

70
1946
2016

unicef 
70 YEARS FOR EVERY CHILD

REPORT ON REGULAR RESOURCES 2015

ACCELERATING RESULTS FOR EVERY CHILD

Cover: A young boy and his mother wait for a checkup outside a UNICEF-supported nutrition centre in Khyber-Pakhtunkhwa province, Pakistan.

FOREWORD	3
ACRONYMS	5
THE VALUE OF REGULAR RESOURCES	6
KEY MESSAGES	7
IMPLICATIONS OF A REDUCED CORE RESOURCE BASE	7
ABOUT OUR DONORS	8
HOW UNICEF SPENDS ITS REGULAR RESOURCES	12
COUNTRIES WITH UNICEF PROGRAMMES OF COOPERATION	14
STRATEGIC AND INNOVATIVE ACTIVITIES	15
EMERGENCY PROGRAMME FUND	16
RESULTS FOR CHILDREN	18
SUMMARY OF EXPENSES BY PROGRAMME AREA	20
HEALTH	22
CASE STUDY 1: UZBEKISTAN	22
HIV AND AIDS	23
CASE STUDY 2: LESOTHO	23
WATER, SANITATION, AND HYGIENE	24
CASE STUDY 3: PAKISTAN	24
NUTRITION	25
CASE STUDY 4: IRAQ	25
EDUCATION	26
CASE STUDY 5: NIGER	26
CHILD PROTECTION	27
CASE STUDY 6: GUYANA	27
SOCIAL INCLUSION	28
CASE STUDY 7: MONGOLIA	28
HUMANITARIAN ACTION	29
CASE STUDY 8: SUDAN	29
COMMUNICATION FOR DEVELOPMENT	30
CASE STUDY 9: NIGERIA	30
INNOVATION	31
CASE STUDY 10: GLOBAL INNOVATION CENTRE	31
2015 RR PARTNERS AND DONORS	32

FOREWORD

Every year is a critical year for the hundreds of millions of children caught in conflicts and crises, or trapped in vicious intergenerational cycles of disadvantage. And in 2015, as in every year, unrestricted core resources – also called Regular Resources – were critical to our ability to reach these most vulnerable and excluded children.

It was a year of sharp contrasts for children – and for our work to improve their lives. In 2015, we took stock of the remarkable progress made during the 15 years of working towards the Millennium Development Goals – progress that included greatly decreasing infant mortality, reducing maternal deaths, increasing school enrolment, especially for girls, and expanding access to safe sources of water and improved sanitation. And the world came together around the new and even more comprehensive Sustainable Development Goals (SDGs), which pledge to leave no one behind.

But it was also a year in which millions upon millions of children were left behind – for no reason other than the country, community, gender, or circumstances into which they were born. And it was a year in which UNICEF launched its largest humanitarian appeal in our history.

In 2015, conflicts and crises were responsible for the greatest number of forcibly displaced children since World War II, posing enormous threats to their safety and well-being. The civil war in Syria was in its fifth brutal year, deepening the suffering of millions; and children continued to pay the highest price in other conflicts, from Ukraine to South Sudan, from Yemen to the Central African Republic. It was also children who continued to bear the brunt of the worst effects of climate change – including floods, droughts, and extreme temperatures, all of which increase the risk of disease and malnutrition. And around the world, millions of children still were not learning in school, millions of girls were married as child brides, and countless children were the victims of violence, abuse, neglect, exploitation, and discrimination.

Reaching these most disadvantaged, vulnerable, and excluded children is at the core of UNICEF's mission – and the pages of this report are filled with examples of how the core resources that our donors have provided have helped us deliver more programmes in more countries to more communities and families than any other organization working for children.

Regular Resources are the foundation that permits us to operate across our global network of country programmes and regional offices. These unrestricted funds enable us to speed our response within hours of an emergency, such as the devastating earthquake in Nepal, thus providing relief days ahead of formal appeals or donor commitments.

The predictability and flexibility of Regular Resources also enable us to plan strategically across our entire organization, directing resources to meet the needs of children and communities more efficiently and effectively: from funding immunization campaigns to prevent and control measles outbreaks in Sudan to scaling-up HIV counselling and testing of children in Lesotho; from conducting a research project on the impact of the mining industry on children in Mongolia to supporting the girls' education movement in Nigeria; from training local medical staff in child feeding practices to prevent malnutrition in Iraq to bringing better quality medical care to children in underserved communities in Uzbekistan.

As the global community plots its course towards achieving the SDGs' pledge of leaving no one behind, Regular Resources will be more important than ever. For these more predictable, flexible resources will help us overcome the barriers that still prevent so many children from realizing their rights – whether by funding our new Global Innovation Centre to spur new solutions to persistent challenges; by improving our ability to collect, analyse, and share data to advocate for the most disadvantaged children; or by helping us forge new partnerships and fuel new movements that can improve the prospects for millions of children around the world.

Regular Resources are at the heart of the progress that UNICEF and our partners are working to achieve for every child. We are enormously grateful for the trust our partners place in us, and we will continue working to earn that trust by becoming ever more efficient and effective – thus making every dollar count for the children who count on us.



A stylized, handwritten signature in black ink.

Anthony Lake
UNICEF Executive Director



ACRONYMS

ART	Antiretroviral therapy
CSR	Corporate social responsibility
DFID	Department for International Development
EPF	Emergency Programme Fund
GEP3	Girls' Education Project Phase 3
GIC	Global Innovation Centre
GNI	Gross national income
IPSAS	International Public Sector Accounting Standards
OR	Other Resources (restricted)
PATS	Pakistan Approach to Total Sanitation
RBM	Results-based management
RR	Regular Resources (unrestricted)
SDG(s)	Sustainable Development Goal(s)
UNSAS	United Nations System Accounting Standards
USD	United States dollars
WASH	Water, sanitation, and hygiene

THE VALUE OF REGULAR RESOURCES

RESULTS ACHIEVED WITH REGULAR RESOURCES IN 2015

- Regular Resources helped the **Global Innovation Centre** to enhance UNICEF's process of moving innovation projects from start-up to scale-up.
- In **Guyana**, Regular Resources funded the drafting of a new Juvenile Justice Bill and the legal education of police officers.
- In **Iraq**, Regular Resources helped to train doctors, nurses, and health staff on infant and young child feeding practices.
- In **Lesotho**, Regular Resources solely funded the scaling-up of HIV counselling and testing of children.
- In **Mongolia**, Regular Resources enabled UNICEF to conduct a first-ever research project on the impact of the mining industry on children.
- In **Niger**, Regular Resources provided textbooks and school supplies to nearly 2,000 schools nationwide.
- In **Nigeria**, Regular Resources enabled UNICEF to increase the number of girls who complete basic education and acquire life skills.
- In **Pakistan**, Regular Resources were crucial in enhancing UNICEF's efforts to advocate for a countrywide approach to total sanitation.
- In **Sudan**, nearly \$1 million in flexible Regular Resources proved critical in reaching some 9.5 million children with lifesaving measles vaccine.
- In **Uzbekistan**, Regular Resources were critical in bringing quality medical care to underserved communities.
- Regular Resources financed UNICEF's **Emergency Programme Fund**, enabling 34 offices to scale-up their timely response for saving, sustaining, and protecting the lives of children.

Of all the funds received by UNICEF, core resources – also known as Regular Resources (RR) – best allow UNICEF to reach children who are in the greatest need and at the greatest risk, whether they be the victims of a protracted conflict, an epidemic, or a natural or manmade disaster. In 2015 the United Nations Economic and Social Council adopted a resolution that reiterated the indispensable nature of these flexible funds, stating that “**core resources**, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations system.”¹ The resolution acknowledged the critical ways in which core and non-core resources complement and reinforce each other, but also highlighted a serious concern regarding the growing imbalance between the two. The implications of this imbalance are far-reaching in that the relative decline in Regular Resources threatens the ability of UNICEF and other UN organizations to fulfil their core mandates.

UNICEF's global network of 150 country offices and territories as well as its regional and global offices benefit from the allocation of these resources, with the largest share spent on **delivering programmes for children** and the balance used to **support the core structure of the organization** – without which we would not be able to deliver on our mandate.

Regular Resources provide the organization with the flexibility to prioritise the allocation of these funds within the framework of the Executive Board-approved UNICEF Strategic Plan 2014–2017. Further, they are critical for country offices as they plan and design country programmes in line with national priorities, the UNICEF Strategic Plan, and international commitments. All country offices receive a **minimum annual allocation** of \$850,000 in RR, with **least developed countries** receiving at least 60 per cent of total RR funding and countries in **sub-Saharan Africa** receiving at least 50 per cent of total RR. By providing country offices with the flexibility to prioritize the allocation of these funds, UNICEF ensures that the most critical country programmes are supported. Importantly, such flexibility also reduces transaction costs and the reporting burden on staff.

¹ Resolution adopted by the Economic and Social Council on 29 June 2015, E/RES/2015/14, p. 13.

In 2015, as in previous years, the UNICEF Executive Director allocated up to 7 per cent of RR to a range of programmes to meet the needs of the most marginalized children. To maximize the impact of the organization's work, significant RR funds were channelled to strengthen UNICEF's **results-based management** practices and to support a range of **health initiatives**, including polio immunization, nutrition, and newborn care. UNICEF also continued to inform national policies through robust **data-gathering** and evidence-based advocacy and knowledge building efforts. Further, all these initiatives are designed to target the hardest to reach children in the most remote corners of the world.

Core funding is also critical to safeguarding UNICEF's role as a **first responder in emergencies**. The organization benefits from its presence on the ground as well as from its ability to rapidly mobilize staff, technical experts, and supplies in response to humanitarian crises – including civil unrest and natural disasters. The organization's \$75 million Emergency Programme Fund was critical to humanitarian interventions in 2015 (described below) as it continued to enable country offices to provide timely lifesaving, protecting, and sustaining programmes in both acute and protracted crises.

Core resources also help ensure the organization's neutrality and independence, as the use of RR is not dependent on the wishes of individual donors, but is used in line with the UNICEF Strategic Plan and guided and overseen by the Executive Board. Moreover, these flexible funds also promote UNICEF's role as a trusted partner to national authorities by ensuring host governments that they can rely upon UNICEF's presence – and resources – to respond to the needs of all children, all the time. And they help UNICEF support programmatic and geographic areas that earmarked resources do not cover, but that are a core part of the organization's mandate. Importantly, UNICEF remains accountable to the Executive Board and its Member States on the use of RR.

By delivering programmes with demonstrable results; by conveying the impact of these programmes through high-quality, compelling, and timely reporting and communication; and by embodying the spirit of UNICEF's work in its engagement with communities, partners, and other stakeholders, the organization can continuously make a strong case for core resources in its interactions with staff, resource partners, and host governments.

IMPLICATIONS OF A REDUCED CORE RESOURCE BASE

- Decreases the percentage of unrestricted revenue allocated within the framework of the Board-approved Strategic Plan.
- Compromises the organization's ability to deliver on its core commitments to children.
- Risks curtailing UNICEF's global reach and its ability to ensure that the most marginalized and vulnerable populations receive adequate support.
- Reduces the capacity of the organization to develop innovative solutions that can be scaled-up across the network of UNICEF country offices.
- Diminishes UNICEF's ability to advocate for the rights of children worldwide.
- Jeopardizes UNICEF's global reputation as the leading organization working for children due to its inability to commence timely humanitarian action or to respond to the required scale of needs.
- Threatens the continuity of long-term programmes on behalf of children.

KEY MESSAGES

- The complementarity between core and non-core resources is critical. Without sufficient core resources, which sustain the functioning of the organization, UNICEF's capacity to delivery on programmes funded by non-core resources would be compromised.
- Core resources are the foundation on which UNICEF builds programmes that transform the lives of children, with an equity focus on those who are most in need.
- When disaster strikes, core resources provide UNICEF with timely and flexible funding that enables country offices to scale-up lifesaving humanitarian action for children within the first 24 to 48 hours.
- Core resources make UNICEF more efficient in its programming and strengthen its role as the global knowledge leader for children, especially the most vulnerable.
- UNICEF puts core resources to work in support of strategic and innovative activities that can be scaled-up for the benefit of entire societies.
- Core resources enable UNICEF and its government partners to leverage additional funding for programmes that benefit children.



ABOUT OUR DONORS

A UNICEF-supported temporary school in the Kabelewa refugee camp, Niger, provides eight classrooms for 549 pupils.

UNICEF derives its entire revenue from the voluntary contributions of governments and private donors, including corporations and foundations, both large and small, and individuals of every income level who have made UNICEF a central part of their philanthropic endeavours. It is deeply gratifying and inspiring to see the enormous outpouring of support for the organization on behalf of the millions of children and women who are in need.

Whether struggling to rebuild a life swept away by the earthquake in Nepal, helping children displaced by ongoing violence in Syria, or seeking to provide education in flood and cyclone-prone countries like Madagascar, UNICEF is there to provide support and guidance thanks to the generous contributions of our donors. And in 2015 our donors were indeed generous once again, responding to UNICEF's efforts to advocate, mobilize, and leverage resources and partnerships on behalf of children. Despite this generosity, however, overall funding decreased by 3 per cent – from \$5,169 million in 2014 to \$5,010 million in 2015.² Nearly 23 per cent of total revenue was Regular Resources (RR) – the foundational resources upon which the organization's work is built; and 77 per cent was Other Resources (OR) – funds earmarked for specific programmes and initiatives.

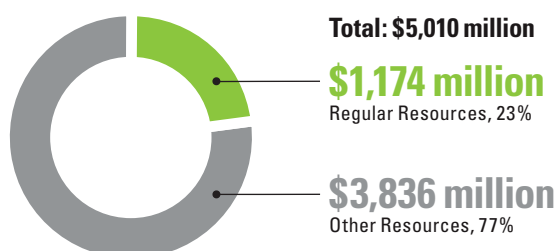
In all, 120 governments contributed 47 per cent of Regular Resources (\$546 million), and private sources and non-governmental organizations contributed 45 per cent (\$530 million). Of this latter figure, 94 per cent came from 35 National Committees – UNICEF's network of national NGOs – which mobilize resources through fundraising appeals and ongoing relationships with individuals, civil society groups, companies, and foundations. A further 6 per cent came from fundraising efforts by UNICEF country offices.

This past year represented the first significant decline in Regular Resources in several years, presenting mounting challenges for the organization, as the flexibility of RR is critical to ensuring a broad-based and equitable allocation of resources that will maximize results for children worldwide. Total RR decreased \$152 million (11 per cent) from \$1,326 million in 2014 to \$1,174 million in 2015. This decline was exacerbated by exchange rate variations, which accounted for \$51 million of the drop. Public sector RR fell by 17 per cent from \$660 million to \$546 million, while private sector RR decreased 7 per cent from \$572 million to \$530 million.

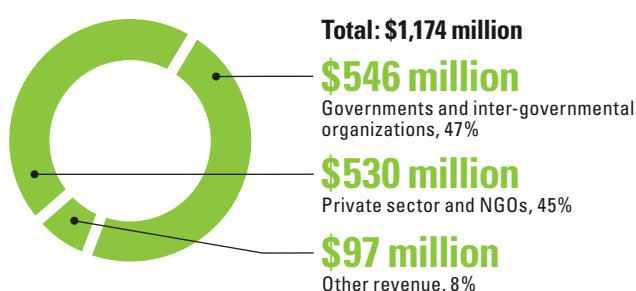
The recent decline in RR – and the unforeseen effects of externalities such as exchange rate fluctuations – will continue to put pressure on UNICEF as we strive to pursue our ambitious mandate of safeguarding the rights of all children. In this challenging funding environment,

the organization will maintain its focus on the most disadvantaged children, on using the money that has been entrusted to us as efficiently and effectively as possible, and on continuing to demonstrate results for children across all our programmes.

REVENUE BY TYPE OF RESOURCES (2015)



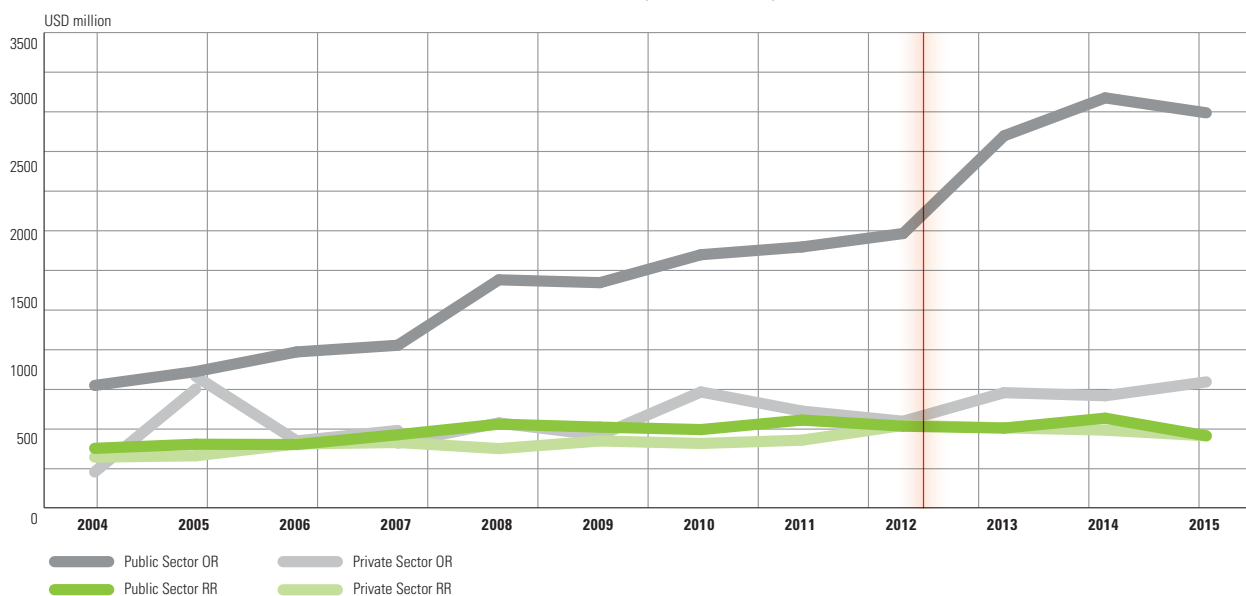
TOTAL RR REVENUE BY SOURCE (2015)³



² All 2015 revenue figures in this report are provisional and unaudited. All figures are expressed in US dollars. Dollar values and percentages have been rounded.

³ Other revenue includes revenue from interest, procurement services, and other sources.

PUBLIC AND PRIVATE SECTOR REVENUE TRENDS (2004–2015)⁴



TOP 25 GOVERNMENT RR FUNDERS (2014–2015)

	COUNTRY	RR (2014) (USD million)	RR (2015) (USD million)
1	United States of America	132.0	132.0
2	Sweden	79.8	62.4
3	United Kingdom	66.4	60.4
4	Norway	72.2	57.9
5	Denmark	34.0	31.9
6	Switzerland	21.7	28.6
7	Finland	26.3	22.1
8	Netherlands	33.2	21.3
9	Belgium	23.7	19.4
10	Japan	21.8	18.2
11	Australia ⁵	58.4	14.7
12	Canada	14.7	13.0
13	Germany	15.8	9.5
14	Ireland	10.9	8.0
15	New Zealand	5.2	4.4
16	Republic of Korea	3.9	3.9
17	France	4.7	3.9
18	Italy	4.1	3.5
19	Luxembourg	3.4	3.0
20	Jordan	2.0	2.0
21	Nigeria	1.4	1.7
22	Angola	1.7	1.7
23	China	2.7	1.6
24	Brazil	1.6	1.6
25	Saudi Arabia	1.1	1.1

TOP 25 PRIVATE SECTOR RR FUNDERS (2014–2015)

	COUNTRY / TERRITORY	RR (2014) (USD million)	RR (2015) (USD million)
1	Japan	95.2	92.8
2	Republic of Korea	72.4	76.3
3	France	45.5	39.1
4	Spain	41.5	35.3
5	Netherlands	40.6	34.8
6	Germany	62.9	33.6
7	Sweden	41.6	31.4
8	United Kingdom	14.9	21.4
9	Italy	20.5	18.3
10	United States of America	23.8	17.4
11	Belgium	6.7	11.4
12	Hong Kong, China	7.7	11.1
13	Finland	12.6	10.7
14	Denmark	11.5	10.4
15	Thailand	5.9	9.4
16	Norway	6.7	8.1
17	Malaysia	5.7	7.2
18	Argentina	6.2	6.9
19	Switzerland	5.8	6.7
20	Australia	7.3	4.9
21	Canada	7.0	3.4
22	Iceland	2.6	2.9
23	Ireland	2.2	2.6
24	Portugal	3.0	2.5
25	Austria	3.2	2.3

⁴ Limits on comparability: Effective 1 January 2012, UNICEF adopted the International Public Sector Financial Reporting Standards (IPSAS) to replace the United Nations System Accounting Standards (UNSAS), which had been in place since 1993. Through a General Assembly resolution, UN Member States requested all UN bodies to adopt IPSAS in order to enhance the quality of financial reporting by ensuring improved transparency, accountability, and governance. The change in accounting policy does not allow direct comparisons between figures from 2012 onward and figures prior to 2012, as it has implications for the timing of revenue recognition.

⁵ 2014 RR contributions include 2013 contributions received in 2014.





HOW UNICEF SPENDS ITS REGULAR RESOURCES

In Fiji, UNICEF Pacific provided these grade-eight students with a school tent when their classroom lost its roof during Tropical Cyclone Winston.

Regular Resources support the global work of the organization, enabling UNICEF to deliver more programmes in more countries than any other organization working for children. The largest share of RR pays for **Direct Programme Assistance**,

which encompasses the full breadth of UNICEF's activities – including the development, formulation, delivery, and evaluation of programmes. The balance of RR expenditure pays for the Institutional Budget, which covers the core operations of the organization.

Regular Resources for Direct Programme Assistance are allocated to the following four primary categories:

- **Countries with UNICEF programmes of cooperation:** These funds are allocated based on a Board-approved formula, which examines three key indicators affecting children: under-five mortality rate, gross national income per capita, and child population. All countries are guaranteed a minimum allocation of \$850,000 each year until such time as they achieve 'high income' status based on World Bank country classification, and maintain such status for two consecutive years.⁶
- **Strategic and innovative activities:** At the discretion of the Executive Director, up to 7 per cent of Regular Resources (*7 per cent set aside*) is available each year to support strategic and innovative programmes. These allocations are used to fill critical funding gaps in responding to the urgent needs of the most vulnerable children.
- **Emergency Programme Fund:** In addition to the availability of Regular Resources allocated through the above mechanisms to support humanitarian programmes, country offices can also call upon the Emergency Programme Fund (EPF), a \$75 million revolving fund that provides reimbursable loans to offices that require immediate financing of emergency programmes.
- **Advocacy and programme development:** These are allocations that are central to ensuring the primacy of UNICEF's role in promoting and safeguarding the rights of children. They support the organization's global advocacy, programme development, guidance on approved strategies, knowledge management, research and studies, evaluation of programme performance, and related activities.

In addition to Direct Programme Assistance, **RR supports UNICEF's core structure and mission at the global, regional, and local level** through the organization's **Institutional Budget**. These include costs, funded by both Regular Resources and Other Resources, that are not directly attributable to a particular programme. This budget is approved by the UNICEF Executive Board, which ensures that the percentage of resources allocated to these support functions remains a modest proportion of total expenses. On a modified cash basis, the Institutional Budget represented 16 per cent of total RR expenses in 2015.⁷

The Institutional Budget is comprised of four cost classification categories:

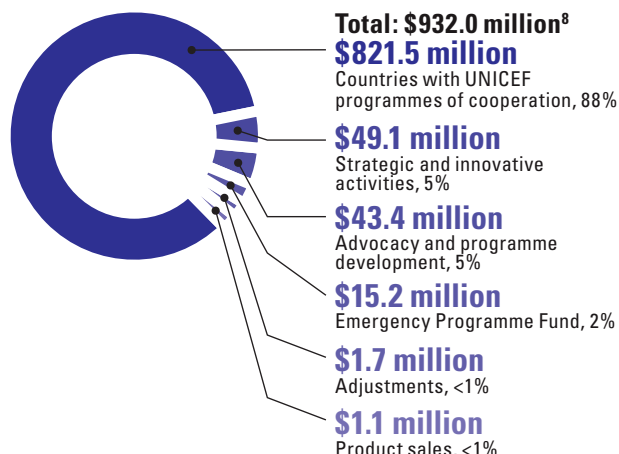
- **Development effectiveness:** These are activities that contribute to the effective delivery of development results. They are typically of a policy advisory, technical, and implementation nature and are required to achieve the objectives of the Strategic Plan 2014–2017. They are not included in specific programme components in country, regional, or global programme documents.
- **Management:** These include activities and costs necessary to support the organization's executive direction, country representation, external relations and partnerships, fundraising, corporate communications, oversight and audit, legal affairs, corporate evaluation, information technology, finance, security, human resources, and administrative functions.
- **United Nations development coordination:** This category supports coordination of development efforts within the United Nations system.
- **Special purpose:** This includes capital investments and costs not related to the management activities of the organization.

⁶ In 2014 the UNICEF Executive Board increased the minimum allocation figure from \$750,000 to \$850,000.

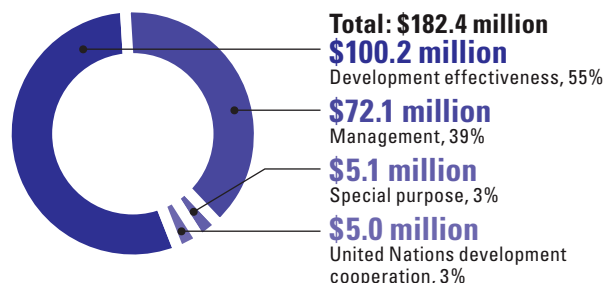
⁷ Expenditure of UNICEF's Institutional Budget is calculated on a modified cash basis, whereas all other expense charts in this report use official IPSAS expense reporting. These different bases of accounting do not allow direct comparisons.

Of the \$1,114 million in Regular Resources spent in 2015, \$932 million was spent on Direct Programme Expenses (calculated on IPSAS expense reporting) and \$182 million on the organization's Institutional Budget (calculated on a modified cash basis). Of this latter figure, over \$100 million was spent on activities that support the effective delivery of UNICEF programmes, and \$10 million on capital investments and strengthening the coordination of development efforts within the UN system. The remaining \$72 million was spent on management costs, which support the core structure of the organization at our headquarters and regional locations and across UNICEF's global network of 150 country offices – costs without which UNICEF would not be able to deliver programmes for children.

RR DIRECT PROGRAMME EXPENSES (2015)



RR EXPENDITURE: INSTITUTIONAL BUDGET (2015)



COUNTRIES WITH UNICEF PROGRAMMES OF COOPERATION

In 2015, \$821 million of RR Direct Programme Assistance was spent in countries that received core resources through the Board-approved formula. Of this amount, \$599 million (73 per cent) was spent in sub-Saharan Africa and least developed countries and \$222 million (27 per cent) was spent in middle income countries. The following tables are sorted by RR reliance, underscoring the criticality of RR as a share of total resources to the delivery of results in many UNICEF country offices.

RR DIRECT PROGRAMME EXPENSES BY TOP 20 COUNTRIES IN SUB-SAHARAN AFRICA AND LEAST DEVELOPED COUNTRIES (2015)⁹

COUNTRY	U5MR (/1,000 live births)	GNI/CAPITA (USD)	CHILD POPULATION (‘000)	TOTAL RR+OR (USD million)	TOTAL RR (USD million)	RR RELIANCE (%)
Sao Tome and Principe	51	1,470	92	1.8	1.4	76%
Cabo Verde	26	3,630	180	1.4	1.0	74%
Botswana	47	7,730	811	1.7	.9	56%
United Republic of Tanzania	52	630	25,241	40.8	21.9	54%
Angola	167	5,010	11,619	14.8	7.7	52%
Togo	85	530	3,292	10.2	4.6	46%
Bangladesh	41	900	56,666	55.5	25.3	46%
Burundi	83	280	5,164	26.8	11.9	44%
Mozambique	87	590	13,393	41.8	18.3	44%
Swaziland	80	3,080	562	3.3	1.2	37%
Burkina Faso	98	670	8,859	42.1	15.5	37%
Equatorial Guinea	96	14,320	341	3.0	1.1	36%
Gabon	56	10,650	747	2.2	.8	36%
Benin	85	790	5,099	15.2	5.3	35%
Comoros	78	880	354	4.0	1.4	34%
Senegal	55	1,070	7,074	17.2	5.5	32%
Myanmar	51	220	16,096	58.3	18.1	31%
Cambodia	38	950	5,583	21.7	6.5	30%
Niger	104	410	10,081	65.9	19.7	30%
Uganda	66	510	20,774	70.5	20.4	29%

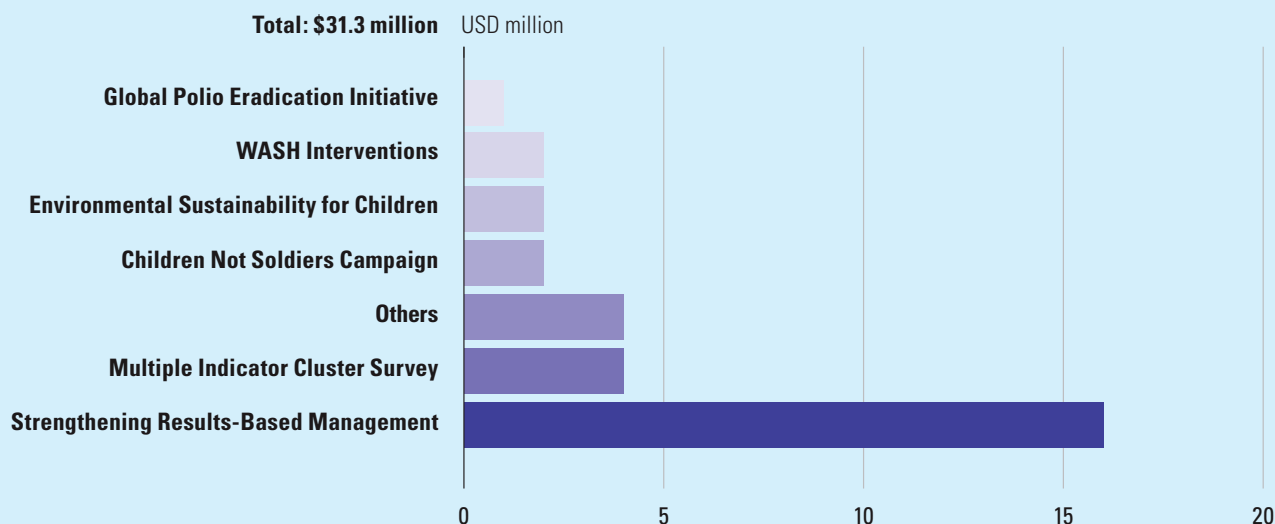
⁸ Emergency Programme Fund expenses include non-reimbursed loans (write-offs) plus any outstanding EPF loans until they are repaid. Product sales include expenses related to the sale of cards and products. Adjustments include refunds and adjustments to revenue recognized in previous years.

⁹ Data presented in this table and the next (under-five mortality rate, gross national income per capita, and child population) are based on UNICEF Programme Instruction (CF/PD/PRO/2014-007).

STRATEGIC AND INNOVATIVE ACTIVITIES

In 2015 the Executive Director's 7 per cent *set aside* discretionary pool of Regular Resources was allocated to address the needs of the most marginalized children worldwide. Specifically, these funds were employed to further strengthen UNICEF's results-based management (RBM) practices¹⁰; support the Children Not Soldiers campaign,¹¹ with the aim of preventing the use and recruitment of children into armed conflict; eradicate polio; improve the way in which data is gathered and analysed to better inform national policies on children's well-being; provide lifesaving water, sanitation, and hygiene (WASH) interventions for internally displaced persons; and promote environmental sustainability for children.

ALLOCATION OF STRATEGIC AND INNOVATIVE FUNDS BY KEY INITIATIVES (2015)¹²



RR DIRECT PROGRAMME EXPENSES BY TOP 20 MIDDLE INCOME COUNTRIES (2015)

COUNTRY	U5MR (/1,000 live births)	GNI/CAPITA (USD)	CHILD POPULATION ('000)	TOTAL RR+OR (USD million)	TOTAL RR (USD million)	RR RELIANCE (%)
Belarus	5	6,720	1,716	1.0	.8	80%
Turkmenistan	55	6,880	1,778	1.5	1.2	78%
Barbados	14	15,080	65	4.9	3.7	75%
Venezuela (Bolivarian Republic of)	15	12,550	10,331	2.8	1.9	68%
Maldives	10	5,600	120	1.9	1.2	65%
Guyana	37	3,750	338	2.6	1.6	62%
Montenegro	5	7,260	142	1.5	.9	61%
Panama	18	10,700	1,301	1.3	.8	61%
Uzbekistan	43	1,900	9,995	8.0	4.9	61%
Costa Rica	10	9,550	1,397	1.9	1.1	58%
Algeria	25	5,290	12,817	2.6	1.5	57%
Iran (Islamic Republic of)	17	5,780	21,920	2.8	1.6	57%
Belize	17	4,660	133	2.4	1.3	56%
Jamaica	17	5,220	934	2.2	1.2	54%
Azerbaijan	34	7,350	2,547	1.8	.9	52%
Nicaragua	24	1,780	2,392	2.7	1.4	51%
Albania	15	4,700	833	2.0	1.0	49%
India	53	1,570	435,384	110.5	54.5	49%
El Salvador	16	3,720	2,344	2.2	1.1	48%
Tunisia	15	4,360	3,051	2.1	1.0	47%

¹⁰ Results-based management is a strategic framework, which governs how UNICEF plans, implements, monitors, and evaluates its programmes, with a singular focus on achieving specified results for children. Strengthening RBM practices refers to the development of management systems, tools, and training initiatives to help UNICEF's managers and programme experts ensure that their decisions about the allocation of UNICEF's human and financial resources are taken on the basis of strategic organizational results and agreed plans for specific programmes.

¹¹ This is a joint campaign between UNICEF and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict.

¹² Remaining funds supported a diverse range of programmes, including immunization, nutrition, newborn care/health, child poverty, communication for development, and South-South and horizontal cooperation.

EMERGENCY PROGRAMME FUND

In an increasingly complex humanitarian environment, funding simply is not keeping pace with the need. As such, UNICEF has continued to rely on its revolving Emergency Programme Fund (EPF) to frontload critical funding requirements to country and regional offices within 48 hours of a request – ahead of donor commitments – to ensure a rapid response. The EPF has enabled the timely scaling-up of operations in acute emergencies, and it has sustained critical humanitarian operations in protracted crises.

In the face of increasing requests from country offices for EPF support, in February 2015 the UNICEF Executive Board approved a doubling of the EPF ceiling to \$75 million annually. As a consequence, UNICEF's capacity to respond in a timely manner to the protection and lifesaving needs of children in crises has been greatly enhanced. However, because of the significant drop in Regular Resources in 2015 and the financial pressures that this has placed on the organization, only \$32 million in EPF funds were disbursed during the year, representing just 43 per cent of the Board-approved threshold.

UNICEF responded to 310 humanitarian situations of varying scale in 102 countries in 2015. EPF grants funded emergency interventions in 34 of these countries, ranging from complex and protracted crises in the Central African Republic, the Sudan, and Ukraine to acute humanitarian situations in the Pacific Islands and the disastrous earthquake in Nepal. EPF grants were also critical as a key preventative mechanism for strengthening country offices through the procurement of vital medical stocks. In Sudan, for instance, the procurement of measles vaccine benefited some 9.5 million children; and in Burundi, essential drugs were procured in the face of that country's worsening political situation. In the Sahel, about \$6 million in EPF funds helped to maintain the nutrition supply line in 14 countries facing a deteriorating crisis, with more than 84,000 severely malnourished children receiving lifesaving treatment.

EMERGENCY PROGRAMME FUND ALLOCATIONS (2015)

Seventeen UNICEF country offices received EPF loans totalling \$31.8 million in 2015. Of this amount, \$14.9 million has been reimbursed, with a further \$16.9 million in outstanding loans.

COUNTRY	2015 ALLOCATION (USD million)	REIMBURSEMENT TO DATE (USD million)	REMAINING LOANS (USD million)
Algeria	0.4	0.2	0.3
Burundi	2.5	-	2.5
Cameroon	0.8	0.1	0.6
Central African Republic	2.0	2.0	-
Chad	0.4	-	0.4
Emergency Response Teams¹³	3.0	2.0	1.0
Mauritania	1.0	-	1.0
Nepal	2.0	2.0	-
Niger	1.7	0.7	1.0
Pacific Islands¹⁴	2.0	2.0	-
Rwanda	0.8	-	0.8
Sudan	2.4	2.2	0.2
Tanzania	1.0	-	1.0
Uganda	0.6	0.6	-
Ukraine	2.0	1.0	1.0
West and Central Africa Regional Office¹⁵	6.3	1.2	5.0
Yemen	3.0	0.9	2.1
Total	31.8	14.9	16.9

¹³ Emergency Response Teams are funded through UNICEF's Division of Human Resources.

¹⁴ Countries in the Pacific islands include the Cook Islands, Fiji, Kiribati, the Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Samoa, the Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu.

¹⁵ The West and Central Africa Regional Office procured supplies on behalf of 14 countries in the Sahel region: Burkina Faso, Cameroon, Central African Republic, Chad, the Democratic Republic of Congo, Gambia, Guinea, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, and Sierra Leone.





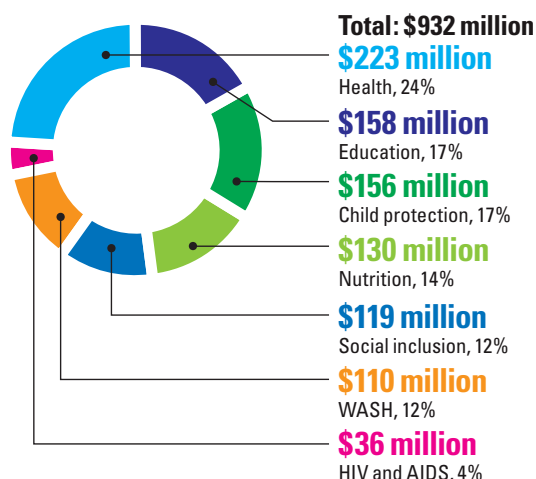
RESULTS FOR CHILDREN

Two young girls pose for a photograph in Tunkia,
Sierra Leone.

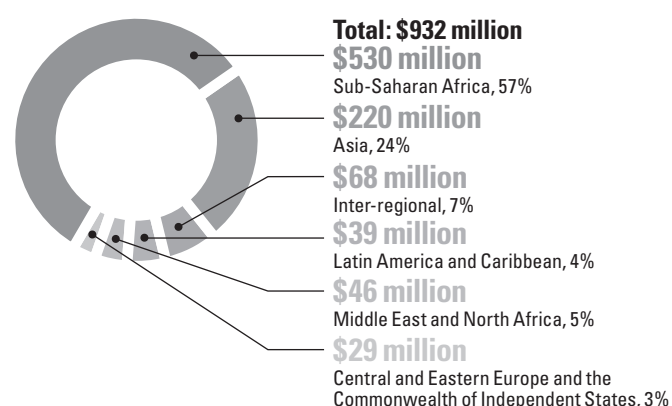
In 2015 all programmes and policies continued to reflect UNICEF's commitment to putting children first. Interventions spanned the **seven outcomes (key programme areas) of the Strategic Plan 2014–2017** in both development and humanitarian settings, including: Health; HIV and AIDS; Water, Sanitation, and Hygiene; Nutrition; Education; Child Protection; and Social Inclusion. Notably, in keeping with the organization's focus on equity and on gender equality, there continued to be a strong emphasis on the most marginalized and vulnerable populations, especially girls and women. The results of all these endeavours yielded measurable and sustainable gains for children, their families, their communities, and their nations.

The following 10 case studies are illustrative of UNICEF's worldwide achievements that have been supported by core resources. These have been selected based on several criteria, including high RR allocations; high RR reliance, which is the share of total programme costs funded by core resources; and regional diversity. Of the countries presented, three are low income economies, four are lower-middle income economies, and two are upper-middle income economies.¹⁶ One of the case studies highlights UNICEF's work in humanitarian action and two case studies explore the cross-cutting areas of communication for development and innovation. Each study demonstrates the benefits for children that result from flexible Regular Resources.

RR DIRECT PROGRAMME EXPENSES BY STRATEGIC PLAN OUTCOME (2015)



RR DIRECT PROGRAMME EXPENSES BY REGION (2015)



OUTCOME	CASE STUDY	COUNTRY	PROGRAMME DESCRIPTION	RR RELIANCE (2015)
HEALTH	1	Uzbekistan	Improving mother and child health services	49%
HIV AND AIDS	2	Lesotho	Scaling-up HIV counselling and testing of children	66%
WATER, SANITATION, AND HYGIENE	3	Pakistan	Supporting open defecation-free communities	25%
NUTRITION	4	Iraq	Improving management of malnutrition in the most affected populations	27%
EDUCATION	5	Niger	Communities leading the way on girls' education	55%
CHILD PROTECTION	6	Guyana	Advancing child protection for all children	79%
SOCIAL INCLUSION	7	Mongolia	Integrating children's rights into corporate social responsibility	75%
HUMANITARIAN ACTION	8	Sudan ¹⁷	Responding to a deadly measles outbreak	7%
COMMUNICATION FOR DEVELOPMENT	9	Nigeria	Increasing girls' access to basic education	50%
INNOVATION	10	Global Innovation Centre	Accelerating progress for children through access to information, real-time data, and youth engagement	75%

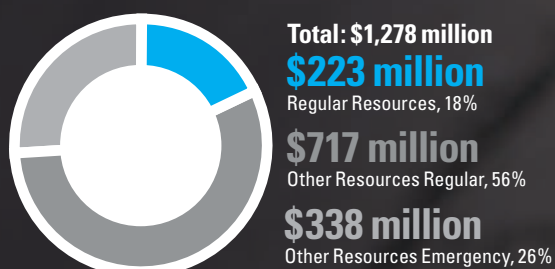
¹⁶ The State of the World's Children 2015.

¹⁷ UNICEF extended a \$2.4 million loan from Regular Resources to respond to the Sudan emergency. Of this amount, \$2.2 million (93 per cent of the original loan) was later mobilized from external funding sources and repaid to the Emergency Programme Fund. The unreimbursed portion of \$200,000 (7 per cent) is treated as RR.

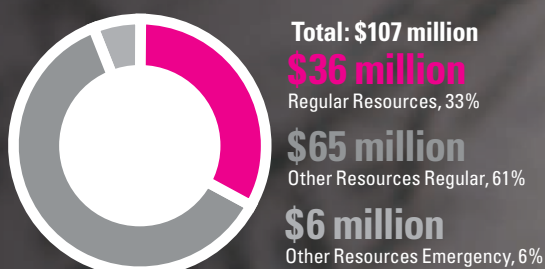
SUMMARY OF EXPENSES BY PROGRAMME AREA

The following charts show the relative share of RR and OR expenses for each Strategic Plan Outcome, the Emergency Programme Fund, and the cross-cutting areas of innovation and communication for development.

HEALTH (2015)



HIV AND AIDS (2015)



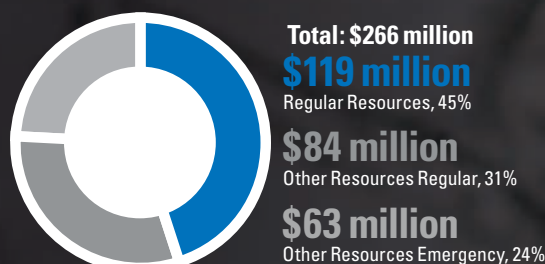
WATER, SANITATION, AND HYGIENE (2015)



NUTRITION (2015)



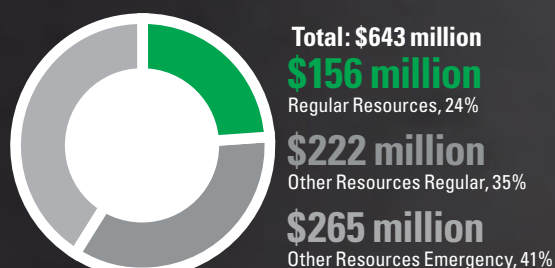
SOCIAL INCLUSION (2015)



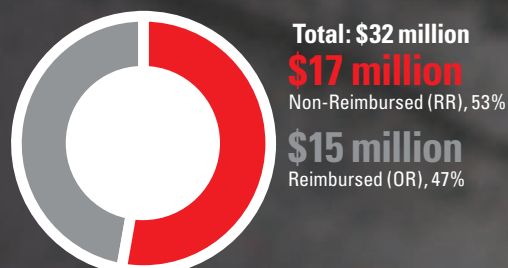
EDUCATION (2015)



CHILD PROTECTION (2015)



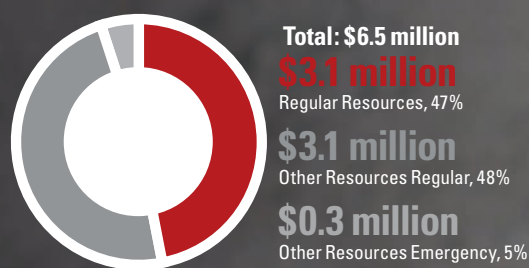
EMERGENCY PROGRAMME FUND (2015)



COMMUNICATION FOR DEVELOPMENT (2015)



INNOVATION (2015)





CASE STUDY 1: HEALTH UZBEKISTAN

IMPROVING MOTHER AND CHILD HEALTH SERVICES

“Our joint efforts for the improvement of mother and child health services in Uzbekistan is an example of productive cooperation and strong partnership between the Ministry of Health and UNICEF, creating an environment in which all our children can be born and grow up healthy.”

—MR. L. N. TUYCHIEV, DEPUTY MINISTER OF HEALTH, REPUBLIC OF UZBEKISTAN

THE NEED

Since independence from the former Soviet Union in 1991, Uzbekistan has made significant investments in health reforms and towards reducing the country's infant and under-five mortality rates. From 1990 to 2013 the infant mortality rate declined from 59 to 34 per 1,000 live births and under-five mortality from 71 to 39 per 1,000 live births. Despite this progress, however, children in Uzbekistan continue to die from such preventable causes as pneumonia, asphyxia, and birth-related complications and infections. Two important issues need to be addressed: the quality of services; and ensuring access to these services by the most disadvantaged families.

UNICEF'S RESPONSE

UNICEF has worked closely with the Government of Uzbekistan to develop a comprehensive health strategy, including the drafting of relevant policy documents, providing guidance and protocols as per international recommendations, assessing the gaps in quality of services, and developing the capacity of some 17,000 health professionals. Among the many results, nurses improved their communication and counselling skills to convey key messages on behaviours essential for child survival. Further, families gained knowledge and skills to change their attitudes and practices towards child survival, including exclusive breastfeeding, recognition of certain danger signs, and handwashing with soap at critical times.

THE VALUE OF REGULAR RESOURCES

While focusing on implementing standard protocols and guidelines for newborn and child survival, UNICEF ensured that its equity focus was also maintained on service delivery so that mothers and children from disadvantaged and hard to reach communities can benefit from these reforms. Investing UNICEF's Regular Resources in health-system strengthening was critical in bringing quality medical care to underserved communities, and for policy advocacy efforts to focus on the most vulnerable mothers and children.

UZBEKISTAN HEALTH PROGRAMME EXPENSES (2015)



Total: \$5.15 million

\$2.53 million

Regular Resources, 49%

\$2.59 million

Other Resources Regular, 50%

\$0.03 million

Other Resources Emergency, 1%



VOICES FROM THE FIELD

Like her first child, Elena Ten's new baby girl was also prematurely born, but this time Elena feels more secure knowing that the child will receive the right care. "When my first baby was born before term the doctors would not allow me to stay with my child, and I was afraid. But now I can stay with my daughter and take care of her. I have more confidence, and I hope we will both be well soon."

"All nine months of my pregnancy I was closely monitored by the nurses," says Nilufar, mother of a newborn in the country's Namangan region. "And after the delivery they started visiting me even more often, teaching me how to ensure my child's health and well-being."

CASE STUDY 2: HIV AND AIDS

LESOTHO

SCALING-UP HIV COUNSELLING AND TESTING OF CHILDREN

“UNICEF works to ensure that all babies, children, and their mothers are able to access lifesaving HIV prevention, treatment, care, and support; and it engages country-level partners around the world to make HIV prevention, testing, and treatment as widely available as possible – including in remote areas.”

—MRS. MAKALI MAQHAMA, MEMBER, LESOTHO NURSING COUNCIL AND HEAD, FAMILY HEALTH DIVISION

THE NEED

Lesotho has approximately 41,000 children living with HIV, some 24,000 of whom are in need of antiretroviral therapy (ART). Further, it is expected that this number will rise with the upcoming release of the revised national ART guidelines, under which all HIV-positive children should be initiated on ART. Currently, only about 7,200 HIV-positive children in Lesotho are on treatment, approximately 30 per cent of those in need. The key challenge is that paediatric testing has lagged, and thus HIV-positive children are going undiagnosed. Additionally, recurring shortages of stock have challenged efforts to scale-up treatment.

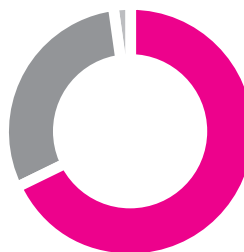
UNICEF'S RESPONSE

UNICEF is using its influence and technical and analytical expertise to engage government at the national level to support child-sensitive policies, and it is working with nongovernmental organizations to find new approaches to scale-up services to children. In 2014, UNICEF experts noted that 97 per cent of under-five children in Lesotho were being brought to clinics for their first vaccination for diphtheria, pertussis, and tetanus, which led the organization to try an approach whereby HIV counselling and testing would be offered at the same time as the immunizations. This initiative, implemented by the Elizabeth Glaser Paediatric AIDS Foundation in collaboration with the Ministry of Health, targeted two of the country's 10 districts, resulting in 7,090 children being tested in 2015 – and in all eligible children being immediately initiated on treatment as soon as their HIV diagnosis was confirmed.

THE VALUE OF REGULAR RESOURCES

Support for this project came from Regular Resources at a time when the Lesotho country office did not have funding for HIV, and it served as the catalyst for leveraging additional resources from the US Agency for International Development for nationwide scale-up. UNICEF's next steps include further operational research to gain deeper knowledge and understanding about key success factors, including the use of social mobilization teams, additional temporary clinic staff, and the participation of various key actors from the health sector. These initiatives will continue to benefit from the use of RR.

LESOTHO HIV AND AIDS PROGRAMME EXPENSES (2015)



Total: \$0.79 million

\$0.52 million

Regular Resources, 66%

\$0.23 million

Other Resources Regular, 29%

\$0.04 million

Other Resources Emergency, 5%



VOICES FROM THE FIELD

Ntsejoa Thoahlane, 23, did not discover she was HIV-positive until she was pregnant and went to the local maternity and child health clinic for her first antenatal appointment. “Before the nurse told me, I didn’t know anything about the prevention of HIV from mother to baby,” admitted Ntsejoa. But thanks to the information and support she received from the clinic staff, she was able to take all the necessary steps to ensure that her baby was born HIV-negative and remains so. As her nurse commented, “Ntsejoa received counselling and psychosocial support, and she is taking it well. As long as a mother adheres to her life-long treatment, the chances of mother-to-child transmission of HIV are very slim.”

CASE STUDY 3: WATER, SANITATION, AND HYGIENE

PAKISTAN

SUPPORTING OPEN DEFECATION-FREE COMMUNITIES

“Pakistan has now reached a tipping point where proper sanitation is fast becoming a social norm.”

—H.E. TANVEERASLAM MALIK, MINISTER OF HOUSING, URBAN DEVELOPMENT, AND PUBLIC HEALTH ENGINEERING, PUNJAB

THE NEED

In recent years Pakistan has made significant progress in addressing sanitation issues, with 64 per cent of the population having access to improved sanitation facilities in 2015. Despite these gains, however, more than 25 million people continue to practice open defecation, particularly in poor rural areas and insecure urban settlements. Inequity remains a challenge, with only 13 per cent of the poorest Pakistanis having access to improved sanitation, compared to 80 per cent among the richest. The situation worsens among the rural population, where open defecation stands at 21 per cent compared with only 1 per cent in urban areas. It is estimated that 110 children under five die daily from diarrhoea directly as a result of poor water and sanitation.

UNICEF’S RESPONSE

Through the Pakistan Approach to Total Sanitation (PATs) and with support from UNICEF and other stakeholders, the government is seeking to eliminate open defecation by 2025. Communities are encouraged to construct household latrines – as opposed to sharing – so as to ensure the privacy and safety of women; and extremely vulnerable families receive the materials they need to complete the construction of latrines on their own. The programme also ensures that women are among the volunteer community workers tasked with spreading positive hygiene messages. In 2015, UNICEF and its implementing partners ensured that 1.3 million people were residing in open defecation-free environments and that 1.7 million people received WASH-related information to prevent child illness, especially diarrhoea. Additionally, almost 579,000 people gained access to safe drinking water.

THE VALUE OF REGULAR RESOURCES

Regular Resources have been crucial in enhancing UNICEF’s efforts to advocate for government policies and legislation to implement the PATs programme in the whole country. In Punjab, for example, government ownership saw the provincial government begin to implement the programme using its own funds, with plans to link the approach to other government-led projects. One of the concrete results is that \$4 million was committed to end open defecation in 3,600 villages by 2018. In addition, continuous training and engagement with government officials and implementing partners has equipped them with the necessary skills to effectively monitor project results.

PAKISTAN WASH PROGRAMME EXPENSES (2015)



Total: \$22.04 million

\$5.63 million

Regular Resources, 25%

\$10.28 million

Other Resources Regular, 47%

\$6.13 million

Other Resources Emergency, 28%



VOICES FROM THE FIELD

“Diseases such as diarrhoea, parasites, and skin infections have been part of our lives for a long time,” notes Abdul Rehman, a resident of the Rajanpur district in southern Punjab, an area frequently affected by floods. Following community sensitization sessions conducted by UNICEF’s partner Qatar Charity, Rehman learned how open defecation was exposing his family to these diseases. Though determined to build a latrine inside his home, he could not afford to do so on his own. Happily, the project provided him with the substructure of the latrine, enabling him to offset the rest of the costs to complete construction. “That was exactly the push I needed,” he says. “Now our children no longer suffer from diarrhoea.”

CASE STUDY 4: NUTRITION

IRAQ

IMPROVING MANAGEMENT OF MALNUTRITION IN THE MOST AFFECTED POPULATIONS

“We have received much needed furniture, anthropometric equipment, and therapeutic milk from UNICEF – all of which will go a long way to improving our services for malnourished children.”

—DR. TARA BABAN, MANAGER, NUTRITION REHABILITATION CENTRE, SULAYMANIYAH

THE NEED

In Iraq, pre-existing challenges in nutrition have been exacerbated by ongoing conflict, large-scale internal displacement, and economic downturn, all negatively affecting access to quality nutrition services by women and children. Since 2014 more than 3 million people in Iraq – 47 per cent of them children – have been displaced. Today, a fourth of all children have experienced stunted growth, a frequent outcome of chronic undernutrition in the first years of life; and 4 per cent of under-five children have experienced severe acute malnutrition, largely attributable to poor infant and young child feeding practices. It is estimated that only one child out of five is exclusively breastfed during the first six months of life.

UNICEF’S RESPONSE

UNICEF works in Iraq at the policy level through national partners, such as the Nutrition Research Institute, to develop and guide appropriate standards of care for children; and at the field level through hospitals and primary health care centres. Specific nutrition support and guidance is offered through nutrition rehabilitation centres, which are specialized units located in existing hospitals. In 2015, UNICEF reached 9,599 children under five years through nutrition interventions. By providing specialized guidance and technical expertise on the prevention and management of acute malnutrition as well as direct support to training and equipping the centres and their staff, UNICEF leveraged its unique position in the country to make a major improvement in the lives of Iraqi children.

THE VALUE OF REGULAR RESOURCES

The flexibility of Regular Resources cannot be underestimated in a country like Iraq, where the shifting humanitarian situation requires an equally flexible UNICEF response. In 2015, Regular Resources bolstered and sustained key programming initiatives, including the training of doctors, nurses, and maternal and child health unit staff on infant and young child feeding practices; and helped to equip nutrition research centres with lifesaving therapeutic supplements for treating malnutrition.

IRAQ NUTRITION PROGRAMME EXPENSES (2015)



Total: \$10.25 million

\$2.80 million
Regular Resources, 27%

\$0.48 million
Other Resources Regular, 5%

\$6.97 million
Other Resources Emergency, 68%



VOICES FROM THE FIELD

When three-year-old Zainab, in the north-eastern governorate of Sulaymaniyah, was identified with severe malnutrition and medical complications she was taken immediately to the nearest nutrition rehabilitation centre, where she received inpatient treatment and subsequent outpatient care. Little Zanaib is now back with her family and on the right nutritional track for sustained, healthy growth. According to Dr. Tara Baban, the management of acute malnutrition was not always so readily available in Sulaymaniyah, as previously there was no nutrition unit and the governorate lacked adequate dedicated space and appropriate supplies.

CASE STUDY 5: EDUCATION NIGER

COMMUNITIES LEADING THE WAY ON GIRLS' EDUCATION

"I am glad that we work with UNICEF, as we do not see other partners in the field that are as committed to girls' education as they are."

—**MARIAMA C., PEDAGOGICAL INSPECTOR AND HEAD, DIRECTORATE FOR GIRLS' EDUCATION PROMOTION, MINISTRY OF PRIMARY EDUCATION**

THE NEED

Significant efforts have been made in Niger to increase enrolment in basic education, which almost tripled from 2002–2003 to 2012–2013 (from 761,000 to 2.1 million students). These efforts, however, are thwarted by Niger's rapid population growth – the highest in the world, at 3.9 per cent annually. It is estimated that 38 per cent of children aged 7–12 did not attend school in 2013–2014, and that girls made up the majority of the out-of-school population (56 per cent). Moreover, only two thirds of those who attend school complete the full primary cycle, and that figure drops to only a half for all girls.

UNICEF'S RESPONSE

To move forward, UNICEF has supported the government to develop a national strategy for accelerating girls' enrolment that relies on a broad consultative process with various stakeholders, including religious leaders. UNICEF's strength is its ability to work both with governments to improve the enabling environment, and to then implement strategies at the grassroots level with the involvement of a broad range of stakeholders and with a strong focus on the community. UNICEF is supporting the strategy, launched in 2015, with the establishment of alliances for girls' education in 23 municipalities, representing a population of 1.8 million scattered over 3,500 villages.

THE VALUE OF REGULAR RESOURCES

Regular Resources have proven essential for UNICEF's work to support girls' education in Niger, helping to provide textbooks and school supplies to nearly 2,000 schools nationwide. This support also helped to gain the trust of the local communities and paved the way for the creation of municipal alliances to implement the national girls' education strategy. Here again the predictability and flexibility of Regular Resources were key, given the sensitivity of the topic in Niger and the need for UNICEF and its partners to tread carefully, allowing changes and adaptations to accommodate the local context.

NIGER EDUCATION PROGRAMME EXPENSES (2015)



Total: \$8.69 million

\$4.81 million

Regular Resources, 55%

\$2.43 million

Other Resources Regular, 28%

\$1.45 million

Other Resources Emergency, 17%



VOICES FROM THE FIELD

Rabia's life changed three years ago when she became the recipient of a UNICEF scholarship that opened the doors to secondary education. "Before, I used to walk 14 kilometres to reach school, and it was the same thing to go back home," she recalls. "By the time I got home I couldn't study or do my homework, I was so tired." In Niger, poverty and long distances often prevent girls from staying in school as long as they should. But thanks to her scholarship – part of the new national strategy for girls' education – Rabia now stays with a host family in the village where the secondary school is located. Says Rabia, "I would like to succeed and become an example of what's possible for other girls and their parents. I want to help them understand why school is important for all of us!"

CASE STUDY 6: CHILD PROTECTION

GUYANA

ADVANCING CHILD PROTECTION FOR ALL CHILDREN

“UNICEF’s voice and support is critical for all rights, including a ‘starting right’ such as birth registration, which opens the door to many other rights, including health, education, social participation, and protection from abuse and exploitation.”

—HON. WINSTON FELIX, MINISTER OF CITIZENSHIP, GUYANA

THE NEED

Guyana’s lower-middle income status hides a number of challenges that prevent the country’s 250,000-plus child population from fully enjoying their rights to protection. Currently, about 11 per cent of all children do not have access to a birth certificate; 18 per cent are involved in child labour; and 70 per cent aged 1–14 suffer some form of violent discipline. For a relatively small country, the levels of interpersonal, sexual, and other forms of violence is growing, with at least 2,000 cases reported annually. Further, approximately 700 children are still in orphanages and their reintegration into homes is often slow.

UNICEF’S RESPONSE

Partnerships with government and civil society are critical to ensuring that the country’s child protection system is vigorous and sustainable, that it observes and supports the Convention on the Rights of the Child, and that it complements UNICEF’s efforts in child health, education, and development. As the only UN partner working specifically in child protection in Guyana, UNICEF has brokered partnerships with government and civil society to prevent and respond to sexual violence as part of the “Break the Silence” initiative in three communities. This has resulted in strong community actions for the prevention and monitoring of violence both at home and in school. Additionally, UNICEF is supporting legal reforms in juvenile justice and helping children to become “visible” by supporting mobile birth registration in three far-flung communities.

THE VALUE OF REGULAR RESOURCES

In most cases, Regular Resources is the only stable form of funding that allows UNICEF to meet the needs of the child protection sector in Guyana. For example, RR supported a Child Protection Mapping, resulting in a new draft Juvenile Justice Bill, the development of the country’s first Masters in Social Work programme, and legal education for officers of the Guyana Police Force.

GUYANA CHILD PROTECTION PROGRAMME EXPENSES (2015)



Total: \$1.35 million

\$1.06 million

Regular Resources, 79%

\$0.29 million

Other Resources Regular, 21%



VOICES FROM THE FIELD

Kwakwani is a gold-mining town with some 600–700 residents, including at least 200 children. Due to the town’s ‘gateway’ status to other interior locations and its remoteness from the capital, it attracts a highly transient population. Its protective environment is weak given poor social norms, limited access to social and other services, and an absence of central government oversight. But thanks to Sargent Pauline K of the Kwakwani Police Station, the children of the town are not without protection. With the help of a UNICEF-supported programme to build awareness, strengthen ties with government services, and create a community-based system for preventing and reporting abuse and violence, the children and their caregivers know about their right to be safe and how and where to seek help, if needed. “When someone reports a case of suspected abuse, I have a duty to follow-up and protect that child,” declares Sargent Pauline.

CASE STUDY 7: SOCIAL INCLUSION

MONGOLIA

INTEGRATING CHILDREN'S RIGHTS INTO CORPORATE SOCIAL RESPONSIBILITY (CSR)

"UNICEF is the only development agency in Mongolia that is advancing a CSR approach that is not focused on philanthropy or stand-alone charity opportunities, but rather is accompanying us, step by step, with initiatives, practical advice, and technical support in our efforts to incorporate a child rights perspective in the workplace."

—D. TEGSHJARGAL, DIRECTOR OF HUMAN RESOURCES, GOBI CORPORATION

THE NEED

Since transitioning to a market economy in 1990 and tapping into its vast mineral resources, Mongolia has experienced accelerated economic growth and achieved significant improvements in child-related indicators. As a result of high levels of rural to urban migration, however, service delivery is overstretched, thus undermining gains for children and deepening disparities. Of the country's 3 million people, nearly half are under the age of 25, and 22 per cent still live in poverty. Further, while the young and dynamic Mongolian private sector plays an increasingly important role in the local economy, and many companies have CSR programmes, few take children into account in the design of their policies. A 2013 UNICEF survey revealed that only 2 of 54 companies in Mongolia had heard of UNICEF's *Children's Rights and Business Principles*.¹⁸

UNICEF'S RESPONSE

UNICEF has been working with key government and corporate partners to raise awareness of the private sector role in relation to children's rights. For example, by working with Gobi Cashmere, the largest Mongolian garment company, UNICEF has identified child-focused solutions that also address staff turnover in the predominantly female workforce. In addition, UNICEF is providing child health and nutrition information to both male and female factory workers through interactive sessions. This ongoing cooperation has resulted in the development of the company's CSR policy with an explicit focus on children's rights and the installation of a breastfeeding space. Another example of a well-designed CSR initiative is a joint kindergarten project supported by UNICEF's global partner ING and the local education department.

THE VALUE OF REGULAR RESOURCES

UNICEF is using Regular Resources in Mongolia to conduct a research project on the impact of the mining industry on children – a world-first for UNICEF. This research will deliver specific recommendations to the four mining companies participating in the research, a package of 'children's rights in mining' with global application, and a Mongolia-specific case study. UNICEF is also using Regular Resources to provide training to key networks, such as the Mongolian National Chamber of Commerce and Industry and all its local branches, to widen the reach of *Children's Rights and Business Principles* nationally.

MONGOLIA SOCIAL INCLUSION PROGRAMME EXPENSES (2015)



Total: \$1.12 million

\$0.84 million

Regular Resources, 75%

\$0.28 million

Other Resources Regular, 25%



VOICES FROM THE FIELD

Altan-OdJanchivdorj, an experienced teacher and the Nalaikh district kindergarten supervisor, says the biggest issue facing kindergartens is access. "The population of the district is increasing and there are more families with young children," he tells us. Indeed, the parents of six-year-old Gavkar tried to get her into a kindergarten three years running, but without success. Now, however, she attends an ING-sponsored kindergarten, and according to her father "she is very happy here and is learning a lot that will help her when she goes to primary school."

¹⁸ In 2010, UNICEF, the UN Global Compact, and Save the Children launched a process to develop a set of Principles offering concrete guidance on what business can do to respect and support children's rights. The process to develop a set of Principles was inspired by the international community's call on all societal actors, including the private sector, to join a global movement to help bring about a world fit for children. The result was the *Children's Rights and Business Principles*, which was released in 2012.

CASE STUDY 8: HUMANITARIAN ACTION

SUDAN

RESPONDING TO A DEADLY MEASLES OUTBREAK

“Without continued donor support and the rapid supply chain response by UNICEF, a vaccination campaign of this nature would be impossible.”

—**ABDEL RAHMAN DAOUD**, VOLUNTEER IMMUNIZATION MOBILIZER, SIRBE, WEST DARFUR

THE NEED

Between December 2014 and December 2015, Sudan experienced an unprecedented measles outbreak, with 3,585 confirmed and 6,824 suspected cases within 72 localities across all 18 states of the country. Despite the significant increase in routine vaccination coverage from 61 per cent in 2000 to 86 per cent in 2014, the rate was still below the 95 per cent target required to achieve population immunity – thus threatening the lives of thousands of children. The quality of the ongoing vaccination campaigns is affected by the complexity of the situation in Sudan, which includes seasonal movements of pastoral communities, economic-induced migration across neighbouring borders, and a high level of insecurity. With pockets of unvaccinated children constantly on the move, the risk of a measles outbreak remains great. Further, funding constraints have led to delays in timely implementation of follow-up campaigns, which ideally should be conducted every three years.

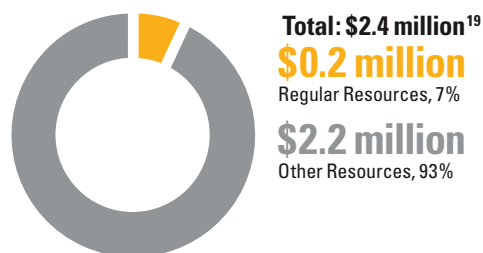
UNICEF’S RESPONSE

To date, UNICEF has reached some 9.5 million children through a nationwide vaccination campaign, which targeted children aged six months to 15 years. With the onset of the measles outbreak, UNICEF immediately negotiated the use of 1.2 million existing doses of vaccine as a stop-gap measure, which immunized over 1 million children. Through the support of the organization’s Office of Emergency Operations and Supply Division, UNICEF managed to procure an additional 9.6 million doses of vaccine, which have been distributed to 95 affected and high-risk localities through the Federal Ministry of Health and other partners. As a result, an additional 8.5 million children were vaccinated, while another 6 million doses of vaccine were procured for the 2016 immunization campaign.

THE VALUE OF REGULAR RESOURCES

Nearly \$1 million in flexible RR funds proved critical in reaching over 1 million children with lifesaving measles vaccine within just four weeks, as compared to the country’s normal minimum 6–8 week timeframe. This initial response proved crucial in triggering additional funding sources, which were then leveraged to support the procurement of another 15.6 million doses of vaccine.

SUDAN EMERGENCY PROGRAMME FUND (2015)



VOICES FROM THE FIELD

“When I hear stories about children dying of measles, I become very afraid,” said Nafisa Ahmed Ali, sitting beneath the shade of a large kassia tree. “Everyone is scared because they know that measles can kill their children. Even neighbours won’t come and say hello if they know your child has measles.” But the children living here, at a camp for internally displaced people in Krinik, West Darfur, are among the lucky ones, because their mothers have brought them to a UNICEF-supported vaccination point to be immunized. Like other mothers in the camp, Nafisa said she heard about the nationwide campaign from volunteer mobilizers who drove through her community and spread the word using a loudspeaker.

¹⁹ UNICEF extended a \$2.4 million loan from Regular Resources to respond to the Sudan emergency. Of this amount, \$2.2 million (93 per cent of the original loan) was later mobilized from external funding sources and repaid to the Emergency Programme Fund. The unreimbursed portion of \$200,000 (7 per cent) is treated as RR.

CASE STUDY 9: COMMUNICATION FOR DEVELOPMENT

NIGERIA

INCREASING GIRLS' ACCESS TO BASIC EDUCATION

"The girls' enrolment drive will help us reach those parents who are yet to be convinced about the importance of bridging the gap between boys and girls in schools. Thank you UNICEF and the UK Department for International Development (DFID) for this support."

—HON. AMINU BELLO MASARI, EXECUTIVE GOVERNOR, KATSINA STATE

THE NEED

Nigeria's National Policy on Education (2004), which calls for a free and compulsory nine years of schooling, was an important step in increasing access to basic education. Nonetheless, as many as 8.7 million children – more than a third of the primary school age population – remain out of school today, with the greatest percentage being in the country's northern region. Of all out-of-school children of primary school age (6 to 11 years), 74 per cent are expected never to enter school (78 per cent girls/ 70 per cent boys), while 5 per cent are classified as drop-outs. In northern Nigeria the main sociocultural attitudes and practices that keep girls out of school are early marriage, perceived incompatibility of formal (Western) education with Islamic values, a belief that the education of girls is a poor investment, and the traditional role of women in Hausa society as mothers and wives in the home.

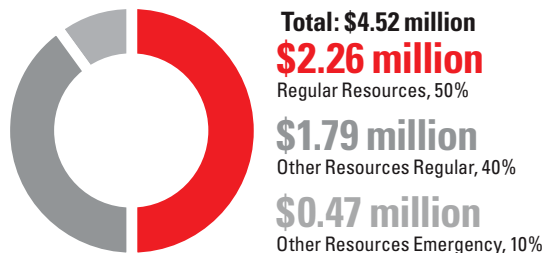
UNICEF'S RESPONSE

The UNICEF Girls' Education Project Phase 3 (GEP3), funded by DFID, has been designed to increase girls' enrolment through the use of communication approaches and platforms to address sociocultural attitudes and practices. Focusing on the five states in northern Nigeria with the highest rate of out-of-school children, GEP3 aims to increase the number of girls who complete basic education and acquire skills for life and livelihoods. The project addresses the barriers and bottlenecks to girls' education at the individual, family, community, institutional, and policy level, focusing on the key agents of change within each level. The strategy also employs a mix of mass media and social mobilization approaches as well as strong partnerships. To date, a total of 39,500 previously out-of-school girls have been enrolled in primary school in all five states.

THE VALUE OF REGULAR RESOURCES

The availability and flexibility of Regular Resources enabled UNICEF to provide strong technical support to the project from its inception through implementation. Specifically, these funds allowed the organization to develop culturally appropriate communication strategies and to train key stakeholders in a timely manner. Regular Resources also allowed UNICEF to respond to evolving needs and emerging programming opportunities, and to leverage and scale-up results for the most disadvantaged children.

NIGERIA COMMUNICATION FOR DEVELOPMENT PROGRAMME EXPENSES (2015)



VOICES FROM THE FIELD

The UNICEF-supported girls' education recruitment drives are well appreciated by parents in Nigeria's Katsina state. During the launch of a recruitment drive hosted by the Governor of Katsina, many girls, including 10-year-old Aishatu, joined the event with their parents, and each girl received school supplies, such as exercise books and school uniforms. "I am thrilled to be part of this ceremony!" declared Aishatu with a huge smile. "This will encourage my parents to allow me to stay in school."

CASE STUDY 10: INNOVATION

GLOBAL INNOVATION CENTRE

ACCELERATING PROGRESS FOR CHILDREN THROUGH ACCESS TO INFORMATION, REAL-TIME DATA, AND YOUTH ENGAGEMENT

“For me, as a young girl in Uganda, our culture trains us to be quiet. U-Report lets us speak out. We need government to know about the things that are happening in our community.”

—CLEOPATRA JOHN, U-REPORTER, UGANDA

THE NEED

Despite an increasingly connected world and the growing impact of technology on child development, too many children remain excluded from the progress of the past 25 years. To adapt and respond to the various issues and crises that affect children, UNICEF must remain agile. This means we must continue to be innovative, harnessing the power of technology, knowledge, and creativity to serve children and reduce inequities.

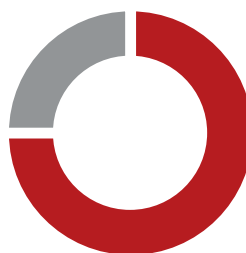
UNICEF'S RESPONSE

To reinforce its capacity for innovation, in 2015 the organization launched its Global Innovation Centre (GIC) – designed to lead the global expansion of proven innovations that benefit all children, particularly the most disadvantaged. The Centre identifies innovations from UNICEF, partners, and external sources; develops them into solutions that can be readily implemented; and supports their use by UNICEF and other development actors. A number of these innovations use mobile technology to address some of the bottlenecks that continue to produce inequities and hamper children from fully enjoying their rights. Among the areas addressed are access to quality information for child health and well-being, the availability of reliable real-time data to inform programmes and policies, and the opportunity for children and young people to have a voice in their future and to connect with their government.

THE VALUE OF REGULAR RESOURCES

Regular Resources represented over 75 per cent of the GIC budget in its first year of activities. This flexible funding enabled the GIC to adopt a portfolio-based approach to project management, which enhanced UNICEF's process of moving from start-up to scale-up. These core resources also strengthened the Centre's operational capacity, including the development of in-house technical expertise that has been deployed to more than 50 countries to date.

GLOBAL INNOVATION CENTRE EXPENSES (2015)



Total: \$2.41 million

\$1.81 million

Regular Resources, 75%

\$0.60 million

Other Resources Regular, 25%



VOICES FROM THE FIELD

On 9 December 2015, EduTrac²⁰ was officially launched in Bangui, Central African Republic, in the presence of Ministry of Education officials, school headmasters, journalists, and UNICEF staff. EduTrac is a mobile-based platform to facilitate communication between Ministries of Education and education practitioners, and to improve the tracking of school performances. “I’m very happy about the Ministry’s decision to introduce EduTrac. It will really help me with my work,” affirmed one school headmaster.

Another headmaster pointed out that inconsistent teacher attendance was one of the major challenges faced by the country’s education system as a result of the ongoing conflict. “Paper-based reports on teacher attendance were sometimes lost, and it used to take up to several months to send out the reports and hear back from Ministry authorities. EduTrac will help establish a faster and more regular reporting system and will eventually help us find solutions to this chronic problem.”

²⁰ EduTrac collects information on school enrollment, attendance, effective delivery of textbooks, and school sanitation infrastructure. The system allows reporters – school principals, students, and community members – to send alerts via SMS, triggering the mobilization of resources and actions to protect children from abusive teaching practices, speed up school construction, and reduce teacher absenteeism.



2015 RR PARTNERS AND DONORS

A boy reads from a Dari textbook inside a mosque that serves as a community-based school, in Kamar Kalagh, a village on the outskirts of the north-western city of Herat, Afghanistan.

THANK YOU

It is difficult to find words adequate to thank the many national governments, individuals, corporations, foundations, and non-governmental organizations who have contributed so generously to UNICEF and, in so doing, have made such a remarkable difference in the lives of so many children worldwide. To all of you from everyone at UNICEF, we extend a truly heartfelt expression of gratitude, as well as our deep commitment to honour your trust – every day, and in all that we do.

REGULAR RESOURCES PARTNERS AND DONORS (2015)

(in US dollars)

DONOR	REGULAR RESOURCES				TOTAL
	PUBLIC SECTOR		PRIVATE SECTOR		
	GOVERNMENT	INTER-ORGANIZATIONAL ARRANGEMENTS	NATIONAL COMMITTEES	OTHER CONTRIBUTIONS	
Afghanistan	68,853	-	-	-	68,853
Andorra	28,002	-	-	-	28,002
Angola	1,660,000	-	-	-	1,660,000
Argentina	180,000	-	-	6,933,961	7,113,961
Armenia	116,590	-	-	-	116,590
Australia	14,705,882	-	4,865,867	-	19,571,749
Austria	1,111,111	-	2,329,670	-	3,440,781
Azerbaijan	19,833	-	-	-	19,833
Bangladesh	34,500	-	-	-	34,500
Barbados	185,000	-	-	-	185,000
Belgium	19,355,309	-	11,368,785	-	30,724,094
Benin	24,124	-	-	-	24,124
Bhutan	28,553	-	-	-	28,553
Bolivia (Plurinational State of)	40,000	-	-	-	40,000
Brazil	1,618,600	-	-	1,031,536	2,650,136
Bulgaria	75,500	-	-	82,165	157,665
Cabo Verde	350,000	-	-	-	350,000
Cameroon	92,900	-	-	5,184	98,084
Canada	12,970,376	-	3,352,529	-	16,322,905
Central African Republic	110,050	-	-	-	110,050
Chile	77,000	-	-	446,927	523,927
China	1,629,038	-	-	319,712	1,948,750
Colombia	-	-	-	501,000	501,000
Comoros	70,000	-	-	18	70,018
Congo	748,450	-	-	-	748,450
Costa Rica	9,897	-	-	49	9,946
Côte d'Ivoire	12,600	-	-	-	12,600
Croatia	52,387	-	-	293,698	346,085
Cuba	10,000	-	-	-	10,000
Cyprus	-	-	-	66,026	66,026
Czech Republic	-	-	1,392,574	-	1,392,574
Democratic People's Republic of Korea	785,000	-	-	-	785,000
Democratic Republic of the Congo	320,642	-	-	-	320,642
Denmark	31,877,930	-	10,363,416	-	42,241,345
Dominican Republic	88,000	-	-	573	88,573
Ecuador	-	-	-	285,052	285,052
Equatorial Guinea	102,672	-	-	-	102,672
Estonia	345,530	-	16,325	-	361,855
Ethiopia	315,846	-	-	-	315,846
Finland	22,099,448	-	10,724,884	-	32,824,332
France	3,869,625	-	39,141,171	-	43,010,795

DONOR	REGULAR RESOURCES				TOTAL
	PUBLIC SECTOR		PRIVATE SECTOR		
	GOVERNMENT	INTER-ORGANIZATIONAL ARRANGEMENTS	NATIONAL COMMITTEES	OTHER CONTRIBUTIONS	
Georgia	158,500	-	-	-	158,500
Germany	9,537,409	-	33,625,080	-	43,162,489
Ghana	148,512	-	-	-	148,512
Greece	-	-	1,381,901	-	1,381,901
Guinea	350,000	-	-	-	350,000
Guinea Bissau	621,000	-	-	-	621,000
Hong Kong, China	-	-	11,114,615	-	11,114,615
Hungary	965,043	-	164,643	-	1,129,687
Iceland	738,332	-	2,902,373	-	3,640,705
India	979,105	-	-	56,227	1,035,332
Indonesia	285,033	-	-	630,247	915,280
Iran (Islamic Republic of)	52,371	-	-	601	52,972
Iraq	48,785	-	-	-	48,785
Ireland	7,964,602	-	2,567,045	-	10,531,647
Israel	100,000	-	-	-	100,000
Italy	3,485,839	-	18,333,077	-	21,818,916
Japan	18,231,209	-	92,768,993	-	111,000,202
Jordan	2,000,000	-	-	-	2,000,000
Kazakhstan	226,970	-	-	-	226,970
Kenya	150,192	-	-	-	150,192
Kuwait	200,000	-	-	-	200,000
Kyrgyzstan	50,000	-	-	-	50,000
Lesotho	120,000	-	-	-	120,000
Liberia	104,598	-	-	-	104,598
Liechtenstein	24,900	-	-	-	24,900
Lithuania	-	-	1,318	-	1,318
Luxembourg	3,036,287	-	1,523,057	-	4,559,344
Malaysia	362,735	-	-	7,212,847	7,575,582
Mali	108,500	-	-	-	108,500
Mauritania	20,610	-	-	-	20,610
Mexico	214,000	-	-	387,294	601,294
Monaco	12,155	-	-	-	12,155
Mongolia	105,391	-	-	-	105,391
Montenegro	18,912	-	-	-	18,912
Morocco	99,883	-	-	-	99,883
Mozambique	17,979	-	-	-	17,979
Namibia	120,000	-	-	-	120,000
Netherlands	21,324,355	-	34,838,564	-	56,162,919
New Zealand	4,363,636	-	1,557,041	-	5,920,678
Nicaragua	42,500	-	-	-	42,500
Nigeria	1,660,764	-	-	-	1,660,764
Norway	57,870,370	-	8,083,351	-	65,953,721
Pakistan	56,335	-	-	-	56,335
Panama	741,750	-	-	-	741,750
Peru	-	-	-	14,910	14,910
Philippines	53,832	-	-	779,182	833,014
Poland	-	-	1,355,362	-	1,355,362
Portugal	20,000	-	2,468,037	-	2,488,037

DONOR	REGULAR RESOURCES				TOTAL
	PUBLIC SECTOR		PRIVATE SECTOR		
	GOVERNMENT	INTER-ORGANIZATIONAL ARRANGEMENTS	NATIONAL COMMITTEES	OTHER CONTRIBUTIONS	
Republic of Korea	3,900,000	-	76,252,905	-	80,152,905
Republic of Moldova	60,000	-	-	-	60,000
Romania	50,000	-	-	1,610	51,610
Russian Federation	1,000,000	-	-	-	1,000,000
Sao Tome and Principe	19,500	-	-	-	19,500
Saudi Arabia	1,144,200	-	-	45	1,144,245
Senegal	285,954	-	-	-	285,954
Serbia	51,000	-	-	27,222	78,222
Sierra Leone	384,000	-	-	-	384,000
Singapore	50,000	-	-	-	50,000
Slovakia	-	-	90,366	-	90,366
Slovenia	-	-	689,224	-	689,224
Somalia	733,000	-	-	-	733,000
South Africa	210,697	-	-	801	211,498
South Sudan	189,348	-	-	-	189,348
Spain	-	-	35,306,026	-	35,306,026
Sri Lanka	15,500	-	-	-	15,500
Sudan	131,400	-	-	-	131,400
Sweden	62,396,006	-	31,439,249	-	93,835,256
Switzerland	28,589,365	-	6,712,344	-	35,301,709
Tajikistan	32,400	-	-	-	32,400
Thailand	564,083	-	-	9,357,804	9,921,887
Timor-Leste	100,000	-	-	-	100,000
Togo	26,000	-	-	-	26,000
Tunisia	38,323	-	-	-	38,323
Turkey	172,848	-	841,100	-	1,013,948
Turkmenistan	62,500	-	-	-	62,500
Uganda	469,000	-	-	-	469,000
Ukraine	-	-	-	825	825
United Arab Emirates	100,000	-	-	19,565	119,565
United Kingdom	60,355,030	-	21,415,136	-	81,770,165
United Republic of Tanzania	22,000	-	-	312	22,312
United States	132,001,024	-	17,421,341	-	149,422,365
Uruguay	72,450	-	-	1,147,183	1,219,633
Uzbekistan	310,000	-	-	-	310,000
Viet Nam	34,254	-	-	3,262	37,516
Zambia	257,520	-	-	-	257,520
Tetsuko Kuroyanagi, Japan (NGO)	-	-	-	814,996	814,996
Other	22,089	-	224,629	529,343	776,060
Revenue Adjustments	158,157	5,851	12,675,756	-	12,839,764
Total Other Revenue ²¹	-	-	-	-	97,404,434
Grand Total	545,989,290	5,851	499,307,753	30,950,175	1,173,657,502

²¹ Total Other Revenue includes income from interest, procurement services, and other sources.

PHOTO CREDITS

cover	© UNICEF/UNI179768/Zaidi
page 3	© UNICEF/NYHQ2010-0697/Markisz
page 4	© UNICEF India/2016/Dhiraj Singh
page 8	© UNICEF/UN016149/Cherkaoui
page 12	© UNICEF/UN012703/Sokhin
page 18	© UNICEF/UN011677/Holt
page 20	© UNICEF/UNI132253/Nesbitt
page 22	© UNICEF Uzbekistan/2007
page 23	© UNICEF/Lesotho/2015/CL Thomas
page 24	© UNICEF Pakistan/2014/Asad Zaidi
page 25	© UNICEF Iraq/2015/Baban
page 26	© UNICEF Niger/2015/Binta S. Souley
page 27	© UNICEF Guyana/2013/Frank Robinson
page 28	© UNICEF Mongolia/2015/Zetty Brake
page 29	© UNICEF Sudan/2015/MohdHamadien
page 30	© UNICEF Nigeria/2015/Andrew Esiebo
page 31	© UNICEF/2015/Kim
page 32	© UNICEF/UNI118318/Noorani

ACKNOWLEDGMENTS

This document was prepared by UNICEF's Private Fundraising and Partnerships Division in collaboration with the following UNICEF offices: Division of Communication; Division of Financial and Administrative Management; Division of Data, Research, and Policy; Office of Emergency Programmes; Office of the Executive Director; Programme Division; and the Public Partnerships Division.

The authors of this report thank the many colleagues from country and regional offices who provided advice and contributions throughout the production process.

CREDITS

Editor: John Tessitore

RESOURCES

For public access:

Scan this QR code or visit www.unicef.org/publications



ISBN 978-92-806-4761-7

© United Nations Children's Fund (UNICEF), June 2016

UNICEF
Palais des Nations
1211 Geneva 10
Switzerland

UNICEF House
3 United Nations Plaza
New York, NY 10017
U.S.A.

www.unicef.org
rrreport@unicef.org



unicef 
70 YEARS FOR EVERY CHILD