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1. Overview

1.1 Executive summary

The Private Fundraising and Partnerships Division (PFP) of UNICEF coordinates all fundraising activities and non-fundraising partnerships with the private sector in National Committees and country offices, and provides support to child rights advocacy activities in National Committee countries. The Division has four main functions that contribute to achieving UNICEF’s strategic goals in private sector fundraising and partnerships:

1. Maximizing private sector revenue
2. Promoting private sector engagement and advocacy for child rights and child rights education in industrialized countries
3. Implementing external communication and brand positioning for UNICEF private sector activities
4. Managing the strategic relationship between UNICEF and National Committees


UNICEF’s private sector fundraising strategies include deploying investment funds to accelerate growth in strategic markets and high-potential channels; increasing pledge revenue; prospecting and launching multi-country corporate alliances; building on UNICEF’s success with foundations; and launching and expanding additional channels such as legacies and major donors. Pledge (regular monthly giving) continues to be the most significant private sector revenue stream, and UNICEF is set to meet the goal of an additional million pledge donors by the end of 2015. In 2014, private sector fundraising generated US$1,231 million in revenue, exceeding the approved budget by 6 per cent.

Following a decision in 2013 to discontinue all in-house operations and move to licensing and national production of UNICEF-branded cards and products, PFP will close the Cards and Products Section in 2015. The closure is on track to ensure the warehouse is empty by the end of March and all activities are closed by the end of June. Despite the phasing out of in-house operations, the net operating income of cards and products in 2014 was US$9 million, US$1.8 million higher than the budget target.

PFP’s private sector engagement activities emphasize an integrated approach to corporate engagement across the organization. A cross-divisional team oversees a holistic process to engaging corporate partners, including in resource mobilization, corporate social responsibility and policy advocacy.


Private sector engagement also includes 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. The Division worked with National Committees to advocate UNICEF’s child rights priority areas, with an emphasis on child poverty and social exclusion, children on the move, and the implementation of the Convention on the Rights of the Child.

Established as independent, local non-governmental organizations, National Committees raise funds for UNICEF programmes, champion children’s rights and promote child rights education. PFP provides National Committees’ staff and boards of directors with support in strategic planning and by developing and implementing cooperation frameworks and oversight tools.

At the end of 2014, UNICEF had 34 National Committees, following the closure of two National Committees during the year: the National Committee for UNICEF of San Marino closed on 30 September, and the Estonian National Committee for UNICEF on 31 December. In early 2014, all National Committees signed Joint Strategic Plans aligned with PFP and UNICEF priorities, each including a strategy for achieving the goal of a 75 per cent contribution rate.
## 1.2 Overview of key divisional strategies and results

<table>
<thead>
<tr>
<th>PFP Functions</th>
<th>PFP Work Plan Results Achieved in 2014</th>
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| Private sector fundraising | • Total private sector revenue reached US$1.231 billion, exceeding the budget by US$75 million. Private sector revenue from regular resources was US$553 million, while US$678 million was delivered in other resources contributions and other resources for emergencies.  
• In 2014, US$52 million of investment funds were invested in 89 fundraising activities in 40 countries. The total gross contributions generated from investment funds over 36 months is forecast to be US$182 million.  
• Pledge generated an estimated US$607 million in gross contribution in 2014, and the total number of pledge donors increased to 4 million. Pledge retention at 13 months improved across UNICEF offices, with 10 countries averaging 70–79 per cent.  
• A strategy is in place to reach the goal of US$20 million of gross contributions from new corporate partners by the end of 2015.  
• Corporate fundraising was a key revenue stream in the top 15 high-potential countries, generating an estimated US$115 million of gross revenue from national and multi-country partnerships by the end of 2014.  
• Licensing generated US$9.1 million in 2014, with the revenue expected to reach US$13.8 million by the end of 2015.  
• PFP exceeded the target of US$163 million in foundation fundraising.  
• By the end of 2014, US$31 million in major donor gifts had been received, reflecting 63 per cent of the target in the Private Fundraising and Partnerships Plan 2014–2017. |
| Private sector engagement | • In 2014, PFP finalized a new approach to decision making and risk management for engagements to influence companies to respect and promote child rights. It specifies how to determine if, when and how engagement should be pursued.  
• PFP developed a cross-divisional, cross-regional customer relationship management system, which is expected to be rolled out in the first half of 2015. A pilot explored the possible types and benefits of an integrated approach to corporate engagement.  
• UNICEF engaged with more than 15 governments on the adoption of relevant policies, legislation and regulations, and with more than 50 companies on child rights commitments and due diligence processes.  
• The Division pursued a pilot engaging six mining companies, six oil and gas corporations and more than 80 stakeholders to identify and manage child rights impacts in the extractives industry.  
• UNICEF developed a partnership with the LEGO Foundation and the LEGO Group to advance early childhood development (ECD), implement the Children’s Rights and Business Principles, and promote the links between ECD and neuroscience.  
• PFP strengthened partnerships in response to the Ebola crisis to extend the reach of UNICEF’s advocacy and communication efforts, and in collaboration and coordination with several companies such as Ericsson, Orange and Alcatel Lucent.  
• The Division produced a ‘Child Rights Education Toolkit’ to guide the strategic focus of National Committee child rights education work, and an online training course for the Toolkit, which is foreseen to be operational in 2015.  
• The Division initiated a process to measure the impact of National Committee advocacy and the Committees' contribution to the UNICEF Strategic Plan. This work will come to fruition in 2015. |
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<tr>
<th>PFP Functions</th>
<th>PFP Work Plan Results Achieved in 2014</th>
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<tr>
<td>Cards and products</td>
<td>- The net operating surplus for cards and products in 2014 was US$9 million – US$1.8 million above budget – thanks to significant operating expense efficiencies and despite lower than planned in-house sales.</td>
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<td>- PFP provided full business continuity in 2014 to countries continuing their in-house business. The operation supplied 99.9 per cent of orders in full and on time.</td>
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<td>- The Division delivered full support and capacity-building to countries moving to licensing and local sourcing. The transition of the in-house business to licensing partners and/or local sourcing was completed in all countries that opted for these business models.</td>
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<td>- The total inventory at the end of 2014 was US$3.1 million, US$900,000 lower than the budget. The closure plan is on track to ensure the warehouse is empty by the end of March 2015 and all activities are closed by the end of June.</td>
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<td>Communication and marketing</td>
<td>- PFP delivered guidance, training and toolkits to National Committees and country offices engaged in fundraising to implement the private sector Communication Framework and the UNICEF Global Communication and Public Advocacy Strategy.</td>
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<td>- PFP provided editing, design and publication support to more than 13 publications, among them the ‘Report on Regular Resources’, ‘The Philippines Four Months and One Year’ report, and ‘The Central African Republic Humanitarian Action’ report.</td>
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<td>- PFP offered communication guidance, coordination and planning for the development and renewal of corporate partnerships, including the garment industry coalition, the H&amp;M Conscious Foundation and ING.</td>
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<td>- PFP provided communication support to planned, reactive and emergency communication activities, with special emphasis on the launch of Report Card 12, crisis management as required, and Level 3 emergencies.</td>
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<td>- Communication surge to emergency country offices was facilitated through the deployment of PFP and National Committee staff and the annual PFP Communication in Emergencies training.</td>
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<td>- The Division delivered social media monitoring reports for 20 National Committees, and debrief sessions were held with eight high-priority countries. Social media packs were produced for corporate partnerships and global initiatives.</td>
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<td>- In 2014, PFP conducted the most global Barometer analysis ever, covering 50 countries. The analysis included how UNICEF should be positioned and how it should differentiate itself from other organizations.</td>
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<td>- A pioneering study enabled PFP to understand how individuals make decisions. It identified the motivations for people in supporting organizations, and the relevance of UNICEF compared to other organizations in achieving the supporters’ goals.</td>
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<td>National Committee relations</td>
<td>- In early 2014, all National Committees signed Joint Strategic Plans aligned with PFP and UNICEF priorities. Each Joint Strategic Plan included a strategy for achieving a 75 per cent contribution rate.</td>
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<td>- PFP developed a National Committee Management Support system in 2014 to provide an online platform for National Committees to request technical support from PFP and to offer expertise to other National Committees or to PFP.</td>
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<td>- Initiatives in 2014 to engage the diverse National Committees included revising the terms of reference for the Standing Group, the PFP-National Committee Think Tanks, the Annual Meeting of National Committees and the Executive Directors’ Meeting.</td>
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### PFP Functions

**PFP Work Plan Results Achieved in 2014**

- The strategic relationship with National Committee boards has strengthened, based on new and enhanced collaboration and information-sharing approaches, including a focus on governance at the Annual Meeting.

- National Committees received technical advice in governance areas such as developing new or revising existing statutes, developing a risk management culture, and establishing ethics frameworks and management and operations policies.

- New governance knowledge management and capacity-building mechanisms included a National Committee board database, the second edition of the online course ‘Getting to know UNICEF’, and a newsletter for National Committee boards.

- The annual Joint Strategic Plan review process incorporated discussions on Cooperation Agreement implementation gaps and the provision of tailored governance support in 2015 to individual National Committees.


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<th>Country office development and support</th>
<th>Revenue raised by country offices rose by 24 per cent to US$149 million compared with 2013, representing 12 per cent of the global total. This included US$24 million in regular resources.</th>
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<td>UNICEF expanded its engagement with the private sector in Africa with new staff in Nairobi. The first project was to map the private sector on the continent and to identify strategies and potential partners.</td>
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<td>PFP guided several offices in developing long-term strategic private sector fundraising plans. To further strengthen private sector fundraising capacity in country offices, PFP conducted orientations on managing a private sector fundraising programme.</td>
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<tr>
<th>Cross-functional and management activities</th>
<th>PFP implemented two new systems in 2014 for financial data submitted by National Committees and country offices: one for submitting statutory financial reporting, and one to manage remittances to PFP by National Committees.</th>
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<td>Internal communication efforts had two priority areas in 2014: finalizing the information architecture for the new PFP Intranet; and promoting new ways of working in the Division and in the wider private sector network.</td>
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<td>PFP migrated electronic mail and collaboration tools to a cloud-based platform, and made Yammer, UNICEF’s social network, available to National Committees.</td>
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<td>Infrastructure and operations support met the industry standard service-level agreement of 99.8 per cent availability and processing of 7,500 IT service calls.</td>
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<td>The Division processed purchase orders for more than US$15.3 million by introducing 38 new long-term agreements to improve the effectiveness of service providers.</td>
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<td>PFP ensured appropriate contractual guidance in negotiations on financial and non-financial agreements. Approximately 90 corporate, foundation and country office agreements were reviewed, with an expected value of over US$90 million.</td>
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<td>PFP was involved in four audit exercises in 2014: two thematic internal audits conducted remotely, and two external audits. Some elements of the external audit team’s draft observations have been incorporated into relevant PFP 2015 work plans.</td>
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<td>Significant restructuring and the transition out of the in-house cards and products business resulted in the abolition of 76 posts in 2014–2015 and the recruitment and on-boarding of 67 staff. PFP provided 66 staff on abolished posts with support, including career transition services, training support and individual career discussions.</td>
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2. Analysis of strategies and results: Development effectiveness and special purpose

In line with the introduction of new harmonized cost categories for the UNICEF Integrated Budget, 2014–2017 (E/ICEF/2013/AB/L.4), PFP functions are organized in three categories: development effectiveness, management and special purpose. PFP special purpose functions include private sector fundraising, investment funds, cards and products, private sector engagement, marketing and communication, and country office development and support. The development effectiveness function relates to the management of the strategic relationship with the National Committees for UNICEF.

The analysis and results for the management-related functions are elaborated in Section 3 below.

2.1 Private sector fundraising

The main objective of private sector fundraising is to grow revenue to meet the needs of children, as set out in the UNICEF Private Fundraising and Partnerships Plan 2014–2017. At the same time, the aim is to maximize the quality of revenue remitted by National Committees and country offices, with a focus on increasing regular resources and better quality and less restricted other resources funds.

The strategies to achieve results include:

- Deploying investment funds to accelerate growth in strategic markets and high-potential channels
- Increasing pledge revenue
- Prospecting and launching multi-country corporate alliances
- Building on UNICEF’s success with foundations
- Launching and expanding additional channels such as legacies and major donors

The objective is to implement these strategies while expanding fundraising in emerging markets, transforming the other resources fundraising landscape – especially in highly competitive markets where donors require customized country-level proposals and reports – and adapting to an increasingly digital world.

In 2014, total private sector revenue reached US$1,231 million, exceeding the budget by US$75 million. Of this, private sector revenue from regular resources was US$553 million, 12 per cent lower than budget, while US$678 million was delivered in other resources contributions and other resources for emergencies, or 28 per cent higher than budget.

Reported revenue was adversely affected by exchange rate movements that reduced the dollar value of revenue raised by US$108 million. The largest contributor of regular resources, the Japan Committee for UNICEF, saw the value of its currency reduced by 13 per cent year on year. Many of the largest National Committees are in Eurozone countries, which saw a 12 per cent reduction in the dollar value of revenue reported.

Underlying growth in pledge revenue continued despite the challenging economic environment in many countries. Revenue from foundations showed strong growth and contributed to high levels of other resources, largely due to contributions from the Bill & Melinda Gates Foundation managed by the U.S. Fund for UNICEF.

PFP has developed a strategic approach and implementation plan for the key pillars of the global strategy. An integrated approach to corporate engagement has been initiated, with the integration of licensing into the main corporate fundraising activities in 2014. Collaboration strategies across PFP, involving sections key to an integrated approach, were developed in 2014 and will be implemented in 2015. Prioritization exercises were completed for all corporate fundraising functions, with key performance indicators developed for the focus areas of the strategy to support higher-value corporate partnerships. Strategic visions have also been initiated for the highest value accounts to focus on offering maximum value to partners from alliances with UNICEF and driving the maximum value for children within global due diligence and compliance frameworks.
Investment funds

Investment funds are used to grow fundraising and generate more money for children. In 2014, US$52 million were invested in 89 projects in 40 countries, fully utilizing the available budget of US$49 million and absorbing US$3 million of additional resources allocated to investment funds from savings made elsewhere in the Division. Investment funds always generate at least US$3 for every US$1 invested over a 36 month period. In 2014, the projected gross return was US$3.5 for every dollar invested. The total gross contributions generated from investment funds over 36 months is forecast to be US$182 million.

Market development

All National Committees implemented Joint Strategic Plans (JSPs) with prioritized revenue streams in 2014 – pledge, corporate, foundations, major donors and legacies, as appropriate. Progress against planned results, strategies and key performance indicators were reviewed and reported on through the annual JSP review process. In addition, updated fundraising financial targets for 2015–2017 and new targets for 2018 were discussed and agreed.

National Committees reinvested 17 per cent of their gross revenue in fundraising in 2014, one percentage point above 2013 and close to the global target. This reinvestment is crucial to drive fundraising revenue growth in National Committees. PFP is working closely with National Committees to maximize private sector fundraising revenue and fully exploit market opportunities, while ensuring alignment between local and global strategies. According to 2014 latest estimates, National Committees will collectively reach their 2014 gross revenue target in JSPs.

Based on the 2014 INGO (international non-governmental organization) benchmarking survey, UNICEF is in a best-in-class position among participating organizations for pledge volume recruitment, number two for retention when child sponsorship organizations are included, and the leading non-child sponsorship organization against this benchmark. UNICEF achieves a median position in annual average pledge value.

The global trend for new pledge donor recruitment showed UNICEF in the lead position with 299,000 new pledge donors in 2013, followed by the Red Cross with 260,000 recruits, UNHCR at 163,000 and Save the Children at 151,000, but with the other organizations adding new donors at a higher rate than UNICEF. In a comparative survey of a sample of 13 INGO private sector fundraising offices, UNICEF’s annual average initial donation amount for all active pledge donors was US$176. This compares to Save the Children at US$243, UNHCR at US$186 and the Red Cross at US$133.

The key initiative in 2014 in the area of good practice sharing was the launch of the Top 10 Good Practices working groups in four revenue streams: Pledge, Corporate, Major Donors and Legacies. The working groups, comprised of representatives from countries with the best performance in the given revenue stream, discussed and aligned on the top 10 good practices to which they attribute their best-in-class performance. The practices were shared at the UNICEF Private Sector Forum in March 2014, and PFP started monitoring their implementation in the last quarter of 2014.

Individual and emergency fundraising

Pledge continues to be the most significant private sector revenue stream for UNICEF, and the largest single source of regular resources. Pledge recruitment and retention activities proceed apace, with UNICEF set to meet the goal of an additional million pledge donors on file by the end of 2015.

Pledge generated an estimated US$607 million in gross contribution in 2014, and the total number of pledge donors increased to 4 million. Pledge retention at 13 months improved, with 10 countries averaging 70–79 per cent. Countries with the highest retention were Sweden with 93 per cent, France with 79 per cent and Finland with 78 per cent.

The average amount per pledge across all UNICEF offices (National Committees and country offices) with a private sector fundraising pledge programme is slightly below target at US$167, and mitigation measures will be pursued in 2015 as part of the ongoing roll-out of optimized pledge programmes in
markets. These programmes have been encapsulated in the Pledge Good Practices approach, and the majority of markets are making good progress towards their implementation.

Given the context of ageing baby boomers and the consequential significant generational wealth transfer, legacy fundraising offers a strategic and time-sensitive opportunity for UNICEF. Legacy key performance indicators and tracking systems will be introduced and/or reinforced as appropriate and as part of legacy marketing programmes. They are partially in place, and remain on track for completion by the end of 2015.

During 2014, UNICEF raised over US$86 million from the private sector for emergencies. The year revealed an unprecedented situation, with four simultaneous emergencies declared at Level 3 – the most severe, large-scale and complex type of humanitarian crisis. These were the Central African Republic, South Sudan, Syria and neighbouring countries including Iraq, and the Ebola outbreak.

These funds were generated as a result of emergency fundraising efforts in over 40 countries, by National Committees and country offices. The global appeals to help children in many emergencies, however, were far from met. The funding gap between total money raised by private and public donors and the actual needs ranged from 21 per cent in South Sudan to 57 per cent in Iraq.

One of the biggest challenges was to effectively fundraise for children in need despite low media attention and focus. The crises were either chronic or politically sensitive, and none could be considered a sudden onset emergency or a natural disaster.

**Corporate fundraising**

A strategy is in place to reach the goal of US$20 million of gross contributions from new corporate partners by the end of 2015. Actions on the first three prospects were initiated in 2014, and collaboration has begun with the U.S. Fund for UNICEF and United Kingdom Committee for UNICEF on the initial global prospects. By the end of 2014, US$950,000 had been secured against the target.

This year, PFP secured the renewal of partnerships with Gucci, ING, P&G and Starwood, and successfully expanded partnerships with H&M, Unilever and Walt Disney. The positive results of the Montblanc and Walt Disney alliances allowed PFP to forecast the achievement of the 2015 target of US$45 million a year ahead of plan.

Corporate fundraising is a key revenue stream in the top 15 high-potential countries (National Committees and country offices), generating an estimated US$115 million gross revenue from national and multi-country partnerships by the end of 2014. In the first quarter of 2015, PFP will develop the business case for adequate country staffing for corporate fundraising, and will work with key countries on staffing glide paths to fundraise to country potential.

**Global philanthropy**

Effective partnerships in foundation fundraising enabled UNICEF to exceed the PFP target of US$149 million for this revenue stream, with US$163 million in foundation support received by the end of the third quarter of 2014. Further significant growth is anticipated in succeeding years in accordance with the UNICEF Private Fundraising and Partnerships Plan.

A key enabling factor has been the establishment of a central coordination point in PFP for foundation partnerships. For the first time, workshops on foundations were integrated into the global philanthropy stream at the UNICEF Private Sector Forum 2014.

PFP is also stewarding the growth of the global network of UNICEF major donor fundraisers, and encouraging more National Committees and country offices to engage with and invest in this revenue stream. National Committees and country offices making significant new efforts in 2014 include Australia, Finland, the Gulf Area, Hong Kong, Indonesia, Norway and South Korea, joining countries such as Germany, the United Kingdom and the US with established major donor programmes.
By the end of the third quarter, UNICEF had received US$31 million in major donor gifts, 63 per cent of the target in the UNICEF Private Fundraising and Partnerships Plan, with an upswing in giving anticipated at year end.

Programme services

With the introduction of the new PFP structure in 2014, the Division’s programme services were reoriented into three key pillars: National Committee markets and fundraising support; field offices and programme support; and business analysis.

The streams support PFP’s role as a ‘broker’ between private sector fundraisers and communicators in PFP and National Committees on the one hand, and UNICEF country offices, regional offices and headquarters on the other. The work is governed by a key principle: by raising quality revenue, PFP is providing country offices with the flexibility to implement programmes according to their own priorities (i.e., not being donor-driven), which leads to better quality results, and in turn to better quality reports.

The principle has been successfully piloted through PFP’s ‘NatCom Donor Toolkit’ initiative over the past several years. It is currently being applied to several high-value corporate partnerships, with which PFP is emphasizing the importance of funding results over activities. These successes have laid the groundwork for similar efforts in major donor and foundation fundraising in 2015.

In 2014, PFP interacted with approximately 100 country offices and all regional offices on issues including identifying funding opportunities, facilitating negotiations with National Committees and private sector donors, and preparing and/or reviewing the quality of proposals and reports. PFP also works closely with UNICEF’s Programme Division and Division for Data, Research and Policy to ensure it is up to date on latest programme and policy developments, which feed into the support provided to fundraising efforts.

In 2014, more than 2,000 individual transactions representing over US$600 million in grants were reviewed. PFP also reviewed dozens of financial reports, which are critical to ensuring the satisfaction of donors, and produced the annual ‘Report on Regular Resources’, an important tool in mobilizing the best quality revenue for UNICEF.

2.2 Private sector engagement

The UNICEF Strategic Plan and the UNICEF Private Fundraising and Partnerships Plan 2014–2017 emphasize the importance of expanding strategic engagement and partnerships with the private sector and advocacy to advance child rights. Within this framework, the emphasis is on an integrated approach to corporate engagement across the organization. It includes supporting responsible business behaviour with respect to children’s rights in the workplace, marketplace and community, and promoting children’s rights and interests in global forums and multi-stakeholder initiatives and platforms involving business. Furthermore, efforts include 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.

Integrated corporate engagement

UNICEF has assembled a cross-divisional integrated corporate engagement (ICE) implementation team to develop and oversee an action plan for a holistic approach to engaging corporate partners, including resource mobilization, expertise sharing, in-kind contributions, corporate social responsibility (CSR) and policy advocacy. The action plan is comprised of seven initiatives that:

- Clarify the role of corporations in advancing UNICEF’s programmatic agenda
- Communicate why UNICEF is the partner of choice for delivering impact for children
- Put mechanisms in place for optimizing engagements with corporate entities

An integral part of the ongoing efforts to optimize UNICEF’s interactions with the business community is to ensure adequate assessment of risks and opportunities that corporate engagements may pose to UNICEF, and ultimately to children.
An approach to decision making and risk management to influence companies to respect and promote child rights was finalized in 2014. This framework specifies the criteria that will help UNICEF determine if, when and how CSR engagement should be pursued, and summarizes the processes for conducting corporate due diligence of prospective companies. A review of existing principles, criteria and policy frameworks for corporate due diligence was initiated and will continue in 2015.

The development of metrics and key performance indicators for non-financial corporate engagement and advocacy is in progress. A cross-divisional, cross-regional customer relationship management system is being developed, and is expected to be rolled out in the first half of 2015.

An ICE pilot was conducted in the Eastern and Southern Africa Regional Office to explore the possible types and benefits of an integrated approach to corporate engagement. The pilot resulted in five recommendations:

1. Adopt a leadership stance in African private sector engagement, promoting a transformative approach to development
2. Focus on high-priority sectors and fewer, higher-value partnerships
3. Build a holistic portfolio of offers firmly centred on securing results for children
4. Develop a strategy focused on lead countries and geographic clusters
5. Implement a programme to realize transformative change

Corporate social responsibility

UNICEF’s approach to corporate social responsibility is centred on promoting companies’ obligation to respect children’s rights and engaging governments to protect and safeguard child rights. In 2014, UNICEF strengthened engagements with governments on the topic of business and children’s rights, and started exploring industry-specific issues related to children’s rights by engaging with companies, in multi-stakeholder initiatives and with relevant sustainability stakeholders.

Following the adoption of the Committee on the Rights of the Child General Comment No. 16 on State obligations regarding the impact of the business sector on children’s rights in 2013, PFP developed a guide for governments on the General Comment. The guide aims to support governments in implementing the Convention on the Rights of the Child and its Optional Protocols.

PFP has engaged with more than 15 governments on the adoption of relevant policies, legislation and regulations, or to develop initiatives to protect children’s rights in business activities. PFP also secured funding from governments in support of child rights and business work at the global and country level. More than US$1 million was received from the Dutch Ministry of Foreign Affairs and the UK Foreign & Commonwealth Office for industry-specific projects in Bangladesh and Indonesia.

PFP engaged with more than 50 companies in child rights commitments and due diligence processes. PFP provided input on the policies and codes of conduct of H&M, IKEA, Marshalls, Safaricom and Tullow, and the impact assessment processes of Finnair, KLM, Kuoni, LAN, LEGO, LIXIL, Millicom, Sol Melia and Telenor. PFP also engaged with BT, Millicom, Sime Darby, Tesco and Vodaphone on strategic collaborations.

PFP continued to address industry-specific issues related to children’s rights by involving companies and other stakeholders. For example, a pilot with six mining companies, six oil and gas corporations and more than 80 stakeholders examined the impact of the extractive industry on child rights.

Capacity-building efforts continued in 2014, internally in UNICEF and externally among partners and stakeholders. More than 60 country offices and nine National Committees were supported through capacity-building events, and PFP initiated a training project on child rights and business targeted at companies, consultancies, governments and academia. The development of advanced training modules will continue in 2015.
Programme and innovation partnerships

In the second quarter of 2014, PFP restructured its focus to expand strategic engagement with the private sector in the areas of programme and innovation, and in using global platforms and events involving the private sector to advance the children’s agenda.

PFP supported corporate engagement in select programmatic themes and initiatives, for example:

• Concluded a multi-year, multi-million dollar partnership agreement with the LEGO Foundation and the LEGO Group to advance early childhood development (ECD), implement the Children’s Rights and Business Principles, and promote the links between ECD and neuroscience

• Contributed to the UNICEF Global Resource Mobilization Strategy by exploring options for an innovative financing mechanism for Water, Sanitation and Hygiene (WASH) and proposing four blended-finance models and specific recommendations for the strategy

• Coordinated with the United Nations Global Compact and other partners to roll-out the publication ‘The Smartest Investment: Framework for Business Engagement in Education’

PFP laid the foundation for a strategic approach to corporate engagement in innovation, including:

• Mapping of global and National Committee innovation engagements and a demand analysis

• Supporting National Committees and Innovation teams in brokering new innovation partnerships, such as with ARM Holdings, the Philips Foundation and Rovio/Angry Birds

• Strengthening partnerships in response to the Ebola crisis, with Google and Facebook to extend the reach of UNICEF’s advocacy and communication efforts, and to collaborate and coordinate with companies such as Alcatel Lucent, Ericsson and Orange

PFP coordinated the engagement of UNICEF, National Committees and corporate partners in a number of global platforms, events and forums involving the private sector, for example:

• Expanded UNICEF’s relationship with the World Economic Forum by participating in its meetings, contributing to its Global Risks Survey, and joining its Global Strategic Foresight Community

• Strengthened UNICEF’s relationship with the Clinton Global Initiative, including leading a session on early childhood development at its annual meeting in New York in September

• Highlighted key issues impacting children during the UN General Assembly, together with partners including H&M Conscious Foundation, Marks & Spencer, P&G and Unilever

PFP was also involved in a number of other events and activities throughout the year, including the UN Private Sector Focal Points Network and its annual meeting in Addis Ababa, and inter-divisional working groups for the United Nations General Assembly high-level events and the 25th anniversary of the Convention on the Rights of the Child.

Child rights advocacy and education

PFP provides UNICEF’s National Committees with guidance and technical support for their advocacy and child rights education (CRE) activities. To guide the strategic focus of National Committees’ CRE work, PFP has produced a ‘Child Rights Education Toolkit’. PFP has also developed an online training course for the Toolkit, foreseen to be operational in 2015. Webinars on strategic planning and lessons learned were held in 2014, with three additional webinars planned for 2015.

PFP worked with National Committees during the year to advocate UNICEF’s child rights priority areas, with an emphasis on child poverty and social exclusion, children on the move, and the implementation of the Convention on the Rights of the Child. The main focus of child rights education continues to be the whole school approach, CRE in the curriculum, and CRE and participation.
PFP coordinated the advocacy work for the launch of the Office of Research’s Report Card 12, which looked at the impact of the global recession on children in industrialized countries. It included sharing best advocacy practices among National Committees. A database now hosts country profiles on policies to combat child poverty and social exclusion, which will provide reference material for developing national advocacy strategies for the Post-2015 Development Agenda.

A CRE framework and a mission statement have been formulated to assist practitioners and decision makers in rooting the Convention on the Rights of the Child in early childhood education, primary and secondary schools, and out-of-school environments. Baseline research to explore and analyse how child rights education is being implemented in National Committee countries was finalized in 2014.

Guided by the ‘Monitoring and Evaluation Companion to UNICEF’s Advocacy Toolkit’, PFP initiated a process to measure the impact of National Committee advocacy and their contribution to the UNICEF Strategic Plan. Initial discussions have identified the possibility of focusing on measuring increased political will to support the UNICEF advocacy agenda. This work will come to fruition in 2015.

### 2.3 Cards and products

PFP-sourced cards and products had their last year of operation in 2014. The closure follows a decision taken in 2013 to discontinue all in-house operations and establish new, more cost-effective business models such as licensing and national production of UNICEF-branded cards and products. Accordingly, the work of PFP and of National Committees focused on three priorities:

1. Providing full business support to countries that continued to sell PFP cards and products in 2014
2. Preparing for the technical closure of in-house operations in the first half of 2015
3. Qualifying new business models in terms of financial contribution and brand visibility

Despite a challenging organizational set-up – with staff in PFP and National Committees worried about their future and several vacancies due to staff leaving prior to the planned abolition date of their post – significant results were achieved in all three areas.

The net operating revenue in 2014 was US$9 million, US$1.8 million higher than the budget target. This was achieved through cost control in PFP and National Committees, which brought savings of US$5.1 million and thus compensated for the soft sales that amounted to US$33 million (versus US$40.1 million budgeted). PFP was able to assure full business operations and provide 99.9 per cent of customer services across all channels: volunteers, direct marketing, web shop and retail.

The development of licensing relationships and the establishment in some countries of nationally sourced UNICEF-branded cards and products saw a strong acceleration in 2014. Total licensing revenue was US$9.1 million, and more than 30 new partnerships were developed. Current forecasts indicate that UNICEF is on target to reach US$13.8 million from National Committee owned and managed production and supply of UNICEF-branded products in 2015.

Large and historical partnerships such as Hallmark in North America and Pictura in the Nordics were renewed and expanded. In all UNICEF top countries, a licensing partner for greeting cards, UNICEF’s flagship product, was identified. Full support and capacity-building was provided to countries moving to licensing and national sourcing. In some countries, the new models were already on the market in 2014, while some countries will launch them in 2015.

PFP and National Committees developed a phase-out plan to maximize the use of available inventory of greeting cards and products during 2014 through ordinary and extraordinary sales activities. The total inventory at the end of 2014 was US$3.1 million, US$900,000 lower than the budget.

A Donation Task Force was set up to identify ways of donating the remaining inventory in early 2015 to children in need. Following a consultation with UNICEF regional offices, 10 country offices were selected, including offices facing emergency situations. They will receive UNICEF cards and products in early 2015. Plans have been aligned with the countries to ensure that all remaining stock in the central warehouse and consigned to the National Committees will be cleared by the end of March 2015, and all remaining administrative procedures will be completed by the end of June 2015.
2.4 Communication and marketing

A strong brand, supported by external communication, active brand management and good brand protection mechanisms, is an important driver of private sector fundraising and advocacy that will enable the delivery of results throughout 2014–2017. In 2014, PFP emphasized external communication to further strengthen the UNICEF brand, with particular attention paid to brand management and positioning, digital media, corporate partnerships and emergency fundraising.

Private sector Communication Framework

The private sector Communication Framework was successfully implemented by all National Committees and country offices engaged in private sector fundraising. The application of the 3H model – Head, Heart and Hands – and the recognition of storytelling as a communication vehicle have led countries to rethink their communication model and improve their message.

Communicating on brand as well as monitoring and evaluating the brand performance for UNICEF offices with a private sector mandate ensure that communication objectives are met. Two toolkits were developed for National Committees, country offices and staff involved in communication and fundraising activities that engage the UNICEF brand. The toolkits give an understanding of key indicators and evaluation criteria used by UNICEF in global brand monitoring.

Integrated within the new Global Communication and Public Advocacy Strategy, the private sector Communication Framework is starting to play a fundamental role in strategies related to reach and engagement, helping to ensure that communication is consistent in all countries while also compelling at the local level. A roll-out plan for the Strategy has been agreed with each National Committee as part of the 2015–2017 Joint Strategic Plan, and toolkits are being developed in the countries.

In 2014, PFP provided editing, design and publication support to more than 13 publications, among them the Humanitarian Action for Children overview document for the Office of Emergency Programmes; the ‘Report on Regular Resources’; ‘The Philippines Four Months and One Year’ report; and ‘The Central African Republic Humanitarian Action’ report.

Corporate partnerships

Throughout 2014, PFP leveraged external communication opportunities linked to business engagement. For example, the Division developed key messaging and strategic communication plans for the garment industry’s integrated coalition, and helped launch the new UNICEF H&M Conscious Foundation partnership for early childhood development.

PFP developed a recognition timeline and plan for the IKEA Foundation’s support to UNICEF for the 25th anniversary of the Convention on the Rights of the Child. PFP also provided input to the 2014 IKEA Soft Toys for Education communication plan and materials, and led the development and implementation of a recognition plan to announce new IKEA Foundation grants (US$31.5 million).

PFP helped the Syria Country Office develop human interest materials for early childhood development kits donated by the IKEA Foundation. PFP also provided materials to support the IKEA Foundation’s one-year commemoration of the Typhoon Haiyan emergency in the Philippines, and contributed to the South Sudan Country Office’s recognition of the IKEA Foundation’s support.

Other activities included:
- Recognition of the US$5 million achieved by the Montblanc ‘Signature for Good’ campaign
- The development of a communication strategy for the renewal of the ING partnership
- A New York event celebrating the P&G partnership
- The announcement of the New Zealand All Black partnership
- A field visit to Vietnam for a Domestos campaign on community approaches to sanitation
- The involvement of corporate partners in UNICEF’s #IMAGINE project

PFP developed templates and guidelines to ensure good planning and management of partners’ expectations in the communication area, and contributed to the anticipation and management of
reputational risks by developing tools and collaborative approaches. This included, for example, risk assessment and mitigation planning for potential partnerships, such as with the Qatar Foundation.

**Message placement in mainstream media**

Baseline results for tracking key message penetration in mainstream media in 2010 to 2013 indicate an overall upward trend in 11 out of 18 key markets, lack of progress in two markets with medium overall scores (Canada and the United Kingdom), and a downward trend in five markets (China, Greece, Italy, Japan and Norway). Tracking reports for 2014 will be prepared in early 2015 to ensure a full whole-year picture. Communication tactics will be revised as needed, based on the results.

**Communication for emergency fundraising**

An unusually high number of Level 3 complex emergencies of a political nature – Central African Republic, South Sudan and Syria/Iraq – combined with the multi-country Ebola outbreak, tested PFP’s capacity to support efforts of National Committees in terms of external communication. A constant dialogue between PFP media staff and field colleagues ensured a steady flow of media and communication assets to National Committees and private sector fundraising country offices.

PFP organized country office briefings for National Committees on the emergencies, and media briefings for country representatives visiting Geneva. National Committee media visits to country offices in all Level 3 emergencies were supported as needed. The emergency portal on the PFP Intranet was a key resource for National Committee communication staff.

Communication surge to emergency country offices was supported through the deployment of staff from PFP and National Committees, while the annual PFP Communication in Emergencies training continued to build the capacity of staff for humanitarian deployment. Surge emergency deployment included to the Central African Republic, Jordan, the Philippines and South Sudan.

**Engagement with online supporters**

External communication efforts through social media were reinforced though activities such as social media training sessions during the annual UNICEF Private Sector Forum in March and the PFP digital workshop in September. They were also strengthened through the establishment of a baseline for measuring social media outreach in agreement with common social media key performance indicators for UNICEF globally. Social media monitoring reports were delivered for 20 National Committees, with debrief sessions organized for eight high-priority National Committees to discuss the findings.

PFP provided technical support on digital communication, for example to National Committees on issues linked to Instagram, Facebook, videos and apps, and on various business engagement and campaigns. Among them were the IKEA Foundation’s Soft Toys for Education Campaign, for which PFP developed a social media pack for National Committees and country offices. PFP also supported National Committees involved in the #NoLostGeneration campaign, and minimized public risks associated with this sensitive public-outreach activity.

**Market research**

Key performance indicators on awareness, familiarity, trust and association with children are tracked in the Barometer studies. The target is for National Committees and country offices to improve scores on the selected key performance indicators. In 2014, Barometers were conducted in 13 priority markets, five of which were country offices. Overall, there was little movement across most markets, which is in line with expectations, as a shift in brand perceptions takes time to establish.

In 2014, PFP conducted the most global Barometer analysis ever, covering 50 countries. The analysis included how UNICEF should be positioned and how it should differentiate itself from other organizations, which attributes it should own or adopt, and how to increase its public engagement. PFP also conducted a WIN/Gallup survey covering 60 countries, and a Youth Barometer among children and adolescents to assess their awareness of child rights and their support for organizations.
The Mystery Shopper study tested the effectiveness of donor support systems in National Committees and country offices involved in fundraising. The analysis is done on a country basis, and cross-country comparisons enable PFP to identify best-in-class practices for reapplication.

PFP conducted activities to help UNICEF strengthen its corporate engagement and increase its corporate revenue. They included a global analysis of the top corporations offering an opportunity for UNICEF’s engagement; an Africa corporate mapping, including determining countries’ corporate engagement potential; and a Gulf analysis of corporations, foundations and major donor potential.

A pioneering study enabled PFP to understand how individuals make decisions. The study identified the motivations for people in supporting organizations, and the relevance of UNICEF compared to other organizations in achieving the supporters’ goals.

PFP’s media tracking study enables National Committees and country offices to assess the impact of their media activities on delivering the key messages of the organization overall, and by topic and event. PFP uses the study to identify areas for improving the media’s delivery of key messages and in identifying the most effective channels.

### 2.5 National Committee relations

National Committees are a unique and integral part of UNICEF. Established as independent, local non-governmental organizations, National Committees raise funds from the private sector for UNICEF programmes, champion children’s rights and promote child rights education in industrialized countries.

#### Joint strategic planning

The vision and targets of the UNICEF Private Fundraising and Partnerships Plan 2014–2017 have been captured in redesigned and streamlined Joint Strategic Plans. In 2014, all National Committees signed JSPs aligned with PFP and UNICEF priorities. All JSPs include a strategy for achieving the 75 per cent contribution rate — according to estimates submitted by National Committees, the contribution rate in 2014 reached on average 75 per cent. All JSPs were reviewed and adjusted as needed during the autumn of 2014. The new JSPs are foreseen to be signed by the end of January 2015.

A National Committee Management Support system was developed in 2014 to provide an efficient online platform for National Committees to request technical support from PFP, and to offer expertise to other National Committees or to PFP.

At the end of 2014, UNICEF had 34 National Committees, following the closing of two Committees. The National Committee for UNICEF of San Marino closed on 30 September 2014, with a press conference to inform the general public. The press reported on the closure in an objective manner. Following deliberations with UNICEF regarding the viability of the Estonian National Committee for UNICEF, the Committee decided to close on 31 December 2014.

#### Enhanced engagement

National Committees were consistently consulted and their contributions taken into account in the development of policies, strategies and plans. National Committee engagement with UNICEF was also reinforced through the Standing Group of National Committees. The 2013–2014 Work Plan of the Standing Group was endorsed by all National Committees.

The 59th Annual Meeting of National Committees and the National Committee Executive Directors’ Meeting provided forums for formulating strategic decisions, discussing how National Committees and UNICEF can work together to be more efficient and effective in business practices, and focusing on the best ways to jointly deliver the UNICEF Private Fundraising and Partnerships Plan 2014–2017.

The progress made in 2014 was not without challenges. Given the diversity of National Committees, one challenge is to engage and represent such a disparate group. Several initiatives were planned for 2014 to overcome this difficulty. They included revising the terms of reference for the Standing Group and for PFP-National Committee Think Tanks, the Annual Meeting of National Committees and the Executive Directors’ Meeting to ensure better representation and deeper engagement.
Knowledge and skills sharing among National Committees was strengthened during the year, through peer reviews, staff exchanges between National Committees and UNICEF, joint on-boarding sessions for National Committee staff and a board orientation programme. These initiatives were undertaken to improve the flow of information and accelerate learning among Committees, as well as to foster greater cohesion and unity among National Committees and UNICEF.

Governance

In the first year of implementing the UNICEF Private Fundraising and Partnerships Plan 2014–2017, PFP remained focused on enhancing governance structures, processes and control, and on oversight within National Committees. The three key substantive governance focus areas remained technical guidance and advice; implementation of agreed JSP governance improvement strategies; and knowledge management and capacity-development.

Technical advice to National Committees was provided in thematic governance areas such as developing new or revising existing statutes, developing a risk management culture, establishing ethics frameworks and management and operations policies, and instituting board policies and procedures. PFP issued two guidance papers and sample policies on the use and management of reserves and on embedding risk management into the culture of a National Committee.

In 2014, UNICEF strengthened its relationship with National Committee boards. One important element was an increased emphasis on governance knowledge management and capacity-building. A National Committee board database of information on all board members was established, and the online course ‘Getting to know UNICEF’ was issued in its second edition. The orientation for National Committee boards in Geneva was again well received. Individual orientation and strategic meetings with boards in their own countries will be continued.

A new addition to knowledge and information sharing is the biannual Newsletter for National Committee Boards, launched in November 2014. Another key element was the recognition of board chairs’ contribution to the work of UNICEF at the Annual Meeting of National Committees in Rome in September. The topic of governance is now formally included in the Annual Meeting.

Monitoring of Cooperation Agreement compliance

The annual monitoring of compliance with Cooperation Agreement obligations by National Committees informs on progress in the implementation and further strengthens the relationship and strategic collaboration between UNICEF and National Committees.

The results of the 2014 assessment, which since 2014 uses an online application, show that National Committees are continuing to make progress in meeting their obligations. There has been improvement in compliance in comparison with 2013 results, partly due to the Joint Strategic Plans agreed to in early 2014 and ongoing discussions between UNICEF and National Committees at strategic collaboration meetings. Particular focus remains on obligations related to the contribution rate, the quality of revenue, advocacy priorities, financial reporting, and risk and crisis management.

The annual Joint Strategic Plan reviews in the fourth quarter of 2014 incorporated discussions on Cooperation Agreement implementation gaps and the provision of tailored support in 2015 to individual National Committees. The monitoring process continues to be reviewed and improved, and the 2015 monitoring assessment is expected to show further improvements towards full compliance.

2.6 Country office development and support

The year 2014 saw continued rapid growth in private sector fundraising revenue in middle-income countries through UNICEF country offices. The growth reaffirms the importance of these countries to deliver high rates of growth, and in many cases a higher return on fundraising activities than traditional fundraising markets. Gross revenue in country offices rose by 24 per cent to US$149 million, representing 12 per cent of the global total. This included US$24 million in regular resources.
Private sector fundraising gross revenue in country offices reached US$47 million in Latin America and US$54 million in Asia, representing year-on-year growth of 2 per cent and 3 per cent respectively. Revenue in the Gulf Area rose dramatically by 320 per cent to US$33 million, thanks in part to UNICEF’s deepening partnership with the Education Above All Foundation (Educate A Child) in Qatar, as well as relationship building with several individual philanthropists. Private sector fundraising in Central and Eastern Europe and the Commonwealth of Independent States region yielded US$7 million, a strong growth of 57 per cent over 2013. Revenue from other country offices without fully structured private sector fundraising operations totalled US$6 million.

Strategies pursued by country offices were in line with the UNICEF Private Fundraising and Partnerships Plan 2014–2017, with a primary focus on monthly pledge giving but complemented by corporate partnerships, relationships with major foundations and individual philanthropists (principally in the Gulf Area), and emergency appeals. Attention was paid to diversifying sources of new monthly pledge donors to achieve a more mixed portfolio. Several countries tested new fundraising techniques such as television advertising and fundraising through mobile SMS. Effort was also invested in enhancing the way UNICEF communicates with monthly donors to optimize the relationship.

Considerable investment and technical support by the Division to acquire new pledge donors in country offices yielded impressive results. In Brazil, for example, 35,625 new donors began to support UNICEF on a regular basis, having been approached through a variety of channels including through electricity bills, on the Internet, in shopping malls and exhibitions, and through television advertising. In Malaysia, over 18,000 regular donors were acquired, in response to approaches in public spaces including shopping malls and trade fairs, bringing the total of UNICEF regular donors in the country to 61,000. This support from individual donors provides a steady flow of predictable, unrestricted revenue for programmes for children.

In the area of corporate partnerships, an integrated approach was adopted, incorporating both funding relationships and corporate social responsibility engagement to achieve direct child rights impact. This was enabled in part by corporate engagement specialists recruited at the regional level.

Lixil, an international leader in the sanitary industry, for example, has supported WASH initiatives in schools in the Philippines and China; provided in-kind support for relief and reconstruction efforts following the Haiyan typhoon in the Philippines; promoted the Children’s Rights and Business Principles in Japan; and started integrating the Principles into codes of conduct and policies in their core business units. Lixil has indicated interest in continuing collaboration with UNICEF beyond 2014.

UNICEF expanded its engagement with the private sector in Africa this year. With new staff based in Nairobi, the first major project was a comprehensive mapping of the private sector on the continent, to identify strategies and potential partners for promoting a transformative approach to development.

To assist country offices around the world with private sector fundraising, PFP guided several offices in developing long-term strategic private sector fundraising plans as part of the country programming process, to ensure an ambitious, long-term approach to fundraising development. To further strengthen private sector fundraising capacity in country offices, PFP conducted orientations with many country office staff on managing a private sector fundraising programme.
### 2.7 Innovations and lessons learned

**Outcome areas:**

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<thead>
<tr>
<th>Health</th>
<th>HIV &amp; AIDS</th>
<th>WASH</th>
<th>Nutrition</th>
<th>Education</th>
<th>Child Protection</th>
<th>Social Inclusion</th>
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**Cross-cutting areas:**

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<th>Humanitarian action</th>
<th>Gender equality</th>
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**Implementation strategies:**

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<th>Capacity Development</th>
<th>Evidence Generation, Policy Dialogue &amp; Advocacy</th>
<th>Partnerships</th>
<th>South-South &amp; Triangular Cooperation</th>
<th>Identification &amp; Promotion of Innovation</th>
<th>Integration &amp; Cross-Sectoral Linkages</th>
<th>Service Delivery</th>
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**Key themes:** Protection, Participation, Empowerment, Development

**Title:** Guidelines for Industry on Child Online Protection


**Contact persons:** Bo Viktor Nylund, Senior Adviser, Corporate Social Responsibility, PFP; Susan Bissell, Associate Director, Child Protection, Programme Division

**Abstract**

In 2013, UNICEF and the International Telecommunication Union (ITU) updated the 'Guidelines for Industry on Child Online Protection' that were first introduced in 2009 within the Child Online Protection Initiative. The updated version provides guidance specifically for companies that develop, provide or make use of information and communication technologies (ICTs). The Guidelines provide advice on how the ICT industry can help promote safety for children using the Internet or any technologies or devices that can connect to it, as well as guidance on how to enable responsible digital citizenship, learning and civic participation.

The Guidelines recommend that the industry acts in five key areas:

1. Integrate child rights considerations into all appropriate corporate policies and management processes
2. Develop processes for handling child sexual abuse content
3. Develop safe and age-appropriate online environments
4. Educate children, parents and teachers about children’s safety and responsible use of ICTs
5. Promote digital technology as a mode to further positive civic engagement

**Issue/Background**

The explosion of information and communication technology has created unprecedented opportunities for children and young people to communicate, connect, share, learn, access information and express their opinions on matters that affect their lives and their communities. But wider and more easily available access to the Internet and mobile technology also poses significant challenges to children’s safety – both online and offline.
**Risks**
Children can be victims, receivers, participants and initiators of risky online behaviour, including:
- Child sexual abuse – Recorded images of children subjected to sexual abuse and exploitation
- Inappropriate content – Exposure to violent or adult content; exposure to content that promotes self-harm
- Inappropriate conduct – Cyberbullying, trolling, self-exposure, sexting
- Inappropriate contact – Grooming
- Other – Predatory e-commerce and Internet addiction

**Opportunities**
Internet technologies can help children to:
- Access educational content, job opportunities and information about their rights
- Bring forward problems and needs, innovate and create solutions
- Participate in digitized social functions
- Express their opinions and views, demand government accountability

**Need for international guidance**
Governments, companies and individuals are looking for guidance. Current efforts to improve child online protection have been more national or regional than global. An international framework is needed.

**Background**
The ITU Child Online Protection Initiative was launched in 2008, and UNICEF has been part of the platform since the beginning. The initiative is an international collaborative network for action to promote online protection of children and young people worldwide. Over 50 organizations working on children’s rights and child online protection are part of the Child Online Protection initiative.

In 2009, ITU launched a set of four guidelines on child online protection, one for children; one for parents, guardians and educators; one for industry; and one for policymakers. In early 2013, ITU and UNICEF partnered to revise the ‘Guidelines for Industry on Child Online Protection’. An open consultation was held in December 2013, allowing multiple stakeholders to comment and contribute, including experts in child online protection and members of the private sector. The new jointly branded ITU/UNICEF Guidelines provide advice on how the ICT industry can help to ensure children’s safety while using the Internet and any associated technologies that can connect to it.

ITU and UNICEF released the updated Guidelines on 5 September 2014, during the Internet Governance Forum in Istanbul.

**Strategy and implementation**
The main objectives of the Guidelines are to:
- Provide practical guidance and tangible ways for ICT companies at local and international levels to embed children’s rights considerations into their service and product propositions to set industry standards where legislation has gaps
- Be used as a tool to engage government to develop policies and processes for child online protection
- Mainstream the full spectrum of children’s rights into key ICT industry sustainability initiatives
Implementation

1. **Establish national multi-stakeholder platforms**
   UNICEF will work with regional and country offices to create national multi-stakeholder platforms, bringing together mobile operators, regulators, civil society, law enforcement and UNICEF partners from country offices to further develop initiatives for protecting and empowering children online. Based on research and input from key national stakeholders, one to two key areas to address will be identified in the country in which the stakeholder will convene workshops. Combating child abuse content is a major issue throughout the world, and the workshops will help to build capacity by bringing together experts in the field, industry players, law enforcement and government for the necessary coordinated and collaborative response. ITU will have a key role in supporting the implementation of the guidelines through its close relationships with regulators at the national and regional level. The pilot workshops will be followed by others in the region.

2. **Capacity-building for the ICT sector on integrating children’s rights into policies and management practices**
   To integrate children’s rights into policies and management processes, companies must first identify and assess actual or potential adverse child rights impacts they might be involved in. The assessment process can help companies to identify important opportunities to support children’s rights, enabling them to go beyond avoiding adverse impacts and take steps that may involve collaboration with governments, local communities, civil society and young people on urgent actions needed to fulfill the rights of children. UNICEF will develop industry-specific impact assessments that will provide guidance for companies on assessing their policies and processes related to protecting and promoting children’s rights online.

3. **Multi-stakeholder engagement**
   The Guidelines call for a comprehensive response to the online risks facing children, and partnership across multiple stakeholder groups, including governments, companies, civil society, parents and educators. This includes direct engagement with key stakeholders at the local and international level to advance capacity to promote children’s rights in the context of ICTs.

4. **Development of peer learning tools**
   Companies and organizations are taking action and developing tools to create a safe online environment and protect the rights of children. UNICEF and ITU have created an online portal to share case studies of best practices. As national multi-stakeholder initiatives take place, additional resources for sharing information and best practices will be created. This includes developing a ‘Good Practice for Business Toolkit’ based on lessons learned from the pilot countries to support implementation of the Guidelines at the international and national level.

5. **Education for children, parents and teachers**
   UNICEF will work with partners to develop education tools and applications for children, parents and teachers for customization at the national level in collaboration with government and local subject matter experts, to ensure they are adapted to the appropriate local digital literacy levels and Internet access methods. This may include applications, multimedia tools and online portals that are country specific to address the main needs and gaps in education. In countries with one laptop per child programmes, the aim will be to ensure the interface will incorporate educational elements on child online protection for both children and their caretakers, who often lack digital literacy skills.
<table>
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<th><strong>Progress and results</strong></th>
<th>In August 2014, UNICEF and the GSM Association, representing nearly 800 of the world’s mobile operators, announced a memorandum of understanding confirming joint efforts to implement the guidelines. Multi-stakeholder pilot workshops took place in select Latin American countries in the fourth quarter of 2014. The first countries were Paraguay and Colombia, where mobile operators, members of government, law enforcement and international experts in child online protection came together to discuss and address the challenges and opportunities related to ICTs and children in their countries. Some of the areas identified included the lack of a legal or law enforcement framework for online child abuse content in Paraguay, and challenges related to helplines and digital literacy of children and parents in the conflict areas in Colombia. Based on these initial workshops, discussions are underway to map the opportunities and challenges and to start collaborating to find solutions.</th>
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<tr>
<td><strong>Innovation</strong></td>
<td>The innovative components of the ‘Guidelines for Industry on Child Online Protection’ include: 1. Providing the first international child-rights-based framework for the ICT industry to both respect and support child rights 2. Allowing for a key entry point to reach a large number of companies, developed with a multitude of stakeholders including experts from other United Nations organizations, non-governmental organizations (NGOs), the private sector and academia, with a focus on industry umbrella organizations such as the GSM Association 3. Engaging key stakeholders across sectors, including governments, NGOs, academia and civil society to implement the Guidelines and develop innovative approaches to address online safety, engagement and participation</td>
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<td><strong>Potential application</strong></td>
<td>The methods used to develop and implement the Guidelines could be applied more widely within UNICEF to: • Initiate and strengthen country-level collaboration to address child online protection as part of UNICEF’s child protection programming (country office level) or as part of UNICEF’s advocacy work (through National Committee and country offices) and enhanced integrated corporate engagement • Increase collaboration among United Nations agencies • Increase involvement of multiple stakeholders in the development of guidance and in the implementation • Increase collaboration among UNICEF divisions at the headquarters level</td>
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<td><strong>Next steps</strong></td>
<td>The Guidelines have been well received and have been applauded by civil society, the private sector and governments. Along with continuing to implement the ‘Guidelines for Industry on Child Online Protection’, UNICEF will work with ITU to develop a National Strategy Guide. This Guide will complement the guidance for industries and support governments in understanding and implementing appropriate legislation that adheres to international standards in protecting and promoting children’s rights.</td>
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3. Analysis of organizational effectiveness and efficiency results

3.1 Financial oversight and management

PFP is a key business partner to external constituents such as National Committees and country offices. Data systems and analysis are vital to effectively collaborate with all stakeholders.

PFP implemented two new systems in 2014 to capture all financial data submitted by National Committee and country office partners: seven Cognos Express applications used to submit all statutory financial reporting, and the Funds Remittance Module, which is a collaborative tool used to manage all remittances by National Committees and subsequent allocation to grants.

Considerable effort was invested in implementing the new Revenue and Expenditure Report to ensure technical training and support were available for all stakeholders. As a follow-up to this exercise, a detailed Revenue and Expenditure Report analysis was conducted and presented at the Annual Meeting of National Committees in Rome.

The implications for Common Services Finance of establishing a Global Shared Services Centre were analysed and the resulting budget submitted to the Division of Financial and Administrative Management. A Global Shared Services Centre for UNICEF will carry out transactions such as invoices, payments, payroll, some HR administrative services and global IT support, and will provide the organization with savings and improved quality and efficient work.

In addition, significant resources were employed in supporting a PFP relocation analysis, providing responses to queries from New York senior management on the costing of various relocation options. The final decision by the Executive Director was that PFP should remain in Geneva in the long term, but will move to new premises in the United Nations Office in Geneva in 2018–2019 once new space being built becomes available.

Investment funds continue to be a constant focus, given the significance of the amounts – US$49 million in 2014. Current efforts assured external auditors that PFP continues to be an effective custodian of investment funds, leading to the closure of the prior year’s audit recommendation.

Quarterly revenue reporting from all National Committees and country offices by channel allowed for validating and monitoring progress against the strategic financial plan, which will be further fine-tuned in 2015. In addition, PFP and the Public Partnerships Division have started to look at how to align revenue projection methodologies.

PFP was involved in four audit exercises in 2014. Two internal audits were thematic and conducted remotely, covering the areas of website security and contracting for services, and two audits were external. The external audit team has shared its draft observations, and some elements have been incorporated into the relevant 2015 work plans of PFP.

3.2 Internal communication

Two priority areas were at the centre of internal communication efforts in 2014:

1. Finalizing the information architecture for the new PFP Intranet and preparing for the redevelopment of the Intranet on SharePoint online
2. Continue promoting new ways of working, both in PFP and in the wider private sector network

The latter included opening the Yammer enterprise social network to all National Committees and private sector fundraising country offices, developing promotional materials, promoting the network at the UNICEF Private Sector Forum, and conducting regular end user training. As a result, the Yammer Private Sector Network has seen an increase in both membership and engagement, with a number of thematic communities fully embracing the concept of ‘working out loud’.
In preparation for the launch of the new PFP Intranet, planned for the first quarter of 2015, discussions and collaboration with relevant New York headquarters divisions have been intensified to bring about stronger coordination of internal platforms and tools to create a more unified and end-user-friendly digital workplace.

Making all content related to Level 3 emergencies accessible continued to be an additional priority, as was the ongoing maintenance of the core channels of internal communication, such as the staff Intranet, the quarterly PFP Newsletter and Geneva-based information dissemination tools such as elevator notices and news monitors. Over 25 brown bag ‘lunch & learn’ activities were organized throughout the year, bringing inspiration from external speakers and encouraging staff to share the knowledge gained from missions and external learning opportunities.

### 3.3 Information and communication technology support

Electronic mail and collaboration tools were successfully migrated to a cloud-based platform in 2014, enhancing the availability, access and capacity of office productivity tools. Integration of Yammer as an enterprise social media tool and implementation of team websites have further improved collaboration within PFP and between PFP and National Committees.

Business applications support was provided to all sections in Geneva, and back-end system support to the Funds and Remittance Management tool, Licensing, Donor Toolkit, Corporation Agreement Monitoring and other workflow applications. After consultation with various stakeholders, the customer relations management project was initiated with the approval of a business case, identification of the platform and definition of functionalities for corporate and foundation account management in UNICEF. The project will be implemented in 2015.

Support was provided in addressing the recommendations of an external website security audit of UNICEF, with additional policies and procedures from the Department of Communication, PFP and Information Technologies Services and Support. Guidance has been provided to country offices in addressing audit recommendations that are related to IT security policies.

### 3.4 Infrastructure and operations support

Capacity-building for National Committees, country offices and internal partners was another focus of PFP work: 35 National Committees, 22 country offices and relevant internal partners were trained. A Community of Practice for Finance Officers was established, with 69 members using Yammer as a collaboration platform.

During 2014, infrastructure and operations support met the industry standard service-level agreement of 99.8 per cent availability and service-level support with successful processing of 7,500 IT service calls. The support included identity and access management, end user training, conferencing and meeting support, system upgrades, security updates and monitoring of IT security threats.

PFP processed purchase orders for more than US$15.3 million by introducing 38 new long-term agreements that have improved the effectiveness of the respective entities in contracting service providers. The Division also initiated new areas of work with National Committees to improve effectiveness and efficiency, and with country offices to provide procurement guidance and support on fundraising-related contracts. PFP continued to engage with the joint United Nations Common Procurement Activities Group, for which UNICEF assumed the chair in the latter half of 2014.

Accompanying the strategic plan priorities, PFP continued to ensure appropriate contractual guidance in negotiations with corporate partners on financial and non-financial agreements. Approximately 90 corporate, foundation and country office agreements were reviewed, with an overall estimated expected value of in excess of US$90 million. PFP has also sought to strengthen internal systems and mechanisms with the introduction of new tools as well as standing operating procedures.
3.5 Risk management

PFP is renewing its efforts in strengthening a culture of risk management, in line with UNICEF’s global enterprise risk management framework. The new divisional risk appetite statement will be released in early 2015, which will provide a framework for the accepted level of risk taking and investment in risk mitigation. This will assist PFP as it for the first time systematically and formally establishes risk registers. Key strategic, financial and operational risks to achieving PFP objectives are escalated into the Division’s overall risk register.

To mitigate a key divisional risk, PFP is finalizing guidance on risk management for country offices engaged in private sector fundraising. A number of issues emerged in 2014 which indicate that greater investment in systems and capacity for operations in country offices will be essential to accompany their formalized fundraising activities. This will be a key focus of work in 2015, which will be carried out by stakeholders within PFP in collaboration with regional and country offices.

3.6 Staff support

Due to the decision to transition out of the in-house cards and products business and to restructure PFP in 2014, 76 posts were abolished, affecting 66 staff members. The Division focused on two change-related projects: recruitment to staff the new structure, and support to staff on abolished posts. In the course of 2014, 67 staff members were appointed to new positions, 34 of whom were on abolished posts. Staff on abolished posts were provided with a comprehensive support package, including career transition services and funds to develop new skills. Among the staff on abolished posts, 71 per cent had transitioned to new positions or early retirement by the end of 2014, and several more will receive continued support in 2015.

Due to the PFP restructuring, the UNICEF house in Geneva underwent an internal office move in 2014. The Division continues to support and manage the operational needs for all staff located in Geneva, and has prioritized efforts to strengthen efficiency gains across various administrative arrangements and contracts. One key area has been negotiations with the landlord of the existing premises for price reductions, which have been partially successful.

3.7 Emergency preparedness and response

Emergency focal points in PFP facilitate the Division’s role in providing advice on external communication outreach and on preparedness plans to optimize fundraising results, as well as in sharing and replicating best practice. Over the years, PFP has built an Intranet portal for archiving emergency-related communication content. This has led to marked improvements in key message delivery through the media, for example during high-profile emergencies. PFP has strong connections to emergency country and regional offices, facilitating rapid and efficient information flows from the field to National Committee media and fundraising focal points.

The PFP cross-sectional emergencies team, and ad-hoc teams brought together in response to sudden onset emergencies, would benefit from formal terms of reference that clarify their specific roles and the duration of their mandate. Procedural clarity on the procurement of audio-visual assets in the early stages of a sudden onset emergency is required, due to the need to rapidly provide them for humanitarian fundraising appeals.

3.8 Operating cost savings

PFP continued to reduce operating costs and to improve efficiency in 2014. The total PFP budget for 2014 was 3 per cent lower than the 2013 approved budget. While the 2014 investment funds allocation of US$49 million represented an increase of 32 per cent vis-à-vis the 2013 approved budget in order to grow private sector revenue, the PFP operating costs of US$79 million in 2014 were a decrease of 17 per cent over the 2013 approved budget. As a result of prudent management, PFP’s additional cost savings in 2014 amounted to an estimated US$8 million in comparison with the 2014 approved budget. In 2015, the plan is to further reduce PFP operating costs by an additional 9 per cent to US$72 million.
Annex: List of studies and publications

Study reports

Title: UNICEF Barometer Tracking Study
Year: 2014
Sequence number: 2014/1
Themes: Awareness of humanitarian organizations; relative brand image of UNICEF; communications and media; fundraising habits and practices; perception of corporations and corporate partnerships; coverage of 50 countries during 2010–2014

Title: Corporate Mapping Phase 2
Year: 2014
Sequence number: 2014/2
Themes: Corporate partnerships; identifying opportunities for corporate engagement

Title: WIN Gallup End of Year Global Barometer
Year: 2014
Sequence number: 2014/3
Themes: Awareness and opinion of UNICEF and other organizations

Title: Media Measurement Study
Year: 2014
Sequence number: 2014/4
Themes: Media; key messages; perception; spokespeople; Goodwill Ambassadors; positive coverage

Title: Peer Review (Main not-for-profit)
Year: 2014
Sequence number: 2014/7
Themes: Revenue; individual; corporate; foundations; regular giving; channels; public funds; growth; emergencies; markets; regions

Title: Corporate Partnership Tracking (Domestos)
Year: 2014
Sequence number: 2014/8
Themes: Corporate partnerships; awareness; perception of partnership; impact on donation/purchase habits

Title: UNICEF Awareness and Perception among Young People
Year: 2014
Sequence number: 2014/11
Themes: UNICEF awareness; touch points; engagement; child rights; competitor benchmarking

Title: Delivering Implicitly Engaging Communication
Year: 2014
Sequence number: 2014/14
Themes: Communication; brand; implicit marketing; supporter and donor motivation; drivers of donating to UNICEF and other organizations

Title: Mapping and Assessment of the Private Sector Landscape and Opportunities in Africa
Year: 2014
Sequence number: 2014/15
Themes: Macroeconomic data; high-net-worth individuals; corporations; competitors; industries; middle class; country segmentation
| Title: Engaging Stakeholders on Children’s Rights: A Tool for Business |
| Audience and objectives: Companies and business and human rights practitioners, and UNICEF staff in headquarters, regional offices, country offices and National Committees. A tool for engaging with the private sector and government partners on corporate social responsibility and to influence the business and children’s rights agenda. Its objective is to provide guidance on why, with whom and how business should engage stakeholders – both children and child rights advocates – to gain a better understanding of a company’s actual or potential impacts on children’s rights. |
| Authors: PFP Private Sector Engagement |
| Quantities: 2,000 and digital |
| Estimated Cost: US$30,000 |

| Title: Guidelines for Industry on Child Online Protection |
| Audience and objectives: Companies in the information and communication technology industry and UNICEF staff in headquarters, regional offices, country offices and National Committees. A tool for engaging with the private sector and government partners to protect, respect and support children’s rights online. The Guidelines recommend that industry act in five key areas by: integrating child rights considerations into all appropriate corporate policies and management processes; developing processes for handling child sexual abuse content; developing safe and age-appropriate online environments; educating children, parents and teachers about children’s safety and responsible use of information and communication technologies; and promoting digital technology as a mode to further positive civic engagement. |
| Authors: PFP Private Sector Engagement and the International Telecommunication Union |
| Quantities: 2,000 and digital |
| Estimated Cost: US$30,000 |

| Title: Obligations and Actions on Children’s Rights and Business: A practical guide for Governments on how to implement UN Committee on the Rights of the Child’s General Comment No. 16 |
| Audience and objectives: Governments and other relevant stakeholders engaging on business and human rights, including UNICEF staff in headquarters, regional offices, country offices and National Committees. A guide for engaging with governments on child rights and business. Its objective is to provide guidance and advice for governments on how they can prevent, investigate, punish and redress children’s rights abuses through legislation and regulation; policies, plans and programmes; research and data collection; monitoring and oversight; awareness raising; and remedial measures. To better illustrate the tools and strategies, the guide highlights relevant examples of national, regional and international laws and practices. It also includes excerpts from the text of the General Comment and related recommendations. |
| Authors: PFP Private Sector Engagement and the International Commission of Jurists |
| Quantities: 2,000 and digital |
| Estimated Cost: US$60,000 |

| Title: Report on Regular Resources 2013 |
| Audience and objectives: Public and private donors. The report serves as a tool in summarizing sources of regular resources revenue, and in understanding how UNICEF uses its regular resources and the results achieved. It analyses regular resources revenue and expenses, and supports efforts to increase regular resources funding levels. |
| Authors: PFP Private Sector Fundraising (Programme Services) |
| Quantities: 2,500 and digital |
| Estimated Cost: US$20,000 |
Title: Major Donor Fundraising Manual
Audience and objectives: Major donor fundraisers in National Committees and country offices. The objective of the manual is to promote best practice and standardized approaches to major donor fundraising across UNICEF.
Authors: PFP Private Sector Fundraising (Global Philanthropy)
Quantities: 40
Estimated Cost: None

Title: Schools for Asia 2013 Annual Report
Audience and objectives: Corporate and major donors at a global level, fundraisers from National Committees, and partners of the initiatives. The objectives of the report are to inform corporate and major donors about the programme and fundraising results of the campaign; recognize the contributions of corporate and major donors and other partners; and provide National Committees with the necessary programme data and human interest material to report to their donors about the programme and fundraising achievements of the campaign.
Authors: PFP Private Sector Fundraising, the UNICEF East Asia and Pacific Regional Office and the UNICEF Regional Office for South Asia
Quantities: Digital
Estimated Cost: None

Title: Schools for Africa 2013 Annual Report
Audience and objectives: Corporate and major donors at the global level, fundraisers from National Committees, and partners of the initiatives. The objectives of the report are to inform corporate and major donors about the programme and fundraising results of the campaign; recognize the contributions of corporate and major donors and other partners; and provide National Committees with the necessary programme data and human interest material to report to their donors about the programme and fundraising achievements of the campaign.
Authors: PFP Private Sector Fundraising, the UNICEF Eastern and Southern Africa Regional Office and the UNICEF West and Central Africa Regional Office
Quantities: Digital
Estimated Cost: None

Title: Telling the Unite against AIDS Story – Updated
Audience and objectives: Fundraisers from National Committees. The objective of the publication is to maximize quality funding for HIV/AIDS by enabling National Committees to explain the HIV/AIDS programme to donors in a consistent and appealing way, using relevant examples, facts, figures and human interest stories.
Authors: PFP Private Sector Fundraising
Quantities: Digital
Estimated Cost: None