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### **Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan**

#### *Summary*

The present report covers 2012, the seventh year of the UNICEF medium-term strategic plan, 2006-2013. The report was produced in conjunction with the annual report of the Executive Director of the United Nations Children's Fund to the Economic and Social Council (E/ICEF/2013/3).

A draft decision is included in chapter V.

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\*\* E/ICEF/2013/10.



## Overview

1. For the world's children, 2012 was marked by great progress tempered by unfinished business. Many more millions of children are surviving and thriving, thanks to emergency interventions, the delivery of life-saving vaccines, nutrition and health care, greater educational opportunities, and stronger protection and promotion of rights for children, acknowledged and enforced by law.

2. The global under-five mortality rate continued its steady decline, falling 41 per cent from 1990 levels. Still, in 2011, there were 6.9 million under-five deaths. The number of out-of-school children of primary school age dropped to an all-time low of 61 million. Likewise, a combination of emergency interventions and greater use of breastfeeding contributed to a 36 per cent decrease in the number of underweight children under five years old, from 159 million in 1990 to 101 million in 2011. Birth registration — a vital tool in protecting children — is increasing, with more than 29 million births registered in over 80 countries. And the achievement of the Millennium Development Goal target, to halve the proportion of the population without sustainable access to safe drinking water, demonstrates how commitment and partnership among governments and the public and private sectors can lead to tangible results.<sup>1</sup>

3. Yet the successes captured by statistical averages mask the work remaining to be done. Children living in fragile, conflict-ridden environments or in middle-income countries without pro-poor policies continue to face a high risk of social exclusion and of falling behind. This is equally true of those children who face persistent discrimination — including girls, children living in poor urban or remote areas, disabled children and children from ethnic and other minority groups.

4. In 2012, UNICEF continued to focus on developing and mainstreaming the Monitoring Results for Equity System (MoRES) throughout the organization. Featuring real-time monitoring of barriers and bottlenecks, MoRES is helping to improve policies and systems and to better target interventions that will lead to improved results for the most disadvantaged communities.

5. Gender mainstreaming remained an important focus of UNICEF programming in 2012. Updated technical guidance and tools to integrate gender more fully into programmes were developed and distributed to country offices.

6. Children with disabilities, who are too often denied the health care, education and nutrition enjoyed by their non-disabled peers, were another important area of focus in 2012. In September, UNICEF hosted the first Forum of the Global Partnership on Children with Disabilities. The forum provided opportunities for practitioners and policymakers to hear directly from children living with disabilities and to identify concrete strategies to include the concerns of these children in discussions on the post-2015 development agenda.

7. Ending the preventable deaths of children is an urgent priority for UNICEF. Under the umbrella of Committing to Child Survival: A Promise Renewed, the Governments of Ethiopia, India and the United States joined UNICEF to bring together a broad consortium of people, organizations and governments committed to accelerating the end of such deaths. This global movement is dedicated to providing technical assistance to countries as they develop plans to fund and implement

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<sup>1</sup> Figures reflect the latest available data.

programmes in support of child survival. At the close of 2012, representatives of 168 governments, 209 civil society partners and 220 faith-based organizations had signed pledges to take action to end preventable child deaths.

8. Movements like these also demonstrate the importance of broad-based partnerships and cooperation, including South-South and triangular cooperation. In 2012, a total of 80 UNICEF country offices reported on local and regional learning programmes and activities emphasizing the sharing of information and expertise.

9. UNICEF continues to work with governments, sister United Nations agencies and civil society partners in responding to a mounting number of natural disasters and complex humanitarian crises. In 2012, UNICEF emergency personnel responded in 481 surge deployments in response to emergencies, two thirds of which supported major emergencies in the Sahel and in the Syrian Arab Republic. They worked towards developing more resilient systems that will give children needed care.

10. UNICEF continues to seek improvements in its operations. In response to the General Assembly mandate to implement the International Public Sector Accounting System (IPSAS) and to improve efficiency, UNICEF launched the Virtual Integrated System of Information (VISION). The system has enabled standardized results-based planning and reporting across all programme areas and has improved transparency and accountability.

11. In April, UNICEF joined the International Aid Transparency Initiative, and adopted an implementation plan. All UNICEF internal audits, evaluations and annual reports on programmes are now being publicly disclosed, and financial information is more widely shared.

12. UNICEF contributed constructively to the process of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and to the development of Standard Operating Procedures for Delivering as One. UNICEF will continue to be actively engaged in their implementation.

13. Renewed focus on innovation and leveraging partnerships has helped to advance progress in key areas. Pioneering technology using cell phones has strengthened the real-time delivery of information critical to improving the health and well-being of children.

## **I. Summary of each focus area of the MTSP**

### **A. Focus area 1: Young child survival and development**

14. Current strategies and interventions are yielding good results for improving child survival rates. However, they need to be sustained, scaled up and adjusted to further reduce the differences in child survival rates between urban and rural populations, across wealth quintiles, between children of mothers with more or less education, and among children facing other types of marginalization or discrimination.

15. As a member of the GAVI Alliance, UNICEF continued advocacy and support for updating national immunization policies, capacity-building and cold-chain upgrades. One result was the introduction of pneumonia (pneumococcal) vaccination in Ghana and Zimbabwe in 2012. Integrated community case-management

programmes for pneumonia, diarrhoea and malaria were expanded in Ethiopia, Liberia, Malawi and other countries, emphasizing geographic targeting to address high-mortality areas. UNICEF stepped up efforts to reduce childhood diarrhoea-related mortality and morbidity. Among the results of these efforts was the launch of the rotavirus vaccine, through GAVI, for severe diarrhoea in seven countries.

16. Working with a broad range of partners, in 2012, UNICEF provided support to vaccinate over 100 million children against measles. UNICEF also led in reaching another 10 million women of reproductive age with tetanus vaccines in the most underserved areas of high-risk countries. Six more countries validated elimination of maternal and neonatal tetanus.

17. In 32 countries, UNICEF provided vitamin A supplements, deworming tablets and insecticide-treated mosquito nets to an estimated 55 million children through campaigns to vaccinate against measles. Measles catch-up and outbreak response campaigns supported by UNICEF reached tens of millions of children in 2012, including 3.5 million in Cameroon, 3 million in Haiti, 8 million in Yemen, and 6 million in both Uganda and Zambia.

18. Identifying and vaccinating the most marginalized children proved to be a critical strategy in the global campaign to eradicate polio. The number of children paralyzed in 2012 was reduced by more than 60 per cent compared with 2011. Fewer than 250 cases were reported worldwide and only three countries — Afghanistan, Nigeria and Pakistan — remain polio-endemic. UNICEF continued to lead on vaccine procurement and management and communication responsibilities for the Global Polio Eradication Initiative. Low immunization coverage and security constraints remain a challenge in all three endemic countries.

**In 2012, UNICEF contributed to the following results:**

- UNICEF supports community-based management of acute malnutrition in over 65 countries, reaching over 1.9 million children aged 6-59 months with lifesaving treatment.
- Vitamin A supplementation of children aged 6-59 months averages 75 per cent sustained coverage.
- In 69 countries, at least 76 per cent of households use iodized salt, while 75 countries mandate flour fortification.
- Micronutrient powder programmes are now reaching 12 million children aged 6-59 months in more than 30 countries.
- Access to treatment of severe acute malnutrition increased 89 per cent between 2009 and 2011, by which time approximately 2 million children were accessing treatment in 61 countries.

19. UNICEF joined the United Nations Population Fund in launching the United Nations Commission on Life-Saving Commodities for Women and Children, part of the Secretary-General's Every Woman, Every Child movement. UNICEF is hosting the secretariat for the commission, which has helped to identify a number of low-cost, high-impact health interventions.

20. In Bangladesh, Burundi, Mongolia, Togo and other countries, UNICEF-sponsored studies and bottleneck-analyses on obstetric care services were used to raise awareness on issues of maternal mortality and pinpoint specific areas for reform. UNICEF support for emergency obstetric care training, equipment and supplies reached roughly 6,300 health facilities in 52 countries in 2012.

21. Global public health partners and UNICEF also responded to new evidence on the short- and long-term consequences of undernutrition, particularly in relation to stunting, which is shown to exacerbate intergenerational poverty. Interventions are increasingly focused on the period up to a child's second birthday, including on the health of the child's mother during pregnancy. Exclusive breastfeeding rates increased in a number of UNICEF programme countries in 2012. New legislative instruments banning or regulating breast milk substitutes were approved in several countries, including in Burundi, Kenya and Viet Nam, which also passed legislation extending maternity leave to six months.

22. Several countries made advances in micronutrient food fortification with help from UNICEF, including through new legislation in Kenya and Mongolia, and new surveys and surveillance systems in the Plurinational State of Bolivia, Zimbabwe and elsewhere.

23. UNICEF support in all 33 countries that have joined the Scaling Up Nutrition initiative has helped to accelerate the fight against undernutrition and stunting through the formation of new national coordination frameworks, the development of nutrition and food security policies, and planning instruments and the leveraging of new funding.

24. In 2012, UNICEF supported the scale-up and strengthened promotion of evidence-based interventions that extend water, sanitation and hygiene (WASH) services to unreached populations. UNICEF support in the area of drinking water quality led to the development of new household water treatment and safe storage (HWTS) guidelines and progress on the institutionalization of national HWTS programmes in 48 countries in 2012, up from 38 countries in 2010. The Community Approaches to Total Sanitation programme was successfully expanded and is currently implemented by 54 country offices. As a result of UNICEF-supported activities, more than 24 million people are living in communities free of open defecation.

25. UNICEF pioneered the concept of "sustainability audits" in its WASH programme in Eastern and Southern Africa. These audits have evolved into sustainability compacts with governments that strengthen accountability and monitoring of service delivery. The sustainability compact has since been adopted in programmes in West and Central Africa.

26. The World Health Organization (WHO) partnered with UNICEF to revise the holistic Care for Child Development package. The package, designed to improve caregiving skills and caregiver-child interactions to aid early childhood development (ECD), is being rolled out by UNICEF and WHO, in partnership with the World Bank and Aga Khan University.

27. A Promise Renewed, SUN and the Sanitation and Water for All partnership are among the many initiatives providing opportunities for UNICEF to help to implement the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020.

## B. Focus area 2: Basic education and gender equality

28. UNICEF continued efforts to get the millions of out-of-school children into formal and informal learning environments, focusing attention on the harmful roadblocks caused by financial barriers and discrimination. An important lesson learned in reaching underserved children is the importance of providing a broad range of flexible learning options. Another lesson learned is that maintaining quality while scaling up diverse paths to access remains a challenge and requires renewed intersectoral collaboration.

29. Several countries revised or expanded national policies informed by Child-Friendly School (CFS) models, including Cambodia, Iraq, Moldova and South Sudan. In 2012, Rwanda won the Commonwealth Best Practice Award for its approach to fast-tracking basic education through the national replication of the CFS model.

30. UNICEF continues to bridge both “downstream” and “upstream” initiatives, supporting direct delivery of results for children and strengthened policies and systems. National education plans in most programme countries now include specific measures to reduce disparities related to poverty, ethnicity and disability (128 countries in 2012, up from 74 in 2005) and specific measures to reduce gender disparities in 103 countries (up from 58 in 2005).

**In 2012, UNICEF contributed to the following results:**

- The Out-of-School Initiative, operating in 26 countries, revealed critical patterns of disparities that are being addressed.
- An evaluation of life skills education in 40 countries uncovered lessons on how to better meet challenges regarding access and the learning needs of disadvantaged children.
- Over 120 countries reported having at least partially developed standards of quality education based on CFS or similar approaches.

31. Alternative early learning opportunities and operationalization of early learning and development standards contributed to improved school readiness of children. Increases in preschool enrolment are reported in a number of countries, including Albania, Bosnia and Herzegovina, Comoros, Moldova and Uganda. In Ethiopia, a 16.2 per cent increase from 2010 to 2012 in school-readiness programme participation was achieved through a combination of strengthened formal systems and the scaling up of non-formal systems. The latter included the child-to-child strategy for disadvantaged children, whereby younger children interact with and learn from older children as a way to help the younger ones become ready for school.

32. Support for improving data and monitoring systems and introducing innovative analytical tools, including the Simulations for Equity in Education model, reinforced government capacity to monitor and improve access to and quality of education. UNICEF support for non-formal education initiatives helped hard-to-reach children to obtain access to education. These children included urban working children in Bangladesh, herd boys in Lesotho, orphans in Swaziland and child monks in Mongolia. Elsewhere, improvements to the quality of non-formal education systems

and the integration of core curricula into these systems have further increased access to education, such as through the Koranic school system in Nigeria and other countries.

33. Factors such as gender, income level, location, sex, race, ethnicity, and disability present critical barriers to accessing quality education for 132 million children and adolescents who are not attending primary or secondary school. UNICEF supported efforts to leverage innovations in technology and to adopt new approaches to increase access to education for hard-to-reach and excluded children. Temporary Learning Centres set up in flood-affected regions of Pakistan were able to enrol many school-aged children that had never before attended school. Later, UNICEF advocacy led to the mainstreaming of all of these children into the Government primary school system.

34. Girls comprise more than half of the children not in primary school, and supporting girls' education and gender equality is a UNICEF priority. Innovative, cross-sectoral programming, from integrating water and sanitation into schools to enhancing attention to security to protect students from violence, has removed many barriers to access for girls. The second edition of *Raising Even More Clean Hands* was issued. The publication, produced as a joint effort of UNICEF and a number of partners, promotes WASH in schools and is endorsed by 70 international organizations.

35. A 2012 study undertaken on violence in schools, conducted in 22 countries, underlined the importance of supporting countries in developing guidance on addressing this issue. UNICEF continued to lead the United Nations Girls' Education Initiative, which provided a strategic advocacy platform for promoting girls' completion of primary school and advancement to secondary education in a safe and supportive learning environment.

36. Over 40 per cent of all out-of-school children live in countries affected by armed conflict and natural disasters. UNICEF therefore further strengthened its role in education in emergencies and post-crisis transition situations, including through providing enhanced expertise in conflict analysis and cross-sectoral implementation of emergency preparedness, response and longer-term development. In 2012, a mapping of the inclusion of disaster risk reduction into education systems was completed in 30 countries, providing guidance for education curricula that will be rolled out in 2013. In 13 countries, the Peacebuilding, Education and Advocacy programme began to provide robust analysis of key bottlenecks to rebuilding education systems and strengthening social cohesion in post-conflict contexts.

### **C. Focus area 3: HIV/AIDS and children**

37. During the past decade there was an expansion in resources and political commitment to address the HIV and AIDS epidemic, resulting in decreasing rates of HIV prevalence and improved outcomes for individuals who are HIV-positive. UNICEF is continuing to integrate HIV programming across the organization, with the goal of achieving an AIDS-Free Generation. An important lesson learned has been the need to prioritize effective interventions in preventing mother-to-child transmission (MTCT) and to focus cooperation on high-burden countries. Efforts to prevent HIV infections among adolescents have been less successful and will require UNICEF and its partners to adopt new strategies for adolescent programming.

**In 2012, UNICEF contributed to the following results:**

- Co-convened the Leadership Forum at the XIX International AIDS Conference.
- Mobilized a partnership around the Global Plan; established the secretariat for the Inter-Agency Task Team on Children and HIV and AIDS.
- Developed a tool kit on elimination of MTCT of HIV to aid the planning process.
- Implemented mechanisms to strengthen national monitoring and evaluation systems and measure progress towards mitigating the impact of AIDS.

38. The HIV and AIDS key targets for 2012 focused on the first two decades of a child's life, grounded in the conviction that an AIDS-free generation starts with children and is anchored in the commitments of A Promise Renewed.

39. A growing number of countries (118 in 2012, up from 104 in 2011) have developed national policies or guidelines consistent with international programming standards for the elimination of new HIV infections in children and keeping their mothers alive. These countries included Côte d'Ivoire, Maldives, Namibia and Nicaragua. In over 20 countries, comprehensive national elimination of mother-to-child transmission (eMTCT) plans have been developed with UNICEF support.

40. Optimizing and simplifying treatment for women and infants are critical to addressing inequities in the AIDS response. National bottleneck analyses of eMTCT networks supported by UNICEF in several programme countries have helped to highlight areas for increased attention and to improve plans and service delivery systems. UNICEF support to health clinics offering eMTCT services reached over 25,000 clinics in 2012.

41. UNICEF is refocusing on an investment approach to reducing HIV risk, transmission, morbidity and mortality. UNICEF and the Futures Institute analysed high-impact interventions such as voluntary male medical circumcision, programming related to condom use, HIV testing and treatment, behavioural communications and working with key populations. The conclusion was that wise investments could reduce new infections in adolescents by 30 per cent by 2015 and by 70 per cent by 2020.

42. While there is now a strong evidence base for HIV prevention among adolescents, scale-up of effective approaches continues to be hampered by persistent gender inequality and the political challenges of working with young people involved in drug use or who adopt marginalized sexual behaviours. An additional challenge is how to implement the investment approach to include broader multifaceted activities beyond HIV-specific interventions. In over two thirds of programme countries, HIV/AIDS education has now been integrated into the national curriculum at secondary level (102 countries in 2012, up from 56 countries in 2005), in many cases as a result of UNICEF advocacy and technical support. UNICEF continues to build national capacity for delivering HIV/AIDS education. For example, in Myanmar almost 1 million secondary students are now receiving life skills education at school



with UNICEF technical assistance and systematic support for teacher training. In Malawi, a comprehensive curriculum now reaches all secondary schools in the country.

43. UNICEF continued to promote more extensive and innovative uses of social media to engage with young people on risk reduction initiatives. These efforts include the development of online life skills materials in China, SMS-based HIV/AIDS messaging in Nigeria, and the comprehensive SMS-based U-Report system in Zambia.

44. UNICEF continued to be a partner in the Together for Girls initiative, a private-public consortium of North-South organizations to halt sexual violence against girls, which is linked to sexually transmitted infections, among other challenges. The initiative supported national household surveys in 10 countries. The findings are being used to inform government-led actions, programmes and policies to prevent and respond to gender-based violence.

#### **D. Focus area 4: Child protection from violence, exploitation and abuse**

45. UNICEF worked to strengthen the social welfare, law/justice, education and health sectors to better protect children from violence, exploitation and abuse. The objective was to build systems that address protection holistically, rather than to support ad hoc projects that “rescue” and support small numbers of children suffering from violence or exploitation. Several programme countries, including Angola, Ethiopia, Nepal, Indonesia and Myanmar, made progress in shifting the focus of national child protection systems to a more coherent and holistic systems approach.

46. UNICEF and its partners organized two major conferences on child protection. At the Protecting Children Better conference in New Delhi, UNICEF helped to bring together key child protection actors, innovators, influencers, academics and policymakers to consolidate the latest research and thinking on child protection systems.

47. Programme monitoring of efforts in birth registration, alternative care and violence against children continues to be prioritized through the roll-out of MoRES. These efforts are yielding new forms of accountability, as demonstrated in Nigeria, where state and local Government officials began using collection of real-time SMS data to strengthen responsibility in their agencies.

48. Demonstrating results at impact level remains a systemic challenge. A meta-analysis of 52 evaluations of UNICEF child protection programmes was carried out to assess lessons learned on designing programmes with measurable indicators. The findings, including the benefits of multi-sectoral approaches, are influencing the design and operation of programmes.

49. Important progress was made in responding to child protection needs and mainstreaming child protection into United Nations humanitarian action response plans and mechanisms. UNICEF staff and standby partners were trained in over 20 countries on child protection in emergencies. They were also trained in programming in response to gender-based violence and on the Monitoring and Reporting Mechanism to the United Nations Security Council on six grave child rights violations of children’s rights in situations of armed conflict.

50. The direct interventions of UNICEF in 2012 led to the reunification of nearly 20,000 children with their families and caregivers. Large numbers were reunited in

the Democratic Republic of the Congo, Haiti, Somalia and South Sudan. In Haiti, approximately 9,400 children have been reunified with their parents since the earthquake in 2010.

51. The first global evaluation of child protection in emergencies, from pre-crisis to recovery phases, was initiated in 2012. Country offices were provided with technical support to establish programme baselines and accompanying monitoring and evaluation frameworks.

**In 2012, UNICEF contributed to the following results:**

- Approximately 29.5 million children were registered at birth in 81 countries.
- Over 30 countries engaged with religious communities in violence-prevention initiatives, including non-violent discipline, an end to child marriage and birth registration.
- Over 30 countries engaged in development of child-friendly courts and legal aid systems.
- A total of 1,775 communities declared abandonment of female genital mutilation/cutting (FGM/C), bringing to 10,000 the number of communities that have abandoned the practice since the start of the United Nations Population Fund (UNFPA)-UNICEF Joint Programme on FGM/C in 2008.
- Three new mine action programmes were launched; such programmes are now operating in 20 countries.
- More than 1.4 million children in 42 countries were provided with protective community spaces, learning spaces and psychosocial support services through humanitarian response.
- More than 6,400 children associated with armed forces or armed groups were released and reintegrated into their families and communities in nine countries.
- In almost 100 countries, capacity-building of partners was supported to improve their provision of social welfare services, alternative care, psychosocial support, support to children with disabilities and care for child survivors of sexual abuse in emergencies.
- As part of implementation of the Monitoring and Reporting Mechanism on grave violations of children's rights in situations of armed conflict, 14 action plans are being implemented with parties to conflict in 9 countries.
- With 11 new ratifications of the Optional Protocol on the sale of children, child prostitution and child pornography, and 7 new ratifications of the Optional Protocol on the involvement of children in armed conflict, the numbers of State Parties are now 163 and 151, respectively.
- A total of 87 programme countries (up from 78 in 2011) now have legal or policy frameworks in place for preventing and responding to sexual violence, in line with international norms and standards.

## E. Focus area 5: Policy advocacy and partnerships for children's rights

52. UNICEF continued to contribute to the collection, analysis and dissemination of disaggregated data to promote policies and programmes that benefit children and women. The fourth round of the Multiple Indicator Cluster Survey (MICS) took place in 2012, with more than 65 surveys completed. It covered more than 100 development indicators. UNICEF also undertook an external evaluation of MICS 4 and finalized preparation for MICS 5, which will be rolled out in 2013. These surveys are typically carried out by national statistical offices, supported by UNICEF. They constitute a key component of strengthening national capacity to monitor the situation of children.

53. UNICEF also launched the Multiple Overlapping Deprivation Analysis, a methodology to more keenly identify and profile children and families who experience multiple deprivations of their basic needs. UNICEF persistently highlights and advocates for increased attention to child deprivations by facilitating national studies on this topic. Between 2007 and 2012, 86 countries carried out multidimensional child poverty analyses and advocacy.

54. Capitalizing on country-level knowledge and expertise, UNICEF launched its first-ever Global Framework for Social Protection. The framework makes the case for child-sensitive social protection and argues for expanding inclusive, integrated systems to ensure that more children have equitable access to services. The framework influenced the European Union's social protection strategy and increased collaboration on systems-building with the World Bank.

55. UNICEF supported social protection interventions in 104 countries to leverage resources and build safety nets that benefit marginalized and vulnerable children. In China, UNICEF worked with the Government to pilot the country's first conditional cash transfer scheme related to children. UNICEF supported large-scale national social cash transfer programmes for marginalized and impoverished households, which reached hundreds of thousands of children in 2012, including orphans and child heads of households in Malawi, Zambia, Zimbabwe and other countries. An evaluation in Kenya showed that the national programme has led to higher levels of food consumption, higher secondary school enrolment rates, lower incidences of child labour and improvements in psychosocial metrics among child heads of households.

### **In 2012, UNICEF contributed to the following results:**

- Analysis of the situation of children in 50 countries and child poverty studies in 81 countries
- Social protection interventions in 104 countries
- Analysis and advocacy for social budgeting in 64 countries, including child-sensitive public finance management
- Support on migration issues in 35 countries

56. The organization is working in 40 countries on initiatives to promote the rights of children with disabilities. In Moldova, advocacy by UNICEF and other United Nations agencies helped to persuade the Government to adopt a programme on inclusive education and to pass a law on social inclusion of persons with disabilities.

57. The UNICEF Safe Cities initiative is working to address the protection needs of children and women in urban environments, in partnership with the United Nations Human Settlements Programme, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), and national and subnational governments.

58. The Burundi office supported the establishment of a Children's Parliament and training for child journalists. In Rwanda, child representatives have been democratically elected to their parliament at village and districts levels, with support given to the development of guidelines on civic participation by children.

59. UNICEF worked with governments to more effectively leverage domestic resources, which are increasing in a growing number of middle-income countries. Social budgeting analyses took place in over 111 countries through partnerships with ministries of finance, international financial institutions (including the International Monetary Fund and the World Bank) and civil society organizations. UNICEF also helped countries to obtain needed resources to finance equitable policies for children across sectors. The organization supported public expenditure reviews and fiscal impact analyses as well as capacity-building of social sector ministries, particularly in costing and developing investment cases.

60. In Jordan, UNICEF assistance on social budgeting paved the way for inclusion of key performance indicators on children in the 2012 General Budget Law. Likewise, in Mexico, policy advocacy and technical assistance led the Government to adopt UNICEF methodology for identifying the sections of the federal budget that benefit children, with the aim of maintaining or increasing levels of expenditure on children.

61. UNICEF is increasingly addressing emerging and cross-sectoral risks and opportunities that the changing world is posing for children and poor families. In 63 countries, UNICEF advocacy emphasizes policies that maximize the positive effects of migration while minimizing the risks for migrant families and communities. In Argentina, UNICEF advocacy on social protection underscored equity principles so that migrant children would be fully covered in policies. This achievement will ensure that around 225,000 children will benefit from social protection, including preventive and curative health packages.

#### **Special focus: Humanitarian action**

62. Direct and targeted interventions in emergencies reached tens of millions of children in the area of nutrition. This included reaching 2.11 million children suffering from severe acute malnutrition (SAM) with therapeutic feeding. Families displaced or made vulnerable by crisis situations were given essential food through therapeutic and supplemental feeding programmes, food and cash vouchers, and other support, notably in the Sahel, including Mali, and the Horn of Africa.

63. Over 18.8 million people gained access to water, and 7.78 million to sanitation, through direct UNICEF interventions in humanitarian emergencies in 2012, an increase over 2011. The largest WASH interventions were carried out in protracted emergency situations such as in Pakistan, Democratic Republic of the Congo, Ethiopia and Haiti. An estimated 3.6 million children in over 49 countries obtained access to formal education and other learning opportunities through UNICEF direct support in 2012.

64. In 2012, UNICEF supported the vaccination against measles of over 1.3 million children in the Syrian Arab Republic, more than 92 per cent of the target, and provided over 263,000 people with winter supplies, including medicines and non-food items. In neighbouring countries, approximately 180,000 affected people, roughly half of them in Jordan, were reached with education, WASH and child protection interventions.

65. In the Sahel, early warning of a food insecurity and nutrition crisis included a public call for action by the UNICEF Executive Director in late 2011. UNICEF also contributed to an inter-agency strategy and establishment of a regional emergency management team. The timely mobilization of this team helped to provide treatment for over 920,000 children under 5 suffering from SAM across the region. These children represented over 80 per cent of the target and 300,000 more than the number of children treated in 2011. This support was provided amid the armed conflict in Mali, which spread refugees into already vulnerable host communities and camps in Burkina Faso, Mauritania and Niger.

66. In South Sudan, over 60,000 children benefited from social welfare and protection services, more than three times the target, while nearly 270,000 children in Yemen were provided with safe access to community spaces, 90 per cent of the target. The UNICEF response to these crises underscored the necessity of regular resources, which are critical in providing flexible funding to meet needs where they are greatest.

**In 2012, in emergency/humanitarian, recovery or fragile situations, UNICEF contributed to the following results:**

- 2.11 million severely malnourished children aged 6-59 months reached with therapeutic feeding programmes.
- 65.4 million children aged 6-59 months received vitamin A supplements.
- 43.8 million children aged 6 months-15 years vaccinated against measles.
- 2.13 million families received 2 insecticide-treated mosquito nets.
- 18.8 million people achieved access to safe water to agreed standards.
- Almost 7.78 million people provided with access to appropriately designed toilets.
- 16.4 million people provided with access to soap or alternative and functional hand-washing facilities.
- 3.56 million school-aged children, including adolescents, accessed formal and non-formal basic education — including temporary learning spaces and play and early learning for young children.
- Nearly 2.81 million children provided with access to safe water, sanitation and hygiene facilities in their learning environment.
- 2.33 million pregnant women secured access to prevention, care and treatment regarding HIV/AIDS, including prevention of MTCT.
- Over 19,800 separated children reunified with family members.
- Over 19,800 separated children reunified with family members.

- Over 1.40 million children provided with access to safe access to community spaces for socializing, play and learning.
- Over 5,300 children associated with armed forces or groups reintegrated into their families and communities.

67. Lessons from the Sahel and Horn of Africa highlight the importance of building systems that strengthen resilience to prevent and mitigate the worst consequences of disasters. An assessment of the Sahel experience highlighted UNICEF strengths in early mobilization of personnel and supplies, while showing opportunities for more integrated planning across all sectors based on a comprehensive assessment of the needs of children and their families. A key finding of lessons documented in 2012 from the Horn of Africa crisis is that extending health and nutrition systems into vulnerable areas in Ethiopia and Kenya helped to reduce the impact of the drought.

68. To improve delivery of results for children and women in crises, UNICEF reinforced its personnel readiness, and established new standard operating procedures for large-scale “level 3” emergencies. These procedures drew from best practices in the field and simplified business processes to speed up and streamline humanitarian action. This work has contributed to the ongoing development of normative guidance under the Inter-Agency Standing Committee’s Transformative Agenda. Building on experiences, from Afghanistan to Somalia, UNICEF strengthened its guidance on remote programming and risk management to reach children more quickly in high-threat environments.

69. These efforts came amid numerous challenges, including a restricted funding environment. In the Syrian Arab Republic, for example, UNICEF needed to improve its capacity to scale up rapidly from a limited presence. Other challenges include the need to reinforce systems to deploy staff, simplify procedures and mainstream preparedness into the development cycle. Threats to the implementation of specific programmes, notably in polio immunization and education, continued to pose significant barriers to fulfilling children’s rights.

## **II. Supporting and cross-cutting strategies**

70. UNICEF country offices reported improvement in meeting benchmarks for applying both normative principles and cross-cutting programme strategies (table 1). Several country offices, however, need to strengthen gender equality and gender mainstreaming into programmes. The recent introduction of the Executive Board-approved strategy for knowledge management should further improve capacity development, both within the organization and with partners.

Table 1  
**Achievement in meeting benchmarks for the application of programme principles and strategies, by number of country offices in 2012 and 2011\***

	<i>Fully met</i>	<i>Mostly met</i>	<i>Partially met</i>	<i>Initiating action</i>	<i>Total</i>
Human rights-based approach to cooperation	35 (29)	69 (70)	19 (26)	3 (1)	126
Gender equality	15 (11)	66 (59)	42 (44)	3 (12)	126
Environmental sustainability	19 (19)	37 (30)	41 (39)	29 (38)	126
Capacity development	27 (24)	79 (69)	16 (31)	4 (2)	126
Communication for development	21 (13)	61 (63)	35 (37)	9 (13)	126
Communication and advocacy	39 (33)	67 (79)	17 (11)	3 (3)	126
Knowledge management and research	12 (18)	71 (51)	36 (51)	7 (6)	126
Service delivery	46	64	7	9	126
Strategic partnerships	49 (47)	66 (65)	10 (12)	1 (2)	126

\* The year 2011 is indicated in parentheses.

### III. Organizational performance

71. UNICEF country offices have saved nearly \$5 million through inter-agency activities. The largest gains were achieved through common banking arrangements in 34 countries, saving an estimated \$2.1 million; coordinated security services in 94 countries, saving an estimated \$1.1 million; shared premises in 34 countries, saving \$0.48 million; and shared travel planning in 57 offices, saving an estimated \$0.46 million. Additional savings have also been achieved through further reductions in travel, increasing use of video meetings and teleconferencing, and promotion of paperless and paper-smart meetings, including at Executive Board sessions. Staff continued to receive training on the use of energy efficiency tools and greening initiatives, for both UNICEF offices and UNICEF-supported programmes of cooperation.

72. In evaluation, UNICEF played a lead role in the Inter-agency Real-time Evaluation of the Horn of Africa Response and the second Inter-agency Real-time Evaluation in Haiti. Additionally, UNICEF contributed to the United Nations Evaluation Group guidance on joint evaluations of the United Nations Development Assistance Framework.

73. Significant progress was noted in evaluation regarding knowledge management and system strengthening. Submission of evaluation reports, most commissioned by country offices, to the global evaluation database rose to 98 per cent, and submission of the corresponding management response reached 90 per cent. UNICEF launched a consolidated e-learning course on equity-focused evaluation, with 4,500 participants from 162 countries. The organization took a lead role in the launching of a key initiative with civil society partners, EvalPartners, to strengthen national capacity development in evaluation by bolstering national evaluation networks and associations.

74. The organization completed 29 audit and advisory engagements during 2012, resulting in 236 recommendations related to governance, programme management

and administrative and operational support. A standard operating procedure for public disclosure of internal audit reports was developed, and all internal audit reports issued after 30 September 2012 were made publicly available.

75. UNICEF further strengthened the use of the latest technology in all facets of its work, including information and communications technology (ICT). Staff participated in forums aimed at enhancing cooperation within the United Nations family. This included a joint market consultation and joint negotiation for operation of satellite links for country offices, resulting in substantial savings. UNICEF also played a lead role in coordinating the development of the planned United Nations Strategic ICT Framework.

76. The transition was made to a single global enterprise resource planning system, VISION, providing staff members across the organization with access to real-time management and work performance information. The first few months following the launch of VISION were taken up with training, customer support and systems and process optimization. Though this was foreseen, the process required more resources than were anticipated. UNICEF also conducted comprehensive internal audits and third-party assessments to ensure that new systems and business process designs could protect against cyber-attacks and fraud.

77. The global payroll function, implemented by Human Resource Management, was centralized in 2012 and now serves over 11,500 staff from a single location. More than 2,000 permanent contracts were issued to staff after the mandatory one-time consideration for permanent appointments.

78. At the close of 2012, 48 per cent of UNICEF staff members were women, and international Professional recruitments from programme countries had increased to 52 per cent. However, despite the priority given to diversity, both women and staff from programme countries remain underrepresented at the P-5 level and above, at 42 per cent and 36 per cent, respectively.

79. Talent development, sourcing, recruitment and management continued, and Talent Group rosters were filled for several major functional areas in programme, emergency response and operations. Additional gains in effectiveness and efficiency remain hampered by the lack of fully integrated human resource information technology systems.

80. The Office of Security Coordination continued to provide 24-hour global security support to headquarters, field programmes and operations, providing support to over 15 large-scale emergencies. Efforts to ensure consistency in knowledge and practices among UNICEF security professionals continued through the development of a UNICEF Critical Incident Management policy and ongoing revision of standard operating procedures and the Security Operations Manual.

81. The total value of supplies and services procured in 2012 exceeded \$2.4 billion, with services exceeding \$0.5 billion. Through new financing models, UNICEF and partners influenced the markets for lifesaving commodities. This resulted in shorter lead times for procurement and distribution of ready-to-use therapeutic foods. These efforts also drove down vaccine prices, with the potential for cost savings of over \$810 million in the next two to five years.



82. A new vaccine procurement strategy for middle-income countries was rolled out with the launch of a tender aimed at making several vaccines available. To encourage creative solutions to deep-seated challenges, UNICEF launched a new Innovate for Children website that encourages crowd-sourced ideas for new product development. An Innovation Project Review Group was established, and the Group approved 12 project proposals that will be rolled out in 2013.

83. Tables 2 and 3 summarize performance against key programme and operations management indicators.

Table 2

**Key programme management performance indicators, 2005, 2009 and 2012**

<i>Indicator (in percentages unless otherwise indicated)</i>	<i>2005</i>	<i>2009</i>	<i>2012</i>
<b>Programme oversight</b>			
Number of country offices with high, medium, or low level of emergency preparedness (based on Early Warning Early Action system)	n.a.	n.a.	102/15/14*
UNICEF offices with documented efficiency gains in operations	n.a.	n.a.	86%
New country programme documents (CPDs) approved by the Executive Board that meet organizational standards for			
(i) Application of human rights-based approach	n.a.	84%	72%
(ii) Application of gender mainstreaming	n.a.	59%	59%
(iii) Results-based management	n.a.	84%	80%
Country programmes for which a gender review and self-assessment was performed	15%	55%	73%
CPDs that include a clearly articulated strategy for communication for development, with a focus on behaviour and social change to achieve results for children	n.a.	63%	72%
Number of countries using UNICEF procurement services to procure supplies for children and their families	n.a.	100	110
<b>Knowledge management</b>			
Number of lessons learned, vetted and accessed	42	156	n.a.
Number of “communities of practice” created	–	10	n.a.
Number of country offices reporting UNICEF support to South-South cooperation	–	89	85
<b>Programme funding</b>			
Donor reports submitted on time	71%	81%	91%
Total income that is thematic funding	21%	13%	11%
Thematic funding as a percentage of “other resources — regular” and “other resources — emergency”	14%/42%	15%/ 10%	11%/ 11%
<b>United Nations coherence</b>			
CPDs with result matrices aligned to results matrices of the United Nations Development Assistance Framework	n.a.	85%	92%
Number of UNICEF staff serving as resident coordinators	n.a.	12	10

<i>Indicator (in percentages unless otherwise indicated)</i>	<i>2005</i>	<i>2009</i>	<i>2012</i>
<b>Evaluation</b>			
Programme evaluations rated unsatisfactory based on United Nations standards (target = 0%)	n.a.	13%	23% (2011)
Evaluations with a formal management response (target = 100%; baseline = 45%, 2010)	n.a.	n.a.	93%
* Cumulative scores from 2010-2012, based on self-assessment of key actions in the UNICEF Early Warning Action system.			

Table 3  
**Key operations management performance indicators**

<i>Indicator (in percentages unless otherwise indicated)</i>	<i>2005</i>	<i>2009</i>	<i>2012</i>
<b>Finance</b>			
Management/administration/programme support costs to total Regular resources and other resources	15.3%	14.1%	12.0%
Annual financial statements compliant with IPSAS	n.a.	n.a.	Completed
Guidance/response given to field office queries on finance and administration (one day for emergencies and two days otherwise)	n.a.	n.a.	n.a.
Allocated regular resources for programmes expended at end of year	93%	94%	96%
Outstanding direct cash transfer to national partners over 9 months	3.0%	0.9%	2.7%
<b>Risk management practice</b>			
General compliance with Institute of Internal Auditors standards based on periodic independent quality reviews of internal audit function	–	General compliance	General compliance
Complaints investigated and closed within six months	n.a.	90%	74%
Number of offices/divisions with audit recommendations outstanding for over 18 months	n.a.	10	6
<b>Supply</b>			
Programme countries in which UNICEF supports Governments to produce plans to address shortages of essential commodities	13%	16%	22%
Programme countries with updated logistics capacity assessment	n.a.	16%	24%
Orders delivered at port of entry within agreed arrival dates	64%	81%	54%
Rapid-response orders shipped within 48 hours of sales order release	85%	90%	90%
Market analysis and product innovation used to improve programme effectiveness and/or reduce costs	n.a.	n.a.	Calculation not yet available
<b>Human resources</b>			
Recruitment actions completed within 90 days for established international Professional posts	17%	43%	46%

<i>Indicator (in percentages unless otherwise indicated)</i>	<i>2005</i>	<i>2009</i>	<i>2012</i>
Requests for surge capacity support met within 56 days	n.a.	77%	67%
Cluster coordinator positions at country level filled within 30 days of activation of the cluster*	n.a.	n.a.	4/4
Staff identifying themselves as satisfied with the UNICEF workplace in the global staff survey	Not surveyed	76%	Not surveyed
Performance assessment reports signed by all three parties by end of February the following year	n.a.	67%	71%
Total staff costs (support budget and regular resources) spent on learning and staff development	1.4%	1.7%	1.5%
Female staff at P/L-5 level and above, globally	36%	42%	42%
<b>Information and communication technology</b>			
Emergencies in which services requested are provided as per standards established in the Core Commitments for Children in Humanitarian Action	n.a.	90%	100%
Service Level Agreement targets met or exceeded	n.a.	90%	>99%
Information and communication technology applications rolled out successfully as planned	n.a.	100%	93%

\* Based on the cluster activated or reactivated in 2012 to respond to the rapid-onset emergency in Mali. This does not reflect other national and inter-agency coordination mechanisms that UNICEF supported.

## IV. Income, expenditure and resource mobilization

### Income

84. The total revenue to UNICEF was \$3,958 million in 2012 (tables 4 and 5). Regular resources revenue amounted to \$1,260 million, and other resources revenue amounted to \$2,698 million. The change in accounting policy from United Nations System Accounting Standards (UNSAS) to IPSAS does not allow comparisons between 2012 figures and prior years or with the 2012 financial plan.

Table 4  
**UNICEF revenue by resource type and source, 2011 and 2012**

(In millions of United States dollars)

<i>Source of revenue</i>	<i>2012 actual \$m</i>	<i>2011 actual \$m</i>	<i>2012 estimate \$m</i>
<b>Regular resources</b>			
Government*	601	646	609
Private sector	583	377	405
Other	76	55	35
<b>Total — regular resources</b>	<b>1260</b>	<b>1078</b>	<b>1049</b>
	32%	29%	

<i>Source of revenue</i>	<i>2012 actual \$m</i>	<i>2011 actual \$m</i>	<i>2012 estimate \$m</i>
<b>Other resources — regular</b>			
Government*	1 094	1 004	945
Private sector	595	522	570
Inter-organizational arrangements	172	144	124
<b>Subtotal</b>	<b>1 861</b>	<b>1 670</b>	<b>1 639</b>
<b>Other resources — emergency</b>			
Government*	577	610	504
Private sector	83	190	100
Inter-organizational arrangements	177	163	148
<b>Subtotal</b>	<b>837</b>	<b>963</b>	<b>752</b>
<b>Total — Other resources</b>	<b>2 698</b>	<b>2 633</b>	<b>2 391</b>
	68%	71%	
<b>Total — Net</b>	<b>3 958</b>	<b>3 711</b>	<b>3 440</b>

\* Gross regular resources revenue from governments includes income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF regular resources, reported in the expenditure table.

Table 5  
**UNICEF revenue by source, 2011 and 2012**

(In millions of United States dollars)

<i>Source of revenue</i>	<i>2012 actual \$m</i>	<i>2011 actual \$m</i>	<i>2012 estimate \$m</i>
Government	2 272	2 260	2 058
Private sector/non-government	1 261	1 089	1 075
Inter-organizational arrangements	349	307	272
Other	76	55	35
<b>Total</b>	<b>3 958</b>	<b>3 711</b>	<b>3 440</b>

85. Receipts of \$1,541.7 million and disbursements of \$1,441.2 million were administered and accounted for under various trust funds, including procurement services, during 2012.

### Expenditure

86. Effective 1 January 2012, UNICEF financial statements are prepared under the full accrual basis of IPSAS (rather than under the previous UNSAS). Accordingly, the breakdown of programme assistance expense by region (table 7) and by focus area (table 8) reflects the cost of services and consumable goods *received* by UNICEF as well as programme supplies *delivered* to programme partners during 2012. However, for purposes of budget preparation and of reporting actual expenditure

against budget, there is no change, and the basis remains “modified cash”. The breakdown of UNICEF expenditure by budget categories (table 6) is presented on a modified cash basis and reflects cash disbursements and internal obligation documents (such as purchase orders) created in 2012.

**Table 6**  
**UNICEF expenditures, 2012\***

(In millions of United States dollars)

<i>Budget categories</i>	<i>Total</i>
<b>Development</b>	3 416
Programme	3 292
Development Effectiveness	124
<b>Management</b>	322
<b>Special purpose</b> (including private fundraising and partnerships)	127
<b>United Nations development coordination</b>	2
<b>Total</b>	<b>3 866**</b>

\* For comparison, total 2011 expenditure was \$3,653. However, comparable 2011 figures within the above-mentioned categories are unavailable, as new harmonized cost classification categories were adopted for 2012.

\*\* Rounded.

**Table 7**  
**Direct programme assistance by region, 2012**

(In millions of United States dollars)

<i>Region</i>	<i>ORE</i>	<i>ORR</i>	<i>RR</i>	<i>Total</i>
CEE/CIS*	3.5	56.7	21.3	81.5
Asia	136.8	367.1	175.3	679.1
Sub-Saharan Africa**	521.0	742.6	401.0	1 664.5
Interregional	4.9	141.2	14.7	160.8
Middle East and North Africa	63.2	51.3	28.0	142.4
Americas and the Caribbean	79.4	103.0	22.6	204.9
<b>Total</b>	<b>808.7</b>	<b>1 461.8</b>	<b>662.7</b>	<b>2 933.2</b>

\* Central and Eastern Europe and the Commonwealth of Independent States.

\*\* Expenditure assistance for Djibouti and Sudan is included under sub-Saharan Africa.

*Note:* Because of rounding, totals may differ slightly.

**Table 8**  
**Direct programme assistance by focus area, 2012**

(In millions of United States dollars)

<i>Thematic area</i>	<i>ORE</i>	<i>ORR</i>	<i>RR</i>	<i>Total</i>
Young child survival and development	548.5	720.3	297.0	1 565.8
Basic education and gender equality	89.3	389.7	125.5	604.5
HIV/AIDS and children	4.7	64.1	33.7	102.5
Child protection: preventing and responding to violence, exploitation and abuse	70.1	167.9	93.2	331.1
Policy advocacy and partnerships for children's rights	31.5	120.9	111.2	263.6
Other interventions that do not fall under any of the organizational targets	64.5	-1.1	2.2	65.7
<b>Total</b>	<b>808.7</b>	<b>1 461.8</b>	<b>662.7</b>	<b>2 933.2</b>

ORE = other resources emergency; ORR = other resources regular; RR = regular resources.

*Note:* Because of rounding, totals may differ slightly.

### **Resource mobilization**

87. The change in accounting policy from UNSAS to IPSAS does not allow comparisons between 2012 figures and prior years, as it has implications for revenue recognition.

88. A total of 92 Governments contributed to UNICEF resources in 2012. Total income from public sector donors (governments, intergovernmental organizations and inter-organizational arrangements) amounted to \$2,621 million.

89. Private sector contributions — mainly comprising resources provided by National Committees for UNICEF, individual donors, NGOs and foundations — was \$1,261 million in 2012.

90. Regular resources allow UNICEF to maintain a global presence, reach those most in need, respond rapidly to emergencies and implement programmes with predictability and continuity. In 2012, regular resources were \$1,260 million, representing 32 per cent of total UNICEF revenue.

91. Thematic funds directly support achievement of the MTSP key results by allowing long-term planning, sustainability and savings in transaction costs for both UNICEF and donors. In 2012, overall thematic funding for the five MTSP thematic areas was \$198 million, and thematic humanitarian assistance was \$89 million (table 9).

Table 9  
**Thematic funding for MTSP focus areas and humanitarian assistance, 2012**  
(In millions of United States dollars)

<i>Thematic area</i>	<i>2012</i>
Young child survival and development	41
Basic education and gender equality	122
HIV/AIDS and children	11
Child protection: preventing and responding to violence, exploitation and abuse	18
Policy advocacy and partnerships for children's rights	6
Humanitarian assistance	89
<b>Total</b>	<b>287</b>

92. UNICEF income for humanitarian assistance amounted to \$837 million in 2012. There were 20 Consolidated Appeal Processes (CAP), 4 flash appeals, 15 non-CAP countries named in *Humanitarian Action for Children 2013*, and 3 other crises requiring humanitarian assistance. Overall, UNICEF sought \$1.49 billion in 2012 for its humanitarian interventions.

## V. Draft decision

### *The Executive Board*

*Takes note* of the annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan (E/ICEF/2013/11).