

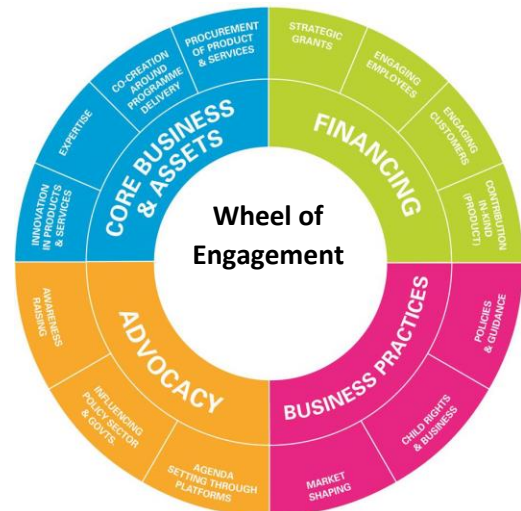
# UNICEF Readiness Assessment: Business for Results (B4R)

## 1. Background

UNICEF’s work with the private sector in terms of business and markets is one of the eight change strategies of the current Strategic Plan (SP) 2018-2021, on ‘maximizing the power of business and markets for children’. Hence, the organization’s work with the private sector is guided by the UNICEF Private Sector IMPACT Plan 2018-2021 (the IMPACT Plan). The IMPACT Plan was developed in support of UNICEF Strategic Plan 2018-2021 and in recognition that the private sector plays a crucial role in UNICEF’s ability to deliver results for children (in raising revenue and making progress on child rights agenda). The IMPACT Plan is led by the Division of Private Fundraising and Partnerships (PFP) and lays out a vision and key strategies for private sector fundraising and partnerships across UNICEF. The other segment of the change strategy 5 in the Strategic Plan is led by Supply Division (SD) on market shaping. Therefore, the organization’s work is also guided by the Global Supply Strategies, specifically on ‘Products and Markets’, led by SD. UNICEF globally works with more than 10,000 businesses every year. PFP reports on the number of priority integrated partnerships and number of businesses with child right approaches, while SD covers market shaping (savings) and product innovation (number of novel products going to scale). In recognition by country offices, regional offices, national committees, senior management and indeed all UNICEF partners of the critical role of business to deliver on the SDGs and results for children, the “Business for Results (B4R)” initiative was launched. This in turn has created greater demand for support, tools and resources to deliver on this change strategy.

Co-led by PFP, Programme Division (PD) and Supply Division (SD), and Regional Offices with the participation of National Committees and senior leadership commitment at the Global Management Team (GMT) level, the B4R initiative includes: a) a global capacity building and culture change programme (which started with in-depth sessions in several Regional Management Teams (RMTs), Deputy Representatives and Chiefs of Operations and Programmes/DROPs and sectoral network meetings), deep dive workshops; b) development and issuance of additional technical guidance; c) strengthening coordination plus leadership learning engagements with international and national business partners; d) incorporating business as a stakeholder in the development of Country Programme Documents (CPDs) and programme strategies (e.g. the 2020 -2030 global nutrition strategy currently under development); e) assigning Business/Partnerships Engagement Specialists from PFP to all Regional Offices and PD; f) strengthening monitoring and reporting, and much more. The B4R initiative aims for the systematic, sustainable and strategic engagement of business sector to utilize their power and potential in accelerating programmatic results that leaves no child behind, and to bring a new dimension of assets, expertise, innovation and impact at scale to UNICEF programmes with greater results for children everywhere. Where appropriate this entails working with Government and industry associations on regulation, standard setting, monitoring and compliance that ensures business practices reinforce the rights of people, sustainable planet and posterity for all.

As stated above, a whole of UNICEF approach to working with business encapsulates the work and functions of several parts of UNICEF – at HQ, regional/country offices and National Committees - and to some extent those of sister UN agencies – and offering opportunities to enrich prevailing norms. To ensure that UNICEF’s commitments in



the SP and children’s rights within the SDGs are attained, the full range of private sector engagements and support to country offices are part of the B4R initiative on: a) building and managing private sector engagements and partnerships, b) aligning with integrity standards, engagement parameters and due diligence protocols, c) coordination with internal and external stakeholders to generate meaningful impact and results for child rights. Entails the interconnected wheel of engagement with business (see figure on page 1), both financial and non-financial component, often developed in close coordination with country offices, National Committees, regional offices and relevant headquarters (HQ) teams. In order to achieve high impact and high return-on-investment working with the business sector, PFP together with PD, is providing capacity strengthening to offices plus oversight role. It is pertinent, in rolling out the B4R initiative, that UNICEF can answer the questions around the non-financial value of partnerships with business and measuring their contributions to achieving child rights results of the SP and SDGs. Learning from over 70 years of working with government-public sectors, about 30 years working with business,



including around 10 years addressing business impact, the huge untapped opportunities inherent in working with the private sector, the shared accountabilities across various tiers of UNICEF and the related implications of the UN reform all validate the B4R initiative. Therefore, it is important to accompany this initiative with a learning agenda through a rapid Readiness Assessment (RA) led by Evaluation Office (EO) at UNICEF HQ.

## 2. Readiness Assessment Framework

Organizational readiness assessments can be undertaken on multiple levels examining various aspects or dimensions of a development action,

strategy or intervention. Hence, UNICEF has chosen five key intertwined dimensions to assess organizational readiness that can be applied to the B4R initiative or a new development agenda, as follows:

- a) **Positioning:** This will include learning about UNICEF’s positioning and comparative advantage to engage with the business sector in the key areas of UNICEF results. This dimension will help examine how UNICEF is positioned in a country, region, globally and amongst similar agencies regarding engagement with the business sector and what factors support or challenge its value proposition vis-a-vis the business sector and other non-traditional partners. How UNICEF’s self-perception and internal culture as an important player in the country, market, region, division and globally to engage with the business sector will also be assessed. Moreover, knowing what needs to change to enhance UNICEF positioning with the business sector, to strengthen UNICEF value proposition on the subject. To assess the inward positioning, this dimension will also gauge the current and evolving culture within UNICEF on engagement with business and how far it is being integrated by programmes and partnerships in their respective/collective work. How the B4R and business sector engagement is prioritized through what kind of senior management commitment, resourcing and institutional arrangement at all levels will also be assessed. Whether it is a CO-wide agenda or just limited to a section or an individual, will also be covered under this dimension. Includes scoping of the global context/opportunity/cost of inaction of not taking up the current private sector readiness/drive, aligning by certain private sector actors in committing to sustainability - (e.g. shift from shareholders and wider stakeholders, shareholder capitalism, well-being economy, circular economy) - vis a vis people and planet.

- b) Approaches:** Under this dimension, information on the current situation of UNICEF’s work related to the business sector will be collected. What kind of approaches are currently being used, such as market shaping, partnerships through system strengthening; data and evidence generation; advocacy and communication; policy or strategy development. Also, how sectoral/multisectoral programming in health, education, child protection, nutrition, WASH, social protection, gender, climate action and environment are embracing and infusing B4R. It will help determine challenges, gaps as well as needs and aspirations of offices, countries and markets (including National Committees) on B4R work to enhance impact. The RA will focus on B4R (as the primary business sector collaborative approach). However, it will also explore any other business sector engagement approaches which are similar to B4R and used by external agencies (e.g. other UN agencies, ESG providers, business sustainability initiatives, certification schemes, international NGOs, etc.).
- c) Technical Capacities:** This dimension will collect and examine information on current human and technical capacities and gauge gaps against needs/aspirations pertaining to knowledge, skills, technical capacities and behavioural traits to help UNICEF optimize its work with businesses and relevant stakeholders. This dimension will assess existing required technical capabilities to prepare UNICEF for effective future evaluation and impact measurement regarding B4R work such as baselines, data availability, resourcing, other information and clarity of accountabilities.
- d) Partnerships:** B4R includes, amongst a broad range of collaboration with business, how to develop and manage the entire ‘wheel of engagement’, impactful partnerships and is essentially a cross cutting issue, thus necessitating building relationships, coordination, connections and partnerships across individuals, programmes, offices and institutions for achieving results. To determine how strong and influential UNICEF’s partners are to support its work on children, it would assess who UNICEF is partnering with among relevant stakeholders. Whether there are any joint partnerships with the private sector which are being developed through/with ministries and other public institutions, UN agencies, multilateral institutions, civil society actors, and children’s and young people’s organizations. The position of small and medium enterprises (SMEs) will be assessed, on which programmes have generated good partnerships and which are lagging. What else needs to be done for systematic, sustainable and strategic collaborative work with/of businesses to maximize their power and potential in accelerating programmatic results and to bring new dimension of expertise, innovation and impact at scale will also be assessed under this dimension.
- e) Resources:** This dimension will focus on gauging the likelihood of what financial and nonfinancial resources are being deployed, envisaged and /or collected through the B4R initiative . It will also assess if any efforts are underway in the office or further required to mobilize additional resources, optimize partnerships, increase shared knowledge and ramp up UNICEF results in measurable financial and non-financial terms through the business sector. The level of resource commitments versus ambition to integrate the B4R initiative into the office/organizational business and structure including office management plans (OMP), country programme management plans (CPMP), annual management plans (AMP), etc will be covered.

### **3. How would it help?**

B4R aims to create meaningful impact, create a new norm in working with business for financial and non-financial results for children, and in a few years the organization would be obliged to assess the kind of impact it has generated for UNICEF. Findings from the RA can be used to support planning, conceptual remediation and enable the organization to establish systems and mechanisms to support the agenda better.

Also the findings and recommendations can support the B4R HQ team (PD, PFP and SD) and the regional offices in developing a consistent and harmonious approach when guiding country offices on how to be more strategic in engaging with the business sector and integrate into country programming where it makes strategic sense.

The exercise will generate actionable recommendations to strengthen the UNICEF readiness in relation to B4R initiative and remediate the roll out logic. It will also increase evaluation readiness by identifying necessary conditions required to collect quality and meaningful evaluation data to inform future programming and decision-making. Most importantly, the RA will help review and adjust the operationalization of B4R as needed to ensure availability of relevant data, systems and build capacity to systematically determine the non-financial (and financial) value of private sector partnerships and assess how private sector collaborative work contributes to child rights. The UNICEF HQ Divisions (especially PD, PFP, SD), Regional Offices and the GMT members are the primary users of the RA findings; in addition to the RMT, Country Representatives and Executive Directors/CEOs of UNICEF National Committees, UNICEF staff at all levels plus relevant stakeholders.

#### **4. Purpose and Objectives**

The RA is to strategically embed analytical logic in the accountability, planning, implementation, resourcing and reporting of the B4R initiative to strengthen its results-based management and promote evidence-based decision-making. The B4R initiative is in its early stages of operationalization and now is an opportune time to conduct a RA. Therefore, in support of PFP and PD, the Evaluation Office (EO) aims to undertake the RA to review the extent to which the B4R is conceptualized in scope, ownership, structure, ambition, clear accountabilities at all levels backed by organizational resources (human and financial) and culture change. Overall, the assessment will offer advice on how best to achieve the overall goal of the B4R initiative and provide evidence to guide UNICEF in adjusting the pace and scope of private sector engagements in all its ramifications and in a meaningful, measurable and credible way.

B4R and envisaged new scope of private sector engagements will be at the center of this exercise. However, it will also help assess and review private sector engagements particularly in relation to their non-financial value and contribution in achieving UNICEF's programmatic results and promoting child rights. Therefore, the RA will help assess UNICEF's current and required readiness for impact measurement in a few years by reviewing what exists or still lacking for a credible assessment of impact accruable to the B4R investment. The RA will examine the following objectives in a reinforcing manner:

**a) Objective 1: Access the clarity, relevance and coherence of the B4R initiative, related private sector engagement initiatives, including its Theory of Change (ToC) and alignment to UNICEF Strategic Plan.**

- i. Is there a clear theory of change (ToC) for B4R and related private sector engagement initiatives? Is there a clear identification of risks and assumptions?
- ii. Is the results framework coherently articulated and aligned with the goals and outcomes of IMPACT Plan and the Strategic Plan? What are the gaps?
- iii. To what extent have the B4R and related private sector engagement initiatives already been operationalized in practice? Are the results (outputs, outcomes and goals) and strategic mix logical? Are adjustments needed in ToC and/or results framework?
- iv. What are the data needs of the field (country and regional offices) and HQ divisions both on the financial and non-financial contributions to child rights, from the perspective of UNICEF and private partners/other external stakeholders?

- b) Assess the conduciveness of context, adequacy of resources and capacities, including but not limited to human and financial resources, to meet the expected results.**
- i. What are the likely resources and capacities required for upscaling B4R work?
  - ii. What resources are provided for roll out, measurable/evaluable planning, data collection, analysis and reporting/sharing? Are these accounted for in the plan, budget? How opportunities are missed or optimized for scale? The effectiveness and sustainability aspect of present B4R capacity building efforts, alternative models of delivery.
  - iii. Are there standardized metrics to measure non-financial value and contribution of private partnerships in achieving results for children? How can the gaps be filled?
- c) Provide guidance and recommendations on tools and approaches to support B4R and related private sector engagement initiatives with a view to measure results for children.**
- i. If it exists, how can the ToC, risks and assumptions for B4R and related private sector engagement initiatives be sharpened. If not, how to develop one?
  - ii. What are the essential steps to be taken by the HQ/regional teams to ensure that their B4R and related private sector engagement initiatives can be monitored and evaluated in the future, especially the non-financial value of private partnerships and their contributions to achieving results in child rights, and in consideration of relevant human rights and gender equality aspects of private engagement?

The RA will focus on B4R (as the primary private sector engagement initiative). However, it will also explore any other private sector engagement initiatives similar to B4R used by external agencies (e.g. other UN agencies, international NGOs, Businesses etc.), in consultation with PFP-PD and the regional teams. The RA will assess how COs have integrated the B4R and related initiatives in their programmes, as well as to get a direction on how best the HQ/regional teams can support COs in operationalizing B4R and in increasing evaluability at the country level. Lastly, the RA will assess how key cross-sectoral priorities, sustainability, equity, innovation, gender equality and humanitarian action, can be integrated into the B4R and related private sector engagement initiatives and their future evaluations.

## **5. Methodology**

UNICEF Evaluation Office's proposed readiness assessment uses analytical logic in a quick, learning-based and self-diagnosis method to help the organization prepare adequately for new initiatives, accompany ongoing initiatives or upscaling. It helps to get quick and timely feedback on key parameters of newly launched or underway programmes or policies. It enables the organization to see if we are doing the right thing, the right way and in what other ways it could change, improve and strengthen the B4R roll out. Thus, the readiness assessment is executed mainly as a diagnostic tool for inherent learning and as a prequel to an evaluation at a later stage.

Implemented in two stages through a mixed-methods approach, the readiness assessment aims to collect information both in breadth and depth around the above five dimensions. Starting with an online survey across relevant UNICEF Offices, it will elicit detail information for each dimension of organizational readiness. Subsequently, to gather further in-depth information, key informant interviews (KIIs) will be conducted online from a select sample of key stakeholders within UNICEF (and key partners) in the second phase. Key informants will include internal and external stakeholders on business for results and private sector engagement continuum. A consolidated and detailed report based on the online survey and KIIs will be shared to provide necessary insights and baseline data for any future evaluation and analysis of success of the B4R initiative. At all stages of the process, the readiness assessment work will follow UNICEF standards on evaluation ethics and quality.