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Report of the field visit to Argentina by members of the Bureau of the UNICEF Executive Board, 11 to 15 April 2016**I. Introduction**

1. Members of the Bureau of the UNICEF Executive Board – H.E. Mr. Sven Jürgenson, Permanent Representative of Estonia to the United Nations; H.E. Mr. Ibrahim O. A. Dabbashi, Permanent Representative to the United Nations, Libya; H.E. Mr. Walton Alfonso Webson, Permanent Representative to the United Nations, Antigua and Barbuda; H.E. Mr. Durga Prasad Bhattarai, Permanent Representative to the United Nations, Nepal; H.E. Mr. Hiroshi Minami, Deputy Permanent Representative to the United Nations, Japan; and Mr. Nicolas Charles Pron, Secretary of the UNICEF Executive Board, visited Argentina from 11 to 15 April 2016.
2. The field visit allowed the Bureau to gain a first-hand understanding of the work of UNICEF at country level. More specifically, the visit aimed to demonstrate concrete examples of UNICEF cooperation with the Government and with other partners, including the United Nations country team (UNCT). The visit provided an excellent opportunity for the members of the Bureau to better understand the issues and challenges facing children and women in Argentina.
3. The delegation would like to express its gratitude to the Government of Argentina for facilitating opportunities for substantive dialogue between the Bureau and senior government officials
4. The delegation would like to thank the UNICEF country team in Argentina for the very carefully prepared and well organized visit, and for the ready availability of UNICEF staff throughout. The Bureau was particularly impressed by the commitment and dedication of Argentinian officials at every level and by that of the UNICEF staff in Buenos Aires.
5. The programme of the visit consisted of two main components:
 - (a) Meetings in Buenos Aires with the UNICEF country office, senior-level government counterparts, members of the UNCT and key donors.

* E/ICEF/2016/5.

(b) A field trip to the Province of Salta, where the Bureau visited UNICEF projects in Paraje La Bomba. The delegation met with local government representatives, civil society organizations, users of health facilities, health workers, teachers, school administrators, and students, members of community groups, religious leaders and UNICEF staff.

6. The present report summarizes the briefings received by the Bureau members and concludes with the delegation's own observations.

II. Key issues facing children and women

7. Argentina is a federal country that has achieved considerable progress in the fulfilment of children's rights. The World Bank has classified Argentina as a high-income country; however, due to high inflation, there is a threat of the country falling back to middle-income status. The Human Development Index in 2014 was 0.836, positioning Argentina as a high development country with a ranking of 40 out of 188.¹ Although equity gaps persist, the country has shown its determination to address this challenge through equity-oriented policies and programmes. The rate of multidimensional poverty has decreased considerably over the past decades, with the proportion of children living in households with unsatisfied basic needs dropping from 25.2 per cent to 19.6 per cent between the 2001 and 2010 censuses.²

8. Argentina has made significant progress in several areas but faces strong disparities and equity gaps, in particular between the north and the south of the country: (i) the index of unsatisfied basic needs ranges from 1.7 per cent in districts of the Province of Buenos Aires to more than 80 per cent in the north;³ (ii) access to early childhood services ranges from less than 20 per cent in the north to more than 60 per cent in City of Buenos Aires;⁴ and (iii) the rate of early pregnancy is 15.1 per cent on average, and more than 20 per cent in some provinces.⁵

9. The members of the Bureau were informed that social investment has been a priority for the Government, representing 54.7 per cent of the national budget in 2014. Investments directed to children have increased at national and provincial level. However, there are several remaining challenges, including an excessive concentration of resources at the national government level, institutional fragmentation of expenditures and the existence of capacity gaps at the subnational level.

¹ United Nations Development Programme, 'Statistical Annex', *Human Development Report 2015*, UNDP, New York, available at:

http://hdr.undp.org/sites/default/files/hdr_2015_statistical_annex.pdf.

² National Institute of Statistics and Census, *Annual Statistics of the Republic of Argentina*, INDEC, Buenos Aires, March 2015, available at:

www.indec.gov.ar/ftp/cuadros/sociedad/anuario_2013.pdf.

³ United Nations Children's Fund, based on INDEC 2010, Census Redatam Database.

⁴ United Nations Children's Fund and Ministry of Social Development, MICS Survey, 2013, available at: www.unicef.org/argentina/spanish/MICS_CierreJulio2013_BAJAWEB.pdf.

⁵ Ministry of Health, *Vital Statistics 2014* [in Spanish], Ministry of Health, Buenos Aires, December 2015, available at: <http://deis.msal.gov.ar/wp-content/uploads/2016/01/Serie5Nro58.pdf>.

Health

10. Increasingly, non-communicable diseases and associated risk factors are affecting the health of children and adolescents in the country. Between 2007 and 2012, overweight and obesity among adolescents aged 13-15 years respectively increased from 24.5 to 28.6 per cent, and from 4.4 to 5.9 per cent between 2007 and 2012.⁶ Although a ‘National Obesity Law’ (National Law 26396 on Prevention and Control of Eating Disorders) was enacted in 2008 and resolutions to restrict food marketing practices have been established, major challenges remain, including a low level of enforcement of regulations and policy implementation, the absence of fiscal disincentives and insufficient labelling of foods.

11. Some 2,358 teenagers died from external causes in 2013, representing a rate of 9 deaths per 10,000 adolescents. Almost half of these deaths were intentional (51 per cent), particularly suicides (21.2 per cent) and aggression (15.7 per cent). Youth suicide has increased by 4.7 percentage points over the past 20 years.⁷ The increasing rates of suicide and violence point to wider complex of problems that affect adolescent’s health and well-being that need to be addressed from an intersectoral perspective.

12. Early pregnancy is a growing concern. In 2014, 15.4 per cent of newborns had adolescent mothers, and maternal mortality in adolescents represented 13 per cent of total maternal deaths. Over the past 20 years, the rate of adolescent pregnancy has increased by 7.7 per cent.⁸ Pregnancy below the age of 14 is seen as a proxy indicator of sexual abuse. The main bottlenecks affecting adolescent health relate to gender and equity gaps, poor access to services due to cultural barriers, low participation and demand for quality services, and lack of intersectoral approaches to promote adolescent health and well-being.

13. While there has been considerable progress in infant and maternal mortality, these gains must be consolidated. With UNICEF support, the infant mortality rate decreased considerably over the past two decades (1990–2014), dropping from 25.6 to 10.6 per 1,000 live births and thus reaching the global target. The maternal mortality ratio also decreased over the same period but to a lesser extent (from 52 to 37 per 100,000 live births) and thereby not meeting the global target. Progress in both indicators has been uneven, with the rates for some provinces well above the national average.⁹

⁶ Ministry of Health, 2013, Global Survey of School Health, Argentina, 2012 [in Spanish], Ministry of Health, Buenos Aires, September 2014, available at: www.msal.gov.ar/ent/images/stories/vigilancia/pdf/2014-09_informe-EMSE-2012.pdf.

⁷ Ministry of Health, *Vital Statistics 2013* [in Spanish], Ministry of Health, Buenos Aires, December 2014, available at: <http://deis.msal.gov.ar/wp-content/uploads/2016/01/Serie5Nro57.pdf>.

⁸ Ministry of Health, *Select Health Indicators for the Population aged 10 to 19 years, Argentina – 2013* [in Spanish], Ministry of Health, Buenos Aires, June 2015, available at: <http://deis.msal.gov.ar/wp-content/uploads/2016/01/Boletin149.pdf>. Data relate to the period between 1993 and 2013.

⁹ Ministry of Health, 2014, *Vital Statistics 2014* [in Spanish], Ministry of Health, Buenos Aires, available at: <http://deis.msal.gov.ar/wp-content/uploads/2016/01/Serie5Nro58.pdf>.

Education

14. The right to education is guaranteed by laws that establish 14 years of compulsory education. Consolidated investment in education reached 5.1 per cent of gross domestic product in 2012.¹⁰ Preschool education has gained momentum with a 2014 law, supported by UNICEF, which establishes compulsory education starting at age 4 and universal access to preschool for three-year-olds. At 74 per cent in 2013, the rate of children who begin primary school with at least two years of preschool education is well above the regional average and represents a steep increase from 44 per cent in 2001.¹¹ The challenge is to reduce geographic differences in access to education and to enhance quality. Efforts should focus on budgets, infrastructure, human resources and quality standards, as well as the needs of families. Coverage of primary education is almost universal. The remaining challenge is to include the 32,000 primary-school-age children who are out of school, and who mainly fall within the lowest income quintiles.

15. Over the past decade, access to secondary education has increased but 490,000 adolescents (aged 12-17 years) are still out of school and 1.4 million are overaged and at risk of dropping out.¹² Barriers to accessing secondary education are linked to socioeconomic and urban-rural disparities (attendance is 79 per cent in rural areas compared to 90.2 per cent in urban areas). Although efforts have been made to reduce gaps and improve quality – some of them supported by UNICEF – the main bottlenecks relate to curriculum development, quality of teaching practices and teacher training, and, in remote areas, low demand and poor access that mainly affect indigenous adolescents.

16. In the village of La Bomba, the delegation visited an information and communications technology (ICT)-based secondary school. Bureau members interacted with children and parents and they heard from the headmistress that the programme has been a great success. It has given those children living in that remote area, which has a limited number of teachers, an opportunity to receive a secondary education for the first time.

17. In the city of Moreno in the Province of Buenos Aires, the Bureau members visited a secondary school with day-care facilities for adolescent mothers, fathers or siblings. The Bureau found that, on the one hand, the project is a success in that it allows adolescents who would otherwise drop out of school to continue their education. On the other hand, the need for the project is a reminder of the widespread problem of early pregnancy.

18. The Bureau was concerned that, although mandatory secondary education is stipulated in the law, the secondary school dropout rates are still very high. Almost half of the children who start secondary education do not complete it¹³, and a little more than half of 15-year-olds show low reading performance.¹⁴ The Bureau also

¹⁰ World Bank, 2015, 'Public spending on education (as % of GDP), webpage [in Spanish], available at: <http://datos.bancomundial.org/indicador/SE.XPD.TOTL.GD.ZS>.

¹¹ Data processed by UNICEF according to the Ministry of Education, 2013.

¹² Data processed by UNICEF according to the Ministry of Education, 2013 and INDEC, 2010.

¹³ United Nations Educational, Scientific and Cultural Organization Institute of Statistics, UNESCO Institute of Statistics, *Global Education Digest 2010* [in Spanish], Montreal, 2011, available at: http://www.uis.unesco.org/Library/Documents/SPA_GED2010_WEB_140311.pdf

¹⁴ Organisation for Economic Co-operation and Development Programme for International Student Assessment, *Underperforming Students: Key findings* [in Spanish], OECD/PISA, available at: www.oecd.org/pisa/keyfindings/PISA-2012-Estudiantes-de-bajo-rendimiento.pdf.

noted with concern that only an estimated 10 per cent to 15 per cent of high-school graduates continue on to university.

Child protection

19. Although Argentina has adapted its legislation to the Convention on the Rights of the Child and in most provinces has enforced laws for comprehensive protection of children, implementation remains uneven. Bottlenecks include: inefficient local protection systems; a lack of common criteria for information on violence, neglect and abuse; difficulties in access to justice; and insufficient alignment of juvenile justice legal frameworks and systems with the provisions and standards of the Convention. Six provinces have an ombudsperson's office for the rights of children and adolescents but the appointment of the national ombudsperson (which is foreseen by law) is pending.

20. The legal framework on violence, neglect and abuse of children was strengthened with the ratification of the third Optional Protocol to the Convention on the Rights of the Child and the inclusion in the new Civil and Commercial Code of an explicit ban on corporal punishment within families. However, social norms remain a barrier, with almost half of all parents (46.4 per cent) acknowledging the use of physical violence as a means of disciplining their children.¹⁵ In 2014, a total of 9,219 children without parental care were living in care institutions.¹⁶

21. Although progress has been achieved, several bottlenecks persist, including insufficient capacities of service providers to detect, report on and address cases of violence, weak foster-care systems, insufficient quality standards for institutions and low sectoral coordination, all areas in which UNICEF has been providing support.

22. In Salta, the Bureau learned with satisfaction that the provincial government has appointed a Minister of Early Childhood whose office has started an extensive monitoring programme, mainly carried out by volunteers, to map the conditions and specific problems of families in need. The Bureau members acknowledged that investment in early childhood will be the key to ending the vicious circle of poverty. Members of the Bureau believe that the experiences and lessons learned from the programme should be shared with other provinces and other countries.

23. The Bureau noted with concern the persistent problem of child poverty, especially among children aged 0–5 years.

24. The ongoing political debate in Argentina on lowering the age of legal responsibility from 16 years to 14 years is also of concern. The Bureau members appreciated the efforts of the UNICEF country office to raise awareness among the population of the risks of taking such action.

¹⁵ National Secretariat for Children, Youth and Family and the United Nations Children's Fund, *Argentina MICS Survey 2011/2012, Final Report* [in Spanish], Buenos Aires, March 2014, available at: http://www.unicef.org/argentina/spanish/MONITOREO_MICS4_Argentina_FinalReport_2011-12_Sp.pdf.

¹⁶ Ministry of Social Development and United Nations Children's Fund, *The Situation of Children and Adolescents in Parental Care in the Republic of Argentina, Survey update 2014* [in Spanish], Buenos Aires, November 2015, available at: http://www.unicef.org/argentina/spanish/PROTECCION_Relevamiento_SinCuidadosParentales_2015_b.pdf.

Youth participation

25. Argentina has a wide range of legislation and institutions to promote the rights of children in the media. Hundreds of journalists and media networks have been trained on child rights and UNICEF has supported the generation of evidence on media coverage. However, challenges remain, which are associated with stigma, and with invisibility and underrepresentation of and discrimination against children and adolescents in the media.

26. The country has been characterized by vibrant social movements. This context offers an opportunity to promote social demand and to generate social changes that can accompany institutional and regulatory advances on the prevention of violence, secondary education, social inclusion and adolescent health. New channels for adolescent participation have been promoted through legislation and the use of technology. The main challenge is to promote the exercise of citizenship, including digital citizenship for adolescents, especially the most disadvantaged, and to encourage social participation, taking advantage of technology and innovation.

III. The role of UNICEF in Argentina

27. The new UNICEF country programme – adopted by the Executive Board at its first regular session of 2016 – has been developed in close dialogue with Government authorities to ensure its alignment with national priorities and with the 2030 Agenda for Sustainable Development. The country programme contributes to the United Nations Development Assistance Framework (UNDAF) for 2016–2020, in particular to three of the five outcome areas: social protection and universal access to essential services; human rights promotion and citizenship; and cooperation for sustainable development. The country programme is consistent with the UNICEF Strategic Plan 2014–2017.

28. The country programme is structured in five components: (a) social inclusion and child rights monitoring; (b) inclusive and quality education; (c) protection and justice for children and adolescents; (d) child and adolescent health and well-being; and (e) social and resource mobilization.

29. For the first time, UNICEF Argentina has fully integrated Private Fundraising and Partnerships (PFP) priorities and strategies in the new country programme in order to generate synergies, results and funds for children. Private Fundraising and Partnerships is included in the component on social and resource mobilization with the aim of mobilizing funds from private donors and engaging private partners to advance the rights of children. Private Fundraising and Partnerships is also included in the other programme components, thereby contributing to mobilizing and engaging private partners towards the fulfilment of children's rights. It includes, for example, generating a dialogue with the food and beverage industry to tackle obesity, involving ICT specialists to develop ICT-based secondary education, and partnering with private companies to prevent sexual abuse of children and human trafficking.

30. The main strategies of the new country programme include:

- (a) Advocating and mobilizing society for the universal fulfilment of child rights, especially for the most vulnerable children;
- (b) Building spaces for robust policy dialogue;

- (c) Generating solid knowledge and evidence, in particular to identify equity gaps;
- (d) Promoting changes in knowledge, attitudes and practices;
- (e) Supporting capacity-building;
- (f) Identifying, evaluating and scaling up successful innovations;
- (g) Promoting South-South and triangular cooperation; and
- (h) Promoting wide partnerships between Governments at all levels of governance, the private sector, civil society, the media and other partners.

31. The Bureau noted the strategic role played by UNICEF in Argentina. The Bureau members emphasized that the country could provide a model for other countries, and that sharing of its experiences in fundraising, early childhood and secondary education and tackling neonatal and infant mortality could benefit many other parts of the world.

32. The Bureau had the opportunity to meet with provincial and county authorities, local officials and technical counterparts. In every instance, the members of the Bureau were impressed by the excellent working relationship between UNICEF and its government counterparts, and by the enthusiasm and commitment of the UNICEF country management team and the national and local authorities to engage with local communities to take successful innovative projects to scale.

Observations

33. The Bureau welcomed the opportunity to witness the activities of UNICEF in Argentina and, during the field visit, very much appreciated the dedication, hard work and efficiency of the office, in particular in the areas of education, child protection, social inclusion, and social and resource mobilization.

34. The Bureau noted with satisfaction the excellent cooperation between UNICEF and government institutions in the development of norms and standards and the formulation of key policies affecting children. The Bureau was impressed with the organization's sharp focus on and leveraging of its comparative advantages, which includes providing strategic policy advice in national programmes. Being an effective and reliable partner for Argentina has been possible not least because UNICEF has attracted top-level international staff as well as dedicated and highly skilled local staff.

35. The Bureau appreciated the clear focus of UNICEF on the most vulnerable population groups and the most disadvantaged, vulnerable and remote geographical areas. Furthermore, the efforts made to strengthen disaggregation of data in order to reveal social disparities as a basis for advocacy and programme planning were found to be strategic.

36. The Bureau welcomed, as an important strategy for achieving results for children, efforts made by UNICEF to influence policies, legislation and public spending towards the most disadvantaged.

37. The Bureau noted the importance of maintaining a minimum level of core resources in order to sustain UNICEF capacity to provide high-level technical advice and to influence policies.

38. The Bureau is of the view that the UNICEF programmes in Argentina have been very effective and have had a meaningful impact on the well-being of children in the country. The Bureau witnessed the strong country ownership of programmes and deep commitment of the Government of Argentina. The Bureau welcomed the strong emphasis by UNICEF on national ownership of the country programme, which was evident throughout the visit.

39. UNICEF engagement with partners, civil society, communities and faith-based organizations, as well as with the private sector, were solid examples of the added value and the multiplier effect UNICEF can create by acting as a catalyst and bringing different partners together.

40. The members of the Bureau noted the strong cooperation within the UNCT, as reflected in the large number of joint programmes. The delegation congratulates UNICEF on the partnerships established at all levels with ministries and with local authorities at provincial and community levels, to achieve results for children through evidence-based advocacy and action.

41. The members of the Bureau appreciate the critical role UNICEF plays in support of the Government in achieving the 2030 Agenda for Sustainable Development and in supporting the protection and fulfilment of the rights of children and women in Argentina. The delegation observed that the Government is open to ideas and is willing to commit resources for programmes and projects that could have a positive impact on and enrich children's lives. Given its credibility and strong relationship with the Government, UNICEF has ample scope to continue its innovative work and to act as a catalyst to initiate pertinent projects and programmes.

IV. Observations and recommendations

Recommendations:

1. *Through innovative country programmes in sophisticated upper-middle-income and high-income countries (UMICs/HICs) like Argentina, UNICEF can play a strategic role in building innovative approaches, models, partnerships and alliances with government partners as well as with a variety of other actors (the private sector, think tanks, universities, civil society organizations etc.) that contribute to tackling emerging issues. In countries like Argentina, the country programme engagement leads to innovations that can have an influence beyond borders and contribute to the 2030 Agenda for Sustainable Development.*

UNICEF Argentina is currently in a phase of transition between a country programme document (CPD) that included traditional programme approaches, to an innovative CPD adapted to an UMIC that addresses equity gaps, new challenges and emerging issues and that contributes to the 2030 Agenda. UNICEF is very well positioned in the country to be able to mobilize partners from the Government (at national and provincial levels), private sector, civil society, recognized national think tanks, universities and other actors to develop innovative approaches to address these issues and to contribute to the global thinking and discourse.

UNICEF and partners, for example, developed an innovative ICT-based approach to secondary education for adolescents in rural and isolated areas that is expected to be expanded under the new CPD (based on the positive results of an external evaluation), and that will inform other global innovations for secondary education. The office is also supporting the country's first Ministry of Early Childhood, which is developing a technology-based methodology to monitor the situation of families in vulnerable

areas. Once consolidated and optimized, with support from UNICEF, the new methodology can serve as a model for other countries. UNICEF Argentina also promoted public-private alliances around child health and has initiated a dialogue with the private sector around the issues of non-communicable diseases and malnutrition.

2. The successful fundraising operations of UNICEF Argentina are sustained by a strategic and innovative country programme, supported by high-level advocacy and intense social mobilization and communication. Similarly, the country programme accrues significant benefits from PFP operations, which generate financial resources and also help to position UNICEF, facilitate advocacy and social mobilization and open the door for innovative public-private partnerships. This success is a result of the synergies between a strategic CPD, a well-performing PFP, strong communications and effective operations. Without its engagement in Argentina through its country programme, the country office would not be able to raise this level of funding.

UNICEF Argentina has developed an effective and efficient fundraising operation, which has resulted in the office doubling its income (in local currency) every two years. In United States dollars, income increased from \$1.2 million in 2003 to \$28.3 million in 2015, representing an average increase of around 30 per cent per year despite an unstable economic situation. The funds raised from private donors (mainly individuals and private actors) fund the totality of CPD other resources (OR) requirements and are unrestricted and flexible. Additionally, the office is increasingly contributing to global and regional priorities through regular resources (RR), regional and global thematic funds and the provision of funds for the global emergency response. For example, in 2015, UNICEF Argentina raised more than \$28 million. After covering the OR requirements and related PFP costs of the country programme, it contributed more than \$11 million for regional and global priorities (\$8,957,638 for regular resources, \$1,679,557 for regional thematic funds and \$559,852 for emergencies).¹⁷

3. Country Offices in UMICs and HICs should be encouraged and supported to develop or strengthen fundraising operations that generate funds to contribute to the OR needs of the country programme and, when conditions permit, to feed into global priorities (through RR). However, it is crucial to maintain a minimum envelope of RR to ensure COs can maintain their independence and operate in any circumstances, even in cases where a new Government may decide to limit fundraising, for example.

UNICEF Argentina generated almost 10 times more RR than the total amount of RR allocated to the country office. However, this envelope of RR is key to providing the office with a minimum level of funds to maintain its independence and to be able to continue to operate in any circumstance.

4. In countries like Argentina, UNICEF can play a strategic role in facilitating South-South and triangular cooperation, in particular on emerging issues.

The context of a sophisticated UMIC, the innovative nature of the country programme and the explicit interest of the Government of Argentina in South-South and triangular cooperation means that the country office has the potential to take the lead in modelling and evaluating innovative approaches. Such approaches can influence other countries in the region and beyond, especially those related to emerging programmatic issues and innovative fundraising strategies.

¹⁷ Transferred over the period 26 January 2015 to 28 January 2016.

5. *Even in UMICs/HICs, UNICEF should complement upstream system-level work by supporting Governments to translate their vision into quality inclusive services for children on the ground. UNICEF Argentina works both at the “upstream” level, on legal reform, policies and budgets, and also at the “downstream level” indirectly on the ground, by supporting government and other partners in modelling how to translate policies into quality inclusive services at local level, addressing exclusion, closing equity gaps and tackling emerging complex issues that affect the well-being of children and women.*

Annex**Summary of the programme of the field visit to Argentina by members of the Bureau of the UNICEF Executive Board, 11 to 15 April 2016****Monday, 11 April 2016**

- 9:00: Meeting with the UNICEF Argentina country management team
- 12:00: Lunch with the United Nations Resident Coordinator and United Nations country team (UNCT) members
- 15:00: Meeting with the Minister of Education
- 16:15: Meeting with the Minister of Social Development and the Secretary of Children, Adolescence and Family.

Tuesday, 12 April 2016

- (Flight to Salta in the morning)
- 11:00: Visit to the Public Infant and Maternal Hospital of Salta with the Minister of Health of the Province of Salta
- 15:00: Visit to the Observatory and Monitoring programme of the Ministry of Early Childhood of the Province of Salta
- 16:00: Meeting with the Minister of Early Childhood of the Province of Salta
- 19:00: Meeting with the Governor of the Province of Salta.

Wednesday, 13 April 2016

- 07:00: Visit to an information and communication technology-based secondary school in La Bomba, Salta Province
- (Flight from Salta to Buenos Aires).

Thursday, 14 April 2016

- 10:00: Visit to a secondary school in Moreno, Buenos Aires Province, which has a day-care centre aimed at preventing dropout of adolescent mothers, fathers and siblings
- 13:30: Lunch on child protection
- 15:30: Attendance at a technical round table on a study on obesity with government and civil society partners
- 19:00: Reception with partners (embassies, UNCT members, international financing institutions and other international organizations, civil society organizations and others).

Friday, 15 April 2016

- 9:00: Visit to a fundraising telemarketing campaign call centre
- 11:00: Meeting with the Director of ACE/CHUBB, and presentation by UNICEF of an innovative alliance to raise non-earmarked and unrestricted funds for UNICEF Argentina
- 15:00: Signing ceremony for the country programme action plan by the Ministry of Foreign Affairs and UNICEF Argentina.