

Strategic Priorities for 2022–2025



Scaling up digital fundraising



Working with **business** to deliver results for children, and also to leverage their **non-financial** resources



Optimizing major donor engagement



Identifying and scaling up financing for children



Identifying new, effective strategies for fundraising growth in frontier markets and accelerating them



Contributing to strengthened engagement by UNICEF in high-income countries

Private Sector Fundraising and Partnerships targets (2022)

\$ Income from Private Sector

Total: \$1.65 billion

- \$1.1 billion in revenue from 10.6 million individual donors:
 - \$745 million from pledge donors
 - \$212 million from cash donors
 - \$103 million from legacies
- \$186 million from philanthropists and membershipbased organizations
- \$165 million from foundations
- \$208 million from businesses
- Income and Influence from
- Public and Private Sector
- Governments at all levels in countries with National Committee presence deliver on UNICEF priorities for children both domestically and globally
- Public and private partnerships and financing instruments with private sector investors, philanthropists and multilateral donors catalysed

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Influence from Private Sector

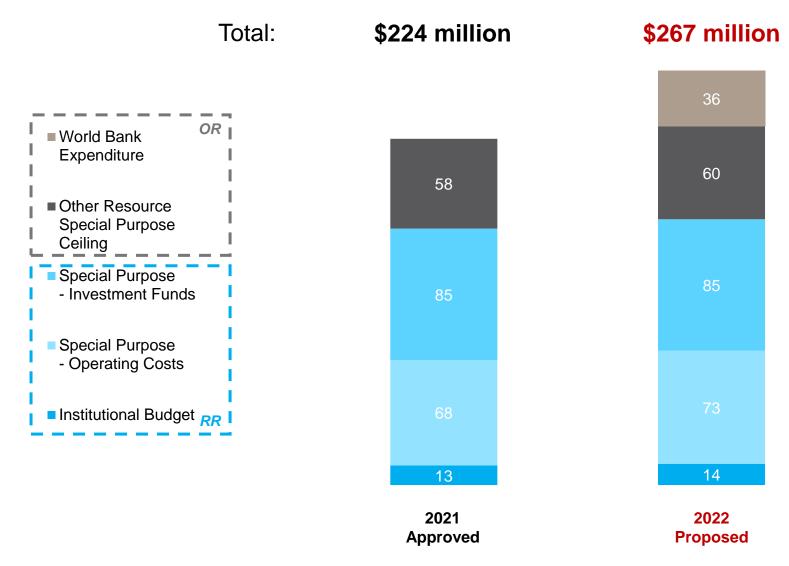
- 22.8 million individuals supporting children's rights and on the road to giving;
- Business sector expertise, innovation, data and core assets leveraged;
- Reach and impact of key influencers, foundations and multi-stakeholder platforms mobilized;
- Businesses and business stakeholders advocate for children and take sustainable action to respect children's rights in all business activities and relationships



Cross-cutting enablers

- UNICEF business model enables effective partnership and engagement to accelerate income and influence to generate impact for children and young people;
- Governance, internal communication, marketing and knowledge management strengthened

PFP 2022 Proposed Budget



Regular resources expenditure

- All increases due to increases in standard costs
- Other resources expenditure
 - \$2 million increase in ceiling related to revenue generation
 - \$36 million World Bank Fund projected expenditure included in PFP workplan for first time

(In millions of United States dollars.)

4 | UNICEF Executive Board – 2022 first regular session (8-11 February 2022) Item 11: Private Fundraising and Partnerships: 2022 workplan and proposed budget

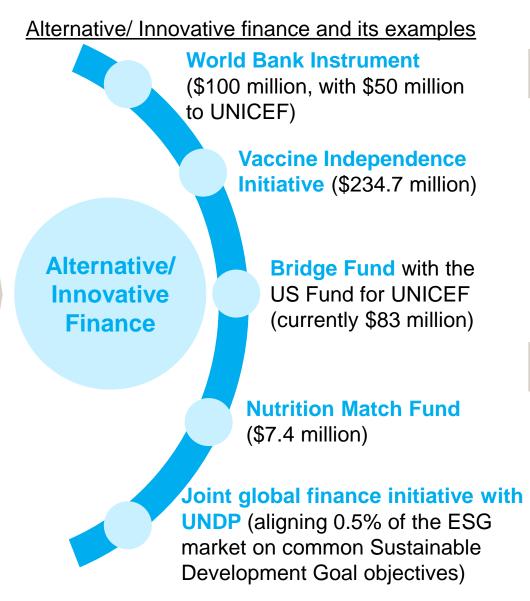
Update on Alternative/Innovative Finance

Background

Financing gap for Sustainable Development Goals

Negative consequences of COVID-19

Expected shifts in volume and scope of traditional sources of aid



Ways forward

Finalizing vision and strategies

- · Align \$20 billion in environmental, social and governance (ESG) investments towards child-centred priorities during 2022-2025;
- Leveraging an additional \$3 billion towards investments in UNICEF-driven alternative/innovative finance solutions (about \$500 million flowing through UNICEF)

Addressing implementation hurdles

- Seek the approval of the General Assembly as per the opinion of the United Nations Office of Legal Affairs;
- · Build an agile, streamlined internal governance, financial rules and regulations and operational framework within UNICEF;
- · Establish an innovative finance hub within the Office of Innovation

Update on the World Bank Instrument

2021

Feb

Financial instrument in partnership with the World Bank authorized by the Board (limited to \$50 million)

Financing agreement between UNICEF and the World Bank finalized March

\$50 million received from the World Bank for the investment in 18 emergingmarket countries

May

1st round of allocation to countries

September

Fulfillment of

donation milestone informed to the donor, and the obligation for repayment triggered

October

2nd round of allocation to countries

[Performance]

- UNICEF has met its full repayment obligation to the World Bank under the financing agreement
 - The cumulative donations to UNICEF from the private sector pledge donors in the target emerging-market countries had exceeded \$50 million in the period March to June 2021

[Costs]

Total costs (\$589.750) World Bank administrative expenses (\$50,000)

A first interest instalment payment (\$477,250)

Underwriting costs (\$62,500)

