Thank you for the opportunity to provide a brief overview of the Annual Report of the Executive Director for 2012, which summarizes our programme implementation experience in 2012 in more than 150 countries and territories around the world, as well as at regional and global levels.

The achievements of UNICEF and our partners in 2012 have been documented in some detail in the Annual Report itself and its data companion. We have also posted on the UNICEF website a working paper that focuses more specifically on the cross-cutting challenges we faced over the past year, the lessons we are learning, and concrete steps we are taking to address key challenges in the future.
As mentioned by Mr. Lake, ending preventable child deaths was an urgent priority for UNICEF throughout 2012. So far, 168 governments, 209 civil society partners and 220 faith-based organizations have signed pledges to take action to end preventable child deaths under A Promise Renewed.

Reaching the most disadvantaged and excluded children and women continues to be central to UNICEF’s mission. Initial feedback from the 27 countries that made the most progress in implementing the MoRES approach indicates that MoRES is helping countries to improve policies and systems and to better target interventions for the most marginalized communities. We have now launched a formative evaluation so that our further work in this area is informed by rigorous evidence.

Another of our key priorities this past year was improving the lives of children with disabilities, including through preparation of the 2012 State of the World’s Children report. We are also pleased that in September, UNICEF hosted the first Forum of the Global Partnership on Children with Disabilities.
Young Child Survival and Development

- Growing gap in progress show need for new approaches
- Upstream advocacy yielding results in immunization, maternal health and nutrition policies
- Partnerships, community approaches key to achieving results in hard to reach areas
- Integrated programming critical for addressing multidimensional aspects of deprivation
- Need for sustained investments in monitoring, research

While there has been tremendous progress in young child survival and development, many challenges remain. Too many countries still have very high rates of under-five mortality, reflecting their lack of progress at going to scale with even basic life-saving interventions. In countries that have made good progress on average, disaggregated data is identifying the ongoing challenges amongst mothers in isolated rural areas, those who are poorest, those who are least educated and those who are socially marginalized for other reasons such as ethnicity or occupation.

UNICEF’s continued focus on analyzing disparities and examining bottlenecks has demonstrated the need for integrated approaches that include both old and new partners. UNICEF needs creative new approaches to broadening the social movement for child survival, working not just with committed advocates but finding a way to get child survival priorities into the agendas of social movements tackling other issues such as ethnic discrimination.

We are also learning that sustained, and even increased, investment in monitoring and research is crucial if we are to reach the last mile.
Basic Education and Gender Equality

- Need to complement ongoing efforts that increase access with additional attention to quality
- Need for stronger focus on overcoming barriers to education (education plans targeting inequity)
- Focus on gender as an effective way to leverage equity in basic education
- Innovative analytical tools critical for informing policies, budgets
- Strengthening social cohesion in post-conflict contexts yielding results

UNICEF continued to support partner country efforts to get the millions of out-of-school children into formal and informal learning environments.

Initiatives to increase access need to continue. As we try to reach the most marginalized, UNICEF has recognized it needs to supporting scaling up of diverse paths to access – which remains a challenge. Education ministries and school systems alone are not going to solve this problem – it requires a whole-of-government and a whole-community approach.

At the same time as maintaining and focusing our access efforts, UNICEF recognizes that we need a stronger focus on quality.

Gender equity issues too remain important. While more girls are enrolled in primary school than ever before, attention must be paid to the transition from primary to secondary schooling.

Most dramatically, we recognize that over 40% of all out-of-school children live in countries seriously affected by armed conflict and natural disasters. We have begun strengthening our role in education in emergencies and early-recovery periods, as well as addressing relevant content in curricula, such as disaster risk reduction and peace-building.
HIV/AIDS and children

- Comprehensive national elimination plans developed in 20+ countries
- HIV prevention among adolescents hampered by gender inequality, political sensitivities
- Requires new approaches
- Bottleneck analyses helping to optimize treatment
- Strengthening investment approach to reduce HIV risk

UNICEF believes that an AIDS-free generation is within reach. We know what works to reduce HIV risk, transmission and progression. Now is the time for continued commitment to scale up what we know works and to change what doesn’t work.

Successes include approaches to eliminate mother-to-child transmission. Comprehensive national elimination of mother-to-child transmission plans have been developed in over 20 countries with UNICEF support.

At the same time, we recognize that HIV prevention amongst adolescents requires new approaches. Treatment and care for adolescents is lagging significantly behind pediatric and adult treatment programmes. Because of a lack of adolescent-specific HIV prevention efforts and an unwillingness to address high-risk behaviors that are often stigmatized and/or illegal, current HIV prevention efforts have failed adolescents, especially those at greatest risk.
UNICEF is the only United Nations agency with a mandate that encompasses the full breadth of child protection.

Real-time monitoring of efforts in birth registration, alternative care and violence against children are yielding new forms of accountability. For example, State and local Government officials in Nigeria have begun using collection of real-time mobile phone messaging data to strengthen responsibility in their agencies for birth registration and family tracing and reunification. However, demonstrating results at impact level remains a systemic challenge.

Our learning to date points to the need to improve child protection systems and address social norms that are conducive to violence, exploitation and abuse. A meta-analysis of 52 evaluations of UNICEF child protection programmes confirmed that child protection systems need to be holistic and multisectoral, including not just government but also non-state actors, children and families.

Ultimately, change in child protection takes time. Better protection takes root in changing perceptions and attitudes that cause violence against children, including gender discrimination and harmful social norms.
UNICEF supported 111 countries in conducting social budgeting analyses to increase national resources for key sectors. For example, in the Congo, UNICEF’s high-level advocacy efforts resulted in increased allocations for health and education. Despite the success of these efforts, UNICEF and other development partners need to invest more in investment cases that help governments understand the relative cost-effectiveness of different strategies and interventions, and to allocate resources accordingly.

Social protection efforts in 104 countries have provided useful platforms for multi-sectoral programming. That said, we are also learning that countries cannot simply replicate the conditional cash transfer model from Mexico and Brazil to all contexts and circumstances — there is a tremendous opportunity for South-South learning in social protection but each country in the end needs its own solutions, inspired by but not just copying others.

The fourth round of the Multiple Indicator Cluster Survey, completed in 2012 in 65 countries, produced groundbreaking information on the global status of young children’s development. While highly successful, these household surveys are also under increasing strain: they are difficult to finance and risk becoming over-burdened as different stakeholders request more and more data on an ever widening set of issues. UNICEF needs to work with countries to identify the right balance between household surveys and other data collection methods, as well as to ensure sustainable finance for such efforts.
Humanitarian action

- 481 surge deployments in response to emergencies
- UNICEF interventions contributed to millions of children receiving nutrition, WASH and education support
- Established new standard operating procedures for large-scale 'level 3' emergencies
- Focus on strengthening community resilience
- Need for integrated planning

Humanitarian action continues to represent a significant proportion of our global work. In 2012, UNICEF responded to 286 humanitarian situations in 79 countries, including 481 surge deployments.

Large-scale emergencies in Mali and the Sahel have highlighted the urgent need to invest in building capacities of UNICEF personnel to respond to all types of emergencies, and for stronger inter-agency coordination.

Lessons from the Sahel and Horn of Africa highlight the importance of building systems that strengthen resilience to prevent and mitigate the worst consequences of disasters, in effect bridging the gap between emergency work and development.
Turning to evaluation, we have seen an increase quality evaluations over the years. In 2012, the submission of evaluation reports, most commissioned by country offices, to the global evaluation database rose to 98 per cent, and submission of the corresponding management response reached 90 per cent.

A recent external review of the evaluation function identified need for clear performance standards for evaluation at each level (quality, coverage, equity dimensions), stronger collaboration with research, knowledge management and monitoring functions within UNICEF, and better use of evaluability studies to assess theories of change to drive programmes, using evaluation where appropriate to sharpen approaches and results.

All of these recommendations have been taken forward in 2013 workplans and the 2014-2017 Strategic Plan.
This graph summarizes performance against some of the many programme and operations management indicators reported in the Data Companion.

You can see improvement in most but not all categories against 2009 benchmarks. For example, we are falling behind on our benchmark for responding with surge capacity within 56 days.

It is also useful to understand key data beyond these benchmarks. While just over 40% of our senior staff globally are women, that rises to 48% for staff as a whole, including young professionals who will be in the next generation of leadership. Similarly, 52% of newly recruited professional staff now come from programme countries.
UNICEF’s overall income was $3.9 billion in 2012.
<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Total</th>
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<td>Development</td>
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<tr>
<td>Programme</td>
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<td>Development Effectiveness</td>
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<td>Management</td>
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<tr>
<td>Special purpose (including private fundraising and partnerships)</td>
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<tr>
<td>United Nations development coordination</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>3,866</strong></td>
</tr>
</tbody>
</table>

Our expenditure in 2012 closely matched our income - approximately $3.9 billion.
Some of our efforts this past year approaches have been more effective than others, but all demonstrate UNICEF’s effort to strengthen the use of evidence in guiding programme design and policy implementation, to empower local communities and to bolster national capacity to advance the rights of all children across the globe. I hope my remarks today, highlighting in particular some of our most important challenges, serves as a useful complement to the Board paper.

Thank you.