Structured Dialogue on Financing the Strategic Plan, 2014-2017

Executive Board Informal Discussion
August 30, 2016
**Revenue Results 2015**

- **$5.010 billion**
  - TOTAL UNICEF Revenue
  - **69%**
    - Public Sector Revenue
  - **29%**
    - Private Sector Revenue
  - **2%**
    - Other Revenue

- **$1.152 billion (23%)**
  - Regular Resources Revenue

- **$2.078 million**
  - Other Resources Regular

- **$1,780 million**
  - Other Resources Emergencies

- **$390 million**
  - Thematic Resources

- **20 partners**
  - Accounts for 74% of revenue

**Key Challenges**

- Per cent of regular resources to total revenue **declined to the lowest level** in UNICEF history

- The most flexible earmarked resources – thematic - represented **only 10%** of total earmarked revenue

- Lack of consistent and predictable humanitarian funding

- High concentration of revenue among a small number of partners points to the need for a more diverse partnership base
• Continue fostering strategic partnerships with contributing governments by focusing on achieving shared results in shared priority areas

• Continue investing in key private sector fundraising channels that yield unrestricted or flexible earmarked revenue

• Strengthening our efforts towards increasing recognition of contributing countries and reporting of results through annual RR and Thematic Reports

• Articulating and building on success of Cases for Support
**Integrated Approaches**

**WHAT**

- Targets Related to Children 2030

**HOW**

- Resources Aligned to Strategic Plan
  - Grow RR
  - Complement RR with flexible and predictable earmarked funding
  - Increase thematic funding
  - Consistent and predictable Humanitarian Financing

**ENABLERS**

- Broadening Partnership Base
  - Predictable & flexible funding approaches
  - Blended Financing
  - Growth of RR from the Private Sector
  - South-South Cooperation
  - Humanitarian-Development Financing
  - UN Partnerships

**Integrated Approaches to Resource Mobilization**
Predictable and Flexible Funding Approaches

NATIONAL PRIORITY SETTING

- Costed Plan of Action
- Negotiations with partners, including UNICEF
- Leveraging Resources

UNICEF STRATEGIC PLAN, KEY GOALS, RESULTS 2030/21

- Costed Strategic Plan results 2021
- Multi-year Resource Mobilization
- Leveraging Resources

SDGs

- Implementation
- Integrated Reporting
New Aid Modalities & Innovative Finance

Blended finance approaches leverage and formalize complementarities between UNICEF’s technical capacity on the ground and international financial institutions as well as private sector lending and investments under a coherent framework.

*Preliminary stage
UNICEF focuses on leveraging bilateral channels of funding for children, and brokering South-South and triangular cooperation opportunities that contribute to the achievement of programme and partnership results.
Humanitarian-Development Financing

Grand Bargain Commitments:
- Multi-year planning and funding
- Harmonized reporting
- Greater transparency
- Enhance engagement between humanitarian and development actors
- Value for money and aid efficiency
- Participatory revolution

Together with partners, UNICEF is actively engaged in the implementation of the Grand Bargain key commitments, including:

- By 2015, UNICEF saved $1 billion in procurement of life-saving supplies for children
- UNICEF, UNHCR and WFP are working together to harmonize delivery of cash-based programming
In 2015, UNICEF partnered with 26 United Nations sister agencies to implement a total of 199 joint programmes in 79 countries.

Trend confirms that UNICEF has increased its engagement around pooled funding modalities.

UNICEF advocates for a flexible and dynamic approach to joint programming with UN Partners to leverage results for children and to improve efficiency and effectiveness.

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Private Sector Fundraising and Engagement

PLEDGE GIVING
Pledge stands for regular monthly giving. Pledge donors are individual donors who provide funds on a regular basis throughout the year, for instance giving monthly via a direct debit facility.

PRIVATE FOUNDATIONS
Partnering with foundations offers potential for contribution growth and an opportunity to leverage expertise and convening power to advance child rights.

CORPORATE ENGAGEMENT
UNICEF works with corporations to generate quality cash contributions and to promote and advance child rights in business practices.

FUNDRAISING FROM MAJOR DONORS
Major donors are individuals or small private trusts/foundations that give US$100,000 or more.

LEGACY GIVING
Legacies are funds or assets that individuals leave to UNICEF in their wills. Also known as bequests.
Corporate Engagement

Funding Strategies

- Maximizing resources
- Building integrated global partnerships
- Advancing children’s rights within business operations
- Creating shared value
SUCCESS BY THE END OF SP 2017
- RR increased to 30% of total revenue (in line with the UN system average*)
- Thematic funding increased to 20% of total earmarked resources
- Consistent humanitarian funding

SUCCESS FOR THE PERIOD OF SP 2021
- Predictable multi-year funding commitments to support the defined results; both development and humanitarian

* OECD Multilateral Report, 2014
Thank you