Executive Board Orientation

Resourcing the Results of the Strategic Plan

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UNICEF funding model and approach

• 100% voluntary contributions

• Core Resources for Results (RR) — unrestricted & highest quality
• Other Resources (Regular or Emergency) — earmarked

• Resource Mobilisation 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 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

GOAL AREA 3: EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
RR: $438.1M
OR: $2,236.7M

GOAL AREA 4: EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
RR: $723.8M
OR: $3,695.4M

GOAL AREA 5: EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
RR: $323.8M
OR: $1,653.2M

RR: $10,058M
OR: $5,029M

RR: $4,878M
OR: $2,163M

RR: $5,029M
OR: $3,018M

RR: $4,878M
OR: $3,018M
UNICEF employs several streams to mobilize income and influence to deliver Strategic Plan results.
This map does not reflect a position by UNICEF on the legal status of any country or territory or the delimitation of any frontiers.
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
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**

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**Core Resources for Results (RR) by type of Resource Partner by income, 2021**

- **Public sector**: $533 M (38%)
- **Private sector**: $754 M (53%)
- **Other income**: $121 M (9%)

**Top 10 Resource Partners to RR by Contributions Received, 2021**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Resource Partners</th>
<th>Regular Resources US$ Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Japan NC</td>
<td>150</td>
</tr>
<tr>
<td>2</td>
<td>United States of America</td>
<td>134</td>
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<tr>
<td>3</td>
<td>Germany</td>
<td>84</td>
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<tr>
<td>10</td>
<td>Italy NC</td>
<td>47</td>
</tr>
</tbody>
</table>

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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. Other income includes income from interest, procurement services and other sources.
4. Private sector includes income from foundations, individuals, Non-Governmental Organizations, UNICEF National Committees and UNICEF Country Offices.
Thematic Funds aligned to Strategic Plan results (2021)

Thematic Contributions by Sector, 2021

- Social Protection, Inclusion, and Governance: US$15 million (2%)
- WASH: US$60 million (8%)
- Child Protection: US$25 million (3%)
- Humanitarian Action: US$410 million (54%)
- Safe and Clean Environment: US$13 million (2%)
- Nutrition: US$72 million (10%)
- HIV and AIDS: US$1 million <1%
- Health: US$40 million (5%)
- Gender Equality: US$4 million (1%)
- Education: US$106 million (14%)
- Flexible Country Thematic Funding: US$9 million (1%)

Top 10 Resource Partners to Thematic Funding by Contributions Received, 2021

- Germany: 157.7 million
- United States: 130.9 million
- Denmark: 77.2 million
- Sweden: 64.2 million
- Norway: 53.2 million
- Germany's National Committee: 37.4 million
- Czech Republic: 22.8 million
- Netherlands: 19.9 million
- United Kingdom's National Committee: 26.4 million
- Canada's National Committee: 13.4 million

Thematic Other Resources (emergency)
- Thematic Other Resources (regular)
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