

Orientation for the 2024

Executive Board

Resourcing the Results of the Strategic Plan

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unicef 
for every child

UNICEF funding model and approach

- 100% voluntary contributions
- Core Resources for Results (RR) — unrestricted & highest quality
- Other Resources (Regular or Emergency) — earmarked
- Resource Mobilization is a UNICEF-wide responsibility
- Leads for public and private sector fundraising:
 - Public Partnerships Division (PPD)
 - Private Fundraising and Partnerships Division (PFP)

At the heart of the matter: resources for results



\$25.9 billion needed to meet Strategic Plan results for 2022-2025

71% public sector

28% private sector

1% other income

23% Regular Resources (unrestricted)

77% Other Resources, including **15% target** softly earmarked thematic funds

2022-2025 Strategic Plan

Integrated results and resources framework



GOAL AREA 4:
EVERY CHILD LIVES
IN A SAFE AND
CLEAN
ENVIRONMENT

RR: \$723.8M
OR: \$3,695.4M



GOAL AREA 3:
EVERY CHILD IS
PROTECTED FROM
VIOLENCE AND
EXPLOITATION

RR: \$438.1M
OR: \$2,236.7M



GOAL AREA 5:
EVERY CHILD HAS AN
EQUITABLE CHANCE IN LIFE

RR: \$323.8M
OR: \$1,653.2M



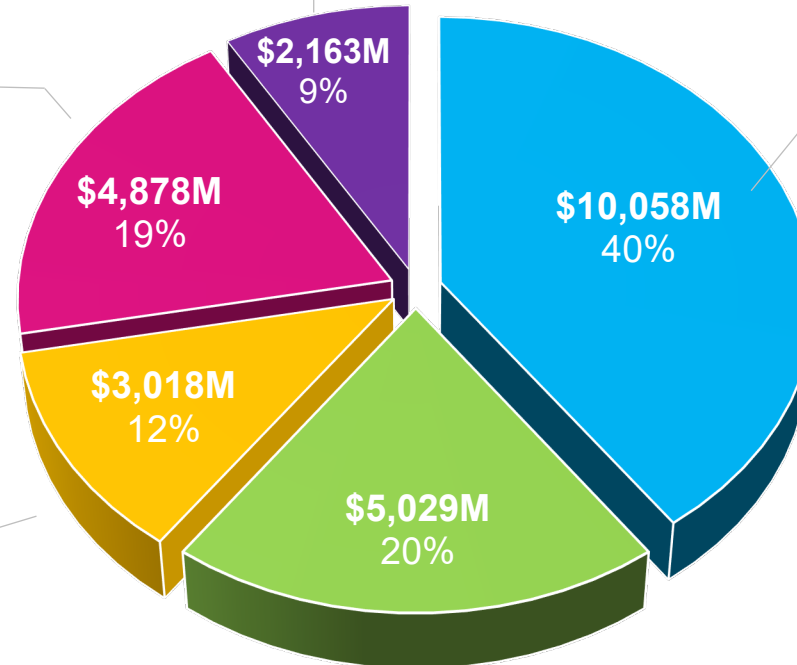
GOAL AREA 1:
EVERY CHILD
SURVIVES AND
THRIVES

RR: \$1,523.7M
OR: \$7,779.7M



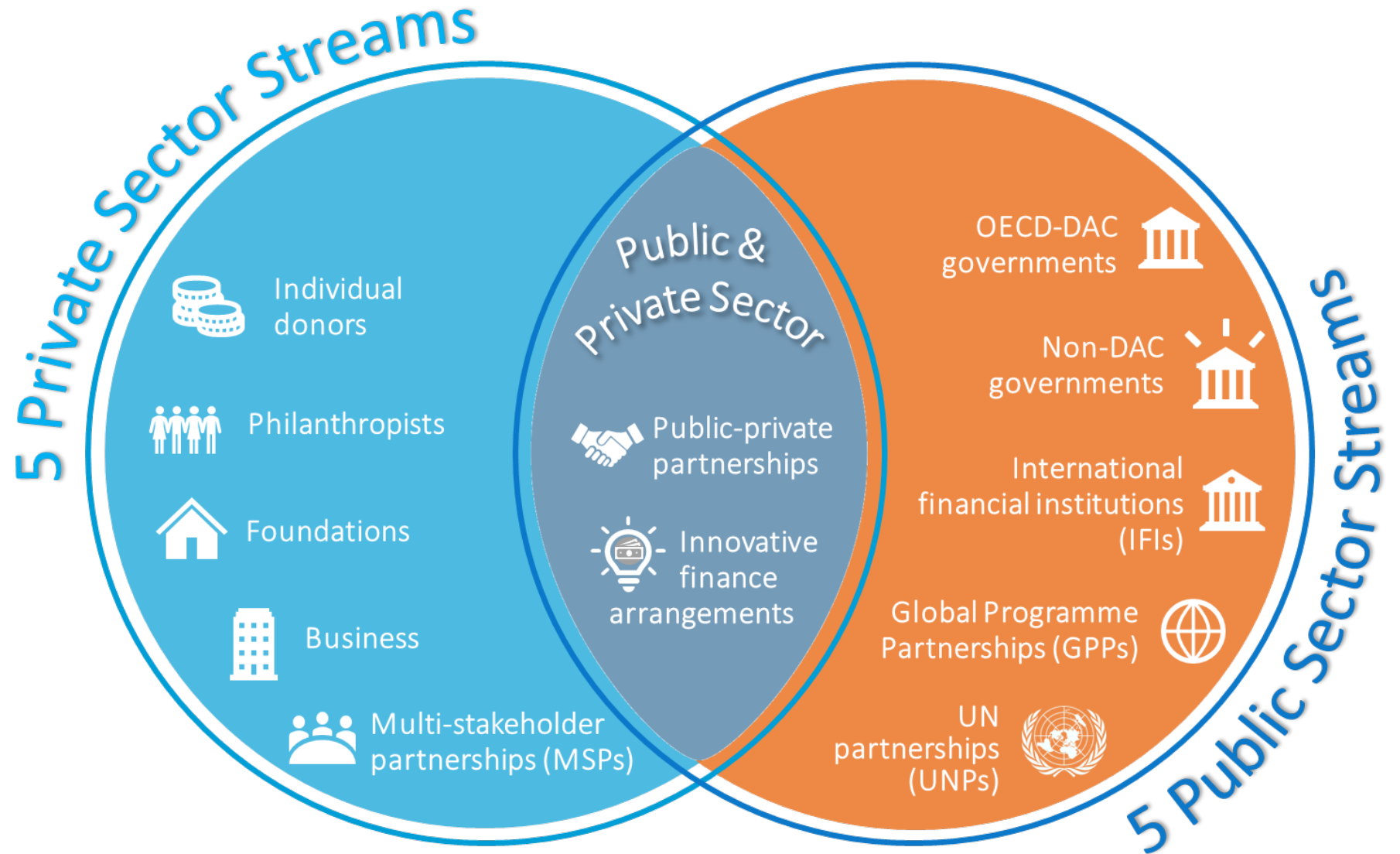
GOAL AREA 2:
EVERY CHILD LEARNS

RR: \$799.9M
OR: \$4,084.4M



UNICEF Funding Streams

UNICEF employs several streams to mobilize income and influence to deliver Strategic Plan results



UNICEF around the world

Offices in over 190 countries and territories

Country Offices and Multi-Country Clusters with structured private sector fundraising (PSFR)

UNICEF Country Offices

Argentina
Brazil
Bulgaria
Chile
China
Colombia
Croatia
Ecuador
Gulf Area Office
India
Indonesia
Malaysia
Mexico
Peru
Philippines
Romania
Serbia
South Africa

Thailand
Uruguay
Viet Nam

Multi-Country Clusters

Europe and Central Asia PSFR Cluster

Belarus
Greece
Kazakhstan
Uzbekistan

Latin America and the Caribbean PSFR Cluster

Bolivia (Plurinational State of)
Costa Rica
Dominican Republic
Guatemala
Panama
Paraguay

South Asia PSFR Cluster

Bangladesh
Pakistan
Sri Lanka

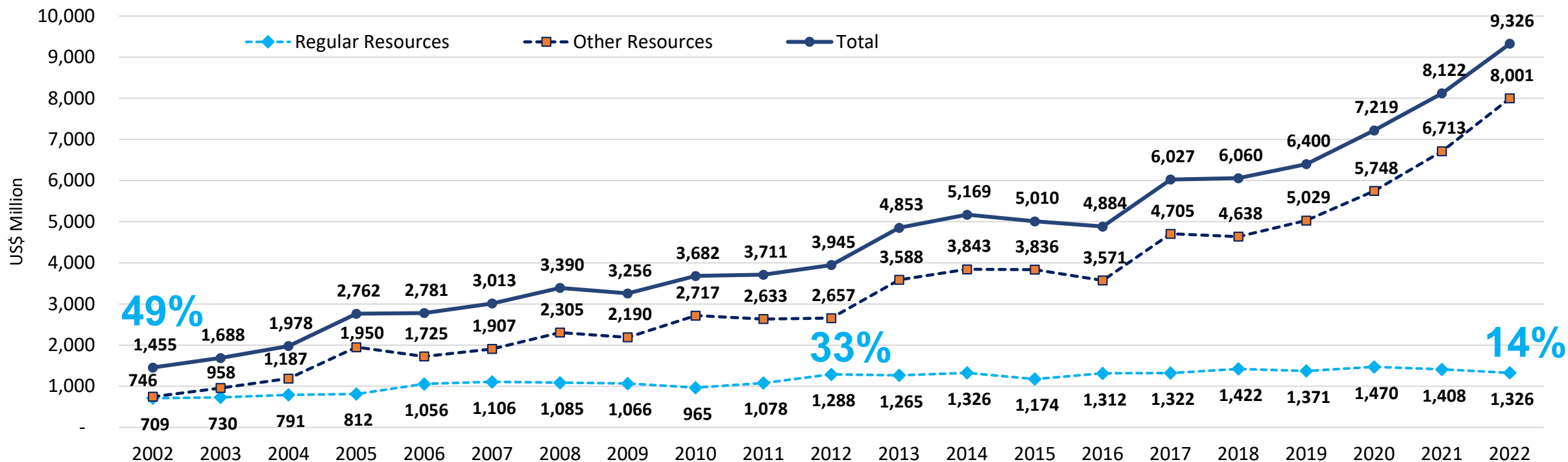
National Committee presence

Andorra	Hungary	Republic of Korea
Australia	Iceland	Slovakia
Austria	Ireland	Slovenia
Belgium	Israel	Spain
Canada	Italy	Sweden
Czechia	Japan	Switzerland & Liechtenstein
Denmark	Lithuania	United Kingdom
Finland	Luxemburg	United States of America
France	Netherlands	
Germany	New Zealand	
Hong Kong (Special Administrative Region, People's Republic of China)	Norway	
	Poland	
	Portugal	

National Committee + Country Office

Türkiye

Ratio of Core Resources for Results (RR) to Total Income is Decreasing



Increased earmarking of ODA - crisis driven



Stagnant flexible funding



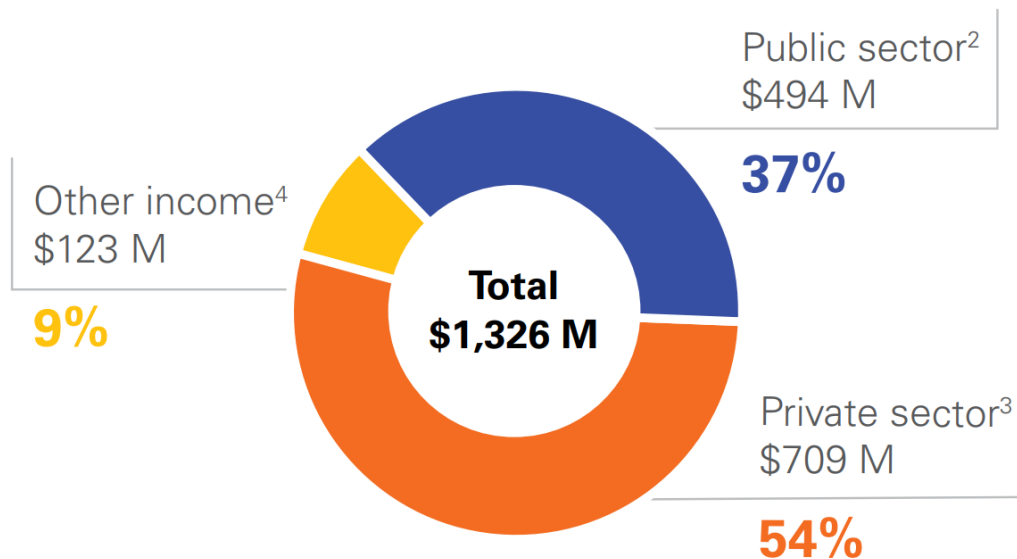
Increased competition from pooled funds and new actors



Risk of less and less flexible resources – may fundamentally shift UNICEF to a project-based organization

Diverse portfolio of RR resource partners (2022)

Core Resources for Results (RR) by type of Resource Partner by income, 2022¹



Top 10 Resource Partners to RR by Contributions Received, 2022

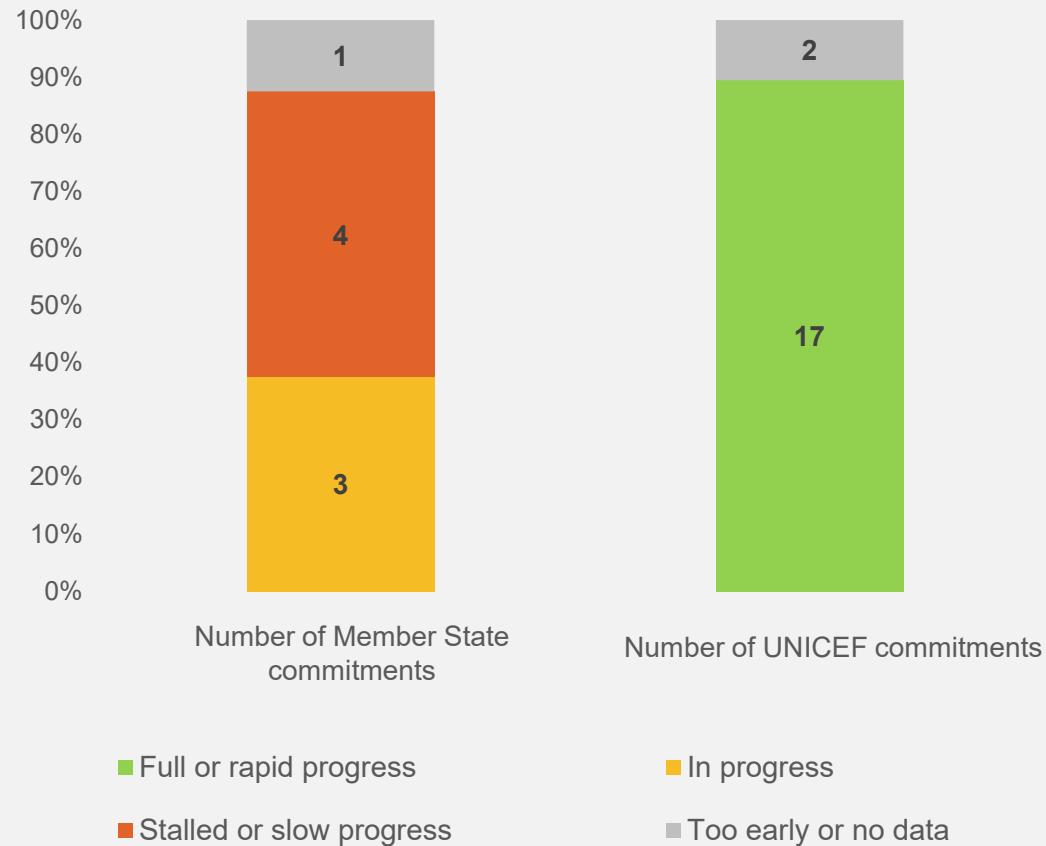
Rank	Resource partner ⁶	Regular Resources
1	United States	134
2	Japan Committee for UNICEF	133
3	Germany	98
4	Korean Committee for UNICEF	86
5	German Committee for UNICEF	79
6	Sweden	63
7	Spanish Committee for UNICEF	61
8	French Committee for UNICEF	51
9	Italian Committee for UNICEF Foundation	44
10	Norway	44

1. Figures are based on 'income' which here represents contributions received from public sector, revenue from private sector and other income.
2. Public sector includes governments, European Commission, Inter-Organizational Arrangements, Global Programme Partnerships and International Financial Institutions.
3. Private sector includes income from foundations, individuals, Non-Governmental Organizations, UNICEF National Committees and UNICEF Country Offices.
4. Other income includes income from interest, procurement services and other sources.

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

Funding Compact Commitments: Member States and UNICEF



Core resources from Member States to UNICEF as a share of overall public sector income (including humanitarian):

TARGET: 30%

Baseline 2018: 13%

Status 2019: 11%

Status 2020: 11%

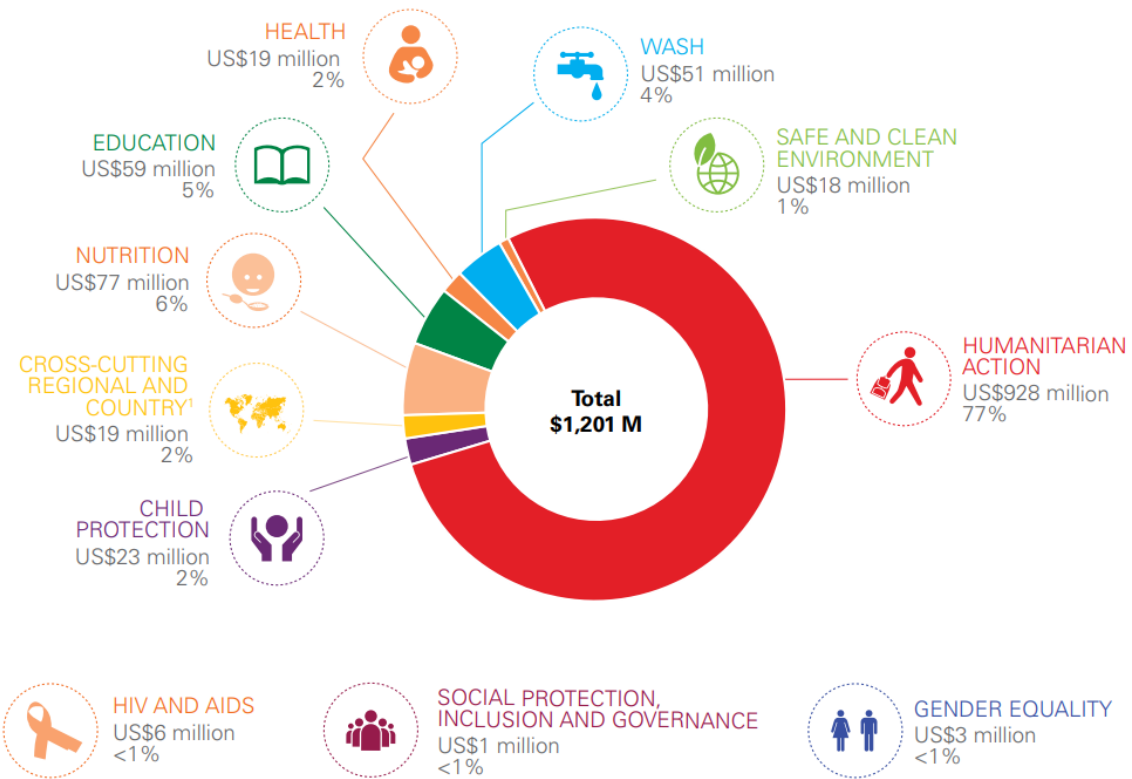
Status 2021: 9%

Status 2022: 8%

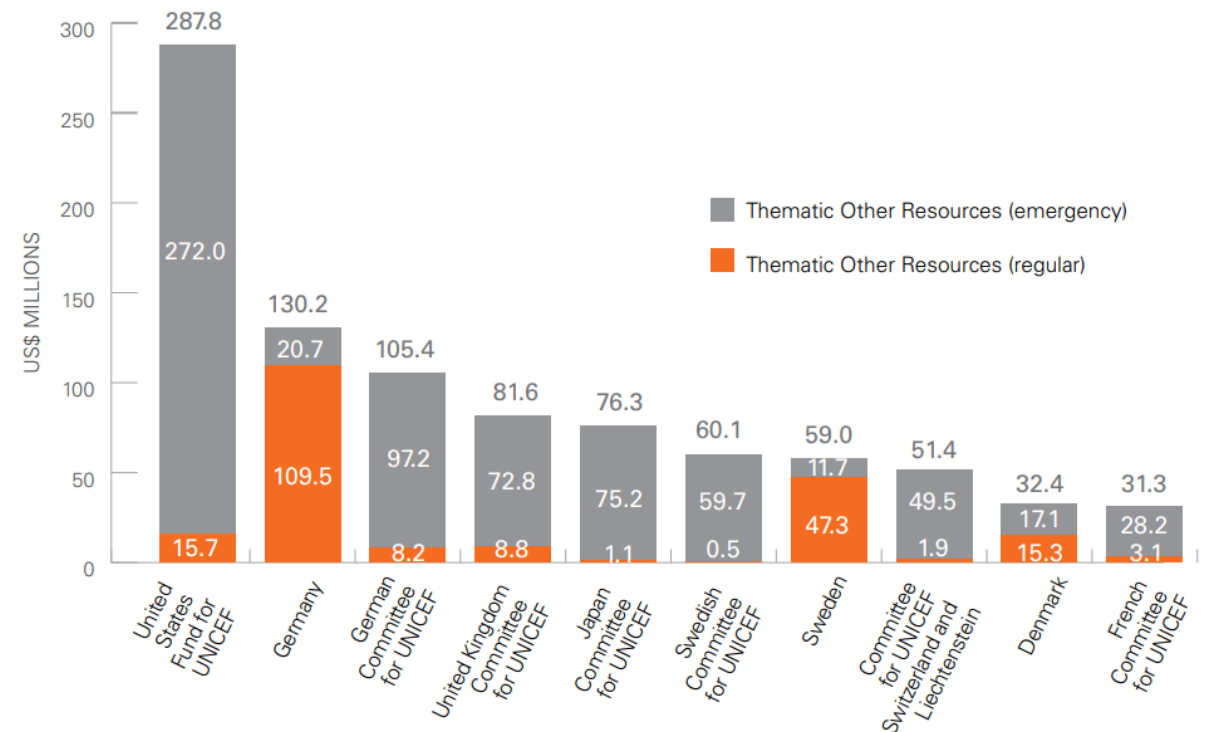
The trend is reversing away from the Member States Funding Compact commitment on core funding

Thematic Funds aligned to Strategic Plan results (2022)

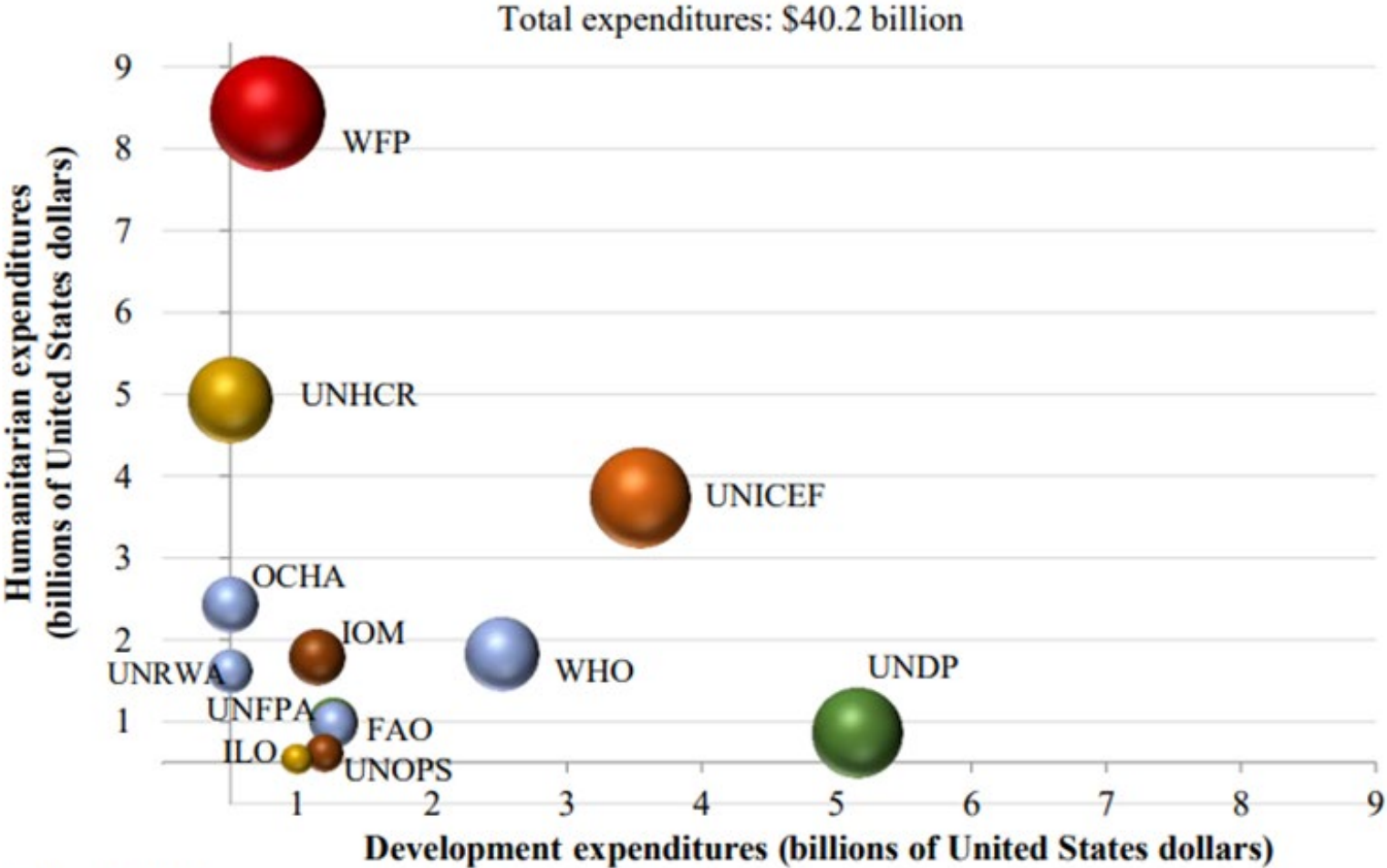
Thematic Contributions by Sector, 2022



Top 10 Resource Partners to Thematic Funding by Contributions Received, 2022



Development and humanitarian expenditures, by entity, 2020



(Size of bubbles are proportional to total expenditures)

Source: Department of Economic and Social Affairs, 2022.

Key Strategies for Resourcing the 2022-2025 Plan

1. **Demonstrate** results for children & value for money
2. **Enhance** partner recognition and visibility
3. **Nurture** relationships with traditional partners and **Invest** in shared value partnerships
4. **Grow** our *Core Resources for Results* (RR – our core funding) and *Thematic Funding* to reach Funding Compact and Strategic Plan targets:
 - 30% RR (% of total income)
 - 15% Thematic (% of total OR)
5. **Diversify** our fundraising streams – public, private and public-private partnerships (PPPs)





Thank You

