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Private Fundraising and Partnerships: 2016 workplan and proposed budget

Summary

The Private Fundraising and Partnerships workplan and proposed budget for 2016 is presented to the Executive Board for approval. In 2016, the total private sector revenue will reach a projected $1.44 billion of which $626 million will be regular resources and $810 million other resources. The 2016 planned expenses, funded from resources allocated to management, development effectiveness and special purpose activities, amount to $169.8 million, of which $43 million will be funded by other resources. Expenses funded by other resources appear in the PFP workplan for the first time in 2016.

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 budget for 2016 is based on the UNICEF Strategic Plan 2014-2017 and the Private Fundraising and Partnerships Plan for the same period. A summary of the Private Fundraising and Partnerships Plan 2014-2017 is presented in annex II.

3. The 2016 workplan and budget cover the costs associated with the generation of private sector revenue and partnerships activities, and address the PFP results related 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 PFP workplan presents PFP revenue projections for 2016 and the 2016 PFP expenses budget that will enable UNICEF to reach a fundraising target of $1.47 billion by the end of 2017, just over the medium-growth scenario outlined in the Private Fundraising and Partnerships Plan, despite the challenging fundraising environment and the negative impact of exchange rate fluctuations.

5. Country offices' PSFR expenses funded by other resources (OR) are included in the 2016 budget submission for the first time. Previously, these expenses were reflected in the total country programme assistance expenses of the respective country offices.

6. The total proposed PFP budget for 2016 is $169.8 million. PFP expenses of $20.8 million under the development effectiveness and management categories have already been approved as part of the UNICEF integrated budget submission to the Executive Board in September 2013 (E/ICEF/2013/AB/L.4). Hence, this submission presents only the special purpose expenses of $149 million ($106 million special purpose — regular resources (RR) — and $43 million special purpose OR) to the Executive Board for approval, while also highlighting some minor post changes to the integrated budget that come within the approved budget.

7. The 2016 budget of $169.8 million represents an overall increase of $37.7 million (29 per cent) compared with the PFP 2015 budget. The increase is due to $43 million in special purpose OR costs for country office fundraising ($41 million) and private sector engagement ($2 million), which were previously not included in the PFP budget. When comparing only the RR component of the PFP budget, the budget will decrease from $132.1 million to $126.8 million (a 4 per cent decrease).

8. PFP continues to make efforts to reduce PFP operating costs. The budget projects that these costs, excluding PFP investment funds and country offices' private sector fundraising expenses funded by OR, will reduce from $72.1 million in 2015 to $66.8 million in 2016 — a reduction of 7 per cent. The special purpose — RR — expenditure, not including investment funds, will decrease from $51.3 million in 2015 to $46 million in 2016, a reduction of $5.3 million, or 10 per cent.

9. To expand revenue from the private sector, investment funds in 2016 are proposed to be maintained at $60 million — the same level as in 2015. Investment funds remain critical to increasing private sector revenue for UNICEF, particularly flexible regular (core) resources.

10. The year 2016 will be the first year when private sector fundraising expenditure by country offices will be consolidated within the PFP budget in submissions to the Executive Board under special purpose OR. Previously, country office PSFR expenditure was funded by two sources: (a) PFP-funded expenditure; and (b) expenditure approved by the Executive Board as part of the country programme documents (CPDs). Expenditure funded by PFP was part of 'special purpose' in submissions to the Executive Board.

11. As fundraising activities and expenses grow and expand in country offices, the continued reflection of these costs within CPDs should be avoided. The primary reason for separating out fundraising activities and expenses is to increase transparency by differentiating the level of resources that UNICEF provides for the implementation of its country programmes from the resources it invests in fundraising. In addition, the 2013 external audit report included a recommendation to "consider presenting and reporting the budget for the private sector fundraising activities of its country offices in an integrated manner".[1]

12. Therefore, further to a decision made by the Executive Director, country office private sector fundraising expenses will be included in PFP financial reports to the Board under special purpose OR.

13. Furthermore, the 2014-2017 PFP plan set 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. This will be achieved through activities within priority industries and/or countries together with business, industry associations, National Committees, country offices and governments to develop good practice and promote greater uptake of the *Children's Rights and Business Principles*.

14. To fund activities to fulfil this agenda, up to $2 million will be raised from government, business and other donors (such as foundations) and allocated to the three private sector engagement pillars: (a) increased strategic private sector engagement in focused industries; (b) strengthened programme engagement with targeted businesses to address challenges affecting the achievement of children's rights; and (c) increased commitment and action by stakeholders to promote, support, respect and fulfil children's rights.

15. To accommodate integration of these country office and private sector engagement expenses into the PFP workplan and budget, PFP is requesting an OR ceiling of $43 million ($41 million for country offices' fundraising expenses and $2 million for private sector engagement).

[1] UNICEF financial report and audited financial statements for the year ended 31 December 2013 and Report of the Board of Auditors, A/69/5/Add.3, chapter II, para. 63.

II. Latest results for 2015

16. The 2015 total private sector revenue is expected to be $1.35 billion, 8 per cent higher than the approved budget of $1.25 billion.

17. The 2015 projected private sector revenue from RR is $545 million. This is $105.5 million less than the approved target. Exchange rate fluctuations continue to heavily impact revenue as the currencies of many National Committee countries continue to decline compared to the United States dollar. The PFP Division is working closely with the National Committees, which are large RR contributors, to implement fundraising actions that will minimize the impact and enable UNICEF to continue to meet overall private sector fundraising revenue targets.

18. Other resources are estimated at $808 million, which is $206 million (34 per cent) higher than the approved target. Eighteen per cent growth is foreseen in OR (regular), which is projected at $628 million compared with $532 million approved. The Nepal emergency has also had a large impact on emergency revenue, with $180 million projected revenue compared with $70 million planned.

19. The latest estimated expenses for 2015 are $124.6 million, which is $7.5 million, or 6 per cent, less than the approved budget of $132.1 million. Cost savings were made primarily through post-budget savings and savings related to closing the cards and products operations.

Table 1
Statement of revenue and expenditure

2014 actual results, 2015 approved budget, 2015 latest estimates and 2016 proposed budget

(in millions of United States dollars)

	2014 Actual			*2015 approved budget*			*2015 latest estimates*			*2016 proposed*			*2016 vs 2015 approved*	
	RR	*OR*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*Amount*	*%*
Private sector revenue														
Revenue from greeting cards and products	42.7		42.7	17.1		17.1			–			–	(17.1)	-100%
Private sector fundraising contributions	521.7	708.4	1 230.1	629.9	602.0	1 231.9	538.0	808.0	1 346.0	617.0	810.0	1 427.0	195.1	16%
National Committees	498.6	577.3	1 075.9	611.1	433.7	1 044.8	516.6	637.9	1 154.4	587.6	601.1	1 188.7		
Country offices	23.1	131.1	154.2	18.8	168.3	187.1	21.4	170.1	191.6	29.4	208.9	238.3		
Other revenue	7.1		7.1	3.5		3.5	7.0		7.0	9.0		9.0	5.5	157%
Total private sector revenue	**571.5**	**708.4**	**1 279.9**	**650.5**	**602.0**	**1 252.5**	**545.0**	**808.0**	**1 353.0**	**626.0**	**810.0**	**1 436.0**	**183.5**	**15%**
PFP expenses														
A. Development effectiveness costs:	**3.6**		**3.6**	**4.0**		**4.0**	**4.0**		**4.0**	**3.9**		**3.9**	**(0.1)**	-2%
National Committee Relations	3.6		3.6	4.0		4.0	4.0		4.0	3.9		3.9	(0.1)	-2%
B. Management costs:	**14.3**		**14.3**	**16.8**		**16.8**	**16.4**		**16.4**	**16.9**		**16.9**	**0.1**	**1%**
Director's Office and Strategic Planning	1.1		1.1	1.4		1.4	1.4		1.4	1.4		1.4	(0.0)	-2%
Finance and Operations	13.2		13.2	15.4		15.4	15.0		15.0	15.5		15.5	0.1	1%
C. Special purpose costs:	**100.7**		**100.7**	**111.3**	–	**111.3**	**104.2**		**104.2**	**106.0**	**43.0**	**149.0**	**37.7**	**34%**
Fundraising	16.6		16.6	21.4		21.4	20.0		20.0	22.5		22.5	1.1	5%
Country Office Support(1)	4.0		4.0	5.1		5.1	4.7		4.7	5.3		5.3	0.2	3%
Country Office Direct Fundraising Costs	2.0		2.0	3.8		3.8	3.1		3.1	3.9	41.0	44.9	41.1	1081%

	2014 Actual			2015 approved budget			2015 latest estimates			2016 proposed			2016 vs 2015 approved	
	RR	*OR*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*RR*	*OR*	*Total*	*Amount*	*%*
Marketing and Communication	5.8		5.8	6.9		6.9	6.3		6.3	8.0		8.0	1.1	16%
Procurement	1.0		1.0	1.0		1.0	0.9		0.9	1.2		1.2	0.2	19%
Cards and Products	17.3		17.3	7.9		7.9	4.1		4.1	–		–	(7.9)	-100%
Private Sector Engagement	4.3		4.3	5.2		5.2	5.1		5.1	5.1	2.0	7.1	1.9	37%
Investment Funds	49.8		49.8	60.0		60.0	60.0		60.0	60.0		60.0	–	0%
Total PFP expenses	**118.6**		**118.6**	**132.1**		**132.1**	**124.6**		**124.6**	**126.8**	**43.0**	**169.8**	**37.7**	**29%**
Licensing expenses of National Committees	11.2		11.2	2.6		2.6	1.4		1.4	1.4		1.4	(1.2)	-46%
PFP foreign exchange gains (losses)	(0.8)		(0.8)	–		–			–	–		–	–	0%
Net private sector surplus	**440.9**	**708.4**	**1 149.3**	**515.8**	**602.0**	**1 117.8**	**419.0**	**808.0**	**1 227.0**	**497.8**	**767.0**	**1 264.8**	**147.0**	**13%**

	2014 Actual	2015 approved budget	2015 latest estimates	2016 proposed
Expenses/total private sector revenue ratio (excluding investment funds)	5.4%	5.8%	4.8%	7.6%
Expenses/total private sector revenue ratio (including investment funds)	9.3%	10.5%	9.2%	11.8%

Prior year expenses have been re-stated on an approximate basis.

(1) Country Office Support Costs include Country Office Development and Support Unit and Regional Support Centres.

III. Key expected results for 2016 and required resources in the PFP budget

20. The present workplan and budget document addresses the main PFP functions: (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.

21. In 2016, the third year of implementation of the Private Fundraising and Partnerships Plan 2014-2017, PFP will aim to achieve four key results:

(a) Total private sector revenue reaches $1.44 billion, including $626 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 UNICEF Private Fundraising and Partnerships Plan 2014-2017, 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.

22. A total of $141.9 million ($100.9 million RR, $41 million OR) has been budgeted as a contribution to achieve the first planned result: total private sector revenue from private individuals, business and foundations reaches $1.44 billion by the end of 2016, including $626 million in RR (see table 3). The following are some of the key areas for 2016:

(a) PFP will 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.

(b) Investment funds will be maintained primarily to drive growth in priority markets and priority revenue streams.

(c) PFP will continue to support private fundraising and partnerships in country offices. The year 2016 will be the first year when private sector fundraising expenditure will be consolidated within the PFP budget under special purpose OR following a decision made by the Executive Director.

(d) Due diligence, risk management and mitigation will be strengthened to enable and enhance strategic partnerships for children with corporations.

23. A total of $7.1 million ($5.1 million RR, $2 million OR) has been budgeted for the second result: private sector stakeholders provide increased resources and support for the realization of children's rights (see table 3). PFP will further 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 will be raised from government, business and other donors such as foundations.

24. A total of $3.9 million has been allocated for the third result: National Committees implement the strategic direction set by the UNICEF Private Fundraising and Partnerships Plan 2014-2017, and have the technical guidance, tools and operational support needed to deliver planned results (see table 3). This will be used to strengthen coordination, oversight and risk management activities in the National Committees, including joint strategic planning and monitoring of the implementation of the Cooperation Agreement. The Division will also provide guidance to the governing boards and executive management teams of the National Committees to continue implementing the principles of good governance relating to management and operations, board activities, disclosure and transparency, ethics, audit, risk management and compliance.

25. A total of $16.9 million has been budgeted for the fourth result: effective and efficient management and operations support for PFP activities (see table 3). This includes the PFP contribution to the Geneva Office Common Services budget. Management and operations support will focus on the overall guidance and strategic direction of all aspects of UNICEF private sector fundraising and partnerships, continued strengthening of management of PFP activities, 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.

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

IV. Revenue and expense projections for 2016

A. Introduction

27. The format and presentation of the budget and tables are aligned with those of the UNICEF integrated budget 2014-2017 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.

28. The PFP expenses that fall under the development effectiveness and management categories have been approved as part of the integrated budget submission to the Executive Board. This submission presents the special purpose expenses to the Executive Board for approval.

29. Planning for the 2016 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 2015 by National Committees and country offices. It is slightly higher than the medium-growth scenario that is projected in the UNICEF Private Fundraising and Partnerships Plan, which provides revised projections for total private sector revenue of $1.47 billion by the end of 2017.

30. In 2016, total private sector revenue is projected to reach $1.44 billion, of which $626 million will be RR and $810 million OR. This will be achieved with

expenses of $169.8 million, with $126.8 million funded from RR and $43 million from OR.

31. In 2016, the proposed investment fund budget is to be maintained at $60 million to reach the targets of the UNICEF Private Fundraising and Partnerships Plan.

32. Excluding investment funds and funding from OR, all other costs for the Division are projected to decrease by 7 per cent, from $72.1 million in 2015 to $66.8 million in 2016.

33. The special purpose RR expenditure, not including investment funds, will decrease from $51.3 million to $46 million in 2016, a reduction of $5.3 million, or 10 per cent, compared with 2015.

34. As indicated in table 1, the net private sector surplus for 2016, after deducting PFP expenses, investment funds and National Committee licencing expenses, is projected to reach $1.26 billion. This figure is $147 million, or 13 per cent, higher than that approved for 2015.

35. The expenses/private sector revenue ratio (excluding special purpose OR expenses) will continue to decrease, from 10.5 per cent in 2015 to 8.8 per cent in 2016. When investment funds and special purpose OR expenses are excluded, the operational expenses/private sector revenue ratio will fall from 5.8 per cent in the 2015 approved budget to 4.7 per cent in the budget proposed for 2016.

B. Revenue

36. The proposed budget for 2016 assumes a 15 per cent increase in total private sector revenue, from the 2015 approved total of $1.25 billion to $1.44 billion in 2016.

37. The growth is due to a projected increase of 35 per cent in private sector OR revenue compared with the 2015 approved budget.

C. Expenses

38. The total PFP expenses in 2016 are projected at $169.8 million, a $37.7 million increase with respect to the 2015 approved budget of $132.1 million. The increase is due to the $43 million of special purpose OR costs for country office fundraising and private sector engagement. These are included in the PFP budget for the first time following a decision made by the Executive Director. When comparing only the RR component of the PFP budget, without country office costs, the budget will decrease by 4 per cent, from $132.1 million to $126.8 million.

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

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 management of the strategic relationship with the National Committees for UNICEF. The proposed development effectiveness budget will decrease by $0.1 million to $3.9 million, and remain in line with the 2014-2017 institutional budget 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 increase by less than 1 per cent, from $16.8 million in 2015 to $16.9 million in 2016.

43. Management costs, which are funded by the institutional budget component of the overall PFP budget, remain in line with the 2014-2017 institutional budget approved as part of the UNICEF integrated budget.

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 cover 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 decrease from $111.3 million in 2015 to $106 million in 2016 (minus 5 per cent). The $5.3 million decrease in special purpose costs as compared to the 2015 budget is in line with the resource requirements of the Private Fundraising and Partnerships Plan 2014-2017. The decrease is mainly due to the elimination of non-post operating expenses related to closing the cards and products operations.

47. The proposed special purpose resources will enable PFP to meet the goals of the Private Fundraising and Partnerships Plan 2014-2017 through four pillars: providing global fundraising expertise and building capacity in the National Committees and UNICEF country offices; monitoring quality and strengthening reporting of results; implementing an integrated approach to UNICEF engagement with business; and the strategic application and rigorous monitoring of the use of investment funds.

48. The proposed budget for fundraising will increase by $1.1 million (5 per cent), from $21.4 million in 2015 to $22.5 million in 2016. The increase is due to the additional cost of fundraising posts for technical specialists to drive RR revenue, an increased consultancy budget to mobilize the latest market expertise and develop

new initiatives and fundraising techniques, and more resources in corporate intelligence and due diligence to support the organization-wide roll-out of the corporate engagement strategy.

49. The special purpose RR budget for country office support will increase by $0.3 million (3 per cent) to $9.2 million in 2016. This is mainly due to the creation of a new post to strengthen global strategy and oversight of fundraising operations in country offices, which are a growing market for private sector fundraising.

50. The proposed budget for marketing and communication is $8 million, an increase of $1.1 million (16 per cent) as compared with the 2015 approved budget. The increase is mainly for the establishment of a knowledge management post, for incorporating two established posts from other sections into the current structure, and for consultancies related to maintaining a strategic advantage in market knowledge.

51. The budget for procurement will increase by $0.2 million as compared to the 2015 approved budget. The budget increase is related to increasing capacity in procurement related to services in country offices.

52. The budget for private sector engagement, excluding the proposed special purpose OR ceiling, will decrease by $0.1 million, from $5.2 million in 2015 to $5.1 million in 2016.

V. Investment funds

53. 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 $1.47 billion by the end of 2017.

54. Success in further expanding pledge giving — which is defined as regular monthly giving by individual donors — is the foundation of the ambitious goals in the Private Sector Fundraising and Partnerships Plan. Pledge giving has grown consistently over the past five years. By the end of 2016, UNICEF is expected to have 5 million pledge donors around the world, contributing $795 million in gross revenue. By the end of 2017, UNICEF is expected to have 5.5 million pledge donors, contributing nearly $900 million in gross revenue. Realizing the full potential of pledge giving is dependent on maintaining investment funds at $60 million in 2016, and continued investment at the same level in 2017.

55. An analysis of the 2015 investment fund results was conducted in the first and second quarters of 2015; a total of 32 reports were analysed, representing 56 per cent of the 2015 allocation of investment funds.

56. The results show that the projected return on investment is on track to achieve the forecast return of 3.5:1 over 36 months if investment funds are maintained at current levels.

57. Investment fund requests received in 2015 indicate there is scope to maintain or even increase funding in 2016 while maintaining the return on investment of at least 3:1. In 2015, fundable requests totalling $71 million were received by PFP versus a budget of $60 million; this shows that the demand for investment funds exceeds the available budget.

58. The alignment of investment fund allocations with the Private Sector Fundraising and Partnerships Plan and improved monitoring of revenue has ensured that investment funds are effectively deployed to secure growth in private sector revenue. The projected return from 2015 investments is more than the 3:1 minimum required. The $60 million invested in 2015 will generate $210 million in contributions (before National Committee expenses are deducted) over 36 months. Investing $60 million in 2016 will complement fundraising investments by National Committees and help to ensure that private sector contributions achieve the revenue goals in the Private Sector Fundraising and Partnerships Plan.

Table 2
Range of budgeted revenue and expenditure

1 January-31 December 2016
(in millions of United States dollars)

	I low projection	*II medium projection*	*III high projection*
Private sector revenue			
Private sector fundraising contributions	1 325.8	1 427.0	1 569.7
National Committees	1 103.0	1 188.7	1 305.9
Country offices	222.8	238.3	263.8
Other revenue	8.2	9.0	9.9
Total private sector revenue	**1 334.0**	**1 436.0**	**1 579.6**
PFP expenses			
A. Development effectiveness costs	**3.9**	**3.9**	**3.9**
National Committee Relations	3.9	3.9	3.9
B. Management costs	**16.9**	**16.9**	**16.9**
Director's Office and Strategic Planning	1.4	1.4	1.4
Finance and Operations	15.5	15.5	15.5
C. Special purpose costs	**145.4**	**149.0**	**155.7**
Fundraising	21.4	22.5	25.2
Country Office Support(1)	5.0	5.3	6.0
Country Office Direct Fundraising Costs	43.5	44.9	45.7
Marketing and Communication	7.6	8.0	9.2
Procurement	1.1	1.2	1.4
Cards and Products	0.0	0.0	0.0
Private Sector Engagement	6.8	7.1	8.2
Investment Funds	60.0	60.0	60.0
Total PFP expenses	**166.2**	**169.8**	**176.5**
Licensing expenses of National Committees	1.4	1.4	1.4
Net private sector surplus	**1 166.4**	**1 264.8**	**1 401.7**

(1) Country Office Support Costs include the Country Office Development and Support Unit and Regional Support Centres.

VI. Human resources — Post changes

59. The total number of proposed posts for 2016 is 368, including 209 posts funded by RR and 159 posts funded by OR. As mentioned in section II above, following a decision by the Executive Director, costs related to country office fundraising funded by OR will be under the PFP budget as of 2016. Of the 209 posts funded by RR, 173 will be in headquarters and 36 in regional support centres and country offices. The 159 posts funded by OR are all in country offices.

60. Overall, the Division proposes to abolish seven posts, regularize seven temporary appointments and establish 17 new posts, all of which are at PFP headquarters, resulting in a net increase of 17. Thirteen of the 17 net new posts are from the RR special purpose budget; of the 13, four are regularizations of temporary posts, resulting in a net increase of nine posts under the RR special purpose budget. The Division will also incorporate 159 posts funded by OR in accordance with the decision of the Executive Director. All post changes are related to the restructuring of PFP to align the Division's staffing and resources to support the goals of the Private Fundraising and Partnerships Plan 2014-2017.

61. There is an increase of four posts supported by the institutional budget under the categories of management and development effectiveness costs, i.e., National Committee Relations; the Director's Office and Strategic Planning; and Finance and Operations. Three out of the four newly established posts are regularizations of functions currently carried out by temporary assistance. The fourth is the establishment of a post for a Financial Monitoring Officer to maximize oversight of OR in country offices following the decision made by the Executive Director.

62. The number of posts supported by the PFP special purpose RR budget will increase by 13, four of which are regularizations of temporary posts, resulting in a net increase of nine posts.

63. The Fundraising section will increase by five posts that will focus on increasing revenue generation to meet and exceed the targets in the Private Fundraising and Partnerships Plan 2014-2017.

64. Three posts are being established in the Private Sector Engagement section, two of which are regularizations of temporary posts. The new posts will strengthen technical support to country offices and National Committees in their advocacy for child rights and for child-focused corporate social responsibility.

65. One post is being established in the Country Office Development and Support unit to seek and maximize market growth opportunities in country offices, help to overcome technical barriers to growth, and assure optimal performance and capacity of the regional support centres.

66. Marketing and Communication is establishing one new post to regularize the knowledge management function so as to continue improved knowledge-sharing within the UNICEF private sector network. The section is also receiving two posts that are being transferred from other sections within PFP.

67. Procurement is regularizing a temporary post that supports revenue generation through private sector fundraising activities in country offices.

68. The total number of posts funded by RR in UNICEF country offices and regional support centres will not increase in 2016 and will remain at 36 posts.

Table 3
Proposed budget, by expected results

1 January-31 December 2016

(in millions of United States dollars)

	Resource Requirements		
Expected Results	*RR*	*OR*	*Total*
Special purpose	**106.0**	**43.0**	**149.0**
Outcome 1: Total private sector revenue from private individuals, business and foundations, reaches $1,436 million by the end of 2016.	**100.9**	**41.0**	**141.9**
1.1. Private sector fundraising contributions increase to $626.0 million in RR and $810.0 million in OR by end-2016.	92.9	41.0	133.9
1.2. Strengthened communication for private sector fundraising and engagement in relation to brand management and positioning, digital media, corporate partnerships, and emergency fundraising.	8.0	0.0	8.0
Outcome 2: Private sector stakeholders provide increased resources and support for the realisation of children's rights.	**5.1**	**2.0**	**7.1**
2.1. Increased strategic private sector engagement in focused industries	2.3	0.8	3.1
2.2. Strengthened programme engagement with targeted businesses to address challenges affecting children's rights.	2.0	0.8	2.8
2.3. Increased commitment and action by stakeholders to promote, support, respect and fulfil children's rights	0.8	0.4	1.2
Development effectiveness	***3.9***	***0.0***	***3.9***
Outcome 3: National Committees implement the strategic direction set by the Private Fundraising and Partnerships Plan 2014-2017, and have technical guidance, tools and operational support to deliver the plan results.	**3.9**	**0.0**	**3.9**
Management	***16.9***	***0.0***	***16.9***
Outcome 4: Efficient and effective management and operations support.	**16.9**	**0.0**	**16.9**
4.1. Effective and efficient governance and systems.	3.0	0.0	3.0
4.2. Effective and efficient management and stewardship of financial resources.	13.6	0.0	13.6
4.3. Effective and efficient management of human capacity.	0.3	0.0	0.3
Total proposed budget for achieving results	**126.8**	**43.0**	**169.8**

Table 4
UNICEF Private Fundraising and Partnerships Plan: Financial projections

2014 actual results, 2015 approved budget, 2015 latest estimates, 2016 proposed budget and 2017 projections

(in millions of United States dollars)

	2014 actual results	*2015 approved budget*	*2015 latest estimates*	*2016 proposed budget*	*2017* projection*
Private sector revenue					
Revenue from greeting cards and products	42.7	17.1	0.0	0.0	0.0
Private sector fundraising contributions	1 230.1	1 231.9	1 346.0	1 427.0	1 458.0
National Committees	1 075.9	1 044.8	1 154.4	1 188.7	1 212.8
Country offices	154.2	187.1	191.6	238.3	245.2
Other revenue	7.1	3.5	7.0	9.0	10.0
Total private sector revenue	**1 279.9**	**1 252.5**	**1 353.0**	**1 436.0**	**1 468.0**
PFP expenses					
A. Development effectiveness costs	**3.6**	**4.0**	**4.0**	**3.9**	**4.1**
National Committee Relations	3.6	4.0	4.0	3.9	4.1
B. Management costs	**14.3**	**16.8**	**16.4**	**16.9**	**17.1**
Director's Office and Strategic Planning	1.1	1.4	1.4	1.4	1.6
Finance and Operations	13.2	15.4	15.0	15.5	15.5
C. Special purpose costs	**100.7**	**111.3**	**104.2**	**149.0**	**156.8**
Fundraising	16.6	21.4	20.0	22.5	25.2
Country Office Support(1)	4.0	5.1	4.7	5.3	5.8
Country Office Direct Fundraising Costs	2.0	3.8	3.1	44.9	47.9
Marketing and Communication	5.8	6.9	6.3	8.0	8.8
Procurement	1.0	1.0	0.9	1.2	1.3
Cards and Products	17.3	7.9	4.1	0.0	0.0
Private Sector Engagement	4.3	5.2	5.1	7.1	7.8
Investment Funds	49.8	60.0	60.0	60.0	60.0
Total PFP expenses	**118.6**	**132.1**	**124.6**	**169.8**	**178.0**
Sales/Licensing expenses of National Committees	11.2	2.6	1.4	1.4	1.0
PFP foreign exchange gains (losses)	(0.8)	0.0	0.0	0.0	0.0
Net private sector surplus	**1 149.3**	**1 117.8**	**1 227.0**	**1 264.8**	**1 289.0**

* Projections for the years 2017 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

69. The draft decisions relating to the Private Fundraising and Partnerships budget for 2016 are presented below for approval by the Executive Board.

A. Private Fundraising and Partnerships budgeted expenses for 2016 fiscal year (special purpose)

The Executive Board

1. *Approves* for the fiscal year 2016 (1 January to 31 December) budgeted special purpose expenses of $149 million, as detailed in the table below.

(in millions of United States dollars)

Investment funds costs funded by special purpose — regular resources	60
Other private sector fundraising costs funded by special purpose — regular resources	46
Total private sector fundraising and partnerships costs funded by special purpose — regular resources	**106**
Private sector fundraising and partnerships costs funded by special purpose — other resources	**43**
Total special purpose expenses	**149**

2. *Authorizes* UNICEF

(a) To incur expenses, as summarized in column II of table 2 of the document E/ICEF/2016/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 2016 approved workplan.

B. Budgeted revenue for the year 2016

The Executive Board

1. *Notes* that, for the period 1 January to 31 December 2016, Private Fundraising and Partnerships revenue is budgeted at $1.44 billion as shown in column II of table 2 in document E/ICEF/2016/AB/L.1.

C. Policy issues

The Executive Board

1. *Approves* allocation of investment funds, amounting to $60 million for 2016;

2. *Approves* an interim one-month allocation for January 2017 of $10.6 million (or 10 per cent of the special purpose regular resources allocation), to be absorbed in the annual Private Fundraising and Partnerships budget for 2017.

Annex I

Summary of post changes proposed for 2016

Detail	Post levels D2	D1	P5	P4	P3	P2	Total IP	NO	GS	Grand total
Base PAT 2015 approved	**1**	**4**	**19**	**40**	**48**	**8**	**120**	**0**	**36**	**156**
PFP headquarters										
Approved 2015	**1**	**4**	**19**	**40**	**48**	**8**	**120**	**0**	**36**	**156**
Post changes 2016										
Management:	**0**	**0**	**0**	**0**	**0**	**2**	**2**	**0**	**1**	**3**
Finance and Operations					0	2	2		1	3
Development effectiveness	**0**	**0**	**0**	**0**	**1**	**0**	**1**	**0**	**0**	**1**
National Committee Relations					1		1			1
Special Purpose:	**0**	**0**	**0**	**9**	**1**	**1**	**11**	**0**	**2**	**13**
Fundraising				7	-3	0	4		1	5
Country Office Support[(1)]				1			1			1
Marketing and Communication				1	2		3			3
Procurement						1	1			1
Private Sector Engagement					2		2		1	3
Proposed 2016	**1**	**4**	**19**	**49**	**50**	**11**	**134**	**0**	**39**	**173**
Change vs. 2015 approved	**0**	**0**	**0**	**9**	**2**	**3**	**14**	**0**	**3**	**17**
Regional support centres and UNICEF country offices										
(Special Purpose)										
Approved 2015	0	0	3	11	6	1	21	7	8	36
Post changes 2015 Latest Estimates and 2016	0	0	0	0	1	-1	0	0	0	0
Proposed 2016	**0**	**0**	**3**	**11**	**7**	**0**	**21**	**7**	**8**	**36**
Change vs. 2015 approved	**0**	**0**	**0**	**0**	**1**	**-1**	**0**	**0**	**0**	**0**
Total PFP RR										
Approved 2015	1	4	22	51	54	9	141	7	44	192
Proposed 2016	**1**	**4**	**22**	**60**	**57**	**11**	**155**	**7**	**47**	**209**
Change vs. 2015 approved	0	0	0	9	3	2	14	0	3	**17**
UNICEF country offices OR (Other resources)										
(Special Purpose)										
Approved 2015	**0**	**0**	**0**	**6**	**0**	**0**	**6**	**53**	**70**	**129**
Post changes 2015 Latest Estimates and 2016	0	0	0	0	0	0	0	16	14	**30**
Proposed 2016	**0**	**0**	**0**	**6**	**0**	**0**	**6**	**69**	**84**	**159**
Change vs. 2015 approved	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**16**	**14**	**30**
Total PFP										
Approved 2015	1	4	22	57	54	9	147	60	114	321
Proposed 2016	**1**	**4**	**22**	**66**	**57**	**11**	**161**	**76**	**131**	**368**
Change vs. 2015 approved	0	0	0	9	3	2	14	16	17	47

IP = International Professional; NO = National Officer; GS = General Service; PAT = Post authorization table.
[(1)] Country office Support Costs include the Country Office Development and Support unit and regional support centres.

Annex II

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

Introduction

1. The 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 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 Private Fundraising and Partnerships 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 Private Fundraising and Partnerships Plan. Significant trends include:

(a) Increasing pressure on official development assistance (ODA) from traditional donor governments;

(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) An explosion 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 Private Fundraising and Partnerships 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.

7. UNICEF will focus global 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. Investment capital will be increased, including from external sources, to drive growth, primarily in revenue from pledge donors. By the end of 2015, the UNICEF cards and products business will have completed a transition from the current 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 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) alignment of global and country priorities; and (c) 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:

(a) *Pledge giving* will be the cornerstone of the fundraising strategy for 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.

(b) With the growing role of the *corporate sector* on 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 those 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.

(c) 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 to 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.

(d) *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 ageing 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.

(e) *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 assets such 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 communication. 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 communication 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 where UNICEF maintains a direct presence and where growth is expected to be faster and fundraising more cost effective, the focus will be on capturing market share through 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, CSR advocacy 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 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 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 strengthened political commitment to legislate, plan and budget for improved and equitable fulfilment of child rights, with

a particular focus on preventing and responding to violence, 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 communication 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 and external stakeholder relations will be better aligned with organizational objectives. Guidance, support and quality assurance of risk management linked to 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 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 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.