January 2014

UNICEF Private Fundraising and Partnerships Plan 2014-2017
Presentation Outline

1. Outline
2. Results, strategies and enablers
3. Alignment of stakeholders
4. Summary
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Plan 2014-2017 Outline

1. UNICEF private fundraising and partnerships
2. Changing environment
3. Vision
4. Results
5. Strategies
   - 5.1. Private sector fundraising
   - 5.2. Strategic engagement with the private sector and advocacy to advance child rights
6. Enablers
   - 6.1. External communication and brand positioning
   - 6.2. Knowledge management
   - 6.3. Investment capital
   - 6.4. Human resources
   - 6.5. IT systems
   - 6.6. Risk management
7. Alignment and coordination among stakeholders

Annexes
Presentation Outline

1. Outline

2. Results, strategies and enablers

3. Alignment of stakeholders

4. Summary
1. UNICEF Private Fundraising and Partnerships

Purpose of the Plan:

• Set results, strategies and targets for UNICEF private sector and partnerships in support of UNICEF Strategic Plan 2014-2017

UNICEF private sector network:

• National Committees
• Country Offices
• PFP
• Other HQ divisions (DOC, DPS, EMOPS, GMA, OoR, PARMO, PD and SD)

Provides strategic direction for 2014-2017 in order to:

• Maximize contributions from the private sector for UNICEF programmes
• Expand strategic engagement with the private sector and advocate to advance child rights in countries with a National Committee presence
2. Changing environment for private sector fundraising and partnerships

External environment:
- Increasing pressure on ODA budgets
- Growing role of the private sector in development
- Increasing competition for the donor dollar
- Rising expectations for cost-effectiveness
- Explosion of digital communication

UNICEF competitive advantage:
- Universal mandate for all the world’s children
- Strong brand
- Global presence – a powerful network of National Committees and UNICEF country offices
3. Vision

UNICEF Strategic Plan 2014-2017
Provides vision/direction for UNICEF’s work in all countries

Overarching goal
Mobilize private fundraising and partnerships in support of the UNICEF Strategic Plan 2014-2017 and other organizational strategies

National Committees, country offices & HQ divisions will work together to
• Maximize contributions from the private sector for UNICEF programmes
• Expand strategic engagement with the private sector and advocate to advance child rights

Four principles underpin the Plan
1. Globalize (capitalize on unique global network on NCs and COs)
2. Focus (key markets, fundraising channels, advocacy and mobilization activities)
3. Align global and national priorities
4. Reinforce shared commitments
4. Results

National Committees, country offices and HQ divisions will work together to achieve the following results:

- By the end of 2017, private sector revenue to UNICEF reaches US$1.75 billion, including US$960 million in RR.

- Increased resources and support provided by stakeholders in the private sector to the realization of children’s rights. In countries with a National Committee presence, child rights are prioritized in policies and practices that affect children, globally and domestically
5. Strategies

5.1. Private sector fundraising

Global focus on 5 revenue streams:

1) Pledge and pathways to pledge ($1 billion by end of 2017)
2) Corporate fundraising
3) Major giving
4) Legacies
5) International foundations

Focus on nurturing the relationship with supporters and leveraging digital media to drive fundraising revenue.

Allocate resources to markets according to their potential to contribute to global fundraising goals

• Focus on countries with greatest potential

Alignment of global and country fundraising priorities
5. Strategies (continued)

5.2. Strategic engagement with the private sector and advocacy to advance child rights

- **Integrated approach to corporate engagement**
  - Increased # of UNICEF corporate partnerships by integrating resource mobilization, programme collaboration and CSR
  - Increased # of governments, businesses, other CSR actors and CSOs supporting children’s rights in the context of business operations
  - Engagement with business and multi-stakeholder initiatives contributing to results for children in UNICEF programme implementation
5. Strategies (continued)

5.2. Strategic engagement with the private sector and advocacy to advance child rights (continued)

- **Advocacy and child rights education in countries with National Committee presence**
  - Global advocacy to generate increased support/commitment from parliamentarians, policy-makers and the public for ODA
  - Domestic child rights advocacy on domestic child poverty/social exclusion
  - Child rights education
6. Enablers

6.1. External communication and brand positioning

- Clear and differentiated UNICEF brand positioning – implement the Framework for External Communication and Brand Positioning
- Communication materials and best practice guidelines on communication content/messaging
- Brand management, digital media, corporate and emergencies

6.2. Knowledge management

- Create culture of knowledge-sharing and replicate best in class performance through the global UNICEF network
- Collaborative tools and mechanisms, including platforms (e.g. Digital Workplace)

6.3. Investment capital

- Expand investment to grow fundraising
- Retention by countries and PFP investment funds
- Explore new innovative sources of investment capital
6. Enablers (continued)

6.4. Human resources
• Up to date technical expertise in fundraising, corporate engagement and advocacy
• Skilled, knowledgeable and engaged workforce in NCs, ROs/COs and PFP

6.5. IT systems
• Common IT platforms for fundraising (including donor databases, corporate engagement management) and finance (accounting and reporting systems)

6.6. Risk management
• Enhanced risk management in areas of funding and external stakeholder relations, including through due diligence and screening of corporate partners
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National Committees

- **Shared vision and greater cohesion**
  - National Committees and UNICEF to come closer without compromising the independent status of Committees
  - Alignment between global Plan and national strategies through streamlined Joint Strategic Plans

- **Enhanced governance**
  - Active and full implementation of the Cooperation Agreement
  - Risk management

- **Commitment to efficiency and effectiveness**
  - National Committees to identify and implement strategies to maximize efficiency and transparency, increase visibility and strength of UNICEF brand and magnitude and quality of contribution

- **Tailored relationship management**
  - One size does not fit all - the overall approach to relationship management will be tailored to meet the differing needs of National Committees
Country Offices

- **Global private sector fundraising as a core role**
  - Legitimate and important core UNICEF role in the country – beyond a support function for the country programme

- **Investment in PSFR capacity to drive growth**
  - Fundraising should not be limited by the size of the country programme but expand to enable growth of resources for the global organization

- **Synergy between fundraising, programme, communication and advocacy**
  - Extensive public engagement through fundraising activities will be leveraged to mobilize public support for children’s issues

- **Safeguarding the integrity of programming**
  - Private sector fundraising potential will not be allowed to dictate the size, scope and nature of the programme, which will instead be determined by the situation of children and national capacities

- **Organizational design to enable transformed role**
  - Structures and staffing profiles will fully align with the transformed role of UNICEF in upper MICs
Headquarters Divisions and Regional Offices

Division of Communication (DOC)
Division of Financial and Administrative Management (DFAM)
Division of Human Resources (DHR)
Division of Policy and Strategy (DPS)
Division of Governmental and Multi-lateral Affairs (GMA)
Information Technology, Solutions and Services Division (ITSS)
Office of Emergency Programmes (EMOPS)
Office of Research (OoR)
Public-sector Alliances and Resource Mobilisation Office (PARMO)
Programme Division (PD)
Private Fundraising and Partnerships (PFP)
Regional Offices and PFP Regional Support Centres (RSCs)
Supply Division (SD)
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Overarching Goal:

Mobilize private sector resources and partnerships in support of the Strategic Plan by:

Maximize contributions from private sector for UNICEF programmes
Expand strategic engagement with private sector to advance & advocate child rights

Donors and Partners:
What results does UNICEF aim to achieve in support of the Strategic Plan?

By 2017, private sector revenue to UNICEF reaches $1.75 billion, including $960 million RR
Increased resources and support provided by stakeholders in the private sector to the realization of children’s rights

Capacities
What processes must UNICEF excel in to deliver?

1. Prioritise revenue channels out of 5 revenue streams
2. Allocate resources to markets according to their potential to contribute to global fundraising goals
3. Align global and country fundraising priorities
4. Mainstream CSR in • corporate partnerships • advocacy • programme
5. Align advocacy and CRE in NC countries by focusing on global domestic child rights advocacy

6. Clear and differentiated UNICEF brand positioning through support to communication messages/content, new media channels and coordination

Learning
Where does UNICEF need to develop to excel in our capacities?

7. Share knowledge and best in class performance and replicate through global UNICEF network
8. Ensure alignment and coordination among NCs, COs and HQ

Resources
How do we ensure we are resourced adequately?

9. Investment capital
10. Human resources
11. IT systems
12. Risk management
Thank You