1. Introduction

The Private Fundraising and Partnerships Plan supports the UNICEF Strategic Plan 2014–2017 and other organizational strategies and frameworks. The Private Fundraising and Partnerships Plan 2014–2017 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 change in the lives of children.

Some one-third of UNICEF revenue is generated from private individuals and the corporate sector through the fundraising activities of the global network of 36 National Committees in industrialized countries and some UNICEF country offices, primarily those in middle income countries. National Committees and country offices also engage with business to advance child rights in their countries through non-financial partnerships. In addition, National Committees conduct child rights education and advocacy activities to deepen public awareness and mobilize key audiences, including the general public and civil society groups, to influence decision-makers to enhance their support for child rights.

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 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.

2. The changing environment

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

- Increasing pressure on official development assistance (ODA) from traditional donor governments.
- 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.
- Increasing competition for the donor dollar in a progressively more competitive and globalized marketplace, with more and professional not-for-profit organizations and new channels for communicating with and engaging audiences to garner support, build trust and raise funds.
- Rising expectations for cost-effectiveness, with donors seeking transparency and value for money.
- 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.
3. UNICEF private fundraising and partnerships

A universal mandate for all the world’s children, a strong brand and a global presence – a powerful 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.

In implementing the Private Fundraising and Partnerships Plan, National Committees, UNICEF country offices and headquarters divisions will work together to achieve two broad goals: (1) maximize contributions from the private sector for UNICEF programmes and (2) expand strategic engagement with the private sector and advocate to advance child rights.

3.1. Maximize contributions from the private sector for UNICEF programmes

UNICEF will seek to increase annual revenue from the private individuals, business and foundations to US$1.75 billion, including US$960 million in regular resources (RR) by the end of 2017.

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 pledge revenue from pledge donors. By the end of 2014, the UNICEF cards and products business will have completed a transition from the current in-house operation in the Division of Private Fundraising and Partnerships to one based solely on third-party licensing and some National Committees producing merchandise for their markets.

The quality of revenue raised will be a primary consideration across all fundraising activities, with a focus on regular resources (RR) 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 (OR) ensure this is achieved in an efficient way.

(a) Focus on 5 priority income streams

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.

1. **Pledge** giving will be the cornerstone of the fundraising strategy for 2014–2017, with investment focused both on 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 proceeds from individual pledge donors grew by 85 per cent, reaching US$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 contributions and a major source of RR from the private sector. By the end of 2017, pledge giving by individuals will generate US$1 billion per year in gross proceeds, with an estimated 5.88 million individual pledge donors contributing an average of US$171 per year.
2. With the growing role of the corporate sector in sustainability, and the growth of corporate giving, there is potential to significantly increase the total contributions from UNICEF corporate partnerships. UNICEF will focus on partnerships with higher contributions potential and the most effective fundraising mechanisms (notably strategic philanthropy, cause-related marketing, licensing and customer giving), favouring and encouraging those partnerships which generate quality contributions. UNICEF will proactively seek strategic global corporate alliances, which can then be rolled out at the country level. At the same time, UNICEF will leverage partnerships for their value beyond cash contributions – 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.

3. Fundraising from major donors, defined as those giving or with the potential to give at least US$100,000, 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 leadership and personal involvement of senior management.

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

5. Private foundations have become increasingly important in international development. Partnering with foundations with an international reach offers both strong potential for contributions growth for UNICEF, 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.

UNICEF will place major emphasis on leveraging digital media to drive fundraising contributions. Digital media will be employed as a key channel in the fundraising communication mix. UNICEF will maximize the integration of digital channels to increase contributions, 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.

UNICEF will not focus on one-off giving (except where it contributes to growth in pledge, or raises OR for emergencies), low-value corporate partnerships, special events (except where they directly enhance relationship-building with major donors), or digital engagement activities which do not offer a strong return on investment or support child rights advocacy and public mobilization goals.

(b) Alignment of global and country priorities

PFP will work closely with National Committees and country offices to determine the most effective fundraising strategy for each market, including identifying priority revenue streams. To implement global strategies at the national level, a new ‘bridging framework’ will be employed. Fundraising performance can be optimized by sharing results and experience between countries. By working together across the world, this network will become better at replicating success across countries, shortcutting the learning process, and delivering economies of scale in fundraising infrastructure and systems.
(c) Allocating resources to markets according to their potential to contribute to global fundraising goals

UNICEF will allocate financial and technical resources to markets according to the potential of each to contribute to global 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, where growth is expected to be faster and fundraising more cost-effective, the focus will be decisively on capturing market share through aggressive acquisition of pledge donors, with the aim of more than doubling gross proceeds over four years.

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

UNICEF will further develop strategic engagement with the private sector and undertake advocacy activities to advance children’s 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

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

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, who 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 strategies in the implementation of UNICEF country programmes.

As corporates shift from charitable giving toward 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 – an important opportunity for UNICEF both to maximize resources and to influence core business activities in favour of child rights. UNICEF will engage with the business sector, foundations and multi-stakeholder initiatives to increase the number of UNICEF corporate partnerships which integrate resource mobilization, programme collaboration and corporate social responsibility (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.

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, 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

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 official development assistance (ODA) and on the reduction of domestic child poverty and social exclusion.
A strategic shift will be made to more fully align 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.

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. Related policy dialogue and advocacy will focus on the quantity and quality of foreign aid, including the 0.7 per cent of GDP minimum ODA allocation, and innovative development financing.

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 prevention of and response to violence, abuse, exploitation and neglect, as well as reducing multidimensional child poverty and exclusion.

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

4. Enablers

The following crosscutting enabling strategies will be employed to help achieve these goals:

- **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.

- **Knowledge-sharing.** A culture of knowledge-sharing, supported by collaborative tools and mechanisms to optimize the use and exchange of information and experience.

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

- **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 support technical expertise in the areas of fundraising, corporate engagement and advocacy.

- **Information technology platforms.** Common information technology (IT) platforms to support fundraising, including donor databases and platforms supporting 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.

- **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.
5. Alignment and coordination among stakeholders

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

In 2014-2017, UNICEF will continue to reinforce the relationship with National Committees in order 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.

National Committees for UNICEF play a vital role in achieving the goals of this 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, (e) organizational design to enable a transformed role.

Strategic alignment within UNICEF – among National Committees, regional and country offices and headquarters divisions – around a shared vision, goals and objectives is critical. This will also require further alignment between headquarters divisions and close coordination at operational level to translate plans into action. To facilitate coordination and working together across the UNICEF private sector network, the collaboration framework for implementing the Plan has been developed that maps out the division of roles and responsibilities necessary to achieve major results and strategic components of the Plan.