Annual Report of the Executive Director 2011
(E/ICEF/2012/10)

Progress and Achievements against the medium-term strategic plan

Executive Board Informal Meeting
New York, 1 May 2012
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Overview

• Notable progress in the situation of children but more work is needed to address growing disparities
• UNICEF emphasized the implementation of the equity refocus during 2011
• Capacity at all levels within the organization needs to be strengthened to further support the analysis of disparities and to strengthen local systems
Overview

- Emphasis on innovative approaches to removing bottlenecks for the most disadvantaged children
- Several organizational initiatives targeted at improving efficiency, and transparency.
  - VISION (Virtual Integrated System of Information), launched in January 2012
  - UNICEF signed-up to the International Aid Transparency Initiative (IATI)
- Staff show pride in working for UNICEF and strong support for the equity refocus (results of global survey)
FA1 – Young child survival/development

• Scaling up set of essential interventions focused on the most marginalized accelerates progress
• Polio eradication remains a priority for UNICEF and is closely linked to the equity agenda
• National immunization campaigns, with specific emphasis in areas considered at high risk, and the introduction of new vaccines were highly successful
• UNICEF has actively supported the scale-up of community-based treatment for leading infectious diseases and severe acute malnutrition
Support national capacity to achieve MDGs 4 and 5 through increased coverage of integrated packages of services, improved practices and an enhanced policy environment.

Fig. 11: Countries with policies supporting community treatment of pneumonia with antibiotics

Source: UNICEF country offices, 2011.
Support national capacity to achieve MDGs 4 and 5 through increased coverage of integrated packages of services, improved practices and an enhanced policy environment.

**Fig. 14: Number of insecticide-treated nets procured by UNICEF, 2000-2011**

Note: The decrease in 2010 was primarily due to delays in implementation of multilaterally funded projects, which were rephased to 2011.

FA1 – Young child survival/development

• Exclusive breastfeeding: strengthened programmes with a focus on community-based interventions were successful.
• Continued high levels of chronic malnutrition: UNICEF played a key role in the Scaling Up Nutrition (SUN) movement at global and national level
• UNICEF responded to the cholera epidemic in West and Central Africa,
• 13.5 million people are now living in communities free of open defecation: need to expand this number.
Support national capacity to achieve MDGs 4 and 5 through increased coverage of integrated packages of services, improved practices and an enhanced policy environment.

Fig. 16: Scaling up national actions for improved family and community care practices in programme countries

- **Programme countries with national development plans (or equivalent) that include targets for scaling up improved family and community care practices.**
- **Country programmes that have conducted gender analysis within the current programme cycle to identify gaps and challenges in family and community care practices.**

Source: UNICEF country offices, 2011.
Support national capacity to achieve MDG 1 by improving child nutrition through improved practices and enhanced access to commodities and services.

Fig. 15: Percentage of children (aged 0-59 months) who are moderately or severely stunted, by area of residence, 2006-2010

N.A.: Data not available.
** Excludes China.

Note: Estimates are based on a subset of 71 countries representing 63 per cent and 71 per cent of the respective urban and rural under-five populations in the developing world (excluding CEE/CIS for which comparable data are not available). Regional estimates represent data from countries covering at least 50 per cent of the regional population. Data were insufficient to calculate regional averages for EAPR and CEE/CIS (urban).

Support national capacity to achieve MDGs 4 and 5 through increased coverage of integrated packages of services, improved practices and an enhanced policy environment.

Fig. 20: Countries that have undertaken a gender analysis of the WASH sector in the current programme cycle

Note: CEE/CIS region is excluded, as WASH sector is not a major component in most UNICEF-supported country programmes in the region.

Source: UNICEF country offices, 2011.
FA2 – Basic education & gender equality

• Improved understanding of bottlenecks and barriers to education for the most disadvantaged children and strategies to address them.

• UNICEF is increasing support to early learning as a foundational strategy to promote on-time enrolment and school performance.

• Emphasis on a system-wide approach to education reform that keeps children and equity at its centre of the planning and monitoring process.
Support national capacity to increase children’s access to quality early childhood care and education in order to improve children’s developmental readiness and to ensure that children to start primary school on time, especially for marginalized children.

**Fig. 23: Policy and national standards for school readiness**

**Fig. 23a: Programme countries with universal school-readiness policy**

<table>
<thead>
<tr>
<th>Year</th>
<th>All programme countries</th>
</tr>
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<tbody>
<tr>
<td>2008</td>
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</tr>
<tr>
<td>2010</td>
<td>22</td>
</tr>
<tr>
<td>2011</td>
<td>23</td>
</tr>
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</table>

**Fig. 23b: Countries with national standards for quality education and assessment tools for monitoring school readiness**

<table>
<thead>
<tr>
<th>Region</th>
<th>2008</th>
<th>2011</th>
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<td>CEE/CIS (22)</td>
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<td>EAPR (27)</td>
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<td>11</td>
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<td>ESAR (21)</td>
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<td>LAC (35)</td>
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<td>9</td>
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<td>MENA (19)</td>
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<td>2</td>
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<tr>
<td>South Asia (8)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>WCAR (24)</td>
<td>7</td>
<td>8</td>
</tr>
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</table>

Source: UNICEF country offices, 2011.
Support national capacity to reduce gender and other disparities in relation to increased access and completion of quality basic education (including transitions from pre-primary to primary and primary to post-primary)

**Fig. 25:** Countries that have developed policies, accompanied by concrete mechanisms and adequate budgets, to address cost and other barriers to access by families to primary education

Note: This is a new MTSP indicator, following an in-depth review of the MTSP (E/ICEF/2010/10).

Source: UNICEF country offices, 2011.
Support national capacity to reduce gender and other disparities in relation to increased access and completion of quality basic education (including transitions from pre-primary to primary and primary to post-primary).

**Fig. 26: Programme countries with education sector plans that include specific measures to reduce gender and other disparities**

**Fig. 26a: Gender disparities**

**Fig. 26b: Other disparities**

Source: UNICEF country offices, 2011.

Note: Other disparities include those due to poverty, ethnicity and disability, as relevant.
Support national capacity to improve educational quality and increase school retention, completion and achievement rates.

**Fig. 29: Programme countries adopting quality standards for primary education based on 'child-friendly schools' or similar models**

Number of countries

<table>
<thead>
<tr>
<th>Region</th>
<th>2008</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td>CEE/CIS (22)</td>
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<td>6</td>
</tr>
<tr>
<td>WCAR (24)</td>
<td>14</td>
<td>16</td>
</tr>
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</table>

Source: UNICEF country offices, 2011.
FA3 – HIV/AIDS and children

• UNICEF plays a leadership role in eMTCT efforts and coordinates technical assistance and monitoring of country progress towards targets of the Global Plan.
• Young people still represent about 42% of all new HIV infections in adults, highlighting an urgent need to address inequities in access to services for most at-risk groups.
• HIV prevention investments must shift from a heavy focus on vulnerability reduction to increasing uptake and scaling up high-impact interventions.
• Social protection can address inequalities that impact risk behaviors and adherence to treatment, and improve care, protection and support.
Support reduction of adolescent risk and vulnerability to HIV/AIDS by increasing access to and use of gender-sensitive prevention information, skills and services

**Fig. 34: Comprehensive HIV and AIDS prevention strategies for adolescents most at risk, and comprehensive correct knowledge among males and females (15-24 years old)**

**Fig. 34a: Programme countries with comprehensive HIV and AIDS prevention strategies for adolescents most at risk**

**Fig. 34b: Proportion of males and females (aged 15-24 years) with comprehensive correct knowledge of HIV and AIDS (most recent data available during 2005-2010)**


N.A.: Data not available.
Note: Comparative data not available for males and females in CEE/CIS, LAC and MENA, or for males in EAPR.
**Excludes China.**
Support reduction of adolescent risk and vulnerability to HIV/AIDS by increasing access to and use of gender-sensitive prevention information, skills and services

**Fig. 35: Countries that have integrated HIV and AIDS education into the national curriculum at the secondary level**

Source: UNICEF country offices, 2011.
FA4 – Child protection

• A shift has occurred from a palliative approach to prioritizing prevention of violence and exploitation.

• Innovations include birth registration and family tracing and reunification through mobile handheld devices.

• The importance of disseminating new developments, notably alternative care, social and economic reintegration, community-based protection mechanisms, justice for children, child protection systems, and in understanding the drivers of violence, including social norms.
Better child protection systems that include national laws, policies and services across sectors, in particular justice and social protection, to protect all children from violence, exploitation and abuse.

Fig. 38: National laws, policies, regulations and services across sectors to improve child-protection outcomes

- Countries prohibiting violence against children at home by law (new MTSP indicator).
- Existence of policies on the provision of alternative care for children, in line with international standards (target: 60 countries by 2013).
- Countries where children’s issues are integrated into rule of law and internal security work, in line with the United Nations common approach to justice for children.
- Countries using investigation and court procedures which are both child-friendly and gender-appropriate.

Source: UNICEF country offices, 2011.
Better child protection systems that include national laws, policies and services across sectors, in particular justice and social protection, to protect all children from violence, exploitation and abuse.

Fig. 39: Government taking measures to implement the United Nations guidelines on justice in matters involving child victims and witnesses of crime.

Source: UNICEF country offices, 2011.
Fig. 49: Monitoring child protection

Fig. 49a: Country programmes that have sex-disaggregated data on child-protection indicators for all age groups, including baselines

Fig. 49b: Country programmes that have institutional or administrative sources of data on child-protection indicators

Fig. 49c: Countries that include disaggregated child-protection data in national development plans

Fig. 49d: Countries that include disaggregated child-protection data in their national reports to the Committee on the Rights of the Child

Source: UNICEF country offices, 2011.
FA5 – Policy advocacy & partnerships

• UNICEF has stepped up its policy advice and advocacy to promote national strategies and budgets to provide immediate and adequate support for poorest children in 124 countries.

• Innovations have contributed to start/scaling up of national social protection programmes in 93 countries.

• UNICEF continues to contribute to the monitoring of 17 out of 44 MDG development indicators. UNICEF has also supported a large number of household surveys and updating data on specific issues.
Support national capacity to collect, analyse and disseminate strategic information on the situation of children and women

Fig. 51: UNICEF country programmes supporting the most recent national CRC and CEDAW reporting process

Fig. 51a: CRC

Number of countries

All programme countries

Fig. 51b: CEDAW

Number of countries

All programme countries

Source: UNICEF country offices, 2011.
Fig. 55: Countries where specific advice was given by UNICEF to the Government on regulatory, legal, institutional or financing reform

Source: UNICEF country offices, 2011.
Support national capacity to collect, analyse and disseminate strategic information on the situation of children and women

Fig. 56: Number of countries that conducted household surveys, in 2011 (excluding census)

Note: Data include MICS, DHS and other child-related household surveys. Data for ESAR were revised to include surveys in South Sudan. Source: UNICEF Statistics and Monitoring Section, DPS, 2012.
Support national capacity to collect, analyse and disseminate strategic information on the situation of children and women.

**Fig. 57: Countries and organizations using DevInfo for monitoring and reporting**

**Fig. 57a: Countries and organizations using DevInfo for monitoring and reporting, 2001-2011**

Number of countries

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
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<td>124</td>
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</table>

**Fig. 57b: Countries and organizations using DevInfo for monitoring and reporting: 138 in 2011**

- **LAC**: 29
- **ESAR**: 22
- **MENA**: 18
- **ROSA**: 9
- **EAPR**: 14
- **WCARO**: 19
- **Regional organizations and industrialized countries**: 9
- **CEE/CIS**: 18

Note: Data for 2010 were updated after release of the Data Companion of May 2011.

Special focus: Humanitarian action

• In 2011, UNICEF responded to 292 humanitarian situations of varying scales in 80 countries, including the corporate response in the Horn of Africa.

• Corporate Emergency Activation Procedure issued to better deliver results for children and women in large scale ‘Level 3’ emergencies, while also feeding lessons into the wider humanitarian system.

• UNICEF is also making investments to strengthen national capacity and build community resilience.

• In 2011, security incidents affecting UNICEF staff increased significantly.
Fig. 62: Countries in humanitarian situations – number of humanitarian situations responded to in 2011

Note: Figures represent the number of humanitarian situations to which country offices responded in 2011 as reported in country office annual reports. Humanitarian situations include (a) natural disasters (hydro-meteorological), (b) natural disasters (geo-physical), (c) socio-political crisis (acute economic crisis, conflict, civil unrest, human rights crisis), (d) health crisis (acute nutritional crisis, epidemic, influenza human pandemic); (e) other situations.

Source: UNICEF country offices, 2011.
Fig. 63: Countries in humanitarian situations – preparedness plans and programmes to protect children, 2011

Note: In 2010, these questions were asked only to country offices with humanitarian situations. The questions were mandatory to all country offices in 2011.
Source: UNICEF country offices, 2011.
Fig. 66: Countries in humanitarian situations – UNICEF country offices that led or co-led sectors or clusters in 2011

Note: In 2011, 80 countries responded to humanitarian situations, including new and ongoing situations. Figures reflect country offices responding 'yes' and 'partially' to question of whether they led or co-led sectors/clusters in 2011.
Source: UNICEF country offices, 2011.
Supporting & Cross-cutting Strategies

• Country offices in middle-income countries performed better than in least developed countries in meeting benchmarks for the **human-rights based approach to programming** (85% of country offices compared to 69% of country offices in LDCs)

• **Environmental sustainability**: 44% of country offices in LDCs say they are mostly or fully meeting benchmarks, compared to 36% of the country offices in middle income countries

• Higher share of country offices in LDCs report meeting benchmarks for **service delivery** compared to country offices in middle income countries (92% of LDCs compared to 65% of MICs)

• Very high ratings for **partnerships**
Supporting & Cross-cutting Strategies 2011
Benchmarks Status Summary (Global overview)

Executive Board Informal Meeting, 28 April 2011

N=126
Normative Principles 2011 Benchmarks Status Summary (Global overview)

Executive Board Informal Meeting, 28 April 2011

N=126
Organizational performance
Organizational Performance

• In 2011, forty six country offices reported monetary savings, estimated at $6.6 million, through increased use of common premises and services.

• Nearly 50% of all recruitments in 2011 met the 90-days time-to-fill Key Performance Indicator.

• 77% of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey (KPI = 80% by 2013).

• UNICEF efforts in influencing market dynamics on life-saving supplies is expected to result in $735 million in savings over next 5 years for partners, governments and UNICEF.

• Major corporate evaluations on Haiti, HRBAP and ECD were completed in 2011.
Key Performance Indicators

Fig. 68: KPI: Human resources
Recruitment and surge-capacity support

Fig. 68a: Percentage of recruitment actions completed within 90 days for established international professional posts

Percentage

MTSP target 2013: 75%

Fig. 68b: Percentage of requests for human resource surge-capacity support met within 56 days

Percentage

MTSP target 2013: 80%

Fig. 68: KPI: Human resources (continued)

Fig. 68f: Percentage of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey*

* Data represent the sum of 'strongly agree' and 'agree' responses to the following statement in the global staff survey: "Overall, I am satisfied with the job I currently have at UNICEF." Survey was not conducted in 2010.

Key Performance Indicators

Fig. 69: KPI: Finance

Fig. 69a: Management, administration and programme support costs as a percentage of total resources

MTSP target 2013: 11.5%

Fig. 69b: Percentage of allocated regular resources for programme expended at end of year

MTSP target 2013: >95%

Fig. 69c: Percentage of outstanding direct cash transfers to national partners over nine months

MTSP target 2013: <1%

Key Performance Indicators

Fig. 71: KPI: Supply

Fig. 71c: Percentage of orders delivered at port of entry at or within agreed arrival dates

Fig. 71d: Percentage of rapid-response orders shipped within 48 hours of sales-order release

Income, expenditure and resource mobilization
Income, expenditure and resources

- Total income increased by 1%, from $3,682 m in 2010 to $3,711 m in 2011.
  - RR increased by 12% to 1,078 m – Only 29% of total income.
  - OR- Regular decreased by 1% to 1,670 m.
  - OR - Emergency decreased by 6% to 963 m.
  - Govt. contributions increased by 8% ($177 m) to $2,260 m.
  - Private contributions decreased by 8% to $1,089 m.

- Total expenditure increased by 5%, to $3,819 m in 2011 with expenditure on programme assistance increased by 4%, to $3,472 m.
**Key Performance Indicators**

**Fig. 73: KPI: Programme funding**

**Fig. 73a: UNICEF donor reports submitted on time**

<table>
<thead>
<tr>
<th>Region</th>
<th>2008</th>
<th>2011</th>
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<td>CEE/CIS (22)</td>
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<td>WCAR (24)</td>
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<td>All programme countries (156)</td>
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<td>92</td>
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</tr>
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</table>

Source: UNICEF country offices, 2011.
Programme expenditures

Fig. 76: UNICEF programme assistance by MTSP focus area, 2011 (millions of USD)

Fig. 74a: Total

Fig. 74b: Regular resources

Fig. 74c: Other resources*

* Including other resources-emergency.

Fig. 77: UNICEF programme assistance by MTSP focus area, 2006-2011

Programme expenditures

Fig. 76: UNICEF programme assistance to 48 countries in sub-Saharan Africa

Programme expenditures

Fig. 79: UNICEF programme assistance to 49 least developed countries

Programme expenditures

Fig. 81: Priority countries and proportion of UNICEF programme assistance, 2011

Thank you