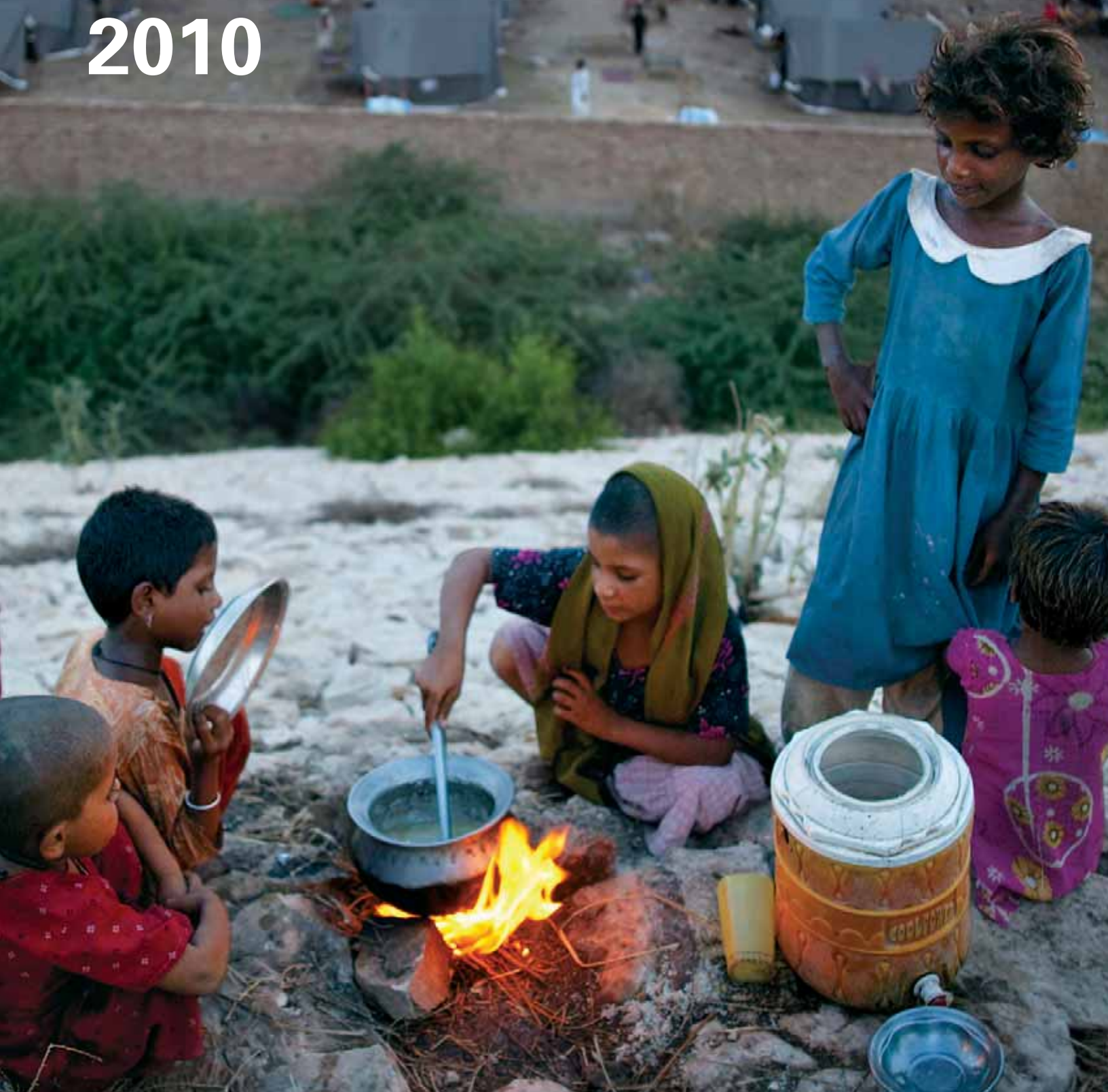


# ANNUAL REPORT 2010



unite for  
children

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In August 2010, children cook over an open fire in Sukkur, a city in Sindh Province. Behind them, a tent camp fills the landscape. Their family are staying at the periphery of the camp, which is full and cannot accommodate them, Pakistan.

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**Note on source information:** Data in this report are drawn from the most recent available statistics from UNICEF and other UN agencies, annual reports prepared by UNICEF country offices and the June 2011 UNICEF Executive Director's Annual Report to the Executive Board.

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

# UNICEF ANNUAL REPORT 2010

Covering 1 January 2010 through 31 December 2010

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## FOREWORD

**2010 was a pivotal year for UNICEF**, as we began to deepen our traditional focus on reaching the most vulnerable children.



The year made the urgency of that renewed focus clear, again and again – most extremely in Haiti and Pakistan. All emergencies and crises put children at greater risk of exploitation and abuse, and disadvantaged children even more so.

We also saw disturbing new evidence of widening gaps between rich and poor children, even in some countries that show overall progress towards meeting the Millennium Development Goals (MDGs). These growing inequities drove UNICEF to question the conventional wisdom that reaching the most marginalized children and communities is too costly. We asked ourselves: If the most disadvantaged have the greatest needs – and if new, more efficient strategies and tools exist to reach them – might the undoubted benefits of concentrating on the most vulnerable outweigh the additional costs?

The answer, based on rigorous analysis, is: yes. In both poorer and middle-income countries, focusing on the most disadvantaged children is cost-effective and does more to attain MDGs 4 and 5, on reducing child mortality and improving maternal health, than the current path.

This was big news and good news, especially in times of continued financial constraint. The implications are far-reaching, for UNICEF and for the United Nations and human development everywhere. The equity approach is right in principle and in practice.

Many UNICEF country programmes are already making progress in reducing inequities, as this annual report demonstrates. In renewing and enlarging our efforts, we are building on a strong foundation of expertise, commitment and results. We are also determined to do much more, because our obligation is not to some children, but to all children.

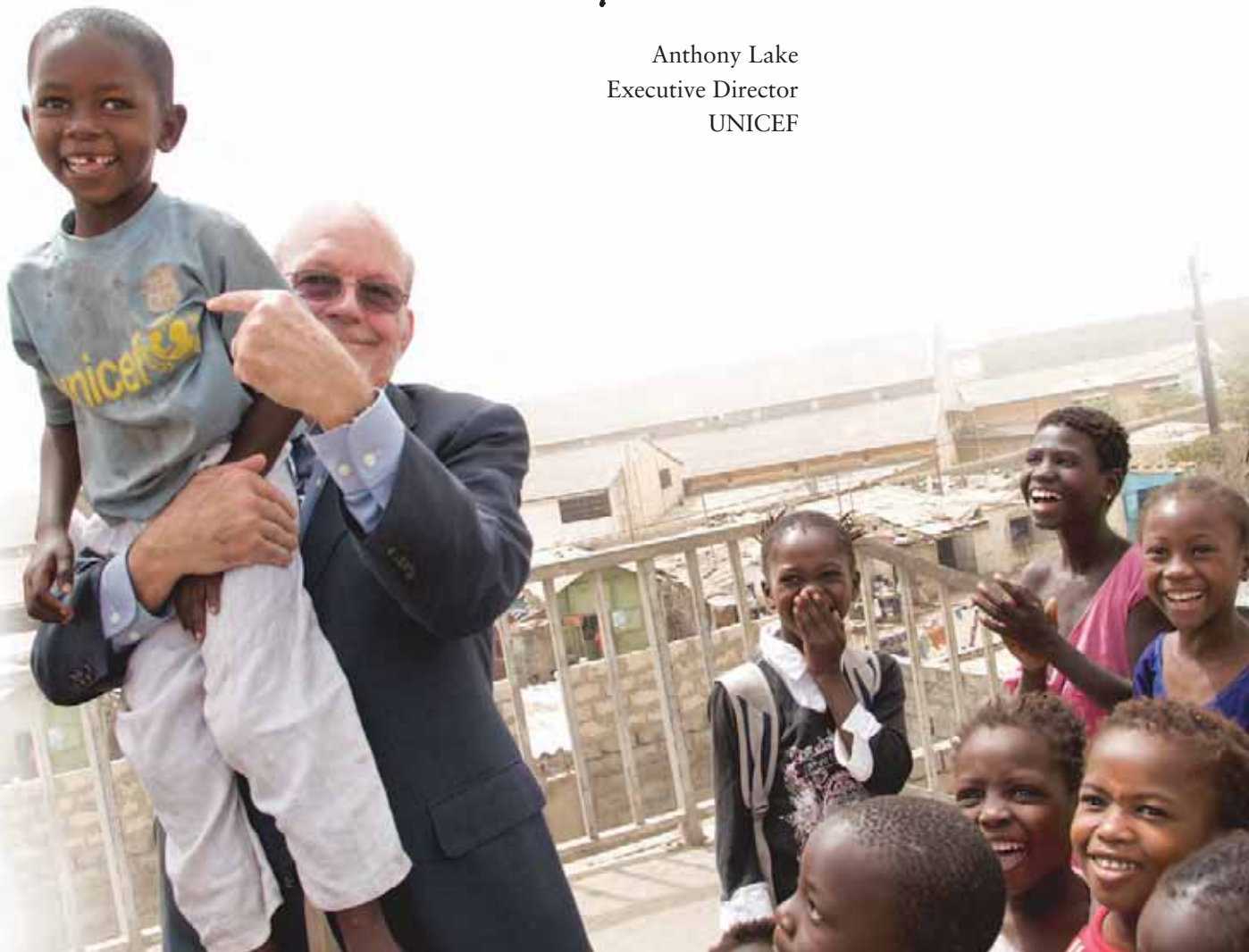
As we redouble our efforts, we will advocate for equitable development among all partners who can advance this agenda – governments, development experts, civil society and the United Nations community. We will put partnerships at the centre, because attaining more equitable development is only possible through collective endeavour. We will champion more coordinated United Nations actions, because when organizations with shared ambitions bring their programmes together, they do more to help governments achieve national goals and improve human well-being.

In the last months of 2010, UNICEF began to integrate an equity refocus into all our operations. Oriented around the principle that in everything we do, results come first, we are examining the most prudent and judicious uses of our country programmes, our staffing, our resources and our abilities to carefully measure progress. Our first priority will be to strengthen capacities in countries with the highest burdens of deprivation, whether they are low income or middle income, wherever the largest pockets of people are being left behind.

In my first year with UNICEF, I have visited 22 countries in which the organization works. In every country I have travelled to, in every community I have visited, I have seen how an equity approach can make a difference in children's lives. As we all work together, it has the potential to do a great deal more. Our children deserve no less.



Anthony Lake  
Executive Director  
UNICEF



## Chapter 1

# Development with equity

2010 was a year that underscored human vulnerability, above all for children, the most vulnerable of all. Against a backdrop of ongoing global economic instability, the year began with the devastating earthquake in Haiti, which left the capital and the country in shambles. From late July, floods in Pakistan affected nearly 20 million people and destroyed or damaged close to 2 million homes. The year ended with the steady rise of food prices around the world, while the first currents of social unrest began in North Africa and the Middle East.

The year was also one of possibility, as some emerging economies helped boost recovery from the economic crisis. When the United Nations convened the Summit on Millennium Development Goals (MDGs) in September

2010, the international community could claim progress towards achieving the Goals, five years before their end date. Even some of the poorest countries have shown that having high ambitions can yield results.

As this report will illustrate, UNICEF's contributions to achieving the MDGs in 2010 included assistance to more than 150 countries and territories that continued adding to remarkable strides made in previous years towards improving children's health, expanding access to quality education and protecting children's rights, including in places of crisis.

In the lead-up to the MDG Summit, however, UNICEF also posed a compelling question: How can we do more for children? The summit affirmed that progress in reaching

the Goals has been uneven, both within and across countries. The poorest groups – those who lack education or live in remote areas – have been neglected. Consequently, without a concerted drive to reach these groups, many of the MDG targets are likely to be missed in most regions. The reality of gaping disparities, even in the face of strong economic growth, was brought home by new research that revealed that three quarters of people in poverty now live in middle-income developing countries. Economic growth alone has not been enough to sweep away the deeply rooted social and economic inequities that make some children more at risk of missing out on progress towards the MDGs.



A teacher holds an arithmetic class in a tent on the first day of class in the remote village of Jacquot Merlin, Haiti.

To make a well-grounded case for renewed emphasis on actions to reduce inequities, especially in the final five-year push towards the Goals, UNICEF embarked on a rigorous study. It sought to determine, empirically, whether targeting health-related services and support to the most marginalized groups is the right thing to do in principle – and in practice.

Soon the evidence was in, and the investment returns were clear: Every additional \$1 million spent on helping the most disadvantaged children in low-income, high-mortality countries could avert 60 per cent more under-five deaths than development strategies without such a targeted approach. Greater progress could be made in achieving the MDGs by overcoming gaps in access to health and nutrition interventions, because most child deaths occur in the most deprived communities. There would be long-term benefits too – eliminating the worst pockets of childhood deprivation ensures that more children attain the physical and intellectual capacities of fully productive adults.

Released in September 2010, the results of the study, *Narrowing the Gaps to Meet the Goals*, have attracted global attention. UNICEF is now reorienting much of its programming to more closely target and meet the rights and needs of the most deprived and marginalized children. Equity-focused strategies are being developed to improve the provision and use of services by reducing barriers that result from factors such as geographical location, income poverty and lack of awareness. UNICEF also issued *Progress for Children: Achieving the MDGs with equity*, a comprehensive companion report that examined a range of indicators for children's well-being, underscoring the inequitable nature of the progress being made towards the Goals.

## Working in the international arena

Beyond expediting MDG achievements and furthering UNICEF's mandate to uphold the rights of all children, everywhere, promoting equitable development is integral to sustainable economic and social recovery. It also responds

to the immediate reality of contracting government budgets that have recently affected both providers of foreign aid and low- and middle-income developing countries, which are in a period of heightened risk of tighter public expenditures. To stretch budgets as far as possible, funds must be directed to reach children wherever they are in most need.

UNICEF worked throughout 2010 to position child rights and equity issues high on international and national agendas. Close collaboration with the Presidency of the Republic of Korea helped bring about the inclusion of a social agenda into the Group of 20 development approach at the Group's November 2010 meeting. The summit recognized the importance of addressing the concerns of the most vulnerable groups and pledged to provide better systems of social protection.

**Every additional \$1 million spent on helping the most disadvantaged children could avert 60 per cent more under-five deaths.**

Engagement with the World Bank focused on how to scale up social protection programmes and analysed the impacts of public policies on equity as a step towards addressing gaps that affect children. UNICEF partnered with officials at the Canadian International Development Agency (CIDA) to design new international assistance strategies aimed at reducing disparities in health and nutrition. CIDA has also made funds available for the development of targeted district health plans in 12 countries with high numbers of unimmunized children, with priority given to localities that are furthest behind.

In Asia, the Government of China hosted a regional exchange of experiences with measures to advance children's rights. High-level representatives from 28 countries agreed on measures to reduce the growing social and economic disparities in Asia and the Pacific, including by closing gaps in essential services. The meeting followed a series of UNICEF-assisted ministerial conferences, held over recent

years, that have galvanized political commitment in a region with nearly 1.2 billion children. A partnership with the Asian Development Bank has also been forged.

Throughout 2010, UNICEF offered inputs integral to United Nations General Assembly resolutions on child rights, education, and water and sanitation. A report of the United Nations Secretary-General and a resolution on the status of the Convention on the Rights of the Child both focused on applying the Convention in early childhood, calling for integrated policies and services to pay special attention to the holistic development of young children. A resolution on migration drew on UNICEF expertise to shape commitments to addressing the needs of vulnerable young migrants, particularly girls. UNICEF participated in joint United Nations advocacy around a new Security Council resolution that expands actions to confront the terrible toll of sexual violence in conflict situations, including through more systematic monitoring and reporting of violations.

## **UNICEF has continued to intensify collaboration with other United Nations agencies.**

At the MDG Summit in September, UNICEF orchestrated 10 side events that engaged government representatives from around the world in discussions on equity and the MDGs, including on how disparities in service delivery affect children. The final summit agreement devoted attention to child rights – unprecedented since the adoption of the World Declaration on the Survival, Protection and Development of Children and its Plan of Action in 1990 – with 37 references to child health, education and protection, among other issues.

At the summit, the United Nations Secretary-General announced a \$40 billion global drive to provide better access to quality basic health care, a move that would save the lives of millions of women and children. For their part, the Group of Eight countries committed another \$2 billion to achieving the MDGs on reducing child mortality and improving maternal health. Organizations such as UNICEF

are already on the ground taking actions to strengthen policies and improve service delivery in these areas, especially where they are needed most.

## **Championing coordinated efforts**

Moving towards development that is sustainable and equitable for children requires people to work together. The barriers to equity can be high and, for the most part, will not be broken by single interventions or people acting alone. For this reason, as part of ongoing progress in more closely coordinating efforts within the United Nations system, UNICEF has continued to intensify collaboration with other United Nations agencies. The push to advance child rights has only grown stronger as the diverse expertise and capacities of the United Nations system align behind it.

A historic event in 2010 was the United Nations General Assembly's decision to create UN Women, which integrates four smaller United Nations bodies into one new organization. UNICEF backed this move, since it offers great hope for faster progress towards gender equality, including for girls. Providing the requisite level of resources and capacities marks a significant commitment by the international community. A strong partnership with UN Women will support UNICEF's ongoing efforts to build the achievement of gender equality into all of its programmes.

Towards closer coordination of United Nations work in general, UNICEF in 2010 participated in the United Nations Development Group's review of common priorities and working mechanisms towards achieving the MDGs, responding to crises and operating in middle-income countries. New information resources included a reference guide on United Nations coherence, *Delivering Better Results for Children*, and guidance on how to advocate for children's priorities in World Bank Country Assistance Strategies.

The number of country offices involved in United Nations joint programmes increased over 2009. UNICEF also greatly expanded its participation in the Resident Coordinator



system that manages the country-level collaboration of different United Nations agencies and leads United Nations country teams. The Resident Coordinator has a fundamental role in championing organizational change and, along with strong support from national governments and the consistent engagement of aid donors, is among the most crucial ingredients in accelerating United Nations reform.

UNICEF noted in the field higher levels of cooperation, improved relations and more strategic partnerships with other United Nations agencies in 2010. Teamwork often centred around the United Nations Development Assistance Framework, emergency response and advocacy efforts. The number of joint programmes increased slightly from 2009, while more than half of country offices reported increased efficiencies through this modality.

In June 2010, representatives from the United Nations development system, of which UNICEF is a member, joined counterparts from governments and other partners in Hanoi to assess experiences with United Nations agencies that have been exploring ‘Delivering as One’ in eight countries – Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and



Participants at the opening ceremony of the High-Level Meeting on Cooperation for Child Rights in the Asia-Pacific Region, Beijing, China.

Viet Nam. Each country is learning from its experiences and moving in a positive direction on joint programmes, operations and funding. The Hanoi meeting concluded that these pilot countries are making the United Nations more efficient and improving its contributions to national development: Pilot country programmes are more streamlined, better managed and more attuned to national objectives.

## Total expenditure by resource and nature of expenditure, 2010

(in millions of US dollars)

Type of expenditure	2010			2009	
	Regular resources	Other resources		Total	
		regular	emergency		Total
Programme assistance	796	1,654	905	3,355	2,943
Programme support	174	–	–	174	201
Total programme cooperation	<b>970</b>	<b>1,654</b>	<b>905</b>	<b>3,529</b>	<b>3,144</b>
Management and administration	102	–	–	102	120
Total expenditure (excluding write-offs and prior-period adjustments)	<b>1,072</b>	<b>1,654</b>	<b>905</b>	<b>3,631</b>	<b>3,264</b>
Write-offs and provision for uncollectible contributions receivable*	2	–	1	3	15
Support budget costs/reimbursement**	19	–	–	19	19
<b>Total expenditure</b>	<b>1,093</b>	<b>1,654</b>	<b>906</b>	<b>3,653</b>	<b>3,298</b>

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

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

## Spending effectively

The fragile global economy and tightening public budgets in 2010 produced a number of shortfalls that put children at risk. The measles resurgence that began in 2009 – a risk that had been foreseen owing to deficiencies in routine immunizations, both initial and follow-up vaccinations – continued with an estimated funding gap of \$24 million. The eradication of polio and maternal and neonatal tetanus seems near, but resources are currently short by around \$810 million to conduct the required polio campaigns and by about \$110 million for tetanus vaccines. The plateau in resources for HIV and AIDS underscores the difficulties of sustaining a response when the number of new infections still outpaces the number of people placed on life-saving antiretroviral drugs.

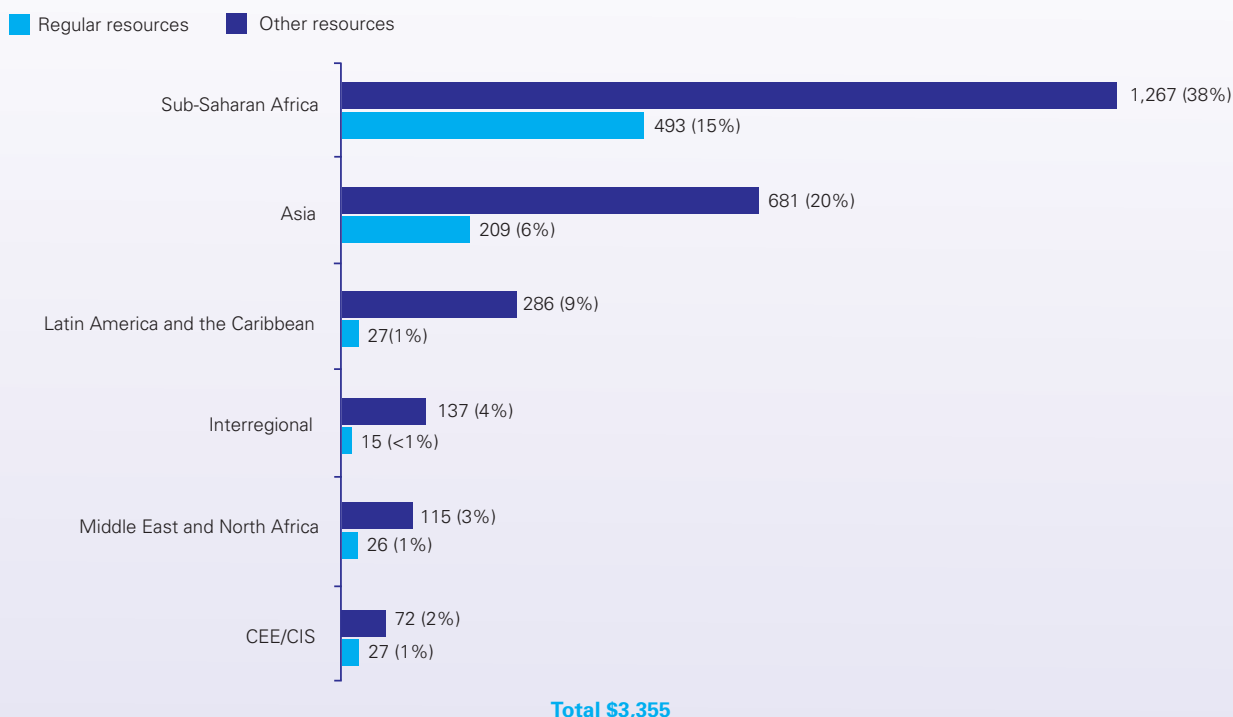
Moving forward with a strong focus on equity, while maintaining efficient and effective operations, requires predictable core funding. Despite the increase in overall income in 2010, the proportion of core, regular resources to total

resources declined for a third consecutive year. If this trend continues in 2011, it will hinder the ability of UNICEF to deliver results for children.

Funds should be provided for all situations that imperil children's lives, but it is also imperative to do more with what is available. In 2011, governments, international organizations and others will convene in Busan, the Republic of Korea, for the 4th High-Level Forum on Aid Effectiveness. UNICEF has been cooperating closely with other United Nations agencies in preparing for the meeting, including through advocacy for development strategies that advance equity and child rights. The organization is also considering other avenues to contribute to aid effectiveness and, more broadly, to the development effectiveness debate.

Across its operations, UNICEF already maintains a consistent focus on agreed-upon aid effectiveness principles. In line with the principles of national ownership and alignment with national systems, all country programmes

### Programme assistance expenditure by geographical region, 2010 (in millions of US dollars)



Note: Totals for the geographical regions may not add up to \$3,355 million or 100 per cent because of rounding.  
\*Programme assistance for the Sudan and Djibouti is included under sub-Saharan Africa.

of cooperation adhere strongly to national development priorities; UNICEF provides assistance to governments on supply-chain issues and supply procurement uses national providers. When UNICEF's new enterprise resource management system comes on line in early 2012, it will more systematically track how all UNICEF programmes contribute to national development objectives.

UNICEF likewise manages its programme expenditures with care and in line with its commitment to equity for children. In 2010, UNICEF spent more on programmes and less on operations than in 2009. Programme expenditures increased by 14 per cent, approaching \$3.4 billion, while spending on programme support, administration and security fell by 14 per cent, to \$276 million.

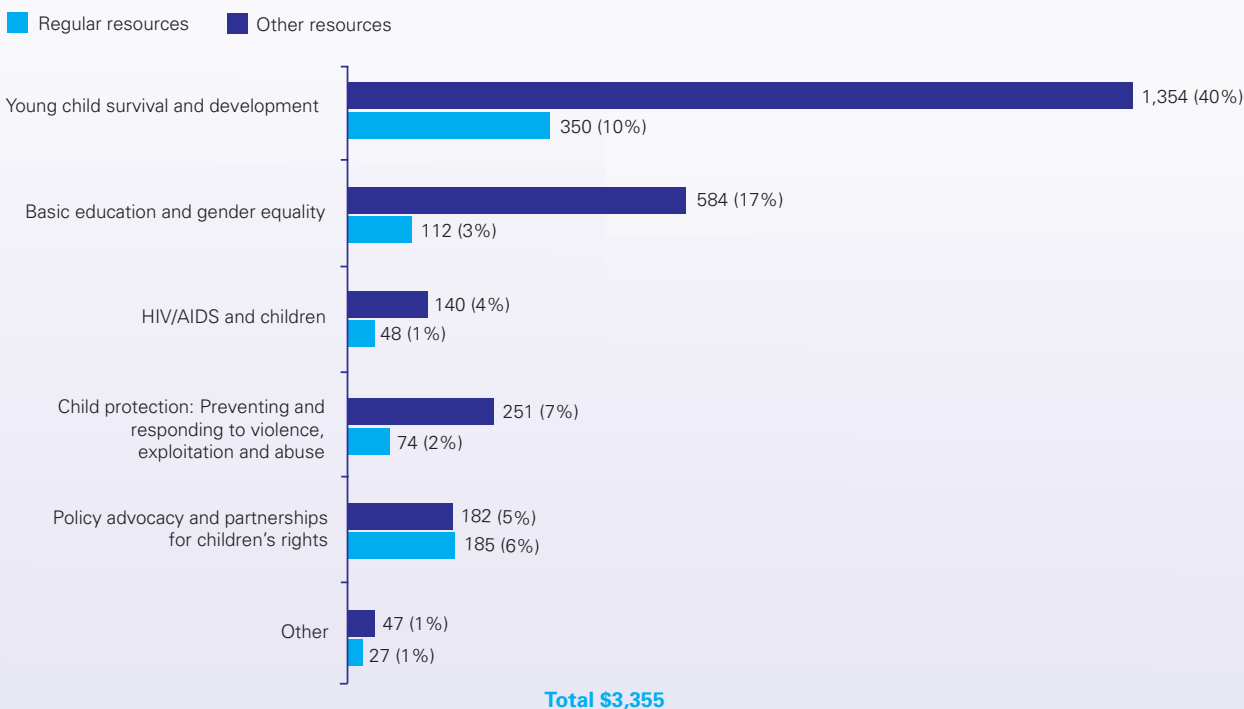
More than half of programme assistance went to sub-Saharan Africa and more than a quarter to Asia – the two regions where most of the world's disadvantaged children live. Half of UNICEF programme funds benefited

countries defined as the least developed, and more than 60 per cent were targeted to countries with high or very high child mortality rates. In terms of spending priorities, about half of UNICEF programme spending goes towards young child survival and development interventions, covering the areas of health and nutrition, which are fundamental for life.

Among UNICEF's network of country offices, those in countries with persistent humanitarian needs in 2010 – such as undernutrition or the absence of even basic health and education services – accounted for 56 per cent of country-level spending. Countries with humanitarian needs including those with new emergencies, such as Haiti and Pakistan, raised the share to 69 per cent. The top four country offices in terms of expenditures – the Democratic Republic of the Congo, Haiti, Pakistan and the Sudan – all suffered new or ongoing humanitarian crises in the course of the year. Expenditures for Pakistan reached nearly \$204 million; for Haiti, slightly more than \$168 million.

### Programme assistance expenditure by MTSP focus area, 2010

(in millions of US dollars)



Note: Totals for the medium-term strategic plan (MTSP) focus areas may not add up to \$3,355 million or 100 per cent because of rounding.

## Chapter 2

# A healthy foundation

Health – the basis for life – was the starting point for UNICEF’s renewed focus in 2010 on equity to advance children’s rights and well-being. Patterns of inequity, such as exclusion and discrimination, mean that millions of children around the world cannot obtain even the most rudimentary, life-saving health services simply because they are born into a poor household or reside in remote location. Disease, undernutrition, ill health – all are concentrated in the most impoverished populations.

Remarkable progress has been made in reducing deaths among children. In the past two decades, the global under-five mortality rate fell by a third. But children in sub-Saharan Africa and South Asia – the regions that continue to have the highest numbers of children dying before age 5, bearing 81 per cent of the global total – also face the greatest challenges in survival, development and protection.

Similarly, many countries, including middle-income countries, can claim that national averages of under-five mortality are falling. Yet these reductions

in averages mask the reality of marginalization experienced by segments of the population. Across all developing countries, children from the poorest families are twice as likely to die before age five as children from the wealthiest families. The poorest children are about one and a half times less likely to be immunized against measles. The poorest women are two to three times less likely to use maternity services.

Yet in comparing the health systems and overall levels of development of the countries accounting for most maternal and child deaths, progress is varied: Different degrees of inequity in access to health care shows that deliberate choices can be made to rectify – or ignore – imbalances. More equitable care is feasible. Pursuing equity is the right course of action, and



Mothers and infants outside the Anganwadi centre, where local health activists and volunteers provide breastfeeding education and support, India.

it is more cost-effective than concentrating on those most readily reached, as UNICEF confirmed in 2010 through its comprehensive research on how equitable development is essential to achieving the health-related MDGs. Five years before the end point for the Goals, UNICEF will continue to urge that attention be focused first on those who need assistance most.

## A whole-health approach

In spearheading concerted global advocacy for more equitable health care, one immediate priority is to embed equity into strong health systems and integrated health services that build a healthy foundation for children. Vaccines, balanced nutrition, the right care during pregnancy and childbirth, access to HIV prevention interventions, safe water, improved sanitation and hygiene promotion – these are among the elements that reduce children’s vulnerability to disease.

UNICEF is engaging closely with governments to put children and equity at the centre of comprehensive national health strategies. As Ethiopia embarked on its fourth Health Sector Development Plan in 2010, UNICEF assisted with the national roll-out of community health services that manage a combination of common childhood illnesses. Improved and extended local health care – using high-impact maternal, neonatal and child health interventions in all 741 districts – covers the basics of pneumonia treatment, vaccines, nutritional support, and emergency obstetric and newborn care.

In Malawi, UNICEF has helped scale up the community-based management of common illnesses in underserved villages. A network of local clinics with specially trained health surveillance assistants treated almost 200,000 children in 2010, mainly for pneumonia, diarrhoea and malaria. UNICEF also advocated for special efforts to reach child-headed households, which are among the most vulnerable and neglected groups in Malawi. Child-headed households were first identified; 4,000 of them now participate in a welfare scheme. Through UNICEF support, these households also received kits with basic necessities

for health, such as bedding, cooking utensils, insecticide-treated nets to prevent malaria and chlorine.

In India, UNICEF is collaborating with the central and state governments to map and analyse barriers to accessing health and other social services, including for scheduled caste populations and migrant workers. New links are being forged between immunization and maternal and child health programmes, so that different services build on one another. More than 300,000 workers were trained in advance of the national adoption of a programme to integrate the management of neonatal and childhood illnesses, while training for nearly half a million health-care workers has improved counselling skills related to child feeding, breastfeeding and maternal nutrition.

## Pursuing equity is the right course of action, and it is more cost-effective.

Mongolia has a relatively well-developed health system, reaching most of the country’s population. But surveys showed low immunization coverage in remote areas and among unregistered migrants clustered around urban peripheries. UNICEF cooperated in the development of a Reach Every District strategy that maps underserved areas and has trained district health teams to deliver essential health care. The Ministry of Health plans to extend the strategy in 2011 and has agreed that UNICEF support, previously applied broadly across the health sector, should focus more specifically on disadvantaged communities.

## HIV and health systems

UNICEF continues to reinforce health-care systems to address the needs of all children and adolescents with HIV and AIDS. Some successes have been seen in preventing HIV over the last decade: In 33 countries, for example, the incidence of HIV fell by more than 25 per cent between 2001 and 2009, and there is evidence suggesting declines among young people in 7 countries in Africa. But issues of quality, coverage and equity must still be addressed.

Preventing mother-to-child transmission of HIV is an area requiring greater attention. As part of the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNICEF, the World Health Organization (WHO), the United Nations Population Fund (UNFPA), as well as the Global Fund to Fight AIDS, Tuberculosis and Malaria led a global call to eliminate the transmission of HIV from mother to child. At the heart of this call is equity. UNICEF worked closely with the Global Fund to mobilize funds in support of efforts to ensure that all women have access to services to prevent mother-to-child transmission.



A mother who discovered her HIV status during her pregnancy participated in a programme that prevented the transmission of HIV to her child, Uganda.

After a UNICEF review of paediatric AIDS monitoring data in four countries, Uganda's Ministry of Health developed a package of interventions, tested at 21 facilities, that increased the proportion of HIV-positive infants receiving treatment from 57 per cent to 97 per cent. Since many women do not access the care they may need, UNICEF helped make services for the prevention of mother-to-child transmission of HIV a routine part of antenatal care in the Federal Democratic Republic of Nepal. A community-based programme has increased the accessibility of antenatal care services in three of the country's districts.

Along with WHO, UNITAID, national governments and other partners, UNICEF developed an innovative mother-baby pack to strengthen programmes to prevent mother-to-child transmission of HIV. The pack contains all of the drugs needed during pregnancy and delivery to implement the WHO guidelines (option A) for preventing new paediatric infections and to reduce loss to follow-up among the hardest-to-reach women. Launched in October in Kenya, sites and technical details are being readied for distribution of the packs.

Children on the margins of societies may be vulnerable to HIV because they are less likely to obtain services for support or care. In Africa, UNICEF has advanced efforts to determine how social protection systems can best respond to the needs of girls and boys who are vulnerable owing to HIV and AIDS. Since capacities to monitor and assess existing systems are weak in some countries, as a first step, UNICEF has created a toolkit to aid policymakers in pinpointing gaps.

Adolescents are among the groups most consistently overlooked in HIV and AIDS interventions, even though 5 million young people 15–24 years old are now HIV-positive. A UNICEF report, *Blame and Banishment*, released at the International AIDS Conference, underscored this issue and the specific needs of Eastern European and Central Asian adolescents who are most at risk for HIV infection, including children who live on the streets, inject drugs or sell sex.

Young people have been at the forefront of a rapid rise in HIV prevalence in Eastern Europe and Central Asia, fuelled by a mix of intravenous drug use and sexual transmission. Many young people start injecting drugs under pressure from their peers. UNICEF is partnering with non-governmental organizations (NGOs) in Albania to recruit younger users through treatment services or mobile outreach teams; these young people can convince others not to inject drugs. An inter-country network of parents of HIV-positive children is also helping to raise awareness. In Ukraine, UNICEF supported the Government in developing a national AIDS strategy to address the needs of those adolescents who are most at risk.

Despite achievements, there are still many challenges in addressing the special vulnerability of girls. Evidence firmly confirms that sexual violence, forced sex, rape and sexual coercion and exploitation are serious risk factors for HIV. In Zambia, UNICEF has been working with the Government on its implementation of a national strategy on violence prevention, establishing 10 One-Stop Centres, and 300 Child Rights Centres, as well as providing services – including prevention after exposure to HIV – to more than 8,500 survivors.

In 2010, UNICEF assisted the Islamic Republic of Iran in drafting its third national plan on HIV and AIDS, which for the first time introduces the promotion of sexual

health. Several years of advocacy, in close collaboration with other United Nations agencies and NGOs, persuaded the Islamic Republic of Iran Broadcasting Service to run a series of public service announcements on HIV and AIDS oriented towards youth. An estimated 20–30 million viewers saw the ads. A 30-second HIV prevention message also ran on a home video programme widely popular with younger people.

## Services for immediate needs

In areas where health systems are weak and populations have immediate needs, UNICEF supports the provision of health supplies and services until more sustainable health

## As polio returns to poor communities, a push for eradication

Gabriel Zonga remembers the day before his daughter's first birthday as the moment when a tragedy began. Tiny Georgina had been a healthy child just starting to crawl, but suddenly she had a high fever and her legs seemed stiff.

"We were stunned to learn that our little girl was infected with polio," Zonga recounts sadly. Today, Georgina smiles and pats her father's face, but she will never walk, dance or ride a bike. Her legs are paralysed for life.

For the family, this has been a heart-breaking loss compounded by the unforeseen financial costs. "All of our plans have gone out the window because we have had to spend every last penny," Zonga says.

Georgina was unfortunately one of the 33 wild poliovirus cases reported in Angola in 2010. Like people in many countries, Angolans thought the polio scourge was behind them. But while the eradication of polio is near, it has

not yet been attained. The country has joined a three-year global effort aimed at reaching all children as the key to eradication. Worldwide, 975 cases were reported in 2010.

In the neighbouring Democratic Republic of the Congo, the number of polio cases rose to 101 in 2010. While vaccinations rates among children in well-off households have surpassed 80 per cent in recent years, only 20 per cent in poor households are fully immunized.

As part of a drive by 15 African countries, the Governments of these countries – including that of the Democratic Republic of the Congo – supported by UNICEF and several partners kicked off a mass immunization campaign in October 2010. A total of 290,000 vaccinators and social mobilizers delivered vaccines to 72 million children under 5 years old.

One of the major reasons for the re-emergence of polio is that

immunization coverage is not yet complete, particularly in remote and poor areas.

For Georgina, the chance to be protected by a polio vaccine has come too late. Not so for the three boys of Emmanuelle Nsilulu, who lives in the Democratic Republic of the Congo. All received the vaccine as part of the 2010 campaign.

"I'm happy to know my children will be protected from this horrible disease," Nsilulu says. "Swallowing a couple of drops seems so simple, it feels like magic."



## Reforming national strategies to deliver health care for all

In the early years after its independence, the former Yugoslav Republic of Macedonia scrambled to maintain and reform its health systems. It was generally successful. Immunization rates dipped for a while but have since climbed to 90 per cent, due in part to UNICEF's regular provision of vaccines.

Yet certain population groups and health-care issues still require extra attention. Today, UNICEF is working with the Government on strategies to fill these gaps.



Maternal and child health care is one such concern. While the country has relatively low rates of maternal and infant mortality, a 2009 study supported by UNICEF found acute disparities in access to maternal and child health care, especially among rural residents and Roma communities. The difference in infant mortality rates ranged up to 30 per cent among regions

and ethnic groups. For pregnant Roma women, access to services was much lower – 1 out of 5 never visited a doctor; half made only one visit.

In 2010, UNICEF assisted the Ministry of Health in issuing a National Safe Motherhood Strategy. Early results include updated clinical guidelines on perinatal care, new national standards for maternal care

and a survey on nutrition among young children and women of childbearing age that will be the foundation of a national nutrition plan.

The strategy aims at extending health care to people who have not had it. For example, increasing the percentage of women supported by the patronage (community) nursing system from 50 per cent to 90 per cent will involve reaching an additional 9,200 pregnant women, predominately in rural areas and Roma communities. Expanded immunization coverage in poor communities will protect an additional 12,500 children each year and bring rates up to or beyond the national average.

A complementary initiative is the country's Five-Year Immunization Strategy, also adopted with UNICEF assistance. In 2010, it began further expanding the role of community nurses, and will introduce an electronic registry to improve planning and to monitor individual vaccinations. The strategy builds on a joint initiative by the Government and UNICEF to provide vaccines at community centres and other easily accessible locations, rather than waiting for patients to visit hospitals for shots.

The city of Veles, about an hour's drive south of the capital, already shows how much is possible under this approach. Community nurses go door-to-door asking about newborn infants, especially those not registered at birth. As a result, immunization rates are at 95 per cent, among the highest in the country. Veles also immunizes a higher proportion of children with disabilities than elsewhere in the country.

Obstacles to immunization include a shortage of medical personnel, uneven cooperation between clinics and non-profit groups involved in health care, and a lack of awareness of the life-saving benefits of vaccines. With national strategies in place, the Government now has tools to help overcome these barriers.



care can develop. One long-proven strategy is the Child Health Day, which covers multiple health priorities, often for large numbers of children in locations that may otherwise be hard to reach. Working with governments and other partners, UNICEF supported more than 50 of these interventions in 2010. Over the last decade, two thirds of these campaigns have been conducted in the poorest countries of sub-Saharan Africa.

Namibia's Maternal and Child Health Days expanded in 2010 to cover 18 additional districts with low measles vaccination rates and high burdens of HIV and AIDS, offering a package of high-impact services, including to prevent the mother-to-child transmission of HIV. Zambia's Child Health Week vaccinated nearly 2 million children under five against measles, in the face of a sudden outbreak, and targeted polio immunizations to 30 high-risk districts. During Rwanda's Mother and Child Health Weeks, more than 1.6 million children under five were vaccinated and 3 million schoolchildren were dewormed. The weeks also provided opportunities to teach children and parents about breastfeeding and hand washing.

UNICEF continues to support national immunization campaigns, and in 2010 the organization identified 12 countries requiring stepped-up efforts because high numbers of children still need vaccines. Immunization remains a highly cost-effective way to prevent certain diseases and thus is at the forefront of the organization's renewed focus on equity. In 2010, immunization campaigns vaccinated close to 170 million children against measles – and 1 billion children against polio. One in five children still misses essential vaccinations, however. Reaching that fifth child with all the vaccines currently available would prevent 2 million child deaths every year.

Polio vaccination continues to be a priority, with the goal of global eradication near but still elusive. The disease remains endemic in four countries – Afghanistan, India, Nigeria and Pakistan – where progress has been constrained by conflicts, natural disasters and inadequate health service coverage. Children also must be vaccinated at every round of immunization campaigns for vaccinations to be effective.

In Chad, concerted immunization campaigns covering polio, meningitis, measles and tetanus reached approximately 2.5 million children under five, helping bring down the number of reported polio cases from 64 in 2009 to 26 in 2010. Nigeria achieved a 95 per cent decline in its wild poliovirus cases, which fell from 388 in 2009 to 21 in 2010, following implementation of a national strategy aiming for at least 90 per cent coverage of vaccinations against polio, measles, and diphtheria, pertussis and tetanus.

Although certified as polio-free in 2002, Tajikistan suffered the world's largest outbreak in 2010, with 458 confirmed cases. UNICEF quickly mobilized funds for vaccines and partnered with WHO and the national Ministry of Health to conduct seven rounds of vaccination, reaching nearly every child under 15.

Stopping malaria, measles, diphtheria and tetanus continues to be a priority for UNICEF, since all these diseases pose significant threats to children. In 2010, UNICEF procured about 7.3 million rapid diagnostic tests to fight malaria in 19 countries and 41 million malaria treatments for 30 countries. WHO certified Myanmar, where UNICEF supported a special outreach programme to improve immunization coverage in 55 hard-to-reach townships, as free of maternal-neonatal tetanus in 2010. Measles vaccinations using the Reach Every District approach complemented large-scale immunization campaigns, reaching an additional 206,000 children in low-coverage districts of Bangladesh and preventing an estimated 32,000 infant deaths.

Between 2009 and 2010, Iraq immunized around 2.3 million children 6–36 months old against measles, slashing the reported incidence of the disease to about 1,000 cases, 30 times fewer than in 2009. In Diyala Governorate, a targeted campaign to locate children with incomplete immunizations provided vaccinations to 16,500 children between 6 and 59 months old during a 10-day period, with no major outbreaks afterwards. UNICEF has rallied local communities to participate in polio and measles immunization efforts and provided equipment to ensure that vaccines are properly stored and managed in 26 districts, considered particularly vulnerable, under Iraq's Humanitarian Action Plan.

In line with its tradition of innovation in health care, UNICEF in 2010 helped introduce the meningococcal A vaccine to protect against meningitis in Burkina Faso, Mali and the Niger, benefiting nearly 20 million people. To rid the ‘meningitis belt’ of this disease, another 300 million people will need to be reached with vaccines by 2015 – a feasible goal with the right resources.

## **Nourishing childhood**

Health systems and services should equip all children with the ability to prevent and fight disease. But these efforts are incomplete without two critical supports: Nutritional diets reduce vulnerability to illness and allow children to flourish, and a safe water supply, improved sanitation and enhanced hygiene practices keep dangerous diseases at bay.

Despite progress, worrying disparities in childhood nutrition remain. The number of children who are stunted has declined steadily, yet the phenomenon still afflicted nearly 200 million children under five in 2010. In the mostly middle-income but still highly inequitable societies of Latin America and the Caribbean, the incidence of stunting in children under five can differ by as much as 14 percentage points depending on rural or urban residence.

## **UNICEF supports the provision of health supplies and services where health systems are weak and populations have immediate needs.**

Guatemala’s chronic undernutrition rate of about 50 per cent, the highest in the region and among the four highest in the world, is particularly concentrated in rural indigenous areas. Using a comprehensive approach, UNICEF supported an integrated nutritional care strategy in 20 of 38 national hospitals and stronger nutritional surveillance in 5,730 health services by making the daily reporting of severe acute malnutrition mandatory.

Chronic nutritional gaps can be closed through the provision of essential nutrients, either as supplements or in the

routine production of food. In 2010, UNICEF provided close to 225 million micronutrient powder sachets worldwide; sprinkled on food, these powders prevent anaemia and enhance brain development, among other beneficial effects. With UNICEF assistance, the Governments of both Peru and Uruguay introduced the powders.

Other countries benefited from UNICEF assistance in crafting new national policies and systems for more nutritious food. Malaysia moved towards mandatory flour fortification. Paraguay established a process to better manage the quality of iodized salt and micronutrients in flour. The Republic of Fiji became the 81st country to enact national legislation to combat unethical marketing practices in line with the International Code of Marketing of Breastmilk Substitutes.

Severe acute malnutrition requires immediate interventions, such as the provision of ready-to-use therapeutic foods. UNICEF helped scale up the management of severe acute malnutrition in 51 countries in 2010, including through community-based programmes, and more than doubled the provision of ready-to-use therapeutic foods, enough to treat about 1 million children. In Senegal, UNICEF joined the World Food Programme (WFP), WHO, the Food and Agriculture Organization of the United Nations (FAO) and the World Bank to help raise the percentage of districts equipped to prevent and manage severe acute malnutrition from one quarter in 2009 to almost half of all districts the following year. In 2010, these services treated 51,000 moderately malnourished children and 5,000 children suffering from severe acute malnutrition.

When the Government of Madagascar ran short of funding for its child health campaign, UNICEF worked on a solution to address the problem and select priorities in order to proceed with the country’s biannual Mother and Child Health Weeks, which provided iron folate supplements to nearly 33,000 women and vitamin A supplements to about 3.3 million children during each week. More than 7,000 children were treated for severe acute malnutrition.

Access to improved water and sanitation facilities, combined with good hygiene practices, is vital for children’s

health and nutrition because the lack of either opens the door to diseases such as diarrhoea, which is a greater burden for children under 15 than AIDS, malaria and tuberculosis combined. The world is currently on track to reach the MDG target on safe drinking water by 2015, but 1 billion people will likely miss the sanitation target. Many of those left behind will be among the rural poor, only 45 per cent of whom have improved sanitation, compared with 76 per cent of people in urban areas.

In 2010, UNICEF was active in efforts to expand sanitation through its Community Approaches to Total Sanitation, now adopted in 49 countries. Under this approach, communities take the lead in eliminating open defecation, often through innovative practices most suited to local needs. The model has become a national standard in Ethiopia, the Niger and Timor-Leste, and in Eastern and Southern Africa 2.4 million people now live in communities free of open defecation. Community-led sanitation in Senegal has introduced services to 105 rural villages and has proven to be cost-effective; at about \$5 per person, the initiative's cost is low compared with previous latrine projects.

In the Central African Republic, UNICEF supported the construction and rehabilitation of water and sanitation facilities. An additional 40,000 people in Bossangoa Prefecture have now gained improved access to safe drinking water, while in Lobaye Prefecture, four new water treatment units were set up to provide services to 18,000 refugees. Working with the Government and civil society partners, UNICEF has launched the community-led sanitation approach in 11 villages.

Helping municipal governments improve the management of water and sanitation services has been the aim of UNICEF support in Bolivia (Plurinational State of) and in Honduras. In the former country, 86 communities now contribute directly to a decentralized approach that provides services locally. Twelve municipalities in Honduras have developed water supply and sanitation service plans in order to extend services, and 12 departments have implemented a national protocol of surveillance and water quality control that will ensure safe drinking water for



Boys from a local school pledge to always practise good hygiene during the occasion of Global Handwashing Day 2010, Bangladesh.

nearly 900,000 people. Alternative methods of purifying water, such as biofilters and solar disinfection systems, have extended safe water supplies to families in impoverished rural areas.

Advocacy remains a tool in UNICEF's global push to overcome poor hygiene habits that are particularly dangerous where sanitation is inadequate. In Cambodia, after UNICEF conveyed the importance of safe hygiene and sanitation, the Prime Minister's office declared 13 November as the National Sanitation Day. It released a message on sanitation and hygiene that was broadcast nationwide.

Around the world, Global Handwashing Day partners, including UNICEF, promoted the third annual celebration of the day on 15 October. Some 75 countries and 200 million children, parents, teachers, celebrities and other citizens spread the message that one simple step can keep everyone in better health.

## Chapter 3

# Education for all

By 2010, while universal primary education was within reach for many countries, this was not the case for many others – and not for all people in countries with otherwise impressive national achievements. Among the 67 million children who are out of primary school, some 43 per cent live in sub-Saharan Africa, while an additional 27 per cent are in South and West Asia. Gender disparities cut deep. Only 53 of 171 countries with available data can claim to have the same numbers of girls and boys in both primary and secondary schools.

While sub-Saharan Africa is making the world's fastest progress in raising primary school enrolment, the

secondary school enrolment of girls has been sliding. Access to pre-primary education, already low around the world at 44 per cent, is only at 19 per cent in the region. Africa's experience shows how much can be achieved, how much still needs to be done, and how much vigilance is required so that every child realizes the right to an education.

UNICEF defines that right as encompassing more than just being able to go to school, although access is the obvious first step. Children must also be able to stay in school, and they must receive a quality education that lays a foundation for their lives.



Girls attend class in a school that was damaged by the floods but has been rehabilitated, Pakistan.

In 2010, UNICEF continued to help countries improve educational quality and increase the number of children who attend and finish school. It also sharpened its emphasis on removing the inequities that undercut options for an education. Disparities have many guises, such as when a poor child must go to work instead of to school, or when a school in a remote district cannot provide basics like chalk, books and chairs.

Every missed opportunity for an education is a loss for the child, since education speeds human empowerment and transforms society. Without it, the most marginalized children will only fall further behind, burdened by shrinking opportunities and reduced productivity that will also weigh heavily on economies and societies.

## Quality counts

A quality basic education equips children to thrive and actively pursue growth and well-being. The components of quality include sound teaching and learning materials, well designed curricula, school facilities that are safe and clean, and mechanisms to protect children from harm. UNICEF is active on all of these fronts, wherever the needs are greatest in individual countries and communities.

Quality contributes to the MDG goal of universal primary education, because it encourages pupils to go to school and stay there. In Indonesia, once UNICEF helped 7,500 education practitioners acquire new skills in school planning and teaching, fewer students dropped out and more made the transition from primary to secondary school. Among some countries of Latin America and the Caribbean, getting more children to move from primary to secondary education has become a key concern. In four provinces of Argentina, UNICEF provided assistance for the training of 1,300 teachers and for setting up a special programme to aid about 10,400 students in making the transition.

A strategy that UNICEF applies all over the world to advance quality education is the child-friendly school, which aims not only to educate children, but also to ensure that they are healthy, well nourished and have access to safe water, improved sanitation and hygiene education. These integrated services can be particularly important for marginalized children to make up for the disadvantages they face.

Child-friendly schools supported by UNICEF now cover about 15 per cent of primary-school students in Malawi, where they emphasize decent school facilities, updated teaching materials and well-trained educators. India enacted its landmark Right of Children to Free and Compulsory Education Act in 2010. The Act guarantees a free and compulsory education for all children and the removal of barriers to the completion of primary school. UNICEF joined state governments in early efforts to implement it, helping to institute child-friendly measures, including a midday meal scheme, in 470,000 schools.

Through the Eskola Foun (Child-Friendly School) programme in Timor-Leste, UNICEF has introduced practical, child-centred training for teachers in 39 schools. Training takes place on the job. Teachers learn new skills and immediately apply them, while mentoring provides continuous support and monitoring guides progress. In 2010, 460 teachers participated, reaching nearly 13,200 students. Children were observed to be using more analytical and creative skills, while teachers became more engaged in aiding their students.

## UNICEF is helping countries in all regions establish the national frameworks they need to make education better and more inclusive.

Child-friendly schools in Yemen have helped push the enrolment of girls above the national average of only 73 girls for every 100 boys, to 88 girls. This success stems in part from the deployment of 1,000 female teachers to rural areas. Recognizing that women teachers make parents more comfortable with sending girls to school, UNICEF has supported the training of more than a third of them. Special training also sensitizes teachers on gender, while clean and safe sanitary facilities are equally available to girls and boys.

A quality education protects children, because children who feel secure are freer to learn. In 2010, UNICEF backed Serbia's successful efforts to legally mainstream violence prevention in schools. The national Government is moving forward with a system to monitor and help prevent violent incidents. Nearly one fifth of Serbian primary schools are already completing steps to become 'schools without violence'.

A quality education also equips children to protect themselves and make informed decisions throughout their lives. In Mozambique, UNICEF has helped introduce life skills training with a focus on preventing HIV that reaches 1.3 million children, and it supported the implementation of national sexuality guidelines in Nicaragua. Life skills

training for Palestinian refugee children in Lebanon delves into substance abuse, assertiveness, leadership and ways to deal with violence.

A growing body of evidence and experience has confirmed that quality education should begin with early childhood development interventions. Particularly for children who start off life with disadvantages, preschool or other early childhood development services can prepare them. They enter school ready to learn and are more likely to stay and succeed. Specialized programmes can cultivate readiness for primary school – in a stimulating, nurturing and safe environment – and also offer integrated services to bolster health and nutrition.

A 2010 review of UNICEF's Getting Ready for School programme in six countries found significant improvements in children's readiness to learn and some impact on

beginning literacy and mathematics. Sixty-five countries had policies in place for national universal school readiness in 2010, compared with 45 two years earlier.

With UNICEF support, 10 Eastern Caribbean countries and territories have established early childhood development policies, standards and plans. Towards implementation, UNICEF in 2010 helped partners in Trinidad and Tobago develop parenting skills workshops for vulnerable communities. A child health passport serves as an easily understood device to help parents monitor the overall development of their children. In Antigua and Barbuda, St. Vincent and the Grenadines and the Turks and Caicos Islands, a campaign was devised to promote early learning.

A recent global evaluation shows that many countries are investing in early childhood development – but funding, improved coordination and increased national capacity

## Deep in the rainforest, students become teachers

Raipen comes from Alalaparoe, deep within the dense rainforests of Suriname. The village has no electricity, no water and no school. Raipen, who is 16, was able to go to school when he was 5, but only after travelling several days by river and plane to Paramaribo. When he was 11, his father no longer had money for school fees. That was the end of Raipen's education, at least temporarily. He returned home having finished Grade 5.

But two years later, he was asked to be a primary schoolteacher himself in Alalaparoe. He smiles ruefully as he says, "I had seen the children and felt sorry for them that they could neither read nor write. I was not

sure how much I could do, but I wanted to help them anyway. We are learning along the way. We teach what we can remember from what our teachers taught us."

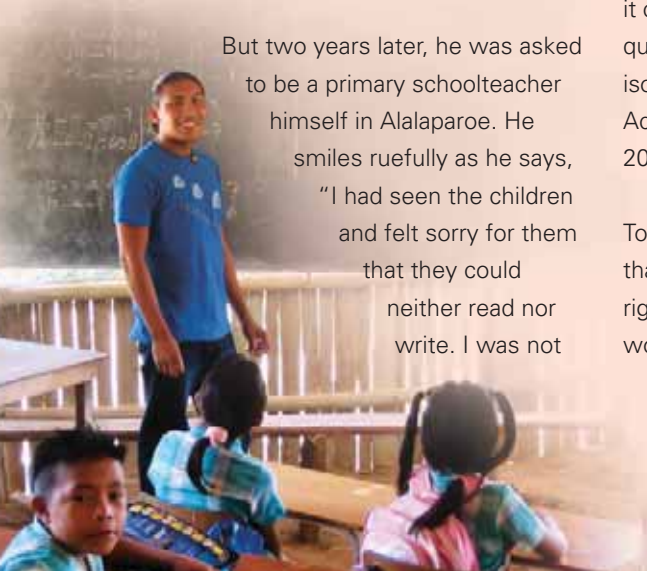
If Raipen does not have the skills of a classically trained teacher, he does have other big advantages: He knows his Amerindian tribe's culture and speaks its language. And he is already located in his community. Otherwise, it can be nearly impossible to attract qualified professional teachers to isolated places such as Alalaparoe. Across the interior of Suriname, only 20 per cent of teachers are qualified.

To circumvent obstacles like location that stand in the way of each child's right to an education, UNICEF has worked with the Ministry of Educa-

tion on an innovative strategy to train people such as Raipen. A unique course, Child-Friendly and Pupil-Centred Education, prepares teachers from local communities who have acquired basic skills.

The course adapts international educational norms to local cultures, equipping participants to practise and advocate child-friendly education. By the end of 2010, it had been conducted in all primary schools in Suriname. In the interior of the country, 95 per cent of teachers had completed the first module and had started developing lesson plans to stimulate children's diverse talents.

Raipen's face lights up as he correctly answers a question during the course. He is both a teacher and, for the sake of his 12 students, willing to learn.



are challenges to expanding programmes to reach the most disadvantaged and marginalized children.

## Actions for equity

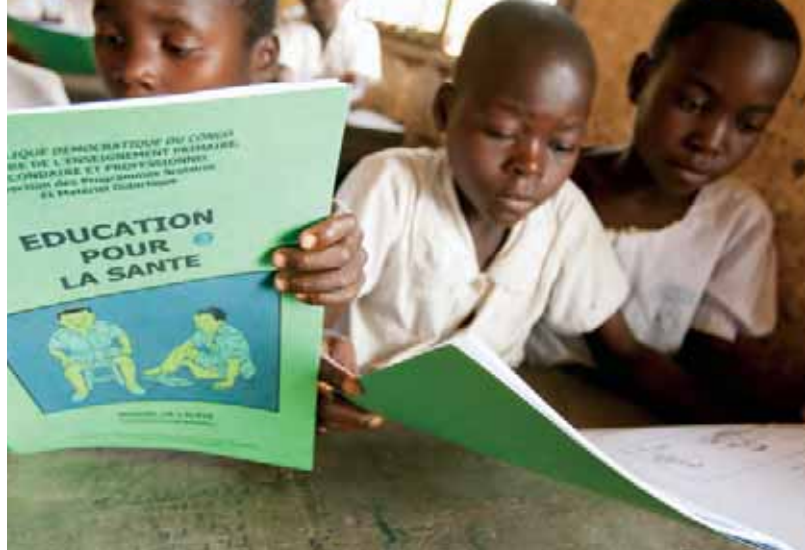
Looking at access to quality education from the perspective of equity requires recognizing the particular barriers that different groups of children face. These barriers cannot be assumed to fall over time – they must be deliberately addressed. Doing so may entail a range of actions, such as establishing special provisions for education in social protection plans or offering tailored curricula and teacher training.

UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) launched a global initiative in 2010, involving 25 countries, to more systematically address the challenge of out-of-school children. Many countries are now expanding measures to lower barriers to access and retention, such as school fees and inadequate nutrition.

Globally, girls in numbers disproportionate to boys are denied their right to an education, simply because of their gender. In 2010, to mark the 10th anniversary of the United Nations Girls' Education Initiative, international partners, child rights activists, policymakers and scholars met in Dakar and agreed to do more to establish high-quality school curricula that empower girls.

In Chad, UNICEF's targeted efforts in four departments with low enrolment rates among girls helped bring nearly 51,000 students to class – almost half were girls. Madagascar has used UNICEF expertise to identify gender disparities through 'exclusion mapping'. Secondary-school action plans now include objectives to reduce gender gaps; communication campaigns promote female role models; and incentives such as scholarships encourage girls to continue their education into the secondary school level.

With poverty another core marker of inequity, social protection plans provide an often significant national entry point to reduce the imprint of poverty on children's educations. Sustained UNICEF advocacy in Zimbabwe in 2010



Children read from shared textbooks during a health education class; they are encouraged to share what they learn with their families, Democratic Republic of the Congo.

persuaded the Government to commit at least 30 per cent in co-funding to social protection programmes such as the Basic Education Assistance Module, which covers school fees for orphans and vulnerable children.

In poor rural areas of Senegal, integrated health and nutrition services in 232 more schools have reached more than 36,000 students in these areas. Special solar kits also generate power for evening catch-up courses in 20 isolated schools. All students in these areas have taken iron and vitamin A supplements and received additional food from WFP. The number of students completing school is now on the rise in some areas.

Extending a safe water supply and improved sanitation facilities to schools in poor indigenous communities in Nicaragua upholds the right to health and fosters a better learning environment. In 2010, UNICEF helped to provide improved sanitation facilities for 3,000 children and a safe water supply for 6,000 children. The Ministry of Health agreed to improve surveillance of school water quality, and partnered with UNICEF on the Healthy Families, Schools and Communities campaign to promote hygiene.

In Bosnia and Herzegovina, more than 200,000 children are disadvantaged by poverty and exclusion. Most come from minority groups such as the Roma. The country's transition to a decentralized system of governance, where services are organized and provided locally, has led to gaps in social services. UNICEF provided assistance to establish an early childhood development system that builds on

existing services but also strengthens referral mechanisms and extends outreach. Five new service centres specialize in an integrated offering of health care and early childhood development.

Solid evidence now shows that UNICEF's programme in education in emergencies and post-crisis transition, through its active support – globally and in countries – for the education cluster system is enhancing coordination and coherence. Accelerated learning programmes have also proved to be scalable and have enabled over-age children to re-enter or complete their education, acting as a brake on the perpetuation or widening of disparities. Education in humanitarian situations protects children physically and psychologically; it can have a stabilizing effect in communities after a crisis.

Among Afghan refugees in the Islamic Republic of Iran, UNICEF support in 2010 extended options to families for girls to attend special classes, including through incentives such as safe transportation. In Somalia, innovative strategies are bringing thousands of additional children within reach of an education – such as through flexible schooling for nomadic children and the payment of school fees for poor children.

UNICEF worked closely with the Ministry of Education and provincial authorities in the former conflict zones of Sri Lanka. This helped ensure that 80,000 internally displaced children continued their education with minimal disruptions during transfers between welfare centres or to their places of origin. Assistance in Syria targeted communities with high concentrations of Iraqi refugees. The refurbishment of school infrastructure and the provision of school supplies improved educational prospects for more than 3,700 Iraqi children. Remedial classes reduced the risk of dropout for more than 2,000 more.

## **Sustaining progress**

High-quality education systems rest on adequate resources and informed policies and plans. Low-income countries as a group spend a lower percentage of national income on education than middle- and high-income countries, but

budgets are not the entire story. Few countries have the capacity to develop their education systems through comprehensive plans that include ways to identify and address particular inequities that deprive marginalized children of an education.

UNICEF is helping countries in all regions establish the national frameworks they need to make education better and more inclusive. In 2010, the Democratic Republic of the Congo drew on UNICEF assistance in opting for a new policy to provide free primary education for children in Grades 1 to 3. Ending school fees removes a major barrier for poor children. While much more needs to be done to make this a reality in a country torn by poverty and conflict, the policy opens the door to action.

By 2010, more than half the countries where UNICEF operates had adopted early childhood development policies, which will contribute to closing a still major gap in education systems worldwide. Bangladesh agreed on a plan to establish pre-primary classes in all government schools by 2013, covering more than 270,000 children.

New policies and plans can shine a much-needed light on inequities that may have previously gone unrecognized. With UNICEF assistance, Uganda finalized its basic education policy for disadvantaged children in 2010, and Thailand agreed on a national language policy that makes children's mother tongue the medium of instruction in schools. For Cambodia's new national strategic plan for inclusive education, UNICEF supported the development of six indicators to actively track progress in redressing inequities.

Under the global Fast Track Initiative, low-income countries can tap extra support for achieving universal education by the MDG end point of 2015. UNICEF plays a role by assisting countries in developing national plans and securing resources to fund them. In 2010, UNICEF helped Guinea obtain \$24 million through the World Bank to construct more than 390 schools. The Republic of Moldova acquired funding to enrol 75 per cent of its children in pre-school institutions. The Lao People's Democratic Republic accessed \$30 million to improve the quality of schools in districts with wide gender disparities.



## Bilingual instruction improves education for minorities

Viet Nam's rapid development has been accompanied by substantial progress in education. Most children now go to and stay in primary school – at least those from the majority Kinh ethnic group, 86 per cent of whom complete primary school within five years.

Children from ethnic minorities have lagged behind, however, whether measured by the numbers who complete primary school, by literacy rates or by math skills. Just more than 60 per cent of these children finish primary school on time, and the numbers are even worse for girls, according to the latest data from 2006.

Many of these children live in remote mountainous areas not well serviced by schools, and they are far more likely to come from poor families. There is a shortage of teaching and learning materials for ethnic minority children and fewer teachers – and classrooms – in these areas. Compounding their isolation is the fact that many do not speak Vietnamese, yet that is the official language used in all schools. Girls also face the common barriers of being kept from schooling to help their families, inadequate school infrastructure and a sense that education lacks value for them.

A legal framework to attain high levels of completion of primary education exists, but the provisions supporting bilingual instruction for minority students are inconsistent. Combined, these disadvantages could perpetuate marginalization for ethnic minority children long into the future. But the Vietnamese Government, working with UNICEF, is taking action to reduce such disparities. Internationally, there has been consistent recognition of the value of bilingual education, which has been linked to improved learning and reduced drop-out rates.

To test how this concept can best work in Viet Nam, the Ministry of Education and Training joined UNICEF in piloting the approach in three provinces – before

scaling it up – with the results to be studied through 2015. Children starting in seven preschools and continuing in eight primary schools there are now learning in the Mong, Jrai and Khmer ethnic languages. The project entails training teachers on bilingual education techniques, providing special teaching and learning materials developed in consultation with local communities, and carefully monitoring the programme for evidence of improvements in the quality of education. Information about what works best will feed into a national education strategy. The aim is to eventually make the national education system comprehensive for all children, with clear legal support.



In 2010, by the end of the programme's second year, early results were promising – so much so that one provincial department of education and training has already opted to use its own funds to more than double the number of bilingual education classes. As a whole, children are performing better in language competency tests in both their mother tongues and Vietnamese. They outperform students who are not in the programme in listening comprehension and math. For them, marginalization has started to end at the schoolhouse door.

## Chapter 4

# Equality in protecting children

Every child has certain rights – including the right to have a name and a nationality and to remain safe from all forms of violence and abuse. Each must also have the opportunity to be raised within a family – even if ensuring that opportunity requires support from authorities that helps to keep families together. While all children have the same rights, not all are equally protected. Children may be vulnerable to injustices or violations for many reasons – because they are poor, because they have disabilities or are living with HIV, or because they are migrants or are female.

Guaranteeing the rights of all children is necessary for consistent and sustainable progress on the eight MDGs, and protecting children has been recognized as part of this progress. Towards that end, legal and social systems

that are explicitly designed to protect children should be in place. A framework of policies, laws and institutions should offer basic guarantees to all children, ensure equitable protections by extending extra care to those who are most vulnerable, and both respond to and prevent violations. Social norms and values back the framework in the most meaningful and far-reaching manner when they are grounded in broad agreement to protect child rights and abandon harmful behaviours.

UNICEF focuses on all of these objectives across its child protection programmes, following a systems-oriented approach now endorsed by some of the organization's partners, such as the United Nations High Commissioner for Refugees (UNHCR) and Save the Children. Aiming for equity in child protection requires a broad perspective that moves away from focusing only on single issues, such as child trafficking or child labour. It involves creating capacity and a dedicated, systematic response to underlying causes that engages a range of actors. Children, families, community members and state and national authorities living in remote villages, cities or communities all need to know when the rights of children are being violated, how to respond adequately and if these violations are being addressed equitably.

In 2010, UNICEF helped strengthen child protection systems in 131 countries. It led or co-led child protection



A boy and a girl at Atfaluna Society for Deaf Children, an organization that offers education and vocational training, Occupied Palestinian Territory.

coordination activities by international and national organizations in emergencies in 30 countries and gender-based violence coordination in 6 countries.

## Supportive national systems

The global economic crisis has underscored the imperative of having social protection systems that provide a minimum guaranteed floor for human development. UNICEF advocates for these systems to include a specific focus on child rights and protection, because children are most vulnerable to downturns and least prepared to survive them.

Around the world, embedding child protection in national laws and policies has opened the door to firmer guarantees of child rights. Laws can clearly define how rights should be upheld. To establish such a foundation in Malawi, UNICEF and its partners devoted five years to intensive lobbying that in 2010 finally resulted in Parliament enacting the Childcare, Protection and Justice bill. Among other measures, the law establishes the first national birth registration system. This is a critical step that will affect children's entire lives, since formally registering a child at birth is a pathway to many other rights, such as those related to education and health care.

Sustained policy advocacy by UNICEF in Croatia led to new provisions prioritizing the placement of children under 3 years old in foster homes rather than residential care. UNICEF drew on international guidelines in Haiti to allow sufficient time to trace families separated from children by the tragic 2010 earthquake. Thirty states and union territories in India have now signed agreements to roll out a comprehensive national child protection programme.

Once child protection standards are in place, institutions and services must be ready to implement them. At Guinea-Bissau's transit centres, in order to reintegrate children into their communities or families, UNICEF has worked with NGO partners to set and uphold minimum standards for childcare and safe reunions with families. Five border police posts have been equipped to conduct stronger surveillance to stop child trafficking. In Botswana, where

118,000 children live as orphans, many owing to HIV and AIDS, UNICEF has helped the Government strengthen the national orphan care programme. Introducing a 'smart card' has allowed orphans to purchase food of their choice, when they want it. This has reduced stigmas that resulted from a past practice by which children collected their food by wheelbarrow. Social workers now have more time to concentrate on psychosocial support, rather than tendering for food. Following a UNICEF review that confirmed the success of the smart card system, it is being expanded.

Significant achievements in extending birth registration services in 2010 included the integration of birth registration into public health campaigns in Ghana and Nigeria, supported by closer collaboration between health and child protection workers. Registration rates reached 100 per cent in targeted communities in Ghana. Nigeria registered nearly 318,000 children under 5 years old in 30 states.

## In 2010, UNICEF helped strengthen child protection systems in 131 countries.

Since high-quality child protection institutions and services depend on well-trained human resources, Malaysia used UNICEF assistance to adopt national competency standards for social workers in 2010. In-service training helped 325 members of district childcare and protection committees in Zambia acquire new knowledge of psychosocial counselling and minimum standards of care. Under Serbia's master plan to transform residential care institutions, specialized training ensures that staff upgrade skills to improve the quality of care and better support new family-based care alternatives.

In all countries, moderating the interactions of children and justice systems is a basic element of child protection. Child rights should govern such interactions, whether children are accused of breaking laws or are victims of or witnesses to crimes. With UNICEF's support, Georgia now offers juvenile offenders special parole boards and

alternatives to incarceration. Yemen has created 2 family courts and child protection networks in 10 governorates. In the Lao People's Democratic Republic, police academies and judicial training centres have integrated child-friendly measures into their curricula. Village Mediation Units, which resolve about 90 per cent of cases involving children, are now applying guidelines that protect children who come in contact with the justice system.

## **Social norms and values influence how children are protected, or not, and which children are protected, or not.**

Countries that are emerging from conflict can use peace processes to advance justice for children, large numbers of whom are caught in modern conflicts as combatants and victims. In 2009, UNICEF joined United Nations efforts in the Federal Democratic Republic of Nepal to broker an action plan for releasing minors from the Maoist army. The discharges began in early 2010, and UNICEF is now closely engaged in supporting rehabilitation efforts for nearly 3,000 minor combatants.

### **Fostering positive social change**

Subtly or overtly, social norms and values influence how children are protected, or not, and which children are protected, or not. Since these notions can be deeply held and sometimes firmly defended, changing those that are harmful requires a careful process of engagement and persuasion over time to build consensus. Public debates, campaigns and information are some of the tools UNICEF uses. In this endeavour, it builds on a growing body of evidence that holistic social transformation programmes go furthest, encouraging people to both abandon harmful norms and more widely embrace positive practices.

With UNICEF support, the Government of Armenia launched the Integrated Social Services reform in 2010. Collaboration between health, education and child protection aims to address the fragmentation and capacity gaps in social services. Initiatives undertaken in partnership with the Ministries of Labour, Education and

Territorial Administration focused on the protection of children in residential care, particularly those with disabilities. This initial work led to the creation of a Public Group for Monitoring Residential Care Institutions, for which UNICEF provided assistance towards capacity development.

In Montenegro, UNICEF backed a campaign, called It's About Ability, to reduce negative perceptions of children with disabilities that were hindering the movement of children from institutions into family oriented care. On billboards and television around the country, children and young people with disabilities appeared, eloquently emphasizing the value of inclusion and sharing their experiences. They participated in sporting events and spoke to local parliaments. Surveys conducted afterwards found increases in the number of people who thought their own children should befriend and go to school with children with disabilities and a decrease in the number maintaining that these children should only be in special institutions.

In Paraguay, a public debate on abuse within families was sparked by a media campaign based on a study of the issue, and it prompted a rise in the reporting of abuse cases. A campaign to challenge perceptions of violence in schools in Jordan developed the classroom management skills of teachers. After one year, surveys showed decreases in the levels and recurrence of physical violence and verbal abuse in schools in 10 districts. More than 1,000 teachers and community members and 7,500 students in Iraq were trained on preventing gender-based violence, as were 400 peer educators, who can be more effective in reaching younger people about adopting new attitudes.

UNICEF supported nine large-scale public declarations in Egypt, at which more than 5,000 men and women declared they would no longer engage in female genital mutilation and cutting. An Egyptian network of families who have abandoned this practice had grown to almost 25,000 families by the end of 2010. Concurrently, a training manual was developed on the role of doctors in stopping female genital mutilation; it was integrated into the Ministry of Health's pre-service training programme for doctors.

Community and religious leaders can be influential communicators of child protection messages. A 2010 UNICEF publication, *From Commitment to Action: What religious communities can do to eliminate violence against children*, outlines practical steps. Since on-the-ground learning can be powerful, UNICEF helped Kenyan community and religious leaders visit the Sudan in 2010, where they learned about successful efforts to stop female genital mutilation and cutting. They also participated in a public declaration event during which parents, community leaders and government officials celebrated the commitment of 2,000 villagers from six communities to stop

the practice. Some of the 200 girls already saved from mutilation performed during the event.

UNICEF is now bringing its experience with promoting the abandonment of female genital mutilation and cutting – through the use of a holistic approach to transform harmful attitudes and behaviours – into the prevention of child marriage. In India, where child marriage is illegal but remains prevalent in many places, social change efforts are extending the arm of the law. A campaign against child marriage in two Indian states with high prevalence reached more than 110,000 people. Girls' clubs have formed to

## Interrupting the cycle of marginalization

Fifteen-year-old Mahassen had seen hardship and grief before coming to a youth centre in Alexandria, Egypt. Her large family lives in one of the city's poorer districts; both parents are ill and unable to offer support. The oldest child, Mahassen faced the tragedy of dropping out of school to work so that her family could survive.

Deprived of her right to an education, she took to the streets to sell gas containers used for cooking. Mahassen might have been consigned to a life of grinding poverty. Instead, she found the district youth centre. Soon she was enrolled in literacy classes and was learning new employment

skills. She also joined the Alexandria Youth Parliament to strengthen her participation skills. Today, she still sells containers, but a newfound sense of determination and hope gives her the strength to juggle multiple tasks.

"I get involved in the community and study hard so I can work in a factory and have a better job," she says.

A social worker at the youth centre played a critical part in helping Mahassen shift the course of her life. With UNICEF backing, Alexandria piloted a child protection tool that sponsored a network of social workers dedicated to reaching vulnerable children like Mahassen.

29 governorates and more than 400 districts to form child protection committees.

Since then, UNICEF has supported training to gradually develop the skills of local partners in using the tool. Under the mechanism, social workers from NGOs and child protection committee members are charged with systematically identifying children at risk, reviewing their cases and working with the children and their families to access the services they need to be safe, educated and healthy. To date, committees in Alexandria, Assiut, Cairo, Minya, Sohag and Qena have identified and served more than 25,000 children at risk.

Its success in Alexandria was so notable that the Egyptian Government adopted a similar model in 2008 as part of a new law. Known as the Children at Risk Protection Mechanism, this tool requires the country's

Children in Alexandria who receive support also often become committed to extending a hand to other children in the same situation. As Mahassen says, "Because I sell containers, I see the way other children live. I want to encourage them to do the same thing I have."



## Five steps for positive child rearing

Physical punishment is still an accepted means of disciplining children in many parts of the world, despite its being a violation of children's rights. In Costa Rica, UNICEF worked with legislators and child advocates to take a critical step towards ending the practice: In 2008, a law was adopted upholding the right to discipline without physical punishment or humiliating treatment.



The law made Costa Rica 1 of only 4 countries in Latin America with this kind of provision. Now UNICEF is engaged in helping to implement it, so that all Costa Rican children benefit from its protections. The new law calls for policies and initiatives that encourage people to change their child-rearing practices and ensure that children's rights are protected.

An important first step was mapping child-rearing practices and the ideas people hold about them.

This information constitutes a starting point that helps in monitoring compliance with the law and in targeting communication to encourage people to change harmful behaviours.

UNICEF drew together a group of partners from the Government, the private sector and civil society, all committed to promoting the rights of children. With support from the Paniamor Foundation, the Association of Enterprises for Development and the National Child and Adolescence Council, and funded by Procter & Gamble, a study was conducted in late 2009 on knowledge, attitudes and practices related to child rearing, the first in Latin America and one of few of its kind in the world.

The study revealed that parents and caregivers have little knowledge of how to promote children's development while protecting their rights; they often resort to corporal punishment because it is a familiar and accepted method of discipline. Despite recognizing the inadequacy of corporal punishment, almost 65 per cent of those interviewed see it as sometimes necessary. Its use is also linked to negative perceptions, such as thinking that a child often does irritating things or requires more attention than usual.

The Council used the study as the basis for a national action plan that was released publicly in 2010 and designed to carry out the new law. A significant part of the plan involves sensitizing adults about violence, corporal punishment and positive forms of discipline; it emphasizes, in particular, making children and adolescents aware of their rights and of the mechanisms through which they can protect themselves. UNICEF has drawn on the study to design a communications strategy that will advocate positive parenting skills among fathers, mothers and child caregivers. Aiming to change child rearing practices, the campaign centres around five steps that promote relationships with children based on dialogue, listening to needs, conversation, explanation and reaching agreements.

The National Network for Childcare and Development will integrate the study's findings into its training programmes for caregivers in 2011, while the Education Ministry plans to incorporate it into school curricula so that future generations will rear their children in ways that fully respect child rights.

advocate for ending child marriage in several states, and five states have now readied action plans. UNICEF has supported in-depth research on child marriage that has informed state and local action plans. This research has fed into preparations for a national strategy against a practice that too often strips girls of an education, compromises their health and restricts their futures.

## Setting standards

UNICEF has successfully sought to put and keep child protection high on international agendas. International forums encourage nations to set ambitious standards and mobilize political will behind them. In 2010, to mark the 10<sup>th</sup> anniversary of the adoption of the Optional Protocols to the Convention on the Rights of the Child, UNICEF launched a campaign for their universal ratification by 2012. In the course of the year, seven more countries had ratified the protocol on the sale of children, child prostitution and child pornography, for a total of 142. Eight more countries had ratified the protocol on children affected by armed conflict, for a total of 139 ratifications.

Years of advocacy by UNICEF and other organizations finally resulted in the 2010 entry into force of the Convention on Cluster Munitions, a tough international stand against a category of weapons that have indiscriminately killed and maimed children around the world. The United Nations Human Rights Council adopted an international resolution that, for the first time, defines sexual violence against children, while the role of child labour in undermining progress towards the MDGs was recognized at the global MDG Summit in September. At the Global Forum on Migration and Development, held in Mexico, more than 150 government delegates discussed the impacts of migration on children.

Internationally and in individual countries, UNICEF supports the collection of data on achievements and gaps in child protection, as well as the monitoring of systems to uphold children's right to protection. Concrete evidence propels effective, corrective actions and is crucial to redressing inequities, as children with extra vulnerabilities otherwise would most likely go unnoticed. Poverty

monitoring efforts in Georgia now highlight access to public services for disadvantaged groups, while across Central and Eastern Europe and the Commonwealth of Independent States, UNICEF is assisting governments in collecting data on 17 core child protection indicators to inform policymaking.

To help galvanize and coordinate global action, UNICEF in 2010 helped set up a Child Protection Monitoring and Evaluation Reference Group that brought together United Nations organizations, NGOs and government agencies. An early task will be to develop guidelines for collecting data on violence against children, including children without family care. UNICEF also introduced the Mapping and Assessment Toolkit, an easy-to-use guide for identifying child protection risks and response capacities. In 13 conflict countries, UNICEF supported efforts to implement a Monitoring and Reporting Mechanism on Grave Violations against children in situations of armed conflict, in line with responsibilities mandated by the United Nations Security Council.

Comprehensive studies of national child rights issues have advanced legal and institutional protections in a number of countries. In Kenya, a UNICEF-supported assessment conducted in 2010 pinpointed a severe shortage of child protection professionals, among other institutional gaps. The Government is using this information to design a child protection strategy. Based on a feasibility study, the Government of Viet Nam plans to establish a juvenile court consistent with international standards. With UNICEF support, Syria conducted its first study on child labour, using the analysis to draft a three-year national action plan to stop its worst forms.

## Chapter 5

# Advocacy for action

Across its programmes, UNICEF advocates for children's rights in accordance with two legal and moral touchstones: the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women. Both international agreements have been widely ratified by governments and cover a spectrum of social, economic, cultural and political rights for women and children.

UNICEF advocacy persuades people from many walks of life to take actions to fulfil these rights. Previous chapters of this report have highlighted examples, such as the passage of new laws to protect children from violence and campaigns convincing people to send their girls to school. Such advocacy is essential for marginalized and excluded children.

In advocating for children, UNICEF builds on its reputation as a trusted and respected organization and uses a number of proven tools. Collecting evidence shows people why they should act, including by uncovering disparities that might not otherwise be recognized. Sharing knowledge and developing capacities helps people understand how they can act most effectively. Partnerships bring people together for more powerful actions. Child participation fulfils a basic right and provides new perspectives on actions that children truly want and need.

### Acting on the evidence

UNICEF plays a central role in assisting countries to acquire and use high-quality data and research on children in order to accurately assess progress and shortfalls. Policies and programmes for children can then be better targeted, more efficient and equitable in addressing disparities.

In 2010, the fourth round of the UNICEF-pioneered multiple indicator cluster surveys moved forward with fieldwork conducted in 21 countries and territories. Considered the premier source of statistical information for monitoring the MDGs, the surveys produce internationally comparable data on a range of basic indicators of children's well-being. Through these surveys and other sources, UNICEF has expanded the use of data on gender, wealth and location to sharpen understanding of inequities. After a



Primary school students, boys and girls alike, enjoy a child-friendly learning environment supported by various community members, Lao People's Democratic Republic.



2010 Child Well-being and Disparities Study in the Lao People's Democratic Republic focused the attention of policymakers on child poverty, the Government emphasized child and social protection in its 7th National Socio-Economic Development Plan for 2011–2015.

UNICEF supported Mexico in launching a DevInfo system that links essential data on children with relevant research, analyses of social policies and programmes, and a directory of government and civil society organizations. Concurrently, UNICEF assisted with Mexico's first analysis of national social spending from a child rights standpoint. It found higher expenditures on education and health, but less so on protection. Since a significant share of federal spending on children is earmarked for the state level, UNICEF worked with state and local authorities to expand the use of child rights indicators and data in public planning.

A UNICEF assessment of water and sanitation facilities in schools in Bhutan was key to a 2010 government decision to begin channelling new resources into co-financing them. In Armenia, policymakers took note of evidence on how children with disabilities benefit from attending mainstream schools instead of being relegated to separate institutions. Policy documents such as the State Standards of General Education now reflect UNICEF's recommendations on integrating these children.

UNICEF partnered with Nigeria's Community Radio Coalition for advocacy that in 2010 resulted in the adoption by the President of guidelines to allow community radio stations to operate. UNICEF is now engaging with universities to collect social data that are guiding programming and communication decisions; such data are already informing activities to eradicate polio.

## **Developing capacities to act**

When countries acquire new knowledge and technical capacities, they gain abilities to sustain and accelerate the achievement of children's rights. In advocating for children, UNICEF helps people and institutions fill deficits in

knowledge and capacities that otherwise hold them back from goals they have committed to achieving.

In Namibia in 2010, UNICEF supported the Central Bureau of Statistics in developing capacities for analysing child poverty through the Namibia Household Income and Expenditure Survey. In a year in which Gambia passed its Women's Act, a framework to stop gender-based violence and strengthen rights to health and education, UNICEF worked with the Women's Bureau to brief all members of the National Assembly, local authorities, the National Women's Council and others on techniques to mainstream gender considerations across public policymaking. A gender focal point network was formed to advance implementation of the Act and sustain momentum towards overall gender equality.

## **UNICEF advocacy persuades people from many walks of life to take actions to fulfil the rights of children.**

UNICEF provided assistance to Turkey on systems to monitor child health protocols and backed training for the national roll-out of new primary-school standards. Assistance to the parliamentary child rights monitoring committee increased national capacity to monitor child rights and strengthened communication with influential politicians. In 2010, Turkey amended its constitution to include child rights, especially the right to protection.

In Jordan, ministerial staff who participated in a UNICEF-supported child-friendly budgeting exercise on the 2011 budget successfully convinced the Ministry of Finance of the need to increase funds for children. Ghana drew on UNICEF assistance to introduce programme-based budgeting that ensures the investment of resources in children's priorities. New guidelines helped to pilot programme-based budgets get off the ground in two ministries for the 2011 fiscal year.

One particularly rich source of expertise to advance child rights comes from countries that have had successful

experiences or cultivated new resources – and are willing to share them. Because it assists more than 150 countries and territories, UNICEF is well positioned to detect how nations can assist one another. Through UNICEF, finance ministries in Argentina and Ecuador began collaborating to improve assessments of social investments in child welfare. UNICEF facilitated an agreement with the Government of Cuba to provide doctors in Haiti, where skilled professionals are lacking. When the deadly cholera outbreak struck in 2010, the Cuban Medical Brigade was positioned to provide nearly 1,300 medical personnel. UNICEF shipped in vital medical supplies to treat patients and prevent new cases.

UNICEF continues to use communication campaigns to educate people about child rights and to foster behaviours to uphold them. A 2010 campaign in Cartagena, Colombia, called on tourism providers to prevent the sexual exploitation of children and adolescents. They formed the Protection Network, which seeks to prevent sexual predators from gaining access to victims and files complaints, some of which have already resulted in legal action.

In Ukraine, negative perceptions about immunization prompted a UNICEF campaign that used outdoor ads, TV and radio appearances, and Web outreach. Surveys in Kyiv, with 5 million residents, found that in 2008 64 per cent of people opposed vaccinations, compared to 24 per cent after the campaign. Health workers gained insights on how to communicate effectively about the value of immunization.

## Partners for a bigger difference

UNICEF works with a range of partners – including civil society groups, corporations, academic institutions and foundations – to deliver far-reaching results for children. In 2010, it was a member of 81 global programme partnerships. Drawing together public and private organizations, these pursue specific objectives for children, such as ending violence against girls through the Together for Girls Initiative and increasing vaccine coverage through the GAVI Alliance. Partnerships with GAVI; the Global Fund to Fight AIDS, Tuberculosis and Malaria; UNITAID and others are leveraging significant funds in support of HIV prevention, care, treatment and protection. UNICEF advocates that all of these powerful collaborations pay increasing attention to equity and sustainability.

From service delivery to advocacy, diverse civil society organizations have contributed to UNICEF's work since the organization's founding. In Mozambique, UNICEF helped establish a Civil Society Budget Monitoring Forum that joined the Parliamentarian Budget and Plan Commission in reviewing national budgets.

In Eastern and Southern Africa, UNICEF joined the Inter-Parliamentary Union to host a regional parliamentary consultation for members of 13 parliaments who committed to promoting child-sensitive social protection for vulnerable children and families. Under the Day of Prayer and

## UNICEF NATIONAL COMMITTEES

Andorra National 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 (Greece)

Hong Kong Committee for UNICEF  
 Hungarian National Committee for UNICEF  
 Icelandic National Committee for UNICEF  
 Irish National Committee for UNICEF  
 Israel Committee for UNICEF  
 Italian Committee for UNICEF  
 Japan Committee for UNICEF  
 Korean Committee for UNICEF  
 Lithuanian National Committee for UNICEF  
 Luxembourg Committee for UNICEF  
 Netherlands Committee for UNICEF  
 New Zealand Committee for UNICEF  
 Norwegian Committee for UNICEF

Polish 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

Action for Children initiative, 19 UNICEF country offices mobilized religious leaders to promote child survival and maternal health.

More than 600 corporate partners supported UNICEF's work in 2010, raising over \$175 million. Companies have taken up the cause of child rights by pursuing technological innovations, mobilizing customers and personnel, and offering marketing and communication expertise. UPS and the UPS Foundation shared supply chain and logistics expertise, and provided funding, in-kind shipping and freight assistance. Building Young Futures, a joint initiative with

Barclays, has reached more than half a million young people, providing vocational or business management skills. ING and its network of employees are building on their long-term commitment to provide basic quality education to every child, while Clairefontaine-Rhodia in France continues to fund education.

A new partnership with the International Zinc Association will help combat micronutrient deficiencies in children under five. Major global corporate partners continued to include Gucci, H&M, IKEA, the MAC AIDS Fund, Montblanc, Pampers and its parent company Procter &

## Protecting children at the World Cup

The world was ablaze with excitement about the unfolding drama of competing national teams in South Africa during the 2010 World Cup. But an influx of nearly 3 million spectators posed the risk that children, especially those from poor families, might be subject to sexual exploitation or used for economic gain as beggars or street vendors. The closure of South African schools throughout a four-week period compounded this danger.

Even before the games began, UNICEF was preparing strategies to protect children. Early steps included raising awareness about how children could be harmed and urging people at large and at the games to look out for children's rights and safety.

A targeted communication drive used television, radio, and print and social media to reach more than 20 million people. Using a clever device – the same red card that in football forces a player off the field without replacement – the message went out that there must be zero tolerance for child abuse and exploitation. The red card

and the slogan 'Give the Red Card to Child Exploitation' appeared on posters and leaflets distributed countrywide in vulnerable communities, at border points, at gas stations and among tourism industry operators throughout South Africa.

Radio public service announcements were broadcast in English and three indigenous languages to 4 million listeners. The SuperSport network carried a television announcement to 48 sub-Saharan African countries. Other conduits for advocacy included 21 community sports festivals supported by UNICEF during the World Cup.

To help protect children during the games, UNICEF secured an agreement with FIFA, the international football federation, to set up child-friendly spaces where children could safely watch the matches or play.

These spaces, established at four official Fan Fests sites where children were considered especially vulnerable, allowed many people

to gather and watch the games on giant television screens. Close to 810,000 people came. Emergency care and tracing services were offered for children who had become separated from their parents. Specialized childcare workers stayed alert for at-risk children, making referrals to police, social workers and medical services where required.

The sites were appreciated by fans and journalists and provided an opportunity for UNICEF to share information on protecting children from exploitation. After the games, a spokesperson expressed thanks on behalf of FIFA: "There is no doubt that the collaboration between UNICEF, FIFA and the [cities hosting the Fan Fests] positively affected the lives of the most vulnerable."



## Working together for children

Brazil's powerful economy has thrust the country into the global spotlight in recent years, but has not brought benefits to all Brazilians. Children remain caught in pockets of exclusion in different parts of the country, marginalized by geography, poverty, ethnicity, gender or a combination of these. One of UNICEF's most important roles is, therefore, to advocate for excluded children who might otherwise remain outside the reach of public policies and programmes that could protect their rights and improve their lives.



In 2010, in the run-up to the presidential election, UNICEF supported initiatives to obtain formal commitments from presidential candidates on children's rights. They agreed to increase investments in education and adopt a 10-year plan to uphold the rights of all Brazilian children and adolescents.

Advocacy targeted towards parliamentarians led to the passage of new child rights bills to combat sexual exploitation, including offences related to the Internet. An Internet social network campaign stirred national debate and awareness regarding the right of children to live free from racism, one of the main drivers of socio-economic inequities in Brazil.

In the country's impoverished semi-arid region, politicians endorsed commitments similar to those made by the presidential candidates in 2010. These commitments have fuelled momentum behind the

UNICEF Platform for the Semi-Arid Region, which has two complementary prongs: a political pact to bolster commitments to child rights – signed by the Brazilian President and the governors of all 11 states in the region – and the UNICEF Municipal Seal of Approval.

More than 80 civil society organizations, international organizations and private corporations support the pact. The Seal programme strengthens the capacity of municipal officials, leaders, children and women to create more effective and inclusive policies and obtain improved services.

More than 80 per cent of municipalities in the semi-arid region – 1,266 in total – now participate in the Seal of Approval initiative. It engages local officials, child rights advocates, and children and adolescents in setting and working to achieve concrete goals for child rights and development. Municipalities receive the seal after making progress in three areas: in children's lives, as measured by health, education and protection indicators; in public policy management that improves children's living standards; and in citizen participation. Municipalities must perform on par with others in similar socio-economic circumstances.

The high percentage of municipalities striving to achieve the seal is proof of widespread support for the initiative's goals. The seal offers national and international recognition – and the results on the ground have been remarkable: The infant mortality rate among participating municipalities has declined faster than in the rest of Brazil.

A recent evaluation also found that changes in investments by national, state and municipal governments are sustaining progress throughout the longer term. New results-based management techniques are in place, while stronger links have been forged across the different levels of government working together to reach every child.

Gamble, Starwood Hotels & Resorts, Unilever, and the Change for Good programme run by several airlines. Futbol Club Barcelona stepped up its efforts to support vulnerable children affected by HIV and AIDS. China's HNA Group Co. Ltd. was among the many UNICEF corporate partners based in developing countries. Banco Itaú in Brazil continued to fund education for vulnerable children and adolescents.

UNICEF's 36 national committees partner with UNICEF to raise funds and promote children's rights. In 2010, the national committee for Japan received monthly donations from 238,000 donors for UNICEF core resources, while the national committee in the United States collected more than \$70 million for relief efforts in Haiti. In Finland, an advocacy campaign led by the national committee resulted in lessons on the Convention on the Rights of the Child becoming part of the national education curriculum.

UNICEF is proud to have 31 global Goodwill Ambassadors and Advocates, along with 10 regional ambassadors and more than 200 national ambassadors – all partners from the worlds of the arts, sports, business and politics. Their voices carry far to champion children's rights. Football star Leo Messi and Olympic figure-skating champion Yuna Kim joined their ranks in 2010.

Many ambassadors spoke out through social media and interviews, bringing in millions of dollars for Haiti and Pakistan. Angélique Kidjo, David Beckham, Harry Belafonte, Mia Farrow, Orlando Bloom, Ricky Martin,

Tetsuko Kuroyanagi and Vanessa Redgrave spread awareness of the MDGs. Ishmael Beah journeyed to Chad to speak on children and conflict. Maria Guleghina went to Belarus and Sir Roger Moore to Kazakhstan to raise funds for children with disabilities.

## A child's right to participate

Nowadays, there is growing global acceptance of children's right to express themselves regarding decisions that affect them. More than 156,000 vulnerable children and adolescents in Ethiopia participated in activities such as life and leadership skills, youth dialogue, volunteerism and peer education that empowered them within their communities. Some 23,770 youth volunteers engaged in raising awareness on HIV and AIDS, sanitation and tree planting.

Almost 600 young people contributed to consultations on the National Development Strategy in the Dominican Republic. Twelve Youth and Children's Municipalities – spaces for adolescents to participate – took part in a national campaign, A Voice for Children, which demanded steps to protect children from violence.

In the Russian Federation, a youth empowerment programme promotes youth leaders and volunteers. Sixteen Russian cities have signed on to UNICEF's Child-Friendly Cities Initiative, which aims to increase safeguards for children's rights at the local level. Already, it has opened space for children to participate in city planning and improve policies to guarantee their rights.

## INTERNATIONAL GOODWILL AMBASSADORS

Lord Richard Attenborough  
(United Kingdom)

Amitabh Bachchan (India)

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)

Berliner Philharmoniker (Germany)

Vanessa Redgrave (United Kingdom)

Sebastião Salgado (Brazil)

Susan Sarandon (United States)

Maxim Vengerov (Russian Federation)

## Chapter 6

# Reaching the most vulnerable to crisis

The earthquake that devastated Haiti and the floods that displaced millions of people in Pakistan were the most serious and complex humanitarian crises in 2010 (see *Special Focus on page 40*). In their aftermath, UNICEF drew on internal and external resources from around the globe and collaborated closely with partners.

But these crises were far from the only ones. Throughout the year, UNICEF responded to 290 humanitarian situations in 98 countries – about half the nations of the world. One element was common to all: In natural disasters and in conflict situations, children are among those most vulnerable to harm and to having their rights denied in the immediate circumstances and their prospects as adults damaged.

In all of its actions on behalf of children in crisis, UNICEF abides by the principles of international human rights law and international humanitarian law, as encapsulated in its *Core Commitments for Children in Humanitarian Action*. The commitments, updated in 2010, recognize the importance of collaborative partnerships, both national and international, in fulfilling and protecting the full spectrum of children's rights. Proof comes from experiences such as the one in Somalia, where strong UNICEF partnerships with local administrations, more than 100 NGOs and community groups have allowed continued delivery of basic services across the country, despite sustained instability. Cluster leadership was also central to the inter-agency response to the earthquake in Haiti, the flooding in Pakistan and other emergencies. Furthermore, UNICEF

made use of internal redeployments, external deployments and standby partner arrangements to respond to overwhelming demands. The challenges faced in these situations are prompting UNICEF to further refine its systems.

Other commitments reflect UNICEF's expanded focus on reducing inequities by reaching the most vulnerable groups, and they further emphasize sound emergency preparedness as a means to save lives. The focus on preparedness reflects the reality that natural disasters are on the rise, in many cases linked to climate change. Humanitarian assistance that assesses where the greatest needs lie may



A man and two of his children were rescued after being buried for four hours under a collapsed house, Qinghai Province, China.

prevent the most vulnerable individuals from slipping further into marginalization. In conflict zones, where it is particularly important, UNICEF is increasing its ongoing efforts to track security, and reputational and political risks to ensure that these do not interfere with programmes to protect children's rights and that they do not limit access to humanitarian assistance.

UNICEF has moved to factor emergency preparedness and risk reduction measures into all programmes. By 2010, 77 per cent of UNICEF offices also had a minimum level of preparedness. The benefits could be seen in Indonesia, which suffered three major disasters during the year – flash flooding, an earthquake and tsunami, and a volcanic eruption. Strong government capacity and coordination mechanisms, along with key preparedness measures, meant that emergency supplies were ready to be sent to children in affected areas within the first few days.

Social and economic inequities make some groups – such as children and adults in poverty – far more vulnerable to a crisis, and far less able to recover from it. Risks that go unmanaged can steadily exacerbate inequities, slowing progress towards the MDGs and the fulfilment of children's rights. An issue for particular focus in 2010 was gender equality – ensuring that humanitarian action contributes to more effective results for girls, boys, women and men. Owing to discrimination, women and girls often face the worst threats and have the most limited capacities to cope with them. UNICEF sent gender experts to countries with ongoing humanitarian situations in order to highlight and respond to these concerns.

### **Blunting the harm caused by natural disasters**

Shaking ground, swelling seas, pouring rains – or no rains – threatened the lives of children and in too many cases led to violations of their rights in 2010. UNICEF responded rapidly to protect children's rights and restore the basic services that children need to survive and grow, from providing emergency supplies of safe drinking water and vaccines to ensuring the continuity of education.

After an earthquake hit Yushu County in northwest China, 85 per cent of the houses in the epicentre collapsed. Damages to about 80 per cent of the primary schools and half of the secondary schools in the county cut short the studies of more than 22,700 pupils. Despite difficulties in accessing the remote and mountainous region, UNICEF helped bring in clothing, boots and blankets for 25,000 schoolchildren and helped restart education through the provision of insulated classroom tents, prefabricated classrooms, and early learning and recreational materials. Four new Child-Friendly Spaces, designed around lessons learned after the 2008 Sichuan earthquake, delivered psychosocial support to 6,000 children.

### **Throughout the year, UNICEF responded to 290 humanitarian situations in 98 countries.**

Chile's massive earthquake was followed by a tsunami. In its response, UNICEF focused on the areas of education; child protection; and safe water, improved sanitation and hygiene education. A total of 40,000 backpacks with school supplies helped children return to class, while training helped more than 2,600 professionals who work with children to improve their abilities to recognize and manage cases of acute emotional stress.

In the Philippines – where humanitarian situations typically displace about 1 million people a year – a typhoon made landfall late in the year. Where needed, UNICEF drew on pre-positioned emergency health, water and hygiene supplies after villages were destroyed and thousands of families were displaced. UNICEF also assisted local governments in updating plans to protect their municipalities. A manual on disaster risk reduction for schools includes modules on climate change.

Weather known as *dzud* during the 2009 and 2010 winter – the worst of its kind in nearly half a century – brought long periods of freezing temperatures and heavy snows to more than half of Mongolia's provinces. The *dzud* followed a summer drought that had crippled agricultural



People attend mass outside the partially collapsed Notre Dame de l'Assomption Cathedral in Port-au-Prince, Haiti.

production, the source of employment for about 40 per cent of Mongolians. The impacts of the disaster have included higher child mortality rates and possibly worsening malnutrition. UNICEF quickly mobilized support that benefited 300,000 affected children through the provision of emergency micronutrient powders, fortified flours and essential health supplies. For the longer term, UNICEF has advocated for the Government to introduce sustainable land management practices to protect the vulnerable land on which so many people depend.

After three years of low and erratic rainfall, violent rains battered Chad, while low rainfall in the Niger in 2009 shrivelled crops and decimated food supplies in 2010. In the Niger, a serious food and nutrition crisis coinciding with the harvest left about 7 million people, nearly half the population, facing moderate to severe food insecurity. In Chad, cereal production fell by more than a third. Parts of both countries soon had acute malnutrition rates higher than 15 per cent, the emergency threshold.

In the Niger, with UNICEF support, cash transfers were offered to 34,500 households with young children, a strategy designed to protect food rations for children from being consumed by other household members. UNICEF also partnered with WFP to treat more than 320,000 children in 822 nutrition rehabilitation centres. In Chad, UNICEF supported 204 therapeutic feeding centres, providing supplies and training that made it possible to treat 55,000 children.

### Through conflict, ensuring rights

Where conflicts continued or flared into new crises in 2010, UNICEF continued its long tradition of extending a lifeline to children. In Afghanistan, a four-day mass campaign provided immunizations to 7.6 million children, including nearly 3 million in 38 districts with the lowest rates of coverage. In Area C of the Occupied Palestinian Territory, UNICEF supplied 8,500 people with safe drinking water and provided assistance to 28 of 31 schools in need, working around a bifurcation of responsibilities between Israeli and Palestinian authorities that often deprives children of access to public services.

While the South of the Sudan anticipated the January 2011 referendum, UNICEF provided water and sanitation services to 1 million displaced and 23,000 conflict-affected people in hard-to-access areas of East Jabel Mara and Jabel Moon in the North. Close coordination with the Sudan People's Liberation Army led to the release and reintegration of 1,200 children recruited by armed forces and groups. The Army agreed to create five child protection units within its ranks and trained nearly 5,700 soldiers to prevent child recruitment.

Somalia continues in a volatile crisis situation, in which regularly occurring armed clashes and insecurity deprive populations of services and leave them more vulnerable to disasters. In the Central and Southern Zone, where a lack of health care and five years of poor rains have exacerbated the effects of conflict, 1 in 6 children are acutely malnourished. In 2010, UNICEF supported the provision of therapeutic and supplementary feeding to nearly 150,000 acutely malnourished children across the



country, reaching more than 40 per cent of those in need. More than 213,000 others were reached through efforts coordinated with other nutrition cluster partners.

With Somalia's infrastructure severely weakened, UNICEF supports more than 80 per cent of public health, water, nutrition and basic education services. The organization provides all primary health-care supplies, equipment and essential drugs, including through maternal and child health centres and health posts that benefit 2.5 million people. By the end of 2010, a UNICEF and WHO joint programme for Accelerated Young Child Survival had given 90 per cent of children under five and 60 per cent of women of childbearing age an essential package of vaccines, vitamin A supplements, deworming medicines, water disinfection tablets and nutritional screening.

Horrific revelations of rape used as a weapon of war emerged from the eastern region of the Democratic Republic of the Congo in 2010. In July and August, in one of many incidents, 290 women, girls and boys were raped within a few days by groups of armed men. A holistic package of services for survivors of gender-based violence reached nearly 9,800 people, including around 6,000 children, during the course of the year.

UNICEF manages four of the nine humanitarian clusters that coordinate international relief efforts in the Democratic Republic of the Congo, and under the national reconstruction plan it plays a key role in restarting basic social services in areas where internally displaced people are returning to live. In 2010, clean water and improved sanitation facilities reached more than 2.2 million people, helping stem cholera outbreaks and other risks associated with population movements. An emergency health programme has provided 500,000 people in three provinces with treatment for cholera and essential vaccines – 95 per cent of the more than 255,000 children under five in South Kivu are now protected from measles.

In Yemen, a major achievement came in 2010 when the Government, for the first time, recognized ending malnutrition as a top national priority. UNICEF had strongly advocated this step and was on hand to support the implementation

of the National Nutrition Strategic Plan. Therapeutic feeding and outpatient centres were operating in all 21 governorates and 333 districts by the end of the year.

A particular priority has been reaching children in northern Sa'ada Governorate, where years of fierce fighting finally came to a halt in February 2010, but not before displacing 342,000 Yemenis. More than two thirds are women and children. Despite a ceasefire, continuing instability has made it impossible to reach those residing much beyond a 7-kilometre radius of Sa'ada City; as a result, the crisis worsened.

In mid-2010, when deadly violence erupted in the ethnically diverse cities of Osh and Jala-Abad in southern Kyrgyzstan, around 300,000 people were displaced internally. Peace was restored relatively quickly, but as families began to return, they found that their homes and businesses had been damaged or destroyed. UNICEF led efforts to provide emergency kits, for ensuring the quality of water, and to restore sanitation facilities in schools. Over the course of six months, water treatment chemicals provided to the Department of Water Supply for use in Osh made it possible for 200,000 people to drink water without the threat of disease.

## **UNICEF provided reintegration support to 28,000 children affected by armed conflict in 14 conflict-affected countries.**

Throughout the year, UNICEF provided reintegration support – a decisive kind of lifeline – to 28,000 children affected by armed conflict in 14 conflict-affected countries in Africa, the Middle East, Asia and Latin America. Since the launch in May 2010 of the campaign for universal ratification of the Optional Protocols to the Convention on the Rights of the Child, seven more countries have ratified the Optional Protocol on the involvement of children in armed conflict.

**In Haiti and then in Pakistan,** UNICEF mounted two of the largest, most complicated humanitarian operations since the 2004 tsunami in Asia. Both countries required an immediate response in 2010, and they still need significant, sustained support. Coordinated actions on many fronts are imperative to break a downward spiral of poverty and want.

The devastating earthquake in Haiti at the start of the year left parts of an already impoverished country in ruins, killing more than 220,000 people, endangering the lives of 3 million more and directly affecting 750,000 children. Nine months later, a cholera epidemic erupted, killing more than 3,300 people and sickening almost 150,000 more by the end of December. Today, nearly half of Haitian households are poorer than they were before the earthquake.

Flooding in Pakistan that began in late July, the result of unprecedented quantities of monsoon rains, stole homes and livelihoods across 160,000 km<sup>2</sup> – one fifth of the country's land area. By the peak of the emergency in mid-September, some 20 million people had been displaced or otherwise affected, and about 2 million homes were lost. The disaster cost an estimated \$10 billion, in a country with official development assistance inflows of some \$1.5 billion and where almost one quarter of the population lives under the international poverty line, while persistent conflict feeds an ongoing humanitarian crisis. The destruction of crops and livestock and the loss of a planting season have undercut food security and deepened poverty.

UNICEF – working before, during and after emergencies with its global network of partners in countries – is well poised to mobilize its extensive resources in response to

such disasters. Acting immediately to save lives, UNICEF then made links to longer-term needs as recovery began. Both Haiti and Pakistan drew unprecedented global attention to the urgency of instituting child protection measures after an emergency, when children

are more vulnerable to existing and new threats. UNICEF has stepped up advocacy for strong laws and social welfare systems that shelter children in crises and has worked with partner organizations on establishing standby rapid response teams to protect children wherever disaster strikes again.

### **Haiti: Coordinated actions**

In Haiti, UNICEF played a key role in coordinating international responses to post-quake needs in education; water, sanitation and hygiene; nutrition; and child protection, as well as making essential contributions to safeguarding health. Initial health efforts focused on children living in camps for displaced people and expanded to those in surrounding communities.

Since the quake destroyed much of Haiti's already limited basic infrastructure, UNICEF acted to provide access to a safe water supply and improved sanitation. Clean water was trucked in daily to about 680,000 people at the height of the emergency. Latrines were set up for about 800,000 people in camps, and UNICEF helped install latrines and hand-washing facilities in schools for nearly 77,000 children. A network of almost 5,200 people trained in promoting proper hygiene practices spread out across the country, reaching more than 700,000 people.

From January to October, nearly 2 million children were vaccinated against measles; diphtheria, tetanus and pertussis; rubella; and polio. They also received vitamin A supplementation to combat a nutritional deficiency that can be life-threatening. Actions to prevent the transmission of HIV – which can spike after an emergency – targeted 7,000 adolescents and youth through peer education and community outreach.

More than 100,000 infants and almost 50,000 mothers had passed through a network of Baby-Friendly Tents and Corners by the end of the year, under UNICEF's coordination. These venues provided mothers and infants with safe spaces that offered support, nutritional advice and counseling on breastfeeding. More than 4,650 Early Childhood



Development kits were also distributed for young children to learn and play in protective environments.

UNICEF worked in close partnership with Save the Children to coordinate efforts to rebuild Haiti's shattered education system. Together with the Ministry of Education, to improve education quality, more than 11,300 teachers and educators were trained on a curriculum developed so that children would not have to repeat a year. Of these teachers, 6,000 also learned skills to help children recover from the effects of the disaster. A nationwide All to School campaign encouraged children to return to school despite the quake and reached out to marginalized children in slums and neglected rural areas so that they too would go to school, many for the first time.

When the cholera epidemic broke out, pre-positioned stocks of supplies proved critical in facilitating a quick response. UNICEF provided a network of 72 cholera treatment centres and units with supplies of soap, water purification tablets and information on safe hygiene. Nearly 900,000 bars of soap went to children in schools, and especially to 30,000 of the most vulnerable children living in residential care centres in all 10 of the country's departments.

### **Pakistan: Aiming for longer-term recovery**

After the deadly floods in Pakistan, UNICEF coordinated humanitarian efforts in several areas, including water, sanitation and hygiene; nutrition; education (with Save the Children); and child protection. It joined with WHO and WFP on a strategy to make resources work harder by linking different life-saving emergency responses.

Early measures involved providing safe drinking water to nearly 3.2 million people and sanitation facilities for about 1.5 million people, which contributed to reducing the spread of waterborne diseases. More than 9 million children were vaccinated against polio and more than 8 million against measles. By the end of 2010, some 2,790 temporary learning centres were serving about 165,000 children, helping replace the more than 10,000 schools that were damaged or destroyed in the floods. Around 6,500 Early Childhood Development kits were also provided.

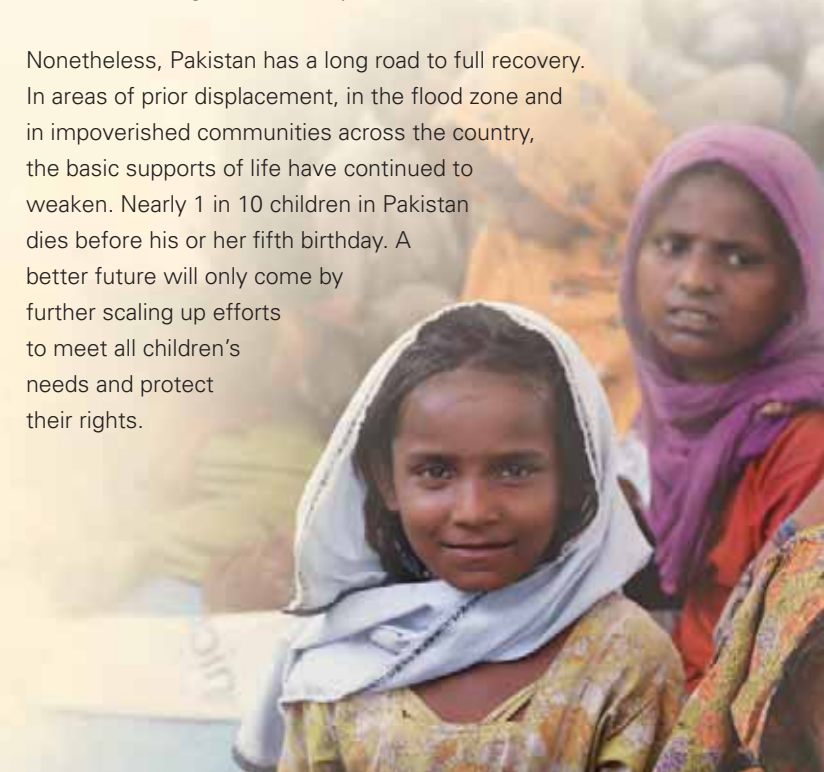
Nutrition surveys carried out in four provinces pinpointed gaps and identified children most vulnerable to malnutrition.

Nearly half a million children and women were screened for malnutrition, while around 115,000 severely and moderately malnourished children and women were enrolled in feeding programmes. UNICEF has also backed a network of 44,000 lady health workers that has become the cornerstone of local health provision, especially for women and girls. Many women and girls might otherwise have limited or no access to health care, owing to cultural reasons that restrict their movement. These community health workers were mobilized to distribute medical supplies and convey health messages across flood-affected areas.

Child protection gaps, severe before the floods, became even more threatening afterwards, as children encountered profound stress, deprivation, and risks of violence and exploitation. As families struggled to feed themselves, girls became more vulnerable to early marriage, a means of reducing the number of dependents. Six months after the flooding, nearly 1,000 static and mobile child-friendly spaces, set up through UNICEF support and its partner NGOs, have focused attention on such threats and delivered psychosocial support and recreation to almost 180,000 children.

To advance longer-term recovery and development in Pakistan, UNICEF has advocated putting new policies and services in place. With worsening water conditions and declining access to sanitation facilities even before the floods, for example, UNICEF worked with national policymakers on formulating a National Sanitation Action Plan and adopting National Drinking Water Quality Standards.

Nonetheless, Pakistan has a long road to full recovery. In areas of prior displacement, in the flood zone and in impoverished communities across the country, the basic supports of life have continued to weaken. Nearly 1 in 10 children in Pakistan dies before his or her fifth birthday. A better future will only come by further scaling up efforts to meet all children's needs and protect their rights.



## Chapter 7

# The business of delivering results

Delivering optimal results for children requires UNICEF to operate soundly and efficiently. This imperative, coupled with UNICEF's moral commitments to child rights, informed the 2010 study on equity. Its concrete proof of the cost-effectiveness of interventions targeting those children most in need serves, as a key reference point for UNICEF's programmes, as well as for the practical aspects of the organization's administration.

UNICEF continually strives to improve its business practices. It seeks to apply industry best practices and international standards for technologies, while striving to build on the benefits of United Nations reform. Maximizing support for the global network of offices that implement programmes

allows the organization to stretch resources as far as possible towards improving children's lives.

### Investing in efficiency

Throughout 2010, UNICEF furthered its preparations for the 2012 launch of VISION, the organizational enterprise resource-planning system. This new system includes a performance management information system that will feature real-time monitoring of finances and programme results in order to better coordinate UNICEF offices and reduce transaction costs. Normative standards were developed for measuring results, and dashboards were established to track performance indicators. To ease the rollout

of the new system, VISION will begin operating in tandem with the United Nations-mandated adoption in 2012 of the International Public Sector Accounting Standards (IPSAS), which will provide more, and better, information on how well UNICEF manages its resources.

Many UNICEF country offices have now moved into shared premises or set up joint service agreements with other United Nations agencies that continued to reduce costs in 2010. Among 50 UNICEF offices with these arrangements, administrative expenses have dropped by about one third. A growing number of offices have taken advantage of the steady growth of cheaper but high-quality national



Emergency medical supplies being shipped to areas affected by cholera from the port city of Gonaïves, Haiti.

Internet service providers. The expanded use of videoconferencing and webinars has cut travel expenses.

Ongoing improvements in accountability and oversight in 2010 included the debut of the Global Evaluation Reports Oversight System, under which an independent company reviews UNICEF evaluations. Audits assessed 20 country offices and 7 headquarters and thematic areas. Joint audits with other United Nations agencies covered the harmonized approach to cash transfers and the Sudan Common Humanitarian Fund. Implementation of a new policy on risk management began with comprehensive training for UNICEF offices.

To link accountability specifically to its refocus on equity, UNICEF in 2010 established the Equity Tracker, a tool for monitoring progress made by country offices and the organization at large. By early 2011, every UNICEF country office had a current online profile detailing how its programmes are contributing to equitable development for children.

Channelling food, medicine and other essentials where they are needed most, UNICEF's supply function played a significant role during 2010. Emergency procurement totalled

\$195 million, more than half of which went to Haiti and Pakistan. Eighty per cent of UNICEF's supply procurement takes place in coordination with other United Nations agencies, particularly WFP, UNHCR and WHO.

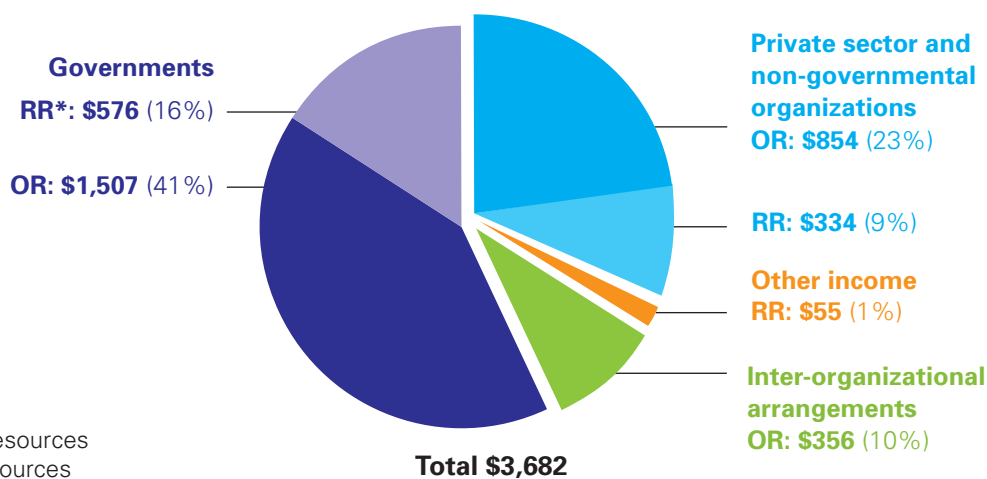
UNICEF's work with partners on procurement – in order to improve access and quality and to lower prices – positively influenced global markets for key essential supplies. Price decreases were also secured for vaccines and insecticide-treated nets that will result in a savings of \$113.3 million for programmes in 2011–2012. The number of suppliers offering ready-to-use therapeutic foods increased, and the prices of pentavalent and polio vaccines fell, resisting an upward trend that had prevailed for several years.

## A strategic approach to staffing

The staff at UNICEF drive the organization's passionate commitment to children – they also provide the professional skills that fuel successful programmes. In 2010, UNICEF ramped up its strategic human resources planning to more readily anticipate and respond to organizational staffing requirements, and it streamlined processes to speed

## Total income to UNICEF by source and funding type, 2010

(in millions of US dollars)



RR: Regular resources  
OR: Other resources

\*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, 2010' (see page 7).

up decision-making. These steps provided critical support to emergency staff surge deployments, which in 2010 nearly quadrupled compared with 2009, owing primarily to the crises in Haiti and Pakistan.

## Maximizing support for its global network of offices allows UNICEF to stretch resources towards improving children's lives.

UNICEF's new e-Recruitment system has cut the average recruitment time by almost one fifth, while its e-PAS system has laid the foundation for improved management of individual performance. A new emphasis on customer service moved the human resources function away from the purely administrative realm and reinforced its role as a supportive partner in achieving all of UNICEF's goals. Senior managers have been appointed specifically to lead this shift in focus.

To support learning and facilitate the sharing of knowledge among staff, UNICEF's communities of practice now network thousands of staff around the world on many key programme and operational areas. The ASK hotline, an online tool, continues to serve as a valued resource for questions and discussions on United Nations coherence.

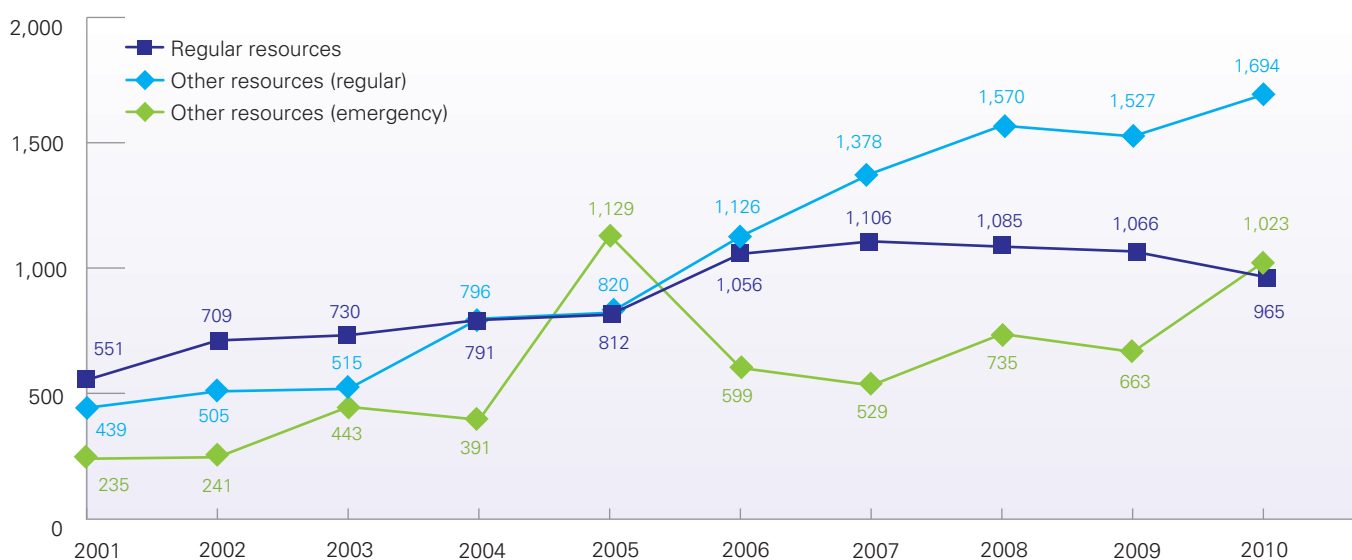
Gender balance in the UNICEF workforce continues to be a core priority, in line with the principles integral to UNICEF programmes. Across all staff levels, the organization approaches parity, with 48 per cent of jobs occupied by women. Progress in senior international posts lags behind, however – women occupy only 42 per cent of such positions.

A new gender equality policy was adopted in 2010 to accelerate UNICEF's efforts. Implementation so far has entailed creating up-to-date rosters of gender specialists; expanding gender training, including for managers; and making gender-equality competencies part of hiring and performance evaluations.

## Tightening resources

UNICEF performs essential functions as the only multilateral institution entrusted solely with advancing children's rights. Nonetheless, the task of raising resources for its work proved challenging in 2010, in the wake of the global economic crisis. Donors have imposed increasingly rigorous requirements governing the use of funds, and a number of them have reduced contributions. Total income increased by 13 per cent from 2009, approaching \$3.7 billion, but much of the rise stemmed from contributions to respond to the crises in Haiti and Pakistan.

## Contributions to UNICEF income, 2001–2010 (in millions of US dollars)



## Thematic contributions, 2008–2010

(in millions of US dollars)

	2008	2009	2010
Young child survival and development	18.8	22.1	32.6
Basic education and gender equality	121.6	128.5	132.3
Child protection	36.0	51.2	53.1
HIV/AIDS and children	10.4	14.8	10.3
Policy, advocacy and partnerships for children's rights	16.1	13.4	12.8
Humanitarian assistance	140.1	64.9	332.4

Regular resources, which the organization receives without restrictions to spend on the priorities of programme countries supported by UNICEF, amounted to \$965 million, declining 9 per cent compared with the previous year. This category made up only 26 per cent of UNICEF's total income in 2010, down from 33 per cent in 2009. These funds strengthen UNICEF's ability to focus on equity and to allocate resources quickly and flexibly where they are needed most in response to changing circumstances. Regular resources allow for greater consistency and more long-term planning, which reduces administrative burdens.

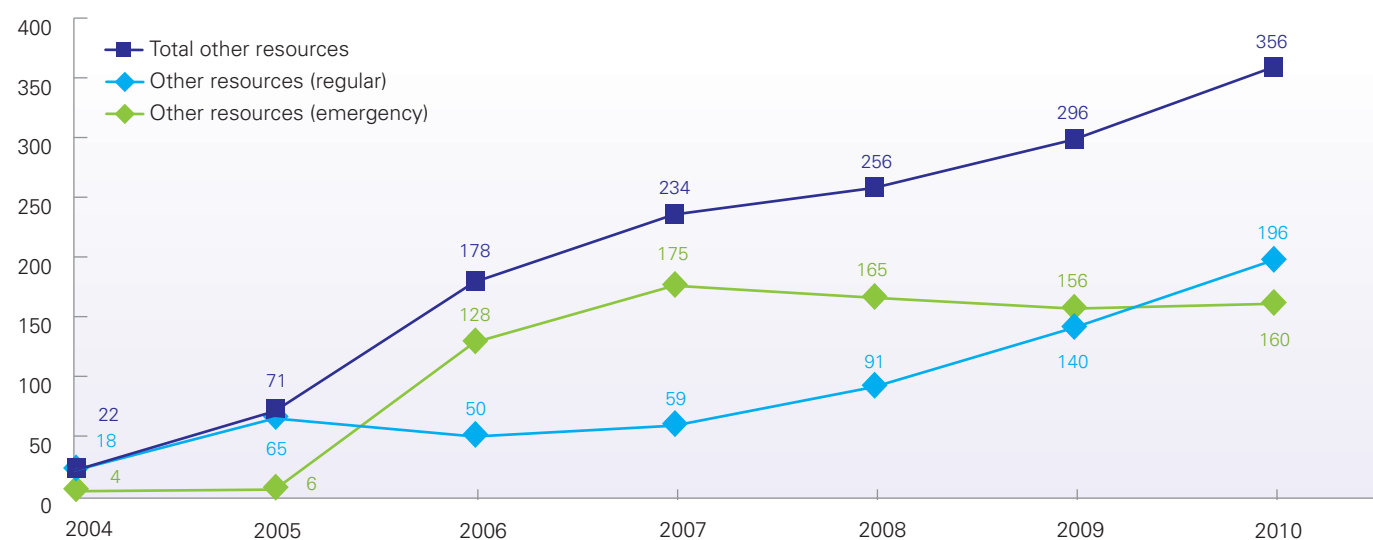
UNICEF maintains close engagements with traditional aid donors, including through ongoing efforts to improve performance measurement and enhance donor recognition. It has increasingly cultivated donors in emerging economies

as well, with the result that income from these countries doubled in 2010. Income from pooled funds, multi-donor trust funds and bilateral arrangements also increased. These inter-organizational arrangements provide new channels for mobilizing resources.

Thematic funds allow for long-term planning, sustainability and savings in transaction costs for both UNICEF and donors. Administrative processing of thematic contributions is less time-consuming and enables concentration on programming and achieving results. In 2010, overall thematic funding for the five medium-term strategic plan (MTSP) thematic areas increased slightly, by 5 per cent, to \$241 million, while rising sharply for humanitarian assistance.

## Contributions received through inter-organizational arrangements, 2004–2010

(in millions of US dollars)



## Top 20 government and intergovernmental donors, 2010

(in thousands of US dollars)

	Regular resources	Other resources		Total
		regular	emergency	
United States	132,250	127,538	80,883	340,671
United Kingdom	32,594	172,993	52,548	258,134
Norway	70,245	112,659	22,063	204,967
Japan	15,184	98,322	61,540	175,046
Netherlands	42,735	91,933	24,090	158,758
European Commission	–	57,470	88,220	145,690
Canada	17,408	89,934	27,268	134,610
Spain	29,225	68,930	29,316	127,471
Sweden	61,428	40,108	24,816	126,352
Australia	24,660	53,473	42,603	120,736
Denmark	28,069	10,063	11,601	49,732
Finland	21,592	10,417	7,597	39,606
Belgium	25,128	865	9,192	35,185
Switzerland	20,661	3,385	508	24,554
Germany	8,242	6,986	758	15,986
Italy	4,202	441	11,052	15,695
France	9,447	399	4,883	14,729
Ireland	9,864	3,228	1,428	14,521
Luxembourg	3,711	4,609	1,160	9,480
New Zealand	4,320	3,387	1,428	9,135

## Top 20 national committee donors, 2010

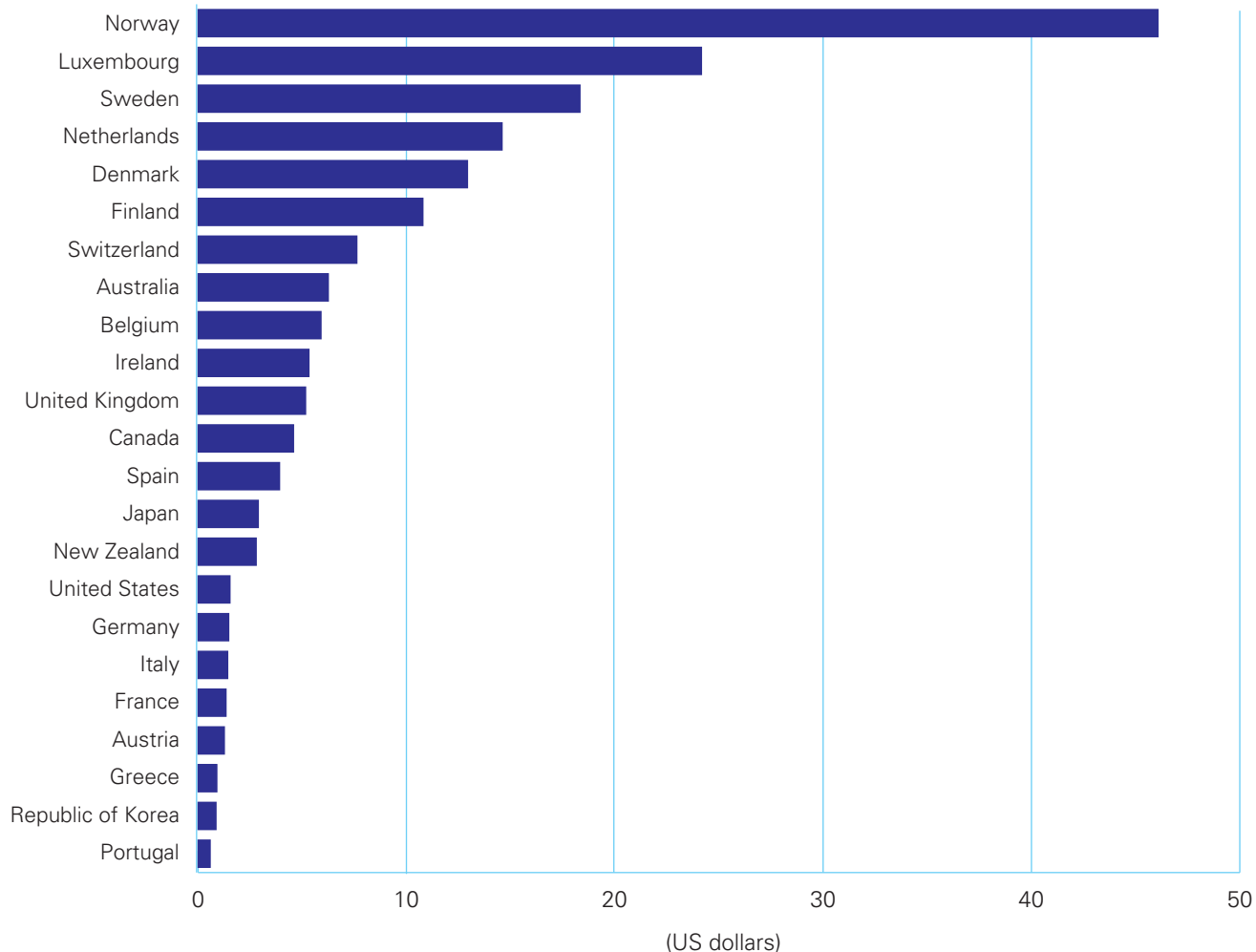
(in thousands of US dollars)

	Regular resources	Other resources		Total
		regular	emergency	
Japan	148,232	18,636	26,736	193,605
United States	12,708	30,560	85,483	128,751
Germany	49,995	28,198	26,512	104,705
Netherlands	41,553	16,837	24,740	83,130
France	37,705	13,648	20,023	71,375
Italy	21,570	36,271	12,100	69,940
United Kingdom	2,627	26,988	27,047	56,662
Spain	24,848	12,503	17,896	55,247
Sweden	19,685	19,929	5,467	45,080
Republic of Korea	24,873	5,898	5,009	35,780
Switzerland	12,180	18,677	3,865	34,723
Belgium	6,843	7,793	13,928	28,565
Hong Kong, China	10,247	4,786	7,560	22,593
Denmark	9,515	4,596	7,649	21,759
Canada	965	3,988	16,079	21,033
Norway	6,382	7,810	4,750	18,942
Finland	11,587	3,681	2,646	17,914
Australia	3,671	4,709	7,570	15,949
Greece	4,375	1,472	3,785	9,632
Ireland	2,926	581	5,679	9,186



## Per capita contributions to UNICEF, 2010\*

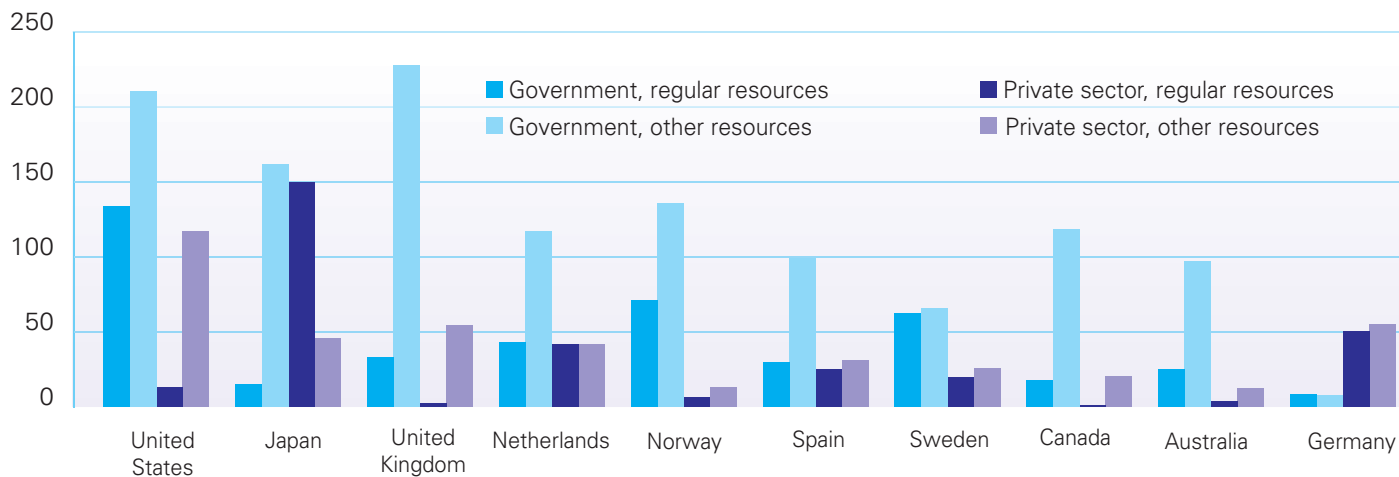
Member countries of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD)



\* Includes contributions from governments and national committees.

## Top 10 countries by donor and funding type, 2010\*

(in millions of US dollars)



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

## Corporate sector and foundation alliances contributing \$100,000 or more in 2010

Global alliances		Equatorial Guinea	BG Group	Japan (continued)	Itoham Foods Inc.	Switzerland	MIG Bank SA	
Amway Europe		Finland	Nokia Oyj	Kanagawa Consumers' Co-Operative Society KYOKUTOU ASSOCIATES Co., Ltd. Level-5, Inc./Take Action Foundation Lion Corporation Mitsubishi Belting Ltd. Miyagi Consumers' Co-Operative Society Nihon Kraft Foods Ltd. Oji Nepia Co., Ltd. Osaka Izumi Co-Operative Society Osaka Pal Co-Op Ring Bell Co., Ltd. Sony Corporation Saitama Co-Operative Society SARAYA Co., Ltd. Skylark Co., Ltd. Sugarylady Inc. Sumitomo Mitsui Banking Corporation Sumitomo Mitsui Card Co., Ltd. The Bank of Tokyo-Mitsubishi UFJ, Ltd. Volvic	MIG Bank SA	MSC Crociere SA		
Barclays		France	Caisses d'Epargne Century 21 Clairefontaine EDF Energizer Groupama Groupe SEB La Banque Postale Orange Rythm Sanofi-aventis SC Johnson Société Générale Temps L Total Verbaudet Volvic		Roche Employee Action & Charity Trust	Stammach-Stiftung		
Futbol Club Barcelona		Germany	Deutsche Post AG Mattel Payback Siemens AG Volvic Commerzbank AG Stiftung United Internet für UNICEF Stiftung Berliner Philharmoniker Harold A. und Ingeborg L. Hartog-Stiftung (Private)		Sweden	Café Opera EnterCard Sverige AB Gina Tricot AB Löfbergs Lila AB M Magasin Svenska PostkodLotteriet		
Gucci		Greece	Diners Club of Greece Finance Company S.A. Estée Lauder Hellas S.A. - M.A.C. Cosmetics Tsakos Shipping & Trading S.A.		UK Committee for UNICEF	Barclays Bank Clarks Dell Corporation Energizer FTSE Kantar Manchester United Football Club News International Orange Samsonite Tesco The Vodafone Foundation Twinings		
H&M, Hennes & Mauritz AB		Hong Kong, China	Chow Tai Fook Jewellery Co., Ltd. The Hongkong and Shanghai Banking Corporation Limited		US Fund for UNICEF	Jefferies & Co. Acqua di Giò/Giorgio Armani Parfums Amgen Foundation Apple Corps Ltd. BD Carnival Corporation & plc Chegg, Inc. Colgate-Palmolive Company Covington & Burling LLP Dell Deutsche Bank ExxonMobil Corporation First Data Corporation GE Foundation Google, Inc. Hess Corporation Hewlett-Packard Company Foundation Johnson & Johnson Kmart Liberty Global, Inc. Major League Baseball Merck & Co., Inc. Microsoft Corp. National Basketball Association & the NBPA Pfizer Inc. Pier 1 Imports, Inc. RockYou, Inc. The Baupost Group, L.L.C. The Clorox Company Foundation The J.P. Morgan Chase Foundation The Prudential Foundation The Safeway Foundation The UPS Foundation Time Warner Inc. Toys "R" Us Children's Fund and Toys "R" Us, Inc. Turner Broadcasting System, Inc. United States Tennis Association		
IKEA		India	EXIDE Industries Limited Prasar Bharati		Mexico	Banco Santander Comercial Mexicana Laboratorios Liomont Random House Mondadori		
ING		Ireland	Aer Lingus Topaz Hostelworld.com Fyffes		Netherlands	Uniqe Djoser BV Dutch National Postcode Lottery Wavin Group/Aqua for All		
IZA		Italy	AGOS S.p.A. Calendario della Polizia Ferrarelle SpA Poste Italiane		Norway	Cubus IKEA Norway Japan Photo Kivi Nordic Choice Hotels NorgesGruppen ASA Norwegian Rica Hotels AS Telenor Group		
MAC AIDS Fund		Japan	AEON AEON MALL Co., Ltd. Amuse, Inc. B-R 31 Ice Cream Co., Ltd. Chiba Co-Operative Society Circle K Sunkus Co., Ltd. Consumers' Co-Operative Kobe Consumers' Co-Operative Sapporo Consumers' Co-Operative Shizuoka Consumers' Co-Operative Tokyo CO-OPNET Business Association FCO-OP Fuji Television Network, Inc. Hakugen Co., Ltd. Honda Motor Co., Ltd. Isetan Co., Ltd.		Poland	ITAKA Mint of Poland SC Johnson		
Montblanc					Republic of Korea	Basic House Corp. Daewoo Securities Kookmin Bank Korean Council on Latin America & the Caribbean Shinhan Bank		
Procter & Gamble					Russian Federation	Tupperware LLC		
Unilever					South Africa	Total South Africa		
Check Out For Children™ (Starwood Hotels & Resorts: Europe, Africa, Middle East, Asia Pacific and Mainland China)					Spain	Arbora & Ausonia Bancaja Banesto BBVA Caja Madrid Cajasol Eroski Fundación Cajamurcia Fundación CAN Fundación La Caixa Grefusa Jané La Sexta NH Hoteles SA Orange Unicaja		
Change For Good®							Venezuela (Bolivarian Republic of)	AB-10 Group Cinematografia Publicitaria Excelsior Gama
Aer Lingus (Ireland)								
Alitalia (Italy)								
All Nippon Airways – ANA (Japan)								
American Airlines (USA)								
Asiana (Republic of Korea)								
Cathay Pacific (Hong Kong, China)								
Finnair (Finland)								
Japan Airlines (Japan)								
Qantas (Australia)								
National committee/ country office	Corporate donor							
Argentina	Banelco Carrefour Farmacity OCA							
Australia	SunRice The Just Group							
Belgium	buy aid Belgacom GlaxoSmithKline Biologicals Hallmark							
Brazil	Banco Itaú Companhia Energética do Ceará - COELCE Fundação Itaú Social Nidos - Organização de Eventos Ltda Petrobras Rede Energia RGE - Rio Grande Energia Samsung							
Canada	Cadbury Les Rôtisseries St-Hubert Ltée McCain Foods Limited PwC Teck Resources Limited Tim Horton Children's Foundation Tim Hortons Webkinz Foundation							
China	GlaxoSmithKline Biological Shanghai Ltd. Porsche (China) Motors Ltd. HNA Group Co., Ltd. (Hainan Airlines)							
Croatia	Hrvatski Telekom d.d.							
Denmark	Brøndby IF							
Ecuador	Diners Club							

## 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.)

Afghanistan 2010–2013	\$157,668,000	Cuba 2008–2012	\$3,160,000	Lao People's Democratic Republic* 2007–2011	\$9,825,000	Russian Federation*** 2006–2011	\$5,190,879
Albania*** 2006–2011	\$4,125,000	Democratic People's Republic of Korea** 2011–2015	\$9,305,000	Lebanon 2010–2014	\$3,750,000	Rwanda 2008–2012	\$39,375,000
Algeria 2007–2011	\$5,410,000	Democratic Republic of the Congo* 2008–2012	\$273,587,687	Lesotho 2008–2012	\$5,170,000	Sao Tome and Principe* 2007–2011	\$3,569,875
Angola 2009–2013	\$34,500,500	Djibouti 2008–2012	\$3,950,000	Liberia* 2008–2012	\$24,815,000	Senegal* 2007–2011	\$21,171,000
Argentina 2010–2014	\$3,750,000	Dominican Republic 2007–2011	\$3,573,624	Madagascar* 2008–2011	\$46,314,000	Serbia** 2011–2015	\$2,500,000
Armenia 2010–2015	\$4,500,000	Eastern Caribbean Islands <sup>1</sup> 2008–2011	\$12,800,000	Malawi 2008–2011	\$37,349,000	Sierra Leone**** 2008–2012	\$36,759,000
Azerbaijan** 2011–2015	\$4,585,000	Ecuador 2010–2014	\$3,750,000	Malaysia** 2011–2015	\$3,750,000	Somalia** 2011–2015	\$42,325,000
Bangladesh*** 2006–2011	\$93,635,718	Egypt* 2007–2011	\$14,718,000	Maldives** 2011–2015	\$3,750,000	South Africa*** 2007–2011	\$4,975,275
Belarus* 2011–2015	\$3,750,000	El Salvador* 2007–2011	\$3,606,191	Mali 2008–2012	\$59,840,000	Sri Lanka 2008–2012	\$4,000,000
Belize*** 2007–2011	\$3,390,545	Equatorial Guinea 2008–2012	\$3,680,000	Mauritania*** 2009–2011	\$5,051,200	Sudan 2009–2012	\$41,177,000
Benin 2009–2013	\$23,107,500	Eritrea* 2007–2011	\$9,815,000	Mexico 2008–2012	\$3,140,000	Swaziland** 2011–2015	\$3,755,000
Bhutan 2008–2012	\$4,830,000	Ethiopia* 2007–2011	\$159,148,778	Mongolia 2007–2011	\$4,535,000	Syrian Arab Republic 2007–2011	\$4,605,000
Bolivia (Plurinational State of) 2008–2012	\$6,470,000	Gabon* 2007–2011	\$3,480,000	Montenegro 2010–2011	\$1,500,000	Tajikistan 2010–2015	\$12,012,000
Bosnia and Herzegovina 2010–2014	\$3,750,000	Gambia* 2007–2011	\$5,316,140	Morocco 2007–2011	\$6,700,000	Thailand 2007–2011	\$5,000,000
Botswana 2010–2014	\$3,750,000	Georgia** 2011–2015	\$3,750,000	Mozambique**** 2007–2011	\$72,608,000	The former Yugoslav Republic of Macedonia 2010–2015	\$4,500,000
Brazil 2007–2011	\$4,620,000	Ghana*** 2006–2011	\$33,926,906	Myanmar** 2011–2015	\$83,585,000	Timor-Leste 2009–2013	\$5,063,000
Bulgaria 2010–2012	\$2,250,000	Guatemala 2010–2014	\$4,230,000	Namibia**** 2006–2012	\$4,835,000	Togo 2008–2012	\$16,050,000
Burkina Faso** 2006–2015	\$75,745,000	Guinea* 2007–2011	\$26,097,000	Nepal**** 2008–2012	\$33,878,000	Tunisia* 2007–2011	\$3,514,000
Burundi** 2010–2014	\$49,325,000	Guinea-Bissau* 2008–2012	\$10,464,000	Nicaragua 2008–2012	\$4,160,000	Turkey** 2011–2015	\$4,180,000
Cambodia** 2011–2015	\$32,530,000	Guyana*** 2006–2011	\$4,095,000	Niger 2009–2013	\$84,672,000	Turkmenistan 2010–2015	\$5,058,000
Cameroon* 2008–2012	\$30,070,000	Haiti* 2009–2011	\$9,072,000	Nigeria 2009–2012	\$152,960,400	Uganda 2010–2014	\$106,440,000
Cape Verde*** 2006–2011	\$4,050,000	Honduras 2007–2011	\$4,495,000	Occupied Palestinian Territory**** 2011–2013	\$12,000,000	Ukraine* 2006–2011	\$5,426,000
Central African Republic* 2007–2011	\$15,428,000	India 2008–2012	\$162,900,000	Pacific Islands <sup>3</sup> 2008–2012	\$27,500,000	United Republic of Tanzania*** 2007–2011	\$64,361,000
Chad*** 2006–2011	\$43,658,202	Indonesia** 2011–2015	\$27,700,000	Pakistan**** 2009–2012	\$64,791,000	Uruguay** 2010–2015	\$3,750,000
Chile*** 2005–2011	\$3,449,408	Iran (Islamic Republic of)**** 2005–2011	\$10,910,014	Panama* 2007–2011	\$2,750,000	Uzbekistan** 2010–2015	\$19,734,000
China 2011–2015	\$50,615,000	Iraq** 2011–2014	\$7,936,000	Papua New Guinea 2008–2012	\$7,150,000	Venezuela (Bolivarian Republic of) 2009–2011	\$2,700,000
Colombia 2008–2012	\$4,450,000	Jamaica* 2007–2011	\$3,484,000	Paraguay 2007–2011	\$3,730,000	Viet Nam*** 2006–2011	\$22,815,428
Comoros 2008–2012	\$3,715,000	Jordan 2008–2012	\$3,335,000	Peru*** 2006–2011	\$4,953,473	Yemen* 2007–2011	\$31,188,000
Congo 2009–2013	\$5,634,000	Kazakhstan 2010–2015	\$5,322,000	Philippines**** 2005–2011	\$19,630,000	Zambia** 2011–2015	\$42,795,000
Costa Rica 2008–2012	\$3,000,000	Kenya 2009–2013	\$41,269,500	Republic of Moldova* 2007–2011	\$3,652,000	Zimbabwe* 2007–2011	\$14,907,257
Côte d'Ivoire 2009–2013	\$31,140,000	Kyrgyzstan*** 2005–2011	\$6,482,000	Romania 2010–2012	\$2,250,000		

UNICEF cooperated with 150 countries, areas and territories in 2010: 44 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).

\* 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.

1. 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.
2. 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).
3. Includes the Cook Islands, Fiji, Kiribati, the Marshall Islands, the Federated States of Micronesia, Nauru, Niue, Palau, Samoa, the Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu.
4. Serbia includes Kosovo, currently under United Nations administration.

## Total UNICEF income by source of funding, 2010 (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>	
Algeria	24,000									24,000
Andorra	24,388		233,075			127,065		1,510,432		1,894,960
Angola						1,761,096			953,682	2,714,778
Argentina	3,893								10,745,229	10,749,122
Armenia	4,000								10,479	14,479
Australia	24,660,098		3,670,559			96,075,800		12,278,698		136,685,155
Austria	2,029,069		3,086,978			2,893,155		2,501,053		10,510,255
Bahamas						12,500				12,500
Bangladesh	34,500									34,500
Barbados	4,000								190,213	194,213
Belgium	25,127,953		6,843,498			10,056,829		21,721,102		63,749,381
Belize						109,374			6,084	115,458
Benin						32,250				32,250
Bhutan	15,435								1,729	17,164
Bolivia (Plurinational State of)	123,761					464,173			104,634	692,568
Bosnia and Herzegovina									67,289	67,289
Botswana									7,911	7,911
Brazil				203,565		4,685,692			12,445,528	17,334,785
Bulgaria	10,000					281,709			1,542,500	1,834,209
Burkina Faso	5,820									5,820
Cameroon									51,156	51,156
Canada	17,408,160		965,440			117,202,206		20,067,118		155,642,924
Chile	70,000			98,720		165,600			961,849	1,296,169
China	1,216,501			70,805		500,000			3,645,149	5,432,455
Colombia				446,001		50,000			3,776,300	4,272,301
Comoros						1,294,503			5,551	1,300,053
Congo						18,798			4,942	23,739
Costa Rica	16,284								89,940	106,224
Côte d'Ivoire						6,800,000			210,195	7,010,195
Croatia	25,000			412,499					1,976,442	2,413,941
Cuba	10,000								6,689	16,689
Cyprus				616,800						616,800
Czech Republic			2,580,055			268,557		1,716,410		4,565,022
Democratic Republic of the Congo						2,419,679				2,419,679
Denmark	28,068,950		9,514,713			21,663,134		12,244,752		71,491,549
Dominican Republic				70,204					323,836	394,039
Ecuador				123,751					923,980	1,047,730
Egypt	68,663					559,696			236,255	864,615
Equatorial Guinea									1,106,435	1,106,435
Estonia	51,999		28,302			99,963		61,774		242,038
Ethiopia									340,000	340,000
Fiji									323	323
Finland	21,592,480		11,586,751			18,013,775		6,327,037		57,520,044
France	9,446,710		37,704,618			5,282,487		33,670,571		86,104,386
Gabon						100,000			387,847	487,847
Germany	8,241,961		49,994,919			7,743,564		54,709,978		120,690,422
Gibraltar				11,582						11,582
Greece	275,000		4,374,847			244,200		5,257,205		10,151,253
Guinea						100,000				100,000
Guyana	10,754								147,762	158,516
Honduras	26,043								5,000	31,043
Hong Kong, China			10,247,057					12,345,965		22,593,022
Hungary	124,312		200,299					722,998		1,047,609
Iceland	340,000		1,206,170			750,000		826,536		3,122,706
India	814,720			31		1,642,085			3,654,026	6,110,862
Indonesia				230,207					4,218,781	4,448,987
Iran (Islamic Republic of)	36,731			362,484					21,103	420,317
Ireland	9,864,400		2,926,094			4,656,831		6,260,350		23,707,675
Israel	120,000							357,029		477,029
Italy	4,201,680		21,569,573			11,493,487		48,370,575		85,635,315
Jamaica									247	247
Japan	15,183,936		148,232,154			159,862,090		45,372,519		368,650,699
Jordan									34,054	34,054
Kazakhstan	50,000								18,285	68,285
Kenya				126,931					154,691	281,622
Kuwait	200,000					325,000				525,000
Lao People's Democratic Republic	5,350								3,398	8,748

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>	
Lebanon	5,000								513	5,513
Lesotho	1,500									1,500
Libyan Arab Jamahiriya						73,400				73,400
Liechtenstein	46,126					298,728				344,854
Lithuania			8,899					252,814		261,713
Luxembourg	3,711,484		1,073,074			5,768,930		1,286,716		11,840,204
Madagascar	3,000					150,818				153,818
Malawi									308	308
Malaysia	84,000			134,504		500,000			3,581,443	4,299,947
Mali									2,057	2,057
Marshall Islands	1,051									1,051
Mauritania	3,708								769	4,478
Mexico	214,000			138,377					3,697,935	4,050,312
Monaco	10,685			29,444		140,000				180,129
Mongolia	11,000					149,363				160,363
Morocco	79,035					1,550,020				1,629,055
Myanmar	2,672									2,672
Nepal						55,146				55,146
Netherlands	42,735,000		41,552,595			116,023,215		41,577,096		241,887,907
New Zealand	4,319,640		1,086,528			4,815,148		1,901,885		12,123,200
Nicaragua	6,000									6,000
Nigeria				257,427					176,159	433,586
Norway	70,245,000		6,382,270			134,721,906		12,560,171		223,909,348
Occupied Palestinian Territory									250,000	250,000
Oman						999,115			219,860	1,218,975
Pakistan	101,173					1,023,233			807,995	1,932,401
Panama	26,750			46,319		450,000			79,206	602,275
Peru				97,486					779,843	877,329
Philippines	54,085			70,365					2,210,358	2,334,807
Poland			907,043					2,161,070		3,068,113
Portugal	300,000		3,418,961			600,000		1,696,026		6,014,988
Republic of Korea	3,000,000		24,872,991			3,200,000		10,907,005		41,979,996
Romania	14,172								1,715,348	1,729,521
Russian Federation	1,000,000					3,000,000			1,305,050	5,305,050
San Marino			8,199					93,866		102,065
Saudi Arabia	2,000,000					5,165,330			20,580	7,185,910
Senegal						45,050				45,050
Serbia				137,737					186,473	324,209
Singapore	50,000					30,000				80,000
Slovakia	14,430		66,533					567,198		648,162
Slovenia	156,292		1,890,521					1,215,224		3,262,037
South Africa						137,419			863,281	1,000,700
Spain	29,224,950		24,847,889			98,245,735		30,399,068		182,717,642
Sri Lanka	15,500									15,500
Sudan									226,563	226,563
Sweden	61,427,820		19,684,540			64,923,861		25,395,610		171,431,831
Switzerland	20,661,200		12,179,763			3,892,696		22,542,780		59,276,439
Thailand	236,848								9,621,198	9,858,046
Togo	2,000									2,000
Trinidad and Tobago	15,000									15,000
Tunisia	29,630			55,643					49,595	134,868
Turkey	150,000		338,197					1,753,371		2,241,568
Uganda									1,300	1,300
Ukraine									49,222	49,222
United Arab Emirates	100,000			175,733		7,463,889			1,759,450	9,499,072
United Kingdom	32,593,785		2,626,623			225,540,495		54,035,338		314,796,240
United Republic of Tanzania									9,153	9,153
United States	132,250,000		12,707,807			208,421,364		116,042,833		469,422,004
Uruguay	21,400			6,741					1,222,148	1,250,290
Venezuela (Bolivarian Republic of)				1,242,553					1,308,821	2,551,374
Viet Nam									10,062	10,062
Yemen									620	620
Zambia	85,649									85,649
Miscellaneous <sup>5</sup>				527,585						527,585
Income adjustments to prior years <sup>6</sup>	796,620		241,919	(398,265)		(4,573,651)		(189,916)		(4,123,292)
Cost of goods delivered and other expenses <sup>4</sup>					(139,821,990)					(139,821,990)
<b>Subtotal</b>	<b>575,342,755</b>	<b>0</b>	<b>468,859,456</b>	<b>5,295,228</b>	<b>(139,821,990)</b>	<b>1,360,566,510</b>	<b>0</b>	<b>610,520,259</b>	<b>78,534,820</b>	<b>2,959,297,036</b>

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>	
<b>Intergovernmental organizations</b>										
Agfund						150,000				150,000
Asian Development Bank						200,000				200,000
Council of Europe Development Bank						140,056				140,056
European Commission						145,689,578				145,689,578
OPEC Fund						1,000,000				1,000,000
Secretariat of Pacific Community						362,984				362,984
Income adjustments to prior years <sup>5</sup>	362,597					(515,875)				(153,278)
<b>Subtotal</b>	<b>362,597</b>					<b>147,026,743</b>				<b>147,389,340</b>
<b>Inter-organizational arrangements</b>										
Food and Agriculture Organization (FAO)							395,672			395,672
Joint United Nations Programme on HIV/AIDS (UNAIDS)							20,974,268			20,974,268
UN Office - Geneva							184,373			184,373
UN Department of Peacekeeping Operations (DPKO)							389,091			389,091
UN Trust Fund for Human Security							2,980,929			2,980,929
UN Secretariat							64,436			64,436
United Nations Development Group (UNDG)							7,897,490			7,897,490
United Nations Development Programme (UNDP)							159,800,351			159,800,351
United Nations Population Fund (UNFPA)							6,810,198			6,810,198
United Nations Development Fund for Women (UNIFEM)							30,000			30,000
United Nations Office for Coordination of Humanitarian Affairs (UNOCHA)							101,722,254			101,722,254
UN Office for Drug Control and Crime Prevention (UNODCCP)							27,700			27,700
United Nations Joint Programme							7,037,825			7,037,825
World Health Organization (WHO)							2,843,576			2,843,576
World Bank							47,843,337			47,843,337
World Food Programme (WFP)							552,327			552,327
Income adjustments to prior years <sup>5</sup>							(3,312,507)			(3,312,507)
<b>Subtotal</b>							<b>356,241,320</b>			<b>356,241,320</b>
<b>Non-governmental organizations</b>										
AIM - Association Intercooperation Madagascar									140,505	140,505
Amsterdam International Institute of Development									265,319	265,319
Atlantic Philanthropies									750,000	750,000
Bernard Van Leer Foundation									108,843	108,843
Bill & Melinda Gates Foundation									52,572,396	52,572,396
GAVI Alliance									10,348,625	10,348,625
Global Alliance for Improved Nutrition (GAIN)									280,982	280,982
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)									35,827,372	35,827,372
Micronutrient Initiative									14,705,670	14,705,670
Red Crescent Society									610,257	610,257
Rotary International									30,429,527	30,429,527
Tesuko Kuroyanagi, Japan				237,200					948,800	1,186,000
United Nations Foundation, Inc.									17,161,877	17,161,877
Miscellaneous <sup>7</sup>				78,676					155,035	233,711
Income adjustments to prior years <sup>6</sup>				7,779					(269,606)	(261,827)
<b>Subtotal</b>				<b>323,655</b>					<b>164,035,603</b>	<b>164,359,257</b>
<b>Other income</b>										<b>54,603,788</b>
<b>TOTAL INCOME</b>	<b>575,705,351</b>	<b>0</b>	<b>468,859,456</b>	<b>5,618,883</b>	<b>(139,821,990)</b>	<b>1,507,593,253</b>	<b>356,241,320</b>	<b>610,520,259</b>	<b>242,570,422</b>	<b>3,681,890,741</b>

**Notes:**  
<sup>1</sup> Includes both other resources 'regular' and other resources 'emergency'.  
<sup>2</sup> Includes Private Fundraising and Partnerships Division (PFP) income.  
<sup>3</sup> Includes income from Country Office Private Sector Fundraising.  
<sup>4</sup> Cost of goods delivered and other operating expenses incurred by PFP, excluding commission retained by sales partners and sales expenditure by country office.  
<sup>5</sup> Miscellaneous income primarily consists of private sector income for which the source is not individually identified.  
<sup>6</sup> Includes refunds and adjustments to income recognized in previous years.  
<sup>7</sup> Miscellaneous income primarily consists of income from NGOs.

#### Foreword

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#### Chapter 2

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#### Chapter 7

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## UNICEF EXECUTIVE BOARD

(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.

### OFFICERS FOR 2010

#### President:

H. E. Dr. Abulkalam Abdul Momen (Bangladesh)

#### Vice-Presidents:

H.E. Ms. Sanja Štiglic (Slovenia)

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<sup>1</sup> H.E. Mr. Chitsaka Chipaziwa (Zimbabwe) succeeded H.E. Mr. Boniface G. Chidyausiku (Zimbabwe) on 1 August 2010.

<sup>2</sup> Ms. Lilián Silveira (Uruguay) succeeded Mr. Gustavo Álvarez (Uruguay) on 1 March 2010.

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