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Private Fundraising and Partnerships: 2019 workplan and proposed budget

Summary

The Private Fundraising and Partnerships workplan and proposed budget for 2019 is presented to the Executive Board for approval. In 2019, the total private sector revenue is projected to reach \$1.8 billion, of which \$853 million will constitute regular resources (RR) and \$924 million other resources (OR). The 2019 planned expenses, funded from resources allocated to management, development effectiveness and special purpose activities, amount to \$258 million, of which \$194 million will be funded by RR and \$64million by OR. The workplan describes financial and non-financial activities and results that represent the second year of the UNICEF Private Sector Plan 2018–2021: IMPACT for Every Child, including changes relating to the acceleration of the broader role of Private Fundraising and Partnerships as the organizational lead driving effective private sector partnerships as part of the UNICEF global repositioning initiative.

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I. Introduction

1. The Division of Private Fundraising and Partnerships (PFP) coordinates and provides global guidance and support to the National Committees for UNICEF and UNICEF country offices in all private sector¹ fundraising and private sector engagement and partnership activities, in cooperation with regional offices and other headquarters divisions.
2. The PFP workplan and proposed budget for 2019 is based on the UNICEF Strategic Plan, 2018–2021, the UNICEF integrated budget, 2018–2021 and the Private Sector Plan 2018–2021: IMPACT for Every Child (IMPACT Plan).
3. The ambitious fundraising goals for 2019 are defined in the IMPACT Plan. The Plan is aimed at achieving lasting results for every child by raising \$7.5 billion in net revenue for UNICEF over four years, \$3.6 billion of which will be regular resources (RR). Compared with the Private Fundraising and Partnerships Plan 2014–2017, this represents \$2.1 billion in additional revenue, including \$1.2 billion additional RR revenue, and double the number of individual donors to UNICEF. A summary of the IMPACT Plan is presented in annex II.
4. For 2019, the projected PFP revenue is \$1.8 billion, an increase of \$181 million, or 11 per cent, over the 2018 approved budget. The corresponding expenses of \$258 million represent an increase of \$22 million, or 9 per cent, over the 2018 approved figures. Of this \$22 million increase, \$10 million represents investment funds, \$1.7 million represents PFP operating expenses funded by RR and \$10.3 million represents country office fundraising expenditure funded by other resources (OR).
5. New timing of reporting under the UNICEF revenue recognition policy has been established since the development of the IMPACT Plan, which may necessitate adjustments in the reported annual revenue figures. While the new timing may alter when revenue is recognized annually, it is not expected to affect the overall financial results of the Plan.
6. The PFP budget comprises the institutional budget and the special purpose budget and covers the direct and indirect costs associated with the generation of private sector revenue and the achievement of results for children through partnerships.
7. Operating expenses for PFP (total costs minus investment funds and special purpose OR) as a percentage of total revenue are set to decrease from 4.9 per cent in 2018 to 4.5 per cent in 2019. By the end of the IMPACT Plan, in 2021, the ratio is projected to have decreased to 4.1 per cent.
8. The institutional budget for the period 2018–2021 was approved by the Executive Board in its decision 2017/14, as part of the UNICEF integrated budget, 2018–2021. The 2019 approved institutional budget for PFP amounts to \$12.6 million, under the development effectiveness and management categories.
9. The special purpose budget covers the direct fundraising and private sector engagement activities linked to revenue and private sector engagement targets, and is approved by the Executive Board annually. The Division is seeking Board approval for the special purpose budget for 2019 of \$181.5 million funded by RR and \$63.9 million funded by OR, for a total of \$245.4 million. Of the \$63.9 million funded by OR, \$2 million relates to a ceiling for engagement with the private sector, and the remainder is the indicative ceiling for fundraising direct expenses in country offices.

¹ UNICEF defines the private sector as the public, civil society, businesses, private foundations and other social groups that can individually or collectively contribute to positive change in the lives of children.

The requested ceiling is in line with that approved by the Board in its decision 2017/14.

10. Altogether, the institutional budget and requested special purpose budget for PFP and country offices for 2019 amount to \$258 million, in line with the ceilings approved by the Executive Board in its decision 2017/14.

11. A total of 491 posts are funded from the PFP budget, of which 222 are considered funded by headquarters, but may be located outside the headquarters duty station, with 28 located in regional offices and 241 located in country offices. Seventeen country office posts are funded by RR while 224 are funded by OR generated from in-country fundraising. (The costs of the country office OR posts appear in the annual PFP financial report, but the posts appear in the structures of the respective country offices.)

12. As part of the global UNICEF realignment strategy, partnering with the private sector is a key priority in the organization's work, as is adopting an organizational mindset that recognizes the importance of engaging with the private sector at all levels, especially with a view to achieving the Sustainable Development Goals by 2030. As part of this global repositioning, PFP will champion the private sector as the core focus of its work and will promote such a mindset. To deliver on the acceleration of this vision, PFP has modified its structure to better serve its partnerships and produce results for children. Partnerships functions are being merged into one global team in PFP and more staff are being placed closer to the markets, including embedding business initiatives within country programmes, where there is the greatest unrealized potential.

13. To achieve and accelerate the goals of the IMPACT Plan, UNICEF is aligning efforts and strategies across the organization to partner more effectively with the private sector and achieve an exponential increase in the impact for children. As part of this global repositioning, PFP will:

(a) Continue to champion the centrality of the private sector within the core business of UNICEF, which is to deliver results for children;

(b) Promote a mindset across the organization ("whole-UNICEF approach") that recognizes the importance of collaborating and partnering with the private sector at all levels;

(c) Devote significant resources to and coordinate with other divisions to build capacity for such collaboration and partnering across all staff and teams in UNICEF;

(d) Expand considerably the number of "win-win" collaborations and partnerships with business, foundations, high-net-worth individuals and other actors in the private sector to bring transformational change to children;

(e) Actively promote shared-value partnerships with businesses that bring value equally to partners and to UNICEF;

(f) Address with partners the effect of their policies and practices on children.

14. PFP is adapting its structure in 2019 to accelerate the goals of the IMPACT Plan and enable a whole-organization approach to engaging with the private sector, focusing on moving posts to be closer to markets and on reorganizing the current fundraising and partnerships structure. However, no new RR-funded posts are being created in 2019, and PFP is working within the Executive Board-approved ceiling.

15. This restructure is risk-informed, having taken into account both opportunities and threats. With such a vast change, two important risks must be mitigated: first, the increased focus on partnerships and the structural change could dilute fundraising

priorities; and second, the transition may result in inadequately trained staff and a resultant loss of focus in the work to achieve the capacity-building goals and fundraising targets. Both of these risks are related to human resource management, and PFP remains mindful that partnerships must be stewarded over months or years. People will remain at the core of how results are achieved. The priority mitigation strategy is therefore to implement change management programmes focused heavily on support to staff in managing transition as well as on increased exposure to UNICEF and its programmatic results, and by proactive engaged management within teams. Furthermore, PFP will consult closely with regional offices and selected country offices to analyse and adapt current staffing structure and capacities for maximum impact. It will continue to be critical for PFP to remain agile and to maintain its capacity to adjust goals annually or as needed.

II. Results for 2018

16. Current estimates show that PFP will have met the goals set out in the IMPACT Plan for 2018, the first year of its implementation.

17. The 2018 total private sector revenue is expected to be \$1.596 billion, which is on target to meet the goals detailed in the 2018 approved budget. Overall, \$1.596 billion represents growth of \$130 million over 2017, or an increase of 9 per cent over actual revenue in 2017.

18. Private sector revenue is projected to contribute \$757 million to RR in 2018. This is on target to meet the 2018 goals, and is driven largely by monthly pledge donors. Exchange rate fluctuations continue to be a concern, with the currencies of some National Committees and country offices continuing to be volatile in 2018 compared with the United States dollar, particularly in Argentina, South Korea and the eurozone.

19. The private sector contribution to OR in 2018 is estimated at \$838 million, which is on target to meet 2018 budgeted goals. Emergency revenue for 2018 is projected at \$130 million, or a \$30 million increase over the budgeted figure of \$100 million. This continues to result from active fundraising efforts and an elevated level of public interest in Level 3 emergencies and natural disasters to which UNICEF is responding. The increase in other resources (emergency) (ORE) is counterbalanced by a projected decrease of \$30 million in other resources (regular) (ORR) compared with the projected revised budget. Three markets (Mexico, Sweden and the United States of America) reported lower than expected earnings relating to revenue from foundations and membership-based organizations.

20. The estimated PFP expenses for 2018 were \$214.2 million as at 31 October 2018, compared with a projected budget of \$236 million. Of this projected underspend, \$11.3 million represents the result of not using the full projected 2018 OR ceiling. The standard cost of salaries has also decreased by \$3.5 million since the formulation of the 2018 budget accounting. Together with \$7 million in savings from vacant posts and entitlements, this accounts for the further underspend. The non-post operational budget will be fully implemented in 2018.

21. Engagement with businesses, governments and multi-stakeholder platforms continued to be amplified at the National Committee and country-office levels. The direct and indirect impact of businesses on children was addressed through engagement with businesses, industry platforms and governments, and included such work with industry sectors as marketing and advertising, food and beverages, digital services, finance, extractives and global supply chains. Existing or prospective business partners that could have transformational value in achieving the goals of the

UNICEF Strategic Plan, 2018–2021 were identified to develop deeper and larger multifaceted relationships. Such shared-value partnerships, which will be prioritized, are collaborations that generate economic value for businesses in a way that also produces value for society and achievement of the mission of UNICEF. These can encompass a variety of forms of engagement and support including (a) mobilizing financial resources, low-cost solutions and products; (b) engaging businesses regarding their impact on children; and (c) leveraging business influence. Multi-stakeholder forums, including the World Economic Forum, were engaged as aggregators to create traction with businesses around the Sustainable Development Goals and child rights and helped to leverage partnerships for children. The number of National Committee advocacy initiatives with governments increased greatly, resulting in action, campaigns, laws and engagement on such key issues as the migrant crisis in Europe, the Goals, priority child rights issues, child-friendly cities and child safeguarding and education. Key influencers, including high-net-worth individuals, philanthropists and celebrities, engaged to amplify UNICEF advocacy messaging on priority child rights issues.

22. The management of the strategic relationship between UNICEF and the National Committees continued successfully in 2018, and included strengthening systems and protocols relating to financial and ethical governance. PFP has provided rigorous guidelines and procedures that have been supported and adopted by National Committee partners to reinforce financial oversight and mitigate ongoing risk.

23. The Division continues to maintain rigorous oversight of its activities through regular audits, strengthened forecasting and the monitoring and reporting of revenue and expenses, with regular review of risk registers and business continuity practices.

Table 1
Statement of revenue and expenditure

(Millions of United States dollars)

	2017 actual results		2018 approved budget			2018 latest estimates			2019 proposed budget			2019 vs. 2018 approved budget		
	Regular resources	Other resources	Total	RR	OR	Total	RR	OR	Total	RR	OR	Total	Amount	Percentage
	(RR)	(OR)												
Private sector revenue														
Revenue from greeting cards and products	7.7	—	7.7	7.0	—	7.0	7.0	—	7.0	7.0	—	7.0	—	0%
Private sector fundraising contributions	654.8	802.8	1 457.6	750.4	838.3	1 588.7	750.4	838.3	1 588.7	845.6	923.7	1 769.3	180.6	11%
National Committees	619.6	637.2	1 256.8	708.4	620.3	1 328.7	708.4	620.3	1 328.7	794.3	685.5	1 479.8	151.1	11%
Country offices	35.2	165.6	200.8	42.0	218.0	260.0	42.0	218.0	260.0	51.3	238.2	289.5	29.5	11%
Other revenue	—	—	—	—	—	—	—	—	—	—	—	—	—	0%
Total private sector revenue	662.5	802.8	1 465.3	757.4	838.3	1 595.7	757.4	838.3	1 595.7	852.6	923.7	1 776.3	180.6	11%
Private Fundraising and Partnerships (PFP) expenses														
A. Development effectiveness costs:	3.4	—	3.4	4.3	—	4.3	4.0	—	4.0	4.1	—	4.1	(0.2)	-4%
National Committee relations	3.4	—	3.4	4.3	—	4.3	4.0	—	4.0	4.1	—	4.1	(0.2)	-4%
B. Management costs:	14.8	—	14.8	8.7	—	8.7	8.5	—	8.5	8.5	—	8.5	(0.2)	-2%
Director's Office and Strategic Planning	1.8	—	1.8	1.6	—	1.6	1.4	—	1.4	1.5	—	1.5	(0.1)	-4%
Operations and Finance	13.0	—	13.0	7.1	—	7.1	7.1	—	7.1	6.9	—	6.9	(0.2)	-2%
C. Special purpose costs:	122.8	33.3	156.1	169.4	53.6	223.0	159.4	42.3	201.7	181.5	63.9	245.4	22.4	10%
Private Sector Fundraising and Partnerships	20.1	—	20.1	33.8	—	33.8	29.5	—	29.5	36.3	—	36.3	2.4	7%
Country Office Support ^a	4.7	—	4.7	6.9	—	6.9	5.2	—	5.2	6.9	—	6.9	—	0%
Country office direct fundraising costs	1.4	33.1	34.5	3.7	51.6	55.3	1.7	42.1	43.8	3.3	61.9	65.2	10.0	18%
Communication and Marketing	7.1	—	7.1	11.3	—	11.3	10.2	—	10.2	11.3	—	11.3	—	0%
Procurement	1.2	—	1.2	1.4	—	1.4	1.3	—	1.3	1.4	—	1.4	—	0%

	2017 actual results			2018 approved budget			2018 latest estimates			2019 proposed budget			2019 vs. 2018 approved budget	
	Regular resources	Other resources	Total	RR	OR	Total	RR	OR	Total	RR	OR	Total	Amount	Percentage
	(RR)	(OR)												
Private Sector Engagement	5.3	0.2	5.5	7.4	2.0	9.4	6.5	0.2	6.7	7.4	2.0	9.4	—	0%
Investment funds	83.0	—	83.0	105.0	—	105.0	105.0	—	105.0	115.0	—	115.0	10.0	10%
Total PFP expenses	141.0	33.3	174.3	182.4	53.6	236.0	171.9	42.3	214.2	194.1	63.9	258.0	22.0	9%
Licensing/sales expenses of National Committees	0.3	—	0.3	0.4	—	0.4	0.4	—	0.4	0.7	—	0.7	0.3	75%
Impairment	3.1	2.3	5.4	—	—	—	—	—	—	—	—	—	—	—
PFP foreign exchange gains (losses)	(8.4)	0.1	(8.3)	—	—	—	—	—	—	—	—	—	—	0%
Net private sector surplus	526.5	767.1	1 293.6	574.6	784.7	1 359.3	585.1	796.0	1 381.1	657.8	859.8	1 517.5	158.3	12%

^a Country Office Support costs include the Country Office Development and Support Unit and regional support centres.

III. Key expected results for 2019 and required resources for the 2019 Private Fundraising and Partnerships budget

24. On the basis of the UNICEF Strategic Plan, 2018–2021 and the goals detailed in the IMPACT Plan, PFP will aim in 2019 to meet a revenue goal of \$1.776 billion, of which \$853 million will be RR. This will require a total special purpose budget of \$245.4 million (\$181.5 million RR, \$63.9 million OR) and an institutional budget of \$12.6 million, for a total of \$258 million (see table 2 for details).

25. Below are the updated planned outcomes and strategies for 2019 for the private sector audiences. With the implementation of a whole-UNICEF approach to embracing the power of the private sector, greater results for children are expected to accompany the financial targets. Accelerated metrics have been adopted to demonstrate the theory of change and to enable the evaluation of the impact of partnerships on results for children, particularly in view of the Executive Board request for a midterm review of non-financial engagement. Given the significant impact that business can have on the well-being of children everywhere, working with business needs to be both embedded as a consideration in the planning and delivery of all programmes and mainstreamed across all offices. In terms of bilateral relationships with corporations, the historical focus of UNICEF has been largely on procurement and fundraising. As noted above, the organization now intends to also prioritize shared-value partnerships.

Outcome 1²

By 2019, 67.2 million people are changing the world with UNICEF through their voices and donations

- By 2019, 11 million people are donating private sector revenue of \$1.03 billion
- By 2021, 100 million people, including children, are mobilized for children's rights

26. For the first planned outcome, a total special purpose budget of \$206.7 million (\$144.8 million RR, \$61.9 million OR) is proposed to meet the revenue goal of \$1.03 billion. Some of the key private sector fundraising strategies planned for 2019 to achieve this revenue growth are:

(a) The Division will continue to focus resources on the markets with the highest growth potential for individual giving, including monthly pledge giving, one off giving and legacies. It will identify and test new channels and modalities for significantly increasing pledge donors with the aim of taking such approaches to scale;

(b) Investment funds will be increased by \$10 million, or 10 per cent, from \$105 million approved in 2018 to \$115 million proposed for 2019 and approved in the UNICEF integrated budget, 2018–2021, to drive growth in priority markets and specifically in high-yield revenue streams that generate RR, such as pledge and legacy;

² In conjunction with the revised definitions of supporter engagement set out in the supporter engagement strategy, the methodology for defining donor levels changed in 2018. The ultimate outcome remains 100 million people changing the world with UNICEF through their voices and donations by 2021.

(c) PFP continues its commitment as the global lead on the supporter engagement strategy, which will continue to support private fundraising and partnerships in high-potential country offices;

(d) The Division will work with UNICEF headquarters divisions, National Committees and regional and country offices to deliver on the IMPACT Plan's results. The recruitment of supporters at the local level will be pursued through several means, including the continued reinforcement of digital channels and the implementation of the customer relationship management system.

Outcome 2

The impact and effectiveness of key influencers are maximized to advance children's rights and well-being

- Leading philanthropic partners commit to working with UNICEF and investing \$563 million annually by 2019 to achieve transformational change for children
- Key influencers amplify UNICEF advocacy messaging on priority issues affecting children

27. For the second planned outcome, a total special purpose budget of \$5 million RR is proposed, with a 2019 revenue goal of \$563 million. To reach these goals, and to be in line with the global UNICEF realignment strategy, PFP will increase strategic donor outreach and cultivation by reinforcing its presence closer to markets through the out-posting of staff to key markets.

Outcome 3

The power, reach and influence of business are fully harnessed for children

- Partnerships with businesses maximize results for children, delivering revenue (projected to be \$179 million in 2019), influence, reach, the protection of children's rights and/or core business and assets
- Businesses take sustainable action to respect children's rights in all business activities and relationships
- Businesses and business stakeholders advocate for children

28. For the third planned outcome, a total special purpose budget of \$13.5 million (\$12.7 million RR, \$0.9 million OR) is proposed to raise \$179 million in 2019. Under the global realignment strategy, PFP will continue to identify new ways of partnering with and engaging businesses and their stakeholders as well as drive revenue growth by optimizing current partnership approaches.

Outcome 4

Governments at all levels in countries with a National Committee presence deliver on UNICEF priorities for children, as defined in the UNICEF Strategic Plan, 2018–2021, both domestically and globally

- Governments maintain and increase budgeting for children domestically and globally
- Governments increase action to respect, protect and fulfil children’s rights domestically and globally

29. For the fourth planned outcome, a total special purpose budget of \$2.6 million (\$1.5 million RR, \$1.1 million OR) is proposed. The Division will continue to reinforce its strategic engagement with the private sector and undertake advocacy activities to advance children’s rights. To fund activities to fulfil this agenda, up to \$1.1 million in OR will be raised from governments, businesses and other donors, such as foundations.

Outcome 5

By 2021, UNICEF is the most trusted and engaging organization improving the lives of children around the globe

- The public has increased awareness of and familiarity with the work of UNICEF as the leading organization for children in private sector markets
- The work of UNICEF has increased recognition and the organization is viewed as one that “gets things done”
- UNICEF mobilizes audiences to take action for children in private sector markets
- UNICEF optimizes the use of compelling, engaging and emotive content to build its brand

30. For the fifth planned outcome, a total special purpose budget of \$5.2 million RR is proposed. Priorities for 2019 include: the roll-out and strengthening of priority, integrated fundraising, communications and advocacy campaigns with National Committees; streamlined and audience-focused content plans; enhanced communication and marketing support for private sector partnerships; strengthened monitoring, target-setting and brand-building in private sector markets; and an enhanced brand barometer study, with deep analysis and insight.

Outcome 6**By 2018, UNICEF is well-positioned, with a common culture, to deliver on ambitious results with the private sector, and with the public sector in National Committee countries**

- UNICEF is fit for business, with responsive, transparent and accountable governance
- UNICEF plans and delivers as one UNICEF, with the efficient and effective management of results
- Versatile, safe and secure information systems support the delivery of the Private Sector Plan 2018–2021: IMPACT for Every Child
- The versatile staff of UNICEF and the National Committees collaborate as agents of change with the private sector

31. For the sixth planned outcome, a total of \$25.1 million RR is proposed, of which \$12.5 million in RR is from the special purpose budget and \$12.6 million from the institutional budget. This will help to assure financial and operational excellence within the Division and to support global fundraising operations. It will also be used to strengthen coordination, oversight and risk-management activities in the National Committees, including joint strategic planning and the monitoring of the implementation of the cooperation agreement. The Division will continue to guide the governing boards and executive management teams of the National Committees on implementing the principles of good governance relating to management and operations, board activities, disclosure and transparency, ethics, audit, risk management and compliance. Management and operations support will be focused on the overall guidance and strategic direction of all aspects of UNICEF private sector fundraising and partnerships; the continued strengthening of the management of PFP activities; the design and use of cutting-edge customer relationship management technology; the monitoring of financial reporting for private sector revenue generation and of the use of investment funds; and robust human resource management to ensure the timely recruitment and retention of high-calibre staff as well as a continued focus on staff performance assessment and development.

32. The Division is investing in the realignment strategy by ensuring that staff have the complete tools and training required to prepare for the successful implementation of the new partnership modalities and by providing logistical and operational support where necessary.

Table 2

Proposed budget, by expected results 1 January–31 December 2019

(Millions of United States dollars)

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Special purpose	181.5	63.9	245.4
Outcome 1: By 2019, 67.2 million people are changing the world with UNICEF through their voices and donations	144.8	61.9	206.7
Output 1.1: By 2019, 11 million people are donating private sector revenue of \$1,034 million	143.2	61.9	205.1
Output 1.2: By 2021, 100 million people, including children, are mobilized for children's rights, with 50 million people on the road to giving	1.5	—	1.5

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Outcome 2: The impact and effectiveness of key influencers are maximized to advance children's rights and well-being	5.0	—	5.0
Output 2.1: Leading philanthropic partners commit to working with UNICEF and investing \$563 million annually by 2019 to achieve transformational change for children	4.7	—	4.7
Output 2.2: Key influencers amplify UNICEF advocacy messaging on priority issues affecting children	0.3	—	0.3
Outcome 3: The power, reach and influence of business are fully harnessed for children	12.7	0.9	13.5
Output 3.1: Partnerships with businesses maximize results for children, delivering revenue (projected to be \$179 million in 2019), influence, reach, the protection of children's rights and/or core business and assets	8.0	0.9	8.9
Output 3.2: Businesses take sustainable action to respect children's rights in all business activities and relationships	2.7	—	2.7
Output 3.3: Businesses and business stakeholders advocate for children	1.9	—	1.9
Outcome 4: Governments at all levels in countries with a National Committee presence deliver on UNICEF priorities for children, as defined in the UNICEF Strategic Plan, 2018–2021, both domestically and globally	1.5	1.1	2.6
Output 4.1: Governments maintain and increase budgeting for children domestically and globally	0.9	—	0.9
Output 4.2: Governments increase action to respect, protect and fulfil children's rights domestically and globally	0.6	1.1	1.8
Outcome 5: By 2021, UNICEF is the most trusted and engaging organization improving the lives of children around the globe	5.2	—	5.2
Output 5.1: The public has increased awareness of and familiarity with the work of UNICEF as the leading organization for children in private sector markets	1.8	—	1.8
Output 5.2: The work of UNICEF has increased recognition and the organization is viewed as one that “gets things done”	1.3	—	1.3
Output 5.3: UNICEF mobilizes audiences to take action for children in private sector markets	1.3	—	1.3
Output 5.4: UNICEF optimizes the use of compelling, engaging and emotive content to build its brand	0.8	—	0.8
Outcome 6: By 2018, UNICEF is well-positioned, with a common culture, to deliver on ambitious results with the private sector, and with the public sector in National Committee countries	12.5	—	12.5
Output 6.1: UNICEF is fit for business, with responsive, transparent and accountable governance	4.6	—	4.6
Output 6.2: UNICEF plans and delivers as one UNICEF, with the efficient and effective management of results	4.3	—	4.3
Output 6.3: Versatile, safe and secure information systems support the delivery of the Private Sector Plan 2018–2021: IMPACT for Every Child	2.4	—	2.4
Output 6.4: The versatile staff of UNICEF and the National Committees collaborate as agents of change with the private sector	1.1	—	1.1
Development effectiveness	4.1	—	4.1
Outcome 6: By 2018, UNICEF is well-positioned, with a common culture, to deliver on ambitious results with the private sector, and with the public sector in National Committee countries	4.1	—	4.1
Output 6.1: UNICEF is fit for business, with responsive, transparent and accountable governance	4.1	—	4.1
Management	8.5	—	8.5
Outcome 6: By 2018, UNICEF is well-positioned, with a common culture, to deliver on ambitious results with the private sector, and with the public sector in National Committee countries	8.5	—	8.5
Output 6.1: UNICEF is fit for business, with responsive, transparent and accountable governance	4.0	—	4.0
Output 6.2: UNICEF plans and delivers as one UNICEF, with the efficient and effective management of results	4.2	—	4.2

<i>Expected results</i>	<i>Resource requirements</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Output 6.4: The versatile staff of UNICEF and the National Committees collaborate as agents of change with the private sector	0.3	—	0.3
Total proposed budget for achieving results	194.1	63.9	258.0

IV. Revenue and expense projections for 2019

A. Introduction

33. The format and presentation of the budget and tables are aligned with those of the UNICEF integrated budget, 2018–2021. The PFP expenses are divided into three categories: special purpose, development effectiveness and management.

34. The PFP expenses that fall under the development effectiveness and management categories were approved by the Executive Board as part of the UNICEF integrated budget, 2018–2021. The present submission presents the 2019 special purpose expenses to the Executive Board for approval.

35. Planning for the 2019 PFP budget was based on a medium growth scenario (see table 3) using individual country submissions sent to PFP in July 2018. Total private sector revenue for the medium growth scenario, at \$1.8 billion, is forecast to be \$181 million, or 11 per cent higher than 2018 budget of \$1.6 billion. The Board will be requested to authorize PFP to incur expenses in line with the medium-growth scenario and to increase expenses up to the level of the high-growth scenario, should the proceeds from fundraising reach the high projected revenue levels, and to reduce expenses should the proceeds decrease.

36. The expenses/private sector revenue ratio will decrease from 14.8 per cent in the 2018 budget to 14.5 per cent in 2019. When evaluating operating expenses alone, i.e., excluding investment funds and special purpose budget OR expenses, the operational expenses/private sector revenue ratio will decrease from 4.9 per cent in the 2018 budget, or \$77 million, to 4.5 per cent, or \$79 million, in the budget proposed for 2019. The decrease indicates rapid revenue growth combined with contained costs. The efficiency ratio is projected to improve over the duration of the IMPACT Plan as revenue grows, declining from 4.5 per cent in 2019 to 4.1 per cent in 2021.

37. As indicated in table 1, the indicative net private sector surplus for 2019, after deducting PFP expenses, investment funds and National Committee licensing expenses, is projected to reach \$1.5 billion. This figure is \$158.3 million, or 12 per cent, higher than the budget figure for 2018.

B. Revenue

38. The proposed budget for 2019 projects an 11 per cent increase in total private sector revenue, from \$1.6 billion in the 2018 budget to \$1.8 billion in 2019.

39. This revenue growth includes an increase of 13 per cent, or \$95 million, in private sector RR revenue, from \$757 million in the 2018 budget to \$853 million proposed for 2019. For OR, there is a projected increase of 10 per cent, or \$85 million, from \$838 million in the 2018 budget to \$924 million proposed for 2019.

C. Expenses

40. The total PFP expenses for both the institutional budget and the proposed special purpose budget in 2019 is \$258 million. This is a \$22 million increase from the 2018 budget of \$236 million. The \$22 million comprises an increase in investment funds of \$10 million, an additional \$10.3 million of special purpose OR costs for country office fundraising and a \$1.7 million increase in expenses covered by RR.

1. Development effectiveness costs (institutional budget)

41. In PFP, development effectiveness costs cover the management of the strategic relationship with the National Committees. The proposed development effectiveness budget for 2019 will decrease by \$0.2 million, from \$4.3 million to \$4.1 million, from the 2018 budget, and will remain in line with the institutional budget ceilings approved as part of the UNICEF integrated budget, 2018–2021. The decrease is due to re-evaluated standard salary costs.

2. Management costs (institutional budget)

42. In PFP, management costs cover the activities of the Director's Office and Strategic Planning and the Operations and Finance sections. Management costs will decrease by 2 per cent, from \$8.7 million in the 2018 budget to \$8.5 million in 2019, due to re-evaluated standard salary costs.

43. Management costs, which are funded by the institutional budget component of the PFP budget, remain in line with the institutional budget for the period 2018–2021, approved as part of the UNICEF integrated budget, 2018–2021.

3. Special purpose costs

44. Special purpose costs are defined as costs that cover activities of a cross-cutting nature that (a) involve material capital investments; or (b) do not represent a cost related to the management activities of the organization.

45. In PFP, special purpose costs covered by RR refer to the activities of Private Sector Fundraising and Partnerships; Country Office Support; Communication and Marketing; and Procurement. Special purpose costs covered by OR represent a ceiling, and cover direct fundraising costs in UNICEF country offices with fundraising programmes.

46. When comparing only the special purpose component of the PFP budget, the budget will increase by 10 per cent, from \$223 million in 2018 to \$245.4 million in 2019, representing an increase of \$22.4 million over that approved for 2018.

47. Of the \$22.4 million increase from 2018 to 2019, \$10 million is the agreed increase in investment funds to further grow RR and develop critical and sustainable revenue streams, such as legacies and digital fundraising, as agreed in the UNICEF integrated budget, 2018–2021, and remains one of the key strategies for increasing RR revenue over the course of the IMPACT Plan.

48. A further \$10 million increase out of the total \$22.4 million increase from 2018 to 2019 is due to a \$10.3 million increase in the country office direct fundraising special purpose OR ceiling, offset by a decrease in direct country office expenses covered by RR of \$0.3 million.

49. The remaining \$2.4 million is an increase in operational costs directly related to the new partnerships initiatives, and all expenses are classified under Private Sector Fundraising and Partnerships. The budgets of other sections supported by special purpose RR are not increasing compared with the 2018 approved budget.

50. The proposed budget for Private Sector Fundraising and Partnerships will increase by \$2.4 million, or 7 per cent, from \$33.8 million in the 2018 approved budget to \$36.3 million in 2019. The increase is due to the implementation of the new partnerships initiative. To meet the goals, the fundraising structure has been revised to focus on strategic priorities. While there have been no new positions created for 2019, PFP will invest to accelerate work towards achieving the IMPACT Plan, specifically, growing our individual supporters and donors and maximizing engagement with business, including moving staff closer to markets and ensuring that staff are fully trained to assume their new roles. Furthermore, PFP must ensure that change is adequately facilitated to maintain fundraising/partnership-building momentum, and that a widened PFP presence in new and existing offices is correctly equipped operationally for optimal working conditions.

51. Table 3 outlines the range of budgeted revenue and expenditure for 2019. The medium projection is the agreed target for 2019 set out in the IMPACT Plan, which includes yearly targets through 2021. The high projection is based on high-performing strategic investments with returns on investment beyond their projected ratios.

Table 3
UNICEF Private Sector Plan 2018–2021: IMPACT for Every Child: range of budgeted revenue and expenditure, 2019

(Millions of United States dollars)

	<i>I</i> <i>(low projection)</i>	<i>II</i> <i>(medium projection)</i>	<i>III</i> <i>(high projection)</i>
Private sector revenue			
National Committees	1 442.2	1 486.8	1 536.4
Country offices	280.8	289.5	298.2
Total private sector revenue	1 723.0	1 776.3	1 834.6
Private Fundraising and Partnerships (PFP) expenses			
A. Development effectiveness costs	4.1	4.1	4.1
National Committee Relations	4.1	4.1	4.1
B. Management costs	8.5	8.5	8.5
Director's Office and Strategic Planning	1.5	1.5	1.5
Operations and Finance	6.9	6.9	6.9
C. Special purpose costs	233.9	245.4	251.9
Private Sector Fundraising and Partnerships	34.4	36.3	38.1
Country Office Support ^a	6.6	6.9	7.3
Country office direct fundraising costs	62.0	65.2	68.5
Communication and Marketing	10.7	11.3	11.8
Procurement	1.3	1.4	1.4
Private Sector Engagement	8.9	9.4	9.9
Investment funds	110.0	115.0	115.0
Total PFP expenses	246.5	258.0	264.5

	<i>I</i> <i>(low projection)</i>	<i>II</i> <i>(medium projection)</i>	<i>III</i> <i>(high projection)</i>
Licensing/sales expenses of National Committees	0.7	0.7	0.7
Net private sector surplus	1 475.8	1 517.5	1 569.4

^a Country office support costs include the Country Office Development and Support unit and the regional support centres.

Table 4
Financial projections for the UNICEF Private Fundraising and Partnerships Plan 2014–2017 and Private Sector Plan 2018–2021: IMPACT for Every Child

(Millions of United States dollars)

	<i>2017</i> <i>actual</i> <i>results</i>	<i>2018</i> <i>approved</i> <i>budget</i>	<i>2018</i> <i>latest</i> <i>estimates</i>	<i>2019</i> <i>proposed</i> <i>budget</i>	<i>2020^a</i> <i>projections</i>
Private sector revenue					
Revenue from greeting cards and products	7.7	7.0	7.0	7.0	7.0
Private sector fundraising contributions	1 457.6	1 588.7	1 588.7	1 769.3	1 990.3
National Committees	1 256.8	1 328.7	1 328.7	1 479.8	1 664.6
Country offices	200.8	260.0	260.0	289.5	325.7
Other revenue	0.0	0.0	0.0	0.0	0.0
Total private sector revenue	1 465.3	1 595.7	1 595.7	1 776.3	1 997.3
Private Fundraising and Partnerships (PFP) expenses					
A. Development effectiveness costs	3.4	4.3	4.0	4.1	4.3
National Committee Relations	3.4	4.3	4.0	4.1	4.3
B. Management costs	14.8	8.7	8.5	8.5	8.7
Director's Office and Strategic Planning	1.8	1.6	1.4	1.5	1.6
Operations and Finance	13.0	7.1	7.1	6.9	7.1
C. Special purpose costs	156.1	223.0	201.7	245.4	259.0
Private Sector Fundraising and Partnerships	20.1	33.8	29.5	36.3	25.1
Country Office Support ^b	4.7	6.9	5.2	6.9	7.2
Country office direct fundraising costs	34.5	55.3	43.8	65.2	75.5
Communication and Marketing	7.1	11.3	10.2	11.3	11.9

	<i>2017 actual results</i>	<i>2018 approved budget</i>	<i>2018 latest estimates</i>	<i>2019 proposed budget</i>	<i>2020^a projections</i>
Procurement	1.2	1.4	1.3	1.4	1.5
Private Sector Engagement	5.5	9.4	6.7	9.4	22.8
Investment funds	83.0	105.0	105.0	115.0	115.0
Total PFP expenses	174.3	236.0	214.2	258.0	272.0
Sales/licensing expenses of National Committees	0.3	0.4	0.4	0.7	0.7
Sales/impairment	5.4				
PFP foreign exchange gains (losses)	(8.3)	0.0	0.0	0.0	0.0
Net private sector surplus	1 293.6	1 359.3	1 381.1	1 517.5	1 724.6

^a Projections for the year 2020 are tentative and therefore subject to change.

^b Country Office Support costs include the Country Office Development and Support unit and regional support centres.

V. Investment funds

52. Private sector investment funds are managed, allocated and monitored by PFP as part of the Division's accountability to increase private sector revenue. Private sector fundraising contributions are projected to reach \$1.8 billion by the end of 2019.

53. For 2019, the proposed investment fund budget is requested to increase from \$105 million in the 2018 approved budget to \$115 million, or a 10 per cent increase, to further grow RR and develop such critical revenue streams as pledge, legacies, the new partnerships realignment and digital fundraising. In 2018, PFP RR is projected to grow by 14 per cent compared with the 2017 actual RR revenue, or by \$95 million. Over the period 2018–2021, RR is projected to reach \$3.6 billion, an additional \$1.2 billion over the period 2014–2017, and continuing investment at the levels outlined in the IMPACT Plan is a prerequisite for growth. Increased resources must be accompanied by investment in improving technical skills and systems at headquarters and in countries to ensure that returns are optimized. Furthermore, investment funds of over \$100 million per year cannot be successfully managed without robust risk management capacity. The alignment of investment fund allocations with the Plan and improved revenue monitoring have ensured that investment funds are effectively deployed to secure growth in private sector revenue.

54. The projected return on 2019 investment funds is in line with the 3:1 minimum required for the investment funds portfolio, with the exception of funds relating to legacy giving and innovation. Investment in legacy giving has a longer payback period, with a significantly higher return, but cannot be accurately projected over a three-year period. Limited funds will be available for innovation and for testing new fundraising techniques with no immediate return on investment, but which will ensure that UNICEF remains at the forefront of exploring new fundraising techniques.

55. To keep the planning, monitoring and reporting of investment funds rigorous and transparent, PFP continues to analyse the reporting capacity of National Committees and country offices. Development of a new investment funds online platform will permit the full investment fund review requested by the Executive Board for 2021.

VI. Human resources: post changes

56. In 2019 the number of posts funded by the PFP budget is proposed to be 491 worldwide. Of the total, 44 posts are funded by the institutional budget and located at headquarters. There are 263 posts funded by RR (special purpose RR), of which 222 are considered to be a part of headquarters, 24 a part of regional offices and 17 within country offices. There are 228 posts funded by revenue generated from fundraising operations in country offices (special purpose OR), of which 224 are fundraising posts in country offices and four are a part of headquarters. A summary of the post changes proposed for 2019 is provided in annex I.

57. There are no additional posts funded by PFP headquarters (special purpose RR) in 2019 compared with 2018. The post changes that are requested to take effect on 1 January 2019 represent the decentralization of 12 posts outside of Geneva in order to move the business of PFP closer to markets. This will significantly increase the global presence of PFP, and will mean almost 40 per cent of roles to build private sector partnerships will be outside of Geneva.

58. There is an increase from 195 posts in 2018 to 228 posts in 2019 for posts funded by country office fundraising revenue. All the new posts will be self-financed from revenue generated by fundraising operations in country offices (special purpose OR).

59. For country offices that directly fund their fundraising programmes through their gross revenue, PFP and the respective regional directors share approval responsibilities for posts funded by special purpose OR, with final approval resting with the regions. Since 2016, the expenses for these posts have been reflected in the PFP financial report, while the posts remain within the structure of the country offices.

VII. Draft decisions

60. The draft decisions relating to the Private Fundraising and Partnerships budget for 2019 are presented below for approval by the Executive Board.

A. Private Fundraising and Partnerships budgeted expenses for the 2019 fiscal year (special purpose)

The Executive Board

1. *Approves* for the fiscal year 2019 (1 January to 31 December) budgeted special purpose expenses of \$245.4 million, as detailed in the table below:

(Millions of United States dollars)

Investment fund costs funded by special purpose regular resources	115.0
Other private sector fundraising costs funded by special purpose regular resources	66.5
Total private sector fundraising and partnerships costs funded by special purpose regular resources	181.5

Private sector fundraising and partnerships costs funded by special purpose other resources	63.9
Total special purpose expenses	245.4

2. *Authorizes* UNICEF

(a) To incur expenses, as summarized in column II of table 3 of document E/ICEF/2019/AB/L.1, and to decrease or increase expenses up to the levels indicated in columns I and III of the same table, should the apparent revenue from fundraising decrease or increase to the levels indicated in columns I and III;

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

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2019 approved workplan;

3. *Encourages* the Executive Director to identify and respond to new market opportunities, should they arise, between Executive Board sessions and to notify the Board accordingly.

B. Budgeted revenue for the year 2019

The Executive Board

Notes that, for the period 1 January to 31 December 2019, Private Fundraising and Partnerships revenue is budgeted at \$1.8 billion, as shown in column II of table 3 of document E/ICEF/2019/AB/L.1.

C. Policy issues

The Executive Board

1. *Approves* the allocation of investment funds amounting to \$115 million for 2019;

2. *Approves* an interim one-month allocation for January 2020 of \$18.2 million (or 10 per cent of the special purpose regular resources allocation of \$181.5 million), to be absorbed in the annual Private Fundraising and Partnerships budget for 2020.

Annex I

Summary of post changes proposed for 2019

Detail	Post levels							Total IP	NO	GS	Grand total
	D2	D1	P6	P5	P4	P3	P2				
Base post authorization table: 2018 approved	1	4	2	21	65	73	12	178	0	44	222
Private Fundraising and Partnerships (PFP) headquarters											
Approved 2018	1	4	2	21	65	73	12	178	0	44	222
Post changes 2019											
Management	0	0	0	0	0	0	0	0	0	0	0
Development effectiveness	0	0	0	0	0	0	0	0	0	0	0
Special purpose	0	0	0	0	0	0	0	0	0	0	0
Proposed 2019	1	4	2	21	65	73	12	178	0	44	222
Change vs. 2018 approved	0	0	0	0	0	0	0	0	0	0	0
Regional support centres and UNICEF country offices (special purpose)											
Approved 2018	0	0	0	5	12	10	0	27	5	9	41
Post changes 2018 latest estimates	0	0	0	0	0	0	0	0	0	0	0
Proposed 2019	0	0	0	5	12	10	0	27	5	9	41
Change vs. 2018 approved	0	0	0	0	0	0	0	0	0	0	0
Total PFP regular resources											
Approved 2018	1	4	2	26	77	83	12	205	5	53	263
Proposed 2019	1	4	2	26	77	83	12	205	5	53	263
Change vs. 2018 approved	0	0	0	0	0	0	0	0	0	0	0
PFP headquarters: other resources (special purpose)											
Approved 2018	0	0	0	0	4	0	0	4	0	0	4
Proposed 2019	0	0	0	0	4	0	0	4	0	0	4
Change vs. 2018 approved	0	0	0	0	0	0	0	0	0	0	0
UNICEF country offices: other resources (special purpose)											
Approved 2018	0	0	0	1	6	2	0	9	86	100	195
Post changes 2018 latest estimates	0	0	0	0	3	1	0	4	14	11	29

<i>Detail</i>	<i>Post levels</i>							<i>Total IP</i>	<i>NO</i>	<i>GS</i>	<i>Grand total</i>
	<i>D2</i>	<i>D1</i>	<i>P6</i>	<i>P5</i>	<i>P4</i>	<i>P3</i>	<i>P2</i>				
Proposed 2019	0	0	0	1	9	3	0	13	100	111	224
Change vs. 2018 approved	0	0	0	0	3	1	0	4	14	11	29
Total PFP other resources											
Approved 2018	0	0	0	1	10	2	0	13	86	100	199
Proposed 2019	0	0	0	1	13	3	0	17	100	111	228
Change vs. 2018 approved	0	0	0	0	3	1	0	4	14	11	29
Total PFP											
Approved 2018	1	4	2	27	87	85	12	218	91	153	462
Proposed 2019	1	4	2	27	90	86	12	222	105	164	491
Change vs. 2018 approved	0	0	0	0	3	1	0	4	14	11	29

Annex II

Summary of the UNICEF Private Sector Plan 2018–2021: IMPACT for Every Child

I. Background and process

1. The UNICEF Private Sector Plan 2018–2021: IMPACT for Every Child (IMPACT Plan) presents a common vision and framework for private sector fundraising and partnerships across UNICEF, including in headquarters divisions, regional and country offices and the National Committees for UNICEF, in support of the UNICEF Strategic Plan, 2018–2021. The IMPACT Plan is led by the Division of Private Fundraising and Partnerships (PFP) as custodian of the relationship with the National Committees and as coordinator of UNICEF private sector fundraising and engagement. The Plan embraces areas of mutual interest and engagement with the private sector between UNICEF divisions, regional offices, National Committees and country offices to ensure effective coordination and alignment on key strategies that support the achievement of the organizational goals outlined in the Strategic Plan.

2. Through close consultation with key stakeholders since January 2016, PFP has aimed to develop a plan that includes: a four-year overview of priority objectives and strategies; a road map of key implementation activities and high-level resource requirements; clearly defined roles and responsibilities; success measures and performance targets; and clear alignment with and support for the Strategic Plan and the 2030 Agenda for Sustainable Development.

3. The process was led by the PFP senior management team and coordinated by the Strategic Planning section and the PFP Planning Task Force, with contributions from experts from National Committees, country and regional offices and headquarters divisions. Throughout the process, consultations were held within the wider organization and with external stakeholders to maximize knowledge-sharing, idea generation and collective ownership.

II. What is new in the IMPACT Plan?

4. A situation analysis of the work of UNICEF with the private sector was conducted in the first half of 2016 involving consultations across National Committees and country and regional offices. The analysis found that, with sufficient investment, market knowledge and development, the potential to significantly enhance revenue growth, especially of unrestricted resources, was immense. It also identified the vast potential in mobilizing the private sector for advocacy and in harnessing business assets, policies and practices to achieve programmatic results. All of these areas will be critical to achieving the child-focused Sustainable Development Goals by 2030.

5. To realize the full potential of the private sector, UNICEF needs to decisively embrace the role of leader in all aspects of financial and non-financial engagement. This requires a quantum leap in the organization's fundraising, engagement and advocacy ambitions relating to the private sector. UNICEF needs to reposition the private sector as a core priority; to be bold, focused and agile in its work with the sector; to become truly cutting-edge in the digital world; and to match ambitious goals with the requisite human and financial investments.

6. The private sector revenue goal is to raise \$9.6 billion gross (\$7.5 billion net) over the period 2018–2021. This represents an increase in gross private sector revenue

of \$2.8 billion and a doubling of the number of individual donors to UNICEF in comparison with the Private Fundraising and Partnerships Plan 2014–2017. This goal is an expression of what UNICEF will collectively aim to reach across country offices, National Committees, PFP and other divisions. The private sector will also support the delivery of UNICEF change strategies, as outlined in the UNICEF Strategic Plan, 2018–2021.

III. IMPACT Plan revenue targets

Table 1

Gross and net revenue targets for regular resources, other resources (regular) and other resources (emergency)

(Billions of United States dollars)

	2018	2019	2020	2021
Gross revenue	2.020	2.250	2.530	2.750
Total private sector revenue after National Committee expenses	1.596	1.776	1.997	2.161
<i>Of which regular resources</i>	0.757	0.853	0.959	1.042
<i>Of which other resources (regular)</i>	0.738	0.823	0.939	1.018
<i>Of which other resources (emergency)</i>	0.100	0.100	0.100	0.100

IV. IMPACT Plan results framework

7. In the final results framework of the UNICEF Strategic Plan, 2018–2021, PFP results contribute to the change strategies, which in turn contribute to the five Strategic Plan Goal Areas: every child survives and thrives; every child learns; every child is protected from violence and exploitation; every child lives in a safe and clean environment; and every child has an equitable chance in life. In particular, PFP will contribute to the following change strategies: winning support for the cause of children from decision makers and the wider public; developing and leveraging resources and partnerships for children; and harnessing the power of business and markets for children.

8. UNICEF is adopting an audience-based approach to achieving results with the private sector. The key private sector audiences are: individual supporters; key influencers; businesses; and governments in National Committee countries. The approach recognizes the key role of these audiences as well as the critical synergies between them for delivering results for children.

9. The goal for the audience of individual supporters is that, by 2021, 100 million people are changing the world with UNICEF through their voices and donations. The expected outcomes by 2021 are that 14 million people are donating \$1.7 billion annually and 100 million people (including supporters, advocates, volunteers, donors and children) are mobilized for children’s rights.

10. The goal for the key influencers is that their impact and effectiveness are maximized to advance children’s rights and well-being. The expected outcomes are that leading philanthropic partners commit to working with UNICEF and investing \$787 million annually by 2021 to achieve transformational change for children and key influencers engage their voices in delivering on child rights, amplifying UNICEF advocacy messaging on priority issues.

11. The goal for the business audience is that their power, reach and influence are fully harnessed for children. The expected outcomes are that partnerships with businesses deliver income, influence, and/or core business and assets for children; that businesses take sustainable action to respect children’s rights in all their activities and relationships; and that businesses and their stakeholders advocate for the rights of children.
 12. The goal for governments is that those in National Committee countries deliver on UNICEF priorities for children, as defined in the Strategic Plan, 2018–2021, both domestically and globally. The expected outcomes are that governments maintain and increase their budgets for children and increase action to respect, protect and fulfil children’s rights domestically, regionally and globally.
 13. The UNICEF brand is being positioned as a critical driver to connect effectively with the organization’s key audiences. UNICEF will seek to become the most trusted and engaging organization improving the lives of children around the globe.
 14. A number of preconditions must be in place for UNICEF to effectively engage with the private sector and to be well-positioned to achieve the ambitious goals of the IMPACT Plan. These include being fit for business with the private sector, with UNICEF and the National Committees planning and delivering effectively together and employing adequate information systems and versatile staff.
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