PRIVATE FUNDRAISING AND PARTNERSHIPS

2013 Annual Report
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1. Executive summary

Based in Geneva, Switzerland, the UNICEF Division of Private Fundraising and Partnerships (PFP) maximizes private revenue to UNICEF through fundraising, licensing and sales of products, and manages the strategic relationship with 36 UNICEF National Committees in industrialized countries. PFP also implements global strategies in child rights advocacy, communication and brand positioning in National Committee countries through a range of partnerships, including with the media, private companies, foundations, civil society and young people.

Under the leadership of the Executive Director, PFP carries out its work through seven teams. They include Central Fundraising, Cards and Products, National Committee Relations, Corporate Social Responsibility, Communication, Strategic Partnerships, and Management. The teams in Geneva are closely supported by regional support centres in the Americas and Caribbean and East Asia and Pacific regions, as well as the Gulf Area Office in the Middle East and North Africa region.

2013 was a year of continued progress in partnership building and accelerated growth in private sector fundraising. Remarkable results were achieved despite the unfavourable global economic climate. A total of US$1,183 million was raised during the year, exceeding the 2013 budget by 19 per cent. Regular resources net revenue amounted to US$527 million, 9 per cent higher than planned. The total other resources for 2013 was US$655 million, including US$494 million for other resources regular, 10 per cent above the planned budget, and US$161 million for emergencies, 152 per cent above the budget due to the overwhelming response from the private sector to the humanitarian crisis in the Philippines.

Sales of cards and products, on the other hand, continued their downward trend, generating total sales net proceeds of US$49 million, 18 per cent lower than planned. Given the changes in writing and delivery in the digital age, PFP made a decision to phase out its in-house cards and products business and accelerate the move to new business models such as licensing and local sourcing. A global licensing framework was finalized in February 2013 and licensing gross proceeds reached US$ 5 million.

Corporate partners play a key role in raising funds for UNICEF and helping advance child rights. PFP developed an Integrated Corporate Engagement Strategy in 2013 that will allow UNICEF to work more holistically with the private sector, from fundraising to tapping into other areas of expertise that corporates can provide to protect children’s interests. PFP reviewed 1,352 potential opportunities for corporate partnering during the year, secured multi-country fundraising partnerships with Amadeus, Western Union, Olympiacos FC and Uniqlo and renewed global accounts with Barcelona FC, H&M, Unilever and Procter and Gamble. Partnerships with grant-making foundations such as the Bill & Melinda Gates Foundation led to committed funding of nearly US$100 million for polio eradication, routine immunization and UNICEF human resource and advocacy capacity. A number of initiatives were launched to assist companies in integrating child rights into business policies and practices; 30 companies did so in 2013.

PFP also continued to collaborate with other UN agencies to build successful partnerships with the private sector and engage in international and multi-sector platforms and initiatives involving business. UNICEF was able to promote children’s issues through major speaking roles and other engagement opportunities at high-level events such as the ECOSOC Partnership Forum, the World Economic Forum and UN Global Compact Leaders’ Summit, among others.

Complementing corporate engagement and strategic partnerships is PFP’s work with UNICEF National Committees to strengthen their core business: raising funds from the private sector for UNICEF, championing children’s rights and promoting child rights education in industrialized countries. The
working relationship between National Committees and UNICEF continued to grow from strength to strength, with a simplified joint strategic planning process implemented, continued UNICEF support to good governance in National Committees and improvements in National Committee financial reporting. UNICEF support to National Committees also helped to strengthen the results focus of their child rights advocacy and education work (CRE), producing synergy and harmonization of advocacy campaigns and CRE programmes between National Committees and UNICEF and National Committees.

Efforts were also stepped up to increase the value of social media activities in fundraising markets, including training UNICEF staff in digital fundraising skills and leveraging digital communication opportunities through corporate partners and celebrities, especially during emergencies. The Framework for External Communication and Brand Positioning for Private Sector Fundraising and Engagement was finalized in 2013 and will help to achieve consistent and unified communication across fundraising markets.

Behind the scenes, PFP continued to improve organizational effectiveness and performance management, promote staff learning and career development and improve internal communication and the working environment for Geneva-based staff. The Private Sector Fundraising and Partnerships Plan for 2014–2017 was finalized and the PFP efficiency and effectiveness review completed. As a result of prudent management, PFP’s cost savings amounted to US$12 million in 2013. PFP will continue to reduce operating costs and improve efficiency. The PFP operation costs of US$79 million for 2014 will represent a 17 per cent decrease over the 2013 approved budget. Due to the phasing out of the cards and products operation, support was provide to 72 staff members on abolished posts including career counselling and the opportunity to apply for 45 new posts.
2. Overview of key divisional targets and strategies

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<tr>
<th>PFP Functions</th>
<th>PFP Work Plan Results Achieved in 2013</th>
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<td><strong>FUNCTION 1</strong></td>
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| *Private sector fundraising (PSFR)* | • Total of US$1,183 million in private sector fundraising contributions were raised, exceeding the 2013 budget by 19%.
• RR net contributions were US$527 million (before PFP expenses and investment funds), exceeding budget by 9%; US$494 million delivered in ORR, 10% above planned budget, and US$161 in ORE - 152% higher than planned due to generous private sector response to the Philippines emergency.
• 74% of all emergency funding in 2013 was thematic. This was lower-than-expected due to the response to Typhoon Haiyan in the Philippines, which witnessed a decrease in the flexibility of funds raised (72%), as compared to the Haiti earthquake (93%) and the Horn of Africa crisis (87%).
• In 2013, 11% of all ORR revenue was flexible. Excluding two highly restrictive foundation grants totalling US$113 million, this figure increased to 17%. The National Committee Donor Toolkit initiative mobilized 31% quality revenue – just shy of the 33% target for flexible ORR revenue.
• The target of 3.6 million pledge donors by the end of 2013 was achieved.
• US$36.1 million of investment funds was invested in 78 projects in 33 countries – fully utilizing the available Fundraising Development Programme (FDP) budget. An additional US$2.3 million was allocated to support the conversion of emergency donors into long-term pledge donors and a further US$3.6 million to support other fundraising opportunities. In 2013 the projected gross return is US$3.7 dollars for every dollar invested. The total gross contributions generated from investment funds will be US$152 million.
• In keeping with the global digital strategy, PFP worked closely with seven markets to help them scale up their integrated digital plans nationally; 19 new JSPs featured the integration of digital strategy in 2013. UNICEF’s international online fundraising platform (www.supportunicef.org) generated US$950,000 in gross contributions in 2013 – nearly twice as much as 2012. |
| **FUNCTION 2** |                                        |
| *Cards and products* | The decision to phase out of the PFP-sourced cards and products business was taken in Jan 2013; priority throughout the year was on transitioning out of the in-house business and accelerating the move to new business models, including licensing and local sourcing.
• A detailed transition plan was developed to phase out of the in-house business by mid-2015. 14 countries\(^1\) discontinued sales of PFP-sourced cards and products at the end of 2013. The remaining 11 countries\(^2\) will conduct their last PFP-sourced sales campaign in December 2014. The focus remains on minimizing costs and maximizing net proceeds.
• Total sales net proceeds of US$49 million were 18% lower than planned. |

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\(^1\) Andorra, Croatia, Cyprus, Czech Republic, Hungary, Ireland, South Korea, Netherlands, Norway, Serbia, Switzerland, United Kingdom, United States (UN store), Venezuela.

\(^2\) Austria, France, Germany, Greece, Italy, Japan, Luxembourg, Portugal, Slovenia, Spain, Turkey.
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<td>- Savings achieved on logistics in 2013 were 11% higher in comparison to 2012 and 22% higher savings on promotion costs vs. budget due to implementation of cost reductions and efficiencies to reflect change in strategic direction for product-based fundraising.</td>
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<td>- The global licensing framework was finalized in February 2013 and licensing gross proceeds reached US$5 million; three international licensing deals were secured.</td>
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<td>- Countries were to finalize new business models, licensing and local sourcing in selected countries. Transition planning support was provided to National Committees to retain volunteer sales (to the extent possible) and transition direct mailing to licensing where feasible. Local Sourcing Guidelines were issued in June 2013 with a related toolkit finalized by November 2013. Transition guidelines with inventory terms were issued in June for Committees phasing to new business models in 2013 and in October for countries phasing to new models in 2014.</td>
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<td>FUNCTION 3</td>
<td>- An Integrated Corporate Engagement Strategy was developed and endorsed, and a cross-divisional and cross-regional working group was established to drive the implementation of the recommendations in the strategy.</td>
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<td>Corporate engagement and corporate social responsibility (CSR)</td>
<td>- A Strategic Framework on Corporate Social Responsibility (CSR) was developed in consultation with National Committees and country offices, and issued to all countries. Support was provided to 18 new JSPs and 17 JSP reviews to integrate a focus on CSR.</td>
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<td>- National Committees and country offices implemented the Guide for Corporate Partnerships aimed at maximizing the scope of partnerships to deliver cash, committed donors, communication impact and change for children. Best practice and cases studies of corporate pathways to pledge were gathered and shared.</td>
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<td>- National Committees and country offices submitted due diligence screening requests in line with the existing policy. A total of 1,352 screening request were submitted in 2013. This compares with 1,587 in 2012 and 1,357 in 2011. Due diligence criteria for CSR were developed, and consultations were held on the draft criteria with all internal stakeholders (to be finalized in early 2014).</td>
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<td>- Comprehensive and intensive outreach continued, with bilateral support to key corporate accounts e.g. IKEA, H&amp;M, LEGO, KLM, Kuoni, etc.</td>
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<td>- Tools to help companies integrate child rights into their policies and process were released in December 2013; 30 companies integrated child rights considerations into their company policies and processes. Support was provided to financial institutions to consider children’s rights when developing products and services targeted at children.</td>
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<td>- A pilot on extractives was launched to develop an industry-specific approach to implementing the Children’s Rights and Business Principles and to increase internal capacity of UNICEF staff to engage with extractive companies on children’s rights impacts.</td>
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<td>- Capacity building trainings were held for UNICEF staff across the organization focusing on integrated corporate engagement, including training in Latin American and Asia, training for Representatives in Eastern and Southern Africa and sessions at the 2013 Private Sector Forum in Seville.</td>
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<td>PFP Functions</td>
<td>PFP Work Plan Results Achieved in 2013</td>
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| **FUNCTION 4**  
Advocacy in industrialized countries | - An umbrella advocacy plan on child poverty and social exclusion was updated and implemented by National Committees advocating for a European Commission Recommendation on child poverty.  
- A draft umbrella advocacy plan on children on the move was developed and technical support provided on priority child rights issues, including through a series of thematic working groups facilitated by PFP.  
- A Wiki database of country profiles on policies to combat child poverty and social exclusion was established; 7 national consultations on the draft guidance on Best Interests Determination were carried out; first draft of Risk Management Reference Note developed and disseminated to the Advocacy Think Tank for consultation.  
- 13 new Joint Strategic Plans (JSPs) with National Committees were developed in 2013 with results-focused and rights-based advocacy components in accordance with the Reference Note on Advocacy in the JSP process.  
- A long-term strategy for building advocacy capacity in National Committees was developed; the Advocacy Toolkit Training package for workshop facilitators was developed and piloted; a Training of Trainers workshop was designed and delivered; 8 National Committee advocacy staff members were trained as trainers and cascaded training in their own National Committees.  
- A Child Rights Education Toolkit was finalized and a capacity building workshop for Committees was held. |
| **FUNCTION 5**  
Manage strategic relationship with National Committees | - 35 of the 36 National Committees have JSPs. 18 new JSPs were developed and signed; 17 annual JSP reviews were also completed and signed.  
- Strategic dialogue between National Committees and UNICEF was strengthened through regular Standing Group meetings, National Committees Annual Meeting, Executive Director’s Meeting and through alignment of joint National Committees-PFP task forces.  
- The Cooperation Agreement (CA) was monitored and annual monitoring report on implementation of the CA was prepared. Results show that National Committees are making progress in meeting CA obligations, especially with regards to the financial provisions.  
- National Committees continued to strengthen their governance structures: 31 of 36 Committees have good and intermediate governance, with an increase of 8.6% in the 'good' category against governance indicators in the CA in 2013 compared to 2012. |
| **FUNCTION 6**  
External communication and brand positioning | - The Framework for External Communication and Brand Positioning for Private Sector Fundraising and Engagement was finalized. The Framework forms part of the Private Fundraising and Partnerships Plan 2014-2017 and will be a building block for and dovetail with the global communication, advocacy and branding strategies being developed for the UNICEF Strategic Plan 2014–2017.  
- Communication strategies were reviewed for 16 JSPs and specialist guidance provided to National Committee staff with regard to alignment with the Framework.  
- In coordination with DOC, knowledge sharing, training and support plans were developed and implemented to strengthen digital communication skills among staff. |
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<td>• Digital communication opportunities available through corporate partners and celebrities were leveraged as part of planned business engagement initiatives and during major emergencies, with special guidelines, content and information produced.</td>
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<td>• Processes to mitigate risk related to corporate partnerships were drafted and will be finalized in 2014. Best practices in relation to reputation risk issues were shared and capacity building activities in National Committees were carried out through a number of consultations and in the context of the Private Sector Forum, leading to a better understanding of the processes that companies and organizations need to adopt to manage reputation risk issues.</td>
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<td>• The Unilever-Domestos cause-related marketing campaign was tracked in three markets in terms of awareness, brand equity and willingness to donate. Results demonstrated a positive perception of the partnership and an increase in the willingness by consumers to donate to UNICEF.</td>
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<td>• The Private Sector Network was exposed to ‘new ways of working’ including through an internal communication campaign on unified communications (Lync and Outlook) together with Geneva IT. The Private Sector Network and PSFR country offices launched on Yammer and pilot groups and champions were identified and became active. The first-ever PFP YamJam was hosted and regular Yammer orientation and training sessions were held.</td>
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<td>• The content of onePFP was restructured and new content areas added (travel and administrative services); onePFP user survey was conducted to inform future development; a cards and products transition communication plan and material were developed and maintained; and Philippines emergency online area was set up. All multimedia assets are now available through the WeShare platform rather than the FTP server.</td>
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<td>• An information architecture project was launched to review information classification and labelling as the basis for the future PFP Intranet (in the work plan for 2014/2015). The SharePoint TeamSite for the Private Sector Forum 2014 and Market Knowledge document library were developed and launched. ‘Getting to Know UNICEF’ and CSR online orientation courses were launched on the UNICEF Intranet.</td>
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<td>• Regular inductions on internal communication held for new PFP staff as well as knowledge-sharing exit interviews with staff leaving Geneva.</td>
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<th>FUNCTION 7</th>
<th>Strategic partnerships</th>
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<td>• Work started on a plan for non-traditional corporate engagement in programme delivery and innovation. PFP collaborated with the Education Section in Programme Division to advance global education goals related to quality, learning and innovation through non-traditional engagement with business, including co-hosting with the Government of Denmark a successful Partnership Clinic during the annual ECOSOC partnership forum; partnership with UNESCO, UN Global Compact and UN Special Envoy for Global Education to develop and launch a business guide on education; a high-level roundtable discussion on education led by the UNICEF Executive Director during the annual UN Private Sector Forum; and commitment on future collaboration with the LEGO Foundation on creativity, play and quality learning.</td>
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|              | • UNICEF strategic engagement was strengthened in international and UN multi-stakeholder platforms and initiatives involving business including the annual ECOSOC Partnership Forum, the World Economic Forum, Clinton Global Initiative, UN Private Sector Forum, UN Global Compact Leaders’ Summit as well as several events during the opening of the General Assembly such as the MDG Success Event and others. Children’s issues and
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<td>UNICEF priorities were promoted through major speaking roles and other engagement opportunities, and recognition and participation of major corporate partners (including IKEA Foundation, Amadeus, Frog and many others) secured.</td>
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<td>• Interagency collaboration on private sector matters was strengthened through engagement with the UN Global Compact, the UN Secretary-General’s office and individual UN agencies. Examples include (1) co-hosting the annual UN system Private Sector Focal Points meeting together with the UN Global Compact and other UN agencies and other private sector related events; (2) contributing to the UN-Business Focal Points newsletter and UN.Business.org; (3) involvement in the UN pooled corporate screening services; (4) convening group of UN agencies around operational issues of common interest (including breastmilk substitutes, oil and extractive industries and improved information and experience sharing).</td>
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<tr>
<th>CROSS-FUNCTIONAL AND MANAGEMENT ACTIVITIES</th>
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<td>• PFP Office Management Plan for 2014–2017, including new structure and budget for 2014 aligned with the 2014–2017 Private Fundraising and Partnerships Plan, was finalized and approved by the global Programme Budget Review in September 2013.</td>
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<td>• The Common Services Management Plan for 2014–2017, including structure and budget, was finalized by the Geneva Office Management Team, and approved by the global Programme Budget Review in May 2013.</td>
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<td>• All aspects of financial monitoring and reporting of the Division were maintained, including regular monitoring of revenue projections from National Committees. Improved Revenue Expenditure Reports were agreed with all National Committees.</td>
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<td>• External audit recommendations were implemented, and compliance monitoring was strengthened.</td>
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<td>• A review of the location of PFP was initiated, with progress made and a first group of governments contacted regarding expressions of interest to host PFP and other parts of UNICEF. Results of the outreach to governments expected in early 2014.</td>
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<td>• Out of 50 posts under recruitment for the new PFP 2014 structure (including 42 IPs and 8 GS posts), interviews for all posts were completed at the end of 2013 (process commended in October with advertisements). With the exception of five IP and one GS posts, for which suitable candidates were not identified, recommendations for the GS positions have been processed to CRB with recruitment to be finalized early January 2014. Recommendations for IP posts will be send to the DHR by mid-January 2014 with the aim of sending offers to the selected candidates after the Executive Board in February 2014.</td>
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<td>• The risk control library was maintained and regularly reviewed to ensure continued due diligence in financial risk management and overall strengthened risk stewardship.</td>
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<td>• The PFP learning and training plan was implemented as planned, with positive feedback from staff and providing the basis for the next plan.</td>
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<td>PFP Functions</td>
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<td>• A review of lessons learned in PSFR in middle income countries was completed and policy paper positioning the fundraising role of UNICEF country offices in middle income countries produced. The policy paper informed the GMT discussions in February 2013, in which fundraising was recognized as a core UNICEF role in those middle income country which have global fundraising potential.</td>
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3. Analysis of strategies and results by function

3.1 Private sector fundraising

First and foremost, the aim of PFP is to grow revenue to meet the needs of children as set out in the UNICEF Medium-Term Strategic Plan. At the same time, PFP strives to maximize the quality of revenue that National Committees and country offices raise, with a focus on increasing regular resources and on better quality and less restricted other resources funds. To do this, PFP uses investment funds, works to increase pledge revenue, expands fundraising in emerging markets, transforms the landscape of other resources fundraising, and adapts fundraising techniques to an increasingly digital world.

In 2013, private sector fundraising (PSFR) raised US$1183 million, exceeding the 2013 budget by 19 per cent. Regular resources net contributions made up US$527 million of the total (before PFP expenses and investment funds), exceeding the budget by 9 per cent, while US$655 million was delivered in other resources regular and other resources emergency – 28 per cent higher than budgeted figures. Other resources regular PSFR contributions increased; up 10 per cent to US$494 million.

Underlying growth in regular resources continued despite the challenging economic environment in many countries. PSFR regular resources contributions increased year on year by US$32 million from US$495 million in 2012 to US$527 million in 2013. Other resources for emergencies reached US$161 in ORE, 152 per cent higher than planned due to generous private sector response to the Philippines emergency.

National Committees and country offices are the driving force behind private sector revenue. National Committees tend to operate in larger developed markets in Europe, North America and parts of Asia while country offices are exclusively operational in developing markets, particularly the fast growing markets in Asia and Latin America. National Committees contributed US$1,067 million of the total US$1,183 million raised in PSFR contributions in 2013. Country offices contributed US$116 million.

Investment funds

Investment funds are used to increase the volume of revenue from the private sector by strategically supporting the fundraising efforts of National Committees and country offices. The primary means of distributing investment funds is the Fundraising Development Programme (FDP). In 2013, US$36.1 million was invested in 78 projects in 33 countries – fully using the available FDP budget. FDP investment in fundraising generates at least US$3 for every dollar invested over a 36-month period. During the year, the projected gross return was US$3.7 dollars for every dollar invested. The total gross contributions generated from investment funds will be US$152 million.

Growth in pledge fundraising

Pledge fundraising is an important means to meeting UNICEF’s funding needs. UNICEF’s pledge fundraising has been growing considerably over the years and in 2013, it accelerated its strong growth. The target of 3.6 million pledge donors by the end of 2013 was achieved and nearly all of the net contributions delivered will be remitted as regular resources.

This robust performance was delivered through continued organizational focus on pledge, investment in pledge programmes and the development of new Pathways to Pledge techniques such as giving via SMS/text message. UNICEF fundraisers were able to significantly increase the number of new donors while working hard to retain existing donors and increasing the amount that they give. This pledge effort is supported by a small team in PFP that works across markets to support and encourage UNICEF fundraisers in reaching aspirational targets.
Growth in quality revenue

Quality revenue gives UNICEF the flexibility to allocate funds to programme areas that are in greatest need, whether at the global or country level. This includes other resources thematic funds, which are the most flexible type of funds after regular resources and other resources non-thematic funds.

In 2013, 22 per cent of other resources revenue was other resources thematic, as compared with 32 per cent in 2012. This reduction was due to two factors. First, there were two highly restrictive foundation grants totalling US$113 million, which represented 30 per cent of total other resources revenue. Without these grants, the share of other resources thematic revenue remains stable at 32 per cent. Second, the response to Typhoon Haiyan did not measure up to recent emergencies in terms of the flexibility of revenue raised. In recent emergencies, National Committees have been particularly strong in remitting flexible other resources funds. In the case of the Philippines crisis, however, only 72 per cent of funds were other resources thematic, a marked decrease from the 93 per cent in response to the Haiti earthquake in 2010 and the 87 per cent in response to the Horn of Africa crisis in 2011.

Recent increases of other resources regular revenue, which supports UNICEF’s non-emergency, development programmes, are largely due to PFP’s NatCom Donor Toolkit initiative. The toolkits are based on the premise that high-quality flexible funding will yield the best results for children. In 2013, 20 per cent of all other resources regular revenue was channelled through the toolkits, marginally up from 19 per cent in 2012. This figure rises to 37 per cent if the above-mentioned foundation grants are excluded. Of the toolkit revenue, 31 per cent was considered quality revenue in 2013, down from 37 per cent in 2012. However, in absolute dollar terms, National Committees remitted US$17.6 million in quality toolkit revenue in 2013, up from US$9.8 million in 2012.

Growth in digital fundraising

UNICEF is responding to the growing popularity and availability of digital media. In keeping with the global digital strategy, the PFP Digital Unit supported markets developing integrated digital plans and scaling up activities nationally. Global digital performance metrics were monitored so that learning and best practice could be captured from the fastest growing digital markets. Twenty-two UNICEF offices were provided with expertise to drive digital development. A series of global and regional workshops was organized to widely disseminate digital best practice and learning. The cross-market digital testing programme continued to produce structured learning, especially in the area of search marketing. Insights into digital were shared with all markets to help expand successful digital activity.

In keeping with the global digital strategy, the PFP Digital Unit worked closely with seven markets to help them scale up their integrated digital plans at a national level; 19 new JSPs also featured the integration of digital strategy in 2013.

Finally, UNICEF’s international online fundraising platform (www.supportunicef.org) generated US$950,000 in gross contributions in 2013, nearly twice as much as 2012.

Country offices fundraising and partnerships

The UNICEF Private Fundraising and Partnerships Plan for 2014–2017 reaffirms the significant potential for PSFR growth in middle income countries (through UNICEF country offices), which offer faster growth rates and often provide a higher return on fundraising activities than traditional high income fundraising markets. 2013 results for PSFR in country offices reaffirmed this, with gross revenue rising by 24 per cent to US$116 million, representing 10 per cent of the global total. This included US$15 million in regular resources.

Country offices in Latin America generated gross revenue of US$46 million, and offices in Asia US$52 million, representing healthy growth rates over 2012 of 10 per cent and 23 per cent respectively. The
remaining revenue largely originated from the CEECIS region (US$5 million) and the Gulf Area (US$10 million).

This rapid growth continued to be driven by individual giving. In Latin America the number of individual donors increased by 25 per cent over 2012 to 500,000. In Asia the number of pledge donors reached 221,000 by the end of 2013, with the country offices in Malaysia and Thailand each recruiting 13,000 new pledge donors through their face-to-face fundraising programme.

In the CEECIS region, PSFR from individual donors has historically been hampered by weak banking systems, but in 2013 UNICEF offices made important breakthroughs in establishing pledge fundraising, in part through innovative mobile SMS technologies. As a result 35,000 new pledge donors were recruited in the region during the year, which is more than the total number at the start of the year (20,500).

In the Gulf Area significant strides were made in growing other resources funding, by investing in new relationships with major foundations and with individual philanthropists; these efforts promise to bear fruit in 2014.

In 2013, PFP continued to create an enabling organizational environment to support this fundraising growth in middle income countries. This included a review of lessons learned in PSFR in middle income countries and developing a policy paper on the role that country offices can play in fundraising in middle income countries. The paper also informed the Global Management Team (GMT) discussions in February 2013, in which fundraising was recognized as a core UNICEF role in those middle income countries with global fundraising potential.

To assist country offices with PSFR, PFP issued new guidance and a planning template to help them develop long-term strategic PSFR plans as part of the country programming process. Equivalent to the JSP, which UNICEF signs with National Committees, this PSFR strategic plan for country offices will help ensure an ambitious, long-term approach to fundraising development in key markets.

The year also saw PFP launch new guidance on the management of PSFR. Designed for staff in regional and country offices, this guidance sets out how PSFR should be managed and developed as an integral part of the activities of a country office, in compliance with relevant UNICEF policies, rules and regulations.

To further strengthen capacity in PSFR within UNICEF, PFP trained Representatives and Regional Directors in the leadership and management of fundraising, and conducted orientations with Operations Managers, on the financial and operational dimensions of PSFR management in country offices.

New job descriptions were developed for some Country Representative positions, which formalize the core fundraising role. Based on this, PFP will work with Division of Human Resources to contribute to a generic job description for Country Representative positions in upper middle income countries.

### 3.2 Cards and products

UNICEF cards and products have historically made a positive annual contribution to RR funds raised for UNICEF supported programmes for children. At its peak, sales from UNICEF cards and products contributed US$77 million in net regular resources (1995). Since 2006, while remaining positive, this contribution declined to US$17 million in 2012. The decline has been due to the global downward trend in consumer demand as sending and writing habits have changed. Digital social expression alternatives have arisen that have displaced traditional greeting cards. This is a trend that UNICEF expects to continue in the future.
During the second half of 2012 and into early 2013, with the assistance of external consultants KPMG, UNICEF undertook a comprehensive review of the entire portfolio of fundraising activities and concluded that there are several fundraising opportunities that can generate a higher return on investment for children than the centralized cards and products model managed by UNICEF.

As a result of the reviews, UNICEF decided to discontinue the centralized cards and products operation and to move to alternative business models, including licensing and locally-sourced products to be implemented at the country level, while at the same time focusing investment of PFP resources on those revenue generation activities that will yield the greatest return.

National Committees and country offices will phase out the PFP-sourced cards and products business by mid-2015. A detailed transition plan was developed and 14 countries3 discontinued sales of cards and products at the end of 2013. The remaining 11 countries4 will conduct their last PFP-sourced sales campaign in December 2014.

Following the decision to phase out the in-house business, a focus shifted to minimizing costs, maximizing the net proceeds and prioritising a shift to new business models. Total gross sales proceeds amounted to US$71 million, 10 per cent lower than planned.

PFP and the National Committees worked together effectively on the new priorities and implemented cost reductions, further increasing supply chain efficiency and effectiveness, including over 99.8 per cent order accuracy and on-time delivery, improving supply and demand management, and better utilizing inventory. Implementation of print-on-demand and initiation of regional retail deals de-prioritized in light of the change in strategy for product-based fundraising. However, retail focused on cost reductions and increased efficiencies, leading to a 10 per cent increase in RR from retail. Improved traffic in country web shops increased by 20 per cent compared to 2012.

PFP concentrated on accelerating the development of licensing as an alternative business model to which the countries can transition after closing. The Global Licensing Framework was finalized in February 2013 and licensing gross proceeds totalled US$5 million in 2013. PFP provided transition planning support to National Committees to retain volunteer sales (to the extent possible) and transition direct mailing to licensing where feasible. To support the business model shift by the countries, PFP issued the Framework for an Integrated Approach to Product-Based Fundraising and the Guidelines for Local Sourcing of UNICEF Branded Cards and Products for Sale, both with accompanying toolkits. Transition guidelines with inventory clearance terms will be issued to both 2013 and 2014 transition countries by June and October 2014, respectively.

Furthermore, PFP developed a detailed transition plan for all PFP functions currently carried out in-house. Within PFP, staff dedicated to supporting cards and products will be reduced from 49 posts to 16 posts by the beginning of 2015. These remaining posts will manage the final closure of the cards and products business by July 2015.

### 3.3 Corporate engagement and corporate social responsibility

UNICEF recognizes that partnerships are needed to achieve results for children, and business can play a strong role in helping to advance child rights and meet the UNICEF Medium Terms Strategic Plan and MDG targets.

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3 Andorra, Croatia, Cyprus, Czech Republic, Hungary, Ireland, South Korea, Netherlands, Norway, Serbia, Switzerland, United Kingdom, United States (UN store), Venezuela.
4 Austria, France, Germany, Greece, Italy, Japan, Luxembourg, Portugal, Slovenia, Spain, Turkey.
During 2013, an external analysis of UNICEF’s engagement with the corporate sector was undertaken. The analysis confirmed that UNICEF already interacts extensively with the corporate sector and is well recognized for corporate engagement. At the same time, it is clear that in order to fully exploit the potential of the corporate sector to contribute to results for children, UNICEF needs to implement a more comprehensive and strategic approach to manage this opportunity. There is a need for an organizational shift from traditional engagement with business, focused mainly on fundraising, toward a more integrated approach. Collaboration between UNICEF and business should be more programme-led, tapping into the resources of the corporate sector to truly contribute to implementing the UNICEF mandate.

On the basis of the recommendations of the analysis, an Integrated Corporate Engagement Strategy was developed in close coordination and with inputs from regional and country offices and HQ divisions. It was endorsed by the Office of the Executive Director. The strategy provides a roadmap for strategic and proactive engagement with the corporate sector. A cross-divisional and cross-regional working group was established to drive the systematic implementation of the strategy’s recommendations across the organization from 2014.

**Corporate and foundations partnerships**

During the year, PFP took further steps to mobilize resources from the corporate sector. In line with the approach articulated in the 2011 Corporate Guide for Resource Mobilization, the new operational strategy, called the 4Cs (Cash, Commitment, Communication and Change) continued to secure a more integrated and higher value approach to partnerships. Throughout the year, new strategic multi-country fundraising partnerships were secured with partners such as Amadeus, Western Union, Olympiacos FC and Uniqlo. Focus was also given to strengthening existing long-term engagements. This resulted in the renewal of key global partnerships with Barcelona Football Club, H&M, Unilever and Procter and Gamble.

Throughout 2013, PFP continued to support the development of many corporate alliances both at national and international levels. Through a balanced approach of aligning brand fit, corporate values and due diligence, PFP reviewed approximately 1,352 potential opportunities. This compares with a total in 2012 of 1,587 and 1,357 in 2011. Due diligence criteria for corporate social responsibility (CSR) were developed and consulted on with all internal stakeholders.

PFP also continued to emphasize partnering with institutional funders, such as grant-making foundations, in collaboration with other divisions in UNICEF, regional offices, country offices and National Committees. Philanthropic institutions such as the Children’s Investment Fund Foundation, the Oak Foundation, Dubai Cares and the Bernard van Leer Foundation, among others, represented key partners to UNICEF. Some provided critical financial support, others were advocacy partners and/or shared their expertise and networks. UNICEF also continued to engage with initiatives such as Educate A Child.

Partnerships with foundations helped galvanize the world’s attention on children and resources for children. For instance, working with the foundation team at the US Fund for UNICEF, engagement with the Bill & Melinda Gates Foundation (BMGF) remained diverse with funding committed in 2013 alone totalling close to US$100 million. Various efforts ranging from strengthening routine immunization, to expanding UNICEF’s human resource and advocacy capacity, to funding oral cholera vaccinations and polio eradication were advanced due to this support. Also, BMGF referred prospective donors to a US-based philanthropic trust, which in turn provided an additional US$26 million for the polio programme.

Furthermore, a focus on leveraging, facilitating and/or supporting the involvement of UNICEF’s leadership with the global foundation community resulted in attention on issues such as violence against children, attracting grant support to explore intersections between child care and women’s
empowerment, informing post-2015 discussions, and securing country-level support to child protection, nutrition, education and disaster risk and reduction programmes, to name a few. Also, on an operational level, the transition of key foundation relationships to PFP was expanded to include the Rotary Foundation and the UN Foundation.

**Corporate Social Responsibility**

PFP engages with business on corporate social responsibility (CSR) and child rights through global, regional and national frameworks, networks and initiatives. Standards, tools and knowledge on CSR are shared with companies to develop their own internal policies and procedures that comply with child rights. In countries, National Committees and country offices help to promote legislation and regulatory frameworks for CSR.

Following the release of the Children's Rights and Business Principles (the Principles) in 2012, several initiatives and events were started during 2013 to increase awareness of the inter-linkages between business and children’s rights and to develop implementation guidance for companies. This included a five-month pilot with 45 companies and 22 consultancies to review and begin implementing the Principles, workshops with more than 40 multi-national companies in Sweden, and a global multi-stakeholder event in New York to discuss how child rights can be integrated into company policies and practices, including implementing a corporate lab on child rights with select companies in several countries.

UNICEF also works with governments to advance children’s rights within business. In March 2013, the CRC General Comment on State obligations regarding the impact of the business sector on children’s right was adopted. This was achieved through UNICEF-supported initiatives that focused on government responsibility to protect children’s rights. Countries such as the UK and India integrated children’s rights in their human rights and business strategies. The CSR team and the Danish Institute for Human Rights also developed a fact sheet on children’s rights for national human rights institutions. Outreach and awareness raising on business and child rights were implemented in a number of ways, including on the Guardian Sustainability Hub, in the Business and Human Rights Review, Ethical Performance and the Quarterly Bulletin on the Business and Human Rights Resource Centre.

Capacity building in CSR was also extended to UNICEF staff, National Committees and partners in 2013. More than 300 UNICEF and National Committee staff members around the world, as well as around 60 corporate sector representatives participated in comprehensive business and child rights workshops. More than 400 companies took part in substantive briefings on the inter-linkages between child rights and business. The UNICEF CSR team developed online training modules on business and children’s rights to support skills development of UNICEF staff globally. In addition, awareness was raised with 30 consultancy companies and a survey carried out with academia to begin outreach among academic institutions on research, teaching and learning opportunities.

PFP released a number of tools, guidance documents and discussion papers to support companies in operationalizing their support for children’s rights. These included Children are Everyone's Business' Workbook. 2.0; Children's Rights in Policies and Codes of Conduct; Children's Rights in Impact Assessments; and Children's Rights in Sustainability Reporting. In addition, a publication called ‘Beyond the Promotional Piggybank: Towards Children as Stakeholders’ was developed to help financial institutions consider children’s rights when developing products and services targeted at children.

Building on the Principles and using the UNICEF tools, 30 companies integrated child rights considerations into their company policies and processes, including in the development of new policy commitments, as part of human rights impact assessments and in their sustainability reporting.
The work to build capacity and develop operational tools was coupled with efforts to bring CSR activities under one umbrella. In this vein, the Strategic Framework on Corporate Social Responsibility was finalized and approved by the Executive Director. Discussion papers in support of its implementation were developed in line with the priority sectors including for Travel and Tourism, ICT, Financial Services, Consumer Goods and partnerships established with ITU and Child Youth Finance International.

The CSR team also launched a separate pilot initiative on extractives. The aim is to develop an industry-specific approach to implementing the Principles and to increase the capacity of UNICEF staff in working with extractive companies on children’s rights. UNICEF commissioned a human rights consultancy, twenty-fifty, to facilitate the pilot, which will comprise two parallel sets of activities with both mining and oil and gas companies.

**Corporate engagement by Regional Support Centres**

The Regional Support Centre in Bangkok actively guided corporate engagement in East Asia and the Pacific region. Leveraging high demand in the region for corporate engagement, the centre contributed to the development of strategy and capacity building of country office colleagues and key CSR stakeholders in the region. CSR is a growing field for UNICEF, with eight country offices now actively engaged in CSR. The current focus is on corporate partnerships for programme delivery, advocating the Principles for business and providing technical guidance for businesses on children's issues.

In Latin America and the Caribbean (LAC), corporate partnerships in 2013 went beyond fundraising. Engagement with the private sector led to the launch of child rights-focused CSR initiatives in six LAC countries on policies related to human resources, supply chains and marketing. In addition, UNICEF started a process with the International Labour Organization to strengthen public-private partnerships on the eradication of child labour in which 150 companies from Argentina, Chile, Ecuador and Panama participated. Also noteworthy was the involvement of the regional office and country offices in Chile, Colombia and Peru in a global pilot project with the mining sector aimed at promoting respect and support for child rights.

**3.4 Child rights advocacy and education in industrialized countries**

PFP provides UNICEF’s 36 National Committees with guidance and technical support for their advocacy and child rights education (CRE) activities, working closely with other relevant UNICEF divisions.

UNICEF defines CRE as “teaching and learning about the provisions and principles of the Convention on the Rights of the Child and the ‘child rights approach’– in order to empower both adults and children to take action to advocate for and apply these at the family, school, community, national and global levels.”

PFP has produced a comprehensive CRE Toolkit to guide the strategic focus of National Committee CRE work in early years’ settings, primary and secondary schools. The kit also provides practitioners with a functional set of tools and guidance to support their work.

**Working with National Committees to strengthen advocacy and child rights education**

In 2013, PFP support to National Committees in their CRE work continued to yield very good results. National Committees were able to strengthen the results focus of their advocacy and CRE work, applying the methodologies of the Advocacy Toolkit and the CRE Toolkit. Advocacy initiatives and CRE programmes were increasingly aligned with agreed priorities and the cooperation across UNICEF on advocacy and CRE produced more and more synergy, both between UNICEF and National Committees, and among National Committees.
PFP worked closely with National Committees during the year to advocate for the five established child rights priority areas: MDGs with equity, HIV and AIDS, Poverty and Social Exclusion, Children on the Move, and implementation of the Convention on the Rights of the Child. The Division provided consistent technical assistance on these issues, both through a series of thematic working groups facilitated by PFP and support to individual National Committees, as well as a well-received annual workshop of the Advocacy Network in New York.

For advocacy on child poverty and social exclusion, PFP produced an updated umbrella advocacy plan and led its implementation by National Committees in the successful lobbying for a European Commission Recommendation on child poverty. A PFP-led, newly established Wiki database now hosts country profiles from 13 National Committees on policies to combat child poverty and social exclusion. For children on the move, PFP produced a draft umbrella advocacy plan and co-facilitated seven national consultations on the draft guidance on Best Interests Determination alongside UNHCR.

In 2013, 13 of the planned 16 new JSPs incorporated results-focused and rights-based advocacy components in accordance with the Reference Note on Advocacy in the JSP process. This came about through in-depth technical support provided by PFP. A reference note on risk management in advocacy was also disseminated to the Advocacy Think Tank for consultation and is expected to be ready in early 2014.

**Building capacity in advocacy and child rights education**

Guided by a newly developed long-term strategy for building advocacy capacity in National Committees, PFP produced an advocacy toolkit training package based on the Advocacy Toolkit. Eight National Committee advocacy staff members were trained as trainers and cascaded the training to their respective Committees.

With the now final version of the Child Rights Education Toolkit, the Division led the conceptual reframing of ‘Education for Development’ as ‘Child Rights Education’, working with Programme Division and other colleagues in UNICEF HQ in New York to define a global vision for CRE, including recognition of CRE in the UNICEF Strategic Plan 2014–2017. The successful CRE Network Workshop delivered in Geneva combined training, advocacy and communication components from the CRE Toolkit with a discussion day on CRE in relation to ‘education for sustainable development’ and the need to promote a child rights focus in the post-2015 development agenda.

Eight National Committees were able to explore the possibility of working together to further pilot and expand whole school approaches to CRE as a result of support from PFP. The Division also developed a draft umbrella strategy for CRE along with training and capacity building resources, and laid the foundations for long-term capacity building support and a long-term academic partnership on CRE in the coming years.

As part of the development of the UNICEF Strategic Plan 2014–2017 and the Private Sector Fundraising and Partnerships Plan, PFP and the Division of Policy and Strategy agreed on an overall shift in the support to National Committees on advocacy and CRE. PFP will focus more on the relationship aspects as well as the lead on domestic child rights advocacy while the Division will lead on global advocacy focused on overseas development assistance.

### 3.5 Strategic relationship with National Committees

National Committees are a unique and integral part of UNICEF. Established as independent local non-governmental organizations, the 36 National Committees across the world raise funds from the private sector for UNICEF programmes, champion children’s rights and promote child rights education in industrialized countries.
PFP works with National Committees in joint strategic planning processes that align National Committee strategies with UNICEF global priorities and the Private Fundraising and Partnership Plan 2014–2017. PFP enhances networking and information and skills sharing among National Committees and between UNICEF and National Committees. Focus is also put on supporting good governance in National Committees and monitoring National Committee compliance with their obligations under Cooperation Agreements that are signed between UNICEF and National Committees.

**Joint strategic planning**

The year 2013 saw significant improvement in strategic alignment of National Committees with UNICEF. The shared vision and mutually agreed targets of the UNICEF Private Fundraising and Partnerships Plan 2014–2017 were captured in re-designed and streamlined JSPs. The aim of simplifying JSPs was to create rolling, high-level strategic documents that provide direction without unnecessary detail. It was also agreed to make the development and review process more straightforward by eliminating a number of steps, while reducing the total investment needed in terms of human and financial resources.

The new format and streamlined process for JSPs were developed by PFP, the Standing Group and its Joint Strategic Planning Working Group in early 2013. They were endorsed by the Annual Meeting of National Committees in May 2013 following. All new JSPs in 2013 were then developed in the new format and through the new process.

For the first time since their introduction in 2002, all 36 National Committees have a valid JSP, aligned with the PFP Plan. In 2013, a total of 18 new JSPs were developed, while the remaining 17 were put into the new JSP format and aligned with the PFP Plan.

**Enhanced engagement**

Increased cohesion among National Committees and between Committees and PFP was pursued through several avenues in 2013. These included membership and consultation in working groups, Think Tanks, the Standing Group and Annual and Executive Director meetings.

National Committees were consistently consulted and their contributions taken into account in the development of policies, strategies and plans. They were represented in all working groups developing the UNICEF Global Communication and Brand Strategy. Committees also contributed to the design of the Framework for External Communication and Brand Positioning for Private Sector Fundraising and Engagement through participation in the Communication Think Tank. As members of the joint working group, they re-defined the content and process of the JSP. Moreover, National Committees were able to voice their views at the highest decision-making levels of UNICEF through their participation in the Joint Consultative Group and UNICEF Executive Board Meetings.

National Committee engagement with UNICEF was also reinforced through the Standing Group of National Committees, which continued to represent the network of National Committees with UNICEF and held monthly teleconferences and three in-person meetings in 2013. The 2013–2014 Work Plan of the Standing Group was endorsed by all National Committees and reflects clear alignment with UNICEF strategies and plans.

The Annual Meeting of National Committees and the Executive Directors’ Meeting continued to provide fora 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.

The progress made in 2013 was not without challenges. Given the diversity of National Committees, one of the recurring challenges remains the ability to collectively engage and represent such a disparate group; several initiatives are planned for 2014 to overcome this. These include revising the terms of
references for the Standing Group, Think Tanks, the Annual Meeting of National Committees and the Executive Directors’ Meeting to ensure better representation and deeper engagement.

Knowledge and skills sharing among National Committees was strengthened during the year. This was achieved through peer reviews, staff exchanges between National Committees and UNICEF, joint on-boarding sessions for National Committee staff and a board orientation programme. These initiatives were undertaken to improve the flow of information and accelerate learning among Committees, as well as to foster greater cohesion and unity among National Committees and UNICEF.

One of the challenges encountered in supporting knowledge and skills sharing was limited financial resources. Starting from 2014, the Mutual Assistance Fund will be accessible for National Committees to sustain knowledge sharing and peer-to-peer capacity development initiatives. The Mutual Assistance Fund finances activities of broad and general benefit to the society of a National Committee. National Committees allocate 0.05 per cent of their net cash contribution to UNICEF to the fund.

While UNICEF has undertaken an organizational-wide effectiveness and efficiency review, National Committees have also been implementing similar measures. In 2013, the Standing Group compiled the efficiency and effectiveness reviews undertaken independently by National Committees for UNICEF. This repository showed initial measures such as staff reductions (Canada), office relocations to save costs (Austria) and centralized procurement (Germany) were being applied in large, medium and small Committees. An effectiveness and efficiency measure was included in the revised JSPs to systematically gauge the work of National Committees in this area.

One of the main difficulties was to compare effectiveness and efficiency initiatives across the different National Committees. This may be overcome through a recent initiative of the Standing Group and UNICEF to define a set of agreed targets for the planning period 2014–2017 and a suite of measurements that track improvements in effectiveness and efficiency across all National Committees.

**Governance**

Good governance enhances performance and results and contributes to trust and credibility by donors and partners. In 2013, PFP maintained its strong focus on supporting good governance in National Committees.

Overall, results as measured against the three governance indicators agreed in the Cooperation Agreement continued to improve.

The three key substantive governance focus areas were integration of governance matters into JSPs, technical guidance and advice, and knowledge management and capacity development. With implementing the new JSP process, the governance results area in individual JSPs become more strategic and focused. Particular emphasis was placed on helping National Committee Boards become more effective in leading their organizations towards achieving results in increasingly competitive environments, in line with the governance principles. National Committees were also supported to develop an appropriate control environment, including risk policies and effective risk management, and to put in place effective crisis preparedness and management procedures.

In addition to developing further guidance papers and sample policies for National Committees on transparency and reserves, PFP continued to technically support such critically important governance areas as the revision of a number of National Committees’ statutes. Furthermore, PFP provided technical and good-practice advice on board policies, procedures and practices; assisted with advice on structural and organizational questions; helped influence decisions on National Committee leadership positions; and conducted a professional governance review in a National Committee, identifying key areas for improvement and agreeing on a prioritized work plan.
Building on previous experiences, PFP maintained its strong efforts in governance knowledge management and capacity building. Of particular note in 2013 was the on-site orientation meeting for National Committee Board members in Geneva and the development and launch in October of an online course called ‘Getting to know UNICEF’ on UNICEF, National Committee and governance matters.

Monitoring of Cooperation Agreement compliance

As part of the annual monitoring of the implementation of the Cooperation Agreement, PFP, in 2013, carried out the second systematic assessment of compliance by National Committees with their respective obligations. This comprehensive exercise not only establishes the status of compliance, but also strengthens the relationship and cooperation for the benefit of children.

Lessons learned from the 2012 first monitoring process were implemented, including a special focus on high-risk areas for UNICEF and PFP such as joint strategic planning, finance provisions and transparency and cooperation in maintaining an effective partnership. This resulted overall in a more consistent assessment in 2013. Results show that National Committees were making progress in meeting their Cooperation Agreement obligations. Improvement in compliance can be noted in comparison with the last year’s assessment, notably in the obligations related to the financial provisions (for example, the requirement that National Committees provide financial forecasts and targets in accordance with the annual reporting calendar, and to provide audited financial statements and certified Final Revenue and Expenditure Reports to UNICEF in accordance with the annual reporting calendar). However, a number of sections require continued attention and focus to ensure that Cooperation Agreement requirements are fully complied with. Areas where this is needed, for example, are in risk management and are related to further improvements in financial reporting.

3.6 External communication and brand positioning

Setting strategic direction

The Framework for External Communication and Brand Positioning for Private Sector Fundraising and Engagement (‘the Framework’) was endorsed by the National Committee Board Chairs and Executive Directors at their annual meeting in Helsinki in May 2013, and subsequently approved by the Office of the Executive Director. It now forms part of the Private Fundraising and Partnerships Plan 2014–2017 and will act as a building block for and dovetail with the global communication, advocacy and branding strategies currently being developed for the UNICEF Strategic Plan 2014–2017. The Framework will help to ensure that UNICEF communication and voice is consistent and optimized across markets with more unified messaging and differentiated brand positioning. Its roll out to and implementation by fundraising markets started in 2013.

Communication strategies for 12 National Committees were also developed with guidance from the PFP Communication Section. National Committees received specialist guidance to adjust their communication approach to the Framework and strategically use digital media for social engagement and brand positioning purposes.

Strengthening communication capacity

Capacity building to generate private sector funds through communication activities – while simultaneously driving policy change and increasing brand equity – continued to be at the core of PFP efforts. At the Private Sector Forum in Seville, communication and fundraising staff from UNICEF HQ in New York, National Committees and country offices were briefed on the Framework, on crisis communication (in an expertise sharing session involving media and PR specialists from IKEA and Procter & Gamble), on fundraising/advocacy opportunities, and on communication challenges and programmatic developments in the seven UNICEF regions.
Communicating for business engagement

Global communication plans and activities linked to three global business engagement initiatives (IKEA Foundation’s 2013 ‘Soft Toys for Education Campaign’, the annual H&M ‘All for Children’ initiative and The Guardian newspaper’s Sustainable Business Platform) were endorsed by stakeholders and successfully implemented, including through the production of brand and policy consistent key messages for dissemination through mainstream and social media by National Committees, fundraising country offices and related corporate partners. The Communication Section also supported a new UNICEF-Pampers initiative (‘Pampers always on’) that will extend placement of programme, partnership and fundraising-related messaging during the nine-month period when the cause-related marketing campaign is not in stores, hopefully resulting in Pampers customers becoming pledge donors.

Engaging through social media

Efforts to increase the strategic value of social media activities in fundraising markets were stepped up with the objective of driving clear and differentiated brand positioning and the ultimate goal of generating supporter engagement of either a financial or advocacy nature. In coordination with Division of Communication, knowledge sharing, training and support plans were developed and implemented to strengthen digital communication skills among staff, including as part of a two-day digital workshop held in Lisbon in June 2013 and a series of social media sessions at the Private Sector Forum in March 2013. Digital communication opportunities available through corporate partners and celebrities were leveraged as part of planned business engagement initiatives (see above) and during major emergencies including those in Syria and the Philippines, with special guidelines, content and information produced.

Monitoring and evaluating

In coordination with PFP Market Knowledge, two studies were commissioned to measure the impact of UNICEF media activities in fundraising markets in 2013 and to help improve tactical message placement in the future, namely ‘Media Monitoring’ and, for the first time this year, ‘Social Media Monitoring’. Measuring media success in terms of key message placement is now an established part of PFP monitoring and evaluation efforts, but this particular set of reports will offer, for the first time, insights on tactical placement of a new key message (‘UNICEF staff and supporters are passionate about the organization’s cause’); competitors who are successfully placing the same key messaging as UNICEF during emergencies; quantity of social media followers; level of engagement of social media followers; and percentage of key messages placed on social media platforms in particular.

3.7 Strategic partnerships

Strategic partnership framework

PFP responsibilities relating to the coordination of the UNICEF Strategic Framework for Partnerships and Collaborative Relationship on behalf of UNICEF ceased in early 2013 according to a management decision to focus on PFP’s core business. The Strategic Partnerships Unit wrapped up its capacity development projects from 2012 including the Partnership Toolkit and e-learning modules on partnerships.

Interagency collaboration

PFP worked in a systematic and coordinated manner across corporate fundraising, CSR and strategic partnerships with the private sector in 2013 to strengthen interagency collaboration on private sector matters. This was done by engaging with the UN Global Compact, the UN Secretary-General’s office and individual UN agencies in a number of initiatives.
They included:

- Co-hosting the annual UN system Private Sector Focal Points meeting together with the UN Global Compact and other UN agencies and other private sector related events;

- Contributing to the UN-Business Focal Points newsletter and UN.Business.org;

- Involvement in the UN pooled corporate screening services.

PFP, through its Strategic Partnership Unit in NY, continued to be the UNICEF focal point on UN interagency matters related to the private sector with membership in the steering committee on the development of the UN Partnership Facility. It also facilitated interagency discussion on sensitive issues such as engagement with the breastmilk substitute industry and contributed to UN coordination processes including the report of the Joint Inspection Unit.

**International and multi-stakeholder platforms and initiatives**

Working closely with other headquarters divisions and across PFP, the Strategic Partnerships team coordinated UNICEF’s strategic engagement in international and UN multi-stakeholder platforms and initiatives involving business. These included the annual ECOSOC Partnership Forum, the World Economic Forum, Clinton Global Initiative, UN Private Sector Forum, UN Global Compact Leaders’ Summit as well as several events during the opening of the General Assembly such as the MDG Success Event. This resulted in opportunities to promote children’s issues and UNICEF priorities through major speaking roles and other engagement opportunities, and to secure recognition and participation of major corporate partners (including IKEA Foundation, Amadeus, Frog and many others).

**Programme and innovation**

In the context of PFP efforts to develop an organization-wide Integrated Corporate Engagement Strategy, groundwork was carried out to support the future development of a plan for non-traditional corporate engagement in programme delivery and innovation. In the meantime opportunities for engagement with business on programme and innovation continued to be leveraged. For example, the Unit and the Education Section of Programme Division collaborated on advancing global education goals related to quality, learning and innovation through non-traditional engagement with business including:

- Together with the Government of Denmark, hosting a successful Partnership Clinic during the ECOSOC annual partnership event on ‘Breaking barriers: Innovative partnerships creating exponential change in access to quality learning’;

- Partnership with UNESCO, UN Global Compact and UN Special Envoy for Global Education to develop and launch a guide for business on education titled ‘The Smartest Investment: A Framework for Business Engagement in Education’;

- High-level roundtable discussion on education led by the UNICEF Executive Director, Tony Lake, during the UN Private Sector Forum;

- Commitment on collaboration with the LEGO Foundation on creativity, play and quality learning.
4. Management and operations

Management priorities

In 2013, PFP management focused on the following priorities:

Continued improvement of organizational effectiveness and performance management. This was done to support implementation of agreed strategies and achievement of planned results, including through mid-year and annual reviews of performance against targets and strengthening quality control oversight.

Strengthening internal communication. Systems and mechanisms for coordination and internal communication were developed further, including through the PFP Intranet portal, quarterly newsletters and bi-monthly internal staff updates and special bulletins. In addition, unified communications (Lync and Outlook) in Geneva, as well as expanded use of Yammer, were introduced through internal communication campaigns and regular trainings. The PFP Intranet content was restructured and new content areas added, including travel and administrative services, and new pages for the cards and products transition, the CSR online orientation course and Philippines emergency set up. SharePoint TeamSite for the Private Sector Forum 2014 and Market Knowledge document library were developed and launched.

Promoting staff learning and career development. PFP participated in the Senior Leadership Development Programme, Leadership Development Programme and other key staff learning and development. Additional support was provided to the staff affected by change, including career counselling and training in how to manage change and competency-based interviewing skills.

Strengthening financial oversight and management. PFP revenue projections and the divisional budget utilization were monitored throughout the year and corrective actions were identified. This allowed PFP senior management to re-allocate funds to investment funds in the fourth quarter to maximize fundraising opportunities deriving from Philippines emergency and to ensure best use of available resources.

Implementation of internal and external audit recommendations. All recommendations from the 2012 OIAI audit were closed by June 2013 and all recommendations from the CNAO audit of 2011 year-end implemented by April 2013. Recommendations raised in relation to the 2012 year-end audit were acted upon and monitored on an ongoing basis to ensure implementation by established deadlines.

Information and communication technology support. The support provided included upgrading of VISION/SAP in Geneva, a platform for Business Intelligence tools, licensing, donor toolkits and investment funds online. Support was also provided for the PFP Intranet updates and development of an online platform for National Committees. The Outlook, Lync and new telephone system was fully implemented for all staff in Geneva-based offices in 2013.

Improvement in the management of the Geneva Office Common Services. Major ventilation and heating system renovation was negotiated and performed in 2013, with positive impact on staff well-being and on energy consumption. The maintenance team made sure that office premises were functioning optimally for all staff members. Work in this area should continue in 2014, as a result of successful negotiations with the landlord on the cost responsibility and should have zero impact to the organization. All incoming and outgoing mail was adequately and timely processed, with the best choice of service provider at the lowest cost (diplomatic pouch, DHL and others).

Risk management

In 2013, PFP continued to solidify and strengthen its risk management efforts. Building on the risk registers from previous years, the 2013 divisional Risk and Control Self Assessment (RCSA) identified a new high-level risk related to the UN Board of Auditors (UNBOA) report and the critically negative impacts a qualified audit opinion would have had. A detailed work plan was developed to implement the audit recommendations, including focusing on in-house processes and procedures as well as working with National Committees to implement recommendations, i.e. related to reserves or to improving financial reporting.

Another new high-level risk was pinpointed. It related to the organizational and structural transitions PFP was undergoing in line with and in preparation for the 2014–2017 Strategic Plan. To address the risk, controls were put in place such as effective and collaborative work processes, continued communication with staff, transparency and support programmes for staff on abolished posts. A reputation crisis in the areas of governance, advocacy, or private sector fundraising was an ongoing high-level risk. Actions to mitigate residual risks, as agreed by the Senior Management Team, are monitored twice annually. Work planning for 2014–2015 at section and unit levels is risk-informed and risk mitigation activities are included in activities to reach results.

PFP reported its 2013 RSCA into the global performance database as per the established guidance. No risk was considered as being of organization-wide significance for global attention. As the global co-owner of the risk ‘funding and external stakeholders relations’, the Division will implement any forthcoming reporting and global support requirements, so as to ensure that private sector-related risks are effectively managed to achieve strategic objectives.

Partnerships

Comprehensive information on the main partnerships and partnership frameworks in which PFP participates is provided in Section 3. In summary, PFP continued to collaborate with a wide spectrum of partners including the UN Global Compact, the UN Secretary-General’s office, individual UN agencies, corporate partners such as IKEA Foundation, H&M, Procter and Gamble, Pampers, Western Union and civil society organizations. PFP maintained active involvement in the UN system Private Sector Focal Point network, working in close partnership with the UN Global Compact office, UNDP, UNAIDS, WHO and UNFPA to promote UN coherence around private sector engagement. PFP is also a member of the steering committee developing the UN Partnership Facility and promotes children’s issues and UNICEF priorities in major international and multiple-stakeholder platforms involving business.

Management systems, structures and practices

The management systems, structures and practices used by PFP to support its work in 2013 are outlined in the 2013 Annual Management Plan, which brings together management documents, standard procedures and tools for use by staff members and committees to carry out their respective roles. The Annual Management Plan summarizes the annual management, operations and strategic priorities and outlines management and coordination mechanisms and related staff accountabilities, including:

- Definition of management results and performance indicators.
• Procedures for monitoring progress against management results during the mid-year and annual review. For a number of key results, progress is also monitored more regularly through divisional committees e.g. Senior Management Team and the Wider Management Team.

• An accountabilities matrix outlining the roles and responsibilities of each functional section within the Division, as well as a detailed description of roles and responsibilities for all posts, the Table of Authority, and Table of Officers-in-Charge and Replacements.

• A number of coordination mechanisms are in place to support the management structure, including a series of committees, working groups and task forces, which are listed below. Prior to the Annual PFP Management Retreat at the end of the year, the committee and working group chairpersons are responsible to review the outputs and lessons learned of the committees in order to update the terms of reference and membership as part of the revision of the Annual Management Plan.

• Standard operating procedures, guidance notes and administrative instructions are regularly updated and posted on the OnePFP Intranet.

• Performance and monitoring systems, including assessing individual performance through e-PAS and group performance through SMT and WMT meetings.

• PFP strategies, planning and operational documents, including PFP annual planning cycle, work plans, calendar of meetings and events and travel plans are shared with all staff online and offline.

**Staff support**

During 2013, PFP undertook a number of initiatives to ensure staff participation in the key divisional strategic and efficiency and effectiveness review processes.

Significant progress has been made during 2013 in staff participation and consultation, with good cooperation and engagement between staff and management. PFP senior management and the Geneva Staff Association reviewed and actively followed up on the key areas of concern raised by staff during the development of the PFP Office Management Plan 2014–2017 and the transition plan for the closure of the in-house cards and products business.

In addition to regular monthly all-staff meetings, staff was invited to raise specific concerns, highlight good practice and make suggestions for change anonymously through the Intranet and the Geneva Staff Association. The Geneva Staff Association and PFP Director met on regular basis to review and address staff concerns.

Regular information sharing sessions with all staff, progress reports and consultations with the Geneva Staff Association helped to ensure active staff participation in the development of the PFP Office Management Plan and structure for 2014–2017. Geneva Staff Association members participated in each of the 14 working groups that unpacked in detail new PFP functions needed to deliver the results of the Private Fundraising and Partnerships Plan 2014–2017.

Furthermore, initiatives were taken to ensure staff members were better assimilated within the UNICEF Geneva Office and encouraged to develop their skills under the 2013 PFP Learning and Training Plan. An orientation programme was organized for new staff. Performance management for results and competency-based interviewing trainings focused on management competencies, whereas trainings on communication, effective public speaking and persuading and influencing were aimed at building and reinforcing competencies for staff at all levels. All PFP staff members completed at least one training course in 2013. In addition, PFP continued to offer individual staff members the opportunity to work in
a different setting or in a different sector through development assignments, which were very successfully reviewed.

Crisis preparedness

To make sure that PFP is prepared for situations that could damage the reputation of UNICEF and that require immediate intervention, the PFP Crisis Management Guidelines provided procedures and put in place responsibilities to ensure crisis preparedness and crisis detection. Operating procedures to address crises in a timely and structured fashion were also developed. To strengthen preparedness for all types of emergencies, a Geneva Business Continuity Plan (BCP) is updated annually in coordination and cooperation with other divisions based in Geneva, including the UNICEF Office of Emergency Programmes (EMOPS), the CEE/CIS Regional Office and outposts of Programme Division and Division of Policy and Strategy. BCP focuses on the standing capacity that the Geneva Office, including PFP, should maintain to adequately address staff safety and security, and to maintain continuity of essential functions in the face of critical incidents.

Efficiency and effectiveness

PFP continued to reduce operating costs and to improve efficiency in 2013. As a result of prudent management, PFP’s cost savings amounted to an estimated US$13 million in 2013.

The Strategic Plan for 2014–2017 was finalized and provides the guiding framework for UNICEF’s work and the organizational results matrix (comprising programme and management results) that form the basis for UNICEF plans and budgets. In addition, the Private Fundraising and Partnerships Plan for 2014–2017 sets priorities, strategies and targets for UNICEF private sector engagement in support of the Strategic Plan.

At the same time, the global financial climate remained unstable. Economic uncertainty and fiscal austerity in many donor countries meant that the UNICEF financial and budgetary framework for 2014–2017 had to be based on prudent revenue projections, particularly with respect to regular resources and cost reductions. The effectiveness and efficiency review, which was carried out at the end of 2012 in collaboration with KPMG, provided recommendations on how this could be done.

The recommendations, which related to fundraising, cards and products, National Committee relations, corporate engagement, communication, advocacy etc., were taken into account in the finalization of the Private Fundraising and Partnerships Plan 2014–2017. Implementation of the recommendations on simplifying the JSP process and the development of an integrated approach to corporate engagement moved forward in parallel with the development of the plan. The strengthening of strategic risk management in PFP also continued, in line with the revised UNICEF Enterprise Risk Management. The implementation of the plan on the transition of the cards and products business from PFP-sourced cards and products to licensing and local sourcing by National Committees started in early 2013 and is planned to be completed by mid-2015.

During 2013 as part of the development of the PFP Office Management Plan for 2014–2017 and 2014 Budget, all PFP functions were reviewed and the PFP structure and budget developed in order to support the delivery of the 2014–2017 plan targets. This included re-focusing human and financial resources and investment in the areas prioritized by the 2014–2017 Plan as well as in key enablers, including strategic partnerships with the private sector and UNICEF external communication and brand positioning in support of private sector activities. Furthermore, in the process of developing the Plan and the PFP Office Management Plan, a number of new and innovative mechanisms were developed to maximize the effectiveness and efficiency of UNICEF investment in the private sector fundraising and partnerships. This included the segmentation of markets based on their potential so that UNICEF can focus on global investment – including investment funds and PFP technical support – in private
sector fundraising in the markets with the highest growth potential and on the most cost-effective revenue streams.

As a result, the PFP Institutional Budget was reduced by US$3.5 million or 7 per cent from US$50.4 million to US$46.9 million for 2014–2017. This represented the remaining balance of the Institutional Budget allocated to PFP for the Geneva Office Common Services operations.

The total PFP budget for 2014 approved by the global PBR is 3 per cent lower than the 2013 planned budget. While the investment funds allocation of US$49 million represents an increase of 32 per cent vis-à-vis the 2013 approved budget in order to grow private sector revenue, the PFP operating costs of US$79 million in 2014 are a decrease of 17 per cent over the 2013 approved budget. In 2015, the plan is to further reduce PFP operating costs by an additional 10 per cent to US$71 million.

Support to PFP staff affected by change

The changes in the PFP structure have an impact on 72 staff members who will be on abolished posts in 2014 and 2015 (excluding the Geneva Office Common Services). At the same time, staff will have the opportunity to apply for 46 new posts that will be established to strengthen capacity in priority areas identified by the Private Fundraising and Partnerships Plan 2014–2017.

Support provided to staff on abolished posts included:

- PFP Director one-to-one meetings with staff on abolished posts;
- Career counselling by the HR team;
- Support by Peer Support Volunteers and the Staff Association;
- An external support provider will complement HR functions;
- Eligibility for the standard package of training (part of the learning plan of the Division).

As of the end of November 2013, a total of 50 posts were under recruitment in PFP, including 42 international professional (IP) and eight general service (GS) posts. The aim is to complete recruitment by the end of December 2013.
5. Evaluations, research, studies, surveys and publications

Study reports

Title: **UNICEF Barometer Tracking Study**
Year: 2013
Description: An opinion tracking survey among the general public in 14 countries to assess public awareness of, rating, and brand perception for UNICEF and other organizations; donations habits and tracking of ethical consumption and purchases of charity products. The study also covered public perception of corporations and of possible organization/corporation partnerships. The 2013 survey covers 10 countries in the first wave and nine in the second wave. The combined results for 2010–2013 cover 48 countries.
Type of report: Opinion survey
Themes: Awareness of humanitarian organizations; relative brand image of UNICEF; communications and media; fundraising habits and practices; ethical consumption trends
Sequence number: 2013/1

Title: **WIN Gallup End of Year Global Barometer**
Year: 2013
Description: Awareness and opinion of 19 NGOs and NPOs in 54 countries, including UNICEF. The survey also covered public opinion on broad topics such as the economic outlook, security, etc.
Type of report: Survey
Themes: Awareness of UNICEF, opinion of UNICEF and competitors
Sequence number: 2013/3

Title: **Corporate Mapping Phase 1**
Year: 2013
Description: Mapping and analysis of corporate partnership trends and opportunities for UNICEF among medium to large companies in Japan, Germany and France.
Type of report: Survey
Themes: Corporate partnerships
Sequence number: 2013/2

Title: **Media Measurement Study**
Year: 2013
Description: Analysis of print and online coverage of UNICEF in 21 countries in order to identify media messages that generate positive coverage and areas for improvement
Type of report: Study
Themes: Media; key messages; perception; spokespeople; Goodwill Ambassadors; positive coverage
Sequence number: 2013/4

Title: Social Media Measurement Study
Year: 2013
Description: Analysis of social media conversations around UNICEF and National Committees' generated communications in 21 countries in order to identify social media coverage of UNICEF that generate engagement.
Type of report: Study
Themes: Social media; key messages; perception; Goodwill Ambassadors; positive coverage, opinion leaders, followers, engagement
Sequence number: 2013/5

Title: INGO Benchmarking
Year: 2013
Description: 27 country reports on results of individual fundraising efforts in terms of pledge and cash donations by channel and study participation organization.
Type of report: Data base tabulations
Themes: Donations, pledge, cash, channel, attrition, retention, acquisition
Sequence number: 2013/6

Title: Peer Review
Year: 2013
Description: Top-level financial results of the 16 leading international NGOs in all fundraising markets 2008–2012.
Type of report: Compilation of organizations’ financial results
Themes: Revenue, individual, corporate, channels, public funds, growth.
Sequence number: 2013/7

Title: Corporate Partnership Tracking (Domestos)
Year: 2013
Description: Baseline assessment of awareness, perception of partnership and impact on donation/purchase habits.
Type of report: Survey
Themes: Corporate partnerships
Sequence number: 2013/8

Title: Mystery Shopping Supporter Services
Year: 2013
<table>
<thead>
<tr>
<th>Description</th>
<th>Evaluation of supporter services in 14 countries (National Committees), via telephone and email requests.</th>
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<tbody>
<tr>
<td>Type of report</td>
<td>Study</td>
</tr>
<tr>
<td>Themes</td>
<td>Stewardship of pledge donors, donor communications, emergency communications, competitor benchmarking</td>
</tr>
<tr>
<td>Sequence number</td>
<td>2013/9</td>
</tr>
<tr>
<td>Title</td>
<td>Mystery Shopping Pledge Communications</td>
</tr>
<tr>
<td>Year</td>
<td>2013</td>
</tr>
<tr>
<td>Description</td>
<td>Evaluation of communications to new pledge donors in eight countries (National Committees), in quantity and quality of communications, and in channel diversity (using email, direct marketing, telephone).</td>
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<tr>
<td>Type of report</td>
<td>Study</td>
</tr>
<tr>
<td>Themes</td>
<td>Supporter services, pledge cancellations, campaign queries, setting up pledge donation, legacy brochure request</td>
</tr>
<tr>
<td>Sequence number</td>
<td>2013/10</td>
</tr>
</tbody>
</table>

| Title | UNICEF awareness and perception among young people |
| Year | 2013 |
| Description | Evaluation of UNICEF awareness and perception among young people compared to key competitors, identification of key touch points to reach young people, including specific social media. |
| Type of report | Study |
| Themes | UNICEF Awareness, touch points, engagement, competitor benchmarking |
| Sequence number | 2013/11 |

| Title | Celebrity Goodwill Ambassador Partnerships Study |
| Year | 2013 |
| Description | Attitudes and awareness towards celebrity partnerships and identification of ideal potential celebrity partners to drive UNICEF brand positioning in selected markets. |
| Type of report | Study |
| Themes | Ambassadors, brand positioning, UNICEF public emotional perception, competitor benchmarking, UNICEF celebrity partnership awareness |
| Sequence number | 2013/12 |

| Title | Licensing Designs |
| Year | 2013 |
| Description | Qualitative reach among charity supporters for feedback on creative proposals on new Licencing Style Guide. The research informed decision-making process and evaluated the brand fit and motivation to purchase for future licensees. |
| Type of report | Survey |
| Themes | Licensing, product-based fundraising |
| Sequence number | 2013/13 |
Publications
Title: UNICEF Barometer Book
Year: 2013
Description: A guide to analysing the Barometer research, including summary of main results to 2012, brand analysis, brand priority areas and practical tools to continue acting on the research.

Audience objectives: Fundraising and communication managers. Perspectives on how to take action on areas of top priority: driving trust, communicating trust drivers, showing passion, etc.

Type of report: Summary report of available knowledge on key topics
Themes: Barometer, fundraising, brand, revenue generation
Authors: Emer O’Doherty, Omar Mahmoud, Idalina Cappe de Baillon, Peter Meimaris, Sotta Long
Quantities: Electronic only
Estimated cost: Staff time only

Title: Children are Everyone’s Business. Workbook 2.0.
Description: A guide for integrating children’s rights into policies, impact assessments and sustainability reporting

Year: 2013
Audience objectives: The Workbook is intended for business and human rights practitioners. It is also intended to be used by UNICEF staff in HQ, regional offices, country offices and National Committees as a tool to better understand how business operations and relationships impact on children’s rights and provide a tool for engagement with the private sector and government partners on CSR and in order to influence the business and children’s rights agenda.

Type of report: Tool/guide/reference document
Authors: UNICEF
Quantities: 3,000
Estimated cost: US$50,000

Title: Children’s Rights in Policies and Codes of Conduct
Year: 2013
Description: This tool recommends ways for all businesses to incorporate children’s rights into their policies and codes of conduct, based on the Children’s Rights and Business Principles. It reaches beyond the traditional focus areas of child labour and philanthropy and outlines the child rights elements that are relevant to all companies. At the same time, it is intended to be flexible and adaptable, and includes elements that
companies can adopt and integrate as appropriate, based on their
biggest areas of risk and opportunity.

**Audience objectives:**
This tool is intended for business and human rights practitioners. It is
also intended to be used by UNICEF staff in HQ, regional offices,
country offices and National Committees as a tool to better understand
how business operations and relationships impact on children’s rights.

**Type of report:** Tool/guide/reference document

**Themes:** Business and children’s rights, corporate social responsibility, corporate
policies, human rights due diligence, code of conduct.

**Authors:** UNICEF and Save the Children

**Quantities:** 3,000

**Estimated cost:** US$45,000

**Title:** Children’s Rights in Impact Assessments

* A guide for integrating children’s rights into impact assessments and
taking action for children

**Year:** 2013

**Description:** A guide for companies in assessing their policies and processes as they
relate to their responsibility to respect children’s rights and their
commitment to support children’s rights. This tool should be used as
part of ongoing assessments of human rights impacts, as outlined in the
United Nations Guiding Principles on Business and Human Rights. The
tool offers a number of criteria that companies can use to review critical
areas of potential or actual impact on children’s rights, and identify
actions for improvement.

**Audience objectives:** This tool is intended for business and human rights practitioners. It is
also intended to be used by UNICEF staff in HQ, regional offices,
country offices and National Committees as a tool to better understand
how business operations and relationships impact on children’s rights.

**Type of report:** Tool/guide/reference document

**Themes:** Business and children’s rights, corporate social responsibility, human
rights due diligence, impact assessments, child rights impacts.

**Authors:** UNICEF and the Danish Institute for Human Rights

**Quantities:** 3,000

**Estimated cost:** US$25,000

**Title:** Children’s Rights in Reporting Guidance

* A guide for integrating children’s rights into the GRI reporting framework

**Year:** 2013

**Description:** A practical tool to help companies with reporting and communicating on
how they are respecting and supporting children’s rights – through their
policies, processes and operations in the workplace, marketplace and
community. This tool points readers to elements of the Global Reporting
Initiative framework that can be used as the basis for reporting on
children’s rights.

**Audience objectives:** This tool is intended for business and human rights practitioners. It is
also intended to be used by UNICEF staff in HQ, regional offices,
country offices and National Committees as a tool to better understand
how business operations and relationships impact on children’s rights.

**Type of report:** Tool/guide/reference document

Authors: UNICEF

Quantities: 2,000

Estimated cost: US$20,000

Title: **Beyond the Promotional Piggybank: Towards Children as Stakeholders**

Year: 2013

Description: This discussion paper uses the Children’s Rights and Business Principles framework to outline a management and due diligence process than can help financial institutions consider children’s rights when developing products and services that are targeted towards children.

Audience objectives: This tool is intended for business and human rights practitioners and especially financial institutions to help them consider children’s rights when developing products and services targeted towards children. It is also intended for UNICEF staff in HQ, regional offices, country offices and National Committees as a tool to better understand the relationship between financial services and children’s rights.

Type of report: Discussion paper

Themes: Business and children’s rights, corporate social responsibility, human rights due diligence, child rights impacts, financial products and services

Authors: UNICEF and Child and Youth Finance International

Quantities: 1,000

Estimated cost: US$1,000

Title: **Are children your business? (Video)**

Year: 2013

Description: The video takes viewers through a visual journey of what children’s rights in business means; from the Convention on the Right of the Child to the Children’s Rights and Business Principles. It makes the case for children’s rights in business including through the voice of key business leaders.

Audience objectives: This video is intended for business and human rights practitioners as well as the wider public to raise awareness on the inter-linkages between business and children’s rights.

Type of report: Audio-visual


Authors: UNICEF

Quantities: N/a

Estimated cost: US$30,000

Title: **The Smartest Investment: A Framework for Business Engagement in Education**

Year: 2013

Description: This publication charts the means to realize business benefits while advancing education goals. It helps businesses to make the case
internally about why they should engage in education; selecting appropriate activities; and acting in a responsible manner.

Audience and objectives: The framework is a resource for all companies, big and small, publicly and privately-owned, across diverse industries. It is intended for corporate responsibility, strategy, marketing and business development departments as well as corporate foundations. It is also intended for use by UNICEF staff in HQ, regional offices, country offices and National Committees as a tool to better understand the various ways companies can support education.

Type of report: Tool/guide/reference document

Themes: Corporate social investments in education, real-life experiences of the business community, public-private partnerships, and corporate policies in support of education outcomes.

Authors: UNICEF, UNESCO, the UN Special Envoy for Global Education, and the UN Global Compact.

Quantities: Available electronically, in addition to 200 hardcopies

Estimated cost: US$7,120
6. Innovations and lessons learned

<table>
<thead>
<tr>
<th>MTSP Focus Area:</th>
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<td>FA1</td>
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<th>Cross Cutting Strategy:</th>
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<td>Advocacy</td>
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Key themes (up to 4 words): Corporate, Collaboration, Child Rights, Business

Title: UNICEF CSR Tools Pilot 2013

Related Links:
- [UNICEF CSR Tools Pilot 2013 project description](#)
- [UNICEF CSR Tools pilot 2013 Yammer Group for Internal updates](#)
- [UNICEF CSR Tools for Companies Overview](#)
- [UNICEF CSR Tools for Companies Downloads](#)
- [Innovation & Action: UNICEF Global Workshop on Children’s Rights and Business](#)
- [UNICEF Corporate lab Concept Note](#)

Contact Person: Ida Hyllested

Abstract
Following the development of a set of tools for companies on how to operationalize the Children’s Rights and Business Principles, UNICEF invited some 60 companies and engaged with 45 companies from 25 countries that wanted to be part of the pilot from to collect feedback and input on the tools, as well as to build capacity and awareness of children’s rights in business. This project, the UNICEF CSR Tools Pilot 2013, involved the use of an innovative online collaboration portal.

Issue/background
The CSR Unit developed a set of tools for companies to facilitate the respect and support of children’s rights in business, at the time of increased emphasis on the necessity for increased stakeholder engagement by UNICEF:

1. Consultation with the CSR Unit’s Advisory Group concluded that it was appropriate to engage business in the development of guidance tailored to them, to enhance transparency in decision making and eventual accountability to the recommendations being put forward.
2. The UN Private Sector Focal Point Meeting highlighted three areas needing improvement within UN-business partnerships: language use criticised as “too UN”; the apparent lack of understanding of business procedures, policies and operations; and the need for less theoretical approaches.
3. Business has showed great interest in implementation of a child rights focus, yet asked for more practical tools, which allow them to consider the implications and take action as appropriate.
4. Business also indicated a need for dialogue, allowing time to reflect and discuss the challenges of individual business, either together with other business, or bilaterally with UNICEF.
Strategy and implementation

There were three objectives for stakeholder engagement approach to the pilot:

1. Product improvement: to improve the tools through the collection of feedback and suggestions on user-friendliness and feasibility of the guidance.
2. Awareness/capacity building: by engaging CSR representatives of companies in the pilot process, the participants would develop their understanding of the respect and support of children’s rights in business.
3. Buy-in: by engaging companies and other stakeholders in a consultation process, allowing individual companies to take steps to advance children’s rights within their business. The CSR Unit also intended to increase buy-in on the use of the tools, as business became familiar with them, and was guided in their interpretation.

The CSR Unit selected the following stakeholder groups to be engaged in the pilot:

- Advisory group: UNICEF has a CSR Advisory group that is consulted regularly on strategic priorities.
- Consultancies: frequently used by companies in the implementation of corporate due diligence.
- Companies: selected National Committees and country offices were invited to nominate companies within the CSR focus sectors (Travel and Tourism, Banking & Finance, Information and Communication Technology, and Consumer Goods).

Progress and results

The pilot consisted of a series of webinars, an online collaboration portal and a face-to-face meeting.

The CSR Unit commissioned the development of a collaboration portal through ‘Contact Office’, a French company specializing in Cloud collaboration. The portal was developed based on the needs for the project, of discussion forums, file sharing from various contributors, and a professional networking component. The participating company representatives expressed appreciation for the portal as a virtual collaboration space, accessible from any Internet connection, in any time zone.

Diversity in company contexts (language, experience, and existing UNICEF relationship) led to diverse levels of engagement in the project, as well as variety in expectations and relationship management resource need. Furthermore, local UNICEF ownership of the CSR partnerships proved to be key for scale and transformative impact. Though 45 companies committed to the process, feedback was received by 29 of the companies (64 per cent). LACRO companies were highly engaged, and interestingly, the most engaged companies were from smaller countries such as Costa Rica, Malaysia and Belgium, with now engagement of companies from the US and UK.

Four challenges were encountered during the project which present lessons learned for future collaborations:

1. Selection of companies: a compromise between benefit for local partnerships, and value to the development of CSR tools.
2. Operation within existing relationships: communication among the project participants was complex, given the array of UNICEF-company relationship constructions at global and country level.
3. Management of diverse participant capacities and expectations.
4. Face-to-face meeting: there was an extended interest in having the opportunity to discuss individual business challenges with UNICEF and peers.

<table>
<thead>
<tr>
<th>Innovation</th>
<th>The primary innovative components of the UNICEF CSR Tools Pilot 2013 were the project’s success in:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Responding to stakeholder needs;</td>
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<td></td>
<td>2. Meaningful stakeholder engagement to improve results and products;</td>
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<tr>
<td></td>
<td>3. Development and use of an online portal for collaboration with external parties.</td>
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<tr>
<th>Potential application</th>
<th>These tested methods could be applied more widely within UNICEF to:</th>
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<tbody>
<tr>
<td></td>
<td>• Increase multi-stakeholder collaboration efficiency and access, through the use of online collaboration portals for working beyond borders and across a range of stakeholder groups;</td>
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<td></td>
<td>• Methodology for collection of private sector insights and recognition of the private sector’s influence in the child rights sphere;</td>
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<tr>
<td></td>
<td>• Involvement of affected stakeholders in the development of guidance for the stakeholder group.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Next steps</th>
<th>The tools have now been finalized based on company inputs, and will be used in future collaborative efforts with companies. This includes bilateral relationships that UNICEF maintains with these companies, but also corporate labs and other platforms where children’s rights can be introduced as a sustainability topic.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Division of Communication is currently piloting UNICEF’s own internal collaboration platform, ‘Team Sites’, which in 2014 will allow invitation of external users for individual project sites. The Team Sites co-authoring feature exceeds the capabilities of Contact Office that was used for the pilot and will allow external and internal stakeholders to simultaneously edit Microsoft Office files in real time, from any location.</td>
</tr>
</tbody>
</table>
United Nations Children’s Fund
Private Fundraising and Partnerships
Palais des Nations
CH-1211 Geneva 10, Switzerland

www.unicef.org