

Private Fundraising and Partnerships

2015 Annual Report

unite for
children

unicef  | private
fundraising
and partnerships

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1. Overview

Executive summary

The Private Fundraising and Partnerships Division (PFP) aims to achieve results for children by maximizing UNICEF's private fundraising and advocacy around the world. To carry out this mission, PFP coordinates fundraising activities and private sector partnerships with 34 National Committees for UNICEF and 21 of the organization's country offices. The Division implements global strategies in child rights advocacy, communication and brand positioning in National Committee countries through a range of partnerships, including with the media, corporations, civil society and young people.

Among PFP's key achievements in 2015 were:

- \$1,343 million net in revenue raised, of which \$529 million is regular resources (flexible contributions) and \$814 million other resources (earmarked funds)
- Expanded engagement with the private sector on child rights advocacy and incorporation of child-friendly business principles through the implementation of global and country-level action plans to facilitate a holistic approach to working with corporate partners
- Strengthened relationship management with National Committees by ensuring the targets in Joint Strategic Plans are aligned with UNICEF's Private Fundraising and Partnerships Plan 2014–2017
- Enhanced communication and brand positioning in countries with private sector operations by supporting the implementation of the Global Communication and Public Advocacy Strategy
- Improved efficiency and effectiveness of PFP through knowledge sharing, stewardship of financial resources, internal collaboration and support to all staff

In addition, the Division effectively reacted to multiple humanitarian crises throughout the year. The business and philanthropic communities contributed generously to humanitarian response and relief efforts, enabling UNICEF to reach the most disadvantaged.

One of the many emergencies was the migrant and refugee crisis in Europe. Both National Committees and country offices were affected and united behind UNICEF's integrated response. Country office capacities and surge mechanisms as well as National Committees' advocacy, communication and fundraising activities were critical to the organization's endeavours.

Despite fundraising successes in 2015, UNICEF has been challenged by currency fluctuations and in raising unrestricted regular resources needed for its programmes and rapid responses to emergencies. Regular resource contributions of \$529 million from the private sector in 2015 did not meet expectations, even though PFP exceeded its overall revenue objective by generating \$1,343 million in private sector contributions.¹

Partnerships and innovative approaches play a vital role in meeting UNICEF's needs in responding to crises and addressing issues concerning children. As business is recognized as a key partner in solving complex challenges and in achieving lasting results, PFP expanded its engagement with the sector in 2015 to 66 companies and 10 industry and sustainability platforms and associations.

Among the new partnerships in 2015 was an innovative alliance with the LEGO Foundation and the LEGO Group. It includes \$8.5 million to promote quality learning through play, and a commitment by the company to protect and support children's rights in its activities. LEGO will share its experiences and serve as an example for the business community at large to take action for child rights.

As National Committees, country offices and PFP stepped up efforts in 2015 to respond to the myriad challenges faced by children around the world, the Division also improved its in-house operations and relationships with National Committees and country offices. The following table gives an overview of the key divisional results, and the outcomes are further explained throughout this Annual Report.

¹ Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

Overview of key divisional strategies and results

| OUTCOME 1: By the end of 2015, annual contributions from private individuals, business and foundations to UNICEF programmes for children reach \$1,253 million, including \$651 million in regular resources (RR) | |
|---|--|
| Output | Key results ² |
| Output 1.1: Annual gross contributions from individual pledge donors exceed \$700 million and from legacies exceed \$80 million by end 2015 | <ul style="list-style-type: none"> In 2015, private sector fundraising generated \$1,343 million net in contributions, exceeding the budget requirement and the PFP Plan medium growth target. The number of pledge donors reached 4.3 million in 2015. RR contributions made up \$529 million, below expectations. Results were undermined by dramatic exchange rate fluctuations that reduced the US dollar value of contributions by 15 per cent. |
| Output 1.2: Annual gross contributions from corporate donors exceed \$174 million by end 2015 | <ul style="list-style-type: none"> At \$156 million in 2015, emergency revenue was significant from individuals, corporations and major donors, with the Nepal earthquake and Syria crisis as major recipients. Ten multi-country alliances were signed; seven of the new corporate agreements exceed \$1 million in value. |
| Output 1.3: Annual gross contributions from major donors exceed \$40 million and from foundations exceed \$246 million by end 2015 | <ul style="list-style-type: none"> The major donor revenue stream yielded \$38 million in 2015, and the foundation revenue stream \$305 million. For major donors, a key achievement was the establishment of a network of major donor fundraisers in the Asia-Pacific region. Foundation achievements included a \$100 million polio partnership with the Carlos Slim Foundation, and a partnership with the IKEA Foundation which included a €3 million grant for UNICEF's response to the Nepal earthquake. |
| Output 1.4: The private sector in programme countries is mobilized in support of the goals set out in the UNICEF Strategic Plan 2014–2017 | <ul style="list-style-type: none"> Private sector fundraising in country offices reached \$195 million in gross revenue, 26 per cent higher than in 2014. Of the revenue raised, \$30 million contributed to global RR. Pledge donors in most country office markets grew between 20 and 60 per cent, to 997,341 pledge donors by the end of 2015. |
| Output 1.5: Clear and differentiated UNICEF brand positioning for private sector activities is developed and communicated | <ul style="list-style-type: none"> In 2015, all National Committees and private sector fundraising country offices implemented the private sector Communication Framework, and all National Committees started implementing the Global Communication and Public Advocacy Strategy. A high number of Level 3 emergencies required PFP to increase communication support to National Committees, specifically on natural disasters in Nepal and Vanuatu, and on complex political emergencies in South Sudan, Syria, Iraq and the refugee and migrant crisis in Europe. |
| Output 1.6: Strategic and essential contractual services and goods are available in support of PSFR and partnerships | <ul style="list-style-type: none"> PFP engaged with vendors for a total value of \$11.2 million to provide diverse goods and services in 2015, and kept the waivers of a competitive bidding process to a minimum (less than 5 per cent in number and value as compared to the total number and value of the contracts). |
| Output 1.7: Investment in fundraising is sufficient to drive ambitious growth | <ul style="list-style-type: none"> In 2015, \$58.4 million was invested in 127 projects in 42 countries. The projected gross return in 2015 is \$3.5 for every \$1 invested. The total gross generated from investment funds over 36 months is expected to be \$220.2 million. |
| Output 1.8: Efficient and effective transition of cards and products out of the in-house business | <ul style="list-style-type: none"> PFP closed its cards and products operations ahead of schedule and at a lower cost than budgeted: the central warehouse was closed three months early, and total operating expenses were \$2.3 million, \$5.6 million less than budgeted. Reputational risks did not materialize, thanks to an effective transition plan. Many of the countries that were selling PFP-sourced cards and products are continuing to offer them through other business models such as licensing or through local sourcing, production and selling. |

² Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

| OUTCOME 2: Private and public sector stakeholders provide increased resources and support for the realization of children's rights | |
|---|---|
| Output | Key results |
| Output 2.1: Corporate social responsibility (CSR) is mainstreamed in UNICEF corporate partnerships, advocacy and programmes | <ul style="list-style-type: none"> • PFP promoted positive action for children through increased engagement with business and industry to 66 companies and more than 10 industry/ sustainability platforms and associations, as well as outreach to 17 governments to promote action related to children and business. • PFP enhanced advocacy for child rights by launching three guides for policymakers on General Comment No.16 of the Committee on the Rights of the Child, and advocated for five governments to make commitments to meet their children's rights and business obligations. |
| Output 2.2: Engagement with business and multi-stakeholder initiatives contributes to results for children in UNICEF programme implementation | <ul style="list-style-type: none"> • UNICEF launched a partnership with the LEGO Foundation and the LEGO Group, including \$8.5 million to promote quality learning through play and a commitment to protect and support children's rights in its business activities. • PFP published a study on the role of business in advancing children's rights in emergency preparedness, response and recovery. • Quarterly webinars were initiated with National Committees and country offices on engaging in multi-stakeholder platforms and events. |
| Output 2.3: In countries with a National Committee presence, child rights are prioritized in policies and practices that affect children, globally and domestically | <ul style="list-style-type: none"> • PFP conducted a 'Training of Trainers' to ensure methodological consistency in National Committees on the approach towards advocacy. • PFP held a workshop on child participation, supported the World's Largest Lesson initiative to raise awareness of the Sustainable Development Goals in schools, and published the report 'Teaching and Learning about Child Rights: A study of implementation in 26 countries'. |
| OUTCOME 3: National Committees implement the strategic direction set by the Private Fundraising and Partnerships Plan 2014–2017 and have technical guidance, tools and operational support to deliver the Plan results | |
| Output | Key results |
| Output 3.1: Strengthened cohesion and coordination among National Committees and UNICEF | <ul style="list-style-type: none"> • National Committees voiced their views through the Joint Consultative Process and as observers of UNICEF Executive Board meetings. • The Standing Group of National Committees ensured continued strong coordination through monthly teleconferences and four meetings in 2015. • The terms of references for the Standing Group and the Annual Meeting of the National Committees underwent a second revision to ensure better representation and deeper engagement, and were approved in September 2015. |
| Output 3.2: All National Committees are implementing JSPs aligned with the 2014–2017 Plan | <ul style="list-style-type: none"> • All National Committees signed Joint Strategic Plans (JSPs) in 2015 aligned with PFP and UNICEF priorities, and included road maps for achieving the 75 per cent contribution rate. • Improvements to the JSP review process were introduced in 2015, and further review is expected in early 2016 following lessons learned from 2015. |
| Output 3.3: Enhanced governance in National Committees | <ul style="list-style-type: none"> • For the first time, UNICEF has comprehensive data on the composition of National Committee boards, allowing targeted support in many places. • The 2015 Annual Meeting allocated sessions on lessons from global successes and failures in corporate and non-profit organizations, highlighted crisis and success stories, and assessed the relevance of the Governance Principles. |
| OUTCOME 4: Effective and efficient management and operations support | |
| Output | Key results |
| Output 4.1: Effective and efficient governance and systems | <ul style="list-style-type: none"> • PFP's new risk appetite statement was released in mid-2015, providing a framework for the accepted level of risk taking and investment in risk mitigation. • Effective oversight, coordination and governance of corporate partnerships was strengthened through the Customer Relationship Management project that was successfully rolled out globally, covering the due diligence and account management of corporate entities and foundations that partner with UNICEF. |

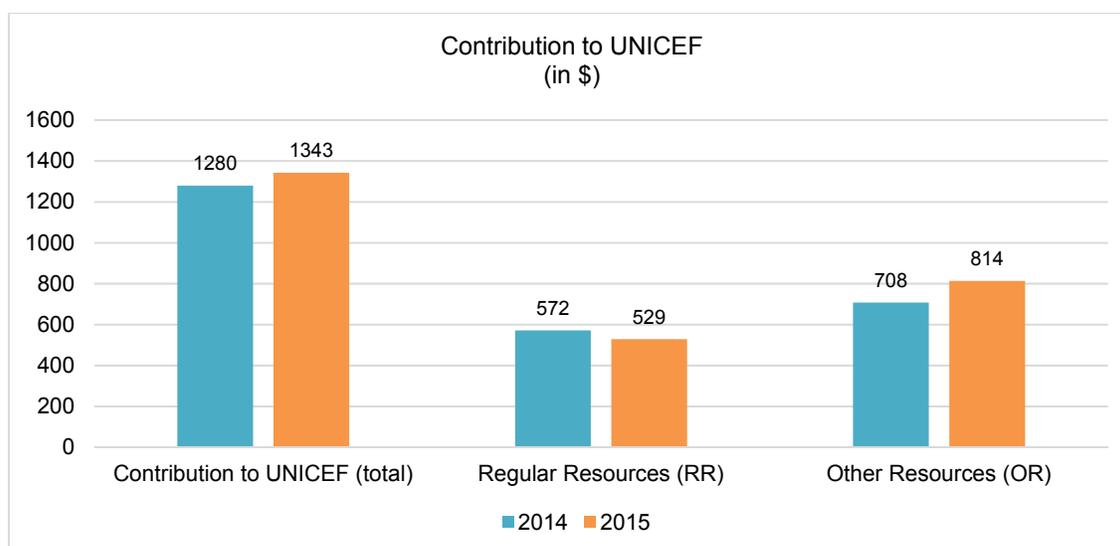
| | |
|--|---|
| <p>Output 4.2: Effective and efficient management and stewardship of financial resources</p> | <ul style="list-style-type: none"> • PFP enhanced tools to capture financial data submitted by National Committee and country office partners and to incorporate new information requirements. • PFP introduced a requirement in the investment fund online tool to report actual returns on investment funds granted to National Committees and country offices. |
| <p>Output 4.3: Effective and efficient management of human capacity (human resource management and learning)</p> | <ul style="list-style-type: none"> • In 2015, 32 staff members joined PFP, bringing teams closer to full capacity. • Of the 66 cards and products staff members on abolished posts, 50 (76 per cent) were successfully transitioned to new roles or to retirement. • The 2014 Global Staff Survey (GSS) revealed that PFP staff is most satisfied with performance management, diversity and security. Career development, office leadership and office efficiency and effectiveness were areas of concern. An action plan was developed to address concerns raised in the staff survey. • PFP launched a personal leadership training for all staff to better understand and manage themselves and to be more effective in their work and relationships. |

2. Analysis of strategies and results: Development effectiveness and special purpose

OUTCOME 1: By the end of 2015, annual contributions from private individuals, business and foundations to UNICEF programmes for children reach \$1,253 million, including \$651 million in regular resources (RR)

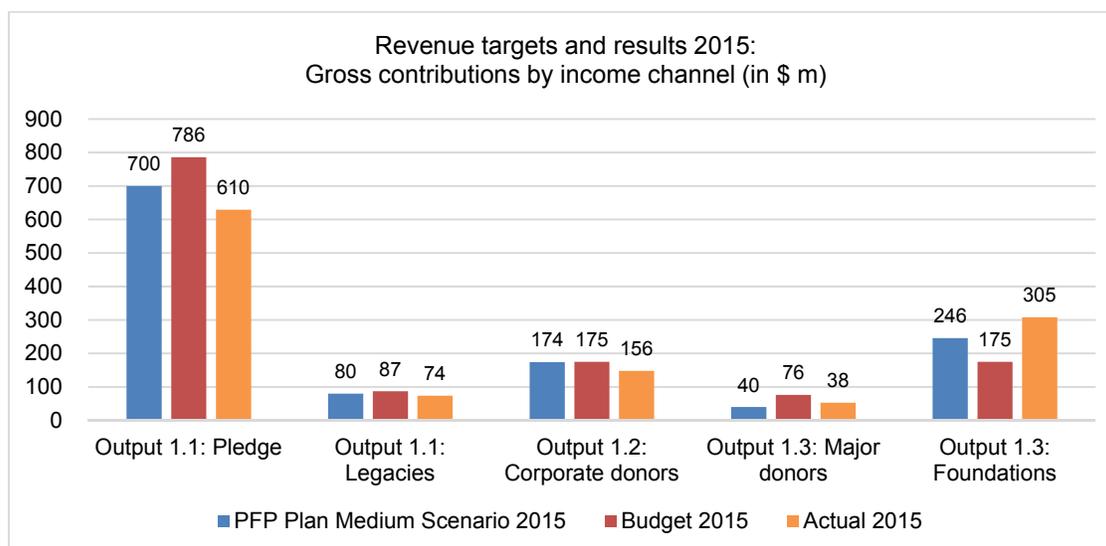
The first pillar of PFP's work is to grow revenue to meet the needs of children as set out in the UNICEF Private Fundraising and Partnerships Plan 2014–2017. At the same time, PFP aims to maximize the quality of revenue remitted by National Committees and country offices, with a focus on increasing regular resources (RR) and better quality and less restricted other resources (OR).

In 2015, private sector fundraising (PSFR) generated \$1,343 million³ in contributions, exceeding the revenue projection of \$1,253 million and the PFP Plan 2014–2017 medium growth scenario target of \$1,219 million. RR contributions made up \$529 million, while \$814 million was delivered in OR contributions, including \$207 million in other resources emergency (ORE). Emergency revenue was significant from individuals, corporations and major donors, with the Nepal earthquake and Syria crisis the largest recipients of donations.



The key strategy to achieve results remains to increase pledge revenue through recruiting and retaining more pledge donors while maximizing the value of donations. Capitalizing on fundraising opportunities in emergencies and scaling up legacy fundraising are additional core strategies. Where market conditions are favourable, developing high-value fundraising streams – corporate, major donor and foundation fundraising – offers additional opportunities for significant revenue growth.

³ Private sector fundraising contributions by National Committees represent 85 per cent of UNICEF private sector revenue. Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.



Output 1.1: Annual gross contributions from individual pledge donors exceed \$700 million and from legacies exceed \$80 million by end 2015

The gross revenue from pledge in 2015 was \$610 million, making pledge the most significant private sector revenue stream for UNICEF and the largest single source of regular resources. The number of pledge donors reached 4.3 million in 2015, adding half a million people to the number of individuals engaged with UNICEF's work. Pledge recruitment and retention activities were intensified, with ongoing financial and human resource investment in this area. Donor retention improved, with an INGO benchmarking exercise showing a positive trend across private sector fundraising markets.

Meanwhile, gross revenue from legacies was \$74 million in 2015. Given the potential for significant growth of legacy fundraising with an estimated wealth transfer of \$46 trillion in the coming years from baby boomers, legacy fundraising was re-energized with additional focus and ambition, including the planning of a significant increase in financial investments in legacy fundraising for 2016.

While underlying growth in pledge and legacy revenue continued despite a challenging economic environment in many countries, results for RR were undermined by exchange rate fluctuations that reduced the US dollar value of contributions by 15 per cent. This led to modest year-on-year growth in the dollar value of pledge revenue and legacy revenue, both important drivers of RR. As a result, reported RR did not grow as expected.

One of the largest opportunities – and largest challenges – is fundraising for emergencies. Sudden onset emergencies offer the possibility to generate significant donations. In the case of the Nepal emergency, the initial funding needs were met in less than two weeks, and the full appeal was overfunded in six months only through PSFR revenue; effective digital fundraising has become key to success in emergencies. Conversely, the challenge remains to effectively fundraise for children in chronic or politically sensitive emergencies, where there is low media attention and focus, and where generating funds is difficult.

The focus for pledge in 2016 will be threefold: diversifying channels to open up more possibilities to recruit new pledge donors; integrating pledge channels into a more efficient model; and optimizing the value of pledge donors through increasing retention rates and maximizing donor value. Central to success will be the effective use of digital fundraising, and the provision of meaningful donor engagement through excellent donor communication.

As pledge, legacy and emergency fundraising is critical to UNICEF's current and future revenue, the concept of the Core Offer was introduced in 2015. The Core Offer is a strategic shift in which all PSFR markets will ensure they are active in these areas of fundraising in an integrated manner. The Core Offer will be implemented in stages, with clear prioritization based on the fundraising opportunity, and support offered to markets to implement this approach. These three key fundraising channels will be used to maximize RR revenue.

Output 1.2: Annual gross contributions from corporate donors exceed \$174 million by end 2015

Corporate revenue rose to \$156 million in 2015 as UNICEF retained the value of its existing multi-country alliances, with a focus on the strategic multi-country alliances. This portfolio of global brands expressed satisfaction and renewed commitment to UNICEF and its mission, driving not only financial resources but also communication and other benefits. A strong pipeline of future partnerships was successfully activated to continue growth. Ten multi-country alliances were signed, and seven of the new corporate agreements exceed \$1 million in value per year.

National Committees together with PFP have grown and renewed more than 20 existing multi-country partnerships representing a total committed revenue of \$100 million in 2015. This includes renewal of the partnership with Pampers on maternal and newborn tetanus elimination; the partnership with Unilever on water, sanitation and hygiene; the partnership with ING to help adolescents around the world maximize their potential; and a successful global holiday campaign with H&M generating significant revenue for programmes in Myanmar.

In 2015, UNICEF and Starwood Hotels & Resorts celebrated 20 years of their Check Out for Children partnership. UNICEF also celebrated three long-standing 10-year partnerships, with Procter & Gamble's Pampers brand, Gucci and ING.

Further major initiatives and partnerships were developed with ARM, the Cartier Charitable Foundation, La Caixa Foundation, The Lego Foundation and Lego Group, LINE, Louis Vuitton and the Philips Foundation. These partnerships support UNICEF's work for children across a range of programme areas, including providing quality early learning through play, supporting children in emergencies and enabling innovations for children.

Output 1.3: Annual gross contributions from major donors exceed \$40 million and from foundations exceed \$246 million by end 2015

The major donor and foundation revenue streams yielded \$38 million and \$305 million⁴ in 2015, respectively, significantly exceeding combined targets for private philanthropy at UNICEF. Overall, continuing strong results in the foundation revenue stream have offset somewhat slower than originally anticipated growth in the major donor stream.

For major donors, a key achievement was support for the establishment and capacity building of a network of major donor fundraisers in Asia-Pacific including both National Committees and country offices in the region. Throughout the year, PFP supported multi-million dollar major gifts from around the world, including the US, the Gulf Area, Argentina and Sweden. Through face-to-face trainings, the Major Donor Workshop, the annual major donor Supply Division visit, dedicated sessions at the Fundraising Forum, presentations to country representatives and National Committee board members, and facilitation of partnerships with third-party intermediaries such as banks, PFP worked to build UNICEF's expertise and network in major donor fundraising, and disseminated best practices including collaborative giving mechanisms.

Key achievements for the foundation stream included undertaking a successful first year of the \$100 million polio partnership with the Carlos Slim Foundation in Mexico and an agreement of renewal; supporting an in-depth dialogue with the Bill & Melinda Gates Foundation charting the future course of the partnership after the current focus on polio eradication and including new grants supporting institutional strengthening within UNICEF; securing UNICEF as launch beneficiary alongside the World Bank of the new UK charity, the Power of Nutrition; and sustaining UNICEF's major partnership with the IKEA Foundation, including rapid commitment and realization of a €3 million grant to support UNICEF's response to the Nepal earthquake.

⁴ Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

Output 1.4: The private sector in programme countries is mobilized in support of the goals set out in the UNICEF Strategic Plan 2014–2017

Private sector fundraising in middle- and high-income countries through UNICEF country offices continued to grow in 2015, reaching \$195 million in gross revenue – 26 per cent higher than in 2014. This growth rate shows the significant potential in these markets. Without the negative impact of currency devaluation in many markets, even higher growth rates would have been achieved. Whereas the majority of the funds are used for programme implementation within the country office which raised the funds, \$30 million contributed to global regular resources. UNICEF Thailand, Malaysia and Argentina made multi-million contributions to global RR, and Brazil and Uruguay more than \$1 million. Nineteen of the 21 country offices with structured PSFR activities contributed to global RR in 2015.

PSFR gross revenue reached \$102 million in Latin America, thanks to rapidly growing revenue from monthly donors and funding from foundations. In Asia, 9 per cent growth was achieved, reaching \$62 million. Gross revenue in the Gulf Area finished at \$21 million, largely comprised of foundation revenue. In the region of Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS), \$6 million were raised; \$1.2 million were raised in South Africa. Revenue from other country offices without fully structured PSFR operations totalled \$4 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. Country offices continued to invest in acquiring new pledge donors, with most markets growing between 20 and 60 per cent in this area. By the end of the year, country offices had 997,341 pledge donors – a key development given the predictability and unrestricted nature of the funding. In Argentina, for example, more than 234,600 pledge donors are now supporting UNICEF regularly. Many country offices launched fundraising appeals to the public and raised \$13.2 million in emergency funds (largely for the Nepal earthquake). The increased outreach allowed offices to strengthen existing relationships with donors and acquire new donors.

Non-financial private sector engagement by UNICEF country offices continued to expand in 2015, including in Africa where regional and continental partnerships drove both revenue and non-financial engagement and helped to position UNICEF as a key private sector partner on the continent.

To assist country offices with private sector fundraising, PFP guided several offices in developing long-term strategic PSFR plans as part of the country programming process, to ensure an ambitious, long-term approach to fundraising development. To further strengthen PSFR capacity in country offices, PFP conducted orientations for UNICEF country office representatives new to offices with structured private sector fundraising. This included a visit to the United Kingdom Committee for UNICEF. PFP also developed an online training programme for staff new to PSFR in UNICEF, which will allow new employees in 2016 to quickly acquire the essential knowledge necessary to succeed and support rapid revenue growth.

Output 1.5: Clear and differentiated UNICEF brand positioning for private sector activities is developed and communicated

In 2015, the private sector Communication Framework was implemented by all National Committees and PSFR country offices. As part of the roll-out of the new Global Communication and Public Advocacy Strategy (GCPAS), PFP underlined the importance of the key elements of the Framework, i.e. the application of the 3H model – Head, Heart and Hands – and the recognition of storytelling as a communication vehicle. The main goal of the GCPAS is the use of communication to put the rights of all children at the heart of the social and political agenda. The GCPAS supports action and change for all children, and represents how UNICEF communicates to engage audiences.

PFP worked with all National Committees and country offices implementing the GCPAS. The Division provided normative, technical and operational support for the roll-out of the Strategy, documented illustrative examples at the country level, and facilitated sharing of knowledge and experiences. PFP produced guidance documents and toolkits for facilitating the 'voice, reach and engagement' aspects of communication. By the end of 2015, all National Committees were contextualizing and implementing the GCPAS in varying scope and at varying paces. As part of the development of their

2015–2017 Joint Strategic Plans, National Committees welcomed the integration of key performance indicators to monitor and evaluate the objectives outlined in the GCPAS.

In 2015, PFP provided editing, design and publication support to more than 18 publications. Among them were the *Humanitarian Action for Children* overview document and Annex for the Office of Emergency Programmes, the *Report on Regular Resources*, the *Schools for Asia* and *Schools for Africa Annual Reports*, and a joint publication with the International Telecommunication Union entitled *Guidelines for Industry on Child Online Protection*. PFP also supported the Special Coordinator for the refugee and migrant crisis in Europe, including a publication on UNICEF's advocacy activities in response to the crisis.

To support National Committees' strategic planning on media outreach, PFP developed a communication calendar that was shared monthly throughout 2015. The calendar incorporates initiatives and events based on global priorities, as well as information from regional and country offices and National Committees.

At the end of the year, media monitoring reports for 2015 were being prepared and findings were to be shared with National Committees and country offices in early 2016 to ensure a full whole-year picture. Communication tactics will be revised as needed, based on the results.

PFP led communication work on multi-country advocacy initiatives, such as the launch of the *Child Rights Education* report, and facilitated global coordination on National Committee-led events, such as the J7 Summit in Germany and the opening of an exhibition in Norway marking the 50th anniversary of the UNICEF Nobel Peace Prize.

A high number of Level 3 emergencies in 2015 required PFP to substantially increase its external communication support to National Committees. Support was provided to natural disasters in Nepal and Vanuatu, but also to complex emergencies of a political nature (South Sudan, Syria/Iraq and the refugee and migrant crisis in Europe).

A constant dialogue between PFP media staff and field colleagues ensured a steady flow of media and communication assets to National Committees and country offices with PSFR. PFP organized country office briefings for National Committees on the emergencies, and communication 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.

PFP communication staff were deployed as surge capacity to support the UNICEF response to emergencies in South Sudan and Yemen, to the former Yugoslav Republic of Macedonia and Serbia affected by the refugee and migrant crisis, and to backfill in UNICEF's Office of Emergency Programmes and Division of Communication in New York.

PFP provided strategic and technical support on digital communication, for example to National Committees on issues linked to Facebook, Instagram, online influencers and visual storytelling, and on various business engagements 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, as well as online content created to celebrate anniversaries of partnerships (such as with Gucci and ING). PFP also supported National Committees involved in fundraising campaigns for emergencies (Vanuatu, Nepal and Yemen).

External communication efforts through social media continued to be reinforced with capacity building activities and sharing of good practices. For instance, social media training sessions were organized during the annual UNICEF Private Sector Forum in May and the PFP digital workshop in October. They were also strengthened through measuring social media key performance indicators. Social media monitoring reports were delivered for 20 National Committees, with debrief sessions organized to discuss the findings and revise their social media strategies as needed.

The 2015 Barometer study was conducted in 14 countries among representative samples of the countries' population aged 18+ years. The study is intended to assess the public's perception of UNICEF compared to other organizations, and to track and monitor UNICEF's performance on the Global Communication and Public Advocacy Strategy key performance indicators (KPIs).

UNICEF enjoys almost full recognition (about 90 per cent total awareness), but has room to improve its salience (spontaneous awareness) and mind leadership (top of mind awareness). UNICEF also needs to strengthen and focus familiarity with what it does to drive its association with children. UNICEF has a positive impression, trust and shared values, but does not lead on these measures.

UNICEF's strong image attributes are experience, influence, vision and expertise, but the most important attributes that drive donations and trust are trustworthiness, honesty, credibility, sincerity, efficiency, transparency and getting things done. UNICEF also needs to improve on the somewhat emotional attribute of caring.

Children in need is the most important global issue for the public, after basic health care. Among children's issues, UNICEF should keep focusing on survival and protection, then emergencies, child rights and education. 'Children' are the main cause people donate to, followed by medical/health, then animals.

Traditional media, mainly TV and newspapers/magazines, are the most popular channels for communicating on world issues with the public, and UNICEF should combine them in fresh ways with online and social media.

Output 1.6: Strategic and essential contractual services and goods are available in support of PSFR and partnerships

PFP's main procurement objective is to achieve best value for money for the organization in contracting for goods and services. The Procurement Strategy is a key element of support for PFP.

Although the in-house cards and products business was closed down, the linked procurement activities were fully replaced and supplemented by other activities. PFP also started providing procurement support to a new customer – the CEE/CIS Regional Office.

PFP recognizes that, as UNICEF evolves, a particular expertise and support is required in country offices with PSFR. PFP has ensured that its procurement capacity will be available to strengthen its support in these country offices and to maximize the generation of revenue for UNICEF through PSFR activities. PFP continued to work closely with National Committees and to explore opportunities to leverage economies of scale across countries contracting for PSFR activities.

PFP was engaged with the Common Procurement Activities Group to further increase effectiveness in procuring goods and services that are common to all United Nations organizations in Geneva. PFP participated in joint procurement processes to achieve competitive advantages due to economies of scale (in particular on administrative and information technology goods and services) and for better use of resources.

In addition, the Division monitored key performance indicators to make sure adequate and timely support was provided and that procurement rules and regulations were followed. PFP engaged with vendors for a total value of \$11.2 million to provide diverse goods and services in 2015, and managed to keep the waivers of a competitive bidding process to a minimum (less than 5 per cent in number and value as compared to the total number and value of the contracts).

Output 1.7: Investment in fundraising is sufficient to drive ambitious growth

Investment funds are used to expand fundraising and generate more money for children. In 2015, \$58.4 million was invested in 127 projects in 42 countries – using 97 per cent of the approved budget of \$60 million for investment funds. Investment funds aim to generate at least \$3 for every \$1 invested over 36 months. In 2015, the projected gross return is 3.5 dollars for every dollar invested. The total gross contributions generated from investment funds over 36 months is expected to be \$220.2 million.

Output 1.8: Efficient and effective transition of cards and products out of the in-house business

PFP closed all its cards and products operations in 2015, following a decision taken by the Office of the Executive Director in 2012. PFP focused on winding down all logistics and warehousing activities and disposing of remaining inventory by the end of June. This was done while a) keeping costs

associated with the closure in line with the budget, at \$7.9 million including inventory write-off; b) ensuring the career transition of staff on abolished posts; and c) managing all potential reputational risks associated with the discontinuation of what had been an iconic UNICEF fundraising and public engagement activity for 65 years.

All the objectives were met and exceeded. Working in coordination with the 11 National Committees that had their last sales campaigns in 2014, UNICEF closed the remaining logistics activities ahead of schedule and at a lower cost than budgeted. The central warehouse in Tilburg was closed on 31 March 2015, three months early, and total operating expenses were \$2.3 million, \$5.6 million less than budgeted, due to lower inventory write-off costs and fewer logistic and transport expenses.

UNICEF stock consigned to National Committees was cleared by the end of March and the stock balance was zero at the end of June. Thanks to the collaboration with regional and country offices, most of the usable left-over stock was transferred to UNICEF field offices to be donated. Reputational risks did not materialize, thanks to an effective transition plan that PFP and each affected country developed together in 2012 and implemented in the past two years. Many of the countries that were selling PFP-sourced cards and products are continuing to offer them to UNICEF donors and supporters through other business models, mainly through licensing and, in some cases like in Germany and Greece, through local sourcing, production and selling.

The closure was made possible by a small PFP cards and products team which remained and provided support until the last day of operation. UNICEF provided career transition support to these employees, although not all of them were able to be retained by the organization.

OUTCOME 2: Private and public sector stakeholders provide increased resources and support for the realization of children's rights

The second pillar of the Private Fundraising and Partnerships Plan 2014–2017 is to expand strategic engagement with the private sector and to advance children's rights through advocacy across all sectors of society. In 2015, PFP a) influenced the behaviour of business through focusing on selected industries (extractives, information and communication technology, travel and tourism, apparel/garment, and food and beverage) that have both a positive and a negative impact on children's rights; b) strengthened country programmes through strategic engagement with business; and c) supported National Committees in their advocacy efforts for children's rights.

An important achievement towards these goals was the development of a framework to ensure that the approach to public and private sector engagement is comprehensive, results-oriented and accountable, and demonstrates real change. PFP worked throughout the year to build capacity in National Committees, country offices and UNICEF headquarters to undertake an integrated engagement with both public and private sector actors to promote children's rights.

Certain developments, such as the sharp rise in the number of refugee and migrant children entering Europe, challenged the way UNICEF works in industrialized countries. This led to a new way of responding to the crisis, including an agreement between UNICEF and the Government of Germany to support refugee and migrant children entering the country. Other countries involved in the response included Austria, Greece, Hungary, Italy and Slovenia, and National Committees in the region became actively involved in promoting the rights of all children in their countries in the context of the crisis.

Output 2.1: Corporate social responsibility (CSR) is mainstreamed in UNICEF corporate partnerships, advocacy and programmes

UNICEF's work on the children's rights and business agenda has shifted from the development of standards and tools to a focus on implementation. In 2015, PFP increased engagement with business and industry to 66 companies and 10 industry or sustainability platforms and associations, and greater outreach to 17 governments to promote action related to children and business. A key focus was the development of an industry orientation.

For example, UNICEF partnered with industry associations such as GSMA and the International Telecommunication Union to reach hundreds of information and communication technology

businesses, providing guidance for the industry to ensure children's online safety. Funding from the WeProtect initiative of the UK Government helped to expand this work to 17 country offices.

In 2015, many industry work streams prioritized research on child rights impact, and provided insights to develop more comprehensive engagement with the following sectors:

- In travel and tourism, a pilot assessment was undertaken in Viet Nam in collaboration with the country office, four corporate partners and four National Committees.
- PFP finalized a pilot project to assess how companies in the mining and oil and gas sectors are managing their potential impact on children. The companies that participated in the pilot have integrated child rights considerations into their policies, impact assessment processes and management systems.
- Studies in the garment sector in Bangladesh and tea production in India mapped out key effects of these global supply chains on children and women.
- PFP supported research on the impact of marketing and advertising on children by the food and beverage sector, including how marketing varies in regions such as Latin America or Africa.

Governments play an important role and have a duty to protect children and to advance responsible business practices. PFP and partner organizations launched three practical guides for policymakers on General Comment No.16 of the Committee on the Rights of the Child, and successfully advocated for five governments to make public, national commitments to meet their children's rights and business obligations.

Building capacity with business, country offices and National Committees to roll out the children's rights and business agenda continued as a priority. PFP developed introductory and intermediate training modules on children's rights and business, which were piloted in India and Germany with the participation of over 30 businesses. Training and bilateral support was provided to 34 country offices and 13 National Committees in priority markets, and input was provided to integrate child rights and business into National Committee and country planning processes.

Output 2.2: Engagement with business and multi-stakeholder initiatives contributes to results for children in UNICEF programme implementation

UNICEF increasingly uses business innovation and information technology to solve development challenges and deliver programmes that reach the most marginalized children. PFP supported the development of innovation partnerships launched in 2015 with ARM Holdings and Philips, as well as a Global Summit on Innovations for Children, co-hosted by UNICEF and the Government of Finland. Capacity building for National Committees to engage partners in UNICEF's innovation work was advanced by creating a network of innovation focal points in National Committees, facilitating regular webinars and developing information and fundraising resource materials and partnership formation.

PFP supported corporate engagement with a focus on opportunities that address both business goals and societal needs. A 2015 highlight was the launch of a partnership with the LEGO Foundation and the LEGO Group, including an \$8.5 million contribution to promote quality learning through play and a commitment to protect and support children's rights in LEGO's business activities, as well as joint advocacy for early childhood development.

PFP initiated a study on the role of business in advancing children's rights in emergency preparedness, response and recovery. It will culminate in 2016 with a practical guide for business on how to respect and make positive contributions to children's rights, and recommendations for UNICEF on engaging with business in emergencies.

Quarterly webinars were created with National Committees and country offices to build capacity and share knowledge and experience on engaging in multi-stakeholder platforms and events. PFP strengthened relationships with key global platforms and facilitated engagement opportunities for UNICEF and/or private sector partners in the following events:

- *World Economic Forum*: Senior UNICEF staff participated in the Annual Meeting, regional forums in Africa and the Middle East, the Strategic Foresight community, and consultations on lessons learned from public-private cooperation in the Ebola response and humanitarian partnerships.

- *Clinton Global Initiative*: UNICEF experts in early childhood development, water and sanitation, education and innovation took part in the annual meeting and other events.
- *United Nations General Assembly week*: PFP organized a breakfast meeting, hosted by the Executive Director, with 10 high-level corporate partners on children and emergencies.
- *United Nations Private Sector Forum*: PFP co-organized the event with the United Nations Global Compact and other agencies, and facilitated the Executive Director's participation, invitations for UNICEF's corporate partners, and an announcement of the new LEGO–UNICEF partnership.
- *Global conferences* included the 2015 Paris Climate Conference (COP21), Financing for Development, the United Nations Economic and Social Council Partnership Forum, consultations for the World Humanitarian Summit, the United Nations Business for Peace meeting, and the United Nations Global Compact +15 events.

Output 2.3: In countries with a National Committee presence, child rights are prioritized in policies and practices that affect children, globally and domestically

PFP provides National Committees with guidance and technical support for their advocacy and child rights education (CRE) activities. In 2015, PFP conducted a 'Training of Trainers' to ensure methodological consistency of the approach towards advocacy. On CRE, PFP held a workshop on child participation, supported the World's Largest Lesson initiative to raise awareness of the Global Goals in schools, and published the report 'Teaching and Learning about Child Rights: A study of implementation in 26 countries'. The research was commissioned by PFP and undertaken by Queen's University Belfast in the United Kingdom. It explores CRE in early childhood education and in primary and secondary schools in 26 countries with a National Committee presence and will help set the baseline for monitoring the impact of UNICEF's collective CRE efforts.

PFP worked with National Committees during the year to advocate in UNICEF's child rights priority areas, with an emphasis on children on the move (where PFP supported the engagement of National Committees in the UNICEF response to the refugee and migrant crisis in Europe), the new Global Goals (on which PFP led the involvement of National Committees in the advocacy work on getting child rights language into the final formulation) and the impact of climate change on children's rights (including the promotion of the participation of children in activities related to COP21). PFP also undertook a stocktaking exercise to support the implementation of the Child-Friendly Cities Initiative in National Committees. In addition, PFP continued to support the involvement of National Committees in activities related to the monitoring of the implementation of the Convention on the Rights of the Child. This involved in most cases the release of specific reports on child rights in National Committee countries and child participation in hearings with the Committee on the Rights of the Child.

OUTCOME 3: National Committees implement the strategic direction set by the Private Fundraising and Partnerships Plan 2014–2017 and have technical guidance, tools and operational support to deliver the Plan results

National Committees are an integral part of UNICEF. Established as independent local non-governmental organizations, the 34 National Committees across the world raise funds from the private sector for UNICEF programmes, champion children's rights and promote child rights education in industrialized countries.

PFP manages the strategic relationship between the 34 National Committees and UNICEF. The Division leads and manages the Joint Strategic Plan (JSP) process and supports the Standing Group of National Committees, including in the preparation of the Annual Meeting of the Executive Directors and Board Chairs and the Executive Directors Meeting.

PFP also provides specialized technical advice to National Committees in various governance areas, including developing new or revising existing statutes, supporting a risk management culture, and establishing ethics frameworks and management and operations policies.

Output 3.1: Strengthened cohesion and coordination among National Committees and UNICEF

The 2015 National Committee Executive Directors' Survey results show significant improvement in the relationship between PFP and National Committees. The areas of PFP support executive directors are most satisfied with are fundraising using pledge and pathways to pledge, governance and the Joint Strategic Plan.

This biannual survey is an opportunity for National Committees and PFP to review the overall relationship and identify priorities for future action. In the 2015 survey, 25 out of 34 executive directors replied, giving a response rate of 73 per cent, which is significantly higher than in previous years (58 per cent in 2011; 61 per cent in 2010). Nine out of 10 (88 per cent) National Committee executive directors said they are satisfied with the overall working relationship between PFP and their Committee (16 per cent said very satisfied). This is a significant improvement since 2011, when only 59 per cent expressed satisfaction.

Increased cohesion among National Committees and between Committees and PFP continued to be pursued through several avenues in 2015.

National Committees were consistently consulted and their contributions taken into account in the development of policies, strategies and plans. They were represented in all working groups developing the UNICEF Global Brand Strategy. Moreover, National Committees were able to voice their views at the highest decision-making levels of UNICEF through the Joint Consultative Process and in their capacity as observers of the UNICEF Executive Board Meetings. Standing Group members met twice with colleagues from the senior management team of UNICEF in 2015. The chair of the Standing Group participated in the meetings of the UNICEF Global Management Team.

National Committee engagement with UNICEF was also reinforced through the Standing Group of National Committees, which continued to represent the network of National Committees with UNICEF and held monthly teleconferences and four in-person meetings in 2015. The 2014–2015 Work Plan of the Standing Group was endorsed by all National Committees and reflects clear alignment with UNICEF strategies and plans.

The Annual Meeting of National Committees and the Executive Directors' Meeting continued to provide forums for formulating strategic decisions and to discuss how National Committees and UNICEF can work together to be more efficient and effective in business practices, and to focus on the best ways to jointly deliver the key elements of the UNICEF Private Fundraising and Partnerships Plan 2014–2017. A key area of focus for National Committees in 2015 was the Sustainable Development Goals and the future changes in UNICEF that may have implications on the current operations and working areas of National Committees.

Given the diversity of National Committees, one of the recurring challenges remains the ability to collectively engage and represent such a disparate group. The initiatives planned for 2015 to overcome this challenge included a second revision of the terms of reference for the Standing Group and for the Annual Meeting of the National Committees, and finalization of the terms of reference for the think tanks to ensure better representation and deeper engagement. The revised terms of reference for the Standing Group and the Annual Meeting were approved in September 2015 during the Annual Meeting of the National Committees. The revised terms of reference for the think tanks was finalized in early 2015.

The ongoing refugee and migrant crisis affected many countries with a National Committee presence, such as Germany, Greece, Hungary, Italy and Slovenia. New operational modalities needed to be developed to support Committees in their response and enable an organizational-wide, coherent, UNICEF response. The crisis placed additional burden on National Committees and stretched the limited resources of small National Committees.

Knowledge and skills sharing among National Committees was strengthened during the year. This was achieved through peer reviews, staff exchanges between National Committees and UNICEF, joint on-boarding sessions for 38 new National Committee staff members, and a board orientation programme for 24 board members. The 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.

Output 3.2: All National Committees are implementing JSPs aligned with the 2014–2017 Plan

The shared vision and mutually agreed targets of the UNICEF Private Fundraising and Partnerships Plan 2014–2017 continued to be reflected in Joint Strategic Plans, which capture the key elements of the relationship between UNICEF and the National Committees, including direction, strategic priorities

for fundraising, public and private sector engagement, and communication. The JSPs are rolling, high-level, strategic documents that provide direction without unnecessary detail. A number of improvements to the JSP review process and document were introduced in 2015, and further review of the process is expected in early 2016 following lessons learned from 2015.

In early 2015, 33 National Committees signed JSPs aligned with PFP and UNICEF priorities. The JSP with the U.S. Fund for UNICEF was signed in October 2015, to ensure the alignment of the JSP with the fiscal planning cycle of the U.S. Fund.

All JSPs include road maps for achieving the 75 per cent contribution rate. In 2015, according to the latest estimates submitted by National Committees, on average the contribution rate was projected to reach 75 per cent. The JSP review process was initiated during the last quarter of 2015, with the new JSPs expected to be signed by the end of February 2016.

Output 3.3: Enhanced governance in National Committees

Six years into the implementation of the Governance Principles – the set of governance standards and principles adopted by all National Committees in 2009 – good governance has been strengthened in National Committees. Indicative of this is the professionalization of National Committee boards as collective groups, but also of individual members. There is a clear correlation between effective board governance and business results and evidence that effective governance protects and enhances the UNICEF brand.

In 2015, technical governance guidance and advice, implementation of agreed JSP governance improvement strategies, and knowledge management and capacity development continued, with increased efforts placed on strengthening UNICEF's relationship with National Committee boards. For the first time, UNICEF has comprehensive data on the composition of National Committee boards, allowing targeted support in many places. Technical advice has continued in the area of board roles, composition and process, leadership and oversight and control. The online course 'Getting to know UNICEF', developed for boards and also used by senior National Committee and UNICEF staff, has been updated and is in its third edition.

The annual on-site orientation for National Committee Boards in Geneva was held in November, and was again well received. Feedback from participants suggested that the event should continue. With governance now a standing item on the agenda of Annual Meetings of the National Committees, the 2015 meeting allocated sessions drawing lessons from global successes and failures in corporate and non-profit organizations, highlighted crisis and success stories from the global UNICEF as well as individual National Committee perspective, and assessed progress on and relevance of the Governance Principles. Two more PFP Newsletters for Boards were issued, in May and November, and remain highlights in the broad spectrum of governance knowledge and information sharing. Another recognition of the key role and importance of boards in the strategic relationship is the representation of board chairs as observers in the Standing Group.

Specialized technical advice to National Committee counterparts was provided in other thematic governance areas such as developing new or revising existing statutes, developing a risk management culture – including by facilitating workshops in individual National Committees – and establishing ethics frameworks and management and operations policies. Qualitative progress monitoring continued in a number of governance areas, e.g. risk management, effective statutes and internal audit and oversight.

The 2015 assessment of progress in the JSP results area 'governance' indicates that while many National Committees were able to implement agreed measures and meet key performance indicators, challenges remain in a number of Committees due to conflicting priorities, historical and cultural circumstances and lack of capacity. In 2016, PFP will focus primarily on these Committees.

3. Analysis of organizational effectiveness and efficiency results

OUTCOME 4: Effective and efficient management and operations support

PFP strengthened its commitment to effective and efficient management and operations through a risk-informed approach to decision making, special efforts and considerations to reduce special purpose budget expenditures, and a commitment to work across divisional sections and in ongoing operational efficiency initiatives.

PFP continued to address key audit observations. The Division worked on ensuring that National Committees adopt board-approved reserve policies, and on considering options for how to best represent fundraising costs in country offices. On the former, the Division made significant progress and it is expected that at the end of 2015, all but one Committee will have a board-approved policy. On the latter, PFP led an inter-divisional and regional working group to consider various options for PSFR country office costs and received the approval of the Executive Director for a new approach as of 2016. The Division continued to strengthen its efficiency through improved relationships with other divisions to ensure that policies and communication with country offices and National Committees are aligned.

At the end of 2014, UNICEF was faced with unfavourable exchange rates as the US dollar strengthened against major currencies such as the euro, Japanese yen, Korean won and Swedish krona. PFP agreed to reduce its institutional budget at the same rate as other divisions and made an additional reduction in its special purpose budget as a contribution to reducing the organizational requirements to use regular resources.

PFP continued with a stringent budget exercise where cost containment was a key priority. The Division was successful in its cost containment and anticipated that instead of a \$7 million reduction, it was able to reduce the budget by \$10 million. This was also a result of the efficient closure of the cards and products business, which minimized the estimated charges that had been planned to close the in-house operations.

Following the decision to maintain offices in Geneva, PFP led discussions with the host government and the United Nations Office at Geneva on a more efficient presence for UNICEF. The planning for UNICEF's future location in the Palais des Nations building of the United Nations, anticipated for 2019, was initiated and an agreement with the Swiss authorities for budgetary support for rental costs was concluded.

Output 4.1: Effective and efficient governance and systems

Accompanying the PFP Plan priorities, PFP continued to ensure appropriate legal guidance in negotiations with corporate partners on financial and non-financial agreements. The Division has developed innovative partnerships that can support the integrated corporate engagement strategy, which has required legal support. Consequently, more than 70 global corporate partnership agreements were reviewed.

PFP developed training packages to strengthen capacity of account managers to better represent UNICEF in discussions and negotiations with corporate partners. Specific sessions were held in Geneva and the United Kingdom Committee for UNICEF. In addition, PFP supported ongoing sessions for regional chiefs of operations and country representatives.

PFP is renewing its efforts to strengthen a culture of risk management, in line with UNICEF's global enterprise risk management framework. A new divisional risk appetite statement was released in mid-2015. It provides a framework for the accepted level of risk taking and investment in risk mitigation. Key strategic, financial and operational risks to achieving PFP objectives are escalated into the Division's overall risk register.

The risk and change management adviser position augmented PFP's capacity to coordinate support to several thematic audits and specific divisional ones, as well as to an external audit exercise.

Additionally, it has enabled the Division to contribute to the update and re-formulation of business continuity plans and the development of service-level agreements as a framework to cover a wide range of operational services. PFP developed a composite of common audit findings which has provided relevant input to the formulation of the risk register as well as areas requiring special attention and update for country office guidelines on fundraising. The first ever orientation for regional chiefs of operations was held and allowed the development of important partnerships between the Division and regional offices to ensure that country offices are equipped in a more holistic and risk-informed manner to manage increasing fundraising activities.

Output 4.1.1: Representation, strategic direction and effective relationships for PFP and partnerships

PFP engages with the finance community of National Committees using an annual finance directors' forum, social media and online groups. Systematic engagement with Regional Support Centres continued, as well as the establishment of a meeting forum for regional chiefs of operations, the Division of Financial and Administrative Management and the Supply Division to engage and support country offices. As a consequence, PFP agreed to support strengthened procurement capacities for country offices, knowledge sharing in operational work linked to the Global Shared Services Centre (GSSC) implementation, and guidance to country offices on programmes, budget management and other areas.

Output 4.1.2: Coordination, management and oversight of PFP activities, which maximizes the positive impact of available resources

Effective coordination, management and oversight of PFP activities continued in 2015 with an updated Annual Management Plan, oversight and leadership from the Senior Management Team, and a coordinated set of annual work plans and key performance indicators per result area for 2015 and looking forward to 2016.

Effective oversight of corporate partnerships was strengthened with updated due diligence guidelines as well as the global roll-out of a Customer Relationship Management system which covers the due diligence and account management of corporate entities and foundations that partner with UNICEF. As the technical lead, PFP implemented all the functionalities and business rules into the platform, including project management support, system administration and training to all users.

Output 4.1.3: Generation and application of research and knowledge

In 2015, PFP continued its investment in knowledge management processes and platforms to foster a culture of knowledge exchange within the private sector network, strengthen capacities towards better results and increase coordination among UNICEF, National Committees and PSFR country offices.

PFP's knowledge management activities in 2015 included global and regional workshops, technical trainings, webinars and online courses in specialized fundraising and communication areas, prepared for and with National Committees and PSFR country offices. Working groups and think tanks highlighted good performance and practical examples from the field, and promoted peer-to-peer support. Task forces on specialized fundraising channels captured top 10 good practices and advanced their deployment in countries.

The Division published and regularly updated key implementation resources on the UNICEF Internet and the PFP Intranet, including toolkits, guidance documents, training materials, reports and communication and fundraising assets such as human interest material, photos and videos. Onboarding sessions and mentorship programmes were conducted with board members and mid- and senior-level staff from National Committees and key PSFR markets. Research on key fundraising markets (including donor satisfaction), the competitive environment and corporate partners was continuously generated, disseminated and used to inform strategic planning and decision making, and to identify revenue growth and brand positioning opportunities. Information flows in the Division were reviewed and the channels and mechanisms streamlined.

Despite many challenges, progress was achieved in 2015 in setting up an infrastructure for information and knowledge management. The new SharePoint online-based PFP Intranet will be launched in 2016 and will include many advanced features such as the integration with Office 365 tools (e.g. Yammer and Team Sites) to facilitate online discussions and collaboration among

practitioners across the private sector family, in addition to an entirely reworked information architecture based on extensive user research.

Output 4.1.4: Provide information and communication technology support to maximize related efficiencies and effectiveness

The cloud-based email and collaboration tools were upgraded to a new version that has further enhanced the availability, access and capacity of office productivity tools, including links with National Committees. Technical support was provided to develop a new Intranet platform for PFP that is based on SharePoint online technology. Improved systems integration with the enterprise social media platform (Yammer), enhancement in Team Sites, and new events and document sharing platforms further facilitated collaboration between PFP and National Committees.

Technical support was provided to all stakeholders in Geneva in Vision (UNICEF's online business tool) processes, administration of back-end systems that are specific to PFP including Funds and Remittance Management, Budgeting, Licensing, the Donor Toolkit, Corporation Agreement Monitoring and division-specific workflow applications. Based on lessons learned in 2014, a mapping was provided to the PFP information and communication technology committee to ensure cost-effective procurement and efficient use and integration of the applications with the global systems.

As a Regional Data Centre hub, the infrastructure and operations support in Geneva were met with the industry standard service-level agreement of 99.8 per cent availability. This included hosting a primary data centre for the Brussels, Skopje, Istanbul and Zagreb offices and temporary support to the GSSC in Budapest.

Service-level support was given to all users with the successful processing of over 8,000 information technology service calls and new configuration of 475 computers. This included video, audio and Web conferencing support to Geneva, CEE/CIS and other regions. End-user training and orientation were provided to staff on Vision travel and procurement processes, and practical use of the cloud-based collaboration platform using Office 365. Innovative tools were also developed for presenting the organigram and attendance information using data from Vision.

Secure identity and access management support was given to all users of PFP systems, along with system upgrades, security updates and monitoring of information technology security threats.

The key challenges were the allocation of information and communication technology resources between competing projects and priorities, vendor challenges in delivering requirements on time, inertia of using new cloud-based platforms for sharing documents, and information technology security challenges due to phishing and spam attempts targeted at UNICEF systems.

Output 4.2. Effective and efficient management and stewardship of financial resources

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

In 2015, PFP further enhanced some of the financial tools in place to capture financial data submitted by National Committee and country office partners. Enhancements were made to incorporate new information requirements relating to fundraising channel information and key performance indicators for priority channels. This will provide PFP fundraising specialists with greater insight into fundraising performance in National Committees and country offices in the strategic channels, and hence be able to better support them in maximizing their performance.

Investment funds continued to be a focus, given the significance of the amounts – \$58.4 million in 2015. A new reporting requirement of actual returns on investment funds granted by PFP to National Committees and country offices was introduced in the investment fund online tool. The tool will provide PFP with actual investment returns after 36 months and better monitor the allocation of the funds to maximize returns.

Following the decision to implement the GSSC to carry out transactions such as invoices, payments, payroll, some HR administrative services and global information technology support, PFP was

involved in testing and providing feedback on the case management tool which will be used by all offices globally to submit processing requests to the GSSC.

PFP was involved in two audit exercises in 2015. The internal audit covering the management of other resources revenue was conducted remotely. The external audit team was on site in Geneva in November 2015 for four weeks. At the end of the year, PFP was waiting to receive the final observations in order to determine actions to be included in the Division's 2016 work plans.

PFP continued to act as the secretariat for key joint office committees, namely the Contracts Review Committee and the Property Survey Board as well as the Geneva Office Management Team. Meetings were scheduled and submissions reviewed as required by all entities, and support and provision for specific activities and milestones were carried out.

The heightened security threat level in Geneva at the end of 2015 emphasized the need to update communication trees and be more vigilant in testing business continuity planning measures. PFP supported the Geneva Office Management Team in these efforts through coordinating communication to staff and with the United Nations Security Management Team and the Geneva police. To ensure PFP revised its security measures appropriately, the Division requested support from UNICEF's Office of Emergency Programmes to update security assessments.

Output 4.3: Effective and efficient management of human capacity (human resource management and learning)

2015 was another year of change for the Division, albeit more modest than 2014, with 32 new staff members joining the Division, bringing teams closer towards full capacity, and thus better able to deliver the results of the Private Fundraising and Partnerships Plan 2014–2017. Following the final closure of the cards and products business, a review of the Support to Staff programme within the Division revealed a highly successful programme with 50 (76 per cent) of the 66 staff on abolished posts being successfully transitioned to new roles or to retirement.

The results of the 2014 Global Staff Survey (GSS) were received in early 2015, and revealed that PFP staff are most satisfied with the three dimensions of performance management, diversity and security, with results for the Division exceeding other headquarters locations in all but one assessed dimension. There was a marked improvement in the dimension of work/life balance which had been an area of dissatisfaction in the previous GSS, with 2014 results exceeding that of the rest of the organization, thus validating that actions taken by PFP management since 2012 have been effective in addressing staff concerns. In regard to the 2014 survey results, PFP staff highlighted the three dimensions of career and professional development, office leadership and management, and office efficiency and effectiveness as areas for concern. As a result, a series of workshops and small group discussions, as well as specialized working groups, focused on the three dimensions of concern. This allowed all staff an opportunity to participate and to provide proposed solutions to areas of dissatisfaction. The ideas were fed into a final action plan which was shared with staff and partially implemented in 2015, with further measures to be implemented in 2016.

In regards to learning and development activities, PFP launched a personal leadership training aimed at all staff within the Division, irrespective of level or supervisory responsibility. The programme is designed to provide staff with an opportunity to better understand and manage themselves, in order to make better choices and be more effective in their work and in their relationships with others. Feedback from participants has been extremely positive, and the programme will continue to be rolled out in 2016. The Division also completed and arranged for the evaluation of a pilot course on Effective Writing for UNICEF which was mostly positive, and has received queries from ESARO which is looking to roll out the programme in its region in 2016.

Innovation

The UNICEF Customer Relationship Management (CRM) platform for corporate engagement, powered by Salesforce, was launched in 2015. Through this global platform, UNICEF headquarters divisions, National Committees and country offices can strengthen collaboration by managing engagement with the private sector in one common system. National Committees and country offices are migrating to the platform on a rolling basis through mid-2016; as of mid-December 2015, more than 3,400 corporate and other partnership entities were already reflected in the CRM.

One key benefit of the platform is that the corporate due diligence process has been revised and fully integrated within the platform since October 2015. This allows for improved work flow and greater efficiency by minimizing duplication of efforts between due diligence requests and proposal requests. With the deployment of the CRM system, National Committees, country offices and UNICEF headquarters divisions will benefit from an integrated global database for corporate engagement and account management throughout the life cycle of a partnership, with the key objective of maximizing results from global partnerships into impact for children.

Lessons learned

Budget management

The Division adopted new approaches to divisional budget planning by retaining a portion of each unit's budget ceilings, creating a contingency fund which was subsequently allocated to meet unplanned and emergency funding requirements throughout the year. The intent was to provide funds for contingency which were at the discretion of the PFP Director. However, the need to make a reduction of \$7 million to \$10 million against the special purpose non-post allocation disrupted a more structured and gradual approach, and the Division implemented an expenditure free of new activities for a period of 2–3 months while it prioritized needs and activities.

It was an important exercise; however, it destabilized the Division from a business-as-usual approach and key activities were postponed. By the time the Division had clarity on the negotiated reduction with headquarters and the 2016 budget planning exercise was completed, PFP was left with less than four months to implement, and then struggled to complete activities within the annual timeframe. It was a challenging exercise and provided lessons for the Division to adopt the budget approach in 2016 with the input and support of the Senior Management Team.

A universal agenda

Global challenges with an impact on children in 2015 in the areas of climate change, violence and the refugee and migration crisis all confirmed that UNICEF's universal approach to children's rights is much needed. This was underlined by the adoption in September 2015 of the Sustainable Development Goals – or the Global Goals – which, for the first time ever, established a universal framework for future development. It calls on all countries to demonstrate progress towards sustainable development for their populations. UNICEF will continue to work wherever children's rights are being violated, in every corner of the world – regardless of the child's gender, ethnicity, race, disability or economic or other status – to ensure that no one is left behind. While governments have a responsibility to lead the way, success in reaching the Global Goals and solving other pressing development concerns depends on leadership and accountability from all actors – government, business and civil society – working in partnership to address these challenges.

A holistic approach to addressing the child rights impact of global supply chains

Studies of the Bangladesh garment industry and the Indian tea sector have pointed to the range of impact of business on children's rights, which goes beyond child labour. The studies have shown that business has an impact on children's rights – both inside and outside the farm or factory gates – and that there are strong interlinkages. What happens inside the factory has an impact on children outside; for example, a lack of maternity rights has a detrimental impact on the children of working mothers. Conversely, improving the situation of working mothers necessitates improvements in their living conditions (such as in relation to health and nutrition). This research has led to an interest from business to better understand the impact of their global supply chains on children's rights. It will also help UNICEF take a more holistic approach to create sustainable and positive change for children, by influencing business policies and practices in the sector and working with government stakeholders in addition to investing in communities.

Annex 1: List of studies and publications

Study reports

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| Title: | UNICEF KPI Barometer |
| Year: | 2015 |
| Sequence number: | 2015/1 |
| Themes: | Awareness of humanitarian organizations; relative brand image of UNICEF; communication and media; fundraising habits and practices; perception of corporations and corporate partnerships; 22 markets surveyed in 2015 |
| Title: | Corporate Mapping (corporate engagement partnership landscape) |
| Year: | 2015 |
| Sequence number: | 2015/3 |
| Themes: | Corporate partnerships; identifying opportunities for corporate engagement through desk analysis of companies' corporate engagement activities and priorities; five markets completed |
| Title: | Media Measurement |
| Year: | 2015 |
| Sequence number: | 2015/5 |
| Themes: | Media; key messages; perception; spokespeople; Goodwill Ambassadors; positive coverage |
| Title: | Social Media Listening |
| Year: | 2015 |
| Sequence number: | 2014/2 |
| Themes: | Social media; key messages; influencers; positive coverage; public engagement |
| Title: | Peer Review (Main non-profit) |
| Year: | 2015 |
| Sequence number: | 2015/8 |
| Themes: | Revenue; individual; corporate; foundations; regular giving; channels; public funds; growth; emergencies; markets; regions |
| Title: | Mystery Shopping Pledge |
| Year: | 2015 |
| Sequence number: | 2015/15 |
| Themes: | Donor support; donor experience; communication; channels; organizations |
| Title: | Emergency White Paper |
| Year: | 2015 |
| Sequence number: | 2015/1 |
| Themes: | Emergencies; fundraising; perception; competitors; mechanisms; donations |
| Title: | Save the Children Review |
| Year: | 2015 |
| Sequence number: | 2015/1 |
| Themes: | Save the Children; other organizations; revenue; brand; comparator |
| Title: | WinGallup Awareness Survey |
| Year: | 2015 |
| Sequence number: | 2015/3 |
| Themes: | Global awareness and opinion of international organizations in 50+ markets |

Publications

| | |
|--------------------------|---|
| Title: | Innovation Partnerships Packages |
| Audience and objectives: | National Committees and UNICEF staff engaged in developing innovation-focused financial and non-financial partnerships. This package of resources provides information on the strategic priorities and needs (financial and non-financial) to support the development of win-win innovation partnerships that can advance UNICEF's innovation work at scale. The packages have been curated in the form of frequently asked questions for National Committees and others to adapt and draw from in developing proposals for partners (corporate, foundation and major donors). The set currently includes background information, results, case studies and partnership needs for the following innovation initiatives: the Innovation Fund, Sponsorship of the Global Innovation Centre, EduTrac, U-Report and 'Doing Good is Good Business'. The packages are updated periodically. |
| Authors: | Innovation Unit and PFP Private Sector Engagement |
| Quantities: | Digital |
| Estimated Cost: | None |
| Title: | Report on Regular Resources 2014 |
| Audience and objectives: | Public and private donors. This report highlights how critical regular resources are to UNICEF's work. These funds, which are contributed without restrictions on their use, help UNICEF and partners deliver results for children, especially those most disadvantaged. The intended audiences are all donors – public, private, individuals and foundations – who have contributed to regular resource funding. The report is available online to all in UNICEF's donor community. |
| Authors: | PFP, in collaboration with Public Partnerships Division, Programme Division, Division of Data, Research and Policy, Office of Emergency Programmes, Division of Financial and Administrative Management, regional offices and select country offices |
| Quantities: | 2,000 printed, electronic distribution through UNICEF website and PFP Intranet |
| Estimated Cost: | \$10,000 (including editing and printing) |
| Title: | Schools for Asia 2014 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 2014 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: | Children’s Rights and Business Explained: A plain-language version of the 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. This publication offers a reader-friendly version of international guidance on children’s rights and business, and is a useful resource for governments, business and advocates. It explains complex legal content in plain language, and follows the same structure as the official text so they can be read side-by-side. It also includes definitions of common legal and business terms, and describes other international standards on children’s rights and business. |
| Authors: | PFP Private Sector Engagement and Save the Children |
| Quantities: | 500+ copies and electronic |
| Estimated Cost: | None |
| Title: | Children’s Rights in National Action Plans on Business and Human Rights |
| 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. This report provides guidance on how children’s rights can be addressed in National Action Plans (NAPs) on Business and Human Rights and other similar policies. It complements the existing ‘NAPs Toolkit’ by the International Corporate Accountability Roundtable and the Danish Institute for Human Rights. The guidance outlines how children’s rights should be considered in the process of developing NAPs and what the content of focus should be when setting priorities for action on children’s rights. |
| Authors: | PFP Private Sector Engagement, Danish Institute for Human Rights, International Corporate Accountability Roundtable |
| Quantities: | 500 copies and electronic |
| Estimated Cost: | €1,135 |
| Title: | Obligations and Actions on Children’s Rights and Business: A practical guide for States 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. This guide provides practical advice on how governments can make sure all business activities respect children’s rights through laws, policies, research, monitoring, awareness raising, and remedies. It highlights notable national, regional and international practices, and includes expert recommendations from the United Nations Committee on the Rights of the Child. |
| Authors: | PFP Private Sector Engagement and the International Commission of Jurists |
| Quantities: | 500+ copies and electronic |
| Estimated Cost: | None |
| Title: | Oil and Gas Scoping Study, UNICEF Extractive Pilot |
| Audience and objectives: | Extractive companies, international institutions, governments and other relevant stakeholders engaging on business and human rights, including UNICEF staff in headquarters, regional offices, country offices and National Committees. The study examines the management of both negative and positive child rights impact by oil and gas companies and concludes that child rights impact is rarely identified or managed. |
| Authors: | PFP Private Sector Engagement |
| Quantities: | 500 copies and electronic |
| Estimated Cost: | \$20,000 (based on percentage of total cost of UNICEF Extractive Pilot) |

| | |
|--------------------------|--|
| Title: | Children’s Rights and the Mining Sector, UNICEF Extractive Pilot |
| Audience and objectives: | Extractive companies, international institutions, governments and other relevant stakeholders engaging on business and human rights, including UNICEF staff in headquarters, regional offices, country offices and National Committees. It examines and analyses the ways in which mining companies have an impact on children’s rights, and how companies are managing the impact. It concludes that there are critical gaps in the industry’s standard approaches to social and human rights due diligence, which mean that specific impact on children may not be identified. |
| Authors: | PFP Private Sector Engagement |
| Quantities: | 500 copies and electronic |
| Estimated Cost: | \$50,000 (based on percentage of total cost of UNICEF Extractive Pilot) |

Annex 2: Results matrix

| SPECIAL PURPOSE | | | | |
|--|--|---|------------------------------------|---|
| OUTCOME 1: By the end of 2015, annual contributions from private individuals, business and foundations to UNICEF programmes for children reach \$1,253 million, including \$651 million in regular resources (RR) ⁵ | | | | |
| Total revenue; regular resources (RR); quality other resources (OR) net revenue to UNICEF from private sector | Total = \$903 million; RR = \$444 million; quality OR = 40 per cent (2012) | Total = \$1,253 million; RR = \$651 million; quality OR = 50 per cent | | |
| Output 1.1: Annual gross contributions from individual pledge donors exceed \$700 million and from legacies exceed \$80 million by end 2015 | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 ⁶ | Comments/Notes |
| a) Gross contributions from pledge | \$595 million | \$700 million | \$610 million | |
| b) Proportion of pledge contributions remitted as RR | 92% | 92% | 88% ⁷ | Results were undermined by drastic exchange rate movements that reduced the US dollar value of contributions by 15 per cent |
| c) Total number of active pledge donors | 3.6 million | 4.7 million | 4.3 million | Estimated by PFP; 3.8 million actual at end of 2014 + 500,000 net gain in 2015 |
| d) Mean annual pledge contribution | \$170 (2012) | \$171 | \$143 | |
| e) Gross contributions from legacies | \$78 million | \$80 million | \$74 million | |
| f) Proportion of legacy contributions remitted as RR | 95% | 95% | 95% | |
| g) Total number of people promising a legacy gift beyond 2017 | 1,100 | TBD (target for 2017 set in September 2014 following the consultant's report) | First data to be available in 2016 | |

⁵ UNICEF PFP Plan 2014–2017 and PFP Office Management Plan 2014–2017 Medium Growth Scenario targets.

⁶ Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

⁷ Both National Committee and country office RR contributions; 92 per cent applies to National Committees only.

| Output 1.2: Annual gross contributions from corporate donors exceed \$174 million by end 2015 | | | | |
|---|----------------------|--------------------------|---|-----------------------|
| Indicators | Baseline 2013 | Target 2015 | Status/Progress 2015⁸ | Comments/Notes |
| a) Gross contributions from corporate donors | \$198 million | \$174 million | \$156 million | |
| Output 1.3: Annual gross contributions from major donors exceed \$40 million and from foundations exceed \$243 million by end 2015 | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015⁹ | Comments/Notes |
| a) Gross contributions from major donors | \$44 million | \$40 million | \$38 million | |
| b) Gross contributions from foundations/non-profit donors | \$163 million | \$246 million | \$305 million | |
| Output 1.4: The private sector in programme countries is mobilized in support of the goals set out in the UNICEF Strategic Plan 2014–2017 | | | | |
| Indicators | Baseline 2013 | Target 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of country offices with structured PSFR activities | 21 | 21 | 21 | |
| b) Private sector gross revenue from country offices (all COs) | \$117 million | \$187 million | \$195 million ¹⁰ | |
| c) RR revenue from PSFR country offices | \$15 million | \$19 million | \$30 million | |
| d) Guidance for country offices on the management of PSFR is produced, updated and disseminated (annually) | Produced | Updated and disseminated | Achieved | |
| e) Number of Fundraising Strategic Plans (FSPs) in place | 7 | 21 | 17 | |
| f) Number and percentage of country offices whose staffing structures for PSFR COs are reviewed annually during PBR process and updated as per requirements | No baseline in 2013 | 100% | 100% | |

⁸ Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

⁹ Ibid.

¹⁰ Vision actuals as of 1 April 2016.

| Output 1.5: Clear and differentiated UNICEF brand positioning for private sector activities is developed and communicated | | | | |
|---|---|---|---|-----------------------|
| Indicators | Baseline 2013 | Targets 2015 | Status/ Progress 2015 | Comments/Notes |
| a) Brand equity – increase in brand trust and familiarity; scores on key brand equity measures: trust and salience (by National Committee country), measured through an equity scorecard and annual equity review | Score on most recent Barometer Country Study for each country | Percentage improvement in relative score (set for each country) | 91% awareness of UNICEF 48% spontaneously associate UNICEF with children | |
| Indicator b) transferred to Output 4.1.3 | | | | |
| Output 1.6: Strategic and essential contractual services and goods are available in support of PSFR and partnerships | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of bids issued | 71 | At least 70 | 117 | |
| b) Number and value of contracts and services | 498 POs (with value of approximately \$29 million) | At least 300 POs with value of \$20 million | 299 POs with total value of approximately \$11.2 million | |
| c) Number and value of waivers of competitive bidding | 52 waivers with a total value of \$3.2 million, representing 11% of the total spent | Less than 15 waivers with a total value less than 5% of the total spent | 11 waivers with the total value of \$404,000, representing 3.65% of the total spent | |
| Output 1.7: Investment in fundraising is sufficient to drive ambitious growth | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) National Committee investments in fundraising | 18% of gross contributions | 18% of gross revenue | 15% of gross revenue ¹¹ | |
| b) % of National Committee fundraising costs spent on pledge | 44% | 50% | 44% ¹² | |
| c) Level of PFP investment funds | \$37 million | \$60 million | \$58.4 million | |
| Output 1.8: Efficient and effective transition of cards and products in-house business | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015¹³ | Comments/Notes |
| a) Cards and products total revenue | Total revenue of \$70.2 million | Total revenue of \$17.1 million | \$14.6 million | |
| b) Licensing revenue | Licensing revenue \$7.6 million | Licensing revenue \$11.8 million | \$7.5 million | |

¹¹ Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

¹² Ibid.

¹³ Ibid.

| | | | | |
|--|--|--|--|--|
| c) Minimum two licensing deals in top 10 markets | Three licensing deals in total in top 10 markets | One licensing deal for each top 10 market | Not available yet ¹⁴ | |
| d) Cards and products costs | Total cards and products costs at \$31.7 million | One-off cost at \$7.9 million | \$2.3 million | Due to efficiency and effectiveness results, cost savings of \$5.6 million |
| OUTCOME 2: Private and public sector stakeholders provide increased resources and support for the realization of children's rights | Indicators | | | |
| | a) Increase in direct or indirect contribution of corporate partnerships and engagement to the achievement of UNICEF MTSP results | | | |
| | b) Increase in UNICEF brand attributes related to corporate social responsibility (CSR) and child rights | | | |
| Output 2.1: Corporate social responsibility (CSR) is mainstreamed in UNICEF corporate partnerships, advocacy and programmes | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of UNICEF global corporate engagements that integrate CSR ¹⁵ | 0 for period 2014–2017 | At least five companies | Three companies already integrated CSR component, and discussions ongoing with at least four companies | |
| b) Number of governments, inter-governmental and regional stakeholders that develop policies, laws, regulations and initiatives that promote child-focused CSR practices | 0 for period 2014–2017 | Ten governments engaged in developing laws, regulations, policies and initiatives that promote child-focused CSR | 17 governments engaged to promote action related to children and business Engagement with three government agencies for investment in CSR and child rights engagement and capacity building | In addition, three guides for policymakers on General Comment No.16 of the Committee on the Rights of the Child developed; training and bilateral support provided to 34 country offices and 13 National Committees in priority markets to integrate child rights and business into National Committees and country planning processes |
| c) Number of businesses and private sector CSR actors ¹⁶ that integrate and advocate for children's rights with peers and the broader CSR community | 0 for period 2014–2017 | 50 companies | 66 companies | In addition, two studies completed on garment industry (Bangladesh and India) |

¹⁴ Figures reported from the Revenue and Expenditure Report and PFP Financial Report as per 1 April 2016.

¹⁵ December 2015 latest estimate.

¹⁶ Private sector corporate social responsibility actors include branch organizations, stock exchanges, company commissions, etc.

| Output 2.2: Engagement with business and multi-stakeholder initiatives contributes to results for children in UNICEF programme implementation¹⁷ | | | | |
|--|------------------------|--|---|-----------------------|
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of industries, associations and platforms that become public advocates and champions of children's rights and support key messages | 0 for period 2014–2017 | At least 15 industries, associations and platforms | 16 | |
| b) Number of businesses and industries contributing to UNICEF programmes and innovation | 0 for period 2014–2017 | At least five businesses and industries | 9 | |
| Output 2.3: In countries with a National Committee presence, child rights are prioritized in policies and practices that affect children, globally and domestically | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of countries and to what degree there is a requirement in the curriculum for all children to learn about child rights | 0 for period 2014–2017 | At least 20 countries | 26 Full: 11 Partial: 5 No requirement: 8 Unclear: 2 | |
| b) Number of schools and countries implementing a whole-school approach to CRE | 0 for period 2014–2017 | At least 2,000 schools in five countries | 5,431 schools in eight countries | |
| c) Number of National Committees involved in child/youth participation (e.g. Young Ambassadors, advocacy campaigns) | 0 for period 2014–2017 | At least 20 National Committees | 27 | |

¹⁷ Global/PFP-led results.

| DEVELOPMENT EFFECTIVENESS | | | | |
|--|---------------------------------|---|--|-----------------------|
| OUTCOME 3: National Committees implement the strategic direction set by the Private Fundraising and Partnerships Plan 2014–2017 and have technical guidance tools and operational support to deliver the Plan results | | | | |
| Output 3.1: Strengthened cohesion and coordination among National Committees and UNICEF | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Greater cohesion between National Committees and UNICEF (based on annual feedback survey of National Committees) | No baseline for 2013 | Baseline established through the 2015 Executive Directors' Survey | Nine in 10 (88%) National Committee Executive Directors say they are satisfied with the overall working relationship between PFP and their Committee (16% say very satisfied); this is significant improvement since 2011, when 59% expressed satisfaction | |
| Output 3.2: All National Committees are implementing JSPs aligned with the 2014–2017 Plan | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of Joint Strategic Plans (JSPs) developed and implemented with National Committees | 34 | 34 | Achieved (34) | |
| b) Joint Strategic Plan priorities and targets are aligned with the Private Fundraising and Partnerships Plan 2014–2017 | Baseline set in 2014 – all JSPs | All 34 JSPs | Achieved, all 34 JSPs | |
| c) Level of satisfaction reported by National Committees regarding relationship and support provided by UNICEF | No baseline for 2013 | a) Provision of technical guidance to develop JSPs and ensure annual reviews: mean score at least 4 out of 5 b) Provision of effective guidance and support for National Committees to develop their strategic direction set by the 2014–2017 Plan: At least 4 out of 5 c) Provision of strategic guidance to National Committee executive directors and boards on UNICEF priorities: At least 4 out of 5 | a) 4.2 (out of 5) b) 4.16 (out of 5) c) 3.92 (out of 5) | |

| Output 3.3: Enhanced governance in National Committees | | | | |
|---|--|---|---|---|
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| Increased ratio of National Committees with good or intermediate governance as measured against governance key performance indicators defined in the Cooperation Agreement (CA) | 2013 baseline against the CA governance indicators: 31 National Committees in good and intermediate category | 32 in good and intermediate category, 15% improvement (one National Committee less in 2015) | 33 in good and intermediate category (one National Committee less in 2015) | The metric measurement of governance improvement has not been found useful nor indicative; the proxy indicators used are no longer fit for purpose – 2016 will be used to identify alternative approaches |
| MANAGEMENT | | | | |
| OUTCOME 4: Effective and efficient management and operations support | | | | |
| Output 4.1: Effective and efficient governance and systems | | | | |
| Output 4.1.1 Representation, strategic direction and effective relationships for PFP and partnerships | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Perception among National Committees of PFP as an efficient and effective partner | No baseline for 2013 | 80% satisfaction | 88% satisfaction rate with the overall working relationship between PFP and National Committees | |
| Output 4.1.2 Coordination, management and oversight of PFP activities, which maximizes the positive impact of available resources | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Percentage of work plans completed on time (mid-December) | 100% | 100% | 100% | |
| b) Work plans regularly monitored through SMT and are fully implemented | Yes | Yes | Yes | |
| c) Annual review of work plan and performance against targets conducted | Yes | Yes | Yes | |
| Output 4.1.3 Generation and application of research and knowledge (moved from Output 1.5) | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Number of research, studies and evaluations planned annually and number completed, ongoing, postponed and cancelled | 0 for period 2014–2017 | 10 per year | Nine studies and surveys and six publications | |

| | | | | |
|---|--|---|--|---|
| b) Number of participants and members in knowledge-sharing activities and platforms | 150 registered Yammer pilot members/users; three active community managers and group facilitators | 1,000 registered Yammer pilot members/users 20 active community managers and group facilitators | 955 registered Yammer pilot members/users 34 group owners, group facilitators and active Yammer users | |
| | One SharePoint Team Site for the management of the Private Sector Forum | Five SharePoint Team Sites for the management of the Private Sector Forum and other major events; for communities of practice or team management – pending relaunch of the Team Sites by NYHQ | Eight SharePoint Team Sites | |
| | Two knowledge management focal points in Sections outside of the Communication and Marketing Section | 15 knowledge management focal points across the Division and RSCs | 11 knowledge management focal points across the Division | |
| | 12 Brown Bag lunch sessions per year with an average of 20 participants | 15 knowledge-sharing sessions with an average of 25 participants | 14 Brown Bag lunch sessions with an average of 25 participants | |
| Output 4.1.4 Provide information and communication technology support to maximize related efficiencies and effectiveness | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Global ICT Strategy in Geneva, CEE/CIS Region, IRC and PARMO-Brussels implemented | First year of implementation | Fully implemented | Global rollouts fully implemented | Ref. release management reports |
| b) Support to PFP knowledge management and digital strategies and to internal communication tools provided as planned (migration to SharePoint platform, tools and support) | No baseline | Yes | Achieved; support given concerning knowledge management and digital strategies and internally | Project updates on PFP Intranet, CRM and Team Sites |
| c) Timeline for responding to service faults for LAN and servers | 24 hours | 24 hours | 24 hours available | Ref. service availability reports |

| Output 4.2. Effective and efficient management and stewardship of financial resources | | | | |
|---|--------------------------------------|--|---|--|
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Revenue forecast reviewed and updated on a quarterly basis | Yes | Yes | Achieved | Reporting oversight of National Committees and country office private sector revenue generation collected and analysed quarterly |
| b) Management indicators based on RER reports are regularly monitored as per the management plan | Yes | Yes | Achieved | |
| c) Financial revenue and expense statement prepared on time | Annually in May for previous year | Annually in May for previous year | Submitted in May 2015 | |
| a) All new staff have received a general onboarding and/or specific briefings on COS processes within three months of arrival | Partially | Yes | Achieved | The meetings are to be scheduled by the administrative assistants; all requests for onboarding meetings accepted |
| b) Standard operating procedures (SOPs) in place for major processes and shared with staff | Partially | Yes: SOPs on CRC/PCA/PSB/ GOMT duly shared | Achieved | |
| c) Number of days to close admin. calls | Three days | Three days | Achieved | Done where further steps/inputs beyond admin. control are not needed |
| d) Timely delivery of mail, United Nations rates applied for all outgoing mail | Yes | Yes | Achieved | |
| a) % of financial resources allocated for use and committed by 30 June and 31 October | 50% by 30 June and 90% by 31 October | 50% by 30 June and 90% by 31 October | 84% by 14 August and 91% by 24 November | |
| b) Increased cost effectiveness of PFP operations | \$17 million – 2013 | PFP operational costs reduced by at least 10% in comparison with 2013 budget | Budget reduced by \$10 million in 2015 versus \$7 million anticipated | Estimated by PFP |
| Output 4.3. Effective and efficient management of human capacity (human resource management and learning) | | | | |
| Indicators | Baseline 2013 | Targets 2015 | Status/Progress 2015 | Comments/Notes |
| a) Average recruitment timeline | 45 days | 45 days | 56 days | Estimated by PFP |
| b) % of e-PAS for IPs completion by 28 February of following year | 100% by revised deadline | 90% | 98% | |

| | | | | |
|--|-------------------------|-----|---|--|
| c) % of e-PAS key assignments and work plan for IPs agreed by 31 March of same year | 94% | 90% | 85% | |
| d) % of PERs for GS staff completed by 28 February of following year | 70% by revised deadline | 90% | 83% | |
| e) % of PERs key assignments for GS staff agreed by 31 March of same year | No baseline | 90% | 66% | |
| f) Training events implemented as % of events planned/approved by type of events (individual, group, divisional) | 80% | 90% | - Individual: 100% approved - Group (Geneva): 67% implemented - Divisional: 75% implemented | |

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