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**UNICEF Guidelines and Manual for Working with the  
Business Community**

**Identifying the Best Allies  
Developing the Best Alliances**

**2001**

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# EXECUTIVE SUMMARY

1. UNICEF, the United Nations Children's Fund, has forged alliances with the business community for more than fifty years. This collaboration reflects our recognition of the influence the business community has on the lives of children and their families everywhere, and of the significant resources it can bring to better children's lives -- and of the fact that it is possible for the United Nations to engage with the business community in a principled and effective manner that is beneficial to everyone.

2. UNICEF seeks alliances with the business community that can help us fulfil our mission. We consider all types of alliances that can provide support, directly and indirectly, to UNICEF's work. UNICEF's alliances with the business community take many forms -- programmatic alliances, advocacy, fundraising support, or contributions-in-kind.

3. UNICEF actively seeks alliances with those in the business community whose behaviour, on balance, demonstrates a willingness to exercise corporate social responsibility. UNICEF seeks to work with businesses that demonstrate a commitment to and affinity with UNICEF's mandate and core values which fit with our programme, advocacy, and fundraising goals.

## II. GUIDING PRINCIPLES

4. UNICEF applies two guiding principles when contemplating an alliance with a member of the business community: find the best ally, and find the best alliance.

4.1 The Best Ally. UNICEF takes two steps to determine whether a corporation is the best ally for UNICEF -- that is, whether its record, on balance, demonstrates a willingness to exercise corporate social responsibility. First, UNICEF undertakes research regarding the potential ally, a form of "due diligence". Second, UNICEF measures that information against the fundamental principles on which UNICEF and the United Nations are based, and against our specific mission, mandate and brand values. The organisation's judgement is based on these considerations. The guidelines below help guide that assessment.

4.2 The Best Alliance. UNICEF seeks alliances which fit with our values and with our programme, advocacy, and fundraising goals. So we ask ourselves whether the proposed alliance helps UNICEF work for the survival, protection, and development of children in pursuance of their rights.

## III. CHOOSING THE ALLY AND ALLIANCE

5. UNICEF has identified a number of eligibility criteria that help guide its assessment of whether to enter into a proposed alliance. UNICEF looks for alliances with entities that display corporate responsibility and leadership in the community; make a positive contribution to society; have a record of socially-responsible behaviour; have a positive public and/or product/service image; have a history of commitment to development-related causes; have responsible labour practices; and employ responsible environmental practices.

6. We have also identified exclusionary criteria and UNICEF gives special attention to some industry sectors. Some are unacceptable under any circumstances. Thus, for example, no alliances are possible with businesses in the armaments and weapons sector; toy manufacturers manufacturing replica weapons marketed to children; alcohol or tobacco companies; companies which violate United Nations Sanctions; manufacturers of infant formula whose marketing practices violate the International Code for the Marketing of Breastmilk Substitutes; and companies involved in pornography, exploitative and/or corrupt practices; companies found in violation of environmental laws. UNICEF is prepared to consider alliances with corporate affiliates of companies in the alcohol or tobacco industry, but only within strict limits.

7. For alliances that are primarily fund-raising, UNICEF has certain expectations about the amount of support to be provided by its corporate allies.

#### **IV. PROCEDURES FOR ENTERING INTO ALLIANCES**

8. All potential alliances with the business community, no matter how large or small, and no matter how complex or straightforward the proposed alliance, are to be subject to the "Best Ally, Best Alliance" review as a matter of course. UNICEF's Private Sector Division (International Accounts Section) is the organization's focal point to provide guidance in this area -- including in connection with the initial corporate screening or "due diligence".

9. Where the alliance would involve permission to use the UNICEF name, logo, or emblem in a commercial context, especially in fundraising alliances (with certain limited exceptions), the alliance is to be reviewed and approved by a Co-Ordination Committee, established by the Executive Director. In addition, where the corporate screening or "due diligence" indicates that a proposed alliance -- of whatever nature -- requires further consideration, the Co-Ordination Committee is required to give final approval.

10. Without exception, and as a matter of policy, all corporate alliances must be put in writing, with the roles and responsibilities of each ally clearly set out. In most cases, this will involve a legally enforceable agreement. Certainly, all alliances where the corporate ally is permitted to use the UNICEF name, logo, and emblem must be set out in a legal agreement. This protects all involved.

#### **V. USE OF THE UNICEF NAME, LOGO AND EMBLEM**

11. The policy regarding general usage of the UNICEF name, logo and emblem is set out in the UNICEF Identification Standards Manual -- and also (for National Committees) in the Recognition and Co-operation Agreement. Compliance with the requirements of the Identification Standards Manual and UNICEF Brand Guidelines is mandatory, as it guarantees a clear, consistent, readily identified image of UNICEF.

12. The UNICEF name, logo, and emblem are not trademarks. They are not registered as trademarks or protected under trademark laws. They are protected under a special international convention, the Paris Convention. The UNICEF name, logo and emblem may not be registered as trademarks by any UNICEF office or National Committee, and they should not be referred to as trademarks in any legal or other documents.

13. Alternative UNICEF "logos" or special "corporate fundraising emblems", whether or not they incorporate any part of the UNICEF logo or emblem, may not be created. In order to ensure that UNICEF enjoys the highest visibility and awareness by the public it is recommended that the full representation of the UNICEF name, logo and emblem be used in all alliances or activities.

14. Permission to use the UNICEF name, logo and emblem may only be granted in writing and only on approved terms.

#### **VI. FURTHER POINTS TO NOTE**

15. Two further points are important to note. They apply to all UNICEF's alliances with members of the business community, whether or not they involve use of the UNICEF name, logo and emblem.

15.1 No endorsement. UNICEF does not endorse any products, goods, or services. At no time may any UNICEF office, staff member or UNICEF National Committee endorse or appear to endorse a company, group of companies, industry sector or other third party, its products or services.

15.2 No exclusivity UNICEF does not grant "exclusive" permission to reproduce the UNICEF name, logo, or emblem. At no time may any UNICEF office, staff member or UNICEF National Committee grant exclusivity to any company, group of companies, industry sector or other third party. To do so could make UNICEF vulnerable to allegations of partisan behaviour by companies or their governments and is incompatible with our UN status. In addition, granting exclusive permission could be misconstrued as endorsement.