Private Fundraising and Partnerships

2016 Annual Report
Contents

1. Overview .................................................................................................................................................. 3
   Foreword .................................................................................................................................................. 3
   Executive summary .................................................................................................................................. 4

2. Analysis of strategies and results: Development effectiveness and special purpose .......... 5
   OUTCOME 1: By the end of 2016, annual contributions from private individuals, business and 
   foundations to UNICEF programmes for children reach $1,337 million, including $626 million in regular 
   resources (RR) ........................................................................................................................................... 5
   OUTCOME 2: Private and public sector stakeholders provide increased resources and support for the 
   realization of children’s rights .................................................................................................................. 8
   OUTCOME 3: National Committees implement the strategic direction set by the 2014–2017 Private 
   Fundraising and Partnerships Plan and have technical guidance, tools and operational support to 
   deliver the Plan results ................................................................................................................................ 11

3. Analysis of organizational effectiveness and efficiency results ........................................ 13
   OUTCOME 4: Effective and efficient management and operations support ................................. 13

4. Impact of partnerships on children ................................................................................................. 17
   Annex 1: List of studies and publications ............................................................................................. 19
   Study reports ............................................................................................................................................. 19
   Publications ............................................................................................................................................. 20
   Annex 2: Results matrix .......................................................................................................................... 22
1. Overview

Foreword

2016 proved once again that UNICEF’s work with the private sector is indispensable to achieving results for children. The Division of Private Fundraising and Partnerships (PFP) continued to maximize UNICEF’s private sector fundraising, engagement and advocacy for children by coordinating fundraising activities and private sector partnerships and engagement for the organization. PFP provided support to 34 National Committees for UNICEF and 21 country offices with structured private sector fundraising activities, as well as a large number of other country offices engaging with the private sector to deliver on the child rights agenda.

In 2016, net revenue from the private sector totalled $1,332 million. Of particular note, Regular resources (RR) increased by 18 per cent (or almost $100 million) from 2015 for a total of $623 million. Regular Resources are flexible funds that allow UNICEF to reach children in greatest need through programmes across the world. Through a concerted effort to raise RR, UNICEF’s private sector donors – 7.7 million people, 4.5 million of whom are regular donors – rose to the challenge and donated more RR than ever before.

UNICEF also continued to harness the power of partnerships and collaborative efforts with the corporate sector and foundations. The impact of UNICEF partnerships on children has never been stronger. For example, in 2016, FC Barcelona and UNICEF celebrated the 10th anniversary of their partnership and renewed their commitment for another four years. Through FC Barcelona and its Foundation’s support, UNICEF has provided more than 1 million children with access to quality education, sport, play and programmes that help protect them from HIV/AIDS. In 2016, H&M Foundation and UNICEF launched a new education collaboration with a grant of $5.3 million that will help provide 480,000 children in Myanmar with quality primary and lower secondary school education. These are just two examples of the large number of important private sector partnerships that PFP and the wider UNICEF family maintained and developed on behalf of children in 2016.

PFP continued to work with National Committees and country offices in 2016 to undertake an integrated engagement with the public and private sectors to advance children's rights. Through a Private and Public Sector Engagement Results Framework and UNICEF tools and assessments, PFP, National Committees and country offices leveraged results for children through both government and business actions. Results included work on government policies and business regulations. The Dutch Committee for UNICEF, for example, helped integrate child rights into Dutch Covenants for responsible business in the apparel and gold sectors, and in Slovenia, the National Committee’s advocacy helped ensure that government austerity measures were amended to protect allocations to children. Collaboration in the business sector has included, for instance, work with the information and communication technology (ICT) sector, which is providing information systems and data transmission for initiatives such as birth registration programmes, tracking of epidemics and disease vectors, and broadcasting for social mobilization.

PFP conducted a Situation Analysis of UNICEF’s work with the private sector in 2016. It found that with sufficient investment, market knowledge and development, the potential to significantly enhance revenue growth, especially of unrestricted resources, is immense. It also identified the vast potential in mobilizing the advocacy voice of the private sector and in harnessing business assets to achieve programmatic results. All of these areas will be critical in UNICEF’s pursuit of the 2030 Agenda for Sustainable Development and the child-focused Sustainable Development Goal targets.

The UNICEF Private Sector IMPACT Plan 2018–2021 will allow the organization to address the important findings from the Situation Analysis. In 2016, UNICEF began to dream big about the ambitious goals that it could set in its next Private Sector Plan. To seize the potential of the private sector to the fullest, UNICEF will need to decisively position the private sector as a core priority in its work, maximize synergies and shared ownership of goals across the UNICEF family, become truly cutting edge in the digital world, and match ambitious goals with the human and financial investment that will be required to meet them. 2017 will be a critical year for laying the foundation to reach the breakthrough goals set in the next plan for fundraising and engagement by 2021.

Gérard Bocquenet
Director, Private Fundraising and Partnerships
Executive summary

The key results achieved in 2016 by PFP are as follows:

Private sector fundraising

- $1.595 million raised, with 7.7 million individual donors and 1 million pledge donors.
- PFP supported National Committees to advocate in UNICEF’s child rights priority areas, continuing the UNICEF response to the refugee and migrant crisis in Europe, monitoring implementation of the Sustainable Development Goals (SDGs), and efforts to tackle child poverty at the national level.
- Approximately 2.5 million children were reached through child rights education (CRE) initiatives in more than 6,000 schools.
- Guidelines and tools were developed on what business can do in humanitarian crises, child online safety, the Child-Friendly Cities Initiative (CFCI), and mobile operators and child rights.
- Roll-out of a results-based framework for public and private sector engagement to National Committees and country offices began.

Private sector engagement

- PFP supported National Committees to advocate in UNICEF’s child rights priority areas, with a continued emphasis on the UNICEF response to the refugee and migrant crisis in Europe, monitoring implementation of the Sustainable Development Goals (SDGs), and efforts to tackle child poverty at the national level.
- Approximately 2.5 million children were reached through child rights education (CRE) initiatives in more than 6,000 schools.
- Guidelines and tools were developed on what business can do in humanitarian crises, child online safety, the Child-Friendly Cities Initiative (CFCI), and mobile operators and child rights.
- Roll-out of a results-based framework for public and private sector engagement to National Committees and country offices began.

Cross-cutting

- A Situation Analysis (SitAn) of UNICEF’s work with the private sector was conducted through robust consultations across National Committees and country and regional offices.
- PFP launched its new Intranet to better help the UNICEF private sector network maximize its fundraising, communication and advocacy initiatives.
- The Barometer study, that conducted in 16 countries and assessed the public’s perception of UNICEF, showed public awareness of UNICEF at 91%.
- PFP engaged with vendors for a total value of $16.8 million to provide diverse goods and services, and was successful in reducing the number of waivers from competitive bidding to 2.5 per cent of total spending.

Challenges and lessons learned

- Unfavourable exchange rate movements masked the real increases in revenue generated by National Committees and country offices.
- As UNICEF evolves, a particular expertise and support is required in country offices with private sector fundraising programmes.
2. Analysis of strategies and results: Development effectiveness and special purpose

OUTCOME 1: By the end of 2016, annual contributions from private individuals, business and foundations to UNICEF programmes for children reach $1,337 million, including $626 million in regular resources (RR)

In 2016, private sector fundraising generated a net revenue of $1,332 million in contributions, of which $623 million were regular resources. While overall, the contributions are $5 million behind the goals in the plan due to unfavourable exchange rate movements that once again masked the real increases in revenue generated by National Committees and country offices, RR increased by 18% from 2015-2016 (or almost $100 million). The underlying growth in private sector revenue is strong, with a compound annual growth rate between 2013 and 2016 of 10.6 per cent.

The largest source of private sector revenue and regular resources is pledge giving – that is, regular monthly donations made by individual donors. In addition, individual donors make occasional donations, often in response to rapid onset emergencies. In total, 7.7 million individual donors gave $943 million in 2016. Other significant sources of revenue are grants from foundations such as the Bill & Melinda Gates Foundation, and support from the business sector. Legacy giving, which is gifts in wills, is a small but growing revenue stream as is giving by high-net-worth individuals.

Output 1.1: Annual gross contributions from individual pledge donors exceed $765 million and from legacies exceed $79 million by end 2016

Gross revenue from pledge donors reached $653 million in 2016, its highest level ever. That was achieved despite exchange rate movements that masked even stronger growth at a national level. Almost every country with a pledge donor programme increased both the number of donors and the gross revenue generated. The most significant growth in gross revenue came from Argentina, Germany, Italy, Japan and Spain.

Pledge giving continues to be a priority for PFP, National Committees and country offices with a structured private sector fundraising programme. The critical driver of success is continued investment via PFP investment funds, and National Committee and country office reinvestment from revenue generated nationally. UNICEF’s wide global reach offers the organization a unique advantage as well. Fundraisers share information on best practice techniques for engaging donors and retaining support.

Over 1 million people chose to become pledge donors in 2016; the highest number ever in a given year. The most new donors acquired were in the United Kingdom. Exchange rate movements meant this achievement was not fully reflected in growth in gross revenue. A range of cost-effective fundraising techniques are used to reach prospective donors, including ‘face-to-face’ fundraising which engages people in a one-on-one conversation about UNICEF’s work. Other techniques such as television advertising and digital fundraising ensure that UNICEF has an adaptable portfolio of techniques that can be balanced to reach the maximum number of potential donors while still remaining cost effective.

Pledge continues to be both the largest and the most reliable source of regular resources from private sector donors. In 2016, pledge generated $402 million regular resources net due. That is 69 per cent of the total regular resources due from all private sector donors. National Committees continue to contribute most regular resources, but the regular resources from country offices have been increasing. At least one country office is now generating more regular resources than a National Committee of the same size.

Legacies are donations to UNICEF after a person has passed away. In 2016, UNICEF received $87 million in gross revenue from legacy giving. That compares to a planned goal of $79 million; 1,169 people gave to UNICEF through this compassionate last act. With increasingly ageing societies and wealth concentration within older demographics, more and more people are looking to support organizations in their will, after they have provided for their family and loved ones. UNICEF is helping to fulfil this desire to leave the world a better place by explaining UNICEF’s work and inspiring a gift for
children in more wills. During 2016, legacy communications reached millions of people, raising awareness and prompting consideration of leaving a legacy gift to UNICEF. As a result, PFP expects growth in legacy giving to continue the pattern of growth seen over the past few years and to accelerate.

Output 1.2: Annual gross contributions from corporate donors exceed $185 million by end 2016

Giving by companies reached $148 million in gross revenue in 2016. That is an increase on 2014, but a decline compared to 2015. Revenue in 2015 was boosted by contributions made to highly publicized rapid-onset emergencies. Once again, exchange rate movements undermined the value of corporate giving measured in US dollars and contributed to the gap versus the planned goal.

The majority of corporate support is given as other resources regular (ORR) – that is, revenue that is restricted in some way. UNICEF stewards partnerships with some of the world’s best known companies. Some of the most important relationships are described on page 18 in this report. Increasingly, the largest companies are seeking a deeper engagement with the organizations they support. UNICEF’s global presence offers a unique advantage for companies with global brands. It is a strength that will be developed as the strategy for building relationships with the business sector is rolled out.

UNICEF received donations from over 35,000 companies in 2016, ranging in size from one-person businesses to large global corporations. The focus of global fundraising efforts continues to be on the largest donors and multi-country partnerships, as they offer the most potential. However, fundraisers in National Committees and country offices continue to offer appropriate and rewarding ways for smaller companies to support the organization.

There is increasing integration between corporate fundraising and individual fundraising. Customers and staff engaged in the relationship with UNICEF, and this has contributed to the increase in the number of pledge donors. In 2016, 40,000 new pledge donors were acquired through the relationship with corporate partners.

Output 1.3: Annual gross contributions from major donors exceed $45 million and from foundations exceed $257 million by end 2016

Overall, 2016 saw a major strategic alignment of UNICEF’s global philanthropy work to set the conditions for ambitious growth in the strategic 2018–2021 period, with key developments being a global new business process in major donors and a foundations strategy process.

Financial contributions from major donors reached $45 million in 2016. Successes include a first-time $6.6 million gift from a family in Finland to support UNICEF’s work in emergencies and child protection, $3 million from Ms Claudia Ryan to support vulnerable girls in Peru, and a new commitment from the Findel family of $6.6 million gift for the ‘Let Us Learn’ campaign. Other multi-year pledges of $1 million or more were secured in countries including Canada, the Netherlands and Sweden.

Significant work was undertaken in 2016 in developing a new business process and strategy for major donor growth. Extensive interviews with philanthropists as part of a multi-country feasibility study led to the concept of the UNICEF International Council, a global recognition and engagement platform, which will be launched in late 2017.

Financial support from foundations exceeded $253 million, just short of the Plan target of $257 million. Significant successes in 2016 in foundations included initiation of strategic discussions on a 2030 engagement plan with the Bill & Melinda Gates Foundation; renewal of the partnership agreement with Rotary International; first funding received, for Liberia, from the Power of Nutrition partnership; first $10 million in funding for a partnership with Al Waleed Philanthropies for measles eradication; selection of UNICEF as a beneficiary through the IKEA Foundation of the IKEA ‘Good Cause Campaign’; and strong joint advocacy with partners such as the Conrad N. Hilton Foundation in support of a ground-breaking partnership on early childhood development launched by UNICEF and the World Bank.
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-income and high-income countries through UNICEF country offices remained significant in 2016, reaching $182 million in gross revenue. A total of $29 million was contributed to global regular resources. UNICEF Argentina, Malaysia and Thailand made multi-million dollar contributions to global RR, and Brazil, Colombia and Uruguay more than $1 million. Several country offices contributed more than $500,000, including Chile, Indonesia and the Philippines, and three offices contributed between $100,000 and $500,000 (Bulgaria, Croatia and Mexico).

Country offices were largely focused on monthly pledge giving in line with the UNICEF Private Fundraising and Partnerships Plan 2014–2017. The number of pledge donors in country offices increased by 14 per cent to 1.14 million at the end of 2016. The highest number of pledge donors is in Argentina, where 251,198 individuals support UNICEF. The total revenue from pledge through UNICEF country offices increased from $76 million in 2015 to $93.5 million in 2016. In addition, offices were engaged in corporate partnerships and relationships with major foundations and individual philanthropists.

To ensure an ambitious and long-term approach to fundraising development, PFP guided several offices in developing long-term strategic private sector fundraising plans; every country office with structured private sector fundraising activities now has such a plan in place. Some key initiatives were streamlined into global priorities, such as capacity building in private sector engagement, which is now integrated into the learning schedule of first-time country office representatives. A learning event for country office fundraising managers was organized at the Spanish Committee for UNICEF, reinforcing the beneficial exchange between country offices and National Committees. In terms of management of private sector fundraising in country offices, a division-wide project to tackle organizational barriers to fundraising was launched, which will help simplify processes and ensure that fundraisers can spend their energy on their core mandate of fundraising.

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

In 2016, the Global Communication and Public Advocacy Strategy (GCPAS) was further implemented in the Private Sector Network. As part of its roll-out, PFP continued to underline the importance of the key elements of the Strategy, i.e. Voice, Reach and Engagement. The Division continued to provide support for its implementation and monitored key performance indicators during the Joint Strategic Planning process.

The Barometer study was conducted in 16 countries and assessed the public’s perception of UNICEF. UNICEF enjoys almost full recognition (above 90 per cent total awareness), but needs to improve its spontaneous awareness and its association with children which is 48 per cent. For it to be the most trusted and engaging organization that improves the lives of children around the world, UNICEF needs to improve on rational attributes such as efficiency, transparency and getting things done, but also on the somewhat emotional attributes of caring and passion. Traditional media, mainly TV and newspapers and 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.

In that context, UNICEF’s Division of Communication (DOC) together with the Division of Private Fundraising and Partnerships finalized the organization-wide exercise of repositioning UNICEF’s brand, i.e. ‘For Every Child’. UNICEF’s new brand positioning reflects its commitment to promoting the rights and improving the lives of the world’s most vulnerable children by providing lifesaving aid and long-term support. The new branding will be rolled out over the next 1–2 years with new creative assets, brand management guidelines and capacity building plans. In partnership with DOC, PFP launched a global brand video in December in conjunction with a new integrated campaign called ‘There is Hope’, which illustrates through testimonials the critical impact UNICEF has had for children over the past 70 years.

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. In
2016, PFP engaged with vendors for a total value of $16.8 million to provide diverse goods and services, and was successful in reducing the number of waivers from competitive bidding to 2.5 per cent of total spending. Furthermore, PFP established 34 long-term framework agreements, issued 337 bids (i.e. requests for proposals, requests for quotations, invitations to bid), and increased capacity within the Procurement unit, allowing greater support of PFP and other Geneva-based entities as PFP participated in nine joint tenders with Geneva-based United Nations-affiliated agencies to achieve competitive advantages due to economies of scale, resulting in an estimated cost avoidance of $260,000 for UNICEF. PFP has also continued providing procurement support to the CEE/CIS Regional Office and EMOPS.

PFP recognizes that, as UNICEF evolves, a particular expertise and support is required in country offices with private sector fundraising programmes. PFP has ensured that its procurement capacity will be available to strengthen the support in these country offices and to maximize the generation of revenue for UNICEF through private sector fundraising activities. In 2017, strategic initiatives will include positioning PFP Procurement as a Centre of Excellence for Fundraising Services, to work closely with National Committees and to explore opportunities to leverage economies of scale across countries contracting for private sector fundraising activities through establishing global long-term agreements for all fundraising channels and identifying opportunities for synergies, cost savings and joint tenders benefiting HQ, National Committees and country offices. This will allow for enhanced visibility through a ‘360-degree view of partners’ into all facets of partner relationship with UNICEF. Support to country offices is expected to be fully achieved in 2017 upon the on-boarding of a procurement officer.

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

Increased investment in fundraising is a prerequisite for growth. UNICEF finances investment in private sector fundraising from two sources: PFP investment funds and direct investment by National Committees and country offices.

PFP investment funds are managed by the Division of Private Fundraising and Partnerships. They are used to support fundraising initiatives that are beyond the resources of National Committees or country offices alone. In 2016, PFP deployed nearly $60 million of investment funds that will drive at least $180 million in gross revenue over 36 months. The majority of funds are invested in pledge, which is the most reliable and cost-effective source of private sector regular resources, and has the greatest potential to grow. PFP investment funds supported over 100 initiatives in 43 countries in 2016, with funds focused on the most cost-effective fundraising in the markets with the largest potential. A small but important share of the budget was allocated to legacy fundraising, which offers an even greater return and very high levels of regular resources in the mid- to long term.

Direct investment by National Committees and country offices reached record levels in 2016, but is still behind the goal set in the Plan. The majority of investment is focused on growing revenue from individual donors, including pledge donors. Other ORR-generating revenue streams such as foundations, companies or major donors work to different dynamics and are more dependent on highly skilled staff than on high levels of expenditure. As a result, the absolute investment is lower, but nevertheless, growth requires an appropriate level of resourcing.

Overall, direct investment in fundraising accounted for 80 per cent of total investment in fundraising, with PFP investment funds making up the remaining 20 per cent.

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

PFP has continued to build the capacity of National Committees and country offices to undertake an integrated engagement with the public and private sectors to advance children's rights. During 2016, PFP began rolling out a results-based framework to National Committees and country offices. The framework was developed to ensure that the approach to public and private sector engagement is comprehensive and accountable and demonstrates real change. Preliminary results\(^1\) have shown an encouraging start in reporting across the three pillars of the framework: Pillar 1 – business respects

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\(^1\) Based on an initial sample of 28 National Committees and 30 country offices
children’s rights; Pillar 2 – leveraging core business assets for UNICEF programme planning and delivery; and Pillar 3 – strengthened advocacy and child rights education.

A strategic approach to advocacy with and for business in 2016 ensured that children were at the heart of the United Nations, business and sustainability agendas. Substantial progress was made on building the evidence for businesses to act on their direct and indirect impacts on children’s rights. PFP also supported National Committees to advocate on UNICEF’s child rights priority areas. The refugee and migrant crisis and the humanitarian crisis (including silent emergencies such as Nigeria+) have provided opportunities to learn lessons and apply them globally.

**Output 2.1: Businesses respect child rights**

During 2016, significant strides were made to build the evidence base for businesses to act on their direct and indirect impacts on children’s rights. Building on the Private and Public Sector Engagement (PPSE) Results Framework and UNICEF tools and assessments, PFP, National Committees and country offices leveraged results for children through both government and business actions.

More than 30 country offices work with multi-stakeholder approaches on child rights impacts in prioritized industries, such as ICT, mining and travel and tourism. For example:

- Mexico and Viet Nam completed travel and tourism impact studies in collaboration with five international companies, National Committees and industry associations.
- In Madagascar, a programme with the Ministry of Tourism has trained more than 900 national companies.
- Mongolia completed a study on in-migration impacts of the mining industry. UNICEF also launched a new Child Rights and Mining Toolkit and initiated a multi-stakeholder working group to create the Child Rights and Security Checklist as a complementary tool of the Voluntary Principles on Security and Human Rights.
- In the ICT sector, UNICEF launched specific tools and a thought leadership series, such as the Mobile Operator Child Rights Self-Assessment Tool and discussion paper on safety protocols, privacy and data collection policies and content features for children’s rights in the digital world.
- Other studies have demonstrated key impacts of concern in marketing and advertising, product labelling and other components affecting nutrition. At least two countries have identified obesity prevention as an area of their work. Supply-chain focused assessments in the apparel, footwear, tea, palm oil and cocoa sectors have been completed and pilots initiated in Bangladesh, Côte d’Ivoire, India, Indonesia, Malaysia and Viet Nam, in collaboration with 14 national businesses, 6 international brands and National Committee engagement.
- Through a multi-stakeholder platform on mega sports events, UNICEF has influenced policy dialogues with international sports bodies on their human and child rights policies and practices.

The children’s rights and business evidence base is helping to map how business responsibilities on children’s rights can be critical for achieving country programme goals and outcomes – from issues such as decent work provisions, child protection, WASH, breastfeeding, early childhood development, health and nutrition. Results feature work on government policies and regulation leveraging policies and standards for all businesses. The Dutch Committee for UNICEF, for example, has integrated child rights into Dutch Covenants for responsible business in the apparel and gold sectors.

**Output 2.2: Businesses contribute core assets to deliver results for children**

In 2016, demand from countries around the globe continued to grow for innovative approaches and new solutions to reach the most marginalized children at scale, coupled by interest from business to contribute to results beyond cash. In this context, PFP and the Office of Innovation continued collaboration on piloting new forms of engagement that tap into business core assets such as expertise, data, networks, digital products and channels and new technologies for good (mainly with ICT-related industries) to develop solutions addressing children’s particular needs. Learning from these pilots is helping to lay the foundation for a more strategic and systematic engagement approach for UNICEF to harness business core assets.

- Working with Google engineers and with data received from IBM, Twitter and Amadeus, UNICEF is piloting the ‘Magic Box’ – a mechanism to strengthen programme delivery through real-time
information and analytics. For example, travel and mobile data in Zika-affected countries were used to track population movement patterns and help predict virus spread during the outbreak.

- Through collaboration with Facebook FreeBasics in more than 50 countries, 1.5 million people are accessing lifesaving information and advice on a monthly basis to keep young people and families healthy and safe.

Notably, PFP developed a guidance ‘Children in Humanitarian Crises: What Business Can Do’ in collaboration with UN Global Compact, to raise awareness on the role businesses can play in mitigating risks to children’s rights and on opportunities they can have to support and advance children’s rights and well-being in humanitarian contexts.

An analysis of a sample of National Committee and country office annual reports showed that more than half of country offices and 10 per cent of National Committees are leveraging business core assets for results primarily through engagement with:

- The ICT sector – providing information systems and data transmission for initiatives such as birth registration programmes, tracking of epidemics and disease vectors, training and capacity building for ICT integration, or broadcasting for social mobilization
- Media companies and channels – providing broadcasting for awareness-raising campaigns
- Financial sector – providing services such as bank transactions and affordable microfinance loans, or leveraging funds

**Output 2.3: Strengthened advocacy and child right education**

Throughout 2016, PFP supported National Committees to advocate in UNICEF’s child rights priority areas, with a continued emphasis on the UNICEF response to the refugee and migrant crisis in Europe, monitoring implementation of the Sustainable Development Goals (SDGs), and efforts to tackle child poverty at the national level.

UNICEF’S voice was heard as National Committees in Austria, France, Germany, Greece, Hungary, Italy, Slovenia and the UK – among others – advocated for the rights of refugee and migrant children. As a result, the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth, for example, adopted minimum standards for the protection of children, youth and women in refugee accommodation centres that are being rolled out throughout the country. The French and UK Committees gathered evidence on the dire situation of unaccompanied children in the informal settlements of Calais and Dunkirk and joined voices with other organizations, advocating for urgent action to protect these children. As a result, both governments invested in speeding up the Dublin procedures – during and after the closure of Calais. More than 750 children benefited from such measures and were transferred to the UK. As part of joint advocacy by the Italian Committee and civil society partners for over two years, a new law was passed improving guardianship services and foster care for unaccompanied and separated children, also ensuring high accommodation standards for these children.

National Committee advocacy to support child rights globally also featured strongly on the agenda, with National Committees advocating for the protection of children in emergencies and from the effects of climate change.

- In Italy, the National Committee successfully advocated with the Government to prioritize child poverty in the national action plans and budget.
- In Slovenia, National Committee advocacy helped ensure that austerity measures introduced by the Government were amended to protect allocations to children.

National Committees contributed strongly to UNICEF advocacy for the global indicators for the SDGs. Using data supplied by UNICEF, they urged their governments to include robust, measurable and meaningful child-related indicators in the final negotiated list. As a result of combined efforts, nearly the entire UNICEF list of recommended indicators were included and endorsed by the United Nations.

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3 Based on an initial sample of 28 National Committees and 30 country offices
4 Through the study Neither Safe Not Sound
A strategic approach to advocacy with and for business in 2016 ensured that children are at heart of the United Nations, business and sustainability agendas and furthered UNICEF advocacy and partnership priorities in pursuit of the SDGs for children. A multi-pronged strategy included:

- Engagement in key multi-stakeholder platforms such as the 2016 World Economic Forum Annual Meeting – UNICEF’s Executive Director brought attention to children and humanitarian issues, calling for greater support for education in emergencies and protracted crises
- Advocacy efforts through leveraging the United Nations–business agenda (World Humanitarian Summit\(^5\) and Connecting Business initiative\(^6\)) and inter-agency collaboration (United Nations Private Sector Focal Point Network) to promote private sector mobilization in support of emergency preparedness, response and recovery

An analysis of a sample of country office and National Committee reports\(^7\) showed that 70 per cent of country offices and 18 per cent of National Committees are actively engaging with companies on advocacy to promote child rights and well-being in their policies and practices.

PFP developed guidelines for undertaking the Child-Friendly Cities Initiative (CFCI). National Committees have been active in making it a success: 24 are engaged in the CFCI and more than 900 municipalities have been recognized as child-friendly cities. The numbers are rapidly increasing.

PFP also developed a mapping of the SDGs with the Convention on the Rights of the Child, to show intersections with children’s rights. PFP published, in collaboration with WCARO, a framework for advocacy on a ‘silent emergency’, with a focus on the crisis in Nigeria and neighbouring countries.

Approximately 2.5 million children were reached through child rights education (CRE) initiatives in more than 6,000 schools. Many of the schools are undertaking high-impact ‘whole school approaches to CRE’. To promote this initiative, PFP produced a series of videos in collaboration with the National Committees in France, Germany, Portugal, Slovakia, Sweden and the UK. The videos are being used for advocacy and training with schools, ministries of education and other partners in a range of countries. PFP also supported National Committees’ development of CRE materials on migration and their involvement in the World’s Largest Lesson. PFP furthermore started to produce an online training course on child rights for UNICEF, external partners and the general public.

**OUTCOME 3: National Committees implement the strategic direction set by the 2014–2017 Private Fundraising and Partnerships Plan 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 and champion children’s rights in industrialized countries.

The National Committee Relations team is responsible for managing the relationship with National Committees with the aim of maximizing the potential and effectiveness of UNICEF’s presence in industrialized countries and increasing the contribution of National Committees to the achievement of UNICEF’s global goals. The team also leads and manages the Joint Strategic Plan (JSP) process and supports the Standing Group of National Committees, ensuring effective working relationships with National Committees so that UNICEF maximizes the value of these relationships while preserving the reputation of the organization.

The Governance team, part of the National Committee Relations team, 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.

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\(^6\) [https://www.connectingbusinessinitiative.org/](https://www.connectingbusinessinitiative.org/)

\(^7\) Based on an initial sample of 28 National Committees and 30 country offices
Output 3.1: Strengthened cohesion and coordination among National Committees and UNICEF

Increased cohesion among National Committees and between Committees and PFP continued to be pursued through several avenues in 2016.

Effective relationships with National Committee boards and senior management are maintained through regular communications and meetings. UNICEF’s holistic understanding of National Committee opportunities and challenges as well as strategies and results are ensured through internal Joint Strategic Plan alignment meetings, quarterly reports to Senior Management Team and to the Office of the Deputy Executive Director.

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 Private Sector Plan 2018–2021. National Committees are active participants in the four Cause Framework campaigns and were regularly and systematically consulted during the development of UNICEF’s new Strategic Plan. Moreover, National Committees were able to voice their views at the highest decision-making levels of UNICEF through various working groups and in their capacity as observers of the UNICEF Executive Board Meetings. Standing Group members had the opportunity to discuss pertinent issues with the senior management team of UNICEF in 2016. 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. The 2016–2017 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 the 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 2016 was the Sustainable Development Goals and the future changes in UNICEF that may have implications for the current operations and working areas of National Committees. This includes the recognition project whereby National Committees’ advocacy efforts could be acknowledged as contributions to the organization.

The team also played a key role in the response to the migrant/refugee crisis affecting National Committee countries by facilitating relationships, providing strategic input and ensuring a joint UNICEF response to the crisis. A further area of engagement is the volunteer initiative, which is gaining momentum and likely to have major implications for the work of National Committees. This will constitute a main area of focus for the National Committee Relations team in 2017.

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, communication and governance. 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 2016.

The annual JSP review process was initiated during the last quarter of 2016, with 31 new JSPs (2017–2020) signed by the end of February 2017. The outstanding JSP with the Swiss Committee, the Hong Kong Committee and the U.S. Fund were foreseen to be completed in early 2017.

Key strategies for 2017 will include: 1) redesigning the JSP document and process to drive national focus on goals and strategies consistent with the global private sector plan and promoting integration across fundraising, advocacy and communication activities; 2) identifying an enterprise management system for the JSP to remedy the format and process challenges; 3) cluster meetings with National Committees to translate the UNICEF Strategic Plan and the Private Sector Plan 2018–2021 into Joint Strategic Plans for National Committees; and 4) further embed the JSP in PFP and the National Committees as the key planning document, relevant throughout the year.
Output 3.3: Enhanced governance in National Committees

Governance continues to get stronger in National Committees. Agreed JSP governance improvement objectives were implemented and key performance indicators were met. Challenges continue to be addressed through tailored strategic and technical governance advice and support and capacity-building initiatives. For example, in recognition of the importance of effective risk management as a management tool, one-day risk management workshops were held in four National Committees, with broad participation including boards and supervisory bodies. The resulting heightened risk awareness and the comprehensive organizational risk registers will serve longer-term strategic planning as well as day-to-day mitigation efforts. These capacity-building workshops will continue in 2017.

Strengthening UNICEF’s relationship with National Committee boards was of particular focus in 2016. Boards continued to strengthen their governance and strategic role and are ever more valuable partners for UNICEF. During the 2016 Annual Meeting of the National Committees for UNICEF, around 30 National Committee board chairs came together for a first of its kind dedicated session. As UNICEF is changing as an organization, they reflected on the fundamental importance of effective governance in achieving business results and on the strategic role they should and would like to play in the organization. The seventh orientation for National Committee boards in Geneva in November drew 22 board members from nine National Committees, and illustrated again a strong understanding of the role of National Committee boards in UNICEF.

The ‘Effective Boards’ guidance was issued to critical acclaim by Committees’ senior leadership, terming it “an invaluable resource for modern boards”. The interactive online orientation course for board members, now in its fourth iteration, has been updated to feature new global initiatives and publications and the most up-to-date financial information. The Board Newsletter series continued – two newsletters were published in 2016.

Specialized technical guidance to National Committees was again provided in other thematic governance areas such as revising existing Statutes, establishing ethics frameworks and management and operations policies, crisis preparedness and business continuity planning, and strengthening internal controls. They were supported by issuance of new guidance papers to National Committees, e.g. on ‘Effective Statutes’.

Monitoring of compliance with the Cooperation Agreement
The results of the fourth annual Cooperation Agreement (CA) compliance assessment indicate that National Committees continued in 2016 to make progress towards fully meeting their CA obligations. JSP discussions and tailored support to individual National Committees through ongoing interactions and collaboration between technical specialists continue to strengthen compliance efforts.

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. Secretariat functions were provided to all senior management team (SMT) meetings and strategic action points from the SMT were implemented and followed up. The rolling work plans for 2016–2017 were completed on time and in line with the Private Fundraising and Partnerships Plan 2014–2017. The mid-year review of the Private Fundraising and Partnerships Plan Results Framework was completed. Work plans and annual management priorities for 2016 were reported monthly using the SMT Performance Indicators.

PFP continued its commitment to effective and efficient management and operations through business needs risk-informed focused approaches to decision making. In addition, a culture of working across divisional sections on operational efficiency initiatives was enhanced throughout 2016.

PFP continued to address key audit observations and to strengthen controls and increase efficiency. The Division worked on ensuring that National Committees developed or aligned their policies with best practice policy and submitted board-approved reserve policies to PFP. In addition, PFP continued to engage with National Committees to ensure that the level of non-statutory reserves was not
excessive. The Division was successful in its endeavour – all National Committees had a board-approved policy by the end of 2016, and several National Committees revised their policies to align them with a best practice reserves policy. Further, the Division continued to engage with National Committees to ensure implementation of the road map in their JSPs so that the contribution rate of 75 per cent of gross proceeds could be reached.

PFP was effective and efficient in its management of financial resources – 100 per cent of the PFP Special Purpose budget was used in 2016. Both PFP and Common Office Services mid-term review budget proposals were prepared and submitted to the Division of Financial and Administrative Management ahead of time, and were subsequently approved by the global programme budget review. In addition, PFP effectively monitored spending against the approved budget throughout 2016, which enabled actual spending to be in line with budgets.

**Output 4.1: Effective and efficient governance and systems**

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

Common services in Geneva strengthened relationships with other United Nations organizations and the United Nations Office at Geneva (UNOG) to benefit from collaborative decisions and use of different services, including procurement through joint initiatives.

In addition, in 2016, PFP Common Office Services started new initiatives, including requirement for increased seating by all divisions, security changes for the UNICEF office building and creation of service level agreements for all divisions. Furthermore, PFP took part ownership of the Business Continuity Plan and related requirements. Following key management decisions, PFP Common Office Services will be taking the lead on the management and negotiations related to the UNICEF Geneva office move to UNOG. For 2017, key strategies include implementation of an agreed security upgrade for the UNICEF building, testing of the communication tree and the Business Continuity Plan, and work with the management for an enhanced seating plan/office space in the current environment, and negotiations regarding the future building.

In 2016, UNICEF began to develop its next four-year Strategic Plan. As part of its contribution to the UNICEF Strategic Plan 2018–2021, PFP provided inputs on UNICEF’s work with the private sector and how the general public, governments in National Committee countries, businesses, philanthropists, and foundations could enable UNICEF to deliver results for children in the coming years.

To support the delivery of the UNICEF Strategic Plan, PFP, together with National Committees, regional offices, country offices and other HQ Divisions began to develop the next UNICEF Private Sector Plan 2018–2021 to spell out how UNICEF would mobilize private fundraising and partnerships. To initiate the process, a Situation Analysis (SitAn) of UNICEF’s work with the private sector was conducted to identify successes, lessons learned, emerging trends and opportunities and potential strategic shifts for the next Private Sector Plan. The highly consultative process entailed over 150 key informant interviews, consultations with think tanks, workshops, surveys to all country offices (88 of which provided responses) and all 34 National Committees, and an interactive wiki site for fundraising exchange and brainstorming. It culminated in a review and validation process at the 2016 Private Sector Forum where participants from across UNICEF globally were introduced to the SitAn findings, provided additional inputs, and dreamed big about how UNICEF could achieve Agenda 2030 together with the private sector.

By the end of the year, audience-based theories of change that included bottleneck/barrier analysis derived from the SitAn were produced. They outlined the responses to the internal and external drivers identified in the SitAn (the specific objectives) and explained how these would be systematically linked to deliver a series of changes (the goals). Results Frameworks were developed for four key audiences – individuals, business, key influencers and governments in National Committee countries – as well as frameworks for the UNICEF brand (a key strategic tool to deliver results for children) and UNICEF enablers.

**Output 4.1.2:** Coordination, management and oversight of PFP activities, which maximizes the positive impact of available resources
The Senior Management Team (SMT) coordinated, managed and provided oversight to PFP activities through meetings, monitoring of management indicators and the Annual Management Plan (AMP).

The SMT met at least once a month in 2016 with secretariat function being provided to all SMT meetings and action points being implemented and followed up. It provided advice to the PFP Director on policies, strategies, rolling work plan priorities and implementation, performance management and development of a new Private Sector Plan 2018–2021.

The SMT identified nine management priorities in 2016. The annual management priorities for 2016 were reported on monthly using the SMT Performance Indicators. By the end of 2016, all nine priorities had been effectively implemented.

PFP Risk Management: In 2016, based on PFP sections’ risk registers, the divisional Risk and Control Self-Assessment (RCSA) was conducted at the beginning of the year and updated during the mid-year review. PFP reported its 2016 RCSA and mid-year update into the global database as per the established guidance. PFP’s responsibilities as co-owner of the global risk category ‘Funding and external stakeholder relations’ (jointly with PPD) has also been further embedded, and an enhanced review process has been included in the revised PFP Risk Management Framework issued in June. The enhancement includes increased emphasis on risk management in country offices with a private sector function. Work planning for 2017 and beyond continues to be risk-informed.

Output 4.1.3: Provide information and communications technology support to maximize related efficiencies and effectiveness

The Information and Communication Technology Division support for 2016 was provided on the three main pillars: ICT operations, business applications projects and compliance. The main achievements of ICT operations include the consolidation of the Skype for Business telephony in a cost-effective, robust and scalable environment, which allows more control and cost optimization. The savings from the consolidation was reinvested in architecture and training. The development of the Geneva LIGHT Service Hub, which consists of reducing the hardware footprint in 12 country offices in the CEE/CIS region as well as Brussels, was another major realization in 2016.

The launch of the new PFP Intranet using the standard platform was a key project completed in 2016. While feedback from countries and PFP users was positive, some enhancement and additional features have been identified. Another important milestone was the completion of the technology signposting that recommends the transition to a new donor database platform and fundraising management tool in private sector fundraising countries and the preparation for the organizational and technical requirements of the new General Data Protection Regulation of the European Union.

The mapping of private sector fundraising business applications started in 2016 and will form the basis of gap analysis and application integration. These will continue in 2017, with the introduction of strategic planning and reporting tools that will consolidate the information management platform for planning and reporting PFP strategic activities.

Output 4.1.4: Information and knowledge is shared and best-in-class performance replicated through the global UNICEF network

In 2016, PFP continued to invest in knowledge management processes and internal digital infrastructure to foster a culture of learning and sharing among UNICEF, National Committees and private sector fundraising country offices and to enable collaboration and strengthen information dissemination.

The Division’s knowledge management activities in 2016 included global and regional workshops, technical trainings, webinars and online courses on specialized fundraising and communication areas, prepared for and with National Committees and private sector fundraising country offices. Working groups and think tanks continued to highlight good performance and practical examples from the field, and promoted peer-to-peer support. Workshops were used to surface and discuss good practices on key areas of PFP work among National Committees and PFP. On-boarding sessions and mentorship programmes were conducted with board members and mid-level and senior-level staff from National Committees and key private sector fundraising markets. Research on key fundraising markets (including donor satisfaction), the competitive environment and corporate partners was continuously
generated, disseminated and used in strategic planning and decision making and to identify revenue growth and brand positioning opportunities. PFP knowledge management activities in 2017 will be framed by two main objectives: 1) establish clear standards, processes and capacities for knowledge management within PFP to improve knowledge capturing and exchange across the private sector network; and 2) further improve collaboration across PFP, National Committees and country offices.

In 2016, PFP launched its new Intranet to better help the UNICEF private sector network maximize its fundraising, communication and advocacy initiatives. Developed based on a thorough needs assessment among its users in the National Committees, country offices and PFP, the Intranet has become a strategic asset for the Division and positions itself now even more as the main gateway to access the PFP Digital Workplace and its online resources. For 2017, PFP aims to further consolidate this platform to address some of the more complex needs of National Committees, and to better integrate it with other UNICEF online resources in coordination with the global UNICEF Enterprise Content Management project led by the Information and Communication Technology Division.

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

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

PFP reviewed its financial and non-financial reporting tools and consulted internal stakeholders to establish further enhancement requirements which results in a redesign of the PFP dashboard to support the new Strategic Plan goals and the audience-based approach. The revamped dashboard enhances the user experience and provides top-level strategic reports, thereby improving the ability to make evidence-based decisions by management. Further, the dashboard provides better quality of information and greater insight into fundraising performance in National Committees and country office markets. With the insight on strategic channels, PFP is able to provide effective support to maximize fundraising performance in these markets.

In preparation for the transition to the Global Shared Services Centre (GSSC) for transactions such as invoices, payments, payroll, some human resources administrative services and global information technology support, PFP provided support to all Geneva-based stakeholders in finance-related matters and became a strategic partner of GSSC and an effective interlocutor between Geneva and GSSC.

PFP was involved in two audit exercises in 2016: external and internal. The advisory engagement on strengthening the management of PFP was conducted in July 2016, and the report was issued in October 2016. The external audit team was on site in Geneva in November, and the management letter was issued in January 2017. The final audit recommendation will be included in the Division’s 2017 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.

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

In 2016, PFP recruited 45 staff members, an additional 9 on temporary assignments and 73 consultants and individual contractors, bringing teams closer to full capacity. During the 2016 rotation exercise, 12 staff members were successfully supported to secure new roles, and HR provided support to 8 staff on abolished posts. The New Staff Orientation Programme was redesigned and delivered at the end of 2016 with excellent feedback from participants.
4. Impact of partnerships on children

Partnerships and collaborative efforts with the corporate sector play a critical role in UNICEF’s ability to deliver results for children. UNICEF works to harness the power, reach and influence of business on behalf of children by working with corporate partners on their responsibility to respect and commitment to support children’s rights. UNICEF works closely with multinational corporations, national companies and small to medium-sized businesses in support of UNICEF’s programmatic activities, to address the impact of business policies and operations on children, and as part of leading advocacy with and through business on child rights.

Amadeus
The leading global travel technology provider Amadeus has partnered with UNICEF since 2012 to foster inclusive development among the world’s most disadvantaged children. In 2016 alone, Amadeus enabled UNICEF to raise close to $1 million through its micro-donation engine to support unrestricted regular resources, the Schools for Africa and Schools for Asia initiatives, and the global vaccination programme. Additionally, Amadeus’ Travel Intelligence is providing aggregated travel data to UNICEF’s Innovation unit to develop an open-source platform that uses real-time information for humanitarian responses in emergency situations.

The Cartier Charitable Foundation
Committed to helping free children’s potential, the Cartier Charitable Foundation has been a UNICEF global partner since 2014, supporting UNICEF programmes in China, India and Madagascar with a grant of $6.7 million over three years. The Cartier Charitable Foundation and UNICEF are providing thousands of children with access to safe drinking water and sanitation, quality education and the knowledge needed to reduce the risks of natural disasters.

Change for Good
In 2016, UNICEF celebrated the 25th anniversary of Change for Good®, one of the best-known and longest-running UNICEF partnerships. Since its official launch in 1991, Change for Good has raised $150 million globally for children. Currently, nine airlines are supporting the Change for Good programme: Aer Lingus, American Airlines, All Nippon Airways, Asiana Airlines, Cathay Pacific, easyJet, Hainan Airlines, Japan Airlines and QANTAS. Funds are raised by collecting coins from passengers on board the airplanes. The donations contribute to UNICEF’s efforts to help save and improve the lives of millions of children around the world.

FC Barcelona
In 2016, the FCB Foundation, Futbol Club Barcelona and UNICEF celebrated the 10th anniversary of their partnership and renewed their commitment for another four years until 2020. Through FC Barcelona and its Foundation’s support, UNICEF has provided more than 1 million children with access to quality education, sport, play and programmes that help protect children from HIV/AIDS. FC Barcelona Foundation will be providing 2 million euros annually to the partnership in order to implement projects to foster children’s education through sports. They also contributed towards UNICEF emergency response to Hurricane Matthew in Haiti to protect children from waterborne diseases and severe and acute malnutrition.

H&M Foundation
UNICEF has partnered with H&M since 2004 and H&M Foundation since 2014, together contributing over $35 million towards UNICEF programmes for children. In 2016, H&M Foundation and UNICEF launched a new education collaboration with a grant of $5.3 million that will help provide 480,000 children in Myanmar with quality primary and lower secondary school education.

IKEA Foundation
IKEA Foundation is the philanthropic arm of INGKA Foundation, the owner of Swedish home furnishings company IKEA Group, and is one of UNICEF’s largest foundation partners. In 2016, UNICEF received over $31 million from IKEA Foundation, with 13 active grants in eight UNICEF country offices in the areas of early childhood development, education, health, child protection and adolescents. UNICEF also partners with IKEA Group on corporate social responsibility and with IKEA stores on promoting the right of children to play and development. The ‘Let’s Play for Change’ initiative, for example, will help UNICEF reach nearly 60,000 young children in China, India, Indonesia and Kenya with nurturing care programmes.
Through the Power for Youth programme, ING and UNICEF have reached close to 100,000 children with innovative learning, financial literacy and skills development in Indonesia, Kosovo, Montenegro, Nepal, the Philippines and Zambia, and have helped strengthen systems and services for over 10 million adolescent girls and boys to allow them to reach their full potential. ING is also helping UNICEF with other global financial innovation approaches.

“la Caixa” Foundation

“la Caixa” Foundation and UNICEF joined forces in November 2015 to tackle child pneumonia mortality, the world’s number one infectious killer of children under 5. The first year of this collaboration, which aims to advance the use of self-sustained and innovative pneumonia diagnosis by frontline health workers and ensure access to proper treatment, has already yielded significant results. Among the outcomes in 2016, the partnership supported the identification of diagnostic devices and developed a procurement strategy to ensure the scaling up of the devices and treatment.

LEGO

The LEGO Group, the LEGO Foundation and UNICEF have been partnering since 2015 to promote children’s rights and the importance of learning through play for child development. During 2016, the partnership made significant achievements, including reviewing global policies on early childhood development to assess the role of play in child development and learning, and establishing an online training platform for 150,000 teachers and early childhood development practitioners in South Africa. It is essential for the LEGO Group to ensure safety for children when using LEGO products, both online and offline; in 2016, this work was further strengthened by developing an industry-first digital child safety policy, and by assessing the LEGO Group’s digital operations with the Child Online Safety Assessment Tool developed by UNICEF as part of this partnership.

Louis Vuitton

Since January 2016, the Louis Vuitton for UNICEF partnership has helped raise funds for humanitarian support in Syria and Nigeria, bringing hope to children who have endured the horrors of war and deprivation. In Syria, for example, the contributions of Louis Vuitton and other UNICEF partners in 2016 made a difference for 4.5 million children and their families by providing life-saving access to water.

Rotary International

Since UNICEF and Rotary International began their partnership in 1988, both organizations, as members of the Global Polio Eradication Initiative, have played a fundamental role in dramatically decreasing the number of polio endemic countries. In 1988, polio was endemic in 125 countries; in 2016, polio was endemic in only three countries. Rotary has contributed more than $1.5 billion to the global polio eradication effort, and countless volunteer hours to help immunize more than 2 billion children against polio. Rotary funds critical elements of UNICEF’s polio eradication programmes, such as national immunization days, polio vaccine delivery and training of health workers.

Unilever

Domestos, Unilever’s leading toilet cleaner brand, has partnered with UNICEF since 2012 to support the organization’s global sanitation programmes. As of 2016, the partnership has helped more than 6 million people gain access to a toilet through behaviour change interventions and capacity building initiatives. UNICEF also worked with Domestos to raise awareness of the sanitation crisis globally, and UNICEF and Unilever were both involved in creating and developing the WASH4Work initiative.

Licensing partners

Hallmark, Editor, Pictura and Belarto support UNICEF by providing flexible, unrestricted funds to reach vulnerable children through programmes that contribute to child well-being. Collectively, the four companies have contributed more than $40 million to UNICEF through product-based fundraising over the lifetime of the partnerships. Thanks to the sale of the UNICEF greeting cards and products that they manufacture and sell, the companies also help raise awareness of the work of UNICEF among millions of people in North America and Europe.
Annex 1: List of studies and publications

Study reports

Title: UNICEF KPI Barometer
Year: 2016
Sequence number: 2016/1
Themes: Awareness of humanitarian organizations; relative brand image of UNICEF; communications and media; fundraising habits and practices; perception of corporations and corporate partnerships. 16 markets surveyed in 2016.

Title: Corporate Mapping (corporate engagement partnership landscape)
Year: 2016
Sequence number: 2016/3
Themes: Corporate partnerships; identifying opportunities for corporate engagement through desk analysis of companies’ corporate engagement activities and priorities. 3 markets completed.

Title: Media Measurement
Year: 2016
Sequence number: 2016/5
Themes: Media; key messages; perception; spokespeople; Goodwill Ambassadors; positive coverage. 33 markets.

Title: Social Media Listening
Year: 2016
Sequence number: 2016/2
Themes: Social media; key messages; influencers; positive coverage; public engagement. 32 markets.

Title: Peer Review (Main not-for-profit)
Year: 2016
Sequence number: 2016/8
Themes: Revenue; individual; corporate; foundations; regular giving; channels; public funds; growth; emergencies; markets; regions.

Title: Mystery shopping Supporter services
Year: 2016
Sequence number: 2016/15
Themes: Donor support; donor experience; communication; channels; organizations.

Title: Fact Book
Year: 2016
Sequence number: 2016/16
Themes: Fundraising; corporate; brand; competition; organizations.

Title: JSP reports
Year: 2016
Sequence number: 2016/16
Themes: Fundraising; corporate; brand; competition; media.
### Publications

<table>
<thead>
<tr>
<th>Title:</th>
<th>Audience and objectives:</th>
<th>Authors:</th>
<th>Quantities:</th>
<th>Estimated Cost:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Child Online Safety Assessment tool</td>
<td>This tool provides guidance for any company that provides or makes use of the Internet and associated technologies to assess how children’s rights in a digital world are considered in their policies and processes. The tool is based on the UNICEF–ITU Child Online Protection Guidelines for Industry.</td>
<td>PFP Private Sector Engagement</td>
<td>Digital</td>
<td>$12,000</td>
</tr>
<tr>
<td>Children in Humanitarian Crises: What Business Can Do</td>
<td>This publication is addressed to a business audience. It calls on business to take action in humanitarian crises, helps raise awareness on the role businesses can play in mitigating risks to children’s rights and on opportunities they can have to support and advance children’s rights and well-being in humanitarian contexts. It encourages businesses to take actions in support of risk reduction, mitigation and preparedness to build resilient business environments and communities, to facilitate response, recovery and rebuilding, and to contribute to long-term sustainable development. It also aims to inspire action and stimulate learning by providing concrete examples of how business can support and advance children’s rights and well-being.</td>
<td>UNICEF (PFP Advocacy and Innovative Partnerships/Private Sector Engagement section with inputs across countries and divisions, especially from the Office of Emergency Programmes and the Programme Division) and the UN Global Compact</td>
<td>800 hardcopies and digital</td>
<td>$70,000</td>
</tr>
<tr>
<td>Children’s Rights and the Internet: From Guidelines to Practice</td>
<td>A series of articles from the Guardian Sustainable Business, showcasing debate, opinions and good practices on children’s rights and the Internet.</td>
<td>PFP Private Sector Engagement</td>
<td>200</td>
<td>$20,000</td>
</tr>
<tr>
<td>Mapping the Global Goals for Sustainable Development and the Convention on the Rights of the Child</td>
<td>This interactive mapping reinforces the obvious links between the SDGs and the CRC and points to the less visible ones. It is a practical and comprehensive tool that gives anyone working on child rights or the SDGs the means to connect the two frameworks. The mapping is relevant for not only UNICEF staff and United Nations bodies such as the Committee on the Rights of the Child, but also governments as well as civil society, private sector actors and the interested public.</td>
<td>UNICEF (Advocacy and Innovative Partnerships, with the Programme Division and the Division of Public Partnerships)</td>
<td>Digital (online publication, has been disseminated through various channels internally and externally)</td>
<td>0</td>
</tr>
<tr>
<td>Report on Regular Resources 2015</td>
<td>Public and private donors. The report highlights how regular resources are critical to UNICEF’s work. The funds, contributed without restrictions on their use, help UNICEF and partners deliver results for children, especially the 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 the UNICEF donor community.</td>
<td>PFP, in collaboration with Public Partnerships Division, Programme Division, Division of Data, Research and Policy, Office of Emergency Programmes,</td>
<td>200</td>
<td>$20,000</td>
</tr>
</tbody>
</table>
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 2015 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 2015 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: UNICEF GSMA Notice and Takedown Guide

Audience and objectives: This guidance document provides insights to help companies establish policies and practices to support the prompt and effective removal of online child sexual abuse material.

Authors: PFP and GSMA

Quantities: 50 copies printed

Estimated Cost: $10,000

Title: UNICEF Mobile Operator Child Rights Self-Assessment Tool

Audience and objectives: This tool provides guidance for mobile operators on assessing their policies and processes as they relate to the workplace, marketplace and community. The excel-based tool allows companies to review child rights considerations by functional area, and is accompanied by a PDF guide that provides background and recommendations for each assessment criteria.

Authors: PFP Private Sector Engagement

Quantities: Digital

Estimated Cost: $1,000
## Annex 2: Results Matrix

### Results Framework

<table>
<thead>
<tr>
<th>#</th>
<th>PFP Work Plan Outcomes/ Outputs</th>
<th>Performance Indicators</th>
<th>Baseline 2013</th>
<th>2016</th>
<th>Status as of Dec</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Outcome: By the end of 2016, annual contributions from private individuals, business and foundations to UNICEF programmes for children reach US$1,337 million, including US$ 626 million in regular resources (RR)</td>
<td>Net total revenue</td>
<td>$903 million</td>
<td>$1,337 million/ $1,437 million</td>
<td>$1,332 million</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>Net value of RR</td>
<td>$444 million</td>
<td>$707 million/ $626 million</td>
<td>$623 million</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>Percent of quality OR</td>
<td>$40 million</td>
<td>$50 million</td>
<td>$23 million</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td><strong>Output: Annual gross contributions from individual pledge donors exceed US$765 million by end 2016 and from legacies exceed US$79 million by end 2016</strong></td>
<td>a) Gross contributions from pledge</td>
<td>$595 million</td>
<td>$795 million/ $765 million</td>
<td>$653 million</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>b) Proportion of pledge contributions remitted as RR</td>
<td>86%</td>
<td>84%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>c) Total number of active pledge donors</td>
<td>3.6 million</td>
<td>5 million</td>
<td>4.5 million</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>d) Mean annual pledge contribution</td>
<td>$170 (2012)</td>
<td>$159</td>
<td>$145</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>e) Gross contributions from legacies</td>
<td>$78 million</td>
<td>$85 million/ $78.8 million</td>
<td>$87 million</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>f) Proportion of legacy contributions remitted as RR</td>
<td>95%</td>
<td>96%</td>
<td>96%</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>g) Total number of people promising a legacy gift beyond 2017</td>
<td>1,100</td>
<td>1,100</td>
<td>2,122</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td><strong>Output: Annual gross contributions from corporate donors exceed $185 million by end 2016</strong></td>
<td>a) Gross contributions from corporate donors (including 67 foundations)</td>
<td>$198 million</td>
<td>$203 million/ $185 million</td>
<td>$148 million</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td><strong>Output: Annual gross contributions from major donors exceed $45 million from foundations exceed $257 million by end 2016</strong></td>
<td>a) Gross contributions from major donors</td>
<td>$44 million</td>
<td>$45 million/ $72.8 million</td>
<td>$44.5 million</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td></td>
<td>b) Gross contributions from foundations/ non-profit donors</td>
<td>$163 million</td>
<td>$257 million/ $293 million</td>
<td>$347.7 million</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Output: The private sector in programme countries is mobilized in support of the goals set out in the UNICEF Strategic Plan 2014–2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) Number of country offices with structured PSFR activities</td>
<td>21</td>
<td>22</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) Private sector gross revenue from country offices (all COs)</td>
<td>$117 million</td>
<td>$238 million</td>
<td>$182 million</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) RR revenue from PSFR country offices</td>
<td>$15 million</td>
<td>$29 million</td>
<td>$29 million</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d) Guidance for country offices on the management of PSFR is produced, updated and disseminated (annually)</td>
<td>Produced</td>
<td>Achieved. Migrated to an online version</td>
<td>Migrated to an online version. Updates partially complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e) Number of fundraising strategic plans (FSPs) in place</td>
<td>7</td>
<td>21</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>f) Number and percentage of country offices whose staffing structures for PSFR COs are reviewed annually during PBR process and updated per requirements</td>
<td>No baseline</td>
<td>1</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.5</th>
<th>Output: Clear and differentiated UNICEF brand positioning for private sector activities is developed and communicated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.6</th>
<th>Output: Strategic and essential contractual services and goods are available in support of PSFR and partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) Number of bids issued</td>
</tr>
<tr>
<td></td>
<td>b) Number of contracts and services</td>
</tr>
<tr>
<td></td>
<td>b') Total value of contracts and services</td>
</tr>
<tr>
<td></td>
<td>c) Number of waivers of competitive bidding</td>
</tr>
<tr>
<td></td>
<td>c') Total value of waivers of competitive bidding (%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.7</th>
<th>Output: Investment in fundraising is sufficient to drive ambitious growth integrated into</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) National Committee investments in fundraising</td>
</tr>
<tr>
<td></td>
<td>b) % of National Committee fundraising investments spent on pledge</td>
</tr>
<tr>
<td>corporate fundraising</td>
<td>c) Level of PFP investment funds</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------------------</td>
</tr>
</tbody>
</table>

2 **Outcome: Private and public sector stakeholders provide increased resources and support for the realizations of children’s rights**

### 2.1 Output: Businesses respect child rights

- **a)** Number of key business stakeholders that adopt policies and practices that are aligned with the Child Rights and Business Principles
  - N/A  
  - TBD  
  - 17
  - The status being reported is based on the 2016 Private Sector Engagement Report based on a sample of 30 country offices and 28 National Committees

- **b)** Extent to which UNICEF engagement with key business stakeholders has contributed to increased understanding of children’s rights
  - N/A  
  - TBD

### 2.1.1 Increased action by businesses and key influencers on the direct and indirect impact of business operations and policies on children

- **c)** Percentage of companies within a defined target group that indicate that they have knowledge, technical capacity and commitment to respect children’s rights
  - N/A  
  - TBD

- **d)** Number and percentage of key stakeholders engaged by UNICEF that publicly commit to respecting children’s rights in their core business operations and policies
  - N/A  
  - TBD

### 2.2 Output: Businesses contribute core assets to deliver results for children

- **a)** Number and percentage of program outcomes or result areas that benefit from businesses’ core assets to achieve results for children
  - N/A  
  - TBD

### 2.2.1 Strengthened contributions of core assets by targeted businesses to UNICEF office/country programming planning, implementation, monitoring and evaluation

- **b)** Number of businesses contributing core assets to support UNICEF’s programme planning and implementation
  - N/A  
  - TBD  
  - 80
  - The status being reported is based on the 2016 Private Sector Engagement Report based on a sample of 30 Country Offices and 28 National Committees
### 2.3 Output: Advocacy and child rights education

| c) Number and percentage of UNICEF/National Committee staff engaging with business (on its direct and indirect impact on children and the deployment of its assets) to achieve results for children | N/A | TBD |

| a) Number of targeted influencers that are echoing UNICEF’s advocacy messaging on priority issues | N/A | TBD | 45 |

### 2.3.1 Increased action by all stakeholders to promote, support, respect and fulfill children’s rights domestically and globally

| b) Number and type of policies/laws/strategies/regulations/budgets developed/adopted by the public sector that support children’s rights | N/A | TBD | 44 |

### 2.3.2 Improved awareness of child rights by children and adults

| c) Number of children and young people reached by CRE initiatives (including child participation/youth engagement) | N/A | TBD | 2.5 million |

This figure is based on the activities of 28 National Committees

| d) Number of collaborative advocacy actions taken by UNICEF with other stakeholders that support a UNICEF child rights issues | N/A | TBD | 89 |

As reported by 20 National Committees

| e) Number of companies and private sector influencers approached to advocate for UNICEF’s priority advocacy issues with peers, their constituents, the broader business community, or other influencers or decision makers | N/A | TBD | 128 |

### 3 Outcome: 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.

<p>| 3.1 Output: Strategic alignment and coordination between National Committees and | a) Effective collaboration between National Committees and UNICEF (Percent of EDs satisfied with UNICEF relation) | N/A | 88% | N/A |</p>
<table>
<thead>
<tr>
<th>UNICEF strengthened to maximize results for children</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.2 Output 3.2: All National Committees implement JSPs aligned with the 2014–2017 Plan</strong></td>
<td>a) Number of Joint Strategic Plans (JSPs) developed with National Committees</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>b) Joint Strategic Plan implementation monitored</td>
<td>Baseline set in 2014 – all JSPs</td>
</tr>
<tr>
<td></td>
<td>c) Level of satisfaction reported by National Committees regarding the JSP (On i) technical guidance on JSP, ii) effective guidance on strategy setting, iii) strategic guidance on UNICEF priorities)</td>
<td>None</td>
</tr>
</tbody>
</table>

| **3.3 Output: Enhanced governance in National Committees** | a) Increased ratio (number) of National Committees with good or intermediate governance as measured against governance key performance indicators (KPIs) defined in the Cooperation Agreement | 31 | 32 | 33 |

<table>
<thead>
<tr>
<th><strong>4 Outcome 4: Effective and efficient management and operations support.</strong></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>4.1 Output: Effective and efficient governance and systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4.1.1 Output: Representation, strategic direction and effective relationships for PFP and partnerships</strong></td>
<td>a) National Committees Plans are aligned with PFP Strategic Plan</td>
<td>Partially</td>
</tr>
<tr>
<td></td>
<td>a') Country offices' plans are aligned with PFP Strategic Plan</td>
<td>Partially</td>
</tr>
<tr>
<td></td>
<td>b) Perception among National Committees of PFP as an efficient and effective partner (measured by % satisfaction of National Committees of PFP)</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>4.1.2 Output: Coordination, management and oversight of PFP activities, which maximizes the positive impact of available resources</strong></td>
<td>a) Percentage of work plans completed on time (mid-Dec)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>b) Work plans regularly monitored through SMT and are fully implemented</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>c) Annual review of work plan and performance</td>
<td>Yes</td>
</tr>
</tbody>
</table>
### 4.1.3 Output 4.1.3: Generation and application of research and knowledge

| A) Number of research, studies and evaluations planned annually and number completed, ongoing, postponed and cancelled | 0 | 10 | 11 | These are the number of studies and research pieces completed in the year, against a total planned of 50

| b) Number of registered Yammer users | 150 | 955 |

| c) Number of active community members/facilitators | 3 | 42 |

| d) Number of SharePoint team sites for PFP | 1 | 13 |

| e) Number of KM focal points outside of coms and marketing section | 2 | 11 |

| f) Number of brown bag launches (with an average of 20 participants) | 12 (20) | 15 |

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

| a) The integrated ICT services and systems that support the operational processes of PFP, CEECIS, OoR, Florence and PPD Brussels are effectively and efficiently implemented in alignment with the global ICT strategy | No baseline | ICT services and systems fully implemented |

| b) Support to PFP knowledge management and digital strategies and to internal communications tools provided as planned (migration to SharePoint platform, tools and support) PFP’s strategic ICT applications, projects and initiatives are implemented in timely manner contributing to the overall strategic goals of PFP | No baseline | Migration of Intranet to SharePoint platform fully completed |

| c) Timeline for responding to service faults for LAN and servers | 24 hours | Discontinued | Discontinued |
c) The IT solutions are secure and compliant with organization’s standards and policies, and implemented with industry best practices including innovative use of technology for advocacy, programmes and fundraising initiatives in UNICEF.

<table>
<thead>
<tr>
<th>4.2</th>
<th>Output: Effective and efficient management and stewardship of financial resources</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1</td>
<td>a) Revenue forecast reviewed and updated quarterly</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>b) Management indicators reports are regularly monitored as per the management plan</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>c) Financial revenue and expense statement prepared</td>
<td>Annually in May for previous year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2.2</th>
<th>Output: Effective operations and administrative management of Geneva office</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) All new staff have received a general on-boarding and/or specific briefings on COS processes within three months after arrival</td>
<td>Partial</td>
</tr>
<tr>
<td></td>
<td>b) Standard operating procedures in place for major processes and shared with staff (SOPs on CRC/PCA/PSB/GOMT)</td>
<td>Partial</td>
</tr>
<tr>
<td></td>
<td>c) Number of days to close admin calls</td>
<td>3 days</td>
</tr>
<tr>
<td></td>
<td>d) Timely delivery of mail, UN rates applied for outgoing mail</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2.3</th>
<th>Output: Financial management of PFP integrated and Geneva COS budgets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) % of financial resources allocated for use and committed by 30 June and 31 October</td>
<td>50% by 30 June, and 90% by 31 October</td>
</tr>
<tr>
<td></td>
<td>b) Increased cost effectiveness of PFP operations (expense to revenue ratio)</td>
<td>17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.3</th>
<th>Output 4.3: Effective and efficient management of human capacity (human)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) Average recruitment timeline</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>b) % of PERs for Ips completion by 28 February of following year</td>
<td>100% by revised deadline</td>
</tr>
<tr>
<td>resource management and learning</td>
<td>c) % of key assignments and work plan for IPs agreed by March of the same year</td>
<td>94</td>
</tr>
<tr>
<td>d) % of PERs for GS staff completed by 28 February of following year</td>
<td>70</td>
<td>90</td>
</tr>
<tr>
<td>e) % of key assignments for GS staff agreed by 31 March of same year</td>
<td>No baseline</td>
<td>90</td>
</tr>
<tr>
<td>f) Training events implemented as % of events planned/approved by type of events (individual, group, divisional)</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>