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### Acronyms

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<tr>
<td>B4R</td>
<td>Business for Results</td>
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<tr>
<td>CERF</td>
<td>Central Emergency Response</td>
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<td>CO</td>
<td>country office</td>
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<tr>
<td>COP26</td>
<td>26\textsuperscript{th} United Nations Climate Change Conference of Parties</td>
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<tr>
<td>COVAX</td>
<td>COVID-19 Vaccines Global Access</td>
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<tr>
<td>CPD</td>
<td>Country Programme Document</td>
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<tr>
<td>DAC</td>
<td>Development Assistance Committee</td>
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<tr>
<td>DaO</td>
<td>Delivering as One</td>
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<tr>
<td>DAPM</td>
<td>Data, Analytics, Planning and Monitoring</td>
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<tr>
<td>DFAM</td>
<td>Division of Financial and Administrative Management</td>
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<tr>
<td>DHR</td>
<td>Division of Human Resources</td>
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<td>EMOPS</td>
<td>Office of Emergency Programmes</td>
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<td>EU</td>
<td>European Union</td>
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<tr>
<td>GCA</td>
<td>Division of Global Communication and Advocacy</td>
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<td>GFF</td>
<td>Global Financing Facility for Women, Children and Adolescents</td>
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<td>GLAM</td>
<td>Global Lead Account Managers</td>
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<td>GNI</td>
<td>gross national income</td>
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<tr>
<td>GoF</td>
<td>Group of Friends of Children and the SDGs</td>
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<td>GoP</td>
<td>Group of Friends of Children and the SDGs</td>
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<td>GPE</td>
<td>Global Partnership for Education</td>
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<td>GPP</td>
<td>Global Programme Partnership</td>
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<td>HAC</td>
<td>Humanitarian Action for Children</td>
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<td>HIC</td>
<td>high-income country</td>
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<tr>
<td>HLPF</td>
<td>UN High-level Political Forum</td>
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<tr>
<td>HQ</td>
<td>headquarters</td>
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<tr>
<td>ICT</td>
<td>information communication technology</td>
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<td>ICTD</td>
<td>Information and Communication Technology Division</td>
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<td>IDA</td>
<td>International Development Assistance</td>
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<tr>
<td>IF4C</td>
<td>alternative/innovative finance for children</td>
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<tr>
<td>IFI</td>
<td>International financial institution</td>
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<td>IG</td>
<td>individual giving</td>
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<td>INGO</td>
<td>international non-governmental organizations</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<td>ITU</td>
<td>International Telecommunication Union</td>
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<td>KPI</td>
<td>key performance indicator</td>
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<td>MCF</td>
<td>multilateral climate fund</td>
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<td>MICS</td>
<td>Multiple Indicator Cluster Survey</td>
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<td>MOU</td>
<td>memorandum of understanding</td>
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<td>MPTF</td>
<td>multi-partner trust fund</td>
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<td>MSP</td>
<td>Multi-stakeholder partnerships</td>
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<tr>
<td>NGO</td>
<td>non-governmental organization</td>
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<td>ODA</td>
<td>official development assistance</td>
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<tr>
<td>OECD</td>
<td>Organisation for Economic Cooperation and Development</td>
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<tr>
<td>OED</td>
<td>Office of the Executive Director</td>
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<td>OI</td>
<td>Office of Innovation</td>
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<td>OIAI</td>
<td>Office of Internal Audit and Investigation</td>
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<td>OMP</td>
<td>Office Management Plan</td>
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<td>OoR</td>
<td>Office of Research</td>
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<td>OR</td>
<td>other resources</td>
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<td>ORE</td>
<td>other resources emergency</td>
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<tr>
<td>ORR</td>
<td>other resources regular</td>
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<td>PF4C</td>
<td>public finance for children</td>
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<td>PFP</td>
<td>Division of Private Fundraising and Partnerships</td>
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<td>PG</td>
<td>Programme Group</td>
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<td>PPD</td>
<td>Public Partnerships Division</td>
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<td>PPP</td>
<td>public-private partnership</td>
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<td>PSFR</td>
<td>private sector fundraising</td>
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<tr>
<td>PSFR CO</td>
<td>UNICEF country office with structured private sector fundraising operations</td>
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<tr>
<td>QCPR</td>
<td>Quadrennial Comprehensive Policy Review</td>
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<td>RAM</td>
<td>Results Assessment Module</td>
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<td>RM</td>
<td>resource mobilization</td>
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<td>RDB</td>
<td>regional development bank</td>
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<td>RO</td>
<td>regional office</td>
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<td>RR</td>
<td>regular resources</td>
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<td>RSC</td>
<td>Regional Support Centre</td>
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<td>SD</td>
<td>Supply Division</td>
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<td>SGD</td>
<td>Sustainable Development Goal</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNAIDS</td>
<td>Joint United Nations Programme on HIV/AIDS</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNDIS</td>
<td>United Nations development system</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>UNOCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
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<td>UNP</td>
<td>United Nations partnership</td>
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<tr>
<td>UNSDCF</td>
<td>United Nations Sustainable Development Cooperation Framework</td>
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<td>UNTFHS</td>
<td>United Nations Trust Fund for Human Security</td>
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<tr>
<td>WASH</td>
<td>water, sanitation and hygiene</td>
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<td>WBG</td>
<td>World Bank Group</td>
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<td>WHO</td>
<td>World Health Organization</td>
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Glossary

Advocacy is defined as the deliberate process, based on demonstrated evidence, to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to the realization of children’s and women’s rights.

Business comprises the full range of ‘businesses’ from local small- to medium-sized enterprises in a given country to large multinational corporations.

Business for Results (B4R) was launched in 2018 as a whole-of-UNICEF initiative to boost organizational understanding and capacity to incorporate business as one of the key stakeholders to realize strategic results for children.

Cash donations are made by individual donors who want to give immediately with no commitment to give again. Usually, a donation is sent by giro, cheque, made online, by credit card or sent as an SMS donation. Each donation must be initiated by the donor. An ‘active’ cash donor has made at least one cash donation in the year.

Country programme document (CPD) summarizes UNICEF’s contribution to the realization of the rights of every child, especially the most disadvantaged or vulnerable in a specific country or territory. The CPD covers the duration of the country programme cycle (generally five years) anchored to national development priorities and aligned with the UN Sustainable Development Cooperation Framework (UNSDCF) as well as the UNICEF Strategic Plan. It is submitted to the UNICEF Executive Board for approval.

Foundation/Trust is a not-for-profit organization set up with the explicit aim of making donations to other organizations. Usually, a board of trustees invites proposals for funding and then decides on how the trust’s funds will be distributed. In all cases the trust is a legal entity governed by explicit laws.

Influence refers to the spectrum of engagement and investment with public and private sector stakeholders in the pursuit of enhancing systems, services and practices for children and young people at scale.

Global Programme Partnerships (GPPs) are defined as voluntary and collaborative relationships that leverage resources and/or results for children and which have a programmatic focus that extends across more than one region of the world, especially for the advancement of the Global Goals. Examples include: the Clinton Health Access Initiative, Education Cannot Wait Fund, End Violence Against Children, Gavi the Vaccine Alliance, Global Financing Facility, Global Partnership for Education, Nutrition International, Global Fund, and UNITAID.

Innovative finance for children (IF4C) is any financing approach that leverages additional resources for children through new financial structure or existing structures applied in a new way and makes resources for children more efficient and/or makes resources for children more results oriented.

International financial institutions (IFIs) are established and overseen by members states and provide financial and technical support to developing countries. Given their substantial asset portfolios, IFIs play a critical role in promoting economic development and global stability. Examples of IFIs include the International Monetary Fund (IMF) and the World Bank Group, as well as regional development banks (RDBs) such as the African Development Bank (AfDB), Asian Development Bank (ADB), Caribbean Development Bank (CDB), Council of European Development Bank (CEB), Development Bank of Latin American (CAF), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Inter-American Development Bank (IDB), and Islamic Development Bank (IsDB).

Joint programming is one of the available implementation tools used within the common country programming process. It denotes a set of activities contained in a joint work plan and related common budgetary framework, involving two or more UN organizations and (sub-)national governmental partners, intended to achieve results aligned with national priorities as reflected in UNSDCF/One Programme or an equivalent programming instrument or development framework. While the Joint Programme arrangement is only between UN organizations, government entities, civil society organizations and the private sector can be engaged as implementing partners.

Legacies are donations bequeathed to UNICEF to be given after a person has died. They can consist of gifts in wills, life insurance legacy gifts, in memory gifts or other legacy gifts and are usually included in a will or come from a deceased person’s estate. UNICEF can be the direct beneficiary of the life insurance or the deceased person’s estate or receive the gift for example through a family member or an executor of the estate.

Leveraging is the ability of UNICEF to engage both private and/or public actors to maximize available capital, financial and human resources through joint partnerships and collaboration and through influence on investments.

Major donors are private individuals or families making any cash donation which is equal or over US$100,000.
Membership and faith-based organizations include service organization and clubs (such as Rotary International), religious organizations, women's organizations, diaspora organizations, hospitals, schools and universities, non-governmental organizations (NGOs) and international non-governmental organizations (INGOs), trade unions, professional organizations, public institutions and sport associations.

Mid-level donors are private individuals or families making any cash donation between US$10,000 and US$99,999.

Multi-stakeholder partnerships (MSPs) (also commonly referred to as 'platforms' or 'aggregators') are organizations, initiatives, networks and/or associations that systematically bring together stakeholders including businesses, foundations, governments, the UN, NGOs and/or communities around issues of business and societal importance to catalyse action. By combining their unique resources and competencies in ways that can accelerate results, platforms generate and maximize shared value towards private sector engagement and individual partner objectives, often through more innovative, more sustainable, more efficient and/or more systemic approaches.

Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) is an international forum of many of the largest providers of aid, including 30 members. OECD-DAC countries include Australia, Austrian, Belgium, Canada, Czech Republic, Denmark, European Union, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Luxembourg, The Netherlands, New Zealand, Norway, Poland, Portugal, Republic of Korea, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, the United Kingdom, and the United States.

Official development assistance (ODA) is a term coined by the OECD-DAC to measure foreign aid. It is widely used as an indicator of international aid flow.

One-UN/Delivering as One refers to a concept at the core of the UN reform process: coordinating different agencies to exploit their competitive advantages. It is an initiative for the UN system to ‘Deliver as One’ at country level, with one leader, one programme, one budget and, where appropriate, one office. A UN Joint Programme (UNJP) is only one modality of working together in the context of UNSDCF, Delivering as One (DaO) or other frameworks for common country programming.

Other regular resources (ORR) are contributions earmarked by UNICEF donors for specific purposes, including for a country, geographic area, theme, project, sector or any other category agreed upon by UNICEF and the donor.

Other resources – emergency (ORE) are funds earmarked for specific emergency response needs and projections.

Non-OECD-DAC countries are countries not members of the OECD-DAC, as listed above. Some of the key non-OECD-DAC countries who support UNICEF include Brazil, Bulgaria, China, Gulf States, and Romania, amongst others.

Pledge donors are individuals who have made a commitment to make regular donations, usually monthly, to UNICEF.

Private sector is defined as the general public, civil society, businesses, private foundations and other social groups that can individually or collectively contribute to positive changes in the lives of children. For the purposes of this Strategy, fundraising from the private sector refers to individuals, foundations, philanthropists, membership and faith-based organizations and corporations (business).

Public-private partnerships (PPPs) for UNICEF are arrangements through which the combination, coordination and alignment of resources, capabilities and advocacy of private and public actors result in additionality of impact for children, including additional direct resources.

Public sector is defined as governments including the European Union, IFIs, GPPs, UN inter-organizational arrangements, and academic and research institutions.

Regular resources (RR) are funds without restrictions, to be used flexibly for children wherever and whenever the need is greatest.

Resource mobilization comprises fundraising and partnership development to secure funding, human and asset resources directly for UNICEF programmes, and leveraging for the continued and increased allocation of resources for programmes for children, not necessarily through UNICEF.

Resource partner is a term increasingly being used in the place of ‘donor’, as a term which emphasizes the variety in the types of partnerships through which UNICEF might resource its activities. It also serves to better emphasize the more collaborative and involved relationships between donor and recipient which UNICEF seeks to facilitate.

UN Partnerships and Inter-organizational Arrangements include contributions received through joint programmes, UN to UN agreements from UNAIDS, UN Sustainable Development Group, UNDP, UNESCO, UNFPA, UNOCHA, UNTFHS, WHO, and others. Funding from these sources is also directed to humanitarian responses and includes income from

Official development assistance (ODA) is a term coined by the OECD-DAC to measure foreign aid. It is widely used as an indicator of international aid flow.
various pooled funding mechanisms, such as grants from the multi-partner trust fund (MPTF) contributions and Central Emergency Response Fund (CERF) – an emergency fund administered by UNOCHA, from which UN agencies can receive advances for financing emergency operations.

Executive summary

2020 and 2021 were very strong years for UNICEF in terms of funds raised. In 2020, official development assistance (ODA) from members of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) rose to an all-time high. While the COVID-19 pandemic initially disrupted the regular operating environment for fundraising and programming, UNICEF saw exponential growth in other resources (OR). UNICEF’s quick pivoting and strong positioning of its role in the COVID-19 response allowed the organization to benefit from the outpouring of solidarity and support from the public. In 2021, UNICEF surpassed the US$8 billion income mark for the first time ever. However, political events in Europe are throwing the funding landscape into disarray, impacting the global economy, with effects already seen on food and energy. As a result, there is a need, more than ever, to invest in expanding and deepening our partnerships for both maintenance of our current funding levels as well as growth from traditional partners and innovative financing mechanisms.

The UNICEF Resource Mobilization Strategy 2022-2025 (‘RM Strategy’) seeks to enable UNICEF to achieve the results of the UNICEF Strategic Plan 2022-2025 and the Sustainable Development Goals (SDGs) by providing an overall vision and direction to operationalize the 2022-2025 Strategic Plan’s ‘Accelerated Resource Mobilization’ enabler. It provides a common framework for both public and private sector resource mobilization at all levels of the organization. Resource mobilization comprises fundraising directly for UNICEF-supported programmes and leveraging for the continued and increased allocation of resources for children, not necessarily through UNICEF. The RM Strategy provides a common framework for both public and private sector resource mobilization at all levels of the organization. It sets the direction and pace of UNICEF resource mobilization for the period 2022-2025 in a coordinated and focused manner to achieve the following two overarching goals, which are indivisible and interdependent:

- **Income**: Public and private sector income growth is sustained and further accelerated to raise US$25.9 billion from 2022 to 2025 to fund UNICEF’s commitments to the SDGs.
- **Influence**: Public and private sector engagement and partnership focusing on sustainability and scale are forged and strengthened to grow influence needed to achieve UNICEF goals towards the SDGs.

To meet the targets set out in the 2022-2025 Strategic Plan and RM Strategy, UNICEF will ensure it continues to build on its successes and innovates to harness opportunities, building on UNICEF’s tested and proven portfolio of public and private sector streams from the past, acknowledging that the bulk of UNICEF’s funding will remain traditional government (OECD-DAC) donations—a stream that will require concerted effort to maintain current funding levels. Specifically, UNICEF will advocate and leverage resources for children, and fundraise for UNICEF programmes through a diversified portfolio based on the following partner streams:

- **Five public sector streams** which include: OECD-DAC governments, non-DAC governments, international financial institutions (IFIs), Global Programme Partnerships (GPPs), and United Nations partnerships (UNPs).
- **Five private sector streams** which include: individual donors, philanthropists, foundations, business, and multi-stakeholder partnerships (MSPs).
- **Two public and private sector streams** which include: public-private partnerships (PPPs) and innovative finance arrangement.

Each stream has specific targets, strategies and key performance indicators (KPIs) for the next four years, which are detailed in the RM Strategy and its annexes. The Public Partnerships Division (PPD) and the Division of Private Fundraising and Partnerships (PFP), as the global leads for resource mobilization, will monitor implementation of the RM Strategy. Both PPD and PFP will work in close cooperation with other headquarters (HQ) divisions and offices as well as UNICEF’s seven regional offices (ROs), 150 country offices (COs) including the 21 COs with structured private sector fundraising operations, and 33 National Committees to implement the RM Strategy. In total, UNICEF plans to raise US$18.5 billion from the public sector and US$7.2 billion (net income) from the private sector from 2022 to 2025. It also plans to more strategically pursue PPPs as a modality to achieve additional impact through mutual leverage of public and private sector resources and engagement and to support public and private financing for development to work together to enable significantly greater volumes of funding and financing to flow to the places and activities that will make the greatest difference in radically accelerating results and impact for children. Over the next four years, the organization will also work to ensure that UNICEF’s public and private sector business
models enable effective partnership and engagement to accelerate income and influence to generate impact for children and young people.

I. Introduction

Purpose and scope

The UNICEF Strategic Plan 2022-2025\(^1\) seeks to contribute to the realization of the rights of all children, especially the most disadvantaged and aims to achieve long-term results through five interconnected Goal Areas for every child by 2030. The Strategic Plan also defines the change strategies and enablers that support the achievement of these Goal Areas. The RM Strategy seeks to enable UNICEF to achieve the results of the UNICEF Strategic Plan 2022-2025 and the SDGs by providing an overall vision and direction for operationalizing the 2022-2025 Strategic Plan’s ‘Accelerated Resource Mobilization’ enabler. It sets out priorities, strategies and targets for UNICEF’s public and private sector resource mobilization, which may be adapted according to local contexts, to inform regional and country level resource mobilization strategies.

The RM Strategy is broad document meant to give general insights into UNICEF’s direction to 2025 to achieve its income and influence goals. For more detailed guidance, additional resources are provided for staff under “Section VI: Additional tools and resources.”

UNICEF’s resource mobilization goals

Resource mobilization comprises fundraising directly for UNICEF-supported programmes and leveraging for the continued and increased allocation of resources for children, not necessarily through UNICEF. Leveraging is the ability of UNICEF to engage both private and/or public actors to maximize available financial and human resources through joint partnerships and collaboration. Both fundraising and leveraging are critical for the delivery of the UNICEF Strategic Plan 2022-2025.

The RM Strategy provides a common framework for both public and private sector resource mobilization at all levels of the organization. Its aim is to set the direction and pace of UNICEF resource mobilization for the period 2022-2025 in a coordinated and focused manner to achieve the following two overarching goals:

Income to UNICEF alone will not close the gaps on the child-related SDGs. UNICEF must be able to influence the public and private sectors to engage in activities and push for policies that will benefit children. A lesson from previous Strategic Plan cycles is that, in fact, income and influence are indivisible and interdependent. Advocating for the rights of children – especially those most disadvantaged – to be reflected in policies, programming and budgets of partners can also result in partners directly allocating resources to UNICEF (as well as other organizations) to help advance the rights of these children. Likewise, through its fundraising efforts, UNICEF can also establish a shared mission, and align on values and purpose with donors, encouraging audiences to advocate and lend their voice for the cause of children.

Context

The RM Strategy and the UNICEF Strategic Plan 2022-2025 come at a time when the rights of all children are under egregious threat. This threat has been further accelerated by the COVID-19 pandemic which has fuelled a global crisis that put progress for children at risk, setting back decades of hard-fought development gains. Achieving the SDGs – which were already off track before the pandemic – requires that the world not only regain lost ground, but accelerates progress two- to seven-fold, reaching children in the poorest countries and the most underserved communities, and building back more-sustainable, accessible, inclusive and equitable systems that are resilient against future shocks.  

At the same time, the endorsement of the funding compact between Member States and the United Nations development system (UNDS) in 2019 marked a milestone in collective efforts to improve the quantity and quality of funding. The compact applies to both core and non-core resources, noting that core funds “are critical to the ability of the United Nations development system to offer the type of cross-cutting, holistic development solutions that the

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2030 Agenda requires.” Member States have committed to bringing core resources to a level of at least 30 per cent by 2023, increasing the share of multi-year contributions and doubling the levels of resources channelled through development-related inter-agency pooled funds and single-agency thematic funds. However, implementation over the three years of the funding compact (since 2019) has been mixed; there are positive signs of some progress, mainly by the UNDS, but there remain some important challenges, particularly in terms of the commitments by Member States.

ODA from official donors rose to an all-time high of US$178.9 billion in 2021, up 4.4 per cent in real terms from 2020 as developed countries stepped up to help developing countries grappling with the COVID-19 crisis. ODA from members of the OECD-DAC included US$6.3 billion spent on providing COVID-19 vaccines to developing countries, equivalent to 3.5 per cent of total ODA. Excluding ODA for donated COVID-19 vaccines, ODA was up 0.6 per cent in real terms from 2020. Humanitarian aid amounted to US$18.8 billion and ODA spent on refugees hosted in donor countries totalled US$9.3 billion in 2021.4 The 2021 ODA total is equivalent to 0.33 per cent of DAC donors’ combined gross national income (GNI), unchanged from 2020 and still below the UN target of 0.7 per cent ODA to GNI.4 Multilateral ODA for core resources has stagnated and additional funding channelled by government partners through pooled funds has come with increasing earmarking, scrutiny and conditionalities, including demonstrating value for money and return on investment by linking resources to results. These trends are likely to continue in the short to medium term.

While global financial crises have generally increased funding to UNICEF5, it is no longer a given that UNICEF will receive consistent levels of funding from OECD-DAC or UNICEF’s traditional donors each year. As a result, UNICEF must position itself as a top investment for ODA from OECD-DAC donors and identify and cultivate other sources of public financing, notably the World Bank (which has become a major partner) and other international IFIs, as well as multi-stakeholder partners, GPPs, and governments of programme countries and non-OECD-DAC governments. At the same time, the crisis in Ukraine could potentially impact ODA allocations by OECD-DAC donors, shifting allocations inwards towards refugee-affected countries in Europe and away from development towards defence spending.

The private sector, which includes the general public, businesses, private foundations, philanthropists, civil society and other social groups that can contribute to positive change in the lives of children, is playing an increasingly pivotal role in the ability of UNICEF to deliver results for children. In 2020 and 2021, while the COVID-19 pandemic initially disrupted the regular operating environment for fundraising, UNICEF saw growth for both RR and OR, with the highest ever private sector income in a given year. This was thanks to quick and successful expansion of the original narrative around COVID-19 as a health crisis impacting children, and strong positioning of UNICEF’s role in the response, which enabled the organization to benefit from the outpouring of solidarity and support from the public. Operationally, UNICEF pivoted its fundraising efforts swiftly from analogue to digital methods, optimising digital channels for individual supporters and ramping up remote engagement with businesses and philanthropists.

In the coming years, UNICEF will need to invest more time, effort, and resources to not only maintain support from its traditional resource partners, but to also tap into emerging opportunities for all types of funding. This will require more systematic engagement with the public and private sectors, supported by strong advocacy and communication efforts to contribute to UNICEF’s twin goals of increasing both income and influence.

UNICEF’s resource mobilization trends

Total income has more than doubled from US$3.4 billion in 2008 to US$8.1 billion in 2021. This growth in income has largely been driven by increases in OR (earmarked funding). RR income has ranged between US$1.0 billion and US$1.5 billion over the last 14 years, and the share of RR to the total income has decreased from 32 per cent in 2008 to 17 per cent in 2021.

UNICEF’s actual income over the period 2018-2021 surpassed the targets set in September 2017 as part of the Strategic Plan 2018-2021. However, the ratio of RR to OR has steadily decreased, with RR remaining generally flat and OR growing exponentially. The growth in OR income has largely been a result of investment in advocacy and the cultivation of new and existing relationships with both public and private sector partners, especially to position and mobilize COVID-19 response funding during 2020-2021.

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3 The COVID-19 pandemic contributed to two record-breaking years for UNICEF’s income (2020 and 2021), despite the global economic crisis resulting from the pandemic. Similarly, UNICEF income peaked following the financial crises of 2008 and 2012.
Regular resources (RR)

The public sector remains the top source of funding to UNICEF, accounting for 73 per cent of the total income in 2021. The private sector, which represented 26 per cent of the total 2021 income, is however, the top source of RR income. In 2021, US$1.4 billion was raised in RR, with 53 per cent coming from the private sector, primarily from individual pledge, cash and legacy donors, 38 per cent from the public sector and the remaining 9 per cent from other income sources. Individual givers are the largest contributors to RR.

UNICEF will continue to advocate for Member States to meet the funding compact commitment of bringing RR to a level of at least 30 per cent by 2023.

Thematic funding

Thematic funding – both humanitarian and non-humanitarian – is considered the second highest quality of funding for UNICEF after RR. Like RR, it facilitates longer-term planning and sustainability and reduces transaction costs, leaving more resources to achieve results for children. In countries affected by humanitarian crises, it also allows for a faster, more agile and cost-effective UNICEF response. Thematic funds give partners an opportunity to achieve large-scale results defined under the UNICEF Strategic Plan 2022-2025 through flexible, softly earmarked, multi-year funding.

Between 2018 and 2021, 80 per cent of thematic funding to UNICEF was received for only three thematic windows: 48 per cent for the Humanitarian Thematic Fund, 22 per cent for Education, and 10 per cent for Water, Sanitation and Hygiene (WASH). Overall thematic contributions were nearly evenly split between public and private sectors – with public providing slightly more - however the vast majority of humanitarian thematic came from the private sector via UNICEF’s National Committees.

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6 The remaining 1 per cent comes from other sources, including interest.
The public sector is expected to remain the main source of income, accounting for 71 per cent of total income from 2022-2025, while the private sector is expected to account for 28 per cent of UNICEF’s global income. 2021 was a record-breaking year for UNICEF in terms of funding. More money was raised by private sector fundraisers than ever before. Compared to 2020, private sector revenue grew by US$471 million in 2021, representing a growth rate of 26 per cent (totalling US$2.08 billion).

Leveraging funds and influence for children

UNICEF engages with public and private stakeholders beyond fundraising through its advocacy and leveraging efforts. Across all levels, the organization works to raise awareness on UNICEF and child rights and to drive collective action, harness expertise and assets, and advance policies and standards in support of child rights.

There has been significant growth in UNICEF’s engagement and partnerships with the private sector to mobilize and leverage their influence to drive UNICEF programme delivery for children. This is especially encouraging, given that the 2030 Agenda cannot be reached without the voice, influence, innovation, expertise and core assets of the private sector. Thanks to UNICEF’s longstanding efforts to look at partnerships beyond just income, there has been a shift
from transactional relationships to a spectrum of engagement and partnership approaches. As a result, over 108 million children were reached by interventions involving business in 2021, compared to 14.6 million children in 2018.\(^7\) In 2021, UNICEF engaged more than 5,000 businesses across all its offices to achieve results for children, including major corporations, small and medium-sized enterprises (SMEs), MSPs, regulators, investors, environmental, social and governance (ESG) providers and other business stakeholders.

UNICEF has also successfully strengthened and broadened its partnership base and constructively engaged in policy advocacy with Member States, leading to increased and meaningful participation of children and youth in intergovernmental fora such as the UN High-level Political Forum (HLPF), the 26\(^{th}\) United Nations Climate Change Conference of Parties (COP26) and the UN General Assembly. Over the last several years, UNICEF has also cultivated a strong advocacy coalition of Member States known as the Group of Friends (GoF) of Children and the SDGs. Now 68 members strong, this group has successfully advocated for increased focus and attention on children’s rights in several intergovernmental fora and has issued powerful public statements on protecting children in the face of challenges and crises including the COVID-19 pandemic and the war in Ukraine. In 2021, the GoF also had its first ever High-level/Ministerial Meeting of the Group which resulted in the announcements of several concrete financial and policy commitments from governments.

Increased advocacy undertaken by UNICEF and the 33 National Committees has also led to increased budgets, policy reforms, strengthened systems and reduced inequalities at the national and sub-national levels. In 2021, National Committees reported 126 changes in policies and laws. UNICEF has also continued to successfully advocate for ODA minimums and to leverage additional sources of public finance, both from OECD-DAC and non-DAC donors. Across HQ, RO, and CO levels, UNICEF has successfully leveraged resources from IFIs and technical engagement has directed investments towards child-focused initiatives and social sector spending.

**Continuity and innovation**

To meet the targets set out in the 2022-2025 Strategic Plan and RM Strategy, UNICEF will ensure it continues to build on its successes and innovates to harness opportunities. Figure 7 shows the key organisation-wide shifts in UNICEF’s partnership approaches for income and influence. UNICEF will shift towards a transformational, proactive and purposeful partnership model. More details on the key shifts are provided under Annex 4.

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\(^7\) Best estimate based on CO annual reports.
II. Resource mobilization strategic portfolio

Income and influence are interdependent and indivisible. UNICEF will advocate and leverage resources for children, and fundraise for UNICEF programmes through a diversified portfolio based on the following partner streams:

Stream-specific targets, strategies and KPIs for the next four years, are detailed in the following sections.

Public sector streams

In total, UNICEF plans to raise US$18.5 billion from the public sector during 2022–2025. The main goals of the five public sector streams can be summarised as follows:

Details for each stream are provided in the following sections.8

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ODC-DAC governments

The bulk of the UNICEF’s funding comes from government donors, in particular, the members of the OECD-DAC. ODA is defined by the OECD-DAC as government aid that promotes and specifically targets the economic development and welfare of developing countries. The DAC adopted ODA as the ‘gold standard’ of foreign aid in 1969 and it remains the main source of financing for development aid. ODA flows to countries and territories on the ‘DAC List of ODA Recipients’ and to multilateral development institutions that are:

- Provided by official agencies, including state and local governments, or by their executive agencies, such as UNICEF; and
- Concessional (i.e., grants and soft loans) and administered with the promotion of the economic development and welfare of developing countries as the main objective.

ODA disbursed by UN Member States is managed at different levels:

- At central level by the relevant Ministries (Ministry of Foreign Affairs or sectoral ministries) or development cooperation agencies; and/or
- Through the relevant embassies in the beneficiary countries.

UNICEF will strengthen relationships with OECD-DAC governments to mobilize additional resources – especially high quality, flexible funding in the form of RR and thematic funds – and to bolster advocacy efforts to place children at the heart of development aid agendas and national development agendas and budgets. Influencing policy decisions and budgets of public partners to include child rights within their humanitarian and development priorities is critical to the achievement of the child-related SDGs and therefore, remains a priority for UNICEF.

For 2018-2021, funding from OECD-DAC donors accounted for 73 per cent of all public sector funding to UNICEF including direct and indirect funding to UNICEF, and 54 per cent of overall funding to the organization.

UNICEF’s target for the period 2022 to 2025 is to mobilize US$14.2 billion for UNICEF programmes, and to influence policy decisions and budgets of OECD-DAC governments and the European Union (EU) to include children’s rights within their humanitarian and development priorities. This includes raising US$3.6 billion from the Governments of Canada, Australia, and USA, US$6.9 billion from 13 priority European partners, US$1.9 billion from the EU, US$591 million from Japan, US$213 million from South Korea and US$986 million from other governments. The key strategies to achieve these targets are as follows:

- Strong partner intelligence.
- Regular and effective communication regarding UNICEF positions and challenges.
- Timely and quality reporting.
- Clear advocacy for UNICEF needs and priorities and strengthened political and policy advocacy for child-related SDGs, including by consolidating advocacy efforts with National Committees.
- Accurate and timely grant management.
- Quality field support to strengthen capacities of ROs COs.
- Consistent and vital partner visibility and recognition.

Non-DAC governments

As ODA is expected to be finite and to function more as a catalyst than a dominant source of development finance, it will be crucial to strengthen institutional capacity to leverage non-DAC public partners. Examples include Gulf donors and Asian and Latin America resource partners.

In 2021, Saudi Arabia doubled its core contributions to UNICEF, and United Arab Emirates more than doubled its overall contributions to UNICEF in 2021. In addition, 39 countries in Africa and the Middle East contributed to RR in 2021, including through in-kind contributions such as rental of premises, which amounted to US$11.1 million.

Advocacy with non-DAC governments, including programme country partners, will be critical to broadening the UNICEF funding base and accelerate the mobilization of RR and OR. UNICEF will continue to strengthen relationships
with non-DAC government partners in international development and humanitarian cooperation. These include partnerships around mobilizing more resources for UNICEF programmes (both financial and in-kind contributions), as well as South-South and Horizontal Cooperation, leveraging bilateral aid for results for children and influencing ODA policies. UNICEF will also continue to engage with non-DAC government partners to strengthen the focus on children’s rights in the policy agendas of these partners.

UNICEF’s target for the period 2022 to 2025 is to mobilize US$230 million for UNICEF programmes and to influence policy decisions and budgets of non-DAC governments to include children’s rights within their humanitarian and development priorities. The key strategies to achieve this target are as follows:

- Strengthen institutional capacity to leverage non-DAC public partners and programme countries’ governments.
- Improve collaboration across the organization at HQ, regional and country levels.
- Advocate to non-DAC governments for support.

International financial institutions (IFIs)

In recent years, UNICEF has significantly expanded its collaboration with IFIs, including the World Bank Group (WGB), International Monetary Fund (IMF), and RDB to mobilize and leverage resources for children and families. IFIs are important partners in developing new and more predictable financing solutions for longer-term response in key areas of the 2030 Agenda, especially in situations affected by fragility, conflict and violence (FCV). Many IFIs are responding to the increasing frequency and intensity of protracted crises by stepping up their operational footprint in these contexts, presenting a key entry point for UNICEF to support. IFIs provide funding primarily through concessional and non-concessional loans, with some grant funding, in certain cases, to client governments for the implementation of development projects. By providing governments at the national and municipal level with sectoral technical advice, including on child-friendly budgeting, UNICEF can leverage and influence IFI investments in areas critical for the well-being of children and youth. Hence, even where no direct resources flow to UNICEF, collaboration with IFIs offer important opportunities to advance the interests of children by mainstreaming a child-sensitive lens into IFI programmes with governments. UNICEF’s multisectoral programmatic expertise, strong relationships with ministries, and on-the-ground presence position the organization as a key partner for IFIs.

Across IFIs, the WBG is the most established partnership and is one of the top four public sector contributors to UNICEF. Key focus areas of UNICEF’s partnerships with the WBG include championing human development investments; COVID-19 response and recovery; and support for International Development Association (IDA) and/or FCV countries. In 2020, UNICEF tripled its country footprint with the WBG, signing 79 programme and procurement agreements across 48 countries for an aggregate value of US$419 million. In 2021, UNICEF signed an unprecedented 90 programme and procurement agreements in 42 countries with an aggregate value of US$1.39 billion.

In addition to collaboration with the WBG, UNICEF is partnering with a full spectrum of regional IFIs. In recent years, UNICEF has significantly expanded its collaboration with RDBs based on the respective comparative advantages. In 2020 and 2021, engagement focused mainly on supporting countries in their response to COVID-19 and the multi-layered collaboration ranged from procurement of supplies to strengthening WASH and health systems, education, remote learning and connectivity. Total income from regional IFIs in 2020 amounted to over US$76 million.

While the IMF does not provide funding to UNICEF, COs are increasingly engaging with the IMF to leverage resources for children and support efficient financing policies toward inclusive and resilient growth, including in the context of IMF surveillance reviews (e.g., Article IV Consultation), loan programmes (including emergency finance), and capacity building (e.g., in public finance and social sector development). In March 2022, the IMF announced its new ‘Strategy for Fragile and Conflict-Affected States’, presenting a key opportunity for further engagement.

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As partnerships with IFIs mature, UNICEF is seeking to transition from transactional engagements to longer-term joint collaborative initiatives that can leverage billions of dollars in IFI financing to countries, for the benefit of children and their families.

**UNICEF’s target for the period 2022 to 2025 is to build trust, strengthen credibility, and solidify its partnerships with IFIs, through strategic engagement, operational partnerships, and communications to influence policies and mobilize US$1.41 billion for UNICEF programmes.** The key strategies to achieve this target are as follows:

- Maintain strategic engagement, operational partnerships, and communications to influence policies and mobilize resources.
- Expand partnerships with RDBs.
- Deepened partnership with WBG and EU IFIs.
- Ensure more strategic CO engagement with IFIs and promotion of country-level partnerships/collaboration.

**Global Programme Partnerships (GPPs)**

GPPs are voluntary and collaborative relationships that leverage resources and/or results for children, and:

- Reach an explicit agreement at the global level on programmatic objectives that are relevant to the promotion and protection of children’s rights and to the achievement of internationally agreed development goals, including the SDGs.
- Have a programmatic focus that extends across more than one region of the world.
- Involve multiple public and non-public stakeholders, who are actively engaged in the partnerships and programmatic decision making at the global level.
- Establish formal or informal modalities of cooperation to meet these objectives in a medium- or long-term framework.

The COVID-19 pandemic has demonstrated the potential that PPPs, including GPPs, can have in terms of sustainable income to UNICEF for children. There has been an unprecedented surge of income from GPPs to UNICEF, amounting to direct and indirect funding of US$561 million in 2021.

UNICEF is an actor within a broad range of GPPs in areas relevant to its strategic priorities. Currently, UNICEF implements programmes with funding from the following GPPs:

- GAVI, The Vaccine Alliance
- The Global Fund to Fight AIDS, Tuberculosis and Malaria
- The Global Financing Facility for Women, Children and Adolescents (GFF)
- The Global Partnership for Education (GPE)
- Education Cannot Wait (ECW)
- End Violence against Children Partnership (EVAC)
- Nutrition International
- UNITAID

**UNICEF’s target for the period 2022 to 2025 is to leverage US$1.05 billion public-private pooled funds from GPPs.** The key strategies to achieve this target area as follows:

- Engage in GPP governance, remaining a relevant voice and influencing the agendas of GPPs to ensure the needs of children are reflected in their strategies.
- Be a partner of GPPs in country and support programme countries in accessing and implementing GPP funds.
- Selectively expand funding partnerships with new GPPs with programmatic relevance to UNICEF.
UN partnerships and inter-organisational arrangements (UNPs)

UN Member States are committed to meet the SDGs through improved financing mechanisms, pooling of resources and enhanced UN partnerships that will achieve results in line with national development plans/UNDSCF.

UNICEF continues to register steady progress regarding UNPs to deliver programmes under the Goal Areas of its Strategic Plan. In 2021, 87 per cent of UNICEF offices (111 offices) worked in partnership with sister United Nations agencies to support national priorities. Total contributions to UNICEF through UN Joint Programmes, pooled funds and UN to UN agreements totalled US$481 million in 2021. US$159 million was received from OCHA, while the remaining US$322 million from government donors and UN agencies. In 2021, UNICEF received US$121 million through pooled funds (US$114 million was contributed by the UN Multi-Partner Trust Fund Office, US$7 million from UNAIDS, and around US$240,000 was contributed from UN Trust Fund for Human Security). The EU contributed US$47 million in 2021 to UNICEF through UN-to-UN agreements. **UNICEF’s target for the period 2022 to 2025 is to have UN inter-organizational arrangements generate US$1.62 billion in income** and to leverage these partnerships for sustainable results for children at scale through UNICEF championing improved UNJPs, pooled funds and other fit-for-purpose inter-organizational modalities and tools. The key strategies to achieve this target are as follows:

- Continue to work closely with other UN agencies to strategically leverage UNJPs and pooled funds.
- Contribute to the system-wide, coherent implementation of mandates outlined in the new Quadrennial Comprehensive Policy Review (QCPR).
- Work with other UN entities, including through UNJPs, to align United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) and UNICEF country programme documents (CPDs). Working with UN country teams within the context of the high-level SDG-focused UNSDCF gives UNICEF the opportunity to elevate the level of results achieved for children within its goal framework through strengthened linkages between national development plans, strategies and budgets and alignment with the SDGs.

**Key performance indicators for UN partnerships (UNPs)**

- Cumulative contributions (ORR, ORE, thematic funding) from UN inter-organizational arrangements
- % of thematic funds out of total funds received from UN inter-organizational arrangements
- % of UNICEF non-core resources received from inter-agency pooled funds (Total and as % of total public sector OR)
- % of COs that are engaged in joint programmes
- % of COs reporting on contribution of UN working together through the Results Assessment Module
Private sector streams

In total, UNICEF plans to raise US$7.2 billion (net income)\(^{10}\) from the private sector during 2022-2025. The main goals of the five private sector streams can be summarised as follows:

### INCOME FROM PRIVATE SECTOR

Total US$7.2 billion (net), of which US$3.4 billion is RR:
- US$4.6 billion in contributions from individual donors (including US$4.1 billion from pledge and cash and US$50 million from legacies)
- US$788 million from philanthropists
- US$815 million from foundations
- US$861 million from business

### INFLUENCE FROM PRIVATE SECTOR

- 200 million advocates\(^{*}\) for children supporting children’s rights by 2025.
- Business sector expertise, innovation, data and core assets leveraged:
  - Reach and impact of key influencers, foundations and multi-stakeholder platforms mobilized.
  - Businesses and business stakeholders advocate for children and take sustainable action to respect children’s rights in all business activities and relationships.

### INCOME + INFLUENCE FROM PRIVATE SECTOR

- National Committees influence policies, practices and budgets in support of children’s rights through programming in high-income countries, including advocacy programming.
- The reach and influence of MSFs is leveraged to address issues affecting children through advocacy, engagement, investment, collective action and public-private collaboration.

Details for each stream are provided in the following sections.\(^{11}\)

### Individual donors

Individual donors include pledge, cash and legacy givers.

UNICEF ended 2021 with record results across pledge, cash and legacy income streams. Overall, individual giving totalled US$1.05 billion. Pledge donations grew over 11 per cent to US$756 million and cash donations accounted for US$200 million of the income raised. The United States Fund for UNICEF raised the most money ever from a single market – US$474 million in 2021 (net).

Individual givers are the largest contributors to UNICEF RR, with 53 per cent of total RR, or US$754 million, mobilized by 33 UNICEF National Committees and 49 COs, mostly from individual donors who gave monthly or one-off cash donations or included UNICEF in their wills.

In 2021, UNICEF was able to engage a total of 160.7 million supporters, including 114.9 million digital supporters, 18.8 million U-Reporters, 12.6 million volunteers and over 9.8 million individual donors. An estimated 4.6 million children were reached with education to be advocates for their rights.

For pledge giving, the number of donors is expected to grow to 7.05 million by 2025 from 5.75 million donors in 2022. In terms of cash, the number of active donors is expected to more than double from 2022 to 2025 (from 3.79 million in 2022 to 7.67 in 2025). Cash revenue is expected to grow 2 per cent per annum, while pledge revenue is expected to grow 6 per cent per annum. Legacy giving will grow 8 per cent per annum until 2025 in revenue with an additional 300,000 hand raisers expanding the pipeline to 800,000 hand raisers.

UNICEF’s target for the period 2022 to 2025 is to engage and mobilize 200 million individuals to use their voice as advocates\(^{12}\) to support children’s rights and to raise US$4.6 billion (net) from individual donors including at least US$4.1 billion from nearly 15 million pledge and cash donors who are

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\(^{10}\) Gross revenue represents a total contribution received by the National Committees and is composed of PSFR revenue and OR both subject to contribution to UNICEF. Net revenue represents the contributions that are transferred to UNICEF after retention by the National Committees part of the gross revenue to cover costs of their fundraising, advocacy and management and administration activities, or as reserves.

\(^{11}\) See more on the UNICEF ‘Private Sector Engagement and Partnerships’ site.

\(^{12}\) “Advocates” in this context refers to “supporters” that includes (1) social media followers, (2) U-Reporters, (3) volunteers, (4) active donors and (5) children/young people engaged through Child Rights Education initiatives with National Committees.
mobilized and maintained and US$510 million from legacy givers. The key strategies to achieve these targets are as follow:

- Transitioning to a digitally enabled fundraising model, focusing on diversification while protecting existing income streams.
- Taking a donor/supporter-centred approach.
- Prioritizing quality and value over quantity in terms of number of supporters.
- Leveraging emergency fundraising as a growth driver and opportunity for further donor engagement.
- Defining the legacy vision and overall strategy and investing in legacy acquisition campaign activities, resources and programmes to retain and nurture hand raisers in the pipeline through innovation and capacity building.

**Philanthropists**

The role of private philanthropy in international life has increased dramatically in the past two decades. Nearly three-quarters of the world’s 260,000 private philanthropy foundations have been established in that time, and between them they control more than US$1.5 trillion. The scale of this giving is enormous.

In 2021, UNICEF mobilized US$256 million from philanthropists, faith-based organizations and membership-based organizations, a 62 per cent increase from the previous year. UNICEF’s income from philanthropists will grow 10 per cent per annum until 2025.

**UNICEF’s target for the period 2022 to 2025 is that leading philanthropic partners (including philanthropists and membership-based organizations) are mobilized and maintained to invest US$788 million (net) and that their influence and/finance is leveraged**

to achieve transformational change for children and young people. UNICEF is targeting 300 high-net-worth individuals by 2025 for participation in global engagement opportunities. UNICEF will seek to leverage innovation, expertise, data and other assets of philanthropists to support UNICEF programmes for children. The key strategies to achieve these targets are as following:

- Retain and uplift UNICEF’s current major-donor relationships.
- Acquiring new multi-million donors (including from diasporas) and faith- and membership-based partnerships.
- Target high-value gifts (>US$1million).
- Invest in people (more major gift officers).
- Develop products of engagement.
- Mobilize national boards.
- Refine the new business function for a high-value capital campaign.

**Foundations**

There is a variety of foundations that UNICEF can engage with, including institutional foundations (with defined grant making strategies), family foundations (administered by family members), corporate foundations (closely related to corporations and typically with their own fundraising teams), umbrella foundations (a sheltered fund that manages projects on behalf of donors), and operating foundations (finance their own implementing programmes rather than donating externally).

In 2021, UNICEF mobilized US$253 million from foundations, a 23 per cent increase from the previous year.

UNICEF will seek to not only mobilize funds from foundations but will also leverage their assets and influence for children’s rights. Good examples of the work in leveraging foundation investment, influence and expertise are the Power of Nutrition (PON) partnership, which has leveraged domestic financing for nutrition interventions in programme countries, and the Bill and Melinda Gates Foundation (BMGF) advocacy partnership, which has mobilized ODA for child health outcomes, and which has been operationalized in 16 countries to influence policy, mobilize resources, and increase public and political support for child health.
UNICEF’s target for the period 2022 to 2025 is that the world’s leading foundations are mobilized and maintained to invest and leverage US$815 million (net) for UNICEF’s programming and advocacy for children and young people. By 2025, UNICEF will also seek to increase where foundations invest or advocate for increased social sector spending to ten countries. The key strategies to achieve the target are as follows:

- Target the top foundation partners that align with UNICEF’s mission (the top ten foundations will account for around 85 per cent of the income).
-Maximize new business opportunities with new and lapsed top foundations.
- Nurture emerging foundations.

PFP will fully participate in existing foundation-led coalitions (e.g. philanthropic competitions) or establish a central role for foundations in UNICEF-led consortia or multi-partner initiatives (e.g. PPPs).

**Business**

The business sector operates in very different ways from government donors and has a business model that is profit driven. UNICEF has been successful in creating win-win partnerships for private sector partners and the organization, while managing risks. Partnerships with the private sector encompass four elements of engagement: fundraising, core business/assets, advocacy, and business practices.13

The COVID-19 pandemic has catalysed a fundamental shift in how global markets and the private sector operate. UNICEF raised US$396 million from business in 2021, an 87 per cent increase from the previous year, with over half of the private sector revenue raised for the COVID-19 response coming from this donor stream. Top partners have included H&M, ING, LEGO, Microsoft, and Unilever, to name a few.

UNICEF’s target for the period 2022 to 2025 is that business partnerships in cash and value of other core business assets are developed and sustained to raise US$861 million (net) to support UNICEF programming and advocacy for children and policies, practices and capacities of business stakeholders maximize results for children. Through business engagement and partnerships, UNICEF is seeking to reach 140 million children by 2025. The key strategies to achieve these targets are as follows:

- Scan the market and create a pipeline of potential prospects that drive the greatest impact for children.
- Secure high-value, multi-year partnerships driven further by global lead account managers who are responsible for the global leadership and coordination of all the complex elements of the most valued partners and prospects.
- Explore new opportunities to grow existing partnerships across geographies or channels.
- Take advantage of emergency fundraising as a step-changer in the long-term growth of the corporate fundraising programme.

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13 Read more on the following sites: **Partnerships and engagement**, **Child rights and business**, and **Business for Results (B4R)**.
Multi-stakeholder partnerships (MSPs)

MSPs have become an increasingly important element of the international development architecture because of:

- Complex and interdependent global issues requiring collective action (e.g., climate change, youth employment and skills, access to clean water and sanitation and hygiene, or global health security and mental health amplified through the COVID-19 pandemic).
- The ambitious agenda for change with the Decade of Action requiring the combined strengths of the public, private, and NGO/civil society sectors to achieve the SDGs, and an increasing commitment of the private sector to the SDGs and purpose-driven business models.
- A shifting development finance landscape where private capital, investments, and blended finance play a critical role in financing growth in developing countries, with platforms bringing private and public sector partners together.

The objectives of the Strategic Plan 2022-2025 can only be achieved by engaging stakeholders across income and influence. For UNICEF, MSPs provide a more efficient, and in some cases less risky, way of engaging the private sector at scale, representing pathways to considerable additional value to advance UNICEF’s advocacy goals and to mobilize resources for children, bridging influence and income. Given these developments, PFP will continue to lead engagement with strategic platforms, organizations and networks, which can either be business-centred or engage multiple stakeholders such as governments and the public sector, to leverage the reach and influence of such multi-stakeholder partnerships for UNICEF to address issues affecting children through advocacy, engagement, investment, collective action and private-public collaboration at global, regional and national levels.

UNICEF will also engage with platforms, organizations and networks involving business to mobilize business and business stakeholders to advocate for children and leverage their voice, influence and reach to amplify advocacy priorities for children and partnership opportunities. Through engagement with platforms, organizations and networks, UNICEF will ensure that children’s rights are on the agenda and considered in the outcomes of influential MSPs and initiatives, such as the World Economic Forum and other high-level engagement opportunities, to make the investment case for children, ensure visibility, media and communication for children’s issues and maximize opportunities to build, strengthen or deepen relationships with partners.

UNICEF’s target for the period 2022 to 2025 is that the reach and influence of MSPs is leveraged to address issues affecting children through advocacy, engagement, investment, collective action and public-private collaboration, with 12 global MSPs delivering results for children by 2025, and 70 collaborations with MSPs at global, regional or local level. The key strategies to achieve these targets are as follows:

- Engaging strategically with MSPs, including by identifying and leveraging major private sector events and key moments, recognizing the role MSPs have in convening and influencing a broad base of private- and public-sector stakeholders.
- Prospecting and growing partnerships with major global MSPs to address issues affecting children through a multi-faceted approach promoting advocacy, engagement, investment, partnerships and facilitation of private-public collaboration to drive collective action.
- Growing and developing new multi-stakeholder partnerships, coalitions, or initiatives, that engage business and public sector stakeholders around priority issue areas.
- Developing advocacy with business strategies to engage with businesses and platforms to amplify UNICEF’s messages and rally partners around UNICEF’s priority issue areas and to leverage both resources and influence.
- Enabling HQ divisions, National Committee, programme country and regional staff to pursue opportunities with MSPs, by providing guidance and developing or promoting the use of tools to assess and maximize opportunities for engagement.14

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Public and private sector streams

The COVID-19 pandemic has highlighted the interdependence between the public and private sectors and the need for both sectors to work more closely together to leverage each other’s resources, competencies and comparative advantages to achieve greater impact. Fuelled by catalytic public funding, the private sector led efforts on vaccine development and has been part of addressing significant supply chain challenges, the digital divide and other significant areas, with an increasing focus on resilience and preparedness for a post-COVID recovery phase. The COVID-19 pandemic also saw the private sector relying more heavily on government action to buffer the impact of the pandemic on industries and trade. There is also an increasing trend for traditional bilateral aid agencies to make a more explicit link with national trade and business interests.

The UN Secretary General’s 2021 report ‘Our Common Agenda,’ calls for a more networked and inclusive multilateral system and collective action. Such action can be undertaken through innovative finance arrangements and establishment of formal and informal PPPs.

UNICEF’s main goals of its two public and private sector streams can be summarised as follows:

### Public-private partnerships (PPPs)

The SDGs are off track and require a step-change in the levels of both public and private investments in all countries. Governments are proactively seeking to leverage private sector investment and there is increasing commitment by businesses and foundations to engage around and address systemic issues requiring public-private collaboration. Given this need for increased public-private collaboration and for development actors to leverage the potential of such collaborations in the context of the SDGs, there has been an increased focus on PPPs as a modality for international organizations to pursue systemic issues that need to be addressed to achieve the SDGs. The April 2021 UN Executive Committee in its discussion on the Common Agenda item on Partnerships raised “the need for more public-private partnerships, noting that they are key to the Secretary-General's vision of networked multilateralism.”

UNICEF’s Strategic Plan provides the mandate to more strategically pursue PPPs as a modality to achieve additional impact through mutual leverage of public and private sector resources and engagement. UNICEF has a strong value proposition to broker public and private sector engagement and drive collective investment and action in support of advocacy and programmatic priorities. PPPs have been defined for UNICEF as arrangements through which the combination, coordination and alignment of resources, capabilities and advocacy of private and public actors results in additionality of impact for children, including additional direct resources for UNICEF. PPPs provide an opportunity for UNICEF to develop more effective partnerships in the context of increased global needs and changing donor/partner expectations, leveraging both financial and non-financial support. Examples like the current work on child protection with the Saferkids PPP in the Philippines, new programmes like the Ghana Sanitation Fund for the reduction in open defecation and improved sanitation services, and the Pharmacity PPP in Argentina which works with a private sector network of chemists to introduce family-centred maternity facilities in public hospitals, demonstrate the breadth of opportunities that PPPs provide for UNICEF to learn from, build on, replicate or scale up initiatives.

UNICEF’s target for the period 2022 to 2025 is that PPPs are strategically and actively pursued by UNICEF as a modality to effectively achieve transformational change and additional impact for children, with six new PPP models/initiatives piloted or scaled by UNICEF between 2022 and 2025.

- Developing a one-team (PPD/PFP) approach with a mandate and common workplan to lead on PPPs.
- Developing a strategy and roadmap for PPPs (including mapping, case studies, country deep dives, and models for PPPs for UNICEF).

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- Facilitating the development and piloting of new PPP models and initiatives, matching / driven by country opportunities and demand.
- Developing approaches to assess the value and impact of PPPs, capture lessons learned and develop guiding principles to maximize the impact of PPPs for UNICEF.
- Managing a community of practice/practitioners group and collaboration site on PPPs to facilitate peer-to-peer exchange, collaboration and increase knowledge sharing.
- Promoting new approaches to PPPs’ and ‘thought-leadership’ to drive the PPP agenda and support capacity-building efforts to facilitate engagement of UNICEF in PPPs.

Innovative finance arrangements

Past experiences and emerging trends have shown that relying solely on traditional voluntary ‘grant-type’ funding to implement ambitious development efforts such as the SDGs poses significant financial constraints. UNICEF, therefore, is pursuing alternative and innovative finance mechanisms to broaden its funding and financing sources.

The vision and ambition of UNICEF is that public and private financing for development work together to enable significantly greater volumes of funding and financing to flow to the places and activities that will make the greatest difference in radically accelerating results and impact for children. This entails: (a) leveraging and enhancing the impact of public finance, the main source of financing services for children; (b) new partnerships and creative complementary financing solutions, including capital markets and integration of environmental, social and governance strategies; and (c) public and private funding and financing working together to achieve social outcomes.¹⁶

Within UNICEF, alternative/innovative finance for children (IF4C) refers to financing approaches and mechanisms that: (a) leverage additional resources for children through new financial instruments or apply existing instruments in a new way; (b) make resources work more effectively and efficiently in the interest of children; and/or (c) make resources more results-oriented to accelerate programmatic and operational solutions for children.

There are a number of examples of innovative finance arrangements that UNICEF has been involved with recently. In 2020, UNICEF engaged with the Joint SDG Fund for four joint public-private programmes to catalyse innovative financing in Fiji, Indonesia, Malawi and Uruguay. For COVID-19, UNICEF and the United States Fund for UNICEF developed the Fast Fund, a guarantee facility that protects upfront payment financing in Fiji, Indonesia, Malawi and Uruguay. For COVID-19 response, UNICEF established the Dynamo Revolving Fund as a sustainable investment mechanism to drive private sector fundraising growth. The Fund will be capitalized from various sources.

In 2022, UNICEF will finalize the UNICEF Innovative Financing for Children – IF4C Global Vision and Strategy, which sets out a clear vision, concrete goals and comprehensive plan for using more innovative methods to tap into a diverse spectrum of capital, including through the National Committees for UNICEF over the next four years.

UNICEF’s target for the period 2022 to 2025 is that innovative development financing instruments and impact investing vehicles are developed, strengthened and deployed to mobilize US$2 billion of financing (US$500 million additional funding) for children from the public and private sectors. The key strategies to achieve the target are as follows:

- Focus on mutually reinforcing investments in Public Finance for Children (PF4C) and IF4C to catalyse greater sources of financing and funding for sustainable development.
- Forward financing and/or funding solutions including COVAX.
- Outcome-based financing schemes.
- Financial innovation partnerships and products focused on market demand, needs of field offices, co-created with lead private-sector partners including private investors, philanthropists and foundations.
- Blended financing solutions, leveraging private and public capital, including development finance institutions and IFIs, investments/grants in HICs, programme grants, catalytic funding, and first loss funding.
- Impact financing propositions to unlock private equity/debt impact investing for children.

III. Roles and responsibilities across UNICEF on advocacy and resource mobilization

PPD and PFP are the global leaders for resource mobilization. They develop strategy, provide guidance, set targets, support implementation and monitor and reporting on progress. Both PPD and PFP work in close cooperation with ROs and other HQ divisions and offices, including:

- Data, Analytics, Planning and Monitoring (DAPM)
- Division of Financial and Administrative Management (DFAM)
- Division of Global Communication and Advocacy (GCA)
- Division of Global Insight and Policy
- Division of Human Resources (DHR)
- Ethics Office
- Evaluation Office
- Global Shared Services Centre
- Information and Communication Technology Division (ICTD)
- Office of Emergency Programmes (EMOPS)
- Office of Internal Audit and Investigation (OIAI)
- Office of Research (OoR)
- Office of the Executive Director (OED)
- Office of the Secretary of the Executive Board
- Office of Innovation
- Programme Group (PG)
- Supply Division (SD)

The key roles in resource mobilization include:

- PPD facilitates and strengthens partnership development with governments, UN agencies, IFIs and GPPs. PPD engages in policy advocacy and resource mobilization for children’s rights and works to position UNICEF as a trusted partner with governments and other key stakeholders in the implementation of UNICEF’s Strategic Plan and the 2030 Agenda.
- PFP coordinates and provides guidance and support to UNICEF National Committees and COs in all private sector fundraising and partnerships activities, in cooperation with ROs and other HQ divisions.
- Other HQ divisions all support bilateral relationships with partners and donors in coordination with PFP and PPD. At the regional level, ROs act as a link between HQ divisions and COs for organizational and country-level results and provide support in the allocation of thematic funding. They also provide technical assistance to COs for resource mobilization from the public and private sectors as needed.
- COs are key to UNICEF’s resource mobilization activities in the field. They fundraise from public and private sector partners to meet the funding needs of their programmes. UNICEF has more than 150 COs worldwide and every CO raises money from the public sector. While many of them also engage in private sector fundraising (PSFR), 21 COs engage in PSFR through a structured PSFR operation. These 21 offices are, for the large part, located in upper middle- and high-income countries which offer the largest growth potential and PSFR revenues. They are able to fill funding gaps required for their own country programme needs in addition to contributing to the generation of global RR.
- National Committees are an integral and unique feature of UNICEF. Thirty-three National Committees around the world have been established as independent, local NGOs. They serve as the public face and dedicated voice of UNICEF in their respective countries. National Committees work to raise funds from the private sector (including corporations, civil society organizations and individual donors) and promote children’s rights.
- Other HQ divisions support bilateral relationships with partners and donors in coordination with PFP and PPD. At the regional level, ROs act as a link between HQ divisions and COs for organizational and country-level results and provide support in the allocation of thematic funding. They also provide technical assistance to COs for resource mobilization from the public and private sectors as needed.
IV. Cross-cutting enablers

Over the next four years, the organization will work to ensure that UNICEF’s public and private sector business models enable effective partnership and engagement to accelerate income and influence to generate impact for children and young people. To ensure that UNICEF reaches its ambitious income and influence goals, a number of cross-cutting efforts will be supported and instituted over the next four years across three key areas:

Advocacy and external communication

- **Demonstrate results and recognize partner contributions** to results for children. Partner recognition, visibility and linking partner contributions to results is a key strategy to growing both income and influence for children. Focus will be placed on content development and marketing for flexible resources (with a focus on RR and thematic funds). Real-time reporting on results will allow UNICEF partners to have relevant and timely information. Real-time partner visibility and recognition through social media will also be important. Transparency of funding flows, high quality impact reporting and virtual supporter experiences will help UNICEF to better demonstrate its value and impact to donors.

- **Enhance advocacy** and leverage more funding from public and private partners. Advocacy with Member States for the child rights agenda and meaningful child participation in intergovernmental forum, along with engagement with National Committees to better leverage government income to UNICEF and influence for children will be important. This will include maximizing joint advocacy across PPD, PFP, National Committees and COs with governments and other public sector partners; linking National Committees and CO country-level efforts to global policy advocacy on SDGs through inter-governmental channels such as the GoF, amongst others; and, elevating partnership engagement through strategic engagement from the OED to strengthen political advocacy for children and mobilize resources.

- **Mobilize resources for humanitarian contexts.** Fundraising and advocacy support for humanitarian action and leading UNICEF’s positioning on humanitarian financing will pay a key role. UNICEF will consolidate its leading position as top-of-mind, first-to-market, and best-in-class when an emergency suddenly captures the world’s attention. UNICEF will continue to ambitiously grow its market share of private sector humanitarian funding. UNICEF will stay agile and shift its engagement strategy as humanitarian contexts and the nexus with development evolve and further improve grow unrestricted revenue for emergencies (ORE).

- **Enhance the brand and drive fundraising through top-notch marketing.** In collaboration with GCA, priority markets will have clear data-driven brand strategies and related guidelines and tools to build trust in the UNICEF global brand. Compelling storytelling for improved donor/partner satisfaction and the protection of the reputation of the organization will also be prioritized. COs in new markets will also be supported so they can develop quality content and stories that ‘prime’ the market for fundraising.

People, leadership and governance

- **Strategic leadership** in a manner that leads to increased trust and credibility with partners. Supporting non-fundraising senior leaders (notably National Committee executive directors, National Committee board chairs, CO representatives and, CO deputy representatives and communications directors) will be critical in creating the enabling environment in which fundraising could truly thrive.

- **Ensure and support decentralized and empowered governance.** UNICEF will drive optimization and use of the common governance framework for the National Committee relationship and implementation of the Principles of Good Governance in National Committees, as well as the implementation of UNICEF’s organizational child safeguarding regime and other requirements.

- **Promote dynamic and inclusive people and culture.** A culture of caring will be endorsed, recognising there is considerable work to be done towards achieving a diverse, respectful workplace that fully lives UNICEF’s values. UNICEF will enhance a values-driven culture leading to improved staff well-being and motivation.

- **Enhance internal communication and staff engagement.** Strategic governance of internal communication channels and products will be put in place and digital workplace initiatives for effective knowledge exchange and work efficiency, as well as the development and management of an integrated and collaborative private sector intranet, will be further focused.

- **Training and capacity building** (HQ/RO/COs) for resource mobilization and joint and collaborative approaches to strategic engagement with public and private partners through innovative modes of learning. UNICEF will continue to deploy the online programme for staff developed in 2021, become more structured and ensure high visibility of and access to the capacity building programmes offered to technical and strategic staff in markets, increasing the quality and ‘engageability’ of online programmes.
Coherence and operations

- Ensure that the **UNICEF public and private sector resource mobilization business model is fit-for-purpose** and allowing for new models of collaboration and digital internal communication to optimally engage staff in improving the organization and accelerating results.
- Introduce a **market-focused approach**. UNICEF will maximize its fundraising potential within National Committees and PSFR COs by creating, adopting, and delivering effective market-level strategies informed by global strategies. UNICEF will also develop a methodology for prioritizing fundraising entry in new (‘frontier’) markets in 2022.
- **Knowledge and insights.** UNICEF will work towards integrated public and private real-time partner and business intelligence, revenue forecasting, knowledge, and evidence, using tools such as UNISON. UNICEF’s new Knowledge Exchange Platform will be a one-stop-shop for sharing and finding examples of fundraising and partnerships success.
- Overall **planning and operational support** to reduced duplication of efforts, increase synergies and employ clear and efficient processes to support responsive partnerships and engagement across the organization.
- Ensure **management of partnership risks**, including donor conditionalities, through the establishment of tools, resources, and systems for the full cycle of risk management from identification, mitigation measures and early action. Risk identification, management and mitigation is paramount to mobilizing income and leveraging influence. With the OIAI and DFAM, UNICEF will continue to invest in systems to monitor, track, mitigate and respond to generic as well as donor-specific risks. UNICEF will uphold and adhere to standards and principles related to risk, such as the single audit principle.
- Coordinate UNICEF’s strategic engagement in **UN system-wide coherence processes**.
- Support **fundraising innovation**. By securing resources for piloting new initiatives, leveraging the innovation ecosystem (companies, start-ups, academia), and mainstreaming an entrepreneurial approach and supporting capacity building for UNICEF’s global fundraising innovation community.
- Achieving our income goals depends on securing the right level of **investment** and diversifying the sources to create opportunity and spread risks. Investment by markets will remain the most important source of funding, with Investment Funds adding significant extra resources, mostly for National Committees. The approach to investment will also evolve away from funding strict campaign-based projects to a more agile model appropriate for driving investment in digital fundraising and capacity.

V. Monitoring

Implementation of the RM Strategy will be monitored on an annual basis through a review of progress against the listed KPIs, as well as relevant indicators in the UNICEF Strategic Plan 2022-2025.

Adjustments will be aligned with any updates made to the Strategic Plan.

In addition, PPD and PFP will be responsible for monitoring external developments, including changes in the aid environment, which may require elements of the strategy to be adjusted.