

Medium-term strategic plan 2006-2013

A data and results companion to the end of cycle review¹

OT	Indicator ²	Baseline 2005-2006	2009	2011-2012
Focus area 1: Young child survival and development				
1. Improve complementary feeding practices, with emphasis on disadvantaged populations groups.	Proportion of infants aged 6–8 months who receive solid or semi-solid foods.	n.a	n.a	60
	% of children who are breastfed at age 2 (20-23 months).	51	51	56
	% of under-fives suffering from wasting.	8	11	10
	% of under-fives suffering from underweight.	27	26	18
	Percentage of children (aged 0-59 months) who are moderately or severely stunted.	31	30	29
2. At least 50 countries are implementing effective micronutrient supplementation and targeted fortification programmes for young children by end 2013.	Number of countries with targeted programmes for prevention of anaemia in children aged 6–23 months with iron or iron-containing multi-micronutrient supplements or food products.	n.a	n.a	22
	Number of sachets of micronutrient powder procured by UNICEF.	n.a	38 million	140 million
	Number of zinc tablets procured by UNICEF.	n.a	89 million	136 million
3. Food and condiment fortification programmes for key micronutrients reach more than 80% of households with focus on reaching population groups with low coverage levels.	Proportion of households consuming adequately iodized salt.	69	70	71
	Number of countries with legislation to fortify flour or oil with micronutrients.	n.a	n.a	64
4. Increase coverage for immunization and other high-impact preventive interventions for women, girls and boys, with focus on reaching population groups with low coverage levels.	% of routine EPI vaccines financed by government.	80	70	76
	For each of the vaccine preventable diseases, number of countries with outbreaks that lasted longer than 6 months.	n.a	n.a	Measles: 23 Poliomyelitis: 14
	Estimated number of measles deaths.	n.a	n.a	158,000
	Number of Vitamin A capsules procured by UNICEF.	638 million	585 million	574 million
	Number of countries where UNICEF procured Vitamin A capsules.	82	76	72
	Number of vaccines (doses) procured by	n.a	2.99 billion	2.5 billion
	Proportion of one-year-olds immunized against measles.	75	81	84
	Proportion of one-year-olds who received 3 doses of combined diphtheria/pertussis/tetanus vaccine (DPT3) or Penta vaccine.	n.a	n.a	n.a

¹ Conference room paper to be read with E/ICEF/2013/4: Report on the end-of-cycle review of the medium-term strategic plan 2006-2013

² Sources: Country Office Annual Reports, HQ Divisional Annual Reports, MICS/DHS, SOWC & CPD Reviews.

OT	Indicator ²	Baseline 2005-2006	2009	2011-2012
	Number of countries providing a second dose of measles-containing vaccines through routine services.	n.a	n.a	141
	Number of countries with at least 80% of districts reporting over 80% DPT3 or Penta vaccine coverage.	60	73	72
	Proportion of children aged 6–59 months fully covered with 2 doses of vitamin A in the last	n.a	62	66
	Proportion of one-year-olds who received 3 doses of Hib vaccine.	n.a	21	38
	Under-5 mortality rate (per 1,000 live births)	87	74	63
	% of 1-year-old children immunized against TB.	85	89	90
	% of 1-year-old children immunized against HepB.	40	65	75
5. Ensure remaining polio-endemic (as well as re-established) countries become polio-free and any outbreaks are rapidly controlled.	Number of polio-endemic countries.	6	4	3
	Number of re-established countries.	n.a	n.a	n.a
	Number of outbreak countries with more than 6 months transmission.	n.a	n.a	14 (Poliomyelitis)
	Cumulative annual total of confirmed cases (by type).	Total: 1979 Type 1: 1716 Type 3: 263	Total: 1604 Type 1: 482 Type 3: 1122	Total: 650 Type 1: 583 Type 3: 67
	% of 1-year-old children immunized against Polio (Polio 3)	77	81	84
6. (a). Increase coverage and quality of clinical services, including for pneumonia and diarrhoea for women, girls and boys, at facility and community levels, with focus on reaching population groups with low coverage levels.	Number of de-worming tablets procured by UNICEF.	n.a	260 million	99.5 million
	Proportion of children aged 0–59 months with suspected pneumonia: (a) taken to an appropriate health provider; (b) receiving antibiotics.	n.a	a: 57, b: n.a	a: 61, b:30
	Proportion of children aged 0–59 months with diarrhoea receiving the recommended oral rehydration therapy (ORS, RHF or increased fluids) and continued feeding.	31	38	39
6. (b). Increase coverage and quality of services for the management of severe acute malnutrition.	Amount of RUTF procured by UNICEF.	n.a	7,850 Metric tonnes	27,000 Metric tonnes
7. Increase coverage and quality of maternal and newborn intervention packages, including maternal and neonatal tetanus immunization, early childhood development, antenatal care, skilled birth attendance and	Number of countries with national legislation on maternity protection.	n.a	n.a	93
	Number of countries that have not eliminated maternal and neonatal tetanus.	50	43	31
	Proportion of births, attended by skilled health personnel.	59	61	66
	Proportion of women aged 15–49 years who were attended at least once during pregnancy by a skilled health personnel for reasons related to the pregnancy.	70	77	80

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emergency obstetric care, with emphasis on population groups with low coverage levels.	Proportion of women aged 15–49 years attended at least four times during pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy.	n.a	46	56
	Proportion of infants who started breastfeeding within 1 hour after birth.	n.a	n.a	43
	% of infants with low birthweight.	17	15	15
	% newborns protected against tetanus.	n.a	81	84
	Institutional delivery (%)	n.a	54	59
	C-section (%)	n.a	n.a	14
	Maternal mortality ratio (reported and adjusted, per 100,000 live births)	440	450	290
	Lifetime risk of maternal death, 1 in:	61	76	120
Contraceptive prevalence (%)	60	60	61	
8. Increase the proportion of families with caring practices which improve young child survival, protection, growth and development, with emphasis on disadvantaged groups.	Number of countries with large-scale household water treatment and safe storage (HWTS) programmes.	n.a	n.a	44
	Number of programme countries with national behaviour change communication programmes that promote correct and sustained hand-washing with soap.	n.a	83	74
	Number of Early Childhood Development kits procured by UNICEF.	n.a	n.a	9,979
	Exclusive Breastfeeding rate: Proportion of infants aged 0–5 months who are exclusively	38	39	37
9. Increase to at least 80% the proportion of young children and pregnant women sleeping under an insecticide-treated mosquito net (ITN) and receiving appropriate anti-malarial drugs for treatment and prevention in all malaria-endemic districts with focus on poor and vulnerable families.	Number of ITNs procured by UNICEF.	17 million	43 million	25 million
	Number of malaria rapid diagnostic tests procured by UNICEF	n.a	8.2 million	11.7 million
	Number of malaria treatment procured by UNICEF	n.a	n.a	30.4 million
	Proportion of children aged 0–59 months with fever in the last 2 weeks receiving anti-malarial treatment.	n.a	n.a	19
10. Increase the number of countries with sectoral policies that support maternal, newborn and CSGD (health, nutrition, ECD and WASH).	Number of countries with legislation or provisions based on the international code of marketing of breast milk substitutes.	n.a	83	90
	Number of countries with policies supporting community treatment of pneumonia with antibiotics.	n.a	54	66
11. Ensure that poverty reduction strategy papers	Government expenditure on health, nutrition and WASH as a proportion of total government expenditure.	n.a	n.a	n.a

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(PRSP), national budgets, United Nations Development Assistance Frameworks (UNDAF), government sectoral policies, plans and budgets (in health, nutrition, WASH and ECD) are evidence-based and support high-impact, measurable and synergistic interventions to achieve the MDGs.	Number of programme countries whose National Development Plan (or equivalent) includes targets for scaling up improved family and community care practices for mothers and	40	78	93
	Number of country programmes that have conducted a gender analysis within the current programme cycle to identify gaps/challenges in family and community care practices.	25	47	59
	Number of programme countries whose National Development Plan (or equivalent) includes targets for scaling up high impact maternal and newborns health interventions.	n.a	n.a	58
	Number of programme countries whose National Development Plan (or equivalent) includes targets for scaling up high impact young child health interventions.	n.a	n.a	53
	Household expenditures on health as a proportion of total health expenditures.	n.a	n.a	n.a
12.(a). In all programme countries, scale up water supply services in a sustainable and equitable fashion.	Number of countries that have undertaken a gender analysis of the WES sector in the current programme cycle.	7	19	32
	Proportion of the population using an improved drinking water source.	79	84	84
12.(b). In all programme countries scale up access to sanitation in a sustainable and equitable manner.	Number of countries having a national policy or legislation on elimination of open defecation.	n.a	n.a	38
	Proportion of the population using an improved sanitation facility.	49	53	52
13. (a) The nutritional status of girls, boys and women is protected from the effects of humanitarian crisis.	UNICEF-cluster coordinator positions at country level for nutrition are filled within 30 days of activation of the clusters.	n.a	n.a	No office activated or reactivated cluster approach for nutrition in 2011.
	Number and proportion of affected children aged 6–59 months with severe acute malnutrition benefitting from therapeutic feeding programmes.	n.a	n.a	1,816,229
	Number and proportion of children aged 6–59 months in the affected areas who received a high dose of vitamin A supplement in the past 6 months.	n.a	n.a	86,833,535
13. (b) Excess mortality amongst girls, boys and women in humanitarian situations is prevented.	Number and proportion of affected children aged 6–59 months vaccinated for measles.	n.a	n.a	52,376,346
	Number and proportion of affected families receiving treated nets for preventing malaria in malaria endemic countries affected by humanitarian crises.	n.a	n.a	2,578,683

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13. (c) Girls, boys and women have protected and reliable access to sufficient safe water and sanitation and hygiene facilities.	UNICEF cluster coordinator positions at country level for WASH are filled within 30 days of activation of the clusters.	n.a	n.a	2 out of 3 offices
	Number and proportion of affected population provided with access to safe water as per agreed standards (context specific).	n.a	n.a	18,550,631
	Number and proportion of affected population provided access to appropriately designed toilets (will not include contexts where targets are around open-defecation-free status).	n.a	n.a	4,867,778
Focus area 2: Basic education and gender equality				
1. Increase to at least 60%, by 2015, the proportion of countries with appropriate policy, legislation and budget allocations aimed at universal school readiness.	Proportion of countries with universal school readiness policy.	n.a	61 (countries)	71 (countries)
	Number of countries with quality national standards and assessment tools for monitoring school readiness.	n.a	51	60
2. Increase coverage of children attending any form of organized early learning by at least 20% (over baselines of 2009) by 2013.	Net intake rate for primary education.	58.7%	64.5%	65.2%
	Pre-primary gross enrolment (%)	n.a	n.a	Male: 41 Female: 41
3. Reduce proportion of primary-school-aged children who are out of school by at least 80%.	Number of countries that have developed policies accompanied by concrete strategies/mechanisms and adequate budgets to address cost and other barriers to primary education.	n.a	n.a	68
	Net enrolment rate and net attendance rate for primary and secondary schools (disaggregated by gender and other disparities, %).	Primary school Enrolment Male: 86 Female: 80 Attendance Male: 76 Female: 72	Primary school Enrolment Male: 89 Female: 86 Attendance Male: 80 Female: 77	Primary school Enrolment Male: 90 Female: 88 Attendance Male: 81 Female: 79
		Secondary school Enrolment Male: 60 Female: 54 Attendance Male: n.a Female: n.a	Secondary school Enrolment Male: 51 Female: 49 Attendance Male: 48 Female: 43	Secondary school Enrolment Male: 61 Female: 49 Attendance Male: 53 Female: 48
	Primary school gross enrolment (%).	Male: 105 Female: 96	Male: 109 Female: 103	Male: 110 Female: 106
4. Increase transition rates for girls and boys	Transition rate of girls and boys from primary education to secondary education (%).	n.a	n.a	n.a

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in primary to post-primary education, with a focus on disadvantaged children, in order to achieve 80% transition rate by 2013.	Enrolment, attendance and completion rates in secondary education (disaggregated by sex, %).	n.a	Enrolment Male: 51 Female: 49 Attendance Male: 48 Female: 43 Completion Not available from SOWC	Enrolment Male: 61 Female: 49 Attendance Male: 53 Female: 48 Completion Not available from SOWC
5. Improve the gender parity index in primary and secondary education, to be on course for achieving full parity by 2015.	Number of programme countries with education sector plans that aim to reduce gender and other disparities.	Gender: 58 Other: 74	Gender: 93 Other: 121	Gender: 102 Other: 122
	Gender parity index (at primary and secondary levels).	Primary: 91 Secondary: 90 *Gross enrolment ratio, females as a % of males.	Primary: 96 Secondary: 97 *Net enrolment ratio, females as a % of males.	Primary: 96 Secondary: 96 *Gross enrolment ratio, females as a % of males.
	Survival rate to last grade of primary: females as a % of males.	n.a	n.a	99
	Adult literacy rate: females as a % of males.	81	86	86
6. Increase proportion of grade 1 cohorts (especially girls) who reach at least the last grade of primary school to 90% by 2013.	Survival rate (cohort flow) of boys and girls to the last grade of primary school (%).	n.a	90	91
7. Increase to 60% by 2015 the number of programme countries with national quality standards for primary education based on 'child-friendly schools' (CFS) or similar models.	Number of programme countries adopting quality standards for primary education, based on CFS or similar models.	43	69	88
	Number of programme countries with education sector plans that address issues of children affected by HIV and AIDS by 2011.	n.a	50	56
	Number of countries undertaking gender audits of education sector plans (increase from 10 in 2008 to 40 by 2011).	n.a	27	32
	Number of countries with policy and enforcement procedures against corporal punishment in schools.	n.a	Policy: 92 Procedures: 48	Policy: 103 Procedures: 55
	Number of countries with environmental education or climate change adaptation plans integrated into national curricula.	n.a	Primary: 66 Secondary: 68	Primary: 81 Secondary: 75
	Proportion of primary schools with adequate water supply and sanitation facilities for girls and boys (in 60 WASH priority countries).	n.a	n.a	n.a

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8. Promote school and community based assessment services and support development of national standards for numeracy, literacy and life skills-based education (LSBE).	Number of countries which have produced and used community-based learning assessments.	n.a	n.a	9
	Youth (15–24 years) literacy rate (%)	n.a	Male: 90 Female: 84	Male: 91 Female: 85
9. In humanitarian situations, girls and boys access safe and secure education and critical information for their own well-being.	UNICEF education –cluster country level coordinator positions are filled within 30 days of activation of the clusters.	n.a	n.a	1 out of 1 office
	Number and proportion of school-aged girls and boys, including adolescents, accessing formal and non-formal basic education (including temporary learning spaces, play and early learning opportunities for young children).	n.a	n.a	8,669,951
	Number and proportion of girls and boys, including adolescents and children with disabilities, with access to safe water, sanitation and hygiene facilities in their learning environment.	n.a	n.a	10,254,877
Focus area 3: HIV/AIDS and children				
1. Number of new paediatric HIV infections reduced by at least 40%.	Number of HIV diagnostic tests procured by UNICEF.	n.a	10.4 million	20.8 million
2. At least 80% of pregnant women living with HIV receive more efficacious ARV regimen for prevention of mother-to-child transmission of HIV Including ART for those in need of treatment for their own health.	Number of packs of ARV formulations to treat HIV patients procured by UNICEF.	n.a	11.8 million	19 million
3. Ensure that the ratio of adults receiving ARVs matches the gender distribution of the epidemic.	Estimated number of women (aged 15+) living with HIV.	n.a	14,600 (thousands)	14,100 (thousands)
	Estimated adult (aged 15-49) HIV prevalence.	1.2	0.9	0.9
	Estimated number of people (all ages) living with HIV.	n.a	29,500 (27,300- 32,100) (thousands)	30,000 (28,200- 31,500) (thousands)
4. At least 80% of children infected with HIV in need of ARV treatment receive ARVs.	Estimated number of children (0-14 years old) living with HIV.	2,100 (thousands)	2,000 (thousands)	3,400 (thousands)

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5. In high prevalence countries, increase to at least 30% the proportion of vulnerable children whose households received external care and support from non-family sources that supplement existing family-based activities.	Ratio of school attendance of orphans to school attendance of non-orphans aged 10–14 years.	n.a	77	81
	Children (aged 0–17) orphaned by AIDS.	n.a	n.a	16,900 (thousands)
	Children (aged 0–17) orphaned due to all causes.	n.a	130,000 (thousands)	145,000 (thousands)
6. In all countries, support the development and implementation of national comprehensive prevention strategies for adolescents most at risk and those especially vulnerable.	Number of programme countries with comprehensive HIV/AIDS prevention strategies for adolescents most at risk.	n.a	56	65
7 In all priority countries, at least 60% of adolescents, in school and out of school, have correct information and relevant skills and services to reduce their risk and vulnerability to HIV.	Number of countries that have integrated HIV and AIDS education into the national curriculum at the secondary level.	56	87	98
	Proportion of males and females aged 15–24 years (with sub-analysis for 15–19 year-olds and most at risk populations) with comprehensive correct knowledge of HIV/AIDS (MDG indicator	n.a	Male: 30 Female: 19	Male: 32 Female: 20
	Proportion of males and females aged 15–19 who had sex before the age of 15.	n.a	Male: 6 Female: 12	n.a
	Proportion of young women and men aged 15–24 who had sexual intercourse with more than one partner in the last 12 months.	n.a	Male: 5 Female: 1	n.a
	Proportion of young women and men aged 15–24 (with sub-analysis for 15–19 year-olds and most at risk populations) who had more than one sexual partner in the past 12 months reporting the use of a condom during their last sexual intercourse (MDG indicator 6.2).	n.a	n.a	Male: n.a Female: 27
	HIV prevalence among young people (disaggregated by age and sex) and total aged 15–24 years (%).	n.a	n.a	Total: 0.5
	HIV prevalence among young people aged 15–24 years (disaggregated by sex, %).	n.a	Male: 0.4 Female: 0.7	Male: 0.3 Female: 0.6
Focus area 4: Child protection from violence, exploitation and abuse				
1. At least 60 programme countries have identified areas requiring	Number of countries where areas requiring strengthening in national child protection systems have been identified through mapping of these systems.	n.a	108	108

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strengthening in the national child protection systems through mapping.	Number of countries that have taken specific actions in areas requiring strengthening, as reflected in government budgets, policy papers or legislation (as identified in 1.1. above).	n.a	n.a	n.a
2. Increase number of countries with improved systems of justice for children, including in transition situations.	Number of countries that use child-friendly and gender-appropriate investigation and court procedures in line with international standards.	12	23	27
	Number of countries where UN agencies working in the country in the justice sector or on security reform have integrated issues of boys and girls into their advocacy and programming efforts on rule of law.	n.a	54	67
	Number of countries taking measures to implement the UN Guidelines on Justice in Matters Involving Child Victims and Witnesses of Crime.	22	48	43
3. (a) At least 60 programme countries, including emergency-affected countries, have improved systems, and implement programmes to prevent and respond to family separation.	Number of countries that have policies on alternative care, in line with international standards/good practices.	36	57	61
3.(b) At least 60 programme countries, including emergency-affected countries, have improved systems, and implement programmes to prevent and respond to violence, exploitation, abuse.	Number of countries prohibiting violence against children in the home by law.	n.a	n.a	79
	Number of countries penalizing all forms of sexual violence (including abuse and exploitation) of girls and boys.	n.a	n.a	115
	Number of countries with services for girl and boy victims of violence, exploitation and abuse, including trafficking.	n.a	n.a	54
	Number of countries that have harmonized national legislation with the Optional Protocol on the sale of children, child prostitution and child pornography.	n.a	n.a	78
4. All programme countries with birth registration rates under 60% have administrative arrangements for free and universal birth registration.	Number of countries with laws and secondary legislation on free and universal birth registration (as part of civil registration system) in line with international norms and standards.	n.a	n.a	77
	Proportion of girls and boys under five years of age whose births have been registered.	n.a	50	51
5. Reduce social acceptance of practices harmful to children.	Number of countries that explicitly address social norms in programmes aimed at elimination of violence, exploitation and abuse against children.	n.a	n.a	74
	Percentage of household respondents who believe that a child needs to be physically punished.	n.a	n.a	n.a

OT	Indicator ²	Baseline 2005-2006	2009	2011-2012
	Percentage of children age 2–14 years who experienced psychological aggression or physical punishment during the past month (preceding the survey).	n.a	n.a	n.a
	Percentage of women and men aged 15-49 who believe a husband/partner is justified in hitting or beating his wife in at least one of the following circumstances: (1) she goes out without telling him; (2) she neglects the children; (3) she argues with him; (4) she refuses sex with him; (5) she burns the food.	n.a	Male: n.a Female: 51	Male: 43 Female: 49
	Percentage of women aged 15–49 who do not support female genital cutting (FGC).	n.a	n.a	n.a
	Percentage of women aged 15–49 years who have been mutilated/cut.	n.a	n.a	n.a
	Percentage of women aged 20–24 years who were married or in a union before they were 18.	n.a	36	35
	Female genital mutilation/cutting: daughters (%)	n.a	n.a	n.a
	Adolescents aged 15–19 who are currently married/in union (%).	n.a	n.a	Male: n.a Female: 22
	Women aged 20–24 who gave birth before age 18 (%).	n.a	n.a	20
	Number of births per 1,000 girls aged 15–19	n.a	n.a	56
	Adolescents aged 15–19 who think a husband is justified in hitting or beating his wife under certain circumstances (%).	n.a	n.a	Male: n.a Female: 50
6. Increase the coverage and effectiveness of programmes against child labour.	Percentage of children (boys and girls) aged 5–14 years involved in child labour.	n.a	16	17
	Number of countries that have harmonized national legislation with ILO Convention 182.	n.a	n.a	n.a
7. Girls' and boys' right to protection from violence, abuse and exploitation is sustained and promoted including psychosocial support to children and families, as well as prevent sexual and gender-based violence.	UNICEF sub-cluster coordinator positions at country level for child protection and gender-based violence are filled within 30 days of activation of the sub-cluster.	n.a	n.a	Child protection: 1 out of 1 office
	Number and proportion of children associated with armed forces or groups reintegrated into their families and communities.	n.a	n.a	11,667
	Number and proportion of children with safe access to community spaces for socializing, play, learning, etc.	n.a	n.a	2,013,140
	Number and proportion of separated children in emergencies reunified.	n.a	n.a	18,302

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8. End the recruitment and use of children in armed conflict and ensure their effective release and reintegration, taking into account gender-based differences in the situation of boys and girls.	Number of conflict situations in which children are still being unlawfully recruited or used by armed forces or armed groups in apparent breach of international law.	18	14	n.a
9. Conflict-affected countries monitor and report on the protection of children.	Number of countries in emergencies that have established a monitoring system on protection concerns for children and women.	n.a	n.a	24
	Number of countries engaged in Monitoring and Reporting Mechanism (MRM) where country-level MRM task forces are co-chaired by UNICEF and have an active work plan.	n.a	n.a	14
	Number of countries that have incorporated child protection in emergency preparedness and response into national planning mechanisms.	n.a	49	64
10. At least 75 countries incorporate disaggregated baseline data on child protection indicators in national development plans and reports to the Committee on the Rights of the Child.	Number of country programmes that have (a) sex disaggregated data on child protection indicators for all age groups, including baselines; (b) institutional or administrative sources of data on child protection indicators.	n.a	a: 17 b: 40	a: 20 b: 48
	Number of countries that include disaggregated child protection data in national development plans.	n.a	23	31
	Number of countries that include disaggregated child protection data in their national reports to the Committee on the Rights of the Child.	n.a	64	68
	Number of country programmes that have undertaken gender analysis of key child protection issues within the current programme	26	43	52
Focus area 5: Policy advocacy and partnerships for children's rights				
1. Support the collection, compilation and analysis of up-to-date data, strategic information and knowledge on children and women.	Number of countries supporting DevInfo or comparable tools for monitoring and reporting on data relevant to children.	55	118	124
2. Support the disaggregation of data, to reflect existing disparities and to focus on marginalized populations.	Number of programme countries with national household survey data, collected within preceding 3/5 years, which cover key indicators for assessing the situation of children and women such as multiple indicator cluster surveys (MICS) or Demographic and Health Surveys (DHS).	2003-2005: 69	2006-2008: 79	2009-2011: 99

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3. With partners, using improved internal knowledge management systems, establish knowledge banks facilitating access to data on children and women.	Number of UNICEF country offices with knowledge management systems developed and in use (such as updated internet and intranet sites and access to relevant external databases, library systems, etc.).	n.a	50	61
4. Support timely national reporting on the CRC and the CEDAW.	Number of UNICEF country offices supporting the most recent CRC and CEDAW reporting processes.	CRC: 80 CEDAW: 24	CRC: 124 CEDAW: 48	CRC: 137 CEDAW: 48
	Proportion of country programme documents submitted to the Executive Board that make reference to concluding observations of the Committee on the Rights of the Child and the Committee on the Elimination of Discrimination against Women, and that include activities to support their implementation.	89	100	n.a
5. With partners, generate and disseminate high-quality research and analysis, addressing the implications of international policy frameworks, national legislation and public policies for the rights of women and children.	Number of countries with regularly updated situation analyses of the realization of child and women's rights and of the impacts of policies on children and women.	95	116	130
	Number of UNICEF country offices and regional offices carrying out thematic analyses such as poverty/disparities, social protection, migration, governance reforms and economic or humanitarian crises affecting MDG outcomes, using a human rights and gender analysis	n.a	Human rights: 62 Gender: 43	Human rights: 70 Gender: 51
	Number of countries where budget/fiscal analysis is undertaken jointly with Governments and CSOs, to promote improved resource allocations for the progressive realization of children's and women's rights, and for the promotion of gender	14	20	16
	Number of formally reviewed and published global thematic studies and reports (including The State of the World's Children, Innocenti Research Centre (UNICEF) reports).	n.a	n.a	n.a
	Number of country programmes with a defined strategy to generate, manage knowledge and share it externally to support UNICEF and partners in their work on the realization of	n.a	n.a	n.a
6. Leverage knowledge and resources for children and gender equality through policy	Number of countries with PRS or national development or transition plans that address key challenges for children, women and gender equality.	n.a	Children: 82 Women and gender equality: 71	Children: 97 Women and gender equality: 96

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advocacy and dialogue with key decision makers at all levels, with participation of young people, in partnership with other concerned agencies and organizations. Based on the evidence and analysis generated, promote	Number of countries where specific advice was given by UNICEF to the Government on regulatory, legal, institutional or financing reform. Note: the wording above was taken from figure title in Data Companion. The exact wording for this indicator in result matrix is ' <i>Number of countries carrying out reforms for children and women at the macro level (legislative, policy or institutional environment)</i> '.	n.a	93	117
7. Increase awareness of child vulnerability to economic, social and environmental conditions, and promote various social protection measures (including income and non-income support) at the country level.	Number of UNICEF country offices supporting social protection policies and programmes, including cash transfers.	n.a	88	93
8. Promote establishment of national child and youth policies that advance positive and holistic child and adolescent development, and that institutionalize participation of young people in policy development and community life.	Number of countries with national child and youth policies that institutionalize participation of children.	19	32	30
	Number of countries that carry out systematic data collection analysis and dissemination on the situation of adolescents and young people.	n.a	n.a	47
	Number of countries where adolescent girls and boys participate in the CRC/CEDAW reporting processes.	CRC: 29 CEDAW: 5	CRC: 39 CEDAW: 10	CRC: 41 CEDAW: 15
9. Increase capacity of children and adolescents to participate in decisions that affect them at policy and community levels.	Number of countries in which the views and opinions of children and young people are sought through a systematic process (such as youth opinion polls) and disseminated in child-friendly form.	Seeking: 17 Dissemination : n.a	Seeking: 31 Dissemination : n.a	Seeking: 28 Dissemination : 27
	Number of countries with policies or programmes that build the capacity of children and of adolescents to engage in civic action (volunteerism, community development and peaceful resolution of conflict).	n.a	n.a	74

Selected Key Performance Indicators/Organizational Performance Indicators

Ops. & Mgt.	Key performance indicator	Baseline 2005-2006	2009	2011-2012
Human resources	% of recruitment actions (closing date on advertisement to date of offer letter) completed within 90 days for established IP posts.	17	43	48
	% requests for surge capacity support met within 56 days (formal CO request to arrival of staff member in country, in accordance with CCCs in humanitarian action).	n.a.	77	81
	% cluster coordinator positions at country level for WASH, nutrition, education and child protection (sub-cluster) filled within 30 days of activation of the cluster.	n.a.	n.a.	80
	% staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey.	n.a.	76	77
	% PERs signed by required parties and closed by end of February the following year.	n.a.	67	66
	% of total staff costs (SB and RR) spent on learning and staff development.	1.4	1.7	1.4
	% women staff at P-5 levels and above, globally.	36	42	43
Finance	Management/administration/programme support costs: total regular resources (RR) and other resources (OR).	15.3	14.1	13.2
	% allocated RR for programmes expended at the end of each year.	93	94	97
	% outstanding direct cash transfers to national partners above 9 months.	3	0.9	1.38
Information and communication technology	% of emergencies where IT services requested are provided, as per standards established in the revision of CCCs in humanitarian action.	n.a.	90	90
	% Service Level Agreement targets are met or exceeded.	n.a.	90	90
Supply	% orders delivered at port of entry at or within agreed target arrival dates.	64	81	75
	% rapid response orders shipped within 48 hours of sales order release.	85	90	71
	% programme countries in which UNICEF supports national partners producing a plan to address shortages of essential commodities.	13	16	19
	% programme countries with updated logistics capacity assessment.	n.a.	16	25
Programme oversight	% country offices with annually updated emergency preparedness and response plan.	85	88	n.a.
	% UNICEF offices that have documented efficiency gains in their operation functions.	n.a.	n.a.	95
	% new CPDs approved by the Executive Board that meet organizational standards for application	n.a.	84	82

Ops. & Mgt.	Key performance indicator	Baseline 2005-2006	2009	2011-2012
	of human rights-based approach.			
	% new CPDs approved by the Executive Board that meet organizational standards for application of gender mainstreaming.	n.a.	59	59
	% country programmes for which a gender review and self-assessment undertaken within the last four years.	15	55	71
	% new CPDs approved by the Executive Board that meet organizational standards for results-based management.	n.a.	84	77
	% CPDs that include clearly articulated strategy for use of communication for development, with focus on behaviour and social change to achieve results for children.	n.a.	63	74
	Knowledge management: Number of 'communities of practice' (COP) created, as per established guidance.	n.a.	10	32
	Number of documented cases of UNICEF support to South-South Cooperation.	n.a.	89	104
	Number of countries using UNICEF procurement services to procure supplies for children and their families.	n.a.	100	108
Programme funding	% donor reports submitted on time.	71	81	92
	Income (millions of US\$): Regular resources (RR) / Other resources-regular (OR-R) / Other resources-emergencies (OR-E).	812 (RR) 820 (ORR) 1,129 (ORE)	1,066 (RR) 1,527 (ORR) 663 (ORE)	1,078 (RR) 1,670 (ORR) 963 (ORE)
	% of OR-R and OR-E that is thematic funding.	14 (ORR) 42 (ORE)	15 (ORR) 10 (ORE)	11 (ORR) 19 (ORE)
UN coherence	% CPDs with results matrices fully aligned to UNDAF results matrix as per external assessment.	n.a.	85	83
	Number of UNICEF staff serving as Resident Coordinator (M/F).	n.a.	12	13
Risk management practices and evaluations	General compliance with Institute of Internal Auditors standards, based on periodic independent quality reviews of internal audit function.	n.a.	General compliance	General compliance
	Number of offices/divisions with audit recommendations outstanding for over 18 months.	n.a.	10	4
	% complaints investigated and closed within six months.	n.a.	90	55
	% corporate evaluations with a formal management response.	n.a.	n.a.	71
	% evaluations rated as unsatisfactory using UN standards.	n.a.	13	Not yet available