Resourcing the Results of the Strategic Plan

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Orientation for the 2021 Executive Board members
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UNICEF funding model and approach

• 100% voluntary contributions

• Regular resources (RR) — unrestricted & highest quality
• 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)
At the heart of the matter: resources for results

$25.1\text{ billion}$ needed to meet Strategic Plan results for 2018-2021

- **69%** public sector
- **28%** private sector
- **3%** other income

- **25%** regular resources (unrestricted)
- **75%** other resources, including **15% target** softly earmarked thematic funds
2018-2021 Strategic Plan
Integrated Resources and Results Framework

GOAL AREA 1: EVERY CHILD SURVIVES AND THRIVES
RR: $2,522M
OR: $7,536M

GOAL AREA 2: EVERY CHILD LEARNS
RR: $1,261M
OR: $3,768M

GOAL AREA 3: EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
RR: $757M
OR: $2,261M

GOAL AREA 4: EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
RR: $1,223M
OR: $3,655M

GOAL AREA 5: EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
RR: $542M
OR: $1,620M

- $10,058M (40%)
- $5,029M (20%)
- $3,018M (12%)
- $4,878M (19%)
- $2,163M (9%)
Public and Private Sector Funding Streams

UNICEF employs a number of fundraising streams to raise the resources that it needs for its programmes.

PRIVATE SECTOR REVENUE STREAMS
- Individual donors
- Key influencers (Philanthropists and Foundations)
- Business

PUBLIC SECTOR REVENUE STREAMS
- Traditional government partners
- New and emerging government partners
- International Financial Institutions (IFIs)
- Global Programme Partnerships (GPPs)
- UN Joint Programmes

PUBLIC & PRIVATE SECTOR REVENUE STREAMS
- Multi-stakeholder partnerships
- Innovative finance arrangements
UNICEF offices around the world

This map does not reflect a position by UNICEF on the legal status of any country or territory or the delimitation of any frontiers.
A critical area for the organization 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 (2019)

Thematic contributions by sector, 2019

- $345 M
  - Health $14 M (4%)
  - NUTRITION $16 M (5%)
  - EDUCATION $94 M (24%)
  - WASH $32 M (9%)
  - SOCIAL PROTECTION, INCLUSION AND GOVERNANCE $3 M (1%)
  - HIV AND AIDS $7 M (2%)
  - CHILD PROTECTION $34 M (10%)
  - SAFETY AND CLEAN ENVIRONMENT $1 M (<1%)
  - HUMANITARIAN ACTION $145 M (42%)

Top 10 resource partners to thematic funding, by contributions received, 2019

- Norway: $75.3 million
- Sweden: $44.1 million
- Germany: $36 million
- Netherlands: $28.6 million
- Denmark: $22.2 million
- United States of America: $20.6 million
- United Kingdom: $13.5 million
- Norway, NC: $10.5 million
- Japan: $8.8 million
- Korea: $8.8 million
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 and **invest** in shared value partnerships

4. **Grow** our **regular resources** (core funding) and **thematic funding** to reach funding compact targets:
   - 30% regular resources
Thank You.