



Executive Board Orientation

# Resourcing the results of the Strategic Plan

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unicef  | for every child

# 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



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



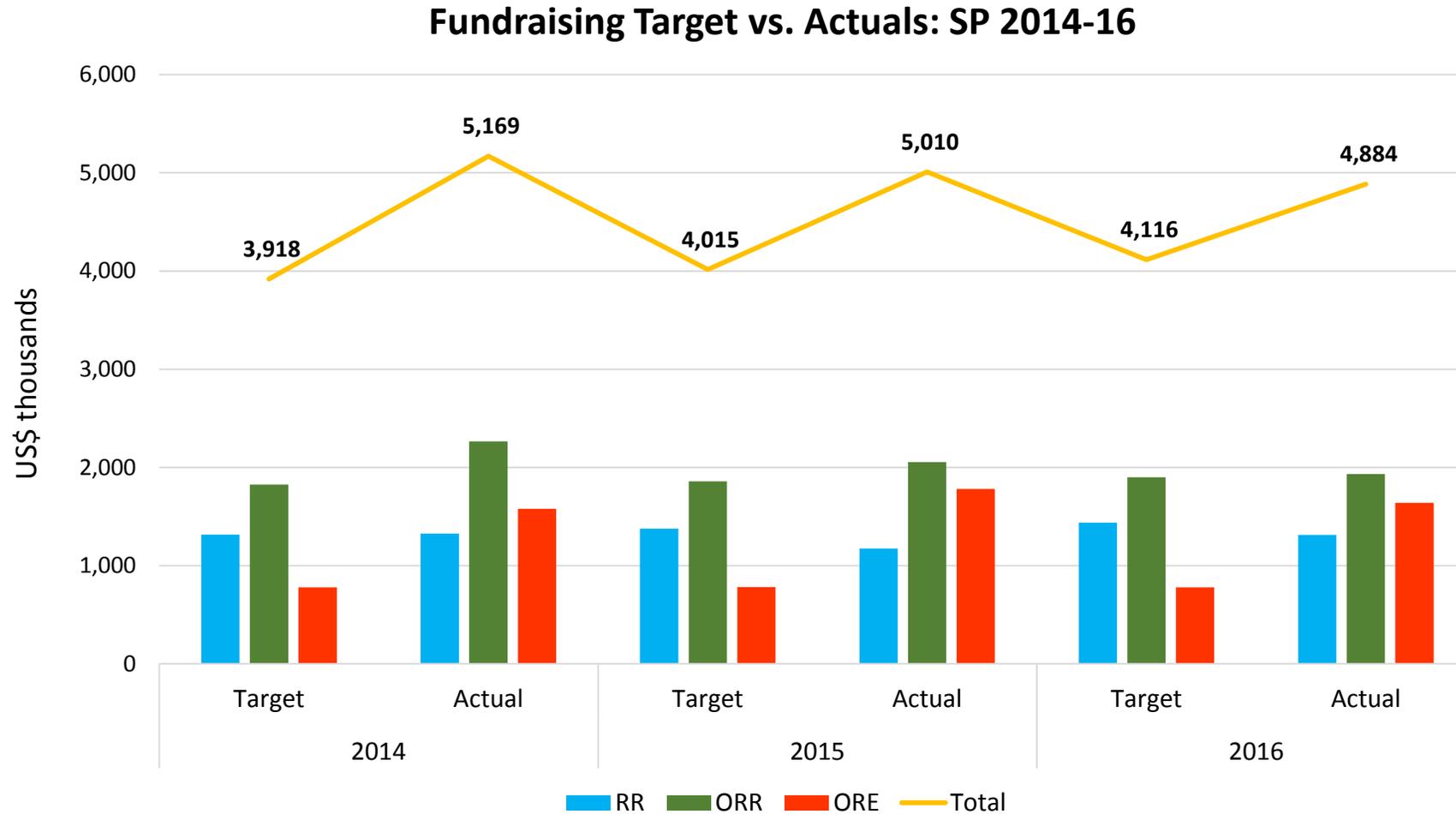
Every child  
has an equitable  
chance in life

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

Total revenue of **\$22.8 billion** over the four year period:

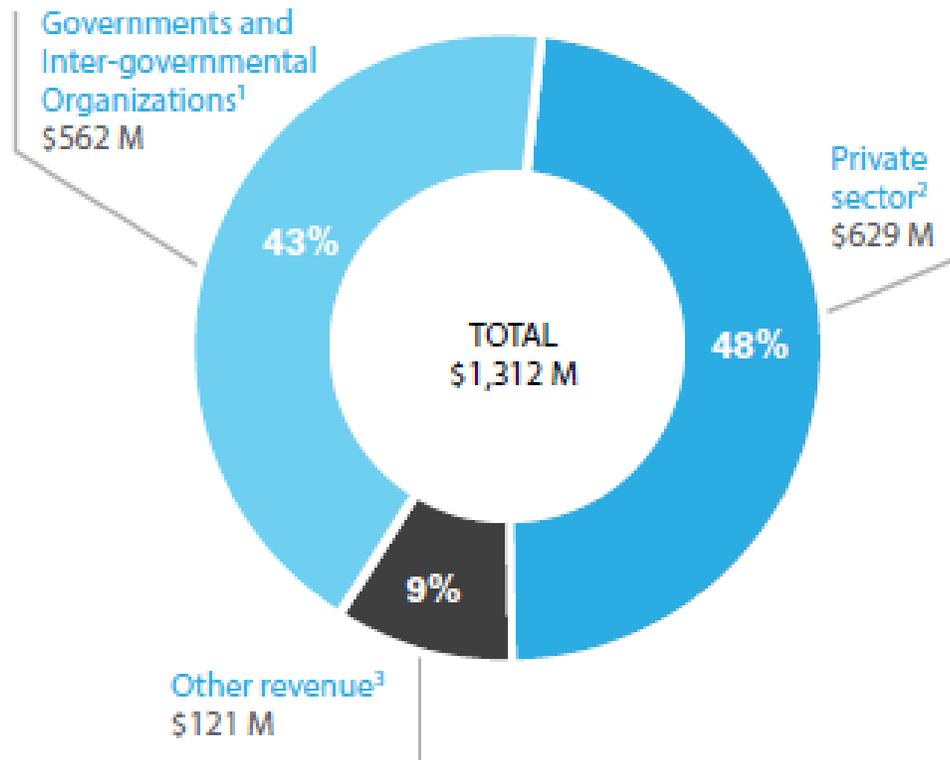
- ❑ \$6.3 billion (or 28%) in unrestricted resources (Regular Resources)
- ❑ \$16.5 billion (or 72%) in earmarked resources (Other Resources)
  - Thematic funds to reach 15% of earmarked funds (compared to 9% in 2016)

# Overall fundraising targets have been surpassed in recent years



# Diverse portfolio of RR resource partners (2016)

**Regular Resources by type of Resource Partner, 2016**



**Top 10 Resource Partners to Regular Resources, 2016**

| Rank | Resource Partners            | Resources Regular (US\$) |
|------|------------------------------|--------------------------|
| 1    | United States of America     | 132,500,000              |
| 2    | Sweden                       | 116,968,664              |
| 3    | Japan Committee for UNICEF   | 110,223,855              |
| 4    | Korean Committee for UNICEF  | 78,723,055               |
| 5    | Norway                       | 52,218,021               |
| 6    | Spanish Committee for UNICEF | 51,227,261               |
| 7    | United Kingdom               | 50,000,000               |
| 8    | Dutch Committee for UNICEF   | 44,025,879               |
| 9    | French Committee for UNICEF  | 41,267,279               |
| 10   | Swedish Committee for UNICEF | 39,546,848               |

**Number of government partners rose from 113 (2015) to 119 (2016)**

**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**



Empower UNICEF to be **agile and to speed up** programme delivery, including in humanitarian contexts



Strengthen link between **humanitarian and development programming**



Facilitate **investments** with long term benefits, e.g. disaggregated data and testing and scaling up innovative solutions across regions



Critical for **alignment of resources** to results at the level of Board approved Strategic Plan and CPDs



MOPAN review noted **RR formula is clear** and transparent; review of formula presented to Executive Board in Feb 2017



**Essential funding base**, which enables effective use of Other Resources

# 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



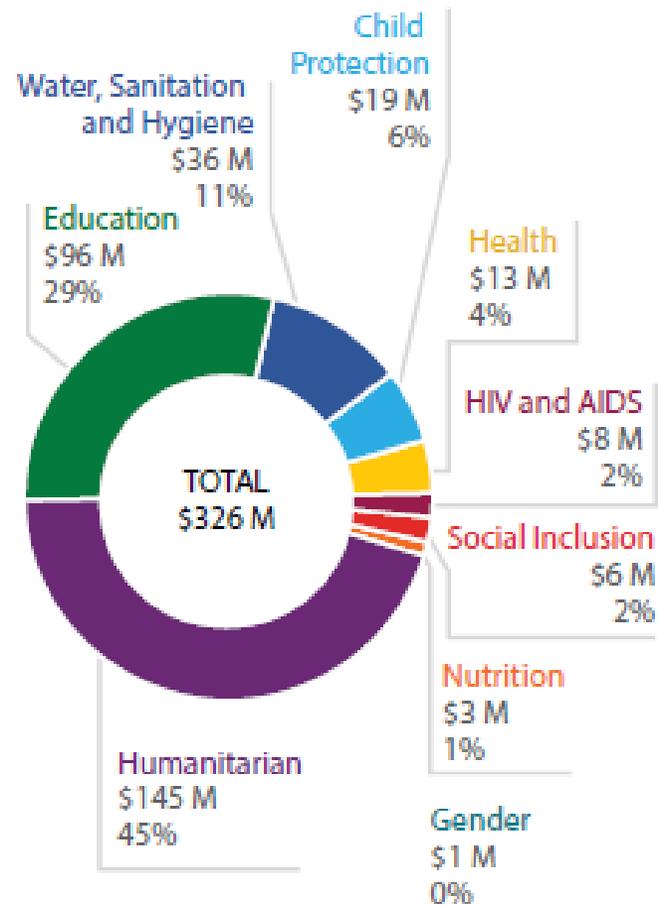
**2.5 million children** treated for severe acute malnutrition



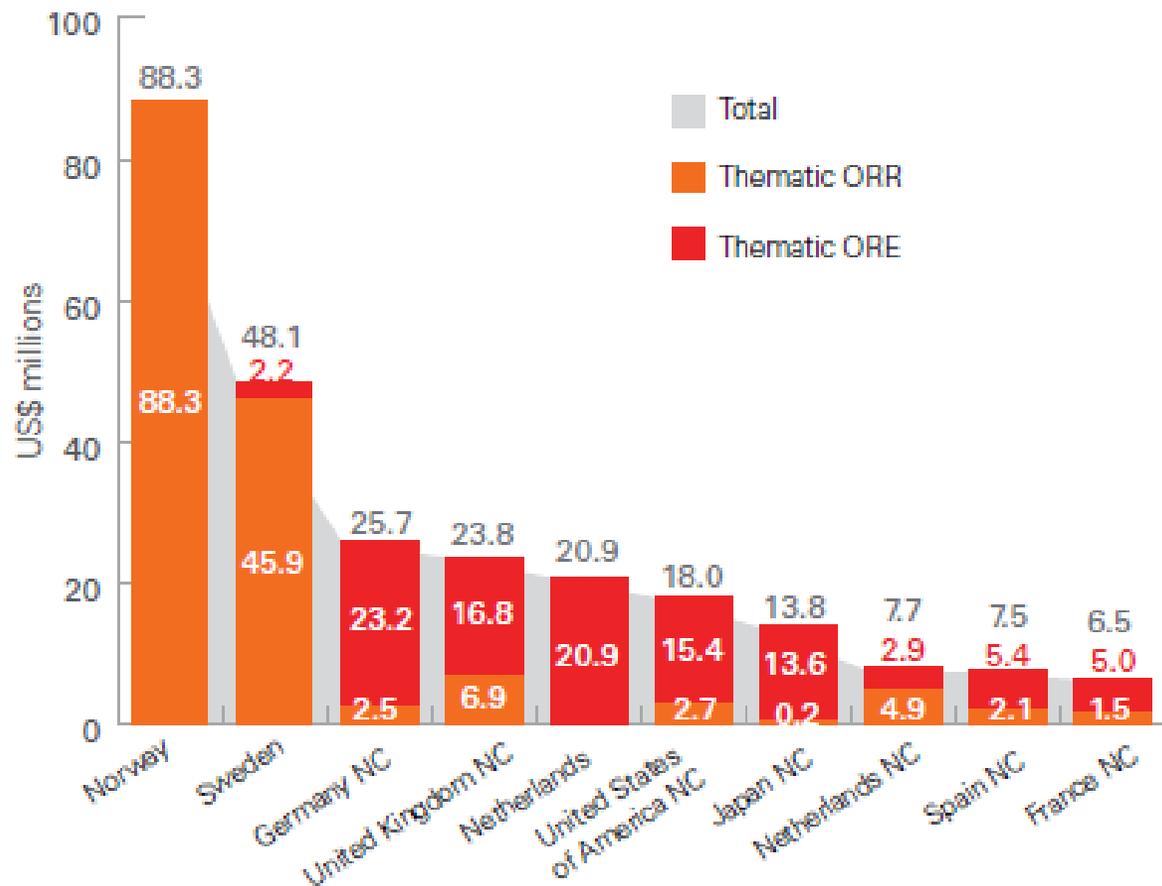
**1.4 million children** benefited from cash-based support

# Status of Thematic Funds (2016)

## Thematic Revenue, 2016



## Top 10 Resource Partners to Thematic Funding, 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

Example: Strengthened World Bank, UNICEF, WHO & WFP collaboration on Emergency Health & Nutrition Programme & cholera response in Yemen



## 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

