Annex: **Business Impact Analysis - Key questions to guide the analysis:**

|  |  |
| --- | --- |
| **Causality analysis** | * Do business operations and practices have a major impact (directly or indirectly) on children’s rights and well-being (e.g. employment practices)? * How do the main goods, consumer products and services that are produced by business have an impact on women, children and adolescents, both positively and negatively? Does this differ depending on children’s gender, disability, ethnicity, or socioeconomic bracket? * Is there a shortfall for a product or service that could contribute to the welfare of vulnerable population groups where the private sector could play a role? * Is there a part of the country where children are more vulnerable due to a strong presence of a company, sector or industry? * Are educational, health or other services relevant for children, provided by the private sector in the country? * Are businesses providing products and services that put children at risk? * Are children part of the workforce / Is there child labor in the country? |
| **Role pattern and capacity analysis** | * How do child rights deprivations, derived from business practices, actions or inactions manifest themselves in the country? * What types/sectors of business cause these deprivations? * What role do businesses play in the identified deprivation? Can businesses do something to help solve the identified issue? * How can business help to solve child deprivations other than those resulting from business activities? * Do businesses provide a child-friendly lens to their work? * Do businesses provide a child-friendly lens in their management of staff and related workplace policies? * Are businesses partnering/providing needed skills and employment to young people, including the most vulnerable (young people with disabilities, Roma, etc.)? * Can business and business leaders proactively engage in policy and public advocacy on a variety of human rights and environment related issues? * Do businesses have the knowledge, skills and resources in solving the identified issue? |
| **Stakeholder analysis** | * What is the size, structure and composition (microbusiness, SMEs, larger corporations) of the private sector in the economy? What is the weight of the formal vs informal economy? What is the workforce distribution and composition (formal/informal, by sector, by gender)? * What are the key business sectors, major companies, business associations, business networks and other relevant stakeholders operating in the business space? What is their location? * What is the performance and relevance of these businesses sectors in relation to realizing children’s and women’s rights (e.g. impacts on working parents, youth workers, child labour, marketing towards children, impacts of products, to the community, to the environment)? * How could these identified business sectors contribute to children wellbeing? * What are the key associations/civil society/other stakeholders that work on children’s rights and business which can be instrumental in UNICEF’s work with business? * Are there businesses functioning on regional or international level which could be the subject of UNICEF multi-county initiatives or where policies and initiatives at the international level could be implemented locally? * What role has the business sector played in the COVID-19 response that may also have an impact on children’s rights? |
| **Analysis of the enabling environment** | * Does the government promote, regulate, engage or legislate business and their social and environmental impact? * What regulations exist, and what are the gaps in regulations? For instance, has the government signed and ratified relevant international children’s rights legal instruments? What other relevant children’s rights standards and initiatives has the government signed, engaged with or otherwise endorsed? * What is the policy of the government with respect to strategic industries? * Is there a law/regulation requiring companies to conduct human rights due diligence processes (public companies, general or in a specific sector?) * What are the power relations between business and government leaders in terms of influence on society? * What requirements are in place for officials to consider impacts on children’s rights in engaging in commercial relations or supporting or investing in business activity with public funds? When involving the private sector in the provision of essential services for children, what legal and administrative frameworks ensure the ongoing accessibility, affordability, equity, and quality of services provided? * What sustainability initiatives exist for business to ensure child/adolescents rights fulfilment? * Are there examples of sector-wide agreements/policies/alignment on social issues within business (not imposed by Governments)? Are there specialized groups/organization managing this knowledge? * Are there specific initiatives in the private sector on the implementation of the Sustainable Development Goals that may have an impact on children’s rights? Could these be an entry point for UNICEF engagement with business? * Which regulations may influence the behavior of Azerbaijan´s businesses? |
| **Relevance for Azerbaijan’s country programme** | * In view of the existing Country Programme Document, what are possible pathways for UNICEF Azerbaijan to work *on* and *with* business or industries to achieve better results for children? * What are some of the priority areas where the business sector would be particularly relevant? * Identify key interventions with business as a stakeholder, based on the priority issues in the CPD. |

**Corporate Mapping – Key points to guide the process:**

|  |  |
| --- | --- |
| **Identify the relative importance of industry sectors in the economy of the country** | * 1. Map the industry sectors of relevance [ICT, Agribusiness,  Finance& banking, Construction, Retail, Extractives, FMCG, Food & Beverage, Insurance, Pharmaceuticals, Remittances, e-Retail, Tourism, Transportation, and Utilities] in terms of their contribution to GDP, their employment number, the gender split in employment.   2. Other parameters may be included in this mapping if considered relevant for the Country Office. |
| **Identify and list for each sector those companies (both local and international) operating in the country that together represent 80% of the activity of their respective industry sector** | * 1. This can be expressed in sales volume (gross revenues) or Market Share of the total.   2. If the number of companies - needed to achieve 80% of the total – exceeds FIVE, stop at FIVE and identify the Chamber of Commerce for the sector as well.   3. Focus should be on the sectors representing 80% of the economy and/or employment and/or child rights impacts |
| **For each company, provide the data points included in the appendix table** | * 1. The elements in the table represent the minimum scope to enable a meaningful engagement on advocacy, policies addressing employees and customers, and resource mobilization.   To be expanded upon if the additional parameters would enhance the final deliverable. For example, adding a gender split among employees can be useful. |
| Process & timing | * + We recommend approaching this work sector by sector, starting with the largest sectors, to gauge the process and have an intermediate review with the regional team to ensure adequation of results.   + From experience in other regions, such mapping will require a 6-week end-to-end process. |