Orientation for the 2024 Executive Board

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 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 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

$5,029M (20%)
$3,018M (12%)
$4,878M (19%)
$2,163M (9%)
$10,058M (40%)

RR: $30,000
OR: $50,000
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)**

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**National Committee presence**

| Andorra                      | Hungary                               |
| Australia                    | Iceland                                |
| Austria                      | Ireland                                |
| Belgium                      | Israel                                 |
| Canada                       | Italy                                  |
| Czechia                      | Japan                                  |
| Denmark                      | Lithuania                              |
| Finland                      | Luxemburg                              |
| 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

49% → 33% → 14%
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
UNICEF Executive Board – 2022 Second Regular Session

Item 5: Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021

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

Total expenditures: $40.2 billion

(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