The Purpose of The Humanitarian Review
Global Humanitarian Funding Trend

- **Overall Required Funding**
- **Overall Funding Received**

In Millions (USD)

- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018

- $0
- $5,000
- $10,000
- $15,000
- $20,000
- $25,000
- $30,000
Figure 4.2
Humanitarian-related contributions to nine UN agencies, 2013–2017

[Bar chart showing contributions to UN agencies from 2013 to 2017, with a legend indicating contributions from UN OCHA, FAO, WHO, UNDP, IOM, UNRWA, UNICEF, UNHCR, and WFP.]
UNICEF Humanitarian Funding Trend

In Millions (USD)
- Internal and external desk review completed
- Internal and external consultations
- External deep dives into organization’s best practices
- First draft of change management strategy
- Change management roll-out strategy May 2020-April 2021

- Preliminary ‘Barriers’ Identified
- NGO consultation
- 2nd round of Internal consultations

- Change management strategy to be presented to OED
External Advisory Group

1) Ameerah Haq, UN, SRSG
2) Karin Landgren, UN, SRSG
3) Reena Ghelani, OCHA, Director of Emergency
4) Ahmed Warsame, UNHCR, Director of Emergency
5) Dominik Stillhart, ICRC, Director of Operations
6) Elhadj As Sy, IFRC, Secretary General
7) Jan Egeland, NRC, Secretary General
8) Gilles Collard, Bio Force, Director General
9) Julien Schopp, Interaction, Director of Emergency
10) Mushtaque Chowdhury, BRAC, Deputy Executive Director
11) Dr. Jean-Clement Cabrol, MSF Suisse, Director of Support and Preparedness
12) Matthew Wyatt, UK DFID, Deputy Director and Head of Conflict, Humanitarian Security Department
13) Manuel Bessler, Swiss DC, Head of Humanitarian Aid Department and Head of Swiss Humanitarian Aid Unite (SHA)
14) Vinod Menon, MIT World Peace University, Senior Professor
15) Randolf Kent, Kings College London, Visiting Professor
16) Mairo Mandara, CIFF, Senior Fellow
17) Abbas Gullet, Kenya Red Cross, Secretary General
18) Renee van der Weerdt, WHO, Executive Director of Health Emergencies
19) Trey Hicks, USAID, Director of Food for Peace
20) Susanne Mallaun, ECHO, Head of Strategic Partnerships
Themes

Access
Equity and Quality Response
Cooperation with International Actors
Localization & Engagement with Affected Populations
Context Analysis Assessment and Monitoring

Advocacy
Linking Humanitarian and Development
Conditionalities and Flexible Funds
Human Resources
Predictability
What Does The Humanitarian Community Have To Adapt For In The Next 5 Years?

“The pace of change is unprecedented: What is working well today may not work well tomorrow”

- Increase in Protracted Crises
- Public Health Emergencies
- Climate Change
- Large scale migration crisis

“As a sector, we are trying to address the problems of today and tomorrow with the tools of yesterday”
“In general, when UNICEF has a strong cluster coordinator it pulls up the standard of programming for UNICEF in that sector too”

“UNICEF should focus on its core programming”
“There is still very much the patron – client relationship between the UNICEF and its partners”

“UN funding is the donor of last resort”

“I would encourage UNICEF to do more community outreach through local NGOs and to ensure we have accurate reporting on data”
“We should not be linking for the sake of linking”

“The nexus should not just be humanitarians linking to development but also DEVELOPMENT linking to humanitarian action”
“UNICEF is doing the most effective job in the humanitarian space in terms of advocacy for children in conflict.”

“There comes a time when advocacy should be broader and more collective. UNICEF is very strong in their advocacy, so how can this be leveraged to benefit all the humanitarian agencies?”
“Why does UNICEF need human resources from their standby partners for cluster coordination and child protection which is part of its core mandate?”

“Important for UNICEF to invest in leadership as this is a change maker in the organization at country office level”
“Technology should play a strong role in supporting the utilization of local capacity by helping to improve our need assessments and measure our impact”

“We must change with the times but we must go beyond the times”