AGENCY LENS · ENTITY REPORT

UNICEF

Funding mix 2011-2024, a CEB-based approximation of the Funding Compact indicators where they apply, government contributors, where the money goes and reporting completeness. Built only from CEB public data.

IN SCOPE OF THE FUNDING COMPACT (UNDS) | FUNDS AND PROGRAMMES | CEB CODE UNICEF

CEB DATA, REFERENCE YEAR 2024 · DOWNLOADED 2026-10 · BUILD 2026-11 · V1.6 · COVERAGE 2011-2024

CEB-based approximation for public comparison. Not the official DCO monitoring framework; perimeter and definitions differ. Not an assessment of entity performance.

$8.6B Revenue 2024	**14.1%** Core, % of total	**15.0%** Core share of voluntary, all contributors (CEB Financial Statistics)
80.3% Earmarked, % of total	**133** Government contributors 2024, as listed by the CEB	**15,354** Staff 2024 · 50.2% women

Independent single-author study. This report is not an official document of UNICEF and has not been reviewed or endorsed by it. Every figure is computed from public datasets of the UN System Chief Executives Board for Coordination (CEB) by Carta Blanca Labs; the same rules are applied to all 48 entities. It states figures and distances to published system-level targets; it does not assess performance and does not say what the entity should do. The archetype chip is Flows' working classification, not an official UN typology. The live page carries the source, years, formula and limitation of every figure. Figures were recomputed automatically from the CSV files on 2026-11-01; no external human review yet.

WHAT IS INSIDE

1. Funding Compact indicators, CEB approximation (UN development system entities only). **2.** Funding mix and core share, 2011-2024; government contributors and concentration. **3.** Where the money goes: countries, functions, SDGs; what is reported to the CEB. **4.** Statements generated from the figures, institutional context and right of reply, sources and author.

Carta Blanca Labs
Flows · An evidence study of UN system financing 2011-2024
Oriol Cervantes · linkedin.com/in/oriol-cervantes
https://flows-un.pages.dev/flows-lens.html?entity=UNICEF

CEB-based approximation for public comparison. Not the official DCO monitoring framework; perimeter and definitions differ. Not an assessment of entity performance.

Funding Compact indicators, CEB approximation: UNICEF

Six Funding Compact indicators approximated per entity from CEB data: latest value, system-level target and distance where a target exists, trend since 2018, and whose commitment it is (most are Member State commitments, which an entity cannot meet alone).

UNICEF is a member of the UN Sustainable Development Group (UNSDG), so it is in the UN development system perimeter (UNSDG member list, DCO website, checked 2026-11-01 (38 members, 25 of them in the CEB financial data)), so the system-level targets are shown as a reference. Two core-share figures use different denominators: the cover and statement 01, all contributor types (CEB Financial Statistics); the card below, government contributors only (CEB financing instruments file, Funding Compact proxy). Neither is the official DCO figure.

CEB approximation · not the official DCO framework · not an assessment of performance

Core share of voluntary, government contributors (financing instruments file, Funding Compact proxy)

10.5%

System target 30% by 2027.
Distance: 19.5 points



2018 23.6% → 2024 10.5%

COMMITMENT OF MEMBER STATES

CEB approximation · not the official DCO framework · not an assessment of performance

Non-core provided through single-agency thematic funds

2.8%

System target 15% by 2027.
Distance: 12.2 points



2018 12.0% → 2024 2.8%

COMMITMENT OF MEMBER STATES

CEB approximation · not the official DCO framework · not an assessment of performance

Non-core provided through inter-agency pooled funds

5.1%

System target 30% by 2027.
Distance: 24.9 points



2021 5.7% → 2024 5.1%

COMMITMENT OF MEMBER STATES · NOT DIRECTLY COMPARABLE

CEB approximation · not the official DCO framework · not an assessment of performance

Non-core mobilised from non-Member State contributors

52.3%

System target 45% by 2027.
Distance: none (at or above the target)



2021 48.8% → 2024 52.3%

COMMITMENT OF THE ENTITY

CEB approximation · not the official DCO framework · not an assessment of performance

Member States giving at least 30% of their voluntary contributions as core

62

System-level target only; no per-entity target.



2018 76 → 2024 62

COMMITMENT OF MEMBER STATES · NOT DIRECTLY COMPARABLE

CEB approximation · not the official DCO framework · not an assessment of performance

Member States giving more than US$10 million in core

7

System-level target only; no per-entity target.



2018 9 → 2024 7

COMMITMENT OF MEMBER STATES

HOW THESE DIFFER FROM THE OFFICIAL FUNDING COMPACT DASHBOARD

One entry per indicator: the Flows formula, the official definition as understood by Flows, the perimeter difference, and whether the two are directly comparable. No official values are reproduced.

Core share of voluntary (government contributors) (Funding Compact 2024, indicator 1 (system level: 30% by 2027); whose commitment: Member States). *Flows formula:* Voluntary core (R02A+R02B) / (core + non-core R03) from government contributors, CEB financing instruments file, per entity. *Official definition:* Share of core resources in voluntary funding for UN development system operational activities for development, Member State contributors, as monitored by DCO at system level. *Perimeter difference:* Flows uses all revenue of the entity recorded in the CEB financing instruments file, not only operational activities for development; the official figure is a system-level aggregate. The strip and statement 01 use a second denominator: all contributor types, CEB Financial Statistics. *Directly comparable:* **yes, in direction**.

Non-core through thematic funds (Funding Compact 2024, indicator 10 (15% by 2027); whose commitment: Member States). *Flows formula:* R03B / all non-core (R03) from government contributors, CEB financing instruments file. *Official definition:* Share of non-core resources for development activities provided through single-agency thematic funds, Member State contributors. *Perimeter difference:* All non-core revenue of the entity from governments, not only development activities. *Directly comparable:* **yes, in direction**.

Non-core through pooled funds (Funding Compact 2024, indicator 14 (30% of non-core for development activities by 2027); whose commitment: Member States). *Flows formula:* Inter-agency pooled fund revenue (R03A) / all non-core revenue, all contributor types, CEB contributor-type file (2021-2024). *Official definition:* Share of non-core resources for development activities provided through inter-agency pooled funds, Member State contributors. *Perimeter difference:* Denominator is all non-core revenue from all contributor types (including EU, private, multilateral), not non-core for development activities from Member States. *Directly comparable:* **no**.

Non-core from non-State contributors (Funding Compact 2024, indicator 21 (45% by 2027); whose commitment: entity). *Flows formula:* Non-core from non-government contributor types / all non-core, CEB contributor-type file (2021-2024). *Official definition:* Share of non-core resources mobilised from non-Member State contributors, a commitment of the UN development system entities. *Perimeter difference:* All non-core revenue of the entity, not only development activities; contributor types as coded by the CEB. *Directly comparable:* **yes, in direction**.

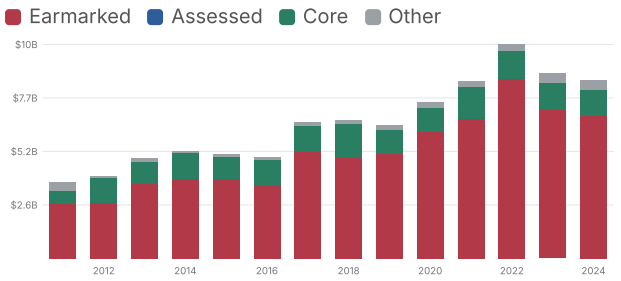
Member States at 30% core or more (Funding Compact 2024, indicator 3 (system target: 100 Member States by 2027); whose commitment: Member States). *Flows formula:* Count of governments whose core / (core + non-core) to this entity is at least 30% in the year. *Official definition:* Number of Member States providing at least 30% of their voluntary funding for development activities as core, measured across the UN development system. *Perimeter difference:* Cross-table approximation: the official indicator counts a Member State once across the whole system; Flows counts it per entity, so a government can appear in the count of several entities. *Directly comparable:* **no**.

Member States above US$10M core (Funding Compact 2024, indicator 7 (system target: 40 contributors by 2027); whose commitment: Member States). *Flows formula:* Count of governments with core contributions above US$10M to this entity in the year. *Official definition:* Number of Member States contributing more than US$10 million in core resources, measured across the UN development system. *Perimeter difference:* Per entity, not system-wide: a government above US$10M to this entity alone. The official count is a system aggregate. *Directly comparable:* **yes, in direction**.

How UNICEF is funded, 2011-2024

EXHIBIT 1

Revenue by type

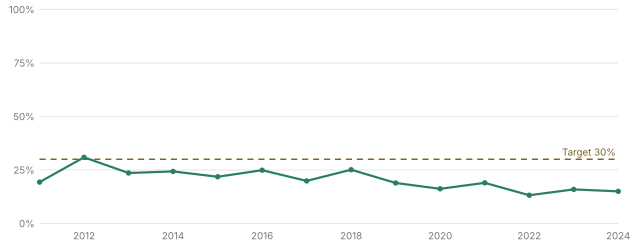


Source: CEB Financial Statistics, revenue by type

EXHIBIT 2

Core share of voluntary, all contributors (CEB Financial Statistics)

Core (un-earmarked) divided by core plus earmarked, all contributor types. Dotted line: Funding Compact system-level target (reference). Page 2 uses a second denominator: government contributors only.



Source: CEB Financial Statistics; Funding Compact 2024, indicator 1

Government contributors to UNICEF, 2024

EXHIBIT 3

Largest government contributors, as listed by the CEB

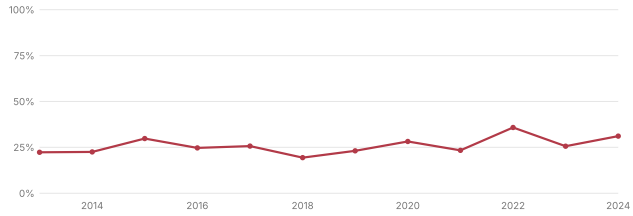
United States		31.1% · $1.1B
Germany		18.4% · $680M
United Kingdom		11.2% · $413M
Republic of Korea		4.1% · $152M
Canada		3.7% · $136M
Norway		3.4% · $124M
Japan		3.0% · $109M
Netherlands		2.9% · $107M

Top contributor 31.1% · top 5 68.5% · direct bilateral government HHI 1,519 · 133 government contributors as listed by the CEB · $3.7B government contributions.
Source: CEB Revenue by Government Donor 2024

EXHIBIT 4

Concentration over time

Share of the single largest government contributor, 2013-2024.



Source: CEB Revenue by Government Donor 2013-2024. Direct bilateral government HHI (excludes pooled funds and EU channels) by year: 2019 1,064 · 2020 1,469 · 2021 1,257 · 2022 1,876 · 2023 1,197 · 2024 1,519. Thresholds of 1,000 and 2,500 are the US DOJ merger thresholds, used here only as a scale.

Expenditure of UNICEF

EXHIBIT 5

Top countries, 2024 (up to 7)

Afghanistan	$681M
Yemen	$503M
Ukraine	$362M
Lebanon	$338M
Democratic R...	$315M
Ethiopia	$305M
South Sudan	$274M

Source: CEB Expenditure by country

EXHIBIT 6

By function, 2018-2024

Humanitarian Assistance	$25B · 54.7%
Development Assistance	$20B · 45.3%

Source: CEB Expenditure by function

EXHIBIT 7

Top SDGs (up to 4) · expenditure · 2019-2024

SDG 3 Good Health	23.8%
SDG 17 Partnerships	18.1%
SDG 4 Quality Education	16.8%
SDG 6 Clean Water	12.6%

Source: CEB Expenditure by SDG. Pooled over the years available. Same cleaning rule as flows.json.

WHAT UNICEF REPORTS TO THE CEB

Expenditure by country and function
100% with function, latest year (2024)
Series 2013-2024; function mostly missing in 6 of 12 years (series break before 2018)
COMPLETE

SDG tagging
On expenditure, latest year
Series 2019-2024
COMPLETE

Financing instruments by government
Reported, latest year
Core, pooled, thematic and project lines, 2018-2024
COMPLETE

HR statistics (staff, gender)
Reported, latest year (2024)
50.2% women
COMPLETE

Government contributor detail
133 itemised, latest year (2024)
Series 2013-2024, as listed by the CEB
COMPLETE

STATEMENTS GENERATED FROM THE FIGURES ABOVE

Every sentence is produced by the same rules for all 48 entities. It states a figure and, where a system-level target exists, a distance; it does not assess performance or say what the entity should do.

01 Core contributions were **15.0% of voluntary contributions** in 2024 (all contributors, CEB Financial Statistics), compared with 19.3% in 2011. System target 30% by 2027 (Funding Compact indicator 1); distance for this entity: 15.0 points.
Source: CEB Financial Statistics; Funding Compact 2024, indicator 1

02 In 2024, **the United States provided 31.1%** of government contributions and the top five provided 68.5%. The direct bilateral government HHI (excludes pooled funds and EU channels) was 1,519.
Source: CEB Revenue by Government Donor 2024

03 Of non-core funding, **5.1% came through inter-agency pooled funds** and 2.8% through single-agency thematic funds (2024). The Funding Compact targets are 30% and 15% respectively, both commitments of Member States.
Source: CEB financing instruments and contributor types; Funding Compact 2024, indicators 10 and 14

04 **52.3% of non-core funding came from non-Member State contributors** in 2024 (target 45% by 2027, a commitment of the entity).
Source: CEB contributor types; Funding Compact 2024, indicator 21

05 The largest year-on-year change in revenue was **+34.7% in 2017**.
Source: CEB Financial Statistics

06 The largest country of expenditure in 2024 was **Afghanistan ($681M)**, followed by Yemen and Ukraine.
Source: CEB Expenditure by country 2024

Institutional context and right of reply.
DRAFT CONTEXT NOTE, PENDING REVIEW BY THE AUTHOR
UNICEF is classified by Flows among the funds and programmes, with 2024 revenue above $5 billion. In 2024, 80% of its revenue was earmarked and 0% assessed; it reports SDG figures on expenditure. (archetype: Funds and programmes, Flows' working classification.)

Right of reply. This entity has not yet been invited to comment. Any entity may send a factual note of up to 300 words; it is published verbatim and dated.

Carta Blanca Labs · Flows, Study 001 · an independent single-author study
Author: Oriol Cervantes (worked at UNDP, WHO and UNICEF in the past) · linkedin.com/in/oriol-cervantes
Method and limitations: flows-un.pages.dev/flows-methodology.html · Data: lens.json · Changelog: changelog.html (same site)

Sources: CEB Financial Statistics; CEB Revenue by Government Donor; CEB financing instruments and contributor types; CEB Expenditure by country, function and SDG; CEB HR Statistics. Funding Compact 2024 targets as published in the SG report on funding (ECOSOC, 2025).