



CORE RESOURCES FOR RESULTS

Achieving the Greatest Impact for Children
2020 Report

Report theme and contents

Core Resources for Results (RR) plays a key role for all UNICEF programmes, from nutrition to education, health, early childhood development, child protection, WASH, and social protection as well as supporting the emergency response to the pandemic.

Given the world's renewed focus on immunization, the theme of the 2020 Core Resources for Results report is Immunization. This report focuses on the role and impact of RR for immunization, both historically and in 2020. In "Stories from the field", we showcase UNICEF's efforts to expand immunization expertise, cold chains, and innovative approaches through several countries to increase vaccination rates of the world's children.

For a full collection of stories from the field demonstrating UNICEF's impact across all programme areas and regions, including how we responded to the COVID-19 pandemic, please contact us at rrreport@unicef.org.



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Cover: A child from the Lalmatia slum, wearing a mask due to the COVID-19 pandemic, attends a handwashing programme event organized by UNICEF Bangladesh.

Foreword



Last year was unprecedented.

The COVID-19 pandemic has changed the way we live, the way we interact, the way we think, and the way we work.

It has also taught us some important lessons. It has shown us that we are experiencing not just a health crisis, but also an education crisis, a social security crisis, a mental health crisis, and an inequality crisis.

At the same time, we have seen a unique display of generosity, solidarity, and partnerships across the world. Indeed, we have all come together to face shared challenges.

We at UNICEF deeply appreciate the support of all our partners throughout 2020.

Flexible resources like Core Resources for Results and thematic funding were particularly critical in helping us respond with the necessary agility in the face of a global pandemic.

Thanks to those partners who provided flexible resources, we have been able to mount an efficient, swift, and effective response to the needs of children, families, and communities with effective support that builds their long-term resilience.

From harnessing the power of the sun in Mali; to enabling the mobile vaccination teams to reach communities in some of the remotest corners of the desert in Jordan; and to pioneering innovative solutions in Malawi, Core Resources for Results have proven essential for providing UNICEF with the ability to deliver lifesaving vaccines to the most remote areas of the globe.

But the need for more flexible resources is becoming even more urgent now, as we work to rebuild our economies and societies as a global community.

These resources enable us to achieve the greatest impact; to reach scale; to pioneer and innovate; to meet needs across the entire spectrum of childhood and adolescence; and to be there before, during, and after an emergency.

With flexible resources UNICEF can go further, faster, and more effectively, delivering the promise of a better future for every child.

My thanks again to all our donors who have recognized the additional value in flexible funding – and who have trusted us to use these resources in the best possible way on behalf of the world’s children. I also extend a special mention to the governments of Germany, the Netherlands, Norway, Sweden, the United Kingdom, and the United States, as well as to all private sector donors through our National Committees for UNICEF in France, Germany, Japan, Korea, Spain, and Sweden, for being our most generous core and flexible resources providers in 2020.

With your sustained support, we will together achieve the greatest impact for children.



Henrietta H. Fore
UNICEF Executive Director

Five reasons to invest in Core Resources for Results

Every day, children all over the world look to UNICEF to change their lives. Families want UNICEF to ensure their children are nourished, healthy, safe, and educated. Communities rely on UNICEF to be their voice. Governments turn to UNICEF for advice and support in shaping policies that affect millions. And UNICEF partners and donors – like you – count on us to transform the funds you have provided into effective action for children. In turn, UNICEF counts on you to continue believing in our mission – in the possibilities for children – and to sustain your support for UNICEF through flexible funding.

Core Resources for Results – known within UNICEF as “RR” – is essentially funding without restrictions, to be used flexibly for children wherever and whenever the need is greatest. With your support of RR, UNICEF can pioneer new ideas for children; work across the entire childhood from birth through adolescence; scale-up proven solutions globally; prepare and respond rapidly in emergencies and rebuild thereafter; and, most importantly, given our sustained presence across 190 countries around the world, achieve the greatest impact for children.



#1 – Achieving the greatest impact

Today’s progress for children is a result of your sustained, long-term investment in UNICEF’s work. Whether it is increasing child immunization rates and access to schooling or ensuring new laws and policies that benefit children, we count on partners and donors like you who trust UNICEF to direct funds in the way that can achieve the greatest impact.



#2 – Taking the work to scale

You help us take proven best practices and programming to national, regional, and then global scale across over 190 countries and territories, driving progress towards the 2030 Sustainable Development Goals.



#3 – Leading and pioneering

Responding effectively to children’s issues requires UNICEF to continually pioneer new solutions that work in complex situations. Such advances have only been possible because you trust UNICEF to use your contributions to benefit children in the most effective and innovative ways.



#4 – Meeting needs throughout the entire childhood and adolescence

Your support helps children not just in one moment but throughout their entire childhood and adolescence. Critically, flexible resources allow UNICEF to address the needs of children at any and every point along the whole spectrum of their young lives – reaching every child, everywhere.



#5 – Before, during, and after an emergency

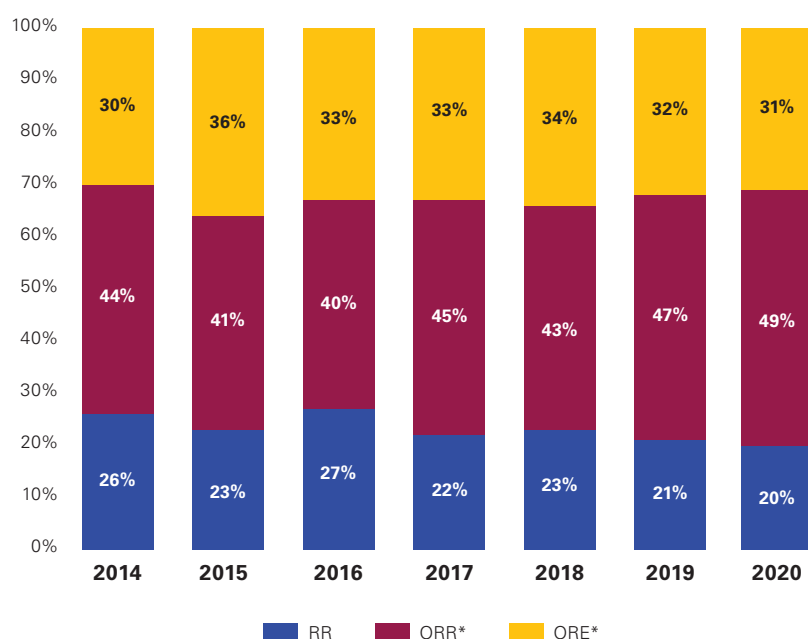
RR is our critical ‘first and last responder’ in emergencies. This can only happen because UNICEF’s teams of specialized staff are already on the ground and equipped to respond immediately when an emergency occurs. And thanks to your support of flexible funding, when the emergency is over, UNICEF is there to stay, re-building with the communities.

UNICEF partners

UNICEF is 100 per cent voluntarily funded, with contributions from the public and private sectors, including from governments as well as individuals, corporations, foundations, international financial institutions, and non-governmental organizations.

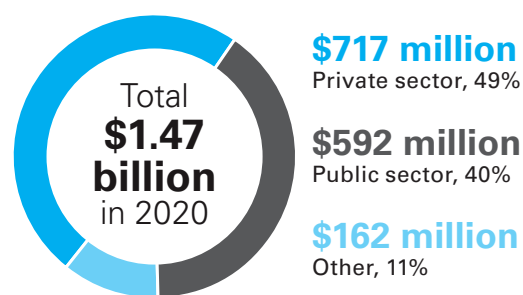
Total income in 2020 was \$7.22 billion, of which RR contributed \$1.47 billion or 20 per cent. Of this, \$592 million was contributed by public sector partners, and \$717 million by private sector partners. The remaining \$162 million included income from interest, procurement services, and other sources.

Income ratio by type of funding (2014–2020)



* ORR – Other Resources (Regular); ORE – Other Resources (Emergency).

RR income by funding source



Income, revenue, and contributions received

Income: Income includes contributions received in a given year from public sector partners (governments, European Union, inter-organizational arrangements, global programme partnerships, and international financial institutions) and revenue from private sector partners. UNICEF uses income for the preparation of the financial framework, which forms a part of the UNICEF Strategic Plan, and provides a basis for determining the RR programme submissions approved by the UNICEF Executive Board on an annual basis. Income is not part of the audited UNICEF financial statements.

Revenue: UNICEF recognizes revenue for the full contribution agreement value when the partner agreement is signed in line with requirements of International Public Sector Accounting Standards. This includes multi-year contribution agreements reflecting the full commitment of our partners for current and future years. For the year 2020 the total revenue, as per the UNICEF financial statements, was \$7.548 billion, of which RR contributed \$1.43 billion.

Contributions received: Cash and contributions in kind received from resource partners within a calendar year.



Syrian Arab Republic
Children wash hands in the Maarat Misrin camp north of Idlib.



Insight

A philanthropist's perspective on giving to Core Resources for Results

Partner Profile for Kaia Miller-Goldstein

Major donor

"Since the COVID-19 pandemic began, we have seen communities around the world confronted with completely new and fast changing challenges every day. We have seen people struggle with the enormity of these challenges, and then rise to meet them. We have seen these communities pivot to new activities, and re-imagine futures. We have seen how interconnected our world is, how fragile life can be, and how quickly and dramatically things can change. We live in uncertain times, and it is critical to be able to respond to new challenges, and adapt our responses as the context evolves.

This is why I partner with UNICEF. Not just as a leader in the global effort to end the

pandemic but as the organization that, since its founding, has saved and improved more children's lives than any other humanitarian organization in history. UNICEF has over 70 years of experience in more than 190 countries and territories.

Its world-class staff are well-trained to help communities identify priorities and develop effective strategies for achieving success. But as the pandemic has taught us, strategies often must be adapted to changing contexts. Importantly, UNICEF has the vast experience, organization, and expertise to react quickly and effectively.

I've visited UNICEF's programmes in a number of countries and am always struck by two things in particular. The first is how varied and complex the challenges are that communities face – poverty, climate change, insecurity, as well as such basic needs as access to clean water, schools, and health care. The needs of children around the world are immense. The second thing I'm struck by is how, despite cultural and experiential differences, at the end of the day parents and caregivers everywhere want the same things for their children – the opportunity to thrive and realize their dreams. UNICEF is uniquely positioned to understand what is needed, and adapt its programmes to empower children in vastly different situations around the world.

This is why, when I want my UNICEF donation to make a real difference, I leave it up to the experts at UNICEF to decide on the priorities. My donations are not tied to particular projects, enabling UNICEF teams on the ground to have access to funds that can be re-directed rapidly to deal with crises as they arise. In UNICEF, this type of funding is known as Core Resources for Results (or RR); and for staff working urgently to bring assistance to children in times of desperate need, this is the most powerful funding there is.

With RR funds, while I may not know exactly how my contribution will be used, I do know how UNICEF uses its funds overall, and that the funds are used strategically and efficiently. UNICEF achieves impressive results on the most important priorities for children, and it is always up to the task."

"Ever since we started partnering with UNICEF, we've known how important flexible funding is during global emergencies and how it allows the organization to shift programming and respond effectively. At Louis Vuitton, we have been inspired to see how UNICEF has responded to the COVID-19 pandemic. Over the past year, we have all seen how UNICEF is there before, during, and after emergencies, and the impact of core resources is essential in fulfilling this mission."

Maison Louis Vuitton

"In a rapidly changing world it is extremely important to have sufficient resources that are flexible and unrestricted, allowing UNICEF to respond quickly to new situations as they arise and use such funds wherever they are needed most. At Gardena, we are proud to contribute to core resources, knowing that it contributes to some of our biggest global challenges, such as water, sanitation, and hygiene."

Heribert Wettels

Director, Corporate Communications, Gardena

Top 30 RR partners by contributions received, 2020

PARTNER	USD (MILLIONS)
United States	154
Japanese Committee for UNICEF	133
Germany	102
Korean Committee for UNICEF	82
Sweden	70
Spanish Committee for UNICEF	65
German Committee for UNICEF	57
United Kingdom	51
Swedish Committee for UNICEF	48
French Committee for UNICEF	48
Dutch Committee for UNICEF	40
Italian Committee for UNICEF	39
Norway	39
Netherlands	36
United Kingdom Committee for UNICEF	30
Switzerland	21
United States Fund for UNICEF	21
Japan	20
Belgium	18
Australia	15
Finnish Committee for UNICEF	13
Belgian Committee for UNICEF	13
Hong Kong Committee for UNICEF	13
Canada	12
Polish Committee for UNICEF	9
Denmark	9
Canadian Committee for UNICEF	8
Portuguese Committee for UNICEF	8
Ireland	8
Danish Committee for UNICEF	7

UNICEF wants to thank the top partners who give to RR, as well as all the millions of donors who each year give generously to achieve the greatest possible impact for children.



Multi-year RR revenue* recognized, 2016–2020

Multi-year partner agreements promote the sustainability of UNICEF's programming and therefore help us achieve the greatest impact for children.

DONOR COUNTRY NAME	PERIOD	USD (MILLIONS) MULTI-YEAR AGREEMENT**
Sweden	4 years (2018–2021)	295
United Kingdom	3 years (2018–2020)	154
Netherlands	3 years (2019–2021)	114
Australia	5 years (2016–2020)	76
Belgium	4 years (2017–2020)	71
Switzerland	3 years (2018–2020)	61
Canada	4 years (2018–2021)	49
Denmark	3 years (2020–2022)	21
New Zealand	3 years (2019–2021)	12
Qatar	2 years (2019–2020)	8
Grand total		860

Note: Numbers may not add up because of rounding.

* Revenue data excludes write-downs. Revenue is recognized, for the most part, in the year the agreement is signed, and amounts in other years represent revaluation due to exchange rate fluctuations.

** Agreements with a lifetime of two years or more are defined as multi-year agreements. These do not include any amendments.



Insight

A government's perspective on giving to Core Resources for Results



Partner Profile for Germany, by Martin Jäger, State Secretary Federal Ministry for Economic Cooperation and Development

Germany made its first contribution to UNICEF's Core Resources for Results (RR) in 2013, and since then, with the strong support of Parliament and the German people, that initial contribution of €6.5 million has increased substantially year by year, reaching a peak of €90 million in 2020 – when additional funds were included to fight the COVID-19 pandemic.

Funding decisions on core resources are guided by three broad aims articulated by Germany's Federal Ministry for Economic Cooperation and Development (BMZ): preserve the global order and make it more just, especially by alignment with the 2030 UN Agenda for Sustainable Development; anchor BMZ's objectives and areas of focus within the multilateral realm; and improve the transparency, efficiency, impact, and coherence of multilateral organizations.

Germany provides a balanced mix of Core Resources for Results and earmarked funding to UNICEF. We see RR as a fundamentally important part of our funding portfolio, and stand by our

commitments to the 2019 Funding Compact, which calls on Member States to provide 30 per cent of all UN funding in the form of unearmarked contributions.

We believe that UNICEF must be an organization that is agile, flexible, and capable of responding rapidly when the need arises. We expect our RR funding to help ensure that the prerequisites for truly effective programming are in place through a healthy and competent internal structure and staff pool, and through supporting UNICEF's normative mandate.

To Germany, a strong UNICEF capable of delivering on every aspect of its mandate is crucial to fulfilling the rights of children everywhere. UNICEF's mandate is broad, encompassing many issues in diverse country contexts. Consequently, earmarked contributions alone will not allow UNICEF to fulfil its mission and its mandate. Having a healthy ratio of unearmarked to earmarked contributions is particularly important to allow the organization to respond to the urgent needs of vulnerable children and their families, especially in countries where donor attention is low.

UNICEF's capacity to work effectively in fragile and conflict settings is a key area of concern for Germany. Thanks to RR, UNICEF is more likely to be present in these difficult contexts before a crisis emerges, and can then respond during and after the crisis occurs. Another important consideration for Germany is that unearmarked funds strengthen UNICEF's efforts in implementing the Humanitarian-Development-Peace nexus.

UNICEF is at its most effective when partnering closely and pragmatically with its sister UN agencies and other relevant stakeholders; and to an important extent, tailoring such partnerships to best suit the needs at hand also depends on flexible funds. Germany sees the UN's future firmly rooted in close inter-agency cooperation, and therefore supports the aims of the United Nations Development System reform also through core contributions.

Through its active engagement in the UNICEF Executive Board as well as through bilateral consultations at the headquarter and country level, Germany is able to feed in inputs, expertise, and priorities relating to UNICEF's organizational set-up and its programmatic work. Through this continuous dialogue, Germany and UNICEF pursue an open, responsive, and dynamic cooperation. As a result, we can stand firmly behind UNICEF's Strategic Plan, its programming goals, and its approaches based on a partnership of mutual trust.

It is against this background that we see Core Resources for Results as an essential component of our funding to UNICEF.

“UNICEF’s ability to bring innovation to scale, to reach those children most in need, and to ensure that no girl or boy is left behind relies to a large extent on the availability of flexible, multi-year resources and strong partnerships. Switzerland recognizes the importance of core resources for UNICEF’s work, both in humanitarian and development contexts. We are thus proud to be one of UNICEF’s Top Ten Core Resource Government Partners in 2020.”

Ms. Patricia Danzi
Director General, Swiss Agency for Development and Cooperation



“The COVID-19 pandemic brought disruption, loss of lives and livelihoods, and laid bare the existing inequalities within and between countries. Children and young people are among those most disproportionately impacted, in particular those in the poorest countries and communities. This crisis also underlined the value of core resources in order to swiftly respond where the needs and risks are greatest. This is why the provision of predictable and flexible funding to UNICEF’s core resources continues to be a cornerstone of our longstanding partnership with UNICEF in driving change for children and young people across the globe. Belgium will specifically strive for better social protection mechanisms and improved access to quality education.”



Ms. Meryame Kitir
Minister of Development Cooperation and of Major Cities, Kingdom of Belgium

“Predictable and flexible funding is a prerequisite for an agile and responsive multilateral system. In order to respond to unprecedented challenges, as well as achieve long-term development goals, organizations such as UNICEF must be properly equipped with multi-year core support.”

Mr. Per Olsson Fridh
Minister for International Development Cooperation, Sweden



“UNICEF has been at the forefront of ensuring access to life-saving services for children by leveraging on innovative solutions and partnerships, especially during the COVID-19 pandemic. To support UNICEF’s important work, contributions to UNICEF’s flexible resources are critical. And the Republic of Korea is committed to contributing to UNICEF’s core and thematic funding to leave no child behind.”



Mr. Cho Yeongmoo
Director General, Development Cooperation Bureau, Ministry of Foreign Affairs, Republic of Korea

“Consistent support for core resources is crucial for UNICEF to provide assistance in the areas of crisis and for communities that are most vulnerable. Core funding allows UNICEF to be more flexible ensuring the most efficient way to deliver its mandate and shape the policies that address the key challenges affecting millions of children around the world.”

Mr. Gabrielius Landsbergis
Minister of Foreign Affairs, Lithuania



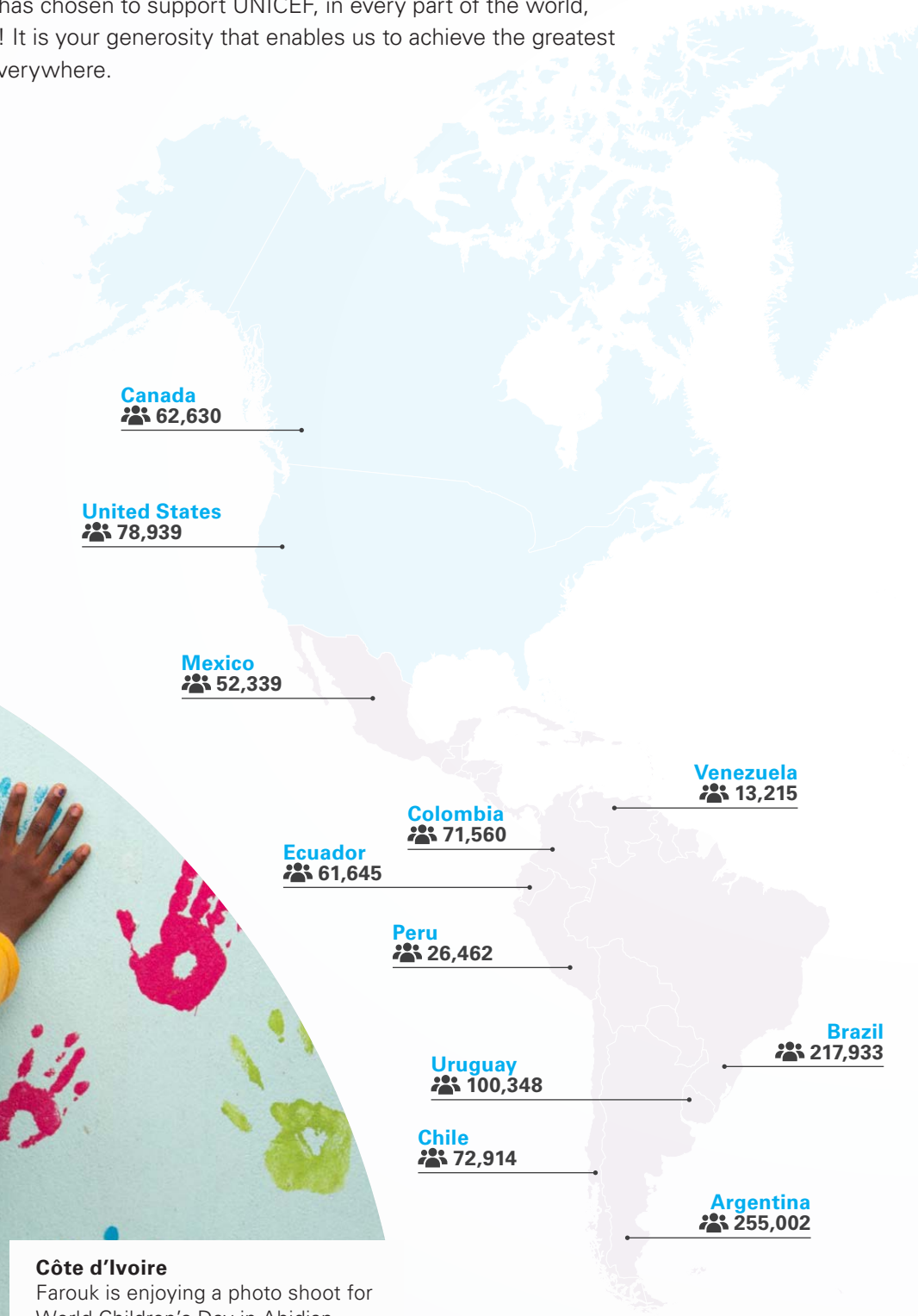
Monthly individual donors from around the world

Each month over 5.5 million donors contribute €10, \$20, £25, R\$50, ¥1,000, ₩10,000 and many other currencies from more than 50 countries and territories around the world – from Asia to the Middle East, from Europe to Africa, and across to the Americas. Our donors come from all walks of life, and they show their support for the work of UNICEF in a variety of ways.

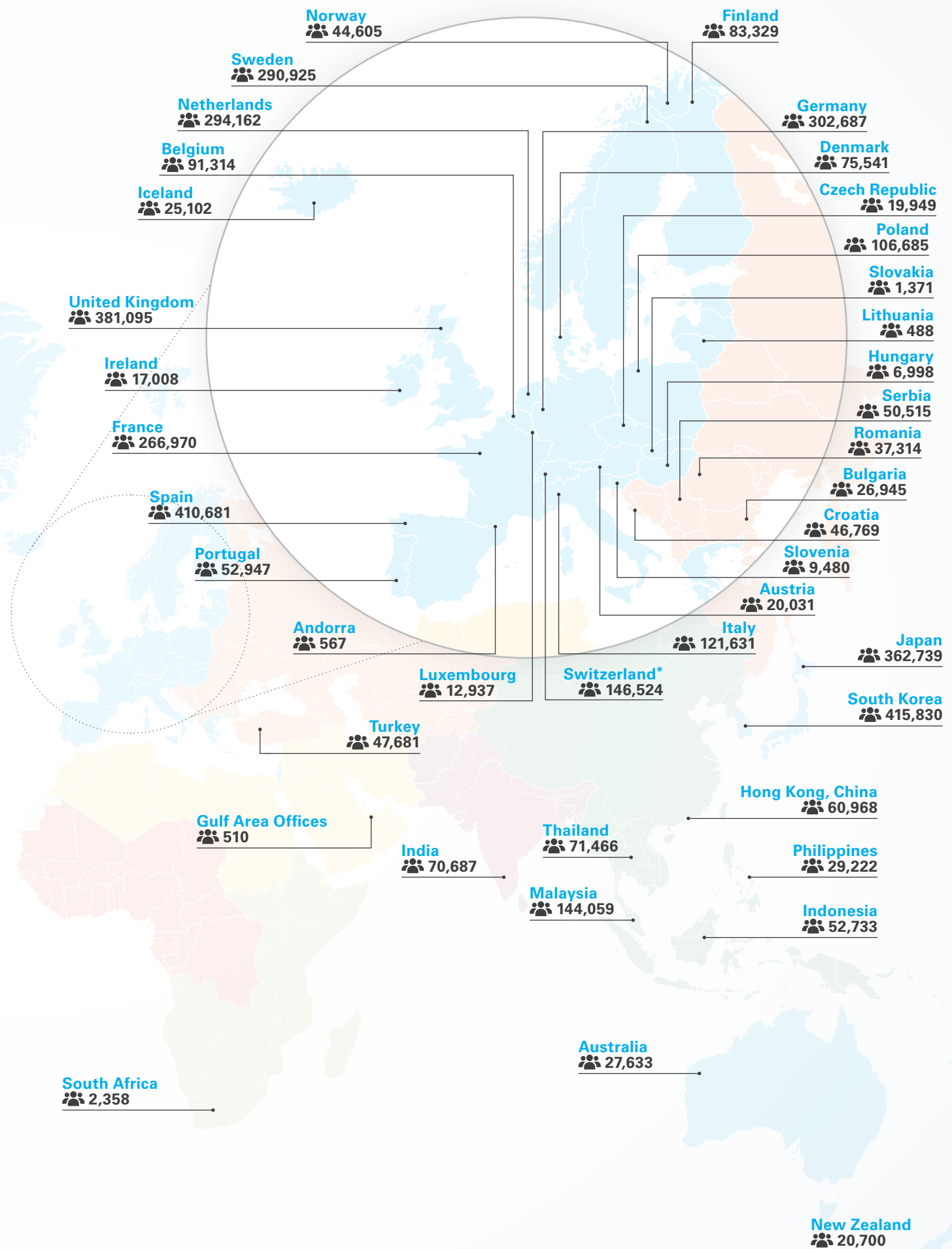
In 2020 many individual donors contributed to UNICEF’s Core Resources for Results (RR). Some became monthly donors, others made one-time gifts, and still others included UNICEF in their estate planning.

To each and every individual who has chosen to support UNICEF, in every part of the world, we send you a warm “thank you”! It is your generosity that enables us to achieve the greatest long-term impact for all children everywhere.

**Over
5.5
million**
donors contributed
monthly to UNICEF
in 2020



Côte d’Ivoire
Farouk is enjoying a photo shoot for World Children’s Day in Abidjan.



*Data for Switzerland is for 2019; 2020 data was not available at the time of reporting.

This map is stylized and not to scale. It does not reflect a position by UNICEF on the legal status of any country or area or the delimitation of any frontiers.

2020 Partners to Core Resources for Results (RR)

UNICEF wishes to thank all our partners and donors who gave so generously to RR in 2020. This comprehensive listing presents financial support in two ways – by Revenue and by Contributions Received. This allows UNICEF to recognize your support both when a donor agreement has been signed (revenue) and when funding is received each year (contributions received).

PARTNER	REVENUE*			CONTRIBUTIONS RECEIVED** (in USD)		
	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL
Afghanistan	67,853	-	67,853	67,853	-	67,853
Albania	-	-	-	500	-	500
American Samoa	-	-	-	2,000	-	2,000
Andorra	28,011	337,537	365,548	28,011	428,023	456,035
Angola	180,000	-	180,000	180,000	-	180,000
Argentina	-	10,016,750	10,016,750	-	10,016,750	10,016,750
Armenia	120,790	-	120,790	120,790	-	120,790
Australia	15,144,498	4,919,210	20,063,708	15,144,498	4,162,099	19,306,598
Austria	1,187,648	3,937,468	5,125,116	1,187,648	3,252,233	4,439,882
Bangladesh	161,235	-	161,235	161,235	-	161,235
Barbados	195,575	-	195,575	195,575	-	195,575
Belgium	1,180,076	15,334,288	16,514,363	17,921,147	12,851,169	30,772,316
Benin	24,124	-	24,124	24,124	-	24,124
Bhutan	13,118	-	13,118	13,118	-	13,118
Bolivia (Plurinational State of)	140,000	-	140,000	140,000	-	140,000
Bosnia and Herzegovina	-	-	-	3,698	-	3,698
Brazil	1,892,473	4,535,643	6,428,116	1,892,473	4,535,643	6,428,116
Bulgaria	78,500	315,883	394,383	99,500	320,269	419,769
Burkina Faso	5,106	-	5,106	5,106	-	5,106
Cabo Verde	350,000	-	350,000	350,000	-	350,000
Canada	(479,385)	8,966,309	8,486,924	11,596,278	8,312,210	19,908,487
Central African Republic	44,000	-	44,000	44,000	-	44,000
Chad	57,704	-	57,704	57,704	-	57,704
Chile	-	7,220,682	7,220,682	-	7,220,682	7,220,682
China	1,845,453	4,897,359	6,742,812	1,845,453	4,897,359	6,742,812
Colombia	-	3,460,300	3,460,300	-	4,152,917	4,152,917
Comoros	70,000	-	70,000	70,000	-	70,000
Congo	748,450	-	748,450	748,450	-	748,450
Costa Rica	19,176	3,124	22,300	17,764	3,124	20,888
Côte d'Ivoire	12,600	-	12,600	12,600	-	12,600
Croatia	23,002	1,225,971	1,248,973	23,002	1,230,358	1,253,360
Cyprus	-	10,577	10,577	-	38,778	38,778
Czech Republic	-	2,819,752	2,819,752	-	2,619,987	2,619,987
Democratic People's Republic of Korea	130,070	-	130,070	130,070	-	130,070
Democratic Republic of the Congo	434,093	-	434,093	434,093	-	434,093
Denmark	22,713,526	8,465,322	31,178,848	8,519,765	7,401,839	15,921,604
Dominican Republic	88,000	-	88,000	88,000	-	88,000
Ecuador	3,600	2,516,838	2,520,438	3,600	2,516,838	2,520,438
Egypt	-	20,026	20,026	-	20,026	20,026
Equatorial Guinea	104,305	-	104,305	104,305	-	104,305
Estonia	354,006	-	354,006	351,702	-	351,702
Ethiopia	285,246	-	285,246	285,246	-	285,246
Fiji	134,241	-	134,241	125,939	-	125,939
Finland	6,432,749	16,277,640	22,710,389	6,432,749	13,414,219	19,846,967
France	6,133,084	51,395,534	57,528,618	6,133,084	47,717,326	53,850,410



PARTNER	REVENUE*			CONTRIBUTIONS RECEIVED** (in USD)		
	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL
Gabon	89,452	-	89,452	89,452	-	89,452
Georgia	155,000	-	155,000	155,000	-	155,000
Germany	101,505,459	60,939,035	162,444,493	101,505,459	56,569,005	158,074,464
Ghana	190,512	-	190,512	190,512	-	190,512
Greece	-	-	-	-	5,841	5,841
Guinea	350,000	-	350,000	350,000	-	350,000
Guinea-Bissau	621,000	-	621,000	621,000	-	621,000
Guyana	-	-	-	4,672	-	4,672
Honduras	49,510	-	49,510	49,510	-	49,510
Hong Kong, China	-	12,628,742	12,628,742	-	12,602,818	12,602,818
Hungary	3,457,584	551,860	4,009,444	3,457,584	497,755	3,955,339
Iceland	925,148	3,530,231	4,455,379	924,740	3,648,157	4,572,897
India	101,500	3,140,861	3,242,361	101,500	3,140,861	3,242,361
Indonesia	144,970	4,414,659	4,559,629	144,970	4,414,659	4,559,629
Iran (Islamic Republic of)	10,000	-	10,000	10,000	-	10,000
Iraq	48,785	-	48,785	48,785	-	48,785
Ireland	7,860,262	3,802,577	11,662,839	7,860,262	3,435,583	11,295,845
Italy	5,305,365	44,004,843	49,310,209	5,305,282	39,329,004	44,634,286
Jamaica	7,319	-	7,319	7,319	-	7,319
Japan	19,750,436	140,951,794	160,702,230	19,750,436	133,248,963	152,999,399
Jordan	802,963	-	802,963	802,963	-	802,963
Kazakhstan	165,310	-	165,310	165,000	-	165,000
Kenya	150,000	-	150,000	150,000	-	150,000
Kuwait	200,000	-	200,000	200,000	-	200,000
Kyrgyzstan	55,000	-	55,000	55,000	-	55,000
Latvia	-	-	-	-	2,001	2,001
Lebanon	2,500	-	2,500	2,500	-	2,500
Lesotho	120,000	-	120,000	120,000	-	120,000
Liechtenstein	25,694	-	25,694	25,694	-	25,694
Luxembourg	3,275,109	1,976,173	5,251,282	3,275,109	2,368,257	5,643,366
Malaysia	284,000	15,906,994	16,190,994	284,000	15,906,994	16,190,994
Mali	33,500	-	33,500	33,500	-	33,500
Mauritania	20,610	-	20,610	20,610	-	20,610
Mexico	-	4,276,999	4,276,999	-	4,276,999	4,276,999
Monaco	27,473	-	27,473	27,473	-	27,473
Mongolia	101,408	-	101,408	101,408	-	101,408
Montenegro	21,912	-	21,912	21,912	-	21,912
Morocco	103,567	-	103,567	202,713	-	202,713
Mozambique	7,500	-	7,500	7,500	-	7,500
Myanmar	43,078	-	43,078	43,078	-	43,078
Namibia	120,000	-	120,000	120,000	-	120,000
Netherlands	3,253,924	42,021,109	45,275,033	36,423,841	39,850,725	76,274,567
New Zealand	154,061	2,561,573	2,715,635	3,893,576	515,437	4,409,012
Nicaragua	40,000	-	40,000	40,000	-	40,000
Niger	-	-	-	4,000	-	4,000
Nigeria	1,758,911	-	1,758,911	1,758,911	-	1,758,911
Norway	38,796,366	6,899,938	45,696,304	38,796,366	7,115,371	45,911,738
Oman	442,411	11,576	453,987	442,411	11,576	453,987



PARTNER	REVENUE*			CONTRIBUTIONS RECEIVED** (in USD)		
	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL
Panama	1,124,934	-	1,124,934	1,149,939	-	1,149,939
Peru	-	2,030,122	2,030,122	-	2,030,122	2,030,122
Philippines	56,774	3,402,974	3,459,748	56,774	3,402,974	3,459,748
Poland	-	9,350,059	9,350,059	-	9,000,794	9,000,794
Portugal	45,970	7,629,066	7,675,036	90,613	8,249,912	8,340,525
Qatar	571	6,588	7,159	4,000,000	-	4,000,000
Republic of Korea	2,931,885	77,347,332	80,279,217	2,927,984	81,870,837	84,798,821
Republic of Moldova	54,000	-	54,000	54,000	-	54,000
Romania	50,000	598,976	648,976	50,000	627,928	677,928
Russian Federation	1,000,000	-	1,000,000	1,000,000	-	1,000,000
Sao Tome and Principe	19,500	-	19,500	19,500	-	19,500
Saudi Arabia	639,184	286,700	925,884	639,184	286,700	925,884
Senegal	398,500	-	398,500	398,500	-	398,500
Serbia	51,000	589,340	640,340	51,000	595,500	646,500
Sierra Leone	384,000	-	384,000	384,000	-	384,000
Singapore	50,000	389,829	439,829	50,000	389,829	439,829
Slovakia	11,025	32,390	43,416	11,025	59,588	70,613
Slovenia	30,400	1,058,762	1,089,162	30,400	1,054,409	1,084,809
Somalia	435,700	-	435,700	435,700	-	435,700
South Africa	-	49,761	49,761	-	49,761	49,761
South Sudan	166,720	-	166,720	166,720	-	166,720
Spain	2,339,899	60,861,565	63,201,464	2,339,899	65,330,480	67,670,380
Sri Lanka	15,630	-	15,630	15,630	-	15,630
Sudan	121,400	-	121,400	121,400	-	121,400
Sweden	688,671	43,444,625	44,133,296	69,605,882	48,103,862	117,709,744
Switzerland	102,035	10,388,662	10,490,697	20,922,548	5,383,490	26,306,038
Tajikistan	32,400	-	32,400	32,400	-	32,400
Thailand	525,344	13,181,858	13,707,202	525,344	13,181,858	13,707,202
Timor-Leste	100,000	-	100,000	100,000	-	100,000
Togo	26,000	-	26,000	26,000	-	26,000
Trinidad and Tobago	15,000	-	15,000	15,000	-	15,000
Tunisia	30,224	-	30,224	30,224	-	30,224
Turkey	54,835	1,707,535	1,762,370	54,835	1,795,824	1,850,659
Turkmenistan	62,746	-	62,746	62,746	-	62,746
Uganda	469,000	-	469,000	469,000	-	469,000
Ukraine	-	3,000	3,000	-	-	-
United Arab Emirates	631,670	556,930	1,188,600	631,670	556,930	1,188,600
United Kingdom	14,262,002	22,231,591	36,493,594	50,959,250	30,094,935	81,054,185
United Republic of Tanzania	22,000	-	22,000	22,000	-	22,000
United States	134,000,000	18,314,903	152,314,903	153,875,000	20,687,669	174,562,669
Uruguay	72,450	4,201,217	4,273,667	72,450	4,201,217	4,273,667
Uzbekistan	310,000	-	310,000	310,000	-	310,000
Venezuela (Bolivarian Republic of)	-	5,401	5,401	-	5,401	5,401
Viet Nam	14,254	4,775	19,029	14,254	4,775	19,029
Zambia	257,520	-	257,520	257,520	-	257,520
United Nations Department of Peacekeeping Operations	79,353	-	79,353	79,353	-	79,353
NGO - Other	-	961,076	961,076	-	961,076	961,076
Other	(34,446)	394,696	360,250	-	392,298	392,298

* Includes contributions for specific management activities and excludes investment revenue 92 million and other revenue 150 million.

** Contributions received in cash and in kind and includes contributions for specific management activities.

Numbers may not add up due to rounding.

Stories from the field

Core Resources for Results help UNICEF deliver lifesaving vaccines to every child

As recently as the 1980s, measles, tetanus, and other vaccine-preventable diseases were killing over 5 million children every year. Thankfully, immunization – one of modern medicine’s greatest success stories – came to the rescue. Today, vaccines prevent an estimated 2 to 3 million deaths among young children annually, and spare countless others from birth defects and lifelong disabilities. UNICEF and its partners have been at the heart of this success, delivering the lifesaving benefits of vaccines to 85 per cent of the world’s children.

But we cannot stop there. Our mission now is to help every child, everywhere, enjoy the protective power of vaccines and the healthy start to life that immunization helps to provide. That responsibility was recently extended when UNICEF was asked to lead the procurement and delivery of COVID-19 vaccines for the COVAX Facility as part of the Access to COVID-19 Tools – Accelerator, a global collaboration to accelerate the development, production, and equitable access to COVID-19 tests, treatments, and vaccines.

There are still around 20 million children – most of them living in Africa and South Asia – who are only partially vaccinated or have missed out on vaccination altogether. These underserved children represent the next big challenge in the immunization journey that UNICEF is working to address.

Reaching these children is the toughest part of the job because it means delivering

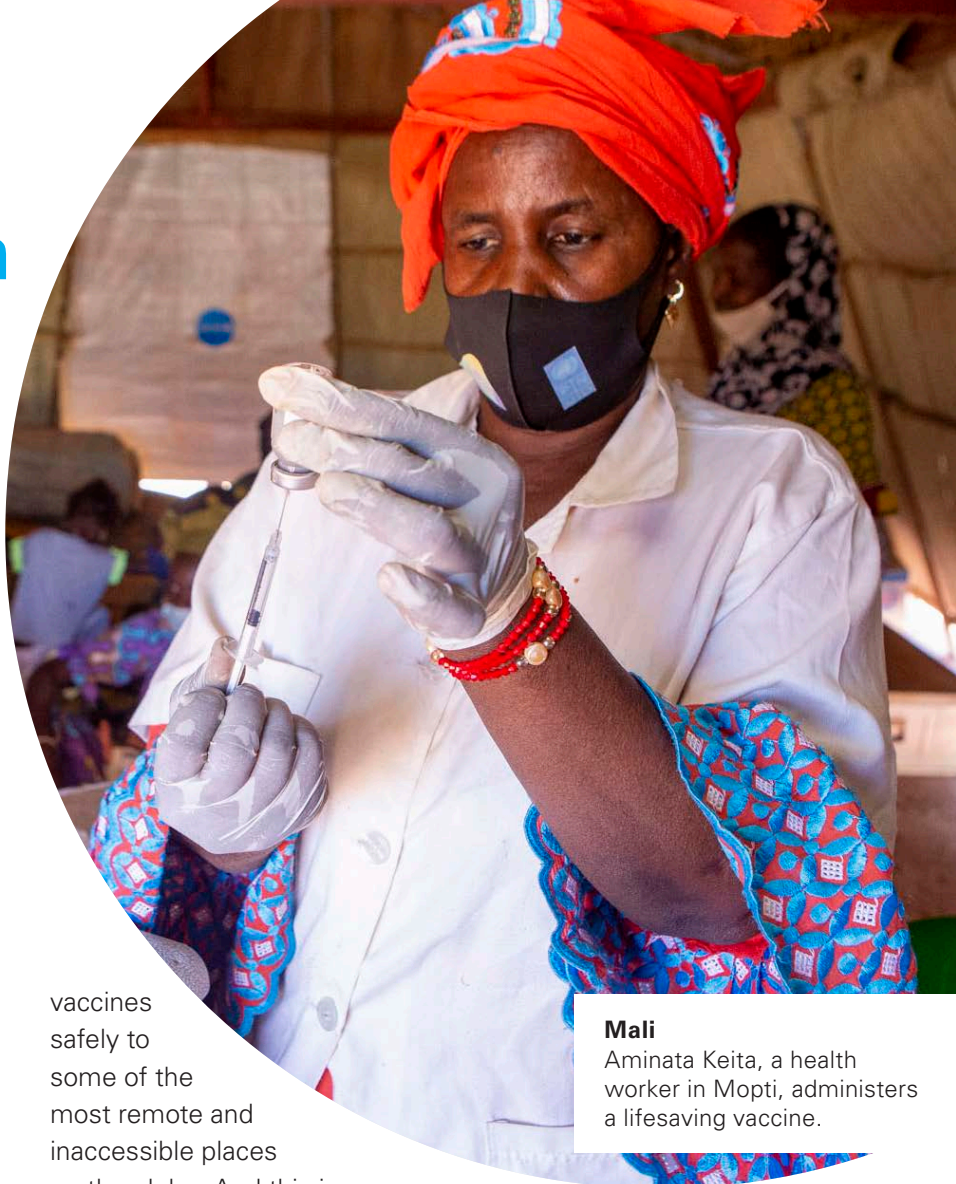
vaccines safely to some of the most remote and inaccessible places on the globe. And this is where Core Resources for Results (RR) play a critical role. In country after country, these resources, with their extraordinary flexibility and availability, have proven to be the lifeblood of the vaccine programmes that UNICEF delivers each and every day.

Below, we look at three very different examples, in Africa and the Middle East. Each story demonstrates the unique advantages of RR in providing some of the world’s neediest children with the lifesaving benefits of immunization.

In Mali, RR helped harness the power of the sun to deliver vaccines to some of the country’s most vulnerable children, across their entire childhood and adolescence, from newborns right up to those in their teenage years.

In Jordan, we see how RR delivered an emergency response to a dangerous measles outbreak, and then paved the way for a reinforced national immunization system from which children continue to benefit.

In Malawi, we explain how, in the absence of other funding, RR helped UNICEF pioneer an innovative approach to a deep-rooted problem, resulting in increased immunization rates right up to the national level.



Mali

Aminata Keita, a health worker in Mopti, administers a lifesaving vaccine.

Mali

Fatoumata with her child Aboubacar Bah, 9 months old, who has just been cured of measles thanks to a quick response by the local health centre and adequate treatment.



Mali: Solar power delivers vaccine to some of Africa's most vulnerable children

In the parched desert expanses of Mali, a vast country with limited infrastructure and a rising threat from insecurity, the task of bringing the benefits of immunization to every child is as daunting as anywhere on the planet.

Someone who knows this first-hand is Adama Traoré, a health worker who lives in the western region of Kayes. Every day, Adama rides his battered motorbike to bus stations, markets, and any other places where vulnerable children are to be found. Children working in the region's thriving informal gold mining industry are one of his particular concerns.

"Here we are in a gold mine area," explains Adama. "Many families work and live with their children completely isolated and deprived of any care."

Adama's day starts at the Kobokotossou community health centre, where a solar-powered fridge stores the vaccine vials that he loads into a cool box before heading off to work. Ensuring the vaccines remain chilled is critical to the whole exercise. If the vaccine gets too warm, it loses its protective power.

One place that Adama visits regularly is Massakama, a gold-panning site beside a river, where hundreds of men, women, and children sift through thick mud in search of tiny flakes of gold. In recent months, cases of measles were reported among the people living and working here. Fatoumata Toungara's four children became infected within days of each other.

"The disease started with my son Aboubacar Bah.

His body was hot, his eyes red, and then small pimples began to appear on his body. We took him to the hospital, and they prescribed medication." Soon, Aboubacar's three siblings were ill as well. Although the children recovered, Fatoumata had learned a lesson. "Thank God they all now are healthy. I now see the point of vaccination and why it's important."

When the first solar-powered fridges arrived in Mali in 2015, UNICEF immediately saw their potential. Daytime temperatures in the country can reach 45 degrees centigrade, but many community health centres have limited if any electricity supply. Refrigerators that used the power of the sun to keep lifesaving vaccines potent seemed the perfect solution, making it possible to extend immunization programmes into parts of the country that were previously inaccessible.

A small government-led programme, called SOLAR, got the project rolling. But to convince donors, the solar fridges needed to demonstrate their value on the ground. That was where UNICEF, using RR, stepped in to make the critical investment. Over five years, RR paid for 166 solar-powered fridges along with around 270 other pieces of cold chain equipment.

"RR allowed us to make a strategic investment in an innovative programme that would not otherwise have been possible," says UNICEF Health Manager Abdoul Gadiry Fadiga.

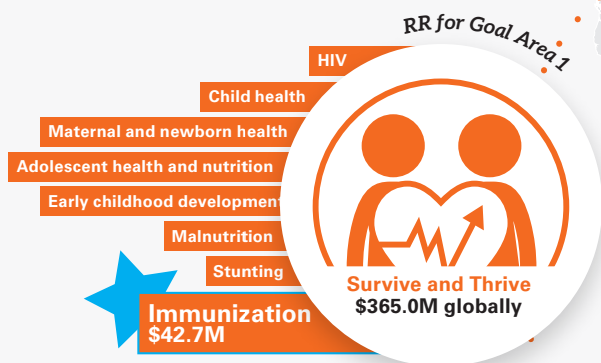
There are now nearly 1,600 SOLAR fridges installed around the country, purchased with a combination of RR and other funding. SOLAR has evolved into a sustainable, environmentally friendly initiative that over 1,200 villages are using – including for the storage of COVID-19 vaccines. UNICEF continues to use RR to support the procurement of the SOLAR fridges for the Government of Mali as well as to train partners on the installation and maintenance of the cold chain.

There is still a long way to go, however. While immunization rates have risen, only 45 per cent of Malian children are fully vaccinated. Solar powered fridges will surely be part of the solution, helping to deliver the beneficial powers of vaccines to children from birth through early childhood and beyond.

From global to on-the-ground implementation: An illustration from Mali

This graphic illustrates how Core Resources for Results (RR) are used by one country to achieve results. This begins with following the global use of funds within one of UNICEF's five programmatic Goal Areas, then to a region, and finally to UNICEF's office in Mali.

The largest portion of Direct Programme expense is for Goal Area 1: Survive and Thrive.

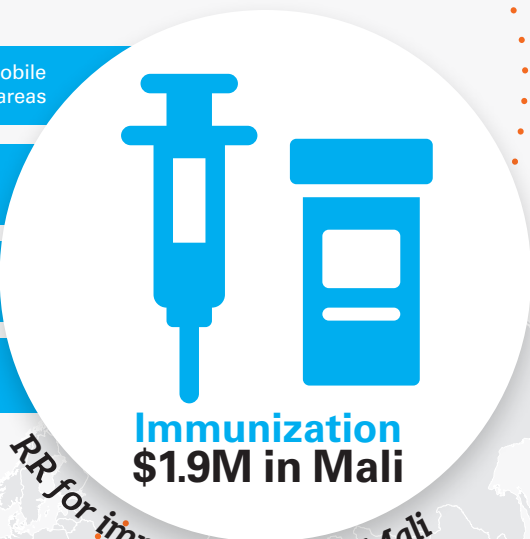


Over half of RR for immunization was used in West and Central Africa.

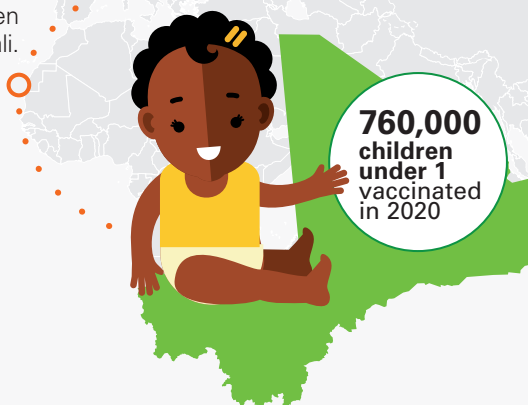


In Mali, RR was spent on a nationwide routine immunization programme to vaccinate every child, including in hard-to-reach areas.

- Expert staff and consultants to establish and maintain fixed and mobile vaccination teams in hard-to-reach areas
- Partnerships with civil society and government partners to deliver routine immunization and mobilize communities to demand routine immunization
- Supplies to ensure availability and maintenance of the solar cold chain equipment, and procurement and distribution of vaccines
- On-site field travel to support partners to plan, coordinate, and monitor and evaluate routine immunization



RR played an essential role by providing catalytic support, which leveraged other resources, directly impacting children in Mali.



Jordan: Stepping in to prevent a deadly disease outbreak

The outbreak of measles, a highly infectious – and potentially lethal – disease not seen in Jordan for years, was an urgent wake-up call.

In May 2012, when cases of measles were first reported among Syrian families in the Zaatari refugee camp in northern Jordan, field staff travelling on a daily basis to the camp from the UNICEF central office in Amman knew that they had a potential crisis on their hands.

The conflict in neighbouring Syria had been escalating for some time. Small numbers of refugees had trickled across the desert border, but life in Jordan had been barely affected. Indeed, with its strong child health indicators, including high rates of immunization, the Jordanian Government's programme of cooperation with UNICEF did not even include a health programme.

The outbreak of measles, a highly infectious – and potentially lethal – disease not seen in Jordan for years, was an urgent wake-up call. However, there was a catch: with no clinics then operating in the refugee camp, any vaccination campaign would need to be organized with the Jordanian Government.

"We only had a limited relationship with the Ministry of Health at that time, which did not cover the delivery of health services," recalls UNICEF Health Specialist Buthayna Al-Khatib, who was assigned leadership of the response.

The Ministry asked UNICEF and other partners to provide funding for the vaccine and other supplies needed for a vaccination campaign in Zaatari camp.

As infections began to spread, and with no emergency funds to turn to, UNICEF's only option was its allocation of Core Resources for Results. The team decided to use a limited amount of this precious flexible funding to order measles vaccines, syringes, safety boxes, and other cold chain items from UNICEF Supply Division in Denmark.



Jordan

Children in an informal tented settlement receive vaccinations from a mobile health team from the Ministry of Health, supported by UNICEF.

“Without RR we could not have responded as fast as we did,” says Al-Khatib. “It enabled us to prevent the outbreak from spreading outside the camp, and to protect families from the consequences.”

Over the ensuing years, the closer collaboration made possible by the infusion of RR funds during the early months of the Syria crisis spawned other important gains for children in Jordan. By the end of 2012, UNICEF was organizing training for health workers, and providing support and technical expertise to upgrade the national vaccine cold chain infrastructure. System-wide support of this kind was instrumental in helping Jordan maintain its impressive rate of child immunization, which has steadily held at 95 per cent throughout the Syrian refugee crisis over the last 10 years.

More recently, UNICEF has supported Jordan’s response to the COVID-19 pandemic, providing the transport for mobile vaccination teams to reach communities in some of the most remote corners of the desert Kingdom. Meanwhile, ongoing work to reinforce the national health reporting system will ultimately provide the Ministry of Health with real-time vaccination data from primary health care centres.

The current UNICEF Jordan Representative, Tanya Chapuisat, says that the 2012 episode revealed the unique catalytic capacity that RR allows UNICEF to bring to bear, especially during times of urgent need.

“The fact that we have Core Resources for Results gives UNICEF a tremendous comparative advantage,” notes Chapuisat. “Thanks to RR we can be there, on the ground, offering support before, during, and after an emergency arises. And when the acute phase of the emergency has passed, we can shift the conversation to talk about the longer-term transition and what it means for children.”



Jordan

A child receives vaccine from a health worker during a joint UNICEF-WHO vaccination campaign in an informal tented settlement in Zarqa governorate.



Jordan

Hussein, 10, is vaccinated by a mobile health team in an informal tented settlement near the Dead Sea.

Malawi: A local solution reaps dividends at a national scale

Malawi is a corner of Africa where the beneficial powers of vaccination are well understood. Between 2008 and 2012 vaccination coverage was maintained at 90 per cent, placing this landlocked country among Africa's most successful child health achievers.

But Mzimba, a large impoverished rural area in the north-west of the country, stood out for the wrong reasons. Data showed that between 2014 and 2016 immunization coverage rates among children declined sharply, falling well below the target set by the Ministry of Health.

"Mzimba presented us with a real challenge," recalls UNICEF Health Specialist Steve Macheso. "The target population was quite small, but they lived in remote areas at long distances from health facilities."

It was at this point that UNICEF decided to act. It proposed using a public health strategy developed with the World Health Organization known as Reach Every Child (REC).

"Essentially, REC solves problems by doing a deep dive into the community and identifying the reasons why a health programme is not delivering as it should," explains Macheso.

"It relies on bringing local teams face to face to tackle the issues together and come up with answers."

This approach would necessitate the direct involvement of some 340 health surveillance assistants, environmental health officers, data clerks, and community health nurses from across the district.

Once the Ministry of Health was on board, there was only one problem: money. The costs were not huge, but at the time Malawi's main donors were shifting their priorities elsewhere.

Then UNICEF came up with a solution – Core Resources for Results. Using these flexible funds, UNICEF organized a series of REC training workshops, which gathered data and drew up detailed micro-plans identifying how the obstacles were preventing so many children in Mzimba from getting the vaccinations they needed. Similar RR amounts were provided to two other under-performing districts.



Malawi

Women and their children walk to the Chikwa village clinic for routine immunization and growth monitoring sessions in Mzimba district.



With RR support, the REC initiative was pursued over three years, during which immunization coverage in Mzimba rose from 69 per cent in 2016 to 82 per cent in 2020. Coverage of other child health services for nutrition and routine check-ups improved as well.

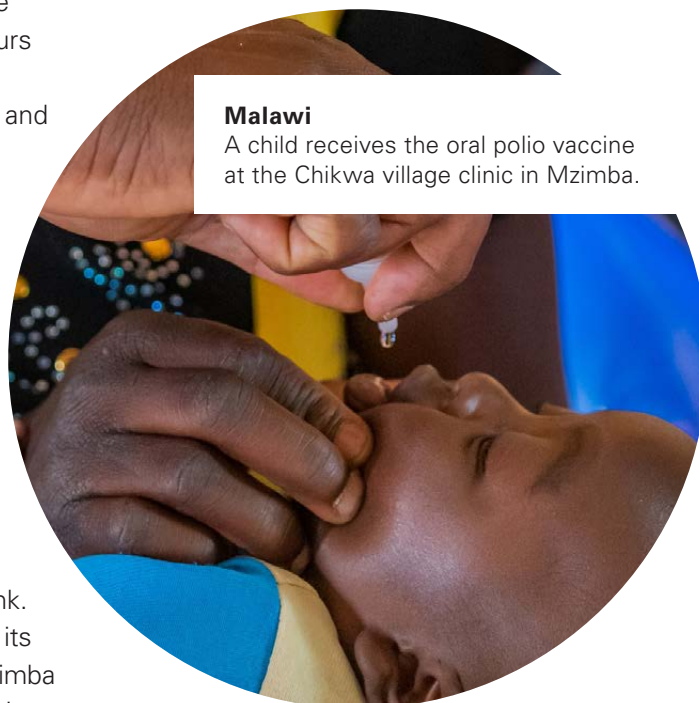
“What we discovered was that only 29 per cent of health facilities were reaching their target population, mainly because of the distances involved. Mothers said they couldn’t travel for hours to reach the health workers dispensing vaccinations,” says Macheso. “That led to discussion about mobile vaccinators and health volunteers and other local solutions that could help the immunization programme reach every child.”

With RR support, the REC initiative was pursued over three years, during which immunization coverage in Mzimba rose from 69 per cent in 2016 to 82 per cent in 2020. Coverage of other child health services for nutrition and routine check-ups improved as well.

“The amount of money used was relatively small, but with this we were able to create better outcomes for children and make the case for additional investments in the health sector,” says UNICEF Malawi Representative Rudolf Schwenk. “It was a perfect example of how RR allows UNICEF to take its work to scale – from starting with a very local problem in Mzimba and then capitalizing on it to deliver improved child immunization rates at a national level.”

Examples like these from Mali, Jordan, and Malawi tell only a fraction of the story. In country after country, Core Resources for Results has proved its worth in tackling issues that stood in the way of ambitious immunization programmes. More broadly, RR has proved capable of creating the biggest impact for children by reinforcing the national health delivery systems on which efforts to cut child deaths from preventable diseases depend.

Since 2020, amid the global coronavirus pandemic, this immunization infrastructure is being put to a further test. UNICEF has taken responsibility for the procurement, transportation, and in-country distribution of COVID-19 vaccines for the COVAX Facility. As a result, RR is already playing a major role in the largest vaccination campaign in history.



Malawi

A child receives the oral polio vaccine at the Chikwa village clinic in Mzimba.

Story from the field

Scaling remote learning in Cambodia during COVID-19



Cambodia
Portrait of Kong, 10, at her primary school. She says she would like to open a coffee business in the future with a dozen of employees.

When the coronavirus pandemic pushed much of the world into lockdown in March 2020, few places felt more cut off than Kvas Em's home province of Rattanakiri in the far north-eastern corner of Cambodia.

With its rugged mountains and scattered rural communities, Rattanakiri can seem isolated even in normal times.

For 8-year-old Kvas and other students at Pa'or Kek Chong primary school being forced to stay at home made matters much worse.

Many of Cambodia's Indigenous ethnic minority communities live in this picturesque region. Even before COVID-19 struck, the long distances children need to travel to get to school, combined with the lack of education infrastructure have led to lower levels of school attendance.

Out-of-school rates in the four north-eastern provinces are higher than anywhere else in the country. In Rattanakiri, only 52 per cent of children who enroll in Grade 1 manage to complete Grade 6. Even fewer children complete secondary school.

Such statistics are a reminder that while Cambodia has made great strides in educating its children, important gaps remain, especially among poorer communities. Ensuring that quality schooling is available even to the most disadvantaged children in every village and community has thus been a core aspect of UNICEF's long-standing partnership with the government.

The education of over 7,000 indigenous ethnic minority children was a prime concern of UNICEF's education team when COVID-19 hit Cambodia. How would they access lessons now, during a global pandemic when even children in the 'good' schools were lagging behind? From discussion with the Ministry of Education,

Cambodia

Kvas Em and Rocham Yhang are studying with their friends around the radio, which provides educational support during the closure of their school during the pandemic.



Youth, and Sport in Phnom Penh, it became clear that a distance learning programme, specifically for multilingual education, needed to be designed with these children and their needs in mind.

“These are some of the most vulnerable children in the country,” notes UNICEF Cambodia Chief of Education Katheryn Bennett. “We had to act quickly to make sure they were not left behind in terms of their education and ongoing learning.”

With internet coverage in the north-eastern provinces unreliable at best, home learning online was not feasible as it was in other parts of the country. Television reception was also problematic, especially in more mountainous areas. That left radio as the one practical means of ensuring that the lessons being produced would be audible and accessible to the children needing them.

The technical requirements for the broadcast of lessons were swiftly put in place by the state broadcaster. Several NGOs also stepped forward to distribute radio sets to homes that didn’t have their own.

But in order for the learning content to be fully effective, supplementary paper worksheets had to be developed and printed. These would be used by multilingual education students to cross-reference the radio programmes as they listened, and for teachers to assess their progress afterwards.

Funding to produce the materials was urgently required, and Core Resources for Results (RR) allowed UNICEF to solve the problem.

The education
of over
7,000
indigenous
ethnic minority
children

Supporting the development of curriculum materials in Cambodia's five main ethnic languages has been an important element of UNICEF's education strategy for the past decade.

"The amount was not huge," said Bennett. "But it was the fact that we were able to move fast, that we were able to use flexible resources to complement other funding sources, to establish from scratch a new continuous learning service for children engaged in multilingual education who are particularly disadvantaged and remotely located. That funding really made the difference."

Within weeks, the impact for Kvas and other students was apparent. Each Tuesday and Friday evening she and her second-grade classmate, Rocham Yhang, were to be found on the porch of Kvas's home using a small transistor radio to follow the mathematics and mother-language lessons that are the main focus of the broadcast classes.

"The radio programme helps me to review my lessons and to practice writing and reading Khmer through learning materials that my teacher provided," declares Kvas. A special favourite, she adds, is a song in her native Tumpoun language, which is helping her to learn the 33 consonants of Khmer.



Supporting the development of curriculum materials in Cambodia's five main ethnic languages has been an important element of UNICEF's education strategy for the past decade. It underlines the reality that educating children in their mother tongue during their early years in school has considerable benefits for them in the longer run.

"Mother-tongue education is an important foundational investment for these children's education," says Bennett. "It gives them a much better chance of continuing and completing school, and of having a more productive learning experience overall."

If Khmer language is introduced too early as the language of instruction, there is a danger that children engaged in multilingual education would struggle to keep up in class, and may drop out even before completing primary school. Children in very poor communities, facing difficult social and economic conditions, are especially at risk.

"It's really an example of how with the right investment – in this case using RR – UNICEF can ensure that every last child is reached, however far we have to go," adds Bennett.

Besides the learning materials, the other key ingredient are teachers from the same ethnic group who can teach in both the mother tongue and Khmer. Training a cadre of these multilingual education teachers has been a central part of UNICEF's education strategy over the years, underpinned by a steady contribution from

flexible resources. These teachers were now asked to develop the new learning materials that the children could use to study at home during lockdown.

Khveok Narun, a Grade 1 multilingual teacher at Pu Trom Krom 3 primary school in Mondulkiri province was one of them. She says the broadcast lessons were a learning experience for teachers and students alike, and were most effective when teachers could follow up with students at home.

“My home visits during the radio teaching time helped me to understand that low-performing students could not catch up with the lessons,” says Narun. “So, based on this observation, I changed my teaching practice during the second phase of radio production.”

Such has been the popularity of the radio lessons that they are likely to remain part of a ‘blended learning’ education strategy to be applied throughout the coming school year, and even beyond.

“Having a radio broadcast is really good for the children – it’s fun and they find it interesting,” says Bennett. “And even if they go back to school part of the time, they can still benefit from it. And there’s no telling whether schools will get closed down again given the unpredictability of the pandemic.”

Student feedback on the radio lessons has been encouraging. A UNICEF survey showed that 78 per cent of children who owned or received a radio listened to the special broadcasts. More than 60 per cent of them listened to two or more lessons each week.

Kvas agrees that the programmes have helped her through the school closure period, but that they can never fully replace face-to-face interaction in her own class at school.

“I look forward to school reopening as I’ve been missing my reading time with my friends the most,” she says. “When it reopens, I’ll be able to read and write from the language lessons I learned in the radio programme.”



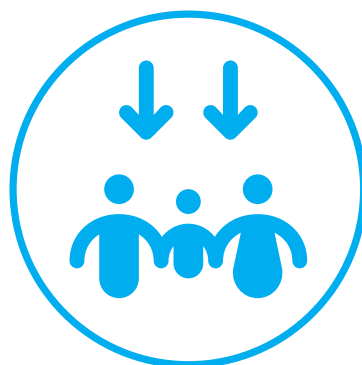
Cambodia

Paor Kekchong village, Borkeo district, Rattanakiri.
Portrait of Kvas Em, 8 years old.

Financials: Core Resources for Results to achieve impact

UNICEF uses RR strategically across the organization to ensure maximum impact with donor funds and to scale up sustainable solutions around the world. The way in which UNICEF allocates resources also ensures that we continue to pioneer new approaches, work innovatively across the entire span of childhood, and adapt to changing situations, particularly during emergencies.

The largest proportion of expense – **Direct Programmes** – supports programming across the entire spectrum of planning, delivery, and evaluation at the global, regional, and country level, including in 150 country offices.



\$958.5 million
Direct Programmes



\$228 million
Institutional Budget Expenditures*

The largest proportion of expense – **Direct Programmes** – supports programming across the entire spectrum of planning, delivery, and evaluation at the global, regional, and country level, including in 150 country offices. The other portion is used to strategically support UNICEF’s core structure and mission through its **Institutional Budget**, including country level representation, policy work, and other key deliverables that provide strategic benefits to children and ensure the success of all programmes.

In addition, \$149 million supported the Private Fundraising and Partnerships Division’s international fundraising campaigns and institutional needs.



Madagascar

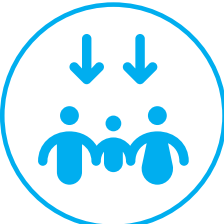
A mother takes her child to the community site to benefit from the health and nutrition service packages.

* **Expenses** – actual expenses made in the year.

Expenditure – includes the expenses made and commitments of funds.

Ensuring support at the field level: Direct Programmes expense

Direct Programmes
Total \$958.5 million



\$794.7 million
Countries with UNICEF programmes of cooperation



\$52.3 million
Strategic and innovative activities



\$51.5 million
Advocacy and global and regional programmes



RR Direct Programmes expense by category

Within Direct Programmes, UNICEF spends funds efficiently and effectively through several fund types:

Countries with UNICEF programmes of cooperation: The UNICEF Executive Board has established a clear and transparent way to allocate these valuable resources where they matter most so as to ensure that the greatest possible results are achieved for children. In 2020, this resulted in 83 per cent of Direct Programme Assistance going directly to country offices.

Strategic and innovative activities: The Executive Board requires that up to 7 per cent of RR for programmes is set aside annually for flexible allocation by the Executive Director. This allows for investment in pioneering innovations that can lead to even greater opportunities for children. Such innovation is a hallmark of RR, ensuring that UNICEF can quickly adapt to changing trends and circumstances, and thus continue to be the global leader for the world's most vulnerable children.

EXPENSES BY STRATEGIC AREA IN 2020	(USD)
Systems strengthening and institution building	34,452,966
Operational support to programme delivery	9,987,965
Evaluations, research, and data	3,208,366
Advocacy and public engagement	2,046,632
Fostering innovation and use of new technologies	1,616,188
Developing and leveraging resources and partnerships	838,839
Harnessing the power of business and markets	120,975
United Nations working together	12,800
Grand Total	52,284,732

Advocacy and global and regional programmes: These allocations are central to ensuring UNICEF's primary role in promoting and safeguarding the rights of children. They support the latest innovations and approaches in advocacy and programme development as informed by global and regional technical experts, research, evaluation, and studies, as well as supporting the ongoing evaluation of the organization's performance.

\$32.5 million
Emergency Programme Fund

●
3%

Emergency Programme Fund (EPF): RR is the ‘first responder’ in most emergency situations, accessed within the first 24–48 hours of a sudden onset emergency in a country. The EPF is a revolving fund providing reimbursable loans to offices that require immediate financing of emergency programmes prior to receiving broader donor support. This timely and flexible funding allows UNICEF to scale up lifesaving humanitarian action for children within hours of a disaster.

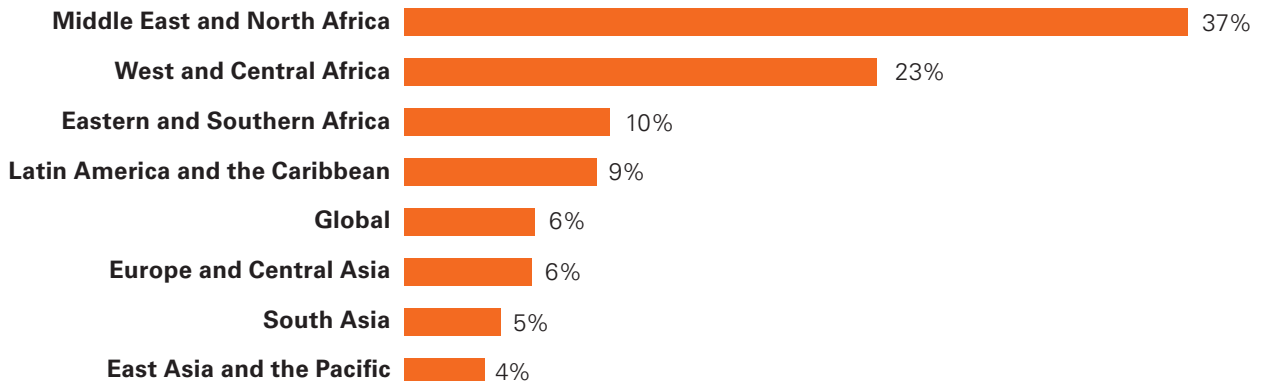
Globally, 50 per cent of RR for the EPF supported the COVID-19 response.

Financed by RR, in 2020 the EPF remained a vital, reliable, and flexible source of humanitarian funding, particularly in the context of unprecedented COVID-19 needs.

Reimbursable loans were made to 15 country offices and 6 regional offices, with the Middle East and North Africa receiving the highest amount to respond to Level 2 or Level 3 situations (emergencies that require either a regional or global response). Of the total EPF disbursement in 2020, 50 per cent was for response to the COVID-19 pandemic. In Lebanon, for example, following the August 2020 blast at the port of Beirut, EPF ensured the immediate replenishment of lifesaving medical supplies – including to address COVID-19; while in Mozambique, the EPF allocation enabled the scale-up for the Cabo Delgado crisis, particularly for child protection.

For more details refer to www.unicef.org/publications.

EPF expense across regions



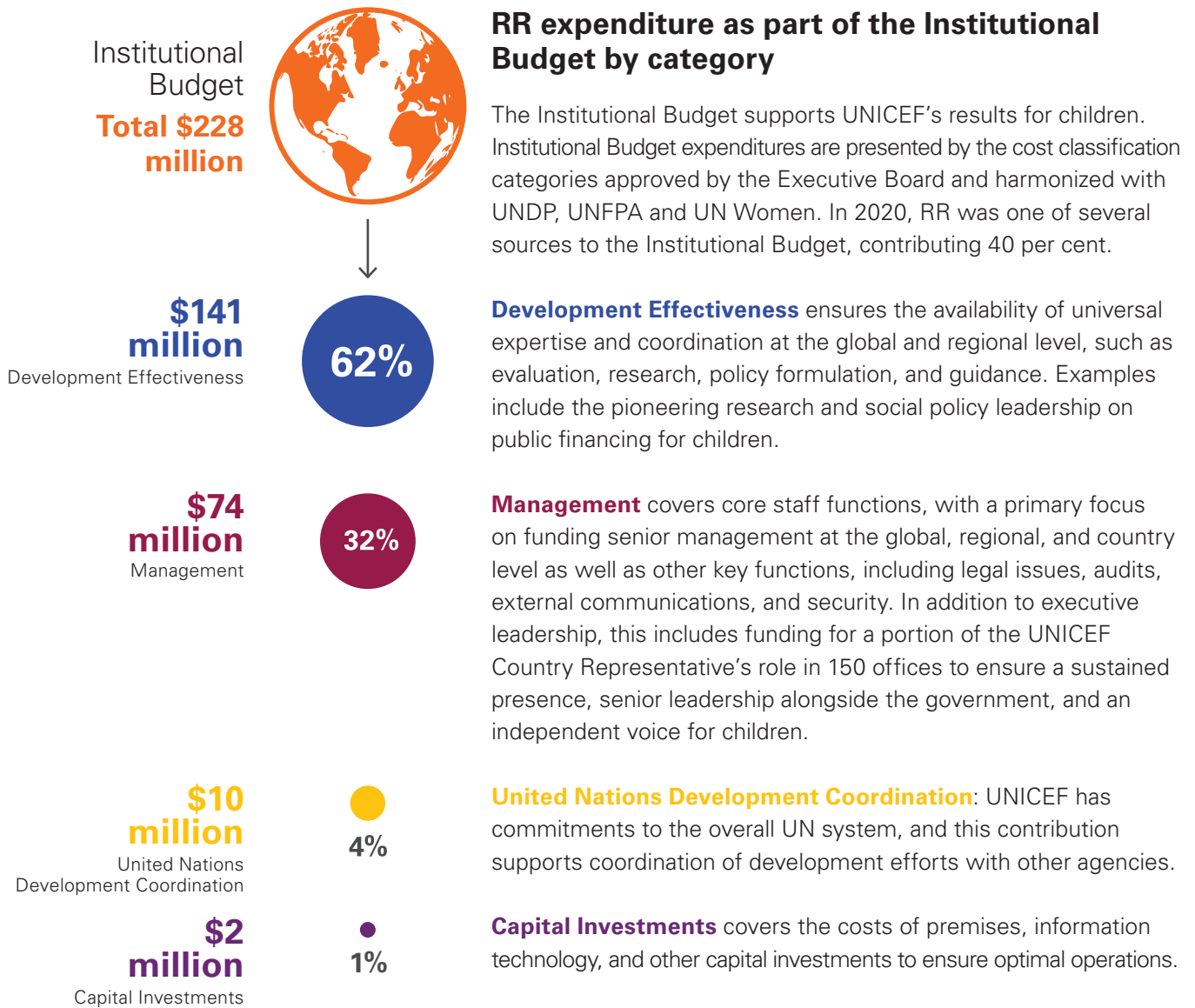
\$27.5 million
Other

●
3%

This includes financial adjustments to country programmes.



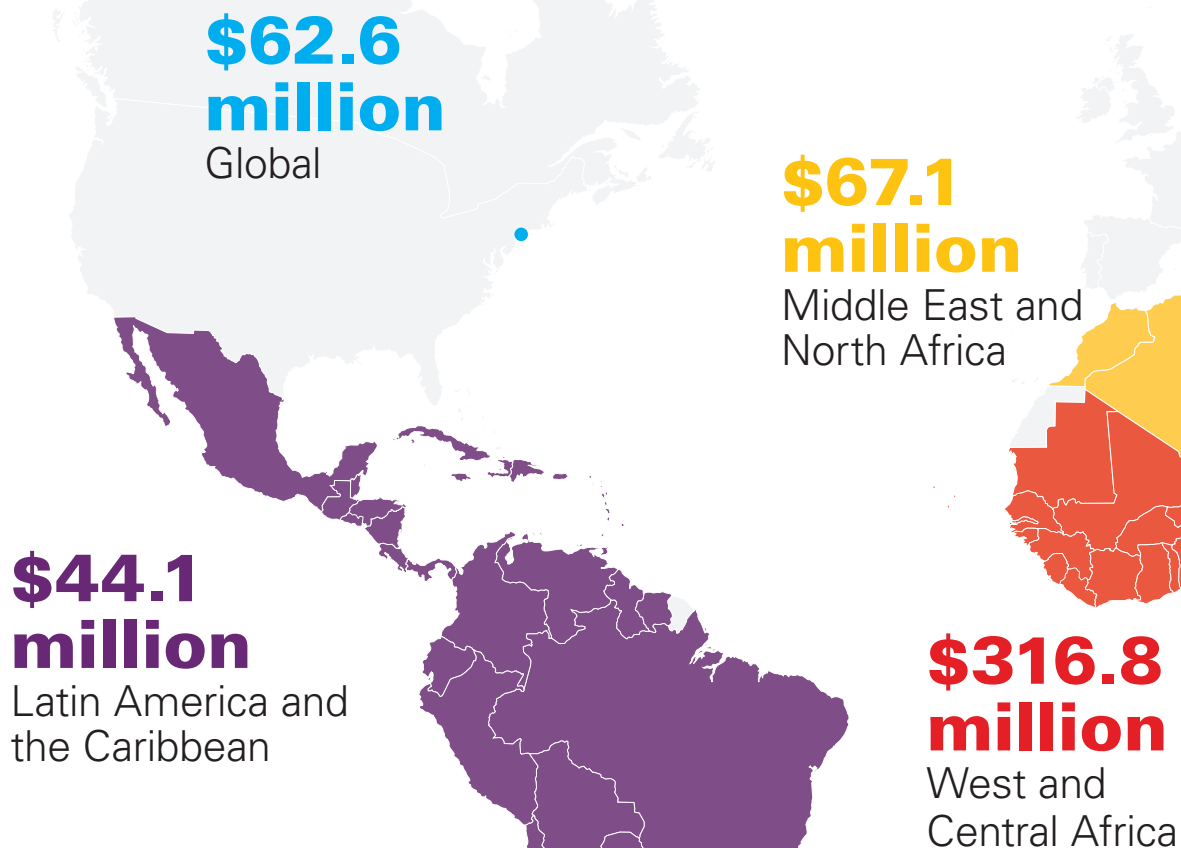
Supporting results globally through the Institutional Budget



Core Resources for Results around the world

By supporting RR, donors safeguard the essential core funding of more than 150 country offices across seven regions, helping to maintain UNICEF's global footprint around the world. In 2020, the vast majority of Direct Programme Assistance went straight to the field. Allocation starts with a minimum of \$850,000 for each country office each year until the country achieves 'high income' status for two years, based on the World Bank's country classification. Further funds are allocated across countries based on three key criteria: under-five mortality rate, gross national income per capita, and child population size.

Within this overall allocation, UNICEF also ensures that Least Developed Countries receive at least 60 per cent of RR allocations to country programmes and that 50 per cent is directed to sub-Saharan African countries. These guidelines target donor funding in a consistent and sustainable way, enhancing the lives of the world's most vulnerable children.



The colours on this map represent the seven UNICEF regions and the blue dots represent the six UNICEF HQ locations.

This map is stylized and not to scale. It does not reflect a position by UNICEF on the legal status of any country or area or the delimitation of any frontiers.

**\$32.8
million**

Europe and
Central Asia

**\$61.5
million**

East Asia and
the Pacific

**\$158.4
million**

South Asia

**\$215.2
million**

Eastern and
Southern Africa

Core Resources for Results by region and Goal Area

RR is spent across all Goal Areas, balanced for the unique local contexts and needs of children.

Survive and Thrive: Every child deserves a healthy start to life and the nurturing practices needed to thrive into adolescence and adulthood. UNICEF knows that this requires comprehensive health care for mothers and for their babies from the prenatal stage to adolescence, vital HIV and nutrition programmes, and early childhood education for critical stimulation in the key developmental years.

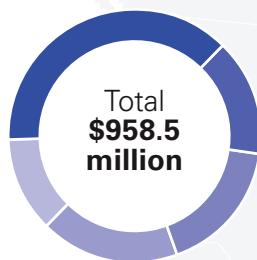
Quality Learning: Every child has the right to an education, and UNICEF champions quality education learning opportunities from early childhood to adolescence, including digital learning.

Protection from Violence and Exploitation: Every child has the right to be protected despite social norms, cultural practices, and conflict and displacement.

Safe and Clean Environment: Every child has a right to live in an environment that is conducive to his or her growth and safety. UNICEF prioritizes clean water and sanitation, mitigating climate change, and disaster risk reduction.

Equitable Chance in Life: Every child has the right to fulfil his or her potential, and yet millions of children face extreme poverty, conflict, discrimination, and exclusion. By addressing these challenges, UNICEF works to ensure that every child has a fair chance in life.

How UNICEF spent RR in 2020 (USD million)



\$365.0 million
Survive and Thrive, 38%

\$146.0 million
Quality Learning, 15%

\$161.3 million
Protection from Violence and Exploitation, 17%

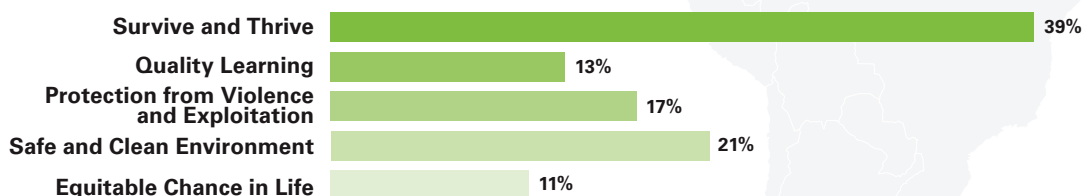
\$168.8 million
Safe and Clean Environment, 18%

\$117.4 million
Equitable Chance in Life, 12%

East Asia and the Pacific



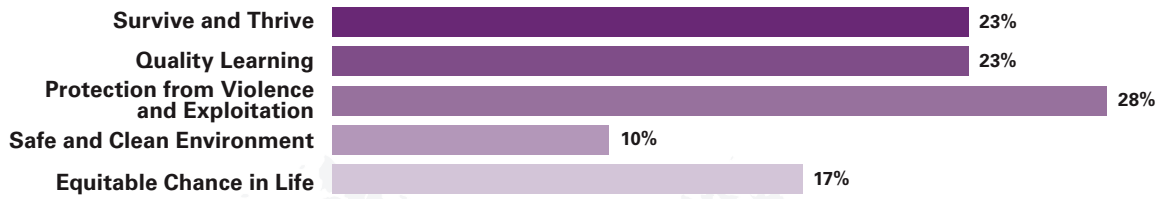
Eastern and Southern Africa



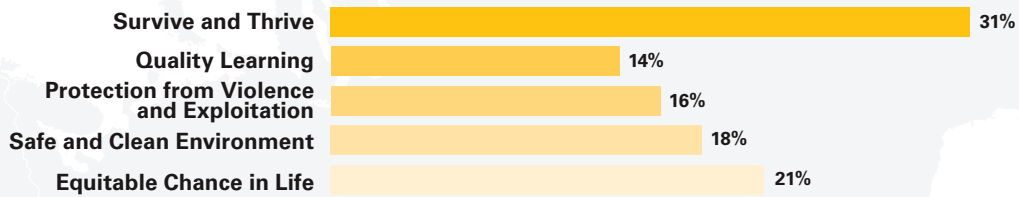
Europe and Central Asia



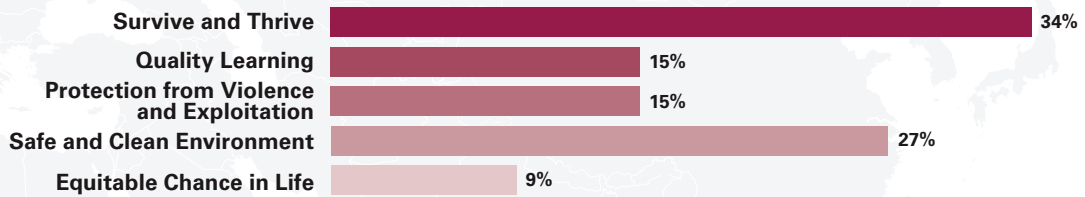
Latin America and the Caribbean



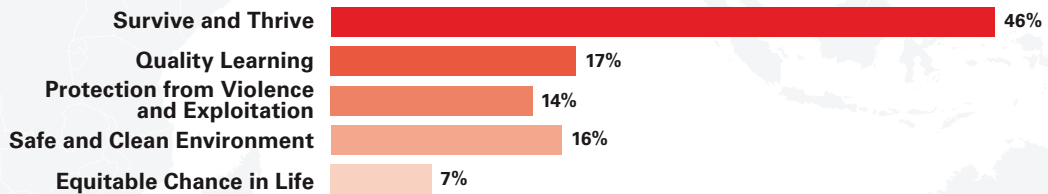
Middle East and North Africa



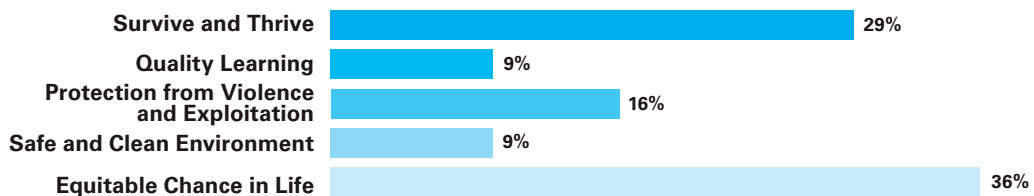
South Asia



West and Central Africa



Global





CORE RESOURCES FOR RESULTS

Achieving the Greatest Impact
for Children

How you can contribute

Contributions to RR can be from governments, businesses, foundations, and civil society organizations, as well as individuals in every country who choose to make UNICEF a part of their philanthropic giving. We hope that you will continue giving generously.

You can contribute through this global platform <https://help.unicef.org/donate-unicef> or with an email to rrreport@unicef.org and we will be pleased to provide you with further guidance and support.

Who is UNICEF?

We are the world's largest children's organization, an agency of the United Nations, and 100 per cent voluntarily funded. Mandated at the highest levels, we ensure that children and adolescents are protected, healthy, and educated.

We have a presence in over 190 countries and territories, working during times of peace and stability and when emergency strikes. We partner with national governments and local communities, other United Nations agencies and NGO partners, and the public and private sectors to achieve our mission to create a better future for children and adolescents.

Importantly, UNICEF provides support to children from before birth all the way through to adolescence. Thus, please note that within this report the terms "children" and "childhood" encompass the full spectrum of a child's life, up to age 18.



Uganda

A young girl plays a steel drum at the ECD centre in Busheka, Isingiro district.

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