Executive Board Orientation

Resourcing the results of the Strategic Plan

Carla Haddad Mardini
Director – Public Partnerships Division
January 11, 2018
UNICEF funding model & approach

- UNICEF is entirely dependent on voluntary contributions.

- Two types of funding:
  - Regular Resources (RR) — unrestricted
  - Other Resources (Regular and Emergency) — earmarked

- Accountabilities for resource mobilization is divided between public and private sectors:
  - Public Partnerships Division (PPD)
  - Private Fundraising and Partnerships Division (PFP)

- Resource mobilization is an organization-wide responsibility.
At the heart of the matter: resources for results

21% growth needed in revenue to meet Strategic Plan results for 2018-21

Total revenue of $22.8 billion over the four year period:
- $6.3 billion (or 28%) in unrestricted resources (Regular Resources)
- $16.5 billion (or 72%) in earmarked resources (Other Resources)
  - Thematic funds to reach 15% of earmarked funds (compared to 9% in 2016)
Overall fundraising targets have been surpassed in recent years.

Fundraising Target vs. Actuals: SP 2014-16
A critical area for the organisation is increasing Regular Resources, with the need for flexible resourcing having increased dramatically in a context of increased volatility and crisis globally.

MOPAN 2015-2016 Assessment
Large scale results achieved with RR (2016)

In the **Eastern Caribbean Area**, RR supported 58% of primary and 39% of secondary schools across ten countries to implement “Positive Behaviour Management” strategies.

In **Uganda**, more than one million children under the age of one year were vaccinated and in **Nigeria**, the polio outbreak was brought under control with nine rounds of polio immunization that reached 56 million children under five.

In **Bangladesh**, more than 20 million children were given Vitamin A supplementation and 40,000 inhabitants of the Shattala slum received access to improved and sustainable fecal sludge management services.

In **Angola, Lesotho, Swaziland, and Zimbabwe**, an estimated 4.6 million children affected by drought and food shortages were reached with nutrition, water and sanitation, health, protection, and education interventions.
Regular Resources: most efficient & effective funding

- Best enable UNICEF to reach the **most vulnerable children**
- Strengthen link between humanitarian and development programming
- Critical for alignment of resources to results at the level of Board approved Strategic Plan and CPDs
- Essential funding base, which enables effective use of Other Resources
- Empower UNICEF to be **agile and to speed** up programme delivery, including in humanitarian contexts
- Facilitate investments with long term benefits, e.g. disaggregated data and testing and scaling up innovative solutions across regions
- MOPAN review noted **RR formula is clear** and transparent; review of formula presented to Executive Board in Feb 2017
Thematic Funds: Most effective and efficient earmarked funding

Aligned to Board approved Strategic Plan and linked to impact level results

Flexibility allows for strategic and catalytic funding to deliver results at scale for the most disadvantaged children

Bridge humanitarian and development work

Value for money: Pooled funds result in reduced transaction costs and more funding for programme delivery

High quality comprehensive report on results
Large scale results achieved with support from thematic funds (2016)

- **61 million children** immunized against measles
- **15.6 million children** received learning materials
- **10.5 million people** had access to improved drinking water sources

In humanitarian situations:

- **11.7 million children** reached with formal and non-formal basic education
- **2.5 million children** treated for severe acute malnutrition
- **1.4 million children** benefited from cash-based support
Status of Thematic Funds (2016)
Broad and innovative funding base

**ENGAGING IN UN JOINT PROGRAMMES**

Example: UNFPA-UNICEF Global Programme to End Child Marriage

**STRENGTHENING PARTNERSHIPS WITH INTERNATIONAL FINANCIAL INSTITUTIONS**


**INNOVATIVE FINANCING**

Examples: Blended financing with IFIs to scale up WASH financing in African countries; buy-down by Bill and Melinda Gates Foundation of IFI/bilateral loans for polio eradication

**PLEDGE DONORS**

Pledge donors stay with UNICEF for an average of ten years and represent a large, predictable contribution to RR. There is significant scope to scale up.
Key Strategies for Resourcing the 2018-2021 Plan

• **Continue to demonstrate** results for children & value for money, including through improved Results Based Management, reporting, accountability and transparency

• **Enhance** partner recognition, including for RR and thematic funding

• **Maintain relationships** with traditional partners such as the US, UK, and the EC, and expand the funding base through the World Bank, emerging powers like China and India, Global Programme Partnerships, and foundations and corporates

• **Invest to attract flexible resources** from private sector donors, particularly sustainable gifts from individuals and legacy giving

Commitment from all partners to increase predictable and flexible resources to achieve results for children
Thank You