

**ANNUAL
REPORT
2007**



unite for
children

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Note on source information: Data in this report are drawn from the most recent available statistics from UNICEF and other UN agencies, annual reports prepared by UNICEF country offices and the June 2008 UNICEF Executive Director's Annual Report to the Executive Board.

Note on resources: All amounts unless otherwise specified are in US dollars.

Annual Report 2007

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FOREWORD

Information about a number of successes for children came to light in 2007. In September, UNICEF data revealed that in 2006, for the first time, annual deaths among children under five fell below 10 million to 9.7 million. This represents a 60-per-cent decline in the rate of child mortality since 1960.

In November, the Measles Initiative – a collaboration among the American Red Cross, UNICEF, the United Nations Foundation, the United States Centers for Disease Control and Prevention, and the World Health Organization – announced that measles deaths in Africa fell by 91 per cent between 2000 and 2006, from an estimated 396,000 to 36,000.

In December, the United Nations General Assembly held a commemorative high-level meeting, *A World Fit for Children Plus 5*, at which global leaders reviewed progress towards the goals set at the 2002 UN General Assembly Special Session on Children. Their efforts were supported by a comprehensive report by the United Nations Secretary-General, *Children and the Millennium Development Goals*, which included a broad range of evidence-based analysis and data provided by UNICEF.

The availability of this new data and analysis, combined with strategic engagement with international and local actors, has inspired a renewed international focus on the achievement of the MDGs and the protection of the rights of children.

In 2007, *Unite for Children, Unite against AIDS* continued to focus the international community's attention on work towards an AIDS-free generation. In Botswana, a country with one of the world's highest HIV prevalence rates, mother-to-child transmission fell to 4 per cent and its coverage of pregnant women receiving antiretroviral prophylaxis – at greater than 95 percent in 2006 – is the highest in Africa.

The 'mothers2mothers' programme, a grass roots organization of mothers who are HIV-positive and have healthy babies, reported that it was reaching 20,000 women a month in Kenya, Lesotho, South Africa and Zambia with information, support and personal skills to help them live with HIV and to protect their newborns from mother-to-child transmission.

The rights of children with disabilities were the focus of a partnership between UNICEF and Special Olympics International, launched at the 2007 Special Olympics World Summer Games in Shanghai, China. This partnership complements existing collaborative efforts with Operation Smile, Save the Children and others, and follows the 2006 adoption of the Convention on the Rights of Persons with Disabilities.

Accelerated Learning Programmes and other educational innovations allowed millions of children in Liberia and Southern Sudan to go to school in 2007, after decades of armed conflict. Through the Education in Emergencies and Post-Crisis Transition Countries



programme, UNICEF and its partners promoted education as a critical response to catastrophes and a crucial element to rebuilding societies after crises.

UNICEF emerged from 2007 more focused, more results-driven and more engaged in strategic collaborations. But with 9.7 million children still failing to reach their fifth birthday, there is no room for complacency.

In 2008, under the *Unite for Children* banner, UNICEF will be seeking creative, collaborative ways to make full use of the experience, the data and the knowledge gained in 2007 to deliver even stronger results for children.

A handwritten signature in black ink, which reads "Ann M. Veneman". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Ann M. Veneman
Executive Director
United Nations Children's Fund



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ADVANCE Child Survival and Development

While too early to plan a victory parade, there is promising news on the child survival front. In 2006, for the first time in recorded history, the number of children dying before their fifth birthday dipped below 10 million.

Child survival is the gold standard for measuring the likelihood of achieving the Millennium Development Goals (MDGs). The commitment to eradicate extreme poverty and hunger (MDG 1), reduce child mortality (MDG 4), improve maternal health (MDG 5), combat HIV and AIDS, malaria and other diseases (MDG 6), ensure environmental sustainability (MDG 7) and develop a global partnership for development (MDG 8) form the backbone of UNICEF's work to ensure that children survive and thrive.

Latest figures show remarkable progress. Deaths due to measles continue to fall, with the largest percentage reduction in sub-Saharan Africa, achieving the UNICEF-World Health Organization 2010 goal to cut measles deaths by 90 per cent. Worldwide measles deaths were reduced from an estimated 757,000 in 2000 to around 242,000 in 2006. And global coverage of the third dose of combined diphtheria-pertussis-tetanus vaccine is estimated at 79 per cent, with 115 countries reaching the target of at least 90 per cent coverage as of 2006.

During 2007, Egypt and Zambia were validated as maternal and neonatal tetanus-free countries. In Sierra Leone, UNICEF and its vast network of partners reached nearly 1.2 million women and more than 830,000 children between the ages of 6–59 months through a weeklong Integrated Child Survival Campaign on Maternal and Neonatal Tetanus. In Iraq, under brutal conditions, nearly 4.6 million children were immunized against polio. And in conflict areas within the Philippines, Days of Peace allowed 35,000 young children to be vaccinated against preventable diseases, 170,000 to receive vitamin A supplementation and 143,000 to be treated for internal parasites.

Integrated and coordinated partnerships ensured that 3.7 million children and 1.1 million mothers received free health services in Madagascar through a Mother and Child Week in October 2007, and approximately 6.1 million children were immunized against polio during four campaigns in Sudan. Pakistan, with UNICEF support, kicked off its largest-ever measles vaccination initiative with a goal of reaching 62 million children. In Haiti, the Expanded Programme on Immunization was supported by the Canadian International Development Agency, the Government of Brazil, Haiti's Ministry of Public Health and Population, the Pan American Health Organization and UNICEF for routine immunizations

for about 500,000 children under five and 700,000 women of childbearing age.

Efforts to ameliorate childhood malnutrition led 10 countries to introduce or continue initiatives to scale up the paediatric multiple micronutrient powders known as Sprinkles. In Peru, Sprinkles distribution was part of the country's earthquake response and was adopted as a national public health intervention against chronic malnutrition.

Safe water, adequate sanitation and good hygiene are essential for young children's health. In 2007, UNICEF supported water, sanitation and hygiene programmes in 96 countries – the most ever. Additionally, it helped promote 'total sanitation', a community-led approach to finding local solutions for expanding sufficient sanitation.

Whether partnering with the Organization of American States and the Inter-American Development Bank for universal birth registration by 2015 in Latin America and the Caribbean, taking the lead on children's issues in the UN's 'Delivering as One', or joining community-based programmes to provide measles immunization, vitamin A supplementation and insecticide-treated mosquito nets, UNICEF promotes the Millennium Development Goals through a focus on child survival and development.

FAST FACTS

Number of child deaths in 2006: **9.7 million**

Percentage of those that occurred in the developing world: **99**

Industrialized countries' under-five mortality rate: **6 per 1,000**

Sub-Saharan Africa's under-five mortality rate: **160 per 1,000**

Leading killer of children, worse than AIDS, malaria, measles combined: **pneumonia**

Number of underweight children under five in the developing world: **143 million**

Region with the highest prevalence of underweight children: **South Asia**

Number of newborns who risk brain damage caused by iodine deficiency: **38 million**

Iodine requirement over an entire lifetime to prevent iodine deficiency: **one teaspoon**

Estimate of children in sub-Saharan Africa who risk vitamin A deficiency: **43 million**

Cost of a vitamin A capsule: **\$0.02**

Number of children under five without access to safe water: **125 million**

Number of children under five in households without adequate sanitation: **280 million**

Number of women who died during pregnancy and childbirth in 1990: **576,000**

Number of women who died during pregnancy and childbirth in 2005: **536,000**

Number of reported maternal deaths per 100,000 live births in Greece: **1**

Number of reported maternal deaths per 100,000 live births in Sierra Leone: **1,800**

Number of children who died during the average time it took to read this page: **18**



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RESULTS

There is an exciting movement under way in Nigeria. Where once wild poliovirus flourished, innovative programmes and initiatives bloom. Invitations to vaccinate a child that previously met with “no thanks” are today accepted graciously.

This seismic shift is the result of people like Talatu Adamu, a village leader and traditional birth attendant for 22 years. She begins her day at 6 a.m., rousing and encouraging mothers to get their children immunized. Her promise of free insecticide-treated mosquito nets to parents who fully immunize their children is an irresistible lure.

This particular house-to-house campaign preceded special Immunization ‘Plus’ Days that took place in Isawa, a small village in Bauchi State in north-east Nigeria. Talatu is part of a social mobilization team that persuades parents to bring their little ones to health-care posts set up in different wards. During Talatu’s door-to-door journey, she updates her list of eligible children to make sure they all will be reached. She further entices parents with assurances that at the

post they will receive deworming tablets, paracetamol for pain and fever, and vitamin A supplements. The village campaign was 1 of 147 local government-led Immunization ‘Plus’ Days that took place in 20 states from 29 March to 1 April 2007, resulting in more than 6.4 million immunized children. Mosquito nets were purchased through funding from Japan as part of a \$36.2 million contribution for infectious disease prevention in Nigeria.

Immunization ‘Plus’ is part of the Accelerated Child Survival and Development initiative designed to reduce infant, under-five and maternal mortality across West and Central Africa through community-based interventions. Integrated services focus on maternal and newborn health, immunization, prevention of childhood illness, proper nutrition, safe water, adequate sanitation, improved hygiene and psychosocial care.

Trusted adults are not the only champions of early childhood care in Nigeria; schoolchildren are doing their share as well. The Child-to-Child for Immunization Strategy trains students

to talk up the benefits of inoculations for young children. Each pupil chooses five children who are under age five and follows up with families to see if the young children have been fully immunized. If the youngsters do not have the required mark indicating they were inoculated, the student explains the importance of immunization and escorts them to the nearest post. During 2007, a total of 264,523 tots were ‘adopted’ by students, leading to 93 per cent immunization coverage on average.

The results of these comprehensive campaigns are noteworthy. In 2007, Nigeria reported 286 cases of polio compared to 1,122 cases in 2006. By the end of 2007, Bauchi State reported 27 cases of poliovirus infection.

There has been a large decline in overall under-five mortality attributed to comprehensive early childhood care. And Talatu Adamu knows that she is an integral part of the success. “They trust me since I delivered most of the children,” she says. “They know I will not bring anything harmful to the children since I delivered them.”



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BOOST Basic Education and Gender Parity

The quest for universal primary education is inextricably connected to gender parity. Not surprisingly, achieving the second Millennium Development Goal of universal primary education is considered a key intervention in fulfilling the third goal, promoting gender equality and women's empowerment. And the opposite is also true.

United Nations organizations, particularly UNESCO, UNICEF and the World Bank, are leading the way with Education for All and the United Nations Girls' Education Initiative. In 2007, the Inter-Agency Standing Committee education cluster was created with UNICEF and International Save the Children Alliance as co-leaders. The aim is to support countries in emergencies and to ensure that education does not become a casualty of disasters.

Many governments, donors and non-governmental organizations have picked up the torch for universal education, recognizing it to be a vital development tool and a basic requirement if boys and girls are to tap their potential. World leaders realize that learning begins long before schooling and quality trumps quantity. Investments are being made in early education for preschoolers, teacher

training, school water, sanitation and hygiene projects, non-formal education as well as back-to-school campaigns.

A national school supply drive organized by Iraq's Ministry of Education for its 'Go-to-School' initiative delivered millions of schoolbags, books, pencils and other essential material to primary schoolchildren. In the Maldives, the Ministry of Education inaugurated 20 teacher resource centres equipped with state-of-the-art technology to improve the quality of education for the nation's children.

During 2007, Afghanistan enrolled 5.67 million children in primary and secondary school. Among the 4.67 million pupils in primary school, more than 330,000 were new female students. To address the paucity of schooling opportunities in remote villages, 3,867 community-based schools were built, reaching over 146,000 youths previously not in school.

The First Lady of Rwanda and the Ministry of Education launched a new gender parity initiative in March in a country once wracked by violence and now united in reconciliation. The five-year campaign – part of the country's rebuilding – requires communities and

schools to enrol girls in primary and secondary schools and help them stay there. Noteworthy results are rewarded with teachers' kits, science lab materials and other education-related incentives.

Ghana's Education Service and Health Service dewormed more than 7 million schoolchildren in its first nationwide programme to address this serious health problem. Parasites often prevent children from attending school or concentrating when they are in class.

Papua New Guinea, with the lowest primary gross enrolment rate in the East Asia and Pacific region, sparked a national media campaign to promote girls' education. Provincial governments trained community leaders, both male and female, to rally parents to send their daughters to school. This initiative has been particularly effective in areas with strong traditions of oral and informal communication.

Between the lines of schoolbooks, behind the calls to come to school, beside the teacher inspiring students or below the surface of a child-friendly school lies UNICEF's commitment to educate every girl and boy.

FAST FACTS

Number of primary-school-age children out of school in 2002: **115 million**

Number of primary-school-age children out of school in 2007: **93 million**

Number who are out of school because of armed conflict: **43 million**

Strongest determinant of school attendance in developing countries: **household wealth**

Percentage of out-of-school children whose mothers have no formal education: **36**

Percentage of out-of-school children whose mothers have formal education: **16**

Average student-teacher ratio in industrialized countries: **13:1**

Average student-teacher ratio in sub-Saharan Africa: **44:1**

Average student-teacher ratio in Ethiopia: **72:1**

Countries that require only some secondary education to teach primary school: **Burkina Faso, the Congo, Lao People's Democratic Republic, Maldives, Mozambique, United Republic of Tanzania**

Percentage of primary school teachers in the Congo who meet that requirement: **57**

Number of adults who cannot read this page in their native language: **774 million**



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RESULTS

Southern Sudan's two decades of civil war had bequeathed a legacy of hopelessness to its children. Here, a girl had a greater chance of growing up only to die in childbirth than of finishing primary school. A boy had more opportunities to bond with a gun than connect with a teacher. Since signing the 2005 peace agreement, education has become a beacon and unifying force.

The challenges remain great. Nearly 1 million children are out of school, teachers are often volunteers with barely more education than their students, and until recently there were no unified curricula, calendar or examination system. Yet, Southern Sudan is in the midst of an educational whirlwind, where increasing school attendance, improving quality and building a central school system are progressing simultaneously.

Southern Sudan's 'Go to School' initiative is an example of recent heroic efforts to invest in education during emergencies and post-crisis transitions. With \$200 million from the Government of the Netherlands to UNICEF over a four-year period, education initiatives are taking root in 19 areas emerging from conflict

and other emergencies. In addition to Southern Sudan, recipients of these educational investments are Bolivia, Chad, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, Guinea, Iraq, Kosovo, Liberia, Myanmar, Nepal, the Occupied Palestinian Territory, the Philippines, Sierra Leone, Sri Lanka, Timor-Leste, Turkey and Uganda.

Countries emerging from crisis often fall between relief aid and development funding, losing precious time to simply rebuild or to build back better. Recent investment in emergency and post-crisis transition education is based on five principles: (1) a child's right to an education is not abrogated by calamity, (2) the Millennium Development Goals cannot be reached when vast numbers of children are left behind, (3) schools are effective humanitarian interventions, assuaging trauma, providing psychosocial care and disseminating aid, information and basic services, (4) education is a tangible, early peace dividend that rallies the community around a noble cause, (5) crises are windows of opportunity to build education systems that instead of creating walls of enmity are building bridges of harmony and understanding.

These principles anchor Southern Sudan's efforts. The 'Go to School' initiative is designed to bring the hardest-to-reach – girls, orphans, internally displaced children and returnees – into the classroom. Community Girls' Schools have given unprecedented educational opportunities to girls too young to walk long distances to regular schools. The Accelerated Learning Programme allows older children to complete eight years of primary school in four years. Teachers and school administrators are being trained in child-centred pedagogy, permanent schools with safe water and separate sanitation facilities are being built, and educational supplies are being distributed to students and teachers. A new Education Management Information System compiles annual statistics and retention rates.

By the end of 2007, Southern Sudan had enrolled more than 1.3 million students, trained 3,466 teachers, nearly completed 32 new child-friendly schools and laid the foundation for development and peace. Who could ask for a better return on an investment?



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CHAMPION Child Protection

Child protection is explicitly mandated by the Millennium Declaration. These powerful global commitments are meant to reach the millions of invisible children living with compromised potential in sweatshops, brothels, armies, forced marriages and disasters.

Extreme poverty and hunger fuel child labour, trafficking, child abandonment and family separation. Without birth registration, children in developing countries have difficulty accessing health, education and social services. And without accurate estimates of annual births, governments cannot adequately devise poverty alleviation plans or social service nets.

Universal education is an illusion if hard-to-reach children are left behind. Who are the hard-to-reach? Children with disabilities, orphans, children used by armed groups, child brides, minorities, migrants and other exploited minors.

While both boys and girls are victims of sexual violence, trafficking and commercial sex, girls are

disproportionately affected. Female genital cutting and gender-based violence leave girls and women broken, disempowered and unequal. The atrocities that shackle women and girls to second-class citizenship also contribute to soaring child and maternal mortality rates.

UNICEF has forged alliances with other UN agencies, donors, non-governmental organizations and civil society to strengthen protective environments for children. Efforts include rallying governments to make commitments to children, advocating for child-centred legislation, providing direct services, challenging attitudes and customs that are harmful to women and children, monitoring and reporting violations of children's rights, developing young people's life skills and encouraging open discussion.

During 2007, UNICEF, the United Nations Population Fund and non-governmental organizations from 18 countries released "*Will You Listen?*" *Young voices from combat zones* as a companion to the 10-year review of the Graça Machel study

on armed conflict and children. The report showcased the powerful voices of 1,385 children and young people affected by armed conflict and incorporated online feedback from 385 young people from 92 countries and territories.

In Moldova, UNICEF and the nation's Supreme Court Justice made inroads for the protection of children in trouble with the law by ensuring that courts are more youth-friendly and are moving closer to European and international standards.

As children were swept up in natural disasters, armed conflict and other catastrophes, UNICEF was there, responding to emergencies in at least 68 countries. Whether working with refugees in Darfur or launching a 'Stop Raping our Greatest Resource' campaign with V-Day founder, Eve Ensler, in response to increased sexual violence in the eastern Democratic Republic of the Congo, UNICEF is guided by its commitment to human rights and gender equality.

FAST FACTS

Estimated number of children recruited by armed forces worldwide: **250,000**

Number of children who are internally displaced because of armed conflict: **8,820,000**

Group most vulnerable to violence, abuse, neglect and abandonment: **disabled women and girls**

Estimated number of girls at risk of female genital cutting each year: **3 million**

Worst forms of child labour: **slavery, trafficking, debt bondage, forced labour, recruitment into armed forces**

Number of children forced to work in worst forms of child labour: **126 million**

Number of children trapped in commercial sex trade: **1.8 million**

Annual revenue generated from human trafficking: **\$9.5 billion**

Annual revenue for United States computer and video games software in 2007 as reported by *Forbes*: **\$9.5 billion**



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RESULTS

During one week in August 2007, torrential rains battered nine provinces in the Democratic People's Republic of Korea, including the capital city, Pyongyang. By the time flood waters receded, at least 454 people were dead, 156 were missing, nearly 170,000 were displaced and almost 1 million were directly affected. Many more people were subsequently touched by this cataclysm, as basic infrastructure such as schools, health centres and water supply networks were in shambles.

In its role as emergency cluster leader in nutrition, water, sanitation and hygiene, and education, UNICEF worked closely with the Government, the World Health Organization and relief agencies to quickly deliver medicine kits to affected hospitals and health centres, extra nutritional

supplements to women and children, emergency water kits to 5,000 families, and chlorine and water-pump parts to the ravaged areas. UNICEF and the Ministry of Education also joined forces to get school restarted.

The immediate and ongoing response to the floods was guided by UNICEF's Core Commitments for Children in Emergencies. The Core Commitments outline the minimum requirements to respond to situations of sudden or chronic instability in seven main areas: assessment and advocacy; health; nutrition; water, sanitation and hygiene; child protection; education; and HIV and AIDS. The promise is to deliver within 48 hours.

Beyond its initial response to the deluge, UNICEF supported

Government ministries in conducting a detailed assessment of damaged pump stations and a rapid screening of the nutritional status of children under age five in the 26 most affected areas. These two assessments not only contributed to emergency relief, they will enable UNICEF and the Government to deal more effectively with ongoing emergency nutritional and water-supply needs.

In the final count, more than 5 million people in 89 counties had access to potable water due to the quick distribution of purification chemicals. Equally impressive is the way this collaboration strengthened the Democratic People's Republic of Korea's ability to respond to the needs of its citizens.



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DEFEND against HIV and AIDS

In the midst of a crushing pandemic, small victories are producing results that were considered unattainable just a short time ago. Despite the reality that there are more people living with HIV in 2007 than 2001, the year of the UN General Assembly Special Session on HIV/AIDS, evidence points to a levelling of global prevalence and falling numbers of new infections.

In 2007, UNICEF as a key partner in *Unite for Children, Unite against AIDS* issued *Children and AIDS: A stocktaking report*. The publication monitors progress at the country level on the 'Four Ps': Prevent mother-to-child transmission of HIV; Provide paediatric treatment; Prevent infection among adolescents and young people; and Protect and support children affected by HIV and AIDS.

Through collaborations big and small, UNICEF participated in communication campaigns on AIDS. In Brazil, faith-based leaders challenged young people to take action during World AIDS Day.

India's Red Ribbon Express, the largest mass mobilization on AIDS in the world, is raising awareness of the pandemic through visits to 180 railway stations, covering 9,000 kilometres. And Family Health International and UNICEF joined forces to reach women and children with quality HIV and AIDS programmes based on the 'Four Ps' of *Unite for Children, Unite against AIDS* with an initial focus on mother-to-child transmission and paediatric care in Guyana, India, Malawi, Nigeria and Zambia.

As partners in UNITAID, an innovative drug purchasing facility, UNICEF and the World Health Organization launched an initiative to scale up national prevention of mother-to-child transmission of HIV. They will help expand testing and counselling by health workers in antenatal, maternal and postpartum health services, broaden the provision of antiretroviral therapy to women and newborns, and increase early access to paediatric HIV treatment for infected infants.

A substantial increase in access to and use of prevention of mother-to-child transmission services has already occurred in parts of sub-Saharan Africa, including in the Central African Republic, Lesotho and Swaziland. This upsurge is not confined to Africa. Access and use of services also rose in Nicaragua, the Philippines and the Russian Federation.

Through partnerships with MTV, sport organizations, National Committees, pop culture figures and others, UNICEF is reaching adolescents and young people with HIV prevention messages and education. Additionally, through direct support of families and community organizations, UNICEF is ensuring that children orphaned or made vulnerable by AIDS are being cared for and protected. Databases and registration systems on orphans and vulnerable children have been strengthened in Botswana, Lesotho, Namibia, Sierra Leone and Swaziland.

FAST FACTS

Number of adults and children worldwide infected with HIV in 2007: **33.2 million**

Number of deaths due to AIDS in 2007: **2.1 million**

Number of new infections in 2007: **2.5 million**

Number of these in sub-Saharan Africa: **1.7 million**

Number of children under 15 living with HIV in 2007: **2.1 million**

Percentage of these infected through mother-to-child transmission: **more than 90**

Number of children under 15 who died of AIDS in 2007: **290,000**

Number of young people (aged 15–24) infected with HIV: **5.4 million**

Percentage of infected young people in sub-Saharan Africa who are female: **76**

Estimated number of children who have lost one or both parents to AIDS in sub-Saharan Africa: **12.1 million**

Proportion of orphaned children in HIV-prevalent countries who live with grandparents: **about half**

Number of new HIV infections each day: **6,849**



© UNICEF Timor-Leste/2007/Bridgette See

RESULTS

Timor-Leste is determined to keep a potential epidemic at bay. A key to succeeding rests with young people and their awareness of HIV and AIDS. Despite being steeped in traditions and conservative beliefs, the country decided it was time to talk.

With 43 confirmed HIV infections in 2006, the incidence may be low. But with only three testing facilities in Dili and almost no accessibility to testing outside the capital, the numbers may be much higher. So the Government is taking no chances. Frank discussion and strong youth participation are the building blocks for Timor-Leste's 'Time to Talk, Seek to Learn about HIV', an initiative designed to reach 15- to 24-year-olds with accurate life-saving information.

Young people are especially vulnerable to HIV. Worldwide in 2007, people between the ages of 15 and 24 accounted for about 40 per cent of new infections among all people older than 15. A 2006 national baseline survey showed that Timorese youths

are no different about engaging in risky behaviour than their global counterparts. And their lack of reliable information is disturbing.

Timor-Leste is combating deadly ignorance through a peer education campaign, bringing comprehensive knowledge to young people through youth-led activities that include parades, community dramas, concerts, sport competitions, essay and drawing contests, and radio talk shows. During 2007, the UNICEF-supported initiative trained 80 master trainers who in turn trained 1,525 campaign volunteers who then led HIV-awareness activities for 40,000 young people. An additional 630 contemporaries both in and out of school, across six districts and six internally displaced persons' camps in Dili were trained as peer educators, reaching nearly 18,000 more young people.

The 'Time to Talk' campaign is similar to other *Unite for Children, Unite against AIDS* awareness activities around the world. Youth-friendly

health services provide peer-to-peer counselling and information in Burundi, the Occupied Palestinian Territory, the Russian Federation and Uganda. In the Caribbean, the 2007 Cricket World Cup provided opportunities to reach large youth audiences with HIV-prevention messages. What makes Timor-Leste's peer education campaign particularly effective is the decentralized design, allowing activities and messages to fit its 13 districts. While the campaign is supported and monitored by a National Campaign Committee composed of Government ministries and non-governmental organizations, local ownership of the initiatives helps assure community, family and church support for candid discussions among peers.

"So many of us don't have clear information about HIV and AIDS and are scared," said a 27-year-old HIV-positive volunteer. "I want to encourage people who are positive to get treatment and information, and stay away from risky sexual behaviour."



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ENGAGE in Policy Advocacy and Partnerships

There is immense satisfaction in witnessing a girl enter a classroom for the first time or hearing the strong cry of a newborn, alive because his mother received essential health care. Yet, less visible work of influencing policies, nurturing partnerships and negotiating national budgets, while not sparking immediate results, is vital for advancing human rights for all.

UNICEF has influenced and monitored social and economic policies, legislative measures and budgetary allocations to help governments meet their obligations under the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and other international covenants. Additionally, it is emboldening partnerships to make international and national commitments to women and children a reality.

Along with helping countries deliver on the promises of the Millennium Declaration and the Millennium Development Goals, UNICEF's policy advocacy and partnerships in more than 100 countries are zeroing in on child poverty and disparities, social budgeting,

decentralization, security and protection, legislative reform based on the CRC and CEDAW, and the consequences of migration for children.

Collecting and analysing data help create effective, evidence-based interventions. The Multiple Indicator Cluster Survey, UNICEF's unique household research tool, and DevInfo, the leading technical platform for MDG monitoring, data dissemination and evidence-based planning in 103 countries, are critical to meeting global commitments to women and children.

In 2007, UNICEF collaborated on research and analysis in key areas. A UNICEF-supported study by Harvard University produced *Goals and Instruments of Poverty Reduction: Economic and human rights perspectives on children's rights and development strategies*. With Cambridge University Press, UNICEF published *Protecting the World's Children: Impact of the Convention on the Rights of the Child in diverse legal systems*. An organization-wide effort produced *Global Study on Child Poverty and Disparities*. With UN sister agencies and international financial institutions, the

organization sponsored research at the country level on migration and children. *The Impact of Migration and Remittances on Communities, Families and Children*, for example, found that children in Moldova face psychosocial costs that may offset the benefits of migration's economic gains.

Social protection initiatives are ongoing in 27 countries across most regions. With funding from Spain, the Eastern and Southern Africa region is developing a peer-reviewed strategy and framework to address poverty. In Kenya, a cash transfer for orphans and vulnerable children through which 5,000 households receive subsidies every two months is a major plank of the social protection system developed in 2007.

A crucial element of UNICEF's work in this area is child participation. Children and young people had a strong presence at the third Junior 8 Summit, an ancillary event to the G8 Summit in Germany; the World Fit for Children +5; the 51st Session of the UN Commission on the Status of Women; country and regional conferences; and in many studies and reviews.

FAST FACTS

PER CAPITA CONTRIBUTIONS TO UNICEF, 2007*

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



* Includes contributions from governments and the private sector, including UNICEF National Committees. Calculations based on population figures (2006) from OECD/DAC.



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NATIONAL BUDGETS, GOVERNMENT VALUES

A nation's budget is more than a simple ledger of income and debt. It is the window into a government's soul. Beneath the surface of revenue and expenditure lies a political instrument that can be inclusive or exclusionary, promote equality or inequity, can sow the seeds of peace or hostility, can serve or harm children. UNICEF has entered this budgetary realm to influence policies and help countries deliver on the promise of the Millennium Development Goals.

To further this process and build upon the United Nations system-wide coherence, Delivering as One, UNICEF organized 'Open Dialogue: Eyes on the Budget as a Human Rights

Instrument' in January 2007. UN mission delegates and representatives of the World Bank, the UN Special Unit for South-South Cooperation, the UN Peacebuilding Commission, the Peacebuilding Support Office, the International Budget Project and various UN agencies examined ways to create national budgets that would provide adequate resources for the realization of human rights, beginning with children. As demonstrated by the Democratic Republic of the Congo and Ecuador, where to varying degrees portions of their budgets are devoted to basic social services, the residue of decades of war or financial crisis need not deter countries from investing in social sectors and children.

Viewing the budget as a human rights tool and not simply a technical instrument is gaining currency. In 2007, many countries in the East Asia and Pacific and Latin America and Caribbean regions have begun analysing their budgets through the prism of decentralization and its effects on children. There is a greater push for nations to rid their budgetary processes of secrecy and financial mumbo-jumbo and instead make them transparent and understandable to ordinary citizens.

It is with this eye on the budget that UNICEF links children's issues with development.



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FOCUS Public Attention on Children

UNICEF would be hard-pressed to maintain its urgent work in developing countries without high visibility throughout industrialized nations. Two primary sources that further the mission of UNICEF are its National Committees and Goodwill Ambassadors.

Spotlight on children

National Committees raise both visibility and income to help UNICEF improve the lives of children and their families. UNICEF, funded exclusively by voluntary contributions, receives approximately one third of its annual income from the collective efforts of the 36 National Committees. All were crucial allies throughout 2007.

The French Committee for UNICEF in collaboration with UNICEF and the French Government promoted guidelines for the prevention of child recruitment into armed forces and the demobilization and long-term reintegration of underage soldiers. The Paris Commitments, as the agreement is known, were signed by 59 countries at the Free Children from War conference held in France in February 2007.

Along with the Inter-Parliamentarian Union, an international organization of 146 representatives of parliaments, the Hellenic National Committee for

UNICEF distributed a booklet to 3,000 parliamentarians, journalists, social workers and police officers about child trafficking with a particular emphasis on education's crucial role as a deterrent. The Spanish Committee sponsored the Academy Award-nominated film *Binta and the Great Idea* about a girl in Senegal who pleads with her father to let her go to school. In addition to bringing attention to the struggle for girls' education, 100 per cent of the profits went to UNICEF.

In the Netherlands, the Dutch Committee and the Association of European Parliamentarians for Africa organized a symposium for government officials and non-governmental organizations on children orphaned or made vulnerable by HIV and AIDS. The event also honoured South Africa's Archbishop Desmond Tutu.

The United Kingdom Committee joined the international wildlife charity, Born Free Foundation, to launch a 'Born Free from HIV' campaign to raise money for the prevention of mother-to-child transmission. And in Italy, *Unite for Children, Unite against AIDS* was supported by a massive national signature campaign. Additionally, the Italian Committee for UNICEF made field trips to Angola, the Democratic Republic of the Congo, Guinea-Bissau and Haiti.

Fame and generosity

Celebrities hold a certain *je ne sais quoi* when it comes to rallying public attention to a cause. Since 1954, UNICEF's Goodwill Ambassadors have used their fame to spotlight the struggles faced by far too many children throughout the world. Whether championing universal education, bringing attention to the horrors of genocide or supporting campaigns to end the AIDS pandemic, these luminaries – international, regional and national representatives – share a commitment to improving children's lives.

In 2007, UNICEF appointed an entire orchestra, the Berliner Philharmoniker, as an international Goodwill Ambassador. The assembly of instrumentalists and their conductor became the first group emissary for UNICEF.

In recognition of her services to children, Goodwill Ambassador Mia Farrow was presented with the Central African Republic's Medal of Honour by the nation's president, François Bozizé. And Sir Roger Moore was given the United Nations' Dag Hammarskjöld Inspiration Award for his tireless work on behalf of UNICEF.

Angélique Kidjo carried on her quest for girls to attain their right to education. She

visited her homeland, Benin, where she joined national Goodwill Ambassador Zeynab Habib in the Toutes les Filles à L'école campaign – all girls to school – to promote education as an antidote for poverty, child mortality and AIDS.

Athletes also used their celebrity for children. World-class marathoner and Ethiopia's national Goodwill Ambassador Berhane Adere launched the Millennium Dream Campaign to raise money for orphans and vulnerable children through the Great Ethiopia Run. And tennis great Roger Federer marked World AIDS Day with a public service announcement in

English, French and German about the transmission of HIV from mothers to children.

In 2007, Her Majesty Queen Rania became UNICEF's first Eminent Advocate for Children and in this capacity is working to reduce child mortality, including inaugurating Jordan's newest baby-friendly hospital and speaking about child survival on trips to China and Morocco.

UNICEF appointed former child soldier, activist and best-selling author Ishmael Beah as Advocate for Children Affected

by War on the occasion of the 18th anniversary of the adoption of the Convention on the Rights of the Child. And in October 2007, Tony Award-winning actress Sarah Jones became the first UNICEF Spokesperson on Violence against Children. Jones, who is known for transforming herself into characters, created and performed a show to draw attention to the plight of millions of children caught in the cycle of violence. She reminded global leaders that the Millennium Development Goals do not mean that the world has 1,000 years to achieve them.

INTERNATIONAL GOODWILL AMBASSADORS IN 2007

Lord Richard Attenborough (United Kingdom, appointed 1987)
Amitabh Bachchan (India, 2005)
David Beckham (United Kingdom, 2004)
Harry Belafonte (United States, 1987)
Berliner Philharmoniker (Germany, 2007)
Jackie Chan (Hong Kong Special Administrative Region of China, 2004)
Judy Collins (United States, 1995)
Mia Farrow (United States, 2000)
Roger Federer (Switzerland, 2006)
Danny Glover (United States, 2004)
Whoopi Goldberg (United States, 2003)
Angélique Kidjo (Benin, 2002)
Johann Olav Koss (Norway, 1994)
Tetsuko Kuroyanagi (Japan, 1984)
Femi Kuti (Nigeria, 2002)
Leon Lai (Hong Kong Special Administrative Region of China, 1994)
Lang Lang (China, 2004)
Jessica Lange (United States, 2003)
Ricky Martin (Puerto Rico, USA, 2003)
Shakira Mebarak (Colombia, 2003)
Sir Roger Moore (United Kingdom, 1991)
Nana Mouskouri (Greece, 1993)
Youssou N'Dour (Senegal, 1991)
Vanessa Redgrave (United Kingdom, 1995)
Sebastião Salgado (Brazil, 2001)
Susan Sarandon (United States, 1999)
Vendela Thommessen (Norway, 1996)
Maxim Vengerov (Russian Federation, 1997)

NATIONAL COMMITTEES FOR UNICEF

Andorran National Committee for UNICEF
Australian Committee for UNICEF Limited
Austrian Committee for UNICEF
Belgian Committee for UNICEF
Canadian UNICEF Committee
Czech Committee for UNICEF
Danish Committee for UNICEF
Estonian National Committee for UNICEF
Finnish Committee for UNICEF
French Committee for UNICEF
German Committee for UNICEF
Hellenic National Committee for UNICEF (Greece)
Hong Kong Committee for UNICEF
Hungarian National Committee for UNICEF
Icelandic National Committee for UNICEF
Irish National Committee for UNICEF
Israel Committee for UNICEF
Italian Committee for UNICEF
Japan Committee for UNICEF
Korean Committee for UNICEF
Lithuanian National Committee for UNICEF
Luxembourg Committee for UNICEF
Netherlands Committee for UNICEF
New Zealand Committee for UNICEF
Norwegian Committee for UNICEF
Polish Committee for UNICEF
Portuguese Committee for UNICEF
National Committee for UNICEF of San Marino
Slovak Committee for UNICEF
Slovenian Committee for UNICEF
Spanish Committee for UNICEF
Swedish Committee for UNICEF
Swiss Committee for UNICEF
Turkish National Committee for UNICEF
United Kingdom Committee for UNICEF
United States Fund for UNICEF



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CORPORATE SOCIAL RESPONSIBILITY

ING set out in 2007 to fund education for as many children in developing countries as there are employees working at the global financial institution worldwide, nearly 125,000. Reaching such an ambitious target was a formidable challenge.

Based on the estimated cost of €30 for one year of quality education per child, the more than €3.7 million raised for ING's 'Chances for Children' was a walloping success.

Like UNICEF's other corporate partners, ING is demonstrating the benefits of moving beyond traditional charitable contributions to embracing broader principles of corporate social responsibility. Many companies have

turned their attention to ethical core business practices, social investment and sound policies to advance development and children's interests.

UNICEF advocates for corporate sector investment in sustainable practices and programmes that benefit children at the global level, while National Committees and Country Offices foster corporate involvement on the local level.

Corporate social responsibility runs the gamut from contributions of cash or in-kind donations, strategic philanthropic investments, technical knowledge and expertise, to leveraging networks of stockholders, employees and customers to augment efforts

for a better world. The spectrum of involvement is as varied as the companies themselves.

While ING donated capital, Deutsche Post World Net (DPWN), a leading logistics group, lent its expertise and staff know-how to help UNICEF deliver about 3.5 million insecticide-treated mosquito nets to children under age five living in a remote area of Kenya. This was one of several DPWN strategies to reduce child mortality.

UNICEF's legions of corporate partners are interested in more than their bottom line and are making children's welfare their business.



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GENERATE Resources and Action

Around the clock and without fanfare, people and systems are in place to ensure that UNICEF delivers essential services and vital support to children and their families. Timely positioning of staff, reliable information technology, a steady flow of supplies and efficient financial accountability lay the foundation for work on the ground.

Human resources

Staff recruitment and placement, cutting-edge personnel development and learning opportunities, and talent and performance evaluations help situate the right people in the right place at the right time. This has been particularly evident in response to emergencies and crises around the globe.

Internal redeployment, external consultants and standby arrangements with partners allowed more than 150 staff members to respond immediately to emergencies in 56 countries as recruitment for permanent appointments went forward.

During 2007, three main recruitment campaigns took place in the areas of child survival, operations and AIDS, helping to ensure a dynamic talent pool. As well, staff-sharing partnerships were developed with Save the Children UK and AusAID,

the Australian Government's international development programme.

Online courses and blended learning – a combination of technology, classroom instruction and face-to-face meetings – are cost-effective staff development tools. About 4,500 employees completed self-paced learning courses, and nearly 400 staff members completed two e-learning courses, with 185 participating in follow-up classroom training.

Collaborations with universities and think tanks continue to flourish. The Graduate School of Governance, University of Maastricht (Netherlands) offered 'Evidence-Based Policy Analysis to Deliver Results for Children' to UNICEF senior and middle management staff. Learning partnerships were initiated with the University of Rwanda, Senegal's Centre Africain D'Etudes Supérieures Gestion (CESAG), the Economic and Policy Research Institute in South Africa, and the London School of Hygiene and Tropical Medicine. Courses on applied social policy, social protection, budget policies and investments for children were launched in 2007.

UNICEF is committed to the well-being of its staff, providing stress management

workshops and initiatives on HIV and the workplace. The organization participated in global, inter-agency and non-governmental working groups on psychosocial support for humanitarian aid workers.

Information technology

Advanced computer systems and technology infuse nearly all areas at UNICEF, particularly emergency preparedness and response.

UNICEF delivered information technology systems to field offices, including portable emergency voice and data communication (BGAN), Internet access via portable satellite antennas (iDirect), and remote access/work-from-home hardware and software (Citrix), so services will not be disrupted in spite of grave situations on the ground. In 2007, UNICEF identified a secondary corporate backup data centre site so the current secondary centre can be moved from New York.

As the lead agency in data communications for UN humanitarian responses and supporter of its Core Commitments for Children in Emergencies, UNICEF has provided advanced wireless and emergency telecommunication training, built

telecommunication infrastructure to support other agencies in emergencies and trained 54 staff members as information and communication specialists. The importance of these capabilities was demonstrated in emergency responses in Bangladesh, the Democratic Republic of the Congo, Mozambique and Pakistan.

Internet visibility and capability have grown in 2007. UNICEF implemented a more sophisticated search engine for its main website and began the groundwork for similar enhancement of field office sites. In addition to providing more accurate, relevant search results, the navigational tool narrows searches to specific topics. The engine also directs users to content they may not have considered. The website's multimedia capabilities – text, audio, video, interaction – expand coverage of children's issues and complement every flagship publication with extra online material.

Supplies

UNICEF remains a leader in procurement of supplies for children and humanitarian interventions. In 2007, the organization procured approximately \$1.4 billion worth of supplies, a 16 per cent increase over the previous year.

UNICEF obtained vaccines for 30 per cent of the world's children and antiretroviral medications for 56 countries and remained one of the world's largest buyers of mosquito nets and oral rehydration salts. Educational supplies were provided to over 11.5 million children and more than 100,000 teachers.

Vaccines and concomitant supplies made up the bulk of the year's expenditure, including \$620 million on vaccines, \$42 million on autodisable syringes and \$27 million on cold chain equipment. Global polio eradication efforts required the purchase of 2.3 billion doses of oral polio vaccine. UNICEF also handled \$17 million of in-kind donations.

A steady flow of supplies allowed measles immunization campaigns to be held in 51 countries throughout Africa and Asia. The Pakistan National Measles initiative was the largest, requiring 70 million doses of bundled vaccines. UNICEF also responded to a measles outbreak in the Democratic People's Republic of Korea, supplying over 6 million doses of measles vaccine within a week, followed by an additional 11 million doses for a countrywide campaign.

Collaboration with UN agencies and partners continues to be the norm. More than 75 per cent of UNICEF procurement

involved inter-agency cooperation, with half being done on behalf of external partners. While striving to keep costs down, UNICEF is committed to the highest standards of quality, requiring products to comply with international standards set by regulatory agencies or by institutions recognized for quality assurances, such as the World Health Organization.

FINANCES*

The financial stewardship of UNICEF is designed to maximize the return on its investment in children, their families and communities. Through stringent accountability, income and expenditure are monitored to ensure that money is spent judiciously on interventions and programmes that deliver measurable results.

Income

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

subdivided into 'regular' and 'emergency' contributions.

Total income to UNICEF increased by 8 per cent, from \$2,781 million in 2006 to \$3,013 million in 2007, exceeding the 2007 financial plan by \$13 million.

Income to regular resources increased by 5 per cent to \$1,106 million and exceeded the plan by \$53 million, or 5 per cent. Contributions to other resources increased by 11 per cent to \$1,907 million but fell short of the plan by \$40 million, or 2 per cent.

Regular resources accounted for 37 per cent of total income, a slight drop from

38 per cent in 2006, and other resources accounted for 63 per cent of total income in 2007, an increase from 62 per cent from the previous year.

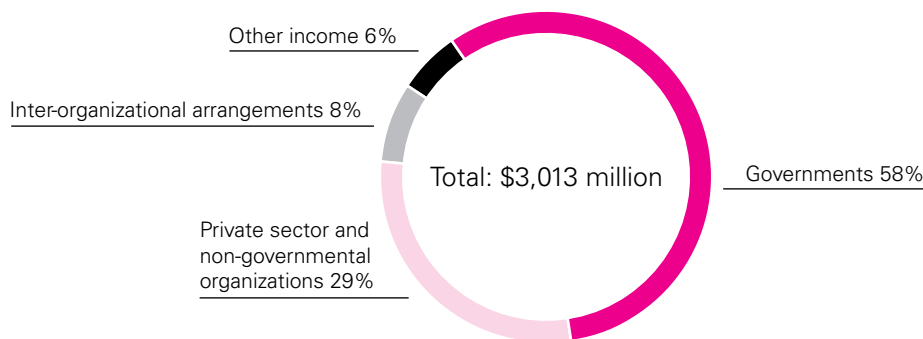
A total of 102 governments contributed to UNICEF resources in 2007, two fewer than in 2006. However, the public sector, including governments, intergovernmental organizations and inter-organizational arrangements, contributed \$1,969 million – an increase of 10 per cent over the previous year.

The United States contributed \$277 million and was the largest government donor. The largest intergovernmental organization contribution was \$128 million

from the European Commission, including the Humanitarian Aid Office. Private sector contributions totalled \$868 million, an increase of 9 per cent over 2006. National Committees raise the largest portion of private sector contributions. In 2007, the German and Japan National Committees led the way with \$126 million and \$124 million respectively.

Private-public partnerships were large contributors to UNICEF, particularly in the area of health. The UN Foundation contributed \$71.8 million, the Global Alliance for Vaccines and Immunizations (GAVI) provided \$47.8 million, the Global Fund to Fight AIDS, Tuberculosis and Malaria provided \$12.3 million, the Canadian Micronutrient Initiative gave \$10.3 million and Rotary International contributed \$7.5 million.

INCOME TO UNICEF BY SOURCE, 2007



Thematic funds supporting the focus areas of the medium-term strategic plan, UNICEF's blueprint for promoting child survival and helping governments achieve the Millennium Development Goals, increased by 29 per cent over 2006. Not surprisingly, as a result of UNICEF's expanding efforts to influence broad and systemic investment in children, the largest increase, from \$6.9 million in 2006 to \$17.7 million in 2007, was for policy advocacy and partnerships for children's rights.

THEMATIC CONTRIBUTIONS, 2005–2007
(in millions of US dollars)

	2005	2006	2007
Policy advocacy and partnerships for children's rights ¹	–	6.9	17.7
Basic education and gender equality ²	88.7	97.9	120.7
Young child survival and development ³	5.4	14.7	13.1
Child protection	6.8	25.7	38.8
HIV/AIDS and children	8.0	16.7	19.0
Integrated early childhood development ⁴	6.5	–	–
Humanitarian assistance	476.1	144.3	84.4

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

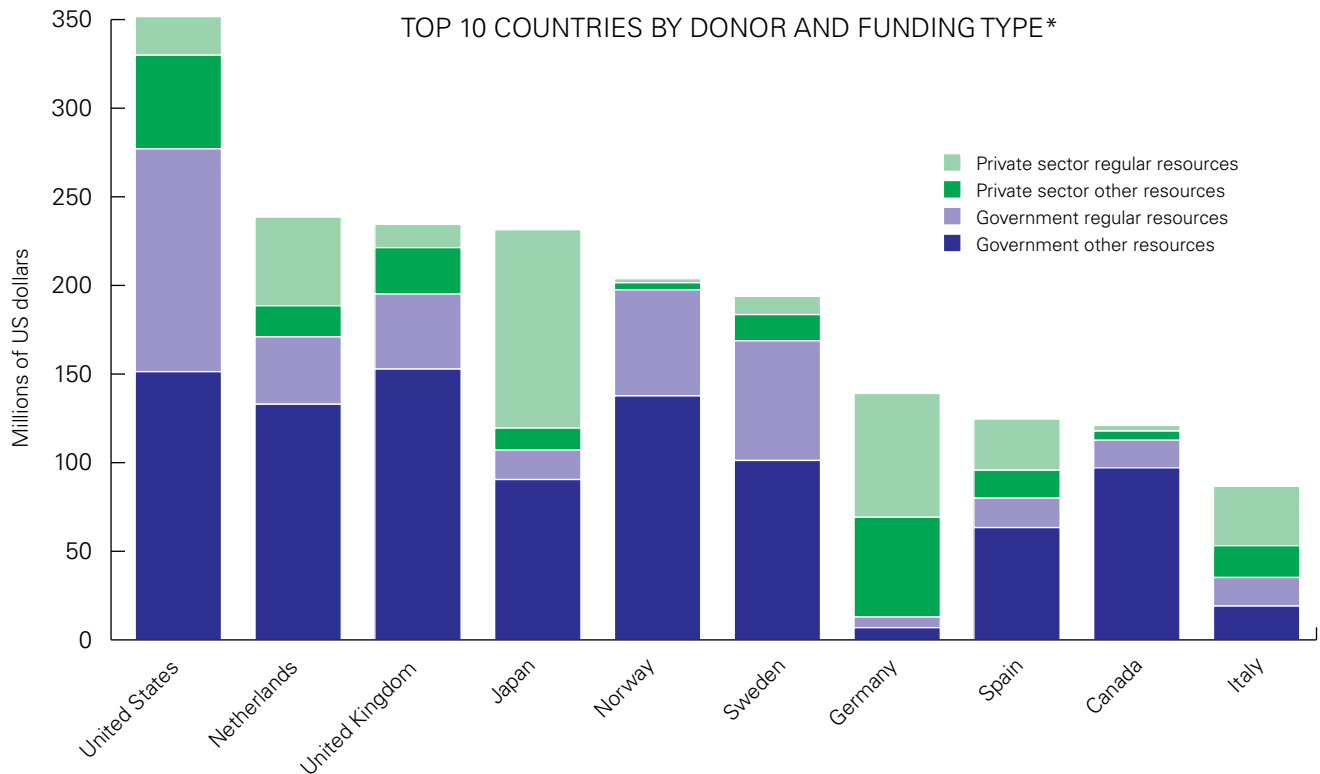
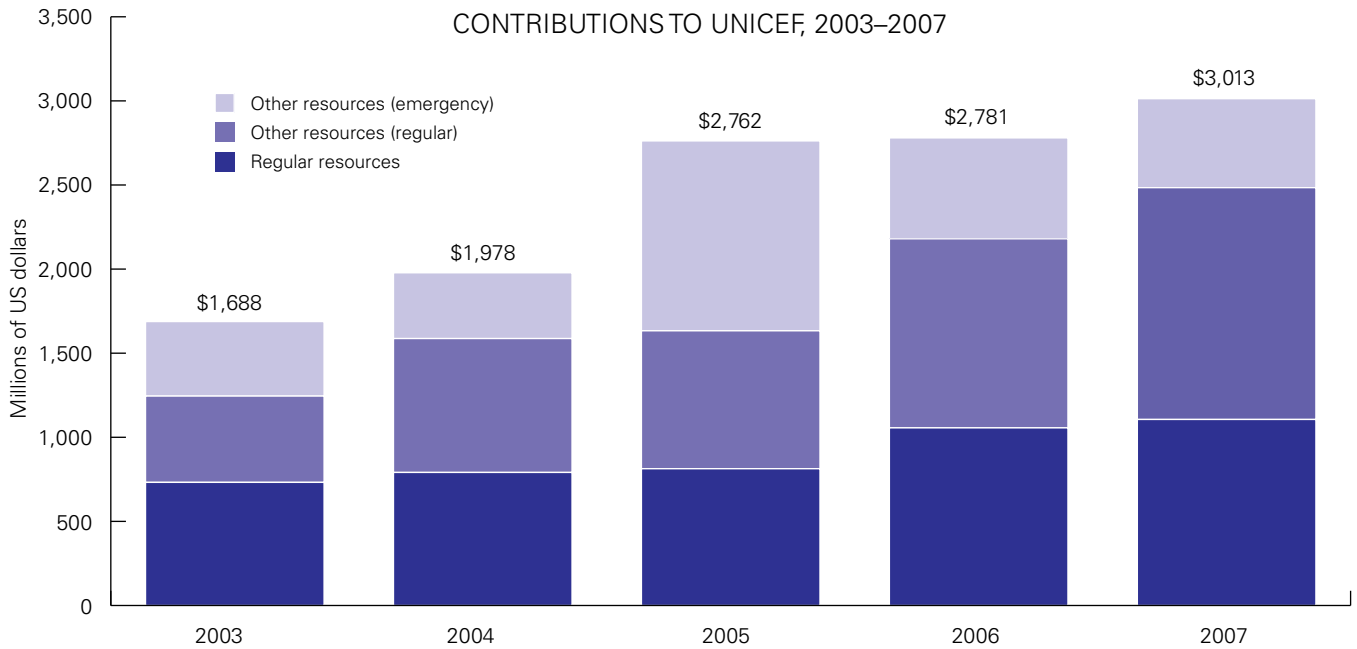
2 In previous MTSP cycle "Girls' education"

3 In previous MTSP cycle "Immunization plus"

4 Not in current MTSP cycle

TOP 20 GOVERNMENT DONORS
(in thousands of US dollars)

		Regular resources	Other resources		Total
			regular	emergency	
1	United States	125,730	90,327	61,006	277,063
2	Norway	59,872	119,382	18,291	197,545
3	United Kingdom	42,340	127,583	25,216	195,140
4	Netherlands	38,000	105,561	27,392	170,953
5	Sweden	67,491	66,269	34,983	168,743
6	Canada	15,517	83,265	13,823	112,606
7	Japan	16,691	74,851	15,629	107,170
8	Spain	16,629	48,173	15,200	80,002
9	Denmark	32,440	14,275	2,783	49,497
10	Australia	6,489	27,090	9,714	43,293
11	Italy	16,129	17,440	1,642	35,210
12	Ireland	19,667	1,813	13,047	34,526
13	Finland	19,073	2,094	4,250	25,417
14	France	17,654	1,947	1,873	21,473
15	Switzerland	14,754	2,034	-	16,788
16	Belgium	4,000	6,318	5,907	16,226
17	Germany	6,019	6,501	389	12,909
18	Luxembourg	1,854	9,132	873	11,860
19	Republic of Korea	2,500	570	4,500	7,570
20	United Arab Emirates	100	5,520	-	5,620



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

TOP 20 NATIONAL COMMITTEE DONORS
(in thousands of US dollars)

		Regular resources	Other resources		Total
			regular	emergency	
1	Germany	69,875	43,179	13,069	126,123
2	Japan	111,964	10,658	1,658	124,280
3	United States	21,755	39,834	12,992	74,581
4	Netherlands	50,036	12,595	4,973	67,604
5	France	38,260	14,411	4,188	56,859
6	Italy	33,544	12,900	5,035	51,479
7	Spain	28,868	11,886	3,836	44,590
8	United Kingdom	13,132	23,408	2,769	39,309
9	Sweden	10,323	14,344	448	25,115
10	Republic of Korea	15,810	2,902	200	18,912
11	Denmark	10,762	2,798	305	13,865
12	Switzerland	6,885	6,207	459	13,552
13	Finland	10,123	2,919	228	13,270
14	China – Hong Kong SAR	7,083	3,859	1,080	12,022
15	Portugal	6,074	2,384	661	9,118
16	Canada	3,207	3,847	1,358	8,413
17	Belgium	4,800	2,172	1,419	8,392
18	Australia	3,370	2,902	637	6,909
19	Norway	2,263	3,892	57	6,212
20	Greece	4,954	81	937	5,971

TOTAL EXPENDITURE, 2007
(in millions of US dollars)

	Regular resources	Other resources (regular)	Other resources (emergency)	2007 Total	2006 Total
Programme assistance	743	1,081	693	2,517	2,119
Programme support	156	0	0	156	142
Total programme cooperation	899	1,081	693	2,673	2,261
Management and administration	94	0	0	94	76
Total expenditure (excluding write-offs and prior-period adjustments)	993	1,081	693	2,767	2,337
Write-offs	1	9	5	15	7
Total expenditure	994	1,090	698	2,782	2,344

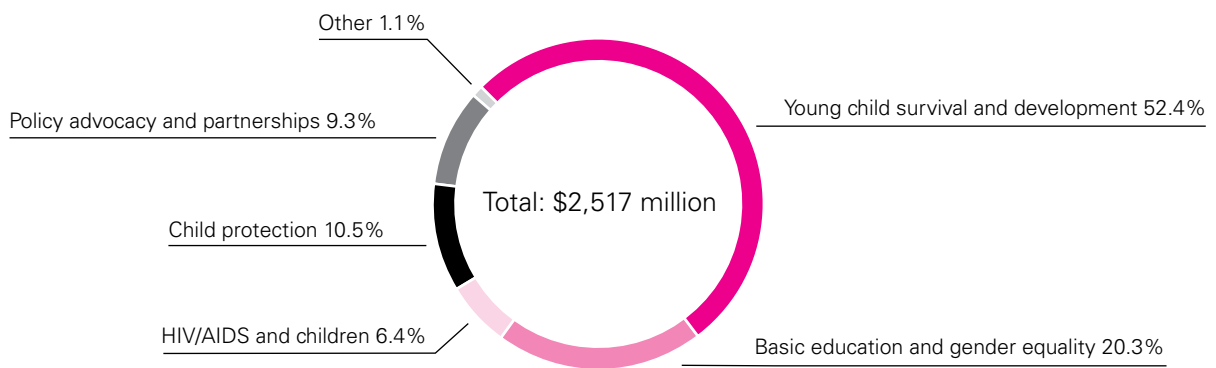
Expenditure

The Executive Board approves regular resources for allocation to countries with which UNICEF cooperates based on three criteria: the country's under-five mortality rate, its gross national product per capita and the absolute size of its child population.

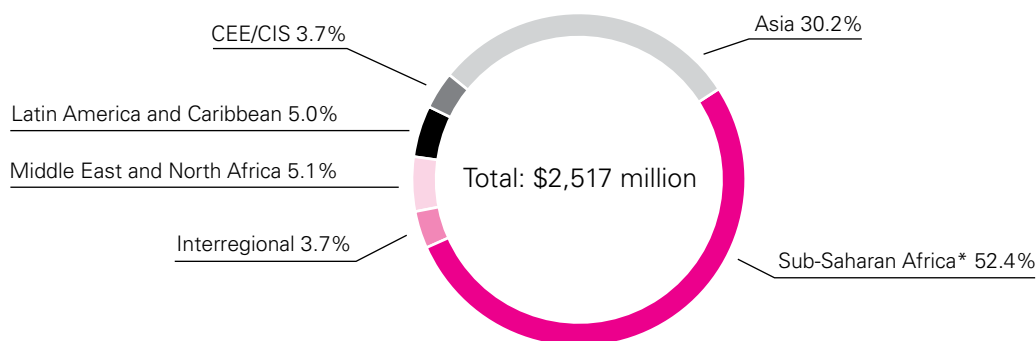
Total expenditures increased by 19 per cent from \$2,344 million in 2006 to \$2,782 million in 2007. Expenditure on programme assistance rose by \$398 million to \$2,517 million, an increase of 19 per cent. Combined expenditure on programme support at \$156 million and management/administration at

\$94 million – including centrally shared security costs of \$10 million – increased by 15 per cent to \$250 million.

UNICEF PROGRAMME ASSISTANCE BY MTSP FOCUS AREA, 2007



UNICEF PROGRAMME ASSISTANCE BY GEOGRAPHICAL REGION, 2007



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

INTERNATIONAL AND CORPORATE ALLIANCES CONTRIBUTING \$100,000 OR MORE IN 2007

Global Alliances		France	Italy	Poland
Amway Europe		Air France	Intersport	ORBIS Grupa Hotelowa
Deutsche Post World Net (DPWN)		Carrefour	Mondo Home Entertainment	Portugal
Futbol Club Barcelona (FCB)		Century 21		Companhia de Seguros Allianz Portugal S.A.
FTSE (FTSE4Good)		Chèque Déjeuner	Japan	TMN - Telecomunicações Móveis Nacionais, S.A.
H&M		Clairefontaine	AEON	
IKEA		Clairefontaine Rhodia	AEON MALL Co., Ltd	Russian Federation
ING		Domoti	B-R 31 ICE CREAM CO., LTD.	KMB Bank
Stora Enso		Ecureuil Gestion - Caisses d'Epargne	Circle K Sunkus Co., Ltd.	Nokia
Unilever		Editions Ivoire	Co-op Kanagawa	South Africa
Check Out for Children™ (Starwood Hotels & Resorts)		Mediaprisme	Co-op Kobe	The Motsepe Foundation
Europe, Africa, Middle East, Asia Pacific and Mainland China		Optic 2000	DANONE WATERS OF JAPAN Co., Ltd.	
Change for Good® Programme		Orange France and Fondation Orange	Fuji Television Network, Inc.	Spain
Aer Lingus		Papeteries Sill	Hakugen Co., Ltd.	Arbora-Ausonia
Alitalia		Procter & Gamble	Honda Motor Co., Ltd.	Aseval
American Airlines		Rythm	Mitsubishi Belting Ltd.	Banesto
ANA		Total S.A.	Miyagi Co-op	Caja Madrid
Asiana		Ubisoft	P&G Northeast Asia PTE LTD	Eroski
British Airways		Verbaudet	RING BELL Co., Ltd.	Fundación Caja Navarra
Cathay Pacific		Volvic	Skylark Co., Ltd.	Fundación Cajasol
Finnair		Germany	Sugarlady Inc.	Grefusa
JAL		Brita GmbH	SUMITOMO MITSUI CARD CO., LTD.	Renta Corporación
Qantas Airways Limited		Gardena AG		Unide
		Hugo Boss GmbH	Kenya	Turkey
		Marco Polo GmbH	Safaricom Ltd.	TÜRK TELEKOMÜNİKASYON A.Ş.
		Payback	Korea	
		Procter & Gamble GmBH	Amore Pacific	United Kingdom
		RWE AG	Hyundai Homeshopping	Blue Peter
		Siemens AG	Kookmin Bank	British Telecom (BT)
		T-mobile Deutschland GmbH /T-com	The Export-Import Bank of Korea	DLA Piper
		United Internet AG	Volkswagen Korea	Eastman Kodak
		Volvic		Manchester United Foundation Ltd. (United for UNICEF)
		Greece	Latin America and Caribbean Region	Procter & Gamble
		Diners Club of Greece Finance Company S.A.	PriceSmart	RealNetworks
		Gulf Area	Luxembourg	Taylor Nelson Sofres (TNS)
		i2 (Itsalat International Company)	Cactus S.A.	United States
		Hong Kong	Mexico	American Express Company
		Richemont Asia Pacific Limited (Cartier)	Comercial Mexicana	ATP (Association of Tennis Professionals) / Ty, Inc.
		Chow Tai Fook Jewellery Company Ltd	Laboratorios Liomont	BD
		McDonald's Restaurants (Hong Kong) Ltd	Nextel de México	Citigroup Foundation
		Procter & Gamble Hong Kong Ltd (Pampers HK)	Santander	Delta Air Lines, Inc.
		Iceland	Netherlands	ExxonMobil Corporation
		Baugur Group	Content	GE Foundation
		FL Group	Djoser B.V.	Global Impact/U.S.-Lebanon Partnership Fund
		Fons	Feyenoord Rotterdam N.V.	GUCCI
		Glitnir Bank	Kerst voor Kids	Johnson & Johnson
		Indonesia	Loyalis N.V.	Kimberly-Clark Corporation
		ABN AMRO Foundation	Nationale Postcode Loterij N.V.	Merck & Co., Inc.
		ExxonMobil Oil Indonesia Inc.	Procter & Gamble	Microsoft Corporation
		PT International Nickel Indonesia Tbk	Wavin Group	Motorola Foundation
		Ireland	New Zealand	Pfizer Inc.
		Web Reservations International	Vodafone New Zealand Foundation	Pier 1 Imports, Inc.
		Italy	Nigeria	Starbucks Coffee Company
		AGOS Itafinco	The Dangote Foundation	The Procter & Gamble Company
		Banca Sella	Norway	The Prudential Foundation
		Calendario Polizia	Brødrene Dahl	The Quiznos Master, LLC
		Confindustria CGIL CISL UIL	Cubus/Varnergruppen	The TJX Companies, Inc.
		Energizer	DnBNOR	The UPS Foundation
		Ferrarelle	GlaxoSmithKline	Turner Broadcasting System, Inc.
		Industrie Cartarie Tronchetti	Lund Forvaltning	UnitedHealth Group Inc.
			NHH Aid	Western Union Foundation
			Norsk Hydro	
			Pareto	
			StatoilHydro	
			Sundal Collier Norge	
			Sundt	
			Torunn og Oles Stiftelse	

National Committee/ Country Office	Corporate donor
Argentina	FARMACITY GRUPO CARREFOUR
Australia	Vodafone Australia Foundation
Austria	OMV
Belgium	BOBCAT Europe Esko-Graphics N.V.
Brazil	CCM (Carbon Capital Markets) COELCE (Companhia de Eletricidade de Ceará) ITAU (Banco Itau, S.A.) PETROBRAS RGE (Rio Grande Energia)
Canada	Cadbury Adams
China	FAW-VW Audi Sales Division M•A•C Cosmetics Shanghai Volkswagen Automotive Co., Ltd. Suzhou CHINT Enterprise Development Co., Ltd.
Colombia	ECOPETROL Home Center
Croatia	Podravka T-Hrvatski Telekom
Ecuador	Diners Club OCP (Oleoducto de Crudos Pesados)
Egypt	Coca Cola EFG - Hermes

REGULAR RESOURCE FUNDING OF COUNTRY PROGRAMMES

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

Afghanistan* 2006–2008	\$76,585,482	Democratic People's Republic of Korea 2007–2009	\$3,648,000	Lao People's Democratic Republic 2007–2011	\$8,935,000	Russian Federation 2006–2010	\$4,805,000
Albania 2006–2010	\$3,375,000	Democratic Republic of the Congo** 2008–2012	\$190,290,000	Lebanon** 2008	\$616,000	Rwanda** 2008–2012	\$39,375,000
Algeria 2007–2011	\$5,410,000	Djibouti** 2008–2012	\$3,950,000	Lesotho** 2008–2012	\$5,170,000	Sao Tome and Principe 2007–2011	\$3,300,000
Angola 2005–2008	\$30,110,000	Dominican Republic 2007–2011	\$3,505,000	Liberia** 2008–2012	\$18,850,000	Senegal 2007–2011	\$15,825,000
Argentina 2005–2009	\$3,000,000	Eastern Caribbean Islands ¹ 2008–2011	\$12,800,000	Madagascar** 2008–2011	\$34,892,000	Serbia and Montenegro ⁴ 2005–2009	\$3,325,000
Armenia 2005–2009	\$3,405,000	Ecuador 2004–2008	\$3,912,000	Malawi** 2008–2011	\$30,144,000	Sierra Leone** 2008–2010	\$19,473,000
Azerbaijan 2005–2009	\$4,760,000	Egypt 2007–2011	\$13,195,000	Malaysia** 2008–2010	\$1,500,000	Somalia** 2008–2009	\$16,930,000
Bangladesh 2006–2010	\$60,490,000	El Salvador 2007–2011	\$3,480,000	Maldives** 2008–2010	\$2,202,000	South Africa 2007–2010	\$3,988,000
Belarus 2006–2010	\$3,260,000	Equatorial Guinea** 2008–2012	\$3,680,000	Mali** 2008–2012	\$59,840,000	Sri Lanka** 2008–2012	\$4,000,000
Belize 2007–2011	\$3,060,000	Eritrea 2007–2011	\$8,925,000	Mauritania* 2003–2008	\$9,725,000	Sudan** 2008	\$7,649,000
Benin* 2004–2008	\$16,341,000	Ethiopia 2007–2011	\$119,750,000	Mexico** 2008–2012	\$3,140,000	Swaziland 2006–2010	\$3,755,000
Bhutan** 2008–2012	\$4,830,000	Gabon 2007–2011	\$3,075,000	Moldova 2007–2011	\$3,595,000	Syrian Arab Republic 2007–2011	\$4,605,000
Bolivia** 2008–2012	\$6,470,000	Gambia 2007–2011	\$4,870,000	Mongolia 2007–2011	\$4,535,000	Tajikistan* 2005–2009	\$8,860,000
Bosnia and Herzegovina 2005–2008	\$4,520,528	Georgia 2006–2010	\$3,370,000	Montenegro 2007–2009	\$1,803,000	Thailand 2007–2011	\$5,000,000
Botswana** 2008–2009	\$1,260,000	Ghana 2006–2010	\$18,600,000	Morocco 2007–2011	\$6,700,000	The former Yugoslav Republic of Macedonia 2005–2009	\$3,060,000
Brazil 2007–2011	\$4,620,000	Guatemala 2006–2008	\$3,753,598	Mozambique* 2007–2009	\$24,581,000	Timor-Leste** 2008	\$1,125,000
Bulgaria 2006–2009	\$2,464,000	Guinea 2007–2011	\$17,000,000	Myanmar 2006–2010	\$41,130,000	Togo** 2008–2012	\$16,050,000
Burkina Faso 2006–2010	\$33,745,000	Guinea-Bissau** 2008–2012	\$8,225,000	Namibia 2006–2010	\$3,335,000	Tunisia 2007–2011	\$3,320,000
Burundi** 2008	\$8,675,000	Guyana 2006–2010	\$3,345,000	Nepal** 2008–2010	\$20,214,000	Turkey 2006–2010	\$5,045,000
Cambodia 2006–2010	\$23,550,000	Haiti** 2008	\$3,024,000	Nicaragua** 2008–2012	\$4,160,000	Turkmenistan 2005–2009	\$4,680,000
Cameroon** 2008–2012	\$17,660,000	Honduras 2007–2011	\$4,495,000	Niger** 2008	\$18,816,000	Uganda* 2006–2010	\$45,346,653
Cape Verde 2006–2010	\$3,300,000	India** 2008–2012	\$162,900,000	Nigeria** 2008	\$42,489,000	Ukraine 2006–2010	\$4,775,000
Central African Republic 2007–2011	\$11,565,000	Indonesia 2006–2010	\$26,500,000	Occupied Palestinian Territory ² 2008–2009	\$8,000,000	United Republic of Tanzania 2007–2010	\$46,932,000
Chad 2006–2010	\$18,445,000	Iran (Islamic Republic of) 2005–2009	\$7,880,000	Pacific Islands ³ 2008–2012	\$27,500,000	Uruguay 2005–2009	\$2,000,000
Chile 2005–2009	\$900,000	Iraq 2007–2010	\$8,436,000	Pakistan* 2004–2008	\$70,808,343	Uzbekistan* 2005–2009	\$9,661,001
China 2006–2010	\$61,035,000	Jamaica 2007–2011	\$3,165,000	Panama 2007–2011	\$2,000,000	Venezuela (Bolivarian Republic of)** 2008	\$600,000
Colombia** 2008–2012	\$4,450,000	Jordan 2008–2012	\$3,335,000	Papua New Guinea** 2008–2012	\$7,150,000	Viet Nam 2006–2010	\$20,000,000
Comoros** 2008–2012	\$3,715,000	Kazakhstan 2005–2009	\$4,920,000	Paraguay 2007–2011	\$3,730,000	Yemen 2007–2011	\$24,035,000
Congo* 2004–2008	\$6,725,849	Kenya* 2004–2008	\$27,823,059	Peru 2006–2010	\$4,500,000	Zambia 2007–2010	\$20,048,000
Costa Rica** 2008–2012	\$3,000,000	Kyrgyzstan 2005–2010	\$5,562,000	Philippines 2005–2009	\$11,570,000	Zimbabwe 2007–2011	\$11,115,000
Côte d'Ivoire** 2008	\$6,920,000			Romania 2005–2009	\$3,385,000		
Cuba** 2008–2012	\$3,160,000						

UNICEF cooperated with 155 countries, areas and territories in 2007: 44 in sub-Saharan Africa (ESARO and WCARO); 35 in Latin America and the Caribbean (TACRO); 35 in Asia (EAPRO and ROSA); 20 in the Middle East and North Africa (MENARO); and 21 in Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS).

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

** New Country Programme starting in January 2008 and approved by the Executive Board in 2007.

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

2 UNICEF is providing assistance for Palestinian children and women for 2008–2009 in the following places: Occupied Palestinian Territory (\$4,200,000), Lebanon (\$1,800,000), Jordan (\$1,000,000) and Syria (\$1,000,000).

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

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

TOTAL UNICEF INCOME BY SOURCE OF FUNDING, 2007¹

Countries, areas and territories	Government contributions		Private sector contributions				Total
	Regular resources	Other resources ²	National committees		Other contributions		
			Regular resources ³	Other resources ²	Regular resources	Other resources ²	
Afghanistan		600,000					600,000
Albania						14,598	14,598
Algeria	24,000					30,549	54,549
Andorra		346,809	310,606	1,216,545			1,873,959
Angola		10,000					10,000
Argentina					164,578	3,849,343	4,013,921
Armenia	1,000					64,327	65,327
Australia	6,488,560	36,804,093	3,370,081	3,539,283			50,202,017
Austria	1,854,416	3,701,080	3,962,631	558,893			10,077,021
Azerbaijan	10,047	121,681					131,728
Bangladesh	34,500					16,588	51,088
Barbados	4,000						4,000
Belgium	3,999,990	12,225,542	4,800,427	3,591,097			24,617,056
Belize	62,499						62,499
Bhutan	14,700						14,700
Bolivia	124,997	224,995				461,297	811,290
Brazil		485,440			966,433	8,887,587	10,339,460
Brunei Darussalam	40,000						40,000
Bulgaria	3,500					3,585	7,085
Burkina Faso	2,080						2,080
Cameroon						92,260	92,260
Canada	15,517,260	97,088,368	3,207,388	5,205,249			121,018,265
Chile	77,000				107,402	419,820	604,222
China	1,216,405				273,082	2,074,398	3,563,884
Colombia	400,000	150,000			494,427	2,150,432	3,194,859
Costa Rica	15,767						15,767
Côte d'Ivoire						71,115	71,115
Croatia	30,000				376,105	912,930	1,319,035
Cuba	20,000						20,000
Cyprus					1,138,121		1,138,121
Czech Republic	149,987	100,000	1,584,569	852,997			2,687,553
Denmark	32,439,600	17,057,851	10,761,714	3,103,084			63,362,250
Djibouti		414,411					414,411
Dominican Republic					78,812		78,812
Ecuador					232,463	906,200	1,138,663
Egypt						435,977	435,977
Estonia	41,445		40,290				81,735
Ethiopia	50,293						50,293
Finland	19,072,800	6,344,522	10,123,408	3,146,721			38,687,451
France	17,653,593	3,819,735	38,259,700	18,599,620			78,332,648
Gabon		111,500				368,013	479,513
Georgia	2,046						2,046
Germany	6,018,656	6,889,934	69,874,927	56,248,025			139,031,542
Gibraltar					21,366		21,366
Greece	400,000	74,532	4,953,614	1,017,479			6,445,625
Grenada	2,000						2,000
Guyana	10,812						10,812
Honduras	62,606						62,606
Hong Kong, China (SAR)			7,083,378	4,938,742			12,022,120
Hungary	127,374		379,311	322,187			828,872
Iceland	740,385	704,862	2,229,397	1,547,573			5,222,216
India	938,220	2,976,088				1,378,917	5,293,225
Indonesia	100,000				101,532	1,256,204	1,457,736
Iran (Islamic Republic of)					138,041	335,676	473,717
Ireland	19,666,618	14,859,401	4,000,126	1,150,116			39,676,260
Israel	60,000						60,000
Italy	16,129,080	19,081,184	33,544,212	17,934,985			86,689,461
Japan	16,690,500	90,479,937	111,964,185	12,315,544			231,450,165
Kazakhstan	70,000						70,000
Kenya					96,761	279,408	376,169
Kuwait	1,000,000						1,000,000

Countries, areas and territories	Government contributions		Private sector contributions				Total
	Regular resources	Other resources ²	National committees		Other contributions		
			Regular resources ³	Other resources ²	Regular resources	Other resources ²	
Latvia		20,986	9,265	19,904			50,155
Lebanon	5,000					191,175	196,175
Liechtenstein	16,000	133,893					149,893
Lithuania		98,241		2,722			100,963
Luxembourg	1,854,300	10,005,404	1,039,253	1,166,240			14,065,197
Madagascar		591,133					591,133
Malaysia	168,000					67,254	235,254
Mauritius	15						15
Mexico	214,000				945,347	4,626,442	5,785,789
Moldova	7,000	286,953					293,953
Monaco	10,000	79,748			66,651		156,399
Mongolia	22,000						22,000
Morocco	83,689	365,605				66,215	515,510
Mozambique	2,000						2,000
Myanmar	1,246						1,246
Namibia	1,500						1,500
Netherlands	37,999,905	132,952,777	50,035,885	17,567,868			238,556,434
New Zealand	3,098,612	2,281,722	888,881	856,917			7,126,131
Nicaragua						1,675	1,675
Niger		60,000					60,000
Nigeria					842,478	510,379	1,352,857
Norway	59,871,875	137,672,822	2,262,859	3,949,065			203,756,620
Oman		1,048,700				3,296	1,051,995
Pakistan	61,838					19,874	81,712
Panama	29,425				75,634	261,675	366,733
Peru					243,362	261,677	505,039
Philippines	62,095				158,985	872,772	1,093,851
Poland	200,000		447,319	607,993			1,255,312
Portugal	167,230		6,074,357	3,044,127			9,285,714
Qatar	100,000						100,000
Republic of Korea	2,500,000	5,070,000	15,809,518	3,101,831			26,481,348
Romania	165,326					1,210,070	1,375,396
Russian Federation	1,000,000					366,610	1,366,610
Samoa	1,000						1,000
San Marino		5,000	15,369	35,831			56,200
Saudi Arabia	1,000,000	500,000				2,128,120	3,628,120
Senegal		95,736			95,709		191,444
Serbia					387,026	177,200	564,226
Singapore	50,000						50,000
Slovakia	13,158		236,875	161,776			411,810
Slovenia	31,000		1,312,813	556,545			1,900,358
South Africa		301,536				140,321	441,857
Spain	16,629,000	63,372,596	28,867,632	15,721,983			124,591,211
Sri Lanka	15,500						15,500
Sweden	67,490,925	101,251,940	10,322,603	14,792,367			193,857,836
Switzerland	14,754,060	2,034,390	6,885,432	6,666,367			30,340,248
Thailand	230,517				216,537	3,192,585	3,639,639
Trinidad and Tobago	10,700						10,700
Tunisia	45,462				101,672	8,260	155,394
Turkey	140,000		531,324	1,150,594			1,821,918
Turkmenistan	2,000						2,000
Ukraine						5,448	5,448
United Arab Emirates	100,000	5,519,903			105,666	134,265	5,859,834
United Kingdom	42,340,305	152,799,308	13,132,490	26,176,947			234,449,051
United States of America	125,730,000	151,333,419	21,755,228	52,826,000			351,644,648
Uruguay					111,218	515,409	626,627
Venezuela (Bolivarian Republic of)	50,000				843,573	447,454	1,341,027
Viet Nam	13,709						13,709
Yemen	9,982						9,982
Miscellaneous ⁴					1,591,132		1,591,132
Income adjustments to prior years ⁶	316,548	(11,879,556)	741,562	(478,958)			(11,300,405)
Subtotal	537,981,657	1,070,674,220	470,818,627	283,214,259	9,974,112	39,217,399	2,411,880,274

Countries, areas and territories	Government contributions		Private sector contributions				Total
	Regular resources	Other resources ²	National committees		Other contributions		
			Regular resources ³	Other resources ²	Regular resources	Other resources ²	
Intergovernmental organizations							
Arab Gulf Programme for United Nations Development Organizations (AGFUND)		540,000					540,000
European Commission		86,379,294					86,379,294
European Commission Humanitarian Aid Office (ECHO)		41,286,126					41,286,126
OPEC Fund		3,200,000					3,200,000
Organization for Security and Co-operation in Europe (OSCE)		7,000					7,000
Income adjustments to prior years ⁶		(4,696,350)					(4,696,350)
Subtotal		126,716,069					126,716,069
Non-governmental organizations							
Ani & Narod Memorial Fund						260,000	260,000
Atlantic Philanthropies						375,000	375,000
Bernard Van Leer Foundation						192,885	192,885
Conrad N. Hilton Foundation						1,720,000	1,720,000
GAVI Alliance						47,832,032	47,832,032
Global Alliance for Improved Nutrition (GAIN)						420,050	420,050
Micronutrient Initiative						10,334,388	10,334,388
Red Cross & Red Crescent Societies						127,116	127,116
Rotary International						7,495,000	7,495,000
Tetsuko Kuroyanagi, Japan					366,800	550,200	917,000
The Christina Gould Trust						1,743,925	1,743,925
The Global Fund, Switzerland						12,322,351	12,322,351
United Nations Foundation Inc.						71,779,745	71,779,745
Miscellaneous ⁵						59,627	294,118
Income adjustments to prior years ⁶						(2,295,116)	(2,295,116)
Subtotal						426,427	153,092,066
Inter-organizational arrangements							
Joint United Nations Programme on HIV/AIDS (UNAIDS)						11,247,791	11,247,791
UN Mine Action Services (UNMAS)						79,484	79,484
United Nations Development Group Office (UNDGO)						29,296,229	29,296,229
United Nations Development Programme (UNDP)						75,315,641	75,315,641
United Nations Educational, Scientific and Cultural Organization (UNESCO)						1,751,728	1,751,728
United Nations Food and Agriculture Organization (FAO)						35,000	35,000
United Nations Joint Programmes						6,824,612	6,824,612
United Nations Office for Coordination of Humanitarian Affairs (UNOCHA)						98,870,776	98,870,776
United Nations Population Fund (UNFPA)						3,595,392	3,595,392
United Nations Trust Fund for Human Security (UNTFHS)						573,703	573,703
World Bank						6,058,191	6,058,191
World Food Programme (WFP)						21,290	21,290
World Health Organization (WHO)						1,009,544	1,009,544
Income adjustments to prior years ⁶						(721,322)	(721,322)
Subtotal						233,958,058	233,958,058
Other income							175,955,182
Less cost of goods delivered and other expenses ⁷							(89,035,647)
TOTAL CONTRIBUTIONS							3,012,992,429
Less items related to biennial support budget							(15,993,694)
GRAND TOTAL							2,996,998,736

1 All contributions are expressed in US dollars.

2 Includes funds for emergency programmes.

3 Private Sector Division income included.

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

5 Miscellaneous income primarily consists of income from non-governmental organizations.

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

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

UNICEF EXECUTIVE BOARD

(as of January 2007)

UNICEF is governed by a 36-member Executive Board, an intergovernmental body that establishes policies, approves programmes and decides on administrative and financial plans and budgets. Members are elected by the United Nations Economic and Social Council for a three-year term.

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