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Private Fundraising and Partnerships: 2017 workplan and proposed budget

Summary

The Private Fundraising and Partnerships workplan and proposed budget for 2017 is presented to the Executive Board for approval. In 2017, the total private sector revenue will reach a projected $1.49 billion, of which $665 million will be regular resources and $820 million other resources. The 2017 planned expenses, funded from resources allocated to management, development effectiveness and special purpose activities, amount to $181 million, of which $135.7 million will be funded by regular resources and $45.3 million by other resources.

The Executive Board is requested to adopt the draft decisions relating to the budget proposal contained in section VII.

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I. Introduction

1. The Division of Private Fundraising and Partnerships (PFP) coordinates all private fundraising activities of UNICEF, manages the strategic relationship with the National Committees for UNICEF, provides guidance for child rights advocacy activities in industrialized countries and supports engagement with the corporate sector.

2. The PFP workplan and proposed budget for 2017 is based on the UNICEF Strategic Plan, 2014-2017 and the Private Fundraising and Partnerships Plan (the Plan) for the same period. A summary of the Plan is presented in annex II.

3. The 2017 workplan and proposed budget cover the costs associated with the generation of private sector revenue and partnerships activities, and address the PFP results relating to: (a) private sector fundraising; (b) private sector engagement and advocacy for child rights; (c) external communication and brand positioning for UNICEF private sector activities; and (d) management of the strategic relationship between UNICEF and the National Committees.

4. The 2017 PFP workplan and proposed budget presents PFP revenue projections for 2017 and the 2017 PFP expenses budget that will enable UNICEF to reach a fundraising target of $1.49 billion by the end of 2017, which is higher than targets in the Plan and in the projections of the 2016 approved budget. The $1.49 billion fundraising target is 2 per cent higher than the medium-growth scenario of $1.45 billion outlined in the Plan, despite the challenging fundraising environment and the negative impact of exchange rate fluctuations. In addition, the $1.49 billion fundraising target is 3 per cent, or $49 million, higher than the $1.4 billion target approved in the 2016 budget.

5. The 2017 PFP proposed budget submission requests Executive Board approval for special purpose other resources (OR) and special purpose regular resources (RR) costs for PFP and regional and country offices.

6. The total expenditure requested for approval is $161.3 million, $116 million of which is special purpose RR and $45.3 million of which is special purpose OR. It also makes reference to the institutional budget costs, which were already approved by the Executive Board in September 2013 as a part of the UNICEF integrated budget, 2014-2017 submission (E/ICEF/2013/AB/L.4). The 2017 institutional budget for PFP already approved by the Executive Board amounts to $19.7 million, under the development effectiveness and management categories. Altogether, the institutional budget and requested special purpose budget for PFP and country offices for 2017 amount to $181 million.

7. The 2017 total budget of $181 million represents an overall increase of $11.2 million (7 per cent) compared with the PFP 2016 budget. This requested increase is due, first, to a $10 million increase in investment funds (under special purpose RR), which have been recognized by UNICEF as critical for yielding additional RR revenue to UNICEF of $26 million in 3 years and $131 million in 10 years; and, second, to a proposed ceiling increase of $2.3 million in special purpose OR costs for country office fundraising. This ceiling increase has been partially offset by a decrease in the 2017 institutional budget of $1.1 million, which results in a total overall increase of $11.2 million from the 2016 budget to the 2017 budget.

8. PFP continues to make efforts to contain its operating costs and to stay on track towards the goals of the Plan through prudent budgeting, business rationalization and efficient operations, while continuing to grow revenue. Excluding the request for $10 million additional investment funds to grow RR revenue in 3 to 10 years, which is in line with the Plan, and $2.3 million in special purpose OR costs for country offices, the budget submission proposes an overall decrease in PFP operating expenses covered by RR of $1.1 million in 2017 to $65.7 million, down from $66.8 million in 2016 (see section VI, A). The 2017 special purpose RR expenditure portion, not including investment funds, will be the same as the 2016 approved level of $46 million.

9. Country office fundraising expenses were included in the PFP workplan for the first time in 2016 to further drive growth in fundraising in country offices. For 2017, PFP is requesting an increase to the special purpose OR ceiling for country office fundraising of $2.3 million to $43.3 million, up from $41 million in 2016, an increase of 6 per cent.

10. The Plan sets the stage for an integrated private sector engagement agenda, strengthening non-financial engagement with the private sector as well as advocacy activities to advance children's rights. In 2017, this will continue to be achieved through activities within priority industries and/or countries, together with business, industry associations, National Committees, country offices and Governments. Among the non-financial achievements of PFP in 2015 were: expanded engagement with the private and public sectors on child rights advocacy and education; the promotion of a change in business practices through the Children's Rights and Business Principles; and the development of innovative partnerships for programme implementation and humanitarian action. These achievements were facilitated by working at scale through industry-wide approaches, global conferences and multi-stakeholder platforms; piloting new partnership models; coordination at the global and country levels to facilitate a holistic approach to working with businesses; and providing guidance for National Committee advocacy and child rights education.

11. To fund activities to fulfil the integrated private sector engagement agenda, up to $2 million will be raised from Governments, business and other donors, such as foundations, and allocated to the three private sector engagement pillars: (a) businesses incorporate children's rights into operations and policies; (b) businesses' core assets are leveraged to support UNICEF programmes; and (c) awareness, commitment and action by stakeholders to promote, support, respect and fulfil children's rights is increased. This amount remains unchanged from the 2016 budget.

12. The total special purpose OR ceiling requested by PFP, therefore, would increase from $43 million in 2016 to $45.3 million in 2017, an increase of 5 per cent.

II. Results for 2016

13. The 2016 total private sector revenue is expected to be $1.44 billion, which is on track to reach the goals outlined in the approved budget for 2016 of $1.44 billion.

14. The 2016 projected private sector revenue from RR is $626 million. This is on target to meet the approved budget figure of $626 million. Exchange rate fluctuations continue to be a major concern as the currencies of many National Committees and country offices continue to decline compared with the United States dollar. The estimated negative impact due to exchange rate fluctuations when comparing 2017 proposed revenue with 2016 approved revenue is $59 million. The PFP Division continues to work closely with the National Committees, which are major RR contributors, to implement fundraising actions that will minimize the impact of exchange rate losses and enable UNICEF to continue to meet overall private sector fundraising revenue targets.

15. Other resources are estimated at $810 million, which is on target to meet the approved budget figure of $810 million. This is a conservative estimate, considering the response to fundraising activities relating to five Level 3 emergencies.

16. The latest estimated expenses for 2016 as of October 2016 are $152.9 million, which puts the PFP Division on track for planned expenditure against the 2016 budget.

17. For private sector engagement and advocacy, several initiatives were introduced in 2016 to lay the groundwork for action to encourage the adoption by business stakeholders of policies and practices aligned with the Child Rights and Business Principles. These included: a highly consultative exercise across UNICEF and National Committees that resulted in a finalized results framework incorporating standard indicators to support the consolidation of reporting by National Committees and country offices on the impact of businesses on children; the roll-out of five key industry streams (information and communications technology (ICT), extractives, food and beverage, travel and tourism and garments) with National Committees and UNICEF offices in order to secure understanding and buy-in to help shape and focus corporate engagement; the development of guidance for country offices on incorporating the impact of business on children from a Child Rights and Business Principles perspective into country programme documents; and a finalized comprehensive framework for UNICEF engagement with the extractives industry.

18. A number of initiatives involving corporate partners are under way around the globe. For example, a WASH4Work initiative was launched that brings together 11 leading organizations involved in the issue of water, sanitation and hygiene (WASH) to promote WASH in global workplaces and supply chains, potentially reaching tens of millions of people. In another initiative, UNICEF has launched a set of innovative projects to support children’s rights in global supply chains. This approach focuses on industries such as garments, tea, palm oil and cocoa across a number of high-production countries, and informs programming for children, families and communities in those countries.

19. Other examples of successful private sector engagement in 2016 include support to developing national multi-stakeholder engagement for child safety online with ICT corporations in 12 countries, and the adoption by the Council of Europe of the Recommendation on human rights and business, which incorporates substantial guidance on children’s rights.

20. Work to enhance external communication and brand positioning for UNICEF private sector activities continued in 2016. The 2016 Barometer Survey on the strength of the UNICEF brand will measure how efforts in 2015 and 2016 have increased UNICEF brand familiarity and trust. The results will be available at the end of 2016.

21. The management of the strategic relationship between UNICEF and the National Committees continued successfully in 2016, with the alignment of all 34 National Committee and PFP Joint Strategic Plans in the priority areas of private sector fundraising and engagement, and efforts continue to fully align the Joint Strategic Plans with the Global Communication and Public Advocacy Strategy; 28 Joint Strategic Plans are now aligned.

Table 1
Statement of revenue and expenditure
2015 actual results, 2016 approved budget, 2016 latest estimates and 2017 proposed budget
(millions of United States dollars)

	2015 actual			*2016 approved budget*			*2016 latest estimates*			*2017 proposed*			*2017 vs. 2016 approved*	
	Regular resources (RR)	*Other resources (OR)*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*Amount*	*Percentage*
Private sector revenue														
Revenue from greeting cards and products	8.8		8.8	–		–	10.1		10.1	8.9		8.9	8.9	0%
Private sector fundraising contributions	520.7	813.7	1 334.4	617.0	810.0	1 427.0	616.0	810.0	1 426.0	656.1	820.0	1 476.1	49.1	3%
National Committees	490.9	648.8	1 139.6	587.6	601.1	1 188.7	588.2	639.6	1 227.7	626.6	635.6	1 262.2	73.5	
Country offices	29.8	164.9	194.8	29.4	208.9	238.3	27.8	170.4	198.3	29.5	184.4	213.9	(24.4)	
Other revenue	–		–	9.0		9.0	–		–	–		–	(9.0)	-100%
Total private sector revenue	**529.5**	**813.7**	**1 343.2**	**626.0**	**810.0**	**1 436.0**	**626.0**	**810.0**	**1 436.0**	**665.0**	**820.0**	**1 485.0**	**49.0**	**3%**
Private Fundraising and Partnerships (PFP) expenses														
A. Development effectiveness costs:	**3.2**		**3.2**	**3.9**		**3.9**	**3.6**		**3.6**	**3.8**		**3.8**	**(0.1)**	**-3%**
National Committee Relations	3.2		3.2	3.9		3.9	3.6		3.6	3.8		3.8	(0.1)	-3%
B. Management costs:	**14.3**		**14.3**	**16.9**		**16.9**	**15.4**		**15.4**	**15.9**		**15.9**	**(1.0)**	**-6%**
Director's Office and Strategic Planning	1.1		1.1	1.4		1.4	1.2		1.2	1.3		1.3	(0.1)	-9%
Finance and Operations	13.2		13.2	15.5		15.5	14.2		14.2	14.6		14.6	(0.9)	-6%

	2015 actual			*2016 approved budget*			*2016 latest estimates*			*2017 proposed*			*2017 vs. 2016 approved*	
	Regular resources (RR)	*Other resources (OR)*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*Amount*	*Percentage*
C. Special purpose costs:	**96.5**		**96.5**	**106.0**	**43.0**	**149.0**	**100.1**	**33.8**	**133.9**	**116.0**	**45.3**	**161.3**	**12.3**	**8%**
Fundraising	17.6		17.6	22.5		22.5	19.8		19.8	23.4		23.4	0.9	4%
Country office support[1]	3.7		3.7	5.3		5.3	4.6		4.6	5.3		5.3	0.1	1%
Country office direct fundraising costs	1.1		1.1	3.9	41.0	44.9	3.2	33.1	36.3	3.1	43.3	46.4	1.5	3%
Marketing and communications	6.9		6.9	8.0		8.0	7.1		7.1	7.8		7.8	(0.2)	-2%
Procurement	0.8		0.8	1.2		1.2	1.0		1.0	1.2		1.2	(0.0)	-1%
Cards and products	2.3		2.3	–		–	–		–	–		–	–	0%
Private sector engagement	5.6		5.6	5.1	2.0	7.1	4.5	0.7	5.2	5.1	2.0	7.1	(0.0)	-1%
Investment funds	58.4		58.4	60.0		60.0	60.0		60.0	70.0		70.0	10.0	17%
Total PFP expenses	**114.0**		**114.0**	**126.8**	**43.0**	**169.8**	**119.1**	**33.8**	**152.9**	**135.7**	**45.3**	**181.0**	**11.2**	**7%**
Licensing expenses of National Committees	1.1		1.1	1.4		1.4	0.1		0.1	0.7		0.7	(0.7)	-51%
PFP foreign exchange gains (losses)	(0.3)		(0.3)	–		–	–		–	–		–	–	0%
Net private sector surplus	**414.0**	**813.7**	**1 227.7**	**497.8**	**767.0**	**1 264.8**	**506.9**	**776.2**	**1 283.1**	**528.6**	**774.7**	**1 303.3**	**38.5**	**3%**

[1] Country office support costs include Country Office Development and Support Unit and Regional Support Centres.

III. Key expected results for 2017 and required resources in the Private Fundraising and Partnerships budget

22. The 2017 workplan and proposed budget addresses the main PFP functions: (a) private sector fundraising; (b) private sector engagement and advocacy for child rights; (c) external communications and brand positioning for UNICEF private sector activities; and (d) management of the strategic relationship between UNICEF and the National Committees.

23. In 2017, the final year of implementation of the Plan, PFP will aim to achieve four key results (see table 3 for details):

(a) Total private sector revenue reaches $1.49 billion, including $665 million in RR;

(b) Private sector stakeholders provide increased support and resources for the realization of children's rights;

(c) National Committees implement the strategic direction set by the Plan, and have the technical guidance, tools and operational support needed to deliver planned results;

(d) Activities are enabled by effective and efficient management and operations support.

24. For the first planned result (total private sector revenue reaches $1.49 billion by the end of 2017, including $665 million in RR), a total special purpose budget of $154.2 million ($110.9 million RR, $43.3 million OR) is proposed. Below are some of the key private sector fundraising strategies planned for 2017 to achieve this revenue growth:

(a) PFP will continue to focus resources on the markets with the highest growth potential and on the most cost-effective revenue streams: individual monthly pledge-giving and legacies; partnerships with corporations and global foundations; and fundraising from major individual donors. In 2017, PFP will identify and test new channels and modalities for significantly increasing pledge donors with the aim of taking those to scale as part of the Plan 2018-2021;

(b) Investment funds will be increased by $10 million to drive growth in priority markets and specifically in high-yield revenue streams that generate RR, such as pledge and legacy;

(c) PFP will continue to support private fundraising and partnerships in high-potential country offices. Private sector fundraising expenditure was consolidated within the PFP budget under special purpose OR for the first time in 2016, following a decision of the Executive Director. The result of this change has been the clarification of the global commitment to private sector fundraising. Private sector fundraising will again be listed under special purpose OR in 2017;

(d) PFP will work with UNICEF headquarters divisions, National Committees, regional offices and country offices to deliver focused and coordinated campaigns that include fundraising from the private sector. In 2016, the first campaign was focused on the refugee and migrant crisis.

25. For the second planned result (private sector stakeholders provide increased resources and support for the realization of children's rights), a total of $7.1 million ($5.1 million in special purpose RR, $2 million in special purpose OR) has been budgeted. PFP 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 $2 million in OR will be raised from Government, business and other donors, such as foundations, as in 2016.

26. For the third planned result (National Committees implement the strategic direction set by the Plan, and have the technical guidance, tools and operational support needed to deliver planned results), a total of $3.8 million has been budgeted. This will 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 PFP Division will also continue to provide guidance to the governing boards and executive management teams of the National Committees on the implementation of the principles of good governance relating to management and operations, board activities, disclosure and transparency, ethics, audit, risk management and compliance.

27. For the fourth result (activities are enabled by effective and efficient management and operations support), a total of $15.9 million has been budgeted for the fourth result. This includes the PFP contribution to the Geneva Office common services budget. 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 monitoring of financial reporting for private sector revenue generation and 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.

28. Cross-cutting functions, such as integrated corporate engagement and monitoring and evaluation, will continue to be streamlined and integrated across PFP for maximum efficiency.

IV. Revenue and expense projections for 2017

A. Introduction

29. The format and presentation of the budget and tables are aligned with those of the UNICEF integrated budget, 2014-2017, which was submitted to the Executive Board in September 2013, with modifications to incorporate special purpose OR costs for country office fundraising and strategic engagement with the private sector. The PFP expenses are divided into three categories: development effectiveness; management; and special purpose.

30. The PFP expenses that fall under the development effectiveness and management categories were approved by the Executive Board as part of the integrated budget, 2014-2017. The present submission presents the special purpose expenses to the Executive Board for approval.

31. Planning for the 2017 PFP budget was based on the updated medium-growth scenario (see table 2), using the country revenue projections that were submitted to PFP in May 2016 by National Committees and country offices. Revenue, at $1.49 billion, is forecast to be slightly higher than the medium-growth scenario that is projected in the Plan, which provides revised projections for total private sector revenue of $1.45 billion by the end of 2017. The Board approves PFP to incur expenditure in line with the medium scenario and to increase expenditure up to the level of the high scenario, should the proceeds from fundraising reach the high projected income levels, as well as reduce expenditure should the proceeds decrease.

32. In 2017, total private sector revenue is projected to reach $1.49 billion, of which $665 million will be in RR and $820 million in OR. This will be achieved with total expenses of $181 million, with $135.7 million funded from RR and $45.3 million from OR.

33. For 2017, the proposed investment fund budget is requested to increase from $60 million to $70 million to further grow RR and develop critical revenue streams, such as legacies and digital fundraising. The expenses/private sector revenue ratio will increase from the 11.8 per cent approved in 2016 to 12.2 per cent in 2017 due to the increase in investment funds. When evaluating operating expenses alone, i.e., excluding investment funds and special purpose OR expenses, the operational expenses/private sector revenue ratio will fall from $66.8 million, or 4.7 per cent, in the 2016 approved budget, to $65.7 million, or 4.4 per cent, in the budget proposed for 2017.

34. The special purpose RR expenditure, not including investment funds, will be $46.0 million, the same amount approved in 2016.

35. As indicated in table 1, the net private sector surplus for 2017, after deducting PFP expenses, investment funds and National Committee licensing expenses, is projected to reach $1.3 billion. This figure is $38.5 million, or 3 per cent, higher than that approved for 2016.

B. Revenue

36. The proposed budget for 2017 projects a 3 per cent increase in total private sector revenue, from the projected total of $1.44 billion in 2016 to a projected total of $1.49 billion in 2017.

37. This revenue growth includes an increase of 6 per cent, or $39 million, in private sector RR revenue, from $626 million, approved in 2016, to $665 million, proposed for 2017, and an increase of 1 per cent, or $10 million in OR, from $810 million, approved in 2016, to $820 million, proposed for 2017.

C. Expenses

38. The total PFP expenses for both the institutional budget and the proposed special purpose budget in 2017 are $181 million, an $11.2 million increase with respect to the 2016 approved budget of $169.8 million. The increase is due to an

increase in investment funds of $10 million and an additional $2.3 million of special purpose OR costs for country office fundraising, counterbalanced by a decrease in expenses supported by the institutional budget of $1.1 million.

39. PFP expenses comprise three categories of costs: (1) development effectiveness; (2) management; and (3) special purpose.

1. Development effectiveness costs

40. Development effectiveness costs are defined as costs that cover activities of a policy advisory, technical and implementation nature that are necessary to achieve the objectives of programmes and projects of the organization and are not included in specific programme components or projects in country, regional or global programme documents. In PFP, development effectiveness costs cover the management of the strategic relationship with the National Committees for UNICEF. The proposed development effectiveness budget for 2017 will decrease by $0.1 million to $3.8 million, and remain in line with the institutional budget for the period 2014-2017 approved as part of the UNICEF integrated budget (E/ICEF/2013/AB/L.4).

2. Management costs

41. Management costs are defined as costs that cover recurring and non-recurring activities whose primary function is the promotion of the identity, direction and well-being of the organization, including executive direction, representation, legal affairs, oversight, audit, corporate evaluation, information technology, finance, administration, security and human resources.

42. In PFP, management costs cover the activities of the Director's Office and Strategic Planning, and the Finance and Operations sections. Management costs will decrease by 6 per cent, from $16.9 million in 2016 to $15.9 million in 2017. This is due to the reduction in standard costs and to the transfer of funds to Human Resources and the Office of the UNICEF Legal Adviser, within the Office of the Executive Director, to fund specific posts. These resources will continue to benefit PFP, but the associated posts will not be formally a part of the PFP structure.

43. Management costs, which are funded by the institutional budget component of the overall PFP budget, remain in line with the institutional budget for the period 2014-2017, approved as part of the UNICEF integrated budget, and were reviewed during the midterm review.

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 the following sections: Fundraising; Country Office Support; Marketing and Communication; Procurement; and Private Sector Engagement.

46. When comparing only the special purpose component of the PFP budget, excluding the OR costs, the budget will increase by 9 per cent, from $106 million in

2016 to $116 million in 2017. The increase of $10.0 million is due solely to the increase in investment funds of $10 million to invest in strategic revenue-generating activities aimed at increasing RR revenue for UNICEF in the short and longer term. The budget increase is necessary to meet the revenue projections outlined in the Plan 2014-2017 and to put in place the foundations for the Plan 2018-2021.

47. The proposed special purpose resources will enable PFP to meet the goals of the final year of the Plan 2014-2017 through four key strategies: (a) providing global fundraising expertise and building capacity in the National Committees and UNICEF country offices; (b) monitoring the quality and strengthening the reporting of results; (c) implementing an integrated approach to UNICEF engagement with business; and (d) the strategic application and rigorous monitoring of the use of investment funds.

48. The proposed budget for fundraising will increase by $0.9 million, or 4 per cent, from $22.5 million in 2016 to $23.4 million in 2017. The increase is due to reallocated resources related to driving revenue in National Committees and country offices, in particular RR revenue, and preparing PFP for the Plan 2018-2021 by means of specific investments. These include investments to ensure adequate and appropriate technical capacity in 2017 and investments in technology to ensure that the organization is fit to deliver on ambitious new strategies for digital fundraising and other innovative models for acquiring pledge donors. Investment will be focused on: (a) continuing to grow regular giving and legacies; (b) stimulating digital fundraising across the organization; (c) driving fundraising in key, mature markets; (d) exploring new modalities of innovative financing from foundations and non-governmental organizations; and (e) investing in legacy fundraising and fundraising for emergencies. An assessment of the human capacity in PFP and regional and country offices, to be conducted at the end of 2016, will be aimed at implementing the ambitious goals of the Plan 2018-2021. More specifically, the assessment will estimate current competencies and capacity across PFP and regional and country offices in order to carry out the Plan efficiently and effectively. The assessment will also provide recommendations on maximizing the use of current resources.

49. The special purpose RR budget for country office support and country office direct fundraising costs will decrease by $0.6 million, or 7 per cent, to $8.5 million in 2017. This is mainly due to the decrease in the standard costs of posts from 2016 to 2017 and the conversion in funding for the India country office from special purpose RR to special purpose OR.

50. The proposed budget for marketing and communication is $7.8 million, a decrease of $0.2 million, 2 per cent, from the 2016 approved budget. The decrease is mainly due to the decrease in the standard costs of posts from 2016 to 2017. Priorities for 2017 are for new initiatives that will continue to build the brand and engage additional supporters and donors: (a) the implementation and monitoring of the new global brand strategy across all National Committees; (b) more reactive support for the acquisition and retention of corporate and foundation partners; (c) the launch of the Team UNICEF platform to promote the UNICEF strategy on sport; and (d) the development and adaptation of campaigns relating to the new Cause Management Framework.

51. Procurement costs in 2017 will decrease by $13,000, or 1 per cent, from the 2016 approved budget to 2017 proposed budget. This is due to the reduction in standard costs from 2016 to 2017.

52. In 2017, the special purpose RR budget for private sector engagement will be $5.1 million, the same amount approved in 2016.

53. Table 2 outlines the range of budgeted revenue and expenditure for 2017. The medium projection is the agreed target for each year of the Plan and for 2017, the final year. The high projection, or stretch goals, was based on different exchange rate scenarios as well as higher levels of investment funds.

Table 2
Range of budgeted revenue and expenditure, 1 January-31 December 2017
(millions of United States dollars)

	I low projection	*II medium projection*	*III high projection*
Private sector revenue			
Private sector fundraising contributions	1 415.2	1 485.0	1 554.8
National Committees	1 211.8	1 271.1	1 330.3
Country offices	203.5	213.9	224.5
Total private sector revenue	**1 415.2**	**1 485.0**	**1 554.8**
Private Fundraising and Partnerships (PFP) expenses			
A. Development effectiveness costs	**3.6**	**3.8**	**4.0**
National Committee relations	3.6	3.8	4.0
B. Management costs	**15.1**	**15.9**	**16.7**
Director's Office and Strategic Planning	1.3	1.3	1.4
Finance and Operations	13.9	14.6	15.3
C. Special purpose costs	**156.9**	**161.3**	**165.7**
Fundraising	22.3	23.4	24.6
Country office support[1]	5.1	5.3	5.6
Country office direct fundraising costs	44.3	46.4	48.6
Marketing and communications	7.4	7.8	8.2
Procurement	1.1	1.2	1.2
Cards and products	0.0	0.0	0.0
Private sector engagement	6.7	7.1	7.4
Investment funds	70.0	70.0	70.0
Total PFP expenses	**175.6**	**181.0**	**186.4**
Licensing expenses of National Committees	0.7	0.7	0.7
Net private sector surplus	**1 238.9**	**1 303.3**	**1 367.6**

[1] Country office support costs include the Country Office Development and Support Unit and Regional Support Centres.

V. Investment funds

54. UNICEF 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 $1.48 billion by the end of 2017.

55. Success in further expanding pledge giving, which is defined as regular monthly giving by individual donors, is the foundation of the ambitious goals set out in the Plan. Pledge giving has grown consistently over the past five years. By the end of 2016, UNICEF is expected to have 4.7 million pledge donors around the world, contributing $765 million in gross revenue. By the end of 2017, UNICEF is expected to have 5.1 million pledge donors, contributing nearly $900 million in gross revenue. Realizing the full potential of pledge giving in the short and longer term is dependent upon an increase in investment funds to $70 million in 2017, and a continued increase in such investment in subsequent years.

56. The alignment of investment fund allocations with the Plan and the improved monitoring of revenue have ensured that investment funds are effectively deployed to secure growth in private sector revenue. The projected return from 2016 investments is more than the 3:1 minimum required. The $60 million invested in 2016 will generate $210 million in contributions (before the deduction of National Committee expenses) over 36 months. Investing $70 million in 2017 will complement fundraising investments by National Committees and country offices to ensure that private sector contributions not only achieve the revenue goals set out in the Plan, but exceed them.

VI. Human resources: post changes

57. The total number of proposed posts for 2017 is 393, including 208.5 posts funded by RR and 184.5 posts funded by OR. Of the 208.5 posts funded by RR, 172 will be in headquarters, which represents no change from 2016, and 36.5 will be in regional support centres and country offices. The 184.5 posts funded by OR are all in country offices.

58. Overall, the Division proposes to establish 26 posts, all of which are in country offices: 1 supported by RR and 25 supported by OR. In order to continue the rapid growth of country office revenue, 22 of the 25 net post establishments supported by OR are being created in the Latin America and Caribbean, 4 posts in the East Asia and the Pacific, 1 post in Central and Eastern Europe and the Commonwealth of Independent States. In addition, the funding sources for two posts in Eastern and Southern Africa are changing.

59. One post funded by the Institutional Budget will be transferred from PFP to the Office of the UNICEF Legal Adviser, within the Office of the Executive Director, along with the associated funding. The Office will use the funding to create a PFP-dedicated resource, which will benefit from the Office's structure and resources.

60. The total number of PFP headquarters posts funded by the special purpose RR budget will remain the same as in 2016, at 130.

61. A net increase of a total of one-half of a post for country offices and regional supported centres funded by the PFP special purpose RR budget is proposed, resulting in 36.5 posts in 2017 compared with 36 in 2016. PFP is requesting the establishment of one post to be funded by special purpose RR for the purpose of investing in advancing private sector engagement in Africa and the reduction of support to a fundraising post in India from full support to 50 per cent in 2017.

62. The total number of posts funded by special purpose OR will increase from 159, approved in 2016, to 184.5 in 2017, all of which are in regional support centres and country offices. Post changes for fundraising OR posts in country offices are co-approved by PFP and regional directors.

Table 3
Proposed budget, by expected results, 1 January-31 December 2017
(millions of United States dollars)

	Resource requirements		
	Regular resources (RR)	*Other resources (OR)*	*Total*
Special purpose	**116.0**	**45.3**	**161.3**
Outcome 1: Total private sector revenue from private individuals, business and foundations reaches $1,485 million by the end of 2017	**110.9**	**43.3**	**154.2**
1.1. Private sector fundraising contributions increase to $665.0 million in RR and $820.0 million in OR by end-2017.	103.1	43.3	146.4
1.2. Strengthened communication for private sector fundraising and engagement in relation to brand management and positioning, digital media, corporate partnerships and emergency fundraising	7.8	0.0	7.8
Outcome 2: Private sector stakeholders provide increased resources and support for the realization of children's rights	**5.1**	**2.0**	**7.1**
2.1. Businesses incorporate children's rights into operations and policies.	2.2	0.8	3.0
2.2. Businesses' core assets are leveraged to support UNICEF programmes.	2.0	0.8	2.8
2.3. Increased action by stakeholders to promote, support, respect and fulfil children's rights	0.9	0.4	1.3
Development effectiveness	**3.8**	**0.0**	**3.8**
Outcome 3: National Committees implement the strategic direction set by the Private Fundraising and Partnerships Plan 2014-2017, and have the technical guidance, tools and operational support to deliver the plan results	**3.8**	**0.0**	**3.8**
Management	**15.9**	**0.0**	**15.9**
Outcome 4: Efficient and effective management and operations support	**15.9**	**0.0**	**15.9**
4.1. Effective and efficient governance and systems	2.6	0.0	2.6
4.2. Effective and efficient management and stewardship of financial resources	13.0	0.0	13.0
4.3. Effective and efficient management of human capacity	0.3	0.0	0.3
Total proposed budget for achieving results	**135.7**	**45.3**	**181.0**

Table 4
UNICEF Private Fundraising and Partnerships Plan: Financial projections

2015 actual results, 2016 approved budget, 2016 latest estimates, 2017 proposed budget and 2018 projections

(millions of United States dollars)

	2015 actual results	*2016 approved budget*	*2016 latest estimates*	*2017 proposed budget*	*2018 projections**
Private sector revenue					
Revenue from greeting cards and products	8.8	0.0	10.1	8.9	0.0
Private sector fundraising contributions	1 334.4	1 427.0	1 426.0	1 476.1	1 561.9
National Committees	1 139.6	1 188.7	1 227.7	1 262.2	1 323.0
Country offices	194.8	238.3	198.3	213.9	238.9
Other revenue	0.0	9.0	0.0	0.0	0.0
Total private sector revenue	**1 343.2**	**1 436.0**	**1 436.0**	**1 485.0**	**1 561.9**
Private Fundraising and Partnerships (PFP) expenses					
A. Development effectiveness costs	**3.2**	**3.9**	**3.6**	**3.8**	**3.9**
National Committee relations	3.2	3.9	3.6	3.8	3.9
B. Management costs	**14.3**	**16.9**	**15.4**	**15.9**	**16.4**
Director's Office and Strategic Planning	1.1	1.4	1.2	1.3	1.4
Finance and Operations	13.2	15.5	14.2	14.6	15.0
C. Special purpose costs	**96.5**	**149.0**	**133.9**	**161.3**	**164.4**
Fundraising	17.6	22.5	19.8	23.4	24.1
Country office support[1]	3.7	5.3	4.6	5.3	5.5
Country office direct fundraising costs	1.1	44.9	36.3	46.4	46.2
Marketing and communications	6.9	8.0	7.1	7.8	8.1
Procurement	0.8	1.2	1.0	1.2	1.2
Cards and products	2.3	0.0	0.0	0.0	0.0
Private sector engagement	5.6	7.1	5.2	7.1	9.2
Investment funds	58.4	60.0	60.0	70.0	70.0
Total PFP expenses	**114.0**	**169.8**	**152.9**	**181.0**	**184.7**
Licensing expenses of National Committees	1.1	1.4	0.1	0.7	1.0
PFP foreign exchange gains (losses)	-0.3	0.0	0.0	0.0	0.0
Net private sector surplus	**1 227.7**	**1 264.8**	**1 283.1**	**1 303.3**	**1 376.2**

* Projections for the year 2018 are tentative and therefore subject to change.

[1] Country office support costs include the Country Office Development and Support Unit and Regional Support Centres.

VII. Draft decisions

63. The draft decisions relating to the Private Fundraising and Partnerships budget for 2017 are presented below for approval by the Executive Board.

A. Private Fundraising and Partnerships budgeted expenses for the 2017 fiscal year (special purpose)

The Executive Board

1. *Approves* for the fiscal year 2017 (1 January to 31 December) budgeted special purpose expenses of $161.3 million, as detailed in the table below.

(millions of United States dollars)

Investment fund costs funded by special purpose regular resources	70.0
Other private sector fundraising costs funded by special purpose regular resources	46.0
Total private sector fundraising and partnerships costs funded by special purpose regular resources	**116.0**
Private sector fundraising and partnerships costs funded by special purpose other resources	**45.3**
Total special purpose expenses	**161.3**

2. *Authorizes* UNICEF

(a) To incur expenses, as summarized in column II of table 2 of document E/ICEF/2017/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), 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 2017 approved workplan.

B. Budgeted revenue for the year 2017

The Executive Board

1. *Notes* that, for the period 1 January to 31 December 2017, Private Fundraising and Partnerships revenue is budgeted at $1.49 billion, as shown in column II of table 2 in document E/ICEF/2017/AB/L.1.

C. Policy issues

The Executive Board

1. *Approves* the allocation of investment funds amounting to $70 million for 2017;

2. *Approves* an interim one-month allocation for January 2018 of $11.6 million (or 10 per cent of the special purpose regular resources allocation of $116 million), to be absorbed in the annual Private Fundraising and Partnerships budget for 2018.

Annex I

Summary of post changes proposed for 2017

Detail	Post levels									
	D2	D1	P5	P4	P3	P2	Total IP	NO	GS	Grand total
Base post authorization table: 2016 approved	**1**	**4**	**19**	**49**	**50**	**11**	**134**	**0**	**39**	**173**
Private Fundraising and Partnerships (PFP) headquarters										
Approved 2016	**1**	**4**	**19**	**49**	**50**	**11**	**134**	**0**	**39**	**173**
Post changes 2016										
Management:	**0**	**0**	**0**	**-1**	**0**	**0**	**-1**	**0**	**0**	**-1**
Development effectiveness	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Special Purpose:	**0**	**0**	**1**	**-1**	**0**	**0**	**0**	**0**	**0**	**0**
Proposed 2017	**1**	**4**	**20**	**47**	**50**	**11**	**133**	**0**	**39**	**172**
Change vs. 2016 approved	**0**	**0**	**1**	**-2**	**0**	**0**	**-1**	**0**	**0**	**-1**
Regional support centres and UNICEF country offices (special purpose)										
Approved 2016	0	0	3	11	7	0	21	7	8	36
Post changes 2016: latest estimates and 2017	0	0	0	-0.5	2	0	1.5	-1	0	0.5
Proposed 2017	**0**	**0**	**3**	**10.5**	**9**	**0**	**22.5**	**6**	**8**	**36.5**
Change vs. 2016 approved	**0**	**0**	**0**	**-0.5**	**2**	**0**	**1.5**	**-1**	**0**	**0.5**
Total PFP regular resources (RR)										
Approved 2016	1	4	22	60	57	11	155	7	47	209
Proposed 2017	**1**	**4**	**23**	**57.5**	**59**	**11**	**155.5**	**6**	**47**	**208.5**
Change vs. 2016 approved	0	0	1	-2.5	2	0	0.5	-1	0	-0.5
UNICEF country offices: other resources (OR) (special purpose)										
Approved 2016	**0**	**0**	**0**	**6**	**0**	**0**	**6**	**69**	**84**	**159**
Post changes 2016: latest estimates and 2017	0	0	0	0.5	1	0	1.5	11	13	25.5
Proposed 2017	**0**	**0**	**0**	**6.5**	**1**	**0**	**7.5**	**80**	**97**	**184.5**
Change vs. 2016 approved	0	0	0	0.5	1	0	1.5	11	13	25.5
Total PFP										
Approved 2016	1	4	22	66	57	11	161	76	131	368
Proposed 2017	**1**	**4**	**23**	**64**	**60**	**11**	**163**	**86**	**144**	**393**
Change vs. 2016 approved	0	0	1	-2	3	0	2	10	13	25.0

Abbreviations: IP = International Professional; NO = National Officer; GS = General Service.

Annex II

Summary of the UNICEF Private Fundraising and Partnerships Plan 2014-2017

Introduction

1. The UNICEF Private Fundraising and Partnerships Plan 2014-2017 supports the UNICEF Strategic Plan, 2014-2017 and other organizational strategies and frameworks. The Private Fundraising and Partnerships Plan sets out the results and strategies to maximize resources and leverage the influence of the private sector. In this context, the term “private sector” refers to non-governmental sources of support and engagement, including the general public, civil society, business and private foundations and other social groups that can individually or collectively contribute to positive changes in the lives of children.

2. At the global level, the Division of Private Fundraising and Partnerships (PFP) coordinates and provides guidance and support to National Committees and country offices in all private sector fundraising and partnerships activities, in cooperation with regional offices and other headquarters divisions. The Plan lays out a common vision and framework for private sector fundraising and partnerships at all levels of UNICEF and for National Committees.

The changing environment

3. A detailed analysis of external trends informed the development of the Plan. Significant trends include:

(a) Increasing pressure on official development assistance (ODA) from traditional donor Governments in response to the increasing needs for children;

(b) The growing role of the private sector in development, with a multitude of actors and new aid mechanisms and modalities, from innovative financing and solidarity initiatives to public-private partnerships and pooled funds;

(c) Increasing competition for donor funding in a progressively more competitive and globalized marketplace, with more and professional non-profit organizations and new channels for communicating with and engaging audiences to garner support, build trust and raise funds;

(d) Rising expectations for cost-effectiveness, with donors seeking transparency and value for money;

(e) A surge of digital communication — digital communication, including computer and mobile channels and applications, is dominating the communication landscape, raising expectations among supporters, in terms of transparency, immediacy, relevance and personalization.

UNICEF private fundraising and partnerships

4. A universal mandate for all the world's children, a strong brand and a global presence — a strong network of National Committees and UNICEF country offices — give UNICEF three key advantages in private sector fundraising and partnerships. Building on these global strengths, the organization must strive for a clear focus and alignment in fundraising, corporate engagement, advocacy and communication activities across the UNICEF private sector network, including National Committees, country and regional offices and headquarters divisions.

5. In implementing the Plan, National Committees, UNICEF country offices and headquarters divisions will work together to achieve two broad goals: to maximize revenue from the private sector for UNICEF programmes and to expand strategic engagement with the private sector and advocate to advance child rights.

Maximize revenue from the private sector for UNICEF programmes

6. UNICEF will seek to increase annual revenue from private individuals, business and foundations to UNICEF programmes for children to $1.47 billion, including $648 million in regular resources, by the end of 2017 in the medium-growth scenario. The high scenario projects growth of annual net revenue to $1.75 billion, including $960 million in regular resources. These projections were revised in 2015 based on current exchange rate projections and projected performance based on 2014 actuals and 2015 latest estimates. The current projection is to reach net $1,485 million, with $665 million in regular resources, by the end of 2017. These projections were updated in 2016 on the basis of the latest estimates from National Committees and country offices.

7. UNICEF will focus global resources on the markets with the highest growth potential and on the most cost-effective revenue streams: (a) individual monthly pledge giving and legacies; (b) partnerships with corporations and global foundations; and (c) fundraising from major individual donors. Investment capital will be increased, including from external sources, to drive growth, primarily in revenue from pledge donors. At the end of 2015, the UNICEF cards and products business completed a transition from the in-house operation in the Private Fundraising and Partnerships Division to one based solely on third-party licencing and local production of merchandise by some National Committees.

8. The type of revenue raised will be a primary consideration across all fundraising activities, with a focus on regular resources to enable UNICEF to allocate funds in the most efficient and strategic manner. Where donors wish to support specific areas of the organization's work, quality other resources will ensure that this is achieved in an efficient way.

9. UNICEF will seek to maximize revenue for children from the private sector through: (a) a focus on five priority revenue streams; (b) the alignment of global and country priorities; and (c) the allocation of resources to markets according to their potential to contribute to global fundraising goals.

(a) Focus on five priority revenue streams

10. Five priority revenue streams have been identified as offering the greatest potential for revenue growth. Globally, UNICEF will focus on monthly individual pledge giving, partnerships with corporations and global foundations, and fundraising from major individual donors and legacies, as follows:

(i) *Pledge giving* will be the cornerstone of the fundraising strategy for the period 2014-2017, with investment focused on both the volume of new donors and the value of existing donors. The overall growth in UNICEF private sector revenue has been driven primarily by investing in acquiring and retaining regular individual pledge donors. Between 2007 and 2012, gross contributions from individual pledge donors grew by 85 per cent, reaching $556 million in 2012. Pledge revenue has proved to be recession-resistant and is one of the most reliable, predictable and sustainable sources of private sector revenue and a major source of regular resources from the private sector. By the end of 2017, pledge giving by individuals will generate $1 billion per year in gross contributions, with an estimated 5.88 million individual pledge donors contributing an average of $171 per year;

(ii) With the growing role of the *corporate sector* in sustainability issues and the growth of corporate giving, there is potential to significantly increase the total revenue from UNICEF corporate partnerships. UNICEF will focus on partnerships with higher revenue potential and the most effective fundraising mechanisms (notably strategic philanthropy, cause-related marketing, licensing and customer giving), favouring and encouraging partnerships that generate quality revenue. UNICEF will proactively seek strategic global corporate alliances that can then be rolled out at the country level. At the same time, UNICEF will leverage partnerships for their value beyond cash revenue: extending relationships with partners to promote and advance child rights in business practices and beyond, reaching new audiences with UNICEF messaging, acquiring new donors and building the profile and value of the UNICEF brand;

(iii) Fundraising from *major donors*, defined as those giving or with the potential to give at least $100,000 per year, calls for a significantly different skill set from that required for pledge fundraising. Strategic investment will be made to capture potential in selected markets. Success in major donor fundraising is supported through the leadership and personal involvement of senior management;

(iv) *Legacy* giving provides a major long-term return on investment and can be a significant source of regular resources revenue. UNICEF has significant growth potential in this area and can build on a sizeable database of UNICEF supporters in the many countries with increasingly wealthy populations. In identified high-potential markets, existing pledge and one-time donors will be invited to leave a legacy to UNICEF, both within existing donor communications and through specialized legacy materials. Those expressing interest will be nurtured through a dedicated legacy cultivation programme. Returns can be expected beyond the 2014-2017 period;

(v) Private *foundations* have become increasingly important in international development. Partnering with foundations with an international reach offers UNICEF both strong potential for revenue growth and an opportunity to leverage such assets as technical expertise and convening power to advance children's rights.

UNICEF will expand its engagement with international foundations, maximizing national, regional and global partnerships.

11. UNICEF will place major emphasis on leveraging digital media to drive private sector fundraising revenue. Digital media will be employed as a key channel for fundraising and communications. UNICEF will maximize the integration of digital channels to increase revenue, with a focus on digital activities in support of pledge giving, emergency fundraising and corporate and foundation partnerships. Digital media will also be integrated with traditional communications channels for enhanced relationship-building with supporters.

(b) Alignment of global and country priorities

12. PFP will work closely with National Committees and UNICEF country offices to determine the most effective private sector fundraising strategy for each market, including identifying priority revenue streams. A new "bridging framework" will be employed to implement global strategies at the national level. Fundraising performance can be optimized by sharing results and experience between countries. By working together around the world, this network will become better at replicating success across countries, shortening the learning process and delivering economies of scale in fundraising infrastructure and systems.

(c) Allocation of resources to markets according to their potential to contribute to global fundraising goals

13. UNICEF will allocate financial and technical resources to markets according to their potential to contribute to global private sector fundraising goals. In established markets, UNICEF will drive revenue growth primarily by increasing supporter value, especially through pledge optimization, and developing the major donor and legacy revenue streams. In newer markets, notably middle-income countries in which UNICEF maintains a direct presence and in which growth is expected to be faster and fundraising more cost effective, the focus will be on capturing market share through the aggressive acquisition of pledge donors. In these markets, the aim is to more than double gross revenue over the next four years.

Expand strategic engagement with the private sector and advocate to advance child rights

14. UNICEF will further develop strategic engagement with the private sector and undertake advocacy activities to advance child rights. UNICEF will seek to maximize support for children's rights and well-being through (a) engagement with business for child rights beyond fundraising: supporting business, Governments and civil society in their efforts to address the negative impact of business on children's rights and to maximize the positive impact; and (b) advocacy, social mobilization and child rights education in countries with a National Committee presence to influence decision makers to support and implement actions that contribute to the fulfilment of children's rights.

(a) An integrated approach to corporate engagement

15. UNICEF will pursue an integrated approach to corporate engagement, including resource mobilization, corporate social responsibility (CSR) initiatives and programmatic cooperation, as appropriate. Building on the 2012 Children's Rights and Business Principles, UNICEF will lead efforts to support responsible business behaviour with respect to children's rights in the workplace, marketplace and community, and to promote children's rights and interests in global forums and multi-stakeholder initiatives and platforms involving business.

16. The relationship with business will build on the foundations outlined in the Strategic Framework for Partnerships and Collaborative Relationships and the Strategic Framework on Corporate Social Responsibility. For National Committees, which have extensive experience in fundraising from the corporate sector, engagement with the corporate sector in favour of child rights beyond financial donations will be a new focus. For UNICEF country offices, the approach will build on the experience of working with business in advocacy and programme delivery to establish corporate engagement as one of the implementation strategies for UNICEF country programmes.

17. As corporations shift from charitable giving towards strategic investments and structured engagement linked to their core business, they seek new opportunities for philanthropic and programmatic engagement as well as leadership on sustainability issues from non-business partners. This is an important opportunity for UNICEF to maximize resources and to influence core business activities in favour of child rights. UNICEF will engage with business, foundations and multi-stakeholder initiatives to increase the number of UNICEF corporate partnerships that integrate resource mobilization, programme collaboration and CSR. UNICEF will raise awareness of the impact of business on children's rights and position itself as a partner of choice by demonstrating expertise in programming and CSR related to children.

18. UNICEF will support Governments to establish and enact legislation and regulation pertaining to children's rights within business operations and spheres of influence; engage in dialogue with business to promote children's rights in business practices and impacts, especially with those companies where financial engagement is not considered; mobilize public understanding of the impact of business on children's rights; and ensure that children's rights are represented in multi-stakeholder platforms and initiatives as well as business and corporate responsibility forums. Engagement with business will also include tapping into private sector innovation, resources and expertise to address bottlenecks and strengthen programming to advance the rights of all children, especially those most disadvantaged or excluded.

(b) Advocacy and child rights education in countries with a National Committee presence

19. In countries with a National Committee presence, UNICEF will engage individuals, influencers and decision makers through global, regional and national advocacy and mobilization campaigns and initiatives to actively support child

rights, with a particular focus on increasing public awareness and support for child rights in ODA and on the reduction of domestic child poverty and social exclusion.

20. A strategic shift will be made to more fully align the child rights advocacy and child rights education initiatives carried out by National Committees with global UNICEF approaches and priorities, and to further strengthen coordination at the global, regional and national levels. Advocacy and child rights education in countries with a National Committee presence will contribute to the prioritization of child rights in domestic and global policies in those countries. The approach will build on the Framework for Advocacy in Countries with a National Committee Presence, the Advocacy Toolkit and the Child Rights Education Toolkit.

21. UNICEF global advocacy in countries with a National Committee presence will seek to generate increased levels of support and commitment from parliamentarians, policy makers and the public for ODA advocacy priorities across the seven outcome areas of the UNICEF Strategic Plan, 2014-2017.

22. UNICEF domestic child rights advocacy in countries with a National Committee presence will seek to garner a strengthened political commitment to legislate, plan and budget for the improved and equitable fulfilment of child rights, with a particular focus on preventing and responding to violence against and the abuse, exploitation and neglect of children, as well as reducing multidimensional child poverty and exclusion.

23. As a complement to child rights advocacy, UNICEF child rights education in countries with a National Committee presence will seek to increase the number of children benefiting from child rights education in school curricula and other learning environments.

Enablers

24. The following cross-cutting enabling strategies will be employed to help achieve the goals:

(a) *Communication and brand positioning*. The Framework for External Communication and Brand Positioning for UNICEF Private Sector Fundraising and Engagement will provide a common strategic direction for communication in support of fundraising and advocacy objectives. Particular emphasis will be placed on brand management, digital media, corporate communications and brand positioning, and communication in emergencies;

(b) *Knowledge-sharing*. A culture of knowledge-sharing will be fostered, supported by collaborative tools and mechanisms to optimize the use and exchange of information and experience;

(c) *Investment capital*. Increased investment capital to expand the supporter base in existing and emerging markets can provide long-term sustainable and flexible revenue. Reinvesting by countries, increasing PFP investment funds and new and innovative approaches will be explored to source capital for fundraising investment;

(d) *Human resources*. Appropriately skilled, knowledgeable and engaged people are critical to achieving the Plan’s objectives. There will be a strong focus on human resources to provide technical expertise in the areas of fundraising, corporate engagement and advocacy;

(e) *Information technology platforms*. Common information technology platforms to support fundraising, including donor databases and platforms that support the exchange of financial information, will be explored to optimize efficiency and effectiveness in sharing data among National Committees and UNICEF, and in monitoring performance;

(f) *Risk management*. Risk management in the areas of funding, governance, external stakeholder relations and private sector engagement will be strengthened in both National Committees and country offices.

Alignment and coordination among stakeholders

25. The goals, results and strategies of the Plan will be translated through the joint strategic planning process with National Committees and through the country programming planning process with country offices, ensuring consistency and synergy between national and global goals.

26. In the period 2014-2017, UNICEF will continue to reinforce the relationship with National Committees to improve results for children by focusing on the shared vision and greater cohesion, enhanced governance, commitment to efficiency and effectiveness and tailored relationship management.

27. National Committees for UNICEF play a vital role in achieving the goals of the Plan. At the same time, the role of UNICEF country offices in the field of private sector fundraising and partnerships is gaining momentum. In the period 2014-2017, UNICEF country offices carrying out private sector fundraising activities in high-potential markets will be structured to reflect the following principles: (a) global private sector fundraising as a core role; (b) investment in private sector fundraising capacity to drive growth; (c) synergy between fundraising, programme, communication and advocacy; (d) safeguarding the integrity of programming; and (e) organizational design to enable a transformed role.

28. Strategic alignment within UNICEF — among National Committees, regional and country offices and headquarters divisions — on a shared vision, goals and objectives is critical to achieving the targets of the Plan. Alignment will be ensured through the implementation of the collaboration framework that maps out the division of roles and responsibilities of National Committees, country offices and headquarters divisions to achieve major results and strategic components of the Plan.