

TERMS OF REFERENCE

Background:

Established in 2006 in the United Nations General Assembly as a ‘fund for all, by all’, the Central Emergency Response Fund (CERF) is the UN’s global emergency response fund. With a track record of more than 10 years, CERF is known as a fast and flexible funding tool enabling frontline humanitarian partners to kick-start urgent response in sudden onset or rapidly deteriorating crises. However, since CERF was established, humanitarian crises have increased in scale, complexity and duration. The present funding level of the CERF has not kept pace with the growing scale of humanitarian needs where fast and principled humanitarian response is critical. In the last ten years, the number of people in need of urgent humanitarian assistance has grown from 32 million to 141 million in 2017. During these past ten years, global humanitarian needs have quadrupled from \$5.2 billion to over \$23 billion in 2017, whereby the share of CERF current funding target against the global requirements has declined from 8.7 to 2. per cent. In this respect, the UN Secretary General recommended an expansion of CERF to \$1 billion by 2018. This was endorsed by the UN General Assembly in late 2016.

Considering challenges in recent years to meet the annual target of \$450 million, a move to \$1 billion requires significant shifts in CERF’s approach to resource mobilisation, communications and partnerships to position CERF towards reaching the target. At the same time, in the past two years, the major global funds and most recently the World Bank have finished successful replenishment exercises that have mobilised multi-billions for a period of four years. In 2015, GAVI successfully raised \$7.8 billion as part of the four-year replenishment package; the Global Fund mobilised \$12.9 billion in 2016 and in late 2016, the World Bank completed a historic IDA replenishment of \$75 billion. The success of the replenishment exercises is a convergence of various factors – political leadership and advocacy, donor engagement, branding and overall communications among others. While noting that these mechanisms are different to CERF, they nonetheless provide interesting examples of what it takes to mobilise significant resources as part of target driven funding raising approaches.

Based on the above, CERF will commission a review to identify and analyse good practices critical to the success of these major replenishment exercises and identify approaches relevant for CERF in meeting its new funding target. This links primarily to the nature of CERF as a global common good fund with a pre-defined target politically agreed, financed largely by Member States. While UN agencies and NGOs have good models and practices to share, the nature of global pooled funds with broad political buy in and a funding target in the billions makes the practices of these funds model more relevant to CERF.

The review will result in a report to be shared at the upcoming CERF Advisory Group meeting in October 2017. It will also help develop an overall strategy and road map for 2018 onwards to achieve the ambitious target.

Objectives:

- To identify global good practices (structures, processes, strategies) that are critical to successful target based global replenishment initiatives that mobilise multi billions as part of multi-year commitments. While specifying the unique actions taken by each entity, it should also highlight the cross-cutting principles, strategies and actions common to all.

- For each of the priority actions, provide an analysis of what they are, how they have been done and why they have worked. The latter should focus on top line issues rather than process details which could be featured in an annex.
- Based on the overview and analysis, identify practices and approaches of relevance for CERF supported by relevant analysis.
- Based on the findings of the study provide concrete recommendations for areas of consideration for CERF in view of the shifts required to move towards an annual target of \$1 billion.

Deliverables:

- A no more than 20-page report outlining the key principles strategies and specific components as part of replenishment drives.
- Additional annexes providing more detailed analysis and information on specific components of relevance to CERF.
- An executive summary of no more than 4 pages presenting key findings and recommendations
- A PowerPoint presentation capturing the key issues in the report for further use.

This could be in two parts:

- Preliminary report for the CERF AG
- Final Report

Timeline:

- Mid Sept – Mid October

Methodology:

- Desk reviews – key replenishment documents from the global funds and the World Bank
- Interviews – senior representatives from the global funds and the World Bank; possible interviews with senior donor representatives whose governments have taken the lead on the replenishment exercises.