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Readiness Assessment: Business for Results

Evaluation Office

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EVALUATION OFFICE

READINESS ASSESSMENT: BUSINESS FOR RESULTS

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ANNEX A: EXAMPLES OF PARTNERSHIP INITIATIVES WITH THE BUSINESS SECTOR FROM OTHER ORGANIZATIONS

UN OCHA and UNDP

UN OCHA and UNDP have launched a joint “Connecting Business Initiative (CBI)” that engages the private sector at the intersection of the development, humanitarian, and peace agendas. The initiative aspires to transform the way how the private sector has been engaged in such programs/projects, increase the scale and effectiveness of the response in a coordinated fashion, and strengthen strategic engagement of the private sector at different levels and with various coordination structures (UN OCHA, n.d.).

United Nations

The United Nations has launched the “Global Pulse” initiative, a new mode of PPP collaboration and a big data innovation lab that engages the private sector and other stakeholders through a common access to data and technology tools from the various sectors in order to advance the use of data science across global development and humanitarian fields. The initiative has enabled big data innovation projects across the UN system involving WHO, UNICEF, WFP, UNDP, UNAIDS, etc. (Kirkpatrick, 2016).

International Committee of the Red Cross (ICRC)

ICRC launched “Humanitarian Impact Bond” in order to transform the way services for people with disabilities are financed in countries hit by conflicts. The “Humanitarian Impact Bond” is not a bond by a private placement. Social investors, i.e. private sector stakeholders, provide the initial payment that enables the ICRC to run activities in rehabilitation centers and expand physical rehabilitation program. Outcome funders, i.e. governments of four countries and a foundation, will pay the ICRC according to the results achieved and the funds will be utilized to pay back the social investors partially or in full depending on the ICRC performance (ICRC, 2017).

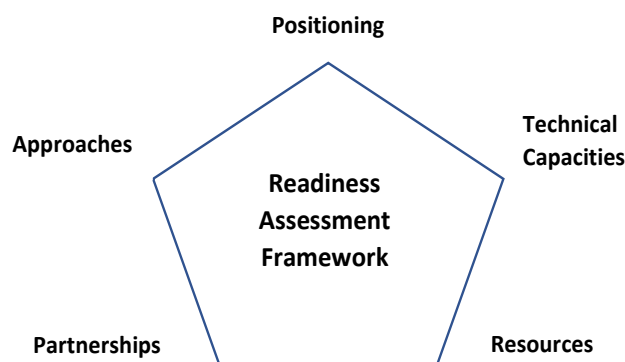
CARE

CARE has partnered with PepsiCo in West Bengal to integrate gender and nutrition into potato supply chain to address issues like unrecognition of women’s contribution to the potato chain, women not receiving the training and resources to become more productive, and 90 per cent of the women being anemic. The partnership looks at the linkages among these issues through sustainable farming initiative of PepsiCo (Forum on Public-Private Partnerships for Global Health and Safety; Board on Global Health; Health and Medicine Division; National Academies of Sciences Engineering and Medicine, 2016).

ANNEX B: FIVE-DIMENSION READINESS FRAMEWORK

Organizational readiness assessments can be undertaken on multiple levels, examining various aspects or dimensions. The UNICEF Evaluation Office has used a five-dimensional framework that was developed by the office, which is designed to be utilized in a participatory way with counterparts for learning purposes. Under the selected dimensions of organizational readiness, the framework will focus on the following:

Figure 1: Five dimensions of the readiness framework



Positioning: This includes lessons about UNICEF positioning and comparative advantage to engage with the business sector in the key result areas. This dimension helps 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 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 also gauges 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 are also assessed. Whether it is a CO-wide agenda or just limited to a section or an individual is also covered under this dimension. The 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.

Approaches: Under this dimension, information on the current approaches used for UNICEF work related to the business sector is 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 determines challenges, gaps as well as needs and aspirations of offices, countries and markets (including National Committees) on B4R work to enhance impact. The RA focuses on B4R, as UNICEF primary business sector collaborative approach. Some references are added exploring other business sector engagement approaches, similar to B4R, used by external agencies (e.g. other UN agencies, ESG providers, business sustainability initiatives, certification schemes, international NGOs, etc.).

Technical Capacities: This dimension examines information on current human and technical capacities and gauges 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 assesses existing technical capabilities to prepare UNICEF for effective future evaluation and impact measurement of B4R work, such as baselines, data availability, resourcing, other information and clarity of accountabilities.

Partnerships: This dimension explores, 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. The dimension determines how strong and influential UNICEF partners are to support its work on children, assesses 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) is 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 is also assessed under this dimension.

Resources: This dimension focuses on gauging the likelihood of what financial and non-financial resources are being deployed, envisaged and /or collected through the B4R initiative. It also assesses 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. is covered under the dimension.

ANNEX C: READINESS DIMENSION INDEX METHODOLOGY

This annex describes the methodology used to estimate the indexes linked to the five dimensions of the readiness assessment framework: positioning, approach, technical capacity, partnership and resources. The methodology was used for its simplicity and to allow comparability across dimensions as well as regions or countries. Survey data were cleaned, processed and estimated using the statistical package STATA 13. All five indexes are estimated using a point system given to each item or sub-item reported as 'positive' by the respondent. Each positive response was given a specific number of points, which were then added, and divided by the total maximum number of possible points. The index ranges from zero (0) if country offices report not using any of the possible tools or approaches, suggesting that the office has limited tools in the specific readiness assessment dimension, to one (1) if country office report utilizing all possible tools or approaches, suggesting that the office has access to all possible tools to develop the specific readiness assessment dimension. The following formula was used in order to generate the index:

$$Index_d = \frac{\sum_{i=1}^t PR_{di}}{PR_{td}}$$

where,

$Index_d$: index for dimension d (range from 0 to 1).

PR_{di} : points for response of sub-item i of dimension d.

PR_{td} : total number of possible points for all sub-items included in dimension d.

Readiness assessment dimension: Position index

The index for the *position dimension* was estimated using survey item 6: "Which factors are helping UNICEF to enhance the business engagement positioning?" The survey instructed country offices to rate their importance from 1 not important to 5 highly important. Each of the possible responses would be given a one (1) point value to responses equal 5 – Highly important or 4:

- 1) Government initiatives that directly involve the business sector – 1 point.
- 2) Business-led initiatives specifically addressing child rights – 1 point.
- 3) Coordination and collaboration with other UN agencies / multilateral organizations – 1 point.
- 4) Senior management prioritization – 1 point.
- 5) Relevance and integration in programme planning and implementation – 1 point.
- 6) Technical capacity on business engagement and understanding of business landscape – 1 point.
- 7) Resources directly allocated to business engagement initiatives – 1 point.

The maximum number of points that a respondent could obtain is seven¹. The positioning index describes the percentage of these sub-items that were reported by the respondent as factors helping UNICEF in enhancing its business engagement positioning. In the best-case scenario, the total potential value reported for the position dimension would be seven and the index would be equal to one.

Readiness assessment dimension: Approach index

The index for the approach dimension was estimated using survey items 11. Survey item 2.1: “The recent Programme Guidance on how to Engage with Business in Country Offices references various modalities of engaging ‘with’ and/or ‘on’ business. Which factors are used to help UNICEF enhance the business engagement approaches in your country office? Please select all that apply to your office.” The survey instructed country offices to rate their importance from 1 less frequently used to 5 very frequently used. Each of the possible responses would be given a one (1) point value to responses equal 5 – very frequently or 4:

- 1) Bilateral fundraising partnerships – 1 point.
- 2) Engagement aimed at changing business practices – 1 point.
- 3) Bilateral Shared Value partnerships, integrating resource mobilization with technical collaborations, innovations, campaigning, etc. – 1 point.
- 4) Participation in multi-stakeholder platforms (Industry associations, Chambers of commerce, etc.) – 1 point.
- 5) Issue-based joint advocacy with Business – 1 point.
- 6) Technical advice to Government on the development of legislative and regulatory frameworks for industries relevant to UNICEF’s mandate – 1 point.
- 7) Procurement & vendor-based relationships – 1 point.
- 8) Contribution in-kind – 1 point.

The maximum number of points that a respondent could obtain is eight.² The approach index describes the percentage of these items with sub-items that were reported by the respondent as approaches currently being used on business engagement integration. In the best-case scenario, the total potential value reported for the approach dimension would be eight and the index would be equal to one.

Readiness assessment dimension: Technical capacity index

The index for the *technical capacity dimension* was estimated using survey item 15: “What technical capacities does the office currently have to work on partnerships/ engagement with the business sector?” The survey instructed country offices to choose

¹ The “other” category did not have additional information, and it was removed from the count.

² The “other” category did not have additional information, and it was removed from the count.

all responses that would apply. Each of the possible responses would be given a one (1) point value:

- 1) Dedicated staff responsible for public partnerships working on business engagement – 1 point.
- 2) Dedicated staff responsible for private sector partnerships working on business engagement – 1 point.
- 3) Planning and programme staff with accountabilities on business engagement formally described in their job description – 1 point.
- 4) Planning and programme staff with accountabilities on business engagement NOT formally described in their job description – 1 point.
- 5) Documentation on guidance and tools on business engagement – 1 point.
- 6) Capacity building, in the past 2 years, on engaging with business for programme results, for the CO colleagues (internal) – 1 point.
- 7) Capacity building, in the past 2 years, on engaging with business for programme results, for the business sector on UNICEF approach/programmes and results for children (external) – 1 point.
- 8) Support from Regional Advisers or/and Headquarters – 1 point.
- 9) Other (Dedicated or consultant B4R) – 1 point.
- 10) Other (Part time – including Communication C4D, Office of Representative, Advocacy partnership, PD, Budget, Short time consultant, NatCom support, GenU, Social policy sector) – 1 point.

The maximum number of points that a respondent could obtain is 10. The technical capacity index describes the percentage of these sub-items that were reported by the respondent as technical capacities that the offices have on business engagement. In the best-case scenario, the total potential value reported for the technical capacity dimension would be 10 and the index would be equal to one.

Readiness assessment dimension: Partnerships index

The index for the *partnerships dimension* was estimated using survey item 20: “Does your office have active collaborations that help build or strengthen business engagement for programme results?” The survey instructed country offices to choose all responses that would apply. Each of the possible responses would be given a one (1) point value:

- 1) With local government partners – 1 point.
- 2) Through connections with other business or chambers of commerce/industry in specific programme areas – 1 point.
- 3) With local UN and multilateral partners – 1 point.
- 4) With global UN and multilateral partners – 1 point.
- 5) With Civil society partners – 1 point.
- 6) Others (please specify) – 1 point.

The maximum number of points that a respondent could obtain is six. The partnerships index describes the percentage of these sub-items that were reported by the respondent

as types of partnerships for business engagement work. In the best-case scenario, the total potential value reported for the partnerships dimension would be six and the index would be equal to one.

Readiness assessment dimension: Resources index

The index for the *resources dimension* was estimated using survey items 23 Survey: “What type of resources has the Office invested/leveraged in the past 12-18 months to strengthen business engagement as a strategy to accelerate result for children?” The survey instructed country offices to choose all responses that would apply. Each of the possible responses would be given a one (1) point value:

- 1) Country Office RR – 1 point.
- 2) Country Office OR – 1 point.
- 3) Regional Thematic pools – 1 point.
- 4) Global thematic pools – 1 point.
- 5) Global LTAs – 1 point.
- 6) PFP Investment funds – 1 point.
- 7) Government funding – 1 point.
- 8) Funding from UN and other multi-lateral agencies – 1 point.
- 9) Other financial and non-financial: please specify – 1 point.

The maximum number of points that a respondent could obtain is nine. The resources index describes the percentage of these items with sub-items that were reported by the respondent as factors helping UNICEF in raising financial resources for business engagement. In the best-case scenario, the total potential value reported for the resources dimension would be nine and the index would be equal to 1.

ANNEX D: SAMPLE DESCRIPTION AND DATA CLEANING PROCESS

The 2020 B4R survey was launched, and data collected during October 2020, with the exception of India CO, where full responses were shared by November 2020. Data collection was done using the *SurveyMonkey platform*. Survey data have been cleaned based on the following criteria for consistency purposes in conducting RA:

- Only one observation per country office was kept.
 - Incomplete responses from COs were excluded (there was only one complete response per country office).
- Non-country office responses (responses from regional offices and headquarters) were excluded.

As a result, the sample consists of 93 observations. Figure 2 and table 1 provide the list of COs that were kept in the sample.

Figure 2: The map of B4R survey respondents

B4R survey respondents



Table 1: The list of B4R survey respondent COs

Regions and COs	Count of Country Offices	Regions and COs	Count of Country Offices
EAPR	8	ECAR	13
Cambodia	1	Belarus	
China	1	Bosnia and Herzegovina	
Indonesia	1	Bulgaria	
Lao	1	Croatia	
Malaysia	1	Kosovo	
Mongolia	1	Kyrgyzstan	
Philippines	1	Montenegro	
Thailand	1	Montenegro	
		North Macedonia	
		Romania	
		Serbia	
		Turkey	
		Turkmenistan	
		Ukraine	
ESAR	17	LACR	24
Angola	1	Argentina	1
Botswana	1	Belize	1
Burundi	1	Bolivia	1
Eswatini	1	Brazil	1
Ethiopia	1	Chile	1
Kenya	1	Colombia	1
Lesotho	1	Costa Rica	1
Malawi	1	Cuba	1
Mozambique	1	Dominican Republic	1
		Eastern Caribbean Area Office	1
Namibia	1	Ecuador	1
Rwanda	1	El Salvador	1
Somalia	1	Guatemala	1
South Africa	1	Guyana and Suriname	1
South Sudan	1	Haiti	1
Tanzania	1	Honduras	1
Uganda	1	Jamaica	1
Zambia	1	Mexico	1
		Nicaragua	1
		Panama	1
		Paraguay	1
		Peru	1
		Uruguay	1
		Venezuela	1

MENAR	9	SAR	5
Egypt	1	Bangladesh	1
Gulf Area Office	1	Bhutan	1
Iraq	1	India	1
Lebanon	1	Nepal	1
Morocco	1	Pakistan	1
State of Palestine	1		
Syria	1		
Tunisia	1		
Yemen	1		
WCAR	17		
Burkina Faso	1		
Cameroon	1		
CAR	1		
Chad	1		
Cote d'Ivoire	1		
DRC	1		
Gabon	1		
Gambia	1		
Guinea	1		
Guinea-Bissau	1		
Mali	1		
Mauritania	1		
Nigeria	1		
Republic of Congo	1		
Sao Tome & Principe	1		
Senegal	1		
Togo	1		
Total	93		

The overall response rate was 74 per cent, with country office response rates varying by region. The Latin America region reported a response rate of 100 per cent, while the East Africa and Middle East and North Africa regions reported a 57 and 60 per cent response rates, respectively. The response rate for SA, ECA, WCA, and ESA regions vary from 63 to 81 per cent. Moreover, percentage distribution of sample COs are close to the distribution of total COs by region (figures 3 and 4, table 2).

Figure 3: Response rate, by region

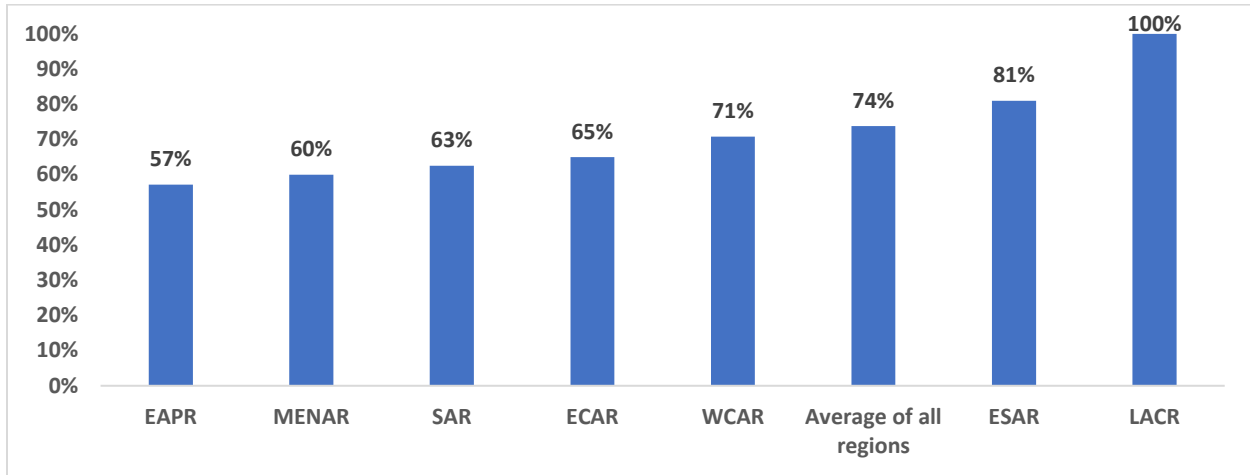
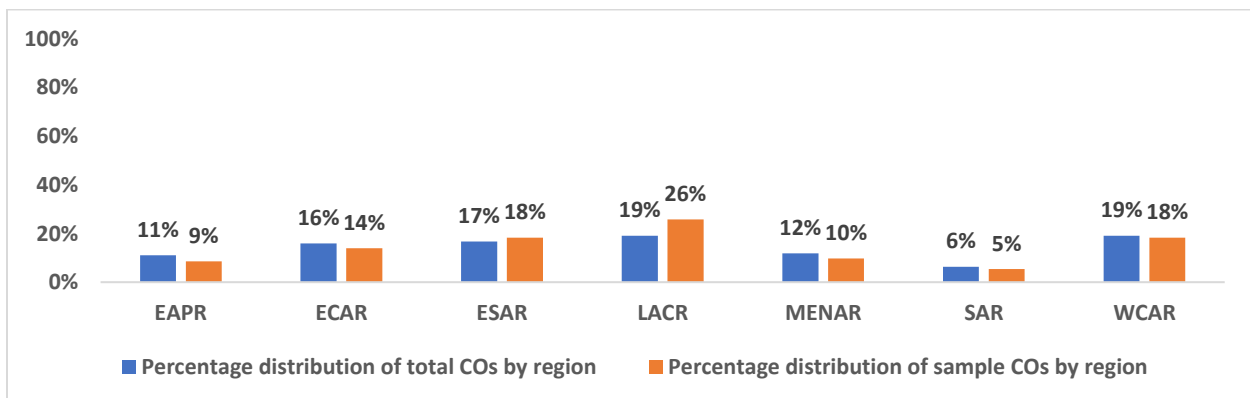


Table 2: Percentage distribution of sample and total COs, by region

Region	Total number of COs	Number of survey sample CO	Percentage distribution of total COs by region	Percentage distribution of survey sample COs by region
EAPR	14	8	11%	9%
ECAR	20	13	16%	14%
ESAR	21	17	17%	18%
LACR	24	24	19%	26%
MENAR	15	9	12%	10%
SAR	8	5	6%	5%
WCAR	24	17	19%	18%
Grand Total	126	93	100%	100%

Figure 4: Percentage distribution of total country offices and sample country offices, by region



ANNEX E: EASE OF DOING BUSINESS SCORE

Ease of doing business score

The ease of doing business score provides a quantitative indicator using a weighted averaging estimate of a set of component indicators (Doing Business report, the World Bank).³ The score is based on 12 areas of business regulation, procedures to set a business, workers and investor protection regulations, and regulatory frameworks for government contract. Table 3 presents a detail description of all indicators.

Table 3: Composition of the ease of doing business score

Indicator Set	What is measured
Starting a business	Procedures, time, cost, and paid-in minimum capital to start a limited liability company for men and women
Dealing with construction permits	Procedures, time, and cost to complete all formalities to build a warehouse and the quality control and safety mechanisms in the construction permitting system
Getting electricity	Procedures, time, and cost to get connected to the electrical grid; the reliability of the electricity supply; and the transparency of tariffs
Registering property	Procedures, time, and cost to transfer a property and the quality of the land administration system for men and women
Getting credit	Movable collateral laws and credit information systems
Protecting minority investors	Minority shareholders' rights in related-party transactions and in corporate governance
Paying taxes	Payments, time, and total tax and contribution rate for a firm to comply with all tax regulations as well as postfiling processes
Trading across borders	Time and cost to export the product of comparative advantage and to import auto parts
Enforcing contracts	Time and cost to resolve a commercial dispute and the quality of judicial processes for men and women
Resolving insolvency	Time, cost, outcome, and recovery rate for a commercial insolvency and the strength of the legal framework for insolvency
Employing workers	Flexibility in employment regulation
Contracting with the government	Procedures and time to participate in and win a works contract through public procurement and the public procurement regulatory framework

Results by region

Table 4 provides information on correlation between dimension indexes and EDB score 2020, and p -values for each region. The majority of p -values are not statistically significant. This might be a reflection of the similarities across CO survey sample within each region.

³ <https://openknowledge.worldbank.org/bitstream/handle/10986/32436/9781464814402.pdf>

Table 4: Correlation between dimension indexes and EDB score 2020, by region

Dimension	Correlation (<i>p</i> -value)						
	EAPR	ECAR	ESAR	LACR	MENAR	SAR	WCAR
Index Position	0.818* (0.01)	0.005 (0.99)	0.149 (0.57)	-0.100 (0.65)	0.498 (0.17)	0.831 (0.08)	-0.116 (0.66)
Index Approach	0.498 (0.21)	-0.230 (0.47)	0.517* (0.03)	0.005 (0.98)	0.465 (0.21)	0.086 (0.89)	0.412 (0.10)
Index Technical Capacity	0.051 (0.90)	-0.073 (0.82)	0.022 (0.93)	0.111 (0.61)	0.707* (0.03)	-0.644 (0.24)	0.233 (0.37)
Index Partnerships	-0.160 (0.70)	-0.191 (0.55)	0.299 (0.24)	0.041 (0.85)	0.454 (0.22)	-0.975* (0.005)	0.369 (0.15)
Index Resources	0.746* (0.03)	-0.086 (0.79)	0.257 (0.32)	0.059 (0.79)	0.726* (0.03)	-0.975* (0.01)	0.341 (0.18)

Source: WB Ease of Doing Business, UNICEF 2020 B4R survey.

Note: * Result is statistically significant, $p \leq 0.05$

T-test has been estimated to explore differences between B4R survey respondent and non-respondent groups in terms of EDB score for all regions except LACR due to 100 per cent response rate from the region. The results show that there is no significant difference between groups across regions (table 5).

Table 5: Average EDB score of B4R survey respondents and non-respondents, t-test, by region

Region	Respondents	Non-respondents	T-test (<i>p</i> -value)
EAPR	68.0	54.0	-1.88 (0.09)
ECAR	73.1	72.9	-0.07 (0.95)
ESAR	56.0	42.9	-1.63 (0.12)
MENAR	56.4	54.9	-0.22 (0.83)
SAR	61.2	53.1	-1.18 (0.28)
WCAR	48.3	50.0	0.69 (0.50)

Description of statistical terms

Correlation degree of statistical association (relationship) between two variables. This association could or could not be causal, so it should only be interpreted as the degree of linear relationship or dependency (i.e. correlation does not imply causation). This association could also be due to a spurious or unrelated event, or third factor such as the sales of ice-cream and sandals, both increasing during the Summer months, but not causally related.

Statistical significance is the probability of rejecting the null hypothesis and is expressed as a *p*-value. In other words, statistically significance means that the result is less likely to be due to luck or chance. A smaller *p*-value (less than 0.05 or statistically significant) shows a stronger evidence to reject the null hypothesis in favor for the alternative hypothesis.

T-value is a statistical test, calculating a standardized value from sample data during the hypothesis test. If t-value is equal to zero, it means the sample results equal to the null hypothesis. The increase/decrease in the absolute value of the t-value indicates whether the difference between the sample data and the null hypothesis increases/decreases. For instance, if a t-value is equal to two, it indicates that the groups are twice as different from each other as they are within each other.

ANNEX F: B4R TRAINING

In 2020, 25 COs (20 per cent out of all COs) and 1 RO have gone through the B4R training, with ECA region leading the list (35 per cent of COs in the region) and LAC closing the list (8 per cent). The aim for 2021 is to train 62 COs (49 per cent of all COs), covering important percentages of COs in the MENA (73 per cent) and LAC (58 per cent) regions. Table 6 provides the percentage of COs undergoing B4R training by region in both 2020 and 2021.

Table 6: Number and Percentage of COs undergoing the training by region, 2020 and 2021

Regions	Number of COs			Percentage of COs	
	Completed (2020 or prior)	Planned (2021)	Total number of COs	Completed (2020 or prior)	Planned (2021)
EAPR	2	4	14	14%	29%
ECAR	7	11	20	35%	55%
ESAR	3	8	21	14%	38%
LACR	2	14	24	8%	58%
MENAR	3	11	15	20%	73%
SAR	2	4	8	25%	50%
WCAR	6	10	24	25%	42%
Total	25	62	126	20%	49%

In the B4R RA sample, 18 COs have been identified as the ones that have received the official training in 2020, leading to the fact that 19 per cent of the sample has gone through the training. In 2021, 49 per cent of the sample will go through the B4R training. Regional distribution and the list of COs by region are available in figures 5 and 6, as well as tables 7 and 8, as of March 2021.

Figure 5: Percentage of COs that received training in the B4R RA sample, by region, 2020 or earlier

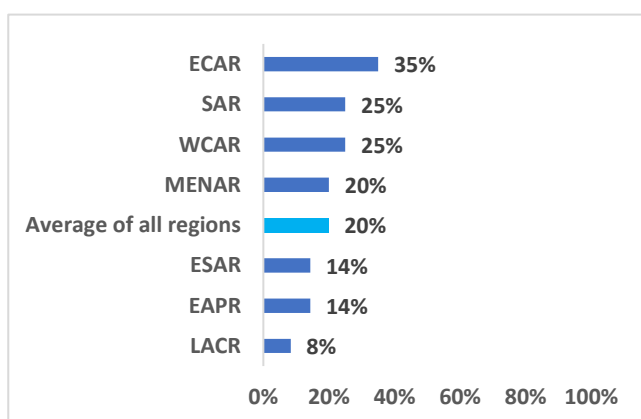


Figure 6: Percentage of COs that will receive training in the B4R RA sample, by region, 2021

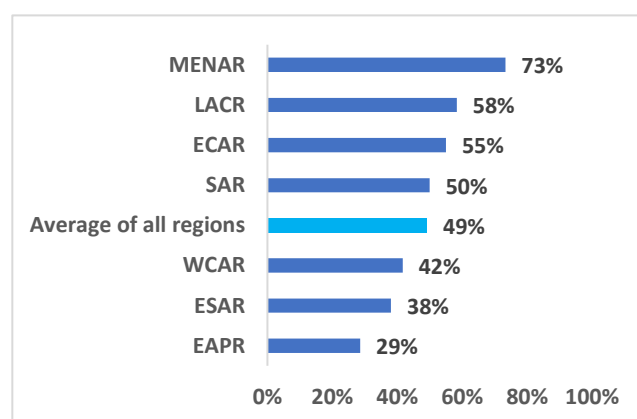


Table 7: The list of COs that received training in the B4R RA survey sample during and prior to 2020, by region

Region	COs in the survey sample that received the B4R training	COs that received B4R training but NOT in the sample
EAPR	Thailand	Vietnam
ECAR	Bulgaria Belarus Croatia Romania Serbia Ukraine	Kazakhstan
ESAR	Botswana Kenya	Madagascar
LACR	Uruguay Peru	
MENAR	Egypt Morocco Tunisia	
SAR	Bangladesh	Sri Lanka
WCAR	Mali Nigeria Senegal	Ghana Niger Liberia

Table 8: The list of COs that will receive the B4R training in 2021, by region

Region	COs in the sample that will receive the B4R training	COs that will receive B4R training but NOT in the sample
EAPR	Philippines China Laos Mongolia	
ECAR	Bosnia and Herzegovina Kosovo Kyrgyzstan Montenegro North Macedonia Turkey	Albania Armenia Azerbaijan Georgia Greece
ESAR	Angola Ethiopia Mozambique Rwanda South Africa	

	Tanzania Zambia Uganda	
LACR	Belize Brazil Bolivia Colombia Costa Rica Cuba El Salvador Guatemala Guyana Honduras Jamaica Panama Venezuela Paraguay	
MENAR	Lebanon Iraq Syria Yemen	Jordan Oman Algeria Djibouti Iran Libya Sudan
SAR	India Bhutan Pakistan Nepal	
WCAR	Cameroon Burkina Faso Chad Republic of Congo Democratic Republic of Congo Gabon Guinea Guinea-Bissau Sao Tome & Principe Togo	

ANNEX G: PSFR COs

The total number of UNICEF private sector fundraising (PSFR) COs is 21 (17 per cent of all UNICEF COs). All PSFR COs have responded to the B4R survey. The highest percentage of PSFR COs are in the LAC region (38 per cent). No presence of PSFR COs is observed in WCA region (table 9). Furthermore, out of all PSFR COs, 33 per cent have already received the training in 2020 and 33 per cent will get it in 2021 (table 10). Table 11 provides the list of PSFR COs by region and B4R training.

Table 9: Percentage of PSFR COs, by region

Regions	Number of PSFR COs	Number of PSFR COs in the B4R survey sample	Total number of COs	% of PSFR COs
EAPR	5	5	14	36%
ECAR	4	4	20	20%
ESAR	1	1	21	5%
LACR	9	9	24	38%
MENAR	1	1	15	7%
SAR	1	1	8	13%
WCAR			24	0%
Total	21	21	126	17%

Table 10: Percentage of PSFR COs undergoing B4R training

Regions	Number of PSFR COs undergoing B4R training 2020	Number of PSFR COs undergoing B4R training 2021	% of PSFR COs undergoing B4R training 2020	% of PSFR COs undergoing B4R training 2021
EAPR	1	2	20%	40%
ECAR	4	-	100%	-
ESAR	-	1	-	100%
LACR	2	3	22%	33%
MENAR	-	-	-	-
SAR	-	1	-	100%
WCAR	-	-	-	-
Total	7	7	33%	33%

Table 11: PSFR COs by region

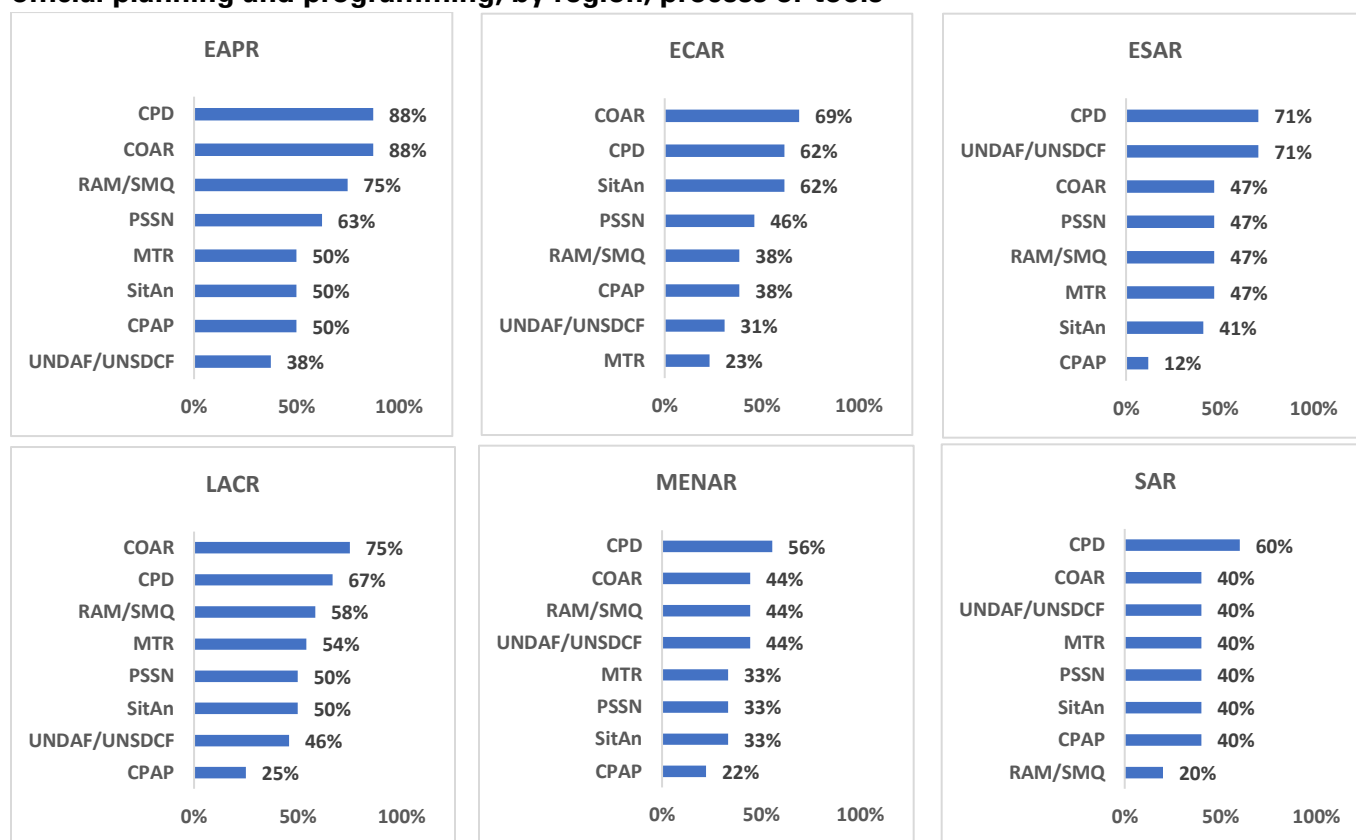
Region	Country Offices	B4R training 2020 and earlier	B4R training 2021
EAPR	China		X
	Thailand	X	
	Indonesia		
	Malaysia		
	Philippines		X
ECAR	Bulgaria	X	
	Croatia	X	
	Romania	X	
	Serbia	X	
ESAR	South Africa		X
LACR	Argentina		
	Brazil		X
	Chile		
	Colombia		X
	Ecuador		
	Mexico		
	Peru	X	
	Uruguay	X	
	Venezuela		X
MENAR	Gulf Area Office (GAO)		
SAR	India		X
WCAR	-		

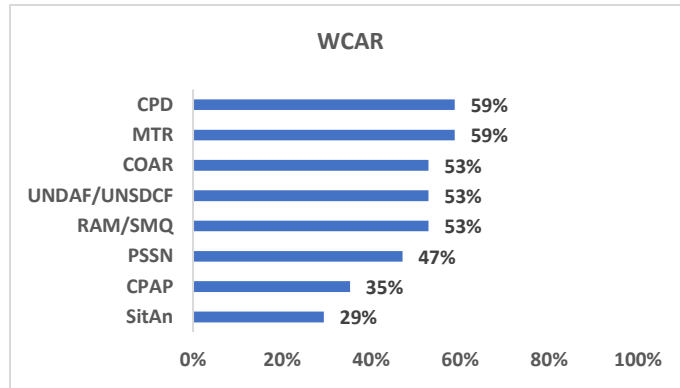
ANNEX H: POSITIONING DIMENSION, REGIONAL VARIATION OF MENTIONING OR INTEGRATING BUSINESS ENGAGEMENT IN OFFICIAL PLANNING AND PROGRAMMING

The percentage of COs reporting or mentioning business engagement in their CPD is the highest in EAPR (88 per cent) and ESAR (71 per cent). MENAR (56 per cent), SAR (60 per cent), and WCAR (59 per cent) are regions with percentages below the global average of all regions.

Regarding COs with mentions in their COARs, the largest percentages are observed in EAPR (88 percent), LACR (75 per cent), and ECAR (69 per cent), regions with percentages above the global average. COs are almost consistently less likely to report business engagement in CPAPs and in UNDAF/UNSDCF across most regions. MTR (23 per cent in ECA), RAM/SMQ (20 per cent in SA), and SitAn (29 per cent in WCA) are also less likely to have reports or mentions of businesses engagement.

Figure 7a-g: Percentage of COs mentioning or integrating business engagement in official planning and programming, by region, process or tools





ANNEX I: DOCUMENTATION REVIEW SAMPLING SELECTION AND ANALYSIS METHODOLOGY: CPDS AND COARS

Sampling Selection Methodology

The sample of Country programme documents (CPDs) and Country Office Annual Reports (COARs) were selected from all documents published between 2018 and 2020. These documents were mapped and analyzed for the triangulation purposes.

CPDs, COARs are categorized by:

- Country name,
- Region,
- Year,
- Mention of B4R,
- B4R information,
- Mention of the private sector,
- General mention of the private sector,
- Shared-value partnerships, corporate social responsibility (CSR), and public-private partnerships (PPP),
- Sectors,
- Outcome/output indicators (in case of CPDs) or fundraising and in-kind partnerships (in case of COARs),
- Private sector information.

Table 12: Coding description

Code	Definition
Country	Country name
Region	UNICEF region
Year	Year of the document
Mention of B4R	If there is any mention of B4R (1=yes, 0=no)
B4R info	Qualitative information mentioned in the documents on B4R
Mention of the private sector	If there is any mention of the private/business sector (1=yes, 0=no)
General mention of the private sector only	If the private/business sector is only mentioned alongside other actors and in a general way (i.e. UNICEF will work with governments, CSOs, UN agencies, universities, private sector, etc.)
Shared value partnerships, CSR, PPP	If there is any mention of shared value partnerships, CSR, and/or PPP
Sectors	Partnership sectors with the private/business sector, if mentioned
Outcome/output (CPDs only)	If the private/business sector is mentioned in outputs, outcomes, and/or KPIs in the CPDs

Fundraising or in-kind partnerships (COARs and SNs only)	If the private/business sector is mentioned in the perspective of fundraising and/or in-kind partnerships in COARs and SNs
Private sector info	Qualitative information mentioned in the documents on the private/business sector
Source	Sources of the documents

CPDs

The recent CPDs covering the timeframe from 2018 to 2020 have been selected for the mapping purposes. Country offices (COs) that have been covered in the mapping are reflected in table 13. The count of CPDs constitutes 71 (out of 126 COs, table 3) and only one of them have a mention of B4R (ECA region). Out of 71 CPDs, 53 of them (75 per cent) have responded to the B4R questionnaire. All COs having CPDs from ESA and LAC regions have responded to the B4R survey (tables 14 and 15).

Table 13: Country offices covered in the CPD mapping, by region and respondents v. non-respondents

Regions	Responded to B4R survey	Did not respond to B4R survey
EAPR	Cambodia	Myanmar
	Indonesia	Pacific islands
	Philippines	Papua New Guinea
		Timor-Leste
ECAR	Belarus	Kazakhstan
	Bosnia and Herzegovina	Moldova
	Bulgaria	
	Kyrgyzstan	
	Romania	
	Serbia	
	Turkey	
	Turkmenistan	
	Ukraine	
ESAR	Angola	
	Burundi	
	Ethiopia	
	Kenya	
	Lesotho	
	Malawi	
	Namibia	
	Rwanda	
	Somalia	
	South Africa	
	South Sudan	
	Uganda	

Regions	Responded to B4R survey	Did not respond to B4R survey
LACR	Bolivia	
	Chile	
	Colombia	
	Costa Rica	
	Cuba	
	Ecuador	
	Mexico	
	Nicaragua	
	Paraguay	
	Dominican Republic	
MENAR	Egypt	Djibouti
	Iraq	Jordan
	Gulf Area subregional programme	Libya
		Sudan
SAR	Bhutan	Sri Lanka
	India	
	Nepal	
	Pakistan	
WCAR	Burkina Faso	Benin
	Cameroon	Cabo Verde
	Central African Republic	Equatorial Guinea
	Congo	Ghana
	DRC	Liberia
	Gabon	Niger
	Guinea	Sierra Leone
	Mali	
	Mauritania	
	Nigeria	
	Senegal	
	Togo	

Table 14: The number and percentage distribution of mapped CPDs, by region

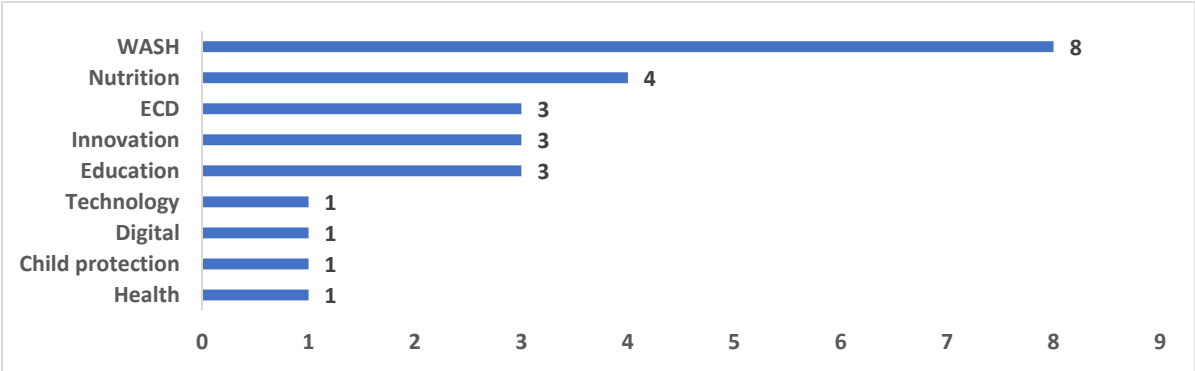
Region	Number of CPDs mapped	Total number of COs	% of CPDs mapped	Number of CPDs responding to the B4R survey	% of CPDs responding to the survey
EAPR	7	14	50%	3	43%
ECAR	11	20	55%	9	82%
ESAR	12	21	57%	12	100%
LACR	10	24	42%	10	100%
MENAR	7	15	47%	3	43%
SAR	5	8	63%	4	80%
WCAR	19	24	79%	12	63%
Total	71	126	56%	53	75%

Out of 71 CPDs mapped, 93 per cent (N=66) of them mentioned the private sector engagement in various capacities. Out of all CPDs mentioning the private sector, 61 per cent (N=40) had general mention of the private/business sectors, 38 per cent (N=25) highlighted shared-value partnerships, CSR, and PPPs, and 23 per cent (N=15) indicated the private sector in outcome and output indicators, as well as KPIs. WASH (N=8) and nutrition (4) are the common thematic areas for private/business sector engagement. The list is followed by innovation (3), ECD (3), and education (3) (figure 8).

Table 15: Private/business sector mention, by categories

Private sector	N	%
Mention of the private sector	66	93%
General mention only	40	61%
Shared-value partnerships, CSR, PPP	25	38%
Outcome/Output	15	23%

Figure 8: Thematic areas for private/business sector engagement, count



All mapped CPDs from ECA, MENA, and SA regions have indicated the private/business sector engagement. For other regions, the percentage varies from 86 per cent to 95 per cent (figure 9). The mention of the private/business sector by survey respondent COs (68 per cent) exceeds those not responded to the B4R survey (25 per cent). The same trend is manifested in shared-value partnerships, CSR, and PPP categories, as well as outcome/output indicators (figure 10). All CPDs in non-respondent COs highlight the private/business sector in EAP, ECA, MENA, SA, and WCA regions. When it comes to respondent COs, all CPDS in only ECA, MENA, and SA regions have included a mention of the private/business sector engagement. In non-respondent COs, the mention of the private sector is primarily general. Figure 11 provides more insights of regional distribution by categories.

Figure 9: Regional distribution of the private/business sector mention, by categories

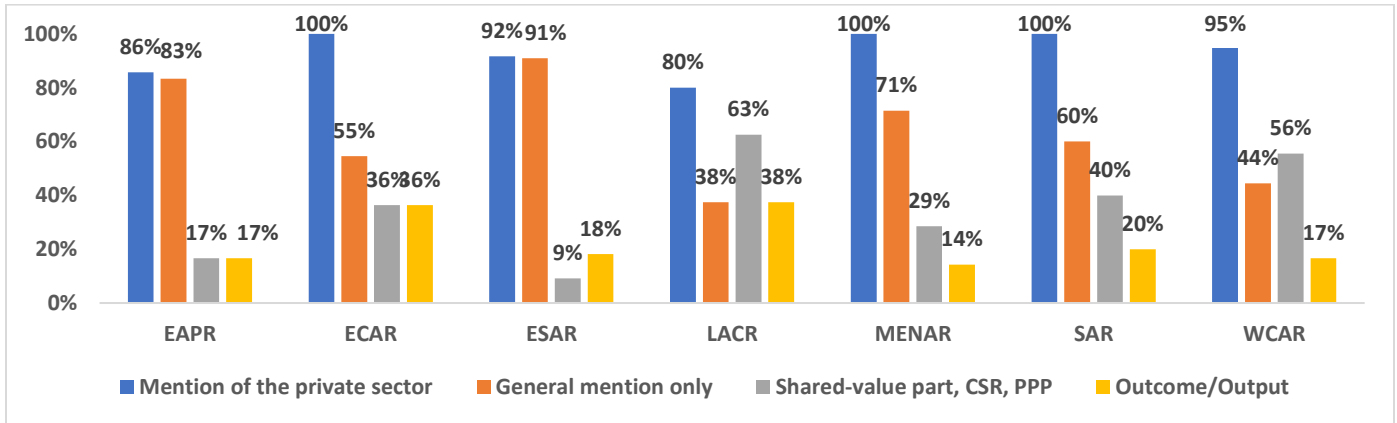


Figure 10: Percentage of the private/business sector mention, by categories, respondents v. non-respondents

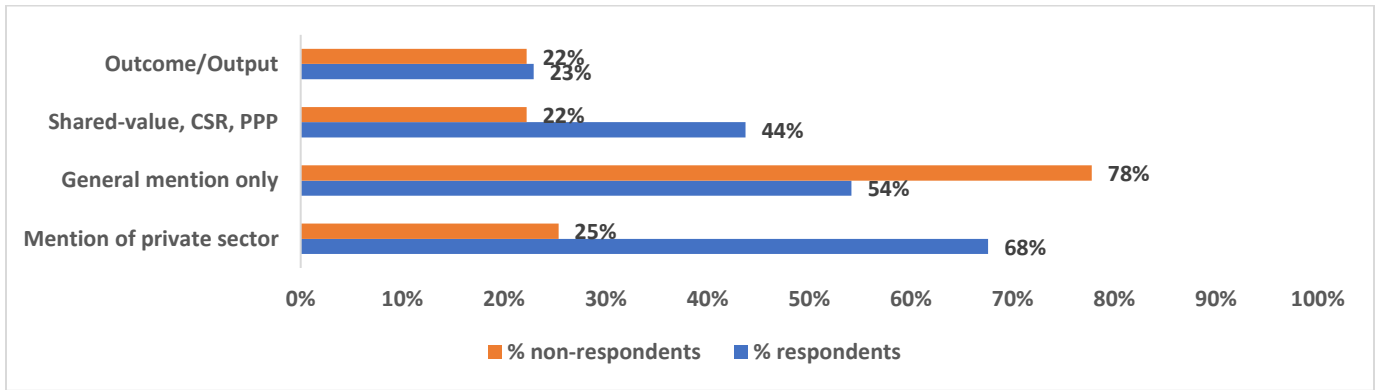
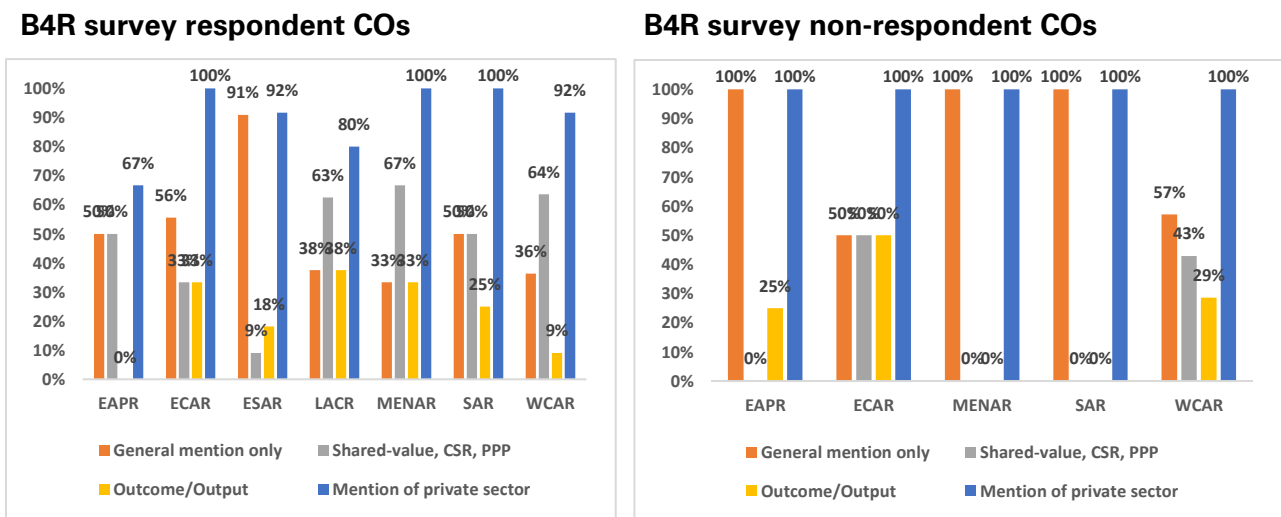


Figure 11: Regional distribution of the private/business sector, by categories, respondents v. non-respondents



COARs

Country offices have been selected for COAR mapping based on the following criteria (a) COs that have gone through B4R training, (b) COs that will go through B4R training in 2021, and (c) COs that will go through the training in 2022. The mapping of each region comprises of four COs; therefore, 28 COs have been analyzed in total.

Table 16: List of selected COs for COAR mapping

Country	Region	Have gone through B4R training	In the pipeline (2021)	Will go through later (2022)
Thailand	EAPR	X		
Cambodia	EAPR		X	
China	EAPR		X	
Lao	EAPR			X
Bulgaria	ECAR	X		
Serbia	ECAR	X		
Bosnia and Herzegovina	ECAR		X	
Turkmenistan	ECAR			X
Botswana	ESAR	X		
Kenya	ESAR	X		
Uganda	ESAR		X	
Eswatini	ESAR			X
Uruguay	LACR	X		
Brazil	LACR		X	
Eastern Caribbean Area Office	LACR		X	
Colombia	LACR			X
Egypt	MENAR	X		
Morocco	MENAR	X		
Lebanon	MENAR		X	
Iraq	MENAR			X
Bangladesh	SAR	X		
Nepal	SAR		X	
India	SAR		X	
Pakistan	SAR		X	
Mali	WCAR	X		
Nigeria	WCAR	X		
DRC	WCAR		X	
Cameroon	WCAR		X	

The majority of COARs (89 per cent) included a mention of the private/business sector, out of which shared-value partnerships, CSR, and PPP are more likely to be highlighted (67 per cent). B4R has been mentioned in 29 per cent of COARs (figure 12). The most common thematic areas mentioning private/business engagement are WASH (7) and nutrition (5). Figure 13 provides all thematic areas mentioned.

Figure 12: Percentage of the private/business sector mention, by categories

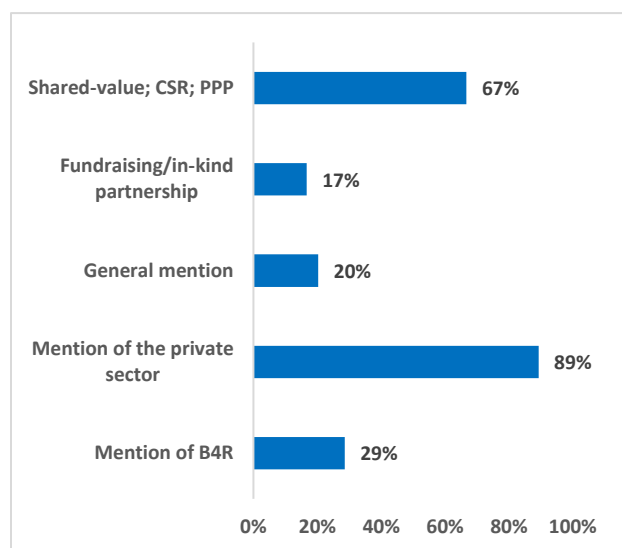
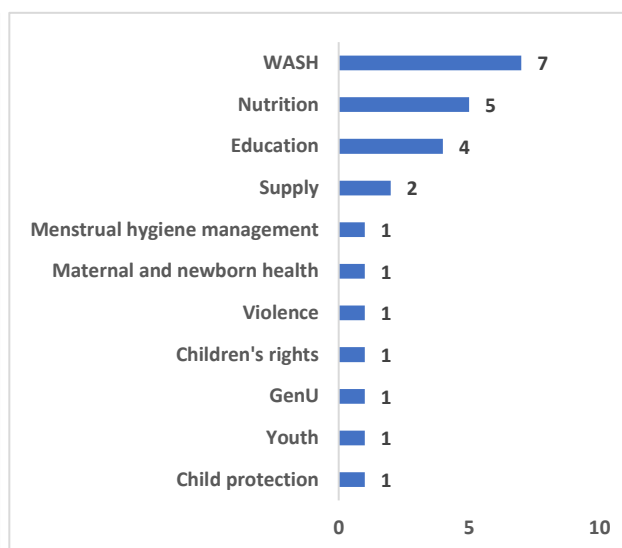


Figure 13: Thematic areas for private/business sector engagement, number of country offices



The private/business sector has been mentioned in all mapped COARs from EAP, LAC, SA, and WCA regions. At the same time, B4R has been stressed in more COARs compared to CPDs. For instance, LAC and WCA regions incorporated B4R concept in 50 per cent of the mapped COARs, and SA and EAP regions in 25 per cent of COARs. Furthermore, the most frequent mention of the private sector engagement is shared-value partnerships, CSR, and PPP among all regions. Figure 14 provides a detailed description by region and categories.

Figures 14a-b: Percentage of country offices mentioning private/business sector in COARs, by region, categories

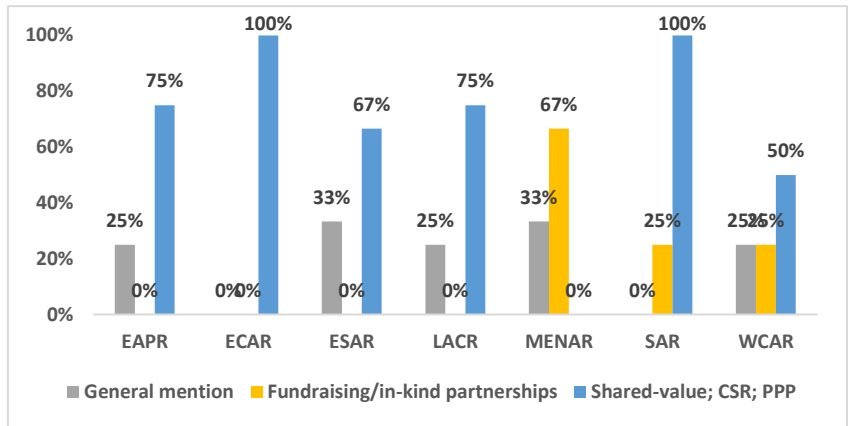
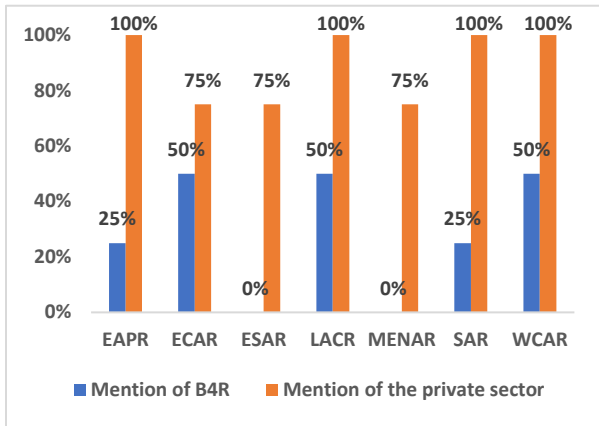


Table 17: Mapping of CPDs

CPD - Country	Region	Mention of the private sector	General mention	SVPs, CSR, PPP	Thematic Area	Outcome / output	Private sector info
Cambodia	EAPR	0					
Pacific islands	EAPR	1	1				Economic growth prospects are brighter in a few countries, particularly Samoa and Tonga, with increasing private sector and infrastructure investments. Key partners for programme implementation will include nongovernmental organizations (NGOs), community-based organizations, faith-based organizations, media, private sector, etc. UNICEF will seek a broader range of donors, including regional and global private foundations, that have an interest in climate change adaptation and mitigation.
Indonesia	EAPR	1		1	WASH		A key partnership goal is to deepen engagement and strengthen the ability of the private sector to leverage the power and voice of businesses and markets to benefit children. UNICEF will also prioritize partnerships with individual donors and corporate partners. The programme will support increased access and higher quality WASH services by facilitating more community participation, strengthened institutional capacity, increased climate resilience, greater funding and stronger participation of the private sector. Partners, including the private sector, will be equipped with data and capacity to monitor and implement safely managed water supply services in urban areas. UNICEF will support the private sector in improving access to evidence-informed, climate-smart design and market information for WASH service provision. A more comprehensive picture of the health system will be built that better understands, engages and leverages the role of the private sector in delivering health services and building climate-resilience. Online protection will be enhanced through technical support to the Government and partnerships with the private sector and CSOs. Innovative

							tools and private sector partnerships will facilitate the promotion of safety and skill development.
Myanmar	EAPR	1	1				Strengthening partnerships with civil society and private sector. With the opening up of the economy, the private sector plays an increasingly important role in the country development agenda and as duty-bearer in upholding child rights in Myanmar. However, regulatory frameworks and capacity building are necessary to enable businesses to protect children’s rights and adopt child-friendly practices. Bilateral donors, multi-donor global and country-level partnerships, international foundations, private sector and UNICEF national committees serve as sources of financial resources for the country programme, supplemented by UNICEF core resources.
Papua New Guinea	EAPR	1	1				UNICEF will leverage resources from other partners, including civil society and the private sector. Evidence and innovative approaches will be used to raise awareness of child rights and inequities, mobilize public support for policy change, using media and digital platforms, and support private sector fundraising, while promoting a credible brand. Partnerships will be explored with a wide group of stakeholders such as the private sector, etc.

Philippines	EAPR	1	1				Public discourse and social norms – harnessing the vibrant mass media, including digital and social, to engage more directly with citizens, particularly the large youth population, together with civil society organizations (CSOs) and the private sector to effect positive social change. Leveraging resources and partnerships for children – engaging a wide range of stakeholders, including all levels of government, bilateral and other development partners, civil society, the media and young people, to establish priorities and commitments to use funds as a catalytical resource for effective, scalable and sustainable interventions and working with the private sector to influence local business practices for children’s rights. Programme effectiveness component supports actions to ensure the effective implementation and management of the country programme, including programme coordination, strategic communication and private sector engagement. The risk management strategy involves developing evidence on costed interventions and advocacy that target decision-makers in the public and private sectors and influence public discourse and partnership mechanisms to leverage equity-focused investments for children.
Timor Lester	EAPR	1	1			1	UNICEF will emphasize scalability in programme design through multifaceted and expanded partnerships, including with the private sector. UNICEF will also strengthen partnerships with development partners – bilateral, multilateral and nongovernmental organizations – and expand collaboration with the private sector to strengthen advocacy for children. The private sector will be an important focus, in its capacity as an influencer of economic and political life and as a duty-bearer encouraged to protect and promote children’s rights. Innovative and result-focused programming will drive engagement with bilateral donors, multi-donor global and country-level partnerships, international foundations, private sector and UNICEF National Committees as sources of financial resources for the country programme,

						supplemented by UNICEF regular (core) resources. Output: Key actors, including opinion leaders, donors, the private sector, the media and youth, have increased capacity and commitment to leverage their influence to raise the profile of and drive action on children’s issues.
Belarus	ECAR	1		1	Education, digital	1 The current programme created productive partnerships with the private sector and civil society and contributed to larger collaboration platforms such as the CAFCS. Building on the “family for every child” campaign, UNICEF will work with the private sector, civil society and media to expand the public discourse on the harms of institutionalization and the need to support vulnerable families. Involving adolescents and youth in the process, UNICEF will work with the Ministries of Education, and Labour and Social Protection and the private sector to define skills needed for the realities of the twenty-first century, adapting formal and informal education methods, including the use of digital technologies. In cooperation with state employers and the private sector, the component will seek to create better employment opportunities for adolescents and youth with disabilities and the most marginalized, and support the engagement of young women in science, technology, engineering and mathematics. With UNICEF as a catalyser, the programme aims to generate public-private partnerships built on shared values that include attention to children, equal opportunities, and care for the vulnerable. UNICEF has been successfully promoting coalitions for children, particularly with sport institutions. With its universal appeal, sports will remain an entry point for social engagement of children, youth and the private sector. Building on past successes, the private sector will remain a partner in reaching out to citizens for individual pledges, benefiting children with disabilities, family support systems and social inclusion. UNICEF will partner with authorities, academia, think tanks and private research companies to prepare investment cases that identify cost effective ways to provide equitable services for children. . UNICEF will monitor the fiscal situation, taking into account

							the impact of COVID-19, develop proposals to increase spending efficiency, and promote public-private partnerships. UNICEF works closely with financial institutions and other agencies to provide technical assistance to achieve synergies and resource allocation for effective results for children. Indicator: By 2025, public-private engagement is enhanced and efficiency of spending to better realize the potential of future generations is increased.
Bosnia and Herzegovina	ECAR	1	1				Consultations with government counterparts, civil society, academia, the private sector and young people informed the scope of the country programme. The country programme is aligned with the United Nations Sustainable Development Cooperation Framework 2021–2025 and implemented in collaboration with the authorities in Bosnia and Herzegovina as well as with development partners, civil society organizations, the private sector, research institutions, universities and United Nations agencies. UNICEF will continue to consolidate strategic partnerships involving joint advocacy and funding with the European Union, bilateral donors, international financial institutions, foundations and the private sector.
Bulgaria	ECAR	1		1		1	More than 80,000 individuals and 700 businesses contributed to UNICEF-supported programmes during 2013–2016. Corporate engagement with the business sector will be further developed through an integrated approach, including resource mobilization, corporate social responsibility and advocacy initiatives. UNICEF will build on its resource mobilization from individual monthly donors, currently numbering around 30,000 people, and will combine this engagement with communication for social change to create a group of supporters for children. Partnerships for monitoring, communication and promotion of child rights in Bulgaria and globally component will focus on building new alliances with children and adolescents, State institutions, media, civil society and the private sector for monitoring,

							communication and advocating for children’s rights. Outcome: By 2022, child rights are monitored, communicated and promoted through enhanced partnerships with State institutions, civil society, media, private sector, children and adolescents, and Bulgaria increasingly contributes to the advancement of child rights globally. KPI: Contributions from the private sector (corporate partners and private individuals) for the country programme.
Kazakhstan	ECAR	1		1		1	Every outcome includes specific interventions to unlock the potential of the private sector in Kazakhstan in addressing the challenges faced by children. The aim is to strategically position UNICEF as a thought leader for business engagement in the best interest of children and to explore shared-value partnerships that generate economic returns for businesses, produce value for society and support the mission of UNICEF in Kazakhstan. The programme will establish linkages with the private sector regarding the skills required for employment, including digital skills, and support horizontal cooperation to share knowledge, best practices and lessons learned. UNICEF will advocate for adoption and enforcement of the International Code of Marketing of Breast-milk Substitutes, and with the private sector to incorporate child-friendly business principles in supporting breastfeeding mothers, parental leave, flour fortification, salt iodization and limiting the marketing of unhealthy food to children. The program will also explore resource mobilization opportunities with current and emerging donors, international financial institutions and the private sector. Output: Advocacy, public alliances and private sector partnerships.
Kyrgyzstan	ECAR	1	1				Partnerships with civil society organizations, academia, the media and the private sector will create a critical mass of supporters of the realization of child rights.

Moldova	ECAR	1	1				UNICEF will support the media's capacity in active and ethical reporting on child rights, and it will work with the private sector to positively change business behaviour and practices to maximize positive outcomes for the most vulnerable children. Building strong partnership with the private sector will be a high priority for the country programme.
Romania	ECAR	1	1				Based on trends and forecasts, private sector fundraising is expected to grow in the country, reflecting the increasing public engagement in child rights issues.
Serbia	ECAR	1		1			Building on the close engagement of UNICEF with the private sector, partnerships with businesses and chambers of commerce will be strengthened to scale results for children. Aims will include influencing businesses' operations and building their capacity to apply the Children's Rights and Business Principles; advocacy for children with and by the private sector; public-private partnerships for social services; and the mobilization of business assets, including technical expertise, innovation, research and marketing outreach. In partnership with the Government, the private sector and international financial institutions, non-formal skills programmes will be modelled for the acquisition of transferable, digital, greening and entrepreneurial skills, especially for the most marginalized. UNICEF will continue to engage with the Serbian public, the private sector, including the start-up ecosystem, and the Government to mobilize resources and innovation for child rights. UNICEF will aim to increase funding from the Serbian private sector, which reached over \$1 million in 2019.
Turkmenistan	ECAR	1	1				Multi-stakeholder partnerships, including with civil society and the private sector, will be fostered.

Turkey	ECAR	1			Technology, Innovation	1	UNICEF will further explore and diversify funding sources, including through leveraging of national resources and increasing partnerships with the Turkish National Committee for UNICEF, the private sector and multilateral development banks. Collaboration with other United Nations agencies and the private sector will be strengthened to scale-up technologies and innovations for youth. The focus of this outcome is to increase investment of financial and non-financial resources to advance child rights through the creation of a “social compact” for children, involving public authorities at the central and local levels, relevant national institutions, civil society, the private sector, and children and young people, to improve monitoring for child rights. Supporting the Government, as well as the private sector and civil society, to leverage investments to enhance the well-being of children and families. UNICEF will continue to work closely with the private sector to promote child-sensitive and responsible business practices. Outcome: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.
Ukraine	ECAR	1	1				Success will require sustained high-level political commitment at the national and subnational levels among all stakeholders, including private-sector actors.
Angola	ESAR	1	1				Evidence and innovative approaches will be used to raise awareness of child rights and inequities, mobilize public and private support for policy change and programme implementation. New strategic alliances will be formed with the private and philanthropic sectors for specific programmes. Strategic partnerships will be sustained with the World Bank, the International Monetary Fund, the European Union, the Global Partnership to End Violence Against Children, the Generation Unlimited partnership, the Global Fund and Gavi, the Vaccine Alliance, United Nations agencies, the private sector, academia and civil society

						(contributing to achievement of relevant outcomes of the UNDAF 2020–2022).
Burundi	ESAR	1	1		WASH	UNICEF will partner with non-governmental organizations for service delivery; with the private sector, especially as participants in the WASH sector; and with academic and research institutions to build capacity for child-focused evidence generation and evaluation.
Ethiopia	ESAR	1	1		Nutrition , WASH	The development and humanitarian partners are the Government, bilateral and multilateral organizations, foundations, civil society, private sector, academic and research institutions and the media. Advocacy and partnerships, including with the private sector, will help improve year-round availability of diversified complementary food, and increase food fortification and provision of nutrition-sensitive support to young children and pregnant women. The nutrition programme’s development and humanitarian partners include the private sector, etc. Strong private sector partnerships will be pursued for marketing of sanitation products, with linkages to the Productiv e Safety Net Programmes. Risks of low private sector capacity for provision of services and supplies are mitigated by vigilant oversight mechanisms and selective use of the UNICEF global system.
Kenya	ESAR	1	1			UNICEF will foster partnerships with the private sector by harnessing their core business practices and leveraging their resources, marketing power, capacity and sphere of influence in the interests of vulnerable children. UNICEF will work with the national and county Ministries of Health, the Kenyan Medical Supplies Authority, the Ministry of Water and Irrigation, the National Drought Management Authority, the National Treasury, non-government organizations (NGOs) and the private sector.

Lesotho	ESAR	1	1			1	Key strategic partners include the Ministry of Education and Training, the Ministry of Health, the Ministry of Social Development, and the Ministry of Water, civil society, the private sector, community leaders, institutions of higher learning and families and children. UNICEF will strengthen strategic partnerships with the private sector (information technology support/mobile network operators) to leverage resources and influence policy implementation. UNICEF will also proactively engage new donors and the private sector, and reinforce relationships with existing donors. Outcome: By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security, and decent work, especially for women, youth and people with disabilities.
Malawi	ESAR	1	1				Evidence-based advocacy, public and private partnerships and external communications will raise awareness and support social movements in favour of priority areas, such as ending child marriage, while promoting gender equality and children's and women's rights.
Namibia	ESAR	1	1				UNICEF will advocate for and influence gender-responsive and child-friendly budgeting with the Government and local private sector, focusing on increasing the effectiveness and efficiency of public finance for children. This country programme will be coordinated under the UNPAF 2019–2023, and implemented under the leadership of the National Planning Commission and in collaboration with line ministries, parastatal institutions, civil society organizations, the private sector, research institutions and universities.
Rwanda	ESAR	1	1		ECD, Nutrition, WASH		Within a dynamic donor landscape, UNICEF will consolidate and strengthen relationships with current donors and forge new partnerships, including with the private sector. Working with the private sector, UNICEF will continue to influence local markets, building on existing partnerships in ECD, nutrition and WASH. Partnerships will focus on the private sector to leverage investment in children and advocate for child-friendly business practices. Leveraging resources and

							partnerships for children, including strengthening collaboration with the private sector and engagement with communities.
Somalia	ESAR	1	1				UNICEF will continue to nurture partnerships by working closely with key government entities at national and sub-national levels, as well as the World Bank and other multilateral partners, bilateral donors, academia, private sector and NGOs. UNICEF will foster dialogue, building upon its convening power to broker relationships across different change agents, from engagement with line ministries to parliamentarians; federal, state and local authorities; civil society; the private sector; and children.
South Africa	ESAR	1		1		1	UNICEF will consolidate and leverage strategic partnerships with these foundations to enhance youth employability and will also collaborate with the private sector to mobilize and leverage financial and technical support. A multisectoral approach in the continuing implementation of sanitation appropriate for education, through direct support to strengthening the capacity of the National Education Collaboration Trust as well as leveraging the private sector. South Africa will continue to prioritize private sector engagement with a dedicated corporate partnership function to mobilize and leverage resources for children and to influence industry sustainability policies to accelerate the realization of child rights. The country programme will be implemented under the leadership of the Department of International Relations and Cooperation, in collaboration with line departments, parastatal institutions, civil society organizations, the private sector. Output 3: Private sector partnerships and fundraising.
South Sudan	ESAR	0					

Uganda	ESAR	1	1				Stronger and more strategic business engagement and greater collaboration with the private sector to accelerate results for children. Delivering results at scale by developing and leveraging partnerships and resources, including through strategic engagement with business and the broader private sector. UNICEF aims to achieve these results with government partners, the private sector, etc.
Bolivia	LACR	1	1			1	New partnerships with academia will be developed and alliances with the private sector will be expanded, aiming to raise awareness on the importance of protecting children from violence. Every child has an equitable chance in life component will foster and expand multi-stakeholder partnerships with the public and private sector. UNICEF will strengthen partnerships with the private and public sectors to leverage resources for children. KPI: # of civil society organisations and private companies that advocate for children's rights.
Chile	LACR	1			1		The private sector will play a critical role in the programme: implementing partners in their capacity as service providers; child rights advocates within and beyond corporations, in line with corporate social responsibility policies, the National Plan of Business and Human Rights and with the Child Rights and Business Principles; 35 and major financial contributors towards local fundraising efforts. The efforts of UNICEF Chile in local private sector fundraising is expected to grow considerably throughout the programme. The trend in resource mobilization from the private sector shows steady growth and is expected to gradually increase local fundraising.

Colombia	LACR	1		1	Nutrition		The private-public Alliance for Nutrition was launched in 2019 to strengthen the roadmap for providing intersectoral services for children and support to families. The private sector continues to be one of the country's growth drivers. UNICEF will strengthen its partnerships with the private sector to contribute to Sustainable Development Goal achievement and the fulfilment of the rights of children and adolescents. UNICEF will promote such initiatives as Generation Unlimited to create opportunities for adolescents. Programme effectiveness includes programme coordination and such cross-cutting elements as fundraising, partnerships with the private sector for the promotion of respect for the rights of children and adolescents, etc. Programme and risk management will foster public-private partnerships, the identification of good practices, technical/financial assistance among interested countries for Col-Col, South-South and triangular cooperation.
Costa Rica	LACR	1	1				Two key lessons, relevant in the context of the 2030 Agenda, will inform future programming: (a) Notwithstanding the impressive gains for children, insufficient coordination between governmental institutions and among government, civil society, the private sector and other partners, etc. These priorities will buttress the National Pact to Meet the Sustainable Development Goals, which coalesces more than 300 government, civil society, private sector and international development agencies. A broad partnership base uniting key national government institutions, municipal authorities, legislative and judicial sectors, civil society and the private sector will generate a high level of ownership, intersectoral synergies and coordination to reduce fragmentation and enhance programmatic efficiencies. Addressing the barrier of insufficient national agreements that guarantee the rights of all children and the reduction of inequalities entails involving the public and private sectors, etc.
Cuba	LACR	0					

Dominican Republic	LACR	1		1			Alliances will be established with the private sector to promote corporate social responsibility in favour of the rights of children and adolescents, and to ensure support for advocacy to achieve programme results and to mobilize national investment in children. Private sector participation will be fostered to include children's rights within corporate social responsibility programmes, to ensure support for advocacy and to achieve programme results, and to mobilize resources for UNICEF. The principal partners of the component include the private sector. Advocacy and awareness-raising will be directed to the communities and the tourism-related private sector. Strategies to raise funds from multi-donor trust funds, local representatives of donor countries and the private sector will be implemented.
Ecuador	LACR	1	1				UNICEF will promote a resource mobilization strategy that includes local fundraising through corporate and individual channels. With the business sector, the rights of children will be promoted from the perspective of co-responsibility, with the aim of channelling resources and the commitment to generate policies for children and adolescents and implementing practices that promote the rights of children.
Mexico	LACR	1		1		1	Mexico has a strong private sector that has the potential to fund promising public-private partnerships complemented by corporate social responsibility. The private sector is also a credible partner for child rights advocacy, a source of knowledge for innovative solutions, a collaborator in the formation of a new generation of adolescents and a contributor to funding the country programme. Alliances and partnerships will be fostered within the United Nations, and with the private sector, civil society and children themselves, to develop shared-value partnerships that generate positive results for children and adolescents and prioritize their development and well-being. UNICEF will work with the National Water Commission, the Ministry of Education, the National Institute of Physical Infrastructure for Education and the private sector, on norms and standards for the provision of water, sanitation and hygiene facilities in schools. In

							<p>partnership with government and the private sector, efforts will be made to prepare adolescents towards future employability and decent work, through both formal and non-formal pathways, particularly in the most vulnerable and violent contexts. UNICEF will support the strengthening of psychosocial support capacities of public and private service providers for migrant children and adolescents. UNICEF will seek shared-value partnerships that benefit children and adolescents and promote the adoption of child rights-related business principles. UNICEF will implement a fundraising strategy focused on mobilizing individual pledge and major gift donors and corporate and philanthropic partnerships. The organization will seek to expand the role of the private sector in terms of knowledge leadership, advocacy and co-education in preparing a new generation of adolescents with the skills required for their future employability, especially in light of the Generation Unlimited initiative. UNICEF will expand its outreach through traditional, digital and social media strategies, publications, special initiatives and engagement of key Government, civil society and private sector actors. UNICEF will mitigate these risks by incorporating emergency preparedness in regular programming and in private sector fundraising. + Output</p>
Nicaragua	LACR	0					
Paraguay	LACR	1		1	ECD	1	<p>Its close collaboration with the private sector has enabled the organization to innovate in such areas as early childhood development, e.g., a model programme for comprehensive care for vulnerable children, implemented in partnership with the municipality of Asunción and the business sector. The same approach can be extended to preparing adolescents for employment. UNICEF will strengthen the mobilization of resources through: (b) the mobilization and leveraging of domestic resources, including partnerships with the private sector (for example, the business-sector initiative for early childhood). Partnerships with counterparts in Government, municipalities, civil society, the private sector, multilateral and bilateral development agencies and United Nations</p>

							agencies will be essential to achieving the outcomes. Work will be carried out in partnership with civil society, the public and private sectors and the media to facilitate public dialogue. Outcome: By 2024, national and subnational institutions of the public sector, private sector, civil society organizations and communities have strengthened their resilience, risk-management capacity and response to emergencies and the effects of climate change, from a rights and gender perspective.
Gulf Area subregional programme	MENAR	1		1	Education, ECD	1	The private sector plays an increasingly important role in education provision. The goal of the 2019–2023 subregional programme is to further strengthen the strategic partnership with the private sector to mobilize and leverage resources for children in the Gulf. The private sector will also be sought out as a key public-private partner in ECD. UNICEF will expand its work with the private sector, partnering with businesses as advocates for children and promoting child-friendly business practices in line with the Child Rights and Business Principles. Indicators on private sector partnerships.
Djibouti	MENAR	1	1				UNICEF will continue strategic partnerships with other United Nations agencies, bilateral and multilateral partners, NGOs, civil society organizations (CSOs), the private sector and academic institutions, and will actively participate in national aid coordination mechanisms.
Egypt	MENAR	1		1			Building on experiences in the current cycle, stronger partnerships with the private sector are envisaged. Private sector partnerships will follow the integrated corporate engagement approach and include upstream work engaging businesses on child rights and innovation, and downstream work in fundraising and advocacy. Partnerships will particularly focus on private sector partners for resource mobilization and on advocacy for child friendly business practices.
Iraq	MENAR	1	1				UNICEF will mobilize resources from bilateral and multilateral donors, foundations, private sector and the

							National Committees for UNICEF, to be supplemented by core resources.
Jordan	MENA R	1	1				Private sector partnerships will be strengthened for programming and resource mobilization, in line with the Children's Rights and Business Principles.
Libya	MENA R	1	1				The country programme will strengthen existing partnerships and create new opportunities with the private sector (including oil) to win support for the cause of children to leverage the extensive private wealth in Libya. UNICEF will leverage funds from the private sector, diaspora and individual families in Libya and will advocate for increased use of government resources to benefit children.
Sudan	MENA R	1	1				Diversification of the current donor relationships, with a focus on evidence-based advocacy and emphasis on value for money, as well as leveraging the know-how, societal links and resources of private-sector and other partners through strengthened partnerships, will safeguard against decreasing resources.
Bhutan	SAR	1	1				UNICEF will invest in partnerships with the Government, civil society, academia, communities and development partners at all levels, including the emerging private sector. UNICEF will focus on strengthening its funding environment, including mobilizing additional resources (e.g., private sector); using enterprise risk management to monitor risks; maintaining and building alliances with key partners; and enhancing PF4C across all components.

India	SAR	1		1		1	Existing partnerships with the public and private sectors and with civil society will be strengthened within the framework of the Child Rights and Business Principles. Public- and private-sector engagement for child rights: UNICEF will engage with the Government and the private sector and play an important role in convening public and non-public stakeholders. The component is aimed at increasing the knowledge of the public and private sectors regarding the impact of business policy on children and communities and promoting responsible business practices. Support enhanced collaboration between the public and private sectors through synergistic approaches and contributions of financial and non-financial resources. Strengthen initiatives with targeted businesses and key stakeholders. Increase commitment and action by key business stakeholders to promote, support, respect and fulfil child rights. Bilateral donors, multi-donor global- and country-level partnerships, international foundations, the private sector and UNICEF National Committees will be engaged for results and resources for children, supplemented by UNICEF core resources. Outcome: Business and key business stakeholders demonstrate growing willingness, commitment and resource allocation for protecting and promoting child rights in policy and practice. Outcome indicators: Percentage of identified key business stakeholders that have contributed to and, advocated, demonstrated respect and support for child rights, percentage of companies spending corporate social responsibility budgets on national priorities linked to the Child Rights Agenda; Number and percentage of target key business stakeholders that adopt policies and practices aligned with child rights and business practices.
Nepal	SAR	1	1		WASH, Nutrition		Advocacy and private sector engagement are expected to strengthen the local production of micronutrient powder and fortified foods. The private sector will be engaged to promote improved hygiene practices and create markets for sanitation.

Pakistan	SAR	1		1	WASH	An emphasis on more-innovative partnerships with the private sector for results. Priority will be given to high-impact health-care practices and to working with “Lady Health Workers”, the private sector and civil society to influence positive behaviours among parents and other caregivers, while creating demand for skilled care. An effective provincial case-management and referral system will bring together appropriate government agencies, civil society and the private sector. The WASH programme will increase upstream engagement (evidence co-production, advocacy and resource leveraging of Government and partners, including the private sector, CSOs and provincial Governments) to lead large-scale implementation by building institutional capacity and sector reform.
Sri Lanka	SAR	1	1			Bilateral and multilateral donors, global and country-level partnerships, international foundations, the private sector and UNICEF National Committees will be engaged with evidence to leverage resources.
Benin	WCAR	1	1			UNICEF will strengthen partnerships with other international organizations, the private sector and civil society organizations (CSOs) and explore South-South and triangular cooperation to improve results for children. UNICEF will strengthen partnerships with key sector stakeholders, including CSOs, the private sector, municipalities and parliamentarians, to improve governance and coordination through a signed partnership agreement (country compact). Under the leadership of the Ministry of Social Affairs, UNICEF will build a stronger partnership with CSOs, the private sector, United Nations organizations, in particular UNDP, UNFPA and other development partners to improve the availability and quality of protection services for children at risk or victims of abuse.

Burkina Faso	WCAR	1	1				UNICEF will continue to promote strong partnerships with the private sector and the Parliament. The programme will foster synergies between the components on early childhood development, girls' education and adolescent development, among others. It will support advocacy work with decision makers, influencers and public and private sector partners on child rights, focused on equitable investments in children.
Cabo Verde	WCAR	1	1			1	Emphasis will be placed on reinforcing partnerships with the private sector, multilateral and bilateral organizations (including global and South-South cooperation), and civil society organizations. Output: The Government has enhanced technical capacity to establish and manage a partnership framework to mobilize financial and technical resources and to engage civil society and the private sector in the implementation of the SDGs.
Cameroon	WCAR	1		1			Strategic communication and partnerships with United Nations agencies and other development partners, the private sector, civil society organizations, the media and academia will be critical. Engagement with local private sector companies, begun within the framework of corporate social responsibility, will be maintained and broadened.
Central African Republic	WCAR	1		1			UNICEF will broaden its strategic partnerships to encompass the local private sector, to encourage private firms to play a role in delivering basic social services to the most vulnerable people in line with their corporate social responsibility and duties.

Congo	WCAR	1		1	Innovation, Health, WASH		The imperative of progressing towards the Sustainable Development Goals in the context of the limited fiscal space of the Congo calls for a greater emphasis on leveraging resources and catalysing new investment for child-sensitive social sectors. This would necessitate greater engagement with the Government, development partners, United Nations agencies and the private sector, notably through: (i) the enhanced participation of UNICEF in the monitoring and reporting of the NDP; (ii) advocating for and engaging in policy dialogue on pro-poor, pro-child and gender-responsive budget processes; and (iii) emphasizing the need to concentrate investment towards the children furthest behind by systematically harnessing analyses of deprivations, disparities and child poverty. The country programme will employ a mix of strategies to accelerate progress, with a special focus on equity, through Public and private finance management and analysis to leverage resources for children from the Government, private sector and partners, with a focus on innovative financing, the increased effectiveness of spending and sustained corporate responsibility to accelerate the implementation of policies and programmes. New shared-value partnerships will be formed with the private sector in technology for development and innovation, health, water and sanitation.
DRC	WCAR	1	1		WASH		The programme will address system-wide bottlenecks to social services through the leveraging of resources and partners, including the private sector, etc. The programme will support local capacity development, sustainable supply chains and markets and private sector participation. The delivery of WASH services is challenged by an underdeveloped private sector, especially in urban areas.

Equatorial Guinea	WCAR	1	1		Education		The increase in preschool enrolment has been largely covered by the private sector, with 58 per cent of students enrolled in private schools. The Ministry of Education is addressing this key bottleneck with a newly designed teacher training programme in partnership with the private sector and UNICEF. The programme will leverage the resources of private sector bilateral and multilateral partners (the European Union and the World Bank) and bilateral partners for the social sector. The country programme will work to leverage resources for child rights through innovative financing with the private sector. The programme's overarching mitigating strategies are creative resource mobilization and partnerships, including with the Government and private sector, and advocacy and policy dialogue focused on equity for children. Strengthening links with the private sector.
Gabon	WCAR	1		1	WASH		Carrying out sustained advocacy and forging public-private alliances in an effort to bring water and sanitation facilities to more health centres and schools. Forging a closer partnership with the private sector by putting increased focus on leveraging corporate social responsibility.
Ghana	WCAR	1		1	WASH	1	UNICEF will employ the following mix of strategies: resource mobilization and financing, including through cooperation with the private sector, based on the Children's Rights and Business Principles. The first outcome of the WASH subcomponent, focusing on eliminating open defecation and improving hygiene practices, will target: developing and refining national costed strategies for rural and urban sanitation (including market shaping, financing mechanisms and facilitating private sector engagement). The second outcome will focus on increased access to safe drinking water through: ensuring safe, sustainable supplies (supported by an assessment of urban risks and the establishment of private sector delivery models).

Guinea	WCAR	1	1		Child protection		One of the seven mutually reinforcing strategies that will be prioritized is expanding partnerships with civil society organizations and the private sector. The child protection programme will focus on Fostering innovative partnerships with civil society and when possible with the private sector, to support behaviour change and community outreach initiatives for improving child-friendly practices within communities and families. UNICEF will identify new power brokers and build or join multi-stakeholder platforms (government, communities, private sector, civil society organizations and donors) for effective and lasting social change.
Liberia	WCAR	1		1			Partnerships with the nascent Liberian private sector will initially focus on advocating with telecommunication companies to reduce the high cost of SMS messaging for U-Report to promote greater participation and civic engagement of young people.
Mali	WCAR	1		1		1	Strategic partnerships with the private sector will be expanded, with a focus on businesses with relevance for achieving results for children, including in terms of corporate social responsibility and shared-value partnerships. KPI: Number of businesses actively engaged with UNICEF. UNICEF will bolster its existing partnerships while diversifying the country programme donor and partner portfolio, reaching out to international financial institutions and the private sector, including through shared-value partnerships.
Mauritania	WCAR	1		1			The programme will explore additional innovative partnerships with the private sector. Building upon child-sensitive corporate social responsibility initiatives, partnerships with the private sector will be aimed at raising awareness about the situation of women and children and prompting supportive action.

Niger	WCAR	1	1		WASH		The country programme will promote prospective and child- and youth-centered social and intergenerational dialogue by involving multiple stakeholders, promoting innovation and fostering partnerships with United Nations agencies and other development partners, the media, researchers, academics, the private sector. Working closely with the Ministry of Water and Sanitation, key sector donors, non-governmental organizations, municipalities, the private sector and community-based organizations (CBOs) and participating in the water and sanitation basket fund, UNICEF will promote access to safe drinking water and sanitation facilities.
Nigeria	WCAR	1	1		Innovation		Partnership with the Government, non-governmental organizations (NGOs), civil society and the private sector will be leveraged, and innovation and social mobilization will be strategically harnessed for exponential change. Expanding partnerships with the private sector for market shaping and innovation.
Senegal	WCAR	0					
Sierra Leone	WCAR	1		1	WASH		The private sector, research institutions and universities will support the development of low-cost WASH products and services.
Togo	WCAR	1		1			The proposed 2019–2023 cooperation programme is aimed at consolidating current achievements while promoting innovation through a series of strategic shifts that include involving the private sector, based on corporate social responsibility, to mobilize resources in favor of the social sectors. Creating the conditions to increase funding for social sectors through evidence-based advocacy and capacity-building for social ministries so that they can be included in public finance reforms, and by exploring the potential role of the private sector in funding social sectors. Based on the country office’s plan for resource mobilization and promotion of corporate social responsibility, UNICEF will establish partnerships with the private sector and new alliances for children.

Table 18: Mapping of COARs

Country	Region	Mention of B4R	B4R info	Mention of the private sector	General mention	Fundraising /in-kind	SVPs, CSR, PPP	Thematic areas	Private sector info
Cambodia	EAPR	0		1			1	WASH; Nutrition	The change strategy of working with businesses and markets to shape contributions for children resulted in UNICEF creating partnerships with: 18 social franchise bottled water systems to start and strengthen supply; etc. Working with 15 local latrine businesses, and through pro-poor financing, UNICEF assisted poor households to purchase partially subsidized toilets. Through partnerships with national and sub-national government, donors and NGOs, and engagement with over 40 private and social franchise WASH service providers, UNICEF support resulted in people accessing sanitation. The change strategy of fostering innovation for children resulted in notable progress in Svay Rieng province, where mechanisms were established for delivering pro-poor household sanitation subsidies through

									private-sector channels. UNICEF supported the production of ready-to-use therapeutic food (RUTF) through a local, private-sector food producer. An innovative 'Roundtable for the Pathway to Safe Childhood' brought together more than 60 representatives of development partners, the private sector and government ministries. There was promising initial progress in 2019 related to innovating with the private sector, government, and civil society organizations on future public-private partnership models for private piped water suppliers, as well as work with private bottled water suppliers.
China	EAPR	0		1			1	WASH; Child protection	To bolster innovations in WASH and strengthen public-private partnerships, an Inter-Regional Sanitation Learning Event was held together with the 5th China Toilet Revolution Innovation Expo in Shanghai. UNICEF continued to work with the public and private sectors to advocate for stronger child protection online.

Lao	EAPR	0		1	1				UNICEF seized the opportunity of the 30th anniversary of the CRC to strengthen partnerships with Government, donors, private sector, media and youth organizations. The MTR took account of information and data from regular programme monitoring, evaluations, and sector consultancy reports, as well as specific MTR-related processes such as the 2019 Situation Analysis, visits and workshops with UNICEF Regional Advisors, and consultations with Government sector ministries, development partners, civil society, the private sector, and children and adolescents themselves. UNICEF will continue to strengthen partnerships and alliance building in favour of children and adolescents, seeking enhanced accountability for the implementation of child-related policies and programmes, including with the private sector.
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Thailand	EAPR	1	The creation of a private partnerships section with matrix management between PSFR and Programme will bring together staff working in financial and non-financial partnerships including all corporate fundraisers, philanthropy, NextGen and Corporate Responsibility and Business Principles (CRBP). The creation of this section is in alignment with the global direction for B4R.	1			1		We also developed our convening role and aim for a catalytic role in decision making by strengthening data systems, public finance mechanisms, public-private partnerships and national evaluation capacity. This year UNICEF Thailand raised 604,897,833 THB (19,464,633 USD) from individuals and companies, an almost ten percent increase on 2018. UNICEF Thailand continues to focus on growing the number of monthly pledge donors while building loyalty amongst existing donors. Efforts this year secured continued and deep-rooted commitment from many private sector donors whose financial contributions had significant impact. The creation of a private partnerships section with matrix management between PSFR and Programme will bring together staff working in financial and non-financial partnerships including all corporate fundraisers, philanthropy, NextGen and Corporate Responsibility and Business Principles (CRBP).
Bosnia and Herzegovina	ECAR	0		0					

Bulgaria	ECAR	1	Partnerships and business for results: the office accelerated engagement with new corporate partners such as Lidl. Also, the office increased the recruitment of individual pledge donors via two integrated media campaigns, telethon events and face-to-face.	1			1		The office accelerated engagement with new corporate partners such as Lidl .Also, the office increased the recruitment of individual pledge donors via two integrated media campaigns, telethon events and face-to-face. Partnerships with the Government, media, the NGO sector and the business were further developed and strengthened to advocate for the best interest of children. The campaign was supported by 10 business partners. UNICEF laid the ground in 2019 for leveraging the power of business and markets for children. The extensive series of meetings with the Presidents and leaders of the main Chambers of Commerce took place where UNICEF positioned itself and strengthened the links between the child rights, business and development /achievement of sustainable developmental goals. This will lead to the creation of Advisory Board of Business for children in 2020. UNICEF will use this newly created space to present the program products and call for co-creation with the business.
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Serbia	ECAR	1	Business for Results initiative has guided the office work on the Situation analysis and has been used to inform the business sector on its increased impact on children and the power it can play in accelerating and scaling up results for children. The office has reintroduced the Learning and Development Committee and devised a 2-year learning plan including, among other, a Business for Results journey for staff which is	1			1	Education	Integrated communication campaigns supported advocacy and programme objectives on a range of child and adolescent rights issues and elicited greater commitment of the private sector and the media to priority issues. The event also contributed to strong brand visibility and private sector fundraising efforts. To inform further policy development in the area of pre-school education and in from the existing need of better regulate the current operations of the private sector in this area, UNICEF secured the start of a feasibility study on public-private partnership to address the equity gaps as the ECE sector develops and with the view to establishing an equitable financing model. To accelerate results for children, UNICEF is also currently exploring opportunities to develop public-private partnerships.
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			deemed instrumental to enhance engagement with private sector beyond resource mobilization.						
Turkmenistan	ECAR	0		1			1	Nutrition; Youth	Enhancing youth policy and methods of reaching out to youth and fostering the public-private partnerships for youth. UNICEF strengthened public and private sector partnerships through evidence-based policy advocacy and resource mobilization. The Office's engagement with the private sector was reinvigorated, with food industry companies participating in the launch of the State of the World Children's Report on nutrition.
Botswana	ESAR	0		1	1				Collaborating with NGOs (for community outreach) and the Private Sector (for engagement with staff and caregivers) contributed to the reach of 117,000 people for the campaign.
Eswatini	ESAR	0		0					

Kenya	ESAR	0		1			1	Education; GenU; Supply	Kenya's engagement in the Generation Unlimited (Gen-U) partnership platform will systematically address youth skill improvement and unemployment and acts as a catalyst for public and private partners to support young people. In partnership with Nokia, 1,000 digital, open education resources were mapped on the Competency Based Curriculum to provide remedial and supplementary material to students in rural and refugee communities. UNICEF convened private and public stakeholders, including all Mobile Network Operators in Kenya, to ensure early engagement and support for the initiative. UNICEF has engaged with the private sector and academia to address gaps in essential medical equipment.
Uganda	ESAR	0		1			1	WASH	A sustainable sanitation approach and an associated business model – involving private sector and social impact investing – co-created by UNICEF in Uganda with the Finnish National Committee is a potentially promising new initiative. Development partners in Uganda are increasingly

									considering options for alternative resource mobilization through public-private partnerships, private sector engagement and joint fundraising between UN agencies.
Brazil	LACR	0		1			1	Violence; Education	<p>UNICEF Brazil continued to engage the private sector for financial and non-financial support. UNICEF's engagement in private fundraising and partnerships in Brazil is growing each year in terms of funds raised; number of individual donors; partnerships with the private sector; and the impact on programme implementation. Companies and foundations that partner with UNICEF contributed financially and non-financially, with greater impact for children.</p> <p>By end 2019, there were 18 companies and foundations partnering with UNICEF from sectors such as retail, banking, health care, pharmaceutical, electricity, telecommunication and technology. Financial contributions are significant, but these partnerships increasingly heighten impact and innovation for children. Major companies such as</p>

									<p>Samsung, Google, Itaú and Net Claro supported UNICEF with technology to address specific challenges in education and other areas. The alliance with MPT – Ministerio Publico do Trabalho – has generated good opportunities for financial support while strengthening the agenda to eliminate all forms of violence against children and child labor. In 2019, a Business Consultative Council with 11 members, most influent CEOs was created to further unlock innovation and fundraising growth for children. For instance, co-creation and exchanges of practices with private sector partners has unveiled a great potential to foster innovative approaches to boost the active search of out-of-school children. If we want to take on closer partnership with the private sector, UNICEF will need to review its planning dynamics to allow more flexibility for co-creation with the participation of business allies.</p>
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Colombia	LACR	1	Private Sector Partnerships setting the foundation for a strong business for results strategy. 2019 was a remarkable year for partnerships with the private sector, in line with the business for results agenda. In order to capitalize on a breastfeeding-friendly enabling environment from the regulatory perspective, UNICEF developed business-friendly materials including	1			1	Nutrition	UNICEF also developed three cases of Big/New Data Analysis on education, health and humanitarian response with support from HQ's innovation unit. A key aspect is the use of public and private data that resulted from partnerships with diverse stakeholders (e. g. private companies, academia and government agencies). + private sector mention in B4R column
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			training modules.						
Eastern Caribbean Area Office	LACR	0		1	1			Education	For the first time the Eastern Caribbean countries will have digital maps visually reflecting the SDG indicator 4.a.1 on school facilities, which will provide participating partners with the information to harness public-private and trans-national partnership for investments in education.
Uruguay	LACR	1	UNICEF made progress towards the integration of B4R in line with the programmatic priorities in the areas of health and evidence-based. Integration with UNICEF programmatic priorities will increase as B4R is integrated into the outcomes in the new CPD, particularly in	1			1	Children's rights	With the support of the Mayor's office and the private sector, UNICEF carried out a massive awareness campaign on children's rights. This protocol, a joint product between UNICEF and the Ministry of Public Health, establishes mandatory screening indicators, referral criteria and protocols for violence against children for all health services in the country (public and private).

			those where the private sector is a strategic stakeholder.						
Egypt	MENAR	0		1		1			UNICEF is supporting the Government to redefine the Meshwary model in the framework of the global Generation Unlimited initiative and by harnessing the power of a fast-expanding private sector. To achieve the above result, UNICEF leveraged financial support from the private sector through a three-year partnership with insurance company Allianz.
Iraq	MENAR	0		1		1			A private sector partnership with the Korek telecommunications company in the KRI is supporting free SMS and promotion activities.
Lebanon	MENAR	0		1	1				UNICEF Lebanon, through its various programmes, are working with private companies and private entities that can directly support the Programme. In 2019, the CO has therefore initiated a process to map the private sector and explore its potential for direct support to our programmatic priorities

									even in these difficult economic times.
Morocco	MENAR	0		0					
Bangladesh	SAR	0		1			1	WASH	Major partnerships have been secured with national businesses that support on resource mobilization and programmatic scaling. People gained access to improved water sources through a Sida-funded project, and almost 362,900 people gained access to basic sanitation services with the strong involvement of the private sector, which trained over 500 local latrine producers. Advocacy with the Government and private sector culminated in commitments to scale up sanitation marketing nationally and to reduce to zero the number of people at risk of arsenic contaminated water. UNICEF facilitated the public-private partnership to expand pro-poor access to improved sanitation. UNICEF Bangladesh has established a private sector engagement and resource mobilization team to support integration of the private sector into its country programme. To date, over 100 ready-made

									garment sector businesses have been engaged in integrating child rights into their operations, and major partnerships have been secured with national businesses that support on resource mobilization and programmatic scaling. The successful SanMarkS project will be extended with support from the World Bank and the private sector, with the aim of motivating 12 million people to obtain basic sanitation by 2030.
India	SAR	1	UNICEF continued to engage with business stakeholders to deliver results for children across all our programme areas. Collaboration focuses on leveraging financial and non-financial resources for key programme results. For example, the	1		1	1	Nutrition; WASH; Maternal and newborn health; Menstrual hygiene management	US\$ 33.3 million of private- and public-sector funding was leveraged to deliver a WASH package reaching about 70,000 schools (13.8 million children) plus US\$ 10 million towards menstrual hygiene management for 600,000 adolescent girls. 2019 saw enhanced partnerships with professional associations, the private sector, etc. Engagement with private-sector actors such as the Rockefeller Foundation, Accenture and Piramal Swasthya promoted joint actions towards improving maternal and newborn health interventions. the IMPAct4Nutrition platform

			<p>IMPAct4Nutrition platform was created to enhance private-sector action to integrate responsible practices and deliver positive nutrition outcomes for women and children. The platform has enabled a growing list of 30 businesses to develop and exchange ideas to implement nutrition-centric corporate social responsibility programmes with enhanced spending on nutrition.</p>						<p>was created to enhance private-sector action to integrate responsible practices and deliver positive nutrition outcomes.</p>
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Nepal	SAR	0		1			1	WASH	UNICEF supported the government to hold sanitation industry consultation with private sector and established a formal partnership with the Federation of Nepalese Chambers of Commerce and Industries (FNCCI) towards holding private companies involved in sanitation and water supply more accountable. The consultation also examined willingness to pay for sanitation services and ongoing initiatives in collaboration with private sector.
Pakistan	SAR	0		1			1	WASH; Nutrition; Supply	UNICEF engaged with businesses to demonstrate the estimated US\$2.8 billion market for low-cost sanitation products to achieve Pakistan's target of eliminating open defecation. Building market demand and linking it to government priorities while strengthening supply is critical to successful private sector engagement. UNICEF advocacy with Government to include new pneumonia medicines on the essential medicines list, and with private healthcare providers, was critical to

									ensuring supply from domestic manufacturers. UNICEF engaged with provincial nutrition cells as buyers and with manufacturers for quality certification to take advantage of the expanding space for nutrition. Private sector engagement, including for supply chain will continue. In 2020, UNICEF intends to work with manufacturers to explore production of quality RUTF using locally-grown chickpeas instead of imported peanuts.
Cameroon	WCAR	1	Operationalize business for results in favor of children through partnerships with domestic business and private sector	1	1				The CO developed a resources mobilization strategy to ensure adequate funding of planned results through securing existing donors and exploring/capitalizing opportunities to engage new ones especially from domestic private sector. Country Programme implemented the following solutions: broadening alliances with key players, faith-based platforms, parliamentary network dedicated to nutrition, platform of mayors at

									regional level and private sector.
DRC	WCAR	0		1		1			The country office also continued its efforts to harness the power of the private sector for vulnerable mining communities through advocating via multi-stakeholder platforms such as the Organization for Economic Cooperation and Development, appealing to potential donors (nine major car companies and electronics producers), and engaging with four mining companies to understand their social investment strategies in the country.
Mali	WCAR	1	An innovative partnership was initiated with the private mining company B2Gold, offering an opportunity to engage with other private sector actors and promote Business for Results initiatives.	1			1		An innovative partnership was initiated with the private mining company B2Gold, offering an opportunity to engage with other private sector actors and promote Business for Results initiatives.

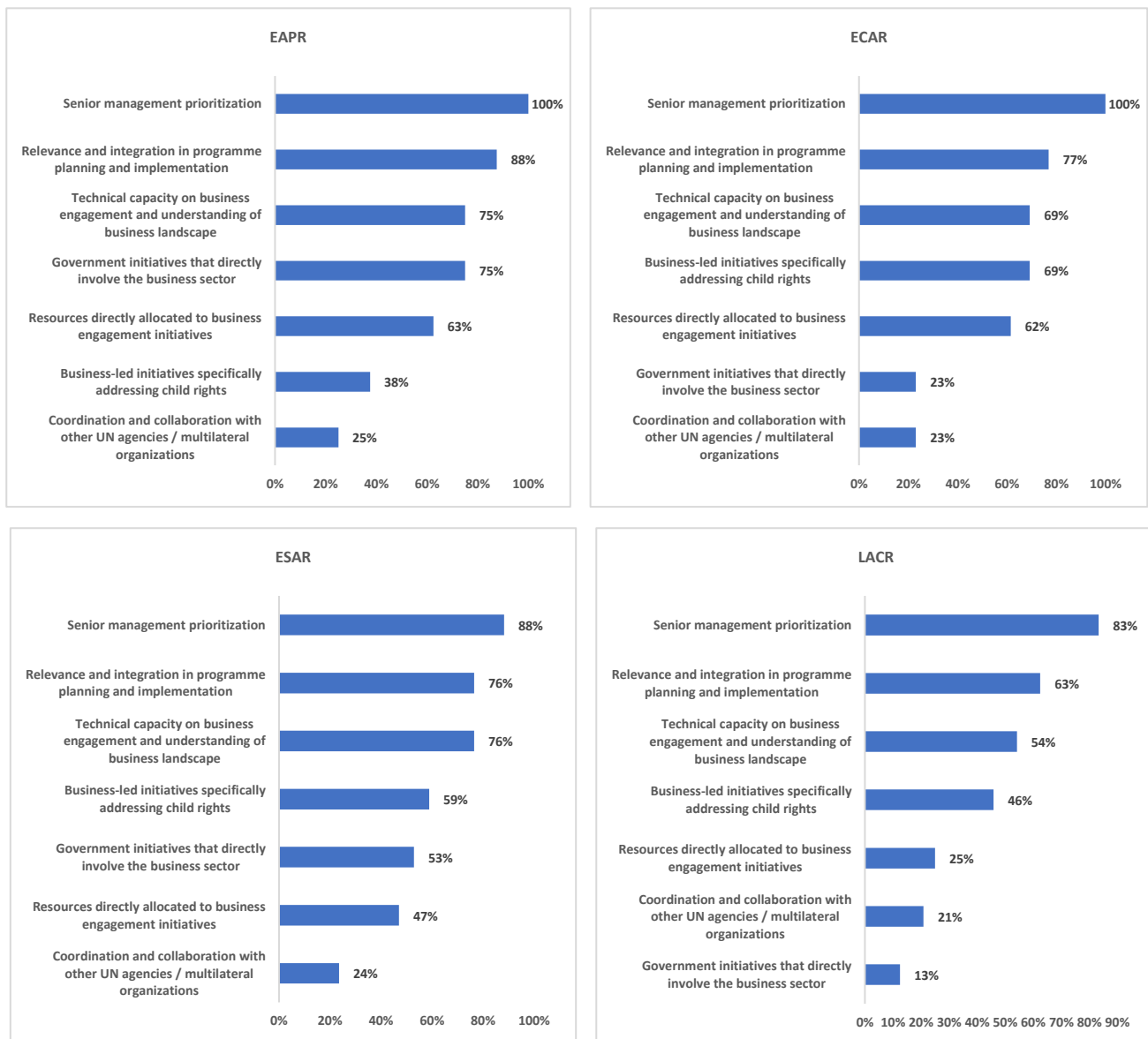
Nigeria	WCAR	0		1			1	WASH	UNICEF supported the Organized Private Sector in WASH, led by Zenith Water Projects, and FMWR in organizing a Private Sector Forum themed “Coordinating Indigenous Private Sector Initiative to End Open Defecation in Nigeria” which brought together Nigeria’s private businesses and WASH sector partners. The objective is to explore the huge potential of the Nigerian private sector involvement in WASH and examine possibilities of Public-Private-Partnerships in scaling-up efforts to bridge gaps in sanitation services. UNICEF’s vision that was presented during the workshop, suggested different categories for possible private sector involvement ranging from communication, construction, infrastructure management, training, financing, etc. Zenith Water Projects (ZWP), the private sector global representatives for the Sanitation and Water for All (SWA), have been instrumental in coordinating the WASH private sector and bringing sanitation issues to the forefront of the previously
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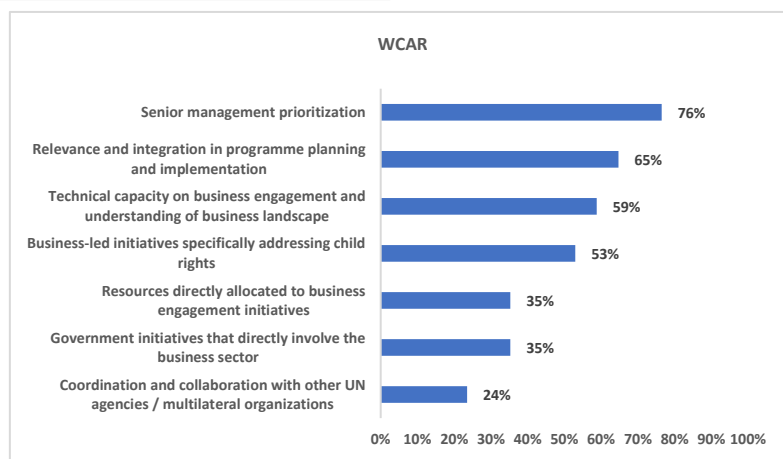
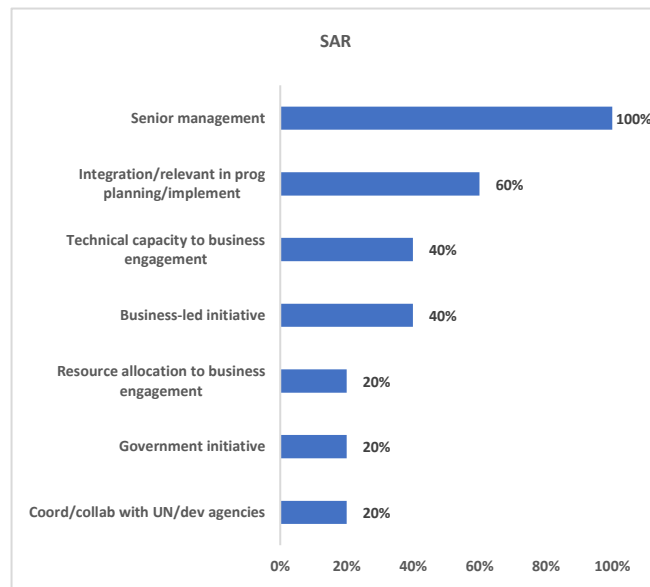
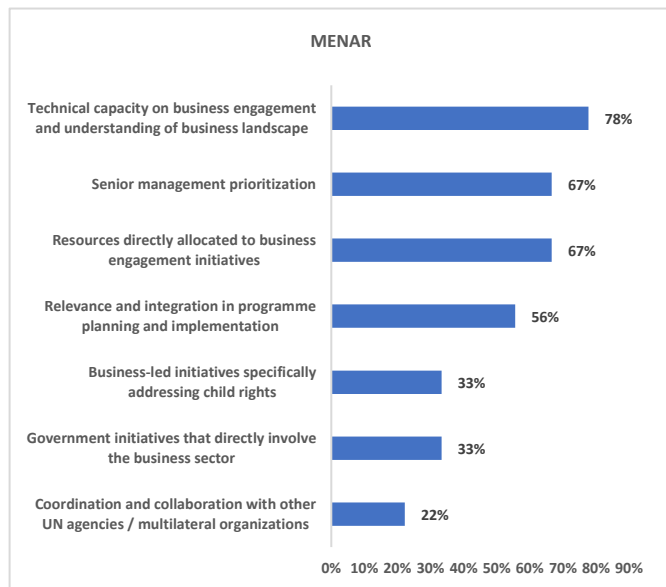
									<p>nascent sector. The engagement of private sector in an organized manner to support “Clean Nigeria” campaign and the development and sustainability of WASH sector has the potential to infuse hugely needed. Strengthening the engagement with media houses and private sector has been an effective way of improving awareness of sanitation issues amongst policy makers and capable of creating mass movement to support the ‘Clean Nigeria: Use the Toilet’ Campaign.</p>
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ANNEX J: POSITIONING DIMENSION, REGIONAL VARIATION OF FACTORS CURRENTLY AND POTENTIALLY HELPING TO ENHANCE BUSINESS ENGAGEMENT

The higher percentage of COs across almost all regions report senior management prioritization as most likely to be a factor for enhancing business engagement (100 per cent in EAP, ECA, and SA, 88 per cent in ESA, 83 per cent in LAC, 76 per cent in WCA regions). COs are less likely to report coordination and collaboration with other UN agencies and multilateral organizations as highly important across almost all regions (25 per cent in EAP, 23 per cent in ECA, 24 per cent in ESA and WCA, 22 per cent in MENA, and 20 per cent in SA regions).

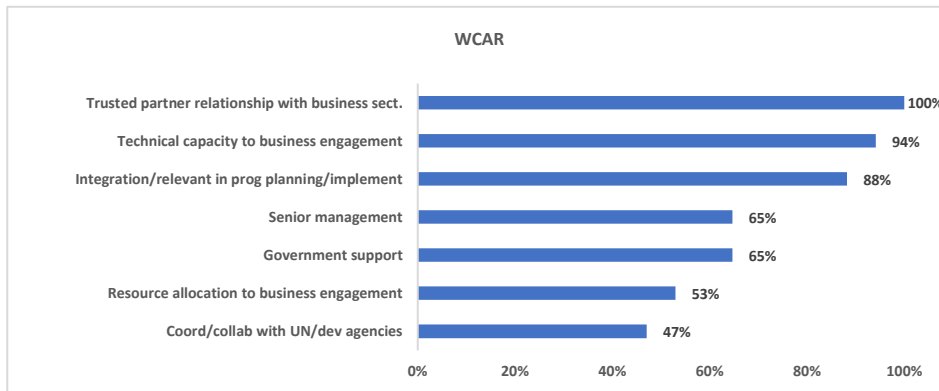
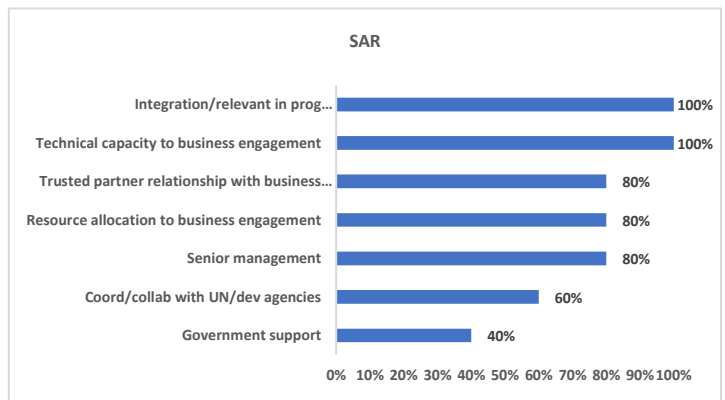
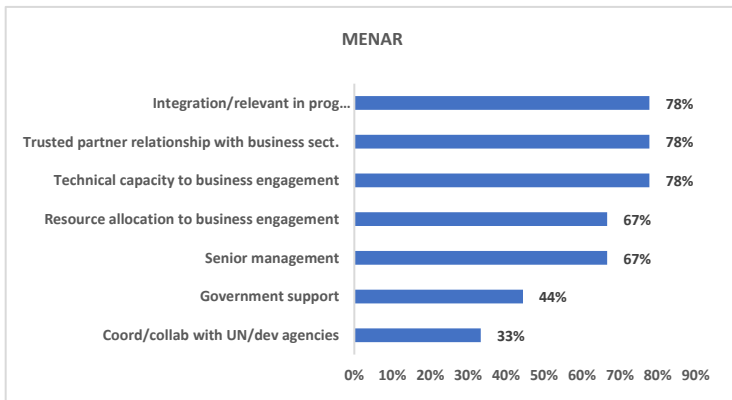
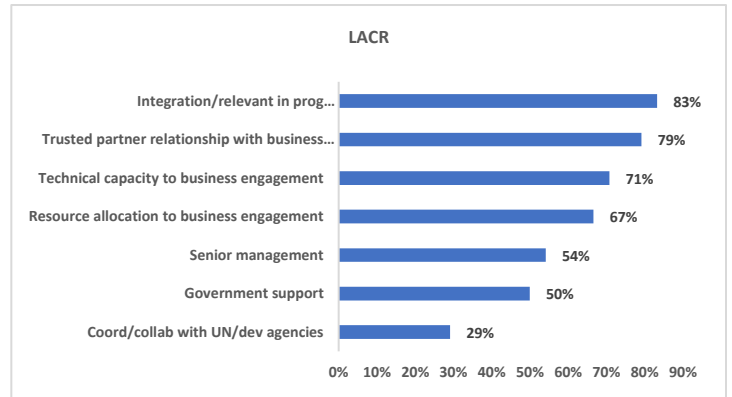
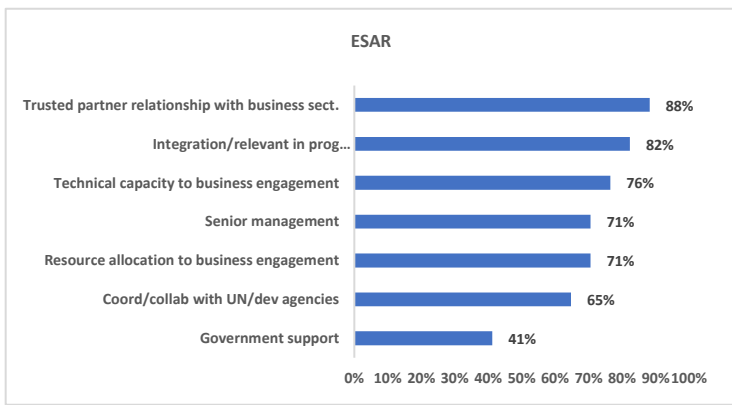
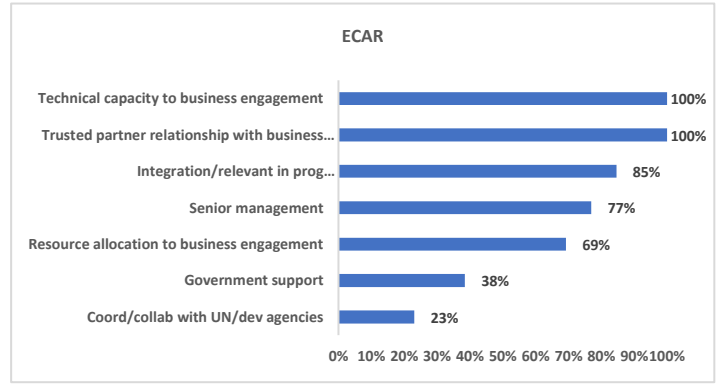
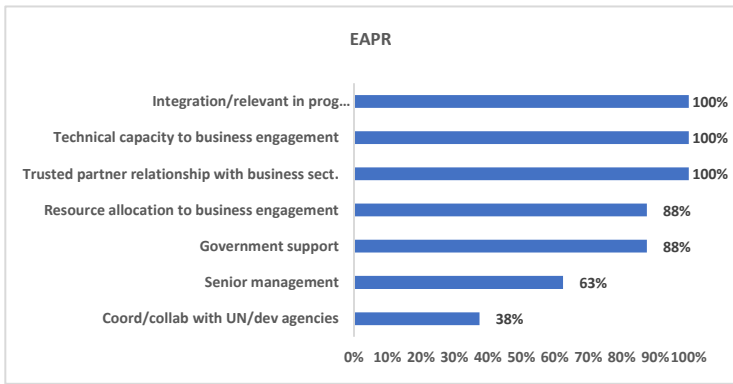
Figures 15a-g: Percentage of COs reporting factors currently enhancing business engagement, by region





COs across all regions are more likely to report integration in programme planning and implementation, technical capacity for business engagement, and trusted partnership relationship with the business sector as highly important factors to help enhance business engagement position (figures 16a-16g). Nevertheless, COs are less likely to report collaboration and coordination with the UN agencies and other multilateral organizations as highly important factor in EAP (38 per cent), ECA (23 per cent), LAC (29 per cent), MENA (33 per cent), and WCA (47 per cent) regions. Among COs from ESA and SA regions, COs are less likely to perceive government support as highly important factor to potentially help to strengthen business engagement (41 per cent in ESA and 40 per cent in SA regions).

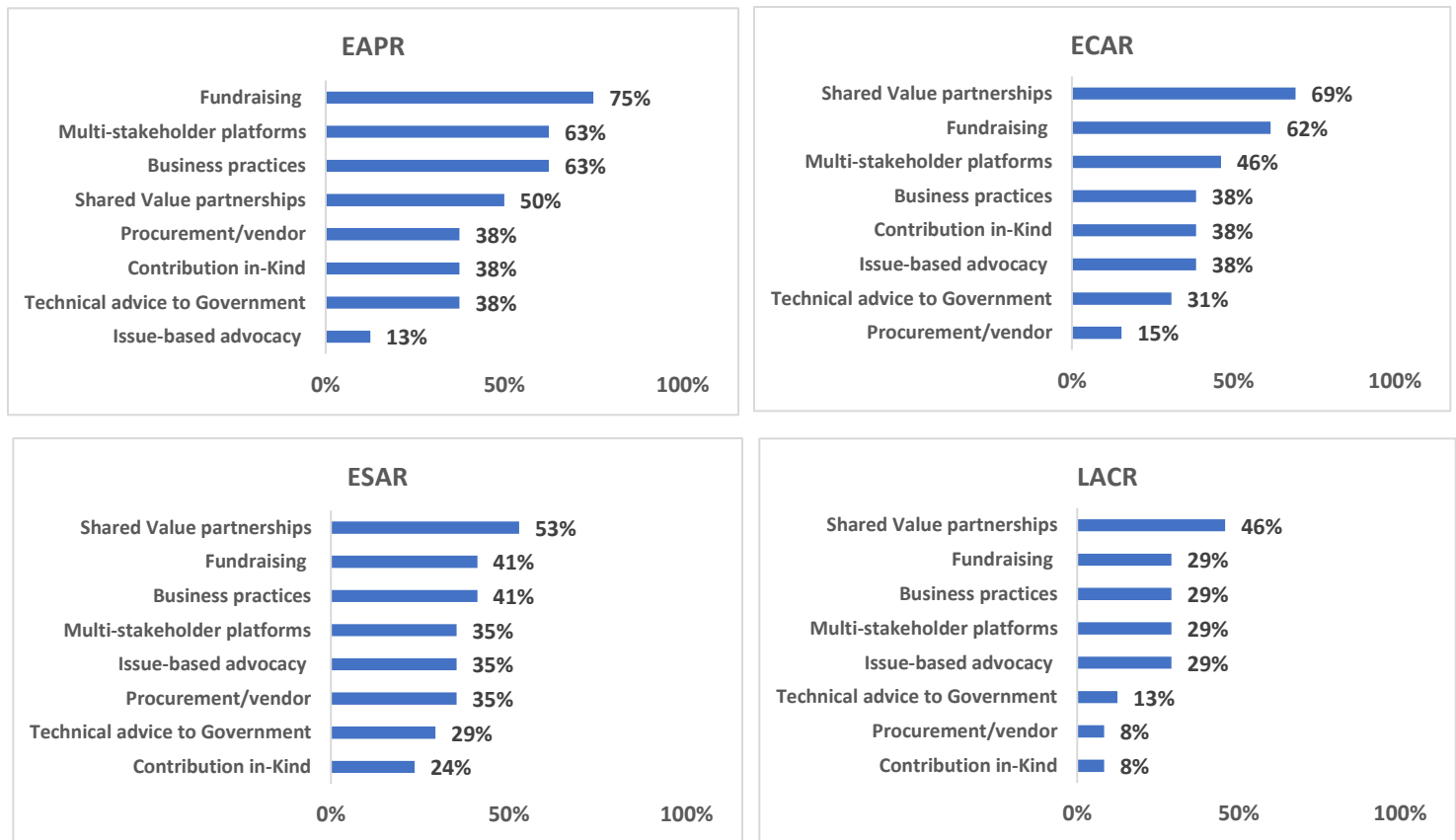
Figures 16a-g: Percentage of COs reporting factors potentially helping strengthen business engagement, by region

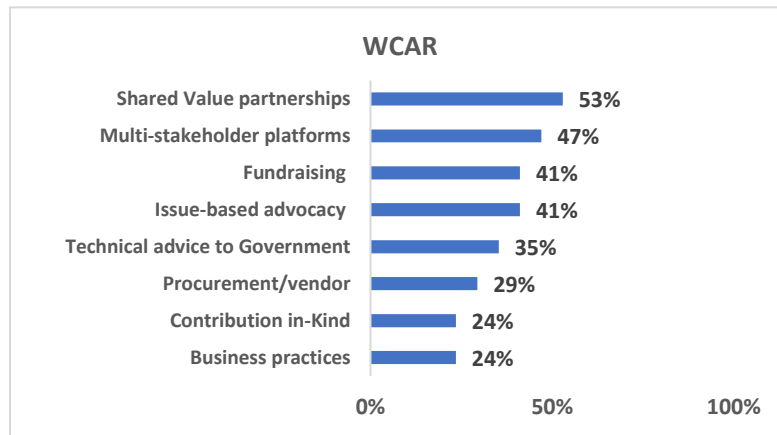
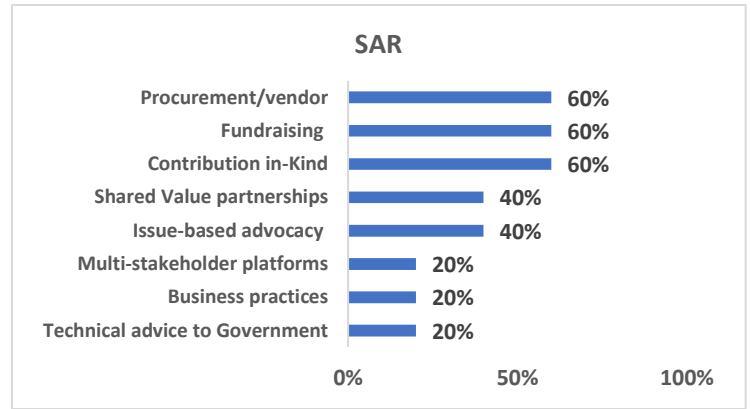
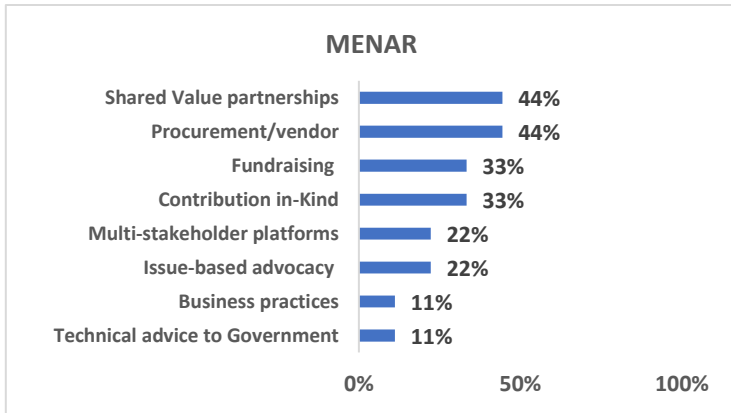


ANNEX K: APPROACH DIMENSION, COs USING DIFFERENT MODALITY APPROACHES TO ENHANCE BUSINESS ENGAGEMENT AND REASONS FOR SELECTION FOR MODALITY APPROACH

The higher percentage of COs are more likely to report bilateral shared value partnerships as frequently and/or very frequently used modality in ECAR (69 per cent), ESAR, and WCAR (53 per cent). EAPR (50 per cent), LAC (46 per cent), MENA (44 per cent), and SAR (40 per cent) report percentages below the global average. COs in the EAP region (75 per cent) are more likely to report fundraising as frequently and/or very frequently used modality, and COs in the SA region are more likely to report contribution in-kind, fundraising, and procurement/vendor (60 per cent respectively). COs are less likely to report contribution in-kind as frequently and/or very frequently used modality in ESA (24 per cent), LAC (8 per cent), and WCA (24 per cent). COs in the EAP region are less likely to report issue-based advocacy (13 per cent), COs in the ECA region procurement/vendor (15 per cent), business practices and technical advice to Government in MENA (11 per cent respectively) and SA regions (20 per cent respectively) as frequently and/or very frequently used modality.

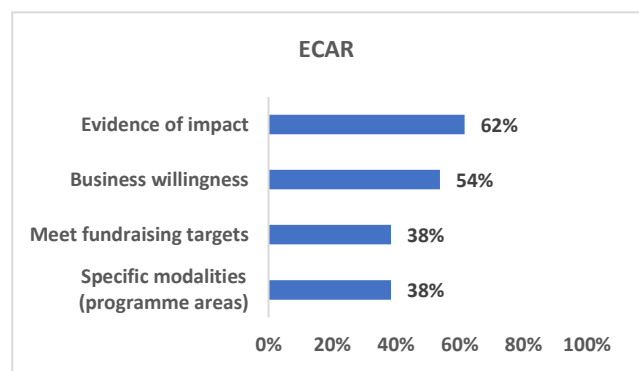
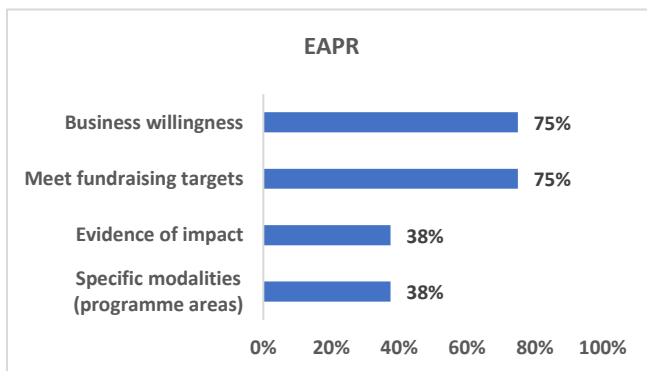
Figure 17a-g: Percentage of COs using different modality approaches to enhance business engagement

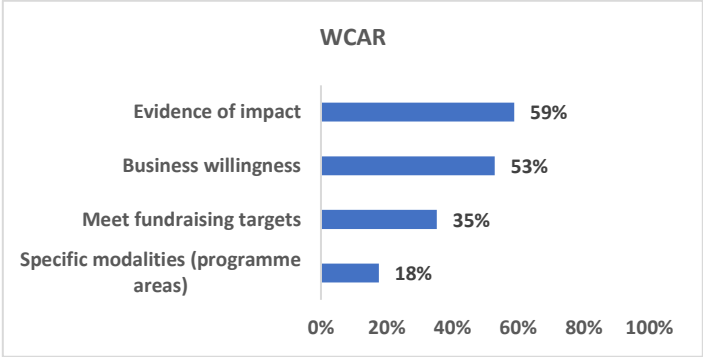
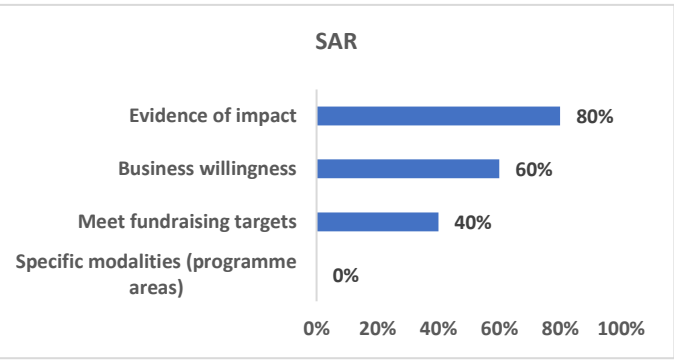
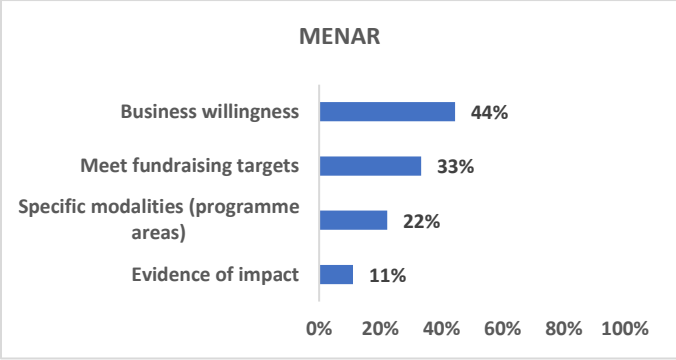
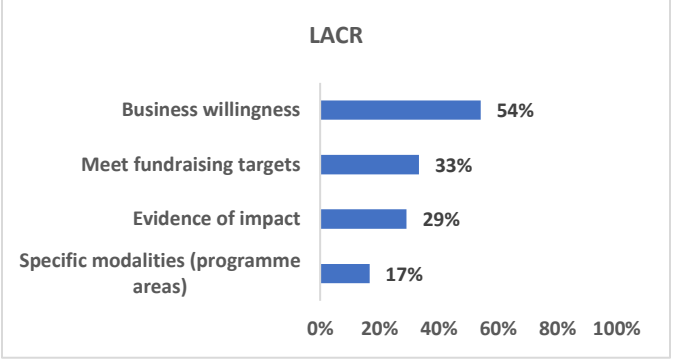
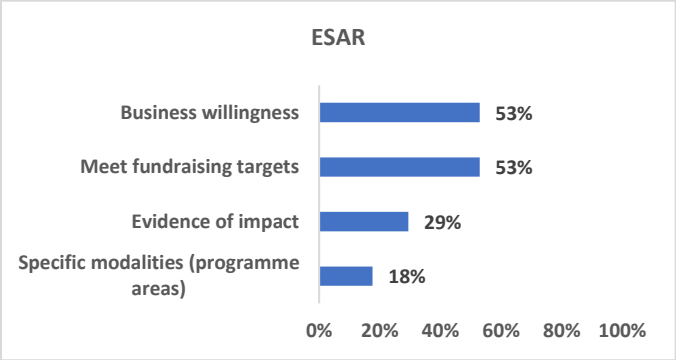




COs in EAP (75 per cent respectively), ESA (53 per cent respectively), LAC (54 and 33 per cent), and MENA (44 and 33 per cent) regions are more likely to report business willingness and meeting fundraising targets as specific reasons for modality approach chosen to enhance business engagement. COs in ECA (62 per cent), SA (80 per cent) and WCA (59 per cent) regions are more likely to report evidence of impact as a specific reason for modality approach chosen to enhance business engagement.

Figure 18a-g: Percentage of COs reporting specific reason for modality approach chosen to enhance business engagement, by region

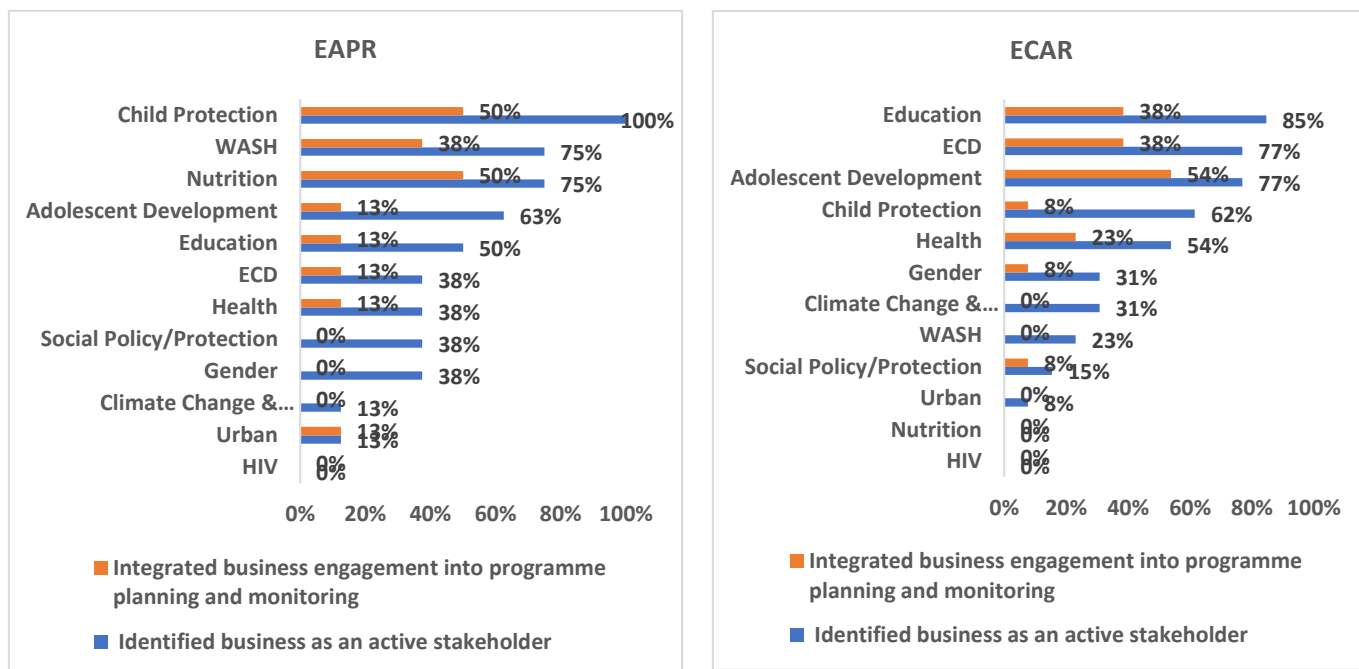


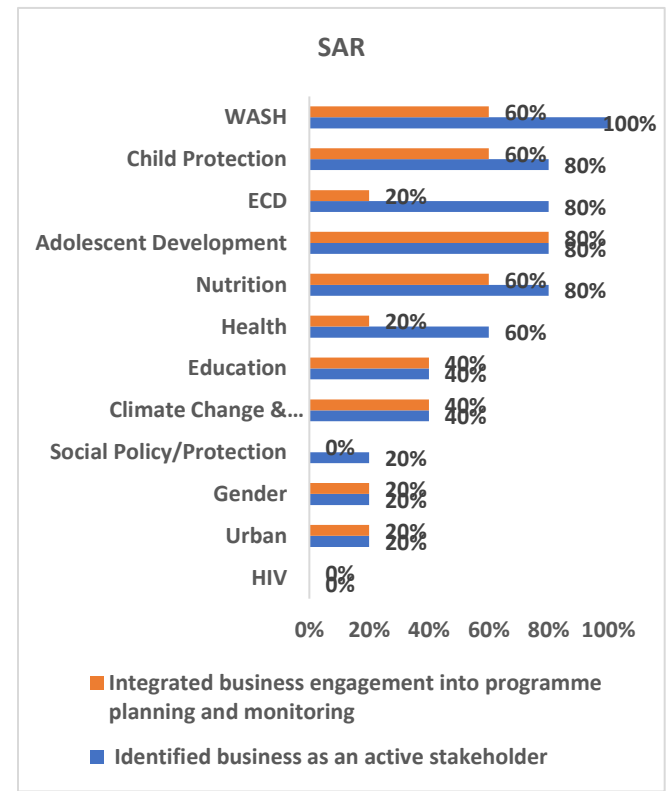
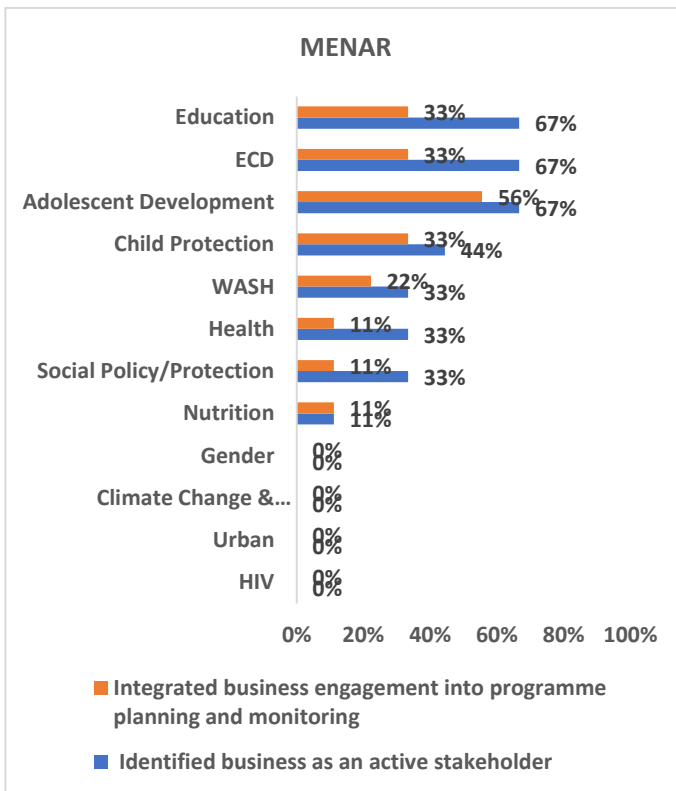
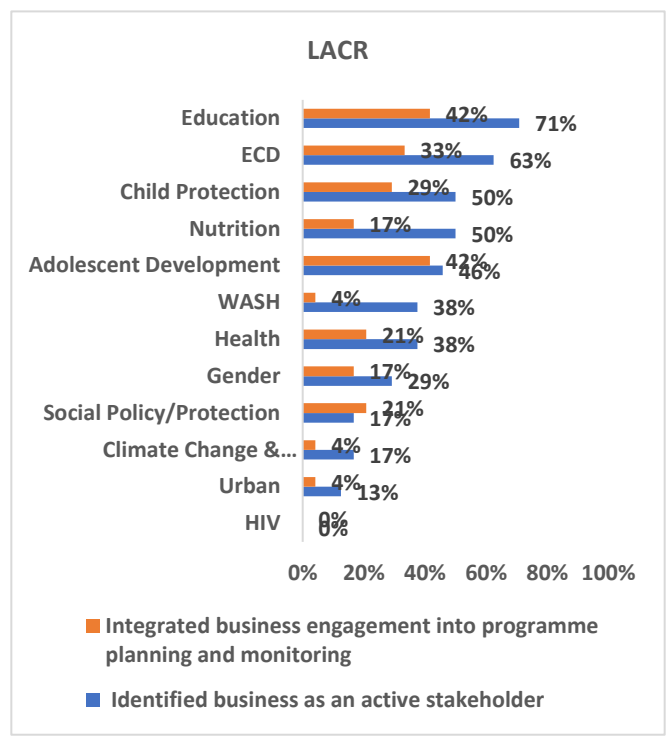
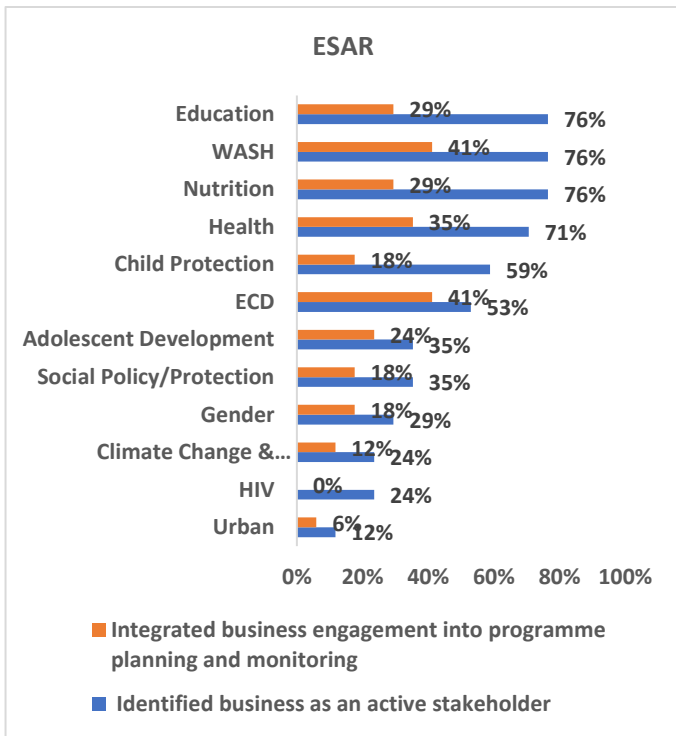


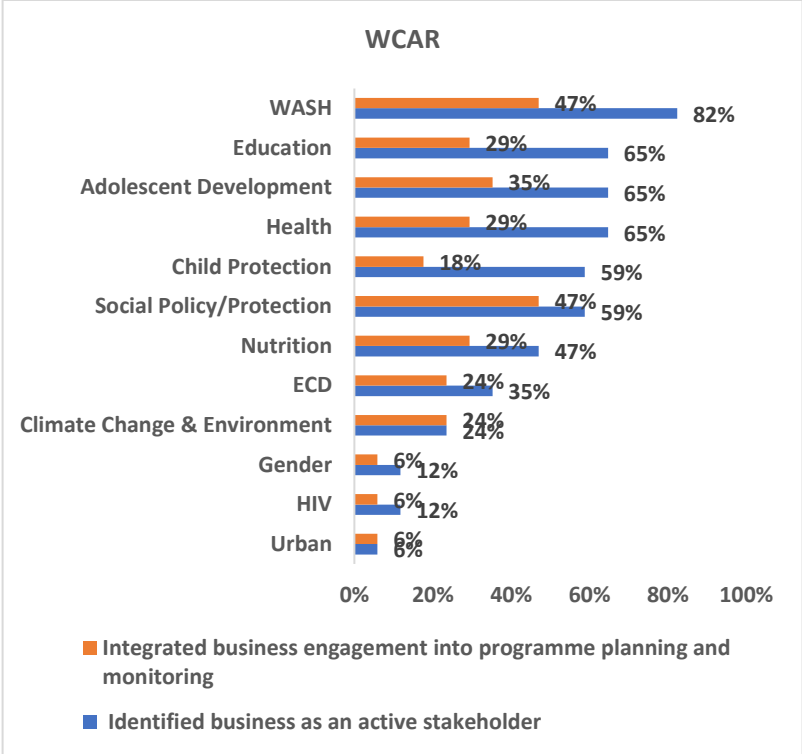
ANNEX L: APPROACH DIMENSION, COS IDENTIFYING BUSINESSES AS ACTIVE STAKEHOLDERS TO ACHIEVE PROGRAMME RESULTS AND INTEGRATING BUSINESS ENGAGEMENT INTO PROGRAMME PLANNING AND MONITORING

The percentage of country offices that identify businesses as active stakeholder in specific programming areas and the percentage of country offices that have integrated business engagement in programming planning and monitoring vary largely by region. ECA, ESA, LAC and MENA consistently identify as most likely to report education as the programme area where business is an active stakeholder with 85 per cent, 76 per cent, 71 per cent, and 67 per cent of these regions' COs, respectively. WASH is identified as having businesses as active stakeholders that contribute to achieving results in EAP (75 per cent), SA (100 per cent), and WCA (82 per cent). HIV and Urban are the most consistent programme areas least likely to be identified as using businesses as active stakeholders. Results describing programme areas with business engagement integration into programme planning and monitoring vary largely by region. Adolescent development is the most likely to be reported as programme area with integrated business engagement in planning and monitoring in ECA (54 per cent of COs), LAC (42 per cent), MENA (56 per cent), and SA (80 per cent).

Figures 19a-g: Percentage of COs identifying businesses as active stakeholders to achieve programme results and those integrating business engagement into programme planning and monitoring, by programme area/sector and region



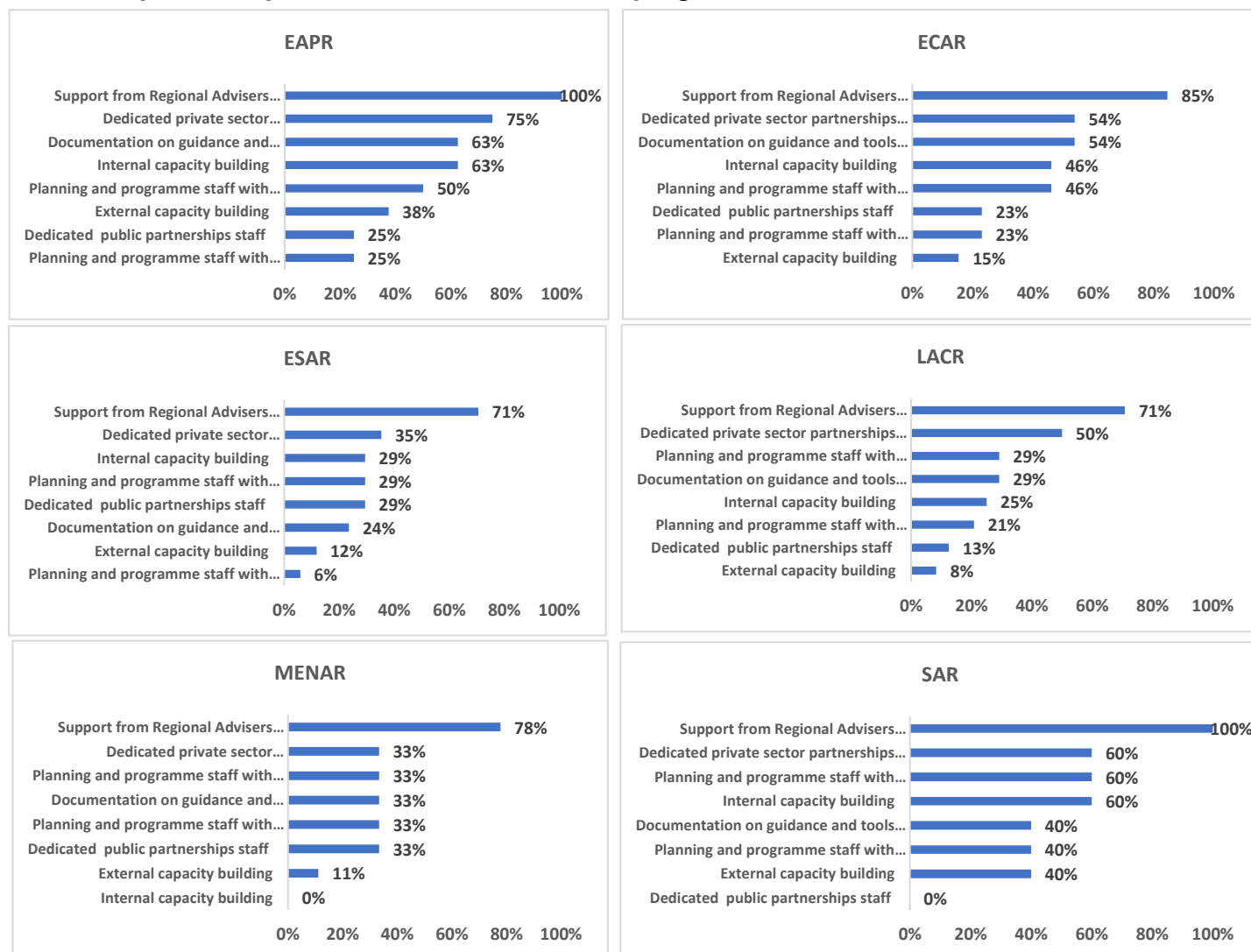


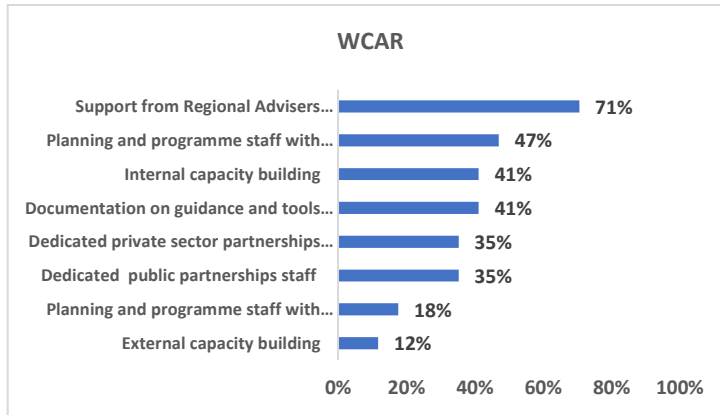


ANNEX M: TECHNICAL CAPACITY DIMENSION, REGIONAL VARIATION OF CURRENT AND POTENTIAL CAPACITIES TO WORK ON PARTNERSHIPS WITH THE BUSINESS SECTOR

COs are consistently most likely to report support from regional advisers and/or HQ to be used to work on business/partner engagement across all regions (100 per cent in EAP and SA, 85 per cent in ECA, 71 per cent in ESA, LAC, and WCA, and 78 per cent in MENA regions). COs are less likely to report internal (0 per cent in MENA region) and external (15 per cent in ECA, 8 per cent in LAC, and 12 per cent in WCA regions) capacity building, having planning and programming staff with accountabilities on business engagement formally described in their job description (25 per cent in EAP and 6 per cent in ESA regions), and dedicated public partnership staff (0 per cent in SA region) as a type of technical capacity to be used to work on business/partner engagement.

Figures 20a-g: Percentage of country offices reporting current technical capacities to work on partnerships with the business sector, by region

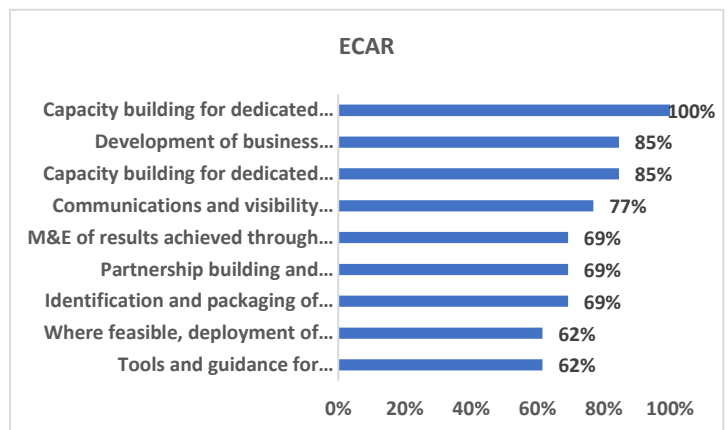
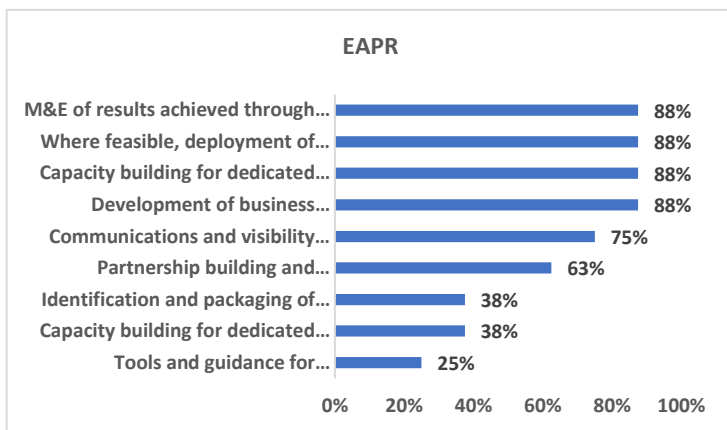




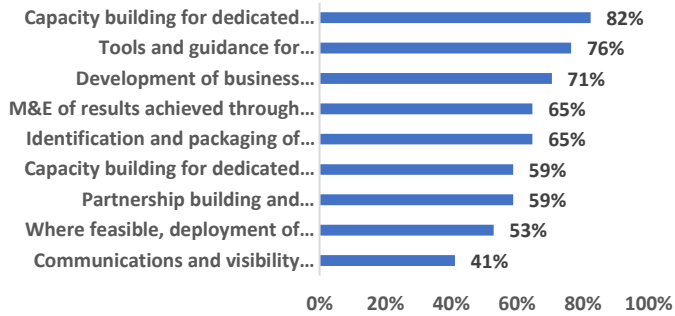
COs from EAP region are most likely to report M&E of results achieved through business engagement, deployment of additional staff through short term assignments, capacity building for dedicated staff responsible for programme, and development of business engagement strategies for specific programmes as highly important support required to strengthen technical capacities on business engagement (88 per cent). COs from other regions are more likely to perceive capacity building for dedicated staff responsible for programme (100 per cent in ECA and SA, 82 per cent in ESA, and 75 per cent in LAC regions) and development of business engagement strategies for specific programmes (78 per cent in MENA and 71 per cent in WCA regions) as highly important support needed to strengthen technical capacities on business engagement.

Compared to other types of support, COs are less likely to perceive tools and guidance for integration of business in the planning cycle (25 per cent in EAP and 62 per cent in ECA), deployment of additional staff through short-term assignments where feasible (62 per cent in ECA, 46 per cent in LAC, and 33 per cent in MENA), and communications and visibility related support and guidance from HQ/RO (41 per cent in ESA and 40 per cent in SA) as highly important support required. In the WCA region, COs (35 per cent) are less likely to report capacity building for public partnerships staff as highly important support needed.

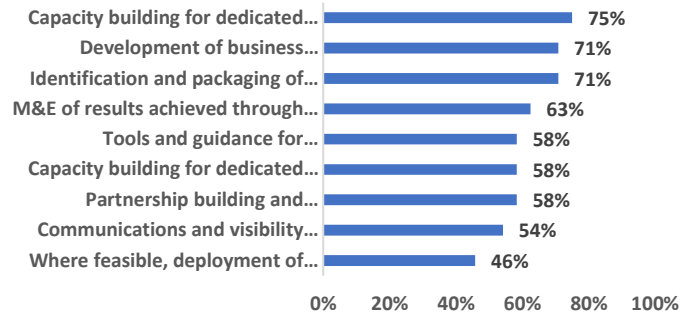
Figures 21a-g: Percentage of country offices reporting technical capacities that would strengthen the work on partnerships with the business sector, by region



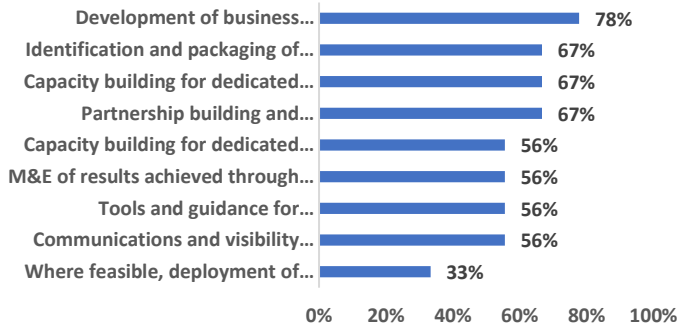
ESAR



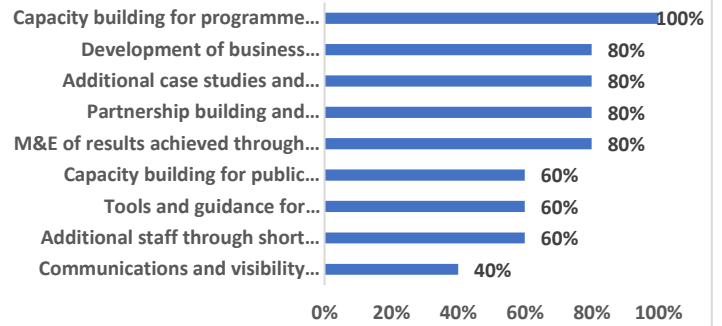
LACR



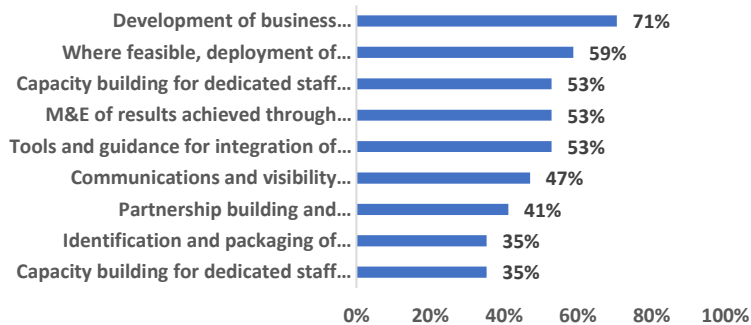
MENAR



SAR



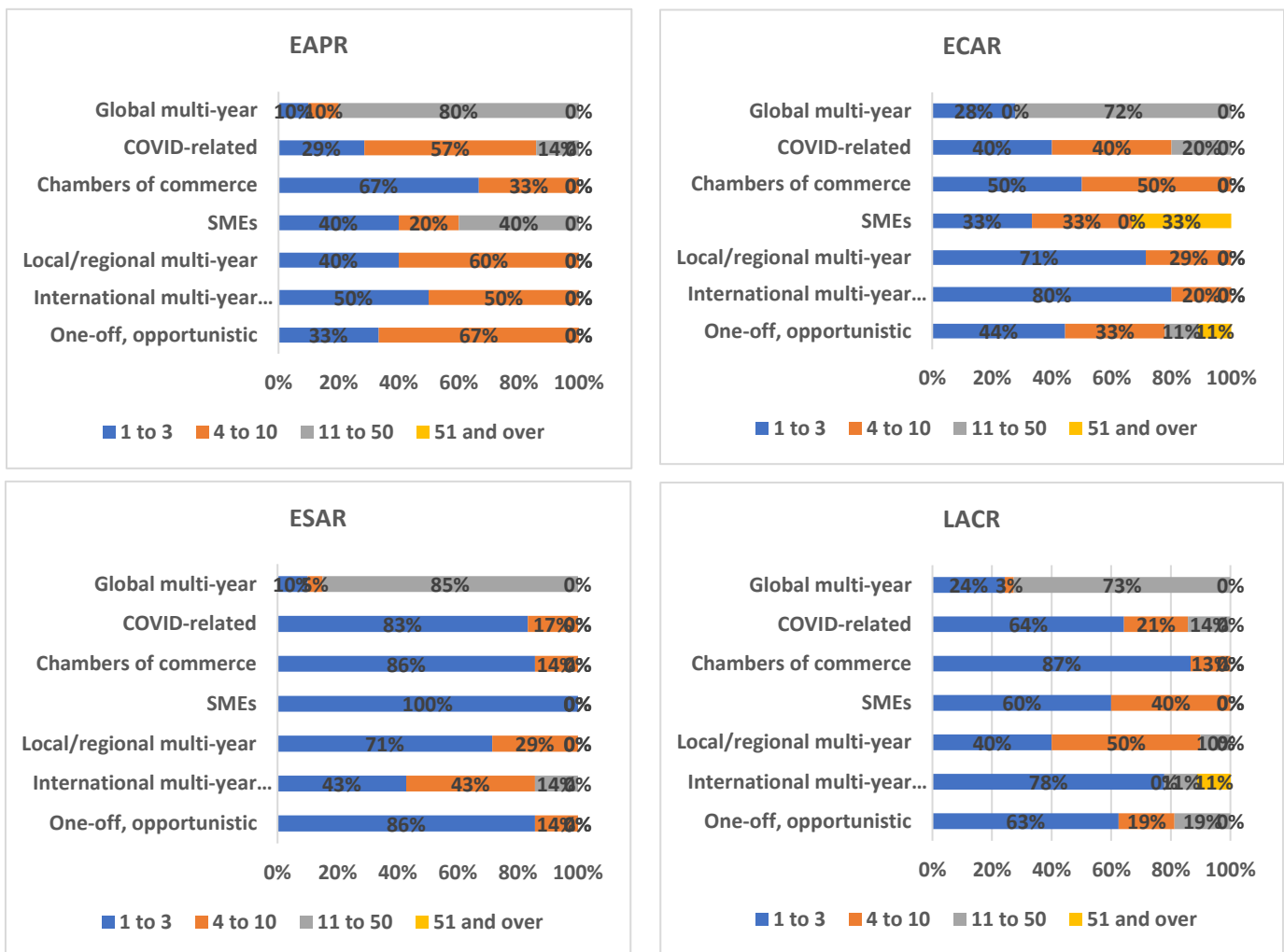
WCAR

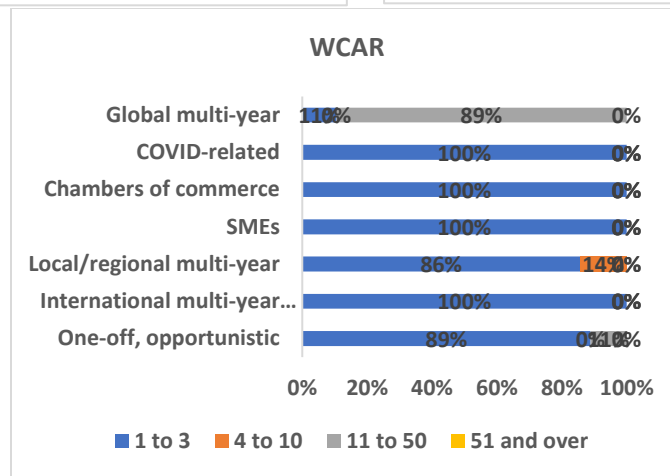
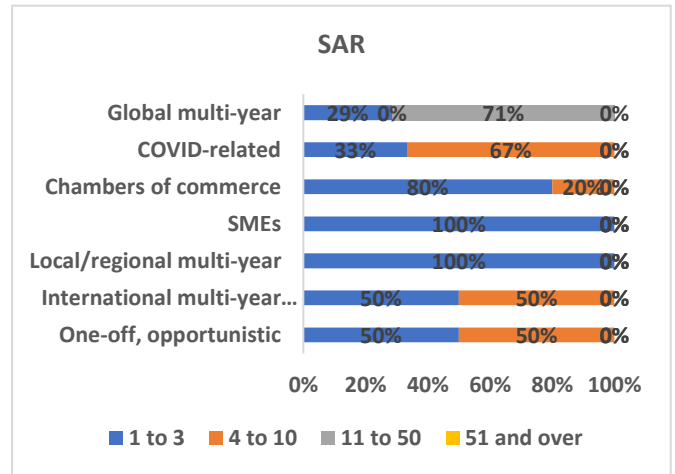
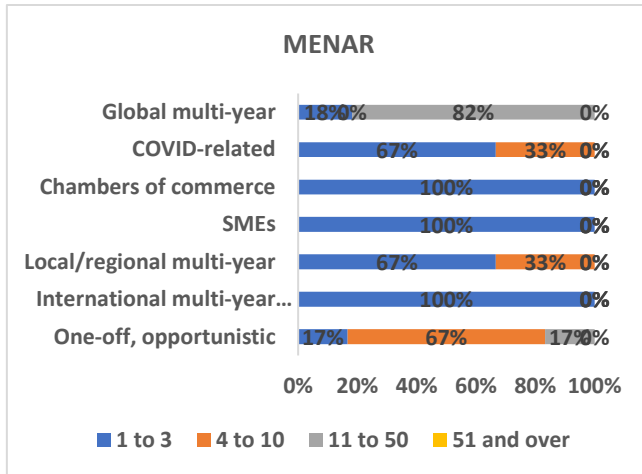


ANNEX N: PARTNERSHIP DIMENSION, ACTIVE COLLABORATIONS THAT HELP BUILD OR STRENGTHEN BUSINESS ENGAGEMENT FOR PROGRAMME RESULTS AND TYPES OF COLLABORATORS

The higher percentage of COs across all regions and types of collaborations are more likely to report 1 to 3 active collaborations with the business sector in the past 12 months, except for global multi-year collaborations across all regions, where COs are more likely to report 11 to 50 collaborations; covid-related in EAP and SA; local/regional multi-year in EAP and LAC; and one-off and opportunistic in EAP and MENA.

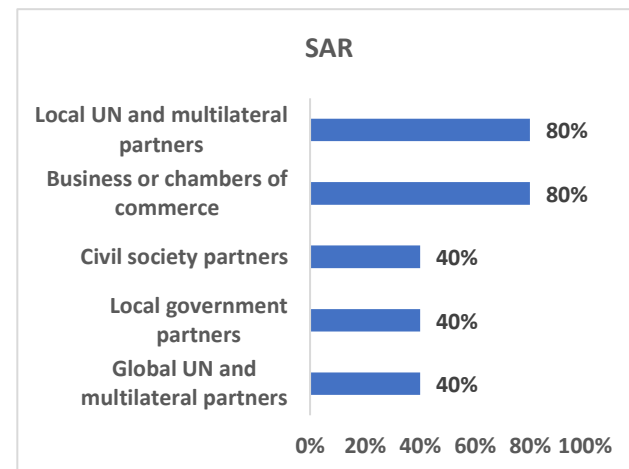
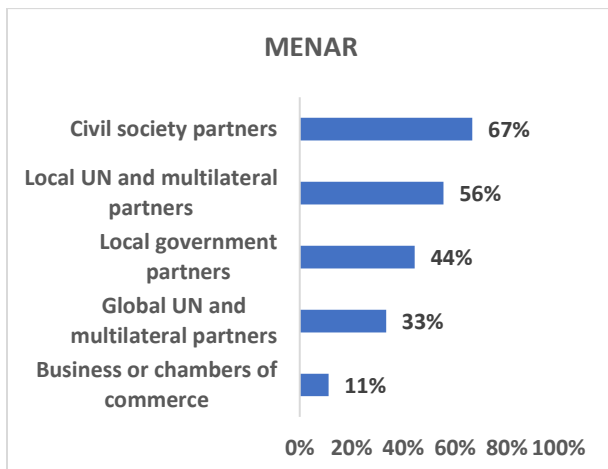
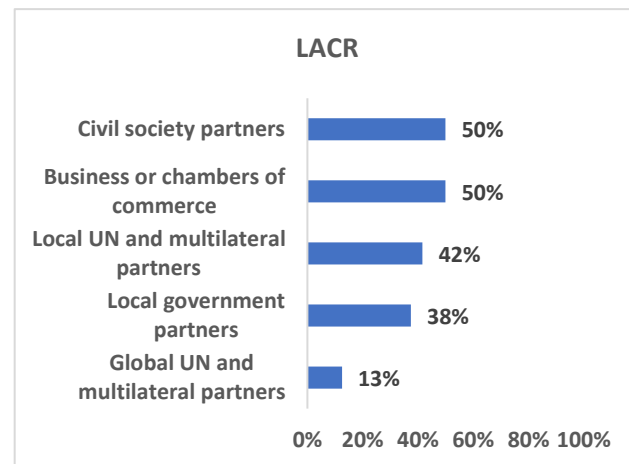
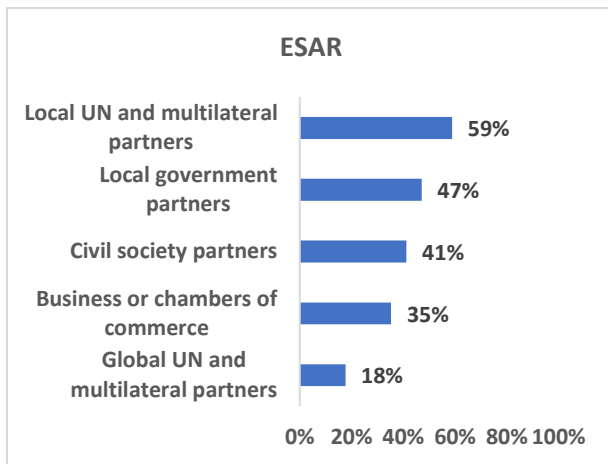
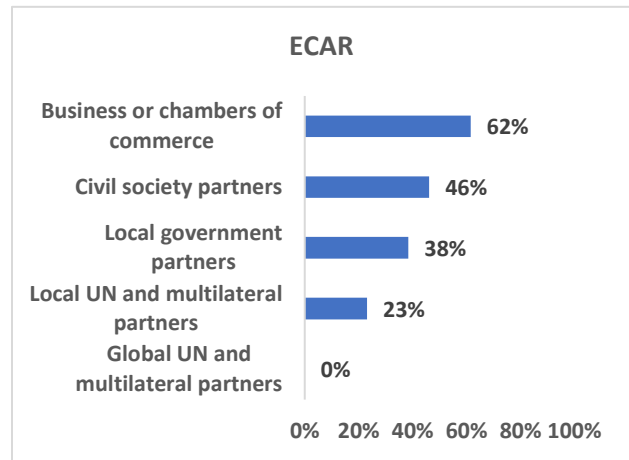
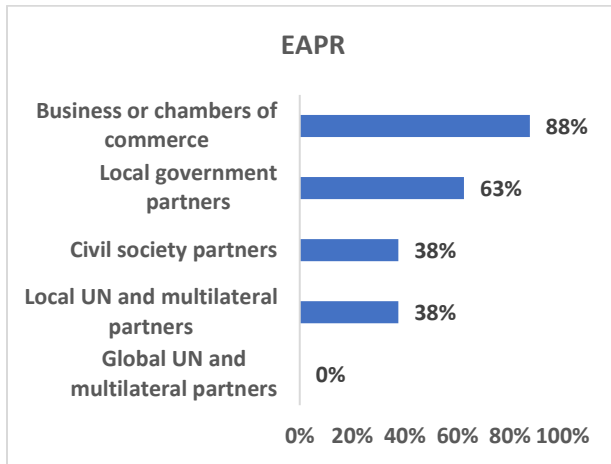
Figure 22a-g: Percentage of COs that report active collaborations with the business sector in the past 12 months, by type of collaboration and estimated number of collaborators and region

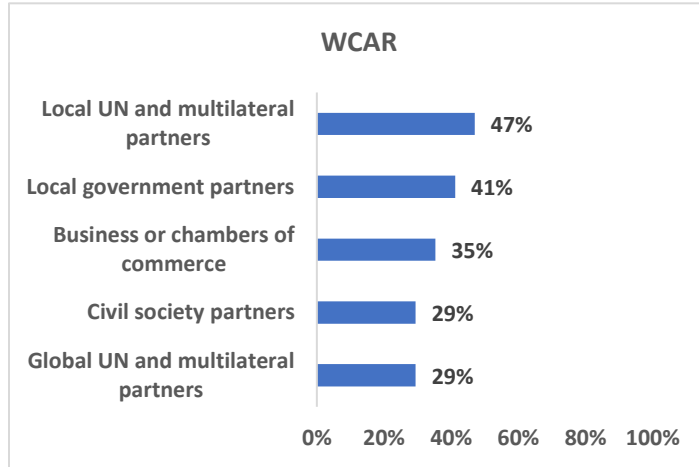




COs from EAP (88 per cent), ECA (62 per cent), LAC (50 per cent), and SA (80 per cent) are more likely to report active collaborations with businesses or chambers of commerce that help build/strengthen business engagement for programme results. COs from ESA (59 per cent), SA (80 per cent), and WCA (47 per cent) regions are more likely to report having active collaborations with local UN and multilateral partners. COs from LAC (50 per cent) and MENA (67 per cent) are more likely to mention collaborations with civil society organizations that help build/strengthen business engagement for programme results. The higher percentage of COs from across all regions, except for MENA, are less likely to report collaborations with global UN and multilateral partners that help build/strengthen business engagement for programme results.

Figure 23a-g: Percentage of country offices reporting active collaborations that help build/strengthen business engagement for programme results, by collaborator

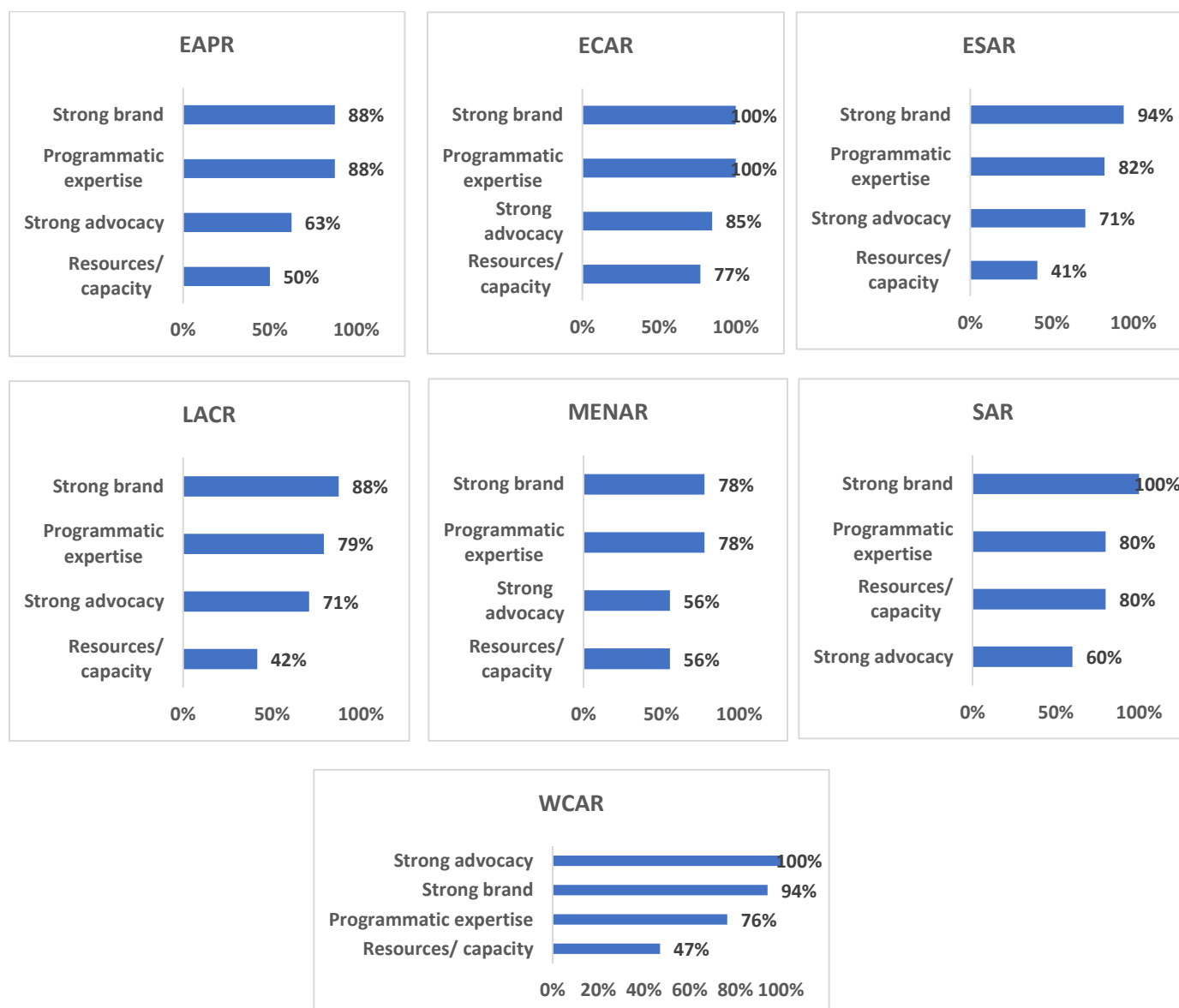




ANNEX O: PARTNERSHIP DIMENSION, FACTORS THAT HELP OFFICES BUILD ACTIVE COLLABORATIONS TO STRENGTHEN BUSINESS ENGAGEMENT FOR PROGRAMME RESULTS

The higher percentage of COs across all regions are more likely to report UNICEF strong brand and programmatic expertise as factors that help offices build active collaborations to strengthen business engagement for programme results, except for WCA region, where COs are more likely to report UNICEF strong advocacy and strong brand. COs across all regions are consistently less likely to report resources/capacity as a factor that helps offices build active collaborations to strengthen business engagement for programme results.

Figure 24a-g: Percentage of country offices reporting factors that help offices build active collaborations to strengthen business engagement for programme results, by specific factors



ANNEX P: COMPARING PSFR AND NON-PSFR COs, RESULTS OF T-TEST STATISTICS

When comparing PSFR and non-PSFR COs, there is no significant differences between percentages of countries reporting specific factors helping country offices build active collaborations to strengthen business engagement. Table 19 illustrates the results of t-test statistics.

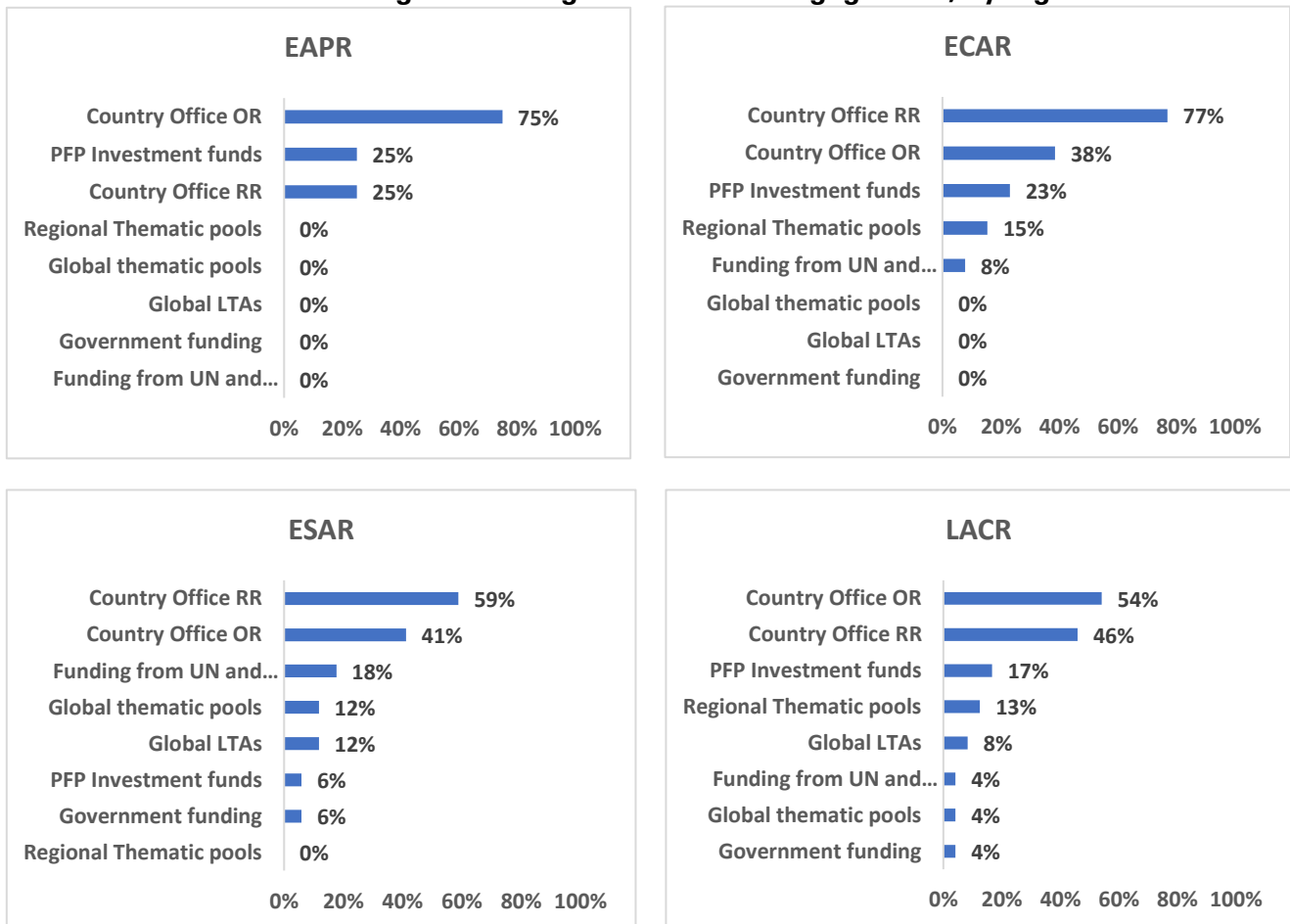
Table 19: Percentage of COs reporting factors helping COs build active collaborations to strengthen business engagement and t-test comparing PSFR and non-PSFR COs

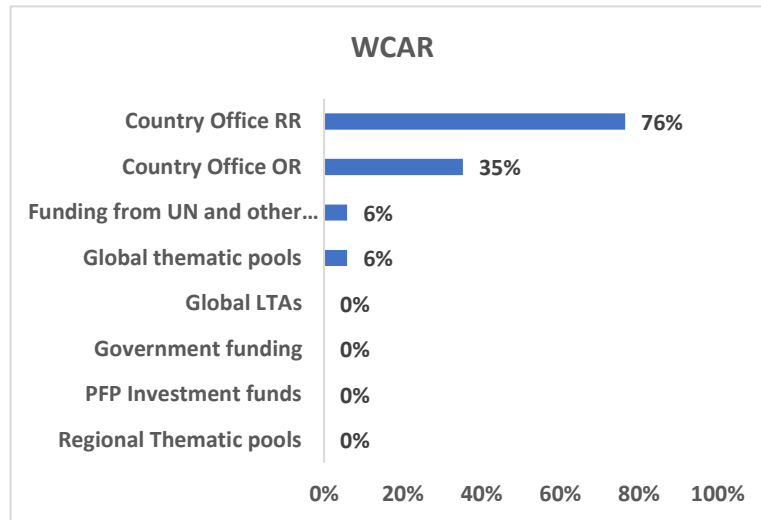
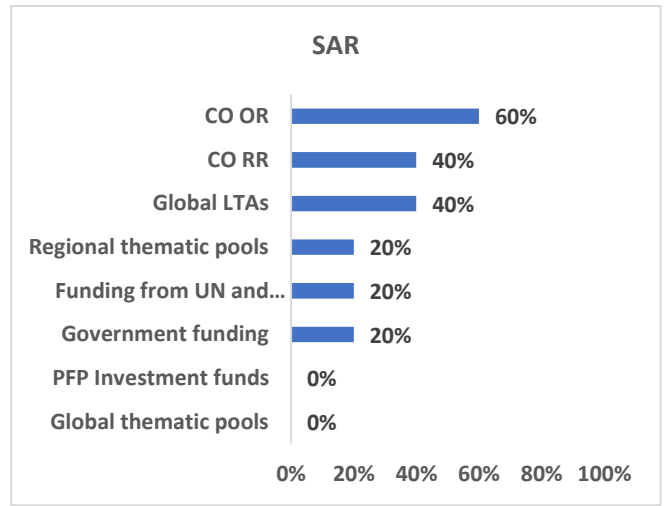
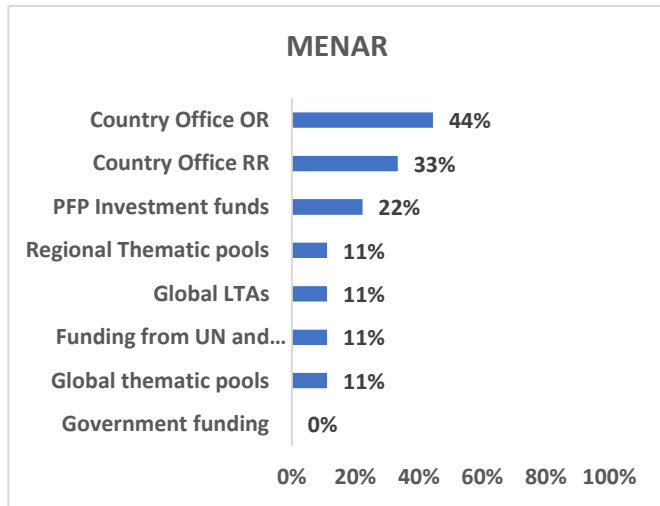
Factors	PSFR COs	non-PSFR COs	T-test (<i>p-value</i>)
UNICEF strong brand	100%	90%	-0.86 (0.39)
UNICEF programmatic expertise	90%	80%	-1.18 (0.24)
UNICEF strong advocacy	70%	80%	0.33 (0.75)
UNICEF resources/capacity	60%	50%	-0.68 (0.50)
Other	10%	10%	-0.39 (0.70)

ANNEX Q: RESOURCE DIMENSION, REGIONAL VARIANCE OF RESOURCES THAT HAVE BEEN INVESTED/LEVERAGED TO STRENGTHEN BUSINESS ENGAGEMENT

COs across all regions are most likely to report CO OR (75 per cent in EAP, 54 per cent in LAC, 44 per cent in MENA, and 60 per cent in SA regions) and CO RR (77 per cent in ECA, 59 per cent in ESA, and 76 per cent in WCA regions) as the type of resources leveraged or invested to strengthen business engagement. COs have not reported regional (EAP, ECA, WCA) and global thematic pools (EAP, ECA, SA), global LTAs (EAP, ECA, WCA), government funding (EAP, MENA, WCA), and funding from UN and other multilateral organizations (EAP), PFP investment funds (SA, WCA) as types of resources leveraged. COs from LAC region are less likely to report government funding, global thematic pools, and funding from UN and multilateral organizations (4 per cent respectively) as types of resources invested/leveraged to strengthen business engagement.

Figures 25a-g: Percentage of COs reporting types of resources that CO has invested/leveraged to strengthen business engagement, by region







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