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## United Nations Children's Fund

Executive Board

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Item 14 of the provisional agenda\*

### **Private Fundraising and Partnerships: 2025 workplan and proposed budget**

#### *Summary*

The present document provides an overview of the Private Fundraising and Partnerships (PFP) workplan and proposed budget for 2025. The document describes the financial and non-financial activities and results to be achieved and the resources required by PFP in 2025. The workplan and proposed budget are aligned with the UNICEF Strategic Plan, 2022–2025 and the UNICEF integrated budget, 2022–2025.

Elements of a draft decision for consideration by the Executive Board are provided in section VI.

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\* E/ICEF/2025/1.



## Contents

	<i>Page</i>
I. Overview .....	3
II. Major progress made in 2024 .....	4
III. Key expected results and required resources for 2025 .....	8
IV. Revenue and expenditure projections for 2025 .....	14
A. Planning methodology .....	14
B. Revenue .....	14
C. Expenditures .....	15
1. Development effectiveness costs (institutional budget) .....	15
2. Management costs (institutional budget) .....	15
3. Special purpose costs .....	15
D. Net private sector surplus .....	16
V. Human resources: Post changes .....	18
VI. Draft decision .....	19
Annex	
Summary of post changes proposed .....	20

## I. Overview

1. The Division of Private Fundraising and Partnerships (PFP, or “the Division”) coordinates and provides global guidance and support to the National Committees for UNICEF and UNICEF country offices in all private sector fundraising (PSFR) and private sector engagement and partnership activities, in cooperation with UNICEF regional offices and other headquarters divisions.
2. The PFP workplan and budget are submitted to the Executive Board for its consideration and approval annually.
3. The Division, together with the 32 National Committees for UNICEF and the 21 UNICEF country offices with structured PSFR operations, as well as 3 multi-country clusters and regional offices, aims to generate income and influence at scale from the private sector to contribute to the delivery of results as outlined in the UNICEF Strategic Plan, 2022–2025, to achieve impact for the world’s children.
4. The PFP office management plan, 2022–2025, includes the following four outcomes: income; influence; income and influence from public and private sectors; and cross-cutting enablers.
5. The PFP workplan for 2025 coincides with the final year of the UNICEF Strategic Plan and the PFP office management plan. Aligned with the PFP office management plan and building on the results of the past three years, the 2025 PFP workplan will maintain focus on the six strategic shifts that are embedded within the framework of the four outcomes.

Figure

**Private Fundraising and Partnerships 2025 workplan**

Four outcomes			
Outcome 1	Outcome 2	Outcome 3	Outcome 4
Income	Influence	Income and influence from public and private sectors	Cross-cutting enablers
Six strategic shifts			
<ul style="list-style-type: none"> <li>Scaling up digital fundraising</li> <li>Optimizing major donor engagement</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to mainstream working with business</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to strengthened engagement by UNICEF in high-income countries</li> <li>Scaling up financing for children</li> </ul>	<ul style="list-style-type: none"> <li>Developing effective strategies for fundraising growth in new markets</li> </ul>

6. During the current office management plan period, UNICEF has capitalized on opportunities to strengthen engagement with private sector audiences – especially by pivoting to digital fundraising and accelerating digital transformation – and leveraging influence to diversify its support base. In 2025, PFP will build on these efforts to solidify its gains in income and influence with the private sector. The 2025 workplan aims to expand private sector engagement and partnerships, foster

collaboration between the public and private sectors on financing and advocacy for children, and promote an agile, enabling business model.

7. Based on the latest projections, private sector revenue in 2024 will total approximately \$1.95 billion, which is a decrease of \$61 million (3 per cent) over the plan for 2024 and \$127 million (6 per cent) less than actual revenue in 2023.

8. In 2024, revenue from the private sector is projected to contribute \$710 million to core resources for results or regular resources (RR) revenue and \$1.24 billion to other resources (OR) revenue, including other resources (emergency) (ORE) revenue of \$295 million.

9. Total private sector revenue is projected to reach \$2 billion in 2025, an increase of \$43 million (or 2 per cent) over the latest estimates for 2024. Revenue projections for ORE have been maintained compared to the 2024 budget, as emergency support is expected to continue.

10. To achieve the outcomes of the office management plan and align with the UNICEF integrated budget, 2022–2025, PFP proposes a total budget of \$286.8 million for 2025, comprising \$186 million funded by RR special purpose, \$85 million funded by OR special purpose and an institutional budget of \$15.8 million.

11. The Division will maintain “people-first” as its overarching approach, emphasizing the development of a diverse, respectful and inclusive workplace that embodies UNICEF values. This focus on people and culture in the 2025 workplan is fundamental to success, enhancing well-being, fostering collaboration and ensuring transparent communication to create a work environment that values and supports staff.

## II. Major progress made in 2024

12. Working with the PSFR ecosystem – National Committees and country offices with structured PSFR operations and multi-country clusters – PFP is expected to continue delivering the necessary resources to achieve results for the world’s children. The total private sector revenue in 2024 is estimated to be \$1.95 billion, which is \$61 million (3 per cent) below the 2024 budgeted goal and \$127 million (6 per cent) less than the 2023 actual revenue. Private sector revenue will contribute \$710 million to RR in 2024, which is in line with the initial 2024 RR budget. This is, however, \$25 million (3 per cent) less than the actual RR revenue in 2023, a year that included an exceptionally high level of legacy donations.

13. The private sector OR contribution in 2024, which includes contributions to emergencies, is estimated at \$1.24 billion. This is \$61 million (5 per cent) less than the 2024 budget and \$102 million (8 per cent) less than the 2023 actual OR revenue. This reduction was due to a lower response level to emergency appeals.

14. The estimated PFP expenditure for 2024 is \$257.2 million as at 1 October 2024, compared with an approved budget for operating expenditure and investment funds of \$250.2 million, mainly driven by the projected increase in OR special purpose expenditure and additional investments in fundraising. The use of the RR-funded special purpose budget, including investment funds, is projected to be \$163.1 million in 2024, 100 per cent of the funds allocated to PFP to maximize investment in revenue generation. Projected OR expenditure is \$80.9 million compared with the \$72 million ceiling approved for 2024. This increase aligns with the expected level of internal investment of the PSFR country offices to further build their revenue-generation capacities.

15. In 2024, the PFP core resources for children task force recommendations continued to inform the Division's strategies to maximize RR income raised from the private sector. Those recommendations formed the basis for implementation plans across various areas of work, including the following:

(a) On individual giving, the evolution of fundraising techniques towards more supporter-focused digital campaigns targeted at RR-giving individual donors continued. New technology that enhances digital readiness in National Committees is being introduced, and the relevance of fundraising products and communications offered to various categories of donors is being evaluated and will be strengthened.

(b) On high-value giving, the UNICEF International Council pioneer initiative – the Regular Resources Match Fund – helped to generate \$700,000 in RR income from private philanthropists.

(c) In the context of emergency giving, UNICEF continued to raise RR from the private sector, which enabled the Office of Emergency Programmes to provide country offices with loans from the Emergency Programme Fund to initiate or scale up emergency responses. UNICEF allocates an increasingly higher share of RR to its humanitarian mandate, with two thirds spent on development and one third on humanitarian action in 2023, which strengthens the connection private sector donors make between the purpose of RR and actual support provided to children in emergencies.

(d) In the area of reporting and donor recognition, the *Core Resources Annual Report* was further streamlined and financial reporting was simplified to help all donors to better understand how RR flows and helps in the achievement of results for children. Two new report companions were also introduced to highlight programmatic impact and increase donor recognition. The Division maintained close collaboration with the Public Partnerships Division, strategically positioning RR with both private and public sector partners.

16. In 2024, PFP and the Information and Communication Technology Division continued executing the strategic plan for roll out of the digital fundraising platform of the supporter engagement strategy for engagement with individuals. This initiative aims to improve supporter retention, donor conversion and operational efficiency. The supporter engagement strategy digital fundraising platform was deployed in 10 new offices in 2024, doubling the number from 2023 and indicating an improved and more efficient roll-out process. The successful expansion of the Salesforce-based platform has significantly improved donor stewardship in offices such as the India Country Office, where the system has been functioning effectively.

17. Acquiring new digital pledge donors remained a significant bottleneck in 2024. In response, the acquisition accelerator programme was initiated to help markets to attract new donors through digital channels. The programme, first piloted in Colombia, Italy and Japan, is now being rolled out across seven additional countries. Successful implementation in these pilot offices is expected to result in a doubling of the number of digital donors who specifically respond through digital marketing on platforms such as websites or text messaging services.

Table 1

**Statement of revenue and expenditure**

2023 actual results, 2024 approved budget, 2024 latest estimates and 2025 proposed budget

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

	2023 actual			2024 approved			2024 latest estimates			2025 proposed			2025 vs. 2024 approved	
	Regular resources (RR)	Other resources (OR)	Total	RR	OR	Total	RR	OR	Total	RR	OR	Total	Amount	Percentage
<b>Private sector revenue</b>														
Revenue from licensing	2.1	–	2.1	–	–	–	–	–	–	–	–	–	-	-
Private sector fundraising contributions	732.7	1 334.3	2 067.0	710.0	1 297.2	2 007.2	710.0	1 235.9	1 945.9	738.1	1 251.2	1 989.3	(17.9)	(1%)
National Committees for UNICEF	700.6	919.9	1 620.5	673.1	905.5	1 578.6	684.3	857.6	1 541.9	711.3	858.8	1 570.1	(8.5)	(1%)
Country offices	32.1	414.4	446.5	36.9	391.7	428.6	25.7	378.3	404.0	26.8	392.4	419.2	(9.4)	(2%)
Other revenue		4.0	4.0											
<b>Total private sector revenue</b>	<b>734.8</b>	<b>1 338.3</b>	<b>2 073.1</b>	<b>710.0</b>	<b>1 297.2</b>	<b>2 007.2</b>	<b>710.0</b>	<b>1 235.9</b>	<b>1 945.9</b>	<b>738.1</b>	<b>1 251.2</b>	<b>1 989.3</b>	<b>(17.9)</b>	<b>(1%)</b>
<b>Private Fundraising and Partnerships (PFP) expenditures</b>														
<b>A. Development effectiveness costs</b>	<b>4.0</b>	<b>–</b>	<b>4.0</b>	<b>5.3</b>	<b>–</b>	<b>5.3</b>	<b>4.3</b>	<b>–</b>	<b>4.3</b>	<b>5.1</b>	<b>–</b>	<b>5.1</b>	<b>(0.2)</b>	<b>-4%</b>
National Committee relations	4.0	–	4.0	5.3	–	5.3	4.3	–	4.3	5.1	–	5.1	(0.2)	-4%
<b>B. Management costs</b>	<b>7.7</b>	<b>–</b>	<b>7.7</b>	<b>9.8</b>	<b>–</b>	<b>9.8</b>	<b>8.9</b>	<b>–</b>	<b>8.9</b>	<b>10.7</b>	<b>–</b>	<b>10.7</b>	<b>0.9</b>	<b>9%</b>
Director's Office and Strategic Planning	1.4	–	1.4	1.8	–	1.8	1.6	–	1.6	1.7	–	1.7	(0.1)	-6%
Operations and Finance	6.3	–	6.3	8.0	–	8.0	7.3	–	7.3	9.0	–	9.0	1.0	13%
<b>C. Special purpose costs</b>	<b>159.7</b>	<b>73.0</b>	<b>232.7</b>	<b>163.1</b>	<b>72.0</b>	<b>235.1</b>	<b>163.1</b>	<b>80.9</b>	<b>244.0</b>	<b>186.0</b>	<b>85.0</b>	<b>271.0</b>	<b>35.9</b>	<b>15%</b>
Private sector fundraising and partnerships	39.4	0.9	40.3	43.6	2.0	45.6	42.4	2.0	44.2	44.8	2.0	46.8	1.2	3%
Country office support <sup>a</sup>	8.8	–	8.8	8.7	–	8.7	8.7	–	8.7	10.0	–	10.0	1.3	14%
Country office direct fundraising costs	2.4	72.1	74.5	2.4	70.0	72.4	2.4	78.9	81.3	2.4	83.0	85.4	13.0	18%
Communication and marketing	9.9	–	9.9	12.5	–	12.5	12.5	–	12.5	12.5	–	12.5	–	0%
Procurement	1.3	–	1.3	1.7	–	1.7	1.7	–	1.7	1.7	–	1.7	–	0%

	2023 actual			2024 approved			2024 latest estimates			2025 proposed			2025 vs. 2024 approved	
	Regular resources (RR)	Other resources (OR)	Total	RR	OR	Total	RR	OR	Total	RR	OR	Total	Amount	Percentage
Engagement with private sector, including advocacy and development finance	8.1	–	8.1	9.2	–	9.2	9.2	–	9.2	9.8	–	9.8	0.6	7%
Investment in fundraising	89.8	–	89.8	85.0	–	85.0	86.4		86.4	105.0	–	105.0	20.0	24%
<b>Total PFP expenditures</b>	<b>171.4</b>	<b>73.0</b>	<b>244.4</b>	<b>178.2</b>	<b>72.0</b>	<b>250.2</b>	<b>176.3</b>	<b>80.9</b>	<b>257.2</b>	<b>201.8</b>	<b>85.0</b>	<b>286.8</b>	<b>36.6</b>	<b>15%</b>
Licensing/sales expenditures of National Committees	0.3	–	0.3	–	–	–	–	–	–	–	–	–	–	0%
Impairment	1.1	(0.2)	0.9	–	–	–	–	–	–	–	–	–	–	0%
<b>Net private sector surplus</b>	<b>562.0</b>	<b>1 265.5</b>	<b>1 827.5</b>	<b>531.8</b>	<b>1 225.2</b>	<b>1 757.0</b>	<b>533.7</b>	<b>1 155.0</b>	<b>1 688.7</b>	<b>536.3</b>	<b>1 166.2</b>	<b>1 702.5</b>	<b>(54.5)</b>	<b>-3%</b>

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

*Note:* Due to rounding, the numbers presented in this document may differ slightly from the numbers in this table, and the numbers in this table may not add up to the totals.

### III. Key expected results and required resources for 2025

18. Within the framework of the Division's outcome results in its office management plan for the Strategic Plan period, 2022–2025, and focusing on the six strategic shifts to generate income and influence at scale from the private sector for children, the following section outlines the specific planned activities and results PFP aims to achieve in relation to each of the four outcomes in 2025.

#### Outcome 1 (Income)

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

19. In 2025, a total special purpose budget of \$231.4 million is proposed, of which \$146.4 million is RR and the remainder is OR for Outcome 1. The Division aims to raise \$2 billion in total private sector revenue in 2025. Starting in 2025, PFP will work to transform the engagement with the private sector by adopting an audience-centric, trust-based approach across all audiences, including fundraising streams such as individuals, major donors, foundations and businesses.

20. The Division aims to position UNICEF as the partner of choice for individuals, major donors, foundations and businesses by translating UNICEF global strategic priorities into engaging and relevant content. This will be delivered through integrated marketing campaigns that focus on expanding audience reach and media engagement. For high-value audiences, PFP will support marketing activities that drive revenue across fundraising channels and initiatives, using the Shape the Future marketing platform as a unified narrative. For broader audiences, the focus will be on collaborating with markets to address declining brand awareness by introducing marketing innovations, targeting younger demographics and leveraging Goodwill Ambassadors and key events, such as the high-level week of the United Nations General Assembly, to place UNICEF at the core of public consciousness. The Division will continue to advocate for the UNICEF brand as a strategic enabler in private sector fundraising and partnerships, highlighting its pivotal role in driving donor trust and fostering a willingness to contribute, which are essential for successful income and influence strategies.

21. In 2025, PFP will continue to work with the Information and Communication Technology Division to deliver on the strategic plan for roll out of the supporter engagement strategy digital fundraising platform. The platform will be rolled out in nine new offices in 2025, thereby completing the implementation of the supporter engagement strategy in the planned fundraising country offices. The implementation of Salesforce enables offices to have the technology needed to adopt an audience-centred approach to fundraising. One of the biggest challenges to grow digital fundraising in country offices has been the slow pace of adoption of digital fundraising payment systems across the organization. Addressing this in 2025 will help to unlock digital fundraising growth in country offices.

22. For individual giving, which includes pledge, cash and legacy donors, PFP plans to continue to scale up digital fundraising and marketing capability. Audience understanding, data and insight will be used to further engage with donors and develop brand and product propositions to drive growth. In 2025, the Division will work with National Committees and country offices to engage with over 11 million individual donors who contribute pledge and cash donations through various digital and other platforms, and those who are interested in making legacy donations to



UNICEF. Specific areas of focus will include engaging existing supporters via enhanced donor journeys and experiences and driving growth in new markets.

23. The Division plans to maximize the impact of individual philanthropists through meaningful and effective trust-based partnerships, engaging with at least 250 major donors (i.e. those giving more than \$100,000 per year), with a renewed focus on donors giving mega-gifts (i.e. those giving \$10 million or more per year). While retaining and elevating its current major donor relationships and faith- and membership-based partnerships, PFP will focus on acquiring new multimillion-dollar donors, with the support of peer-to-peer engagement and by developing global propositions that appeal to high-net-worth individuals.

24. In 2025, the Division is planning to increase revenue from and partnership with foundations by actively seeking new strategic partnerships, renewing existing ones and reinforcing the value proposition in collaboration with the Programme Group for programme-driven partnerships, focusing on the top 30 global foundations and the priority areas of climate, humanitarian action, health, nutrition and education. The Division will also prioritize the Middle East and North Africa, Eastern and Southern Africa and West and Central Africa regions, given the significant opportunities for growth from foundations in those regions.

25. In 2025, the Division plans to consolidate sustainable revenue from businesses and corporate foundations, maximizing income and influence, including leveraging the reach, expertise and influence of corporate partners. This will be achieved through an ambitious partnership model designed to maximize value for both UNICEF and its partners. The Division will work with National Committees and regional and country offices to build capacities and empower teams to develop best-in-class corporate partnerships. The Division will also build systems, streamline processes and advance data tools for strategic decision-making, thereby increasing the effectiveness and impact of its corporate partnerships. These investments in building capabilities, innovation and efficiencies will help to ensure the Division is on track to bring in income from companies, while maximizing influence and advancing its policy and advocacy objectives.

#### **Outcome 2 (Influence)**

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

26. For Outcome 2, a total special purpose budget of \$7.1 million in RR is proposed in 2025. The Division will continue to identify and negotiate multi-country and global opportunities and support country offices and National Committees to leverage influence, expertise, innovation, data and core assets from the business sector to accelerate results for children.

27. The Division will provide key influencers, corporations and foundations with clear advocacy messages on child rights issues and impacts, to leverage their influence and mobilize finance and domestic budgets in support of children's well-being and sustainable development. The Division will lead strategic engagement with multi-stakeholder platforms to leverage their reach and impact to address issues affecting children through advocacy, engagement, investment, collective action and public-private collaboration. This includes strengthening internal systems for responsive global relationship management and harnessing global platforms for UNICEF. Specifically on advocacy with business, PFP will continue to prioritize climate, water, health and mental health as areas where private sector influence can be leveraged for stronger partnerships. In the context of the review of UNICEF global

advocacy priorities and changes to the external landscape, emerging priorities will also be taken into consideration.

28. In 2025, PFP and the Programme Group will continue to jointly engage with the business sector, offering expertise on children's rights and responsible business conduct. Efforts will also focus on innovative business engagement in programmes, mobilizing businesses for children through regulations, policies and multi-stakeholder platforms, and developing and sustaining high-value corporate partnerships. This will include the wider use and adoption of the Child-lens investing framework developed by the Innovative Finance Hub of the UNICEF global Office of Innovation in partnership with the UNICEF USA Impact Fund for Children. This initiative aims to strategically engage with the business sector to support the Strategic Plan Goal Areas through evidence generation, development of regulations and standards, promotion of responsible business practices, engagement and partnership building, and enhancing capacity across UNICEF.

**Outcome 3 (Income and influence from public and private)**

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

29. For Outcome 3, a total budget of \$4.3 million is proposed in 2025, of which \$4.0 million is special purpose RR and \$0.3 million is from the institutional budget. The Division will continue to accelerate income and influence by strengthening collaboration between the public and private sectors. The Division will continue to advance financing, to leverage influence and to champion children's rights and well-being. Key initiatives under Outcome 3 include supporting National Committees in their advocacy efforts and expanding innovative financing to diversify the donor base.

30. In 2024, all National Committees continued their efforts to contribute to specific changes in policies and practices for the promotion of child rights. Some of the common priorities include mental health, climate change and child participation.

31. In 2025, the Division will maintain its focus on:

- (a) supporting National Committees on strategic planning, monitoring, implementation, evaluation and reporting on their child rights advocacy work;
- (b) expanding knowledge management and exchange across National Committees, enhancing capacity-building and mutual learning;
- (c) enhancing advocacy efforts and complementary strategies, with an emphasis on bringing National Committees together in order to contribute to UNICEF efforts around key global opportunities to influence change for children;
- (d) supporting multifaceted and risk-informed strategies for, and implementation of, the good governance principles for National Committees, including child safeguarding;
- (e) strengthening child safeguarding approaches and ensuring they are at the centre of all private sector engagement.

32. In alignment with the UNICEF Strategic Plan, 2022–2025 and the UNICEF Innovative Financing for Children (IF4C) Global Vision & Strategy (see [UNICEF/2022/EB/5](#)), the consolidated IF4C team in PFP continues to drive and accelerate innovative and alternative financing solutions for children. The Division, which now includes a Principal Adviser, Innovative Financing for Children, will lead the implementation of this strategy. In 2024, the IF4C Unit in PFP and the Innovative Finance Hub in Finland were merged under the IF4C Principal Adviser in Switzerland

to enhance coherence and effectiveness across the organization's innovative financing initiatives.

33. Amid the current economic crisis and resource constraints, the Division aims to reposition IF4C as a strategic priority, establishing UNICEF as a global leader in sustainable finance to unlock and access new and additional capital.

34. In 2025, IF4C will focus on placing UNICEF programmes at the centre of the strategy and tackling broader issues through a wider sustainable financing agenda. This includes the expansion of the Today & Tomorrow Initiative into a global climate risk financing platform and the implementation of the Child-lens investing framework. With partners such as the World Bank, UNICEF will assess options for debt swaps and debt relief that could help countries to create fiscal space for additional national resources for children. Other priorities include exploring outcome-based financing solutions, sustainability-linked bonds, solarization and carbon credit financing. As with previous cases, potential innovative financing instruments, in partnership with international financial institutions and development finance institutions, will be considered within the existing UNICEF financial regulations and rules. The innovative finance instruments and partnerships will only result in grants to UNICEF, without putting UNICEF assets at risk.

#### **Outcome 4 (Cross-cutting enablers)**

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

35. For Outcome 4, a total budget of \$44.0 million is proposed in 2025, of which \$28.5 million is special purpose RR and \$15.5 million is from the institutional budget. In 2025, enablers will continue to reinforce the Division's robust business model, which is designed to support strategic priorities to enhance income and influence. Cross-cutting enabling functions that include finance and operations, strategic planning and monitoring and programme coordination, will continue to drive an agile, efficient and effective business model. Proactive risk management will help PFP to actively manage and monitor risks that threaten the achievement of its results. In addition, efforts will be directed towards fostering innovation, adaptability and enhancing data-driven insights to inform decision-making to help to ensure sustained success and resilience in a dynamic environment.

36. The Division will continue to strengthen the UNICEF-National Committee partnership framework, guide and support the implementation of good governance principles for National Committees (covering child safeguarding commitments and promoting a risk-aware culture and sustainable ways of working), and place safeguarding approaches at the centre of child rights advocacy and private sector fundraising and engagement.

37. The Division will continue to assist country offices, both those with structured PSFR operations and new markets as part of the PSFR cluster modality, in creating the internal enabling environment required for the successful integration of income and influence strategies into their country programmes, office accountabilities and management structures. This includes developing a robust and flexible policy and governance structure for the efficient oversight of private fundraising and partnerships in country offices; ensuring high-quality fundraising and investment strategies through the private sector plans; securing long-term reliable investments for fundraising initiatives in the global South; addressing operational barriers; and building the organization's understanding and capacity to support PSFR at both leadership and operational levels.

38. The vision of the UNICEF OneHR strategy is to shape an adaptive and capable people-centred human resources community that actively works with its partners. Aligned with this strategy, PFP supports its workforce to be skilled, motivated and engaged throughout change management processes. The Division will continuously assess and implement a dynamic human resources support strategy through ongoing recruitment and learning and development efforts, together with effective and efficient management of the employment life cycle across all contract modalities. Knowledge and insights will be generated and deployed effectively, innovatively and broadly, sharing best practices from within UNICEF and from external partners. In collaboration with other divisions, National Committees and regional and country offices, PFP will work to support markets to adopt and adapt good practices to improve their performance.

39. In 2025, the Division will continue to guide and collaborate with National Committees and regional and country offices in designing and driving compelling joint communication plans and frameworks. These efforts will support multimillion-dollar, multi-country and multi-year partnerships to drive income and influence. Additionally, they will position UNICEF as the partner of choice for private sector audiences, including during humanitarian crises. The Division will further enhance the organization's visibility and engagement using owned, earned and shared media channels, with the objective of securing and stewarding substantial philanthropic support and corporate partnerships. The Division will roll out an inclusive storytelling framework to incorporate a diverse, equitable and inclusive lens around priority themes such as malnutrition.

40. To enhance engagement across private sector partners and beyond, the Division in 2025 will focus on high-value audiences, hard-to-reach groups (e.g. policymakers and highly engaged voters) and individual donors. Efforts targeting high-value and hard-to-reach audiences will provide a clearer understanding of how those not currently partnering with UNICEF perceive the organization and of their top priorities related to the organization's mandate. This will reduce uncertainty and support data-driven prioritization when engaging with these audiences, increasing the effectiveness of the efforts. Individual donor programmes will be improved through advanced segmentation strategies, enabling personalized engagement, better retention and higher lifetime value. In 2025, PFP will collaborate with all PSFR markets and several non-PSFR markets. Internal collaboration within the Division to oversee investments will also ensure that all initiatives are strategically aligned and resources are optimized for maximum impact.

Table 2  
**Proposed budget, by expected results, 1 January–31 December 2025**  
(in millions of United States dollars)

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>RR</i>	<i>OR</i>	<i>Total</i>
<b>Special purpose</b>	<b>186.0</b>	<b>85.0</b>	<b>271.0</b>
Outcome 1: (Income): Sustainable private sector income growth is diversified and further accelerated to raise \$7.2 billion in private sector revenue from 2022 to 2025, of which \$3.4 billion will be core resources for results, for the UNICEF contribution to achievement of the Sustainable Development Goals	<b>146.4</b>	<b>85.0</b>	<b>231.4</b>
Output 1.1: Market development	16.9	–	16.9
Output 1.2: Income from pledge and cash donors	115.5	83.0	198.5
Output 1.3: Income from legacy donors	0.8	–	0.8
Output 1.4: Income from philanthropists and membership-based organizations	3.5	–	3.5
Output 1.5: Income from foundations	3.5	–	3.5
Output 1.6: Income from business	6.3	2.0	8.3
Outcome 2: (Influence): The spectrum of engagement and investment with private sector stakeholders enhances systems, services and practices for children and young people at scale	<b>7.1</b>	<b>–</b>	<b>7.1</b>
Output 2.1: Influence from individuals	0.6	–	0.6
Output 2.2: Influence from key influencers – leveraging assets	1.1	–	1.1
Output 2.3: Influence from key influencers – leveraging voice and finance	2.4	–	2.4
Output 2.4: Influence from business stakeholders	3.0	–	3.0
Outcome 3: (Income and influence from public and private): Income and influence at scale for children and young people are accelerated through the public and private sectors working together on financing, leveraging and advocacy efforts	<b>4.0</b>	<b>–</b>	<b>4.0</b>
Output 3.1: Programming in high-income countries	1.4	–	1.4
Output 3.2: Development finance	2.6	–	2.6
Outcome 4: (Cross-cutting enablers): UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people.	<b>28.5</b>	<b>–</b>	<b>28.5</b>
Output 4.1: Agile and responsive business model	7.5	–	7.5
Output 4.2: Internal communication and staff engagement	2.1	–	2.1
Output 4.3: Decentralized and empowered governance and oversight	2.3	–	2.3
Output 4.4: Dynamic people and inclusive culture	1.7	–	1.7
Output 4.5: Brand and marketing	9.2	–	9.2
Output 4.6: Evidence and knowledge management – Data, market and business intelligence	5.7	–	5.7
<b>Development effectiveness</b>	<b>5.1</b>	<b>–</b>	<b>5.1</b>
Outcome 3: (Income and influence from public and private): Income and influence at scale for children and young people are accelerated through the public and private sectors working together on financing, leveraging and advocacy efforts.	<b>0.3</b>	<b>–</b>	<b>0.3</b>
Output 3.1: Programming in high-income countries	0.3	–	0.3

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>RR</i>	<i>OR</i>	<i>Total</i>
Outcome 4: (Cross-cutting enablers): UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people	4.8	–	4.8
Output 4.3: Decentralized and empowered governance and oversight	4.8	–	4.8
<b>Management</b>	<b>10.7</b>	<b>–</b>	<b>10.7</b>
Outcome 4: (Cross-cutting enablers): UNICEF business model enables effective partnership and engagement to accelerate income and influence for children and young people	10.7	–	10.7
Output 4.1: Agile and responsive business model	9.4	–	9.4
Output 4.4: Dynamic people and inclusive culture	1.3	–	1.3
Total proposed budget for achieving results	201.8	85.0	286.8

*Note:* Due to rounding, the numbers in this table may not add up to the totals.

## IV. Revenue and expenditure projections for 2025

### A. Planning methodology

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

42. The PFP expenditures listed under the development effectiveness and management categories in table 1 were approved by the Executive Board at its second regular session in September 2021 as part of the UNICEF integrated budget, 2022–2025. The PFP expenditures budgeted under the special purpose category in 2025 are presented to the Board for approval in this submission.

43. Three revenue and expenditure scenarios are presented to the Executive Board: low, medium and high (see table 3). The medium, or most realistic, scenario is based on information received from the fundraising markets where the assumption is that part of the 2024 giving to ORE will be sustained, as well as the successful implementation of the strategies previously described. The Executive Board is requested to authorize PFP to incur expenditures in line with the medium scenario, and to increase or reduce expenditures should the high or low revenue levels, respectively, be reached.

### B. Revenue

44. Total private sector revenue is projected to reach \$2 billion in 2025. This represents a decrease of \$17.9 million (or 1 per cent) compared with the approved revenue for 2024 and an increase of \$43.4 million (or 2 per cent) from the latest estimates for 2024.

45. The total revenue projection for 2025 is based on information provided by National Committee and country office PSFR markets in conjunction with the development of the UNICEF Strategic Plan, 2022–2025. It includes projected RR revenue of \$738.1 million, which represents an increase of \$28.1 million (4 per cent) compared to the original total revenue projections included in the 2024 budget and the latest estimates for 2024. National Committees and country offices continue to be

confident about their donor base for regular giving, especially as National Committees plan to invest in the conversion of emergency donors to regular giving donors.

46. Total OR revenue in 2025 is projected to be \$1.25 billion. This is \$46.0 million (or 4 per cent) less than the original revenue projections included in the 2024 budget, and \$15.3 million (or 1 per cent) more than the latest estimates for 2024. Given the uncertainty around major humanitarian crises, it is challenging to accurately project ORE revenue. UNICEF is confident that private sector support to emergencies will remain strong into 2025 and projects ORE revenue of \$300 million.

47. The strategies that support the achievement of these revenue targets are detailed in section III above.

## **C. Expenditures**

48. Total PFP expenditures for the institutional budget (development effectiveness and management costs) and the proposed special purpose budget total \$286.8 million in 2025. The proposed special purpose RR budget is maintained as submitted in the UNICEF integrated budget, 2022–2025.

49. The following principles were established in preparing the PFP budget for 2025:

- (a) ensuring zero growth in operational costs compared with the 2024 approved budget;
- (b) promoting further consolidation of previous changes to the organizational structure and minimizing additional changes;
- (c) implementing ongoing and new organizational initiatives and priorities assigned to the Division.

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

50. In PFP, development effectiveness costs refer to the costs of managing the strategic relationship with the National Committees. The approved development effectiveness budget for 2025 is \$5.1 million, or \$0.2 million lower than the 2024 approved budget. This decrease is due to the revision of standard post costs. The approved development effectiveness budget for 2025 remains within the institutional budget ceilings approved as part of the UNICEF integrated budget, 2022–2025.

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

51. In PFP, management costs refer to the costs of the activities of the Director's Office and the Strategic Planning and Operations and Finance sections. The approved management budget has increased by \$0.9 million to \$10.7 million in 2025 as compared to the budget approved in 2024. This net increase is due to the transfer of four human resources posts from the Geneva common services budget to the PFP budget. This transfer was made to align the human resources unit appropriately within PFP.

### **3. Special purpose costs**

52. Special purpose costs are defined as the costs of cross-cutting activities that:

- (a) involve material capital investments; or
- (b) do not represent a cost related to the management activities of the organization.

53. Special purpose costs in PFP refer to the costs of the activities of PSFR and partnerships, country office support, communication and marketing, engagement with

the private sector (including advocacy and development finance) and procurement. They also include investment fund costs. Special purpose costs are funded by both an RR allotment and an OR ceiling.

54. The proposed special purpose RR budget for 2025 is \$186 million.

55. Compared with the 2024 approved budget, the special purpose RR budget for 2025 has increased by \$22.9 million due to an increase in standard post costs and investment funds.

56. Investments in fundraising in the proposed special purpose RR budget for 2025 total \$105 million. Further investments in fundraising will be financed from the Dynamo Revolving Fund (see [E/ICEF/2021/AB/L.1/Add.1](#)).

57. Operating expenditures in the proposed special purpose RR budget for 2025 total \$81 million.

58. Investments – in human resources, infrastructure and campaigns – are necessary to raise funds and secure partnerships. They have been a critical factor in UNICEF securing its place as a world leader in private sector fundraising. UNICEF follows an investment strategy to support the achievement of its key expected result of diversifying and accelerating private sector income growth towards a total net surplus of \$7.2 billion for the Strategic Plan period, 2022–2025.

59. Special purpose costs covered by OR represent a ceiling (as opposed to a budget allotment) of \$85 million to cover direct fundraising costs in country offices that have PSFR activities. The amount of the budget ceiling is dependent on a country office's fundraising revenue, as the office is permitted to use up to 25 per cent of the gross revenue raised to cover fundraising costs. However, the maximum ceiling may not be implemented if the corresponding revenue is not achieved.

60. Compared with the 2024 approved budget, the special purpose OR ceiling for 2025 has increased by \$13 million (18 per cent). The ceiling increase for 2025 is related to the new resources required for the increased revenue generation planned.

61. The number of posts funded by RR revenue will increase from 316 posts in 2024 to 326 posts in 2025. The net increase of 10 posts comprises five posts to support the global Customer Relationship Management system, one post to support fundraising, and four posts due to the transfer of human resources posts from the Geneva common services budget to the PFP budget. This transfer was made to align the human resources unit within PFP appropriately.

62. The number of posts funded by OR revenue decreased from 400 to 395 in 2025, aligned with the revenue from country offices in 2025. The Director, Private Fundraising and Partnerships, and the respective regional directors share the responsibility for approval of these posts, which are included in the organizational structure of the country offices.

## **D. Net private sector surplus**

63. The net private sector surplus for 2025, after deducting PFP expenditures, is projected to be \$1.7 billion, which is \$54.5 million (3 per cent) lower than the net private sector surplus in the approved budget for 2024 and \$13.8 million higher than the latest estimates for 2024.



Table 3  
**UNICEF Private Sector Plan 2022–2025: Range of budgeted revenue and expenditure, 2025**  
(in millions of United States dollars<sup>a</sup>)

	<i>I (low projection)</i>	<i>II (medium projection)</i>	<i>III (high projection)</i>
<b>Private sector revenue</b>			
National Committees for UNICEF	1 413.1	1 570.1	1 727.1
Country offices	377.3	419.1	461.1
<b>Total private sector revenue</b>	<b>1 790.4</b>	<b>1 989.2</b>	<b>2 188.2</b>
<b>Private Fundraising and Partnerships (PFP) expenditures</b>			
<b>A. Development effectiveness costs</b>	<b>5.1</b>	<b>5.1</b>	<b>5.1</b>
National Committee relations	5.1	5.1	5.1
<b>B. Management costs</b>	<b>10.7</b>	<b>10.7</b>	<b>10.7</b>
Director's Office and Strategic Planning	1.7	1.7	1.7
Operations and Finance	9.0	9.0	9.0
<b>C. Special purpose costs</b>	<b>267.7</b>	<b>271.0</b>	<b>271.0</b>
Private sector fundraising and partnerships	45.8	46.8	46.8
Country office support <sup>a</sup>	9.8	10.0	10.0
Country office direct fundraising costs	83.6	85.4	85.4
Communication and marketing	12.3	12.5	12.5
Procurement	1.6	1.7	1.7
Private sector engagement	9.6	9.8	9.8
Investment in fundraising	105.0	105.0	105.0
<b>Total PFP expenditures</b>	<b>283.5</b>	<b>286.8</b>	<b>286.8</b>
<b>Net private sector surplus</b>	<b>1 506.9</b>	<b>1 702.5</b>	<b>1 901.4</b>

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

*Note:* Due to rounding, the numbers in this table may not add up to the totals.

Table 4  
**Financial projections for the UNICEF Private Fundraising and Partnerships  
Private Sector Plan 2024–2025**  
(in millions of United States dollars<sup>a</sup>)

	2023 actual results	2024 approved budget	2024 latest estimates	2025 proposed budget	2026 <sup>a</sup> projection
<b>Private sector revenue</b>					
Revenue from licensing	2.1	–	–	–	–
Private sector fundraising contributions	2 067.0	2 007.2	1 945.9	1 989.3	2 066.8
National Committees for UNICEF	1 620.5	1 578.6	1 541.9	1 570.1	1 629.5
Country offices	446.5	428.6	404.0	419.2	437.3
<b>Total private sector revenue</b>	<b>2 073.1</b>	<b>2 007.2</b>	<b>1 945.9</b>	<b>1 989.3</b>	<b>2 066.8</b>
<b>Private Fundraising and Partnerships (PFP) expenditures</b>					
<b>A. Development effectiveness costs</b>	<b>4.0</b>	<b>5.3</b>	<b>4.3</b>	<b>5.1</b>	<b>5.3</b>
National Committee relations	4.0	5.3	4.3	5.1	5.3
<b>B. Management costs</b>	<b>7.7</b>	<b>9.8</b>	<b>8.9</b>	<b>10.7</b>	<b>11.0</b>
Director's Office and Strategic Planning	1.4	1.8	1.6	1.7	1.7
Operations and Finance	6.3	8.0	7.3	9.0	9.3
<b>C. Special purpose costs</b>	<b>232.7</b>	<b>235.1</b>	<b>244.0</b>	<b>271.0</b>	<b>256.2</b>
Private sector fundraising and partnerships	40.3	45.6	44.2	46.8	48.2
Country office support <sup>b</sup>	8.8	8.7	8.7	10.0	10.3
Country office direct fundraising costs	74.5	72.4	81.3	85.4	87.9
Communication and marketing	9.9	12.5	12.5	12.5	12.9
Procurement	1.3	1.7	1.7	1.7	1.8
Engagement with the private sector, including advocacy and development finance	8.1	9.2	9.2	9.8	10.2
Investment in fundraising	89.8	85.0	86.4	105.0	85.0
<b>Total PFP expenditures</b>	<b>244.4</b>	<b>250.2</b>	<b>257.2</b>	<b>286.8</b>	<b>272.5</b>
Sales/licensing expenditures of National Committees	0.3	–	–	–	–
Sales/impairment	–	–	–	–	–
PFP foreign exchange gains (losses)	0.9	–	–	–	–
<b>Net private sector surplus</b>	<b>1 827.5</b>	<b>1 757.0</b>	<b>1 688.7</b>	<b>1 702.5</b>	<b>1 794.3</b>

<sup>a</sup> Projections are tentative and are therefore subject to change.

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

*Note:* Due to rounding, the numbers in this table may not add up to the totals.

## V. Human resources: Post changes

64. In 2025, PFP proposes transferring four human resources posts from the Geneva common services budget to the PFP budget, increasing the number of posts funded by the institutional budget and decreasing the number of posts funded by OR by five

posts to align resources with the revenue from country offices. The number of posts funded by the PFP budget is proposed to be 721 worldwide. Of this total, 57 posts are funded by the institutional budget, 269 by special purpose RR and 395 by special purpose OR. Of the total number of posts, 219 are PFP posts in Geneva and 502 are in other headquarters locations, regional and country offices.

65. A summary of the post changes proposed for 2025 is provided in the annex to the present document.

## VI. Draft decision

### *The Executive Board*

1. *Notes* the high, medium, and low revenue scenarios for 2025, as shown in table 3 of document [E/ICEF/2025/AB/L.1](#);

2. *Approves* a budget for special purpose activities of \$186 million from core resources for results, comprising \$105 million for investment funds and \$81 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$85 million based on the medium scenario in table 3;

3. *Authorizes* UNICEF:

(a) To redeploy resources between the various core resources for results budget lines (as detailed in paragraph 1, above), up to a maximum of 10 per cent of the amounts approved;

(b) To decrease or increase expenditures up to the levels indicated in columns I and III of table 3 of document [E/ICEF/2025/AB/L.1](#) should the apparent revenue from fundraising decrease or increase to the levels indicated in columns I and III;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2025 approved workplan;

4. *Approves* an interim one-month allocation for January 2026 of \$18.6 million (or 10 per cent of the 2025 special purpose regular resources allocation of \$186 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2026.

## Annex

### Summary of post changes proposed for 2025

Detail	Post levels							Total		GS	Grand total
	D2	D1	P6	P5	P4	P3	P2	IP	NO		
Private Fundraising and Partnerships (PFP) headquarters											
Approved 2024	1	5	1	28	83	91	12	221	–	43	264
Post changes 2025											
Management	–	–	–	1	–	4	1	6	–	2	8
Development effectiveness	–	–	–	–	–	–	–	–	–	–	–
Special purpose	–	–	–	-	6	-3	–	3	–	–	3
Proposed 2025	1	5	1	29	89	92	13	230	–	45	275
Change versus 2024 approved	–	–	–	1	6	1	1	9	–	2	11
Regional support centres and UNICEF country offices											
Approved 2024	–	–	–	5	17	11	1	34	6	12	52
Post changes 2025	–	–	–	–	–	1	1	2	-2	-1	-1
Proposed 2025	–	–	–	5	17	12	2	36	4	11	51
Change versus 2024 approved	–	–	–	–	–	1	1	2	-2	-1	-1
Total PFP regular resources											
Approved 2024	1	5	1	33	100	102	13	255	6	55	316
Proposed 2025	1	5	1	34	106	104	15	266	4	56	326
Change versus 2024 approved	–	–	–	1	6	2	2	11	-2	1	10
PFP headquarters: other resources											
Approved 2024	–	–	–	–	3	1	–	4	–	–	4
Post changes 2025					-2	-		-2			-2
Proposed 2025	–	–	–	–	1	1	–	2	–	–	2
Change versus 2024 approved	–	–	–	–	-2	–	–	-2	–	–	-2
UNICEF country offices: other resources											
Approved 2024	–	–	–	4	8	7	-	19	200	177	396
Post changes 2025 latest estimates	–	–	–	-	1	-1	-	-	-1	-2	-3
Proposed 2025	–	–	–	4	9	6	-	19	199	175	393
Change versus 2024 approved	–	–	–	-	-1	-1	-	-	-1	-2	-3
Total PFP other resources											
Approved 2024	–	–	–	4	11	8	-	23	200	177	400
Proposed 2025	–	–	–	4	10	7	-	21	199	175	395
Change versus 2024 approved	–	–	–	-	-1	-1	-	-2	-1	-2	-5
Total PFP											
Approved 2024	1	5	1	37	111	110	13	278	206	232	716
Proposed 2025	1	5	1	38	116	111	15	287	203	231	721
Change versus 2024 approved	–	–	–	1	5	1	2	9	-3	-1	5

Note: D = Director (level); IP and P = International Professional/Professional; NO = National Officer; GS = General Service.