EXECUTIVE SUMMARY

IMPACT.

UNICEF USA exists to deliver impact for children. We are driven by a shared OBJECTIVE that every child is healthy, educated, protected and respected.

Our four-year plan articulates how we will deliver on that objective through our work to elevate the brand, engage constituents, raise resources, strategically invest in child-focused programs, advocate for the rights of children and operate effectively.

We have set ONE GOAL to deliver more than $1 billion in impact value by 2027, a 62.5 percent increase over the most recent three-year average. We define impact value as the resources we invest in priority programs that contribute to the Sustainable Development Goals.

The goal is supported by FOUR STRATEGIES designed to maximize our performance, reassert UNICEF as the premier brand in the U.S., expand philanthropic support and deliver impact. Each strategy is supported by prioritized activities and monitored through key performance indicators.

The FINANCIAL MODEL details the revenue and expense needed to achieve the goal, with cash fundraising exceeding $888 million and total revenue reaching more than $975 million by 2027. With management and fundraising expense at $112.8 million that year, a program ratio of 88.1% will be achieved.
UNICEF USA PURPOSE

IDENTITY
UNICEF USA advances the global mission of UNICEF by rallying the American public to support the world’s most vulnerable children.

VISION
A world that upholds the rights of all children and helps every child thrive.

MISSION
To relentlessly pursue a more equitable world for every child.
Children are at the center of all we do. We partner with them to uphold their rights, elevate their voices and build the world we share and the one they will inherit.

The world’s problems require bold solutions. We are creative and curious, smart and strategic, disciplined and driven to deliver real change for children.

Changing the world takes all of us. We build strong teams and partnerships by valuing diverse perspectives, listening, learning and caring for one another.
Children everywhere are protected from violence, exploitation, abuse, neglect, harmful practices and child poverty.

No child dies from a preventable cause, and all children reach their full potential in health and well-being.

Every child has access to quality learning and skills training.

Children are engaged in their community, country and the world with meaningful and systematic participation.
STRATEGIC GOAL

Impact Value is defined as the value of resources invested in priority programs that drive measurable impact for children.

Success metrics are 1) Dollar value of resources UUSA invests in programs; 2) Composite program results showing contributions to the SDGs.

IN PURSUIT OF OUR OBJECTIVE, WE WILL, BY 2027

DELIVER $1B+ ANNUALLY IN IMPACT VALUE FOR CHILDREN

**“Impact Value” is defined as the value of resources invested in priority programs that drive measurable impact for children. Success metrics are 1) Dollar value of resources UUSA invests in programs; 2) Composite program results showing contributions to the SDGs.**
HOW WE DELIVER IMPACT

INVEST RESOURCES

$1B+

IN PRIORITY PROGRAMS

HEALTHY
Vaccines and mental health, nutrition, WASH, health systems

EDUCATED
Access to quality learning and skills development

PROTECTED
Protection from harmful practices, conflict and dislocation, poverty and climate change

RESPECTED
Youth participation and advocacy for policy change

TO CONTRIBUTE TO THE SDGS

2 Zero Hunger
3 Good Health and Well-Being
6 Clean Water and Sanitation

4 Quality Education

1 No Poverty
5 Gender Equality
10 Reduced Inequalities
13 Climate Action

UNICEF Programs (Restricted)
UNICEF Programs (Unrestricted/Regular Resources)
Other Programs (non-UNICEF)
Government Support
Gifts-in-Kind
U.S. Advocacy & Influence
Innovative Financing
To achieve our goal, in the current landscape, we will advance strategies to:

1. **MAXIMIZE PERFORMANCE**

   Build a bold, inclusive, impact-focused organization. Foster a values driven culture, upgrade digital maturity, elevate business operations and maintain strong UNICEF relations to maximize performance.

2. **REASSERT UNICEF AS THE PREMIER BRAND IN THE U.S.**

   Strengthen and maximize the UNICEF Won’t Stop Brand Identity; advance Brand relevance and credibility in support of effective thought leadership. Leverage the Brand to expand, diversify and inspire supporter base.

3. **EXPAND PHILANTHROPIC SUPPORT**

   Progressively expand philanthropic support focused on transformational giving and diversification. Integrate audience integration and provide elevated experiences for sophisticated asks and strong retention.

4. **DELIVER IMPACT**

   Deliver results for children through strategic investments in UNICEF programs and by strategically influencing decision makers in the U.S public and private sector. Utilize rigorous prioritization and monitoring to drive effectiveness.

### KEY PERFORMANCE INDICATORS

- Improve employee engagement scores in 7 of 11 factors and +/-5% across demographic groups
- 80% of decision making KPIs from automated sources
- 80% of grants are transferred within 10 business days

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased UNICEF familiarity</td>
<td>Total private sector support</td>
</tr>
<tr>
<td>Increased consideration over peers</td>
<td># of $10M+ Partners</td>
</tr>
<tr>
<td>Increased relevance within sector</td>
<td>36-month pipeline value of $3B+</td>
</tr>
</tbody>
</table>

- 1B+ Annual Impact Value
- 75% of UUSA program investments meet targets
- $5M in public budget changes; increased advancement of policies
### FINANCIAL MODEL

#### FY 20-22 FY 23 FY 27

<table>
<thead>
<tr>
<th>In millions of USD</th>
<th>3-Yr Avg</th>
<th>Budget</th>
<th>Model</th>
<th>FY27 vs FY23 Budget</th>
<th>FY27 vs 3-Yr Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Fundraising</td>
<td>606.5</td>
<td>580.0</td>
<td>888.5</td>
<td>308.5</td>
<td>282.0</td>
</tr>
<tr>
<td>Gift-in-Kind Fundraising</td>
<td>93.7</td>
<td>70.3</td>
<td>75.0</td>
<td>4.7</td>
<td>-18.7</td>
</tr>
<tr>
<td><strong>Total Fundraising</strong></td>
<td>700.2</td>
<td>650.3</td>
<td>963.5</td>
<td>313.2</td>
<td>263.3</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>49.6</td>
<td>12.0</td>
<td>12.0</td>
<td>0.0</td>
<td>-37.6</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>749.8</td>
<td>662.4</td>
<td>975.5</td>
<td>313.2</td>
<td>225.7</td>
</tr>
<tr>
<td><strong>Total Unrestricted Revenue</strong></td>
<td>130.2</td>
<td>149.9</td>
<td>203.2</td>
<td>53.2</td>
<td>73.0</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY 20-22</th>
<th>FY 23</th>
<th>FY 27</th>
<th>FY27 vs FY23 Budget</th>
<th>FY27 vs 3-Yr Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management &amp; Fundraising Expenses</td>
<td>76.7</td>
<td>95.0</td>
<td>112.8</td>
<td>17.8</td>
<td>4.4</td>
</tr>
<tr>
<td>U.S. Advocacy &amp; Influence</td>
<td>19.6</td>
<td>27.6</td>
<td>44.9</td>
<td>17.3</td>
<td>12.9</td>
</tr>
<tr>
<td>Global Program Investments</td>
<td>471.5</td>
<td>533.0</td>
<td>788.1</td>
<td>255.1</td>
<td>316.6</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>567.9</td>
<td>655.5</td>
<td>945.8</td>
<td>290.2</td>
<td>377.9</td>
</tr>
</tbody>
</table>

Program Ratio

<table>
<thead>
<tr>
<th></th>
<th>FY 20-22</th>
<th>FY 23</th>
<th>FY 27</th>
<th>FY27 vs FY23 Budget</th>
<th>FY27 vs 3-Yr Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Ratio</td>
<td>87.4%</td>
<td>85.6%</td>
<td>88.1%</td>
<td>2.5%</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

[1] Other revenue includes investment returns, IF4C program activity that can be recognized as revenue, and any other revenue
[2] UUSA Program Expenses include domestic programs as well as public information
[3] Lowest IF4C programmatic activity scenario is currently $120.0 million

Program Ratio (incl IF4C & GIK) 88.1%
## IMPACT MODEL

### Impact Value

<table>
<thead>
<tr>
<th>In millions of USD</th>
<th>FY 20-22</th>
<th>FY 23</th>
<th>FY 27</th>
<th>FY27 vs FY23 Budget</th>
<th>FY27 vs 3-Yr Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3-Yr Avg</td>
<td>Budget</td>
<td>Model</td>
<td>$ Chg</td>
<td>% Chg</td>
</tr>
<tr>
<td><strong>UNICEF Programs (Restricted)</strong></td>
<td>328.5</td>
<td>434.4</td>
<td>650.0</td>
<td>215.6</td>
<td>49.6%</td>
</tr>
<tr>
<td><strong>UNICEF Programs (Unrestricted/RR)</strong></td>
<td>23.8</td>
<td>28.3</td>
<td>50.0</td>
<td>21.7</td>
<td>76.7%</td>
</tr>
<tr>
<td><strong>Other Programs (non-UNICEF)</strong></td>
<td>9.8</td>
<td>3.0</td>
<td>3.0</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Government Support</strong></td>
<td>133.5</td>
<td>134.0</td>
<td>180.0</td>
<td>46.0</td>
<td>34.3%</td>
</tr>
<tr>
<td><strong>Gifts-in-Kind</strong></td>
<td>96.2</td>
<td>70.3</td>
<td>75.0</td>
<td>4.7</td>
<td>6.6%</td>
</tr>
<tr>
<td><strong>U.S. Advocacy &amp; Influence</strong></td>
<td>19.6</td>
<td>27.6</td>
<td>44.9</td>
<td>17.3</td>
<td>62.6%</td>
</tr>
<tr>
<td><strong>Innovative Financing</strong></td>
<td>79.5</td>
<td>85.0</td>
<td>120.0</td>
<td>35.0</td>
<td>41.2%</td>
</tr>
<tr>
<td><strong>Total Impact Value</strong></td>
<td>690.9</td>
<td>782.6</td>
<td>1,122.9</td>
<td>340.3</td>
<td>43.5%</td>
</tr>
<tr>
<td><strong>Impact Ratio</strong></td>
<td>121.7%</td>
<td>119.4%</td>
<td><strong>118.7%</strong></td>
<td>-0.7%</td>
<td>-0.1%</td>
</tr>
</tbody>
</table>

### Significant increase in Unrestricted Funding to UNICEF

- **20.4%**

### Total Impact Value exceeds $1.1B

- **1,122.9**

### Impact Ratio

- **118.7%**