Funding Streams

**REVENUE**

- **REGULAR RESOURCES (Un-earmarked)**
- **OTHER RESOURCES (Earmarked)**
  - **OTHER RESOURCES (Regular)**
  - **OTHER RESOURCES (Emergency)**
There has been strong growth in revenue over 2014-2017 with revenue to date 20% above the original planning figures.

A detailed analysis of public and private sector resource mobilization activities identified areas for additional growth.
Rationale for increased resources

The projected size of the budget is a reflection of the ambition of the 2030 agenda and the programming responses of UNICEF in support of national priorities.

It is also a response to the anticipation of the continued frequency and complexity of humanitarian crises to which UNICEF is called to respond.

UNICEF will collaborate with partners on interventions at scale that can deliver the transformative change envisioned in the SDGs.

The increased budget also reflects the demand globally and at country level for greater impact, ensuring that no child is left behind.
REVENUE TREND 2003-2021
(in millions of US dollars)

- Regular resources
- Other resources
- Total Contributions

Key events:
- Indian Ocean tsunami
- Global Food Price crisis
- Haiti earthquake
- Humanitarian programmes in Syria, Africa, Iraq, Nepal, Yemen

UNICEF for every child
Projected 2018-2021 Revenue by Stream

Compared with the 2014-2017 MTR, total 2018-2021 income grows by 21%.

While all revenue streams reflect growth, Regular Resources increase at the fastest pace (+24%) between 2018 and 2021 driven by increases from the private sector.

<table>
<thead>
<tr>
<th>Year</th>
<th>RR</th>
<th>OR</th>
<th>ORE</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 Plan</td>
<td>1480</td>
<td>2350</td>
<td>1405</td>
<td>5,235</td>
</tr>
<tr>
<td>2019 Plan</td>
<td>1500</td>
<td>2549</td>
<td>1517</td>
<td>5,566</td>
</tr>
<tr>
<td>2020 Plan</td>
<td>1522</td>
<td>2708</td>
<td>1638</td>
<td>5,868</td>
</tr>
<tr>
<td>2021 Plan</td>
<td>1572</td>
<td>2832</td>
<td>1742</td>
<td>6,145</td>
</tr>
</tbody>
</table>

RR total: $6,302 M
OR total: $16,513 M
Overall total: $22,815 M
UNICEF is voluntarily funded with two main sources of revenue: Government (*two-thirds*) and Private Sector (*one-third*).

As a result of sustained investment, the Private Sector will contribute 57% of the Organizations RR revenue for 2018-2021.
Public sector increases will be driven by:

- Increasing donor visibility and recognition
- Demonstrating clearer linkages between RR and results
- Streamlining and strengthening government advocacy

Growth in private sector revenue will be driven by:

- Recruitment and retention of monthly pledge donors.
- Enhanced focus on Legacy, Corporate and Foundation fundraising opportunities.
Despite an increasingly challenging funding environment, targeted investment in resource mobilization activities will result in a healthy revenue growth.
Integrated Resource Plan
2018-2021
# Integrated Resource Plan 2018-2021

## 1. Resources available

<table>
<thead>
<tr>
<th></th>
<th>Approved 2014-2017 (E/ICEF/2016/AB/L2/Rev.1) MTR</th>
<th>PROVISIONAL 2018-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Regular resources</strong></td>
<td><strong>Other Resources</strong></td>
</tr>
<tr>
<td></td>
<td>$m</td>
<td>%</td>
</tr>
<tr>
<td>Opening balance</td>
<td>575.3</td>
<td>-</td>
</tr>
<tr>
<td>Income</td>
<td>4,697.7</td>
<td>-</td>
</tr>
<tr>
<td>Contributions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other income and</td>
<td>402.5</td>
<td>-</td>
</tr>
<tr>
<td>Total Income</td>
<td>5,100.2</td>
<td>-</td>
</tr>
<tr>
<td>Tax reimbursement adjustment</td>
<td>(76.6)</td>
<td>-</td>
</tr>
<tr>
<td>Trust fund receipts</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total available</td>
<td>5,598.9</td>
<td>-</td>
</tr>
</tbody>
</table>

## 2. Use of resources

### A. Programmes

<table>
<thead>
<tr>
<th></th>
<th>Approved 2014-2017</th>
<th>PROVISIONAL 2018-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$m</td>
<td>%</td>
</tr>
<tr>
<td>Country Programmes</td>
<td>3,471.8</td>
<td>65.7%</td>
</tr>
<tr>
<td>Global Programme</td>
<td>180.0</td>
<td>3.4%</td>
</tr>
<tr>
<td>Total</td>
<td>3,651.8</td>
<td>69.1%</td>
</tr>
</tbody>
</table>

### B. Special Purpose

<table>
<thead>
<tr>
<th></th>
<th>Approved 2014-2017</th>
<th>PROVISIONAL 2018-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$m</td>
<td>%</td>
</tr>
<tr>
<td>PPF, direct / investment</td>
<td>410.6</td>
<td>7.8%</td>
</tr>
<tr>
<td>Other</td>
<td>182.5</td>
<td>3.5%</td>
</tr>
<tr>
<td>Total</td>
<td>593.1</td>
<td>11.2%</td>
</tr>
</tbody>
</table>

### C. Institutional Budget

<table>
<thead>
<tr>
<th></th>
<th>Approved 2014-2017</th>
<th>PROVISIONAL 2018-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$m</td>
<td>%</td>
</tr>
<tr>
<td>Country Programmes</td>
<td>1,039.3</td>
<td>19.7%</td>
</tr>
<tr>
<td>Global Programme</td>
<td>2,094.5</td>
<td>10.5%</td>
</tr>
<tr>
<td>Total</td>
<td>2,299.0</td>
<td>10.5%</td>
</tr>
</tbody>
</table>

### Integrated Budget (A + B + C)

<table>
<thead>
<tr>
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<th>Approved 2014-2017</th>
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<tr>
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Approved 2014-2017 (E/ICEF/2016/AB/L2/Rev.1) MTR

PROVISIONAL 2018-2021
IRRF- indicative total resources by Goal Area

GOAL AREA 1 - EVERY CHILD SURVIVES AND THRIVES

GOAL AREA 2 - EVERY CHILD LEARNS

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

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

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

$7,698.8
40.0%

$3,733.9
19.4%

$2,309.6
12.0%

$3,849.4
20.0%

$1,655.2
8.6%

$1,656
OR $6,044

RR $828
OR $3,021

RR $497
OR $1,813

RR $356
OR $1,299

RR $803
OR $2,931

UNICEF for every child
The Use of RR (2014-2016 actuals)

RR expenditures by Budget Category

➤ 75% of RR spent on Programmes
  • 71% on country programmes
  • 4% on the Global & Regional Programmes

➤ 17% of total RR spent on Institutional Budget
  • 9% on development effectiveness
  • 7% on management
  • 1% on UNDC and Special purpose

➤ 8% invested in private sector fund raising

RR expenditures by Location

➤ 82% of RR spent by field offices (COs and ROs)
➤ 18% by HQ offices (NY, Copenhagen, Brussels, Geneva, Tokyo, Budapest)
Investment in Country Programmes grows by 18%.

Special purpose increase reflects PSFR investments.

In the approved 2014-2017 plan (E/ICEF/2013/AB/L.4), the institutional budget represented 11.9% of the total integrated budget. When compared with the 2014-2017 MTR, the 2018-2021 institutional budget decreases from 10.5% to 10% of the total integrated budget.
Integrated Budget by Key Cost Category

2018-2021

Development Activities (Programme and Development Effectiveness)
- 87.2%

UN Development Coordination
- 5.6%

Management Activities
- 7.1%

Special Purpose
- 0.1%
PROGRAMME / IB EXPENDITURE TREND

(in millions of US dollars)

Programmes, 2021
Growth since 2012: 59%

Institutional Budget, 2021
Growth since 2012: 34%
Thank you

Questions & Answers