



ANNUAL
REPORT
2013



Notes: Data in this report are drawn from the most recent available statistics from UNICEF and other United Nations agencies, annual reports prepared by UNICEF country offices and the Annual report of the Executive Director of UNICEF presented to the Executive Board, 3–6 June 2014.

All references to Kosovo in this publication should be understood to be in the context of United Nations Security Council Resolution 1244 (1999).

All amounts are in US dollars unless otherwise specified.

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Front cover: Two cousins share a laugh. Their good humour belies the gravity of their situation: Both girls are Syrian refugees who fled the country and now live with family members in the Fayda informal tented settlement in the Bekaa Valley, Lebanon.

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FOREWORD

2013 was a year of positive change for millions of children – and for each child, an individual story:

The newborn in Malawi born free from HIV because her mother had access to the treatment she needed to prevent transmission and to stay healthy.

The baby in Kosovo whose birth was registered by a community health worker using a mobile phone, helping fulfil her rights to health, an education and a better life.

The toddler in Indonesia attending an early childhood development programme, thus strengthening his brain growth and opening the door to a lifetime of learning.

The child in Nigeria receiving a full course of polio vaccine because immunization campaigns were able to reach her remote community.

The boy with a disability in Yemen no longer hidden at home and able to attend school for the first time.

The indigenous teenager in Peru who can now speak out against violence and exploitation and find support to overcome her experiences.

The young girl in India enrolled in secondary school instead of being forced into early marriage.

The adolescent boy in the Kibera slum in Kenya mapping the environmental and other dangers in his community and taking greater control over the conditions of his life.

The stories of individual children are their own; our efforts to reach them are the stories of UNICEF, in 2013 and every year since our founding.

But for far too many children, 2013 either brought no change – or violent change. The threat of a

lost generation in Syria...horrific violence in the Central African Republic...violent conflict in the world's newest nation, South Sudan...the devastation of a typhoon in the Philippines...all took centre stage in 2013, together with many other emergencies around the world.

And disparities – among children from rich and poor countries and communities, among children from rural and urban environments, among children from different ethnic groups – remain high, even as we approach the 2015 target date for achievement of the Millennium Development Goals.

On average in 2013, a child born in sub-Saharan Africa was 14 times more likely than a child born in the United States to die before turning five. Girls continue to face high barriers to schooling in northern Africa, sub-Saharan Africa and parts of Asia. Globally, 80 per cent of the children under five who suffer from stunting – a condition that can irreversibly damage a child's physical and cognitive development – live in only 14 countries, and children in rural communities are more likely than children from urban communities to be stunted.

The *UNICEF Annual Report 2013* outlines our efforts to reach the children who have gone unreached; to drive change for the most vulnerable, disadvantaged and excluded children. Because to the extent that we have not reached them, to the extent that they continue to be deprived, abused, exploited and denied a voice, to that extent their rights are not fulfilled.

The year 2013 was also a pivotal one for UNICEF.

We put in place a new Strategic Plan to guide our equity-focused work over the next four years across all our priorities: child health, HIV and AIDS, water, sanitation and hygiene, nutrition, education, child protection and social inclusion – and cross-cutting issues like gender and early childhood development.



Executive Director Anthony Lake chats with children at a UNICEF child-friendly space in Tacloban City, the Philippines. As part of an inter-agency response to Typhoon Haiyan, UNICEF provided water, sanitation and hygiene, health, education and child protection support.

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We streamlined our internal processes to increase the efficiency and effectiveness of our programmes and our organization as a whole.

We also deepened our commitment to fuel and leverage innovation at every level of our work, engaging especially with the children and young people whom innovation will most benefit – and who are helping drive it. We spurred new global partnerships to enlist the support of governments and civil society in reducing child mortality. And we emphasized engaging with people around the world more directly to end violence against children everywhere and to prevent a lost generation in Syria.

Our organization must and will adapt to the changing environment in which we work and the emerging needs of children. And we must do more than *adapt* to change: We must also strive to *shape* the change and use it to benefit children.

We are very grateful that UNICEF's income increased significantly in 2013. And, as ever, we are aware that with greater revenue comes greater responsibility to deliver results for the most disadvantaged children and all those whose rights are not realized. It is a responsibility to our donors and – even more – to the children we serve. We shoulder it gladly.

Anthony Lake
Executive Director

A year of progress and promise, with new responsibilities to deliver **RESULTS FOR CHILDREN**

**For the world's children,
there was much positive
news to celebrate in 2013.**

Key indicators of child well-being have revealed significant global advances: The number of deaths among children under five almost halved since 1990; 89 per cent of the global population used an improved drinking water source and 64 per cent used an improved sanitation facility; and 123 countries now penalize all forms of sexual violence against girls and boys.

In 2013, UNICEF moved forward with determination to build on that progress, working together with our partners in more than 190 countries to find new ways of realizing the rights of every child, especially the most disadvantaged.

Our efforts to support the most vulnerable children and their families took place against the backdrop of a global economy more stable than in years past but still fragile, with slow growth, challenging unemployment levels and an uneven recovery. Extreme poverty is heavily concentrated among the young, with 47 per cent of the world's poor aged 18 or younger. With high levels of inequality and many of these poor children living in middle-income countries, child poverty is a truly global concern.

The *Annual Report 2013* spotlights the Strategic Plan 2014–2017, UNICEF's blueprint for fulfilling the promises of the Millennium Development Goals (MDGs) and directing our equity-focused work for children beyond 2015. As you will read in this report, our efforts in 2013 have focused on multiple fronts – driving innovation, deepening partnerships and engaging the public to mobilize change for children. In all we do, we have continued efforts to streamline our operations, to strengthen programme monitoring to find out what is working and what is not, and to become more transparent.

Demonstrable results

During the year, multiple catastrophes and conflicts tore apart children's lives, with natural disasters devastating communities and violence claiming many innocent victims. Children in the Central African Republic, the Philippines, the Syrian Arab Republic and other countries in the region, as well as children in numerous other countries, suffered enormously. UNICEF was on the ground and, with our partners, provided millions of these children and their families with life-saving medicines, nutrition,



In Gaibandha, Bangladesh, second graders attend outdoor classes at a government primary school.
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water, sanitation and hygiene (WASH), education and protection.

In our programmes, we worked with partners at all levels, across regions and countries, to promote the rights of children, to ensure that they have access to health-care services, adequate nutrition, basic education, HIV and AIDS prevention and treatment, and child protection. We advocated for children's inclusion in national laws, strategies and budgetary frameworks.

To systematically identify, track and address bottlenecks that are impeding results for the most disadvantaged children, elements of the Monitoring Results for Equity System (MoRES) were applied in more than 80 countries in 2013, a marked increase from 30 countries in 2012. While characteristics of the approach vary, in many countries MoRES is contributing to more strategic programmes and improved monitoring of results for children. UNICEF is working with other United Nations partners, particularly the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), to strengthen the equity focus of national programmes and improve real-time monitoring.

In Botswana's Chobe District, application of MoRES revealed that the lack of trained midwives was the main bottleneck to coverage of postnatal care. After the issue was addressed by delegating tasks to trained nurses, the proportion of newborns and mothers receiving care increased from 28 per cent to 55 per cent.

In Togo, application of MoRES helped align district education plans and school improvement plans to address bottlenecks to increasing school access, promoting learning and reducing drop-out rates. Progress is being tracked through national, district and school profile dashboards maintained by the Government. Key to the successful use of the MoRES approach is linking it to countries' national and subnational planning and monitoring systems, engagement of partners and communities, and use of monitoring data to inform action for more equity-focused results.

In 2013, UNICEF's flagship report *The State of the World's Children* highlighted the situation of children with disabilities, who are among the most excluded children in the world. The report serves as a vital advocacy tool, rallying national partners to combat exclusion and stigma and to provide children with disabilities the opportunities to thrive. The global launch of the publication in Da Nang, Viet Nam, elicited widespread coverage in traditional news media and social media, and provided a platform for initiatives in numerous countries, such as Malaysia's Disable2Enable, an online advocacy campaign that celebrates the abilities of children with disabilities.

In Ghana, UNICEF has been active in generating evidence-based advocacy for policies to improve resource allocation and equity. UNICEF completed research to estimate the impact of removing the fuel subsidy and demonstrated the potential for scaling up the national cash transfer scheme, Livelihood Empowerment Against Poverty (LEAP). As a direct

END VIOLENCE AGAINST CHILDREN

A global local movement

Too often, children are unsafe in places that should be their sanctuary – in their homes, schools and neighbourhoods, online and in institutions meant to protect them. This can no longer be tolerated.

Violence against children can be prevented and it is everyone's business. Serious attention and collective action by citizens, policymakers and governments alike are required to address this global problem.

A snapshot of research findings provides a glimpse of the breadth of violence:

- On average, three in four children between ages 2 and 14 are subjected to some kind of violent discipline. Although physical punishment is widespread, data show that in most countries the majority of caregivers do not endorse it.
- Children with disabilities are three to four times more likely to be victims of violence than their peers who are not living with disabilities.
- Nearly half of all 15- to 19-year-olds worldwide believe a husband may be justified in beating his wife in some cases.

Leveraging programmatic work already under way across all regions, UNICEF, with partners, is reinforcing the momentum to end violence against children, and connecting and engaging with people to take action and to show that there are solutions. At the end of July, we launched the End Violence Against Children global initiative (#ENDviolence) through a massive traditional, digital and social media blitz. A public service announcement (PSA) that features UNICEF Goodwill Ambassador Liam Neeson and depicts the aftermath of brutality, unequivocally states, "Just because you can't see violence, doesn't mean it isn't there. Make the invisible visible."

In its first six months, more than 60 countries from every region had formally launched the #ENDviolence initiative, strengthening efforts to identify, track and report violence against children in all its forms, including experiencing or witnessing physical, sexual or emotional abuse. Several UNICEF National Committees spotlighted the initiative on television and in major print media, while many European Union dignitaries – including the Presidents of the European Parliament, European Council and European Commission – used their prominence to raise awareness by tweeting messages of support for the campaign.

The initiative continues to gain traction as a 'glocal' movement, that is, a global framework that can easily be

adapted to the local level. Many countries have fine-tuned the initiative with their own cultural touch. China kicked off #ENDviolence and the launch of a community response toolkit with much fanfare, with media and digital coverage of a press conference with officials from UNICEF, the All-China's Women Federation and Goodwill Ambassador Maggie Cheung. The local PSA featured another Goodwill Ambassador, Chen Kun, and received more than 34,000 views on Youku, the country's biggest video-sharing website. The launch was referenced over 17,000 times on Weibo (a popular microblogging website), and the Violence Against Children Campaign received over 705,000 comments from key audiences.

Romania produced local adaptations of the global #ENDviolence PSA, including its three Goodwill Ambassadors and issuing a call for SMS pledge donations. Two locally produced 30-second video spots illustrated neglect and physical abuse of children and urged viewers to report abuse to a hotline. The local adaptations of the PSA and two locally produced spots were broadcast on 15 different TV channels.

In El Salvador, the #ENDviolence initiative was adapted and launched through the local campaign Aren't You Outraged? Fourteen of the country's most important personalities – actors, athletes, journalists and businesspeople – participated in the launch, which hit the front pages of the major newspapers and was covered by the main television, radio and digital media networks, reaching 1.5 million people. In Mozambique, the ongoing Zero Tolerance for Sexual Abuse of Children campaign produced five videos featuring prominent local celebrities, and translated the Liam Neeson PSA into Portuguese.

Many countries highlighted #ENDviolence during their World Day of Prayer and Action for Children commemorations on 20 November. H.E. Ms. Ellen Johnson Sirleaf, President of Liberia, called for one minute of prayer to end violence against children. Churches agreed to ring their bells and imams called for prayers to end such atrocities.

The global initiative continues to grow through the Internet and social media, with the URL <www.unicef.org/endviolence> having generated nearly 110,000 views and the #ENDviolence hashtag garnering more than 20 million impressions on Facebook. The digital reach allows #ENDviolence to form an international network of allies who will learn more and do more to make the world safer for children.

result, the Government agreed to more than double the budget allocation to LEAP and other social protection programmes. This represents an additional \$15 million for 75,000 extremely poor households in Ghana.

Innovation fuels the mission

Today's challenges call for innovative solutions. UNICEF creates and guides approaches that are transformative, at scale, for the world's most vulnerable children. Our innovation labs bring together young people, technologists, the private sector and civil society to seek out fresh approaches and develop new tools for solving problems. UNICEF's Rapid Family Tracing and Reunification tool is a mobile phone application and data storage system that collects, sorts and shares information about unaccompanied and separated children. Used during emergencies in 2013, the app helped to quickly and accurately reunite Congolese children in Uganda with their families, and to trace children in the Philippines after Typhoon Haiyan.



In Namibia, **248,758 children** were immunized against **measles** during Maternal and Child Health Week.

Voices of Youth (VOY), one of UNICEF's digital engagement platforms for young people, is a dynamic vehicle through which children and youth can learn, discuss and get inspired. In 2013, UNICEF Argentina joined the VOY Maps initiative, which trains young people to record social issues using their smartphones through an innovative digital mapping tool, and to advocate for change via digital media using the maps they produce. UNICEF Brazil has been using VOY Maps since 2011. As part of VOY Citizens, Argentina and Brazil – along with more than 10 other countries from four regions – have promoted digital citizenship and safety among children and young people, recognizing the major role that digital media plays in their lives.

UNICEF has established a pipeline of 19 product innovations. Two completed projects – oral rehydration salts (ORS) and zinc co-packaging, and a dispensing envelope for amoxicillin – are expected to reduce prescription and administering bottlenecks of these life-saving medicines.

Equity drives sustainable results

While global trends promise brighter outcomes for children and impressive progress across key indicators, many now recognize that global averages often hide growing inequities. A child born in sub-Saharan Africa, for example, is



Children participate in activities at a child-friendly space built by UNICEF in a displacement camp in Bangui, Central African Republic.
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14 times more likely to die before age 5 than a child born in the United States. Although school enrolment has increased, a massive challenge has emerged as a global learning crisis, in which it is estimated that at least 250 million children are not learning the basics in reading and mathematics. Of this number, almost 120 million children have not even reached Grade 4 and the remaining 130 million go to school but fail to achieve a minimum level of learning. An estimated 168 million children aged 5–17 are engaged in child labour. Almost 230 million children under age 5 are ‘invisible’ to their societies, their births never having been registered.

That is why UNICEF has continued to deepen the focus on equity – working to realize the rights of the most disadvantaged children. Across the entire organization, we work for all children, everywhere, beginning with those who are most vulnerable, marginalized and

disadvantaged, including children with disabilities, girls, ethnic minorities and indigenous people.

UNICEF’s push for equity in its programmes and policies is grounded in the understanding that all children have the right to survive, develop and reach their full potential, without discrimination, bias or favouritism. Along with an increasing number of global leaders and other organizations, we believe that prioritizing the poorest and most vulnerable children is not only the right thing to do, it is the strategic thing to do, delivering results for all children in a cost-effective manner.

Committed to transparency

Just one year after joining the International Aid Transparency Initiative (IATI), UNICEF achieved a first major milestone by publishing on the IATI website details of our work in 128 countries, 7 regional offices

SPOTLIGHT ON EDUCATION

Ensuring equitable, quality education for all children

UNICEF and the United Nations Educational, Cultural and Scientific Organization (UNESCO) led the Global Thematic Consultation on Education in the post-2015 Development Agenda from October 2012 to October 2013, including hosting the ‘World We Want’ online consultation, which elicited views from more than 25,000 people from 100 countries. Regional and national consultations brought together more than 500 participants, ranging from youth to academics, parents, teachers and government representatives. These consultations and related advocacy by UNICEF generated wide-ranging support for education as a stand-alone goal in the broader post-2015 development agenda and as a cross-cutting area for the other development goals. There is an emerging consensus within the education community and within the intergovernmental negotiation process on an education goal, which is defined as to “ensure equitable, quality education and lifelong learning for all by 2030.” Concurrently, processes are under way to develop indicators for access, learning and equity.

To ensure that the contributions of young people are reflected in the post-2015 development agenda, UNICEF has been a strong supporter of the Youth Advocacy Group (YAG)

of the Global Education First Initiative (GEFI). With UNICEF support, this group of young leaders led a ‘youth takeover’ of the United Nations General Assembly in July 2013, the day designated by the United Nations Secretary-General and the President of the General Assembly to celebrate Malala Yousafzai’s 16th birthday. The idea for the ‘takeover’ was spearheaded by the Office of Special Envoy for Global Education and YAG, with financial and communication support from UNICEF. The event celebrated Malala’s appeal for a greater focus on education, particularly for girls and children affected by emergencies. It resulted in the Youth Resolution: The Education We Want, a call for a response to the global crisis in education.

Recognized as young leaders in education, YAG members have since represented the youth constituency during the Learning for All Ministerial meetings at the country level, the 68th Session of the United Nations General Assembly, the Global Thematic Consultation on Education in the post-2015 Development Agenda, activities related to the 2013 International Day of the Girl Child, and a number of other international, regional and national events on education, partnerships and youth participation.

and 16 headquarters divisions. The information includes programme budget allocations and expenditures for 2012, planned programme budget estimates for the next five years (2013–2017), and links to a variety of resources already available on the UNICEF global website.

UNICEF is striving to be fully compliant with the Aid Transparency Index in 2014, starting in May with quarterly releases of additional data sets that contain more detailed information, followed by the launch of a transparency data portal in June.

Marking a milestone

The year 2013 also marked a different milestone of great importance to our work: While UNICEF income has grown steadily during the past decade, it reached its highest level ever in 2013. Total revenue was \$4.9 billion, an increase of \$908 million over 2012. This increase says



In Peru, the **national education budget was increased**, including for the addition of materials in indigenous languages and production of textbooks in seven native languages.

much about 2013: It was a year marked by humanitarian emergencies, and donors responded with immediacy and generosity. Twenty-seven per cent of total revenue was devoted to helping children in emergencies. We are grateful to be a trusted, effective partner in these critical life-saving missions and more broadly.



A community pre-school in Malaysia caters mainly to children from low-income families in the town of Kapar. UNICEF has partnered with a local organization to train a group of community pre-school teachers to improve the quality of their instructional materials and lesson plans.

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In China, **a new standard on micronutrient supplementation for pregnant women** will help address rates of anaemia in pregnancy, which can be as high as 80 per cent in poor rural areas.

With these greater resources come greater responsibilities, not only to our donors, but also to all the children we serve. For all of them, UNICEF must do more, and in a more timely and cost-effective fashion than ever before. With the continued generous support of our donors, we can and will do even more to help every child survive and thrive.

UNICEF could not have achieved the remarkable results it was able to in 2013 without the unwavering efforts and commitment of its staff. The Executive Director pays tribute to the dedication and service of the men and women of the UNICEF family, many of

whom risk their lives and sacrifice time with family and friends so that millions of children are healthier, happier, safer and better educated.

Spending funds where they are most needed

In 2013, as the global economic landscape became more stable, UNICEF continued to use the funds entrusted to us prudently and effectively.

UNICEF allocates resources based on an understanding of the priority needs of children and families in all regions. Total expenditures in 2013 were \$4.2 billion, with spending on development amounting to \$3.8 billion.

In keeping with our commitment to help children survive and live healthy lives, more than half of programme outlay in 2013 – almost \$2 billion – was devoted to young child survival and development. The second largest area of programme expenditure was basic education and gender equality, which accounted for \$713 million. Fifty-nine per cent of programme expenditure was directed towards sub-Saharan Africa, while 19 per cent of expenditure went to Asia.

UNICEF expenditure, 2013

BUDGET CATEGORY

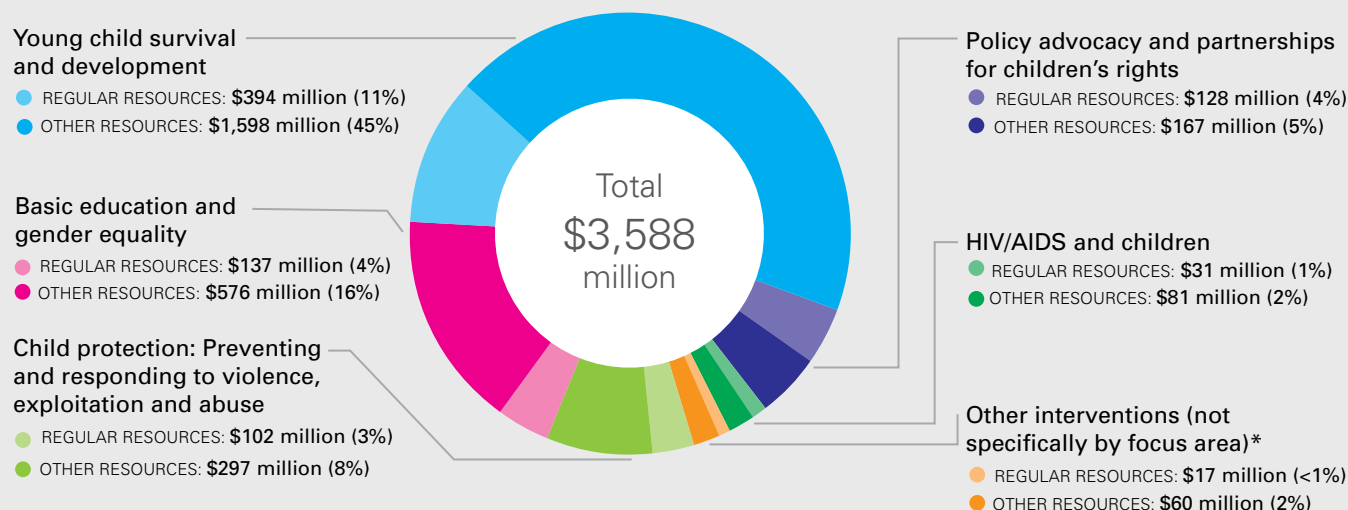
Development	\$3,778 million
<i>Programme</i>	\$3,650 million
<i>Development effectiveness</i>	\$128 million
Management	\$320 million
United Nations development coordination	\$1 million
Special purpose (including capital investment)	\$11 million
Other (including private fundraising and partnerships)	\$114 million

TOTAL EXPENDITURE

\$4,224 million

Note: The expenditure categories reflect the new harmonized cost classification, which became effective in 2012.

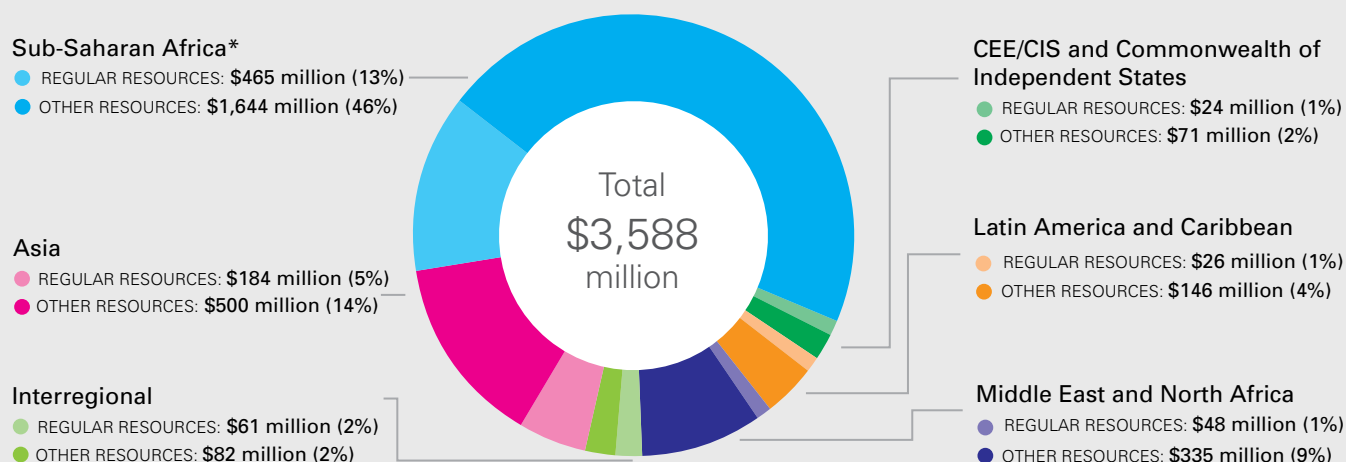
Direct programme expense by focus area, 2013



* In accordance with International Public Sector Accounting Standards (IPSAS) policies, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2014 when the buildings are complete and handed over to partners.

Note: Totals for the UNICEF medium-term strategic plan (MTSP) focus areas may not add up to \$3,588 million or 100 per cent because of rounding.

Direct programme expense by region, 2013



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

Note: Totals for the geographic regions may not add up to \$3,588 million or 100 per cent because of rounding.

Delivering results, starting with the MOST VULNERABLE CHILDREN

Early childhood care, quality education, health services and child protection are inextricably connected. Safe water and adequate sanitation are as essential for child survival as they are for creating child-friendly schools. Providing girls with opportunities for education can protect them from child marriage or joining the child labour force. Incorporating HIV testing and treatment in antenatal care saves lives and moves the next generation closer to a world free from AIDS.

Reaching the unreachable and sustainable development are inexorably linked. The progress of nations depends not only on how well their most prosperous citizens are doing, but also on how well their most marginalized and vulnerable groups fare.

UNICEF's focus on reaching those children who are hardest to reach and most vulnerable is not only the right thing to do – it is a wise economic decision. Recent studies bear this out. A discussion paper released by International Monetary Fund (IMF) economists in early 2014, for example, argues that inequality is a hindrance to economic growth. The study found that, on average, when governments have taken action to redistribute resources, the consequent narrower levels of inequality supported faster and more durable long-term growth.

The post-2015 development agenda will provide the framework for global development priorities for the coming decades – a once-in-a-generation opportunity to define a world that is fit for all children and to demonstrate the centrality of children in all aspects of sustainable development: the social, the economic and the environmental. Investing in children is a fundamental means to eradicate poverty, boost shared prosperity and enhance intergenerational equity. Investing early is the only way children will reach their full potential as productive, engaged and capable people who contribute fully to their families and societies. It is not only the right thing to do but also the smart thing to do.

Throughout the process of supporting United Nations Member States in crafting the next development agenda, UNICEF has played the role of convener and listener through our leadership in ensuring that people – including children and youth – are part of the global conversation, and that children's rights, needs and dreams are reflected in this agenda. During 2013 and in partnership with governments, other United Nations organizations and civil society, we co-led five global thematic consultations: Addressing Inequalities; Health; Education; Conflict, Violence and Disasters; and Water.



During an information and growth-monitoring session in the village of Tili, Burkina Faso, a mother feeds her son nutritional porridge. The country is participating in a UNICEF/European Union-supported nutrition security programme.
© UNICEF/NYHQ2012-0812/Asselin

UNICEF offices around the world were also actively involved with more than 85 national-level consultations. Both national and global consultations included hearing the views of a wide variety of people, including children and young people, people with disabilities, indigenous and ethnic groups, people living in poverty and other marginalized groups. These efforts have mobilized millions of people and organizations to take action.

While still pressing for an all-out effort to achieve the MDGs, UNICEF is also working with partners in civil society, the United Nations and beyond to ensure that lessons learned and omissions from the MDGs are reflected in the new agenda. For example, that equality and equity are explicitly and boldly addressed, and that preventing violence, abuse and exploitation of girls and boys is reflected through specific targets in the new framework.

A good start to life

Child survival should not depend on birthplace. Yet, an infant born in Luxembourg, where the under-five mortality rate is 2 deaths per 1,000 live births, has a far greater chance of reaching his or her fifth birthday than a baby born in Sierra Leone, where the rate is 182 per 1,000. UNICEF works with partners to support child survival and development, including antenatal care, sufficient nutrition, immunizations, safe water, adequate sanitation and good hygiene.

On the global front, *Committing to Child Survival: A Promise Renewed*, launched by UNICEF and the

Governments of Ethiopia, India and the United States in 2012, saw more than 175 countries pledge to accelerate progress for child survival. These countries were joined by hundreds of civil society groups, faith-based organizations and private individuals in support of giving every child the best start to life. Scaling Up Nutrition (SUN), which is chaired by UNICEF's Executive Director, welcomed 13 more governments to the effort to eliminate the multiple causes of undernutrition. And in response to the childhood tuberculosis (TB) epidemic, with an estimated half million children infected with TB each year, UNICEF, WHO and other global anti-TB leaders published *Roadmap for Childhood Tuberculosis: Towards zero deaths*, which includes 10 key actions to save tens of thousands of children, including those infected with both TB and HIV.

In 2013, UNICEF produced the *Cholera Toolkit* in English and French to help endemic countries stem the rise of an infection that causes 100,000 to 120,000 deaths each year, with more than half occurring in children under five. Additionally, UNICEF and the University of Northampton in the United Kingdom issued *The Handbook of Early Childhood Development Research and Its Impact on Global Policy*. This ground-breaking work is the first exhaustive collection of proven ways to implement large-scale early childhood programmes and policies in low- and middle-income countries.

At the country level, UNICEF works with governments, agencies, communities and families to bring cutting-edge information and interventions to remote areas. In Brazil, UNICEF trained health-care teams to apply protocols



In the Sudan, approximately **420,000 people – including 252,000 children – gained access to improved drinking water** from new and rehabilitated water sources.

against pneumonia and diarrhoea in 10 highly vulnerable indigenous areas of the Amazon, reaching nearly 7,000 children. Additionally, Baby Week, a UNICEF-supported initiative to mobilize communities to focus on young children, held the first Indigenous Baby Week for families in two parts of the country. The initiative reached more than 1,000 families with information on parental care practices and raised awareness of the right to public services.

Supported by UNICEF, the GAVI Alliance and WHO, Somalia introduced a five-in-one vaccine against diphtheria, tetanus, pertussis, hepatitis B and *Haemophilus*

influenzae type b that could save thousands of lives each year. More than 1.3 million doses of the pentavalent vaccine were set to immunize children under 1 year old through health facilities and community health workers.

Immunizations have been the backbone of disease prevention. Polio cases, for example, continue to decline throughout formerly endemic countries. The Sudan has not had any cases of polio for a fifth year. More than 6.7 million children under five, 95 per cent coverage of children in this age group, received polio vaccinations during national immunization days. More than 24 million children under five in the subregion, including inside the Syrian Arab Republic, were reached with polio vaccination.

Volunteer community mobilizers (VCMs), aided by new technology platforms like mobile money transfer and smartphone reporting, have contributed to the reduction of polio cases in Nigeria by almost 60 per cent by the end of 2013 as compared to 2012, and

IMPROVING CHILD NUTRITION

Closing the gaps

In 2013, UNICEF played a leading role in raising awareness and mobilizing funds to combat stunting and other forms of undernutrition that are concentrated among the most vulnerable populations. As a member of broad-based movements such as Scaling Up Nutrition (SUN), UNICEF helps influence global, regional and country policies and actions to end undernutrition and its consequences.

UNICEF procures and supplies products such as high-protein biscuits, micronutrients, ORS and zinc, particularly to send to emergency-affected countries. Our work in other areas of development – child and maternal health, water and sanitation, HIV and AIDS, education and child protection – all contribute to reducing rates of undernutrition in children and ensuring that women and children remain healthy.

In April, UNICEF released the report *Improving Child Nutrition: The achievable imperative for global progress*, which highlighted successes in scaling up nutrition and improving policies, programmes and behaviour change in 11 countries. UNICEF and the World Health Organization (WHO) also rolled out the Care for Child Development package of training and advocacy materials through an agreement with United Nations agencies, international

non-governmental organizations (NGOs) and other global partners. The package, which links nutrition, health interventions and parenting skills at the community level, was endorsed by the International Pediatric Association and 16 partners have pledged their support. We have created partnerships with technological experts to produce low-cost, open-source innovations such as RapidSMS, a text messaging service that allows community workers to monitor maternal and child nutrition in such countries as Malawi, Nigeria, Rwanda, Uganda and Zambia.

Although there are still significant disparities between rural and urban areas, and between the poorest and the richest segments of the population, the results of efforts so far have been promising, and the gaps in nutritional status are starting to close across many communities. Among children under age 5 in Peru, stunting fell from an estimated 30 per cent in 2004–2006 to 20 per cent in 2011. In Rwanda, stunting among under-five children fell from an estimated 52 per cent to 44 per cent between 2005 and 2010. The Maharashtra state of India saw provisional stunting estimates drop from 39 per cent of children under age 2 in 2005–2006 to 23 per cent in 2012. Countries are showing that with political will and a sharp focus, no child need ever go hungry.

have achieved a significant decrease in levels of non-compliance. VCMs are going beyond mobilization for polio eradication by generating awareness among caregivers about key household practices and facilities available at health-care centres and by helping to generate demand for services.

India, which previously had accounted for more than half the world's new polio cases, has not had a case of wild poliovirus or detected virus in sewage sampling since January 2011, paving the way for polio-free certification of the WHO South-East Asia Region in 2014.

Integrated health campaigns continue to be an effective way of reaching children who would otherwise be unreached. Twice yearly since 2006, UNICEF has supported the Government of Myanmar in nationwide deworming campaigns. Some 10 million children aged 2 to 9 years were treated during each round of the campaign in February and August 2013. We also support vitamin A supplementation; 6 million children aged 6 months to 5 years received dosages in each round of the campaign in 2013. Throughout the year, 80 per cent of pregnant and lactating women received vitamin B1 and iron folate supplementation. A total of 270,000 children under 3 years old in 21 high-risk townships received home fortification with micronutrient powder that contains iron.

UNICEF promotes exclusive breastfeeding until a child reaches 6 months of age and continued breastfeeding with appropriate food for infants up to 2 years old. In an effort to boost the low rates of breastfeeding in China, the National Centre for Women's and Children's Health of China's Center for Disease Control and Prevention engaged with UNICEF in '10m2 of Love', an advocacy campaign to promote breastfeeding as the social norm and to increase breastfeeding rooms in public spaces and workplaces across the country. A web portal, <www.unicef.cn/10m2>, has been set up for organizations to register breastfeeding rooms that adhere to international standards for staff, patrons or customers. A mobile app maps the locations of breastfeeding rooms.

Universal education

All children should have the opportunity to reach their full potential. This means, at minimum, that every child should have access to: early childhood education so she or he can begin school ready to learn; quality primary and secondary schools; teachers trained in innovative, child-friendly methods; and curricula that are relevant and connected to the community. Universal education means education for everyone, including people with



In Ethiopia, **PMTCT services were expanded**, covering more than 1,700 health centres.

disabilities, indigenous populations, girls and other marginalized groups.

On 11 October, during the International Day of the Girl Child, UNICEF highlighted the power of innovation to increase the number of girls in school and improve the quality of learning for all children. Across geographic regions, UNICEF offices leveraged opportunities for awareness-raising and advocacy during panel discussions, community dialogue sessions and workshops and through social media.

With support from the IKEA Foundation, we established community centres as alternatives to early childhood development services in the Republic of Moldova. This allowed 2,400 vulnerable children, including Roma, children with disabilities and those whose parents are migrants, to receive early education and care. A public-private partnership with the LEGO Foundation ensured that 57,000 young children in 530 preschools had access to cognitively stimulating toys.

In Somalia, a partnership between UNICEF and Save the Children International introduced 'content-specific' programmes for pastoral communities in Puntland and Somaliland. With mobile shelters, flexible schedules and improved teacher training, the project allowed children to receive basic education, while being able to help herd their families' livestock. By focusing on excluded groups, 12,500 children – 45 per cent of them girls – were able to attend school.

Lack of safe water and clean latrines, separated for boys and girls, is a huge barrier to education, particularly for girls and menstruating adolescents. UNICEF's largest WASH programme is in Nigeria, where in 2013, approximately 1.94 million people gained access to improved water sources and an additional 2.1 million had access to latrines. For sanitation, 3,195 communities became open defecation free, far exceeding the goal of 1,500 communities.

The right to education cannot be abrogated, even during emergencies. In South Sudan, UNICEF and Save the Children led the education cluster to reach almost 71,000 children and young adults with

THE END OF POLIO

A cause for cautious optimism

The global number of polio cases has dropped by more than 99 per cent since 1988, but new outbreaks in 2013 were a stark wake-up call to vulnerable countries and communities to boost immunization rates.

Polio is now endemic in only three countries – Afghanistan, Nigeria and Pakistan – and the virus continues to circulate, placing the poorest and most vulnerable children at risk. In 2013, conflicts in Somalia and the Syrian Arab Republic prevented children from receiving routine vaccinations; the polio virus is infecting and crippling children in both countries. This has triggered mass vaccination campaigns in the Middle East and Somalia.

Nearly three decades ago, governments and global health leaders – including UNICEF – created the Global Polio Eradication Initiative (GPEI), a public-private partnership to achieve a polio-free world. At the Global Vaccine Summit in Abu Dhabi in April 2013, global leaders and individual philanthropists pledged financial and political support for implementation of GPEI's comprehensive six-year plan to achieve polio eradication. The world is now on track to be polio-free by 2018.

With GPEI, UNICEF accelerated polio eradication efforts in South Asia in 2013. In November, Afghanistan celebrated one year without a single case of polio in the south of the country. This represents major progress, despite the fact that one case was subsequently reported from Helmand Province at the end of the year.

UNICEF has established mechanisms to respond to polio outbreaks faster and more effectively than ever before. In 2013,

we scaled up polio eradication programmes in Afghanistan, Nigeria and Pakistan, supported the vaccination of 2.2 million children in the Syrian Arab Republic, and laid the ground for the largest-ever immunization campaign in the Middle East.

To counter vaccination refusal, UNICEF-led social mobilization networks almost tripled to include more than 12,000 people, with the biggest growth in Nigeria. The impact of these networks has been considerable: The number of vaccine refusals in the three endemic countries has decreased dramatically.

Lack of access is now the main barrier to UNICEF's ability to reach every child with oral polio vaccine. To better understand the root causes of insufficient access and identify creative solutions to advocate for access, UNICEF facilitated a think tank with the Bill & Melinda Gates Foundation. The Pakistan 'BrainTrust' brought together communication, security and anthropology experts from Pakistan and other countries to come up with new strategies to negotiate access. UNICEF continues to find innovative ways to immunize children in hard-to-reach areas while also rolling out new approaches to integrating child health services such as other vaccines and public health messages on nutrition and sanitation.

UNICEF is using the remarkable accomplishments made by the polio programme to show how immunization transforms lives as well as the crucial importance of these investments in ending preventable deaths.

temporary learning spaces and nearly 140,000 children and young people with school supplies and recreational materials. Almost 1,000 teachers and parent-teacher association members received training on education in emergencies, life skills and psychosocial support.

An AIDS-free generation

UNICEF is a cosponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and works to prevent infection and treat HIV among children and mothers, support children orphaned by AIDS and reduce the risk of HIV infection among young people – crucial steps in the blueprint for ending the AIDS epidemic.

In December 2013, UNICEF presented at the 17th International Conference on AIDS and STIs in Africa on

improving survival of HIV-exposed infected and uninfected children. Along with WHO, UNICEF launched global guidelines on HIV testing, counselling, care and treatment of adolescents.

In Botswana, UNICEF and the National AIDS Coordinating Agency expanded Wise Up, a multimedia HIV-awareness campaign for young people aged 10–24 years. The initiative uses mobile phone messages and social media to provide age-appropriate prevention information to three different groups – children aged 10–14, young people aged 15–19 and adults aged 20–24. The campaign now includes theatre workshops to drive home HIV prevention messages, spotlighting such topics as abstinence, male circumcision, multiple and concurrent partners, stigma, and alcohol and drug abuse.

While prevention of HIV is paramount, treatment is also a major component of UNICEF's work. In Cambodia, antiretroviral treatment for children from birth through 14 years old increased 88 per cent since 2011. UNICEF supported 22 of 35 paediatric AIDS care sites, improving adherence to treatment protocols, field supervision and coordination of services.

Treatment for pregnant women who are living with HIV helps prevent mother-to-child transmission of the virus. UNICEF supports countries in integrating HIV care, treatment and support into antenatal, postnatal and children's health services, and utilizes easy-to-use rapid HIV testing and once-a-day pill treatments for women who test positive. In South Africa, where UNICEF is the Government's lead technical partner supporting the prevention of mother-to-child transmission (PMTCT) programme, all pregnant women infected with HIV receive triple antiretroviral treatment throughout pregnancy until the cessation of breastfeeding.

UNICEF joined a South-South cooperation agreement between Argentina and Bolivia to improve HIV testing and treatment, particularly for indigenous women in the border area of Salta (Argentina) and Tarija (Bolivia). The partnership between UNICEF, Fundación Huésped and the AIDS directorates of both countries will strengthen overall primary health care. *(See panel, page 28, for additional examples of South-South cooperation.)*

Child protection

Being a child is not meant to be dangerous. Yet, countless children are abused, hurt and exploited every day. Others are harmed by traditional practices such as child marriage or female genital mutilation/cutting (FGM/C).

In 2013, UNICEF unveiled a massive campaign to stop the pervasive culture of violence against children, often unseen or unreported because it occurs in homes, schools, or in virtual and physical communities. The End Violence Against Children initiative calls upon everyone to make the invisible visible and generate solutions to end this scourge *(see panel, page 6)*.

Belize became the first country in the Caribbean to develop a national road map to end violence against children with a communication strategy directed towards children, parents and community leaders.

Too often, the path to the juvenile justice system begins with living and working on the streets. UNICEF continued a partnership with Sri Lanka's Department of Probation



In Serbia, a patients' rights law was passed, confirming the right of adolescents (over age 15) to consent to medical interventions.

and Child Care Services to prevent institutionalization of children and promote family-based care. In 2013, as a result of UNICEF's financial assistance and support to capacity-building among child protection officers, 2,329 children benefitted from interventions designed to prevent family separation. Another 437 institutionalized children in four target provinces were reunited with their families. UNICEF is also collaborating with the Department to establish a national information monitoring system on children in residential care.

Children and adolescents are sometimes hurt unintentionally because families and communities cling to harmful traditional practices. Education and advocacy are the most potent tools to end these customs. Some 1,100 traditional and community leaders in Burkina Faso pledged to abandon FGM/C during a public ceremony. Leaders subsequently held 2,188 public addresses or sermons to discuss FGM/C and to re-emphasize the importance of abandoning the practice. More than 312,000 women and men are now knowledgeable about the harmful consequences of FGM/C and about the law that bans the practice.

In Egypt, the UNICEF–Al-Azhar University FGM/C abandonment programme reached 118,000 religious and community leaders with messages on the need to abandon the practice. The Sufara Saleema initiative in the Sudan generated over 140 public declarations on abandonment of FGM/C.

Communication-for-development (C4D) approaches have been effective in protecting children and young people from bullying and exclusion. UNICEF worked with the Kazakhstan Ministry of Labor and Social Protection to strengthen the country's first 'Different but Equal' contest with C4D materials that promoted inclusion for people with disabilities. Some 6,000 people with disabilities, aged 6 to 45 years old, participated in literary, artistic and entertainment activities designed to alter the public's attitudes about disability. The experiences demonstrate that empowering people with disabilities and focusing on their abilities (rather than their disabilities) can be just as powerful as legislation in changing long-standing beliefs.

Rising to HUMANITARIAN CHALLENGES

Whether dealing with human-made or natural crises, UNICEF is on the ground in an effort to reach every affected child.

In 2013, we worked in many of the most dangerous places on earth to provide relief to children and families made vulnerable by humanitarian crisis. Despite many challenges, during the year we worked closely with partners to respond to 289 humanitarian situations of varying scale in 83 countries.

Three emergencies dominated the headlines in 2013 – the armed conflicts in the Central African Republic and the Syrian Arab Republic, which both impacted neighbouring countries, and Typhoon Haiyan in the Philippines. In addition, dozens of chronic humanitarian situations away from, or in the lesser glare of, the spotlight continued to affect millions in Afghanistan, Colombia, the Darfur region of the Sudan, the Democratic Republic of the Congo, Mali, Myanmar, Somalia, the State of Palestine, South Sudan and Yemen.

Some events, such as tropical storms, can to a certain extent be predicted. UNICEF recognizes that humanitarian action requires sound preparedness for an immediate and ongoing response to emergencies. It also requires supporting the resilience of children, families and communities to enable them to withstand shocks and adapt to climate change. In the Philippines, for example, UNICEF built resilience into its response to Typhoon Haiyan by promoting more disaster-resistant buildings. UNICEF also deployed technologies such as solar-powered refrigerators to restart the cold chain and made piping repairs that strengthened water systems.

Humanitarian action also requires innovative ways of assessing needs, delivering services and monitoring impact. In northern Mali, UNICEF supported third-party monitoring to assess whether vital services had been maintained for vulnerable populations. In the Central African Republic, mobile teams deployed in different regions of the country helped re-establish services for affected populations.

Complex emergencies

Around the world, a number of countries continue to be affected by protracted violence and its traumatic consequences. In 2013, UNICEF provided humanitarian assistance in such countries as Afghanistan, the Central African Republic, Chad, Colombia, the



A teacher reviews the work of her students at a UNICEF-supported school in the Za'atari camp for Syrian refugees in Jordan. UNICEF and partners helped provide 2.1 million children in the Syrian Arab Republic and 668,000 children in neighbouring countries with educational assistance during 2013.

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Democratic Republic of the Congo, Mali, Myanmar, Nigeria, Pakistan, the Philippines, Somalia, the State of Palestine, the Syrian Arab Republic, Uganda and Yemen. UNICEF also responded to help women and children affected by the conflict that erupted in South Sudan in December.

After three years of unrelenting conflict in the Syrian Arab Republic, millions of refugees, including 1.2 million children, have fled to Egypt, Iraq, Jordan, Lebanon and Turkey. In response to this humanitarian crisis, UNICEF is providing safe water, health services, educational opportunities and psychosocial support to children within the Syrian Arab Republic and neighbouring countries (*see panel, page 21*).

In April 2013, UNICEF's Executive Director joined the heads of the Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations High Commissioner for Refugees (UNHCR), the World Food Programme (WFP) and the World Health Organization (WHO) to issue a passionate call to end the crisis in the Syrian Arab Republic.

In the face of overwhelming evidence that a generation of Syrian children is at risk of losing hope for a better future, in 2013 UNICEF joined a group of partners – including the ministries of education of affected countries, donors, UNHCR, Mercy Corps, Save the Children and World Vision – to develop the No Lost Generation initiative. The initiative began with the mobilization of stakeholders to support its objectives, secure funding and conduct high-level advocacy. The aim is to provide

Syrian children with access to education, a protective environment and other opportunities, so that one day these children can help rebuild their country and create an environment conducive to reconciliation.

This initiative contributed to providing 2.1 million children in the Syrian Arab Republic and 668,000 children in neighbouring countries with educational assistance during 2013. Partners inside the Syrian Arab Republic also provided school supplies to 1.5 million children affected by the crisis and supported 310,000 children with remedial education and catch-up classes.

The situation in the Central African Republic evolved into a full-blown complex humanitarian and protection crisis in 2013. The country's entire population of 4.6 million – half of them children – has been directly or indirectly affected. Children have been displaced, separated, maimed, abducted, killed and raped. Gender-based violence has increased, as has the number of children associated with armed forces, groups and militias, now estimated to involve as many as 6,000 children. Education has been disrupted, basic services are lacking, and the situation is further compounded by food insecurity, which places increasing numbers of children at risk of malnutrition. In early December, fighting intensified in Bangui, leading to the displacement of up to 25 per cent of the population in this capital city. Days later, UNICEF declared a Level 3 emergency – our designation for a sudden-onset crisis or a significant and rapid deterioration of an ongoing complex emergency that requires a corporate mobilization – and



In Somalia, nearly **1,100 children** – many of them formerly associated with armed forces or groups – **enrolled in reintegration programmes.**

deployed additional staff to the Central African Republic. UNICEF and partners delivered life-saving medicines, safe water, comprehensive health care, education and psychosocial services.

In 2013, the situation in Mali gradually stabilized as French and international peacekeeping forces reinforced security in the north and a new government was formed in September. Nonetheless, the situation remains volatile, particularly in the north. At the end of 2013, an estimated 386,000 people were displaced inside and outside the country. Against this backdrop, UNICEF supported nutrition surveys and the national nutrition plan, reaching more than 125,700 children under age 5 with treatment for severe acute malnutrition, with an 87 per cent cure rate. A cholera outbreak in May was quickly brought under control with UNICEF's assistance to the Government of Mali to mobilize resources and to provide water purification tablets, hygiene kits and hygiene protection to stop the outbreak

within weeks. Some 800,000 people were supplied with temporary access to chlorinated water.

In collaboration with partners, UNICEF also established a monitoring and reporting mechanism on the six grave child rights violations during armed conflict, as stipulated by Security Council Resolution 1612 (2005), and provided assistance to children affected by conflict and survivors of gender-based violence. In support of Mali's Ministry of National Education, UNICEF launched the Back to School campaign for the 2013/14 academic year, which aimed to encourage 800,000 children to go to school or return to school. At the launch of the campaign in October, UNICEF joined the Prime Minister, the Ministry of National Education and other partners with the theme, 'Peace is back and so is school.'

To prepare for the political, economic and security transition in Afghanistan, in 2013 UNICEF embarked on a regional contingency planning process, both internally and with other United Nations agencies. These efforts will ensure that UNICEF and its partners are more fully prepared for the challenges that lie ahead in the country.

Natural disasters

UNICEF responded to multiple climate-related events in 2013, including earthquakes in China and Tajikistan, an earthquake and major typhoon in the Philippines, and floods in Cambodia, the Democratic People's Republic of Korea and Nepal – to name just a few.

On 8 November, Typhoon Haiyan battered the Philippines. Considered to be one of the most powerful storms ever recorded, Haiyan affected more than 14 million people, including 5.9 million children. Thousands of people were injured, killed or missing and 1.7 million children were displaced. Basic services such as food, drinking water, health care and schooling were cut off. The storm came on the heels of a conflict in Zamboanga City in September that left 200 people dead, more than 10,000 homes destroyed and more than 120,000 people displaced, as well as a 7.2 magnitude earthquake that struck the province of Bohol in October. Within a week of Typhoon Haiyan, UNICEF had helped restore water access for more than 200,000 people in the city of Tacloban.



In Bamako, Mali, three women – two carrying their babies – use a footbridge to cross receding floodwaters.
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SPOTLIGHT ON CHILDREN AFFECTED BY THE SYRIAN CRISIS

Reverberations within and beyond borders

By the end of 2013, 5.5 million children had been affected by the conflict in the Syrian Arab Republic. As the fighting rages on, they are in grave danger of becoming a lost generation of children who will never again know the innocence and hope of youth. Three years into this protracted conflict, 9.3 million people are affected inside the country, while by December 2013 the crisis had triggered an exodus of 2.36 million people to neighbouring countries.

Inside the Syrian Arab Republic, children are exposed to the horrors of war on a daily basis. Many are out of reach, cut off from humanitarian aid and in need of urgent assistance. Water systems are significantly affected by the conflict, health-care systems have collapsed, and many schools are not functioning. In November 2013, 17 cases of wild poliovirus were confirmed, the first such cases since 1999.

Children who flee and make it to Egypt, Iraq, Jordan, Lebanon or Turkey, including some children who are unaccompanied, are facing emotional stress. While free from the carnage of their homeland, they now face new challenges. By the end of 2013, more than 60 per cent of refugee children of school age were not enrolled in school, especially children living in non-camp settings, placing these already vulnerable children at even greater risk, including the likelihood of early marriage and involvement in child labour.

While 20 per cent of refugees live in camps in Iraq, Jordan and Turkey, the majority live in host communities. In these contexts, they are often exposed to harsh conditions, makeshift accommodations and an increased threat of disease. The influx of refugees is taking a massive toll on

already weakened services and systems in host countries. In Jordan, water supplies are overtaxed, putting additional stress on a country with already stretched water reserves. In Lebanon, health-care costs have increased and classrooms teem with too many students. In Turkey, health services are straining to cope with the influx of refugees.

In 2013, UNICEF and partners responded with life-saving support in all affected countries. Inside the Syrian Arab Republic, UNICEF has provided teaching and learning materials for more than 1 million children in all 14 governorates. In order to prevent transmission of waterborne diseases and enhance continued access to clean water, UNICEF, in partnership with the International Committee of the Red Cross, supported water chlorination that provided 10 million people with access to clean water. To protect children from the harsh winter, UNICEF delivered winter supplies for 2 million children, including some 1 million thermal blankets and 163,000 winter clothing sets.

In countries hosting Syrian refugees, UNICEF supported access to education and learning programmes for more than 267,000 children. In addition, more than 388,000 refugee children benefited from psychosocial support. More than 24 million children in the subregion, including inside the Syrian Arab Republic, were reached with polio vaccination.

Despite the magnitude of these efforts, they only scratch the surface in terms of addressing the tremendous needs of children and families. Additional action is needed now to provide affected children with access to crucial basic services and protect their rights in the face of continued devastation and upheaval.

By the end of December, we had helped more than 750,000 people gain access to safe water and an estimated 50,000 people gain access to sanitation, through the provision of toilet slabs and portable toilets. We also helped deliver hygiene supplies and messages to more than 260,000 typhoon-affected people.

On 20 April, a 7.0 magnitude earthquake struck China's Sichuan Province, killing almost 200 people and injuring 14,785 others. In response to the devastation, UNICEF provided hospitals with essential medical equipment

for basic obstetric and neonatal care and trained 1,200 village doctors in maternal and child health, improving care for 21,000 pregnant women and 115,000 young children. We distributed water quality testing kits to local Centers for Disease Control and installed latrines. Collaboration with the National Working Committee on Children and Women led to the reactivation of existing child-friendly spaces and the creation of new ones, providing more than 9,700 children and 4,900 parents with psychosocial support and child development and protection services.



In Colombia, **nearly 29,000 people – 50 per cent of them children – participated in mine risk education programmes.**

Tajikistan, one of the poorest countries in Central Asia, is no stranger to natural disasters. Every year, the country experiences nature's force, including earthquakes, floods and mudslides. Although most disasters are small-scale and confined to local areas, they can be harrowing for children and their communities. When a 5.2 magnitude earthquake struck Yovon District on 10 November, it flattened more than 100 homes and damaged two schools and two health facilities. UNICEF's quick response, through the provision of school tents, educational materials, recreation kits and water tanks, ensured that children continued their education and that families could access basic services. To build resilience and enhance preparedness of the education system, we have been supporting authorities in developing disaster-risk-reduction elements in the education programme, directly reaching some 5,800 schoolchildren.



In 2013, Haiti faced the largest reported cholera epidemic in the world. UNICEF worked with the Government of Haiti to distribute cholera prevention kits to about 350,000 people and collaborated with NGOs to educate more than 550,000 people about cholera and provide health centres with 4,120 rapid diagnostic kits. As part of the cholera response in Haiti, UNICEF donated medical tents to the Government and NGOs, and provided supplies worth \$830,000 to the Government and our partner NGOs. In high-risk areas, approximately 102,200 people were vaccinated against cholera and water points were rehabilitated. Sanitation was improved in 203 camps, reaching 200,000 people. As the country is at high risk for tropical storms, UNICEF continues to advocate for funding for emergency preparedness and disaster risk reduction.

Nutrition

The causes of hunger are multifaceted and food insecurity is often driven by armed conflict, natural disasters and poverty. This phenomenon is illustrated in the Sahel region of Africa, where ongoing violence, drought, floods, HIV and AIDS and chronic poverty exacerbate malnutrition. Children from these communities remain extremely vulnerable to acute and chronic forms of malnutrition. Preventive and responsive measures are needed to build the capacity of communities to cope with shocks. In 2013, more than 1 million severely malnourished children under age 5 were reached for treatment in the nine countries of the Sahel. With support from UNICEF, two regional hubs distributed more than \$2.2 million worth of life-saving supplies for a holistic response to the nutrition crisis. In addition, UNICEF worked closely with the Economic Community of West African States to launch the West Africa Nutrition Capacity Development Initiative that addresses the structural shortage of qualified nutritional professionals across the region.

As part of the UNICEF-supported nutrition response in Mauritania, more than 16,000 children under age 5 were treated for severe acute malnutrition in 422 nutrition centres. UNICEF supported the scale-up of community management of acute malnutrition and the

In Mongolia, a health worker feeds food sprinkled with micronutrient powder to a girl who is held by her mother. Multiple micronutrient powders offer a low-cost, acceptable way of improving the quality of complementary foods and are highly effective in preventing iron deficiency and iron-deficiency anaemia.

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At a temporary immunization site in Bangui, Central African Republic, a young girl is vaccinated against measles. The recent conflict has contributed to a breakdown in health services, putting hundreds of thousands of children at risk of the disease.

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development of the national health information system to accelerate progress, by providing assistance to nutrition surveys and a national nutrition plan. In response to an influx of Malian refugees that further intensified food insecurity in Mauritania, UNICEF supported the treatment of 4,233 children for acute malnutrition and the vaccination of 26,721 children against measles. This intervention was conducted in collaboration with the Government of Mauritania and UNHCR. Over the period January to October 2013, it contributed to the reduction of general acute malnutrition from 13.2 per cent to 11.8 per cent, and severe acute malnutrition from 3.2 per cent to 1.4 per cent, according to two nutrition surveys.

In 2013, Angola and Namibia experienced one of the worst droughts in 30 years. The situation in Angola is dire as 1.5 million people are now food insecure. Low crop production and the consumption of unsafe water have triggered a nutritional crisis, with children under age 5 most vulnerable. UNICEF supported the Government in an unprecedented scale-up of integrated management of acute malnutrition. The initiative opened 34 new inpatient and 473 new outpatient therapeutic programme centres. Screening for malnutrition was provided to more than 1 million children, of whom more than 59,000 were treated for severe acute malnutrition and some 65,500 for moderate acute malnutrition.

In Namibia, the most arid country south of the Sahara, 780,000 people – roughly one third of its entire population – were food insecure as of April 2013. UNICEF provided technical and financial support to ensure that households in seven of Namibia's worst-affected regions had access to safe water, sanitation and improved hygiene practices, and to ensure early detection and referral of malnutrition for women and children. Along with WHO, UNICEF assisted the Government with a Maternal and Child Health Week in 14 regions in November, with activities that included iron and folic acid supplementation for pregnant and lactating women, catch-up immunization for children, detection of acute malnutrition and birth registration.



In Myanmar, **a nationwide campaign to end the recruitment and use of children in the armed forces** was launched.

Partnering to REACH EVERY LAST CHILD

UNICEF cannot produce meaningful results for children in isolation:

Partnerships make it possible to deliver on our mission to reach every child, everywhere. As the world's leading advocate for children, we share our expertise in monitoring and evaluation, advocacy and programming with global, regional and country partners – and partners share their expertise with us.

Complex challenges require global efforts

UNICEF has a governance role in 50 global programme partnerships. The secretariats of seven of these partnerships reside at our New York headquarters: *A Promise Renewed*, Better Care Network, Donors Working Group on Female Genital Mutilation/Cutting, Inter-Agency Working Group on Violence against Children, Sanitation and Water for All, United Nations Girls' Education Initiative (UNGEI), and the Reproductive, Maternal, Newborn and Child Health Trust Fund/United Nations Commission on Life-Saving Commodities for Women's and Children's Health.

UNICEF plays a key role in the SUN movement, the global partnership to end stunting and other forms of undernutrition, steering it towards analysing and acting in the best interests of all children. SUN is committed to the principle that all people have a right to food and good nutrition. In 2013, the movement's work led to unprecedented support to end stunting, and its powerful message is taking hold. The World Economic Forum 2013, for instance, identified food and nutrition security as a global priority.

UNICEF sustains its role as a central partner and leader in the global education community, through participation and leadership in the Global Partnership for Education, continued support for and leadership of UNGEI, work with UNESCO in defining the post-2015 development agenda, and collaboration with the Office of the United Nations Special Envoy for Global Education and the Education Cannot Wait campaign. To continue to bridge the development and humanitarian divide, UNICEF plays a leading role in the sector as an advocate and important partner on education in emergencies. In 2013, UNICEF worked with key partners, including the Inter-Agency Network for Education in Emergencies, on the Education Cannot Wait campaign as part of the Global Education First Initiative (GEFI) to bring more visibility to education in emergencies.



Residents fetch water at a UNICEF/European Union-supported water point in the Amhara Region of Ethiopia.
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As lead agency and host of the UNGEI Secretariat, UNICEF engages in broad social mobilization efforts and advocacy to keep girls' education and gender equality high up on the global agenda. In 2013, UNGEI released its policy advocacy agenda with a focus on girls' learning, accessing post-primary education, reducing school-related gender-based violence and reaching the most marginalized. UNGEI shared good practices and promoted coordination between development partners working on this issue in the East Asia and the Pacific and West and Central Africa regions, successfully advancing the policy dialogue.

In a leadership role in the Global Partnership on Children with Disabilities, a network of more than 240 organizations, UNICEF hosted a network forum immediately after the High Level Meeting on Disability and Development convened by the United Nations General Assembly in September. The forum, which brought together almost 280 participants representing 41 countries, called for children with disabilities to have a prominent place in the post-2015 development agenda. (Also see panel, page 27.)

As a UNAIDS cosponsor, UNICEF published *Towards an AIDS-Free Generation: Children and AIDS*, the sixth report since 2007 in the 'stocktaking' series on the impact of the AIDS epidemic on children. The report chronicles the response to HIV and AIDS among children and adolescents in low- and middle-income countries. The recommendations include more focused data-driven planning and analysis of results through an equity lens.

In 2013, UNICEF continued to strengthen and expand its partnerships with the international financial institutions. In February, World Bank Group President Dr. Jim Yong Kim addressed UNICEF's Executive Board during a special focus session on the collaboration between UNICEF and the World Bank. Dr. Kim and UNICEF Executive Director Anthony Lake spoke of the importance of working together to achieve equity for children and to eradicate extreme poverty. UNICEF's senior management participated in the Spring and Annual Meetings of the IMF and the World Bank Group, emphasizing the importance of investing in children for the benefit of societies, economies and future generations.

UNICEF's effective engagement, advocacy and partnership with United Nations Member States has helped reflect child rights in the international agenda. For example, in 2013, UNICEF provided technical support to Member States so that priority issues for children, such as equity, are included in General Assembly resolutions, including the resolution on social inclusion cosponsored by 62 Member States. UNICEF continues to work closely with other United Nations agencies in aligning agency-specific strategic plans and achieving greater coherence in the implementation of operational activities. This includes our leadership on the development of a system-wide monitoring and reporting framework on United Nations operational activities for development.

UNICEF strengthened humanitarian partnerships with UNHCR and WFP, where senior leaders of the three agencies undertook joint missions to the Middle East

and the Sahel region of Africa to explore ways of improving cooperation and joint workplanning.

Global and regional partnerships

In 2013, UNICEF expanded partnership with the South Asian Association for Regional Cooperation (SAARC) with activities involving member States in almost all of the sectors that UNICEF supports. UNICEF and SAARC concluded jointly agreed annual plans on important actions in health, nutrition, water and sanitation, education, HIV/AIDS, child protection, social policy and evaluation. Our work with SAARC is critical to advance MDG 8 (to develop a global partnership for development) and to strengthen the enabling environment of policies, programmes and budgets in the region.

During the year, the UNICEF Liaison Office to the African Union (AU) and the United Nations Economic Commission for Africa helped to position children in several continent-wide policy frameworks and plans of action of the AU and its organs. In August, during the International Conference on Maternal, Newborn and Child Health in Africa convened by the AU and the Government of South Africa, UNICEF held a plenary session on strategic interventions to enhance newborn and child health, and parallel sessions on nutrition security and child and newborn health.

As a result of UNICEF's advocacy and technical support, the Addis Ababa Declaration on Population and Development in Africa beyond 2014 prioritizes the needs and rights of children. The declaration was adopted on 4 October 2013 at the conclusion of the Ministerial Segment of the African Regional Conference on Population and Development. Its 88 commitments include addressing gender inequality, ensuring universal access to sexual and reproductive health and rights, and prioritizing the education, empowerment and participation of women and young people. Other collaborative efforts focused on food and nutrition security engagements, peace and security in Africa, and positioning children in the Common African Position on the post-2015 development agenda.

Education Equity Now!, a call for action supported by UNICEF and launched at a regional conference hosted by the Government of Turkey, called on 20 governments in Europe and Central Asia to commit to reforming education so that the most vulnerable and excluded children can participate in well-governed, well-resourced education systems. Collaboration between regional and international civil society organizations, United Nations organizations and young people produced the publication *Call for Action:*



In Burkina Faso, **about 60,000 people were reached with interventions to promote handwashing** through community initiated activities.

Education Now – Including all children in quality learning, to accelerate political momentum, promote inclusive quality education and encourage youth participation.

In Latin America and the Caribbean, we continued our collaboration with various media outlets, including Agencia EFE and NTN24. Ahead of the twenty-fifth anniversary of the Convention on the Rights of the Child in 2014, UNICEF initiated a collaboration with the regional Spanish-language channel of parent company CNN. UNICEF also renewed partnerships with Cartoon Network Latin America and Sesame Workshop Latin America to promote early childhood development and safe and inclusive sports, recreation and play.

Years of advocacy and collaboration between UNICEF, National Committees for UNICEF, successive presidents of the European Union (EU) and key civil society partners culminated in the long-awaited European Commission Recommendation on poverty reduction. *Investing in Children: Breaking the cycle of disadvantage* embraces UNICEF's call for child rights and equity with a three-pronged focus: access to adequate resources, access to affordable quality services and children's right to participate.

Throughout 2013, UNICEF worked with the European Commission and the European Parliament to ensure that disparities and the conditions of marginalized and vulnerable groups of children are reflected and prioritized in the EU accession process, the vehicle for becoming an EU member State. As a result, the rights of Roma children, children with disabilities, children in institutions, rural and urban poor, and children without parental care have been highlighted in parliamentary resolutions and EU country reports. The 8th European Platform for Roma inclusion, which focused on the integration of Roma children and youth, allowed UNICEF to highlight promising practices from the region on integrated and inclusive early childhood education and care.

We also partnered with the EU to develop the *Child Rights Toolkit* for development partners, European Commission staff, bilateral donors and others to

IT'S ABOUT ABILITY

Promoting the rights of children with disabilities

Every child deserves a fair chance. There are no qualifiers. Yet, children with disabilities are often denied their rights. In some countries, they are relegated to second-class citizens, often institutionalized, abandoned or neglected.

People with disabilities are not mentioned in the eight MDGs, the 21 targets and 60 indicators. UNICEF and partners are committed to finding ways to mainstream disability within the MDGs and to ensure that children with disabilities are included in the post-2015 development agenda.

Reaching children with disabilities is at the heart of UNICEF's commitment to equity. In May, in unveiling our flagship report, *The State of the World's Children 2013: Children with disabilities*, we called on leaders to see the child, before the disability. That means focusing on what a child is able to do rather than not do. Given the access and the opportunity, children with disabilities can overcome barriers, contribute to society and make the world richer through their inclusion. A dearth of reliable data renders people with disabilities invisible and translates into inaccurate estimates, contributing to a failure to create effective interventions and better allocate resources and services. Although data are essential, children with disabilities cannot wait for statistics and profiles to be generated. The doors of opportunity must open now.

Inclusion is an essential message in the It's About Ability campaign, a joint effort with the Government of Montenegro. Building on past successes, the campaign initiated two high-profile advocacy events in 2013: a television commercial about inclusive sports and play, featuring Montenegrin silver

medallist and European handball champion Anđela Bulatović; and a two-day visit by the British Paralympic tennis gold medallist, Peter Norfolk, calling for an end to discrimination and the exclusion of children with disabilities.

Likewise, UNICEF engaged children with disabilities as positive public role models and decision makers. Throughout Montenegro, young volunteers with and without disabilities advocated for equal rights and opportunities for all children. Research shows that the activities of the inclusive volunteers' clubs had a positive impact, not only on the volunteers with and without disabilities, but also on their parents. The number of volunteers in local communities increased. All the children made new friends, while parents learned new things about inclusion from the children.

To determine the effectiveness of It's About Ability, UNICEF launched a comprehensive survey to measure people's knowledge, attitudes and practices regarding inclusion. Participants were asked about their awareness of the rights of children with disabilities and their feelings about including children with disabilities in everyday activities. The results for 2013 demonstrate significant changes in attitudes: More people feel that children with disabilities should be mainstreamed in education, rather than educated separately, and more people feel that children with disabilities should be cared for in foster families, rather than institutionalized.

Changing attitudes is an important first step. But until all children secure the best start to life, quality education, protection and participation, there is a long road left to travel.

integrate a child rights approach throughout programming, budgeting, policymaking and lawmaking. The toolkit was first presented by UNICEF in Addis Ababa in November, in partnership with the EU and the African Union. Since then, more than 100 EU delegates have received training in the use of the kit.

United Nations Member States played an active role in drafting and finalizing the new UNICEF Strategic Plan 2014–2017, which reflects the joint commitment to achieve agreed results for children. Member State and intergovernmental partners have also in other respects taken a strong lead in the global effort to advance the rights of children. For example,

at the Nutrition for Growth high-level meeting held in London in June 2013, the United Kingdom set a target of preventing at least 20 million children under five from being stunted and saving at least 1.7 million lives by 2020. The United States Agency for International Development released an unprecedented global water and development strategy to provide a minimum of 10 million people with sustainable access to clean water and 6 million people with sustainable access to improved sanitation over the next five years. The World Bank launched Phase II of its Water Partnership Program, a joint partnership between the World Bank and the Governments of Denmark, the Netherlands and the United Kingdom.

SOUTH-SOUTH COOPERATION

Reaching across borders to improve the lives of children

UNICEF helps bring countries of the South together to realize the rights of all children. This form of partnership, known as South-South cooperation, allows low- and middle-income countries to share knowledge, expertise and resources to meet mutual development goals. Almost 100 UNICEF country offices engaged in South-South cooperation in 2013. Activities included study tours, country-exchange visits, sharing innovations and regional meetings.

Benefits of these arrangements include fostering economic, scientific and technological self-reliance; strengthening the presence and bargaining power of low-income countries within multilateral negotiations; coordinating policies that are relevant to participating countries; and creating indigenous technology and introducing techniques better adapted to local needs.

In October, the Government of India, supported by UNICEF, hosted the Second High Level Meeting on South-South Cooperation for Child Rights in Asia and the Pacific. More than 150 delegates from 32 countries across the region exchanged lessons and best practices on early childhood development, children in urban environments and issues concerning adolescents.

During 2013, UNICEF arranged for senior government officials from Nepal to review the successful work of Ethiopia and Uganda in WASH. As a result, Nepal fully adopted the lessons learned into its own WASH programme document.

In 2013, as part of a South-South cooperation initiative implemented from 2010–2012, UNICEF Argentina and Bolivia jointly published a postcard series. The initiative, which aimed to promote and protect the rights of Bolivian children, adolescents and indigenous women migrating to Argentina, identified relevant national institutions in both countries with a view to development of an inter-institutional mechanism for migration.

In Brazil, UNICEF supported the acquisition of antiretroviral drugs (ARVs) so that the Government can provide universal access for pregnant women, children, adolescents and young people who are living with HIV. With our support, the Government of Brazil also donates first-line ARVs for countries participating in the Laços Sul-Sul Initiative for Brazilian cooperation on HIV/AIDS, including Bolivia, Cabo Verde, Guinea-Bissau, Nicaragua, Paraguay, Sao Tome and Principe and Timor-Leste.

Civil society

UNICEF has successfully joined forces with other global child-focused agencies, such as World Vision, Save the Children and Plan International, as well as parliamentarians, faith-based groups and other actors. These groups play a vital role in ensuring continued investment in children and the promotion of their rights.

In March, the Inter-Parliamentary Union (IPU) and UNICEF organized a panel for the 128th IPU Assembly in Quito, Ecuador, which focused on what parliamentarians can do to defend and promote the rights of children with disabilities. The Assembly also included field visits to UNICEF-supported projects in the greater Quito area and the screening of a video at the closing ceremony to more than 600 parliamentarians. A regional parliamentary workshop in Peru, organized by UNICEF and IPU, brought together more than 60 members of Parliament from 17 countries in the region to discuss their role in promoting birth registration and the right to an identity. They vowed to make birth registration universal, timely and free in their respective countries.

Religious communities and faith-based organizations

UNICEF is prioritizing engagement with global religious organizations and leveraging major platforms to reach influential religious leaders. For example, in 2013, we used the 10th Assembly of the World Council of Churches and the 9th World Assembly of Religions for Peace, both of which convened thousands of senior religious leaders, as opportunities to highlight pressing issues for children, particularly ending preventable child deaths.

Recognizing the importance of partnering with religious organizations to improve children's well-being, we encouraged our country offices to strengthen partnerships with faith-based groups. India embraced this challenge by securing the commitment of the country's Chief Imam to provide WASH training for 500,000 imams.

We continue to partner with Religions for Peace at the country level to strengthen the capacity of religious communities to protect children. At the regional level,

UNICEF and Al-Azhar University in Cairo organized a consultation on key child protection issues with Muslim scholars from the Middle East and North Africa region.

The business of children

The private sector has a huge role in respecting and advancing children's rights. In 2013, UNICEF developed a strategic approach to integrated corporate engagement in order to work more holistically with members of the business community. During the year, UNICEF secured new partnerships with Amadeus, Olympiacos FC and Western Union. Long-term associations with such partners as Barcelona FC, H&M, IKEA Foundation, Procter & Gamble and Unilever, and foundations including the Bill & Melinda Gates Foundation, the Children's Investment Fund Foundation, the Oak Foundation and Dubai Cares, continued to show solid results.

Building on the 2012 release of *Children's Rights and Business Principles*, we initiated a five-month pilot with 45 companies and 22 consultancies that developed a set of tools for companies to implement the principles. To further promote the child rights and business agenda, UNICEF and the Guardian Sustainable Business web portal partnered to produce a series on how business can respect and support children's rights. The features examine corporate social responsibility programmes and showcase exemplary practices from around the world.

Goodwill for children

The star power of Goodwill Ambassadors generates attention, energy and resources for the world's children. In 2013, UNICEF counted 31 global, 14 regional and more than 200 national ambassadors. They visited some of the most vulnerable children around the world, recorded PSAs, posted on social media and led funding and advocacy campaigns to further UNICEF's mission.

Katy Perry travelled to Madagascar to support a focus on poverty and, in October, joined in UNICEF's celebration of the International Day of the Girl Child, lending her hit song 'Roar' to the soundtrack of a video message to help inspire and empower girls. Angélique Kidjo went to Ethiopia to highlight child survival. She also used her impressive voice to speak out at the United Nations in New York against child marriage. At the start of the year, Mia Farrow travelled to Lebanon to amplify the voices of the children and families fleeing the violence in the Syrian Arab Republic. She ended the year with a trip to the Central African Republic to help draw attention to the plight of children affected by war.



In Bhutan, **partnership with civil society organizations working on child protection has been expanded** through the creation of the National Action and Coordinating Group on Violence against Women and Children.

To promote early childhood care, Maxim Vengerov entertained children in Turkey with his violin. To support the It's About Ability campaign, Danny Glover went to Sarajevo and called for social inclusion of all girls and boys, including children with disabilities. After Typhoon Haiyan made landfall in the Philippines, UNICEF Goodwill Ambassadors responded immediately. Eleven Goodwill Ambassadors used social media to urge their more than 300 million collective fans and followers to support UNICEF's life-saving emergency response. Sir Roger Moore and his wife, Lady Kristina, travelled to UNICEF's warehouse in Copenhagen to highlight the effective emergency response for the survivors of the typhoon.

In July, Liam Neeson kicked off the End Violence Against Children initiative with a powerful video calling on everyone to "make the invisible visible," by shining a bright light on the hidden epidemic of sexual, physical and emotional abuse. In September, Ishmael Beah, Advocate for Children Affected by War, echoed the initiative's call at the Social Good Summit in New York. He also used his powerful voice, personal experience and social media platform to speak up for the most vulnerable children around the globe whose lives have been devastated by conflict.

Policy matters for children

UNICEF has long advocated for children to be at the heart of development policies. The message to governments is clear: Social and economic policies must be equitable, inclusive and sustainable, with priority given to the poorest and most disadvantaged children.

UNICEF analyses how government policies and budget decisions affect children, advocates for laws, national strategies and budgetary frameworks to advance children's rights, and uses data to monitor progress against set targets, such as the MDGs.

UNICEF has been the leader in generating high-quality data on the situation of children and women for the past

INTERNATIONAL GOODWILL AMBASSADORS

Lord Richard Attenborough (United Kingdom)
Amitabh Bachchan (India)
Ishmael Beah (Sierra Leone) Advocate for Children Affected by War
David Beckham (United Kingdom)
Harry Belafonte (United States)
Berliner Philharmoniker (Germany)
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)
Leon Lai (Hong Kong, China)
Ricky Martin (Puerto Rico, United States)
Shakira Mebarak (Colombia)
Leo Messi (Argentina)
Sir Roger Moore (United Kingdom)
Nana Mouskouri (Greece)
Liam Neeson (Ireland)
Katy Perry (United States)
Her Majesty Queen Rania (Jordan) Eminent Advocate for Children
Vanessa Redgrave (United Kingdom)
Sebastião Salgado (Brazil)
Susan Sarandon (United States)
Maxim Vengerov (Russian Federation)
Serena Williams (United States)

30 years. We play a vital role in supporting governments with data collection through the Multiple Indicator Cluster Surveys (MICS) – one of the largest data collection efforts on the MDGs globally, covering 21 indicators – and through compilation and analysis of data, innovative methodological development and data dissemination to inform sound policies, legislation and programmes for promoting children's rights. Preparations for the fifth round of MICS were completed in 2013, with more than 40 countries planning to conduct surveys. The data will be used to assess the national and subnational situation of children and women, to analyse inequities, for the final MDG assessment, and as a baseline for the post-2015 development agenda.

In collaboration with Malaysia's Economic Planning Unit, we developed and published a statistical booklet, *Profile of Children in Malaysia: Implementation of children's*

rights with equity. The document provides evidence of inequalities at the subnational level and will be crucial in the development of the 11th National Malaysia Plan 2016–2020 as it relates to children.

Responding to evidence presented in Brazil's Out of School Children report, UNICEF launched a communication campaign titled Out of school, just won't do! This galvanized the National Union of Municipal Secretaries of Education, which identified school exclusion as the main challenge faced by all the nation's municipalities. In addition, we engaged with the Government of Brazil, the national Congress and civil society in a multilateral task force that is now responsible for guaranteeing water and sanitation to all schools in the semi-arid region by 2015. The work of the task force is significant as currently 20 per cent of the schools, attended by more than half a million boys and girls, lack basic sanitation facilities.

In 2013, UNICEF was engaged in more than 40 countries on the measurement and analysis of child poverty, and advocacy for the inclusion of child poverty as a key goal within national plans and poverty reduction strategies. In more than 100 countries, UNICEF was directly engaged in social protection programmes, which play a vital role in strengthening the resilience of children, families and communities, achieving greater equity and supporting national human and economic development. UNICEF's efforts included supporting governments to deliver cash transfers, strengthening institutions and providing technical assistance in policy development.

Senegal, for example, showed its commitment to children even as it struggles with a national poverty rate of 30 per cent. In response to advocacy by a consortium that included UNICEF, the country initiated a national programme of cash transfers for poor families. Recognizing that social protection contributes to inclusive economic growth, human development and reduction in inequalities, the Government also launched universal health-care insurance and free health care, which are expected to reach an estimated 2.5 million children under age 5.

Based on UNICEF's advocacy, the Ministry of Urban Development in Nepal drafted the first programme document that included a special chapter on gender, equity, climate change, and the rights of women and children. With technical assistance from UNICEF, Nepal also implemented the National Plan of Action for the Reintegration of Children Affected by Armed Conflict.

In Romania, UNICEF and the Chamber of Deputies initiated their first partnership, which included a commitment

to establish a Special Commission on vulnerable children. To further the inclusion process for children with disabilities, UNICEF and the Chamber unveiled *The State of the World's Children 2013: Children with disabilities* and organized a public debate about child rights. This contributed to progress in protecting and promoting the rights of children with disabilities and to prohibiting the institutionalization of children under 3 years old.

UNICEF's work on social and economic policies promotes social inclusion in several ways. Not only does it help address ethnic, gender and other forms of discrimination against individuals, it also helps reduce structural discrimination. UNICEF works with various government ministries and national statistical offices – as well as with parliaments, national human rights institutions, local authorities, the private sector and civil society – to change the way institutions function and allocate resources. In Peru, for example, UNICEF has been working at all levels of government since 2007 and has advocated for increased resource allocations for children's issues. Over the past three years, we have been instrumental in leveraging \$143 million from government budgets for the protection of children's rights.

Social and economic policies can also bolster social inclusion by reducing poverty. In Zambia, the Child Grant Programme (CGP), an unconditional cash transfer for extremely poor households, helps prevent children from being excluded from opportunities that are vital to their future. UNICEF has played a crucial role in supporting the CGP by providing technical advice and undertaking advocacy around its design, implementation, coordination and evaluation. A two-year evaluation found that by significantly reducing poverty levels among its recipients, the CGP reduced new cases of diarrhoea in children under five, improved infant and young child feeding and household food security, and increased the number of children whose basic needs were met.

UNICEF has effectively established itself as a credible partner to ministries of finance, building on its strong relationship with line ministries. In Mozambique, UNICEF's close engagement with the Ministry of Finance led to a revision of the formula that determines local budget allocations so that it now considers inequities in outcomes for children.

Rigorous research

The Office of Research in Florence, Italy, generates studies on such areas as equity, poverty, child rights, violence against children and social protection. In 2013, the Office



In Indonesia, building on the Child Rights and Business Principles, **exclusive breastfeeding was promoted** at Bank Central Asia, a key corporate partner.

further refined the Multiple Overlapping Deprivation Analysis, an online tool that compares child poverty and deprivation data within and across countries. By the end of 2013, data for 31 countries were available, with 25 more countries planned for 2014.

In April, UNICEF launched the eleventh publication in the *Report Card* series – 'Child Well-Being in Rich Countries' – garnering widespread international and national discussion on the situation of children in 29 of the world's advanced economies. To ensure that human dignity and children's rights are preserved in all research and all contexts, UNICEF joined the Centre for Children and Young People, Childwatch International Research Network, Southern Cross University (Australia) and University of Otago (New Zealand) in producing Ethical Research Involving Children, global standards for conducting research about and with children.

Virtual world and change

At UNICEF, we utilize our digital reach to effect change and mobilize support for children. Our social media communities continue to expand. UNICEF has a robust presence on numerous social media platforms, including Facebook, Google+, Instagram, LinkedIn, Tumblr, Twitter and YouTube.

Facebook and Twitter numbers have increased, making UNICEF the leading non-profit in terms of follower and fan size on the two platforms combined. Twiplomacy, an award-winning study of world leaders, governments and international organizations on Twitter, analysed the most effective use of Twitter to promote stories or engage followers. The analysis found that UNICEF is the most followed international organization on Twitter, with more than 2.3 million followers at the end of 2013. Our tweets are reposted on average more than 100 times, and we are listed on more than 10,000 Twitter lists. Voices of Youth (VOY) has a strong presence on social media and is growing in popularity, with the number of followers on Twitter doubling in 2013.

NATIONAL COMMITTEES FOR UNICEF

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

UNICEF National Committees advocate for children, and raise funds and public awareness to help UNICEF reach the world's most vulnerable children and their families. Located in 36 industrialized countries, National Committees are independent NGOs. They are indispensable partners in our mission to ensure that the rights of all children everywhere are protected.

National Committees also play a vital role in UNICEF's response to emergencies by engaging the public through mainstream and social media outreach, advocating for the protection of children's rights during natural disasters and human-made crises, and raising much-needed funds in support of UNICEF's humanitarian action. In 2013, National Committees contributed \$71 million for the Philippines emergency appeal following Typhoon Haiyan, out of a total of \$104 million raised from all donors by the end of the year.

In 2013, National Committees raised \$1.14 billion of the total private sector revenue of \$1.26 billion. Private sector revenue made up 47 per cent of the total regular ('core') resources for UNICEF in 2013. The National Committee 2013 fundraising total represents a 21 per cent increase over the \$941 million the Committees raised in 2012. National Committees were also instrumental in growing the number of pledge donors from 3.1 million in 2012 to 3.6 million by the end of 2013, contributing substantially to the total core revenue.

To promote children's issues in the countries in which they operate, National Committees also successfully initiated advocacy and awareness-raising campaigns, petitions, social media drives and other creative enterprises.

The Italian Committee for UNICEF launched a campaign to end malnutrition. The Committee's appeal, 'A space message for Christmas: Let's donate to save children from malnutrition', included a video of astronaut Luca Parmitano at the International Space Station featuring messages about the devastating effect of hunger on children. The video went viral – with 125,000 views on YouTube, reposts on more than 100 other websites, coverage by 20 Italian newspapers and national press agencies and three national television stations, and broadcast on the Sky TV network for two weeks over Christmas. Television spots, print media and posters urged the public to donate in support of UNICEF and its efforts to provide "the most important lunch" in a malnourished child's life. Supporters were invited to a virtual Christmas dinner with UNICEF, for a \$3 donation. This combination of social and mainstream media projects raised \$1.6 million.

The Norwegian Committee for UNICEF partnered with the Norwegian Red Cross, Save the Children and the Norwegian NGO Streetlight to support survivors of the devastation caused by Typhoon Haiyan in the Philippines. A torchlight parade began at the Oslo train station and ended at the National Theatre, where a fundraising concert was held. The concert was aired live by the national broadcasting company NRK and raised approximately \$900,000 for UNICEF.

In Spain, to help alleviate the situation of children living in poverty, the Spanish Committee for UNICEF and its supporters are advocating with all levels of government, including members of Parliament, for urgent implementation of measures to address this trend. There is still much work to do, but there has also been

good news. In December 2013, partly as a result of the Committee's advocacy, the Government approved the National Action Plan for Social Inclusion 2013–2016, which includes child poverty as a priority item.

'UNICEF's Next Generation' at the United States Fund for UNICEF is a diverse group of young professionals, aged 21 to 40, who share a commitment to UNICEF's future and a belief in zero preventable child deaths. Since 2009, the group has raised more than \$3.5 million and supported nine UNICEF projects around the world. In 2013, UNICEF's Next Generation raised more than \$500,000 to develop three innovation labs in East Asia, and funded projects to help strengthen child-friendly justice systems in Viet Nam. The group also helped UNICEF Viet Nam launch its own Next Generation group, and is working with the United Kingdom Committee for UNICEF and UNICEF staff in several countries to launch additional groups. The United States Fund drew on the expertise of this group and corporate partner UPS to lead its winterization campaign for the Syrian Arab Republic. Contributing to the broader UNICEF effort to protect children from the harsh weather, the Fund provided 20,000 winter clothing kits that were packed by UPS and UNICEF volunteers and delivered to Syrian child refugees in Iraq and Lebanon.

In Slovenia, UNICEF Junior Ambassadors led the way with the Slovenian Committee for UNICEF, starring in two videos focusing on children's rights. One video commemorated the International Children's Day of Broadcasting with a pointed message to children and adults that all children have human rights that must be respected. A video produced for the International Day of the Girl Child

featured two girls describing their dreams for the future. The contrast between their two lives is striking and underscores the need to provide quality education to Syrian children whose lives have been uprooted by ongoing conflict. The UNICEF Junior Ambassadors also met with the President of Slovenia, Borut Pahor, asking him to put children at the heart of political decision-making. The high-profile meeting was covered by primetime news and resulted in the President's pledging to support a UNICEF campaign on children's rights.

Following a notorious criminal case of sexual exploitation of children, the Icelandic National Committee for UNICEF lobbied all political parties running in the April 2013 election to include child protection policies in their platforms. Three of the parties added key recommendations to their policy resolutions taken from the National Committee's report *Child Rights in Iceland: Violence and prevention*. In February, the Icelandic Committee presented the report to a task force on preventing sexual abuse of children established by the Prime Minister's office. In April, the task force introduced 27 measures to prevent violence against children, including a call for a centralized body to oversee the prevention of all forms of violence against children.

Bodily functions are not usually a welcome topic in polite company, but the Japan Committee for UNICEF challenged the trend with a humorous awareness-raising campaign for World Toilet Day. An anime called 'Mr. Poo and the Invisible Toilet' introduced the Japanese public to the character Mr. Poo, who explains how improved sanitation, water and hygiene can prevent the global deaths of 1,600 children under five who die each day from

diarrhoea. The World Toilet Day campaign also featured a public installation that highlights the fact that one in three people globally do not have access to a toilet. The campaign had significant coverage through social media and regional and national media.

In 2013, supporters of the United Kingdom Committee for UNICEF contributed almost \$15 million for children affected by the crisis in the Syrian Arab Republic. The United Kingdom Committee for UNICEF launched the Children of Syria Winter Crisis Appeal, which used a combination of fundraising, communication and advocacy to highlight the vulnerability of Syrian children as the winter approached. This helped secure the backing of the Government of the United Kingdom, which provided matching funds for sums donated by the public over the duration of the appeal, which ran until the end of January 2014.

The appeal was launched at the end of October at the Halloween Ball, the Committee's inaugural fundraising gala, which was devoted to raising funds for Syrian children. The star-studded event featured a live performance by UNICEF UK Ambassador Robbie Williams, attracting national broadcast and print media coverage and reaching 56 million people. The largest airline in the United Kingdom, easyJet, also backed the campaign with in-flight collections. A television commercial featured UNICEF UK Ambassador Ewan McGregor, who appealed for donations, while radio appeals and advertisements on trains also raised awareness of their plight. The Children of Syria Winter Crisis Appeal raised more than \$6 million for the Syrian Arab Republic in 2013, which helped to provide 1 million blankets and other vital supplies to children caught up in the conflict.

MANAGING FOR RESULTS

In 2013, in entrusting us with our highest-ever revenue, donors have recognized that UNICEF is a sound steward of resources and is driving results for all children, especially those hardest to reach and most at risk.

For UNICEF to continue to successfully deliver results for children, we require top-notch people, rigorous processes and modern systems committed to efficiency, transparency and effectiveness. Day by day we are taking proactive steps towards managing our organization better by transforming our portfolio of technology and skills, strengthening management, streamlining operations, reducing costs and increasing impact.

Evaluation and oversight

UNICEF is committed to evidence-based programming and to continuous learning and improvement. In 2013, we conducted numerous evaluations within UNICEF and jointly with other United Nations agencies. Programme evaluations focused on child protection, education, nutrition, and water, sanitation and hygiene.

An evaluation of UNICEF's cluster leadership was completed in 2013. The evaluation assessed UNICEF's performance in the five clusters we lead or co-lead along with other United Nations agencies and other humanitarian partners in the Inter-Agency Standing Committee (IASC). It found that UNICEF has invested significant time and resources in its lead agency role since the start of the IASC cluster system in 2005, and that as cluster lead we are increasingly effective in the areas of human resources and institutional support. However, as the role and activities of IASC clusters have changed over time, we have experienced challenges in fulfilling our role in all the areas in which we lead.

In an evaluation on child protection in emergencies, UNICEF undertook case studies in Colombia, the Democratic Republic of the Congo, Pakistan and South Sudan and completed a desk review and survey on eight additional countries. The evaluation provided findings on how far UNICEF's preparedness planning and response succeeded in protecting children during conflict and natural disasters. The findings were mixed: Much has been achieved in



Volunteers in a flood-ravaged town on Mindanao Island, the Philippines, unload UNICEF water, sanitation and hygiene supplies to help families affected by the flooding and mudslides that devastated homes, infrastructure and agricultural land. © UNICEF/NYHQ2012-1698/Maitem

responding to specific areas such as reunification of children with their families, psychosocial care, some aspects of the monitoring and reporting mechanism for six grave child rights violations during armed conflict, and gender-based violence. However, major gaps exist in the systems necessary for consistently effective responses, including in capacity-building of national counterparts and in improved planning, monitoring and reporting. Instituting social change initiatives as part of emergency preparedness and longer-term response was identified as an important area of work for which very little evidence exists.

Other humanitarian evaluations of note in 2013 included real-time evaluations of UNICEF's response to Typhoon Haiyan in the Philippines and UNICEF's humanitarian response in Mali.

The joint evaluation on the UNFPA-UNICEF Female Genital Mutilation/Cutting programme focused on holistic interventions in Burkina Faso, Kenya, Senegal and the Sudan in advancing the movement to abandon FGM/C and found much evidence of success. The evaluation also included a desk review and a survey of 11 countries that had implemented the programme. Results were disseminated inside and outside the United Nations system so that others could benefit from the lessons learned. The findings and recommendations of the evaluation were considered in formulating the second phase of the programme, which commences in 2014.

In 2013, an external review confirmed that the Office of Internal Audit and Investigations, part of UNICEF's internal

oversight system, was compliant with the International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors. The review also confirmed the office's compliance with the United Nations Uniform Guidelines for Investigation. There were 51 internal audits in 2013, including 42 country offices, one regional office, six headquarters and two inter-agency audits. Internal audit reports were made available to the public, with 38 released via the UNICEF global website in 2013 and the remaining reports available for public release in 2014.

With regard to financial management, in 2013 UNICEF received an unqualified audit opinion for the 2012 financial statements. These were the first set of financial statements issued in accordance with International Public Sector Accounting Standards (IPSAS).

Management and operations

UNICEF relies on timely positioning of staff, a steady flow of supplies and dependable technology and systems to produce results on the ground. The Supply, Human Resources and Information Technology divisions provide seamless support throughout our operations.

UNICEF procured supplies and services valued at more than \$2.8 billion in 2013, the largest amount ever. Of the total, supplies accounted for nearly \$2.3 billion, a 21 per cent increase over 2012, and services accounted for \$584 million, on a par with 2012. Vaccines remained the largest product group. Emergency supplies were sent to 33 countries. UNICEF procures from vendors all over the

world. There were 39 countries where we spent more than \$10 million; of these, 26 were UNICEF programme countries.

UNICEF extended procurement services to partners in 99 countries, purchasing \$1.36 billion worth of supplies. Procurement service partners included the African Development Bank, the GAVI Alliance, the Islamic Development Bank, UNDP, UNITAID, the World Bank and many national governments. Working with partners, we issued contracts that generated savings of \$185 million in 2013.

UNICEF published an online markets dashboard for more than 50 essential products for children, which indicates the 'health' of such issues as demand, availability, competition, quality and affordability. Along with a series of market and production notes, the dashboard increases awareness, spurs debate and contributes to healthy sustainable markets.

UNICEF strives to put the right people in the right place at the right time. This means ensuring a talented and diverse workforce. At the end of 2013, our overall gender balance was 48 per cent female, 44 per cent for staff at the senior-most professional level (P5) and above. Nationals

from programme countries made up 53 per cent of all international professional staff recruitments and 44 per cent of recruitments at the P5 level and above.

UNICEF has further streamlined the recruitment process, reducing the time spent in the hiring of international professional staff by 27 per cent in 2013. The number of emergency decisions for recruitment of international professional staff on fixed-term appointments, a fast-track recruitment mechanism typically applied to emergency situations, increased from 130 to 224. A total of 677 people were deployed due to large-scale emergencies in 2013, with 92 per cent of requests fulfilled within 56 days.

Information technology further reduced UNICEF's carbon footprint in 2013. Cloud computing, where data and documents are stored and accessed through real-time communication networks such as the Internet, was introduced. UNICEF and Microsoft reached a groundbreaking agreement for a cloud that accommodates the special needs of UNICEF, the first such agreement in the United Nations system. Country offices without servers can now use consolidated service centres and the web. Mobile computing allows staff to use their own devices and work anytime from anywhere, which is particularly helpful during emergencies.

Paperless meetings were implemented, in which ThinkPads, iPads, Surface Pros or similar devices replaced reams of paper. The use of portals, where event information and documents can be easily accessed, increased efficiency in knowledge management and information sharing. By harnessing the power of technology, UNICEF works smarter and more efficiently.

Over the past few years, UNICEF has put in place numerous cost-saving measures to make our programmes and operations more strategic, effective and sustainable. In 2013, we announced an additional major step forward: UNICEF will establish a new Global Shared Services Centre to carry out a range of transactions for all offices. After the initial costs are met, the Centre is expected to save \$20 million each year.



Young people in the Lao People's Democratic Republic attend a training session on innovative communication for early childhood development organized by UNICEF and the Government.

© UNICEF/LAOA2012-00001/Sanoubane

Financial highlights

Total revenue to UNICEF in 2013 was \$4.9 billion, an increase of \$908 million over 2012. Of the total, core resources accounted for \$1.3 billion and other resources \$3.6 billion. Core resources made up 26 per cent of total revenue in 2013, a decrease since 2012, when they accounted for 33 per cent of the total.

Flexible thematic funds reduce transaction costs, facilitate long-term planning and directly support the achievement of results. In 2013, thematic funds for the five UNICEF focus areas totalled \$211 million (an increase of 7 per cent over 2012), and thematic humanitarian assistance was \$148 million (an increase of 66 per cent).

Primarily as a result of the response to humanitarian appeals to help children and families besieged by crises in the Philippines and the Syrian Arab Republic, income for humanitarian assistance rose to \$1.3 billion, a 62 per cent increase over 2012.

Resources

At UNICEF, we maximize the return on our investment for children and their families. Reaching the most vulnerable is a judicious financial strategy because it is wiser to pay now for children's well-being than pay much more later in remedying the consequences of neglect.

UNICEF derives income entirely from voluntary contributions – public and private – to work to transform children's lives. Income is divided into unrestricted regular (or 'core') resources and other resources, which are limited to specific programmatic themes.

Core resources allow UNICEF to deliver efficiently on all strategic areas in accordance with our plans. Core funds are the foundation upon which all country programmes are built, supporting both development and management activities. Since core resources are not earmarked for specific programmes or activities, they also allow us to respond quickly to emerging challenges and to invest in innovative programmes and approaches.

In assigning core resources, UNICEF gives highest priority to the most disadvantaged children by allocating resources in countries with the highest child mortality rate and the lowest gross national product per capita, and where children are a significant portion of

the population. This unique allocation of core resources means that UNICEF has a guaranteed, credible reach and on-the-ground expertise, even in far-flung places out of the public spotlight, to support the most marginalized and vulnerable children.

In 2013, UNICEF Somalia used core resources as seed money to help the Government launch an education initiative. The Go-2-School campaign aims to increase school enrolment in three zones of the country and to educate 1 million children and youth over the next three years. Globally, the #ENDviolence initiative also benefited from core resources, which were used in more than 30 programme countries across all seven UNICEF regions to complement ongoing activities or to encourage action.

Because core funds are flexible, UNICEF is able to respond quickly to emergencies, getting critical help to the children who need it most, even before appeals are launched and donations are received. For example, the Emergency Programme Fund makes it possible to send critical supplies and surge capacity to affected areas within hours or days. UNICEF's decisive response in 2013 in countries such as the Central African Republic and the Syrian Arab Republic underscores the critical necessity of core resources.

Core and non-core funding methods are complementary to one another. Optimizing the ratio and complementarity between the two is important to drive predictable results for the most vulnerable and marginalized populations. With core resources, UNICEF can engage in programmes and innovations that have the greatest potential for leveraging additional earmarked funds to help scale up results for the most disadvantaged children.

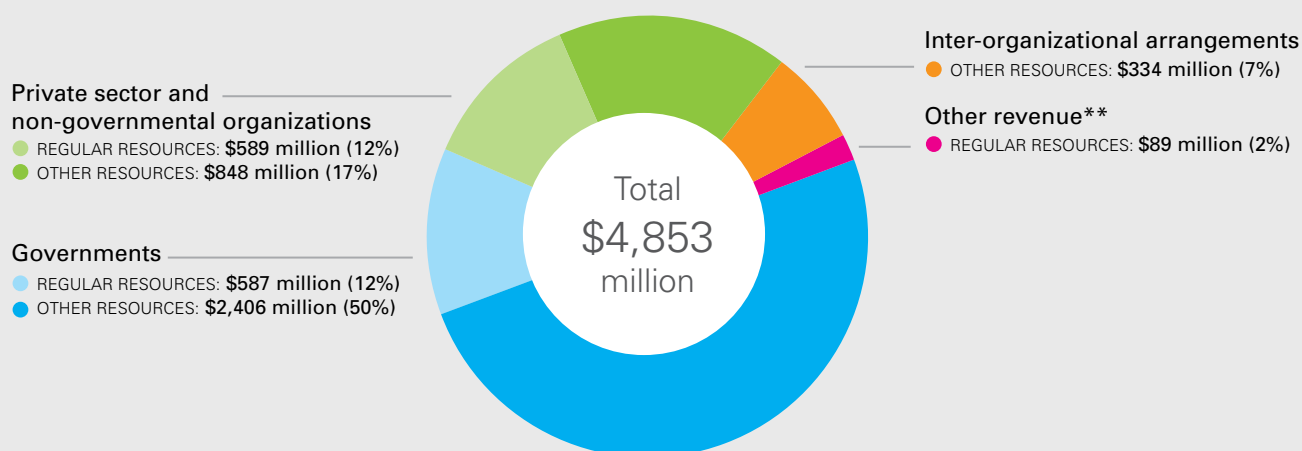
We continue to advocate for an increased proportion of core resources to provide a more predictable revenue base, thus strengthening our ability to reach the most vulnerable children.



As we look back on 2013, we are proud of the many results we have achieved for, with and on behalf of children. We have started 2014 with renewed vigour and commitment to make every effort to drive change for the most vulnerable, disadvantaged and excluded children.

We would like to extend a special thanks to our donors and partners, without whom our work would not be possible. We appreciate your trust and are grateful for your support.

Total UNICEF revenue by source and funding type, 2013*

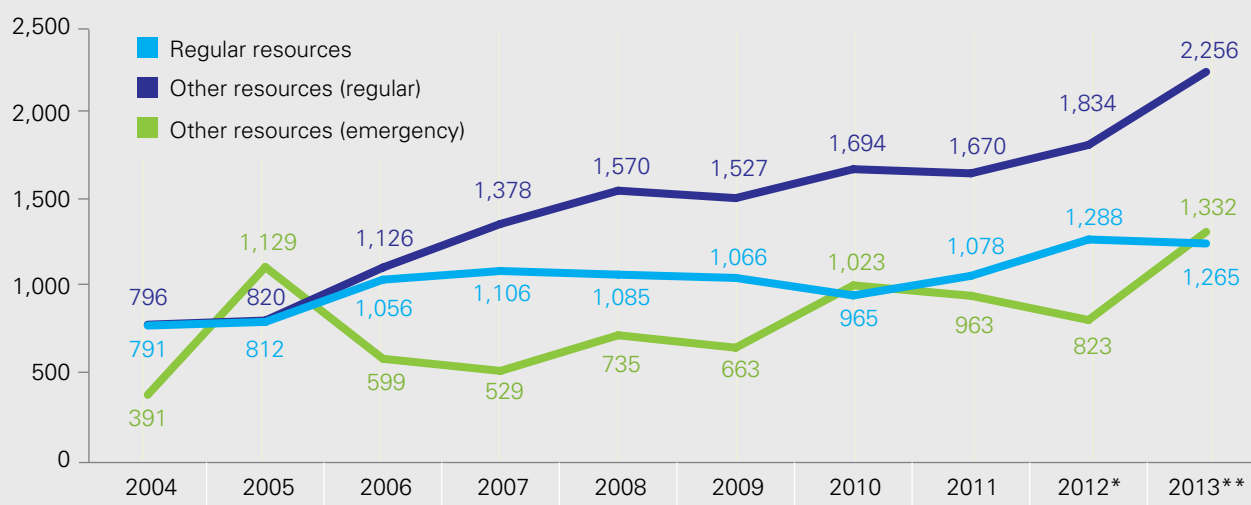


* The figures for 2013 are provisional and are subject to audit.

** Other revenue includes income from interest, procurement services and other sources.

UNICEF revenue, 2004–2013

(in millions of US dollars)



* The figures for 2012 have been restated to reflect the results of the 2012 audit.

** The figures for 2013 are provisional and are subject to audit. The change in accounting policy in 2012 from United Nations System Accounting Standards (UNSAS) to International Public Sector Accounting Standards (IPSAS) does not allow for comparisons between figures prior to 2012 and figures for 2012 and subsequent years.

Thematic contributions, 2011–2013*

(in millions of US dollars)

	2011	2012	2013**
Young child survival and development	28	41	64
Basic education and gender equality	128	122	112
HIV/AIDS and children	7	11	10
Child protection	19	18	17
Policy advocacy and partnerships for children's rights	4	6	8
Humanitarian assistance	187	89	148
TOTAL	373	287	359

* The change in accounting policy in 2012 from United Nations System Accounting Standards (UNSAS) to International Public Sector Accounting Standards (IPSAS) does not allow for comparisons between figures prior to 2012 and figures for 2012 and subsequent years.

** The figures for 2013 are provisional and are subject to audit.

Top 20 government and intergovernmental resource partners to UNICEF, 2013

(in thousands of US dollars)

	Regular resources	Other resources		Total*
		Regular	Emergency	
United Kingdom	62,416	318,323	174,649	555,387
European Commission	—	231,269	200,096	431,365
United States	125,168	86,903	113,284	325,355
Japan	22,722	55,447	184,849	263,019
Norway	82,134	147,122	12,050	241,306
Sweden	69,395	106,203	30,838	206,436
Netherlands	44,503	127,972	3,750	176,225
Canada	16,814	118,414	26,322	161,550
Germany	8,662	10,247	40,854	59,764
Denmark	31,921	12,294	15,448	59,663
Kuwait	200	—	55,000	55,200
Australia	—	35,490	18,293	53,783
Finland	27,788	7,924	10,988	46,700
Switzerland	22,976	15,963	7,092	46,031
Belgium	13,866	9,723	10,926	34,515
Republic of Korea	3,200	15,291	7,986	26,477
Ireland	10,473	6,390	1,349	18,211
France	4,404	12,402	136	16,941
Italy	3,927	6,554	3,220	13,701
Spain	3,536	354	8,249	12,139

* Numbers may not add up due to rounding.

Top 20 National Committee donors, 2013

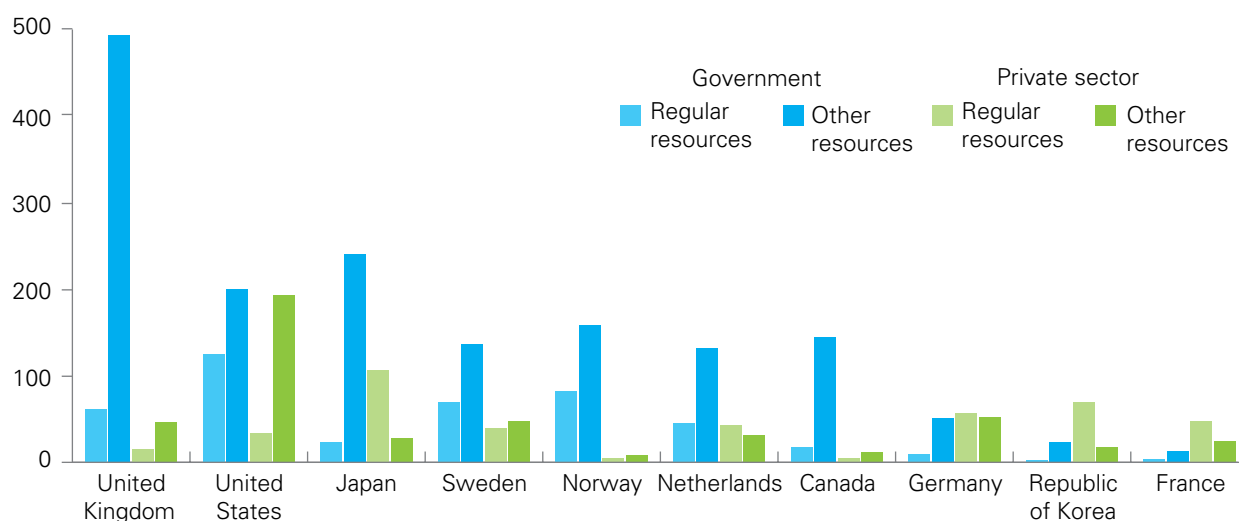
(in thousands of US dollars)

	Regular resources	Other resources		Total*
		Regular	Emergency	
United States	34,305	161,630	31,486	227,421
Japan	106,654	10,348	17,280	134,282
Germany	57,235	27,320	24,628	109,184
Republic of Korea	70,044	13,791	3,780	87,615
Sweden	40,309	39,058	8,035	87,402
Netherlands	42,730	15,964	15,154	73,848
France	47,419	17,709	7,519	72,647
Spain	42,466	6,451	12,327	61,244
United Kingdom	15,337	28,651	16,911	60,898
Italy	20,888	18,515	9,226	48,629
Belgium	11,930	4,450	4,269	20,649
Switzerland	6,996	9,551	4,087	20,634
Hong Kong, China	12,231	4,232	2,717	19,180
Finland	11,159	5,009	2,235	18,402
Australia	7,783	4,664	4,795	17,241
Denmark	8,921	6,481	1,687	17,089
Canada	5,100	3,248	8,486	16,835
Norway	4,725	5,789	2,688	13,202
Austria	4,010	997	621	5,628
Ireland	1,746	1,524	1,935	5,206

* Numbers may not add up due to rounding.

Top 10 countries by donor and funding type, 2013*

(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 to UNICEF programmes for children in 2013

MULTI-COUNTRY ALLIANCES

CBRE Limited
 Change for Good® (Aer Lingus (Ireland), Alitalia (Italy), All Nippon Airways (Japan), American Airlines (US), Asiana Airlines (Republic of Korea), Cathay Pacific (Hong Kong, China), easyJet (United Kingdom), Finnair (Finland), Hainan Airlines (China), Japan Airlines (Japan), LAN (Peru), Qantas Airways Limited (Australia))
 Check Out for Children® (Starwood Hotels & Resorts)
 Children's Investment Fund Foundation
 Claire's Europe
 Cubus AS
 The ELMA Foundation
 Futbol Club Barcelona
 Groupe SEB
 Gucci
 H & M Hennes & Mauritz AB
 IKEA Foundation
 ING
 International Zinc Association
 The Kantar Group Limited
 Kiwanis International/Kiwanis International Foundation
 MAC AIDS Fund
 Marks & Spencer plc
 Meliá Hotels International
 MSC Crociere S.A.
 Nordic Choice Hotels AS
 Open Society Foundations
 Procter & Gamble (Pampers, Wella, Boss Orange)
 State Street Corporation
 Unilever (The Unilever Foundation and Domestos)
 UNIQLO
 The UPS Foundation
 Vertbaudet
 The Walt Disney Company
 Western Union Foundation

NATIONAL ALLIANCES

Argentina

ACE Seguros
 Banelco
 Carrefour
 Farmacity
 Fundación Arcor
 OCA
 Procter & Gamble

Australian Committee for UNICEF Limited

MMG Limited

Austrian Committee for UNICEF

H&M Austria

Belgian Committee for UNICEF

GlaxoSmithKline Biologicals
 Umicore
Brazil
 Centrais Elétricas do Pará S.A. – Celpa
 Fundação Itaú Social / Itaú
 Petróleo Brasileiro S.A. (Petrobras)
 Procter & Gamble
 Sanofi-Aventis Farmacêutica Ltda.
 Telefonica/Fundação Telefônica
 Unilever Brasil Ltda

Bulgaria

Happy Bar & Grill
 Piraeus Bank Bulgaria AD
Canadian UNICEF Committee
 Sherritt International Corporation
 Teck Resources Limited
China
 Audi (China) Enterprise Management Co., Ltd.
 China Hewlett-Packard Co., Ltd.
 ET Solar Energy Corp.
 HNA Group Co., Ltd.
 New World China Land Limited
 Porsche (China) Motors Ltd.

Danish Committee for UNICEF

The Obel Family Foundation
Dutch Committee for UNICEF
 Nationale Postcode Loterij
 Schiphol Group
 Wavin Group

Ecuador

Diners Club International

Finnish Committee for UNICEF

H & M Hennes & Mauritz Finland

French Committee for UNICEF

Canal +
 Clairefontaine Rhodia
 Essilor
 Fondation Pierre Bellon
 IKEA France
 Marques Avenue
 Rythm
 Sanofi
 Total
 Unilever France

German Committee for UNICEF

BASF Stiftung
 The Child & Tree Fund
 DEKRA SE
 H&M
 Harold A. und Ingeborg L. Hartog Foundation
 HUGO BOSS AG
 PAYBACK GmbH
 United Internet for UNICEF Foundation

Hellenic National Committee for UNICEF

Diners Club of Greece S.A.
 Olympiacos F.C.

Hong Kong Committee for UNICEF

Chow Tai Fook Charity Foundation
 Chow Tai Fook Jewellery Company Limited
 New Era Educational & Charitable Foundation Limited

India

Exide Industries Limited
 Johnson & Johnson Limited

Indonesia

PT Indomarco Prismaatama
 PT Sumber Alfaria Trijaya Tbk (Alfamart)
 UNILEVER Indonesia Foundation

UNICEF Ireland

The Cathal Ryan Trust

Italian Committee for UNICEF

Agos

Japan Committee for UNICEF

AEON
 The Bank of Tokyo-Mitsubishi UFJ, Ltd.
 Circle K Sunkus Co., Ltd.
 Consumers' Co-Operative Kobe
 Consumers' Co-Operative Mirai (Chiba Office)
 Consumers' Co-Operative Sapporo
 CO-OP NET BUSINESS ASSOCIATION
 Fuji Television Network, Inc. (FNS Charity Campaign)
 Gulliver International Co., Ltd.
 Honda Motor Co., Ltd.
 ITOHAM FOODS Inc.

Japanese Consumers' Co-operative Union

KYOKUTO ASSOCIATES Co., Ltd.
 MITSUBOSHI BELTING LTD.

Oji Nepia Co., Ltd.

RISKA Co., Ltd.

SARAYA CO., LTD.

Sony Corporation

Sumitomo Mitsui Card Co., Ltd.

U-COOP Consumer Co-Operative Society

Volvic

Korean Committee for UNICEF

Able C&C Co., Ltd.
 KOSPO (Korea Southern Power Co. Ltd)
 Nefs
 SPC Group (Happy Point)
 WWCC (World Wide Charity Of Children)
 YG Entertainment

Mexico

Banco Santander (México) S.A.
 Controladora Comercial Mexicana S.A. de C.V.

Fundación PepsiCo México, A.C.

Norwegian Committee for UNICEF

IKEA (Norway)
 Kaizers Orchestra
 KIWI Norge AS
 NHH Students Association
 Norwegian Air Shuttle ASA
 Rieber & Søn ASA

Telenor Group

Philippines

Johnson&Johnson

Polish National Committee for UNICEF

ITAKA

Qatar

Educate A Child

Saudi Arabia

Alwaleed Bin Talal Foundation – Global
 World Assembly of Muslim Youth (WAMY)

Serbia

Hemofarm Foundation
 Novak Djokovic Foundation

South Africa

Santam

Spanish Committee for UNICEF

Banco Santander
 France Telecom España, S.A.U. (Orange)
 Fundació La Caixa
 Industrie Cartarie Tronchetti Ibérica, S.L.U. (Foxy)

Probitas Fundación Privada

Swedish Committee for UNICEF

Gina Tricot
 M-magasin
 NCC AB
 Svenska PostkodLotteriet
 Vattenfall AB

Swiss Committee for UNICEF

Anne Frank Fonds
 Cartier Charitable Foundation
 Kiwanis District Switzerland-Liechtenstein
 Roche Employee Action and Charity Trust

Swissquote Bank AG

Thailand

Sansiri Public Company Limited

Turkish National Committee for UNICEF

TEB A.Ş.

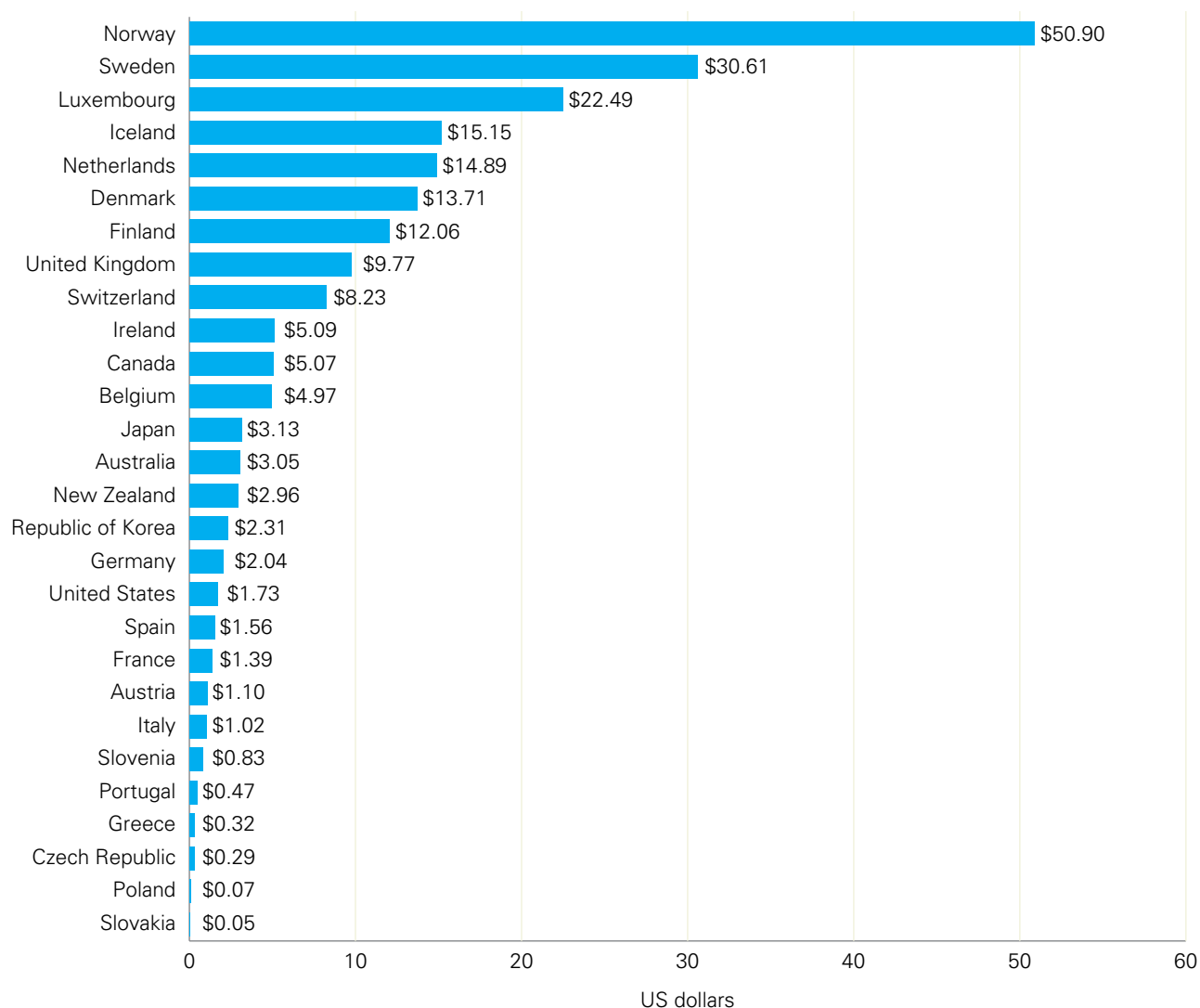
Corporate sector and foundation alliances contributing \$100,000 or more to UNICEF programmes for children in 2013 (continued)

United Arab Emirates	EE	BP America	Pfizer Inc.
Al Ansari Exchange	FTSE International Limited	Carnival Corporation & plc	Pier 1 Imports, Inc.
Emirates Integrated Telecommunications Company (du)	ITP Trust	Caterpillar Foundation	The Prudential Foundation
Emirates Red Crescent	The Kwok Charitable Trust	Dell	Sears Holdings Corporation
United Kingdom Committee for UNICEF	Manchester United Limited	GE Foundation	The TJX Companies, Inc.
The Band Aid Charitable Trust	Marshall's	Google Inc.	Wellington Management Company
Barclays Bank PLC	Rangers FC	JPMorgan Chase Foundation	Western Union Foundation
Burberry	R Twinings and Company Limited	L'Oréal USA – Giorgio Armani	Venezuela (Bolivarian Republic of)
Clarks	Visa Europe	Fragrances	Cines Unidos
The Co-operative Pharmacy	United States Fund for UNICEF	Merck	
	Apple Records Inc.	Microsoft Corporation	
	BD	National Basketball Association	

Note: The format of this table has been revised from previous versions of the *UNICEF Annual Report* to now include only two categories of alliances: multi-country alliances and national alliances. The list does not include contributors from whom income was generated through cards and product sales.

Per capita contributions to UNICEF, 2013*

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



* Includes contributions from governments and UNICEF National Committees.

Regular resource programme planning levels in 2013

UNICEF's Country Programmes of Cooperation are approved by the Executive Board for multi-year periods and are funded from regular resources. UNICEF expands on these programmes, including during humanitarian crises, with restricted other funds known as other resources. The table below shows the country breakdown of regular resource planning levels for 2013. (in thousands of US dollars)

SUB-SAHARAN AFRICA		
Eastern and Southern Africa		
Angola	2009–2013	\$6,526
Botswana	2010–2014	\$754
Burundi	2010–2014	\$9,865
Comoros	2008–2014	\$759
Eritrea	2013–2016	\$2,010
Ethiopia	2012–2015	\$40,053
Kenya	2009–2013	\$11,284
Lesotho	2013–2017	\$990
Madagascar	2008–2013	\$11,263
Malawi	2012–2016	\$9,439
Mozambique	2012–2015	\$16,091
Namibia	2006–2013	\$754
Rwanda	2008–2013	\$8,250
Somalia	2011–2015	\$8,969
South Africa	2013–2017	\$943
South Sudan	2012–2013	\$5,294
Swaziland	2011–2015	\$754
Uganda	2010–2014	\$21,288
United Republic of Tanzania	2011–2015	\$20,748
Zambia	2011–2015	\$8,559
Zimbabwe	2012–2015	\$4,775
West and Central Africa		
Benin	2009–2013	\$5,201
Burkina Faso	2011–2015	\$15,226
Cameroon	2013–2017	\$6,492
Cabo Verde	2012–2016	\$754
Central African Republic	2012–2016	\$3,911
Chad	2012–2016	\$11,376
Congo	2009–2013	\$1,229
Côte d'Ivoire	2009–2013	\$8,406
Democratic Republic of the Congo	2013–2017	\$55,241
Equatorial Guinea	2013–2017	\$754
Gabon	2012–2016	\$754
Gambia	2012–2016	\$1,093
Ghana	2012–2016	\$8,353
Guinea	2013–2017	\$7,315
Guinea-Bissau	2008–2013	\$2,095

Liberia	2013–2017	\$4,694
Mali	2008–2013	\$13,003
Mauritania	2012–2016	\$1,826
Niger	2009–2013	\$18,816
Nigeria	2009–2013	\$50,987
Sao Tome and Principe	2012–2016	\$754
Senegal	2012–2016	\$5,346
Sierra Leone	2013–2014	\$8,643
Togo	2008–2013	\$3,467
ASIA		
East Asia and the Pacific		
Cambodia	2011–2015	\$5,680
China	2011–2015	\$8,439
Democratic People's Republic of Korea	2011–2015	\$1,884
Indonesia	2011–2015	\$5,262
Lao People's Democratic Republic	2012–2015	\$1,906
Malaysia	2011–2015	\$754
Mongolia	2012–2016	\$754
Myanmar	2011–2015	\$16,717
Pacific Islands ¹	2013–2017	\$5,500
Papua New Guinea	2012–2015	\$1,461
Philippines	2012–2016	\$3,114
Thailand	2012–2016	\$796
Timor-Leste	2009–2013	\$1,042
Viet Nam	2012–2016	\$3,610
South Asia		
Afghanistan	2010–2013	\$39,417
Bangladesh	2012–2016	\$22,482
Bhutan	2008–2013	\$914
India	2013–2017	\$43,200
Maldives	2011–2015	\$754
Nepal	2013–2017	\$6,866
Pakistan	2013–2017	\$18,365
Sri Lanka	2013–2017	\$754
CEE/CIS		
Albania	2012–2016	\$754
Armenia	2010–2015	\$754
Azerbaijan	2011–2015	\$849
Belarus	2011–2015	\$750

Regular resource programme planning levels in 2013 (continued)

CEE/CIS (continued)					
Bosnia and Herzegovina	2010–2014	\$754	Guatemala	2010–2014	\$823
Bulgaria	2013–2017	\$754	Guyana	2012–2016	\$754
Georgia	2011–2015	\$754	Haiti	2013–2016	\$3,061
Kazakhstan	2010–2015	\$797	Honduras	2012–2016	\$759
Kyrgyzstan	2012–2016	\$884	Jamaica	2012–2016	\$754
Montenegro	2012–2016	\$754	Mexico	2008–2013	\$754
Republic of Moldova	2013–2017	\$754	Nicaragua	2013–2017	\$768
Romania	2013–2017	\$754	Panama	2012–2015	\$754
Serbia ²	2010–2015	\$754	Paraguay	2007–2013	\$754
Tajikistan	2010–2015	\$2,026	Peru	2012–2016	\$754
The former Yugoslav Republic of Macedonia	2010–2015	\$754	Suriname	2012–2016	\$754
Turkey	2011–2015	\$775	Uruguay	2011–2015	\$754
Turkmenistan	2010–2015	\$761	Venezuela (Bolivarian Republic of)	2009–2013	\$754
Ukraine	2012–2016	\$778	MIDDLE EAST AND NORTH AFRICA		
Uzbekistan	2010–2015	\$3,305	Algeria	2012–2014	\$882
LATIN AMERICA AND CARIBBEAN			Djibouti	2013–2017	\$759
Argentina	2010–2014	\$754	Egypt	2007–2013	\$2,862
Belize	2013–2016	\$754	Iran (Islamic Republic of)	2012–2016	\$1,370
Bolivia (Plurinational State of)	2013–2017	\$1,368	Iraq	2011–2014	\$1,994
Brazil	2012–2016	\$754	Jordan	2013–2017	\$754
Chile	2012–2016	\$754	Lebanon	2010–2014	\$754
Colombia	2008–2014	\$754	Libya	2013–2014	\$750
Costa Rica	2013–2017	\$754	Morocco	2012–2016	\$1,163
Cuba	2008–2013	\$750	Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and State of Palestine	2011–2013	\$4,000
Dominican Republic	2012–2016	\$754	Sudan	2013–2016	\$10,399
Eastern Caribbean Islands ³	2012–2014	\$3,200	Syrian Arab Republic	2007–2013	\$779
Ecuador	2010–2014	\$754	Tunisia	2007–2013	\$754
El Salvador	2012–2015	\$754	Yemen	2012–2015	\$7,189

1 Includes the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, the Marshall Islands, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu.

2 Serbia includes Kosovo, currently under United Nations administration.

3 Includes Anguilla, Antigua and Barbuda, Barbados, the British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, and Turks and Caicos Islands.

Note: This table is based on the document entitled 'Programme planning levels for regular resources in 2013', 30 November 2012, available at: www.unicef.org/about/execboard/files/2013_Board_Paper_Planning_levels_for_RR_3Jan2013.pdf.

Total UNICEF revenue by source of funding, 2013¹

(in US dollars)

(in US dollars)	Regular resources			Other resources ²			
	Public sector	Private sector ³		Public sector	Private sector		TOTAL
	Government	National Committees	Other contributions	Government	National Committees	Other contributions	
DONOR	Government	National Committees	Other contributions	Government	National Committees	Other contributions	TOTAL
Algeria	—	—	—	—	—	12,437	12,437
Andorra	97,998	90,119	—	—	324,768	—	512,884
Angola	1,660,000	—	—	—	—	—	1,660,000
Argentina	180,000	—	5,488,548	—	—	16,396,793	22,065,342
Armenia	116,590	—	—	—	—	—	116,590
Australia	—	7,782,661	—	53,783,349	9,458,781	—	71,024,791
Austria	1,532,568	4,009,764	—	2,164,380	1,618,229	—	9,324,941
Azerbaijan	—	—	—	—	—	61,362	61,362
Bangladesh	34,500	—	—	—	—	—	34,500
Barbados	189,000	—	—	—	—	66,885	255,885
Belgium	13,865,591	11,930,145	—	20,648,960	8,718,944	—	55,163,639
Belize	—	—	—	112,500	—	—	112,500
Benin	24,124	—	—	—	—	—	24,124
Bolivia	40,000	—	—	225,000	—	—	265,000
Bosnia and Herzegovina	3,698	—	—	—	—	17,906	21,604
Brazil	1,632,402	—	84,874	2,992,260	—	8,284,345	12,993,880
Bulgaria	67,500	—	35,292	—	—	772,466	875,258
Burkina Faso	12,425	—	—	—	—	—	12,425
Cabo Verde	350,000	—	—	—	—	—	350,000
Cameroon	95,900	—	—	—	—	—	95,900
Canada	16,814,088	5,100,440	—	144,735,729	11,734,144	—	178,384,400
Central African Republic	51,576	—	—	316,497	—	—	368,073
Chile	77,000	—	128,693	75,195	—	1,759,953	2,040,842
China	1,595,626	—	21,090	—	—	8,483,121	10,099,837
Colombia	—	—	—	—	—	3,459,416	3,459,416
Comoros	70,000	—	—	—	—	—	70,000
Congo	748,450	—	—	—	—	—	748,450
Costa Rica	19,643	—	1,408	—	—	25,241	46,292
Côte d'Ivoire	12,600	—	—	2,230,253	—	—	2,242,853
Croatia	45,000	—	527,053	—	—	2,429,372	3,001,425
Cuba	10,000	—	—	—	—	—	10,000
Cyprus	6,750	—	457,408	—	—	—	464,158
Czech Republic	—	2,187,527	—	98,683	780,725	—	3,066,935
Democratic People's Republic of Korea	785,000	—	—	—	—	—	785,000
Democratic Republic of the Congo	320,642	—	—	1,092,758	—	—	1,413,400
Denmark	31,920,611	8,920,623	—	27,742,425	8,168,365	—	76,752,024
Dominican Republic	88,000	—	93	—	—	144,413	232,506
Ecuador	—	—	200,677	—	—	1,962,132	2,162,810
Egypt	—	—	416	771,460	—	10,074	781,949
Estonia	77,922	2,696	—	1,005,909	10,011	—	1,096,538
Ethiopia	355,880	—	—	—	—	—	355,880
Finland	27,787,750	11,159,061	—	18,912,279	7,243,167	—	65,102,257
France	4,403,578	47,418,889	—	12,537,361	25,227,868	—	89,587,697
Georgia	155,000	—	—	—	—	—	155,000
Germany	8,662,446	57,235,466	—	51,101,345	51,948,384	—	168,947,640
Ghana	148,512	—	—	—	—	—	148,512
Greece	—	2,804,505	—	—	758,108	—	3,562,613
Guatemala	—	—	—	—	—	720,027	720,027
Guinea	350,000	—	—	—	—	—	350,000
Guinea-Bissau	621,000	—	—	168,021	—	—	789,021
Honduras	29,996	—	—	—	—	—	29,996
Hong Kong, China	—	12,231,452	—	—	6,948,366	—	19,179,819

Total UNICEF revenue by source of funding, 2013 (continued)

(in US dollars)

DONOR	Regular resources			Other resources ²			TOTAL
	Public sector	Private sector ³		Public sector	Private sector		
	Government	National Committees	Other contributions	Government	National Committees	Other contributions	
Hungary	108,563	102,430	—	168,178	397,479	—	776,651
Iceland	660,873	2,120,866	—	870,035	894,080	—	4,545,853
India	806,780	—	30,021	547,326	—	4,654,153	6,038,280
Indonesia	204,962	—	297,099	—	—	5,776,835	6,278,897
Iran (Islamic Republic of)	109,542	—	78,725	—	—	81	188,348
Iraq	48,785	—	—	—	—	—	48,785
Ireland	10,472,548	1,745,906	—	7,738,715	3,459,655	—	23,416,824
Israel	100,000	—	—	—	71,746	50,000	221,746
Italy	3,926,700	20,888,422	—	9,774,086	27,740,321	—	62,329,529
Japan	22,722,303	106,654,403	—	240,296,333	27,627,978	—	397,301,016
Jordan	2,000,000	—	—	—	—	29,657	2,029,657
Kazakhstan	176,970	—	—	—	—	—	176,970
Kenya	150,000	—	247	7,000,242	—	100,036	7,250,525
Kuwait	200,000	—	—	55,000,000	—	—	55,200,000
Kyrgyzstan	50,000	—	—	680,000	—	—	730,000
Lebanon	—	—	—	—	—	83,229	83,229
Lesotho	120,000	—	—	—	—	—	120,000
Libya	—	—	—	207,467	—	—	207,467
Liechtenstein	26,455	—	—	137,817	—	—	164,272
Luxembourg	3,595,653	894,748	—	5,676,429	1,076,158	—	11,242,987
Malaysia	362,735	—	4,526,774	100,000	—	5,443,646	10,433,156
Maldives	120,000	—	—	—	—	—	120,000
Mali	108,500	—	—	—	—	—	108,500
Malta	—	—	—	32,595	—	—	32,595
Mexico	—	—	57,279	—	—	4,532,782	4,590,061
Monaco	10,430	—	—	191,571	—	—	202,001
Mongolia	105,391	—	—	—	—	—	105,391
Morocco	128,277	—	—	118,890	—	4,411	251,578
Myanmar	93,303	—	—	—	—	—	93,303
Namibia	121,000	—	—	—	—	—	121,000
Netherlands	44,502,600	42,730,236	—	131,722,035	31,117,630	—	250,072,502
New Zealand	4,830,900	1,833,865	—	3,550,074	3,110,387	—	13,325,226
Nicaragua	38,500	—	—	—	—	70,000	108,500
Nigeria	1,427,939	—	739	21,840,345	—	735,598	24,004,619
Norway	82,134,000	4,725,087	—	159,172,187	8,476,449	—	254,507,723
Oman	—	—	—	996,755	—	2,797	999,553
Panama	741,750	—	—	300,000	—	10,160	1,051,910
Papua New Guinea	—	—	—	325,728	—	—	325,728
Paraguay	—	—	—	—	—	53,505	53,505
Peru	—	—	48,484	—	—	775,763	824,247
Philippines	58,703	—	825,379	—	—	6,011,045	6,895,126
Poland	—	418,116	—	597,022	1,776,689	—	2,791,827
Portugal	—	2,971,327	—	—	2,034,475	—	5,005,802
Qatar	100,000	—	—	2,396,458	—	4,396,459	6,892,917
Republic of Korea	3,200,000	70,044,216	—	23,276,747	17,571,017	—	114,091,980
Republic of Moldova	60,000	—	—	—	—	—	60,000
Romania	50,000	—	578	140,000	—	709,793	900,371
Russian Federation	1,000,000	—	588	6,100,000	—	25,995	7,126,582
San Marino	—	1,823	—	—	105,416	—	107,239
Sao Tome and Principe	19,500	—	—	—	—	—	19,500
Saudi Arabia	1,144,200	—	765	8,231,145	—	802,575	10,178,686
Senegal	239,500	—	—	—	—	—	239,500
Serbia	51,000	—	260,903	—	—	612,269	924,172
Sierra Leone	384,000	—	—	1,685,027	—	—	2,069,027

Total UNICEF revenue by source of funding, 2013 (continued)

(in US dollars)

DONOR	Regular resources			Other resources ²			TOTAL
	Public sector	Private sector ³		Public sector	Private sector		
	Government	National Committees	Other contributions	Government	National Committees	Other contributions	
Singapore	50,000	—	—	—	—	—	50,000
Slovakia	13,405	41,873	—	80,932	125,595	—	261,805
Slovenia	30,400	1,116,704	—	81,522	516,009	—	1,744,635
Somalia	733,400	—	—	—	—	—	733,400
South Africa	216,625	—	—	361,411	—	1,407,289	1,985,325
South Sudan	253,350	—	—	—	—	—	253,350
Spain	3,536,112	42,466,333	—	8,602,687	18,777,704	—	73,382,837
Sri Lanka	15,500	—	10,177	—	—	14,097	39,774
Sudan	131,400	—	—	—	—	—	131,400
Sweden	69,395,071	40,308,800	—	137,040,973	47,092,845	—	293,837,690
Switzerland	22,975,890	6,996,004	—	23,055,075	13,637,546	—	66,664,515
Tajikistan	32,400	—	—	—	—	—	32,400
The former Yugoslav Republic of Macedonia	—	—	—	—	—	26,306	26,306
United Republic of Tanzania	22,000	—	—	—	—	50,000	72,000
Thailand	248,710	—	2,315,546	—	—	14,231,851	16,796,108
Timor-Leste	100,000	—	—	—	—	—	100,000
Togo	26,000	—	—	—	—	—	26,000
Tunisia	25,316	—	—	—	—	—	25,316
Turkey	150,000	1,038,116	—	—	1,795,737	—	2,983,853
Turkmenistan	65,512	—	—	—	—	—	65,512
United States	125,168,000	34,304,666	—	200,187,246	193,116,499	—	552,776,411
Uganda	469,000	—	—	—	—	—	469,000
United Kingdom	62,415,519	15,336,655	—	492,971,693	45,561,635	—	616,285,502
Uruguay	93,850	—	500,540	—	—	2,082,216	2,676,607
United Arab Emirates	100,000	—	68,496	7,481,821	—	2,667,678	10,317,996
Uzbekistan	310,000	—	—	—	—	—	310,000
Venezuela (Bolivarian Republic of)	—	—	3,082,269	—	—	640,667	3,722,936
Viet Nam	—	—	11,437	—	—	418,641	430,078
Zambia	257,520	—	—	—	—	—	257,520
Zimbabwe	—	—	—	—	—	155,208	155,208
Other	44,992	1,661	491,294	2,500	—	651,973	1,192,421
Revenue adjustments	-37,279	465,223	—	75,711,866	-3,780,473	—	72,359,337
Subtotal	588,414,419	568,080,830	19,552,891	1,975,165,298	575,242,434	101,832,659	3,828,288,531

NON-GOVERNMENTAL ORGANIZATIONS (Private sector: other contributions)	Regular resources	Tetsuko Kuroyanagi, Japan	401,768
		Other	1,723
		Revenue adjustments	553,416
		Subtotal	956,907
	Other resources	The Alexander Bodini Foundation	60,000
		Bill & Melinda Gates Foundation	2,476,989
		GAVI Alliance	47,402,896
		Global Alliance for Improved Nutrition (GAIN)	295,203
		Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	21,018,120
		International Development Research Centre (IDRC)	133,686
		Micronutrient Initiative (MI)	17,162,002
		Rotary International	28,789,686
		Tetsuko Kuroyanagi, Japan	602,652
		United Nations Foundation	25,825,339
		Other	30,146,491
		Revenue adjustments	-2,761,810
		Subtotal	171,151,253
		TOTAL	172,108,160

Total UNICEF revenue by source of funding, 2013 (continued)

(in US dollars)

INTERGOVERNMENTAL ORGANIZATIONS (Public sector: government)	Regular resources	<i>Revenue adjustments</i>	-1,015,273
		Subtotal	-1,015,273
	Other resources	African Development Bank Group (AfDB)	1,000,000
		Asian Development Bank (ADB)	117,000
		European Commission (EC)	431,364,861
		Inter-American Development Bank (IADB)	150,000
		OPEC Fund	940,768
		Secretariat of the Pacific Community	41,851
		<i>Revenue adjustments</i>	-2,724,709
		Subtotal	430,889,770
		TOTAL	429,874,497
INTER-ORGANIZATIONAL ARRANGEMENTS (Public sector: inter-organizational arrangements)	Regular resources	Other	4,750
		<i>Revenue adjustments</i>	93
		Subtotal	4,843
	Other resources	Food and Agriculture Organization of the United Nations (FAO)	285,018
		Global Partnership for Education	53,197,127
		International Fund for Agricultural Development (IFAD)	763,738
		International Labour Organization (ILO)	50,000
		Joint United Nations Programme on HIV/AIDS (UNAIDS)	6,259,493
		Office of the United Nations High Commissioner for Refugees (UNHCR)	309,711
		Pan American Health Organization (PAHO)	674,269
		United Nations Assistance Mission for Iraq (UNAMI)	25,000
		United Nations Department of Peacekeeping Operations (UNDPKO)	99,777
		United Nations Development Group joint programmes	33,853,727
		United Nations Development Programme (UNDP)	83,714,004
		United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	10,000
		United Nations Mine Action Service (UNMAS)	966,960
		United Nations Office for Project Services (UNOPS)	1,521,976
		United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	125,914,243
		United Nations Office on Drugs and Crime (UNODC)	954,617
		United Nations Population Fund (UNFPA)	23,243,604
		United Nations Secretariat	169,060
		United Nations Trust Fund for Human Security (UNTFHS)	3,837,444
		World Bank	575,229
		World Food Programme (WFP)	2,036,147
		World Health Organization (WHO)	2,065,938
		<i>Revenue adjustments</i>	-6,377,399
		Subtotal	334,149,681
		TOTAL	334,154,523
OTHER REVENUE⁴	Regular resources		TOTAL
			88,741,869

	Regular resources				Other resources ²				TOTAL
	Public sector		Private sector ³		Public sector		Private sector		
	Government	Inter-organizational arrangements	National Committees	Other contributions	Government	Inter-organizational arrangements	National Committees	Other contributions	
Subtotal	588,414,419	—	568,080,830	19,552,891	1,975,165,298	—	575,242,434	101,832,659	3,828,288,531
Intergovernmental organizations	-1,015,273	—	—	—	430,889,770	—	—	—	429,874,497
Non-governmental organizations	—	—	—	956,907	—	—	—	171,151,253	172,108,160
Inter-organizational arrangements	—	4,843	—	—	—	334,149,681	—	—	334,154,523
Other revenue (regular resources) ⁴	—	—	—	—	—	—	—	—	88,741,869
GRAND TOTAL	587,399,146	4,843	568,080,830	20,509,798	2,406,055,068	334,149,681	575,242,434	272,983,912	4,853,167,580

1 Provisional unaudited figures.

2 Includes both other resources 'regular' and other resources 'emergency'.

3 Includes revenue from sales of cards and other UNICEF products and country office private sector fundraising.

4 Other revenue includes income from interest, procurement services and other sources.

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

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