



OPERATIONS AND RESOURCES MANAGEMENT



Like the inner workings of a clock, keeping time while remaining out of view, UNICEF's people and departments bring supplies, information, data and accountability to its charge to protect and care for children.

In 2006, UNICEF met or improved upon many of the key programme management indicators established in the medium-term strategic plan for 2006–2009. As this text will show, by meeting concrete expectations and goals, UNICEF was able to streamline operations, tighten deadlines and strengthen accountability.

UNICEF closed its financial accounts and prepared its annual financial reports to donors earlier in 2006 than in any previous year. Also, significant progress was made in systems development and in adopting new technology, which contributed to UNICEF's overall efficiency.

As part of the UN reform process, UNICEF harmonized its cost-recovery policies with those of the United Nations Development Group (UNDG), allowing for easier planning and implementation of joint ventures and projects among partners – including both donors and programme countries. The harmonized approach for cash transfers is being implemented in countries, and a simplified method of transferring funds to partners is now available to all UNICEF field offices.

In keeping with the UN's goal of rectifying gender imbalance in the workplace, UNICEF's Executive Director appointed a Special Adviser for Gender and Diversity and conducted a first-ever Senior Staff Review and Rotation Exercise. The Executive Director also established a policy that one half of all organizational review committee members should be women. The gender balance of female staff at upper-level management has risen from 19 per cent in 2005 to 30 per cent by September 2006.





HUMAN RESOURCES

UNICEF has embraced the UN reform plan for coordinating human resources management among UN organizations. In partnership with the United Nations Secretariat and Executive Committee agencies (UNICEF, United Nations Population Fund, World Food Programme and United Nations Development Programme), the ability to share staff and have them transfer between agencies was bolstered. Staff recruitment campaigns were designed to fulfil medium-term strategic plan objectives and fortify UNICEF's ability to help countries advance the Millennium Development Goals.

Investment in technology improved staff recruitment at UNICEF. Some 44 per cent of staff hiring in 2006 was completed within 90 days, up from 17 per cent in 2005. For emergency posts, timely appointments rose from 55 per cent to 60 per cent during the same period. (The 60 per cent level of recruitment for emergency posts within 90 days represents fixed-term appointments only.) UNICEF is guided by its Core Commitments for Children in Emergencies, which specify that contingency staff be in place within six to eight weeks after an emergency. But in most instances, placement during emergencies occurs well before that.

Staff training and education remained paramount. In 2006, a total of 7,114 staff members completed various learning programmes, with more than 6,000 taking advantage of e-learning/self-learning approaches. More than 300 staff members completed a course on working in emergencies.

UNICEF collaborated with think tanks and leading universities, including Maastricht University (the Netherlands), for cutting-edge information in policy analysis. Through a collaboration between UNICEF and the World Bank, 103 government and agency staff members completed the 'Marginal Budgeting for Bottlenecks' course, which explored scaling up high-impact health and nutrition interventions.

Partnerships were cultivated with the London School of Economics, Institute for Development Studies and Oxford University, all in the United Kingdom, Economic Policy Research Institute and Institute for Democracy in South Africa, and the World Bank Institute to continue to improve the skills and expertise of the UNICEF staff in the future.

INFORMATION TECHNOLOGY

UNICEF expanded its capacity through more advanced information technology. In 2006, a number of factors – including the threat of an avian influenza pandemic, UN Reform and UNICEF’s role as the data communications leader in emergencies – led to improved infrastructure.

Planning for an avian influenza pandemic and other potential emergencies was the impetus for developing a ‘work from home’ technical plan. In the event of a highly contagious pandemic, the structure allows staff members to communicate with headquarters, the field and other agencies from home or alternative office locations. This design enables multiple agencies to share network connections for such services as email or Internet access. The ability to continue operating in the midst of disaster will help ensure that children are not mass casualties of an expansive quarantine.

UNICEF has enhanced its emergency preparedness and response capabilities by building collaborative frameworks, procedures and infrastructure necessary for UNICEF to undertake the Inter-Agency Standing Committee leadership role in data communications for humanitarian responses. During 2006, significant achievements included enhancing telecommunication networks to support other UN agencies in emergencies, identifying activation and response procedures, testing inter-agency simulation exercises, activating UN clusters during crises in the Democratic Republic of the Congo and Lebanon, establishing cluster support at New York headquarters and conducting training.

In 2006, UNICEF’s Information Technology Division helped improve emergency response during the Pakistan and Java (Indonesia) earthquakes, the Sudan/Chad and Somalia emergencies, and the crisis in southern Lebanon by providing information communications technology staff, equipment, technical support, and global inter-agency and interdivisional coordination.

DevInfo, the system that allows countries to monitor progress towards the Millennium Development Goals, added the EmergencyInfo database in 2006. The database enables users of handheld computers and personal digital assistants to quickly access data from affected areas and multiple sources.

UNICEF also fortified its internal information technology performance, achieving global network connectivity above 98 per cent for all regions in 2006.

UNICEF continues to enhance its visibility on the Internet by expanding its website. During 2006, 22 country and regional office sites were launched, bringing the total to 53. During October, Voices of Youth introduced the English and Swahili versions of ‘What would you do?’, an online AIDS-prevention game. And UNICEF’s website for *The State of the World’s Children 2006: Excluded and invisible* was honoured by the International Academy of Digital Arts and Sciences with a Webby People’s Voice Award.





SUPPLIES

UNICEF is a leader in the procurement of supplies for children and humanitarian interventions. In 2006, it collaborated with UN agencies, selected non-governmental organizations, the World Bank and the private sector for a total procurement of supplies valued at about \$1.2 billion. The organization also acquired about \$17 million worth of in-kind donations, such as vitamin A, BP5 (compact high-protein food), water and sanitation supplies, and other relief items.

The organization procured vaccines for 40 per cent of the world's children and antiretroviral medicines for 49 countries, and continues to be one of the world's largest buyers of mosquito nets and therapeutic food for children. UNICEF provided timely and essential commodities to ameliorate the effects of emergencies in 60 countries. And UNICEF produced educational supplies that helped more than 10 million children return to school in 2006.

Vaccines and related supplies made up the bulk of UNICEF's acquisitions, totalling \$564 million: \$495 million for vaccines, \$48 million for autodisable syringes and \$21 million for cold chain equipment.

Oral polio vaccines were purchased at a historic high of 2.3 billion doses to support global polio-eradication campaigns. Polio-eradication initiatives in Bangladesh and Nigeria alone required more than 70 million doses of the vaccine.

To help combat malaria, purchases of mosquito nets reached a record \$125 million, compared with \$84 million in 2005. Twenty-two million nets were purchased, more than 90 per cent of them long-lasting insecticidal nets. UNICEF procured nearly \$15 million worth of artemisinin-based combination therapy medications in 2006. Combined with \$6.8 million worth of malaria rapid test kits, these supplies helped UNICEF fight a fierce child killer.

During 2006, UNICEF procured and pre-positioned stockpiles of vaccines against meningitis to expedite the response in the event of an outbreak. When these deadly viral infections struck, more than 3.5 million children were vaccinated against meningitis and approximately 6 million against yellow fever, mainly in the West and Central Africa region.

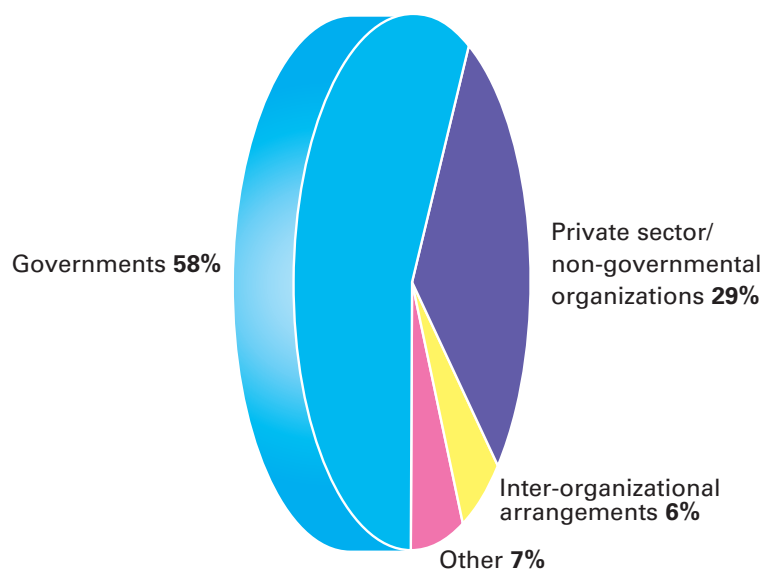
INTERNATIONAL GOODWILL AMBASSADORS WHO SERVED IN 2006

INCOME*

UNICEF derives its income entirely from voluntary contributions. Income is divided into 'regular' and 'other' resources. Regular resources are unrestricted in their use and are utilized to fund country programmes along with programme support, management and administration activities approved by the UNICEF Executive Board. Other resources are restricted in their use and are given for specific, board-approved purposes within the country programmes. They are further classified as 'regular' or 'emergency' contributions.

Total income to UNICEF increased by 1 per cent, from \$2,762 million in 2005 to \$2,781 million in 2006.

INCOME TO UNICEF BY SOURCE, 2006



Total: \$2,781 million

Income to regular resources increased by 30 per cent to \$1,056 million in 2006, and contributions to other resources decreased by 12 per cent to \$1,725 million. Regular resources therefore accounted for 38 per cent of total income, an increase from 29 per cent in 2005. Other resources accounted for 62 per cent of total income in 2006, a decrease from 71 per cent in 2005.

*Figures in some charts and tables may not add up due to rounding.

- Lord Richard Attenborough (United Kingdom, appointed 1987)
- Amitabh Bachchan (India, 2005)
- David Beckham (United Kingdom, 2004)
- Harry Belafonte (United States, 1987)
- Jackie Chan (Hong Kong Special Administrative Region of China, 2004)
- Judy Collins (United States, 1995)
- Mia Farrow (United States, 2000)
- Roger Federer (Switzerland, 2006)
- Danny Glover (United States, 2004)
- Whoopi Goldberg (United States, 2003)
- Angélique Kidjo (Benin, 2002)
- Johann Olav Koss (Norway, 1994)
- Tetsuko Kuroyanagi (Japan, 1984)
- Femi Kuti (Nigeria, 2002)
- Leon Lai (Hong Kong Special Administrative Region of China, 1994)
- Lang Lang (China, 2004)
- Jessica Lange (United States, 2003)
- Ricky Martin (Puerto Rico, USA, 2003)
- Shakira Mebarak (Colombia, 2003)
- Sir Roger Moore (United Kingdom, 1991)
- Nana Mouskouri (Greece, 1993)
- Youssou N'Dour (Senegal, 1991)
- Vanessa Redgrave (United Kingdom, 1995)
- Sebastião Salgado (Brazil, 2001)
- Susan Sarandon (United States, 1999)
- Vendela Thommessen (Norway, 1996)
- Maxim Vengerov (Russian Federation, 1997)

A total of 104 governments contributed to total resources in 2006, five fewer than in the previous year. Governments and inter-organizational arrangements contributed \$1,792 million, an increase of 16 per cent over 2005.

The United States contributed \$261 million and was the largest government donor. The largest intergovernmental organization contributor was the European Commission, which donated \$77 million.

There was significant growth in private sector contributions to humanitarian assistance in 2005 in response to the Indian Ocean tsunami in late 2004 and the earthquakes in Asia in 2005. As a result, in 2006, income from the private sector, including from non-governmental organizations, decreased by 31 per cent to \$799 million. 'Other resources regular' income also declined, but contributions to 'regular resources' increased by 38 per cent

from \$289 million to \$400 million as the fundraising focus shifted away from the tsunami and earthquake emergencies.

The largest portion of private sector contributions to UNICEF is raised by the National Committees. In 2006, the Japan Committee for UNICEF contributed \$134 million, the largest National Committee donation, followed by the German Committee for UNICEF at \$133 million.

With the exception of humanitarian funding, thematic funding increased by 40 per cent over 2005. Basic education and gender equality accounted for the largest percentage of thematic funding at \$98 million, or 61 per cent. The Government of Norway made the largest total thematic contribution at more than \$80 million. The largest increase was for Child Protection, which rose from nearly \$7 million in 2005 to close to \$26 million in 2006.

THEMATIC CONTRIBUTIONS, 2004–2006

(in millions of US dollars)

	2004	2005	2006
Policy, advocacy and partnerships ¹	-	-	7
Basic education and gender equality ²	61	89	98
Young child survival and development ³	13	5	15
Child protection	10	7	26
HIV/AIDS and children	5	8	17
Integrated early childhood development ⁴	4	7	-
Humanitarian assistance	66	476	144

1 Not in previous medium-term strategic plan (MTSP) cycle.

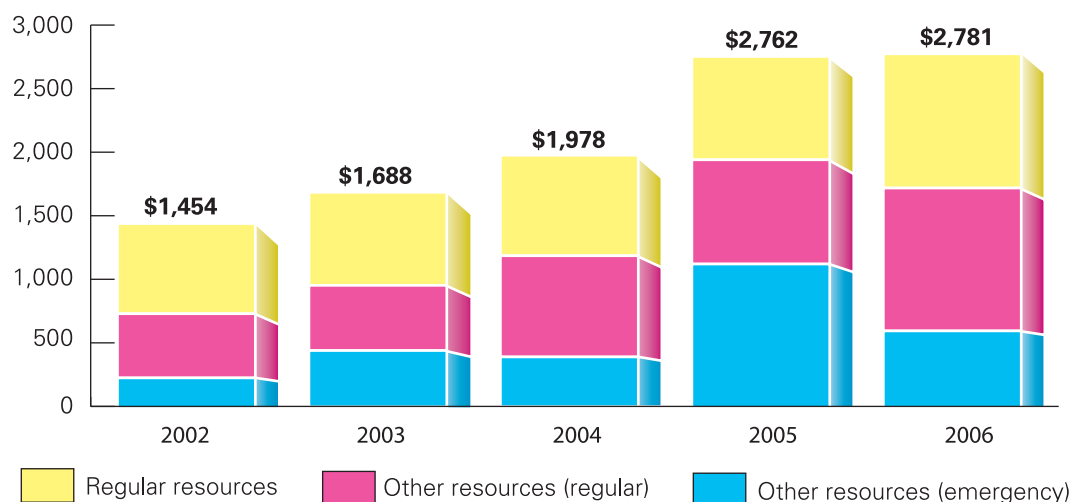
2 In previous MTSP cycle 'Girls' education'.

3 In previous MTSP cycle 'Immunization plus'.

4 Not in current MTSP cycle.

CONTRIBUTIONS TO UNICEF, 2002–2006

(in millions of US dollars)



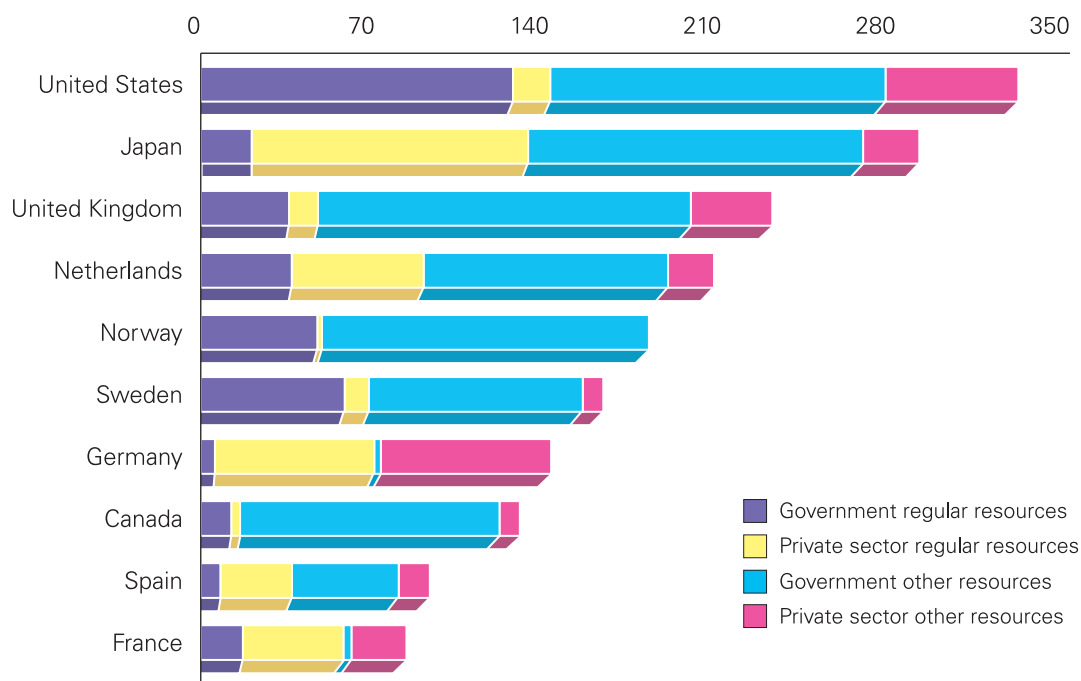
TOP 20 GOVERNMENT DONORS

(in thousands of US dollars)

		Regular resources	Other resources		Total
			(regular)	(emergency)	
1	United States	125,730	91,936	43,075	260,741
2	United Kingdom	35,547	124,707	25,443	185,698
3	Norway	46,928	110,577	21,116	178,621
4	Japan	20,500	100,451	34,448	155,400
5	Sweden	57,948	54,046	32,051	144,045
6	Netherlands	36,632	64,137	34,257	135,026
7	Canada	12,273	82,552	21,938	116,763
8	Denmark	30,902	5,200	17,525	53,626
9	Spain	7,895	29,575	13,402	50,872
10	Australia	6,079	21,240	22,096	49,415
11	Ireland	12,559	4,393	12,055	29,007
12	Finland	16,588	4,582	4,456	25,625
13	France	16,956	1,402	1,808	20,166
14	Switzerland	14,400	2,863	2,186	19,449
15	Italy	-	8,798	9,164	17,962
16	Belgium	3,628	5,813	2,582	12,023
17	Germany	5,702	-	2,643	8,345
18	Luxembourg	1,422	5,531	528	7,480
19	New Zealand	3,014	1,841	924	5,779
20	Korea, Republic of	2,500	-	2,229	4,729

TOP 10 COUNTRIES BY DONOR AND FUNDING TYPE*

(in millions of US dollars)



* Includes contributions from governments and the private sector, including UNICEF National Committees; excludes contributions from intergovernmental and non-governmental organizations and inter-organizational arrangements.

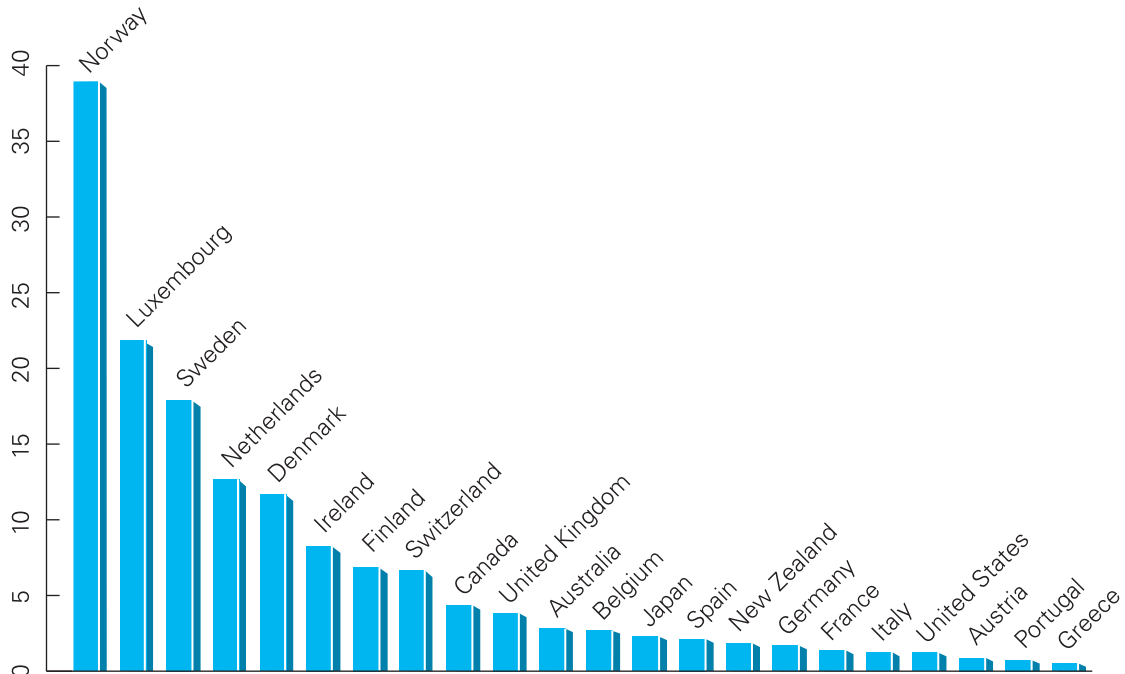
TOP 20 NATIONAL COMMITTEE DONORS

(in thousands of US dollars)

		Regular resources	Other resources		Total
			(regular)	(emergency)	
1	Japan	111,305	12,922	9,712	133,940
2	Germany	64,169	20,634	47,947	132,750
3	Netherlands	53,132	12,964	5,564	71,660
4	United States	14,989	35,743	17,746	68,478
5	France	40,509	14,734	7,413	62,656
6	Italy	33,418	10,197	10,593	54,207
7	United Kingdom	11,645	22,177	10,617	44,439
8	Spain	28,845	9,227	3,298	41,371
9	Sweden	9,783	4,335	3,927	18,045
10	Switzerland	9,542	4,781	1,933	16,256
11	Belgium	11,370	2,370	2,135	15,875
12	Korea, Republic of	11,816	2,161	700	14,676
13	Canada	3,544	4,155	4,014	11,713
14	Finland	7,603	2,179	757	10,539
15	Hong Kong, China (SAR)	6,758	1,401	2,168	10,328
16	Denmark	7,104	1,480	1,264	9,848
17	Australia	2,364	3,959	1,201	7,523
18	Portugal	5,149	802	992	6,943
19	Greece	4,325	-	974	5,299
20	Iceland	1,706	2,560	-	4,266

PER CAPITA CONTRIBUTIONS TO UNICEF*

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



* Includes contributions from governments, non-governmental organizations and the private sector, including UNICEF National Committees.

Source: Population figures (2005) from OECD/DAC.

EXPENDITURE

Regular resources are allocated for each country with which UNICEF cooperates, according to a formula agreed upon by the Executive Board and based on three criteria for each country: the under-five mortality rate, gross national product per capita and the absolute size of the child population.

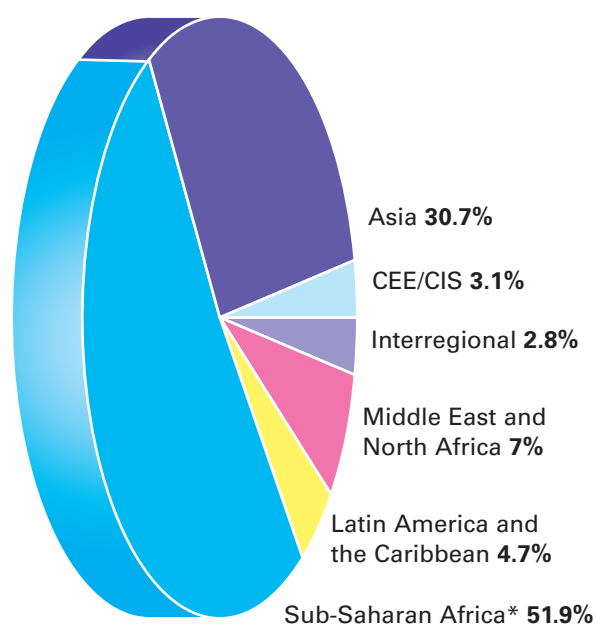
Total expenditure increased by 7 per cent from \$2,197 million in 2005 to \$2,343 million in 2006 (*see table on page 40*). Expenditure on programme assistance rose by \$153 million, an 8 per cent increase, to \$2,119 million. Combined expenditure on programme support at \$142 million and management/administration at \$76 million, including centrally shared security costs of \$11 million, decreased by 3 per cent to \$218 million.

TOTAL EXPENDITURE, 2006

(in millions of US dollars)

	Regular resources	Other resources (regular)	Other resources (emergency)	2005 total	2006 total
Programme assistance	533	913	672	1,966	2,119
Programme support	142	-	-	137	142
Total programme cooperation	675	913	672	2,103	2,261
Management and administration	76	-	-	88	76
Total expenditure (excluding write-offs and prior-period adjustments)	751	913	672	2,191	2,337
Write-offs	1	3	3	6	7
Total expenditure	752	916	675	2,197	2,343

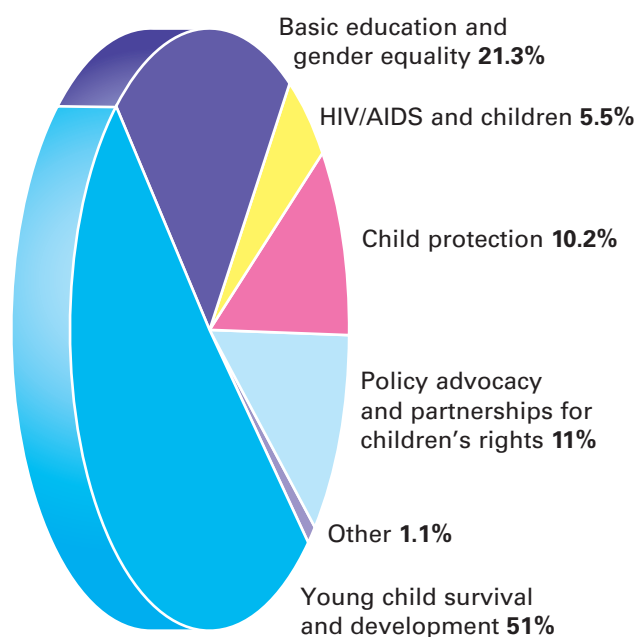
UNICEF PROGRAMME ASSISTANCE BY GEOGRAPHICAL REGION, 2006



Total programme assistance: \$2,119 million

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

UNICEF PROGRAMME ASSISTANCE BY MTSP FOCUS AREA, 2006



Total programme assistance: \$2,119 million

INTERNATIONAL AND CORPORATE ALLIANCES CONTRIBUTING \$100,000 OR MORE IN 2006

Global alliances	Country	Corporate donor	Country	Corporate donor	Country	Corporate donor		
Amway Europe	Germany	E.ON AG	Japan	KETSUMEISHI/ TV Asahi Music Co., Ltd.	United Kingdom	Pinnacle Vision and Revolver Entertainment		
Association of Tennis Professionals (ATP)		KG Thor Grundvermögen GmbH & Co.		Kobayashi Pharmaceutical Co., Ltd.		Taylor Nelson Sofres plc		
Deutsche Post World Net (DPWN)		LEONI AG		Mitsuboshi Belting Ltd.		The Pier (Retail) Ltd.		
Futbol Club Barcelona (FCB)		Montblanc		Miyagi Co-op		Turner Broadcasting System Europe Limited		
FTSE		real,- SB-Warenhaus GmbH		Okayama Co-op		United International Pictures		
H&M		Renault Trucks Deutschland GmbH		Osaka Izumi Citizens' Co-op				
IKEA		RWE AG		Osaka-Kita Co-op		United States	Accenture	
ING		SNT Multiconnect GmbH & Co. KG		Saitama Co-op			BD (Becton, Dickinson and Company)	
Procter & Gamble		T-Mobile International AG & Co. KG		Skylark Co., Ltd.			Cisco Systems, Inc.	
Stora Enso				Sugarlady Inc.			Citigroup Foundation	
The Walt Disney Company				Sumitomo Mitsui Card Co., Limited			Exxon Mobil Corporation	
Check Out for Children™ (Starwood Hotels & Resorts Worldwide)		Greece		Diners Club			SUNROAD CITY FUJITA CO., LTD.	GE Foundation
Europe, Africa, Middle East and Asia Pacific								Gucci America, Inc.
Change for Good®	Hong Kong, China (SAR)	McDonald's Restaurants (Hong Kong) Ltd.	Kenya	The Coca-Cola Africa Foundation	InterContinental Hotels Group			
Aer Lingus		STAR Television Entertainment Limited		Nakumatt Holdings Limited	Johnson & Johnson			
Alitalia		Yau Gwat Hei Group	Luxembourg	Cactus S.A.	MasterCard Worldwide			
American Airlines	Indonesia	ABN AMRO Foundation		Netherlands	Feyenoord Rotterdam N.V.		Microsoft Corporation	
ANA		Bank Central Asia (BCA)	Netherlands	Technische Unie B.V.	Motorola Foundation			
Asiana	ExxonMobil Oil Indonesia, Inc.	Nationale Postcode Loterij N.V.		Norseland, Inc.	Occidental Petroleum Corporation			
British Airways			TNT N.V.	Pier 1 Imports, Inc.				
Cathay Pacific	Italy	Agos Itafinco S.p.A.	New Zealand	Vodafone New Zealand Foundation	RealNetworks, Inc.			
Finnair		Confesercenti		Nigeria	Unilever Nigeria PLC	Harlem Globetrotters International, Inc.		
JAL	Eni S.p.A.	Portugal	Companhia de Seguros Allianz Portugal S.A.		The J.P. Morgan Chase Foundation			
Qantas	Esselunga S.p.A.		Romania	Maersk Romania S.C. Petrom S.A.	The Prudential Foundation			
Country	Corporate donor	Japan		Russian Federation	KMB-BANK	The Quiznos Master LLC		
Australia	Vodafone ATH Fiji Foundation		AEON		Sweden	Elite Hotels of Sweden	The UPS Foundation	
	Vodafone Australia Foundation	B-R 31 Ice Cream Co., Ltd.	Switzerland	F. Hoffmann-La Roche Ltd.				
Austria	OMV Aktiengesellschaft	Chiba Co-op		Schindler Aufzüge AG				
		Circle K Sunkus Co., Ltd.	United Kingdom	Barclays Bank PLC				
China	AUDI AG (Volkswagen Beijing Office)	Co-op Hiroshima		Eastman Kodak				
		Co-op Kanagawa	Charitable Trust					
Croatia	T-Hrvatski Telekom Zagrebačka banka	Co-op Kobe	Manchester United Foundation Ltd. (United for UNICEF)					
		Co-op Sapporo						
Egypt	EFG-Hermes	Co-op Tokyo						
		Co-op Waters of Japan Co., Ltd.						
France	Association des Professionnels du Jouet	F Co-op						
	Calèche	Fuji Television Network, Inc.						
	Cémoi	Hakugen Co., Ltd.						
	Chèque du Don	Honda Motor Co., Ltd.						
	Clairefontaine-Rhodia							
	Ecureuil Gestion							
	Fondation Orange							
	Mediaprisme							
	Papeteries Sill							
	Pixmania							
	Total S.A.							
	Ubisoft							
	Volvic							

REGULAR RESOURCE FUNDING OF COUNTRY PROGRAMMES

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

Afghanistan* 2006–2008	\$43,106,000	Ecuador 2004–2008	\$3,912,000	Mexico** 2007	\$628,000	Sierra Leone* 2004–2007	\$18,330,750
Albania 2006–2010	\$3,375,000	Egypt** 2007–2011	\$13,195,000	Moldova** 2007–2011	\$3,595,000	Somalia* 2004–2008	\$26,930,000
Algeria* 2007–2011	\$5,410,000	El Salvador** 2007–2011	\$3,480,000	Mongolia** 2007–2011	\$4,535,000	South Africa** 2007–2010	\$3,988,000
Angola 2005–2008	\$22,584,000	Equatorial Guinea** 2007	\$736,000	Montenegro4** 2007–2009	\$1,803,000	Sri Lanka** 2007	\$800,000
Argentina 2005–2009	\$3,000,000	Eritrea** 2007–2011	\$8,925,000	Morocco** 2007–2011	\$6,700,000	Sudan** 2007	\$6,169,000
Armenia 2005–2009	\$3,405,000	Ethiopia** 2007–2011	\$119,750,000	Mozambique** 2007–2009	\$22,653,000	Swaziland 2006–2010	\$3,755,000
Azerbaijan 2005–2009	\$4,760,000	Gabon** 2007–2011	\$3,075,000	Myanmar 2006–2010	\$41,130,000	Syrian Arab Republic** 2007–2011	\$4,605,000
Bangladesh 2006–2010	\$60,490,000	Gambia** 2007–2011	\$4,870,000	Namibia 2006–2010	\$3,335,000	Tajikistan* 2005–2009	\$6,597,000
Belarus 2006–2010	\$3,260,000	Georgia 2006–2010	\$3,370,000	Nepal** 2007	\$6,738,000	Tanzania, United Republic of** 2007–2011	\$46,932,000
Belize** 2007–2011	\$3,060,000	Ghana 2006–2010	\$18,600,000	Nicaragua** 2007	\$862,000	Thailand** 2007–2011	\$5,000,000
Benin* 2004–2008	\$12,107,000	Guatemala* 2006–2008	\$3,648,000	Niger* 2004–2007	\$40,187,745	The former Yugoslav Republic of Macedonia 2005–2009	\$3,060,000
Bhutan** 2007	\$966,000	Guinea** 2007–2011	\$17,000,000	Nigeria* 2002–2007	\$140,255,782	Timor-Leste* 2006–2010	\$2,325,000
Bolivia* 2003–2007	\$6,137,604	Guinea-Bissau* 2003–2007	\$7,010,000	Occupied Palestinian Territory² 2006–2007	\$4,000,000	Togo** 2007	\$3,210,000
Bosnia and Herzegovina 2005–2008	\$2,468,000	Guyana 2006–2010	\$3,345,000	Pacific Islands³ 2003–2007	\$14,737,596	Tunisia** 2007	\$3,320,000
Botswana* 2003–2007	\$3,204,949	Haiti** 2007	\$3,024,000	Pakistan 2004–2008	\$61,616,000	Turkey 2006–2010	\$5,045,000
Brazil** 2007–2011	\$4,620,000	Honduras** 2007–2011	\$4,495,000	Panama** 2007–2011	\$2,000,000	Turkmenistan 2005–2009	\$4,680,000
Bulgaria 2006–2009	\$2,464,000	India* 2003–2007	\$155,423,634	Papua New Guinea* 2003–2007	\$6,363,332	Uganda 2006–2010	\$42,880,000
Burkina Faso 2006–2010	\$33,745,000	Indonesia 2006–2010	\$26,500,000	Paraguay** 2007–2011	\$3,730,000	Ukraine 2006–2010	\$4,775,000
Burundi* 2005–2007	\$15,869,392	Iraq** 2007–2010	\$8,436,000	Peru 2006–2010	\$4,500,000	Uruguay 2005–2009	\$2,000,000
Cambodia 2006–2010	\$23,550,000	Iran (Islamic Republic of) 2005–2009	\$7,880,000	Philippines 2005–2009	\$11,570,000	Uzbekistan 2005–2009	\$9,271,000
Cameroon* 2003–2007	\$14,378,708	Jamaica** 2007–2011	\$3,165,000	Romania 2005–2009	\$3,385,000	Venezuela (Bolivarian Republic of) 2002–2007	\$2,935,000
Cape Verde 2006–2010	\$3,300,000	Jordan* 2003–2007	\$3,405,000	Russian Federation 2006–2010	\$4,805,000	Viet Nam 2006–2010	\$20,000,000
Central African Republic** 2007–2011	\$11,565,000	Kazakhstan 2005–2009	\$4,920,000	Rwanda* 2007	\$7,875,000	Yemen** 2007–2010	\$24,035,000
Chad 2006–2010	\$18,445,000	Kenya 2004–2008	\$24,659,000	Sao Tome and Principe** 2007–2011	\$3,300,000	Zambia** 2007–2010	\$20,048,000
Chile 2005–2009	\$900,000	Korea, Democratic People's Republic of** 2007–2009	\$3,648,000	Senegal** 2007–2011	\$15,825,000	Zimbabwe** 2007–2011	\$11,115,000
China 2006–2010	\$61,035,000	Kyrgyzstan 2005–2010	\$5,562,000	Serbia and Montenegro⁵ 2005–2009	\$3,325,000		
Colombia* 2002–2007	\$5,241,456	Lao People's Democratic Republic** 2007–2011	\$8,935,000				
Comoros* 2003–2007	\$3,690,000	Lebanon** 2007	\$616,000				
Congo 2004–2008	\$4,879,000	Lesotho* 2002–2007	\$5,914,801				
Congo, Democratic Republic of the* 2006–2007	\$65,075,000	Liberia** 2007	\$3,770,000				
Costa Rica** 2007	\$601,000	Madagascar 2006–2009	\$26,241,000				
Côte d'Ivoire* 2003–2007	\$19,933,238	Malawi** 2007	\$7,536,000				
Cuba** 2007	\$632,000	Malaysia 2005–2007	\$1,500,000				
Djibouti* 2003–2007	\$3,876,517	Maldives 2003–2007	\$3,378,887				
Dominican Republic** 2007–2011	\$3,505,000	Mali* 2003–2007	\$37,840,758				
Eastern Caribbean Islands¹ 2003–2007	\$9,400,000	Mauritania* 2003–2008	\$7,921,000				

UNICEF cooperated with 155 countries, areas and territories in 2006: 44 in sub-Saharan Africa (ESARO and WCARO); 35 in Latin America and the Caribbean (TACRO); 35 in Asia (EAPRO and ROSA); 20 in the Middle East and North Africa (MENARO); and 21 in Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS).

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

** New country programme starting in January 2007 and approved by the Executive Board in 2006.

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

2 UNICEF is providing assistance for Palestinian children and women for 2006–2007 in the following places: Occupied Palestinian Territory (\$2,100,000), Lebanon (\$900,000), Jordan (\$500,000) and the Syrian Arab Republic (\$500,000).

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

4 On 3 June 2006, Montenegro declared itself independent of Serbia, and on 28 June 2006 it was accepted as a United Nations Member State.

5 Serbia and Montenegro (prior to Executive Board country programme approval for Montenegro for 2007–2009) included Kosovo, currently under United Nations administration (\$750,000).

TOTAL UNICEF INCOME BY SOURCE OF FUNDING, 2006¹

Countries, areas and territories	Government contributions		Private sector contributions				Total
	Regular resources	Other resources ²	National Committees		Other contributions		
			Regular resources ³	Other resources ²	Regular resources ³	Other resources ²	
Albania	1,000	-	-	-	-	16,058	17,058
Algeria	24,000	-	-	-	-	15,604	39,604
Andorra	38,160	215,260	187,608	523,534	-	-	964,561
Argentina	-	-	-	-	141,500	2,887,801	3,029,301
Armenia	3,500	-	-	-	-	-	3,500
Australia	6,079,040	43,335,634	2,363,621	5,159,797	-	-	56,938,093
Austria	1,466,052	1,706,586	3,072,965	1,016,731	-	-	7,262,334
Azerbaijan	8,543	207,632	-	-	-	-	216,175
Bahrain	-	1,000,000	-	-	-	-	1,000,000
Bangladesh	34,500	-	-	-	-	14,635	49,135
Barbados	4,000	-	-	-	-	-	4,000
Belarus	10,000	-	-	-	-	-	10,000
Belgium	3,627,570	8,394,986	11,369,885	4,504,794	-	-	27,897,235
Belize	50,000	-	-	-	-	-	50,000
Bhutan	14,700	-	-	-	-	-	14,700
Bolivia	-	-	-	-	-	59,850	59,850
Botswana	-	-	-	-	-	243,491	243,491
Brazil	-	99,745	-	-	1,165,831	5,380,306	6,645,882
Bulgaria	3,500	-	-	-	-	-	3,500
Burkina Faso	8,850	-	-	-	-	9,323	18,173
Burundi	1,000	-	-	-	-	-	1,000
Cameroon	-	-	-	-	-	55,302	55,302
Canada	12,272,715	104,490,342	3,544,109	8,168,611	-	-	128,475,777
Chile	77,000	83,847	-	-	89,480	831,029	1,081,356
China	1,216,508	-	-	-	181,919	1,388,889	2,787,315
Colombia	432,007	213,950	-	-	443,764	2,024,559	3,114,279
Costa Rica	26,541	-	-	-	-	-	26,541
Côte d'Ivoire	-	-	-	-	-	48,416	48,416
Croatia	21,000	-	-	-	542,076	669,339	1,232,414
Cyprus	22,890	-	-	-	729,893	-	752,783
Czech Republic	221,396	255,921	1,573,000	340,776	-	-	2,391,092
Denmark	30,901,500	22,724,492	7,103,980	2,744,019	-	-	63,473,991
Djibouti	1,000	-	-	-	-	-	1,000
Dominican Republic	-	-	-	-	79,033	21,395	100,429
Ecuador	-	-	-	-	182,125	1,121,898	1,304,023
Egypt	-	-	-	-	-	220,974	220,974
Estonia	22,690	66,117	33,856	17,639	-	-	140,301
Ethiopia	49,712	-	-	-	-	-	49,712
Fiji	-	65,000	-	-	-	-	65,000
Finland	16,587,620	9,037,299	7,603,463	2,935,751	-	-	36,164,132
France	16,956,006	3,210,020	40,508,570	22,147,762	-	-	82,822,358
Gabon	-	92,000	-	-	-	447,247	539,247
Georgia	1,999	-	-	-	-	-	1,999
Germany	5,701,797	2,643,145	64,168,661	68,580,980	-	-	141,094,583
Ghana	20,000	-	-	-	-	-	20,000
Gibraltar	-	-	-	-	26,797	-	26,797
Greece	300,000	77,642	4,324,583	974,250	-	-	5,676,475
Guinea	-	550,000	-	-	-	-	550,000
Guinea-Bissau	-	50,093	-	-	-	-	50,093
Guyana	21,128	-	-	-	-	-	21,128
Honduras	-	200,000	-	-	-	-	200,000
Hong Kong, China (SAR)	-	-	6,758,271	3,569,496	-	-	10,327,767
Hungary	24,967	-	564,059	405,461	-	-	994,487
Iceland	292,937	310,084	1,706,368	2,559,599	-	-	4,868,988
India	844,444	1,852,428	-	-	(1,049)	805,688	3,501,512
Indonesia	100,000	1,224,489	-	-	247,387	1,440,677	3,012,553
Iran (Islamic Republic of)	53,500	-	-	-	250,785	97,406	401,691
Ireland	12,559,198	16,447,939	2,337,298	1,695,798	-	-	33,040,233
Israel	60,000	-	6,550	10,000	-	-	76,550
Italy	-	17,961,857	33,417,868	20,789,538	-	-	72,169,263
Jamaica	80,704	-	-	-	-	-	80,704
Japan	20,500,000	134,899,659	111,305,207	22,634,310	-	-	289,339,175
Kenya	-	-	-	-	22,045	623,904	645,948
Korea, Republic of	2,500,000	2,228,578	11,815,638	2,860,779	-	-	19,404,995
Kuwait	200,000	-	-	-	-	-	200,000
Lao People's Democratic Republic	5,350	-	-	-	-	200	5,550

TOTAL UNICEF INCOME BY SOURCE OF FUNDING, 2006¹ (continued)

Countries, areas and territories	Government contributions		Private sector contributions				Total
	Regular resources	Other resources ²	National Committees		Other contributions		
			Regular resources ³	Other resources ²	Regular resources ³	Other resources ²	
Latvia	-	-	(77)	3,139	-	-	3,062
Lebanon	-	-	-	-	21,742	105,000	126,742
Lesotho	66	-	-	-	-	-	66
Liechtenstein	16,260	75,573	-	-	-	-	91,833
Lithuania	-	-	4,479	42,274	-	-	46,753
Luxembourg	1,421,796	6,058,534	1,454,516	900,767	-	-	9,835,613
Madagascar	1,000	-	-	-	-	19,015	20,015
Malaysia	-	-	-	-	-	92,466	92,466
Mali	18,400	-	-	-	-	-	18,400
Malta	-	-	-	-	221	-	221
Mauritius	9,621	-	-	-	-	-	9,621
Mexico	214,000	-	-	-	767,394	3,621,137	4,602,531
Monaco	30,000	35,000	-	-	65,120	-	130,120
Mongolia	-	508,978	-	-	-	10,000	518,978
Morocco	83,909	-	-	-	125,433	20,472	229,815
Mozambique	2,000	-	-	-	-	-	2,000
Myanmar	2,732	-	-	-	-	-	2,732
Namibia	-	-	-	-	-	1,052	1,052
Nepal	15,000	-	-	-	-	-	15,000
Netherlands	36,632,475	98,393,664	53,132,333	18,528,071	-	-	206,686,543
New Zealand	3,013,692	2,764,740	790,908	951,135	-	-	7,520,475
Nicaragua	6,000	-	-	-	-	1,575	7,575
Nigeria	-	-	-	-	845,130	290,329	1,135,459
Norway	46,928,250	131,692,816	1,838,862	108,488	-	-	180,568,416
Oman	-	500,973	-	-	-	118,172	619,146
Pakistan	137,790	-	-	-	-	27,004	164,794
Panama	24,075	300,000	-	-	64,776	55,539	444,391
Paraguay	-	-	-	-	-	9,382	9,382
Peru	-	-	-	-	230,278	153,475	383,752
Philippines	49,614	-	-	-	114,684	891,257	1,055,555
Poland	100,000	-	112,170	828,163	-	-	1,040,333
Portugal	200,000	477,814	5,148,865	1,793,678	-	-	7,620,357
Qatar	50,000	500,000	-	-	-	-	550,000
Romania	15,564	-	-	-	-	777,023	792,587
Russian Federation	1,000,000	-	-	-	-	612,398	1,612,398
San Marino	-	10,000	13,024	65,315	-	-	88,339
Saudi Arabia	-	475,000	-	-	-	2,773,809	3,248,809
Senegal	-	-	-	-	113,965	-	113,965
Serbia*	-	-	-	-	295,145	149,421	444,566
Sierra Leone	-	801,544	-	-	-	-	801,544
Singapore	50,000	50,000	-	-	1,690	-	101,690
Slovakia	11,848	-	71,664	121,307	-	-	204,819
Slovenia	25,000	52,977	1,599,534	869,889	-	-	2,547,400
South Africa	32,064	208,417	-	-	-	32,473	272,954
Spain	7,894,740	42,976,793	28,845,376	12,525,138	-	-	92,242,048
Sri Lanka	30,950	-	-	-	-	-	30,950
Sweden	57,948,000	86,096,671	9,782,798	8,261,912	-	-	162,089,381
Switzerland	14,400,000	5,048,671	9,542,139	6,714,187	-	-	35,704,996
Syrian Arab Republic	-	-	-	-	-	8,207	8,207
Thailand	177,814	-	-	-	237,603	2,614,236	3,029,653
The former Yugoslav Republic of Macedonia	6,000	-	-	-	-	-	6,000
Trinidad and Tobago	10,700	-	-	-	-	-	10,700
Tunisia	39,706	-	-	-	108,779	7,101	155,586
Turkey	120,000	100,000	448,293	626,127	-	-	1,294,419
United Arab Emirates	100,000	-	-	-	79,724	-	179,724
United Kingdom	35,547,480	150,150,699	11,644,561	32,794,019	-	-	230,136,759
United States	125,730,000	135,010,890	14,988,858	53,489,458	-	-	329,219,205
Uruguay	-	-	-	-	97,599	295,978	393,577
Uzbekistan	835	-	-	-	-	-	835
Venezuela (Bolivarian Republic of)	94,008	-	-	-	632,563	1,036,020	1,762,591
Viet Nam	13,709	-	-	-	-	-	13,709
Yemen	10,000	-	-	-	-	-	10,000
Miscellaneous ⁴	-	-	-	-	1,020,269	-	1,020,269
Income adjustments to prior years ⁵	55,402	(11,813,515)	7,394,040	(7,468,178)	-	-	(11,832,251)
Subtotal	465,719,523	1,024,120,980	460,577,902	302,794,513	8,923,701	32,146,531	2,294,283,149

TOTAL UNICEF INCOME BY SOURCE OF FUNDING, 2006¹ (continued)

Countries, areas and territories	Government contributions		Private sector contributions				Total
	Regular resources	Other resources ²	National Committees		Other contributions		
			Regular resources ³	Other resources ²	Regular resources ³	Other resources ²	
Intergovernmental organizations							
African Development Bank	-	500,000	-	-	-	-	500,000
Arab Gulf Programme for United Nations Development Organizations (AGFUND)	-	200,000	-	-	-	-	200,000
Council of Europe Development Bank	-	90,000	-	-	-	-	90,000
European Commission Humanitarian Aid Office (ECHO)	-	35,948,873	-	-	-	-	35,948,873
European Commission	-	77,021,382	-	-	-	-	77,021,382
OPEC Fund	-	2,100,000	-	-	-	-	2,100,000
Organization for Security and Co-operation in Europe (OSCE)	-	6,000	-	-	-	-	6,000
Income adjustments to prior years ⁵	-	7,750,388	-	-	-	-	7,750,388
Subtotal	-	123,616,643	-	-	-	-	123,616,643
Non-governmental organizations							
Bernard Van Leer Foundation	-	-	-	-	-	27,219	27,219
Conrad N. Hilton Foundation	-	-	-	-	-	1,445,500	1,445,500
Global Alliance for Improved Nutrition (GAIN)	-	-	-	-	-	898,326	898,326
Micronutrient Initiative	-	-	-	-	-	11,527,039	11,527,039
Rotary International	-	-	-	-	-	4,322,500	4,322,500
Tetsuko Kuroyanagi, Japan	-	-	-	-	431,000	431,000	862,000
GAVI Alliance	-	-	-	-	-	1,383,336	1,383,336
The Global Fund, Switzerland	-	-	-	-	-	11,994,102	11,994,102
United Nations Foundation Inc.	-	-	-	-	-	30,733,649	30,733,649
Miscellaneous ⁶	-	-	-	-	10,443	1,767,988	1,778,431
Income adjustments to prior years ⁵	-	-	-	-	-	(483,803)	(483,803)
Subtotal	-	-	-	-	441,443	64,046,857	64,488,300
Inter-organizational arrangements							
Joint United Nations Programme on HIV/AIDS (UNAIDS)	-	-	-	-	-	4,190,025	4,190,025
United Nations Development Group Office (UNDGO)	-	-	-	-	-	31,685,086	31,685,086
United Nations Development Programme (UNDP)	-	-	-	-	-	63,631,227	63,631,227
United Nations High Commissioner for Refugees (UNHCR)	-	-	-	-	-	250,000	250,000
United Nations Joint Programmes	-	-	-	-	-	1,120,976	1,120,976
United Nations Office for Coordination of Humanitarian Affairs (UNOCHA)	-	-	-	-	-	56,956,541	56,956,541
United Nations Population Fund (UNFPA)	-	-	-	-	-	3,535,491	3,535,491
United Nations Trust Fund for Human Security (UNTFHS)	-	-	-	-	-	4,689,383	4,689,383
World Bank	-	-	-	-	-	5,366,833	5,366,833
World Food Programme (WFP)	-	-	-	-	-	51,347	51,347
World Health Organization (WHO)	-	-	-	-	-	7,063,764	7,063,764
Income adjustments to prior years ⁵	-	-	-	-	-	(442,496)	(442,496)
Subtotal	-	-	-	-	-	178,098,178	178,098,178
Other income	-	-	-	-	-	-	190,010,178
Less cost of goods delivered and other expenses ⁷	-	-	-	-	-	-	(69,554,353)
TOTAL CONTRIBUTIONS	-	-	-	-	-	-	2,780,942,095
Less items related to biennial support budget	-	-	-	-	-	-	(13,092,576)
GRAND TOTAL	-	-	-	-	-	-	2,767,849,519⁸

1 All contributions shown in US dollars; amounts have been rounded throughout.

2 Includes funds for emergency programmes.

3 Private Sector Division income included.

4 Miscellaneous income primarily consists of private sector income for which the source is not individually identified.

5 Includes refunds and adjustments to income recognized in previous years.

6 Miscellaneous income from non-governmental organizations for which the source is not individually identified.

7 Cost of goods delivered and other operating expenses incurred by the Private Sector Division, excluding commission retained by sales partners.

8 After adjustments related to support-budget transfers, 2006 income totalled \$2,768 million.

* On 3 June 2006, Montenegro declared itself independent of Serbia, and on 28 June 2006 it was accepted as a United Nations Member State. Post-cession, all income activities for both countries were handled through the UNICEF Belgrade office until the end of 2006.