



Global Nutrition Cluster (GNC) Fundraising Strategy (DRAFT)

Background/Introduction

The GNC was established in 2006 as part of the Humanitarian Reform process. UNICEF is the Cluster Lead Agency (CLA) for Nutrition and has established a GNC Coordination Team (GNC-CT) to provide leadership. Part of the role of the GNC-CT is to advocate for and secure funding. Funding for the GNC has been provided by an array of donors, yet since 2008, the GNC has relied heavily on UNICEF and a few other donors¹ to fund activities but all through UNICEF.

Having recently developed a Strategic Plan and costed the 2014-2015 Work Plan, it is an exciting, yet critical time for the GNC as there are significant gaps in funding and priority activities on the Work Plan will not be implemented if funding is not secured. The GNC recognizes that it needs to be more proactive in securing additional, longer-term funding in order to achieve and sustain progress in the GNC's four strategic areas.

GNC Strategic areas

- **Partnership, communication, advocacy, and resource mobilization.** This involves fostering internal and external partnerships; communicating essential information to all relevant stakeholders in a timely fashion; and advocating with key decision makers to ensure policies, coordination and funding mechanisms enable an efficient response.
- **Capacity development in humanitarian coordination.** This involves identifying specific capacity gaps in cluster coordination at the country level; identifying and /or developing tools and resources to address those gaps; and training key staff in the relevant knowledge and skills required.
- **Operational and surge support to country clusters.** This includes support to country clusters to ensure effective coordination functions on the ground through visits and/or the provision of additional staff (i.e. RRT members or standby partners).
- **Information and Knowledge Management.** This includes managing appropriate nutritional and coordination information and the capturing, developing, sharing and using relevant knowledge and experiences.

¹ Primarily DFID and ECHO with small amounts from the Swiss government

The **overall goal of this fundraising strategy** is to ensure the long-term sustainability of the GNC in order to effectively support country Nutrition Clusters and facilitate a coordinated, timely and appropriate response in nutrition². This fundraising strategy identifies a broad list of potential donors for the GNC activities and a variety of mechanisms for pro-actively engaging with donors and existing funding mechanisms to access funding moving forward.

History of funding for the GNC

When the cluster approach was initiated by the Inter Agency Standing Committee (IASC) in 2005, there was a global appeal for funding launched by the United Nations Office for Coordination of Humanitarian Assistance (UNOCHA). The global appeal resulted in a pool of funds that OCHA allocated to CLA. Additionally, some donors funded the CLA cluster activities directly through specific proposals. These funds were collectively seen as seed money for global clusters to establish themselves and perform the original functions of the global clusters.

Most of this funding came in 2006 and 2007 (very little in 2008) with short expiry dates. After this, donors began to pressure the CLA to mainstream cluster funding into their own support budget or into their regular resources. Some of the donors, such as OFDA, have not funded the GNC since the global appeal money was finished. However; a few of the donors, particularly ECHO, SWISS and DFID, have continued to support the global clusters through funds specifically earmarked to develop global capacity to support country clusters.

Since 2009, the GNC-CT (and/or UNICEF EMOPS on behalf of all the UNICEF-led clusters) has written proposals to donors (ECHO and DFID) to access the majority of its funding. Additionally, limited non-earmarked funds have been provided directly by UNICEF as well as the Swiss government.

In 2010, UNICEF allocated some internal funds to fund the Global Nutrition Cluster Coordinator position (from 2010-2011). From Jan 2012, with the move of the UNICEF-led clusters to EMOPS Geneva, UNICEF has agreed to cover all Global Cluster Coordinators salaries from its regular resources. The GNC Deputy Cluster Coordinator position remains funded through ECHO and DFID. UNICEF has consistently informed donors that it cannot mainstream the functions of the clusters beyond the Global Coordinators because the cluster functions are added to UNICEF roles and funding³ has not expanded.

History of donor funds contributed to the GNC since 2006

| Donors | Funds contributed to the GNC by year (in USD) | | | | | |
|----------------|---|-----------|---------|---------|---------|------------------|
| | 2006-2009 | 2010-2011 | 2012 | 2013 | 2014 | Total |
| UNICEF | 300,000 | 310,000 | 321,158 | 385,800 | 310,000 | 1,626,958 |
| DFID UK | 200,000 | 834,739 | 19,260 | 125,274 | 782,667 | 1,961,940 |

² In sudden onset, protracted crises and natural disasters

³ Termed 'Regular resources' within UNICEF

| | | | | | | |
|--------------------|------------------|------------------|----------------|------------------|------------------|-------------------|
| SWITZERLAND | 0 | 0 | 14,342 | 1,579 | 317,973 | 333,894 |
| ECHO -EU | 0 | 1,896,000 | 0 | 1,313,864 | 2,020,000 | 5,229,864 |
| USAID/OFDA | 1,308,440 | 0 | 0 | 0 | 0 | 1,308,440 |
| SWEDEN | 455,775 | 0 | 0 | 0 | 0 | 455,775 |
| NORWAY | 405,825 | 0 | 0 | 0 | 0 | 405,825 |
| DENMARK | 463,575 | 0 | 0 | 0 | 0 | 463,575 |
| IRELAND | 158,293 | 0 | 0 | 0 | 0 | 158,293 |
| CANADA-CIDA | 176,340 | 0 | 0 | 0 | 0 | 176,340 |
| SWEDEN-SIDA | 366,807 | 0 | 33,042 | 0 | 0 | 399,849 |
| TOTAL | 3,835,055 | 3,040,739 | 387,802 | 1,826,517 | 3,430,640 | 12,520,753 |

Overview of current funding situation

By mid-2014, three donors (UNICEF, DFID and the Swiss government) have contributed just over \$1.4 million to the GNC, however, by August 2014, additional \$2,020,000 was received from ECHO which puts available funds for the two years WP \$3,430,640, as shown in the above table⁴.

These funds cover the GNC Coordinator position as well as funds for a few specific activities on the GNC Work Plan including:

- Annual meeting costs
- Developing the fundraising strategy and guidance on resource mobilization
- Guidance on accountabilities to affected populations
- Guidance on communications mechanism at all levels
- Capacity development strategy
- Cluster coordinator and cluster partners trainings
- Induction/orientation package for IMO/NCC
- Rapid Response Team evaluation
- Maintenance of the RRT mechanism
- IM toolkit
- IM Training package
- GNC independent website development

The total budget for the 2014-2015 GNC Work Plan is just over \$5 million. The GNC Work Plan groups activities around the four strategic pillars of the GNC (see text box on page 1). The cost for each pillar and total Work Plan costs are outlined in the table below.

GNC Costed Work Plan 2014-2015⁵

⁴ Note: DFID's contribution to UNICEF is \$20 million over four years (2012-2015) to cover EMOPS (including all clusters), Programme Division, Regional Offices and Supplies.

⁵ As of 31 October 2014

| | Total cost | Funded | Unfunded |
|--|-------------------|------------------|------------------|
| Pillar 1. Partnership, communication, advocacy, and resource mobilization | 1,189,000 | 1,189,000 | 0 |
| Pillar 2. Capacity development in humanitarian coordination | \$1,284,700 | 284,700 | 1,000,000 |
| Pillar 3. Operational and surge support to country clusters | 2,219,300 | 1,756,332 | 462,968 |
| Pillar 4. Information and Knowledge Management | 433,763 | 433,763 | 0 |
| Totals | 5,126,763 | 3,663,795 | 1,462,968 |

The unfunded activities amount to just \$1.4 million. Specific concept notes for these activities have been developed and shared with potential donors. Without additional funding, these activities will not be possible to implement.

Fundraising capacity

The GNC Coordination Team, with support from the CLA has historically led all fundraising activities as well as management of these funds. From 2012 to date \$5,229,864 was raised from ECHO and \$1,961,940 was raised from DFID. The latter was part of a wider CLA proposal for Humanitarian actions to DFID and funding for the Nutrition Cluster was included in this proposal. Given the tremendous workload for the Coordinator and the Deputy, there has been little time to identify, contact or network with donors beyond existing UNICEF and GNC donors. The development of this fundraising strategy is the first time funds have been allocated for fundraising/research on fundraising. While GNC partners have contributed to a few proposals development processes, GNC partners are limited in their ability to directly discuss funding with donors due to their wider organizational fundraising strategies and engagements.

Moving forward the GNC recognizes that fundraising must be an on-going priority of the GNC and capacity for this needs to be ensured. One strategy to increase capacity for fundraising is to include costs to research, advocate for and raise additional funds for the GNC in all proposals.

GNC fundraising Strengths, Weaknesses, Opportunities and Threats

Discussions with the SAG and GNC partners highlighted some of the strengths, weaknesses, opportunities and threats for diversifying the GNC funding base.

Strengths:

- A solid Strategic Plan is in place incorporating many of the recommendations from the Governance review.
- GNC has good relations with previous and existing donors demonstrated by their attendance and engagement at annual meetings.
- Significant global attention on and support for nutrition.
- UNICEF has committed to providing core funding for the GNC Coordinator position.
- Strategic location- the GNC-CT is now located within UNICEF EMOPS in Geneva. This provides easy and direct access to a multitude of potential donor country missions.

- Communications on GNC and country cluster activities are strong, particularly with the new GNC bi-monthly bulletin, pamphlet on the RRT and new website.

Weaknesses:

- Reliance on a very limited number of donors (UNICEF, ECHO and DFID). Reliability of future funding after existing commitments from ECHO and DFID come to term is variable.
- GNC-CT is overcommitted and has very limited time to engage in fundraising activities.
- Technical staffs in some GNC partners are limited in their ability to approach donors directly.
- There is limited support (personnel or funds) for ongoing fundraising research and/or advocacy.
- Communications from the GNC-CT as of yet, do not target donors or potential donors specifically. Communications from the GNC-CT are typically intended for GNC partners.

Opportunities:

- UNICEF as the CLA has ongoing fundraising efforts (through PARMO and EMOPS) for nutrition for which Nutrition Cluster funding can be included
- Continued donor interest in nutrition and in emergency response
- Strong public support for Nutrition
- Proximities to a large amount of potential donors in the Geneva area
- There could be an opportunity to combine efforts with other related clusters (such as food security, WASH and health) to seek and/or apply for funding around areas of overlap in their Work Plans.

Threats:

- Donor resistance to fund global coordination costs
- Many donor budgets are under pressure and may decrease due to economic downturns

Fundraising strategies

1. Identify potential new donors

The GNC has relied on a small number of government donors over the past few years to provide funding for the GNC activities. Potential new donors, including up and coming donor countries from emerging economies and middle-income countries, need to be identified and relationships built.

Bi-lateral government funding. The GNC-CT is in the fortuitous location of Geneva where many government missions are located. Additionally, there is significant support from the Swiss government to facilitate introductions and improve networking opportunities amongst the government missions for the GNC (and other clusters). This was evident in the launch of the GNC Strategy and Work Plan (July 2014) where the Swiss government arranged and hosted a separate donor meeting for the GNC to share the Strategy and Work Plan and get feedback from donors. While only 10 government donors attended the launch, there was a range of participation from traditional to non-traditional donors. Those present confirmed that there would be more, higher level participation at other times of the year as all expressed that it was a very useful event.

The GNC should continue to leverage the support of the Swiss government to facilitate wider donor exposure by committing to regularly engage with the Geneva (and wider EU) donor network, through periodic meetings and email communications that aim to share the GNC activities, successes, challenges and issues both at global and country levels.

Additionally, UNICEF has a Public and Partnership Division (PPD) in UNICEF NY Headquarters that specifically focuses on developing and maintaining relationships with government donors and Private Fundraising and Partnerships (PFP) PFP in Geneva can also support the GNC in increasing donor relations. The GNC-CT (through and/or in collaboration with EMOPS) should identify how best to engage more proactively with individuals responsible for engaging with potential donors to ensure that priorities of the GNC are known and understood and where appropriate, communicated to potential donors.

Communications sent by the GNC-CT to interested government missions in Geneva could also be shared with relevant individuals in PPD and PFP to ensure that they are aware of the priorities, issues and needs of the GNC. The GNC-Ct could also show case good country cluster experience and use the Geneva platform to fundraise to support cluster countries.

A suggested list of potential donors to start with and their contact details can be found in Annex A. Extended donor profiles for these donors are compiled in Annex B.

Private foundations. The GNC-CT does not currently have ties to any private foundations. It is felt that given the time and resources required to research and investigate potential private donors, it should not be a priority of the GNC-CT. However, given that UNICEF has a large Private Fundraising and Partnerships (PFP) division located in Geneva, the GNC-CT (in collaboration with or through EMOPS) should proactively engage with appropriate individuals to see how the GNC can contribute to their ongoing efforts to access funds from private foundations that already have a strong relationship with UNICEF. As one example, the GNC-CT could share the GNC Bulletin, country cluster updates and any GNC Concept Notes to appropriate individuals in PFP to share with potential private donors. This would leverage UNICEF's existing fundraising activities and increase the reach of the GNC's communications and knowledge of funding gaps.

2. Strengthen relationships with existing donors and identify what/how the GNC can access future funds (2015+)

Both DFID and ECHO are funding the GNC based on multi-year proposals. As it is unknown what amount of funding these donors are likely to provide UNICEF and/or the GNC beyond 2014/2015, the GNC (along with EMOPS and PPD) should continue to discuss and advocate for funds to cover priority activities in the GNC Work Plan.

The Swiss government has expressed their interest in supporting the GNC beyond just funding. As a relatively new donor to the GNC, and a potential strategic support, the GNC (alongside with EMOPS) should continue the discussions and engagement with the Swiss government to share additional information on the work of the GNC (and other clusters) identifying areas where further support is required.

The GNC-CT should ensure that existing donors continue to:

- receive the GNC bi-monthly bulletin
- be invited to the GNC Annual Meeting
- be requested to input into strategic documents
- be provided with a regular update through specific meetings to be hosted one of the donor countries. These update should include country level information to demonstrate how the global level work influence country cluster performance.

3. Liaise with other clusters to see where synergies could be explored for multi-cluster funding

Improving inter-cluster coordination is one of the priorities listed in the GNC Strategic Plan. Work has already begun at the global level with the inter-cluster meetings held in Rome (2014) to identify a framework for inter-cluster engagement at all levels. This will be tested in one country and built upon from there. Additionally, several activities on the 2014-2015 Work Plan are specifically identified to facilitate greater inter-cluster links. Inclusion of multi-cluster fundraising discussions at the global and the national level throughout this process is crucial to identify potential synergies and opportunities, particularly given the acknowledged need to ensure a multi-sectoral approach to nutrition.

4. Discuss with UNICEF PPD, UNICEF EMOPS, PFP and UNICEF Programme Division (PD) on how the GNC can more actively engage to ensure that GNC priorities are included where appropriate on wider nutrition or emergency funding.

UNICEF has an extensive network to fundraise for the organization as a whole. Additionally, the various programme sections fundraise individually. There are seemingly multiple opportunities that the GNC should investigate to leverage existing mechanisms for nutrition or emergency response funding through PPD, EMOPS and PD. While initial engagement with individuals involved in these activities will require time and commitment from the GNC-CT, over time, the level of commitment would decrease as knowledge and understanding of the GNC and their priority needs increase amongst the organization and the integration of these priorities in future funding proposals becomes routine.

5. Identify how country clusters and UNICEF regional offices can advocate for/include funding for coordination in country cluster funding proposals and appeals or UNICEF regional office proposals.

Increasingly, donors are suggesting that they are more interested in and have greater capacity to fund country response rather than global coordination. However, they recognize the importance of global coordination in support of country clusters and suggest that where possible, coordination activities costs is built into country response proposals.

In the resource mobilization guidance to be developed as part of this Work Plan, the GNC should investigate further how practically and technically this can be done and what information is required by country clusters in order to include some funds for global coordination in future proposals.

6. Articulate the complementarity of different nutrition initiatives towards the GNC so that when these initiatives go forward for funding, their support and links/complementarities to the GNC is articulated and donors are able to clearly see the links.

There are several complementary initiatives in the global nutrition community. Many agencies supporting these work closely with the GNC and some of these activities are part of the GNC Work Plan. Other complementary activities have their own funding streams and are not part of the GNC Work Plan. GNC partners recognize that this can be confusing to donors if they are being approached by different nutrition entities to fund initiatives or activities around the same theme- for example information management. To avoid confusion for donors and demonstrate wider understanding and support of the initiatives/activities, it is suggested that the GNC develop a note articulating how the various nutrition initiatives/activities not part of the GNC Work Plan link to or support the work of the GNC so that this can be included with their proposals to donors.

7. Investigate how the GNC can explore fundraising with the regional offices of large bi-lateral donor agencies such as USAID/OFDA, SWISS and DFID etc.

Large bi-lateral donor agencies are increasingly decentralizing funding decisions at regional levels. Many regional donor offices have capacity to authorize funding to country responses. At the same time, many GNC partners, including UNICEF, have regional nutrition staff. The GNC-CT and partners need to articulate the most appropriate mechanisms to engage with regional donors and to advocate for the importance of global coordination funding within the aim of supporting national nutrition response.

8. Explore other potential donors based on feedback from GNC partners.

Most GNC partners have long-standing donors for nutrition activities. The GNC-CT should cross-reference this list of potential donors (Annex A) with GNC partners to see if there are others that the GNC-CT should include. Additionally, the GNC-CT should provide unfunded GNC Concept Notes to all GNC partners so that where appropriate, partners' fundraising teams can support and leverage the complementarity of the activities to their donors.

Methods of donor fund management

Since 2006, funds have typically been channeled from donors to UNICEF and out again to partners to do specific activities as part of the wider GNC Work Plan through Project Cooperation Agreements⁶.

It has been noted in donor reports and informal feedback from UNICEF staff that the management and logistics required to develop and oversee contracts for smaller projects

⁶ Although there have been some direct links from donors to partners for a few pieces of work such as the Harmonized Training Package update in 2010

(particularly trainings with multiple, short-term consultants) has been cumbersome, time consuming and costly. It is recognized amongst UNICEF and partners that it would be easier and timely if donors could fund partners directly to implement activities and not pass funds through UNICEF for all activities.

Moving forward, three methods for managing funds are suggested:

- Donors transfer funds directly to UNICEF for UNICEF/GNC-CT to distribute and manage to partner agencies directly. The GNC-CT will report back on the use of these funds to the donor directly.
- Donors transfer funds directly to partner agencies to implement GNC Work Plan activities. Partner agencies are responsible for any necessary consultant contracts, management of the funds and reporting back to donors.
- Donors transfer funds directly to a consortium of agencies to implement the GNC Work Plan activities. One partner agrees to take the lead on activities and manage the funds for the consortium.

For the last two options, the CLA and the GNC-CT will maintain a strong advocacy role to donors to fund partners directly.

Roles and responsibilities

It is recognized that fundraising should be a component of GNC activities and that partners and the GNC-CT should be engaged in the discussions. However it is acknowledged that the bulk of the fundraising activities need and should be led by the GNC-CT.

Many GNC partners have large fundraising mechanism within their own organizations and where possible, these should be leveraged to advocate for funding for GNC Work Plan activities. Additionally, it is recognized that technical advisors representing their agencies in the GNC do not always have the remit within their organization to directly approach donors for funds. Approaching donors as part of a consortia looking for funds might be more acceptable, though this still would require significant approval from partner's internal fundraising bodies.

GNC-CT and GNC partner responsibilities related to fundraising

GNC-CT

- Initiate discussions and maintain active engagement with government missions and donors around GNC activities and outstanding support needs
- Leverage existing mechanisms within UNICEF (PARMO, EMOPS, PFP and PD) for fundraising for GNC activities
- Develop proposals for potential funding opportunities

GNC partners

- Support GNC-CT in donor discussions and presentations
- Support GNC-CT in proposal development for activities that they are contributing towards or supporting
- Advocate internally, where appropriate, for GNC activities and identify if there are opportunities for collaboration within existing internal fundraising activities

Fundraising strategy– proposed next steps

- GNC-CT to liaise with the Swiss government to host another donor discussion forum in September/October to provide an update on the GNC Work Plan activities and outstanding funding requests. The meeting should be planned well in advance and invitations sent out to all current and potential donors well ahead of the meeting so that the appropriate individuals are available to attend.
- (for donors not at the donor meeting in July) In alignment with UNICEF donor communications strategy, the GNC-CT to initiate communications with potential donor governments outlined in Annex A. This can be started by sharing the GNC bulletin as well as the unfunded concept notes for the 2014-2015 Work Plan with follow up calls before the September meeting.
- GNC-CT to follow up with the missions who attended the July 2014 donor meeting by circulating the unfunded concept notes and GNC bulletin and following up with phone calls to discuss.
- Through EMOPS, the GNC-CT to meet with appropriate people at PARMO, PFP and PD to discuss opportunities to leverage existing fundraising mechanisms and opportunities for funding GNC activities.
- GNC Coordinator to place the issue of multi-cluster fundraising on the agenda of the next inter-cluster discussion.
- GNC Coordinator to ensure that the guidance on resource mobilization addresses the issue of potential multi-cluster fundraising synergies.

Annexes (in separate documents)

- Annex A. Potential donor contact list
- Annex B. Donor profiles for the GNC
- Annex C. GNC donor funding by activity (2006-2012)