Executive Board Orientation

Resourcing the results of the Strategic Plan

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UNICEF funding model & approach

- 100% voluntary contributions
- Regular Resources (RR) — unrestricted
- Other Resources (Regular or Emergency) — earmarked
- Fundraising is a UNICEF-wide responsibility
- Leads for public and private sector fundraising:
  - Public Partnerships Division (PPD)
  - Private Fundraising and Partnerships Division (PFP)
21% growth needed in revenue to meet Strategic Plan results for 2018-21
Our business model

72% / 26%

Public Sector Revenue / Private Sector Revenue

Other Revenue: 2%
Diverse portfolio of RR resource partners (2017)

Regular Resources by type of Resource Partner by Contributions Received, 2017

- Public Sector, $521 M, 45%
- Private Sector, $645 M, 55%
- Total $1,116 M

Top 10 Resource Partners to Regular Resources by Contributions Received, 2017

<table>
<thead>
<tr>
<th>Rank</th>
<th>Resource Partners</th>
<th>Regular Resources US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>United States of America</td>
<td>132,500,000</td>
</tr>
<tr>
<td>2</td>
<td>Japan NC</td>
<td>111,292,625</td>
</tr>
<tr>
<td>3</td>
<td>Republic of Korea NC</td>
<td>99,290,126</td>
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<tr>
<td>4</td>
<td>Sweden</td>
<td>84,527,727</td>
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<tr>
<td>5</td>
<td>The United Kingdom</td>
<td>53,891,275</td>
</tr>
<tr>
<td>6</td>
<td>Spanish NC</td>
<td>52,801,476</td>
</tr>
<tr>
<td>7</td>
<td>Norway</td>
<td>47,970,048</td>
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<tr>
<td>8</td>
<td>Germany NC</td>
<td>44,198,400</td>
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<tr>
<td>9</td>
<td>France NC</td>
<td>43,805,980</td>
</tr>
<tr>
<td>10</td>
<td>Sweden NC</td>
<td>41,826,049</td>
</tr>
</tbody>
</table>

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
Thematic Funds aligned to Strategic Plan results (2017)

Thematic Contributions by Sector, 2017

- Humanitarian: $164 M (45%)
- Health: $16 M (4%)
- HIV and AIDS: $13 M (4%)
- Water, Sanitation and Hygiene: $33 M (9%)
- Education: $87 M (24%)
- Nutrition: $17 M (5%)
- Child Protection: $27 M (8%)
- Social Inclusion: $5 M (1%)
- Gender: $1 M (0%)

TOTAL: $363 M

Top 10 Resource Partners to Thematic Funding by Contributions Received, 2017

- Norway: $71.2 M
- Sweden: $42.1 M
- Germany, NC: $32.4 M
- Netherlands: $32.1 M
- Denmark: $29.8 M
- United States of America, NC: $24.9 M
- United Kingdom, NC: $21.0 M
- Republic of Korea, NC: $16.0 M
- Japan, NC: $11.8 M
- Spain, NC: $7.3 M

Total
- Thematic Other Resources (regular)
- Thematic Other Resources (emergency)
Key Strategies for Resourcing the 2018-2021 Plan

1. **Demonstrate** results for children & value for money

2. **Enhance** partner visibility

3. **Nurture** relationships with traditional partners

4. **Expand** the funding base and **Invest** in shared value partnerships
Enabling our Joint Results

Commitment from all partners to increase flexible and predictable resources to achieve results for children
Thank You