Structured Dialogue on Financing the Results of the UNICEF Strategic Plan, 2022–2025

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Item 5: Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025
Reference documents: E/ICEF/2026/27 ; UNICEF/2026/EB/11

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for every child

Message 1: 2025 was a structural break, not a temporary dip

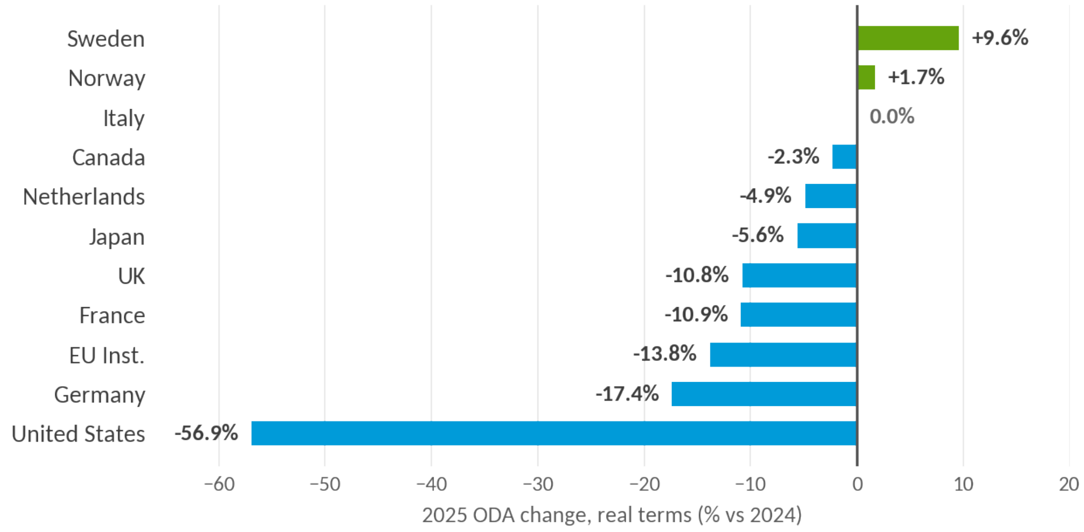
–23.1% ODA in 2025, in real terms — reversing a decade of growth

-27% Core contributions to the UN system — largest annual drop on record

-5.8% Further ODA decline projected for 2026

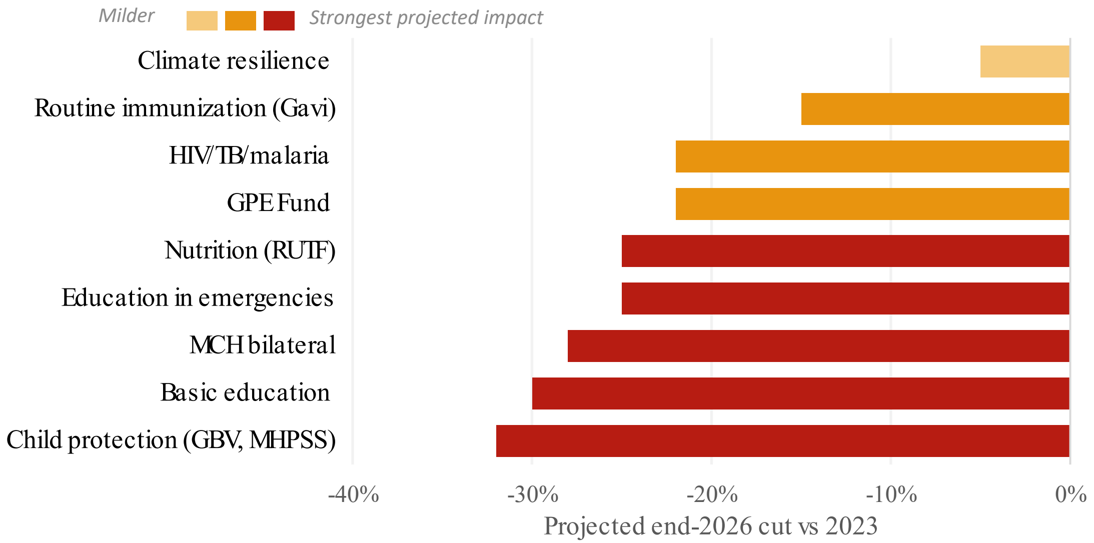
Defense is displacing development — yet children are part of the security equation

2025 ODA CHANGE BY MAJOR DONOR



Sources: OECD (2026) , Flows by donor

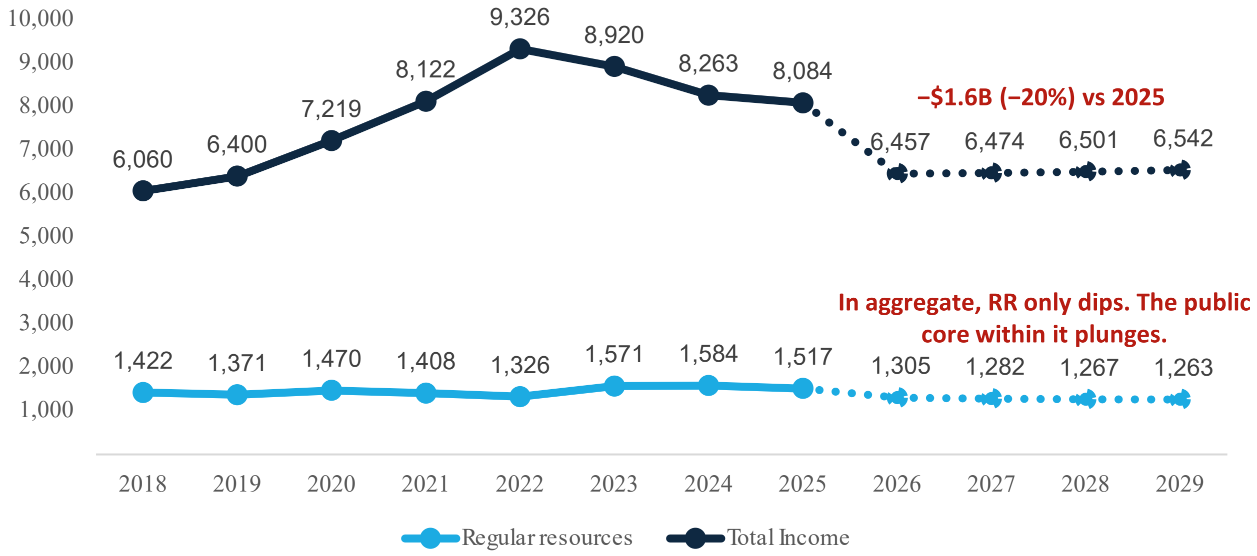
SECTORAL CUTS 2026



Message 2: For UNICEF, income held — flexibility didn't

Income held at $8.08 billion in 2025 — but resilience rested on multi-year commitments, timing and one-off measures, and masked a historic imbalance.

UNICEF income vs. Regular Resources, 2018–2025 (US$ millions)



19% — **Core as a share of total income**
Only one dollar in five is flexible

81% — **Earmarked as a share of total income**
Flexibility eroding when crises demand it most

11% — **Core as a share of Member States contributions**
vs. 30% Funding Compact target

$353M — **Public sector core collapsed by 31%**
One of the lowest levels in UNICEF history — 6% of public sector income; key partners discontinued RR entirely

$812M — **Record private sector core — 54% of all RR**
All top 5 RR contributors are National Committees — but private giving to UNICEF cannot replace member states contributions

$331M — **Thematic funding fell to a decade low**
5% of OR against the 15% Funding Compact target — only 14 Governments contributed, down from 19

Message 3: Public and private – two engines, one mission

TOTAL INCOME 2025 — $8.08B

Public 69%	Private 27%	

Public $5.5B (▼9% vs 2024) · **Private $2.2B (▲20%)** · Other 4%

2025 income: 117 Governments, incl. EC · IFIs and GPPs · 10+ million individual supporters · 8,100+ philanthropists and foundations · 18,800+ businesses

CORE RESOURCES (RR) 2025 — $1.52B

Public 23%	Private 54%	Other 23%

Public $353M · **Private $812M — all top five core contributors now National Committees, ten million citizens strong**

Complementarity in action

SWEDEN × GAZA, 2026
Sweden's largest ever — one crisis, two engines, one match

$46M public + **$82M** private = **$128M** for Gaza

Government $40M for education & health, matched ×2 by the Akelius Foundation ($80M) and Postcode Lottery ($2M). The government later added a further $6M for WASH.

Funding Compact slipping: *only 20 of 50 RR-contributing Governments met their core commitment (down from 24); among the top 30 donors, only Belgium and Norway reached the 30% benchmark.*

Just 3 of the top 10 RR partners are Member States.

Public sector core remains irreplaceable in scale, predictability and collective burden-sharing.

10 million citizens have placed their trust in UNICEF — and lifted private core to a record $812M. **The next move belongs to Member States: renew the core to sustain UNICEF's global mandate and capacity to respond to the needs of children.**

Example: Venezuela – complementary funding, one response

When crisis strikes, four funding streams sequence into a single integrated response — each doing what only it can do, over the course of a response.

FIRST 24 HOURS | **DAY 10** | **MONTH 1**

Core (EPF)
Emergency Programme Fund — core-backed release within hours: teams and supplies moving before the first pledge arrives
$2.5M

Thematic (GHTF)
Global Humanitarian Thematic Fund — flexible top-up steered to needs as they emerge on the ground
$1M

Earmarked
Bilateral earmarked contributions — scale behind defined programmes once the response takes shape
$28.5M

Pooled
Pooled funding — sustained, coordinated coverage carrying the response through recovery
$10M

◀ *Maximum flexibility, agility and speed*

Maximum scale ▶

81+ MT of supplies delivered

198 health facilities supplied with medicines

4 Child friendly spaces established

80,000 L/day of water available

Core (EPF) + Thematic (GHTF) + Earmarked + Pooled = one integrated response

No single funding instrument delivered this — the mix did. This is the funding architecture the compact protects.

Message 4: Flexible funding reaches children no other money can

Core and thematic resources are catalytic: they strengthen systems, unlock domestic investment and sustain principled action in crisis — yet thematic funding fell to $331 million, its lowest level in a decade.

$73M / year
Kyrgyzstan
Government commitment leveraged for a universal child benefit reaching 450,000 young children

410,000
Myanmar
People reached with explosive ordnance risk education in conflict

200,000
Afghanistan
People reached with safe water within weeks of a returnee surge — thanks to flexible humanitarian thematic funds

–25%
Nicaragua
Reduction in child mortality since 2020, driven by RR investment in community health systems

At risk: only 14 Governments contributed thematically in 2025 (down from 19), and Member State thematic funding stands at 4% of non-core — against 15% Funding Compact target.

Earmarked funding reaches the children the world sees. Core reaches the children the world risks to overlook.

The opportunity: the right mix, at the right moment

With ODA projected to fall a further 5.8% in 2026, the **question is not whether resources will tighten** — it is **what we choose to protect together**. **The right funding mix is the most powerful lever this Board holds — commit core, go thematic, pledge multi-year**

1

Reverse erosion

Every dollar of core restored toward the 30% compact commitment protects the foundation that all other funding builds on — before projected cuts compound a historic low

2

Grow quality

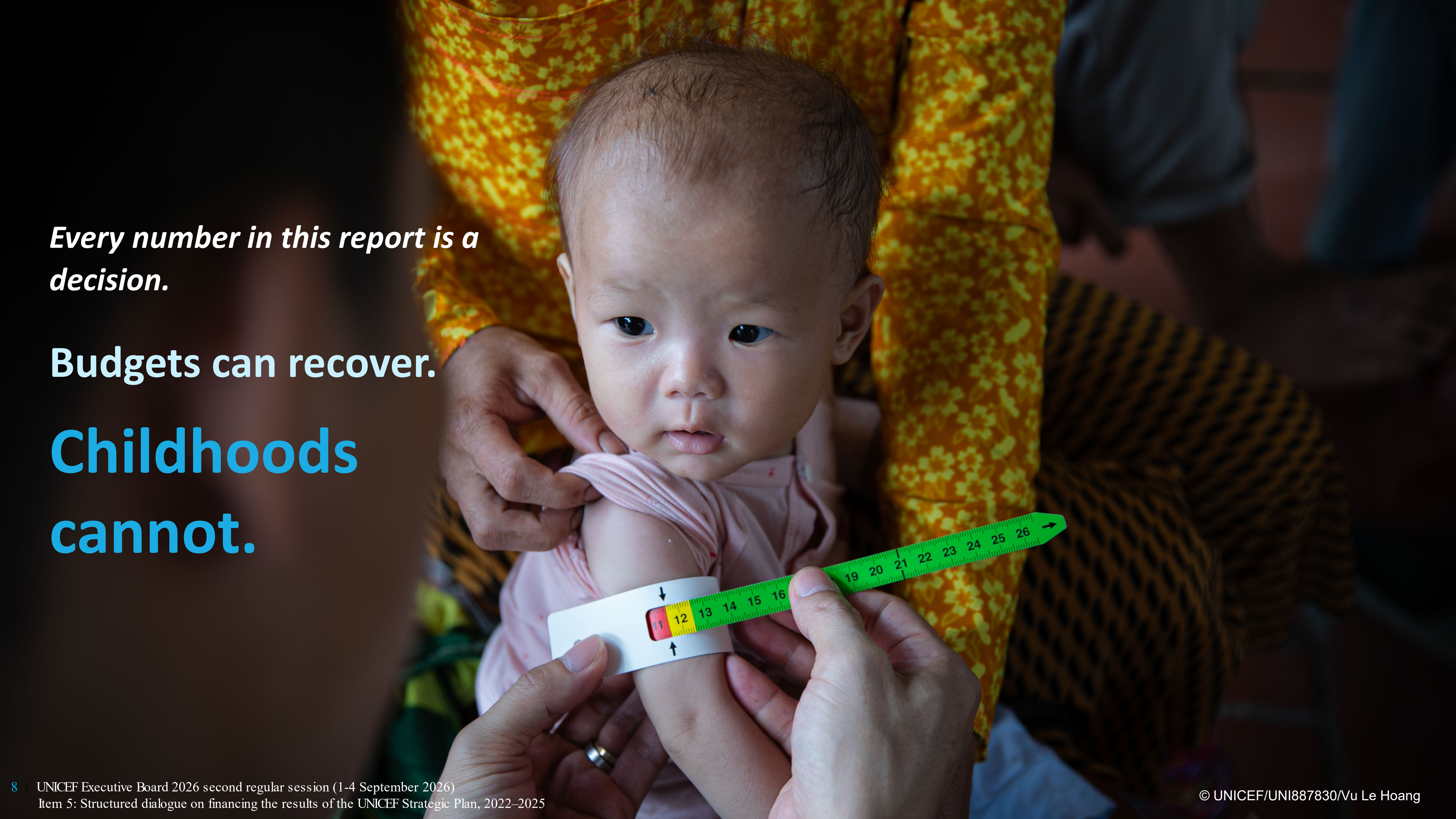
Grow flexible thematic contributions — 15% of non-core by 2027 — and Strategic Plan-aligned earmarking, so every contribution reaches the contexts headlines miss

3

Go multi-year

Multi-year commitments for 2026–2029 convert the same resources into greater certainty — and certainty into results as the landscape contracts

Key proposition: The **Funding Compact** is our **shared blueprint** for the new SP 2026-2029; what remains is to **act on it, together**. UNICEF is governed by this Board and relies entirely on voluntary contributions — **citizens have shown what solidarity looks like; the ask to Member States is to match it**.



Every number in this report is a decision.

Budgets can recover.

Childhoods cannot.

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