

Private Fundraising and Partnerships

2018 Annual Report

unicef  | for every child

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Executive summary

The year 2018 was the first of UNICEF's Strategic Plan 2018–2021, in which UNICEF's three key change strategies link to the accompanying Private Sector IMPACT Plan for the same period. The IMPACT Plan lays out a vision and direction for UNICEF to fully embrace the power of the private sector to deliver income and impact for children. To do this, the IMPACT Plan focuses on growing and nurturing the different private sector audiences – individual supporters and donors, key influencers and business – and enhancing advocacy with governments in National Committee countries. The goals in the Plan require a change in UNICEF's ambition and subsequent results. This change is supported by several enablers that are prerequisites to growth, such as enhanced investment in fundraising, enhanced systems and information management, knowledge exchange and human resource development.

In 2018, UNICEF laid a solid trajectory towards the ambitious goals in the IMPACT Plan, enhancing its ability to deliver results for children, winning support for UNICEF's cause and becoming an even stronger advocacy, campaigning, fundraising and communication force for children. This report summarizes UNICEF's achievements against the targets¹ in the first year of the Plan across National Committees, regional and country offices, the Division of Private Fundraising and Partnerships (PFP) and other headquarters divisions.

Overall, UNICEF raised \$1,431 million in private sector revenue in 2018 compared to an overall target of \$1,596 million, a shortfall of \$164 million. The target for regular resources was \$757 million and the actual was \$691 million, a shortfall of \$67 million but an increase of \$28 million compared to 2017. Reasons for the overall decrease in private sector revenue in 2018 include unfavourable exchange rates, countries becoming more inward looking, and a decline in foundation funding in 2018. In local currencies, the ambitious regular resource target in the IMPACT Plan from individual giving was almost met in year one, showing strong growth and demonstrating the strength of UNICEF's business model.

UNICEF engaged 79.4 million people towards its goal of 100 million individual supporters by 2021. It reached 4.9 million pledge donors, 2.9 million cash donors, 67.1 million digital supporters through social media, 3.5 million children trained in child rights education and a volunteer force of 995,980. Gross revenue from individuals ended at 92 per cent of the Plan, achieving \$1,180 million against the goal of \$1,281 million, as some key markets faced exceptional challenges. Revenue from legacies exceeded \$100 million for the first time in UNICEF's history.

In 2018, leading philanthropic partners raised \$423 million for programmes for children. This included \$107 million from mid-level and major donors, \$101 million from membership-based organizations, and \$215 million from foundation partners.

Significant foundation partners in 2018 included the Bill & Melinda Gates Foundation, Education Above All Foundation, Carlos Slim Foundation, IKEA Foundation, National Philanthropic Trust and the Children's Investment Fund Foundation. These leading philanthropic partners supported landmark programmes such as the drive to eradicate polio, secure quality education for out-of-school primary-age children, build child protection systems, and treat and prevent severe acute malnutrition. Philanthropic funding for UNICEF's programmes spanned all of UNICEF's goal areas and thematic programmes.

In 2018, over 104.6 million children were estimated by country offices and National Committees to have been reached through programming and advocacy that engaged business to respect children's rights in the workplace and supply chain, in marketing and advertising, and in the wider community. This compared to 13.4 million children reported in 2017. In part, the increase reflected improved reporting (but the fact that numeric data remain lacking from some UNICEF regions where the child rights and business approach is well embedded means that the real figures were likely much higher). There was, however, more to it than reporting. More country offices and National Committees were recognizing the necessity of

¹ The revenue figures presented in the narrative of the report are gross. For corresponding net figures, refer to the Annex 1- 'IMPACT Plan Results Framework'

taking a rigorous approach to identifying and addressing risk to children as an element in the wider programmatic integration of business as a change agent. Under the framing 'Better Business for Children', four major areas of business activity and two dominant business influencers were prioritized for the generation of knowledge, methodologies, technical guidance and support for country offices and National Committees: supply chain/workplace, marketing and advertising, online/digital, safeguarding, the power of the financial sector (a new work stream begun in 2018) and business-related public policy.

UNICEF has seen a surge in the commitment and action by governments on priority issues for children. In 2018, the National Committees reported 45 child rights laws and 76 policies adopted at the national level. This was the result of the advocacy and efforts of the National Committees, where despite challenging political contexts in many countries, they secured significant policy and financial commitments from their governments. National Committees are engaging a wider range of stakeholders and building capacity in the public, private and civil sectors to drive implementation of the Convention on the Rights of the Child.

The UNICEF brand scored strongly in terms of global indicators for association with being effective in work for children worldwide. The organization remained one of the most trusted and best-known organizations for children globally, which remained stable in the past year. Improvements still need to be made in the association with children and a close eye kept on the levels of trust in certain national contexts, where external and internal factors have resulted in reduced levels of trust in eight countries. Strengthening engagement through powerful content began to bear fruit and are a key strategy in the new Global Communication and Advocacy Framework (2019–2022).

PFP has committed to a list of enablers to support the implementation of the IMPACT Plan and eliminated administrative bottlenecks hindering growth. This covered wide activities and actions from PFP in support of regional offices, country offices and National Committees. Furthermore, enablers assured an adequate level of investment in private sector fundraising activities and the development and integration of different systems including the IMPACT Platform. Enablers also played a key role in mobilizing the operations enablers community at the regional, country office and National Committee levels to be fit for business in support of the delivery of the IMPACT Plan.

Overview

Overall, UNICEF raised \$1,431 million in private sector revenue in 2018 compared to an overall target of \$1,596 million, a shortfall of \$164 million. The target for regular resources was \$757 million and the actual was \$691 million, a shortfall of \$67 million but an increase of \$28 million compared to 2017. This shows continued growth in regular resources despite unfavourable exchange rate impacts, demonstrating the strength of UNICEF's business model for raising regular resources from individuals. Reasons for the overall decrease in private sector revenue in 2018 include unfavourable exchange rates, countries becoming more inward looking, and a decline in foundation funding in 2018.

Goal 1 – Individuals: 100 million people are changing the world with UNICEF through their voices and donations

In 2018, UNICEF enhanced its ability to deliver results for children, winning support for UNICEF's cause and becoming an even stronger advocacy, campaigning, fundraising and communications force for children. This was achieved through prioritized and joined efforts by National Committees, regional and country offices and headquarters. Integrated fundraising and advocacy campaigns and events were in place, recruiting and retaining donors and supporters.

UNICEF engaged 79.4 million of its goal of 100 million supporters by 2021. UNICEF reached 4.9 million pledge donors, 2.9 million cash donors, 67.1 million digital supporters through social media, 3.5 million children trained in child rights education and a volunteer force of 995,980. Gross revenues from individuals ended at 92 per cent of the Plan, achieving \$1,180 million against the goal of \$1,281 million, as some key markets faced exceptional challenges. Income from legacies exceeded \$100 million for the first time in UNICEF's history.

Outcome 1.1 9.9 million people donating \$1.3 billion by 2018

Individual giving income in 2018 was at 92 per cent of the Plan, mainly due to a drop-in pledge revenue by 90 million and in cash by 16 million. Overall, UNICEF reached 7.8 million individual donors: 4.9 million pledge donors and 2.9 million cash donors. Some key markets faced exceptional challenges that affected donor recruitment activity, and UNICEF had a lower than planned spend on pledge activity. In addition, the expected growth in donor numbers from channel diversification had not yet happened to the extent planned. Given the external environment, the performance on pledge and legacy income was very strong. On fixed exchange rates, pledge income grew by 9.6 per cent and legacy income by 30 per cent.

Output 1.1.1: Current fundraising model is optimized and maximized to deliver on pledge, cash and legacy targets

UNICEF had a strategy refresh for face-to-face, telemarketing, legacy and DRTV/integrated campaigns in 2018. New tools for optimizing pledge activation and growth were developed and introduced in various markets, with an increased focus on integration in markets, channel diversification and continuous optimization of business processes. New individual giving staff and consultants were recruited for the Latin America and Caribbean region and East Asia and the Pacific region to increase support for those markets. Support was also scaled up for priority markets.

Output 1.1.2: Investment in core channels and markets maximizes individual fundraising income

UNICEF increased investment in core channels and high potential markets and established an Innovation Fund to drive additional growth in known and new channels and techniques. Overall, investment increased by \$20 million compared with 2017 and return on investment was stable above 3:1. PFP provided increased support for markets through new roles in Latin America and the Caribbean and in East Asia and the Pacific, and a strengthening of National Committees' investment funds. Development of a new CRM was initiated to be deployed initially in country offices.

Output 1.1.3: Integrated fundraising and advocacy campaigns and events are in place, recruiting and retaining donors and supporters (Cause Framework)

Key launches, strategy planning, and activations were rolled out through three of the global cause campaigns, led by PFP (Every Child ALIVE, Uprooted and World Children's Day). The campaigns tested techniques and different content to see which markets pick up different elements. The Every Child ALIVE campaign implemented the first global petition, gathering 170,000 signatures, and the Uprooted campaign activated around the World Cup, generating 13 million video views online. Campaigns planned activities 12 months in advance and toolkits/materials were circulated several months in advance.

Integrated fundraising and advocacy campaigns were ongoing in many countries. The six global topics of Early Childhood Development, End Violence, Every Child ALIVE, Humanitarian, Uprooted and UNICEF's signature global event World Children's Day offered National Committees and country offices a range of topics for campaigning. Topics such as early childhood development (ECD) were providing a way to become relevant with supporters and potential donors in mid- to high-income countries. Every Child ALIVE's global petition motivated over 150,000 supporters globally. Thousands of people responded to supporting UNICEF's efforts to help children who have been uprooted from places like Myanmar, Syria and Yemen. And the World Children's Day message reached millions of people who responded to a petition or fundraising activation.

Support to fundraising included development of investment cases in all key strategic plan areas, and PFP pioneered a bold TV campaign strategy led by audience insight and testing. Work continued to link this to the engagement funnel. Efforts were moving towards more integrated approaches, and support was given to key markets and National Committees as well as global efforts to define and shape UNICEF's campaigning model.

Output 1.1.4: The UNICEF offer for individuals is compelling, driven by phenomenal content and based on data and insight

UNICEF began to identify tools for understanding how to differentiate the value propositions to different audiences, and more is planned for 2019. Some markets were testing differentiated communication for activating, maintaining and growing UNICEF's individual donors with promising results. This agenda was driven mostly by the initiatives under the Supporter Engagement Strategy (marketing and content pillars) and in coordination with teams in Geneva, headquarters and markets.

Output 1.1.5: A digital fundraising and engagement strategy is rolled out, providing reach and engagement with donors and supporters

A digital fundraising and engagement strategy was initiated in 2018, resulting in 67.1 million digital supporters and 477,000 digital donors. These numbers do not include Facebook cash donors (significant in markets such as Sweden). In the future, when Facebook launches recurring giving, this will further challenge key performance indicators. However, even considering this and acknowledging other attribution challenges, more work is needed to improve digital performance. More needs to be done to enable leaders in UNICEF to unlock the potential of digital, rather than restrict it to the website and some paid and social media. The path from social support to donations is a key area to improve.

Outcome 1.2: 100 million people (including children) mobilized for children's rights, with 50 million people on the road to giving

UNICEF increased its base of supporters – who volunteer, advocate and donate – towards 100 million by 2021. In 2018, this included 67.1 million digital supporters through social media globally and locally, including 34.9 million through Facebook and 14.6 million on Twitter; 7.8 million individual donors; and nearly 1 million volunteers supported National Committees.

More children and young people were engaged as agents of change in 2018 than ever before. Young people were agents of change through U-Report (6.3 million) and social media channels, especially

Instagram; they were 38 per cent of the volunteer force, and 3.5 million children were engaged through child rights education (CRE) efforts.

Output 1.2.1: Improved awareness of child rights by children and adults in National Committee countries

CRE initiatives reached 3,502,424 children and young people in 2018, up from 2,985,606 in 2017. Fourteen National Committees engaged in high-impact child rights school models. At least 569,056 children across 19 National Committees were involved in CRE initiatives for World Children's Day, up from 217,000 in 2017. A major CRE achievement in 2018 was the Safe to Learn children's activity pack, developed for the End Violence Against Children campaign and used in 45 countries. On average, 17 per cent of Barometer respondents across 15 National Committees had 'high' awareness of child rights in 2018; 43 per cent had 'medium', 32 per cent 'low' and 7 per cent 'zero' awareness of child rights.

Goal 2 – Key Influencers: Impact and effectiveness of key influencers maximized to advance children's rights and well-being, in accordance with UNICEF priorities through meaningful and effective relationships

In 2018, leading philanthropic partners raised \$423 million for programmes for children. This included \$107 million from mid-level and major donors, \$101 million from membership-based organizations, and \$215 million from foundation partners.

Significant foundation partners in 2018 included the Bill & Melinda Gates Foundation, Education Above All Foundation, Carlos Slim Foundation, IKEA Foundation, National Philanthropic Trust and the Children's Investment Fund Foundation. These leading philanthropic partners supported landmark programmes such as the drive to eradicate polio, secure quality education for out-of-school primary-age children, build child protection systems, and treat and prevent severe acute malnutrition. Philanthropic funding for UNICEF's programmes spanned all of UNICEF's goal areas and thematic programmes.

Outcome 2.1: Leading philanthropic partners commit to working with UNICEF and investing \$538 million annually by 2018 to achieve transformational change for children

Compared to 2017, donations from mid-level and major donors rose by an incredible 28 per cent. This growth is expected to continue along with increasing investments by markets in developing this relatively new income stream, which in 2018 encompassed 150 major donors (giving above \$100,000), and over 2,000 mid-level donors.

Membership-based giving also rose a healthy 4 per cent, primarily due to partnerships with key membership groups including Rotary International, Kiwanis, LDS, Zonta International and Dining for Women, and in 2018 the Office of the Executive Director officially tasked PFP to lead the development of a global strategy to accelerate existing work with such organizations.

Output 2.1.1: Ensure meaningful engagement for partners (retention)

PFP's strategy to ensure meaningful, customized and personalized engagement for major donors is centred on recruiting and training skilled major gift officers locally to drive one-on-one relationships in person with large givers. In 2018, the UNICEF community added 10 new major gift officer positions globally, including some in cities where UNICEF previously had no dedicated relationship manager (Argentina, China, India, Japan, Luxembourg, Panama and Switzerland). This significantly helped to build the capacity to retain investors, leading to a growth in the number of mid-level and major donor partners from 2,046 in 2017 to over 2,700 in 2018.

Similarly, all global membership-based organization partners and major foundation partners were retained in 2018, and a new partnership strategy was launched with the Bill & Melinda Gates Foundation, identifying opportunities for expansion of the partnership beyond polio and into health, nutrition, ECD and adolescence. While several key markets have dedicated foundation and membership-based organization

partnership managers, in many markets, foundation partnerships are managed by staff that also support partnerships with major donors and/or corporations. Nevertheless, in 2018, new staff were added in the regional offices in Latin America and the Caribbean, East Asia and the Pacific, and East and Southern Africa, among others, to support foundation partnerships.

Output 2.1.2: Increased targeted leadership giving (>\$1 million) (acquisition)

Continuing with implementing the strategy of targeting leadership gifts of over \$1 million, 2018 saw almost a doubling, from five to nine major donors, in giving of over \$1 million to UNICEF. The nine philanthropists alone contributed over \$40 million in funding to programmes for children. The UNICEF International Council, a platform for engaging major donors of over \$1 million, provided an opportunity to attract more such leadership givers, as well as further prospective leadership donors for the following year.

In addition, with the arrival of ED Fore, UNICEF progressed strategic bilateral meetings with at least 20 top foundation partners, prospects or foundation networks, providing important momentum to the relationships. Several significant prospects for \$1 million and over were developed in 2018, working in close partnership with National Committee partners.

Outcome 2.2: Key influencers engage their voice in delivering on child rights, amplifying UNICEF's advocacy messaging on priority issues

Membership-based organizations can effectively reach their base of individual members with key messages on children's rights. Therefore, in 2018, UNICEF made a concerted effort to strengthen the communication and advocacy work with Rotary to engage the public and key leaders on polio.

Foundations have also lent their voice to amplify UNICEF's advocacy messages. They include the Bill & Melinda Gates Foundation on polio and health, Children's Investment Fund Foundation on nutrition, Educate A Child on out-of-school primary-age children, IKEA Foundation on the right to play, Dubai Cares on ECD, and the UN Foundation on youth engagement and family-friendly workplaces.

National committees worked with national and regional ambassadors to amplify advocacy and fundraising campaigns and messages. Highlights included Robbie Williams for Soccer Aid (UK) and Sergio Ramos for the Uprooted campaign in Spain. Goodwill Ambassadors were engaged when priorities were aligned, including Muzoon Almellehan supporting advocacy for the Uprooted campaign, and Ricky Martin supporting the Italian Committee's summer fundraising gala.

Output 2.2.1: Influencers have in-depth knowledge on child rights and concerns

UNICEF's International Council – a select engagement platform for the highest level of major donors who have each contributed over \$1 million of their own family funds to children – provides a key platform to share knowledge about child rights and concerns to leadership donors. In 2018, the International Council Annual Meeting in Florence featured sessions on adolescent rights and Generation Unlimited, research on child rights, child protection in emergencies, and future trends, among others. In addition, major gift officers systematically shared updates about children in emergencies with all their philanthropic donors.

Engagement and capacity-building with foundation partners on child rights is typically done one-to-one. A key component of the 2018 UNICEF-Gates Foundation strategy is to agree on joint messaging and advocacy, and to explore key platforms for using one voice for children. Educate A Child, a programme of the Education Above All Foundation, led a major advocacy event in April in New York on addressing the issue of out-of-school children and their right to a quality education, and continues to advocate for additional funding for education globally.

Output 2.2.2: System is in place for responsive global relation management

In 2018, PFP launched a new business function to provide support to markets on developing relationships with new prospects and systematically progressing them through the stages of their relationship, from

solicitation to giving. In addition, PFP invested in providing more systematized means of engaging with existing donors, including facilitating a global group field trip to the Supply Division, organizing a three-day in person- engagement opportunity at UNICEF's Office of Innocenti (the International Council Annual Meeting), and facilitating senior-level engagements with UNICEF leadership.

PFP also issued new capacity-building products for major gift officers to train them in relationship management, including an online webinar, in-person sessions at Skill Share dedicated to relationship management, a quarterly newsletter and an updated intranet site with best practices.

Goal 3 – Business: Power, reach and influence of businesses are fully maximized for children

In 2018, revenue from Business was US\$ 167 million which is 83% of the planned amount but 9% lower than 2017. A total of 104.6 million children were estimated by National Committees and country offices to have been reached through programming and advocacy that engaged business to respect children's rights in the workplace and supply chain, in marketing and advertising, and in the wider community. This compared to 13.4 million children reported in 2017. In part, the increase reflected improved reporting (but the fact that numeric data remain lacking from some UNICEF regions where the child rights and business approach is well embedded means that the real figures were likely much higher).

There was, however, more to it than reporting. More country offices and National Committees were recognizing the necessity of taking a rigorous approach to identifying and addressing risk to children as an element in the wider programmatic integration of business as a change agent. Under the framing 'Better Business for Children', four major areas of business activity and two dominant business influencers were prioritized for the generation of knowledge, methodologies, technical guidance and support for country offices and National Committees: supply chain/workplace, marketing and advertising, online/digital, safeguarding, the power of the financial sector (a new work stream begun in 2018) and business-related public policy.

Outcome 3.1: Partnerships with businesses maximize results for children delivering income (\$202 million), influence, reach, CRB, and/or core business and assets

Exchange rates affected corporate income. Isolating the revenue at the 2012 rate, it would have shown a decline of \$4 million, down 2 per cent against results in 2017, with a longer-term picture showing a growth of \$63 million from the start of the previous Plan in 2014.

The income of \$119 million was generated from 175 high-value partners that gave more than \$100,000 cash per year. This was an increase of \$8 million and 13 partners from 2017. Of those, 57 partners were multi-country alliances, and 118 partners were national partners active in just one country. There was a sharp decline of \$24 million in the small donor portfolio (partners giving less than \$100,000 per year). PFP seeks to better understand and adapt the approach in 2019 as necessary. The US market, which delivered \$13.6 million less than the previous year, significantly affected the global total.

Output 3.1.1: Partnerships over \$100,000, prospected, grown and renewed with focus on highest value, while creating a systemized low-cost model for partnerships under \$100,000

PFP's focus on higher-value partnerships secured impressive successes with account growth such as H&M (\$1.8 million), Garnier (\$1.2 million) and Montblanc (1.2 million). The overall income growth, however, was offset by declines from partners such as Lego (-\$3 million), ING (-\$1.6 million), Disney (-\$1.4 million) and Starwood (-\$1.4 million). These declines were largely due to external market factors.

Development of a low-cost model for partnerships under \$100,000 was de-prioritized in 2018 to direct resources towards priority shared-value partnerships. Improvements to the intranet, due diligence and improved internal efficiencies form a good foundation for this work to progress with colleagues in programme and communication teams in 2019.

Output 3.1.2: High priority markets and partnerships supported to maximize potential

Seven new multi-country alliance (MCA) contracts were signed (with Microsoft, CCC, Lixil, Facebook, Henkel, MAF and Beko), bringing the number of MCA partnerships globally to 57. Emergency income fell slightly in 2018 (\$29 million), but the introduction of bespoke webinars to connect corporate donors directly to emergency specialists was well received by markets and donors.

Overall, corporate income from high-priority markets remained flat, with fluctuations in growth or decline offsetting each other between 2017 and 2018. The US was the major outlier, recording a reduction of \$13.6 million. Significant gaps remained for markets in reaching the Joint Strategic Plan (JSP) targets, especially the US and China, where extremely ambitious growth rates were set at the start of the Plan.

Output 3.1.3: Integrated partnerships deliver income, influence, reach, CRB and core business and assets (3 of 5 of these)

Eight priority shared-value partnerships were delivered in 2018; 62 non-financial contributions were secured from 15 international partners, which directly supported the delivery of UNICEF's five key goal areas and enabling strategy. They included technical expertise supporting Sports for Development programmes by FC Barcelona, which benefited over 30,000 children in Brazil, and Telenor, providing hardware and free mobile services to enable birth registration of 580,000 children in Pakistan.

Non-financial contributions generated at least \$11 million of value to UNICEF, but due to inconsistencies in trying to monetize non-financial contributions, the focus shifted to measuring the impact of the contribution on children rather than the financial value. In 2019, UNICEF will have a complete picture of all non-financial contributions across the international and national partnerships portfolio.

Outcome 3.2: Businesses take sustainable action to respect children's rights in all business activities and relationships

A total of 2,490² businesses, as well as government bodies, business associations, multi-stakeholder platforms and financial institutions, worked with 57 UNICEF offices – 40 country offices and 17 National Committees – to address risk to children posed by business activity in the workplace, supply chain, marketing and advertising, and the wider environment. This represented an over 100 per cent increase in reported Better Business for Children engagement compared to 2017, and an expansion by six (four country offices and two National Committees) in the number of UNICEF offices involved. A key factor behind these improved figures was greater integration of addressing business risk to children into core programmes, based on analysis identifying business behaviour as a causal factor in the challenges children face, and theories of change establishing the most appropriate ways of mobilizing business institutions. Examples of company action included multinationals headquartered in Sweden and the UK addressing child safeguarding; companies in Argentina, Bangladesh, Bolivia, Indonesia, Kenya, Mexico, Paraguay, Rwanda and Viet Nam addressing workplace and supply chain practices inhibiting breastfeeding; and businesses in Guatemala, Japan, Kenya, Mongolia, Peru, Slovenia, Tanzania and Thailand taking child protection measures based on their impact on the community, online and offline.

Output 3.2.1: UNICEF promotes increased knowledge and action by business to integrate child rights into business activities and relationships

Building on guidance developed in previous years, 19 publications on Better Business for Children addressed multiple issues ranging from business ability to recognize and assess the impact of their online activity and business models on children's privacy to the business case for action in the workplace and

² 1,556 LAC 2018 PSE report, p. 26 (SMQs + validation = 1,151); 545 Baastel review National Committee reports (missing Finland, Germany, Sweden, Switzerland and the US,); 200 EAPRO/ROSA SMQs + validation (minus Cambodia, India and Thailand); 6 ECAR SMQs + validation; 146 EASRO AR and SMQs + validation; MENA 1 SMQs + validation; WCAR 29 SMQs + validation.

community for the prevention of violence against children. The Child Rights and Business Atlas, an online platform to help businesses identify their interface with children's rights country by country, developed in partnership with the Global Child Forum, was launched by Deputy Executive Director Shanelle Hall at the annual UN Business and Human Rights Forum. The Latin America and Caribbean Regional Office developed a self-diagnosis online toolkit for businesses to identify their impact on children. A Child Safeguarding for Business Toolkit was launched by Deputy Executive Director Fatoumata Ndiaye. UNICEF organized sessions and spoke at industry meetings and human rights forums, including the Intergovernmental Forum on Metal, Mining and Minerals, the China International Import Expo, the EU Fundamental Rights Forum, RightsCon and the UN Business and Human Rights Forum. China, Madagascar, the Philippines, Tanzania and Viet Nam were among countries supporting child rights and business capacity-building initiatives with both company and government officials.

Output 3.2.2: UNICEF engages with government and other key business stakeholders to create an enabling environment supportive of business respecting the rights of children

While opinion among business leaders on the desirability of different forms of regulation inevitably varies, industry assessments and research demonstrate that statutory measures are primary drivers of business action to address social impact, notably where measures hold all businesses accountable to the same standards. UNICEF locates Better Business for Children within the context of institutions, relationships, obligations and expectations governing and influencing business behaviour. For example, in 2018, the Australian Committee successfully advocated for business measures protecting children to be included in the Modern Slavery and the Online Content Services and Other Measures acts. Canada, Chile, Colombia, Ecuador, Indonesia, Malaysia, Mexico, the Philippines, Thailand and Uruguay were among the offices working with their governments to develop regulation on issues such as the labelling, marketing and taxation of obesogenic foods. UNICEF also worked with industry associations, working groups and governments to develop standards based on best practice and peer influence. For example, UNICEF engaged in the development of voluntary standards on children's rights with the Roundtable on Sustainable Palm Oil (RSPO). The Canadian Committee provided technical leadership to work with the Government of Canada and major mining companies on implementing standards for extractive companies, publishing a Child Rights and Security Handbook. The state National Office of Tourism in Madagascar developed codes of conduct and monitored business measures to eradicate sex tourism. Rwanda's National Agricultural Export Development Board convened business in the tea sector to address workplace practices influencing early childhood development.

Output 3.2.3: UNICEF planning documents and processes address business impact on children to achieve programme results

Taking Better Business for Children to scale within UNICEF involves situation analysis, technical guidance, support, capacity and ultimately the integration of addressing business risk to children into programmatic activity at the field level. Argentina, Brazil, Chile, Colombia, Mexico, Paraguay, Peru, Thailand and Uruguay were among countries completing research in 2018 on the impact on children of a range of industries and types of business activity (including food marketing, workplace practices in manufacturing, and construction and tourism). Ecuador, the Philippines and Rwanda included business impact on children in country programme documents submitted to the UNICEF Executive Board. In the Latin America and Caribbean Regional Office, strategy notes integrating business impact on children into early childhood development, health and nutrition, child protection and Generation Unlimited underpinned 96 programme initiatives involving business sectors as diverse as mining, oil and gas, ICT, food and beverage, tourism, construction, retail and marketing, agriculture, manufacturing, and sport.

Outcome 3.3: Businesses and business stakeholders advocate for children

The engagement with the World Economic Forum and in Davos focused on UNICEF priorities including education and skills, Generation Unlimited, artificial intelligence, development finance and the humanitarian agenda. PFP also coordinated engagement in over 13 business-related events during the United Nations General Assembly, contributing in advancing Generation Unlimited and UNICEF's

priorities for children and young people, promoting public-private partnerships, positioning UNICEF as a partner of choice for the private sector, strengthening current partnerships and building new ones.

Output 3.3.1: UNICEF engages with businesses to promote actions advancing UNICEF's priority advocacy goals

PFP worked on building the internal case to engage business in support of Children Uprooted and contributed to the launch of Generation Unlimited. PFP started the development of tools ('Working with business as children's advocate' chapter of the UNICEF Advocacy Toolkit) and guidance with the Programme Division ('Engagement with Business Programme Guidance' for country offices) to support offices in integrating engagements with business as part of their country programmes. In collaboration with the Indonesia Country Office, the Office of Emergency Programmes and the Programme Division, PFP initiated the 'Business and Community Resilience' initiative to engage business in support of disaster risk reduction and preparedness.

Output 3.3.2: UNICEF engages with relevant multi-stakeholder platforms, initiatives and business networks to advance UNICEF's advocacy goals

UNICEF helps drive thought leadership and shaping the global agenda for children by being on the World Economic Forum's Systems Initiative on Education, Gender and Work; Global Council on Artificial Intelligence; and Global Future Councils on AI and Development Finance. PFP engaged with the UN Global Compact and supported processes for the Repositioning of the UN Development System (UNGC Internal Review Team and UN Strategic Partnerships Results Group/Private Sector Task Team) to strengthen system-wide capacity to develop United Nations-business partnerships. PFP instituted the UNISON CRM system as the main knowledge management and tracking tool for engaging with platforms.

Goal 4 – Governments: Governments³ at all levels in countries with a National Committee presence deliver on UNICEF priorities for children defined in the Strategic Plan, both domestically and globally, including through the implementation of the Cause Framework

UNICEF has seen a surge in the commitment and action by governments on priority issues for children. In 2018, the National Committees reported 45 child rights laws and 76 policies adopted at the national level. This was the result of the advocacy and efforts of the National Committees, where despite challenging political contexts in many countries, they secured significant policy and financial commitments from their governments. National Committees are engaging a wider range of stakeholders and building capacity in the public, private and civil sectors to drive implementation of the Convention on the Rights of the Child.

Outcome 4.1: Governments maintain and increase budgeting for children domestically and globally

The National Committees continue to advocate with their governments to maintain and increase budgeting for children domestically and globally. The global allocations are monitored by PPD (and outlined in the PPD Compendium of Resources), and therefore, the National Committees do not report on the totals but are required to measure the percentage allocated to children. No National Committee has reported on these indicators because there is no methodology for disaggregating the total spend along these lines. However, evidence from bilateral engagement shows they are driving initiatives at the policy level, resulting in maintained or increased official development assistance (ODA) for children. For example, in Ireland, the Committee influenced the new Irish Aid policy that promotes multilateralism, the road map to 0.7 per cent, and focuses on prioritizing gender equality through a major investment in girls' education.

³ By governments, we are talking about: Local, regional and national authorities including governments as such and governmental agencies (DFID, etc.). More widely, we refer to State actors (i.e., Parliaments)

Output 4.1.1: Advocacy conducted with Governments for budget allocations in favour of children including funding for children, through close collaboration with PPD

All National Committees conduct advocacy with governments on budget allocations relating to their key advocacy and policy asks, but no National Committee has reported on this. The challenges in measuring this work are linked to KPIs that are not systematically measured by the Committees and more complex public financing methodologies that make it difficult for Committees to capture this information, both on the ODA and the domestic side. The exception is the Spanish Committee, which has developed a comprehensive public financing methodology with the Programme Division and the Office of Research.

Outcome 4.2: Increased action by government to respect, protect and fulfil children's rights nationally and globally

In 2018, National Committees reported that 45 child rights laws/regulations and 76 child rights policies were adopted nationally. This is an increase from the 42 laws/regulations and 71 policies reported by Committees in 2017. Australia, the Netherlands, Norway and Spain were notable. In Hungary, the government announced plans to include cyberbullying in the penal code. This work is supported by PFP directly on the policy and strategy side, and PFP connects teams to the technical experts in the Programme Division and the Office of Research on content. This is in addition to the global advocacy priorities in the Cause Framework where the advocacy support is centralized in the campaign teams.

Output 4.2.1: Child rights awareness raising to key stakeholders implemented

UNICEF engaged 3,215 stakeholders to influence government action on child rights, up from 2,252 stakeholders in 2017. National Committees are engaging a broader range of public, private and civil society actors to raise awareness on children's rights. Despite the increase, a large number are not reporting on this indicator, which might require clearer guidance on the definition of 'awareness-raising'. As the National Committee body of volunteers is growing, many Committees are deploying volunteers locally to design and implement their own awareness-raising activities and target government directly.

Output 4.2.2: Capacity building provided to relevant stakeholders to respect, protect and fulfil children's rights

UNICEF advocacy capacity-building activities benefited 1,061 stakeholders, including government decision makers, business actors, industry bodies, civil society and academia. This work ranges from training members of the judiciary on child rights and juvenile justice in Spain and the Republic of Korea, to training teachers on child rights approaches and participation. The Child Friendly Cities Initiative (CFCI) has been building the capacity of local stakeholders to design a system of holistic implementation of the Convention on the Rights of the Child. The work on safeguarding is critical (especially with business) and has required building internal capacity in all National Committees to protect and fulfil children's rights through their full range of advocacy, communication and fundraising activities. This work requires training materials, models and toolkits that help it to scale.

Output 4.2.3: Collaborative action taken with key stakeholders to support UNICEF's advocacy goals

UNICEF took 118 collaborative actions with key stakeholders in 2018, marginally up from 110 in 2017. This work was underpinned by strategic partnerships, but there is clear scope to increase these numbers further in 2019. The 2018 G7 illustrated the impact where National Committees came together with 35 organizations, while PFP mobilized the other G7 National Committees, headquarters divisions and education partners, resulting in a historic commitment on girls' education at the summit. The actions were further guided by UNICEF global priorities, including World Children's Day and the Cause Framework campaigns. The foundational advocacy work (Treaty Body Reporting and SDGs) was carried out with partners because of their role in service provision, data collection or policy dialogue at the country level.

Output: 4.2.4: The CFCI is promoted and increasingly implemented

A Child and Youth Advisory Board for the Child Friendly Cities Initiative was established and convened in December 2018. A communication strategy, including a global CFCI logo, as well as a co-creation strategy with children for the CFCI Summit were developed. It was agreed to host the Summit in Cologne, Germany, in October 2019, and a Summit task force consisting of the German Committee, the City of Cologne and PFP was established. Two days of technical training for CFCI focal points was organized at the Skill Share and the collaboration between Child Rights Education and the End Violence Against Children and Uprooted campaigns was strengthened. The CFCI handbook was launched in April.

Goal 5 – Brand: UNICEF is the leading organization mobilizing support for every child

The UNICEF brand scored strongly in terms of global indicators for association with being effective in work for children worldwide. The organization remained one of the most trusted and best-known organizations for children globally, which remained stable in the past year. Improvements still need to be made in the association with children and a close eye kept on the levels of trust in certain national contexts, where external and internal factors have resulted in reduced levels of trust in eight countries. Strengthening engagement through powerful content began to bear fruit and is a key strategy in the new Global Communication and Advocacy Framework under development.

Outcome 5.1: UNICEF is the most trusted and engaging organization improving the lives of children across the globe

UNICEF was the second most trusted international organization globally in 2018, behind the Red Cross. UNICEF ranked number one in 31 per cent of 31 countries surveyed and was in the top three organizations in 80 per cent of countries. UNICEF's position in level of trust remained stable compared to 2017, with a few countries experiencing a decline in trust recorded for the first time.

Output 5.1.1: By 2021, increase levels of awareness and familiarity as the leading organization for children in private sector markets

UNICEF's spontaneous awareness ratings were above 20 per cent in 81 per cent of countries, versus 60 per cent of countries in 2017. However, UNICEF's score on spontaneous association with children among respondents aware of the organization remained average, with 35 per cent of countries above 50 per cent and none above 70 per cent. This needs to be elevated in the coming year.

Output 5.1.2: By 2021, UNICEF has increased levels of awareness as an organization that 'gets things done'

UNICEF's average score (of 31 countries surveyed) for association with 'getting things done' was on target, reaching 35 per cent in 2018 (countries above average for association with the attribute).

Output 5.1.3: By 2021, UNICEF mobilizes audiences to take action for children in private sector markets

From the global Brand Barometer data, UNICEF was in the top three organizations on consideration to donate in 68 per cent of countries (up from 60 per cent in 2017). This was already on target (65 per cent by 2019). The data also showed that UNICEF ranked first in willingness to share on social media in 60 per cent of countries and was in the top three in nearly all (93 per cent) of countries. In terms of brand association, UNICEF's average score on association to 'get things done' was above comparators' average in 35 per cent of countries, versus 25 per cent in 2017, ahead of the target (35 per cent in 2019).

Output 5.1.4: By 2021, maximize use of compelling, engaging and emotive content to build the brand

PFP worked closely with the South Sudan Country Office to produce a range of strategic communication and fundraising assets to create awareness and engagement among UNICEF supporters in private sector markets. The content, which aimed to show UNICEF's impact, included authentic (selfie) content, high-

quality video and photography, and human-interest stories on malnutrition, family reunification, babies born into conflict and the Rapid Response Mechanism. The material was used by numerous markets including Australia, Germany, Norway and Poland, and featured on UNICEF global channels. PFP also produced stories showcasing UNICEF's impact on girls' education in a Roma community in Moldova and progress around nutrition in Kenya.

PFP helped to deliver content for the annual Skill Share meeting in the Netherlands. The Skill Share plays a fundamental role in delivering on the IMPACT Plan 2018–2021.

PFP facilitated multimedia field trips to Bangladesh and Mongolia in support of the Every Child ALIVE campaign newborn baby projects. The products were used widely by UNICEF offices and have proven successful in engaging with supporters globally. PFP also supported the repurposing of high-level global content including an Early Moments Matter video and a World Children's Day video that was used for corporate engagement. In addition, PFP designed the CAR Child Alert report and reproduced key multimedia assets, and produced a partnership video for the United Nations General Assembly.

Goal 6 – Enablers: UNICEF (including headquarters divisions, regional offices, country offices, PFP and National Committees) are best positioned, with a common culture, to deliver on ambitious results with the private sector (and public sector, in National Committee countries)

Entering the first year of the IMPACT Plan, PFP committed to a list of enablers to support the implementation of the Plan and eliminated administrative bottlenecks hindering growth. This covered wide activities and actions from PFP in support of regional offices, country offices and National Committees. Furthermore, enablers assured an adequate level of investment in private sector fundraising (PSFR) activities, and the development and integration of different systems including the IMPACT Platform. Enablers also played a key role in mobilizing the operations enablers community at the regional, country office and National Committee levels to be fit for business in support of the delivery of the IMPACT Plan.

Outcome 6.1: Fit for business: responsive, transparent and accountable governance

In 2018, PFP continued to provide tailored support to individual National Committees through ongoing interactions and collaboration to strengthen responsible, transparent and accountable governance and compliance with the Cooperation Agreement with each National Committee. There was a renewed joint focus on ensuring fitness for business, arising from challenges in 2018 and lessons learned from crises, including the termination of the relationship with the Hellenic National Committee.

Output 6.1.1: Agile and flexible policies, investment and processes are in place to empower and incentivize PFP, country offices, and National Committees to accelerate income growth and effectively engage with the private sector

The PFP Division maintained strategic relationships with DFAM, the Supply Division, ITCD and the Field Results Group. Collaboration with DFAM continued with a dedicated and structured approach to meetings to manage common issues.

Data privacy regulations in Europe tightened in 2018. PFP led the assessment of data privacy risk as it relates to private sector work. PFP facilitated knowledge sharing among the EU-based National Committees, which informed revisions to their policies. PSFR country offices' privacy practices were assessed, paving the way to a data privacy approach for country offices that will be integrated into UNICEF policy into the future.

PFP and the Supply Division have collaborated on National Committee visits and began work on shared-value partnerships. In addition, the two divisions collaborated to develop procurement strategies to support PSFR activities, which will address the complexities of contracting for fundraising services.

PFP benefited from joint tenders and cross-agency sharing of long-term agreements (LTAs) and contracts with Geneva-based entities, resulting in cost savings of approximately \$1.6 million for UNICEF. As part of positioning procurement as a 'Centre of Excellence', PFP launched the procurement SharePoint site. National Committees and country offices have access to over 100 UNICEF-issued LTAs. Access was also granted to the Committees via the SharePoint site to UNGM.org, where an additional 500 LTAs from all United Nations agencies are available.

PFP successfully shared 114 LTAs, providing opportunities to leverage economies of scale, reducing the number of waivers from competitive bidding and identifying opportunities for synergies benefiting headquarters offices, National Committees and country offices.

Improvements were made for securing cash flows for country offices, including increased flexibility in fundraising reinvestment levels that were achieved through reinvestment (e.g. cost charging) by removing the 5 per cent cost recovery on the Special Purpose grant, and using bridge funding. Bridge funding was implemented to secure PSFR staff salaries and non-post fundraising costs from the beginning of the year. Early release of investment funds allowed country offices to plan and contract fundraising activities financed by investment funds early in the year.

PFP made available \$103 million in investment funds, an 18 per cent increase from the prior year of \$84 million. Greater flexibility was introduced in the allocation process to take advantage of revenue generation opportunities as they arise. The Fundraising Innovation Programme was established, enabling countries to test innovative fundraising ideas with an allocation of \$3 million.

PFP also invested in capacity development by hosting two key events. One was the PFP National Committee Finance and Operations Officers Enablers Meeting, which was successful in mobilizing the operations community in National Committees including finance, ICT and human resources as a strategic partner to the business and 'enablers' for the IMPACT Plan. The other was the PSFR Country Office Chief of Operations (COO) Meeting, which was successful in connecting the PSFR country office COO community for the first time. It provided key knowledge in private sector fundraising and made tools available to equip and upskill operations, and it addressed key challenges between the operations and fundraising functions by identifying opportunities for new ways of working and partnerships between operations and fundraising.

Support missions to PSFR regional support centres/country offices (e.g. LACRO, EAPRO, ECARO) took place to strengthen capacity on procurement policies and procedures and applicable UNICEF financial regulations and rules. In addition, PFP conducted 50 trainings through webinars to train country offices on PFP financial systems and control procedures.

In partnership with the General Counsel, PFP made dedicated and legal resources available to all country and regional offices to provide advice for engaging with private sector partners, including contract templates.

PFP continued to strengthen the private sector financial reporting of National Committees and country offices by launching and updating key reporting and analysis systems.

PFP launched the IMPACT Platform, which consolidates all financial and non-financial planning, monitoring and reporting for National Committees and country offices. Improvements in 2018 included the launch of the enhanced Revenue and Expenditure Report (including audit trails and workflows), the improved PFP Financial dashboard, the new PFP Investment Funds application, the Cash Forecast and the Quarterly Financial Scorecard (QFS).

PFP effectively monitored and managed financial resources and investment funds. More than 93 per cent of the PFP budget was used by December 2018, and most of the unused resources were non-post

resources. In response to alignment/restructuring exercises undertaken to implement the IMPACT Plan, PFP successfully completed a new seating plan.

Output 6.1.2: Advocacy by National Committees is recognized as a contribution to results for children

One of PFP's main missions is to advocate for the rights and wellbeing of all children, regardless of where those children live. Following a decision of the Executive Director in 2017, there was an initiative to incentivize National Committees to invest in reaching children in their own countries through local advocacy activities. To stimulate investment, new metrics were developed for National Committees to demonstrate both the fundraising performance to the wider organization, but also to monetize and publicize their contribution to local advocacy initiatives. It was therefore decided that recognition of these contributions would be made public through publishing the top 10 amounts in the UNICEF Annual Report. This will be published for the first time for the 2018 edition.

Output 6.1.3: Robust governance, management and coordination in National Committees supports clear accountability and effective decision making necessary to reach ambitious goals

In 2018, there was a renewed, joint focus on ensuring robust governance in National Committees following a number of governance challenges and lessons learned from recent crises, including the termination of the relationship with the Hellenic National Committee.

Overall, National Committees continued to maintain and strengthen governance in line with the governance framework for National Committees. Joint Strategic Plan governance improvement strategies across the five areas of the Principles of Good Governance for National Committees were implemented and results achieved. New board members, board chairs and executive directors were systematically inducted in the governance framework for National Committees.

Governance capacity building in National Committees was supported through bespoke strategic and technical governance advice and guidance to individual National Committee boards and executive directors across the 33 National Committees. There was also continued and increased focus on strengthening ethical frameworks in National Committees, and on structured peer-to-peer communication and support.

The year was marked by a greater focus on National Committee board chairs and boards as guardians and ambassadors of UNICEF's brand. National Committee boards are stewards of robust governance. Through strategic leadership, control and oversight, strong internal controls, systematic risk management and crisis preparedness, they ensure the achievement of results in support of ambitious goals.

Re-emphasizing the importance of good governance as an enabler for successful fundraising and effective advocacy for children's rights, National Committee executive directors and board chairs included strategic governance themes on the agenda of the 2018 Annual Meeting for the National Committees and celebrated the 10th anniversary of the endorsement of the Principles of Good Governance for National Committees that were adopted in 2009.

Challenges in adopting good governance policies and practices remained in some Committees because of limited capacity, conflicting priorities and emerging crises. They were and continue to be addressed using an individual risk-based approach, through targeted interventions and specialized technical guidance and support.

Output 6.1.4: Accountability and management of country offices for private sector fundraising and engagement clarified and realized

Working closely with the Division of Human Resources, PFP initiated several human resource changes in 2018 to clarify and reinforce the private sector accountabilities of country representatives and other key positions in country offices. An adapted version of the Generic Job Profile (GJP) for Representatives – incorporating PSFR accountabilities – was introduced for use in key PSFR markets. For the redefined

GJP for Deputy Representatives (Operations), private sector accountabilities were incorporated. For other posts such as representatives (in all countries), deputy representatives and chiefs of communication, private sector accountabilities will be similarly incorporated into GJPs. Furthermore, in line with, and to help embed, the clarified PSFR accountabilities in key PSFR markets, PFP developed a set of (optional) standardized performance outputs for representatives in key PSFR markets.

PFP also started to systematically integrate private sector fundraising and engagement into UNICEF-wide policies, procedures and guidance notes, working with other HQ divisions. Furthermore, PFP's comprehensive guidance for country offices on the management of PSFR (spanning a range of topics including strategic planning, financial management, human resources and risk management) was updated and transformed into a user-friendly version on the intranet.

Outcome 6.2: Planning and delivering as One UNICEF: Efficient and effective management of results

Efficient and effective management of results was significantly enhanced in 2018 through various digital-first initiatives that have helped to streamline and enhance planning, monitoring, reporting and knowledge sharing across UNICEF country offices and National Committees. They included the roll-out of the IMPACT Platform for planning monitoring and reporting; enhanced skill sharing through the online conversion of Skill Share, the Inspire Awards and the Good Practices site; and the development of a platform for private sector content sharing between the Programme Division, country offices and National Committees.

Output 6.2.1: Planning, monitoring and reporting of private sector fundraising and engagement is aligned with and delivers on the Cause Framework, the IMPACT Plan, and the UNICEF Strategic Plan

To align plans across UNICEF for private sector fundraising and engagement towards the shared goals in the IMPACT Plan, PFP rolled out a planning, monitoring and reporting platform, known as the IMPACT Platform. All JSPs with National Committees, Private Sector Plans (PSPs) with country offices and the PFP Division Annual Work Plan were integrated into the platform and aligned, and a complete cycle of planning and reporting for the JSPs, PSPs and PFP Annual Work Plan was done in the tool. The IMPACT Platform ensures alignment of the JSP, PSP and PFP Annual Work Plan with the IMPACT Plan and allows for aggregation of key performance indicators critical for measuring performance of the IMPACT Plan, including the Cause Framework campaigns and the contribution to the UNICEF Strategic Plan.

Output 6.2.2: UNICEF leverages private sector knowledge, best practices and innovation to maximize results for children

In 2018, sharing of private sector knowledge, best practices and innovation was enhanced. The private sector Skill Share brought together the private sector fundraising, engagement, advocacy and communication communities to learn from each other and share latest innovations and insights to accelerate UNICEF's work with the private sector. The 103 Skill Share sessions were then packaged and shared via Intranet pages, webinars and at least 12 e-learning modules that were in different stages of development as of end-2018. The launch of the first global Inspire Awards for outstanding initiatives and campaigns received 127 submissions, contributing to sharing of inspiring practices across UNICEF offices and National Committees. More than 20 new good practices on private sector engagement were added to the good practice repository which was among the most-visited Intranet sections. Good practice capture in fundraising was also strengthened with standard processes and approaches agreed upon for roll-out in 2019.

Output 6.2.3: Efficient, timely, appropriate grant management, donor reporting and content from the field

PFP is delivering on a new methodology of programmatic content for private sector partnerships. This new content covers all Strategic Plan goal areas and cross-cutting themes, and supports the needs of business, foundations and high-net-worth individuals. Thirty-eight new investment cases and guidance notes were drafted by the end of 2018, with plans to complete the full set by the end of 2019.

To complement the content, PFP is leading on a capacity-building plan, including content training initiated in 2018 and a programme masterclass to be launched in 2019. Both aim to increase UNICEF staff members' knowledge of how to develop propositions for the private sector, and to understand UNICEF's programmes and field operations in the context of the needs and interests of the private sector. In line with this, new donor reporting guidance and templates are in development to support country offices and National Committees in reporting to their donors.

Outcome 6.3: Versatile, safe and secure information systems support the delivery of the IMPACT Plan

PFP implemented its new application architecture which integrates seamlessly with the Enterprise Architecture of UNICEF, allowing data flow between different applications to provide consistent information across platforms for management decisions. Migration of PFP applications (being used by PSFR country offices and National Committees) from on-premises to cloud-based technologies has improved data security and availability while reducing the carbon footprint and maintenance cost. Infrastructural capacity and security was strengthened while keeping the cost at par. To further enhance data/information security, provisions are being established starting with classification, assessment and management of public-facing fundraising websites across PSFR country offices. Fundraising platforms are being modernized across PSFR markets by addressing the business requirements of the division as part of the Supporter Engagement Strategy. Organizational resources and divisional interests are being safeguarded through PFP-ICT Governance, Project Management Office and ICT-Board that oversee and coordinate the integration and implementation of projects across the organization.

Output 6.3.1: Integrated, secure and cutting-edge IT solutions supporting the delivery of the IMPACT Plan

The foundation of the platform that hosts the IMPACT Plan and its related applications for JSPs, PSPs and the PFP Annual Work Plan were launched, as well as the finance applications such as for investment funds, Cash Forecast and the Revenue and Expenditure Report. The platform also provides data and process integration features to share common master data and to expose or transform the application's data to other applications or for the data warehouse. As feature enhancement and new functionalities are being developed on existing applications, the integration will be adjusted accordingly.

To integrate with other global applications (SAP, Insight, Salesforce, etc.), a more flexible, robust and modern approach is being developed, and will be integrated into the existing applications foundation. This will avoid point-to-point integration and provide flexibility to handle different types of enterprise integration schemes.

PFP initiated the preliminary implementation of the new CRM system. The system is mainly geared to help UNICEF manage the 100 million supporters as laid out in the IMPACT Plan. Migration of country offices' existing CRM donor systems from DPV/DPO to Salesforce started with pilot country offices (Colombia, India, Malaysia, Thailand and headquarters).

Outcome 6.4: People: Versatile staff (UNICEF and National Committee) as agents of change with the private sector

HR supported PFP business units on the implementation of the 2018–2021 Office Management Plan and on recruitment of high calibre staff to meet organizational needs. Eighty-five staff recruitments were completed along with 112 consultancies. Refinements to the application of the Staff Selection Policy further streamlined recruitment processes to support faster and more effective recruitment.

PFP delivered 55 training events for 209 staff members, approximately 90 per cent of the division. Highlights included 21 PFP staff and 4 National Committee staff participating in the Management Masterclass and over 40 supervisors in the Performance Management training. Trainings which enhance

core and functional competencies included the 7 Habits of Highly Effective People and Presentation and Facilitation Skills. Career management activities were also enhanced with the provision of individual career coaching and career management workshops. A New Staff Orientation programme continued to be provided for all new staff, together with learning inductions within one week of joining PFP.

PFP continued to implement purposeful matrix management, continuing the movement from a linear divisional approach to multi-dimensional accountability and focused partnerships across teams/sections and UNICEF divisions, where relevant.

Output 6.4.1: Staff recruitment, training and mobility aimed to develop the right competencies in the right place to engage with private sector

HR provided continuous support to hiring managers on recruitment policy and implementation. Eighty-five staff recruitments were completed along with 112 consultancies. Refinements to the application of the Staff Selection Policy (implemented in 2017) further streamlined recruitment processes to support faster and more effective recruitment.

In 2018, 55 training events were provided for PFP staff, with management development taking priority. Twenty-one PFP managers and 4 National Committee senior staff participated in the Management Masterclass and over 40 supervisors took part in the Performance Management training. Trainings which enhance core and functional competencies included the 7 Habits of Highly Effective People (28 staff) and Presentation and Facilitation Skills (60 staff). Career management activities were also enhanced with the provision of individual career coaching (26 staff) and career management workshops (34 staff). A New Staff Orientation programme continued to be provided for all new staff, together with learning inductions within one week of joining PFP.

Output 6.4.2: Staff adopting a culture of collaboration, innovation and shared results are incentivized, recognized and rewarded across the organization

PFP developed an Information Note on 'Collaborative Working in PFP to Support the Impact Plan' as there is recognition that achieving the IMPACT Plan demands a shift from a linear divisional approach to multi-dimensional accountability and focused partnerships across teams/sections and UNICEF divisions. PFP has introduced purposeful matrix management in some circumstances so that all staff can contribute ideas/skills to key divisional results within their technical roles.

The 2018–2021 Office Management Plan identified teams that have matrix reporting. PFP has experience with matrix management, including the Cause Framework (global outside PFP), where staff have been assigned to contribute full time or partially to global initiatives, within PFP Common Services Teams that support all offices based in Geneva but are supervised by PFP, and out-posted staff in the regional support centres where PFP staff report to two supervisors – direct supervisor in the region and the division management leads on key results and targets

Output 6.4.3: UNICEF senior management capacity building/training on private sector across the organization

PFP's face-to-face orientations for country representatives and other senior staff in regional and country offices helped to clarify and bring to life their private sector accountabilities and deepen their understanding of how to successfully manage this area to maximize results for children. In 2018, two PFP Orientation for Senior Staff in Country Offices were held, in February and November, in which 31 senior leaders, 11 representatives, 11 deputy representatives, and 9 senior staff from regional offices and headquarters participated. PFP also delivered a session on private sector fundraising and partnerships in the Division of Human Resources' annual New Rep Orientation. For the 2018 programme, nine new representatives participated and learned about PFP's work.

Annex – IMPACT Plan Results Matrix