Executive Board Orientation

Resourcing the Results of the Strategic Plan

Megan Gilgan
OIC Director – Public Partnerships Division
13 January 2021
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

$25.9 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

- $10,058M (40%)
- $5,029M (20%)
- $4,878M (19%)
- $3,018M (12%)
- $2,163M (9%)
UNICEF employs a number of fundraising streams to raise the resources that it needs for its programmes.

**PRIVATE SECTOR REVENUE STREAMS**
- Individual donors
- Foundations
- Philanthropist, Membership-Based Organizations and Faith-Based Organizations
- Businesses

**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**
- Multi-stakeholder partnerships
- Innovative finance arrangements
This map does not reflect a position by UNICEF on the legal status of any country or territory or the delimitation of any frontiers.
Diverse portfolio of RR resource partners (2020)

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

---

**Regular Resources by type of Resource Partner by income, 2020**

- **Public sector**: $592 M (40%)
- **Private sector**: $717 M (49%)
- **Other income**: $162 M (11%)

**Top 10 Resource Partners to Regular Resources by Contributions Received, 2020**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Resource Partners</th>
<th>Regular Resources US$ Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>United States of America</td>
<td>154</td>
</tr>
<tr>
<td>2</td>
<td>Japan NC</td>
<td>133</td>
</tr>
<tr>
<td>3</td>
<td>Germany</td>
<td>102</td>
</tr>
<tr>
<td>4</td>
<td>Korea NC</td>
<td>82</td>
</tr>
<tr>
<td>5</td>
<td>Sweden</td>
<td>70</td>
</tr>
<tr>
<td>6</td>
<td>Spain NC</td>
<td>65</td>
</tr>
<tr>
<td>7</td>
<td>Germany NC</td>
<td>57</td>
</tr>
<tr>
<td>8</td>
<td>United Kingdom</td>
<td>51</td>
</tr>
<tr>
<td>9</td>
<td>Sweden NC</td>
<td>46</td>
</tr>
<tr>
<td>10</td>
<td>France NC</td>
<td>46</td>
</tr>
</tbody>
</table>

---

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 (2020)

Thematic Contributions by Sector, 2020

- **Social Protection, Inclusion, and Governance**: $7 million (2%)
- **Safe and Clean Environment**: $1 million (<1%)
- **Education**: $122 million (28%)
- **Gender Equality**: $4 million (1%)
- **Health**: $24 million (5%)
- **HIV and AIDS**: $7 million (2%)
- **Nutrition**: $21 million (5%)
- **WASH**: $24 million (5%)
- **Child Protection**: $26 million (6%)
- **Humanitarian Action**: $202 million (46%)

---

Top 10 Resource Partners to Thematic Funding by Contributions Received, 2020

- **Norway**: $113.4 million
- **Sweden**: $44.7 million
- **German Government for UNICEF**: $39.7 million
- **United States Fund for UNICEF**: $33.1 million
- **Honduras**: $18.6 million
- **Denmark**: $13.2 million
- **United Kingdom for UNICEF**: $22.4 million
- **Japan**: $21.7 million
- **Kosovo**: $11.4 million
- **Monaco**: $11.4 million
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 **Regular Resources** (core funding) and **Thematic Funding** to reach Funding Compact and Strategic Plan targets:
   - 30% Regular Resources (% of total income)
   - 15% Thematic (% of total OR)
Thank You