions), as well as South-South and horizontal cooperation, leveraging bilateral aid for results for children, influencing official development assistance policies, and public-private partnerships. The expected results are:

(a) Increase in revenue from new and emerging government partners, as well as funds leveraged for results for children that do not come through UNICEF;

(b) Increased capacity of and opportunities for country offices to engage in resource mobilization, support the development of public-private partnerships and benefit from in-kind contributions from new and emerging government partners.

(c) Policies and budgets of new and emerging government partners are influenced to reflect child rights.

21. **International financial institutions** are important partners for UNICEF in developing new and more predictable financing solutions for a longer-term response in key areas of the 2030 Agenda for Sustainable Development, including in situations affected by fragility, conflict and violence. In non-fragile settings, IFIs provide funding through grants and credits (concessional and non-concessional loans) to client governments for the implementation of development projects in line with the priorities of IFI country partnership frameworks. By providing Governments at the national and subnational level with technical advice, including on child-friendly budgeting, UNICEF can leverage and influence IFI investments in areas critical for the well-being of children and youth. The expected results in this area include:

(a) Stronger links between IFI investments and lending programmes and UNICEF country strategies;

(b) A deepened partnership with the World Bank, including the roll-out of the Strategic Partnership Framework to UNICEF regional offices and country offices; expansion of International Development Association 18 partnerships in situations of fragility, conflict and violence; and fostering of UNICEF/World Bank high-level strategic engagement and dialogue.

22. **Global Programme Partnerships** (GPPs) are important for UNICEF for advocacy (voice and influence) and resource mobilization (to assist programme countries) in support of the UNICEF Strategic Plan, 2018–2021. The expected results in this area include:

(a) Strengthened positioning of UNICEF as a value-adding partner at the country level by supporting GPPs in the effective implementation and oversight of their resources; assisting additional countries in accessing and implementing GPP funding; and providing more cost-efficient modalities to counter trends for an increased GPP presence in countries.

(b) Broadened scope of UNICEF engagement with GPPs at the global level by collaborating with new or additional income-generating GPPs (e.g. the Green Climate Fund, the Pandemic Emergency Financing Facility and the Global Financing Facility); engaging more strategically in GPP governing mechanisms; carrying out joint advocacy on common priority areas; and increasing funding levels from selected GPPs.

(c) Increased efficiency of engaging with GPPs by reducing transaction costs related to implementation and reporting, and the resulting burden on and costs for the organization, including in the context of reforms to the UNICEF approach to partner reporting; and increased trust in the organization’s oversight and accountability as a measure for GPPs to reduce risks of their investments in countries.

23. **United Nations pooled funds and joint programmes**. The 2030 Agenda and the Sustainable Development Goals – founded on the principle of leaving no one behind – call for transformative shifts, integrated approaches and solutions to structural barriers to sustainable development. The UNICEF Strategic Plan, 2018–2021 has incorporated United

Nations partnerships and strengthening United Nations coherence as one of the critical change strategies to deliver results. This means drawing on funding arrangements specifically designed to deliver collective results, particularly flexible and strategic mechanisms such as the Central Emergency Response Fund, the Peacebuilding Fund, and the Sustainable Development Goals Fund, as well as strategic country level pooled funds. The UNICEF Strategic Plan further encourages well-designed joint programmes to reach specific targets and milestones related to policy coherence, system building and mobilization of partners and communities for results. The expected results related to joint programmes include:

(a) Enhanced ability of UNICEF staff in the field to engage in integrated policy support and Sustainable Development Goal investment partnerships through the catalytic use of pooled funds.

(b) Policy attention and increased funding leveraged for results for children, through the strategic use of joint programmes, in line with the United Nations Development Assistance Framework.

B. Private sector

24. **Individual supporters** comprise people who take action for UNICEF and include anyone who gives up to $10,000 per year, or leaves a legacy to UNICEF of any amount; those who support UNICEF campaigns and initiatives; and children, specifically those in National Committee countries who UNICEF reaches through child rights education and child/youth participation initiatives addressing child rights.

25. Individual supporters are critical for generating RR for the organization. UNICEF is seeking to change the world for children by leveraging the voices and donations of 100 million people. This will include mobilizing 100 million supporters for children's rights, of whom 14 million people will give $1.7 billion annually by 2021 and a total of $6 billion over four years, 2018–2021.

26. **Key influencers** are people with the power to affect and inspire many others. Examples include high-net-worth individuals, philanthropists, heads of foundations, current and former Board members of UNICEF and the National Committees, celebrities and thought leaders.

27. Key influencers are critical for generating revenue for the organization, especially OR revenue. To maximize the impact and effectiveness of key influencers to advance children's rights in accordance with UNICEF priorities and through meaningful and effective relationships, UNICEF will adopt a two-pronged approach.

28. The first element will be to facilitate the commitment of leading philanthropic partners to work with UNICEF and invest $787 million annually by 2021 and $2.6 billion over four years (2018–2021) to achieve transformational change for children. The second element will be to ensure that key influencers amplify UNICEF advocacy messaging on priority issues affecting children.

29. UNICEF will work with **businesses** so that their power, reach and influence are fully mobilized for children.[1] UNICEF will work to ensure that:

(a) Partnerships with businesses maximize results for children, delivering income, influence, reach, Child Rights and Business Principles, and/or core business and assets, raising $273 million for UNICEF annually by 2021;

[1] The business audience goals relate to the fifth change strategy of the UNICEF Strategic Plan, 2018–2021 and specifically to "harnessing the power of business." The market-shaping element of the Strategic Plan is reflected in the UNICEF Supply Division office management plan. Both elements will require close coordination for success.

(b) Businesses take sustainable action to respect children's rights in all business activities and relationships;

(c) Businesses and business stakeholders advocate for children.

C. Public and private sector initiatives

30. **Multi-stakeholder partnerships**. UNICEF will continue to engage with strategic platforms, organizations and networks involving businesses – whether business-centred or involving multiple stakeholders, such as Governments and the public sector – to raise awareness around and influence businesses in respecting and promoting children's rights. This will involve the incorporation of business impact on children's rights into standards, policies and regulations; engagement with the financial sector (private and public); and capacity-building with new and non-traditional business and government partners on child rights and business, as well as capacity-building of UNICEF staff. UNICEF will also engage with businesses, industry associations, multi-stakeholder platforms and United Nations sister agencies to mainstream children's rights into business initiatives; to jointly develop and disseminate tools and guidance; and to provide leadership to businesses on their impact on children. In addition, UNICEF will mobilize businesses and business stakeholders to advocate for children and leverage their voice, influence and reach to amplify advocacy priorities for children.

31. **Leveraging innovative financing solutions**. The successful implementation of the 2030 Agenda will require a substantial flow of international public and private financing. As part of the implementation of General Assembly resolutions 67/226 and 71/243, UNICEF has been working closely with Governments, United Nations agencies, IFIs, philanthropic organizations, civil society and other private sector partners to explore innovative financing modalities that can catalyse additional resources to deliver on the commitments in the Sustainable Development Goals. The goal is to develop mechanisms that are sustainable, provide additional resources and increase efficiencies, while targeting strategic, underfunded areas. UNICEF is expected to scale up its use of blended finance – a strategic combination of public and/or private development finance flows with private capital – in areas such as water, sanitation and hygiene, and humanitarian preparedness. It also plans to pilot impact bonds potentially in health and education, and to leverage Islamic finance with support from sharia advisory councils. Finally, it plans to scale up existing initiatives, including the Vaccine Independence Initiative (VII) revolving fund, and instruments to address market shortcomings, e.g. bridge financing to mitigate major risks and financial bottlenecks, particularly in supply-related initiatives.

D. Cross-cutting strategies

32. **Results-based management**. A continued focus on achieving results and effectively demonstrating and articulating them to donors will be critical so that UNICEF continues to be a trusted partner. This will be done by improving results-based management (including reporting and results-based budgeting), increasing transparency, and demonstrating value for money. UNICEF will continue to support multi-partner assessments such as MOPAN, and incorporate the findings into its work to further strengthen its focus on results and efficiency.

33. To support results-based management, UNICEF will roll out a budget formulation tool in 2019. The budget formulation tool is a web-based application that was designed to help UNICEF to improve its ability to link results to resources. The tool will strengthen the organization's focus on results-based management by enabling closer linkages between planning of resource requirements and outputs and outcomes that will be fully integrated into programming processes and aligned with the Strategic Plan 2018–2021. The tool will allow UNICEF to build on its transparent reporting practices, as offices will be able to

provide data that allows them to track trends and informs long-term budget planning that will feed into successive planning periods.

34. **Resource partner recognition and visibility**. As it achieves results jointly with its resource partners, UNICEF is implementing new procedures to improve recognition of these partners, particularly those who contribute RR and to the thematic funding pools. These procedures complement the organization's recognition guidelines. Initiatives that have already been undertaken to improve visibility include regular results briefs, for example those produced by country offices that resource partners can share with their constituents; social media announcements; press releases; and presentations for parliamentarians. Collaboration on visibility initiatives will be strengthened among the UNICEF Public Partnerships Division (PPD), Private Fundraising and Partnerships Division (PFP), Division of Communication, Supply Division and National Committees, where relevant, on visibility initiatives. In addition, UNICEF will continue to strengthen references to key resource partners in yearly institutional reports such as the Compendium of Resource Partner Contributions, the Report on Regular Resources, the UNICEF Annual Report, and the UNICEF Annual Results Reports.

35. **Enhancing advocacy and leveraging of funding from public and private partners**. UNICEF will continue to view partners not only as donors, but also as influencers in policy dialogue, to push forward its advocacy agenda and to leverage greater resources for children, both through UNICEF and through other channels. Policy advocacy on implementation of the Sustainable Development Goals will be better coordinated, including through the Group of Friends and other key intergovernmental channels. Coordination will continue to be assured among PPD, PFP, UNICEF regional and country offices and the National Committees on advocacy with Governments, including with parliamentarians, to capitalize on synergies. UNICEF will also review its capacities at the headquarters, regional and country office levels to make sure the necessary resources are in place to effectively carry out and measure the impact of advocacy and partnership-leveraging work.

36. Strengthening partnerships with IFIs, including the World Bank and other international and regional partners, to leverage large-scale resources and results for children is important, as is leveraging funding through GPPs, pooled funds, multi-donor trust funds, corporations and foundations. In addition, leveraging domestic resources is critical, including in countries that have difficulty mobilizing funds from traditional resource partners. UNICEF also needs to remain a trusted partner for regional institutions that increasingly provide policy and technical platforms on a range of social, economic and political issues that affect children's lives.

37. **Resource mobilization for humanitarian contexts**. The unparalleled challenges posed by humanitarian emergencies require new and innovative solutions and strengthened linkages between humanitarian and development efforts. UNICEF will work with partners to: increase flexible/thematic funding and ensure that funds are multi-year. UNICEF will also advocate with partners and supporters for greater contributions to the UNICEF global thematic humanitarian fund and will support the Central Emergency Response Fund and country-based pooled funds to achieve larger funding targets. A priority will also be to improve reporting on the use of and results achieved with flexible funds – including through the Annual Results Reports, overview of the Humanitarian Action for Children report, Consolidated Emergency Reports and situation reports – and to strengthen visibility and recognition of partners who contribute flexible funds to UNICEF.

38. **Capacity strengthening**. UNICEF will need to ensure that its workforce has the requisite capacity to implement its resource mobilization strategy and achieve the desired objectives. UNICEF will adopt a more systematic approach to capacity strengthening for resource mobilization by providing offices with guidance, training, webinars and other forms of direct support. The capacity of country and regional offices will be enhanced to

effectively handle the partnership modalities in which they will become increasingly engaged, such as: emerging government partnerships; partnerships with IFIs, including the World Bank; innovative financing modalities; leveraging partnerships for influencing domestic spending on children, including through public finance for children; and partnerships with businesses and individuals.

39. A culture of knowledge-sharing will continue to be promoted, supported by collaborative tools and mechanisms to optimize the use and exchange of information, 'best practice' experience and lessons learned from existing UNICEF action. Common information and communication technology platforms to support reach, engagement and fundraising, including customer relationship management platforms and donor databases supporting the exchange of financial information and partner intelligence, will be explored to optimize efficiency and effectiveness in sharing data among the National Committees and UNICEF and in monitoring performance.

40. **Risk management**. UNICEF will mitigate the risk of insufficient resources for the UNICEF Strategic Plan, 2018–2021 by further diversifying its resource partner base, particularly through doubling the number of individual donors to UNICEF. Real-time partner intelligence and progress against revenue targets will be reviewed to inform any course corrections that may be required. In addition, UNICEF will provide yearly financial updates to the Executive Board, and the Private Fundraising and Partnerships workplan and proposed budget will continue to be submitted to the Board for approval on an annual basis.

41. Clarity on accountabilities for resource mobilization and management throughout UNICEF will be improved through a new accountability framework, which will be reinforced through relevant policies and procedures, including the PPD updated policy on contribution management that provides further clarity on delegated authorities for the signing of new contribution agreements. A guidance note will also help UNICEF to strengthen its approach to handling donor conditions, including those related to counter-terrorism. In addition, UNICEF policies on and approach to risk management will be systematically included in reports and annual consultations with resource partners.

V. Proposals for the structured dialogue

42. In line with Executive Board decision 2017/14, UNICEF will use the structured dialogue on financing the results of the Strategic Plan, 2018–2021 "as a tool to improve the quality and transparency of funding and to better match resources to the outcomes of the Strategic Plan, 2018–2021." This section outlines the proposals for strengthening the structured dialogue, which centres on the consultations on financing the UNICEF Strategic Plan that will be held throughout the year and involve a diverse range of stakeholders. The proposals include the following:

(a) Informal and formal meetings with Board members during the first regular session of the Executive Board on the Private Fundraising and Partnerships annual workplan and proposed budget.

(b) Annual bilateral strategic consultations with partners, during which the importance of flexible and predictable funding will be highlighted by UNICEF. Funding gaps and requirements will also be discussed.

(c) Side meetings during the annual session of the Executive Board on the Annual Results Reports.

(d) Second regular session of the Executive Board, during which the following are covered:

(i) UNICEF Strategic Plan: updated financial estimates

(ii) Private Fundraising and Partnerships: financial report for the previous year

(iii) Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 (formal and informal discussions).

43. For the Executive Board session on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021, UNICEF proposes the following format:

(a) An update on the funding status of the Strategic Plan (from all sources, including public and private) and information on funding windows, including RR, thematic funds, OR and pooled funding. As part of this segment, it will be important to highlight:

(i) Progress made in increasing flexible and predicable funding, including RR, thematic and multi-year funding, and the impact on results. It will also be important to show gaps in relation to the goals of the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2018–2021, and highlight developments in relation to the United Nations funding compact.

(ii) Progress made in broadening the resource partner base (particularly for RR and thematic funds), highlighting major contributions from new partners and providing an update on private sector fundraising and advances in public-private partnerships in support of Strategic Plan results, as well as on partnership developments with the World Bank.

(iii) Advances made in relation to innovative financing mechanisms, for example, bonds and guarantees.

(iv) Progress made and challenges related to humanitarian financing, showcasing results achieved with financial investments and providing an update on Grand Bargain commitments, including strengthening the humanitarian-development nexus and its impact on funding streams.

(v) Success in funding United Nations system results, including joint programmes, in the context of United Nations reform and the United Nations funding compact.

(vi) Challenges and opportunities related to strengthening financing of the Strategic Plan, building on the findings of evaluations and assessments, including MOPAN.

(b) Interventions from a variety of partners on critical aspects of funding the UNICEF Strategic Plan will also be a key component of the session. This will include:

(i) Interventions from at least two champion partners (including at least one National Committee), advocating for investment in RR and thematic funds from other partners.

(ii) Intervention from a programme country government on the results achieved for children through allocation of RR by UNICEF.

(iii) Intervention from a Government on its experience mobilizing domestic financing for achievement of the child-related Sustainable Development Goals.

(c) Progress and initiatives related to resource partner visibility will also be highlighted, particularly for RR and thematic funds.

(d) Progress on transparency, including of funding gaps at the outcome level, will be demonstrated by showcasing the UNICEF Transparency Portal (https://open.unicef.org/) and providing an update on the UNICEF budget formulation tool, referenced in paragraph 33 above.

(e) Other key elements of the UNICEF Global Resource Mobilization Strategy, 2018–2021 will be highlighted, including UNICEF diversified portfolio and alignment with the United Nations funding compact.

VI. Conclusion

44. UNICEF extends it deep appreciation to its resource partners for the record-breaking revenue generated in 2017 for results for children, and looks forward to working with partners to meet the ambitious revenue goals of the Strategic Plan, 2018–2021, and to boost flexible and multi-year funding, so that every child is healthy, learning, protected from violence and exploitation, living in a safe and clean environment and has an equitable chance in life.

45. During this Strategic Plan period, UNICEF looks forward to consultations throughout each year with partners, including Member States, National Committees, civil society and the private sector, to take stock of progress and gaps against the resource mobilization goals linked to the Strategic Plan and to adjust strategies as needed. UNICEF will continue to shape the approach to the structured dialogue with Member States and looks forward to suggestions on how to make the dialogue more dynamic and interactive and to involve a broader range of stakeholders. UNICEF will also continue to work with the other funds and programmes to improve the structured dialogue, ensuring alignment with discussions on system-wide funding and sharing key principles and lessons learned to continually adjust and improve its approach.