



## Economic and Social Council

Distr.: Limited  
13 December 2021

Original: English

**For decision**

---

### United Nations Children's Fund

Executive Board

**First regular session 2022**

8–11 February 2022

Item 11 of the provisional agenda\*

### **Private Fundraising and Partnerships: 2022 workplan and proposed budget**

#### *Summary*

The present report provides an overview of the Private Fundraising and Partnerships (PFP) workplan and proposed budget for 2022. The workplan and proposed budget describe the financial and non-financial activities and results to be achieved and the resources required by PFP in 2022. The workplan and proposed budget are aligned with the UNICEF Strategic Plan, 2022–2025 and the UNICEF integrated budget, 2022–2025. Elements of a decision for consideration by the Executive Board are provided in section VII.

---

\* E/ICEF/2022/1.



## Contents

	<i>Page</i>
I. Overview .....	3
II. Achievements in 2021 .....	4
III. Private sector fundraising in the Strategic Plan, 2022–2025 .....	8
A. Digital fundraising .....	8
B. Major donors .....	8
C. Frontier markets .....	9
D. Engaging with business .....	9
E. Financing for children .....	9
F. Programming in high-income countries .....	10
IV. Key expected results for 2022 .....	10
Outcome 1 .....	11
Outcome 2 .....	12
Outcome 3 .....	12
Outcome 4 .....	13
V. Revenue and expenditure projections for 2022 .....	15
A. Planning methodology .....	15
B. Revenue .....	15
C. Expenditures .....	16
1. Development effectiveness costs (institutional budget) .....	16
2. Management costs (institutional budget) .....	16
3. Special purpose costs .....	17
D. Net private sector surplus .....	18
VI. Human resources: Post changes .....	21
VII. Draft decision .....	21
Annex	
Summary of post changes proposed for 2022 .....	22

## I. Overview

1. The workplan and proposed budget for the Division of Private Fundraising and Partnerships (PFP, or ‘the Division’) are submitted to the Executive Board for its consideration and approval on an annual basis.
2. As in 2020, despite 2021 being a challenging year marred by the global coronavirus disease 2019 (COVID-19) pandemic, UNICEF continued to significantly grow its engagement with private sector supporters. Latest estimates indicate that total revenue in 2021 will be some \$1.9 billion, which will be \$377 million (25 per cent) higher than the plan for 2021 and \$271 million (17 per cent) higher than actual revenue in 2020.
3. Importantly, total regular resources revenue (RR) from the private sector is projected to contribute \$756 million to total RR in 2021. Total other resources (OR) revenue from the private sector in 2021 is projected to contribute \$1.1 billion to total OR revenue in 2021, including other resources (emergency; ORE) revenue of \$560 million.
4. The Division, together with the National Committees for UNICEF and UNICEF country offices, aims to generate income and influence at scale from the private sector to contribute to the delivery of results established in the UNICEF Strategic Plan, 2022–2025, based on the following six strategic priorities:
  - (a) Scaling up digital fundraising;
  - (b) Optimizing major donor engagement by generating income, and by leveraging their voices, investments and expertise;
  - (c) Developing effective strategies for fundraising growth in frontier markets;
  - (d) Continuing to mainstream working with business to deliver results for children, to generate income and to leverage non-financial resources, such as innovation, expertise and core assets;
  - (e) Scaling up financing for children;
  - (f) Supporting National Committees and country offices on programming in high-income countries.
5. The PFP workplan for 2022 coincides with the first year of the Strategic Plan, 2022–2025. The workplan comprises four outcomes:
  - (a) Sustainable private sector income growth is diversified and further accelerated to raise \$7.2 billion in private sector revenue (net), of which \$3.4 billion is RR, from 2022 to 2025;
  - (b) Engagement and investment with private sector stakeholders enhances systems, services and practices for children and young people at scale;
  - (c) Income and influence at scale for children and young people is accelerated through the public and private sectors working together on financing, leveraging and advocacy efforts; and
  - (d) The PFP business model enables effective partnership and engagement to accelerate income and influence for children and young people.
6. Total private sector revenue is projected to reach \$1.65 billion in 2022, a decrease of \$232 million (or 12 per cent) from the latest estimates for 2021. UNICEF is confident that private sector donor support for its COVID-19 Vaccine Global Access (COVAX) Facility-related activities will remain strong into 2022 but, given

the inherent unpredictability of emergencies, has decreased the ORE revenue projection compared with the latest estimates for 2021.

7. To achieve these outcomes, and aligned with the UNICEF integrated budget 2022–2025, for 2022, PFP proposes a total budget of \$267 million, comprising a \$158 million budget funded by RR, \$96 million funded by OR and an institutional budget of \$13.5 million.

## **II. Achievements in 2021**

8. In 2021, National Committees and private sector fundraising country offices are projected to have unprecedented success in raising funds for children. In all fund categories, private sector revenue is expected to exceed both the 2021 budgeted amount and the 2020 actual revenue.

9. The 2021, total private sector revenue is estimated to be \$1.9 billion, which is \$377 million (25 per cent) above the 2021 budgeted goal and \$271 million (17 per cent) more than the 2020 actual revenue. Private sector revenue is projected to contribute \$756 million to RR in 2021. This is \$83 million (12 per cent) more than the 2021 RR goal of \$673 million and \$36 million (5 per cent) more than the 2020 actual RR revenue. The private sector contribution to OR in 2021 is estimated at \$1.12 billion. This is \$294 million (35 per cent) more than the 2021 budgeted goal of \$831 million and \$235 million (26 per cent) more than the 2020 actual OR revenue.

10. The private sector contribution to emergency revenue for 2021 is projected at \$560 million, a \$395 million (239 per cent) increase over the 2021 budgeted figure of \$165 million and \$269 million (93 per cent) more than the 2020 actual revenue. This growth was the result of efforts by PFP to mitigate the risks associated with pledge (regular) and cash donations amid the COVID-19 pandemic and its ability to harness opportunities related to the COVAX Facility, including a \$70 million donation from the LEGO Foundation.

11. UNICEF developed two innovative solutions for financing investments in fundraising activities in 2021. The first was an arrangement between the World Bank and UNICEF to raise \$50 million in additional financing for investment in private sector fundraising activities in emerging markets through the issuance of a financial instrument, which was approved on a pilot basis by the Executive Board. The second was the creation of the Dynamo Revolving Fund to provide a sustainable investment mechanism for UNICEF to drive private sector fundraising growth.

12. The estimated PFP expenditure for 2021 is \$233 million as at 1 October 2021, compared with an approved budget for operating expenditure and investment funds of \$224 million and an additional approved budget of \$50 million related to the World Bank arrangement. The use of the RR-funded special purpose budget, including investment funds, is projected to be \$163 million, which is 100 per cent of funds allocated to PFP to maximize investment in revenue generation. Other resources expenditure is projected to be \$70 million compared with the \$58 million ceiling approved for 2021. This increase is due to the integration of direct fundraising expenditure of World Bank funding into PFP financial reporting.

13. In 2021, PFP and the Information and Communication Technology Division (ICTD), with contributions from country and regional offices, further developed the Supporter Engagement Strategy by designing a core package configuration for a digital fundraising platform. This new configuration will connect the system and database for customer relationship management to the payment systems, social media and email accounts, as well as to call centres and face-to-face teams, while ensuring that the data and privacy of donors are protected. It will increase supporter retention, their conversion into donors, and efficiency in operations.

14. The Division continued to work with the UNICEF Programme Group (formerly “Programme Division”) to equip country offices to engage with businesses. Capacity-building achievements include: 1,441 UNICEF staff completed business for results e-learning in English, French or Spanish. The foundational knowledge from the e-learning was built on during online training in 55 country offices. The Division continued to document good practices and build the evidence base. It also continued to support the advocacy work of the National Committees, with particular attention to the continued impact of the COVID-19 pandemic, including in the area of mental health, and supported through the launch of *The State of the World’s Children 2021* report and the associated campaign “On My Mind”.

Table 1  
**Statement of revenue and expenditure**  
**2020 actual results, 2021 approved budget, 2021 latest estimates and 2022 proposed budget**  
(in millions of United States dollars<sup>a</sup>)

	2020 actual			2021 approved			2021 latest estimates			2022 proposed			2022 vs. 2021 approved	
	Regular resources (RR)	Other resources (OR)	Total	RR	OR	Total	RR	OR	Total	RR	OR	Total	Amount	Percentage
<b>Private sector revenue</b>														
Revenue from greeting cards and products	4.1	–	4.1	5.0	–	5.0	5.0	–	5.0	5.0	–	5.0	–	0%
Private sector fundraising contributions	715.8	889.2	1 605.0	667.6	830.6	1 498.2	750.9	1 124.0	1 874.9	788.7	855.1	1 643.8	145.6	10%
National Committees	680.2	687.9	1 368.1	634.0	629.8	1 263.8	714.0	810.0	1 524.0	749.5	592.6	1 342.1	78.3	6%
Country offices	35.6	201.3	236.9	33.6	200.8	234.4	36.9	314.0	350.9	39.2	262.5	301.7	67.3	29%
Other revenue	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total private sector revenue</b>	<b>719.9</b>	<b>889.2</b>	<b>1 609.1</b>	<b>672.6</b>	<b>830.6</b>	<b>1 503.2</b>	<b>755.9</b>	<b>1 124.0</b>	<b>1 879.9</b>	<b>793.7</b>	<b>855.1</b>	<b>1 648.8</b>	<b>145.6</b>	<b>10%</b>
<b>Private Fundraising and Partnerships (PFP) expenditures</b>														
<b>A. Development effectiveness costs</b>	<b>3.9</b>	<b>–</b>	<b>3.9</b>	<b>4.2</b>	<b>–</b>	<b>4.2</b>	<b>4.0</b>	<b>–</b>	<b>4.0</b>	<b>4.9</b>	<b>–</b>	<b>4.9</b>	<b>0.6</b>	<b>15%</b>
National Committee relations	3.9	–	3.9	4.2	–	4.2	4.0	–	4.0	4.9	–	4.9	0.6	15%
<b>B. Management costs</b>	<b>7.2</b>	<b>–</b>	<b>7.2</b>	<b>8.3</b>	<b>–</b>	<b>8.3</b>	<b>7.5</b>	<b>–</b>	<b>7.5</b>	<b>8.7</b>	<b>–</b>	<b>8.7</b>	<b>0.3</b>	<b>4%</b>
Director's Office and Strategic Planning	1.3	–	1.3	1.6	–	1.6	1.4	–	1.4	1.6	–	1.6	0.1	5%
Operations and Finance	5.9	–	5.9	6.8	–	6.8	6.1	–	6.1	7.0	–	7.0	0.2	3%
<b>C. Special purpose costs</b>	<b>149.3</b>	<b>53.4</b>	<b>202.7</b>	<b>153.0</b>	<b>58.4</b>	<b>211.4</b>	<b>151.4</b>	<b>69.8</b>	<b>221.3</b>	<b>157.6</b>	<b>96.0</b>	<b>253.6</b>	<b>42.2</b>	<b>20%</b>
Private sector fundraising and partnerships	34.8	0.3	35.1	36.8	1.2	38.0	34.7	0.4	35.1	40.9	1.0	41.9	3.9	10%
Country office support <sup>a</sup>	5.6	–	5.6	7.0	–	7.0	6.1	–	6.1	7.6	–	7.6	0.6	8%
Country office direct fundraising costs	2.5	52.6	55.1	3.9	56.4	60.3	2.1	55.0	57.1	3.0	58.0	61.0	0.7	1%
Communication and Marketing	12.1	0.3	12.4	11.1	–	11.1	11.9	0.3	12.2	11.2	–	11.2	0.1	1%
Procurement	1.1	–	1.1	1.5	–	1.5	1.1	–	1.1	1.5	–	1.5	0.0	3%

	2020 actual			2021 approved			2021 latest estimates			2022 proposed			2022 vs. 2021 approved	
	Regular resources (RR)	Other resources (OR)	Total	RR	OR	Total	RR	OR	Total	RR	OR	Total	Amount	Percentage
Engagement with private sector, including advocacy and development finance	6.9	0.2	7.1	7.6	0.8	8.5	6.6	0.2	6.7	8.4	1.0	9.4	0.9	11%
Investment in fundraising	86.3	–	86.3	85.0	–	85.0	89.0	14.0	103.0	85.0	36.0	121.0	36.0	42%
<b>Total PFP expenditures</b>	<b>160.4</b>	<b>53.4</b>	<b>213.8</b>	<b>165.5</b>	<b>58.4</b>	<b>223.9</b>	<b>162.9</b>	<b>69.8</b>	<b>232.7</b>	<b>171.1</b>	<b>96.0</b>	<b>267.1</b>	<b>43.2</b>	<b>19%</b>
Licensing/sales expenditures of National Committees	0.8	–	0.8	0.7	–	0.7	0.7	–	0.7	0.7	–	0.7	–	0%
Impairment	5.1	0.1	5.2	–	–	–	–	–	–	–	–	–	–	0%
PFP foreign exchange gains (losses)	–	–	–	–	–	–	–	–	–	–	–	–	–	0%
<b>Net private sector surplus</b>	<b>553.6</b>	<b>835.7</b>	<b>1 389.3</b>	<b>506.4</b>	<b>772.2</b>	<b>1 278.6</b>	<b>592.3</b>	<b>1 054.2</b>	<b>1 646.5</b>	<b>621.9</b>	<b>759.1</b>	<b>1 381.0</b>	<b>102.4</b>	<b>8%</b>

<sup>a</sup> Country office support costs include the Country Office Development and Support Unit and regional support centres.

### III. Private sector fundraising in the Strategic Plan, 2022–2025

15. To contribute to the delivery of results for children, as outlined in the UNICEF Strategic Plan, 2022–2025, PFP, together with National Committees and country offices, aims to generate income and influence at scale from the private sector by accelerating engagement, investment and partnerships with the private sector; influencing the public and private sector to work together on financing, leveraging and advocacy for children; and driving an agile, enabling business model.

16. To this end, PFP has identified the following six strategic priorities:

- (a) Scaling up digital fundraising;
- (b) Optimizing major donor engagement, not just through income but by leveraging their voices, investments and expertise;
- (c) Identifying new and effective strategies for fundraising growth in frontier markets and accelerating them;
- (d) Continuing to mainstream working with business to deliver results for children, not just to generate income, but also to leverage their non-financial resources, such as innovation, expertise and core assets;
- (e) Identifying and scaling up financing for children;
- (f) Contributing to strengthened engagement by UNICEF in high-income countries.

#### A. Digital fundraising

17. To maintain the level of growth seen over the past two years, the acquisition and retention of individual donors, as well as building donor relationships and experience, will be critical to UNICEF success. The role of digital channels as an enabler of fundraising could not be clearer. Building on recent success, a new strategy was developed to accelerate the organization's transformation into a digital fundraising entity.

18. The new strategy includes utilizing the UNICEF donor database to gain insights that can help fundraisers to solicit better quality donors. New approaches to technology and new platforms will be adopted to provide a holistic view of the donor and to drive the integration of campaigns that can be supported by a tailored donor experience. Content will be created that provides a highly tailored experience based on what the donors value most, and will be delivered through digital channels.

19. This transformation will also increase integration and alignment between the Division of Global Communication and Advocacy (DGCA), ICTD and PFP, leveraging expertise and assets across the organization to accelerate digital transformation, and providing the platform for step change.

#### B. Major donors

20. The goal for private philanthropy during the new Strategic Plan period is to maximize the impact and effectiveness of private philanthropists to advance children's rights and well-being, through meaningful and effective relationships with them.

21. Communicating the role of UNICEF in the COVAX Facility was an important aspect of success during the pandemic. Continuing to position its clear comparative advantage in the philanthropic market will be key to the organization's further success. To do this, customized support will be dedicated to the top five fundraising



markets, and major donor programmes will be developed in five National Committees with significant market potential.

22. At the global level, multi-year engagement plans will be developed for the top 25 prospects using a targeted approach. The UNICEF International Council will grow to over 100 members during the Strategic Plan period, 2022–2025 and a global community of major gift officers will be created. A targeted, relationship-based approach to the top 25 faith- and membership-based organizations will be adopted, and a multi-faith initiative for grant-making partners will be developed.

### **C. Frontier markets**

23. To enable UNICEF to receive donations everywhere in the world, PFP will support non-structured private sector fundraising markets transitioning from middle- to high-income status with the greatest private sector fundraising opportunities. The Division will roll out an implementation road map that includes cost-effective solutions to build capacity on digital fundraising and donor relations, alongside private sector fundraising leadership training packages across regions.

24. Country offices with evidence of potential and a clear business case will be empowered to develop profitable and structured in-country fundraising. Country offices with underdeveloped private sector fundraising operations for programmes will be provided access to regional pooled funds. All country offices with existing private sector fundraising operations will have the resources and capacity to continue growing towards the full financial sustainability of their programmes, within the country and globally. The Division will also lead cross-divisional collaboration towards sustainable funding for programmes in emerging high-income countries and promote multi-country opportunities to enable fundraising and donation processing in all interested countries globally.

### **D. Engaging with business**

25. The new Strategic Plan highlights the importance of leveraging businesses to achieve the Sustainable Development Goals. Business for Results is an organizational change initiative that aims to equip UNICEF to engage with the world of business to bring about transformative change for children. Building on its existing experience, UNICEF is shifting the organization to leverage the full spectrum of engagement and partnership approaches, which involve:

(a) Working with business to access income, influence, innovation, data, expertise, market shaping and the social impact of the business sector; and

(b) Influencing business practices that have social consequences, working with business coalitions, state and private sector business influencers, as well as individual businesses.

26. The Programme Group and PFP co-lead the continued and accelerated roll out of the Business for Results initiative across UNICEF. The respective teams work with senior leadership in programme and planning across headquarters divisions, regional and country offices to embed business for results in programming and partnership approaches. This vision is operationalized through joint results indicators, reflecting the cross-divisional commitment in the new Strategic Plan, as well as in the respective office management plans of PFP and the Programme Group.

### **E. Financing for children**

27. Prior to the onset of the COVID-19 pandemic, the annual funding gap for the Sustainable Development Goals was estimated at \$2.5 trillion. Progress made on

children's rights over the past 25 years has already been lost due challenges induced by the pandemic, further widening this funding gap. The need to find new sources of funding and financing has never been greater.

28. UNICEF is uniquely placed to mobilize financing for children because of its private sector resource mobilization network that includes 33 National Committees, 24 in-country, private sector fundraising support units in UNICEF country offices, and a network of strong partnerships with public finance bodies, international financial institutions and Governments, including the 36 Member States of the UNICEF Executive Board.

29. The UNICEF approach to innovative finance is further described in the background paper entitled "update on the strategic approach to alternative/innovative finance" (UNICEF/2022/EB/5), which will be presented to the Executive Board at the current session.

## **F. Programming in high-income countries**

30. As indicated in the September 2021 "progress update to the Executive Board on UNICEF experience in high-income countries and in countries transitioning from upper-middle-income to high-income status within the framework of the UNICEF universal agenda for child rights" (E/ICEF/2021/26), the Convention on the Rights of the Child and the Sustainable Development Goals set the benchmarks for UNICEF to deliver results for children, wherever they come from and wherever they live. While UNICEF continues to focus attention on the low-income countries in most need, the organization will continue to strengthen programming responses and fundraising activities in all high-income countries, in line with its universal mandate.

31. To do so, UNICEF will continue to facilitate learning from practice and knowledge-sharing across all high-income countries. As a result, programming quality will be enhanced, and non-official development assistance resources increased to ensure additional programming capacities. Country offices and National Committees will be supported to enhance fundraising capability and leverage opportunities, in full respect of the commitment to prioritize the mobilization of resources in support of results for children in low-income countries.

32. Adapting global results and monitoring frameworks will further enhance the quality of programming in high-income countries, building on analyses of the situation of children emerging at the country level. Furthermore, strengthening benchmarks and systems to track enhanced financing and resource mobilization leveraged as a result of programming will provide a critical contribution to securing the overall sustainability of the work.

## **IV. Key expected results for 2022**

33. The Division developed four outcome results in its office management plan for the Strategic Plan period, 2022–2025 to drive the six strategic priorities and with the overall aim of generating income and influence at scale from the private sector for children. This section describes the specific activities and results to be achieved in 2022 under each outcome.

**Outcome 1**

Sustainable private sector income growth is diversified and further accelerated to raise \$7.2 billion in private sector revenue from 2022 to 2025, of which \$3.4 billion will be regular resources, for the UNICEF contribution to achievement of the Sustainable Development Goals.

34. The Division is aiming to raise \$1.1 billion in revenue from individual donors in 2022, comprising \$745 million from pledge donors, \$212 million from cash donors and \$103 million from legacies. This will be achieved based on the digital fundraising strategy, by acquiring new individual donors and retaining existing ones, as well as by building personal donor relationships. The Division will work with National Committees and country offices to engage with 10.6 million individual donors in 2022, of which some 2 million will be new, acquired through various digital and other activations (including 550,000 pledge donors, 1.4 million cash donors and 35,000 people who have expressed an interest in leaving a legacy donation to UNICEF).

35. The Division is aiming to raise revenue of \$186 million from philanthropists and membership-based organizations in 2022, comprising \$118 million from at least 200 major and mid-level donors, and \$68 million from 80 faith- and membership-based partnerships. While retaining and uplifting its current major donor relationships and faith- and membership-based partnerships, PFP will focus on acquiring new major donors, including from diasporas, with the support of peer-to-peer engagement, and by developing attractive global propositions that offer true partnership to ultra-high net worth individuals.

36. In collaboration with the Office of Research-Innocenti and other key stakeholders, PFP has designed a capital campaign on programming for children, which will be launched in 2022 with the support of a small number of leading philanthropists. In addition, in 2022, PFP aims to increase the number of major donors from 16 to 22 and, building on its success, to grow the UNICEF International Council membership from 76 to 82.

37. The Division is aiming to raise revenue of \$165 million in 2022 from foundations that align with the UNICEF mission and goals. It will achieve this through active engagement in existing foundation-led coalitions, such as philanthropic competitions, and by establishing a central role for foundations in UNICEF-led consortiums or multi-partner initiatives, such as public-private partnerships.

38. The Division is aiming to raise revenue of \$208 million from businesses in 2022. This will be achieved by PFP, together with National Committees and country offices, scanning the market, creating a pipeline of potential prospects that can drive the greatest impact for children, and securing high-value, multi-year corporate partnerships. The Division aims to leverage UNICEF emergency fundraising performance in recent years to grow existing corporate partnerships across geographies or channels, and to bring about a step change in the long-term growth of the corporate fundraising programme.

39. In addition to the specific activities for philanthropists and membership-based organizations, foundations and businesses outlined in the previous paragraphs and also a part of the major donors strategy, PFP, together with key National Committee and country office fundraising markets and private sector partners, has co-developed a strategy to engage billionaires who have the most influence for children globally.

**Outcome 2**

The spectrum of engagement and investment with private sector stakeholders enhances systems, services and practices for children and young people at scale.

40. The Division is aiming to engage 22.8 million individuals to support children's rights and thus be on the road to giving. Using insights to drive action for the UNICEF mission and global priorities, PFP will deploy marketing and engagement strategies, key messages and content for improved supporter experiences in National Committee and private sector fundraising markets. In 2022, PFP will start working with key UNICEF divisions to deploy and optimize customer relationship management platforms in 10 high-risk and high-potential markets, including Argentina, Brazil, Chile, Indonesia, Malaysia and Thailand and National Committees through an available implementing partner. To sustain growth, PFP will build a community of practice to share and exchange supporter-centric expertise, to grow the capacity of markets to reach, engage, convert and cultivate individuals through enhanced supporter experience and satisfaction as donors, volunteers and advocates.

41. Based on the strategy to engage with businesses, PFP will identify and negotiate global opportunities and support country offices and National Committees to leverage business sector expertise, innovation, data and core assets to accelerate results for children. Clear outcomes and recognition processes will be established to acknowledge investment by UNICEF offices and National Committees for non-financial engagement with private sector partners. Global metrics will be developed to measure the value and impact of the private sector in accelerating results for children. This work will be coordinated between headquarters divisions, regional and country offices and National Committees.

42. The Division will provide key influencers and foundations with clear advocacy messages on child rights issues and concerns, to leverage finance and domestic budgets in support of children's well-being and sustainable development. The Division will lead strategic engagement with multi-stakeholder platforms to leverage their reach and impact to address issues affecting children through advocacy, engagement, investment, collective action and public-private collaboration. This includes strengthening internal systems for responsive global relationship management, and harnessing global platforms convened by UNICEF, such as the Global Forum for Children and Youth which held its inaugural meeting from 7–9 December 2021.<sup>1</sup>

43. The Division will engage with the world of business to achieve results for children, contributing specialist knowledge and expertise on children's rights and responsible business conduct; innovations on business engagement in programmes; at-scale approaches to mobilizing the business world for children through regulation, policy and multi-stakeholder platforms; and developing and maintaining high-value corporate partnerships. In addition, PFP will co-lead, with the Programme Group, the roll-out of the Business for Results initiative across the organization.

**Outcome 3**

Income and influence at scale for children and young people are accelerated through the public and private sectors working together on financing, leveraging and advocacy efforts.

<sup>1</sup> <[www.childrencyouthforum.org/](http://www.childrencyouthforum.org/)>.

44. Within the framework of UNICEF policies and guidance, and based on the strategy on programming in high-income countries, in 2022, PFP will support National Committees to develop, implement and monitor strategic interventions within the scope of three main programming strategies identified for high-income countries: (1) evidence generation and knowledge management; (2) advocacy for systems change; and (3) social and behaviour change. The Division will facilitate knowledge-sharing across National Committees and country offices, and the delivery of dedicated guidance to secure the financial sustainability of these interventions, while looking for broader synergies in support of their fundraising work. Finally, PFP will strengthen the monitoring framework to better capture the important contribution of the National Committees to the Strategic Plan, 2022–2025, both in terms of income and influence.

45. Based on the financing for children strategy (see background paper UNICEF/2022/EB/5), PFP will implement financial innovation mechanisms strategically, at the most feasible scale and speed required to achieve sustainable results for children everywhere, particularly the most vulnerable. The Division will drive income and influence by developing catalytic public and private partnerships and financing instruments with private sector investors, philanthropists and multilateral donors.

#### **Outcome 4**

The UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people.

46. The PFP business model and its contribution to the organization's efficient and effective performance will be driven by the senior leadership and by fit-for-purpose, cross-cutting enabling functions, including finance and operations; strategic planning and monitoring; and programme coordination and content. Strategic governance of internal communication channels and products will be implemented to amplify and promote the work of PFP through engaging storytelling and supporting the Director's communication to staff. There will be a strengthened focus on digital workplace initiatives for effective knowledge exchange and improved efficiency, as well as the development and management of an integrated and collaborative private sector intranet site.

47. The Division will drive optimization and use of the common governance framework for the UNICEF-National Committee relationship and cooperation, implementation of the principles of good governance for National Committees, as well as alignment to the UNICEF child safeguarding policy, procedures and standards. The Division will provide support to country offices, including those with structured private sector fundraising operations and frontier and emerging markets, to integrate income and influence strategies into country programme documents, office accountabilities and management structures.

48. To ensure the PFP workforce is increasingly motivated and engaged, a diversity and inclusion strategy and staff well-being initiatives, including flexible work modalities, will be designed and implemented, together with effective and efficient recruitment and management of the employment life cycle of the PFP workforce across all contract modalities. Knowledge and insights will be generated and deployed effectively, innovatively and broadly, sharing good practices from within UNICEF, the sector and business. The Division will work in collaboration with other divisions, National Committees and regional and country offices, and will support markets to adopt and adapt good practices to improve their performance.

Table 2  
**Proposed budget, by expected results 1 January–31 December 2022**  
(in millions of United States dollars)

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
<b>Special purpose</b>	<b>157.6</b>	<b>96.0</b>	<b>253.6</b>
<b>Outcome 1: (Income): Sustainable private sector income growth is diversified and further accelerated to raise \$7.2 billion of private sector revenue from 2022 to 2025, of which \$3.4 billion will be regular resources, for the UNICEF contribution to achievement of the Sustainable Development Goals</b>	<b>122.5</b>	<b>95.0</b>	<b>217.5</b>
Output 1.1: Market development	14.8	–	14.8
Output 1.2: Income from pledge and cash donors	94.9	94.0	188.9
Output 1.3: Income from legacy donors	0.9	–	0.9
Output 1.4: Income from philanthropists and membership-based organizations	2.9	–	2.9
Output 1.5: Income from foundations	2.8	–	2.8
Output 1.6: Income from business	6.1	1.0	7.1
<b>Outcome 2: (Influence): The spectrum of engagement and investment with private sector stakeholders enhances systems, services and practices for children and young people at scale</b>	<b>7.5</b>	<b>1.0</b>	<b>8.5</b>
Output 2.1: Influence from individuals	1.5	–	1.5
Output 2.2: Influence from key influencers – leveraging assets	1.0	–	1.0
Output 2.3: Influence from key influencers – leveraging voice and finance	0.3	–	0.3
Output 2.4: Influence from business stakeholders	4.7	1.0	5.7
<b>Outcome 3: (Income and influence from public and private): Income and influence at scale for children and young people are accelerated through the public and private sectors working together on financing, leveraging and advocacy efforts</b>	<b>2.4</b>	<b>–</b>	<b>2.4</b>
Output 3.1: Programming in high-income countries	1.2	–	1.2
Output 3.2: Development finance	1.2	–	1.2
<b>Outcome 4: (Cross-cutting enablers): UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people</b>	<b>25.1</b>	<b>–</b>	<b>25.1</b>
Output 4.1: Agile and responsive business model	8.1	–	8.1
Output 4.2: Internal communication and staff engagement	2.7	–	2.7
Output 4.3: Decentralized and empowered governance and oversight	1.4	–	1.4
Output 4.4: Dynamic people and inclusive culture	1.0	–	1.0
Output 4.5: Brand and marketing	7.2	–	7.2
Output 4.6: Evidence and knowledge management – Data, market and business intelligence	4.8	–	4.8
<b>Development effectiveness</b>	<b>4.9</b>	<b>–</b>	<b>4.9</b>
<b>Outcome 3: (Income and influence from public and private): Income and influence at scale for children and young people are accelerated through the public and private sectors working together on financing, leveraging and advocacy efforts</b>	<b>0.3</b>	<b>–</b>	<b>0.3</b>
Output 3.1: Programming in high-income countries	0.3	–	0.3

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
<b>Outcome 4: (Cross-cutting enablers): UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people</b>	<b>4.6</b>	<b>–</b>	<b>4.6</b>
Output 4.3: Decentralized and empowered governance and oversight	4.6	–	4.6
<b>Management</b>	<b>8.7</b>	<b>–</b>	<b>8.7</b>
<b>Outcome 4: (Cross-cutting enablers): UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people</b>	<b>8.7</b>	<b>–</b>	<b>8.7</b>
Output 4.1: Agile and responsive business model	8.4	–	8.4
Output 4.4: Dynamic people and inclusive culture	0.3	–	0.3
<b>Total proposed budget for achieving results</b>	<b>171.1</b>	<b>96.0</b>	<b>267.1</b>

## V. Revenue and expenditure projections for 2022

### A. Planning methodology

49. The format and presentation of the PFP proposed budget is aligned with the UNICEF integrated budget, 2022–2025. The activities and results of PFP support the achievement of UNICEF development effectiveness, management and special purpose results.

50. The PFP expenditures under the development effectiveness and management categories were approved by the Executive Board in September 2021 as part of the UNICEF integrated budget, 2022–2025. The PFP expenditures budgeted under the special purpose category in 2022 are presented to the Board for approval in this submission.

51. Three revenue and expenditure scenarios are presented to the Executive Board: low, medium, and high (see table 3). The medium, or most realistic, scenario, is based on information received from the fundraising markets in October 2021, exchange rate projections, the assumption that COVAX-related giving to ORE will be sustained, and the successful implementation of the strategies previously described. The Executive Board is requested to authorize PFP to incur expenditures in line with the medium scenario, and to increase or reduce expenditures should the high or low revenue levels, respectively, be reached. The high and low revenue levels are based on the assumptions that ORE revenue may increase or decrease significantly and unpredictably compared with the medium scenario in response to COVAX-related activities and other chronic and/or new emergencies.

### B. Revenue

52. Total private sector revenue is projected to reach \$1.65 billion in 2022. This represents an increase of \$146 million (or 10 per cent) compared with the revenue projections for 2021 and a decrease of \$231 million (or 12 per cent) from the latest estimates for 2021.

53. The total revenue projection for 2022 is based on information provided by National Committee and country office private sector fundraising markets in conjunction with the development of the UNICEF Strategic Plan, 2022–2025. It includes projected RR revenue of \$794 million, representing an increase of

\$121 million (18 per cent) compared with the original total revenue projections for 2021, and an increase of \$38 million (5 per cent) the latest estimates for 2021. Countries continue to be confident about their regular giving donor base, especially as National Committee countries recover from the economic uncertainty resulting from the COVID-19 pandemic.

54. Total OR revenue in 2022 is projected to be \$855 million. This is \$25 million (or 3 per cent) more than the projected OR revenue of \$831 million for 2021, and \$269 million (or 24 per cent) less than the latest estimates for 2021. Other resources (regular) (ORR) revenue is projected to decrease by \$55 million (8 per cent) compared with projected ORR for 2021. This is offset by a projected increase in ORE revenue of \$245 million, which represents an increase of \$80 million (or 49 per cent) compared with the projection of \$165 million for 2021, and a decrease of \$314 million (or 56 per cent) compared with the latest estimates for 2021. Given the unpredictable nature of emergencies, it is difficult to project ORE revenue with certainty. UNICEF is confident that private sector donor support for its COVAX-related activities will remain strong into 2022 but, given the inherent unpredictability of emergencies, has decreased the ORE revenue projection compared with the latest estimates for 2021.

55. The strategies that support the achievement of these revenue targets are detailed in section IV.

## **C. Expenditures**

56. Total PFP expenditures for the institutional budget (development effectiveness and management costs) and the proposed special purpose budget total \$267 million in 2022. The proposed special purpose budget is maintained at the same level as the 2021 approved budget (except for mandatory post cost increases) and as submitted in the UNICEF integrated budget, 2022–2025.

57. The following principles were established in preparing the PFP budget for 2022: (a) ensuring zero growth in operational costs compared with the 2021 approved budget; (b) promoting further consolidation of previous changes to the organizational structure and minimizing additional changes; and (c) implementing ongoing and new organizational initiatives and priorities assigned to the Division.

### **1. Development effectiveness costs (institutional budget)**

58. In PFP, development effectiveness costs refer to the costs of the management of the strategic relationship with the National Committees. The approved development effectiveness budget for 2022 is \$4.9 million, or \$0.7 million higher than the 2021 budget (\$4.2 million). This increase is due to the revision of standard post costs and a transfer of non-post budget of \$0.3 million from management costs. The approved development effectiveness budget for 2022 remains within the institutional budget ceilings approved as part of the UNICEF integrated budget, 2022–2025.

### **2. Management costs (institutional budget)**

59. In PFP, management costs refer to the costs of the activities of the Director's Office and the Strategic Planning and Operations and Finance sections. The approved management budget increased by \$0.4 million to \$8.7 million in 2022 from \$8.3 million approved in 2021. This net increase is due to the revision of standard post costs and a transfer of non-post budget of \$0.3 million to development effectiveness costs.



### 3. Special purpose costs

60. Special purpose costs are defined as the costs of cross-cutting activities that (a) involve material capital investments; or (b) do not represent a cost related to the management activities of the organization.

61. Special purpose costs in PFP refer to the costs of the activities of private sector fundraising and partnerships, country office support, communication and marketing, engagement with the private sector (including advocacy and development finance) and procurement. They also include investment fund costs. Special purpose costs are funded by both an RR allotment and an OR ceiling.

62. The proposed special purpose RR budget for 2022 is \$157.6 million.

63. Compared with the 2021 approved budget, the special purpose RR budget for 2022 has increased by \$4.6 million due to the increase in standard post costs. The special purpose RR is unchanged from what was included in the UNICEF integrated budget, 2022–2025.

64. The Division plans, allocates, manages and reports on investments in fundraising as part of its accountability for increasing private sector revenue in more than 50 markets. UNICEF provided a review of the impact of investments in fundraising in the Private Fundraising and Partnerships: Financial report for the year ended 31 December 2020 ([E/ICEF/2021/AB/L.8](#)).

65. Investments in fundraising in the proposed special purpose RR budget for 2022 total \$85.0 million. Further investments in fundraising will be financed from the Dynamo Revolving Fund, which will initially be capitalized with RR totalling \$20 million. The Division will pursue further capitalization of the fund as described in document titled the Dynamo Revolving Fund for investment in private sector fundraising ([E/ICEF/2021/AB/L.1/Add.1](#)).

66. Investments – in human resources, infrastructure and campaigns – are necessary to raise funds and secure partnerships, and have been a critical factor in UNICEF securing its place as a world leader in private sector fundraising. UNICEF has developed a revised investment strategy using the lessons learned from previous investment performance and new and emerging ideas in fundraising globally. The strategy supports the achievement of its key expected result to diversify and accelerate private sector income growth towards total net revenue of \$7.2 billion for the Strategic Plan period, 2022–2025.

67. The key components of the revised strategy are:

(a) Securing sufficient investment funding from a variety of sources, including investment funds, to support the ambitious cumulative total revenue target;

(b) Expanding the portfolio of investment funding sources and mechanisms, based on the experience gained from the World Bank financial instrument and the Dynamo Revolving Fund, to provide for sustainable investment into the longer term;

(c) Continuing to use data and analytics to identify and prioritize potential markets and opportunities in the short, medium and long term; and

(d) Moving from campaign- to income-stream-based investment based on joint strategic planning, monitoring and reporting processes and, in so doing, increasing investment agility and process efficiency.

68. Consultations are in progress on the revised strategy with National Committees and country offices, regional offices, Division of Financial and Administrative Management and other relevant UNICEF offices.

69. Operating expenditures in the proposed special purpose RR budget for 2022 total \$72.6 million.

70. Significant annual investments in fundraising must be accompanied by operating investments to improve technical skills and systems at headquarters, regional offices and across markets, to ensure that investment returns are optimized. Furthermore, investments cannot be successfully managed without the support of global fundraising specialists to monitor fundraising revenue, analyse market potential and manage risks. Continuous improvement in expertise, systems and experience has ensured effective deployment of investment funds to secure growth in RR revenue.

71. Special purpose costs covered by OR represent a ceiling (as opposed to a budget allotment) of \$60 million to cover direct fundraising costs in country offices that have private sector fundraising activities. The amount of the budget ceiling is dependent on the fundraising revenue of the country office, as it may use up to 25 per cent of gross revenue to cover fundraising costs. However, the maximum ceiling may not be implemented if the corresponding revenue is not achieved.

72. Compared with 2021, the special purpose OR ceiling for 2022 has increased by \$1.6 million (3 per cent). The ceiling increase for 2022 is related to new resources required for revenue generation and the implementation of new investment modalities for country and regional offices, such as the Dynamo Revolving Fund.

73. The number of posts funded by special purpose OR revenue will increase from 334 posts in 2021 to 340 posts in 2022. The Director, PFP and the respective regional directors, share the responsibility for approval of these posts, which are included in the organizational structure of the country offices. The special purpose OR ceiling and expenditures for the posts are respectively presented in the Private Fundraising and Partnerships workplan and proposed budget and Private Fundraising and Partnerships financial report.

#### D. Net private sector surplus

74. The net private sector surplus for 2022, after deducting PFP expenditures, investments in fundraising and National Committee licensing expenditures, is projected to be \$1.38 billion, which is \$102.4 million (8 per cent) higher than the net private sector surplus in the approved budget for 2021 and \$266 million less than the latest estimates for 2021.

Table 3

#### **UNICEF Private Sector Plan 2022–2025: IMPACT for Every Child: Range of budgeted revenue and expenditure, 2022**

(in millions of United States dollars<sup>a</sup>)

	<i>I (low projection)</i>	<i>II (medium projection)</i>	<i>III (high projection)</i>
<b>Private sector revenue</b>			
National Committees	1 302.7	1 347.1	1 437.2
Country offices	300.7	301.7	325.2
<b>Total private sector revenue</b>	<b>1 603.4</b>	<b>1 648.8</b>	<b>1 762.4</b>
<b>Private Fundraising and Partnerships (PFP) expenditures</b>			
A. Development effectiveness costs	<b>4.9</b>	<b>4.9</b>	<b>4.9</b>
National Committee relations	4.9	4.9	4.9

	<i>I (low projection)</i>	<i>II (medium projection)</i>	<i>III (high projection)</i>
<b>B. Management costs</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>
Director's Office and Strategic Planning	1.6	1.6	1.6
Operations and Finance	7.0	7.0	7.0
<b>C. Special purpose costs</b>	<b>250.9</b>	<b>253.6</b>	<b>261.0</b>
Private sector fundraising and partnerships	41.0	41.9	48.3
Country office support <sup>a</sup>	7.5	7.6	7.6
Country office direct fundraising costs	59.8	61.0	62.0
Communication and Marketing	11.0	11.2	11.2
Procurement	1.5	1.5	1.5
Private sector engagement	9.2	9.4	9.4
Investment in fundraising	121.0	121.0	121.0
<b>Total PFP expenditures</b>	<b>264.4</b>	<b>267.1</b>	<b>274.5</b>
Licensing/sales expenditures of National Committees	0.7	0.7	0.7
<b>Net private sector surplus</b>	<b>1 338.3</b>	<b>1 381.0</b>	<b>1 487.2</b>

Country office support costs include the Country Office Development and Support Unit and the regional support centres.

Table 4  
**Financial projections for the UNICEF Private Fundraising and Partnerships  
 Private Sector Plan 2022–2023**  
 (in millions of United States dollars<sup>a</sup>)

	2020 actual results	2021 approved budget	2021 latest estimates	2022 proposed budget	2023 <sup>a</sup> projection
<b>Private sector revenue</b>					
Revenue from greeting cards and products	4.1	5.0	5.0	5.0	5.0
Private sector fundraising contributions	1 605.0	1 498.2	1 874.9	1 643.8	1 735.6
National Committees	1 368.1	1 263.8	1 524.0	1 342.1	1 480.9
Country offices	236.9	234.4	350.9	301.7	254.7
Other revenue	–	–	–	–	–
<b>Total private sector revenue</b>	<b>1 609.1</b>	<b>1 503.2</b>	<b>1 879.9</b>	<b>1 648.8</b>	<b>1 740.6</b>
<b>Private Fundraising and Partnerships (PFP) expenditures</b>					
A. Development effectiveness costs	<b>3.9</b>	<b>4.2</b>	<b>4.0</b>	<b>4.9</b>	<b>5.0</b>
National Committee relations	3.9	4.2	4.0	4.9	5.0
B. Management costs	<b>7.2</b>	<b>8.3</b>	<b>7.5</b>	<b>8.7</b>	<b>8.9</b>
Director's Office and Strategic Planning	1.3	1.6	1.4	1.6	1.7
Operations and Finance	5.9	6.8	6.1	7.0	7.2
C. Special purpose costs	<b>202.7</b>	<b>211.4</b>	<b>221.3</b>	<b>253.6</b>	<b>225.5</b>
Private sector fundraising and partnerships	35.1	38.0	35.1	41.9	43.0
Country office support <sup>b</sup>	5.6	7.0	6.1	7.6	7.8
Country office direct fundraising costs	55.1	60.3	57.1	61.0	66.9
Communication and Marketing	12.4	11.1	12.2	11.2	11.5
Procurement	1.1	1.5	1.1	1.5	1.6
Engagement with the private sector, including advocacy and development finance	7.1	8.5	6.7	9.4	9.8
Investment in fundraising	86.3	85.0	103.0	121.0	85.0
<b>Total PFP expenditures</b>	<b>213.8</b>	<b>223.9</b>	<b>232.7</b>	<b>267.1</b>	<b>239.5</b>
Sales/licensing expenditures of National Committees	0.8	0.7	0.7	0.7	0.7
Sales/impairment	5.2	–	–	–	–
PFP foreign exchange gains (losses)	–	–	–	–	–
<b>Net private sector surplus</b>	<b>1 389.3</b>	<b>1 278.6</b>	<b>1 646.5</b>	<b>1 381.0</b>	<b>1 500.4</b>

<sup>a</sup> Projections for the year 2022 are tentative and therefore subject to change.

<sup>b</sup> Country office support costs include the Country Office Development and Support Unit and regional support centres.

## VI. Human resources: Post changes

75. In 2022, PFP is proposing the creation of six additional posts, all of which are directly related to revenue generation in country offices. There are no net changes in the number of posts at headquarters. The number of posts funded by the PFP budget is proposed to be 630 worldwide. Of this total, 45 posts are funded by the institutional budget, 241 by special purpose RR and 344 by special purpose OR. Of the total number of posts, 211 are in Geneva and 419 are in other headquarters locations, regional and country offices and support centres.

76. A summary of the post changes proposed for 2022 is provided in the annex to the present document.

## VII. Draft decision

### *The Executive Board*

1. *Notes* the high, medium, and low revenue scenarios for 2022, as shown in table 3 of document [E/ICEF/2022/AB/L.1](#);
2. *Approves* a budget for special purpose activities of \$158 million from regular resources, comprising \$85 million for investment funds and \$73 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$60 million based on the medium scenario in table 3;
3. *Takes note* of the proposed use of \$20 million from the Dynamo Revolving Fund for further investment in private sector fundraising;
4. *Authorizes* UNICEF:
  - (a) To redeploy resources between the various regular resources budget lines (as detailed in paragraph 1, above), up to a maximum of 10 per cent of the amounts approved;
  - (b) To decrease or increase expenditures up to the levels indicated in columns I and III of table 3 of document [E/ICEF/2022/AB/L.1](#) should the apparent revenue from fundraising decrease or increase to the levels indicated in columns I and III;
  - (c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2022 approved workplan;
5. *Encourages* the Executive Director to identify and respond to new market opportunities, should they arise, between Executive Board sessions and to notify the Board accordingly;
6. *Approves* an interim one-month allocation for January 2023 of \$15.8 million (or 10 per cent of the special purpose regular resources allocation of \$158 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2023.

## Annex

## Summary of post changes proposed for 2022

Detail	Post levels							Total IP	NO	GS	Grand total
	D2	D1	P6	P5	P4	P3	P2				
<b>Base post authorization table: 2021 approved</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>24</b>	<b>71</b>	<b>83</b>	<b>13</b>	<b>199</b>	–	<b>45</b>	<b>244</b>
<b>Private Fundraising and Partnerships (PFP) headquarters</b>											
Approved 2021	1	5	2	24	71	83	13	199	–	45	244
<b>Post changes 2022</b>											
<b>Management</b>	–	–	–	–	<b>1</b>	–	<b>-1</b>	–	–	–	–
<b>Development effectiveness</b>	–	–	–	–	–	–	–	–	–	–	–
<b>Special purpose</b>	–	–	–	–	–	–	–	–	–	–	–
<b>Proposed 2022</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>24</b>	<b>72</b>	<b>83</b>	<b>12</b>	<b>199</b>	–	<b>45</b>	<b>244</b>
Change vs. 2021 approved	–	–	–	–	1	–	-1	–	–	–	–
<b>Regional support centres and UNICEF country offices</b>											
<b>(special purpose)</b>											
Approved 2021	–	–	–	4	13	10	–	27	3	12	42
Post changes 2022	–	–	–	–	–	–	–	–	–	–	–
<b>Proposed 2022</b>	–	–	–	<b>4</b>	<b>13</b>	<b>10</b>	–	<b>27</b>	<b>3</b>	<b>12</b>	<b>42</b>
Change vs. 2021 approved	–	–	–	–	–	–	–	–	–	–	–
<b>Total PFP regular resources</b>											
Approved 2021	1	5	2	28	84	93	13	226	3	57	286
<b>Proposed 2022</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>28</b>	<b>85</b>	<b>93</b>	<b>12</b>	<b>226</b>	<b>3</b>	<b>57</b>	<b>286</b>
Change vs. 2021 approved	–	–	–	–	1	–	-1	–	–	–	–
<b>PFP headquarters: other resources (special purpose)</b>											
Approved 2021	–	–	–	–	4	–	–	4	–	–	4
<b>Proposed 2022</b>	–	–	–	–	<b>4</b>	–	–	<b>4</b>	–	–	<b>4</b>
Change vs. 2021 approved	–	–	–	–	–	–	–	–	–	–	–
<b>UNICEF country offices: other resources (special purpose)</b>											
Approved 2021	–	–	–	2	11	5	1	19	160	155	334
Post changes 2021 latest estimates	–	–	–	–	–	1	–	1	4	1	6
<b>Proposed 2022</b>	–	–	–	<b>2</b>	<b>11</b>	<b>6</b>	<b>1</b>	<b>20</b>	<b>164</b>	<b>156</b>	<b>340</b>
Change vs. 2021 approved	–	–	–	–	–	1	–	1	4	1	6
<b>Total PFP other resources</b>											
Approved 2021	–	–	–	2	15	5	1	23	160	155	338
<b>Proposed 2022</b>	–	–	–	<b>2</b>	<b>15</b>	<b>6</b>	<b>1</b>	<b>24</b>	<b>164</b>	<b>156</b>	<b>344</b>
Change vs. 2021 approved	–	–	–	–	–	1	–	1	4	1	6
<b>Total PFP</b>											
Approved 2021	1	5	2	30	99	98	14	249	163	212	624
<b>Proposed 2022</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>30</b>	<b>100</b>	<b>99</b>	<b>13</b>	<b>250</b>	<b>167</b>	<b>213</b>	<b>630</b>
Change vs. 2021 approved	–	–	–	–	1	1	-1	1	4	1	6