

# UNICEF ANNUAL REPORT 2011



Front cover photo:

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A woman and two children, silhouetted by the rising sun, wait to register for aid in an area for new arrivals at Dadaab's Ifo camp for Somali refugees in North Eastern Province, Kenya, near the Kenya-Somalia border.

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**Note on source information:** Data in this report are drawn from the most recent available statistics from UNICEF and other United Nations agencies, annual reports prepared by UNICEF country offices and the June 2012 UNICEF Executive Director's Annual Report to the Executive Board.

**Note on resources:** All amounts are in US dollars unless otherwise specified.

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# Foreword

**T**he events of 2011 underscored the transcendent importance of expanding our efforts to reach the most disadvantaged and vulnerable children, and the crucial role innovation can and must play in all our work to help children everywhere reach their full potential.

As the 2011 *UNICEF Annual Report* shows, climate-related disasters, humanitarian emergencies, violent conflicts and economic turbulence all took their toll on children, especially the poorest. From the earthquake and tsunami in Japan to the severe flooding in Pakistan and the drought and famine in the Horn of Africa, UNICEF responded with our partners to alleviate the worst suffering, help communities rebuild and strengthen resilience for the future.

**In 2011 UNICEF significantly deepened implementation of our equity agenda.**

More broadly, in 2011 UNICEF significantly deepened implementation of our equity agenda – building on the principle that we must put first the rights of those children who are the most marginalized and most in need of our assistance. We do this not only because it is the right thing to do, but also because both research and experience show that is it the most practical and cost-effective thing to do, achieving greater results for children.

This report highlights how we translate the principle of equity into practice. Our global network of field offices works in innovative ways to reach the poorest and most remote communities with lifesaving interventions and supplies. At the country level, UNICEF supports the efforts of governments to increase routine immunization, improve the quality of education and boost school enrolment, and expand access to vital health services, including measures to prevent transmission of HIV from mother to child. UNICEF advocates at every level for policies and practices that save and enhance children's lives.

And throughout our organization, we are working to become ever more efficient with precious resources, and all the more accountable to those who entrust them to us. This is especially important now, in an environment of continued fiscal challenges. We are proud that in 2011, UNICEF's major budget review achieved significant savings by cutting headquarters management costs without cutting programmes – for the staff in the field are the key to realizing greater results for children, and we are committed to providing them with the resources they need.

In 2011, UNICEF took other steps to become more efficient. We began to roll out an organization-wide implementation of our new Monitoring of Results for Equity Systems – to monitor and manage programme expenditures against programme results. For the better we monitor results, the better we can manage for results. And in the end, results are all that matter, if we are to fulfil children's rights.



We have taken these steps so that UNICEF can best serve the most vulnerable children everywhere we work. And we will continue to target inequities and strive to become an ever more innovative, agile and accountable organization, always seeking to give children, families and communities the tools they need to build their own futures. The futures they deserve.

*Bruna, 17, talks to UNICEF Executive Director Anthony Lake about HIV/AIDS awareness and prevention. She participates in the Platform for Urban Centres initiative, which encourages adolescents and young people to research and propose solutions to community problems, Brazil.*

Anthony Lake  
UNICEF Executive Director

# Achieving results for children

**A**round the world in 2011, people called out for justice and dignity, for choices and an end to inequities. The notion that the human cost of uneven development is too high echoed on the streets, bolstered by growing evidence that societies do better when the benefits of economic growth are broadly shared.

Hope for change swelled amid the social and political challenges that faced the Arab world and alongside the birth of the world's newest country, South Sudan. But in many places, hope was mixed with despair, as severe drought and hunger blanketed the Horn of Africa and the threat of a similar crisis loomed in the Sahel region. There was also the sharp reality of retrenchment in the face of the global economic crisis. As public budgets contracted, more developing countries struggled to sustain levels of spending, including for social services most needed by children and poor households.

Despite those great challenges and limited resources, the global community now knows from looking back at the experience of recent decades that development works.

Unprecedented progress has been made in reducing poverty and bringing more children to school, in reducing child mortality and providing safe water to drink. The daunting task ahead is to extend these gains, which have yet to reach everyone. Stark disparities that remain or are even widening put the poorest communities in many countries consistently at a disadvantage.

More equitable and sustainable development for all peoples is feasible – and wise. Such an approach begins with directing scarce resources to where they can have the greatest impact: to children facing deprivations due to poverty, gender, geographical location or any of a number of discriminatory barriers. UNICEF has shown, through programmes and research, that reaching the most vulnerable is one of the best development investments to be made.

In 2012, the world marks the twentieth anniversary of the landmark 1992 United Nations Conference on Environment and Development and will step up efforts to define a new international development agenda after the 2015 endpoint of the Millennium Development Goals (MDGs). UNICEF will remain a tireless advocate for delivering results to the most disadvantaged children – the key to accelerating and sustaining human progress.

## Development for all

Throughout 2011, in its programmes in more than 150 countries and territories, UNICEF drew from the growing body of evidence proving the practical benefits of equitable development. Social policies and measures, for example, not only help

**UNICEF has shown that reaching the most vulnerable is one of the best development investments to be made.**



poorer individuals, but also ensure that countries as a whole are better able to handle economic crises. Many measures typically offer people small sums of money to use towards sufficient shelter, food, health care and education, and to avoid harmful survival strategies like sending children to work instead of to school.

*A child is examined as part of an initiative to expand the quality health care that reduces child mortality rates, Uzbekistan.*

UNICEF backed the expansion of social protection in 93 countries in 2011. In Liberia, which has struggled with rising food prices and a poverty rate of 84 per cent, UNICEF first encouraged a pilot cash transfer scheme in 2010 directed towards some of the most vulnerable households – families without a working adult, or without any adult at all. The programme has since doubled in size, reaching nearly 2,000 households in one county; children make up over 60 per cent of beneficiaries. With Liberia focused on achieving middle-income development levels by 2030, the Government has made social protection a pillar of strategic development planning. UNICEF is further supporting these efforts by assisting with a new national social protection policy and a National Social Protection Secretariat.

In 102 countries throughout 2011, UNICEF advocated for an increased focus on children in national development plans and budgets, often with special provisions for the disadvantaged. New resources and commitments have come through programmes that coordinate the efforts of governments, international aid donors and other development partners across a given sector of development work. In Bangladesh, a sector-wide programme with a focus on equity is helping more out-of-school and marginalized children get an education. Vanuatu is extending health care to marginalized districts and ramping up high-impact interventions for children under age 5.

For UNICEF, as for the entire United Nations system, a top priority remains accelerating progress towards the MDGs before 2015. While even some least developed countries have been able to meet a handful of MDG targets, many, particularly in

### **Mozambique: Partnership for social protection**

Mozambique's economy has proven resilient despite the global recession. But it is growing from a starting point of extremely low development. Benefits from this growth have been slow to spread out to most Mozambicans.

The proportion of those living in poverty has barely budged, fixed at around 60 per cent. Although more children now go to school and get health care, Mozambique still has some of the world's highest rates of child stunting, a form of undernutrition.

In 2011, UNICEF and a group of international partners helped the Government embark on a sweeping new social protection policy that sets a minimum floor for human well-being. It grants struggling families income support and access to essential social services – such as health care and education – that reduce inequities and offer opportunities to share in Mozambique's economic advancements.

The Government agreed to boost the national budget for social protection, starting in 2011, by 40 per cent. This will dramatically scale up previous social protection measures that reached only a small portion of poor households.

For the first time, the country's estimated 24,000 child-headed households can tap into a programme that provides food, and household and school supplies. Another 450,000 vulnerable people – including about 290,000 children – benefit from a national food subsidy programme. And allocations are now awarded using a system that assesses which areas of the country have the most deprived children. Among other measures, a community case management system has created new links between social and child protection for orphaned and vulnerable children.

Since 2010, Mozambique has been part of a global, United Nations-wide effort called the Social Protection Floor Initiative. As the initiative was introduced, UNICEF helped convene partners – including Mozambique's Finance Ministry and its Parliamentary Budget and Planning Commission, the World Food

Programme, the International Labour Organization, the International Monetary Fund (IMF) and the World Bank – to extend the reach of social protection.

Together, they worked on assessing how the Government could best allocate the national budget to pay for new measures. Analysis demonstrated how these measures could alleviate social tensions and foster more inclusive economic growth. A costing tool showed why they would be the most effective option for reducing poverty.

The initial achievements of this collaboration have been far-reaching and promise to be sustainable. The Ministry of Women and Social Action, which once worked on its own to promote social protection, now consults regularly with the Ministry of Finance. The United Nations Joint Social Protection Programme for Mozambique has received significant new resources from the Government of Sweden. And UNICEF, the IMF and the World Bank are continuing to work together to help the Government ensure that social protection benefits all the poorest Mozambicans, especially children.

sub-Saharan Africa, are likely to miss them without urgent action. In 2011, the United Nations moved forward with an MDG Acceleration Framework that reached different stages of application in 44 countries by the end of the year. The Framework helps countries to identify bottlenecks to progress and to prioritize actions under goals where progress lags, such as in communities or regions facing disparities.

## Sustaining broader progress

UNICEF is an active participant in global partnerships that mobilize broad constituencies for children. Within individual countries, for example, almost all UNICEF offices now engage with the World Bank for advocacy, joint analytical work and technical collaboration. In 2011, UNICEF and the Bank joined forces to produce global guidelines for poverty and social impact analysis that integrates a focus on children to steer policy reforms. Collaboration with the International Monetary Fund (IMF) in 11 pilot countries has protected priority public spending for vulnerable groups, with encouraging results especially in sub-Saharan Africa.

Late in the year, a major international meeting took place in Uruguay on the reform of United Nations country operations, looking at eight pilot nations where United Nations development agencies have sought to ‘Deliver as One’. Participants agreed that the coordination process has better aligned the United Nations’ work with national development priorities and fostered an understanding of how different organizations can work together more coherently. In Rwanda (one of the eight countries), UNICEF, the World Health Organization (WHO) and the United Nations Population Fund (UNFPA) jointly introduced a system to reduce maternal and neonatal mortality. A network of community health workers now uses mobile phones and text messages to monitor antenatal care, communicate with health facilities and refer women at risk of complications to medical

**A top priority remains accelerating progress towards the MDGs before 2015.**

## Total expenditure by resource and nature of expenditure, 2011

(in millions of US dollars)

Type of expenditure	2011				2010
	Regular resources	Other resources		Total	Total
		regular	emergency		
Programme assistance	790	1,683	999	3,472	3,355
Programme support	215	—	—	215	174
<b>Total programme cooperation</b>	<b>1,005</b>	<b>1,683</b>	<b>999</b>	<b>3,687</b>	<b>3,529</b>
Management and administration	107	—	—	107	102
<b>Total expenditure</b> (excluding write-offs and prior-period adjustments)	<b>1,112</b>	<b>1,683</b>	<b>999</b>	<b>3,794</b>	<b>3,631</b>
Write-offs and provision for uncollectible accounts receivable*	-2	2	6	6	3
Support budget costs/reimbursement**	19	—	—	19	19
<b>Total expenditure</b>	<b>1,129</b>	<b>1,685</b>	<b>1,005</b>	<b>3,819</b>	<b>3,653</b>

\* Write-offs are primarily related to uncollectible accounts receivable from old expired contributions.

\*\* Support budget transfers that represent income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF’s regular resources.

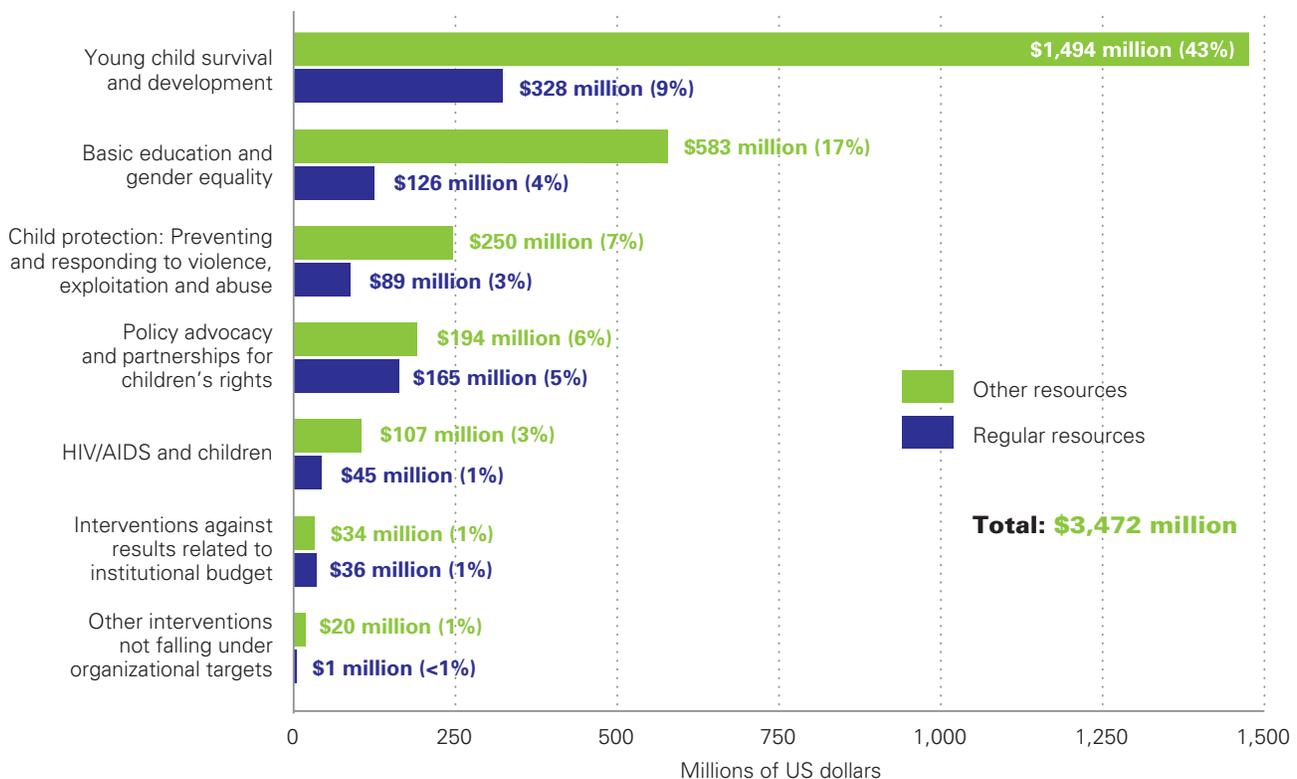
services. The system has proven effective in reducing deaths, and the Government has agreed to extend the programme from 1 to 17 districts.

A new global movement gained momentum in 2011, with UNICEF in a leading role. Scaling Up Nutrition (SUN) has brought together the World Bank, non-governmental organizations (NGOs), United Nations agencies, the private sector and governments. All are dedicated to cost-effective methods of eliminating the various manifestations of undernutrition in children, whether stunting, severe acute malnutrition, wasting or other consequences of inadequate nutrition. In Ghana, UNICEF has already joined the Food and Agriculture Organization (FAO), the World Food Programme (WFP) and WHO in introducing the Renewed Efforts against Child Hunger programme, and helped to develop a draft national nutrition policy and nutrition surveillance system.

**Over half of programme expenditures went to efforts to ensure that young children survive and develop.**

Another form of cooperation that UNICEF strongly supports involves countries in the global South pooling their knowledge and resources, and in the process levelling development disparities among them. After UNICEF encouraged eight Portuguese- and Spanish-speaking countries to collaborate on preventing mother-to-child transmission of HIV, Brazil agreed to donate antiretroviral drugs to Guinea-Bissau to strengthen the country's HIV and AIDS programmes.

**Programme assistance expenditure by medium-term strategic plan focus area, 2011**



Note: Totals for the medium-term strategic plan (MTSP) focus areas may not add up to \$3,472 million or 100 per cent because of rounding.

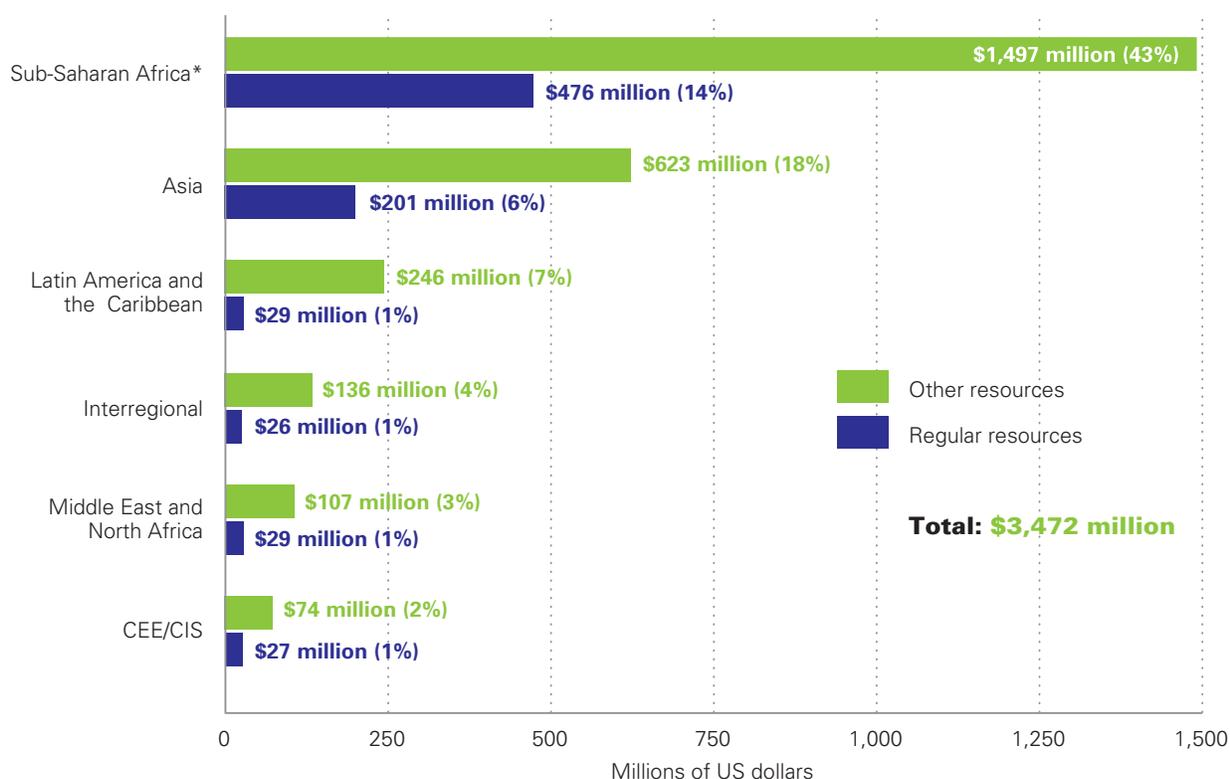
When the African Union Commission decided to hold a pledging conference in mid-2011 to raise funds for the exploding crisis of extreme hunger and famine in the Horn of Africa, it turned to UNICEF for technical assistance. The conference was the first of its kind in the history of the commission – it raised \$350 million in pledges.

## Principled expenditure

At the close of 2011, the Fourth High-Level Forum on Aid Effectiveness took place in Busan, Republic of Korea, affirming the centrality of effective development to all types of international assistance. For the first time, emerging economies such as Brazil, China and India made significant inputs, as did private-sector corporations and civil society groups. A call for inclusive economic growth ran consistently throughout the forum’s final agreement.

In its own expenditures, UNICEF adheres closely to the principle that development is effective when it is equitable. Total expenditures in 2011 increased by 4 per cent to \$3,819 million, with spending on programme assistance rising by the same percentage to \$3,472 million. Over half of programme expenditures went to UNICEF’s efforts to ensure that young children survive and develop; 57 per cent went to sub-Saharan Africa, which has the majority of the least developed countries.

### Programme assistance expenditure by geographical region, 2011



Note: Totals for the geographical regions may not add up to \$3,472 million or 100 per cent because of rounding.

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

# Developing every child's full potential

All children have the right to survive and grow to realize their full potential – equitable development means they also have the opportunities to do so. While conventional wisdom once assumed it was too expensive and difficult to assist those struggling with the most severe deprivations, innovative tools and strategies are now at hand to reach marginalized groups in a cost-effective way. These approaches allow for rapid progress where vulnerable children most need support: in accessing public services and affordable food and medicine, and in being empowered to claim rights and opportunities.

In every country where it operates development programmes, UNICEF first defines the most deprived populations and the disparities they face. It works to extend high-impact services and support to those populations, particularly for the basics of child survival – health, nutrition, and water and sanitation. It identifies bottlenecks that bar access, whether because of inadequate quality or limited knowledge, and takes specific steps to redress them. And UNICEF conducts rigorous monitoring to ensure that barriers are lowered and measurable progress is made.

## Healthy from the start

Enough food, safe water and medicine to prevent and cure disease – these are the basics needed for young children to live and grow. Globally, child mortality is steadily declining, in part due to better health care for children and their mothers. Still, the latest estimates find that some 7.6 million children a year do not survive to see their fifth birthday. In addition, children from the poorest households are two to three times more likely to die before age 5 than children from the richest households.

**Innovative tools and strategies are now at hand to reach marginalized groups.**

UNICEF helps to combat the leading killers of children under age 5, including diarrhoea, pneumonia and malaria. In 2011, in response to concerted advocacy, the new pneumococcal vaccine was rolled out as part of routine immunization in Kenya; 90 per cent of Kenyan children below the age of 1 were vaccinated. In the Democratic Republic of the Congo, where malaria steals more children's lives than most other diseases, UNICEF support means that 38 per cent of children now sleep under insecticide-treated bed nets, up from 1 per cent only 10 years ago. In 2011, essential drugs and equipment treated over 700,000 children with malaria, and UNICEF raised \$70 million through a partnership with the World Bank for a large-scale distribution of nearly 14 million insecticide-treated bed nets to further close gaps in coverage.

Wiping out childhood diseases such as polio and measles is another priority. While India recently achieved non-endemic status for polio, and most countries of the world are now free of the virus, global eradication has not yet been achieved. Outbreaks



flared in 2011 in Afghanistan, China, Nigeria and Pakistan. In Pakistan, UNICEF supported eight rounds of immunization and in several areas struck a successful partnership with religious leaders that cut the number of people refusing vaccines by 27 per cent. The organization continues to work with Afghanistan, India and Pakistan to hinder the transmission of polio among children. In Afghanistan, efforts have resulted in an increase in the number of women administering vaccines, while different approaches are being used to inform girls and women about polio.

*A vaccinator administers a dose of oral polio vaccine at the Chilak Returnee Centre, South Sudan.*

Combined polio, meningitis and measles immunization campaigns reached 2.5 million children under the age of 5 in Chad, with the newly developed meningitis A conjugate vaccine introduced for the first time. The Government of Angola vaccinated 5 million children against measles, using UNICEF assistance to install equipment to store and transport vaccines, thus strengthening systems to sustain regular immunization efforts.

Neonatal mortality, a leading cause of under-five deaths, can be reduced with appropriate nutrition. UNICEF in this regard focuses considerably on sub-Saharan Africa, which accounts for nearly half of all child deaths worldwide, but only about one quarter of births. UNICEF assisted Niger in 2011 by supplying therapeutic foods and training service providers. A system of providing small grants for food was extended to almost 29,000 households facing moderate or severe food insecurity.

## **India: Transforming young lives across generations**

Deepa Kumari, 14, began to feel weak and dizzy. Her nails were pale. A doctor confirmed that she was one of the millions of Indian girls and women suffering from anaemia.

The solution for Deepa was simple and inexpensive. Under a state government programme supported by UNICEF, she began

taking a weekly dose of iron and folic acid, a deworming tablet every six months and learning about nutrition. Today she is happy that her sister Sapna, 11, will not become anaemic because she too takes supplements, and their family has improved its diet.

By 2011, UNICEF had helped 13 Indian state governments to introduce similar efforts, which now reach 21.4 million adolescent girls. Over 120,000 trained teachers and counsellors carry out the programme.

Across India, more than half of adolescent girls are anaemic. The condition makes them susceptible to disease and curtails learning. They are far more likely to pass on nutritional deficiencies to their own children.

Where the programme has been active for one to two years, rates of anaemia have already declined by as much as 20 per cent. At Deepa's school, girls are now doing better on tests and are less likely to drop out.

In Djibouti, UNICEF helped establish a novel network of grandmothers to promote breastfeeding, leading to an almost 25 per cent increase in the practice.

Even countries with healthy economies continue to experience disparities that lead to nutrition shortfalls. A UNICEF programme in earthquake-affected Sichuan, China, resulted in almost halving the number of anaemia cases within six months. Positive results for the programme in neighbouring Qinghai led the provincial government to announce plans to expand its interventions to 15 counties.

## **UNICEF has encouraged 49 countries to use community-led total sanitation strategies.**

Stemming the prevalence of stunted growth linked to poor or insufficient food is another concern. Viet Nam has introduced a 10-year national strategy to reduce stunting and has begun local production of ready-to-use therapeutic food developed with UNICEF assistance. In Peru, while stunting has declined by 2 per cent nationally since 2000, the most significant drops have come in regions with UNICEF support. In these regions, stunting has fallen by up to 16 per cent through the provision of supplemental nutrients. After the Ministry of Health incorporated the strategy into its budget, the number of regions using it more than doubled between 2010 and 2011.

In 2010, the world reached the MDG target of halving the number of people without access to safe drinking water, which along with improved sanitation makes a major contribution to stopping diseases that kill children such as diarrhoea. In 2011, UNICEF worked with the Iraqi Government to survey water and sewage services and extend them to rural communities, benefiting several hundred thousand Iraqis. In South Sudan, programmes to construct or rehabilitate safe water systems in schools, health centres and for vulnerable communities reached over 300,000 people.

Global advances in improved sanitation have been far slower, however, with over 1 billion people still resorting to the highly unhealthy practice of defecation in open areas. UNICEF has encouraged 49 countries to use community-led total sanitation strategies to eliminate open defecation and educate people on hygiene. In rural areas of Mauritania where such strategies are in place, access to latrines has doubled, with

over 11,000 families agreeing to build their own. In 2011, the Government began funding the strategy under the national budget.

## A complete education

Achieving the MDG goal of universal primary education requires that children everywhere finish primary school. Some of the poorest countries have demonstrated rapid progress, reaching or nearing universal access. But in the developing world as a whole, fewer than 9 out of 10 children complete a primary education, while in the least developed countries, more than 1 in 5 primary-school-aged children simply lack access to education.

UNICEF emphasizes early learning and entering primary school at the correct age as some of the most critical ingredients for completion, especially for disadvantaged children. Quality education, attained through well-trained teachers and the use of appropriate learning materials, is another important element.

In Ghana, UNICEF has provided comprehensive teacher training and community awareness-raising in two deprived districts. High-quality kindergartens are now available for the first time, and the gains have been remarkable: Enrolment has gone up from around one third to as much as 96 per cent over the last six years. UNICEF

*Necibe, 9, reads aloud in a fourth-grade class at a UNICEF-supported primary school, Lenkaran, Azerbaijan.*



advocacy based on this approach has raised awareness of the benefits of early childhood development across the country, and national kindergarten enrolment is now at 98 per cent, up from 93 per cent in 2009. In 2011, the Government adopted National Child-Friendly School Standards, along with a tool to assess services and identify bottlenecks to quality.

An early childhood development curriculum and parental education manual supported by UNICEF in the Gambia contributed to almost doubling the percentage of children who continued on to primary school between 2007 and 2011. In Zimbabwe, UNICEF helped formulate a national early childhood development certification for teachers. Assistance with the mass distribution of textbooks, including in Braille and minority languages, has yielded a one-to-one ratio of books to students in all primary and secondary schools, while a programme to pay school fees guarantees that more than 500,000 disadvantaged children can attend primary school.

In its most recent national education plan, Cambodia has prioritized pre-schools for children with disabilities, a move advocated by UNICEF. Thirty preschools that offered children with disabilities an equal opportunity to learn started operating in 2011. Training on inclusive preschool education has been developed, and Cambodian Sign Language is being standardized for use in all education programmes for students with hearing disabilities.

More and more girls go to school worldwide, but gender parity at the primary school level has yet to be achieved in Africa, the Middle East, and parts of Asia and the Pacific. This is an unfortunate loss for individuals and societies. In low-income countries, educating women and girls can be the single most powerful factor in reducing infant and maternal mortality. It also contributes to skilled workforces and stronger economies.

UNICEF advocacy in 2011 led the Government of Nepal to amend the Teacher's Regulation to reserve 45 per cent of positions for women and other disadvantaged groups, as part of education reform. The scale-up of child-friendly schools in 30 of the country's most vulnerable districts has closed gender gaps in Grades 1 to 3, and the Ministry of Education agreed to allocate significant resources to build latrines for girls, often a precondition for them to go to school. Nationally, the portion of schools with adequate water and sanitation for both boys and girls rose from 34 to 45 per cent in just one year.

Advised by UNICEF, the Lao People's Democratic Republic now has an improved Education Management Information System that permits officials to collect data broken down by gender, location, income, and ethnic or language group, giving them the capacity to assess whether or not schooling is reaching children who are educationally disadvantaged. Data from 2010–2011, the system's first year, affirmed significant gender disparities, bolstering a Government decision to approve a national action plan to better tailor education to the needs of girls.

Argentina has instituted day care centres to help adolescent parents living in poverty to stay in school. Guatemala has expanded bilingual education and broadened the use of successful teaching practices, resulting in increased retention and primary school completion rates, along with higher enrolment for girls. Several countries in Latin America have now also adopted the UNICEF-sponsored Out of School

**UNICEF backs efforts to prevent the spread of HIV and to care for children and families affected by it.**

Initiative, which focuses on reducing forms of exclusion that cause children to drop out of school or increase their risk of doing so.

## Free from HIV

The incidence of HIV infection has begun to fall in many countries, and the elimination of new infections among infants by 2015 is now a real possibility. Only 23 per cent of HIV-positive children in low- and middle-income countries receive treatment, however, compared to 51 per cent of eligible adults. In 2009, young people between the ages of 15 and 24 made up 41 per cent of those living with HIV, underscoring how inequities linked to age drive the epidemic.

UNICEF backs efforts to prevent the virus's spread and to care for children and families affected by it, including by partnering with the Global Fund to Fight AIDS, Tuberculosis and Malaria. Under the Global Plan towards the Elimination of New HIV Infections among Children by 2015 and Keeping Their Mothers Alive, launched by world leaders in 2011, UNICEF will work within communities to break down the barriers women and children face to accessing prevention and care services.

During 2011, UNICEF supported community mobilization and the procurement of testing supplies and medicines under Lesotho's new Strategic Plan for the Elimination of Mother-to-Child Transmission of HIV. A total of 81 per cent of pregnant women living with HIV received treatment to block transmission, up from 71 per cent the previous year. Over 60 per cent of HIV-positive children had access to treatment. In Swaziland, with UNICEF helping to procure almost one third of the required antiretroviral drugs, 95 per cent of HIV-positive pregnant women received treatment to stop transmission, as did 96 per cent of infants exposed to the virus.

Prevention of HIV has been galvanized under the Joint United Nations Programme on HIV/AIDS (UNAIDS) Getting to Zero strategy. Comprehensive knowledge, condom

### ***Uzbekistan: A haven from stigma***

"This experience completely changed my life. When we came to the centre, it was the first time I saw moms like me and children like my son," says 32-year-old Muborak. "I stopped feeling lonely."

Muborak and her child are among the growing number of families living with HIV who have found a haven from the intense stigma and consequent

social isolation surrounding the virus in Uzbekistan. With three more centres – havens – opened in 2011, families can now turn to a network of seven centres catering to about 800 HIV-positive children from 4 to 14 years old. Set up by the Ministry of Health with UNICEF support, the centres are located in cities around the country where HIV prevalence is most concentrated.

Families who drop by find welcoming places where medical care, psychosocial services and legal assistance are readily

available, often from counsellors who live with HIV themselves. Parents consult with the counsellors and each other, while their children play and learn. Painting, music, dance and theatre classes gently introduce lessons on how to manage discrimination in the outside world.

Madina (not her real name), 9, knows that her centre in Tashkent is about having fun. "We come here every week," she says with delight. "Everyone is always trying to make us happy."

use, and testing and counselling services are primary tools. In Guyana, UNICEF has aided in the establishment of a national directory of services for HIV-positive people and a referral system geared towards helping adolescents to access health and social services. In 2011, the Health and Family Life programme was expanded to primary and secondary schools in 9 out of 10 districts in the country, covering almost 28,000 students.

UNICEF advocacy convinced 50 municipalities in Honduras to allocate 1 per cent of their budgets for HIV prevention for adolescents and youth, while 1,350 public officials and youth learned skills to prevent HIV transmission and teenage pregnancy in their communities. Namibia's Ministry of Education made an HIV-focused life skills programme mandatory for all pupils in eighth grade.

### **Protection from injustice**

Many forms of inequity and injustice leave children susceptible to violations of their rights. Poverty, armed conflict, certain social norms – all cause harm. UNICEF emphasizes preventing violence against and abuse and exploitation of children. From the top down, the organization advocates for services, laws and policies that safeguard children; in 2011, more than 120 countries took measures in those areas. From the bottom up, UNICEF engages people in cultivating broad awareness and positive behaviours that uphold children's rights and well-being.

UNICEF acts in particular to reduce forms of harm that steal whole childhoods and disrupt entire lifetimes, such as child marriage and armed conflict. In India, advocacy led 21 states in 2011 to adopt rules to implement the Prohibition of Child Marriage Act; 15 states put in place child marriage prohibition officers. Following a UNICEF study on child marriage in Azerbaijan, that country's Parliament raised the minimum age at which girls can marry from 17 to 18 years and recommended amendments to the Criminal Code to take a strong stand against forced marriage.

**UNICEF strives to prevent shortfalls in child protection, while responding to those that do occur.**

In Colombia, UNICEF support for protecting children endangered by armed conflict engages more than 50,000 adolescent girls and boys in activities to promote peace, including through sports. To strengthen the capacities of the armed forces and police to watch over children's rights, the organization has helped to train nearly 1,000 military instructors on international laws related to children; they in turn shared what they learned with nearly 59,000 officers and soldiers.

Progress was evident in 2011 in stamping out other forms of violence against children, such as female genital mutilation and cutting. A joint UNICEF/UNFPA programme in 15 countries reported a 30 per cent increase in localities abandoning those harmful practices. Kenya for the first time made female genital mutilation and cutting a criminal act, a major milestone since prevalence tops 90 per cent in some communities there. Guinea-Bissau adopted laws against female genital mutilation and cutting as well as human trafficking, and action plans have already been agreed upon to implement both.

Other 2011 milestones were attained in eradicating harmful child labour. In Bolivia, after UNICEF successfully advocated with sugarcane growers, 80 per cent of sugar



cane plantations are implementing ‘child-labour-zero’ initiatives. In addition, 80 per cent of municipalities in sugar cane growing areas now provide transport services and school materials to encourage children to go to school. Ecuador eliminated child labour in garbage dumps, aided by UNICEF in building the capacities of child protection professionals and rights protection centres. In Burkina Faso, UNICEF helped to carry out joint policing actions that removed over 10,400 child labourers from dangerous work in gold mines.

*Germán (background), 13, carries sugar cane. He now attends school in the mornings, the first of his siblings to do so, Bolivia.*

Advocacy for increased birth registration is integral to UNICEF child protection programmes, as the practice has great potential to improve access to services and secure child rights. The successful use of mobile phones to send instant text messages about birth registration in one state of Nigeria persuaded the National Population Commission to extend SMS texting to 19 states. As a result, more than 2 million children were registered in 2011. In Belize, UNICEF helped to bring birth registration services to 110 communities in three poor districts with indigenous populations that are largely marginalized. Some 10,000 children were registered, and UNICEF is now working with the Government to strengthen birth registration overall.

A basic element of child protection involves upholding child rights in justice systems. With UNICEF assistance, Albania in 2011 introduced schemes to keep children out of these systems and provide alternatives to detention, such as victim-offender mediation and community service. Legislation has been adopted to begin offering free legal and psychosocial assistance to juveniles, though the organizations providing these services depend on aid from donors. Basing itself on an analysis of legal gap, the former Yugoslav Republic of Macedonia’s Ministry of Justice brought the Juvenile Justice Law in line with international child rights standards. UNICEF also aided in developing a system to monitor the law. The National Council for Prevention of Juvenile Delinquency will use it to report to Parliament and the Government on a yearly basis.

# Remaining steadfast in crisis

**T**wo crises – the turmoil of the Arab Spring and the outbreak of extreme hunger in the Horn of Africa – posed the greatest challenges for UNICEF in 2011. The organization responded to 292 humanitarian situations in 80 countries while contending with new and protracted conflicts and natural disasters.

All posed significant threats to the rights and well-being of children. With a consistent emphasis on reaching the most vulnerable children – and aligned with core humanitarian principles such as humanity, neutrality and impartiality – UNICEF supported the delivery of safe water, food, vaccines, education, shelter and protective services to save lives. It operated even in the face of a worsening global security situation, with a significant spike in incidents endangering UNICEF staff.

## Reining in hunger

The humanitarian crisis that followed the widespread drought in the Horn of Africa was the biggest one of 2011. Women and children endured the greatest burden. At its height, the situation threatened as many as 13 million people who suffered from extreme hunger, including 750,000 children who were at imminent risk of death; the United Nations declared a famine in parts of southern Somalia in July. UNICEF swiftly mobilized its entire organization to supply the human and financial resources required to meet critical needs in Djibouti, Ethiopia, Kenya and Somalia.

A rapid scale-up of humanitarian action in Somalia allowed UNICEF and its mostly local partners to reach more than 241,000 acutely malnourished children.

Coordinated actions with other international humanitarian actors reached another almost 263,000 acutely malnourished children. Since undernourished children are highly susceptible to childhood diseases, UNICEF supported measles vaccinations for more than 1 million children up to age 15.

Access to safe water was provided to 3 million people across Somalia, including more than 1.7 million affected by drought and famine in the south.

Hygiene activities were promoted among more than 800,000 people, while the provision of safe water helped to control a cholera outbreak.

In the main refugee camps in Kenya, where people arrived from across the Somali border, the rapid procurement of equipment and vaccines meant that all children under age 5 were vaccinated against measles and polio.

More than 4.5 million people required assistance in Ethiopia. In line with a growing emphasis on promoting safer and more resilient communities, UNICEF worked with

**UNICEF responded to 292 humanitarian situations in 80 countries.**



the Government to extend safety nets built up over several years, including for the local management of severe acute malnutrition. Targeting the most affected areas, the organization provided support for setting up more than 2,000 health sites to manage malnutrition and training more than 10,000 health workers.

*Adolescent girls and young women carry banners and signs demanding political change. UNICEF worked with partners in support of children exposed to violence during the political turmoil, Egypt.*

Mobile health and nutrition teams reached remote areas in Ethiopia, providing close to 170,000 consultations. By late 2011, treatment of severe acute malnutrition for more than 164,000 children at therapeutic feeding programmes led to recovery rates of 85 per cent.

### **Responding in the midst of turmoil**

The political crisis that swept over several Arab states in 2011 took a humanitarian toll, especially in Libya, Syria and Yemen. In the first half of the year, more than 900,000 people fled Libya, with many arriving in Egypt and Tunisia. UNICEF took immediate action to deliver medical supplies and water and sanitation services to refugees.

In Tunisia, UNICEF aided the temporary integration of refugee children, regardless of their nationality, into the national school system. In Egypt, the organization helped to ensure that among the thousands of families stranded at the border, all children under the age of 18 months were fully vaccinated. From late August on, UNICEF supported the distribution of bottled water to some 500,000 people in Libya.



*Children displaced by flooding collect water from a pump near their camp in the city of Digri, Pakistan.*

Political turmoil in Yemen worsened a situation of deep poverty and long-standing instability. The near-total collapse of public services was coupled with skyrocketing food, water and fuel prices. As a nutrition crisis grew, UNICEF provided services and supplies to treat close to 60,000 severely malnourished children. An immunization campaign launched in all districts of the Sa'ada governorate reached 86 per cent of targeted children under age 1 with life-saving oral polio vaccines.

The African nation of Côte d'Ivoire was hit by a conflict that displaced nearly 1 million people and left children vulnerable to disease and the loss of education. UNICEF helped to implement a back-to-school campaign that reached 1 million children. Nearly 6.5 million children received measles vaccines, while safe water and sanitation were provided to 800,000 people.

### **Committed over time**

UNICEF is a steady presence for children living in protracted crises, offering hope even when human suffering continues for years. In Afghanistan, UNICEF has spearheaded the Global Partnership for Education, which has drawn attention to some of

the country's most insecure areas and promoted girls' education in 55 districts with the lowest education indicators. From 2009 to 2011, the number of girls in primary school increased by 10 per cent, now totalling over 2 million. In insecure areas, engaging with officials from 4,000 *shuras* (community bodies) led to their commitment to protect schools, allowing 300 to be reopened.

In the midst of chronic instability in the Democratic Republic of the Congo, where some 1.6 million people have been displaced, UNICEF continues to help construct and rehabilitate health centres. In 2011, it vaccinated over 13 million children against measles. By rehabilitating public facilities and training teachers, the organization ensured that nearly 107,000 children in some of the most unstable regions of the country had better access to education and psychosocial support.

As Haiti slowly rebuilds after the devastating 2010 earthquake, UNICEF has filled gaps in sanitation services, ensuring access in 2011 for 322,000 displaced people still living in camps and affected communities. More than 80 per cent of children aged 6 to 14 living in the camps are back in school. To control a cholera outbreak fanned by unusually heavy rains, UNICEF assisted in establishing a network of treatment centres that cared for nearly 300,000 suspected cases of the infection among children.

**Flooding disrupted the lives of millions of people in several countries in Asia.**

History was made when, after decades of war, South Sudan became a new country. But persistent conflicts and an influx of over 350,000 refugees returning to their homeland put pressure on public services. UNICEF assisted with basic health and nutrition services for child survival, reaching 9 out of 10 states and targeting over 2.5 million children. Expanded treatment for children with severe acute malnutrition covered almost 70 per cent of those afflicted.

## **Contending with climate**

The links between climate change and severe weather events are recognized globally. In 2011, flooding disrupted the lives of millions of people in Cambodia, Pakistan, the Philippines, Sri Lanka, Thailand and Viet Nam. UNICEF helped to restore water supplies, distribute hygiene kits, screen for undernutrition and restart education and other services.

In Pakistan, severe flooding affected over 5 million people, half of whom were children. Even as the country continued to recover from the ravages of the massive 2010 floods, insecurity complicated humanitarian operations. UNICEF assisted in providing safe drinking water to 4.8 million people and sanitation to 3.5 million people. More than 1 million children affected by flooding in 2011 were vaccinated against polio.

Towards the end of 2011, severe drought threatened to worsen food insecurity across the Sahel region. In Niger, UNICEF has already assisted in treating nearly 300,000 children with severe acute malnutrition, curbing its spread. Although the organization will continue its efforts, deteriorating conditions threaten any gains made. By early 2012, UNICEF was appealing for \$120 million to treat at least 1 million children predicted to face severe acute malnutrition during the year.

# Championing child rights

**T**hroughout its programmes, UNICEF champions the human rights that all United Nations Member States are duty-bound to uphold. The landmark Convention on the Rights of the Child sets out specific guarantees for children. Complementary and equally important international standards call for eliminating gender and racial discrimination and protecting the rights of indigenous groups and people with disabilities.

In helping to build systems of accountability for children's rights, UNICEF draws on both the power of the law and the moral obligations of people at large. It assists countries in improving knowledge and data on children, especially to identify inequities, and then advocates corrective legislation and public policies. Behind all these efforts are committed UNICEF partners, dedicated to creating a world that protects the dignity and well-being of all children.

## Advocacy to end disparities

2011 offered opportunities to advocate for child rights in several prominent international forums. The Fourth High-Level Forum on Aid Effectiveness, where UNICEF was an active participant, pushed aid debates forward by affirming the centrality of human rights to development. The Fourth United Nations Conference on the Least Developed Countries promised new resources and attention to countries most in need. A United Nations General Assembly resolution on social inclusion drew on UNICEF research to highlight the effectiveness of child health and survival strategies for reaching marginalized children.

During the year, UNICEF supported analysis of child poverty and disparities to inform public policymaking in 54 countries. China subsequently named child poverty a top priority in its new national rural poverty reduction strategy, a move that could unleash billions of dollars in new resources.

The fourth round of the UNICEF-supported multiple indicator cluster surveys (MICS) continued, helping 64 nations strengthen their capacity to collect and analyse vital data on children. Four countries for the first time are moving forward in assessing specifically the access children with disabilities have to medical care. MICS data in Serbia highlighting inequities between the general population and such disadvantaged groups as the Roma guided a new National Education Strategy and introduced data and analysis into deliberations on Serbia's progress towards accession to the European Union.

In South Africa, recent efforts to accelerate a decline in the number of babies born with HIV showed results. UNICEF also successfully advocated for the adoption of a national strategic framework to eliminate the mother-to-child transmission of HIV.

**UNICEF draws on both the power of the law and the moral obligations of people at large.**



In Bulgaria, UNICEF stood behind the adoption of the Concept on Justice for Children, the drafting of a new Child Act and the implementation of the Vision on De-institutionalization strategy. New services and advocacy campaigns over five years led to an increase of around tenfold in the number of foster parents by the end of 2011 and promoted a quality family environment for children.

*Workers from Action Contre la Faim assemble UNICEF hygiene kits for distribution, Côte d'Ivoire.*

Through communication for development, UNICEF helps a broad cross section of people learn values and practices consistent with child rights. In the United Republic of Tanzania, a 2011 advocacy campaign mobilized the media and trained community resource persons to provide information on hygiene and the prevention of common childhood illnesses, reaching close to an estimated 16 million people. A hand washing campaign in Nepal increased the practice among children in three districts from 7 per cent to 86 per cent.

Across Central America, UNICEF ran a communication and public advocacy campaign for youth aged 14–21, aiming to teach them about trafficking, sexual exploitation and abuse and to equip them with strategies to protect themselves. The campaign used social media, a website, music videos and songs to appeal to young people. A documentary ran on television stations across Latin America and garnered over half a million YouTube hits. Campaign monitoring confirms significant improvements awareness, particularly among high-risk groups.

### **Partnerships for a wider reach**

Partnerships have been important to UNICEF throughout its history, but never more so than in enlisting all forces to assist the most marginalized children. Progress on

## **UNICEF National Committees**

Andorran Committee for UNICEF  
Australian Committee for UNICEF Limited  
Austrian Committee for UNICEF  
Belgian Committee for UNICEF  
Canadian UNICEF Committee  
Czech Committee for UNICEF  
Danish Committee for UNICEF  
Estonian National Committee for UNICEF  
Finnish Committee for UNICEF  
French Committee for UNICEF  
German Committee for UNICEF  
Hellenic National Committee for UNICEF  
Hong Kong Committee for UNICEF  
UNICEF Hungarian Committee Foundation  
Icelandic National Committee for UNICEF  
UNICEF Ireland  
Israeli Fund for UNICEF  
Italian Committee for UNICEF  
Japan Committee for UNICEF  
Korean Committee for UNICEF  
Lithuanian National Committee for UNICEF  
Luxembourg Committee for UNICEF  
Dutch Committee for UNICEF  
New Zealand National Committee for UNICEF  
Norwegian Committee for UNICEF  
Polish National Committee for UNICEF  
Portuguese Committee for UNICEF  
National Committee for UNICEF of San Marino  
Slovak Committee for UNICEF  
Slovenian Committee for UNICEF  
Spanish Committee for UNICEF  
Swedish Committee for UNICEF  
Swiss Committee for UNICEF  
Turkish National Committee for UNICEF  
United Kingdom Committee for UNICEF  
United States Fund for UNICEF

the organization's strategic partnership framework continued in 2011 with actions to streamline partnerships and better integrate them into UNICEF programmes. This progress also included common benchmarks for achievements and guidance on working with corporate, civil society and global partners.

UNICEF participates in global programme partnerships that galvanize significant resources and expertise to respond to worldwide challenges. New ventures in 2011 included the Scaling Up Nutrition movement and People That Deliver, aimed at improved public health. UNICEF remains active in the Global Partnership for Education and the GAVI Alliance, dedicated to providing vaccines.

Civil society groups join UNICEF in advocating for children, carrying out research, providing services and monitoring children's rights and well-being. Some work with UNICEF globally, such as Save the Children and World Vision. National partners include the Namibia Education Coalition for Civil Society Organizations, which helps local communities to participate in the governance of schools. In El Salvador, alliances with both government and civil society partners produced the Municipal Seal of Approval, granted to towns and cities that prove progressive in upholding children's rights.

UNICEF also engages with religious leaders, sports figures and parliamentarians. In 2011, mullahs in Afghanistan used Friday prayers to speak out against violence against children. UNICEF, the International Cricket Council and UNAIDS urged an end to stigma around HIV and AIDS at the 2011 Cricket World Cup. In convening parliamentarians from 10 countries in Central and Eastern Europe and the Commonwealth of Independent States, UNICEF and the Inter-Parliamentary Union helped to strengthen the role of parliamentarians as advocates for children's rights and gained their public commitment to issues such as early childhood development.

Despite the continued economic downturn in 2011, private-sector partners continued to demonstrate their commitment to UNICEF with contributions topping \$166 million. Corporate partners also collaborated on innovations for children and advocacy for socially responsible business practices. Together with the United Nations Global Compact, an initiative that includes numerous leading companies, and Save the Children, UNICEF helped to develop the Children's Rights and Business Principles.

In Thailand, UNICEF and real estate developer Sansiri PLC jointly backed new national legislation for universal salt iodization. P&G Prestige supported Today, To Help, Together, a fund-raising campaign for the Schools for Africa initiative. Other major corporate partners included Futbol Club Barcelona, Gucci, H&M, Hvratski Telekom, IKEA, ING, the International Zinc Association, Jefferies & Company, Kiwanis, the MAC AIDS Fund, Melià Hotels International, Pampers and its parent company Procter & Gamble, Pier 1 Imports, Starwood Hotels & Resorts, Unilever, United Parcel Service, Inc. (UPS), the Walt Disney Company and the Change for Good programme run by several airlines.

UNICEF's network of 36 national committees continues to raise funds and awareness to benefit children around the world. In 2011, 30 national committees generated \$133 million for the emergency in the Horn of Africa, moving quickly through such



Members of the Community Welfare Assistance Committee observe how a social cash transfer programme – an approach advocated by UNICEF – benefits a family who can now invest in farming, Zambia.

fund-raising channels as direct mail, e-appeals, telemarketing and SMS. National committees signed up an additional 402,000 regular donors to mobilize funds for UNICEF's regular, unrestricted resources. The total number of regular donors has now reached more than 2.8 million.

National committees also support children in their own countries. After the Australian national committee advocated for a National Children's Commissioner, the Government incorporated a commitment to establishing the position in its policy platform. In Japan, the national committee provided emergency relief for children displaced by the earthquake and tsunami.

In 2011, renowned Irish actor Liam Neeson and tennis champion Serena Williams joined UNICEF's distinguished roster of 33 global Goodwill Ambassadors. Another 14 regional and 200 national ambassadors also lend their support. To draw attention to UNICEF's work in the Horn of Africa crisis, Williams, Yuna Kim, Ishmael Beah, Angélique Kidjo and Mia Farrow filmed public service announcements. Farrow and Youssou N'Dour travelled to a refugee camp to highlight the desperate situation of women and children there.

In Colombia, Danny Glover urged the tourism industry to take action against the sexual exploitation of children. David Beckham underscored care for children who had lived on the streets in the Philippines, while Shakira Mebarak met with adolescent girls in India to discuss empowerment through education. Maxim Vengerov helped launch the Every Child Needs a Family campaign in Armenia, which advocates sending children home from institutional care. Amitabh Bachchan continued his 10-year push to end polio in India – a victory that is now in sight.

## **International Goodwill Ambassadors**

- Lord Richard Attenborough** (United Kingdom)
- Amitabh Bachchan** (India)
- Ishmael Beah** (Sierra Leone), Advocate for Children Affected by War
- David Beckham** (United Kingdom)
- Harry Belafonte** (United States)
- Orlando Bloom** (United Kingdom)
- Jackie Chan** (Hong Kong, China)
- Myung-Whun Chung** (Republic of Korea)
- Judy Collins** (United States)
- Mia Farrow** (United States)
- Danny Glover** (United States)
- Whoopi Goldberg** (United States)
- Maria Guleghina** (Ukraine)
- Angélique Kidjo** (Benin)
- Yuna Kim** (Republic of Korea)
- Tetsuko Kuroyanagi** (Japan)
- Femi Kuti** (Nigeria)
- Leon Lai** (Hong Kong, China)
- Lang Lang** (China)
- Ricky Martin** (Puerto Rico, USA)
- Shakira Mebarak** (Colombia)
- Leo Messi** (Argentina)
- Sir Roger Moore** (United Kingdom)
- Nana Mouskouri** (Greece)
- Youssou N'Dour** (Senegal)
- Liam Neeson** (Ireland)
- Berliner Philharmoniker** (Germany)
- Her Majesty Queen Rania** (Jordan), Eminent Advocate for Children
- Vanessa Redgrave** (United Kingdom)
- Sebastião Salgado** (Brazil)
- Susan Sarandon** (United States)
- Maxim Vengerov** (Russian Federation)
- Serena Williams** (United States)

# Operating efficiently for equity

Ongoing global economic uncertainty has propelled UNICEF's continued drive to manage its resources for children's greatest benefit. Reaching the most marginalized children has proven to be a cost-effective investment. Strategies to influence global markets for life-saving commodities resulted in savings that are expected to grow to \$735 million over the next five years.

Realizing the full potential of such investments depends on a highly efficient operational backbone. In 2011, UNICEF continued to strengthen its internal systems for performance monitoring in humanitarian contexts, building on what was learned in the Horn of Africa, Pakistan, and West and Central Africa.

**Strategies to shape markets for life-saving commodities resulted in savings that are expected to grow over the next five years.**

One of the most important changes was the global rollout of VISION, the organizational enterprise resource management system. As an integrated platform for planning, monitoring and reporting on resource use, VISION will ensure that all parts of UNICEF systematically deliver on key corporate priorities.

Through VISION, UNICEF now joins other parts of the United Nations system in complying with the International Public Sector Accounting Standards (IPSAS) for greater accountability and oversight. VISION will also be a particularly important tool for the global management of UNICEF supplies, whether vaccines, therapeutic foods or School-in-a-Box kits.

## Upholding basic principles

In 2011, UNICEF took several steps to further improve functions consistent with equity and other basic principles. At Headquarters, a new unit and advisory board dedicated to children with disabilities has given this overlooked issue an organizational home. Concerted advocacy has already convinced the United Nations Committee on the Rights of Persons with Disabilities to assign a member to focus on children with disabilities. UNICEF also adopted its own internal policy for persons with disabilities, which sets organizational standards for programmes and administrative practices.

An office of research newly consolidated in Florence, Italy, has been charged with the overall management of UNICEF's extensive research and knowledge resources. It will champion cutting-edge thinking and data collection around children's issues, provide evidence for programmes and advocacy, and disseminate research and studies to enrich the work of UNICEF and its many partners.



Students attend class in a new earthquake- and hurricane-resistant temporary school, Port-au-Prince, Haiti.

UNICEF introduced a Corporate Emergency Activation Procedure for large-scale emergencies, based on lessons learned in Haiti and Pakistan, and used it for the first time in the Horn of Africa crisis. Where major emergencies flare or an existing one worsens quickly and significantly, the procedure allows the swift alignment of UNICEF's global resources behind a massive humanitarian response.

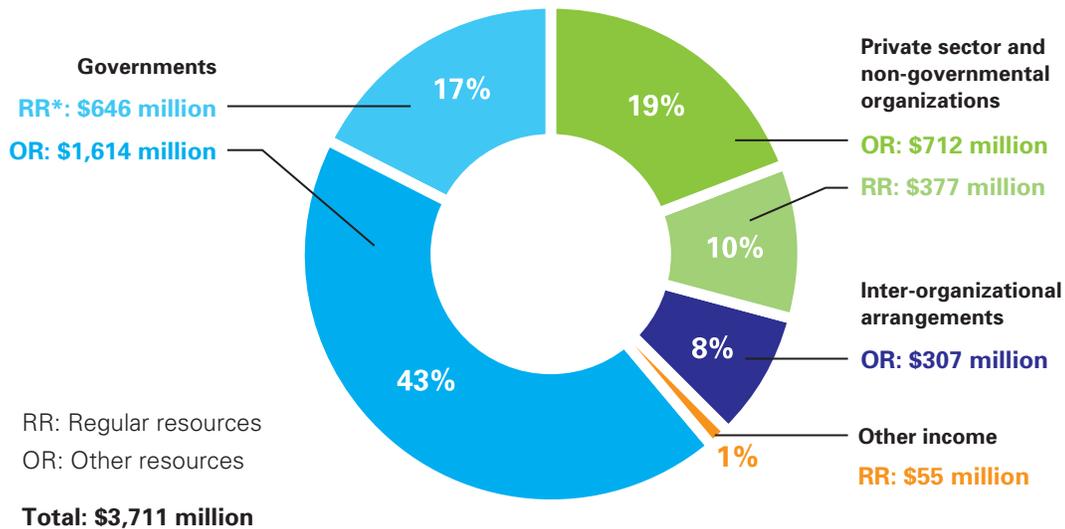
**Global evaluations were conducted on early childhood development, education, child protection and nutrition programming.**

The human resources function demonstrated its effectiveness in staffing emergency programmes as it facilitated the dispatch of 618 'surge' personnel to crises in Côte d'Ivoire and the Horn of Africa, among others; a simplified operating procedure for the rapid deployment of staff in large-scale emergencies has been developed. The institution of a 33-member Immediate Response Team permits the deployment of top humanitarian experts within 48 hours.

Given UNICEF's commitment to equity, gender equality remains a central concern in programmes and staffing. Since 2008, women have consistently made up 48 per cent of all staff. In 2011, women made up 54 per cent of all senior management appointments, up from 35 per cent in 2010. UNICEF joined UNFPA, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Development Programme (UNDP) to develop the first inter-agency e-learning course on gender equality, now used for training across the United Nations system.

**Total income to UNICEF by source and funding type, 2011**

(in US dollars)



\*Gross regular resources income from governments includes an offset of income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF's regular resources. This offset is also reported as expenditure in the table 'Total expenditure by resource and nature of expenditure, 2011' (see page 7).



Consistent with its continuing effort to improve audit reporting, UNICEF recently adopted reporting standards recommended by the International Organization of Supreme Audit Institutions (INTOSAI) – the same rigorous standards already endorsed by 188 Member States, including every member of the Executive Board. UNICEF was also able to make a limited increase in its investigation capacity.

*Volunteers help to load boxes of family water kits onto a truck, Philippines.*

Further improvements have been made to UNICEF's evaluation system, used to assess which programmes work most effectively for children. In addition to more than 120 evaluations of country-level programmes, global evaluations were conducted on early childhood development, education, child protection and nutrition

programming. UNICEF participated in joint United Nations evaluation studies on the United Nations Girls' Education Initiative, the Central Emergency Response Fund and the humanitarian interventions in Haiti and the Horn of Africa.

**Regular resources go furthest in funding basic functions critical to UNICEF's mandate.**

A partnership with UN-Women and the United Nations Evaluation Group has launched a new electronic resource centre on evaluations and equity, human rights and gender equality. It offers evaluators around the world free and convenient access to state-of-the-art evaluation methods. UNICEF also led the preparation of new United Nations-wide guidance on expanding national evaluation capacities to encourage sharing knowledge across developing countries and support the professionalization of national evaluation systems and personnel.

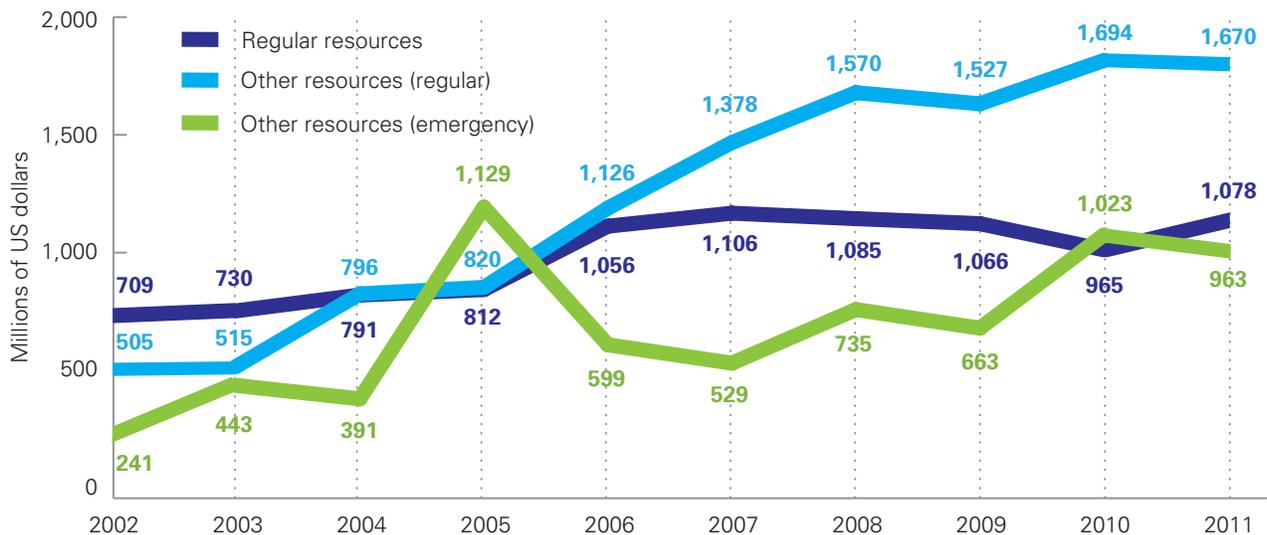
**Sustaining commitment**

UNICEF channels its resources to the poorest and most marginalized children because this often determines their chances of being educated, healthy, nourished and protected from harm. Two broad funding streams allow UNICEF to make these investments: unrestricted or regular resources, and other resources linked to specific programmes.

With a high degree of flexibility and low transaction costs, regular resources go furthest in funding basic functions critical to UNICEF's mandate and advancing core objectives such as equity for children. They uphold organizational independence and inspire trust in UNICEF's work for children.

UNICEF's work depends on the generosity of both public and private donors, including 92 governments in 2011. Total income increased by 1 per cent, from \$3,682

**Contributions to UNICEF income, 2002–2011**



million to \$3,711 million, despite the struggling global economy. Regular resources reached \$1,078 million, 12 per cent or \$113 million more than in 2010.

Overall income was short of planned programme expenditures, however. Contributions to other resources declined by 3 per cent to \$2,633 million. Resources channelled through six thematic funds, which allow flexible programming within broad thematic areas, fell by 23 per cent, from \$241 million in 2010 to \$187 million in 2011 for the five medium-term strategic plan thematic areas. Thematic humanitarian assistance fell by 44 per cent.

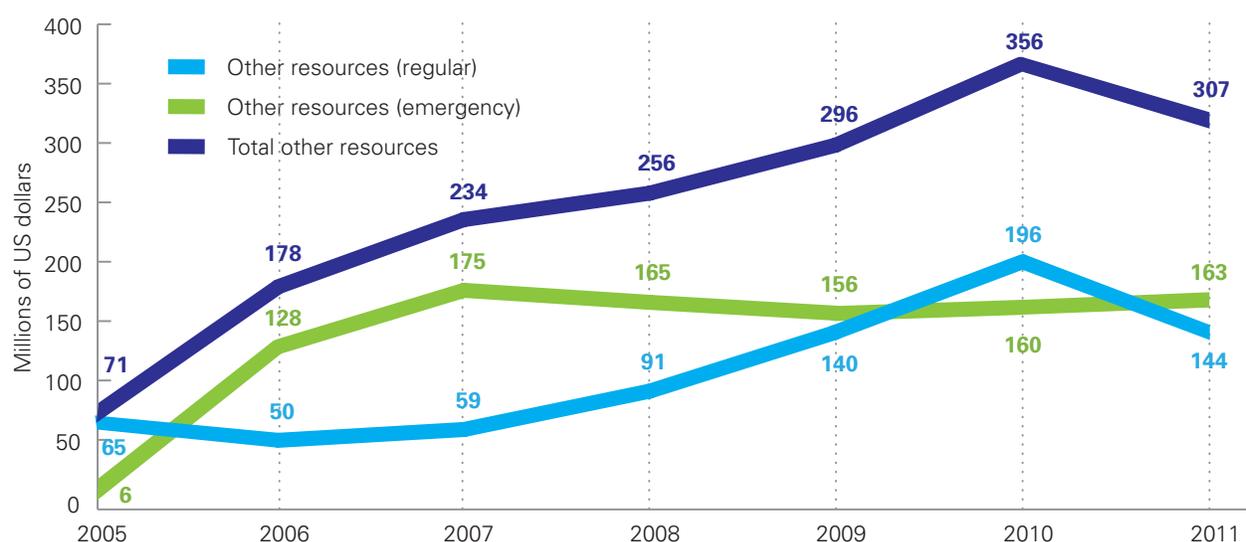
In these times of fiscal austerity, UNICEF recognizes the pressures faced by donors. The organization is cutting costs and increasing its efficiency in ways that do not affect its work at the country level.

Despite these challenges, throughout the year the reasons behind how UNICEF approached all aspects of its work were clear: children and their futures.

### Thematic contributions, 2009–2011 (in millions of US dollars)

	2009	2010	2011
Young child survival and development	22.1	32.6	28.4
Basic education and gender equality	128.5	132.3	127.9
Child protection	51.2	53.1	18.8
HIV/AIDS and children	14.8	10.3	7.3
Policy, advocacy and partnerships for children's rights	13.4	12.8	4.1
Humanitarian assistance	64.9	332.4	186.7

### Contributions received through inter-organizational arrangements, 2005–2011



## Top 20 government and intergovernmental donors, 2011

(in thousands of US dollars)

	Regular resources	Other resources		Total
		regular	emergency	
United States	132,250	114,947	98,235	345,432
United Kingdom	68,038	151,906	70,718	290,662
Norway	75,555	133,532	16,639	225,725
European Commission	—	89,722	126,805	216,527
Japan	18,288	76,629	97,900	192,817
Sweden	75,024	58,968	42,164	176,156
Netherlands	48,433	89,512	5,000	142,945
Australia	35,046	68,710	33,896	137,653
Canada	18,848	103,156	10,455	132,459
Denmark	28,577	12,281	16,130	56,989
Spain	29,333	5,642	15,513	50,488
Belgium	26,556	4,289	16,783	47,629
Finland	23,239	6,104	12,248	41,591
Switzerland	21,231	4,674	2,862	28,767
Germany	6,480	19,062	1,481	27,023
Ireland	11,549	8,906	2,457	22,913
France	1,994	11,641	6,674	20,309
Italy	3,709	5,215	5,901	14,825
Republic of Korea	3,000	2,500	8,948	14,448
United Arab Emirates	100	11,537	—	11,637

## Top 20 national committee donors, 2011

(in thousands of US dollars)

	Regular resources	Other resources		Total
		regular	emergency	
Japan	104,251	9,698	14,104	128,053
Germany	47,538	31,324	22,596	101,457
United States	24,779	39,387	22,644	86,810
France	40,547	17,392	23,880	81,820
Netherlands	47,250	14,484	10,641	72,374
Sweden	34,316	29,981	7,094	71,391
Republic of Korea	42,395	17,081	3,000	62,476
Italy	23,303	23,352	4,066	50,721
Spain	29,468	9,521	8,242	47,230
United Kingdom	11,389	19,130	10,501	41,020
Belgium	10,281	4,439	16,537	31,258
Switzerland	6,015	10,978	4,546	21,539
Finland	13,001	4,413	2,370	19,785
Denmark	6,271	5,050	5,086	16,407
Norway	7,170	6,086	2,454	15,711
Canada	6,454	2,913	6,177	15,543
Australia	6,139	3,477	4,133	13,749
Hong Kong, China	4,943	5,290	2,015	12,248
Ireland	1,188	389	7,333	8,909
Portugal	2,442	2,620	896	5,959

## Corporate sector and foundation alliances contributing \$100,000 or more in 2011

### GLOBAL ALLIANCES

Futbol Club Barcelona  
 Gucci  
 H&M, Hennes & Mauritz AB  
 IKEA Foundation  
 ING  
 International Zinc Association  
 MAC AIDS Fund  
 Procter & Gamble (Boss Orange, Pampers, Wella)  
 Unilever  
 Check Out for Children® (Starwood Hotels & Resorts: Europe, Africa, Middle East, Asia Pacific and Mainland China)  
 Change for Good® (Aer Lingus (Ireland), Alitalia (Italy), All Nippon Airways (Japan), American Airlines (US), Asiana (Republic of Korea), Cathay Pacific (Hong Kong, China), Finnair (Finland), Japan Airlines (Japan), LAN (Chile), Qantas (Australia))

### CORPORATE DONORS

(National committee/  
 country office)

#### Angola

Chevron  
 Total

#### Argentina

ACE Seguros S.A.  
 Farmacity  
 BANELCO  
 Banco Santander Río S.A.  
 Carrefour  
 OCA

#### Australia

3P Learning

#### Belgium

buy aid  
 EskoArtwork  
 Hallmark  
 Umicore

#### Brazil

Centrais Elétricas do Pará S. A. – Celpa  
 Companhia de Energia Elétrica do Estado do Tocantins – Celtins  
 Companhia Energética do Ceará – Coelce  
 Fundação Itaú Social  
 Itaú Unibanco  
 Petrobras  
 Rio Grande Energia – RGE  
 Zurich Brasil Seguros

#### Bulgaria

Happy Bar & Grill

#### Canada

Maple Leaf Foods  
 Party Packagers  
 Teck Resources Limited

#### China

Audi (China) Enterprise Management Co., Ltd.  
 COSCO Charity Foundation  
 Fenghuang Online (Beijing) Information Technology Company, Limited  
 Hewlett Packard Global Social Innovations  
 Porsche (China) Motors Ltd.

#### Colombia

BBVA

#### Croatia

Hrvatski Telekom d.d.

#### Denmark

Brøndby IF

#### Ecuador

Diners Club

#### Finland

Eva Ahlström Foundation  
 Nokia

#### France

Caisses D'Épargne  
 Century 21  
 Clairefontaine  
 Groupama  
 Rythm  
 Sanofi-aventis  
 Tefal  
 Temps L  
 Verbaudet  
 Volvic

#### Germany

BASF SE  
 Commerzbank AG  
 Deutsche Bank AG  
 Stiftung United Internet für UNICEF  
 Payback GmbH (customer donations)  
 Siemens AG (employee donations)  
 Tieto

#### Hong Kong, China

Bank of Communications  
 The Hongkong and Shanghai Banking Corporation Limited

#### India

Aspial Ocean Limited  
 Exide Industries Limited  
 Rio Tinto

#### Israel

Amdocs

#### Italy

Agos Ducato  
 BuyVIP  
 Euronics  
 Ferrarelle  
 Foxy  
 Inter Campus  
 Monte dei Paschi di Siena  
 Original Marines

#### Japan

AEON  
 AEON MALL Co., Ltd  
 AMUSE Inc.  
 Best Denki Co., Ltd.  
 B-R 31 ICE CREAM CO., LTD.  
 Chiba Co-Operative Society  
 Circle K Sunkus Co., Ltd.  
 Consumers' Co-Operative Kobe  
 Consumers' Co-Operative Sapporo  
 CO-OPNET Business Association  
 Consumers' Co-operatives Tokyo  
 CROSS COMPANY Co., Ltd.  
 Fuji Television Network, Inc.  
 Honda Motor Co., Ltd.  
 Itoham Foods Inc.  
 Japanese Consumers' Cooperative Union  
 Kanagawa Consumers' Co-Operative Society  
 KYOKUTO ASSOCIATES Co., Ltd.  
 Mitsuboshi Belting Ltd.  
 Miyagi Consumers' Co-Operative Society  
 MPS17  
 Nichi-Iko Pharmaceutical Co., Ltd.  
 NIPPONKOA Insurance Company, Limited  
 Noble Japan K.K.  
 Oji Nepia Co., Ltd.  
 Plenus Co., Ltd.  
 SAITAMA CO-OP, Consumers' Co-operatives  
 SARAYA Co., Ltd.  
 Sharp Corporation  
 Sony Corporation  
 SOUDAI CO., LTD.  
 START TODAY CO., LTD.  
 Sugarlady Inc.  
 Sumitomo Mitsui Asset Management Company, Limited  
 Sumitomo Mitsui Card Co., Ltd.

The Bank of Tokyo-Mitsubishi UFJ, Ltd.  
 Thomas & Agnes Inc.  
 UC Card Co., Ltd.  
 Volvic  
 WABCO Holdings Inc.  
 Words & Music  
 YAOKO Co., Ltd.

#### Luxembourg

Cactus S.A.

#### Mexico

Controladora Comercial Mexicana  
 Grupo Financiero Santander  
 Laboratorios Liomont  
 Random House Mondadori

#### Netherlands

Djoser BV  
 Nederlandse Postcode Loterij  
 Wavin Group

#### Norway

Cubus  
 Kiwi  
 Norwegian  
 Rica Hotels AS  
 Rieber & Søn  
 Telenor Group

#### Occupied Palestinian Territory

Bank of Palestine

#### Peru

LAN Perú  
 Profuturo AFP

#### Philippines

Procter & Gamble Distributing (Philippines) Inc.  
 SM Prime Holdings Inc.

#### Poland

ITAKA Sp. z o.o.  
 Mennica Polska S.A.  
 S.C. Johnson Polska Sp. z o.o.

#### Portugal

Allianz Portugal

#### Republic of Korea

Able C&C Co., Ltd.  
 Johnson & Johnson  
 KB Kookmin Card  
 Kookmin Bank  
 Nonghyup (National Agricultural Cooperative Federation)  
 SBS Foundation  
 SPC Group (Happy Point)

#### Romania

GDF SUEZ  
 UniCredit Tiriac Bank

## Corporate sector and foundation alliances contributing \$100,000 or more in 2011 *(continued)*

### Russian Federation

Amway Russia

### Spain

Air Europa  
Arbora & Ausonia  
Bancaja  
Banesto  
Caja Madrid  
France Telecom – Orange  
Grefusa  
Grupo Santander  
Iberostar  
Jané  
La Caixa  
Meliá Hotels International  
MRW

### Sweden

Gina Tricot AB  
M Magasin  
Svenska PostkodLotteriet

### Switzerland

COFRA Foundation  
Kiwanis Switzerland  
MSC Croisieres  
Roche Employee Action  
& Charity Trust

### Thailand

Dell  
Sansiri PLC.

### Turkey

Polimeks  
Ve-Ge A.S.

### UK Committee for UNICEF

Barclays Bank  
CBRE  
Clarks  
DLA Piper  
Everything Everywhere

Freshfields Bruckhaus  
Deringer  
FTSE  
Kantar  
Manchester United Football  
Club  
Marks & Spencer  
Rangers Football Club  
The Co-operative Pharmacy  
Twinings  
ViV Healthcare  
Visa Europe

### US Fund for UNICEF

American Express  
Apple Corps Ltd.  
AVX Corporation  
Crocs, Inc.  
Dell  
ExxonMobil Corporation  
FEED Projects LLC  
GE Foundation

Google, Inc.  
Jefferies & Company, Inc.  
Johnson & Johnson  
L'Oréal USA – Giorgio Armani  
Fragrances  
Major League Baseball and  
Major League Baseball  
Players Association  
Merck & Co., Inc.  
Microsoft Corp.  
Pfizer Inc.  
Pier 1 Imports, Inc.  
The J.P. Morgan Chase  
Foundation  
The Prudential Foundation  
The UPS Foundation  
The Walt Disney Company  
Turner Broadcasting  
System, Inc.  
Western Union Foundation  
**Zimbabwe**  
Econet

## Regular resource funding of country programmes

UNICEF's Country Programmes of Cooperation are approved by the Executive Board for multi-year periods and are funded from UNICEF's regular resources, the amounts of which are shown here. UNICEF expands on these programmes, including during humanitarian crises, with restricted funds known as 'other resources'. (All figures are in US dollars.)

<b>Afghanistan</b> 2010–2013	\$157,668,000	<b>Chile****</b> 2005–2011	\$3,449,408
<b>Albania***</b> 2006–2011	\$4,125,000	<b>China**</b> 2011–2015	\$50,615,000
<b>Algeria</b> 2007–2011	\$5,410,000	<b>Colombia</b> 2008–2012	\$4,450,000
<b>Angola</b> 2009–2013	\$34,500,500	<b>Comoros*</b> 2008–2012	\$3,743,000
<b>Argentina</b> 2010–2014	\$3,750,000	<b>Congo</b> 2009–2013	\$5,634,000
<b>Armenia</b> 2010–2015	\$4,500,000	<b>Costa Rica*</b> 2008–2012	\$3,600,000
<b>Azerbaijan**</b> 2011–2015	\$4,585,000	<b>Côte d'Ivoire*</b> 2009–2013	\$33,212,000
<b>Bangladesh***</b> 2006–2011	\$93,635,718	<b>Cuba*</b> 2008–2012	\$3,600,000
<b>Belarus*</b> 2011–2015	\$3,750,000	<b>Democratic People's Republic of Korea**</b> 2011–2015	\$9,305,000
<b>Belize***</b> 2007–2012	\$3,390,545	<b>Democratic Republic of the Congo*</b> 2008–2012	\$273,587,687
<b>Benin</b> 2009–2013	\$23,107,500	<b>Djibouti</b> 2008–2012	\$3,950,000
<b>Bhutan****</b> 2008–2013	\$4,830,000	<b>Dominican Republic</b> 2007–2011	\$3,573,624
<b>Bolivia (Plurinational State of)*</b> 2008–2012	\$6,637,000	<b>Eastern Caribbean Islands<sup>1</sup></b> 2008–2011	\$12,800,000
<b>Bosnia and Herzegovina</b> 2010–2014	\$3,750,000	<b>Ecuador</b> 2010–2014	\$3,750,000
<b>Botswana</b> 2010–2014	\$3,750,000	<b>Egypt***</b> 2007–2012	\$17,731,000
<b>Brazil</b> 2007–2011	\$4,620,000	<b>El Salvador*</b> 2007–2011	\$3,606,191
<b>Bulgaria</b> 2010–2012	\$2,250,000	<b>Equatorial Guinea</b> 2008–2012	\$3,680,000
<b>Burkina Faso**</b> 2011–2015	\$75,745,000	<b>Eritrea*</b> 2007–2011	\$11,778,000
<b>Burundi</b> 2010–2014	\$49,325,000	<b>Ethiopia*</b> 2007–2011	\$159,148,778
<b>Cambodia**</b> 2011–2015	\$32,530,000	<b>Gabon*</b> 2007–2011	\$3,480,000
<b>Cameroon*</b> 2008–2012	\$30,264,000	<b>Gambia*</b> 2007–2011	\$5,316,140
<b>Cape Verde***</b> 2006–2011	\$4,050,000	<b>Georgia**</b> 2011–2015	\$3,750,000
<b>Central African Republic*</b> 2007–2011	\$15,439,893	<b>Ghana***</b> 2006–2011	\$33,926,906
<b>Chad***</b> 2006–2011	\$43,658,202	<b>Guatemala</b> 2010–2014	\$4,230,000

<b>Guinea</b> *** 2007–2012	\$26,097,000	<b>Panama</b> * 2007–2011	\$2,750,000
<b>Guinea-Bissau</b> * 2008–2012	\$10,464,000	<b>Papua New Guinea</b> 2008–2012	\$7,150,000
<b>Guyana</b> *** 2006–2011	\$4,095,000	<b>Paraguay</b> * 2007–2011	\$4,455,000
<b>Haiti</b> *** 2009–2012	\$9,072,000	<b>Peru</b> *** 2006–2011	\$4,953,473
<b>Honduras</b> 2007–2011	\$4,495,000	<b>Philippines</b> **** 2005–2011	\$34,750,920
<b>India</b> * 2008–2012	\$206,092,000	<b>Republic of Moldova</b> *** 2007–2012	\$4,639,275
<b>Indonesia</b> ** 2011–2015	\$27,700,000	<b>Romania</b> 2010–2012	\$2,250,000
<b>Iran (Islamic Republic of)</b> **** 2005–2011	\$10,910,014	<b>Russian Federation</b> *** 2006–2011	\$5,190,879
<b>Iraq</b> ** 2011–2014	\$7,936,000	<b>Rwanda</b> * 2008–2012	\$45,675,000
<b>Jamaica</b> * 2007–2011	\$3,484,000	<b>Sao Tome and Principe</b> * 2007–2011	\$3,569,875
<b>Jordan</b> * 2008–2012	\$3,634,000	<b>Senegal</b> * 2007–2011	\$21,171,000
<b>Kazakhstan</b> 2010–2015	\$5,322,000	<b>Serbia</b> 4 ** 2011–2015	\$3,750,000
<b>Kenya</b> * 2009–2013	\$44,683,000	<b>Sierra Leone</b> **** 2008–2012	\$42,322,000
<b>Kyrgyzstan</b> *** 2005–2011	\$6,482,000	<b>Somalia</b> ** 2011–2015	\$42,325,000
<b>Lao People's Democratic Republic</b> * 2007–2011	\$9,825,000	<b>South Africa</b> *** 2007–2011	\$5,923,452
<b>Lebanon</b> 2010–2014	\$3,750,000	<b>South Sudan</b> 2009–2012	\$14,443,791
<b>Lesotho</b> 2008–2012	\$5,170,000	<b>Sri Lanka</b> 2008–2012	\$4,000,000
<b>Liberia</b> * 2008–2012	\$24,815,000	<b>Sudan</b> * 2009–2012	\$28,585,827
<b>Madagascar</b> *** 2008–2012	\$46,314,000	<b>Swaziland</b> ** 2011–2015	\$3,755,000
<b>Malawi</b> * 2008–2011	\$37,349,000	<b>Syrian Arab Republic</b> * 2007–2011	\$4,862,881
<b>Malaysia</b> ** 2011–2015	\$3,750,000	<b>Tajikistan</b> 2010–2015	\$12,012,000
<b>Maldives</b> ** 2011–2015	\$3,750,000	<b>Thailand</b> 2007–2011	\$5,000,000
<b>Mali</b> * 2008–2012	\$63,552,000	<b>The former Yugoslav Republic of Macedonia</b> 2010–2015	\$4,500,000
<b>Mauritania</b> *** 2009–2011	\$5,051,200	<b>Timor-Leste</b> 2009–2013	\$5,063,000
<b>Mexico</b> * 2008–2012	\$3,600,000	<b>Togo</b> * 2008–2012	\$16,914,000
<b>Mongolia</b> 2007–2011	\$4,535,000	<b>Tunisia</b> *** 2007–2012	\$3,514,000
<b>Montenegro</b> 2010–2011	\$1,500,000	<b>Turkey</b> ** 2011–2015	\$4,180,000
<b>Morocco</b> 2007–2011	\$6,700,000	<b>Turkmenistan</b> 2010–2015	\$5,058,000
<b>Mozambique</b> **** 2007–2011	\$72,608,000	<b>Uganda</b> 2010–2014	\$106,440,000
<b>Myanmar</b> ** 2011–2015	\$83,585,000	<b>Ukraine</b> * 2006–2011	\$5,426,000
<b>Namibia</b> **** 2006–2012	\$4,835,000	<b>United Republic of Tanzania</b> *** 2011–2015	\$74,692,000
<b>Nepal</b> **** 2008–2012	\$33,878,000	<b>Uruguay</b> ** 2011–2015	\$3,750,000
<b>Nicaragua</b> 2008–2012	\$4,160,000	<b>Uzbekistan</b> 2010–2015	\$19,734,000
<b>Niger</b> 2009–2013	\$84,672,000	<b>Venezuela (Bolivarian Republic of)</b> 2009–2013	\$3,000,000
<b>Nigeria</b> * 2009–2012	\$199,545,393	<b>Viet Nam</b> *** 2006–2011	\$22,815,428
<b>Occupied Palestinian Territory</b> 2*** 2011–2013	\$12,000,000	<b>Yemen</b> * 2007–2011	\$31,188,000
<b>Pacific Islands</b> 3 2008–2012	\$27,500,000	<b>Zambia</b> ** 2011–2015	\$42,795,000
<b>Pakistan</b> **** 2009–2012	\$65,329,000	<b>Zimbabwe</b> * 2007–2011	\$14,907,257

UNICEF cooperated with 151 countries, areas and territories in 2011: 45 in sub-Saharan Africa (ESARO and WCARO); 35 in Latin America and the Caribbean (TACRO); 35 in Asia (EAPRO and ROSA); 16 in the Middle East and North Africa (MENARO); and 20 in Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) and the Baltic states.

\* Includes additional regular resources allocated since the Executive Board first approved the funds.

\*\* New country programme starting in January 2011 and approved by the Executive Board in 2010.

\*\*\* Extension of country programme by one year.

\*\*\*\* Extension of country programme by two years.

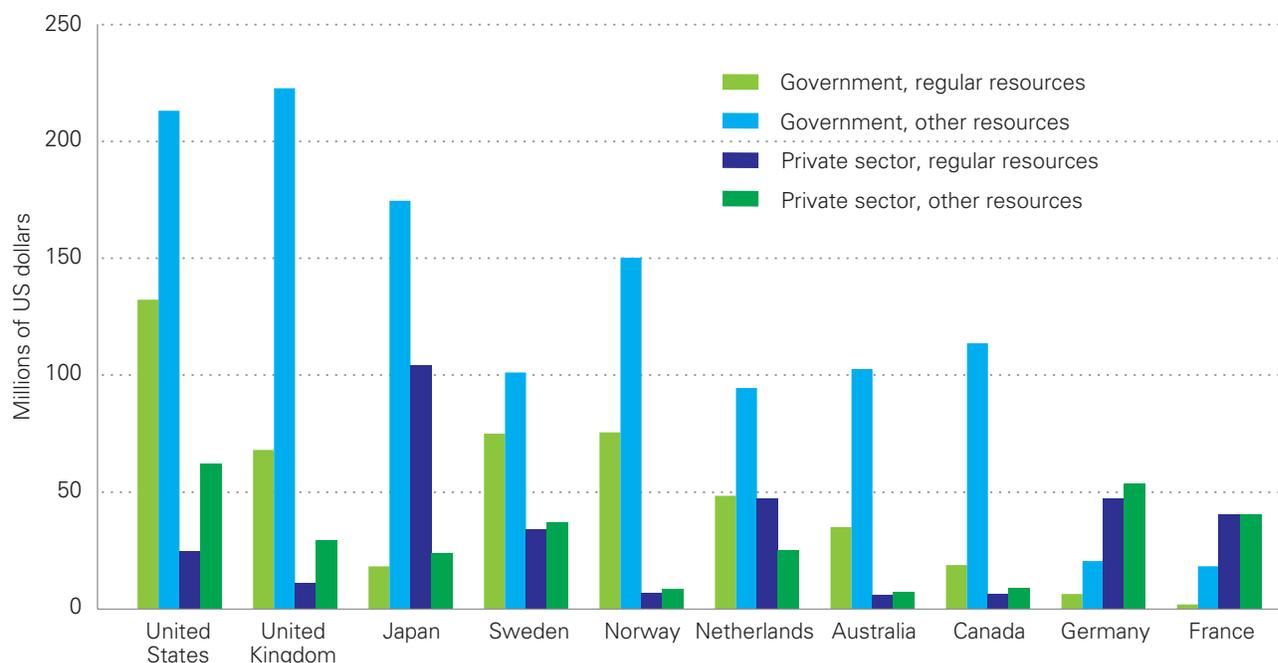
<sup>1</sup> Includes Antigua and Barbuda, Barbados, the British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, and the Turks and Caicos Islands.

<sup>2</sup> UNICEF is providing assistance for Palestinian children and women for 2011–2013 in the following places: Occupied Palestinian Territory (\$6,300,000), Lebanon (\$2,700,000), Jordan (\$1,500,000) and Syria (\$1,500,000).

<sup>3</sup> Includes the Cook Islands, the Federated States of Micronesia, Fiji, Kiribati, the Marshall Islands, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu.

<sup>4</sup> Serbia includes Kosovo, currently under United Nations administration.

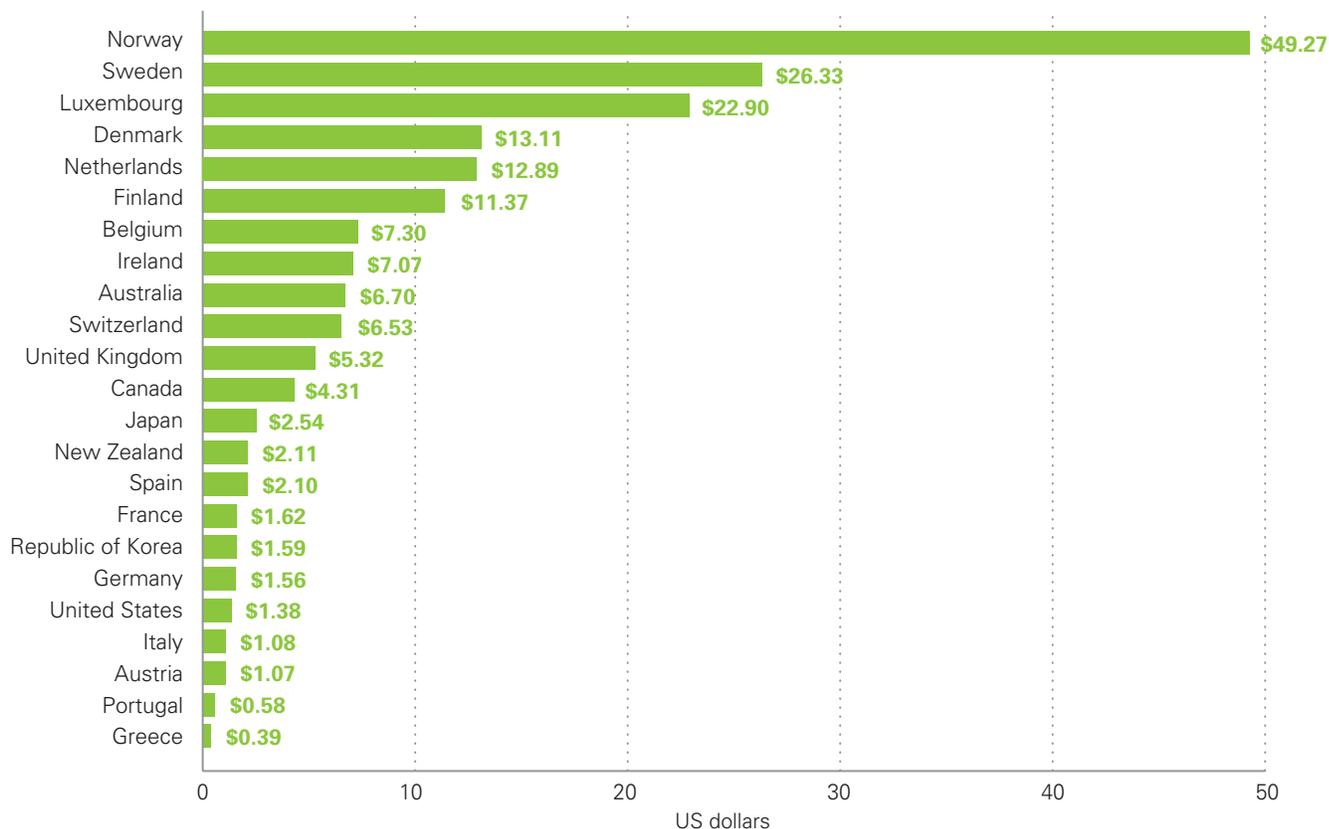
## Top 10 countries by donor and funding type, 2011\*



\* Includes contributions from governments and UNICEF national committees; excludes intergovernmental, non-governmental, inter-organizational and pooled funds contributions.

## Per capita contributions to UNICEF, 2011\*

Member countries of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD)



\*Includes contributions from governments and national committees.

**Total UNICEF income by source of funding, 2011** (in US dollars)

Donor	REGULAR RESOURCES					OTHER RESOURCES <sup>1</sup>				Grand total
	Public sector		Private sector			Public sector		Private sector		
	Government	Inter-organizational arrangements	National committees <sup>2</sup>	Other contributions <sup>3</sup>	Cost of goods delivered and other expenses <sup>4</sup>	Government	Inter-organizational arrangements	National committees <sup>2</sup>	Other contributions <sup>3</sup>	
Afghanistan	1,000					468,000				469,000
Andorra	28,128		284,895			302,834		434,804		1,050,662
Angola									200,000	200,000
Argentina	25,000			1,184,349					13,384,984	14,594,333
Armenia	6,000								24,962	30,962
Australia	35,046,275		6,139,034			102,606,365		7,609,749		151,401,423
Austria	1,991,764		3,533,243			1,485,030		1,997,244		9,007,280
Bangladesh	34,500									34,500
Barbados	4,000									4,000
Belgium	26,556,259		10,281,499			21,072,680		20,976,351		78,886,788
Belize						112,500			17	112,517
Bhutan	15,435									15,435
Bolivia (Plurinational State of)						270,023			101,004	371,027
Bosnia and Herzegovina									55,331	55,331
Brazil						3,186,400			9,924,739	13,111,139
Bulgaria									840,176	840,176
Burkina Faso	6,240									6,240
Burundi	808									808
Cameroon									95,879	95,879
Canada	18,848,160		6,453,795			113,611,020		9,089,616		148,002,591
Chile	91,000					317,701			1,368,343	1,777,044
China	1,316,457								5,059,833	6,376,290
Colombia				8,907		50,000			3,916,330	3,975,237
Costa Rica	16,425								13,846	30,270
Croatia				550,190					1,824,904	2,375,094
Cuba	10,000									10,000
Cyprus	24,624			204,796						229,420
Czech Republic	63,397		2,213,577			63,397		1,120,149		3,460,521
Democratic Republic of the Congo						5,384,913			2,500	5,387,413
Denmark	28,577,350		6,271,281			28,411,310		10,135,948		73,395,888
Djibouti	4,000									4,000
Dominican Republic				1,866					21,077	22,942
Ecuador									1,230,316	1,230,316
Egypt									3,922	3,922
Estonia	48,821		34,614			465,960				549,394
Finland	23,239,425		13,001,468			18,351,504		6,783,137		61,375,535
France	1,994,350		40,547,451			18,314,783		41,272,348		102,128,932
Gabon						108,500				108,500
Georgia	3,500					50,000				53,500
Germany	6,480,044		47,537,597			20,543,437		53,919,482		128,480,559
Greece			3,312,588					1,166,763		4,479,352
Guinea-Bissau						6,743,682				6,743,682
Guyana	22,526								4,659	27,185
Haiti						13,999,485				13,999,485
Honduras	30,006									30,006
Hong Kong, China			4,942,986					7,305,351		12,248,337
Hungary	132,843		8,864			55,296		261,148		458,151
Iceland	688,249		1,470,462			151,132		847,928		3,157,772
India	841,320					1,050,511			4,428,436	6,320,266
Indonesia									5,522,464	5,522,464
Iran (Islamic Republic of)	56,617			11,012					2,906	70,536
Ireland	11,549,290		1,187,932			11,363,861		7,721,090		31,822,172

**Total UNICEF income by source of funding, 2011** (in US dollars) (continued)

Donor	REGULAR RESOURCES					OTHER RESOURCES <sup>1</sup>				Grand total
	Public sector		Private sector			Public sector		Private sector		
	Government	Inter-organizational arrangements	National committees <sup>2</sup>	Other contributions <sup>3</sup>	Cost of goods delivered and other expenses <sup>4</sup>	Government	Inter-organizational arrangements	National committees <sup>2</sup>	Other contributions <sup>3</sup>	
Israel	100,000							227,235		327,235
Italy	3,708,801		23,303,053			11,116,580		27,417,655		65,546,089
Jamaica									50	50
Japan	18,288,364		104,250,926			174,528,606		23,801,777		320,869,673
Jordan									4,873	4,873
Kazakhstan	20,000								85,560	105,560
Kenya				22,976					199,580	222,555
Kuwait	200,000					250,000				450,000
Lesotho	2,000									2,000
Liechtenstein	54,230					180,072				234,302
Lithuania			8,379							8,379
Luxembourg	3,732,393		924,503			5,858,675		934,057		11,449,627
Madagascar						138,793				138,793
Malaysia	284,000			5,954,338		100,000			2,394,450	8,732,788
Mexico	214,000								3,044,193	3,258,193
Monaco	10,685			8,935		154,930				174,550
Mongolia	11,403									11,403
Montenegro	5,000									5,000
Morocco	84,309					224,644			42,465	351,418
Myanmar	393									393
Nepal						56,030				56,030
Netherlands	48,433,000		47,249,800			94,512,016		25,124,675		215,319,490
New Zealand	4,580,160		1,704,545			1,459,966		1,535,182		9,279,852
Nicaragua	2,000									2,000
Nigeria						63,699			66,227	129,926
Norway	75,555,000		7,170,449			150,170,154		8,540,726		241,436,329
Occupied Palestinian Territory									101,665	101,665
Oman						250,000			12,029	262,029
Pakistan	35,700					1,461				37,161
Panama	26,750			19,179		300,000			35,078	381,007
Peru									973,472	973,472
Philippines	52,058			199,303					3,223,339	3,474,700
Poland			198,493					2,019,727		2,218,220
Portugal	300,000		2,441,975					3,516,645		6,258,620
Qatar	100,000									100,000
Republic of Korea	3,000,000		42,394,785			11,448,134		20,080,791		76,923,711
Republic of Moldova	2,000									2,000
Romania	14,759								1,501,887	1,516,645
Russian Federation	1,000,000					2,000,000			3,085,557	6,085,557
San Marino			8,362					9,653		18,016
Saudi Arabia	1,000,000					7,160,487			1,251,887	9,412,374
Serbia				207,546					584,748	792,294
Singapore	50,000									50,000
Slovakia	16,000		60,902					268,462		345,364
Slovenia	63,972		1,172,488					300,232		1,536,692
South Africa									1,341,945	1,341,945
Spain	29,333,260		29,467,739			21,154,573		17,762,045		97,717,617
Sri Lanka	15,500									15,500
Sweden	75,024,000		34,315,798			101,132,071		37,075,152		247,547,021
Switzerland	21,231,400		6,015,383			7,535,838		15,523,578		50,306,199
Tajikistan						10,917				10,917
Thailand	247,928			907,068					11,806,327	12,961,323
Togo	2,000									2,000
Trinidad and Tobago	15,000									15,000

**Total UNICEF income by source of funding, 2011** (in US dollars) (continued)

Donor	REGULAR RESOURCES					OTHER RESOURCES <sup>1</sup>				Grand total
	Public sector		Private sector			Public sector		Private sector		
	Government	Inter-organizational arrangements	National committees <sup>2</sup>	Other contributions <sup>3</sup>	Cost of goods delivered and other expenses <sup>4</sup>	Government	Inter-organizational arrangements	National committees <sup>2</sup>	Other contributions <sup>3</sup>	
Tunisia	26,316								253,427	279,743
Turkey	150,000		750,795					2,643,353		3,544,148
Ukraine									38,032	38,032
United Arab Emirates	100,000					11,536,738			1,785,474	13,422,211
United Kingdom	68,038,164		11,389,153			222,623,815		29,630,921		331,682,053
United States	132,250,000		24,779,497			213,181,630		62,030,397		432,241,524
Uruguay				117,365					1,454,607	1,571,972
Venezuela (Bolivarian Republic of)				1,560,128					633,007	2,193,135
Viet Nam	41,109								662	41,771
Zambia	103,667									103,667
Zimbabwe									269,886	269,886
Miscellaneous <sup>5</sup>				597,165						597,165
Income adjustments to prior years <sup>6</sup>	897,279		1,342,992	-854,904		-9,279,799		-1,812,968	-447,861	-10,155,260
Cost of goods delivered and other expenses <sup>4</sup>					-120,799,860					-120,799,860
<b>Subtotal</b>	<b>646,176,409</b>		<b>486,171,303</b>	<b>10,700,218</b>	<b>-120,799,860</b>	<b>1,396,410,350</b>		<b>447,270,403</b>	<b>81,769,188</b>	<b>2,947,698,011</b>
<b>Intergovernmental organizations</b>										
Asian Development Bank						348,592				348,592
European Commission						216,526,789				216,526,789
OPEC Fund						872,009				872,009
Secretariat of Pacific Community						139,013				139,013
Income adjustments to prior years <sup>6</sup>	213,509					-264,052				-50,543
<b>Subtotal</b>	<b>213,509</b>					<b>217,622,351</b>				<b>217,835,860</b>
<b>Inter-organizational arrangements</b>										
Food and Agriculture Organization (FAO)							155,195			155,195
Joint United Nations Programme on HIV/AIDS (UNAIDS)							5,314,212			5,314,212
Pan American Health Organization							988,769			988,769
United Nations Development Group (UNDG)							47,633			47,633
United Nations Development Programme (UNDP)							143,963,484			143,963,484
United Nations Educational, Scientific and Cultural Organization (UNESCO)							31,000			31,000
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)							40,700			40,700
United Nations Environment Programme (UNEP)							100,000			100,000
United Nations High Commissioner for Refugees (UNHCR)							242,491			242,491
United Nations Human Settlements Programme (UN-Habitat)							90,000			90,000
United Nations Joint Programme							16,555,262			16,555,262

**Total UNICEF income by source of funding, 2011** (in US dollars) (continued)

Donor	REGULAR RESOURCES					OTHER RESOURCES <sup>1</sup>				Grand Total
	Public sector		Private sector			Public sector		Private sector		
	Government	Inter-organizational arrangements	National Committees <sup>2</sup>	Other contributions <sup>3</sup>	Cost of goods delivered and other expenses <sup>4</sup>	Government	Inter-organizational arrangements	National Committees <sup>2</sup>	Other contributions <sup>3</sup>	
United Nations Mine Action Service (UNMAS)							1,638,170			1,638,170
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)							114,605,084			114,605,084
United Nations Office for Drug Control and Crime Prevention (UNODCCP)							75,900			75,900
United Nations Population Fund (UNFPA)							17,129,055			17,129,055
United Nations Relief and Works Agency for Palestine Refugees (UNRWA)							53,800			53,800
United Nations Secretariat							53,500			53,500
United Nations Trust Fund for Human Security							2,714,926			2,714,926
United Nations Office for Project Services (UNOPS)							1,591,129			1,591,129
World Bank							394,382			394,382
World Health Organization (WHO)							4,605,896			4,605,896
Income adjustments to prior years <sup>5</sup>		716					-3,189,723			-3,189,007
<b>Subtotal</b>		<b>716</b>					<b>307,200,864</b>			<b>307,201,580</b>
<b>Non-governmental organizations</b>										
AIM – Association Intercooperation Madagascar									320,000	320,000
Atlantic Philanthropies									260,000	260,000
Bill & Melinda Gates Foundation									83,096,016	83,096,016
Danish Red Cross									17,500	17,500
GAVI Alliance									11,672,170	11,672,170
Global Alliance for Improved Nutrition (GAIN)									1,340,364	1,340,364
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)									27,872,545	27,872,545
Micronutrient Initiative									9,489,723	9,489,723
PACT, Inc.									1,623,341	1,623,341
Procter & Gamble									641,328	641,328
Rotary International									17,361,899	17,361,899
Tesuko Kuroyanagi, Japan				381,128					600,000	981,128
The Alexander Bodini Foundation									20,000	20,000
United Nations Foundation, Inc.									27,457,900	27,457,900
University of Notre Dame									991,200	991,200
World Vision									403,540	403,540
Miscellaneous <sup>7</sup>				254,243						254,243
Income adjustments to prior years <sup>6</sup>				4,447					-290,235	-285,788
<b>Subtotal</b>				<b>639,818</b>					<b>182,877,290</b>	<b>183,517,109</b>
<b>Other income</b>										<b>54,833,934</b>
<b>TOTAL INCOME</b>	<b>646,389,918</b>	<b>716</b>	<b>486,171,303</b>	<b>11,340,036</b>	<b>-120,799,860</b>	<b>1,614,032,701</b>	<b>307,200,864</b>	<b>447,270,403</b>	<b>264,646,479</b>	<b>3,711,086,493</b>

**Notes:**

- 1 Includes both other resources 'regular' and other resources 'emergency'.
- 2 Includes Private Fundraising and Partnerships division (PFP) income.
- 3 Includes income from country office private sector fundraising and NGOs.
- 4 Cost of goods delivered and other operating expenses incurred by PFP, excluding commission retained by sales partners and sales expenditures by country offices.
- 5 Miscellaneous income primarily consists of private sector income for which the source is not individually identified.
- 6 Includes refunds and adjustments to income recognized in previous years.
- 7 Miscellaneous income primarily consists of income from NGOs.

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(The Executive Board year runs from 1 January to 31 December.)

UNICEF is governed by a 36-member Executive Board, an intergovernmental body that establishes policies, approves programmes and decides on administrative and financial plans and budgets. Members are elected by the United Nations Economic and Social Council for a three-year term.

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### **MEMBERS OF THE BOARD FOR 2011**

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